

APPENDIX B

STRATEGIC RISK REGISTER 2011-15

MANAGEMENT ACTION PLANS

Risk 1 The Borough needs a transport network that supports the local economy: Interim Head of Core Strategy

Management Action Plan

Likelihood	6				
	5				
	4			1	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
1	4.3	2.3	The Borough needs a transport network that supports the local economy
Notes: The current likelihood and impact are 4.3. The impact is unlikely to change greatly but if the current plan of action is fully implemented the likelihood can be reduced.			

Risk Owner: Interim Head of Core Strategy (Flo Churchill)

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
MBC has limited impact on management of highways infrastructure	Average	Continuing liaison and dialogue with partners including KCC Highways and the Highways Agency	SW	Continue with current partnership	Annual Review	April 2012
Production of an Integrated Transport Strategy to support the Core Strategy	Good	Partnership working required with Kent County Council Highways and internally within MBC	SW	ITS endorsed by KCC and MBC	Annual Review	April 2012
Core Strategy needs to be found sound and adopted by MBC	Average	CS to be put before Secretary of State for independent examination following endorsement by Cabinet	SW/FC	Submission to Secretary of State by December 2011	Annual Review	Dec 2011

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
ITS in line with Local Transport Plan (LTP) produced by KCC	Average	Partnership working required. Seconded KCC resource likely to be reduced. LTP used as basis for funding bids	SW	Proposals for works within MBC have priority within LTP	Annual Review	April 2012
Internal officer working group to discuss LDF, ITS, and LTP	Good	Create and maintain momentum to sustain officer involvement in the policy creation process through quarterly meetings	FC	Regular meetings of officer group	Quarterly review	April 2012
Economic Development Strategy to be reviewed	Good	Influence the ITS and partnering strategies to ensure that they result in a transport network that supports the local economy	FC/JF	Adoption of reviewed Economic Development Strategy	Annual Review	April 2012

Risk 2 The Borough needs a growing economy with rising employment, catering for a range of skill sets to meet the demands of the local economy: Assistant Director of Development and Community Strategy

Management Action Plan

Likelihood	6				
	5				
	4			2	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
2	4/3	2/2	The Borough needs a growing economy
Notes:			

Risk Owner: Assistant Director of Development and Community Strategy (Brian Morgan)

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Provision of skill centre at Senacre	Good	Maintain dialogue with KCC	JF	Centre complete/	Annual	March 2012
		Participate on the development and involvement in the Advisory Steering group.	JF	courses delivered	Annual	March 2012

Delivery of further educational courses	Good	<p>As part of the Mid Kent College Advisory Panel:</p> <ul style="list-style-type: none"> • Monitor success through participation through to qualification rates • Plan of future programme of courses • Maintain dialogue within panel over the balance between local economic requirement and the demand from students • Work with partners to explore opportunities for provision of apprenticeships and other opportunities 	JF	Appropriate courses delivered	Annual	Sept 2012
Improved educational qualifications	Good	Monitor qualifications obtained in order to identify failing schools and report back to relevant partners to seek opportunities and plan improvements	JF	Improved educational results	Annual	Nov 2011
Development and Delivery of the Development Plan Document	Good	Develop appropriate land allocation policies	FC/SW	Policies adopted and in place	Annual	April 2015

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Economic development strategy in place	Good	Refresh strategy in the context of the development of the core strategy and the current economic environment	JF	Review completed	Annual	March 2012
Provision of a range of employment	Good	In partnership with Spatial Planning identify the quantity of employment land needed	JF/SW	Appropriate strategy developed	Quarterly	April 2012
		In partnership with Spatial Planning identify the geographical distribution of employment land	JF/SW		Quarterly	April 2013

Risk 3 The Borough needs decent affordable housing in the right places across a range of tenures: Head of Housing and Community Safety

Management Action Plan

Likelihood	6				
	5				
	4			3	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
3	4,3	3,3	The Borough needs decent affordable housing in the right places across a range of tenures
Notes:			
The next 12 months are a critical period of change and uncertainty. It is unclear at this stage how successful the new affordable rent regime will be in delivering a range of affordable housing; hence the score of 4,3. It is anticipated that building on the strong partnership arrangements that currently exist the changes proposed in the Localism Bill can be introduced in a managed and beneficial manner thereby reducing the risk to 3,3.			

Risk Owner: Head of Housing and Community Safety (John Littlemore)

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
MBC has nurtured partnerships with the HCA and housing providers that has resulted in sustained delivery of new affordable housing and will continue to do so; new bids for affordable housing submitted	Good	Deliver the three year programme to enable 750 high quality new affordable homes.	JL/AC	Quarterly affordable housing delivery risk assessment	Quarterly	April 2012
Adopt a new Housing Strategy that reflects the current and future housing challenges	Good	The new Housing Strategy provides the necessary framework and is adopted by the council	JL	Adoption of the Strategy	Annual	Oct 2011
Respond to the Localism Bill; participating in the development of new statute and responding to change	Good/average	An initial response has been submitted the Bill's passage through Parliament will continue to be observed.	HSM	Bill becomes law – able to respond positively to changes and improve opportunities	Quarterly	April 2012
		Policies will then be amended as required, including; the housing allocation scheme	HSM		Quarterly	July 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Engagement in LDF/Core Strategy process to ensure the Housing Strategy reflects and supports the vision for Maidstone	Good	<p>The Housing team has fully participated in Member briefings and will continue to be involved in consultation including:</p> <ul style="list-style-type: none"> • Maintaining dialogue with Spatial planning on the future affordable housing Development Plan Document and gypsy & traveller accommodation • Working with planning policy on process for identifying suitable land. • Monitoring bid to Homes and Community agency. 	AC	Core Strategy is adopted; new affordable housing DPD agreed that delivers adequate housing to meet the identified need	Quarterly	April 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Fully participate in the LIP process; lobbying for resources for West Kent and investment in Maidstone	Good/average	Annual reviews will be held with the HCA and other west Kent partners to consider whether any changes will be required and what priority investment is needed	AC	Investment commensurate with Maidstone's needs is approved	Quarterly	Oct 2011
Finding alternatives ways of ensuring a sustained delivery of affordable housing	Average	Uncertainty as to how successful the affordable rent regime will be; exploring other methods such as partnerships across Kent to generate housing/infrastructure investment and capital return schemes	JL	New income models are initiated that generate sustained investment	Quarterly	April 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Agree a position with Registered Providers that allows affordable rents to generate an investment surplus that can be reinvested in Maidstone	Average	Each RP is driven by its own business plan – the council needs to ensure those Registered providers (RPs) operating in Maidstone are able to generate surplus that is invested in Maidstone and does not unbalance the housing market; meetings are taking place with RPs and HCA to develop an understanding that could become a protocol	JL	Protocol or operating agreement that benefits Maidstone is agreed	Bi- annual	April 2012
Adopt a Tenure Strategy that achieves flexible use of social housing without destabilising communities	Average	Final framework dependant on the outcome of the Localism Bill; negotiations taking place with RPs and neighbouring LAs develop a West Kent Strategy	JL	The Tenure Strategy is agreed by partners	Quarterly	April 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Working with colleagues in DC to ensure affordable housing continues under new planning regime ; particularly rural housing	Good/Average	Pre application consultation over sites with affordable housing obligations.	AC	A range of new affordable continues to be delivered	Quarterly	April 2012
		Early engagement regarding rural settlements with identified housing need to assess availability and suitability of land for development	AC		Quarterly	April 2012
		Monitoring of sites through the strategic housing land availability assessment and those identified through the core strategy	AC		Quarterly	April 2012
Work with Parish Councils and communities to enable affordable rural housing to flourish	Good/average	Work with parish councils and Action with Communities in Rural Kent to facilitate housing needs surveys to ascertain the level of affordable housing need.	AC	Affordable housing is delivered that keeps rural Areas sustainable for all	Quarterly	April 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Ensure the private rented sector remains buoyant; providing good quality housing and management standards	Average	Update the Housing Strategy to address diminishing investment through encouraging better use of the accreditation scheme and rigorous enforcement of housing standards Review local performance indicators for private sector housing interventions to create baseline and ensure performance is improved	NC		Quarterly	March 2012
		Review and update Empty Property Strategy			Quarterly	March 2012
		Private sector landlords forum to be re-launched in partnership with the National Landlords association			Quarterly	Jan 2012
		Review the Rent Deposit Bond Scheme			Quarterly	March 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Review how housing advice is delivered to ensure that interventions are timely and make a positive difference including reviewing access to affordable housing	Good	Update the Housing Strategy to address diminishing investment through encouraging better use of the accreditation scheme and rigorous enforcement of housing standards Review local performance indicators for private sector housing interventions to create baseline and ensure performance is improves	NC	Interventions are effective in reducing homelessness; the use of temporary accommodation and B&B is minimal	Quarterly	Sept 2011
		Review and update Empty Property Strategy			Quarterly	March 2012
		Private sector landlords forum to be re-launched in partnership with the National Landlords association			Quarterly	June 2012
		Review the Rent Deposit Bond Scheme			Quarterly	July 2012

Risk 4 Maidstone needs a clean and attractive environment for people who live in and visit the borough: Assistant Director of Environment and Regulatory Services

Management Action Plan

Likelihood	6				
	5				
	4				
	3			4	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
4	3, 3	3, 2	Clean and attractive environment
Notes:			
The current likelihood and impact are both 3 The impact is unlikely to change if we maintain the current arrangements. If all the measures identified below are undertaken, the likelihood of the risk occurring will reduce to 2.			

Risk Owner: Assistant Director of Environment and Regulatory Services

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review dates	Key dates
Street cleansing arrangements reviewed and new area-based working in place	Good. Costs reduced.	Regular monitoring to take place. through: <ul style="list-style-type: none"> Benchmarking Performance on Litter and Detritus 	JS	Clean streets	Quarterly	Dec 2011
Improve Customer satisfaction surveys to improve quality of feedback	Average	Carry out face to face surveys on a quarterly basis Give consideration to benefits of taking part in future corporate surveys	JS	Good customer satisfaction	Quarterly	Dec 2011
Contract with third party supplier to provide litter enforcement in the town centre	Good	Deliver against contracted performance criteria	JS	Reduced litter in the town centre	Annual	Sept 2012
		Develop and monitor mechanism to manage public reaction			Annual	Sept 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review dates	Key dates
Undertake a range of activities to encourage personal responsibility around litter and dog fouling	Good	Deliver programme of educational activity to schools and groups to discourage littering	JS	Reduced litter overall	Annual	April 2012
		Monitor and develop campaigns to discourage littering and dog fouling		Reduced litter and dog fouling	Annual	April 2012
Work with parties to influence good cleansing regimes in areas not controlled by the Council	Average	Work with partners through streetscene and other liaison groups to ensure that Maidstone Council is delivering on its actions and there are good standards throughout the borough	JS SG	Reduced litter	Annual	Dec 2011

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review dates	Key dates
Enforce against fly tippers	Average	Deliver anti fly tipping campaigns	JS	Reduced fly tipping	biannually	April 2012
		Maintain close operation links between street cleaning and enforcement to continue to seek evidence to prosecute fly tippers				April 2012
Work with Maidstone Leisure Trust to ensure Leisure Centre operations meet the Council's strategic aims	Good	Attend quarterly strategic meetings and monthly operational meetings with the trust and deliver on any actions	JT	Programme meets council's priorities	Annual	Feb 2012
		Monitor 15 year programme of investment and project work			Annual	Feb 2012

Action/controls already in place	Adequacy of action/controls to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review dates	Key dates
Town-wide AQMA action plan agreed and being implemented	Average	Deliver and monitor actions within plan in partnership	SG	Improved air quality	Annual	April 2012
Delivery of the High Street Regeneration project	Good	Monitored delivery of programme of works	BM SG	Improved environment	In line with Project timetable	May 2012
		Monitored outcomes including <ul style="list-style-type: none"> • Reduced vacancy rate • Increase in foot fall • Increase in employment 			In line with Project timetable	March 2013
Delivery of the Museum extension	Good	Monitor delivery of programme of works and impact on delivery of service	SL	Improved Museum and activity	Project timetable	Dec 2011

Action/controls already in place	Adequacy of action/controls to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review dates	Key dates
Asset Management Plan in place and regularly reviewed	Good	To ensure effective management of the Council's assets including ongoing maintenance	SG	Properly managed property portfolio	Annually	April 2012
The Council has limited influence on delivering the built environment	Average	Detailed, quality discussions with developers both at the pre-application stage and prior to planning discussions.	RJ	Quality developments/buildings	Annual review by Planning Committee	April 2012
Implementing the Mote Park Lottery scheme	Good	Project management of the lottery-funded capital scheme to ensure improvements are achieved and visits increase	JT	Quality of improvements Increased visitors	Quarterly	June 2012

Action/controls already in place	Adequacy of action/controls to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review dates	Key dates
Implement management plans for parks and open spaces	Good	Management plans are monitored and updated quarterly	JT	Quality of maintenance as per management standard Visitors' numbers remain the same or improve	Quarterly	April 2012

Risk 5 The Council needs to ensure that residents are not disadvantaged because of where they live or who they are; vulnerable people are assisted and the level of deprivation is reduced: Head of Housing and Community Safety

Management Action Plan

Likelihood	6				
	5			5	
	4				
	3				
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
5	5,3	4,3	The Council needs to ensure that residents are not disadvantaged because of where they live or who they are; vulnerable people are assisted and the level of deprivation is reduced.
Notes:			
The council has partnership arrangements with a variety of statutory and voluntary agencies that work towards reducing inequalities. Some of these relationships are more effective than others in tackling key issues. As funds reduce following the comprehensive spending review it becomes paramount for the council to engage in effective relationships and initiatives if it is to reduce the current risk assessment from 5,3			

Risk Owner: Head of Housing and Community Safety (John Littlemore)

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Dates	Key dates
Review of the Local Strategic Partnership arrangements	Good	Review existing LSP arrangements which includes their constitutions and associated delivery groups Finalise locality board proposal	JL/SR	New constitution in place with clear terms of reference and outcome focused targets	Annual	April 2012
Review existing partnerships that exist with various statutory and voluntary agencies to ensure they are relevant and effective in delivering the council's priorities	Good	Build upon existing relationships and explore new partnerships; the council to adopt an enabling role that encourage and assists stakeholders and the community to deliver change; encourage the use of payment by result for those organisations that receive grants from the council	SR	Effective partnerships that produce tangible improvements	Annual	Feb 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
Experience has been gained through consultations on specific topics e.g. waste, budget planning; Planning for Real	Average	Improve consultation with the community to provide clarity on what communities need and how best to deliver support to meet these needs; Lessons to be understood from the Planning for Real pilot.	JB	Adoption of a community engagement toolkit	Annual	August 2012
		Engage communities so people have the opportunity to participate and have a real say in what happens in their local areas; Review best practice elsewhere to understand what makes effective consultation and participation			Annual	August 2012
Improve social, economic and environmental outcomes for communities in priority areas	Average	Develop a clear, multi-agency plan for the Parkwood Pilot that has outcome focused targets which partners with a mandate to resolve can be challenged to deliver in conjunction with the council	JB	Area based action plan developed and agreed by the community. Monitoring Action Plan	Annual	August 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
Improving the health of people living in the borough and reduce health inequalities through a programme of healthy weight, mental health, wellbeing and community cohesion delivered in partnership with the Health Authorities	Average	Review outcomes from the first programme to understand what worked well and where there were failures. Use this intelligence together with improved consultation with service users to better inform the next stage of funding from the Health Service	JB	Health outcomes improve	Annual	Dec2011
Review the Sustainable Community Strategy	Average	Review requirement for the SCS in line with Government legislation and as part of LSP review. Ensure SCS or replacement document is relevant and is responsive to today's challenges	SR	The council responsive to changes at a local and national level	Annual	August 2012
Develop a Maidstone view of the Big Society and its role within the community	Limited	The policy has yet to be fully evolved by government but is expected to play a major role in delivering services; the council needs to develop its interpretation of the Big Society and promote this to the community	SR	The council expresses its interpretation of the Big Society	Annual	Dec 2011

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
The council works in partnership with local housing providers and schools & colleges to improve life outcomes	Average	Investigate alternative methods for generating more effective outcomes for educational attainment and t help eradicate worklessness	JL	Improved results against education and worklessness measures	Quarterly	Annual

Risk 6 The Council needs to deliver value for money council services that residents are satisfied with: Head of Change and Scrutiny

Management Action Plan

Likelihood	6				
	5				
	4				
	3			6	
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
6	3,3	2,3	The Council needs to deliver value for money services that residents are satisfied with.
Notes: Whilst the impact of this risk is severe the likelihood is low as we currently have a number of measures in place to combat and manage the risk. The Management action plan therefore focuses on improving the measures in place and introducing new measures where there are gaps.			

Risk Owner: Head of Change and Scrutiny (Angela Woodhouse)

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Dates	Key dates
Programme of Business Improvement	Poor	Agree with Cabinet and SMT what we mean by improvement and change	AW and AB	Definition agreed and shared Services identified		Nov 2011
		Identify which services are required to be reviewed Identify and agree tools for improvement and change	Cabinet and CMT Cabinet and CMT	Resources and approach agreed Services reviewed and changes implemented		Nov 2011
		Set a business improvement programme	GH			Dec 2011

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
Programme of Benchmarking in place	Adequate	Value for Money group to direct support group to carry out programme of benchmarking and identify action to be taken as a result of benchmarking	PR	Action is taken to reduce costs increase efficiency learning from others	Annual	Jan 2012
Value for money working group.	Adequate	Review working group and identify action plan for the year	PR	The costs of council services are reduced	Annual	April 2012

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
Communications Strategy	Adequate	Measure customer satisfaction with priority services on a biennial basis.	RA and AW	Survey carried out	Biennial	Sept 2011
		Report publicly on satisfaction levels.		Customer satisfaction reported	Quarterly in line with PI reporting	March 2012
		Identify actions to address satisfaction performance indicators if they are below target.		Action plan created following consultation		March 2012

		Report to the public on performance measures for front-line services through Borough Update and the Website		Survey used to identify areas that are important to the public and measures reported		aug 2012
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Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review Date	Key dates
Workforce Planning & Performance Management	Good -	Appraisal returns monitored and action identified for improvement	DS	% return rate Strategy produced and agreed	Biennial	June & Nov 2011
		All managers to have performance appraisal training.				June & Nov 2011
		Induction processes followed for all new staff				June & Nov 2011
		Write workforce planning strategy and agree action plan				Dec 2011

		Implement action plan	Corporate Management Team		In accordance with agreed plan	Dec 2011
Performance Management	Good -Very effective management and control system in place with covalent as well as a data quality policy	Data Quality policy revised and actions implemented	AW	Revised Policy approve and enacted	quarterly	30 Sept 2011