

Medway Council Strategic Risk Register - Quarter 2 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	AI	AI	CIII	→	L – very high I - catastrophic	All/WOW	BS
SR46	7	Medway's Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	BII	BII	CII	→	L - high I - critical	All/WOW	BS
SR09A	12	Changing Demographics of Older People and Working Age Adults	Director of People – C&A	AI	BII	DIII	→	L - high I - critical	People	HASC
SR09B	15	Keeping vulnerable adolescents safe	Director of People – C&A	BII	BII	DIII	→	L - high I - critical	People	CYP
SR26	20	Non-delivery of Children's Services Improvement	Director of People – C&A	All	All	DIII	→	L – very high I - critical	People	CYP
SR32	22	Data and information	Chief Legal Officer	BII	CII	DIII	→	L - significant I - critical	All/WOW	BS
SR36	25	Alternative service delivery models	Chief Legal Officer, Chief Finance Officer	BII	BIII	CIII	→	L - high I - Marginal	All/WOW	BS
SR37	30	Cyber Security	Chief Finance Officer	CI	CI	CI	→	L - significant I – Catastrophic	All/WOW	BS

SR39	36	Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures	Director of People – C&A	BII	BII	DIII	→	L - high I - critical	People	CYP
SR02	39	Business continuity and emergency planning	Director of Place Chief Finance Officer	C1	DII	DII	→	L - low I - critical	All/WOW	BS
SR17	42	Delivering regeneration	Director of Place	BII	BII	CII	→	L - high I - critical	Growth	RCE
SR35	48	Homelessness	AD Physical and Cultural Regeneration	BII	CIII	DIII	→	L - significant I - marginal	Growth	BS
SR47 NEW	53	Climate Change	AD Frontline Services	All	All	DIII	n/a	L – very high I - critical	Place	RCE

Strategic Risk Profile

Key

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

	Negligible impact IV	Marginal impact III	Critical impact II	Catastrophic impact I
Very high likelihood A	Amber	Red	Red 26, 47	Red 03B
High likelihood B	Amber	Amber 36	Red 09B, 39, 17, 09A 46	Red
Significant likelihood C	Green	Amber 35	Red 32, 48	Red 37
Low likelihood D	Green	Amber	Amber 02	Amber
Very low likelihood E	Green	Green	Amber	Amber
Almost impossible F	Green	Green	Amber	Amber

STRATEGIC RISK: SR03B FINANCES**RISK OWNER: CHIEF FINANCE OFFICER****PORTFOLIO: LEADER'S****Current Residual Risk Score AI (Likelihood – very high. Impact – catastrophic)**

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. Whilst the Spending Review remains live, the Chancellor has indicated that there will be no Autumn Budget Statement, which will make effective financial planning all but impossible. Across the sector, many local authorities are highlighting the risk of Section 114 notices and against this very uncertain backdrop the residual risk remains at AI.

Inherent Risk Score AI

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.

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.

Target Residual Risk Score CIII

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.

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.

There will always however be a significant residual risk, 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.

Trigger

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.

Consequence

- Very difficult decisions around funding allocation;

STRATEGIC RISK: SR03B FINANCES

- Service cuts;
- Quality of service compromised;
- Cutback in staffing on an already lean organisation;
- VFM Judgement;
- Negative local publicity;
- Damage to reputation.

Opportunities and the way forward

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. The failure of Central Government to articulate how it intends to ensure the sustainability of local government has made this task virtually impossible, 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 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.

Finally, the Medium Term Financial Strategy has, as its theme, financial resilience and sustainability, with a clear focus on managing and rebuilding reserves.

Strategic Risk SR03B Finances Mitigating Action SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues

Lead Officer Chief Finance Officer

Desired Outcome: Expected Output

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

The Covid-19 crisis has made meaningful longer term planning impossible and so the sector continues to lobby for a meaningful long term spending review. Alas the Chancellor's decision not to deliver an Autumn Budget Statement is yet another blow to our financial planning process.

Strategic Risk SR03B Finances Mitigating Action SR03B.02: Align priorities and activity of the Council to resource availability through MTFS process

Lead Officer Corporate Management Team

Desired Outcome: Expected Output

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 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

Milestones

Medium Term Financial Strategy in Nov

Capital and Revenue budget agreed by Council in February

Progress update. September 2020

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. The refresh of the Council Plan will focus on recovery over the next two years and presentation of the MTFS and Capital Strategy has been pushed back to November's Cabinet.

Strategic Risk SR03B Finances Mitigating Action SR03B.03: Create resources for investment priorities

Lead Officer Corporate Management Team

Desired Outcome: Expected Output

Track funding opportunities

Maximise capital receipts on asset disposal

Prudential borrowing

Revenue returns from investments and capital assets and appreciation in capital asset values

Progress update. September 2020

We have pushed back presentation of the Capital Strategy to Cabinet, alongside the MTFS in November. 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.

Strategic Risk SR03B Finances Mitigating Action SR03B.04: Delivery of digital transformation programme

Lead Officer Transformation Board

Desired Outcome: Expected Output

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

Progress update. September 2020

The significant pressures being experienced in both Children's and Adults Services represent the greatest risks to the Council's financial sustainability and so the Business Change Programme is being reprioritised to focus on improving processes, managing demand and reducing placement costs across Children's and Adults Social Care.

STRATEGIC RISK: SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID-19

RISK OWNER: ASSISTANT DIRECTOR REGENERATION (RECOVERY LEAD OFFICER FOR MEDWAY COUNCIL)

PORTFOLIO: LEADER'S

Current Residual Risk Score BII (Likelihood – high. Impact – critical)

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.

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.

The Council continues to lobby the Government for further support for local authorities, individuals and businesses.

Inherent Risk Score BII

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.

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. 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.

There is a risk of further outbreaks, which the Government has handed powers to manage to local authorities. The Council has developed

STRATEGIC RISK: SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID-19

a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy. Changes to working patterns and work locations may increase pressure on utility, digital and travel infrastructures.

Target Residual Risk Score CII

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.

Trigger

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.

Consequence

- Reduced economic mobility and significant rise in unemployment with disproportionate effect on young people, part-time and entry level roles, women and people in BAME communities
- Increase in demand for Council services
- Reduced levels of council tax and business rates liability, and increased arrears, hampering the council's ability to support the wider economy
- Decreased apprenticeship vacancies
- Reduced strength of Medway's business base, in particular leisure, cultural, creative and hospitality sectors
- Accelerated decline of town centres and street markets
- Impact on supply chains
- Decreased relevance of Medway Council's strategic bases –current plans may no longer reflect business requirements or be financially viable
- Digital inclusion / exclusion
- Sustainability of higher and further education, and its impact on place
- Climate change benefits from lockdown may not be realised into recovery
- Medway's telephone/broadband infrastructure may not be sufficient to support long term shift away from central workspaces

Opportunities and the way forward

- Commercial moves out of London – Medway as an attractive place to locate and do business.
- Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.
- Innovation Park Medway plans reshaped to support the post-Covid-19 economy.
- Opportunities presented by the 'safe outdoors' maximising Medway's green spaces.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.01 Multi-agency Economy Cell for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell

Lead Officer Assistant Director Regeneration

Desired Outcome: Expected Output

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.

Progress update. September 2020

The Recovery Economy Cell continues to meet regularly and has expanded its membership to include a number of external partners. It has agreed an Economy Impact Assessment, and subsequently produced a wide-ranging Economy Recovery Action Plan. Both of these documents were shared for consultation with Medway for Business (Medway's economic partnership). In August, it was agreed that the Economy and Infrastructure recovery cells would merge, and the Impact Assessments and Action Plans for both Cells were combined. The renamed Economy and Infrastructure Cell is now in the process of discharging actions to lead agencies, with the first set of discharges to be agreed in the Cell's next meeting.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.02 Delivery of government-directed financial support to businesses and individuals

Lead Officer Chief Finance Officer

Desired Outcome: Expected Output

Support businesses to remain economically viable to reduce the number of business failures in Medway.

Progress update. September 2020

We have distributed the following in financial support to date:

- Council Tax Hardship Fund to reduce the liability for those in receipt of Local Support for Council Tax (LSCT) by a further £150 – we have distributed £1.327million.
- 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.
- Grants for small businesses and retail, hospitality and leisure businesses - we have distributed £31.835million to date, with a further £1.848million distributed through the Discretionary Grants Scheme
- Business Rates holiday for non-local authority nursery schools through which we have awarded £286,000.
- 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 Q2, over £1.848m had been provided to 321 businesses.

Government has indicated the possibility for discretionary grant funding (but not confirmed) if there is further local or national lockdown of more than 3 weeks.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.03 Reopening High Streets Safely**Lead Officer** AD Culture & Community**Desired Outcome: Expected Output**

To support businesses in town centres to implement adequate social distancing measures to enable re-opening.

Progress update. September 2020

Multi-agency approach taken to manage the safe reopening of High Streets 4 July with plans discussed with police colleagues, with advice and guidance materials provided to businesses.

Allocation of £246,396 government grant announced. Programme document has been prepared detailing how expenditure has and is expected to be defrayed, but still awaiting formal agreement of this by MCHLG and Funding Agreement letter (due by end September).

Unable to progress new project initiatives around business support, public art safety messaging and planters or claim for defrayed expenditure via quarterly claims until this agreement is received. Strict eligibility criteria restricting how the funding can be utilized and detailed financial and monitoring arrangements required to validate activities and claim appropriate expenditure. Currently c£150k forecast to be claimed including existing expenditure to date plus new project initiatives planned as above. Potential future lockdowns may also incur additional expenditure.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.04 Supporting Medway's businesses**Lead Officer** AD Culture & Community**Desired Outcome: Expected Output**

To encourage and help facilitate the growth of businesses in Medway.

Progress update. September 2020

The council continues to contract Locate in Kent who have adjusted their working practices to support those businesses who have been adversely affected by Covid-19 and encourage continued inward investment from business outside Medway.

Kent Invicta Chamber of Commerce have introduced a Covid-19 Business Advice line by phone and Webchat.

Rent deferrals were agreed for businesses in Council owned workspaces including ICM and Pentagon Centre and are now being reclaimed over the next 12 months.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.05 Supporting residents' skills and employability**Lead Officer** AD Culture & Community**Desired Outcome: Expected Output**

Increasing high value businesses, high quality employment and creating jobs and inward investment

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.05 Supporting residents' skills and employability

Progress update. September 2020

Most Skills & Employability projects have resumed, notably the Supported Employment Programme in August and Apprenticeship Advice Service in September. Medway are heavily involved in the organising of the Kent and Medway Employment Taskforce which will respond to a growing employment crisis. The Skills & Employability plan will be reviewed considering COVID-19 later in the year.

Medway Adult Education has opened its buildings which are Covid compliant. Enrolments are coming in steadily at approximately 40-50% of last year. NB Adherence to social distancing regulations, classrooms can only hold 50% capacity. The online offer continues to develop and grow

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action 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

Lead Officer Corporate Management Team

Desired Outcome: Expected Output

Effective focus of Council resources and activities that support delivery of economic growth in Medway

Progress update. July 2020

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

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.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.07 Continue to lobby government to maximise support and opportunities for Medway

Lead Officer Corporate Management Team

Desired Outcome: Expected Output

Sustainable funding for Medway Council and an improved business rates regime to support businesses.

Progress update. July 2020

The Council has responded to request for financial forecasts by the MHCLG setting out pressures anticipated and has engaged with officers from the Department to make a clear case for further financial support for local authorities.

We will actively participate in the consultations emerging around the Government's Spending Review and the future of local taxation frameworks.

STRATEGIC RISK: SR09A Changing Demographics of Older People and Working Age Adults

RISK OWNER: Director of People – Children and Adults Services

PORTFOLIO: Adults'

Current Residual Risk Score BII (Likelihood – high. Impact – critical)

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.

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.

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.

Payments to providers for vacancies and in light of decreased occupancy due to social distancing and COVID compliancy

Delay in recovering unspent direct payments

Increase in demand for mental health services and the cost implications associated with this.

Discharge to residential and nursing accommodation has been funded by COVID budgets currently

Inherent Risk Score AI

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

Target Residual Risk Score CII

Close working relationships with providers maintained to ensure financial stability

Work with providers to ensure COVID positive patients are discharged home and appropriately isolated

Reduced workforce vacancy and reduced reliance on agency staffing

Trigger

- The Council is unable to address these issues with cost effective, innovative solutions
- Increase in demand on the service (incl. Mental Health Service)
- Lack of permanently skilled workers within the workforce which is leading
- Reduced provider capacity
- Financial sustainability of the market – as occupancy drops in care homes drops less viability.

Consequence

- More and more resources is needed to run the service
- Significant budget overspends

STRATEGIC RISK: SR09A Changing Demographics of Older People and Working Age Adults

- Savings unachievable
 - Money drawn from other services
 - Costs spiral
 - Reductions in service level the council can offer
 - Revenue problems not resolved by capital investments
 - Adverse effect on staff morale affected
 - Adverse effect on assessments
 - Council may be required to make unpopular decisions
 - Councils finances comprised
 - High costs placements as providers will have no choice but to up their fees
- Business may close due to not being financially viable meaning that we will have less homes to place residents in when and if needed.

Opportunities and the way forward

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.

Strategic Risk SR09A Changing Demographics of Older People and Working Age Adults Mitigating Action SR 9a.01 Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)

Lead Officer Head of Locality Services. Head of Business Operations and Provider Services

Desired Outcome: Expected Output

Appoint to all the vacant posts reducing the reliance on agency costs

Progress update. September 2020

We have been successful in recruiting to 15 frontline Social Work posts all due to take up post by end of October.

There are substantial vacancies remaining in ART and B&I which will have a detrimental impact if permission is not given to recruit.

Commence Recruitment campaign to focus on advertising and recruiting permanent staff to access to resources and integrated discharge team

Strategic Risk SR09A Changing Demographics of Older People and Working Age Adults Mitigating Action SR 9a.02 Working with strategic partners to establish integrated working

Lead Officer Head of Locality Services. Head of Business Operations and Provider Services

Desired Outcome: Expected Output

Delivery of a wraparound 7 day service

Progress update. September 2020

Working to implement the new Discharge to Assess model introduced by Government on 1st September.

Strategic Risk SR09A Changing Demographics of Older People and Working Age Adults Mitigating Action SR 9a.03 Maintain strong relationships with providers

Lead Officer Head of Adults' Partnership Commissioning and Better Care Fund

Desired Outcome: Expected Output

Improved communication across the system

Manage demand

Progress update. September 2020

We are liaising with providers through the use of the Medway Care Portal, Provider Forums, dedicated redeployed ASC resource to review trackers daily, strategically reviewed by Commissioning weekly.

Strategic Risk SR09A Changing Demographics of Older People and Working Age Adults Mitigating Action SR 9a.04 Map and monitor intelligence across the market

Lead Officer Head of Adults' Partnership Commissioning and Better Care Fund

Desired Outcome: Expected Output

Manage demand

Progress update. September 2020

We have the following tools in place to ensure that we are monitoring data and intelligence across the market;

- Medway Care Portal
- Provider Forums
- Daily review of the tracker from ASC

Weekly review of the tracker from Commissioning

Strategic Risk SR09A Changing Demographics of Older People and Working Age Adults Mitigating Action SR 9a.05 Review and adjust service levels and placement costs as appropriate

Lead Officer Head of Locality Services. Head of Business Operations and Provider Services

Desired Outcome: Expected Output

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 band prices

Amount of enablement increased to better manage demand and discharge from hospital

Better use of in-house mental health provision

Progress update. September 2020

The direct payments audit team have commenced audits

The targeted review team have reformed to focus on the reduction of expensive placements.

Re-focussing on enablement to help us better manage demand.

Focus on accommodation options for service users with mental health issues.

Work is underway to establish a new community based mental health offer.

STRATEGIC RISK: SR09B Keeping vulnerable adolescents safe

RISK OWNER: Director of People – Children and Adults Services

PORTFOLIO: Children's Services (Lead Member) and Education and Schools

Current Residual Risk Score BII (Likelihood – high. Impact – catastrophic)

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.

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.

Inherent Risk Score BII

There are several 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 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.

STRATEGIC RISK: SR09B Keeping vulnerable adolescents safe**Target Residual Risk Score DIII**

Decreasing levels of reoffending.

Reduced prevalence of gangs in Medway.

Decreasing cases of domestic violence and CSE concerning adolescents.

Trigger

- Rising rates of reoffending within 16-18-year olds
- Increasing rates of young people entering care in adolescence
- Lack of preventative services and earlier interventions

Consequence

- Higher levels of neglect and safeguarding incidents in Medway
- At risk of joining gang culture
- At risk of offending and jail
- Stigma of being a care leaver and effects of lower education levels

Opportunities and the way forward

Strategic Risk : SR09B Keeping vulnerable adolescents safe Mitigating Action 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 becoming established offenders.

Lead Officer Director of Public Health. Head of Children's Commissioning and Youth Justice

Desired Outcome: Expected Output

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 Assessments) and reduction in safeguarding referrals from the Police.

Increase referral into NELFT and improved access and intervention pathways.

Schools report less fixed term exclusions, improved attendance and behaviour of those students identified as at greatest likelihood of offending.

Fewer looked after children and care leavers will become involved in the criminal justice system.

Reduction in young people that are NEET.

Strategic Risk : SR09B Keeping vulnerable adolescents safe Mitigating Action 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 becoming established offenders.

September 2020

FTE and Reoffending rates remain very positive but we anticipate now that courts are now back to business as usual, we may see a slight increase with outstanding backlog. We will have a better sense in Q3 of impact.

We have commissioned a service (Project Salus) to deliver targeted work to young people at risk of offending specifically around serious youth violence, gangs and exploitation.

We have been awarded resources through our LTP to develop specific mental health and emotional wellbeing roles within the YOT and adolescent service.

Medway YOT is also working with the Essex Partnership Foundation Trust around the Psychology model supporting trauma informed case formulation work.

Medway YOT also working with the Youth Service on a programme delivered for the YOT and adolescent service around ETE.

Resettlement arrangements and plans working well. Further review needed.

Multi Agency Case audit taking place on H case for partnership learning and improvement.

Positives:

FTE down

Reoffending down

Custody down

LAC down

NFA down

OOCD up

Challenges:

ETE up (Wicked issue)

Joint plans with CS

Strategic Risk SR09B Keeping vulnerable adolescents safe Mitigating Action 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 they need.

Lead Officer Director of Public Health. Interim Assistant Director Children Social Care Public Health. Interim Assistant Director Children Social Care

Desired Outcome: Expected Output

Progress update. September 2020

Commissioned service saw a significant increase in referrals post lockdown. Whilst this was anticipated and planned for, the numbers were higher than expected. We have provided additional investment for temporary posts to meet the needs of victims.

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. Service is still experiencing reluctance from schools to deliver these classroom-based interventions citing lack of space and infection control concerns.

PathWay which is a PCC funded therapeutic intervention for CYP who have lived with DA continues to operate

Strategic Risk SR09B Keeping vulnerable adolescents safe Mitigating Action 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.

Lead Officer Director of Public Health. Interim Assistant Director Children Social Care

Desired Outcome: Expected Output

Progress update. September 2020

Work on developing and embedding the adolescent service continues.

July 2020

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.

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.

Strategic Risk SR09B Keeping vulnerable adolescents safe Mitigating Action SR 09b.13 Improve access to health, education, accommodation and training for care leavers

Lead Officer Interim Assistant Director Children Social Care

Desired Outcome: Expected Output

Increase in percentage of care leavers in EET

Increase in % of care leavers living in appropriate accommodation

Milestones:

Increase in number of care leavers undertaking apprenticeships or employed by Council and partners

Implement a rolling programme of apprenticeships and employment opportunities for care leavers

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.

Develop a separate care leavers service and review the operational model, considering a 16+ team

September 2020

The Leaving Care Service is now embedded within the Children's Social Care Structure with two Teams in place. Most young people are in suitable accommodation apart from a small number who are in prisons. We do not have any young people in Bed & Breakfast accommodations.

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.

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.

We are hoping this event can take place on 28th October 2020. This event will include training and information in the morning, delivered virtually to businesses. Details will be shared around how businesses can benefit from:

- The Kickstarter Programme
- Traineeships
- Apprenticeships
- Available funding

The afternoon will be a virtual jobs fair, with young people given access to computers, to hold video interviews with employers.

With a hope it will increase young people chances to get employment.

Strategic Risk SR09B Keeping vulnerable adolescents safe Mitigating Action SR 09b.14 Manage latent Demand COVID19

Lead Officer Assistant Director – Children’s Social Care & Early Help

Desired Outcome: Expected Output

As robust response to COVID19, the Council has the capacity and capability to improve and sustain improvement to its services

Milestones:

Service has capacity of workforce to meet increased and pent up demand – short and long term

Progress Update. September 2020

COVID spike has not materialized to date. Contacts and referrals have gone up since schools have returned but are all manageable and there are close working relationships with schools.

Additional commissioned external team is helping to ensure manageable caseloads.

Strategic Risk SR09B Keeping vulnerable adolescents safe Mitigating Action SR 09b.15 Ensure sufficient Workforce Capacity

Lead Officer Assistant Director – Children’s Social Care & Early Help

Desired Outcome: Expected Output

Recruitment and retention of staff, the Council has the capacity and capability to improve and sustain improvement to its services.

Milestones:

Workforce stabilised, agency staff and turnover of permanent staff reduced

Progress Update. September 2020

The Workforce Development Strategy and supporting plan was presented at Children’s Improvement Board.

Emperor have been commissioned to take forward the rebranding of the recruitment campaign. Feedback will be given in other governance.

STRATEGIC RISK: SR26 Non-delivery of Children’s Services Improvement

RISK OWNER: Director of People – Children And Adults Services

PORTFOLIO: Children’s Services (Lead Member)

Current Residual Risk Score All (Likelihood – very high. Impact – critical)

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

Inherent Risk Score All

STRATEGIC RISK: SR26 Non-delivery of Children's Services Improvement

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.

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.

This is a key corporate priority and we are fully committed to working with our partners to deliver this plan and achieve more positive outcomes for children and young people in Medway.

Target Residual Risk Score DIII

Improvement is made at pace and is deemed to be sustainable in order that control of the service remains in control of the council

Trigger

Non-delivery of appropriate and rapid enough improvement following the poor Ofsted inspection rating.

Consequence

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

Opportunities and the way forward

Progressing into the next stage of the Improvement Plan

Strategic Risk SR26 Non-delivery of Children's Services Improvement Mitigating Action SR26.14 Successful delivery of the Improvement Plan

Lead Officer Assistant Director – Children's Social Care & Early Help

Desired Outcome: Expected Output

The Council has improved the service to the level required by the Children's Commissioner, DfE and Ofsted

Milestones

Workforce stabilised, agency staff and turnover of permanent staff reduced

Performance indicators and audits show continuous improvement

Quality of intervention is consistently meeting standards

Partners working together to deliver on shared objectives for Medway's children

Progress update. September 2020

Strategic Risk SR26 Non-delivery of Children's Services Improvement Mitigating Action SR26.14 Successful delivery of the Improvement Plan

On the back of the successful monitoring visit, the improvement plan has been confirmed as correct and where improvements were recommended in the monitoring report letter, the plan has been changed. Currently there is a self-evaluation refresh underway.

STRATEGIC RISK: SR32 Data and Information

RISK OWNER: CHIEF LEGAL OFFICER

PORTFOLIO: RESOURCES

Current Residual Risk Score CII (Likelihood – significant. Impact – critical)

The Council has a Senior Information Risk Officer (SIRO) and 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.

Inherent Risk Score BII

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.

Target Residual Risk Score DIII

Human error is completely eradicated from data and 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.

STRATEGIC RISK: SR32 Data and Information

Trigger

- Budget pressures
- ICO Audit reveals areas for improvement
- Digital Strategy
- Big Data project with academics
- Annual information governance toolkit submission

Consequence

- Data loss leads to damage to reputation.
- Not achieving cost efficiencies through Digital Strategy changes
- Failing to achieve Members' expectations.
- Failing to find new innovations
- Failing to deliver good quality care for residents of Medway

Opportunities and the way forward

September 2020

Reviewed no update required

July 2020

When a lessons learned exercise for Covid-19 is conducted this will include identifying opportunities for the data and information.

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTION 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)

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

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

Progress update.

September 2020

Reviewed no update required

July 2020

Work has continued on the General Data Protection Regulations (GDPR) project during the Covid-19 pandemic. Care will need to be taken by staff

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTION 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)

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.

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTION SR32.02: Information Sharing Agreement (ISA) for Kent

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

Provides the basis for ISAs within Kent organisations and outside PIAs, ISAs and SOPs and where appropriate Data Licence Agreements.

Progress update.

September 2020

Reviewed no update required

July 2020

Project specific ISAs etc. have been used during the Covid-19 pandemic as partner organisations have work jointly under the Civil Contingencies Act

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTION SR32.03: Security and Information Governance Group (SIGG)

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

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.

Progress update.

September 2020

Reviewed no update required

July 2020

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.

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTION SR32.04: Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

Good regular engagement to discuss risk areas
PIAs, ISAs and SOPs co-signed where relevant

Progress update.

September 2020

Reviewed no update required

July 2020

Where needed liaison between the SIRO and the Caldicott Guardian has taken place.

STRATEGIC RISK: SR36 Alternative service delivery models

RISK OWNER: Chief Legal Officer **CHIEF FINANCE OFFICER**

PORTFOLIO: LEADER'S

Current Residual Risk Score BIII (Likelihood – high. Impact – marginal)

All alternative delivery models are required to produce business cases that are considered at Corporate Management Team and then by Cabinet.

The performance of these models is regularly reviewed by Cabinet and scrutinised by the relevant Overview and Scrutiny Committee.

Where issues arise these can also be discussed at Corporate 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.

Inherent Risk Score BII

A growing number of council services are operated through alternative delivery models including outsourcing/insourcing, 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.

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.

Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model.

STRATEGIC RISK: SR36 Alternative service delivery models

Failures in governance that expose untreated risk.

Target Residual Risk Score CIII

Ultimately as these alternative deliver models embed, the Council will be looking for increased revenue income and higher levels of performance.

Trigger

Weak options appraisals/businesses cases; opportunities overstated as commercial markets are not realised, and risks understated. Failure to effectively manage (staffing, relationships, agreements/contracts) the transition between the council and the service delivery model.

Limited due diligence conducted on new service provider or key individuals in that provider.

Weak or unclear agreements/contract and governance arrangements.

Failure of a provider, risking failure to deliver services

Consequence

- Failure to meet statutory responsibilities to residents.
- Unexpected costs from new delivery model.
- Delivery model not sustainable; responsibility for delivery of function unexpectedly transfers back to the council.
- Reputation of council damaged by activities of delivery model.
- Council or delivery model expectations not met by new arrangements.
- No option to renegotiate terms if circumstances change.
- Reduced influence / control of the council.
- Delivery model operates at a loss with deficit met from local taxation

Opportunities and the way forward

A Covid-19 lessons learned exercise has been carried out, and this included identifying opportunities for the alternative delivery models.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.01: Robust options appraisals, detailed business cases prepared

Lead Officer Relevant Assistant Director for each Service

Desired Outcome: Expected Output

Ensure effective decision making

The council only enters into arrangements that are beneficial to the service and/or budget and are sustainable

Milestones

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.01: Robust options appraisals, detailed business cases prepared

Cabinet considers all business cases prior to any alternative arrangements being agreed

Progress update.

September 2020

Reviewed no update required

July 2020

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.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.02: Project management approach to implementation

Lead Officer Relevant Assistant Director for each Service

Desired Outcome: Expected Output

Clear agreed milestones for implementation in agreed timescale

Smooth transition into new delivery model.

Progress update.

September 2020

Reviewed no update required

July 2020

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

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.03: Communication & stakeholder management

Lead Officer Relevant Assistant Director for each Service

Desired Outcome: Expected Output

Stakeholders informed / consulted

Smooth transition into new delivery model

Progress update.

September 2020

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.03: Communication & stakeholder management

Reviewed no update required

July 2020

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.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.04: Sound legal and procurement advice on chosen delivery model

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

Robust agreements / contracts with clarity over responsibilities

Smooth operation of services, effective dispute resolution

Progress update.

September 2020

Reviewed no update required

July 2020

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.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding

Lead Officer Corporate Management Team

Desired Outcome: Expected Output

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

Progress update. September 2020

September 2020

Reviewed no update required

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding

July 2020

Regular reporting through Corporate Management Team, Scrutiny Committees and Cabinet takes place for the alternative delivery models.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.06: Reporting from and on delivery models with clear outcomes

Lead Officer Relevant Assistant Director for each Service

Desired Outcome: Expected Output

Effective performance management

High or improving performance of delivery model

Progress update. September 2020

September 2020

Reviewed no update required

July 2020

Regular reporting through Corporate Management Team, Scrutiny Committees and Cabinet takes place for the alternative delivery models.

Strategic Risk SR36 Alternative service delivery models Mitigating Action SR36.07: Business continuity arrangements

Lead Officer Chief Finance Officer

Desired Outcome: Expected Output

Delivery model and council both have clear roles and responsibilities in the event of any business continuity incident and Continuity of service

Progress update. September 2020

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. However there is always room for improvement and we have been diligent about capturing the lessons learned to influence refinement of our plans.

STRATEGIC RISK: SR37 Cyber Security**RISK OWNER: CHIEF FINANCE OFFICER****PORTFOLIO: RESOURCES****Current Residual Risk Score CI (Likelihood – significant. Impact – catastrophic)**

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. The recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that 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.

Inherent Risk Score CI

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.

When building defences against malware, it is recommended that mitigations are developed in each of the following three layers:

Layer 1: preventing malicious code from being delivered to devices

Layer 2: preventing malicious code from being executed on devices

Layer 3: increasing resilience to infection, and to enable rapid response should an infection occur

Target Residual Risk Score CI

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. 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.

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.

Trigger

Cyber security incident leading to partial or total loss of system integrity

Consequence

- Reduced service delivery across multiple departments over extended period

STRATEGIC RISK: SR37 Cyber Security

- Data Leaks
- Financial loss
- Reputational damage

Opportunities and the way forward

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.

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.01 Secure configuration: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.

Lead Officer Head of ICT

Desired Outcome: Expected Output

Patch Management regime in place to treat known vulnerabilities

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

JUNE 2020

ICT Network & Cyber Security is focusing on further secure configurations, Network security and managing user privileges

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.02 Network security: Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding

Lead Officer Head of ICT

Desired Outcome: Expected Output

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.02 Network security: Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding

Network policies in place to prevent attacks

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

JUNE 2020

ICT Network & Cyber Security is focusing on further secure configurations, Network security and managing user privileges

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.03 Managing user privileges: 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.

Lead Officer Head of ICT

Desired Outcome: Expected Output

User policies in place to ensure system privileges meet role requirements

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

JUNE 2020

ICT Network & Cyber Security is focusing on further secure configurations, Network security and managing user privileges

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.04 User education and awareness: Users have a critical 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

Lead Officer Head of ICT

Desired Outcome: Expected Output

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.04 User education and awareness: Users have a critical 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

Information and cyber security training available to all system users. Staff induction references cyber security risks and user responsibilities for risk treatment

Milestones

Certified PSN compliance – May 2021

Bid for funds against LGA cyber security budget

Progress update.

October 2020

Reviewed. No update required.

JUNE 2020

The ICT Network & Cyber Security 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.

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.05 Incident management: 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.

Lead Officer Head of ICT

Desired Outcome: Expected Output

ICT security policies in place and regularly reviewed. Any recognised cyber security incident is reported to appropriate board

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

DECEMBER 2019

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

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.06 Malware prevention: 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 appropriate anti-malware policies as part of an overall 'defence in depth' approach.

Lead Officer Head of ICT

Desired Outcome: Expected Output

Policies in place to monitor and capture known malicious code

Milestones

Certified PSN compliance – May 2021

October 2020

Reviewed. No update required.

MAY 2020

Malware protection systems have been reviewed and found to be up to date and effective.

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.07 Monitoring: 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

Lead Officer Head of ICT

Desired Outcome: Expected Output

Security Incident and event management (SIEM) systems in place

Milestones

Certified PSN compliance – May 2021

Bid for funds against LGA cyber security budget.

Progress update.

October 2020

The ICT Network & 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.

Estimated Council wide deployment November 2020, implementation was delayed due to COVID

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.08 Removable media controls: 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.

Lead Officer Head of ICT

Desired Outcome: Expected Output

Removable media policies in place with security controls on user devices

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

DECEMBER 2019

Reviewed on 23 December 2019 no update required. Certification complete May 2020

Reaccreditation required May 2021

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.09 Home and mobile working: 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 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.

Lead Officer Head of ICT

Desired Outcome: Expected Output

Policies in place to ensure mobile working devices are managed and monitored for security breaches. Two factor authentication (2FA) policies in place to manage remote access to systems

Milestones

Certified PSN compliance – May 2021

Progress update.

October 2020

Reviewed. No update required.

JUNE 2020

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.

Strategic Risk SR37 Cyber Security Mitigating Action SR 37.09 Home and mobile working: 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 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.

Certification complete May 2020

Reaccreditation required May 2021

STRATEGIC RISK: SR39 Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures Financial Pressures on SEN Budgets

RISK OWNER: Director of Children and Adults

PORTFOLIO Children's Services

Current Residual Risk Score BII (Likelihood – high. Impact – critical)

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.

Inherent Risk Score BII

Pressures from increasing demand and complexity of special educational need and disability place extreme financial pressure on High Needs Budget, which could result in us not meeting our statutory educational duties for children and young people aged 0-25 who have SEND.

Target Residual Risk Score DIII

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.

Trigger

The Council does not receive enough High Needs Budget to match increasing demand and complexity of need.

Consequence

- Unable to provide our statutory education duties for children and young people aged 0-25 who have SEND
- Poorer outcomes for children and young people
- ~~Adverse effect on assessments – Increased thresholds of application for children applying for assistance~~
- Budget pressures with consequences across the Council
- Impact on statutory responsibilities and regulatory judgement
- Money drawn from other services

STRATEGIC RISK: SR39 ~~Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures~~ Financial Pressures on SEN Budgets

- Cost spiral
- Adverse effect on staff morale affected

Opportunities and the way forward

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.01: SEN budgets are being closely monitored and spend is being reviewed more robustly.

Lead Officer AD Education and SEND. Head of Integrated Disability

Desired Outcome: Expected Output

Progress update. September 2020

The High Needs Budget Recovery Plan has been re-written and approved by members. Two main areas of focus are increasing the number of specialist and resource places in Medway and robustly applying EHCP criteria. HNBRP continues to be monitored by a Members Scrutiny Group and a High Needs Sub Group of Schools Forum

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.03: Work to improve the service following the revisit by Ofsted and the CQC.

Lead Officer Head of Integrated Disability

Desired Outcome: Expected Output

Progress update. September 2020

The Accelerated Progress Plan Monitoring Meeting took place in August 2020. The second monitoring meeting is planned for December 2020. Some actions have been delayed due to COVID but DfE and NHS England feedback is positive at present. SEND Core Group continues to monitor APP actions and this will report to the new Child-Friendly Medway Board.

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.04: Supporting Medway's schools to be more inclusive

Lead Officer AD Education and SEND.

Desired Outcome: Expected Output

Progress update. September 2020

Data analysis has been completed to identify schools that do not currently have the national levels of children with EHCPs. This information is being shared with schools. Medway Ordinarily Available document is in draft form.

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.05: Working with the Clinical Commissioning Group to ensure NHS funding is provided in all appropriate cases

Lead Officer AD Education and SEND. Head of Integrated Disability

Desired Outcome: Expected Output

**Progress update.
September 2020**

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.

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.06: Reviewing high cost placements to ensure the best packages are provided in the most economical way

Lead Officer Head of Integrated Disability

Desired Outcome: Expected Output

Progress update. September 2020

Consultant has been recruited to complete this work in October 2020

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.07: The creation of additional SEND provision locally

Lead Officer AD Education and SEND. Head of Integrated Disability

Desired Outcome: Expected Output

Progress update. September 2020

We have identified an additional 300 specialist school places in Medway and are nearing final agreement to commence building work. Invitation has gone out to all Chief Executives of secondary schools in Medway to opening resource provisions in their schools. It is hoped that we will achieve an additional 220 resource places

Strategic Risk SR39 Financial Pressures on SEN Budgets Mitigating Action SR 39.08 Placeholder for lobbying the government mitigation

Lead Officer AD Education and SEND.

Desired Outcome: Expected Output

Progress update. September 2020

Every opportunity is being taken to share information and lobby with the DfE and EFSA regarding High Needs Budget deficit

STRATEGIC RISK: SR02 Business continuity and emergency planning

RISK OWNER Director of Place and Deputy Chief Executive

PORTFOLIO: Business management (cross cutting)

Current Residual Risk Score DII (Likelihood – low. Impact – critical)

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.

An annual presentation on Business Continuity is included at a meeting of all council Service Managers.

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.

The Corporate Business Continuity Plan is currently being refreshed and is aligned to the Emergency Plan

Inherent Risk Score CI

Duties under the Civil Contingencies Act require councils to have an Emergency Plan. The Emergency Management and Response

STRATEGIC RISK: SR02 Business continuity and emergency planning

Structure may not be robust enough to respond to a major emergency.

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.

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.

Target Residual Risk Score DII

The Council will never be able to reduce the risk further as it is impossible to completely mitigate unforeseen adverse events.

The Council needs to consistently complete hard and soft testing of its business continuity plans to ensure it achieves and maintains the DII risk scoring.

Trigger

A significant adverse event occurs, and the Council is found wanting or negligent in its planning and/or operational response

Consequence

- Response to event is not rapid, adequate nor effective.
- Lack of clear communication lines.
- Essential service priorities not clearly understood.
- Communication between agencies and the public is poor.
- There is a perception by residents that the Council does not have a visible presence at the Incident.
- Residents expect more from their Council.
- Local press quick to seize issue.
- Comparisons made with other local authorities and resilience groups.
- A death, or deaths, in the community.
- Legal challenge under the 'Civil Contingencies Act 2004'.

Opportunities and the way forward

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.

Strategic Risk SR02 Business continuity and emergency planning Mitigating Action SR 02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

Lead Officer Director of Regeneration, Culture, Environment & Transformation

Strategic Risk SR02 Business continuity and emergency planning Mitigating Action SR 02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

Desired Outcome: Expected Output

Revised plan agreed by Corporate Management Team.

Continued engagement with Kent Resilience Forum.

Staff trained in emergency response management at all levels.

A sustainable and robust on call rota in place at all levels.

Existing plan in place.

Programme of on-going review of COMAH plans.

Emergency response operations room in place.

On call rota in place covering all roles & responsibilities 24/7.

Milestones

Draft plan in place.

Call out arrangements in place covering all roles & responsibilities 24/7 (Blue Card) (enhanced during LA stand down Periods).

Reduced relevant staff training during 2020

Progress update.

August 2020

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 several concerns:

- Training/exercises has been kept to an absolute minimum due to budgetary pressures.
- The Kent resilient Forum is developing and an increase in subscription is expected if current plans within the Kent Resilience Team are realised.
- The Blue Card system of callout requires attention by CNT to identify new staff members to replace those who have left.

Over the COVID-19 period the Blue card system of response would have worked however, the staff needed to carry out the operational functions may not have been available.

- Basic functions of Safe place emergency REST Centre provision were also suspect due to 4 type of evacuee with use of limited staff.
- 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.
- 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.

Strategic Risk SR02 Business continuity and emergency planning Mitigating Action SR 02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

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.

Strategic Risk SR02 Business continuity and emergency planning Mitigating Action SR 02.02: Business continuity plans completed to implement the actions

Lead Officer Director of Regeneration, Culture, Environment & Transformation

Desired Outcome: Expected Output

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 divisional management teams across the Council is ongoing.

Corporate Recovery Plan.

IT Recovery Plan in place.

Progress update.

Reviewed 29 September 2020 no update required.

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 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.

STRATEGIC RISK: SR17 Delivering regeneration

RISK OWNER: Director of Place and Deputy Chief Executive

PORTFOLIO: Inward Investment, Strategic Regeneration and Partnerships

Current Residual Risk Score BII (Likelihood – high. Impact – critical)

The Regeneration programme and in particular Innovation Park Medway and the flag ship waterfront 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 must adhere to a rigorous reporting process to ensure that they are on time and within budget.

STRATEGIC RISK: SR17 Delivering regeneration

The advent of Covid-19 will place additional pressures on delivery of capital projects and therefore funding deadlines.

Inherent Risk Score BII

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. 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.

Economic uncertainty could delay regeneration and growth, impacting on strategic decisions and inward investment.

Target Residual Risk Score CII

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 *impact* and so the focus must be on reducing the *likelihood* of failure to a more tolerable level.

Dialogue will be opened with funding providers such as SELEP and HE regarding funding envelopes and delays to programmes relating to Covid-19.

Trigger

- The Council fails to deliver its economic, skills and infrastructure regeneration programme.
- House/property building companies start to delay developments.
- Potential lack of companies wanting to locate in Medway.

Consequence

- Regeneration projects not completed.
- Potential damage to Council's reputation.
- Not able to meet member, government and the public's expectations.
- Deteriorating physical and infrastructure assets.
- Investment wasted.
- Young people are not catered for in the 'new world'.
- Low skills base among some residents remains.
- Disconnect between skills and employment opportunities.
- Maintenance of low aspiration culture.
- Increased commuting and pressure on transportation.
- Negative impact on community cohesion.

Opportunities and the way forward

STRATEGIC RISK: SR17 Delivering regeneration

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.

Strategic Risk SR17 Delivering regeneration Mitigating Action SR 17.01: Outline infrastructure needs identified

Lead Officer Director of Place

Desired Outcome: Expected Output

Identification of inward investment priorities.

Progressing key regeneration sites and infrastructure plan jointly with KCC.

Production of Infrastructure Delivery Plan (IDP) to support Local Plan.

Milestones

Secure funding

20-year development programme

Preparation of IDP to support submission of Local Plan

Progress Update. September 2020

Medway's Housing Infrastructure Fund (HIF) bid was approved by central government (MHCLG) in November 2019 and the Grant Determination Agreement, securing £170m, was signed by Homes England and the Council in late July 2020. The secured funding will support the development of rail, road, and strategic environmental (SEMS) infrastructure to unlock the development of a possible 10,600 homes.

Officers have been appointed to the key delivery posts for road, rail and SEMS, and a Scheme Manager has been appointed to support project management and monitoring. The first (of two) historic claims was submitted in August 2020. Subsequent claims will be made monthly.

HIF branding is now complete and will focus on the Future Hoo as a strapline.

Works across all three interventions continues with the Rail's GRIP 3 commenced 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.

Land Consenting strategies are being finalised with a view to commencing pre application consultations between October and December 2020.

Land referencing works (of over 900 titles) is completed.

Monthly meetings now take place between the Hoo Consortium and the Council, with a Non-Disclosure Agreement supporting the development of a Collaboration Agreement. The same will be in place for Homes England's delivery arm.

Strategic Risk SR17 Delivering regeneration Mitigating Action SR 17.02: Homes England) alerted to the impact of lack of funding and dialogue opened with External Partners

Lead Officer Director of Place

Desired Outcome: Expected Output

Homes England confirm any funding commitment to projects and plans for their sites.

Funding identified to continue regeneration.

Milestones

Regeneration projects agreed with Members

Progress Update. September 2020

See mitigating action SR 17.02

Strategic Risk SR17 Delivering regeneration Mitigating Action SR 17.03: Regular meetings with stakeholders including developers to lever in external funding and bring forward transformational programmes

Lead Officer Director of Place

Desired Outcome: Expected Output

External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget.

Investors come forward for regeneration sites.

Milestones

As detailed in individual delivery plans

Progress Update. September 2020

See mitigating action SR 17.02

Strategic Risk SR17 Delivering regeneration Mitigating Action SR 17.04: Working with the Local Enterprise Partnership to attract funds to Medway.

Lead Officer Director of Place

Desired Outcome: Expected Output

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.

Growing Places Fund (GPF):

Strategic Risk SR17 Delivering regeneration Mitigating Action SR 17.04: Working with the Local Enterprise Partnership to attract funds to Medway.

£4.4m Rochester Riverside;

£2.99m Chatham Waterfront.

£650K Innovation Park Medway £41.7m Local Growth Funding from the Local Enterprise Partnership.

1.99m allocated from the Getting Building Fund (GBF)

Milestones

As detailed in individual delivery plans

Progress Update. October 2020

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 in autumn 2020, including a signed letter from the S151 Officer confirming funds have been identified for associated highways mitigation works. 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.

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. We have in addition supported a £500k GPF bid from Chatham Historic Dockyard Trust for developments at the Fitted Rigging House.

MHCLG announced Getting Building Funding in June 2020, of which £85m has been allocated to SELEP. Medway submitted two bids - 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, and a Gate 2 Business Case was submitted to SELEP and the Independent Technical Evaluator in September 2020 for consideration at October Board. Innovation Park Medway is at the top of the reserve list should any of the projects allocated funding not proceed with their Business Case submission or should their Business Cases not be approved.

The SELEP Local Industrial Strategy did not progress to formal government endorsement prior to Covid-19 and will be replaced by a SELEP Economic Recovery Plan. Government guidance on the structure of this plan is awaited, but Medway Council will provide full support – as it did for the LIS, and has continued to do at KMEP-level for the Kent and Medway Renewal and Resilience Plan, which has been supported through Medway Council's Covid-19 Response and Recovery structures.

The funding landscape post-LGF / GBF funding remains unclear, with consultation on EU-successor funds (the Shared Prosperity Fund) not yet underway.

Strategic Risk SR17 Delivering regeneration Mitigating Action SR17.05: Working towards the adoption of the new Medway Local Plan.

Lead Officer Director of Place

Desired Outcome: Expected Output

Strategic Risk SR17 Delivering regeneration Mitigating Action SR17.05: Working towards the adoption of the new Medway Local Plan.

New Local Plan and Planning Policy Guidance adopted to guide Medway's sustainable growth.

To prepare the Medway Local Plan and as outlined in the Local Development Scheme published August 2020

Milestones

Publication of Draft Local Plan 2021

Independent Examination of plan - 2022

Progress Update. September 2020

New Local Development Scheme published August 2020. Working to publication of draft plan Spring 2021.

Working to publication of draft Local Plan with proposed development allocations and policies to manage Medway's growth. Strategy supported by comprehensive evidence base and assessment processes to meet tests of independent Examination.

Joint work on infrastructure planning and Hoo Development Framework with HIF project team.

Strategic Risk SR17 Delivering regeneration Mitigating Action SR17.06: To seek additional external funding opportunities.

Lead Officer Assistant Director Regeneration

Desired Outcome: Expected Output

Ensuring Medway's Regeneration programme is delivered.

Additional funding streams identified and secured.

Milestones

Secure funding for Council owned sites

Progress Update. October 2020

Medway's Housing Infrastructure Fund (HIF) bid was approved by central government (MHCLG) in November 2019 and the Grant Determination Agreement, securing £170m, was signed by Homes England and the Council in late July 2020.

A full Business Case for Future High Streets Fund for Chatham town centre was submitted on 30 April 2020. An announcement regarding successful bids is expected in the autumn. In September we were awarded £12,000 to support our £1.6m High Streets Heritage Action Zone funding. This has a specific focus on supporting a cultural consortium for the area.

MHCLG announced Getting Building Funding in June 2020, of which £85m has been allocated to SELEP. Medway submitted two bids - 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 KMED and SELEP, and a Gate 2 Business Case was submitted to SELEP and the Independent Technical Evaluator in September 2020 for consideration at October Board. Innovation Park Medway is at the top of the reserve list should any of the of the projects allocated funding not proceed with their Business Case submission or should their Business Cases not be approved. A successful Expression of Interest was submitted to the Department of Business, Energy and Industrial Strategy (BEIS) for £45,150 for Heat Network Delivery Units (HNDU) Round 9. The project

Strategic Risk SR17 Delivering regeneration Mitigating Action SR17.06: To seek additional external funding opportunities.

will complete an Energy Masterplanning study and Heat Mapping exercise to understand the potential of Heat Networks across the Hoo Peninsula and wider Medway.

A c. £2m Expression of Interest is being developed for the 'Whose Hoo' heritage project on the Hoo Peninsula looking at community and heritage initiatives relating to Slough Fort, tree planting, paths, cycleways and community engagement. Submission for this EOI has been delayed as a result of Covid-19 changes to the funding stream, with the National Lottery Heritage Fund encouraging the Council to continue to develop the bid with a view to submission in 2021.

Strategic Risk SR17 Delivering regeneration Mitigating Action SR17.07: Submission of a successful Business Case for Housing Infrastructure Fund (HIF) funding for the peninsula.

Lead Officer Assistant Director Regeneration

Desired Outcome: Expected Output

Delivering major infrastructure improvements to unlock the potential of the Hoo peninsula.
£170m secured via a successful Business Case submission.

Progress Update. September 2020

The Grant Determination Agreement to unlock £170m HIF investment for the Hoo peninsula was signed in late July following Cabinet and Full Council approval in April.

STRATEGIC RISK: SR35 Homelessness

RISK OWNER: : Assistant Director Culture and Community

PORTFOLIO: Deputy Leader and Housing and Community Services

Current Residual Risk Score CIII (Likelihood – significant. Impact – marginal)

The Council continues to undertake a proactive approach to tackling homelessness. Issues beyond the Council's 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.

Inherent Risk Score BII

An increasing demand in relation to Council's 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.

STRATEGIC RISK: SR35 Homelessness

Changes to legislative frameworks placing greater demand on services.

Target Residual Risk Score DIII

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.

Trigger

- Increase in the number of households residing in temporary accommodation
- Reduction in the council's ability to maximise prevention opportunities
- Lack of appropriate temporary accommodation stock
- Reduction in the availability of permanent affordable housing
- Reductions in staffing levels to sustain levels of service

Consequence

- Increasing and unsustainable overspend of allocated budget
 - Poorer outcomes for children and vulnerable adults
 - Increased legal challenge and penalty from the LGO
 - Reputational Damage
- Failing to achieve Members' expectations.

Opportunities and the way forward

Mobilise all new aspects of the NSAP funding for 2020/21.

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.

Opportunities may be available to increase the amount of prevention of homelessness support offered by the Council by utilising the existing temporary accommodation budget.

Strategic Risk SR35 Homelessness Mitigating Action SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP

Lead Officer Assistant Culture and Community/ Head of Housing

Desired Outcome: Expected Output

Opportunities to prevent homelessness are maximised via service delivery and through the development of joint working/referral protocols with other services/organisations

Strategic Risk SR35 Homelessness Mitigating Action SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP

Increase in the amount of successful prevention cases
Dedicated resource to tackle prevention of homelessness.

Progress Update. September 2020

Overall footfall for the period beginning of April to the end of August stands at 955, which compared to the same period in 2019/20 (1086) is down by 131 cases: a reduction of 12%. Amongst others, this can be attributed to the stay in possession proceedings temporarily ceasing most of the eviction activity, as well as a reduction in the numbers of household's staying put and not seeking alternative accommodation during the pandemic. However, there remains a high level of demand on the Council's Homeless Services which has steadily increased as the pandemic lockdown measures have eased. Thus, from a low of 153 approaches in April footfall has increase to high of 228 in July with 198 in August, which represents 'normal' pre-Covid levels.

The stay on possession proceedings remains in place, being extended by the Government from 23 August to now 25 September. Possession cases remain of concern with current approaches from those at risk of eviction from social housing and privately rented accommodation being estimated at circa 50% down on normal. As previously highlighted, it is widely accepted that there will likely be a large uplift in eviction cases once the stay on possession proceedings is lifted with this accompanied by an increase in demand for housing assistance from the Council. Anecdotally, however, courts are said to have a large backlog of cases with there likely to be significant delays in possession claim processing. Further, it is thought that the courts will focus first on ASB and domestic abuse cases. Also, of note is the Government's temporary changes to notice periods which until 31 March 2021 will – for most tenancies - extend the notice period for seeking possession to 6 months.

It is hoped that the delays in court proceeding and the extended notice periods will provide a further “window of opportunity” for the Council to seek to engage with at risk households and their landlords. In the furtherance of this goal the service has reached out to partners in the private rented and social housing sectors to seek to facilitate joint prevention work, with us having twice mailshotted our landlord list to highlight our CallB4UServe landlord hotline service for private landlords. We have also engaged with social landlords, both over the telephone and in writing, inviting them to contact us without delay regarding those tenants for whom they are considering instigating possession action. In addition we have also used social media, with messages going out to landlords via Facebook, Twitter and the Council's newsletter, whilst we have also made enquiries of the court asking them (if possible) to share details of those at threat of eviction and or to make them aware of our service and the help that we can provide. Consequently, to date we have we have recorded 72 Landlord Hotline referrals (compared to 46 for the same period Last year) and 59 referrals from MHS Homes (compared to 61). We continue to work with other social landlords, L&Q and Orbit, on a case by case basis and at their request.

Throughout the pandemic work has continued to ensure that the Council is proactive in seeking to successfully prevent or relieve homelessness for those applicants approaching us for housing assistance. Thus, from the start of the current year to the end of August there were 333 cases whose homelessness was successfully prevented or relieved, which equates to an average success rate of 55% for all those for whom the Council has accepted a homeless duty. Underpinning this success has been the Council's PRS Scheme, which applying COVID safe new ways of working has until the end of August enabled the Council to secure 149 sign-ups for new private sector tenancies. This remains down on the same period last year, which saw 197 sign-ups (a reduction of 24%). However, this must be viewed

Strategic Risk SR35 Homelessness Mitigating Action SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP

within the context of the significant challenges posed by the pandemic, including implementing new ways of COVID safe viewing, sign-ups and inspections of properties, and less activity in the private sector housing market.

Despite these challenges, the PRS Team continue to actively canvass landlords in Medway to seek to secure new properties and it is anticipated that the market will open further should the pandemic situation improve. Further, additional resources have been invested in the PRS Team with the goal of improving the supply of privately rented properties available to the Council for the prevention and relief of homelessness; this includes the recruitment of an additional staff member with PRS commercial market experience, and the completion of a new rent guarantee scheme for landlords with £128k of dedicated funding being set aside to resource this initiative. The guarantee scheme will be launched by the end of September 2020 and will focus on seeking to attract new landlords by improving the Council's offer to them.

Strategic Risk SR35 Homelessness Mitigating Action SR35.02: Increase opportunities of affordable housing supply

Lead Officer Assistant Culture and Community/ Head of Housing

Desired Outcome: Expected Output

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.

Increased provision of affordable housing.

Take forwards plans for the Council to intervene in the market to provide affordable housing.

Progress Update. September 2020

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 Housing Service continues to engage with the planning process, developers and affordable housing providers to establish a complete picture of housing delivery across Medway.

Between 200 and 250 units are scheduled to be delivered in Medway in 2020/21. Whilst confidence is high that the Council will achieve its 204-unit target confidence around surpassing it is low and the impact of the pandemic plays out.

Strategic Risk SR35 Homelessness Mitigating Action 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

Lead Officer Assistant Culture and Community/ Head of Housing

Desired Outcome: Expected Output

A clear, cross-sector commitment to the way that rough sleepers in the Medway area are assisted to secure alternative accommodation.

Strategic Risk SR35 Homelessness Mitigating Action 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

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.

Milestones

Ongoing outcome reporting to be established through strategic group.

Progress Update. September 2020

Following the success of Medway's 'everyone in' placement of known, and new, people sleeping rough into B&B and Hotel accommodation, we have now moved to the resettlement phase. To date over 50 people who were previously sleeping rough have been supported into longer term accommodation. We have had discussions with the MHCLG regarding ongoing funding and have submitted a bid under the Next Steps Accommodation Programme for longer term funding to provide increased units of accommodation specifically for people who were sleeping rough as part of the 'national asset'. We are waiting for the result of the Spending Review to understand what funding will be available for direct support to people sleeping rough from April 2021, i.e. our current Rough Sleeper Initiative services.

We are working with interdepartmental colleagues in Adult Social Care, Children's Services and Partnership Commissioning, (as well as multi agency forums involving police, voluntary sector, etc) and have identified that there are a group of individuals whose needs and risk factors are too high to be managed in our existing service provision alone. We are looking to see where a wraparound service may be feasible to increase the likelihood of breakthroughs being achieved with very complex entrenched individuals.

As traditional night shelter models have been proscribed by government due to shared airspace whilst sleeping, we have developed a cold weather approach and bid under the short-term Next Steps Accommodation Programme. We have been successful in getting 100% of the funding agreed for this. This will allow us to have an additional 10 units of temporary accommodation, the continued use of a 9 bed guest house, and 10 rooms available in a local hotel from December to March along with increased support for the rest of the financial year. We are looking to see what other potential capacity can be built in to the system, but this provision replaces a significant proportion of the potential bed spaces we would normally have accessed, with night shelters being unable to operate at present.

Strategic Risk SR35 Homelessness Mitigating Action 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.

Lead Officer Assistant Culture and Community/ Head of Housing

Desired Outcome: Expected Output

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

Strategic Risk SR35 Homelessness Mitigating Action 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.

Minimise rise in price for TA units in the private sector

Emergency use only for TA Provision that is outside of usual pricing structure.

Progress Update. September 2020

The service has 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 25 September 2020 when the stay on eviction ceases. Despite this, overall performance against temporary accommodation remains strong with number of placements into temporary accommodation remaining consistent with previous years.

The backlog of cases with possession orders with the courts remains a significant risk for the service.

The service continues to explore options to diversify its portfolio of temporary accommodation and remove reliance on nightly paid provision from the private sector. Recent benchmarking across Kent has demonstrated that the Council achieved an extremely competitive rate.

STRATEGIC RISK: SR47 Climate Change NEW RISK

RISK OWNER: AD Frontline Services

PORTFOLIO: COMMUNITY SERVICES

Current Residual Risk Score All (Likelihood – very high. Impact – critical)

Climate change is a Council Plan programme for 2020/21

Climate Change Action Plan needs to be produced. Currently waiting on consultants to finalise Medway Net Zero Carbon Baseline and Pathway report before work can commence on the Climate Change Action Plan. The Climate Change Co-ordinator is also still driving forward other Climate Change projects and thus there is a resourcing issue.

Inherent Risk Score All

- The council has signed up to the Kent and Medway Energy and Low Emissions Strategy which has the vision that 'by 2050 the county of Kent has reduced emissions to Net-Zero and is benefiting from a competitive, innovative and resilient low carbon economy, where no deaths are associated with poor air quality'. There is a risk that this vision will not be achieved.
- If a Climate Change Action Plan is not produced and implemented by the Council there is a risk that the net zero target will not be reached by 2050.
- The success of the Climate Change Action Plan will require collaboration between all services, residents of Medway and the Climate Change Coordinator to meet the net zero target by 2050.
- There is a risk that the organisation as a whole does not have the capacity/funding to fulfil the requirements of the Climate Change

STRATEGIC RISK: SR47 Climate Change NEW RISK

Action Plan which will put the intended outcome of being net zero by 2050 in jeopardy.

Target Residual Risk Score DIII

Climate Change Action Plan will be produced by December 2020 and then approval sought from MAB (February 2021) and subsequently Cabinet approval (March 2021).

The focus for the Climate Change Co-ordinator for Q3 will be the production of the Climate Change Action Plan as this underpins the whole project.

Resources being sought for staff and project development in 2021 onwards. To enable Medway to reach the extremely challenging targets early intervention are needed and associated significant resources and funding to enable a modal shift in operations.

The scale of the need will be clear once the baseline report is complete (End Q3 2020).

Trigger

- Climate Change Action Plan not produced and implemented
- Funding not available to implement Climate Change Action Plan
- The Council fails to deliver the Climate Change Action Plan and the vision set out in the Kent and Medway Energy and Low Emissions Strategy.
- Staffing resources not available to implement/drive Climate Change Action Plan forward
- Lack of support for the climate change agenda
- Project impacted by Covid-19; staff being redeployed, and funding reduced.
- Brexit may have a negative impact on achieving the net zero target by 2050 – UK's exit from the single market may have an impact on trade for low-carbon goods

Consequence

- Potential damage to Councils reputation
- Not able to meet member's, government and the public's expectations
- Net zero by 2050 is not achieved

Opportunities and the way forward

Leading the way with Climate Change, will give the council the opportunity to provide the local community with a clean, green sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term, such as has been seen by the conversion to LED lighting on street columns.

Strategic Risk SR47 Climate Change Mitigating Action SR47.01 Finalisation of Medway Net Zero Carbon Baseline and Pathway report and Production of Climate Change Action Plan

Lead Officer Head of Environmental Services

Strategic Risk SR47 Climate Change Mitigating Action SR47.01 Finalisation of Medway Net Zero Carbon Baseline and Pathway report and Production of Climate Change Action Plan

Desired Outcome: Expected Output

Medway Net Zero Carbon Baseline and Pathway report and Climate Change Action Plan approved by MAB in February 2021 and signed off by cabinet in March 2021.

Milestones

Climate Change Members Advisory Board meetings, Climate Change Steering Group meetings and Council Plan quarterly reporting

Progress update. September 2020

Draft report off consultants being reviewed by team for issue to DMT and CMT in Jan 2021.

Strategic Risk SR47 Climate Change Mitigating Action SR47.02 Implementation of a five-year cross cutting Climate Change Action Plan setting out medium and long term outputs to achieve measurable change

Lead Officer Head of Environmental Services

Desired Outcome: Expected Output

Medway to achieve the net zero target by 2050

Measures within the Climate Change Action Plan to be implemented and carbon savings measured

Annual reporting on progress made towards net zero target

Milestones

Climate Change Members Advisory Board meetings, Climate Change Steering Group meetings and Council Plan quarterly reporting

Progress update. September 2020

Success will be measured by - Emissions, Air Quality, Energy, Transport and Housing and fuel poverty.

Strategic Risk SR47 Climate Change Mitigating Action SR47.03 Drive the Air Quality Action Plan forward to effect improvement in Air Quality across Medway.

Lead Officer Head of Environmental Services

Desired Outcome: Expected Output

To monitor the 12 projects within the AQAP

To collect data monthly from air quality monitoring sites

In real time collect data from two air quality monitoring stations and publish on Kentair.org

Produce annual status report which includes updates on 12 projects & air quality data) & submit to Defra for validation June each year

Strategic Risk SR47 Climate Change Mitigating Action SR47.03 Drive the Air Quality Action Plan forward to effect improvement in Air Quality across Medway.

Milestones

Annual air quality measures reported to Defra by June each year. Defra then publish validated data in August/Sept each year.

Progress update. September 2020