

Medway Council Strategic Risk Register - Quarter 3 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
SR09A	3	Changing Demographics of Older People and Working Age Adults	Director of People – C&A	A I	B II	D III	→	L - high I - major	People	HASC
SRO3B	6	Finances	Chief Finance Officer	A I	A I	C III	→	L – very high I - catastrophic	All/WOW	BS
SR46	10	Medway’s Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	B II	B II	C II	→	L - high I - major	All/WOW	BS
SR32	15	Data and information	Chief Legal Officer	B II	C II	D III	→	L - significant I - major	All/WOW	BS
SR36	18	Alternative service delivery models	Chief Legal Officer, Chief Finance Officer	B II	B III	C III	→	L - high I - moderate	All/WOW	BS
SR37	22	Cyber Security	Chief Finance Officer	C I	C I	C I	→	L - significant I – Catastrophic	All/WOW	BS
SR02	28	Business continuity and emergency planning	Director of Place Chief Finance Officer	C 1	D II	D II	→	L - low I - major	All/WOW	BS
SR49	31	Income Reduction due to Covid19	Chief Finance Officer	A 1	B II	C II	n/a	L - high I - major	All/WOW	BS

Strategic Risk Profile

Key

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

	Minor impact IV	Moderate impact III	Major impact II	Catastrophic impact I
Very high likelihood A	Amber	Red	Red	Red 03B
High likelihood B	Amber	Amber 36	Red 09A 46, 49	Red
Significant likelihood C	Green	Amber	Red 32	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

KEY update

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 – major)**

We are seeing an increase in demand on the service following COVID 19 and we have managed to recruit more permanent workers within the workforce; whilst this is good we won't see immediate benefits until these have been upskilled and as a result we are reducing the number of high cost agency workers.

We are seeing significant pressures within discharge supporting MFT.

We are seeing pressures on the mental health and morale of current workforce. As a result of inability to recruit permanent staff we are using 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

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.

Following changes to the COVID funding which is now funded by the NHS up to six weeks from the 1st September, we have seen an increase on budget pressure.

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.

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

Consequence

- Increased resources required to run the service.
- Significant budget overspends.
- 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.
- Residents and Day Care providers may close due to not being financially viable in when and if needed.
Due to staff unavailability we are seeing a pressure within the Domiciliary Care market..

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. December 2020

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

We have successfully recruited to vacancies within the ART team.

Ongoing recruitment campaign focusing on recruiting permanent staff to 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. December 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. December 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. December 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. December 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: 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. The provisional settlement announced in December was pretty consistent with the Chancellor's one-year spending review in the Autumn. It identified the resources available to local authorities, including further funding to address the continued impact of the pandemic in the new year. Other than this, a major part of the increase in the Council's spending power came in the form of additional flexibility to raise additional council tax, through another round of the so-called 'adult social care precept'. The view across the sector, particularly upper tier authorities, is that the funding is still insufficient, and many authorities have indicated that they will need to use reserves to balance their 2021/22 budgets, with some continuing to highlight the risk of Section 114 notices. Against this challenging backdrop the residual risk remains at AI.

STRATEGIC RISK: SR03B FINANCES

Inherent Risk Score A1

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. Allied with 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, the outlook for local authority finance remains challenging, exacerbated by the impact of the Covid-19 pandemic.

Consequence

- Very difficult decisions around funding allocation.
- 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

STRATEGIC RISK: SR03B FINANCES

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

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

Progress update January 2021

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 focuses on recovery over the next two years.

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 January 2021

We pushed back presentation of the Capital Strategy to Cabinet, alongside the MTFS in November, in order to align with our Recovery Strategy, which at its heart included 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 January 2021

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 has been 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 – major)
<p>While in many services the Council is still in response, focus is shifting towards an effective recovery. Strategic Planning is one of the three key workstreams in the Council's Strategic Recovery Plan, with a multi-agency cell for Medway's Economy and Infrastructure established and working closely with the Kent Resilience Forum equivalent.</p> <p>The council is delivering direct support for individuals and businesses as funded by the Government and continues to review delivery of core services where they can be of benefit to supporting the wider economy.</p> <p>The Council continues to lobby the Government for further support for local authorities, individuals, and businesses.</p>
Inherent Risk Score BII
<p>Mandatory closures and ongoing social distancing requirements have created in an exceptionally challenging trading environment, resulting in significantly reduced trade, business failure, rising unemployment and reduced levels of disposable income.</p> <p>MHCLG stated throughout Covid-19 that they will support local authorities to deliver an effective response to Covid-19 and continue to provide core services and providing substantial packages of support for individuals, businesses and the public sector but may not continue such funding throughout the recovery. Income from Business Rates is a fundamental income stream to Medway Council; businesses failure to pay, or business collapse leaving void properties may significantly reduce income available for the Council, hampering its ability to deliver core services and support the wider economy successfully.</p> <p>There is a risk of further outbreaks, which the Government has handed powers to manage to local authorities. The Council has developed a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy.</p>
Target Residual Risk Score CII
<p>The risk of further waves, or prolonged local lockdown and the resultant adverse impact on Medway's economy cannot be avoided, rather the Council's action plan is designed to support the economy through any such measures and to improve long term resilience and business growth.</p>
Trigger
<p>On the 23 March the Prime Minister announced strict curbs on the movement of people for non-essential purposes to prevent the spread of Covid-19, and all non-essential shops and businesses were ordered to close to the public. The Government has been easing restrictions as the infection rate reduced, with segments of the economy able to return to business, however with significant alterations to ensure adequate social distancing. In early November a further national lockdown joined the Tier system (introduced in October) in increasing, rather than reducing restrictions. On 3 December, Medway entered Tier 3 – the highest level of restriction outside of national lockdown.</p>

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

Consequence

The Economy and Infrastructure Recovery Cell has produced an impact assessment outlining the main consequences of Covid-19. 24 impact areas have been identified and some of the most acute include:

- Significant rise in unemployment with disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people in BAME communities
- Decreased apprenticeship vacancies and industrial placements
- Reduced strength of Medway's business base
- Accelerated decline of town centres and street markets
- Impact on supply chains
- Decreased relevance of Medway Council's strategic bases
- Digital inclusion / exclusion
- Sustainability of higher and further education, and its impact on place

Whilst the majority of the impact areas present risks to mitigate, there are some opportunities to be seized, as outlined below.

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.
- Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.

Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.01 Multi-agency Economy Cell and Infrastructure 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. December 2020

The Recovery Economy and Infrastructure Cell continues to meet regularly and has expanded its membership including a number of external partners. It has created two sub-groups, focusing on Commercial Moves from London, and Digital inclusion. It has agreed an Impact Assessment, and subsequently produced a wide-ranging and Economy and Infrastructure Recovery Action Plan. Both documents have been shared for consultation with Medway for Business, Chatham Town Centre Forum and the Place Board. The Economy and

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

Infrastructure Cell is now in the process of discharging actions to lead agencies, with 22 of the identified 24 impact areas discharged. The Cell will receive regular updates on these impact areas and will continue to review impact and identify and capitalise on synergies.

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: December 2020

No update required

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. December 2020

Multi-agency approach taken to manage the safe reopening of High Streets 4 July with plans discussed with police colleagues, with a advice

<p>Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.03 Reopening High Streets Safely</p> <p>and guidance materials provided to businesses. The learning and processes developed will help inform subsequent lockdowns. Allocation of £246,396 government grant announced. Programme document has been prepared detailing how expenditure has and is expected to be defrayed, and this was finally agreed by MCHLG early November 2020 with Funding Agreement letter issued.</p> <p>We were 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 was received. This can now be progressed; however, there are insufficient staff resourcing, although lack of resourcing within the TCM team (due to vacancies) creates risk to delivery by end March 2021 and on-going financial monitoring. There is 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£200k forecast to be claimed including existing expenditure to date plus new project initiatives planned as above. Subsequent lockdowns may also incur additional expenditure.</p> <p>Enforcement of Covid 19 restrictions in the retail sector and other commercial premises. The enforcement functions of the Authority have a statutory duty to manage the safe operation of specified commercial premises and any local or national closure obligations. This may create a pressure on the ability for the Authority to perform its wider statutory functions.</p>
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<p>Strategic Risk SR46 Medway's economic recovery from Covid-19 Mitigating Action SR 46.04 Supporting Medway's businesses</p>
<p>Lead Officer AD Culture & Community</p>
<p>Desired Outcome: Expected Output</p> <p>To encourage and help facilitate the growth of businesses in Medway.</p>
<p>Progress update. December 2020</p> <p>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.</p> <p>The Kent and Medway Growth Hub (from by Kent Invicta Chamber of Commerce) have introduced a Covid-19 Business Advice line by phone and Webchat.</p> <p>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.</p> <p>The Council have developed a policy for the Additional Restrictions Grant (ARG) to support businesses during national lockdown restrictions. The ARG grant application, assessment and monitoring process was developed and launched in November to support businesses that were impacted by the 5 November to 2 December 2020 national lockdown. The deadline for applications is 6 January 2021. This may need to be extended if take up of grants is low or because of impacts arising from Tier 4 restrictions and/or any additional national lockdowns into 2021. Additional work needs to be undertaken to determine and develop the business support element of the ARG policy.</p> <p>Due to limited ED resources, there is a lack of capacity to undertake some of the ED workstreams and an on-going list of those affected is being maintained and reported to the AD/Director.</p>

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
Progress update. December 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 Kent and Medway Employment Taskforce which is responding to a growing employment crisis. The Taskforce action plan is in the final stages of sign off and will be formalized in 2021. The Skills & Employability plan will be reviewed considering COVID-19 when data from the ending of furlough can be analysed. Medway Adult Education has remained open during the second lockdown. Enrolments are continuing to be steady at approximately 40-50% of last year: adherence to social distancing regulations, has reduced classrooms to 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. December 2020. Work is ongoing within Medway's Economy and Infrastructure Recovery Cell and its Kent counterpart to establish a rounded understanding of recovery requirements, including the establishment of an evidence base (due to be updated in early 2021). This will be reflected in the forthcoming update to Medway 2035 (working title <i>Medway 2037</i>). Consultants SQW, in partnership with Oxford Innovation, were commissioned to review proposals for the Gateway Building at Innovation Park Medway in the light of Covid-19, to ensure they remain appropriate for the next economic context. The outline findings are that the Gateway Building and wider IPM will be a useful tool in Medway's economic recovery. A series of recommendations were made and are being implemented. We remain in regular dialogue with SELEP regarding the impact of Covid-19 on Medway's £40m programme of Local Growth Fund (LGF) and Growing Places Fund (GPF) investment, with no major impediments to delivery identified to date.

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. December 2020. No update required 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: SR32 Data and Information
RISK OWNER: CHIEF LEGAL OFFICER
PORTFOLIO: RESOURCES
Current Residual Risk Score CII (Likelihood – significant. Impact – major)
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).

STRATEGIC RISK: SR32 Data and Information
<p>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.</p> <p>Greater flexibility for the workforce using digital tools brings risk.</p> <p>Greater availability of information from the Council brings risk.</p>
<p>Target Residual Risk Score DIII</p> <p>Human error is completely eradicated from data and information scenarios.</p> <p>Data breaches are very rare and when it occurs corrective action is taken quickly, learning implemented and accountability for future improved performance identified.</p> <p>Information sharing is commonplace and well managed.</p>
<p>Trigger</p> <ul style="list-style-type: none"> • Budget pressures • ICO Audit reveals areas for improvement • Digital Strategy • Big Data project with academics • Annual information governance toolkit submission
<p>Consequence</p> <ul style="list-style-type: none"> • 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
<p>Opportunities and the way forward</p> <p>January 2021</p> <p>Data and information sharing has been a key part of the pandemic response with partners across the Kent Resilience Forum</p>
<p>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 People) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)</p>
<p>Lead Officer Chief Legal Officer</p>

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 People) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager)

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. January 2021

The information Governance Team are continuing to work with colleagues to maintain appropriate levels of safeguard including with those teams who are predominantly home working.

Strategic Risk SR32 DATA AND INFORMATION MITIGATING ACTIONSR32.02: 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. January 2021

Project specific ISAs etc. have continued to be used during the Covid-19 pandemic as work with partner organisations across the Kent Resilience Forum has taken place under the Civil Contingencies Act including about the impact on Dover and Kent of the exit from EU.

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. January 2021

The Information Governance team and the SIGG has continued to operate 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. January 2021

Both the Caldicott Guardian and the SIRO sit on the Council's Gold Command and therefore have been able to consider and discuss any specific issues in that context, to ensure that the Council's response has not been impeded or the delivery of services to vulnerable customers.

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 – moderate)

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.

Failures in governance that expose untreated risk.

STRATEGIC RISK: SR36 Alternative service delivery models
<p>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.</p>
<p>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</p>
<p>Consequence</p> <ul style="list-style-type: none"> • 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
<p>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.</p>
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
<p>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</p> <p>Milestones Cabinet considers all business cases prior to any alternative arrangements being agreed</p>

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

Progress update. January 2021

Business Plan updates have been provided by Medway Development Company (MDC) and Medway Commercial Group (MCG) to Cabinet in the previous quarter. This has included the return by MCG of Education Traded Services to the Council after a review. This has also included the commissioning of MDC by the Cabinet to complete an affordable housing scheme at Queens Street in Chatham.

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. January 2021

The return of Education Traded Services by Medway Commercial Group to the Council has been appropriately project managed. Regular reports of the activity of Medway Norse, Medway Commercial Group and Medway Development Company Limited are provided to internal project Boards, Cabinet and Scrutiny Committees.

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. January 2021

The return of Education Traded Services to the Council by Medway Commercial Group is involving stakeholder consultation.

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

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

Robust agreements / contracts with clarity over responsibilities
Smooth operation of services, effective dispute resolution

Progress update. January 2021

Legal and procurement advice is provided by the Council's in-house teams when needed on any substantive changes, including where needed specialist legal advice.

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. January 2021

In the last quarter reporting has taken place to Cabinet and Scrutiny Committees.

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. January 2021

In the last quarter reporting on performance has taken place to Cabinet and Scrutiny Committees.

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. January 2021 Learning on business continuity plans has been possible during the pandemic, not least in the two lockdowns, when operational decisions and reviews have been needed in the three principle alternative delivery models.

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

STRATEGIC RISK: SR37 Cyber Security
<p>The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG (PSN CoCo certification) can the council afford a degree of confidence that all that can be done is being done to mitigate this risk. The Council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to CI levels.</p> <p>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.</p>
<p>Trigger Cyber security incident leading to partial or total loss of system integrity</p>
<p>Consequence</p> <ul style="list-style-type: none"> • Reduced service delivery across multiple departments over extended period • Data Leaks • Financial loss • Reputational damage • Held to Ransom
<p>Opportunities and the way forward</p> <p>Work commenced in preparing for the pre-requisites to obtain Cyber Essential Plus accreditation. Due to the Covid 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 2021.</p> <p>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.</p> <p>System monitoring software tools are being reviewed to determine whether there are solutions that will further strengthen the cyber security measures already in place.</p>
<p>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.</p>
<p>Lead Officer Head of ICT</p>
<p>Desired Outcome: Expected Output Patch Management regime in place to treat known vulnerabilities</p> <p>Milestones Certified PSN compliance – May 2021</p>

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.

Progress update.

December 2020

This is being reviewed as part of the preparation for the Councils 2021/22 PSN certification.

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

Network policies in place to prevent attacks

Milestones

Certified PSN compliance – May 2021

Progress update.

December 2020

This is being reviewed as part of the preparation for the Councils 2021/22 PSN certification.

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.

December 2020

This is being reviewed as part of the preparation for the Councils 2021/22 PSN certification.

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

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.

December 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.

Delays were encountered in 2020 due to the pandemic.

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.

DECEMBER 2020

No further incidents in 2020

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

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.

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

Progress update.

DECEMBER 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

Progress update.

DECEMBER 2020

Medway Council ICT is working with NCC Group who have been appointed by central government to assist with the implementation of LME (logging made easy). This is a service offered by the NCSC to councils.

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

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.

DECEMBER 2020

Reviewed on 5 December 2020 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. December 2020.

No further update required

JUNE 2020

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.

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.

Certification complete May 2020

Reaccreditation required May 2021

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 – major)

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 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.

STRATEGIC RISK: SR02 Business continuity and emergency planning
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Trigger

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

Consequence

- | |
|--|
| <ul style="list-style-type: none"> • 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
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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.

Council services refreshed their business continuity plans in October 2020 in preparation for the Covid19 pandemic second wave and EU Exit 31 December 2021.
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Business Support Overview and Scrutiny received a paper on 28 January 2021 on the risk environment to consider the wider risk environment facing the Council, including the differences between the Corporate Risk Register, business continuity and emergency planning.
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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
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Lead Officer Director of Place

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.

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 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. December 2020.

No update required

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.

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 Place

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.

Milestones

Plans tested

Business Continuity Audit 2017 actions completed in 2018.

Progress Update. January 2021

Reviewed 8 January 2021 no update required

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: SR49 NEW INCOME REDUCTION DUE TO COVID19

RISK OWNER: CHIEF FINANCE OFFICER

PORTFOLIO: LEADER'S

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

The government have confirmed that the sales, fees and charges income compensation scheme in operation during 2020/21 will continue in Q1 of 2021/22 and that the government will continue to support local authorities to manage pressures arising from the pandemic in the coming financial year. This compensation scheme requires local authorities to absorb the first 5% of any losses, but then pays 75p for every £1 of income lost. Income losses considered commercial are not covered by the scheme.

STRATEGIC RISK: SR49 NEW INCOME REDUCTION DUE TO COVID19**Threat / Inherent Risk**

Following substantial falls in direct government grant from 2010-11 onwards, locally generated income from sales, fees and charges, and through more commercial investment activity has become a fundamental element of the Council's budget.

Front line services including leisure, parking and cultural services are budgeted to produce in excess of £13million of revenue income. The Council has experienced financial pressures from falling income in recent years, particularly in leisure services following the introduction of budget gyms in the sector whose charging structures are difficult to compete with, and in parking income as shopping and working habits have changed.

Medway Council's investment activity is primarily delivered to support the Regeneration of the area, while also being budgeted to contribute more than £1million to the Council's revenue budget. Regulatory bodies in the sector have highlighted that commercial activities and investments bring exposure to volatility in terms of revenue rental income and on any reductions in asset values on the balance sheet. The Council's exposure to investments is limited to property investments, both directly and through managed property funds however where the asset value of managed property funds falls, accounting standards now require any loss to be reflected in the I&E, meaning for Medway this would be a cost to the general fund. A temporary statutory override is currently in place but this expires at the end of the 2022/23 financial year.

The restrictions brought in to control the spread of Covid-19, and the resultant economic impact have resulted in significant shortfalls in income across all services throughout 2020/21, along with increased risk around income from property investments.

Inherent Risk Score: AI

Target Residual Risk Score: CII

Trigger

Restrictions in place to reduce the spread of Covid-19 require the closure of income generating facilities, and/or where facilities are open social distancing measures reduce the number of visitors.

Events impacting the economy (such as the Covid-19 pandemic) may result in business failures, impacting rental income.

The statutory override granted on accounting for property funds ends before the council's property fund investments break even or turn a profit.

Consequence

- Reduction in / loss of rental income creating budget pressures.
- Negative impact on satisfaction ratings & high levels of complaints
- Services not provided at an acceptable level / facilities lack investment
- Accreditation impacts

STRATEGIC RISK: SR49 NEW INCOME REDUCTION DUE TO COVID19

- Long-term loss of business
- Reduction in asset value of managed property funds.
- Criticism from regulatory bodies including external audit

Opportunities and the way forward

Services are currently prioritizing ensuring the safe ongoing/return to operation following the latest restrictions.

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.01 Priority is being given to structuring our operations to provide customers with confidence about returning to COVID-19 compliant facilities and events. The focus is on restoring income levels in 2021/22 once the current lockdown restrictions are eased. This will require ongoing support from the marketing and communications team.

Lead Officer: AD Culture and Community**Desired Outcome: Expected Output:**

The outcome from this is dependent on the speed at which the Lockdown is eased and consideration of the restrictions that may remain in place throughout 2021/22 (tbc). Milestone: 22nd February – new Government guidance.

High levels of awareness will be maintained amongst residents about new regulations and service provision as we move out of Lockdown. Milestone: TBC in response to new Government guidance.

Progress update. December 2020

Planning for recovery is underway across the service. Phased reopening plans have been developed including for Libraries and Community Hubs, Theatres and events and festivals. Reopening to pre-Covid levels and therefore income levels is dependent on a combination of government restrictions, public confidence and external commercial operations (e.g. theatre tour promoters).

A marketing recovery campaign is being developed.

The Sport Leisure, Tourism and Heritage service continues to evolve post-lockdown recovery plans. These include adapted activity and event programmes such as online classes, the development of outdoor sporting activities (likely to be encouraged by Government as an early post-lockdown measure) and use of digital media to promote attractions and activities.

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.02 Medway's cultural programme and events losses will be minimised by developing new models for delivery

Lead Officer: AD Culture and Community

At some point in 2021/22 we will be able to deliver an alternative theatre and events programme that is COVID compliant. Milestone: 22nd February – new Government guidance

Progress update. December 2020

An alternative theatre and events programme are being developed and no new financial commitments are made until the alternative plan is agreed.

During lockdown Medway's heritage team has made use of digital media extensively, ranging from educational history talks to Dickens 150 celebrations. This will continue alongside an improved heritage events and exhibitions programme, focusing more effectively on telling compelling stories of Medway's heritage.

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.03 Alternative uses will be identified for leisure centres and car parks during the pandemic e.g. testing centres, vaccination centres etc. To attract income or minimise any additional costs to Medway Council.

Lead Officer: AD Culture and Community

Medway facilities are already being used for alternative purposes and this will continue for the foreseeable future. Milestone: Until COVID requirements change or facilities can revert to business as usual.

Progress update. December 2020

Alternative uses are already in operation and are being kept under review.

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.04 In the next financial year, a smart parking pilot will be implemented.

Lead Officer: AD Frontline Services

This will hopefully attract more motorists into the key town centre car parks to pay by card or to take advantage of frictionless options i.e., to set up an account.

Progress update. December 2020

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.05 Enhanced promotion of our Front-Line trading services e.g. weddings, green space sports (tennis, pitch and put, football pitches).

Lead Officer: AD Frontline Services

Promotion activity will encourage usage once restrictions are lifted.
People will book and re booking weddings to increase income once restrictions lifted.

Progress update. December 2020

Recovery plans are currently being drafted for when Tier 4 restrictions are relaxed.

Strategic Risk SR49: INCOME REDUCTION Mitigating Action: SR49.06 Adults' Social Care**Lead Officer: AD Adult Social Care****Desired Outcome: Expected Output: Milestones**

There is an increase in debt because of social care clients being unable to access bank/post office due to shielding. All debt is recorded and pursued through the ASC debt recovery process. However, debt recovery officers are unable to visit clients to establish repayment plans.

Progress update. December 2020

Debt recovery actions will continue