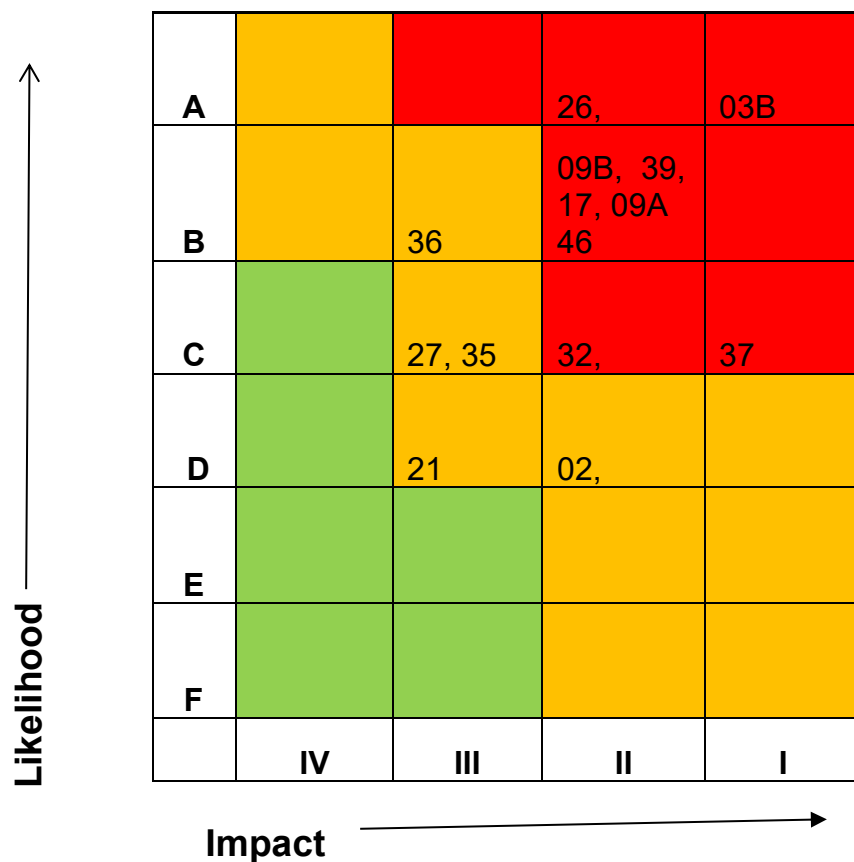


## Medway Council Strategic Risk Register - Quarter 1 2020/21

Ref	Page	Risk	Owner	Inherent Risk Score	Current Risk Score	Target Risk Score	Move ment (since last qtr)	Definition (current score) (L-likelihood) (I-impact)	Council Priority/ Ways of Working (WOW)	O&S Com mittee
SRO3B	4	Finances	Chief Finance Officer	<b>AI</b>	<b>AI</b>	<b>CIII</b>	→	L – very high I - catastrophic	All/WOW	BS
SR46 NEW	7	Medway's Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	<b>BII</b>	<b>BII</b>	<b>CII</b>	N/A	L - high I - critical	All/WOW	BS
SR09A NEW	12	Changing Demographics of Older People and Working Age Adults	Director of People – C&A	<b>AI</b>	<b>BII</b>	<b>DIII</b>	N/A	L - high I - critical	People	HASC
SR09B	16	Keeping vulnerable adolescents safe	Director of People – C&A	<b>BII</b>	<b>BII</b>	<b>DIII</b>	→	L - high I - critical	People	CYP
SR21 REMOVE	22	Procurement savings – capacity and delivery	Chief Legal Officer	<b>All</b>	<b>DIII</b>	<b>DIII</b>	→	L – low I - critical	All/WOW	BS
SR26	25	Non-delivery of Children's Services Improvement	Director of People – C&A	<b>All</b>	<b>All</b>	<b>DIII</b>	→	L – very high I - critical	People	CYP
SR27 REMOVE	35	Local Authority's ongoing relationship with all schools and academies	Director of People – C&A	<b>BII</b>	<b>CIII</b>	<b>CIII</b>	→	L - significant I - marginal	People	CYP
SR32	37	Data and information	Chief Legal Officer	<b>BII</b>	<b>CII</b>	<b>DIII</b>	→	L - significant I - critical	All/WOW	BS
SR36	40	Alternative service delivery models	Chief Legal Officer, Chief Finance Officer	<b>BII</b>	<b>BIII</b>	<b>CIII</b>	→	L - high I - Marginal	All/WOW	BS

SR37	43	Cyber Security	Chief Finance Officer	<b>CI</b>	<b>CI</b>	<b>CI</b>	→	L - significant I - Catastrophic	All/WOW	BS
SR39	48	Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures	Director of People – C&A	<b>BII</b>	<b>BII</b>	<b>DIII</b>	→	L - high I - critical	People	CYP
SR02	50	Business continuity and emergency planning	Director of Place Chief Finance Officer	<b>C1</b>	<b>DII</b>	<b>DII</b>	→	L - low I - critical	All/WOW	BS
SR17	54	Delivering regeneration	Director of Place	<b>BII</b>	<b>BII</b>	<b>CII</b>	↑	L - high I - critical	Growth	RCE
SR35	60	Homelessness	AD Physical and Cultural Regeneration	<b>BII</b>	<b>CIII</b>	<b>DIII</b>	↑	L - significant I - marginal	Growth	BS

## Strategic Risk Profile



**Likelihood:**

- A Very high
- B High
- C Significant
- D Low
- E Very Low
- F Almost impossible

**Impact:**

- I Catastrophic (showstopper)
- II Critical
- III Marginal
- IV Negligible

Key	
Low risk/priority	Green
Medium risk/priority	Amber
High risk/priority	Red

KEY update

<b>Corporate Risk: SR03B Finances</b>		<b>Risk Owner: Chief Finance Officer</b>		
		<b>Portfolio: Leader's</b>		
<b>Inherent Score: AI</b>	<b>Target Residual Score: CIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: AI</b>	
<p><b><u>Threat / Inherent Risk</u></b></p> <p>There continues to be a major risk over the Council's ability to deliver a balanced budget, whilst at the same time delivering good quality services to the people of Medway.</p> <p>The move away from central support from Government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding.</p>		<p><b><u>Score</u></b></p> <p>e AI</p>	<p><b><u>Trigger</u></b></p> <p>The years of austerity and annual reductions in central support from Government, allied to the capping of council tax increases and culminating in the introduction of the business rate retention scheme. This has been exacerbated by the demographic pressures in both adult social care and children's care, pressures in relation to homelessness and pressures on pay and prices, not least the national living wage.</p> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Very difficult decisions around funding allocation;</li> <li>• Service cuts;</li> <li>• Quality of service compromised;</li> <li>• Cutback in staffing on an already lean organisation;</li> <li>• VFM Judgement;</li> <li>• Negative local publicity;</li> <li>• Damage to reputation.</li> </ul>	
<p><b><u>Current Residual Risk</u></b></p> <p>Demographic pressures in adult social care, children's care and SEND remain a significant issue, but this has been further exacerbated by the impact of the Covid-19 pandemic. The Government has moved swiftly to address the in-year pressures, both in terms of direct expenditure and losses of income, but it is still not certain that this will be enough. It has also put in place a generous package of support for businesses and vulnerable people, which for now has insulated the economy from the worst effects – business failure and unemployment. However, we await the Spending Review in the Autumn, to find out how the Government intends to address the inevitable reduction in tax revenues impacting on next year's budget and beyond. Across the sector, many local authorities are highlighting the risk of</p>		<p><b><u>Score</u></b></p> <p>e AI</p>	<p><b><u>Target Residual Risk</u></b></p> <p>The objective of the medium term planning process is to forecast the budget 'gap' over a number of years, taking into account assumptions around demographic, inflationary and other pressures and projecting forward the future funding from council tax, business rates and Government grant.</p> <p>Ultimately the aim would be to get to a position where the MTFs, through robust strategic plans, presents a balanced budget year on year, protecting and increasing reserves and providing assurance to the Council that its financial position is secure and sustainable.</p> <p>There will always however be a significant residual risk,</p>	<p><b><u>Score</u></b></p> <p>CIII</p>

Corporate Risk: SR03B Finances		Risk Owner: Chief Finance Officer		
		Portfolio: Leader's		
Section 114 notices and against this very uncertain backdrop the residual risk remains at AI.		as the MTFS is based upon uncertain assumptions in respect of the Council's tax base, the Government's finances, demographic pressures, inflation, interest rates and the economic climate.		
Mitigation				
Ref: Action	Lead Officer	Desired Outcome / Expected Output	Milestones	Progress update
SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues	Chief Finance Officer	Co-ordinate responses with members, brief MPs, agree media campaign, solicit support from peer authorities/partnerships Unmodified VFM opinion in respect of the adequacy of financial planning and effective budgetary control Increased devolution of tax raising powers to the Council	On-going	<b>July 2020</b> The Covid-19 crisis has made meaningful longer term planning impossible and so the focus across the sector has been on requesting resources to address the immediate impact, but to also continue to lobbying for a meaningful long term spending review, to give local authorities greater certainty over revenues going forward.
SR03B.02: Align priorities and activity of the Council to resource availability through MTFS process	Corporate Management Team	Robust financial planning and management, ensuring financial risks are identified and managed effectively Identification and delivery of a range of savings and income generating initiatives Co-ordinate responses with members, agree media campaign, solicit support from peer authorities Balanced budget with resources aligned to priorities, delivery of	Medium Term Financial Strategy in September Capital and Revenue budget agreed by	<b>July 2020</b> Whilst still managing the Council's response to the pandemic, officers have also been working on recovery and it is very clear that the shape of Medway's economy and the way people work will be forever changed. Once the dust settles, the Council will almost certainly need a fundamental review of its over-arching strategy, however it would be premature to set this now. In the meantime the refresh of the MTFS, Capital Strategy and Council Plan will focus on recovery, under the banner 'Back to Better' and will very likely adopt a shorter

Corporate Risk: SR03B Finances			Risk Owner: Chief Finance Officer	
			Portfolio: Leader's	
		VFM and savings to ensure financial sustainability in the medium-term Unqualified VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves	Council in February	planning horizon.
SR03B.03: Create resources for investment priorities	Corporate Management Team	Track funding opportunities Maximise capital receipts on asset disposal Prudential borrowing Revenue returns from investments and capital assets and appreciation in capital asset values	On-going	<b>July 2020</b> We have started work to refresh the Capital Strategy, alongside the MTFS. This will need to align with our Recovery Strategy, which at its heart will be investment in ICT, more decentralised working arrangements and a review of our operational property portfolio and our need for office accommodation in a post-Covid world.
SR03B.04: Delivery of digital transformation programme	Transformation Board	Development of high quality digital services Delivery of efficiency savings through enhanced processes High quality digital services and reduced service delivery cost Improved value for money in delivery of Council services	On-going	<b>July 2020</b> The Business Change and Digital team, under the Chief Finance Officer, is leading the Council's 'Back to Better' programme and decentralised working arrangements with improved ICT systems and even greater reliance on digital and online services are key to this.
<b>Opportunities and the way forward</b>				
The key to improving the effectiveness of the Council's financial planning and management is to address the uncertainty around future funding and improve the forecasting of cost pressures. Our external advisors and professional networks already provide the best available intelligence around Government expenditure plans, however the Finance Management Team continue to work closely with colleagues within the Planning and Regeneration teams, with a view to more accurately projecting future council tax and business rates. The Covid-19 pandemic is likely to cause far-reaching impacts, not least on the Council's financial sustainability and has exacerbated how				

<b>Corporate Risk: SR03B Finances</b>	<b>Risk Owner: Chief Finance Officer</b>
	<b>Portfolio: Leader's</b>
<p>challenging it is to project future resources, however it has also offered an opportunity and impetus to radically review the types of services we offer and the way we provide them.</p> <p>Finally, the Medium Term Financial Strategy has, as its theme, financial resilience and sustainability, with a clear focus on managing and rebuilding reserves.</p>	

<b>Corporate Risk: SR 46 Medway's economic recovery from Covid-19 NEW RISK</b>		<b>Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)</b>	
		<b>Portfolio: Leader</b>	
<b>Inherent Score: BII</b>	<b>Target Residual Score: CII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: BII</b>
<p><b><u>Threat / Inherent Risk</u></b></p> <p>Mandatory closures and ongoing social distancing requirements have created in an exceptionally challenging trading environment, resulting in significantly reduced trade, business failure, rising unemployment and reduced levels of disposable income.</p> <p>MHCLG stated throughout Covid-19 that they will support local authorities to deliver an effective response to Covid-19 and continue to provide core services and providing substantial packages of support for individuals, businesses and the public sector but may not continue such funding throughout the recovery.</p> <p>Income from Business Rates is a fundamental income stream to Medway Council; businesses failure to pay, or business collapse leaving void properties may significantly reduce income available for the Council, hampering its ability to deliver core services and support the wider economy successfully.</p> <p>There is a risk of further outbreaks, which the Government has handed powers to manage to local authorities. The Council has developed a Local Outbreak Plan that may have to be mobilised, and doing so would undoubtedly further</p>		<p><b><u>Score</u></b></p> <p>BII</p>	<p><b><u>Trigger</u></b></p> <p>On the 23 March the Prime Minister announced strict curbs on the movement of people for non-essential purposes to prevent the spread of Covid-19, and all non-essential shops and businesses were ordered to close to the public. The Government has been easing restrictions as the infection rate reduced, with segments of the economy able to return to business, however with significant alterations to ensure adequate social distancing.</p> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Significant rise in unemployment with disproportionate effect on young people, part-time and entry level roles, women and people in BAME communities</li> <li>• Decreased apprenticeship vacancies</li> <li>• Reduced strength of Medway's business base</li> <li>• Accelerated decline of town centres and street markets</li> <li>• Impact on supply chains</li> <li>• Decreased relevance of Medway Council's strategic bases</li> <li>• Digital inclusion / exclusion</li> <li>• Sustainability of higher and further education, and its impact on place</li> </ul>

<b>Corporate Risk: SR 46 Medway's economic recovery from Covid-19 NEW RISK</b>		<b>Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)</b>		
		<b>Portfolio: Leader</b>		
impact on the Medway Economy.				
<p><b><u>Current Residual Risk</u></b></p> <p>While in many services the Council is still in response, focus is shifting towards an effective recovery. Strategic Planning is one of the three key workstreams in the Council's Strategic Recovery Plan, with a multi-agency cell for Medway's Economy established and working closely with the Kent Resilience Forum equivalent.</p> <p>The council is delivering direct support for individuals and businesses as funded by the Government, and continues to review delivery of core services where they can be of benefit to supporting the wider economy.</p> <p>The Council continues to lobby the Government for further support for local authorities, individuals and businesses.</p>		<p><b><u>Score</u></b></p> <p>BII</p>	<p><b><u>Target Residual Risk</u></b></p> <p>The risk of second wave, or local lockdown and the resultant adverse impact on Medway's economy cannot be avoided, rather the Council's action plan is designed to support the economy through any such measures and to improve long term resilience and business growth.</p>	
			<p><b><u>Score</u></b></p> <p>CII</p>	
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome / Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 46.01 Multi-agency Economy Cell for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell	Dawn Hudd	Ensure Medway economy's objectives are adequately reflected at Kent and national level through the KRF. Oversee an effective multi-agency recovery plan for Medway.	Ongoing	<p><b>July 2020</b></p> <p>Medway's Recovery Economy Cell has been established with multi-agency representation and meets regularly.</p> <p>The Cell is developing a recovery plan based on an impact assessment and risk register developed with partner agency representation.</p>
SR 46.02 Delivery of government-directed financial support to businesses and individuals	Phil Watts	Support businesses to remain economically viable to reduce the number of business failures in Medway.	Ongoing	<p><b>July 2020</b></p> <p>We have distributed the following in financial support to date:</p> <ul style="list-style-type: none"> <li>- Council Tax Hardship Fund to reduce the</li> </ul>



Corporate Risk: SR 46 Medway's economic recovery from Covid-19 <b>NEW RISK</b>			Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	
			Portfolio: Leader	
				<p>liability for those in receipt of Local Support for Council Tax (LSCT) by a further £150 – we have distributed £1.327million.</p> <ul style="list-style-type: none"> <li>- Expanded Business Rates Retail discount to 100%, including leisure and hospitality sites and removing the Rateable Value cap, through which we have awarded £32.498million.</li> <li>- Grants for small businesses and retail, hospitality and leisure businesses - we have distributed £31.835million to date, with a further £1.2million distributed through the Discretionary Grants Scheme.</li> <li>- Business Rates holiday for non-local authority nursery schools through which we have awarded £286,000.</li> </ul> <p>During Q1 the Council designed and implemented the Local Authority Discretionary Grants scheme to assist small businesses affected by Covid-19. At the end of Q1, over £1.2m (of a total of £1.848m) had been provided to 226 businesses.</p>
SR 46.03 Reopening High Streets Safely	AD Culture & Community , Ruth Du-lieu	To support businesses in town centres to implement adequate social distancing measures to enable re-opening.	Ongoing	<p><b>July 2020</b></p> <p>Multi-agency approach taken to manage the safe reopening of high streets 4 July with plans discussed with police colleagues, and advice and guidance materials provided to businesses.</p> <p>Allocation of £246,396 government grant announced which is payable on receipt of authorized claim; arrangements in place to</p>

Corporate Risk: SR 46 Medway's economic recovery from Covid-19 <b>NEW RISK</b>			Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	
			Portfolio: Leader	
				validate activities and claim appropriate expenditure.
SR 46.04 Supporting Medway's businesses	AD Culture & Community	To encourage and help facilitate the growth of businesses in Medway.	Ongoing	<p><b>July 2020</b></p> <p>The Council continues to contract Locate in Kent who are currently adjusting their working practices to support those businesses who have been adversely affected by Covid-19 and encourage continued inward investment from business outside Medway.</p> <p>Kent Invicta Chamber of Commerce have introduced a Covid-19 Business Advice line by phone and webchat</p> <p>Rent deferrals have been agreed for businesses in Council owned workspaces including ICM and Pentagon Centre.</p>
SR 46.05 Supporting residents' skills and employability	AD Culture & Community	Increasing high value businesses, high quality employment and creating jobs and inward investment.	Ongoing	<p><b>July 2020</b></p> <p>Medway Adult Education has been integrated with Skills and Employability, with work being done to align priorities and activities. The Skills and Employability Plan will be reviewed in light of Covid-19 and be updated as more information and data is gathered.</p> <p>During Q1, despite lockdown and the closure of education centres, face to face delivery managers and tutors have continued to support learners with their studies and qualifications by online and remote delivery. Many learners will still gain their planned qualification and will be able to access the</p>

Corporate Risk: SR 46 Medway's economic recovery from Covid-19 <b>NEW RISK</b>			Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	
			Portfolio: Leader	
				employment market. Covid-19 provided an opportunity to fast-track the plans to offer an online qualification programme and MAE have developed a subcontract with an online provider to further boost this offer for people looking to gain qualifications during the period of lockdown. This programme has quickly recruited learners who are keen to gain qualifications and retrain. Target income for this subcontract was reached quickly and provided opportunities to 158 learners despite the challenges of Covid-19. This online qualification programme will continue and is planned as part of MAEs 2020/21 offer.
SR 46.06 Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth	Corporate Management Team	Effective focus of Council resources and activities that support delivery of economic growth in Medway.	Ongoing	<p><b>July 2020</b></p> <p>Our Strategic Recovery Plan seeks to use the opportunity to address pre-crisis, place-based structural weaknesses, increase resilience and consider innovative and transformational development models for our place and our communities going forward</p> <p>We have begun initial work to review and adapt our strategies and policies, such as the Councils Strategy and Medway 2035, to reflect the new normal, and have a key role to play in influencing regional (and national) policy and strategy to support identified Recovery objectives.</p>
SR 46.07 Continue to lobby government to maximise support and opportunities for Medway	Corporate Management Team	Sustainable funding for Medway Council and an improved business rates regime to support	Ongoing	<p><b>July 2020</b></p> <p>The Council has responded to request for financial forecasts by the MHCLG setting out pressures anticipated, and has engaged with</p>

<b>Corporate Risk: SR 46 Medway's economic recovery from Covid-19 <b>NEW RISK</b></b>			<b>Risk Owner: Assistant Director Regeneration (Recovery Lead Officer for Medway Council)</b>	
			<b>Portfolio: Leader</b>	
		businesses.		<p>officers from the Department to make a clear case for further financial support for local authorities.</p> <p>We will actively participate in the consultations emerging around the Government's Spending Review and the future of local taxation frameworks.</p>
<b>Opportunities and the way forward</b>				
<ul style="list-style-type: none"> <li>Commercial moves out of London – Medway as an attractive place to locate and do business.</li> <li>Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</li> <li>Innovation Park Medway plans reshaped to support the post-Covid-19 economy.</li> <li>Opportunities presented by the 'safe outdoors' maximising Medway's green spaces.</li> </ul>				

<b>Corporate Risk: SR09A Changing Demographics of Older People and Working Age Adults <b>NEW RISK</b></b>		<b>Risk Owner: Director of People – Children And Adults Services</b>		
		<b>Portfolio: Adults'</b>		
<b>Inherent Score: AI</b>	<b>Target Residual Score: CII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: <b>BII</b></b>	
<b><u>Threat / Inherent Risk</u></b>		<b><u>Score</u></b>	<b><u>Trigger</u></b>	
<p>There are challenges to the demand-led care services within Medway. The population of older people is set to dramatically increase and as is the complexity of need of working age adults including those that transition from Children's services</p>		<p><b>e</b> <b>AI</b></p>	<ul style="list-style-type: none"> <li>The Council is unable to address these issues with cost effective, innovative solutions</li> <li>Increase in demand on the service (incl. Mental Health Service)</li> <li>Lack of permanently skilled workers within the workforce which is leading</li> <li>Reduced provider capacity</li> </ul>	

<b>Corporate Risk: SR09A Changing Demographics of Older People and Working Age Adults <span style="color: red;">NEW RISK</span></b>		<b>Risk Owner: Director of People – Children And Adults Services</b>	
		<b>Portfolio: Adults'</b>	
		<ul style="list-style-type: none"> <li>• Financial sustainability of the market – as occupancy drops in care homes drops less viability.</li> </ul> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• More and more resources is needed to run the service</li> <li>• Significant budget overspends</li> <li>• Savings unachievable</li> <li>• Money drawn from other services</li> <li>• Costs spiral</li> <li>• Reductions in service level the council can offer</li> <li>• Revenue problems not resolved by capital investments</li> <li>• Adverse effect on staff morale affected</li> <li>• Adverse effect on assessments</li> <li>• Council may be required to make unpopular decisions</li> <li>• Councils finances comprised</li> <li>• High costs placements as providers will have no choice but to up their fees</li> <li>• Business may close due to not being financially viable meaning that we will have less homes to place residents in when and if needed.</li> </ul>	
<p><b><u>Current Residual Risk</u></b></p> <p>We are seeing an increase in demand on the service following COVID 19 and we have a current lack of permanent skilled workers within the workforce which is leading to high cost agency workers.</p> <p>We are seeing pressures on the mental health and morale of current workforce. Inability to recruit and overtime payment to cover 7 day working at the integrated discharge team.</p>	<p><b><u>Score</u></b> e BII</p>	<p><b><u>Target Residual Risk</u></b></p> <p>Close working relationships with providers maintained to ensure financial stability</p> <p>Work with providers to ensure COVID positive patients are discharged home and appropriately isolated</p> <p>Reduced workforce vacancy and reduced reliance on agency staffing</p>	<p><b><u>Score</u></b> CII</p>

<b>Corporate Risk: SR09A Changing Demographics of Older People and Working Age Adults <span style="color: red;">NEW RISK</span></b>		<b>Risk Owner: Director of People – Children And Adults Services</b>		
		<b>Portfolio: Adults'</b>		
<p>There is current reduced uptake of providers in the market, across residential/nursing accommodation, homecare and day care which will cause instability in the market overall as we emerge from COVID-19 meaning that might not be able to meet changing demand as we move forward.</p> <p>Payments to providers for vacancies and in light of decreased occupancy due to social distancing and COVID compliancy</p> <p>Delay in recovering unspent direct payments</p> <p>Increase in demand for mental health services and the cost implications associated with this.</p> <p>Discharge to residential and nursing accommodation has been funded by COVID budgets currently.</p>				
<b>MITIGATION</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 9a.01 Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)	Head of Locality Services  Head of Business Operations and Provider Services	Appoint to all the vacant posts reducing the reliance on agency costs		<b>July 2020</b> Reviewed. Update to follow in Quarter 2.
SR 9a.02 Working	Head of	Delivery of a wraparound 7 day		<b>July 2020</b>

Corporate Risk: SR09A Changing Demographics of Older People and Working Age Adults <b>NEW RISK</b>			Risk Owner: Director of People – Children And Adults Services	
			Portfolio: Adults'	
with strategic partners to establish integrated working	Locality Services  Head of Business Operations and Provider Services	service		Reviewed. Update to follow in Quarter 2.
SR 9a.03 Maintain strong relationships with providers	Head of Adults' Partnership Commissioning and Better Care Fund	Improved communication across the system  Manage demand		<b>July 2020</b> Reviewed. Update to follow in Quarter 2.
SR 9a.04 Map and monitor intelligence across the market	Head of Adults' Partnership Commissioning and Better Care Fund	Manage demand		<b>July 2020</b> Reviewed. Update to follow in Quarter 2.
SR 9a.05 Review and adjust service levels and placement costs as appropriate	Head of Locality Services  Head of Business Operations and	All unspent Direct Payments are reclaimed  Nursing and residential placements made during COVID are reviewed with a view to reducing current weekly spent to that of our		<b>July 2020</b> Reviewed. Update to follow in Quarter 2.

<b>Corporate Risk: SR09A Changing Demographics of Older People and Working Age Adults <b>NEW RISK</b></b>		<b>Risk Owner: Director of People – Children And Adults Services</b>	
		<b>Portfolio: Adults'</b>	
Provider Services	band prices  Amount of enablement increased to better manage demand and discharge from hospital  Better use of in-house mental health provision		
<b>Opportunities and the way forward</b>			
Capital investment to help manage demand Service redesign in terms of outcomes Reclaiming of Direct Payments Working with providers as we emerge from COVID – improving relationships etc.			

<b>Corporate Risk: SR09B Keeping vulnerable adolescents safe</b>		<b>Risk Owner: Director of People – Children And Adults Services</b>	
		<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>	
<b>Inherent Score: BII</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: BII</b>
<b><u>Threat / Inherent Risk</u></b> There are a number of different factors affecting vulnerable adolescents in Medway. These include CSE, Gang Culture, Offending and Re-offending, growing up in the care system without proper transition to adulthood.  The Council as a Corporate Parent has a responsibility to		<b><u>Score</u></b> e BII	<b><u>Trigger</u></b> <ul style="list-style-type: none"> <li>• Rising rates of reoffending within 16-18-year olds</li> <li>• Increasing rates of young people entering care in adolescence</li> <li>• Lack of preventative services and earlier interventions</li> </ul> <b><u>Consequence</u></b> <ul style="list-style-type: none"> <li>• Higher levels of neglect and safeguarding incidents in Medway</li> <li>• At risk of joining gang culture</li> </ul>



<b>Corporate Risk: SR09B Keeping vulnerable adolescents safe</b>		<b>Risk Owner: Director of People – Children And Adults Services</b>			
		<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>			
those within its care, but ultimately a responsibility to ensure that Medway is an environment where adolescents grow up in a safe place free from these adverse situations.			<ul style="list-style-type: none"> <li>• At risk of offending and jail</li> <li>• Stigma of being a care leaver and effects of lower education levels</li> </ul>		
<p><b>Current Residual Risk</b></p> <p>Currently Domestic Abuse and Gang culture are led on a Kent and Medway footprint. These are triaged at the Front Door and CSE cases discussed at MASE.</p> <p>The Youth Justice Partnership, chaired by the Director of Public Health, have drafted a strategic plan outlining the period 2020-2023. It has been coproduced with a range of stakeholders, including the Youth Justice Partnership Board (YJPB) members and the Young People's Advisory Group (YPAG). The content and specific actions in the plan have also been informed by a review of national research and evidence of best practice taken from other comparable Youth Justice Partnership Boards around the country.</p>		<b>Score</b> e BII	<p><b>Target Residual Risk</b></p> <p>Decreasing levels of reoffending.</p> <p>Reduced prevalence of gangs in Medway.</p> <p>Decreasing cases of domestic violence and CSE concerning adolescents.</p>		<b>Score</b> DIII
<b>MITIGATION</b>					
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>	
SR 09b.10: Ensuring early intervention to address risk and vulnerability factors to build upon strengths preventing young people going from being at risk of offending to	Director of Public Health  Head of Children's Commissioning and Youth	The rate of first-time entrants to the criminal justice system declines.  The rate of NFA reduces.  Early Help referral increase from the Police (Police complete an Early Help		<p><b>July 2020</b></p> <p>FTE entrants now below National and SE and the trajectory remains positive. Reoffending rate from 48% to 25% and in quarter 1 likely to be 17% so trajectory remains positive. However.... O OCD remain a focus as do NFA.</p> <p>School attendance not considered due to</p>	

Corporate Risk: SR09B Keeping vulnerable adolescents safe			Risk Owner: Director of People – Children And Adults Services	
			Portfolios: Children's Services (Lead Member) and Education and Schools	
becoming established offenders.	Justice	<p>Assessments) and reduction in safeguarding referrals from the Police.</p> <p>Increase referral into NELFT and improved access and intervention pathways</p> <p>Schools report less fixed term exclusions, improved attendance and behaviour of those students identified as at greatest likelihood of offending.</p> <p>Fewer looked after children and care leavers will become involved in the criminal justice system.</p> <p>Reduction in young people that are NEET.</p>		<p>Covid but previously was very positive &lt;16 100% and &gt;16 was 80%.</p> <p>0 LAC in custody. Under 18% in YOT. This is a reduction from 25%.</p> <p><u>Improvements needed:</u></p> <ul style="list-style-type: none"> <li>- Need to continue joint work with CS regarding exploitation and other vulnerable young people. This has started.</li> <li>- Custody remains a priority for YJP Board and the YOT. HoS completing an end to end review.</li> <li>- Health positive engagement both in assessment and treatment needs to improve. Review of Health arrangements underway meeting the crime and disorder act.</li> </ul>
SR 09b.11 Prevent and reduce domestic abuse across communities and ensure that when Young People experience abuse, they can access the help and services	<p>Director of Public Health</p> <p>Interim Assistant Director Children Social Care</p>			<p><b>July 2020</b></p> <p>The programmes delivered by Choices (commissioned service) targeted at CYP at risk of DA or CSE (Loves me, Loves me Not and Guiding Lights) have not been delivered during COVID pandemic due to school closures. Working with schools to ensure programmes can restart in September.</p>

Corporate Risk: SR09B Keeping vulnerable adolescents safe			Risk Owner: Director of People – Children And Adults Services	
			Portfolios: Children's Services (Lead Member) and Education and Schools	
they need				<p>Two domestic abuse posts remain within the early help service to work with families at the earliest opportunity.</p> <p>Having purchased the license for the DART (domestic abuse recovering together) programme Early help are working alongside the NSPCC to continue the programme which support children and mothers to talk together, to learn to communicate and rebuild relationships following domestic abuse.</p>
SR 09b.12: Protect and prevent young people from becoming involved with gangs; to tackle gang-related harm and youth violence; and to pursue effective enforcement action to deal with those embroiled in gang activities.	<p>Director of Public Health</p> <p>Interim Assistant Director Children Social Care</p>			<p><b>July 2020</b></p> <p>Alongside the commissioned edge of care service, the adolescent service is being developed. Both teams are currently working with vulnerable young people between 11-16 yrs.</p> <p>The adolescent service is a multi-disciplinary team made up of social workers, youth mentors, early help workers and are developing working relationships with partners. The team will deliver intensive interventions designed to safeguard and protect vulnerable young people facing a range of difficulties and challenges.</p>
SR 09b.13 Improve access to health, education, accommodation and	Interim Assistant Director Children	<p>Increase in percentage of care leavers in EET</p> <p>Increase in % of care leavers living in appropriate</p>	Increase in number of care leavers undertaking	<p><b>July 2020</b></p> <p>The Leaving Care Service is now established with two Teams in place. A new Group Manager was recruited and started. Most</p>

Corporate Risk: SR09B Keeping vulnerable adolescents safe			Risk Owner: Director of People – Children And Adults Services	
			Portfolios: Children's Services (Lead Member) and Education and Schools	
training for care leavers	Social Care	accommodation	<p>apprenticeships or employed by Council and partners</p> <p>Implement a rolling programme of apprenticeships and employment opportunities for care leavers</p> <p>Work with commissioning and housing colleagues to source and oversee appropriate accommodation for care leavers to ensure they can live independently if they are ready to do so.</p> <p>Develop a separate care leavers service and review the operational model,</p>	<p>young people are in suitable accommodation apart from a small number who are in prisons. We do not have any young people in Bed &amp; Breakfast accommodations.</p> <p>Young People in Education, Training and Employment is on the rise although the Coronavirus pandemic has been a challenge for everyone. The Leaving Care Team is operating an Online Facebook Job Club where information, advice and jobs are advertised for young people to apply. The Leaving Care Team work closely with Medway Virtual School Team. Personal Education Plans are encouraged. We work closely with Colleges, Employment Support and Young Lives Foundations and the Apprenticeship Management.</p> <p>We are currently working with Daniel Ratcliff on organising an informative event for businesses to learn more about how businesses can provide opportunities and support Medway's Care Experienced Adults (Care Leavers). Also to discover how business can make a difference and benefit from the Chancellor's employment initiatives. To give someone a chance and unearth undiscovered talents.</p> <p>We are hoping this event can take place on 28<sup>th</sup> October 2020. This event will include</p>

Corporate Risk: SR09B Keeping vulnerable adolescents safe			Risk Owner: Director of People – Children And Adults Services	
			Portfolios: Children's Services (Lead Member) and Education and Schools	
			considering a 16+ team	<p>training and information in the morning, delivered virtually to businesses. Details will be shared around how businesses can benefit from:</p> <ul style="list-style-type: none"> <li>• The Kickstarter Programme</li> <li>• Traineeships</li> <li>• Apprenticeships</li> <li>• Available funding</li> </ul> <p>The afternoon will be a virtual jobs fair, with young people given access to computers, to hold video interviews with employers.</p> <p>With a hope it will increase young people chances to get employment.</p>
SR 09b.14 Manage latent Demand COVID19	Assistant Director – Children's Social Care & Early Help	As robust response to COVID19, the Council has the capacity and capability to improve and sustain improvement to its services	Service has capacity of workforce to meet increased and pent up demand – short and long term	<p><b>July 2020</b> Social Care has experienced a reduction in referrals for support during COVID19 lockdown. This is predicted to result in a spike in demand from September 2020 onwards as schools, health providers and the other agencies supporting children come back on stream.</p> <p>Additional external team is being commissioned to manage rising caseloads in Children's Social Work Team. An additional Group Manager resource has been retained to October 20 to provide additional capacity.</p>

<b>Corporate Risk: SR09B Keeping vulnerable adolescents safe</b>			<b>Risk Owner: Director of People – Children And Adults Services</b>	
			<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>	
SR 09b.15 Ensure sufficient Workforce Capacity	Assistant Director – Children's Social Care & Early Help	Recruitment and retention of staff, the Council has the capacity and capability to improve and sustain improvement to its services.	Workforce stabilised, agency staff and turnover of permanent staff reduced	<p><b>July 2020</b> A robust Workforce Development strategy and supporting plan has been drafted for submission to July Improvement Board along with request for improvement funds to ensure delivery and recruit to the permanent workforce to ensure sustainable practice change and improvement.</p> <p>Commissioning of rebranding work underway to promote the Medway story to better attract and engage candidates. Increase the traction of our recruitment approach - achieve a permanent workforce, sustainability of practice improvement and reduction in agency spend. Proposal includes branding, social media and a bespoke recruitment microsite.</p>
<b>Opportunities and the way forward</b>				

<b>Corporate Risk: SR21 Procurement savings – capacity and delivery</b>		<b>Risk Owner: Chief Legal Officer</b>	
		<b>Portfolio: Resources</b>	
<b>Inherent Score: All</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: DIII</b>
<b><u>Threat / Inherent Risk</u></b> Inability to continue identifying contract and commissioning savings. Agreed contract and commissioning savings identified in the		<b><u>Score</u></b> e All	<b><u>Trigger</u></b> <ul style="list-style-type: none"> <li>• Budget pressures</li> <li>• Audit reviews reveal weaknesses.</li> <li>• Market inflationary pressure on prices</li> </ul>

<b>Corporate Risk: SR21 Procurement savings – capacity and delivery</b>		<b>Risk Owner: Chief Legal Officer</b>		
		<b>Portfolio: Resources</b>		
budget are not delivered. Insufficient capacity to deliver savings to the agreed timetable.		<b><u>Consequence</u></b> <ul style="list-style-type: none"> <li>• Council does not achieve value for money.</li> <li>• Damage to reputation.</li> <li>• Increased costs of purchasing services.</li> <li>• Not achieving cost efficiencies.</li> <li>• Overspend on budget allocation.</li> <li>• Failing to achieve Members' expectations.</li> </ul>		
<b><u>Current Residual Risk</u></b> The liaison between Category Management teams and services is working well, with services maintaining strong monitoring of their general savings delivery including those that are linked to procurement activity. Procurement Board maintains a member oversight of procurement and category management activity. Cabinet and Corporate Management Team is reviewing and challenging regularly the delivery of savings against targets, including those linked to procurement activity. The Category Management approach the Council takes is now business as usual. Remove from Strategic Risk Register since target risk score has been achieved		<b><u>Score</u></b> e DIII	<b><u>Target Residual Risk</u></b> As external income sources materialise and other revenue savings are embedded the Council remains committed to a robust category management approach which is part of strong budgetary control. However, there is not the same reliance on this as a source of relieving revenue pressure.	<b><u>Score</u></b> DIII
<b>MITIGATION</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome / Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 21.01: Cabinet and Corporate Management Team joint review of agreed budget savings and timetable	Chief Finance Office Chief Legal Officer	To deliver budget savings to an agreed timetable Budget quarterly monitoring	Budget out-turn	<b>July 2020</b> Information about savings through category management are reviewed at Procurement Board. This also informs Cabinet and CMT discussions such as that in July 2020 to set the scene for the Medium Term Financial Strategy. This has included starting to build a picture of



Corporate Risk: SR21 Procurement savings – capacity and delivery			Risk Owner: Chief Legal Officer	
			Portfolio: Resources	
				the impact on Covid-19 on the Council's savings proposals and budget generally
SR 21.02: Member chaired Procurement Board which meets regularly	Chief Finance Officer Chief Legal Officer & Category Management team	Timely delivery of procurement ensuring mobilisation of contracts and delivery of savings Procurement Board governance reports Forward Procurement Plans / Commissioning team plans	Budget savings	<b>July 2020</b> The Procurement Board has met virtually during the Covid-19 pandemic lockdown. They have considered specific decisions where category management working with the service has delivered revenue and capital savings.
SR 21.03: Regular updates to Leader and other relevant Portfolio Holders	Chief Finance Officer Chief Legal Officer Partnership Commissioning	Predicted savings that are sensible and achievable and the ability to take alternative action if under performance occurs. Regular savings reports to the Portfolio Holder and to the Finance team.	On-going	<b>July 2020</b> The Leader and Cabinet have continued to receive regular budget updates despite the restrictions in place due to Covid-19. These have been at virtual meetings. The Portfolio Holder has also been separately briefed.
SR 21.04: Good liaison between Category Management team and Joint Commissioning team and other Council teams	Chief Legal Officer Partnership Commissioning	Good regular engagement with teams. Regular discussions about performance and savings. Procurement Board reports Procurement Board governance report Updates to Cabinet/CMT Agreed programme of commissioning procurements	On-going	<b>July 2020</b> The Category Management Team have maintained good contact with service colleagues on a range of issues during the Covid-19 pandemic. This has been by remote means. There has been an emphasis on maintaining service provision during the lockdown, by extending contracts. The team has also ensured, in particular, an active supply chain of Personal Protective Equipment for front line services and contractors.
SR21.05: Good liaison with suppliers to continue to identify realistic savings.	Chief Legal Officer Partnership Commissioning	Good regular engagement with suppliers. Regular discussions about performance and savings. Contract management data	On-going	<b>July 2020</b> During the Covid-19 pandemic there has been good contact with suppliers.



<b>Corporate Risk: SR21 Procurement savings – capacity and delivery</b>	<b>Risk Owner: Chief Legal Officer</b>
	<b>Portfolio: Resources</b>
<b>Opportunities and the way forward</b>	
When a lessons learned exercise is carried out for the Covid-19 pandemic, this will include identifying opportunities for category management.	

<b>Corporate risk: SR26 Non-delivery of Children’s Services Improvement</b>		<b>Risk Owner: Director of People – Children And Adults Services</b>	
		<b>Portfolio: Children’s Services (Lead Member)</b>	
<b>Inherent Score: All</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: All</b>
<p><b><u>Threat / Inherent Risk</u></b>  We aspire to deliver good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. In doing this, we will show strong leadership, we will challenge performance, we will ensure the right level of resources are allocated and used efficiently, and we will build a culture of continuous reflection and improvement. However during Ofsted’s recent inspection of our services it found that we were not providing these outcomes to a satisfactory level.</p> <p>Our Children’s Services Improvement Action Plan has been developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their ‘Inspection of Local Authority Children’s Services (ILAC) which took place from 8 July 2019 to 26 July 2019 and has recently been refreshed and updated to reflect the progress made and to set out the priorities for the coming year.</p> <p>This is a key corporate priority and we are fully</p>		<p><b><u>Score</u></b> All</p>	<p><b><u>Trigger</u></b> Non-delivery of appropriate and rapid enough improvement following the poor Ofsted inspection rating.</p> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>The Council loses control of the service. The Commissioner, in cooperation with the DfE, agrees an alternative delivery model and structure such as Children’s Services being delivered by a neighbour</li> </ul>

<b>Corporate risk: SR26 Non-delivery of Children's Services Improvement</b>			<b>Risk Owner: Director of People – Children And Adults Services</b>	
			<b>Portfolio: Children's Services (Lead Member)</b>	
committed to working with our partners to deliver this plan and achieve more positive outcomes for children and young people in Medway.				
<b>Current Residual Risk</b>		<b>Score</b>	<b>Target Residual Risk</b>	
The commissioner's first report was been published in December 2019, which recommended a further six months of commissioner intervention pending final decision. A further report from the commissioner to the Secretary of State will be made in July 2020		All	Improvement is made at pace and is deemed to be sustainable in order that control of the service remains in control of the council.	
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome / Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR26.09 Improve quality of practice	Interim Assistant Director— Children's Social Care	Children say they and their families get the help they need at the right time, that supports them to stay safely with their family.  If they need to live away from their family, they have carers who can offer them a safe, stable and supportive home  Young people leaving care say	Embed core social work techniques and establish Signs of Safety as a practice framework, with evidence of purposeful interventions  Improve quality and timeliness of assessments  Improve response to risk associated with	<b>December 2019</b> <del>The move from the current, inadequate service to an improving service will be achieved embedding a strong and evidenced-based social work practice model (Signs of Safety). We are in the process of commissioning a whole service training programme to start in February. This is being part-funded by our Teaching Partnership with Kent. The MOSAIC upgrade will facilitate case recording in line with Signs of Safety as practice model.</del>

<b>Corporate risk: SR26 Non-delivery of Children’s Services Improvement</b>			<b>Risk Owner: Director of People – Children And Adults Services</b>	
			<b>Portfolio: Children’s Services (Lead Member)</b>	
		<p>they have a choice of places to live, they can access training or education and know where to go for help and advice about their physical and mental health.</p>	<p>neglect, domestic abuse and exploitation</p> <p>Improve tracking of PLO and proceedings to achieve timely legal outcomes to support plans, with no unnecessary delay</p> <p>Improve permanency planning for all children in care</p> <p>Improve access to health, education, accommodation and training for care leavers</p> <p>Ensure fostering service is developed to fully meet the needs of</p>	

Corporate risk: SR26 Non-delivery of Children's Services Improvement			Risk Owner: Director of People – Children And Adults Services	
			Portfolio: Children's Services (Lead Member)	
			Medway's children, and meets all statutory responsibilities	
SR26.10 Capability and capacity of our workforce	Interim Assistant Director— Children's Social Care	Children say they have a social worker who is committed to them, who they trust to do their job well, who listens and responds to their views, and carries through their plan	<p>Increase staffing establishment to adequately meet the demands of the service</p> <p>Reduce reliance on agency personnel</p> <p>Achieve manageable caseloads</p> <p>Ensure all practitioners and managers understand the expectations of their roles and are equipped to meet them</p>	<p><b>December 2019</b></p> <p>Within the Ofsted report and Commissioner's findings, the current structure of Children's Social Care has been highlighted as not fit for purpose. Work has begun on the creation of a new structure implemented in phases to transform Children's Social Care and make it overly more robust.</p> <p>The total number of new starts across Safeguarding and First Response for 2019/20 is 37 compared to 32 for 2018/19. The investment in advertising and attendance at social work events continues to promote Medway as an employer.</p> <p>The total number of qualified social workers that have left Children Services for April 2019 to December is 28 compared to 30 for April 2018 to March 2019.</p> <p>The two main contributory factors impacting on staff turnover are volume of caseloads and work life balance.</p> <p>To date, there is an overall net gain of 12 staff across Safeguarding and First Response for April 2019 to December 2019.</p>
SR 26.11 Ensuring Effective	Director of People— Children and	Children and their families say that they get the help	Senior leaders across the Council, and	<b>January 2020.</b> Reviewed. No update required.

Corporate risk: SR26 Non-delivery of Children's Services Improvement			Risk Owner: Director of People – Children And Adults Services	
			Portfolio: Children's Services (Lead Member)	
leadership and management	Adults	<p>they need at the right time, and they feel that their views are respected, listened to and influence the plans that are made for them</p> <p>They understand why they have a social worker and know what the objectives are of any work we do with them and their family</p>	<p>partner organisations, as well as Councillors, know how they are contributing towards improving frontline practice and supporting better outcomes for children and families.</p> <p>Resources are committed to support sustained improvement</p> <p>Performance reporting which is focused on giving Members and senior leaders the right information to be able to monitor the quality of services and take remedial</p>	

<b>Corporate risk: SR26 Non-delivery of Children’s Services Improvement</b>			<b>Risk Owner: Director of People – Children And Adults Services</b>	
			<b>Portfolio: Children’s Services (Lead Member)</b>	
			<p>action when required.</p> <p>Leadership and governance which creates a culture of openness and transparency, with positive two-way communication</p> <p>Supervision of practice which is reflective and purposeful</p> <p>Improving the quality of services for children is a priority in the Improvement Plan. Senior Leaders and elected members are aware of the improvements required.</p>	

Corporate risk: SR26 Non-delivery of Children's Services Improvement			Risk Owner: Director of People – Children And Adults Services	
			Portfolio: Children's Services (Lead Member)	
			Supervision is taking place and is recorded	
SR 26.12 Quality Assurance and Performance Management	Director of People – Children and Adults	Children say they can share their views about the service they receive and understand that they will be taken seriously.	<p>Regular programme of case audit</p> <p>Regular performance reporting</p> <p>Performance meetings which involve front line managers, HR, performance and QA</p> <p>Approach to case audit to improve understanding of impact on child</p> <p>Consistency in audit grading – shared understanding of what good looks like</p>	<p><del>January 2020.</del></p> <p><del>Reviewed. No update required.</del></p>

Corporate risk: SR26 Non-delivery of Children's Services Improvement				Risk Owner: Director of People – Children And Adults Services
				Portfolio: Children's Services (Lead Member)
			<p>Clear link between audit findings, learning and development activity and practice outcomes</p> <p>Accessible performance reporting, which support managers to exercise their responsibilities and understand the story behind the data</p>	
SR26.13 Partnerships and engagement	Interim Assistant Director— Children's Social Care	Children and young people understand that they or their representatives can contribute to service planning and to staff recruitment, and their contributions will have an impact on how decisions are made	<p>Partners share responsibility for practice improvement across children's services</p> <p>Staff feel engaged and able to contribute to plans for service</p>	<p><b>July 2020</b></p> <p>Throughout COVID, partners across the system have actively engaged with the Council on a number of levels. Schools and education leaders have regularly engaged through our Head Teacher reference group chaired by the Director of People and our Recovery Group chaired by the Interim Assistant Director of Education and SEND. This led to closer more reactive working and ultimately the co-production of delivery and design of support for children.</p> <p>Police and health colleagues have maintained engagement through monthly bi-organisational SLT meetings with the People Directorate Management as well as engaging with the Improvement Board and other strategic development e.g.</p>



Corporate risk: SR26 Non-delivery of Children's Services Improvement			Risk Owner: Director of People – Children And Adults Services	
			Portfolio: Children's Services (Lead Member)	
			<p>improvement</p> <p>The culture of the organisation supports transparent decision making, respectful challenge and values learning</p>	<p>contextual safeguarding.</p> <p>Throughout COVID, the Director of People has also held Weekly REACT meetings with the Commissioner, DfE Lead and RSC representative.</p> <p>As part of work done for Leadership Improvement, all partners were interviewed in the last quarter, by the LIP and Improvement Board Chair to identify ways to improve partnership engagement.</p>
SR26.14 Successful delivery of the Improvement Plan	Assistant Director – Children's Social Care & Early Help	The Council has improved the service to the level required by the Children's Commissioner, DfE and Ofsted	<p>Workforce stabilised, agency staff and turnover of permanent staff reduced</p> <p>Performance indicators and audits show continuous improvement</p> <p>Quality of intervention is consistently meeting standards</p>	<p><b>July 2020</b></p> <p>Our Children's Services Improvement Action Plan has been developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their 'Inspection of Local Authority Children's</p> <p>A refreshed Improvement Plan was been developed building on the foundations that have been put in place over the last six months to increase the pace of change and overcome any barriers to improvement. It also identifies broader priorities which include partners to support effective delivery.</p> <p>The detailed milestones, timescales, responsibilities and impact measures will be monitored through service planning mechanisms, and the Quality and Performance Information Board which will meet 6 weekly and be the internal mechanism for oversight of impact and challenge. First meeting is 17 July 20.</p>

Corporate risk: SR26 Non-delivery of Children's Services Improvement				Risk Owner: Director of People – Children And Adults Services
				Portfolio: Children's Services (Lead Member)
			Partners working together to deliver on shared objectives for Medway's children	
26.15 Latent Demand COVID19	Assistant Director— Children's Social Care & Early Help	As robust response to COVID19, the Council has the capacity and capability to improve and sustain improvement to its services	Service has capacity of workforce to meet increased and pent up demand— short and long term	<p><b>July 2020</b> Social Care has experienced a reduction in referrals for support during COVID19 lockdown. This is predicted to result in a spike in demand from September 2020 onwards as schools, health providers and the other agencies supporting children come back on stream.</p> <p>Additional external team is being commissioned to manage rising caseloads in Children's Social Work Team. An additional Group Manager resource has been retained to October 20 to provide additional capacity.</p>
26.16 Workforce Capacity	Assistant Director— Children's Social Care & Early Help	Recruitment and retention of staff, the Council has the capacity and capability to improve and sustain improvement to its services.	Workforce stabilised, agency staff and turnover of permanent staff reduced	<p><b>July 2020</b> A robust Workforce Development strategy and supporting plan has been drafted for submission to July Improvement Board along with request for improvement funds to ensure delivery and recruit to the permanent workforce to ensure sustainable practice change and improvement.</p> <p>Commissioning of rebranding work underway to promote the Medway story to better attract and engage candidates. Increase the traction of our recruitment approach – achieve a</p>

<b>Corporate risk: SR26 Non-delivery of Children's Services Improvement</b>				<b>Risk Owner: Director of People – Children And Adults Services</b>
				<b>Portfolio: Children's Services (Lead Member)</b>
				permanent workforce, sustainability of practice improvement and reduction in agency spend. Proposal includes branding, social media and a bespoke recruitment microsite.
<b>Opportunities and the way forward</b>				
<p>Recruiting a permanent AD and Heads of Service</p> <p>Realignment of the service and increased capacity</p> <p>Partners in Practice – Essex, Oxfordshire and North Yorkshire and Bracknell Forest</p> <p>Progressing into the next stage of the Improvement Plan</p>				

<b>Corporate Risk: SR27 Local Authority's ongoing relationship with all schools and academies</b>		<b>Risk Owner: Director of Children and Adults</b>	
		<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>	
<b>Inherent Score: BII</b>	<b>Target Residual Score: CIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: CIII</b>
<p><b><u>Threat / Inherent Risk</u></b></p> <p>Councils are accountable for the outcome of performance of maintained schools but have reducing levers to drive action and change. In academies the only lever is to refer the school to the Regional Schools Commissioner. In maintained schools, poor inspection judgements or coasting schools are expected to be subject to intervention by the Regional Schools Commissioner.</p>		<p><b><u>Score</u></b></p> <p>e CII</p>	<p><b><u>Trigger</u></b></p> <ul style="list-style-type: none"> <li>• A failing OFSTED inspection for a maintained school for which the Council has a statutory responsibility or a coasting judgement on the basis of pupil progress.</li> </ul> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Impact on children and families of being in a school that fails to provide quality provision.</li> <li>• Performance ratings as measured through Ofsted reports and Performance tables impact on parental and community confidence.</li> <li>• Financial consequences.</li> <li>• The DfE will expect that the school becomes a sponsored academy with further financial consequences to Medway including an expectation that the LA pays the legal costs for the transfer and writes off deficits.</li> <li>• Reputational damage.</li> </ul>

<b>Corporate Risk: SR27 Local Authority's ongoing relationship with all schools and academies</b>		<b>Risk Owner: Director of Children and Adults</b>		
		<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>		
		<ul style="list-style-type: none"> <li>Impact on statutory responsibilities and regulatory judgement.</li> <li>Progress and progression for children &amp; young people are impacted negatively and young people fail to achieve their potential.</li> </ul>		
<p><b><u>Current Residual Risk</u></b>  <del>A plan of school improvement visits to target schools at risk of going into a category has proved successful. There remain key areas where further work and support is required.</del>  <del>A funded programme to support targeted primary schools in respect of inclusion.</del>  <del>Close liaison between internal Council departments.</del>  Recent planning and closer working arrangements with schools have proved positive throughout the pandemic period. Work is moving forward to ensure a safe and secure return to education for all learners where possible in September in line with Government guidance.  The Council is working closely with Education Leaders in Medway to be able to ensure this aim.  Members and senior officers have been visiting schools to engage with the wider education system.  Positive relationships have been formed with education unions  Remove from Strategic Risk Register since target risk score has been achieved</p>		<p><b><u>Score</u></b> e CII</p>	<p><b><u>Target Residual Risk</u></b>  Previous restructuring and budget reductions limit the level of resource to be allocated to target schools in danger if entering a category. Young People in an underperforming school are at risk of not achieving their potential. Ongoing academisation with move the Council into a changing role and the relationship with the RSC will become more important as they are responsible for the performance of academies.</p>	<p><b><u>Score</u></b> CIII</p>
<b>MITIGATION</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 27.01: Analysis of school data is used to agree a school	Head of Education	Schools results in line with or exceed nationally expected progress measures.	Number of schools below floor	<p><b>July 2020</b>  Unvalidated data shows that school performance at the end of KS1, KS2 and</p>

Corporate Risk: SR27 Local Authority's ongoing relationship with all schools and academies		Risk Owner: Director of Children and Adults		
		Portfolios: Children's Services (Lead Member) and Education and Schools		
partnership rating so that appropriate support can be put in place. Analysis of academy data is used to refer an academy to the regional Schools Commissioner		School Challenge and Improvement Team support schools to identify actions needed to improve pupil progress. Data shows progress to be in line with similar schools nationally and then to be in upper quartile. Implementation of School Improvement Strategy.	threshold reduces Number of schools in an OFSTED category reduces and remains low. Number of coasting schools is low	phonics, have all continued to improve, closing the gap to national. Primary schools have now reached the 3rd quintile of local authority areas, exceeding national performance in attainment at KS2.
SR 27.02 The proportion of schools in Medway with an OFSTED judgement requires improvement (3) is currently higher than national; and the proportion of schools with good and outstanding judgements is currently lower than national.	Head of Education	Schools move up from requires improvement to Good and from Good to Outstanding. Core SCI training developed and delivered in a targeted way. OFSTED preparation in place for Senior Leadership Team (SLT) and Governors. NLES and LLEs linked to schools to give additional experience to draw on for delivering good and better practice. Work closely with the teaching school alliances to develop leadership and improve the quality of teaching across subject	OFSTED judgements place more schools in the Good or Outstanding categories.	<b>July 2020</b> 90% of all pupils are attending a good school in Medway. The breakdown is for primary schools is 86%, 100% of all special schools, and for secondary, 100% are attending a good school.

<b>Corporate Risk: SR27 Local Authority's ongoing relationship with all schools and academies</b>		<b>Risk Owner: Director of Children and Adults</b>	
		<b>Portfolios: Children's Services (Lead Member) and Education and Schools</b>	
	areas.		
<b>Opportunities and the way forward</b>			
Closer working with education partners to improve relationships so that we can ensure positive outcomes are achieved for children and young people in Medway			

<b>Corporate Risk: SR32 Data and Information</b>		<b>Risk Owner: Chief Legal Officer</b>		
		<b>Portfolio: Resources</b>		
<b>Inherent Score: BII</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: CII</b>	
<p><b><u>Threat / Inherent Risk</u></b>  Our Transformation Programme involves an increased reliance on digital technology both for customers and the Council. This brings with it an increased information risk particularly regarding personal and health data.  Conversely not sharing information with partners and others minimises the Council's ability to improve service delivery and reduce costs. There is also a duty to share information in the interests of client care (Caldicott 2 Report).  Local Authorities are required to achieve Level 2 on the Information Governance toolkit; however opportunities to improve the Council's position with respect to the IG toolkit requirements have been identified. Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status with respect to the Kent and Medway information sharing agreement.  Greater flexibility for the workforce using digital tools brings risk.  Greater availability of information from the Council brings risk.</p>		<p><b><u>Score</u></b> e BII</p>	<p><b><u>Trigger</u></b></p> <ul style="list-style-type: none"> <li>• Budget pressures</li> <li>• ICO Audit reveals areas for improvement</li> <li>• Digital Strategy</li> <li>• Big Data project with academics</li> <li>• Annual information governance toolkit submission</li> </ul> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Data loss leads to damage to reputation.</li> <li>• Not achieving cost efficiencies through Digital Strategy changes</li> <li>• Failing to achieve Members' expectations.</li> <li>• Failing to find new innovations</li> <li>• Failing to deliver good quality care for residents of Medway</li> </ul>	
<p><b><u>Current Residual Risk</u></b>  The Council has a Senior Information Risk Officer (SIRO) and</p>		<p><b><u>Score</u></b> e</p>	<p><b><u>Target Residual Risk</u></b>  Human error is completely eradicated from data and</p>	<p><b><u>Score</u></b> DIII</p>

Corporate Risk: SR32 Data and Information		Risk Owner: Chief Legal Officer		
		Portfolio: Resources		
<p>a Caldicott Guardian. The Council has a Data Protection Officer. The Council manages information risk through a Security and Information Governance Group (SIGG). The Council has a suite of information governance policies. The Council has information sharing agreements and protocols in place. The Council has taken part in a “Big Data” project without any risks materialising. Training to all officers and to Members is being rolled out successfully.</p>		CII	<p>information scenarios. Data breaches are very rare and when it occurs corrective action is taken quickly, learning implemented and accountability for future improved performance identified. Information sharing is commonplace and well managed.</p>	
Mitigation				
Ref: Action	Lead Officer	Desired Outcome :Expected Output	Milestones	Progress update
SR32.01: The Council has a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of Children’s and Adults Services) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)	Chief Legal Officer	To ensure that appropriate organisational safeguards are in place for sharing information. Information governance policies and procedures are available on the intranet. Privacy Impact Assessments (PIAs) ISAs and Standards Operating Procedures (SOPs) also exists detailing roles and responsibilities.	On-going.	<b>July 2020</b> Work has continued on the General Data Protection Regulations (GDPR) project during the Covid-19 pandemic. Care will need to be taken by staff working at home to ensure that there is no increase in information risk. The Information Governance team, the Caldicott Guardian and the Senior Information Risk Officer have a role to play in mitigating this risk.
SR32.02: Information Sharing Agreement (ISA) for Kent	Chief Legal Officer	Provides the basis for ISAs within Kent organisations and outside PIAs, ISAs and SOPs and where appropriate Data Licence	On-going	<b>July 2020</b> Project specific ISAs etc. have been used during the Covid-19 pandemic as partner organisations have work jointly under the



Corporate Risk: SR32 Data and Information			Risk Owner: Chief Legal Officer	
			Portfolio: Resources	
		Agreements.		Civil Contingencies Act
SR32.03: Security and Information Governance Group (SIGG)	Chief Legal Officer	Providing a corporate overview of all information risk across projects and initiatives Minutes of SIGG meetings attended by representatives from Public Health, RCET and C&A Departments	On-going	<b>July 2020</b> The SIGG has continued to provide a corporate overview of this area unaffected by the Covid-19 pandemic, due to the ability to conduct remote meetings.
SR32.04: Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks	Chief Legal Officer	Good regular engagement to discuss risk areas PIAs, ISAs and SOPs co-signed where relevant	Ad hoc as and when required.	<b>July 2020</b> Where needed liaison between the SIRO and the Caldicott Guardian has taken place.
SR32.05: New Information Governance (IG) team created to augment the Council's response to IG	Chief Legal Officer	Improved control around IG and other related issues. FOI and SAR statistics Periodic ICO audits Annual IG Toolkit submission GDPR readiness	On-going	<b>July 2020</b> The team have continued to drive improved performance.
<b>Opportunities and the way forward</b>				
<b>July 2020</b> When a lessons learned exercise for Covid-19 is conducted this will include identifying opportunities for the data and information.				

Corporate Risk: SR36 Alternative service delivery models		Risk Owner: Chief Legal Officer, Chief Finance Officer	
		Portfolio: Leader's	
Inherent Score: BII	Target Residual Score: CIII	Last Review: October 2019	Current Residual Score: BIII
<b>Threat / Inherent Risk</b> A growing number of council services are operated through alternative delivery models including outsourcing/insourcing,		<b>Score</b> e BII	<b>Triggers</b> Weak options appraisals/businesses cases; opportunities overstated as commercial markets are not realised, and risks



<b>Corporate Risk: SR36 Alternative service delivery models</b>		<b>Risk Owner:</b> Chief Legal Officer, Chief Finance Officer	
		<b>Portfolio: Leader's</b>	
<p>trusts, joint ventures, Local Authority Traded Companies, partnerships and shared services and joint commissioning. The primary driver for entering into such models is typically to reduce costs while protecting service delivery and building resilience.</p> <p>A lack of robust management of these delivery models can lead to underperformance. The new models have increased and more complex governance arrangements than traditional in-house delivery.</p> <p>Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model.</p> <p>Failures in governance that expose untreated risk.</p>		<p>understated.</p> <p>Failure to effectively manage (staffing, relationships, agreements/contracts) the transition between the council and the service delivery model.</p> <p>Limited due diligence conducted on new service provider or key individuals in that provider.</p> <p>Weak or unclear agreements/contract and governance arrangements.</p> <p>Failure of a provider, risking failure to deliver services.</p> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Failure to meet statutory responsibilities to residents.</li> <li>• Unexpected costs from new delivery model.</li> <li>• Delivery model not sustainable; responsibility for delivery of function unexpectedly transfers back to the council.</li> <li>• Reputation of council damaged by activities of delivery model.</li> <li>• Council or delivery model expectations not met by new arrangements.</li> <li>• No option to renegotiate terms if circumstances change.</li> <li>• Reduced influence / control of the council.</li> <li>• Delivery model operates at a loss with deficit met from local taxation</li> <li>• <del>Failure to effectively manage the transition between the existing delivery model for SEN Transport and a new Service Delivery Model being implemented for 2018/19.</del></li> </ul>	
<p><b><u>Current Residual Risk</u></b></p> <p>All alternative delivery models are required to produce business cases that are considered at Corporate Management Team and then by Cabinet.</p> <p>The performance of these models is regularly reviewed by Cabinet and scrutinised by the relevant Overview and Scrutiny Committee.</p> <p>Where issues arise these can also be discussed at Corporate</p>	<p><b><u>Score</u></b></p> <p>e BIII</p>	<p><b><u>Target Residual Risk</u></b></p> <p>Ultimately as these alternative deliver models embed, the Council will be looking for increased revenue income and higher levels of performance.</p>	<p><b><u>Score</u></b></p> <p>CIII</p>

<b>Corporate Risk: SR36 Alternative service delivery models</b>		<b>Risk Owner: Chief Legal Officer, Chief Finance Officer</b>		
		<b>Portfolio: Leader's</b>		
<p>Management Team, where this is a standing agenda item. Underperformance is identified by client side officers or Members and mitigating action is taken or expected. The effect of the action to date has been to develop a smooth transition and improve working relationships and clarify and confirm savings and consequences. This policy change has been a challenge to both parental expectations and operational processes and response.</p>				
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR36.01: Robust options appraisals, detailed business cases prepared	Relevant Assistant Director for each Service	Ensure effective decision making The council only enters into arrangements that are beneficial to the service and/or budget and are sustainable	Cabinet considers all business cases prior to any alternative arrangements being agreed.	<b>July 2020</b> Business cases are provided to Cabinet for review when appropriate. The Chief Finance Officer and the Chief Legal Officer are the liaison officers for the Council's alternative delivery models.
SR36.02: Project management approach to implementation	Relevant Assistant Director for each Service	Clear agreed milestones for implementation in agreed timescale Smooth transition into new delivery model	Ad hoc as necessary	<b>July 2020</b> Project Boards and Officer groups are used where appropriate to monitor performance of relevant projects, such as the transfer of waste services to Medway Norse.
SR36.03: Communication & stakeholder management	Relevant Assistant Director for each Service	Stakeholders informed / consulted Smooth transition into new delivery model	Ad hoc as necessary	
SR36.04: Sound legal and procurement advice on chosen delivery model	Chief Legal Officer	Robust agreements / contracts with clarity over responsibilities Smooth operation of	Ad hoc as necessary	

<b>Corporate Risk: SR36 Alternative service delivery models</b>			<b>Risk Owner: Chief Legal Officer, Chief Finance Officer</b>	
			<b>Portfolio: Leader's</b>	
		services, effective dispute resolution		
SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding	Corporate Management Team	Delivery model and council held accountable for quality and cost of service Council able to rely on financial information for robust financial planning High performance Financial resilience	Ad hoc as necessary	<b>July 2020</b> Regular reporting through Corporate Management Team, Scrutiny Committees and Cabinet takes place for the alternative delivery models.
SR36.06: Reporting from and on delivery models with clear outcomes	Relevant Assistant Director for each Service	Effective performance management High or improving performance of delivery model	Ad hoc as necessary	
SR36.07: Business continuity arrangements	Chief Finance Officer	Delivery model and council both have clear roles and responsibilities in the event of any business continuity incident and Continuity of service	Ad hoc as necessary	<b>July 2020</b> The experience of the Covid-19 response by the Council and its alternative delivery models, shows that good robust business continuity plans are in place. All of the models have continued their work with Medway Norse playing a significant role in the Council's front line service response.
<b>Opportunities and the way forward :</b>				
When a Covid-19 lessons learned exercise is carried out, this can include identifying opportunities for the alternative delivery models.				

<b>Corporate Risk: SR37 Cyber Security</b>		<b>Risk Owner: Chief Finance Officer</b>	
		<b>Portfolio: Resources</b>	
<b>Inherent Score: CI</b>	<b>Target Residual Score: CI</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: CI</b>
<b><u>Threat / Inherent Risk</u></b>		<b><u>Score</u></b>	<b><u>Triggers</u></b>

<b>Corporate Risk: SR37 Cyber Security</b>		<b>Risk Owner: Chief Finance Officer</b>	
		<b>Portfolio: Resources</b>	
<p>As there are no mitigations that are completely effective against malware infection, we should develop a defence-in-depth strategy for the organisation. This consists of multiple layers of defence with several mitigations at each layer. This will improve resilience against malware without disrupting the productivity of services. These layers will also have multiple opportunities to detect malware, and then stop it before it causes real harm to the organisation. Accepting the fact that some will get through will help plan for the day when an attack is successful, and minimise the damage caused.</p> <p>When building defences against malware, it is recommended that mitigations are developed in each of the following three layers:</p> <p>Layer 1: preventing malicious code from being delivered to devices</p> <p>Layer 2: preventing malicious code from being executed on devices</p> <p>Layer 3: increasing resilience to infection, and to enable rapid response should an infection occur</p>	<p><u>e</u> CI</p>	<ul style="list-style-type: none"> <li>• Cyber security incident leading to partial or total loss of system integrity</li> </ul> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Reduced service delivery across multiple departments over extended period</li> <li>• Data Leaks</li> <li>• Financial loss</li> <li>• Reputational damage</li> </ul>	
<p><b><u>Current Residual Risk</u></b></p> <p>The council manages cyber security risk, along with general information security risk, by having robust policies and procedures in place. These policies and associated actions are audited internally and externally with the result reported to appropriate council committees. In addition, the council is accredited against the Public Service Network code of connection criteria that provides assurances that the ICT infrastructure is managed and monitored using methods commensurate with recognised good practice and the guidance issued by CESG.</p> <p>The recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that</p>	<p><u>Scor</u> <u>e</u> CI</p>	<p><b><u>Target Residual Risk</u></b></p> <p>The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG ( PSN CoCo certification) can the council afford a degree of confidence that all that can be done is being done to mitigate this risk.</p> <p>The Council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to CI levels.</p>	<p><u>Score</u> CI</p>

Corporate Risk: SR37 Cyber Security		Risk Owner: Chief Finance Officer		
		Portfolio: Resources		
ICT has a senior manager responsible for security who is constantly monitoring the system for potential threats and ensuring PCN compliance. All required certifications/accreditations are in place and being constantly reviewed.			Since all appropriate actions are being taken to maintain cyber security the risk has been managed to as low as possible. However, will remain on the strategic risk register in view of the inevitability of a cyber-attack.	
MITIGATION				
Ref: Action	Lead Officer	Desired Outcome / Expected Output	Milestones	Progress update
<b>SR 37.01 Secure configuration:</b> Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.	Head of ICT	Patch Management regime in place to treat known vulnerabilities	Certified PSN compliance – May 2021	<b>JUNE 2020</b> ICT Network & Cyber Security is focusing on further secure configurations, Network security and managing user privileges.
<b>SR 37.02 Network security:</b> Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding	Head of ICT	Network policies in place to prevent attacks	Certified PSN compliance – May 2021	
<b>SR 37.03 Managing user privileges:</b> All users should be provided with a reasonable (but minimal) level of system privileges and rights needed for their role. The granting of highly elevated system privileges should be carefully controlled and managed.	Head of ICT	User policies in place to ensure system privileges meet role requirements	Certified PSN compliance – May 2021	
<b>SR 37.04 User education and awareness:</b> Users have a critical	Head of ICT	Information and cyber security training	Certified PSN	<b>JUNE 2020</b> The ICT Network & Cyber Security

Corporate Risk: SR37 Cyber Security		Risk Owner: Chief Finance Officer		
		Portfolio: Resources		
<p>role to play in their organisation's security and so it's important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that deliver security expertise as well as helping to establish a security-conscious culture</p>		<p>available to all system users. Staff induction references cyber security risks and user responsibilities for risk treatment</p>	<p>compliance – May 2021</p> <p>Bid for funds against LGA cyber security budget</p>	<p>Manager is working with the Senior Workforce Development officer to implement an elearning/MetaCompliance system for use education and awareness following the success of the Kent Connects funding bid.</p>
<p><b>SR 37.05 Incident management:</b> All organisations will experience security incidents at some point. Investment in establishing effective incident management policies and processes will help to improve resilience, support business continuity, improve customer and stakeholder confidence and potentially reduce any impact.</p>	<p>Head of ICT</p>	<p>ICT security policies in place and regularly reviewed. Any recognised cyber security incident is reported to appropriate board</p>	<p>Certified PSN compliance – May 2021</p>	<p><b>DECEMBER 2019</b> Incident management processes were tested following a potential issue with Lagan forms. The ICT Management Team worked closely with the Information Governance Team to produce a response for the ICO. Due to the quality of the response no further action was necessary.</p>
<p><b>SR 37.06 Malware prevention:</b> Malicious software, or malware is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact your systems and services. The risk may be reduced by developing and implementing</p>	<p>Head of ICT</p>	<p>Policies in place to monitor and capture known malicious code.</p>	<p>Certified PSN compliance – May 2021</p>	<p><b>MAY 2020</b> Malware protection systems have been reviewed and found to be up to date and effective.</p>

Corporate Risk: SR37 Cyber Security		Risk Owner: Chief Finance Officer		
		Portfolio: Resources		
appropriate anti-malware policies as part of an overall 'defence in depth' approach.				
<p><b>SR 37.07 Monitoring:</b> System monitoring provides a capability that aims to detect actual or attempted attacks on systems and business services. Good monitoring is essential in order to effectively respond to attacks. In addition, monitoring allows you to ensure that systems are being used appropriately in accordance with organisational policies. Monitoring is often a key capability needed to comply with legal or regulatory requirements</p>	Head of ICT	Security Incident and event management (SIEM) systems in place.	<p>Certified PSN compliance – May 2021</p> <p>Bid for funds against LGA cyber security budget.</p>	<p><b>MAY 2020</b></p> <p>The ICT Network &amp; Cyber Security Manager is working with the Senior Workforce Development officer to implement an elearning/MetaCompliance system for education and awareness following the success of the Kent Connects funding bid.</p> <p>Estimated Council wide deployment August 2020, implementation was delayed due to COVID</p>
<p><b>SR 37.08 Removable media controls:</b> Removable media provide a common route for the introduction of malware and the accidental or deliberate export of sensitive data. You should be clear about the business need to use removable media and apply appropriate security controls to its use.</p>	Head of ICT	Removable media policies in place with security controls on user devices	Certified PSN compliance – May 2021	<p><b>DECEMBER 2019</b></p> <p>Reviewed on 23 December 2019 no update required.</p> <p>Certification complete May 2020</p> <p>Reaccreditation required May 2021</p>
<p><b>SR 37.09 Home and mobile working:</b> Mobile working and remote system access offers great benefits, but exposes new risks that need to be managed. You should establish risk based policies and procedures that support mobile</p>	Head of ICT	Policies in place to ensure mobile working devices are managed and monitored for security breaches. Two factor authentication (2FA) policies in place	Certified PSN compliance – May 2021	<p><b>JUNE 2020</b></p> <p>In light of the COVID and growth in working from home the HR policy is currently under review, once this is complete ICT is going to be a review on the ICT mobile working security policy to ensure that it covers the new HR policy.</p>



<b>Corporate Risk: SR37 Cyber Security</b>			<b>Risk Owner: Chief Finance Officer</b>	
			<b>Portfolio: Resources</b>	
working or remote access to systems that are applicable to users, as well as service providers. Train users on the secure use of their mobile devices in the environments they are likely to be working in.		to manage remote access to systems		Certification complete May 2020 Reaccreditation required May 2021
<b>Opportunities and the way forward</b>				
Work commenced in preparing for the pre-requisites to obtain Cyber Essential Plus accreditation. Due to the moratorium this work has been paused as it is not an essential requirement to obtain this accreditation, however the work in improving cyber security has continued. This position will be reviewed after April 2020.				
The ICT Network & Cyber Security Manager has specific responsibilities for the security of the network, overseeing user privileges & security policies, and user education and awareness.				
System monitoring software tools are being reviewed to determine whether there are solutions that will further strengthen the cyber security measures already in place.				

<b>Corporate Risk: SR39 Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures</b>		<b>Risk Owner: Director of Children and Adults</b>		
		<b>Portfolios: Children's Services</b>		
<b>Inherent Score: BII</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: BII</b>	
<b><u>Threat / Inherent Risk</u></b> Pressures from increasing demand and complexity of special educational need and disability place extreme pressure on High Needs Budget, meaning that we are prevented from meeting our statutory educational duties for children and young people aged 0-25 who have SEND, and therefore cannot ensure that this vulnerable cohort of children are safe.		<b><u>Score</u></b> e BII	<b><u>Triggers</u></b> The Council does not have enough resources to match increasing demand and complexity of need. <b><u>Consequence</u></b> <ul style="list-style-type: none"> <li>• Unable to provide our statutory education duties for children and young people aged 0-25 who have SEND</li> <li>• Poorer outcomes for children and young people</li> <li>• Adverse effect on assessments - Increased thresholds of application for children applying for assistance</li> <li>• Budget pressures with consequences across the Council</li> <li>• Impact on statutory responsibilities and regulatory judgement</li> <li>• Money drawn from other services</li> </ul>	



<b>Corporate Risk: SR39 Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures</b>		<b>Risk Owner: Director of Children and Adults</b>		
		<b>Portfolios: Children's Services</b>		
		<ul style="list-style-type: none"> <li>• Cost spiral</li> <li>• Adverse effect on staff morale affected</li> </ul>		
<b>Current Residual Risk</b> The number of EHCPs has been rising over time (42% since 2015). Medway has a higher rate of EHCP per 10k than national in all age groups over 11 years. The increase in numbers and complexity of need continues to be a pressure on the Council with the budgets currently excessively overspent. The Council has submitted a budget recovery plan to rectify and meetings are set up with the ESFA to review.		<b>Score</b> e BII	<b>Target Residual Risk</b> Increased funding from central government will work towards removing the risk to vulnerable children and young people with SEND. A review is currently taking place.	<b>Score</b> DIII
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 40.01: SEN budgets are being closely monitored and spend is being reviewed more robustly.	AD Education and SEND Head of Integrated Disability			<b>July 2020</b> SEN budgets are still under pressure. A financial recovery plan is in place and this is being monitored by a Members Scrutiny Group and a High Needs Sub Group of Schools Forum. The DSG Recovery Plan submitted to ESFA is still in place.
SR 40.02: Work with government departments re. budget deficits.	Head of Integrated Disability			<b>December 2019</b> Regular meetings have been organised with central government colleagues to enable conversations around funding and deliverability of our submitted plan.
SR 40.03: Work to improve the service following the revisit by Ofsted and the CQC.	Head of Integrated Disability			<b>July 2020</b> Following the SEND Revisit in Dec 2019, an Accelerated Progress Plan was submitted to Ofsted in February 2020. The monitoring of this by DfE and NHS England has been on hold during Covid Period but first monitoring

Corporate Risk: SR39 Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures			Risk Owner: Director of Children and Adults Portfolios: Children's Services	
				meeting will take place in early Aug 2020.
SR 40.04: Supporting Medway's schools to be more inclusive	AD of Education and SEND			<b>July 2020</b> School Improvement and Integrated Disability are working collaboratively with Education partners in schools to promote inclusivity and encourage opportunities for children and young people with SEND to be educated alongside their peers in mainstream education where appropriate.
SR 40.05: Working with the Clinical Commissioning Group to ensure NHS funding is provided in all appropriate cases	AD Education and SEND  Head of Integrated Disability			<b>July 2020</b> Work is ongoing through a robust partnership with health colleagues at the Clinical Commissioning Group to ensure that NHS funding is provided in all appropriate cases.
SR 40.06: Reviewing high cost placements to ensure the best packages are provided in the most economical way	Head of Integrated Disability			<b>July 2020</b> We are planning to engage 2 SEN officers to complete audits on the high cost placements to ensure value for money.
SR 40.07: The creation of additional SEND provision locally	AD Education and SEND  Head of Integrated Disability			<b>July 2020</b> There is agreement in place to increase secondary special school places by 134. We are also working with local schools to identify up to 250 new resource provision places.
SR 40.08 Placeholder for lobbying the government	TBC			<b>TBC</b>

<b>Corporate Risk: SR39 Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures</b>		<b>Risk Owner: Director of Children and Adults</b>	
		<b>Portfolios: Children's Services</b>	
mitigation			
<b>Opportunities and the way forward :</b>			
A revisit of the SEN service was completed in late 2019. We are currently awaiting the outcome of our progress against our written statement of action.			

<b>Corporate Risk: SR02 Business continuity and emergency planning</b>		<b>Risk Owner: Director of RCET and Deputy Chief Executive</b>		
		<b>Portfolio: Business management (cross cutting)</b>		
<b>Inherent Score: CI</b>	<b>Target Residual Score: DII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: DII</b>	
<p><b><u>Threat / Inherent Risk</u></b></p> <p>Duties under the Civil Contingencies Act require councils to have an Emergency Plan. The Emergency Management and Response Structure may not be robust enough to respond to a major emergency.</p> <p>Every business activity is at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial, and include pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources.</p> <p>The change of council assets / responsibilities going to either commissioned or third party contractors, Medway Norse or Medway Commercial Group also provides unique challenges to the established Roles and responsibilities during planning and response to Emergency Events.</p>		<p><b><u>Score</u></b></p> <p>e CI</p>	<p><b><u>Trigger</u></b></p> <p>A significant adverse event occurs and the Council is found wanting or negligent in its planning and/or operational response.</p> <p><b><u>Consequence</u></b></p> <ul style="list-style-type: none"> <li>• Response to event is not rapid, adequate nor effective.</li> <li>• Lack of clear communication lines.</li> <li>• Essential service priorities not clearly understood.</li> <li>• Communication between agencies and the public is poor.</li> <li>• There is a perception by residents that the Council does not have a visible presence at the Incident.</li> <li>• Residents expect more from their Council.</li> <li>• Local press quick to seize issue.</li> <li>• Comparisons made with other local authorities and resilience groups.</li> <li>• A death, or deaths, in the community.</li> <li>• Legal challenge under the 'Civil Contingencies Act 2004'.</li> </ul>	
<p><b><u>Current Residual Risk</u></b></p> <p>The Emergency Plan is subject to rigorous testing on a regular basis both internally and externally with the plan continually refined as a result to meet the ever-changing needs of the council and local area.</p>		<p><b><u>Score</u></b></p> <p>e DII</p>	<p><b><u>Target Residual Risk</u></b></p> <p>The Council will never be able to reduce the risk further as it is impossible to completely mitigate unforeseen adverse events.</p> <p>The Council needs to consistently complete hard and</p>	<p><b><u>Score</u></b></p> <p>DII</p>

<b>Corporate Risk: SR02 Business continuity and emergency planning</b>		<b>Risk Owner: Director of RCET and Deputy Chief Executive</b>		
		<b>Portfolio: Business management (cross cutting)</b>		
<p>An annual presentation on Business Continuity is included at a meeting of all council Service Managers.</p> <p>Assistant Directors are responsible for ensuring that the testing of business continuity plans has taken place. Testing to date has been completed during live incidents.</p> <p>The Corporate Business Continuity Plan is currently being refreshed and is aligned to the Emergency Plan.</p>		<p>soft testing of its business continuity plans to ensure it achieves and maintains the DII risk scoring.</p>		
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome / Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified	Director of Regeneration, Culture, Environment & Transformation	<p>Revised plan agreed by Corporate Management Team.</p> <p>Continued engagement with Kent Resilience Forum.</p> <p>Staff trained in emergency response management at all levels.</p> <p>A sustainable and robust on call rota in place at all levels.</p> <p>Existing plan in place.</p> <p>Programme of on-going review of COMAH plans.</p> <p>Emergency response operations room in place.</p> <p>On call rota in place covering all roles &amp; responsibilities 24/7.</p>	<p>Draft plan in place.</p> <p>Call out arrangements in place covering all roles &amp; responsibilities 24/7 (Blue Card) (enhanced during LA stand down Periods).</p> <p>Reduced relevant staff training during 2020.</p>	<p><b>August 2020</b></p> <p>The COVID-19 Crisis has proved that Medway's Councils Emergency process fit for purpose, focused, prioritised and effective in dealing with this large scale National Major Incident. The Major Emergency Plan gave structure and was flexible enough to bend and evolve with the complexities of this emergency. There are a number of concerns:</p> <ul style="list-style-type: none"> <li>• Training/exercises has been kept to an absolute minimum due to budgetary pressures.</li> <li>• The Kent resilient Forum is developing and an increase in subscription is expected if current plans within the Kent Resilience Team are realised.</li> <li>• The Blue Card system of callout requires attention by CNT to identify new staff members to replace those who have left.</li> <li>• Over the COVID-19 period the Blue card system of response would of worked</li> </ul>

Corporate Risk: SR02 Business continuity and emergency planning			Risk Owner: Director of RCET and Deputy Chief Executive	
			Portfolio: Business management (cross cutting)	
				<p>however, the staff needed to carry out the operational functions may not of been available.</p> <ul style="list-style-type: none"> <li>• Basic functions of Safe place emergency REST Centre provision was also suspect due to 4 type of evacuee with use of limited staff.</li> <li>• The increasing “Working from Home call post the COVID-19 Crisis places an undue pressure on immediate during working hours Response and therefore Business Continuity. Simply put unknown staff available, longer response times, more detailed coordination of staff to support our Category one responsibilities.</li> <li>• I believe it was proved that the working from home (Do not go into work guidance) has significant challenges in relation to managers release staff to be redeployed in other critical services during the COVID-19 Crisis.</li> </ul> <p>A full Lessons Identified process will be undertaken post COVID-19 response phase. Medway Councils MEP and is now due for review during the 21/22 period.</p>
SR 02.02: Business continuity plans completed to implement the actions	Director of Regeneration , Culture, Environment & Transformation	All services will have an up-to-date and tested Business Continuity Plan. Business Continuity Management Policy agreed. Business Continuity Management principles and training provided to	Plans tested Business Continuity Audit 2017 actions completed in 2018.	<p><b>June 2020</b></p> <p>A dashboard to monitor the refresh of business continuity plans by April each year is overseen by the Strategic Risk Management Group and reported six monthly to Corporate Management Team as part of the Corporate Risk Register. Assistant Directors are</p>

<b>Corporate Risk: SR02 Business continuity and emergency planning</b>			<b>Risk Owner: Director of RCET and Deputy Chief Executive</b>	
			<b>Portfolio: Business management (cross cutting)</b>	
		divisional management teams across the Council is ongoing. Corporate Recovery Plan. IT Recovery Plan in place.		responsible for ensuring that the testing of plans has taken place. An annual presentation on Business Continuity is included at Service Managers Meeting in September each year. Service Managers are responsible for making staff aware of their Service Business Continuity Plan and their roles and responsibilities within it. This also forms part of the induction for all new staff.
<b>Opportunities and the way forward</b>				
As a result of COVID19 the Corporate Business Continuity Plan and BC training will be reviewed to include best practice, lessons learnt and observations made from the Councils response and recovery plans.				
Cabinet received a paper on the Councils Covid response on 07 July 2020 and Covid recovery on 25 August 2020.				

<b>Corporate Risk: SR17 Delivering regeneration</b>			<b>Risk Owner: Director of Place and Deputy Chief Executive</b>	
			<b>Portfolio: Inward Investment, Strategic Regeneration and Partnerships</b>	
<b>Inherent Score: BII</b>	<b>Target Residual Score: CII</b>		<b>Last Review: July 2020</b>	<b>Current Residual Score: BII</b>
<b><u>Threat / Inherent Risk</u></b> Medway's regeneration plans seek to meet the needs of anticipated population growth of 50,000 people in Medway, with up to 20,000 jobs and 29,000 new homes in the next 20 plus years. There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are flood protection, highways, health and water capacity. It is vital the benefits are felt by the population of Medway, so that the new jobs are not only filled by people from outside the area, and trends of commuting out are addressed.			<b><u>Score</u></b> BII	<b><u>Trigger</u></b> <ul style="list-style-type: none"> <li>The Council fails to deliver its economic, skills and infrastructure regeneration programme.</li> <li>House/property building companies start to delay developments.</li> <li>Potential lack of companies wanting to locate in Medway.</li> </ul> <b><u>Consequence</u></b> <ul style="list-style-type: none"> <li>Regeneration projects not completed.</li> <li>Potential damage to Council's reputation.</li> <li>Not able to meet member, government and the public's expectations.</li> </ul>

<b>Corporate Risk: SR17 Delivering regeneration</b>		<b>Risk Owner: Director of Place and Deputy Chief Executive</b>		
		<b>Portfolio: Inward Investment, Strategic Regeneration and Partnerships</b>		
Economic uncertainty could delay regeneration and growth, impacting on strategic decisions and inward investment.			<ul style="list-style-type: none"> <li>• Deteriorating physical and infrastructure assets.</li> <li>• Investment wasted.</li> <li>• Young people are not catered for in the 'new world'.</li> <li>• Low skills base among some residents remains.</li> <li>• Disconnect between skills and employment opportunities.</li> <li>• Maintenance of low aspiration culture.</li> <li>• Increased commuting and pressure on transportation.</li> <li>• Negative impact on community cohesion.</li> </ul>	
<p><b>Current Residual Risk</b></p> <p>The Regeneration programme and in particular Innovation Park Medway and the flag ship water front developments are managed at Member, officer and partner level through individual boards and the projects are managed at a more operational level through officer groups and RCET DMT. Those schemes funded through the LEP also have to adhere to a rigorous reporting process to ensure that they are on time and within budget.</p> <p>The advent of Covid-19 will place additional pressures on delivery of capital projects and therefore funding deadlines.</p>		<b>Score</b> BII	<b>Target Residual Risk</b>	<b>Score</b> CII
			<p>Failure by the Council to deliver its ambitious regeneration plans would have a critical impact in Medway, by not delivering the housing, jobs and infrastructure required for its growing population. There is little that can be done to lessen this <i>impact</i> and so the focus must be on reducing the <i>likelihood</i> of failure to a more tolerable level.</p> <p>Dialogue will be opened with funding providers such as SELEP and HE regarding funding envelopes and delays to programmes relating to Covid-19.</p>	
<b>Mitigation</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome / Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR 17.01: Outline infrastructure needs identified.	Director of Place	<p>Identification of inward investment priorities.</p> <p>Progressing key regeneration sites and infrastructure plan jointly with KCC.</p> <p>Production of Infrastructure Delivery Plan (IDP) to support Local Plan.</p>	<p>Secure funding</p> <p>20 year development programme</p> <p>Preparation of IDP to support submission of</p>	<p><b>June 2020</b></p> <p>Medway's Housing Infrastructure Fund (HIF) bid was approved by central government (MHCLG) in November 2019 £170m of secured funding will support the development of rail, road, education and ancillary infrastructure to unlock the development of up to 10,600 homes.</p> <p>Officers are due to complete works on the Grant Agreement with a view to this being signed mid-summer</p>



Corporate Risk: SR17 Delivering regeneration			Risk Owner: Director of Place and Deputy Chief Executive	
			Portfolio: Inward Investment, Strategic Regeneration and Partnerships	
			Local Plan	<p>2020. The Pre Contract Conditions and Additional Documents have all been completed.</p> <p>Works across all three interventions continues with the Rail GRIP 2 being completed and Road moving on to RIBA stage 4. SEMS has had a Pre App meeting for a new community parkland. Cash flow and delivery programmes have been revised to ensure delivery by March 2024.</p>
SR 17.02: Homes England) alerted to the impact of lack of funding and dialogue opened with External Partners.	Director of Place	<p>Homes England confirm any funding commitment to projects and plans for their sites.</p> <p>Funding identified to continue regeneration.</p>	Regeneration projects agreed with Members	<p><b>June 2020</b></p> <p>Medway's Housing Infrastructure Fund (HIF) bid was approved by central government (MHCLG) in November 2019 £170m of secured funding will support the development of rail, road, education and ancillary infrastructure to unlock the development of up to 10,600 homes.</p> <p>Officers are due to complete works on the Grant Agreement with a view to this being signed mid-summer 2020. The Pre Contract Conditions and Additional Documents have all been completed.</p> <p>Works across all three interventions continues with the Rail GRIP 2 design stage being completed and Road moving on to RIBA stage 4. SEMS has had a Pre App meeting for a new community parkland. Cash flow and delivery Programmes have been revised to ensure delivery by March 2024.</p> <p>There is a dedicated External Investment Officer in the Regeneration Delivery Team, and a virtual External Investment Working Group with cross-service membership, which identifies funding opportunities and prioritises bids based on Member and strategic priorities. This is reflected in a pipeline list of projects.</p>



Corporate Risk: SR17 Delivering regeneration				Risk Owner: Director of Place and Deputy Chief Executive Portfolio: Inward Investment, Strategic Regeneration and Partnerships
SR 17.03: Regular meetings with stakeholders including developers to lever in external funding and bring forward transformational programmes.	Director of Place	External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Investors come forward for regeneration sites.	As detailed in individual delivery plans.	<p><b>June 2020</b></p> <p>Medway's Housing Infrastructure Fund (HIF) bid was approved by central government (MHCLG) in November 2019 £170m of secured funding will support the development of rail, road, education and ancillary infrastructure to unlock the development of up to 10,600 homes.</p> <p>Officers are due to complete works on the Grant Agreement with a view to this being signed mid-summer 2020. The Pre Contract Conditions and Additional Documents have all been completed.</p> <p>Works across all three interventions continues with the Rail GRIP 2 being completed and Road moving on to RIBA stage 4. SEMS has had a Pre App meeting for a new community parkland. Cashflow and Delivery Programmes have been revised to ensure delivery by March 2024.</p>
SR 17.04: Working with the Local Enterprise Partnership to attract funds to Medway.	Director of Place	External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Create and protect long-term jobs in the private sector, and programmes which will deliver sustainable jobs. <u>Growing Places Fund (GPF):</u> £4.4m Rochester Riverside; £2.99m Chatham Waterfront. £650K Innovation Park	As detailed in individual delivery plans.	<p><b>JUNE 2020</b></p> <p>Medway has made successful bid submissions to SELEP for nine LGF projects, totalling £41.7m across four bidding rounds. This includes the April 2019 allocation of £1.5m of LGF3b funding to the Innovation Park Medway (IPM). This funding has been awarded, subject to conditions being met by September 2020. It also includes £11.1m of funding for the A289 project, which will instead be delivered by the successful HIF bid, and as such £9.3m has been returned to SELEP for reallocation.</p> <p>Medway has also successfully bid for over £8m across three rounds of Growing Places Fund (GPF) loan investment, supporting Chatham Waterfront, Rochester Riverside and the Innovation Park Medway.</p> <p>MHCLG announced Getting Building Funding in June</p>

Corporate Risk: SR17 Delivering regeneration			Risk Owner: Director of Place and Deputy Chief Executive	
			Portfolio: Inward Investment, Strategic Regeneration and Partnerships	
		Medway £41.7m Local Growth Funding from the Local Enterprise Partnership.		<p>2020, of which £85m has been allocated to SELEP. Medway has submitted the Britton Farm Redevelopment Learning Skills and Employment Hub project for £1.99m and the Innovation Park Medway – Smart Sustainable City of Business project for £3m. Britton Farm has been favoured by MHCLG and prioritised by KMEP and SELEP. Innovation Park Medway is on the first reserve list should any of the KMEP projects put forward by SELEP, be rejected by MHCLG. Successful projects will require business cases to be worked up and approved by SELEP Accountability Board. Funding award will likely be made in October/November 2020.</p> <p>Medway Council is a member of the SELEP's Local Industrial Strategy Core Working Group, seeking to define growth priorities for the region, for approval by central government. This is supported by our significant engagement and leadership role within the Kent and Medway Enterprise and Productivity Strategy, which helps inform the LIS. The LIS itself will inform future funding from central government.</p> <p>The funding landscape post-LGF funding remains unclear, with consultation on EU-successor funds (the Shared Prosperity Fund) not yet underway.</p>
SR17.05: Working towards the adoption of the new Medway Local Plan.	Director of Place	<p>New Local Plan and Planning Policy Guidance adopted to guide Medway's sustainable growth.</p> <p>To prepare the Medway Local Plan and as outlined in the Local Development</p>	<p>Publication of Draft Local Plan 2020</p> <p>Independent Examination of plan - 2020</p>	<p><b>March 2020</b></p> <p>Reviewed in March 2020 and updated to reflect LDS agreed in December 2019.</p> <p>Reviewed in December 2019 no update required.</p> <p>Working to publication of draft Local Plan with proposed development allocations and policies to manage Medway's growth. Strategy supported by comprehensive</p>

Corporate Risk: SR17 Delivering regeneration			Risk Owner: Director of Place and Deputy Chief Executive	
			Portfolio: Inward Investment, Strategic Regeneration and Partnerships	
		Scheme published August 2019		evidence base and assessment processes to meet tests of independent Examination. Joint work on infrastructure planning with HIF project team.
SR17.06: To seek additional external funding opportunities.	Assistant Director Regeneration	Ensuring Medway's Regeneration programme is delivered. Additional funding streams identified and secured.	Secure funding for Council owned sites.	<p><b>JUNE 2020</b></p> <p>Our Design Programme to unlock £1.6m of Historic England funding for Chatham Intra / Heritage Quarter was formally approved by Historic England on 31 March 2020.</p> <p>The Future High Streets Fund for Chatham full Business Case for c £12m was submitted on 30 April 2020. An announcement on the funding is still expected in September.</p> <p>The Grant Determination Agreement to unlock £170m HIF investment for the Hoo peninsula has been through the first stages of approval, following Cabinet and Full Council approval in April. The final documents are being sent to Homes England with an expected final signing late July/early August.</p> <p>MHCLG announced Getting Building Funding in June 2020, of which £85m has been allocated to SELEP. Medway has submitted the Britton Farm Redevelopment Learning Skills and Employment Hub project for £1.99m and the Innovation Park Medway – Smart Sustainable City of Business project for £3m. Britton Farm has been favoured by MHCLG and prioritised by KMEP and SELEP. Innovation Park Medway is on the first reserve list should any of the KMEP projects put forward by SELEP, be rejected by MHCLG. Successful projects will require business cases to be worked up and approved by SELEP Accountability Board. Funding award will likely</p>

<b>Corporate Risk: SR17 Delivering regeneration</b>			<b>Risk Owner: Director of Place and Deputy Chief Executive</b>	
			<b>Portfolio: Inward Investment, Strategic Regeneration and Partnerships</b>	
				be made in October/November 2020.
SR17.07: Submission of a successful Business Case for Housing Infrastructure Fund (HIF) funding for the peninsula.	Assistant Regeneration	Delivering major infrastructure improvements to unlock the potential of the Hoo peninsula. £170m secured via a successful Business Case submission.		<b>JUNE 2020</b> The Grant Determination Agreement to unlock £170m HIF investment for the Hoo peninsula is expected to be signed late July/early August following Cabinet and Full Council approval in April.
<b>Opportunities and the way forward</b>				
The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the Council's capacity is already stretched, however the Council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration and new opportunities are being explored with other partners, including private sector organisations.				

<b>Corporate Risk: SR35 Homelessness</b>		<b>Risk Owner: Assistant Director Culture and Community</b>		
		<b>Portfolio: Deputy Leader and Housing and Community Services</b>		
<b>Inherent Score: BII</b>	<b>Target Residual Score: DIII</b>	<b>Last Review: July 2020</b>	<b>Current Residual Score: CIII</b>	
<b><u>Threat / Inherent Risk</u></b> An increasing demand in relation to Councils Duty to provide temporary accommodation under s188/193 of HA 1996 caused by continuing high levels of homelessness and lack of affordable housing supply. Reductions in the level of income achieved due to welfare reform increasing the risk of overspend on the council's budget. Increase in the rough sleeping population in the Medway area.		<b><u>Score</u></b> e BII	<b><u>Triggers</u></b> <ul style="list-style-type: none"> <li>• Increase in the number of households residing in temporary accommodation</li> <li>• Reduction in the councils ability to maximise prevention opportunities</li> <li>• Lack of appropriate temporary accommodation stock</li> <li>• Reduction in the availability of permanent affordable housing</li> <li>• Reductions in staffing levels to sustain levels of service</li> </ul> <b><u>Consequence</u></b>	

<b>Corporate Risk: SR35 Homelessness</b>		<b>Risk Owner: Assistant Director Culture and Community</b>		
		<b>Portfolio: Deputy Leader and Housing and Community Services</b>		
Changes to legislative frameworks placing greater demand on services.			<ul style="list-style-type: none"> <li>Increasing and unsustainable overspend of allocated budget</li> <li>Poorer outcomes for children and vulnerable adults</li> <li>Increased legal challenge and penalty from the LGO</li> <li>Reputational Damage</li> <li>Failing to achieve Members' expectations.</li> </ul>	
<b>Current Residual Risk</b> The Council continues to undertake a proactive approach to tackling homelessness. Issues beyond the Councils control continue to be the dominating factor in relation to the demand placed on the service. These include; Increasing rents in the private sector, reductions in the delivery of affordable housing and the impact of welfare reform initiatives.		<b>Score</b> e CIII	<b>Target Residual Risk</b> In order to manage the overall level of risk the Council continues to develop preventative services to tackle homelessness. The risk of further increases to temporary accommodation should decrease, however this still stand to be influenced by the external factors identified within the current residual risk.	<b>Score</b> DIII
<b>MITIGATION</b>				
<b>Ref: Action</b>	<b>Lead Officer</b>	<b>Desired Outcome: Expected Output</b>	<b>Milestones</b>	<b>Progress update</b>
SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP	Assistant Culture and Community/ Head of Housing	Opportunities to prevent homelessness are maximised via service delivery and through the development of joint working/referral protocols with other services/organisations Increase in the amount of successful prevention cases Dedicated resource to tackle prevention of homelessness.		<b>July 2020</b> Throughout the pandemic and lockdown period the Council has successfully implemented social distancing and safe working practices to enable it to continue to operate on a "business as usual" basis. Overall footfall for the period April to the end of June stands at 534, which compared to the same period in 2019/20 (at 644) is down by 110 cases: a reduction of 21%. In part, this may be attributed to the stay in possession proceedings temporarily ceasing the majority of eviction activity as well as the Government's guidance that people should "stay put". However, this still represents a high level of demand on the Council's Homeless

Corporate Risk: SR35 Homelessness			Risk Owner: Assistant Director Culture and Community Portfolio: Deputy Leader and Housing and Community Services	
				<p>Services and from a low of 153 approaches in April, through May (at 186) and June (at 195) footfall has begun to steadily increase to at or above normal levels. Thus June's average weekly approaches of 6.5 approaches per day was higher than that for June last year, at 5.6, whilst in July the Council is currently averaging 7 approaches per day compared to 7.8 per day last year.</p> <p>Of concern is that whilst the stay on possession proceedings remains in place (ending 23 August) current approaches do not generally include those at risk of eviction from social housing and privately rented accommodation. It is widely accepted that, not least due to the negative impact of the pandemic on household incomes causing a sharp increase in rent arrears, there will likely be a large uplift in such cases once the stay on possession proceedings is lifted with this accompanied by an increase in demand for housing assistance from the Council. In anticipation of this the Council has reached out to partners in the private rented and social housing sectors to seek to facilitate joint prevention work, sending out letters to relaunch our CallB4UServe landlord hotline service for private landlords and writing to invite social landlords to contact us without delay regarding those tenants for whom they are considering instigating possession action.</p>

Corporate Risk: SR35 Homelessness			Risk Owner: Assistant Director Culture and Community	
			Portfolio: Deputy Leader and Housing and Community Services	
				<p>A media campaign has also been initiated with messages going out to landlords via Facebook, Twitter and the Council's newsletter. As a consequence, this year to date we have we have recorded 50 Landlord Hotline referrals and 28 MHS Homes referrals. We have also been continuing to work with other social landlords, L&amp;Q and Orbit, on a case by case basis at their request.</p> <p>Alongside this, work has continued to ensure that the Council is successful in preventing or relieving the homelessness of many of those approaching for housing assistance. Thus from the start of the current year to the end of June there were 194 cases whose homelessness was successfully prevented or relieved, which equates to a success rate of 55% for all those for whom the Council has accepted a homeless duty. Fundamental to this success has been the Council's PRS Scheme, which despite the challenges of the pandemic, has introduced new measures – such as socially distanced inspections and viewings and remote sign ups – which to the end of June has enabled the Council to secure 101 sign-ups for new private sector tenancies. This is down on the same period as last year, which saw 136 sign-ups, but within the context of the pandemic, including the Government's restrictions on moving home during the early part of the lockdown, represents a strong</p>

Corporate Risk: SR35 Homelessness			Risk Owner: Assistant Director Culture and Community	
			Portfolio: Deputy Leader and Housing and Community Services	
				<p>performance, not least in that the overall monthly average for sign-ups this year at 34 is an increase on the 32 per month seen last year. It is reasonably anticipated that as the lockdown measures continue to be eased the Council's PRS performance will continue to increase.</p> <p><b>March 2020</b></p> <p>Work continues to ensure that the Council intervenes as early as possible in people's circumstances to prevent them from becoming homeless. Overall footfall for the year to end of Feb is slightly down on the same period for last year at 2251 vs 2434, which is a reduction of 183 cases, or 8%. Work continues to focus the service towards preventative activity, for the year to date there has been a slight reduction in approaches in comparison to the same period in 2018/19. However, there is still a high demand for our service, with there being a recent sharp uplift in footfall following the implementation of the covid-19 measures which is anticipated to continue. As a consequence by the end of the year the service is expecting to receive more than 2500 approaches for help with homelessness, compared with a total of 2648 in 2018/19. Preventative activity has been highly successful throughout the year, with 861 (or</p>



Corporate Risk: SR35 Homelessness			Risk Owner: Assistant Director Culture and Community	
			Portfolio: Deputy Leader and Housing and Community Services	
				<p>42%) of cases being prevented or relieved from homelessness. It is anticipated however that the Covid-19 restrictions and social distancing requirements will have a major impact upon our prevention activity. Already, partners such as MHS Homes (joint prevention appointments), WKL (home meditation visits) have ceased their activities. In addition we are experiencing some resistance from private sector landlords for our inspection visits for PRS properties, with there also likely to be resistance from both clients and landlords to joint viewings. We are working to explore novel ways to overcome these barriers.</p> <p>Prevention activity is monitored on a monthly basis and discussed with the Portfolio holder.</p>
SR35.02: Increase opportunities of affordable housing supply	Assistant Director Culture and Community/ Head of Housing	<p>Ensure that the need for affordable rented housing is recognised across the organisation enabling an increase in the amount of affordable homes delivered in line with the Planning Policy.</p> <p>Increased provision of affordable housing.</p> <p>Take forwards plans for the Council to intervene in the market to provide affordable housing.</p>		<p><b>July 2020</b></p> <p>Delivery of affordable housing remains low in comparison to demand, however the Council plan target to deliver 204 homes is currently on target to be achieved. The Strategic Housing Service continues to engage with the planning process to ensure that 25% of affordable housing is achieved on s106 sites. To mitigate against increasing viability issues an open book process is taken with developers and housing providers as well as seeking independent expert advice. The service is</p>

Corporate Risk: SR35 Homelessness			Risk Owner: Assistant Director Culture and Community Portfolio: Deputy Leader and Housing and Community Services	
				projecting for approximately 200 – 250 units to be delivered during 2020/21, confidence in the higher number of units is low as no units were delivered in Q1 and the long term impact of the pandemic remains unclear.
SR35.03: Establish a strategic group to assess the scale of rough sleeping in Medway and lead on the development of interventions to reduce the issue	Assistant Director Culture and Community/ Head of Housing	A clear, cross-sector commitment to the way that rough sleepers in the Medway area are assisted to secure alternative accommodation. Reduction to the amount of visible rough sleeping activity in the area and relating complaints and media attention. Clear strategy in place for tackling cold weather provision and associated issues.	Ongoing outcome reporting to be established through strategic group.	<p><b>JULY 2020</b></p> <p>Work in relation to rough sleeping continues with an additional cohort of people being brought into accommodation under the “everyone in” initiative. Discussions are taking place between officers and MHCLG in relation to funding for this cohort for the remainder of 2020/21 and into the future.</p> <p>Some original RSI initiatives have had to cease, this is because of the health risk posed by dormitory style shared accommodation and this funding will be re-purposed to address the “everyone in” cohort.</p> <p><b>MARCH 2020</b></p> <p>Work continues to address the needs of rough sleepers at both operational and strategic levels. The homelessness and rough sleeping strategy has been adopted by the Cabinet and sets out a range of actions that demonstrate how the Council intends to intervene. The</p>

Corporate Risk: SR35 Homelessness		Risk Owner: Assistant Director Culture and Community Portfolio: Deputy Leader and Housing and Community Services		
				<p>service has been successful in achieving approximately £1.3m in funding from MHCLG that has allowed for more than 100 rough sleepers to be placed in to accommodation. Work continues with the sector to develop sustainable plans for support to further alleviate rough sleeping. Additional funding for the 2020/21 period has been confirmed and will enable all existing functions to continue.</p>
<p>SR35.04: Ensure that options for the provision of temporary accommodation are transparent and reviewed in light of grant funding changes rather than subsidy to ensure that Medway is providing cost effective accommodation options.</p>	<p>Assistant Director Culture and Community/ Head of Housing</p>	<p>Adoption of a Dynamic Purchasing System (DPS) for the Council to secure accommodation in the Private Sector. Effective/Accurate Budget Monitoring Further increase options for lower cost TA provision. Implement a “tenancy management” type structure for management of TA – Maximising the income achieved via Housing Benefit Minimise rise in price for TA units in the private sector Emergency use only for TA Provision that is outside of usual pricing structure.</p>		<p><b>JULY 2020</b></p> <p>The service as seen slightly lower levels of approaches through the pandemic than in previous years, however this is offset by the fact that no households have been asked to leave temporary accommodation and are unlikely to before 23 August 2020 when the ban on eviction ceases. Despite this, overall performance against temporary accommodation remains strong with number of placements in to temporary accommodation remaining consistent with previous years.</p> <p>Reviewed on 25 March 2020 no update required.</p> <p>Reviewed on 20 December 2019 no update required.</p> <p>The Council’s performance in relation to households in temporary accommodation continues to be strong, with the service seeing little overall growth in the last two financial</p>

<b>Corporate Risk: SR35 Homelessness</b>			<b>Risk Owner: Assistant Director Culture and Community</b>	
			<b>Portfolio: Deputy Leader and Housing and Community Services</b>	
				years. Income collection from temporary accommodation has improved considerably and continues to offset spending. Further proposals are being developed as to how the Council can diversify its provision of temporary accommodation to reduce the reliance on the private sector.
<b>Opportunities and the way forward</b>				
<p>Funding bid for the next steps fund to be submitted by 20 August 2020</p> <p>Further opportunities could be explored to diversify the type of temporary accommodation needed for use by the Council. This will need capital investment, but would limit the amount of funding lost to the private sector.</p> <p>Opportunities may be available to increase the amount of prevention of homelessness support offered by the Council by utilising the existing temporary accommodation budget.</p>				