

## Medway Council Strategic Risk Register - Quarter 4 2020/21

Ref	Page	Risk	Owner	Inherent Risk Score	Current Risk Score	Target Risk Score	Movement (since last qtr)	Definition (current score) (L-likelihood) (I-impact)	Council Priority/ Ways of Working (WOW)	O&S Committee
SR09B	4	Keeping vulnerable adolescents safe	Director of People – C&A	<b>BII</b>	<b>BII</b>	<b>DIII</b>	→	L - high I - major	People	CYP
SR26	10	Non-delivery of Children's Services Improvement	Director of People – C&A	<b>AII</b>	<b>CII</b>	<b>DIII</b>	↓	L – significant I - major	People	CYP
SR39	11	Financial Pressures on SEN Budgets	Director of People – C&A	<b>BII</b>	<b>BII</b>	<b>DIII</b>	→	L - high I - major	People	CYP
SRO3B	15	Finances	Chief Finance Officer	<b>AI</b>	<b>AI</b>	<b>CIII</b>	→	L – very high I - catastrophic	All/WOW	BS
SR46	19	Medway's Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	<b>BII</b>	<b>BII</b>	<b>CII</b>	→	L - high I - major	All/WOW	BS
SR32	25	Data and information	Chief Legal Officer	<b>BII</b>	<b>CII</b>	<b>DIII</b>	→	L - significant I - major	All/WOW	BS
SR36	28	Alternative service delivery models	Chief Legal Officer,  Chief Finance Officer	<b>BII</b>	<b>BIII</b>	<b>CIII</b>	→	L - high I - moderate	All/WOW	BS
SR37	32	Cyber Security	Chief Finance Officer	<b>CI</b>	<b>CI</b>	<b>CI</b>	→	L - significant I –	All/WOW	BS

								catastrophic		
SR02	38	Business continuity and emergency planning	Director of Place, Chief Finance Officer	<b>C1</b>	<b>DII</b>	<b>DII</b>	→	L - low I - major	All/WOW	BS
SR49	42	Income Reduction due to Covid19	Chief Finance Officer	<b>A1</b>	<b>BII</b>	<b>CII</b>	→	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 26, 47	Red 03B
High likelihood B	Amber	Amber 36	Red 09B, 39, 17, 09A 46, 49	Red
Significant likelihood C	Green	Amber 35	Red 26, 48, 50,, 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

<b>STRATEGIC RISK: SR09B KEEPING VULNERABLE ADOLESCENTS SAFE</b>
<b>RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES</b>
<b>PORTFOLIO: CHILDREN'S SERVICES (LEAD MEMBER) AND EDUCATION AND SCHOOLS</b>
<b>Current Residual Risk Score BII (Likelihood – high. Impact – major)</b>
<p>Currently Domestic Abuse and Gang culture are led on a Kent and Medway footprint. These are triaged at the Front Door and CSE cases discussed at the Missing and Exploitation panel.</p> <p>The Youth Justice Partnership, chaired by the Director of Public Health, have drafted a strategic plan outlining the period 2020-2023. It has been coproduced with a range of stakeholders, including the Youth Justice Partnership Board (YJPB) members and the Young People's Advisory Group (YPAG). The content and specific actions in the plan have also been informed by a review of national research and evidence of best practice taken from other comparable Youth Justice Partnership Boards around the country.</p>
<b>Inherent Risk Score BII</b>
<p>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.</p> <p>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.</p>
<b>Target Residual Risk Score DIII</b>
<p>Decreasing levels of reoffending.</p> <p>Reduced prevalence of gangs in Medway.</p> <p>Decreasing cases of domestic violence and CSE concerning adolescents.</p>
<b>Trigger</b>
<ul style="list-style-type: none"> <li>• Rising rates of reoffending within 16-18-year-olds.</li> <li>• Increasing rates of young people entering care in adolescence.</li> <li>• Lack of preventative services and earlier interventions.</li> </ul>
<b>Consequence</b>
<ul style="list-style-type: none"> <li>• Higher levels of neglect and safeguarding incidents in Medway.</li> <li>• At risk of joining gang culture.</li> <li>• At risk of offending and jail.</li> <li>• Stigma of being a care leaver and effects of lower education levels.</li> </ul>
<b>Opportunities and the way forward</b>
<ul style="list-style-type: none"> <li>• Investment in edge of care / Adolescent service from the sufficiency strategy.</li> <li>• Capital investment for the Elaine centre to create an integrated multi-disciplinary offer for adolescents.</li> <li>• Reunification / activity residential unit for Adolescents from the investment via the sufficiency strategy.</li> </ul>

**STRATEGIC RISK: SR09B KEEPING VULNERABLE ADOLESCENTS SAFE**

- Attendance at multi agency Kent and Medway meetings specifically focusing on exploitation / gang culture.
- Funding gained for Salus projects; prevent / protect agenda.
- The creation of the adolescent service and building on the team.

**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, and 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.

**Progress Update April 2021**

The post referred to above is joint YOT / Adolescent Team / CAMHS post for a Youth Offending Adolescent worker. This post would seek to address the emotional and mental health needs of those young people most at risk of offending in the community. An interview was held on 8 March 2021. A successful applicant was found, however discussions regarding the conditions of employment are still in the process of being resolved.

The YOT risk panel continues to be well attended and supported by the Medway Taskforce, the Police and the Adolescent Team.

**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, and Interim Assistant Director Children Social Care

**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.**

**Desired Outcome: Expected Output**

Lower number of incidents of DA.

**Progress Update April 2021**

At the beginning of the year a meeting was held with Public Health and commissioned service choices to discuss options as to how / if Choices (the DA service provider) can support young people open to the adolescent team. A further meeting has been arranged for 6<sup>th</sup> April 2021 with a view to Choices joining the adolescent team on weekly basis to offer support and guidance to young people.

A Social Care Lead for DA has now been identified and is working with the Public Health DA programme lead to improve consistency of attendance at MARAC and develop opportunities for training of Social Care staff.

Work is underway to evaluate Op Encompass (a Police operation whereby schools are notified of incidents of DA in the home where one of their pupils is affected). Evaluation will look to ensure schools feel enabled to support these pupils effectively.

Choices have now merged with the Kent based organisation called Oasis. Service continues as before and this was a strategic decision by the Trustees following the departure of the Choices CEO.

**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, and Interim Assistant Director Children Social Care

**Desired Outcome: Expected Output**

Lower number of young people entering the youth justice setting.

Lower number of young people at risk of gang activities.

**Progress Update April 2021**

Staffing numbers within the adolescent team has continued to grow since December, with the appointment of the additional Team Manager who joined in January, the recruitment to 2 additional Early help workers and a NQSW who will join the team in April 2021. To enhance Medway's oversight of missing children and young people, a dedicated Missing Information Officer has been recruited and an additional Return Home interview officer position is being recruited too. The additional staff to work with Missing Children and young people will provide resilience within the service, ensure that children and young people are seen timely following periods of being missing and that themes, trends and Push and Pull factors can be gathered, analysed and the findings shared across Children's services and the Partnership. Whilst the team continue to plan for a move to the Elaine Centre this is very much being planned to happen slowly as we come out of lockdown and move into a new blended style of working. Discussions with partners has continued and virtual relationships are in place to ensure young people access the support needed and whilst plans remain to work towards co-location with some partners

**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.**

discussions are continuing as to how and when.

The Youth Offending Team (YOT) continues to support the Serious Youth Violence project, which is aimed at addressing the cohort of young people particularly involved in Gang activity. The project is having an ongoing evaluation of its efficacy, so this will be able to be reported on in future updates.

The Youth Offending Team has moved into Children's Social Care. We are looking to explore how the YOT being in this division will further enable the team to address re-offending and links to gang activities.

**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 the percentage of care leavers in education, employment and training (EET).

Increase in the percentage of care leavers living in appropriate accommodation.

**Milestones**

Increase in the number of care leavers undertaking apprenticeships or employed by the Council and its 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.

**Progress Update April 2021**

The service will be expanding from 2 teams to 4 teams with 2 additional social worker posts and 2 additional team manager posts being advertised currently. One of the manager posts will be with a lead and focus on participation and engagement. The focus will be to engage young people, partner agencies and networks in the Council and to identify topics and opportunities for engagement activity, and work with a range of external partners – including local and national services, agencies, and providers to support engagement activities. This will demonstrate a drive forward in delivery of an ambitious programme of engagement activity. The service will actively engage and support consultation activity to ensure that the Service and the Council is influenced by the views and experiences of young people, which will have a focus on supporting positive outcomes for young people in all areas of their lives.

**STRATEGIC RISK SR09B KEEPING VULNERABLE ADOLESCENTS SAFE Mitigating Action SR 09b.13: Improve access to health, education, accommodation and training for care leavers.**

There are 93 care leavers not currently accessing education, training and employment for various reasons, with 14 due to parenting and 14 due to illness. The pandemic has had an impact on the ability to find and maintain employment. 38 young people are in employment, training or volunteering. 59 young people are in education.

The Head of Sport, Leisure, Tourism and Heritage is proposing free gym and swim membership to all care leavers up to 25, as well as lifeguard and customer advisor courses for care leavers with an offer of shifts following completion within one of the Medway centres.

The Skills & Employment Programme Manager and 16+ Service GM are working together on ETE options for care leavers. A proposal is in place to joint-fund an ETE/Aspirations Officer to work with young people on CVs, applications, interviews etc. There has been funding agreed to focus on the NEET cohort.

A meeting is planned with Forward2Employment about Supported Internships for young people.

The Care Leaver Covenant will be presenting to the Corporate Parenting Board in May 2021 to evidence the benefits of the Covenant and how they can work with local businesses.

Consideration of how we can offer an Apprenticeship within the 16+ Service for a care leaver to manage the social media forums to share information and services with young people, and to get their input in the service plans.

The Skills & Employment Programme Manager and 16+ Service GM are working together on offering Mentoring training to members of Medway Council and the Corporate Parenting Board who would like to become a Mentor for care leavers.

There will be a team manager recruited within the 16+ Service who will have a lead role on Participation & Engagement, and Transitions.

The focus will be on engaging young people, partner agencies and networks in what the Council offers to young people and how.

There is a Health Offer for Care Leavers booklet available to signpost to the services within Medway. There is a proposal in place for scoping the possibility of having an Emotional Wellbeing practitioner within the service to support with the mental health and wellbeing of care leavers.

Within the service there is a Parent Support practitioner working with care leavers who are parents offering 1-1 sessions and when able, group sessions, focusing on play, development and general parenting support and guidance.

There is a PA within the service who is the lead on accommodation working with the Housing Department and local services on ensuring the availability of accommodation, as well as providing tenancy training to young people to provide them with the knowledge needed when moving into their own tenancy.

There is a PA and social worker within the service with the lead on education, training and employment, and the same for health.

The local offer for care leavers is being refreshed with some offers from other services being finalised such as to extend the Medway Youth Pass which currently ends at 18, to be until 25 for care leavers. This offers discounted travel across Medway (cost of a child ticket). It comes with a £10 admin fee which they would waiver for care leavers; Work experience package in areas such as noise and nuisance issues, hoarding services, climate change services, household waste services and green spaces, and work with Medway Norse about offering work experiences or internships to care leavers.

Council Tax exemption is available for care leavers moving into their own accommodation.

There is a proposal and working group in place about the proposal of Medway Council offering to be a Rent Guarantor for private tenancies for care leavers. This would expand the options available to young people ready to move on to independent accommodation.



<b>STRATEGIC RISK SR09B KEEPING VULNERABLE ADOLESCENTS SAFE Mitigating Action SR 09b.14: Manage latent Demand Covid19.</b>
<b>Lead Officer</b> Assistant Director – Children’s Social Care & Early Help
<p><b>Desired Outcome: Expected Output</b> As a robust response to Covid19, the Council has the capacity and capability to improve and sustain improvement to its services.</p> <p><b>Milestones</b> Service has the capacity of the workforce to meet increased and pent-up demand – short and long term.</p>
<p><b>Progress Update April 2021</b> The externally commissioned team have now completed the project and caseloads are manageable. Schools returned after a further lockdown (January-March), after which contacts and referrals are increasing. Monitoring to establish whether a spike in demand will materialise. Close liaison with schools continues.</p>

<b>STRATEGIC RISK SR09B KEEPING VULNERABLE ADOLESCENTS SAFE Mitigating Action SR 09b.15: Ensure sufficient Workforce Capacity.</b>
<b>Lead Officer</b> Assistant Director – Children’s Social Care & Early Help
<p><b>Desired Outcome: Expected Output</b> Recruitment and retention of staff. The Council has the capacity and capability to improve and sustain improvement to its services.</p> <p><b>Milestones</b> Workforce stabilised, agency staff and turnover of permanent staff reduced.</p>
<p><b>Progress Update April 2021</b> An external company, Emperor, was commissioned to develop a rebranding of Children’s Services to support recruitment. This work is now being used as part of a social media campaign, focused on recruitment of experienced social workers, which is where the gaps remain in our workforce. This campaign will run from February to May and the impact will be reviewed and decisions made about next steps. The recruitment of international social workers was successful with 10 appointed in October 2021. In addition, a further 11 workers have converted from agency to permanent over the last year. A robust programme of development and support has ensured that the NQSWs are enabled to successfully complete their portfolios with a good range of experience and all 11 NQSWs successfully completed their ASYE in 2020 and will be staying in Medway. These initiatives have reduced the agency rate from over 35% at the time of inspection to 20%. However,</p>

**STRATEGIC RISK SR09B KEEPING VULNERABLE ADOLESCENTS SAFE Mitigating Action SR 09b.15: Ensure sufficient Workforce Capacity.**

there is further work to do to maintain a focus on recruitment at a time when this is challenging in the sector overall, and it will remain an area of risk to the service in managing to sustain improvements.

**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 CII (Likelihood – significant. Impact – major)**

The commissioner's first report was 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 was made in July 2020 and a final report is expected in December 2020. Ofsted carried out a Monitoring Visit in August 2020 which acknowledged progress against the plan, although improvements were yet to be fully embedded. No children were found to be at risk of harm.

**Inherent Risk Score All**

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 July 2019 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. The plan was refreshed and updated in July 2020 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 the 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.

**STRATEGIC RISK: SR26 NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT**
**Opportunities and the way forward**

Progressing into the next stage of the Improvement Plan and evidencing that outcomes for children and families are improved.

**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 April 2021**

Progress on the Improvement Plan was reported to the Improvement Board in February 2021 and a refreshed and updated plan for 2021-22 is in development and will be signed off by the Board in April 2021. The Commissioner made her final report to the Minister in December 2020 and recommended that, in light of progress made, the Council has the capacity and capability to continue to run its services and her role should end. She also recommended that an Improvement Adviser be appointed by the DfE to continue to support the service to embed and sustain improvements. This has reduced the risk to the Council of losing control over its children's services, but the risk of a poor Ofsted rating remains, pending any further Ofsted Monitoring Visits and re-inspection. Caseloads remain manageable and performance indicators are strong in relation to compliance although further work is needed to improve quality of intervention. This will be a priority for the coming year. Partners are engaged in the Improvement Board and relationships have been strengthened with schools and the Police during Covid19 restrictions.

**STRATEGIC RISK: SR39 FINANCIAL PRESSURES ON SEN BUDGETS**

**RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES**

**PORTFOLIO CHILDREN'S SERVICES**

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

### **STRATEGIC RISK: SR39 FINANCIAL PRESSURES ON SEN BUDGETS**

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. The increase in numbers and complexity of needs 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 the 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.
- Budget pressures with consequences across the Council.
- Impact on regulatory judgement.
- Money drawn from other services.
- Cost spiral.
- Adverse effect on staff morale.

#### **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, and Head of Integrated Disability

#### **Desired Outcome: Expected Output**

Successful management of the budget.

**Progress Update March 2021**

**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.**

All special school expansions are funded (by council capital budgets and the DfE free schools programme). Discussions continue with academy and maintained schools to take forward capital works for 175 extra resourced places, and there is the potential for the £2.5million capital budget to be supplemented by the newly announced SEN capital allocation by the DfE of £1.7million (to be confirmed), provided there is agreement to allocate the funding to the resourced programme.

In addition, there is a meeting scheduled with the ESFA, to discuss the Council's recovery plan and to ask for extra HNB funding. The DfE has agreed additional funding over the last and next three financial years to six councils of between £10 and £20million, and there is the expectation that extra capital funding should be allocated to Medway.

**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**

Meeting all recommendations following the revisit by Ofsted and CQC.

**Progress Update December 2020**

The Accelerated Progress Plan Monitoring Meeting took place in December 2020 virtually. Some actions have been delayed due to Covid19 but DfE and NHS England feedback is positive at present.

SEND Core Group continues to monitor APP actions.

**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**

Increase in school capacity to support children with EHCPs in a mainstream setting.

**Progress Update December 2020**

Work continues with schools that do not currently have the national levels of children with EHCPs.

**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, and Head of Integrated Disability

**Desired Outcome: Expected Output**

Equal portioned funding for all applicable cases.

**Progress Update December 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**

Review of high-cost placements to assure what is delivered in each placement.

**Progress Update December 2020**

Work continues to review due to Covid19.

**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, and Head of Integrated Disability

**Desired Outcome: Expected Output**

Increase capacity locally.

Reduction in need to place out of area.

**Progress Update December 2020**

Work continues capital programmes and resource provisions.

**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.

**STRATEGIC RISK SR39 FINANCIAL PRESSURES ON SEN BUDGETS Mitigating Action SR 39.08: Placeholder for lobbying the Government mitigation.**

**Desired Outcome: Expected Output**

Funding would be adequate to meet the needs of demographic growth and increased complexity.

**Progress Update December 2020**

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

**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 Covid19 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 like Medway, many authorities have been compelled to call upon 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.

**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 the 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

## STRATEGIC RISK: SR03B FINANCES

rates and Government grants.

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 the 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 Covid19 pandemic.

### Consequence

- Very difficult decisions around funding allocation.
- Service cuts.
- Quality of the service is 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 Covid19 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



**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.**

**Desired Outcome: Expected Output**

Co-ordinate responses with members, brief MPs, agree a 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 Covid19 crisis has made meaningful longer-term planning impossible and so the sector continues to lobby for a meaningful long term spending review. Alas, the sector is expecting to see a continuation of single year settlements for some time yet.

**Progress Update April 2021**

The Government announced the provisional settlement via a written statement on 17 December 2020. In previous years, the content of the provisional settlement has been largely known in advance, based on a technical consultation published after the Chancellor's Autumn Statement, both typically around October each year. This year the Chancellor did not deliver his one-year spending review until 25 November 2020 and there was no technical consultation in advance of the provisional settlement being published, limiting the opportunities for local authorities to engage in the process.

Since 2017 the Government has been working towards the Fair Funding Review, aiming to set new baseline government funding allocations for local authorities through an up-to-date assessment of their relative needs and resources with opportunities for consultation and engagement with local authorities. The review was originally scheduled to conclude in 2019 but was deferred due to the UK's exit from the EU and was then scheduled to conclude in 2021. In April 2020 the Government confirmed that the review would again be delayed due to Covid19, a new date has yet to be confirmed.

In February 2021 alongside colleagues from finance teams across Kent, the Chief Finance Officer met with the Director of Local Government Finance at the Ministry of Homes, Communities and Local Government and representatives from both his department and the department of Business, Energy and Industrial Strategy and made representations for both improved funding of recognised pressures and for more stability in the future funding of local authorities to enable better planning.

**STRATEGIC RISK SR03B FINANCES Mitigating Action SR03B.02: Align priorities and activity of the Council to resource availability through the 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.

**STRATEGIC RISK SR03B FINANCES Mitigating Action SR03B.02: Align priorities and activity of the Council to resource availability through the MTFS process.**

Unqualified VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.

**Milestones**

Medium Term Financial Strategy in November.

Capital and Revenue budget agreed by Council in February.

**Progress Update April 2021**

Work to deliver the 2021 MTFS and Capital Strategy is underway, with the Finance Strategy and Business Change teams working with all services to identify both potential budget pressures and the opportunities for savings (including those delivered on an invest-to-save basis) to reduce the potential gap the MTFS presents. The MTFS and Capital Strategy will be presented to the Cabinet in September 2021.

**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 April 2021**

The 2015 Spending Round gave local authorities the freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. The Council's current capital programme includes £3.275million of capital receipts using this flexibility to fund continuation of our transformation programme. This funding includes £1million transformation and innovation budget to fund further projects, £819,000 to deliver the Children's Services Improvement Plan and £500,000 to conduct feasibility studies and prepare business cases for a range of proposals that do not yet feature in the programme.

**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.

**STRATEGIC RISK SR03B FINANCES Mitigating Action SR03B.04: Delivery of digital transformation programme.**

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 April 2021**

A revised list of priority areas for Business Change projects was presented to CMT/Cabinet on 29 March 2021 by the CFO, which will focus on addressing the potential budget gap in 2022/23. The following areas have been identified:

- **MTFS Review** – Finance Strategy and Business Change will meet with all service managers to understand potential pressures and identify opportunities for reducing / removing them prior to being added to the MTFS for 2022/23.
- **Commissioning & Procurement** – The processes for commissioning and procurement will be reviewed and clearly defined to focus on reducing the placement costs across Children’s and Adults Social Care.
- **Data** – A programme of work is underway to transform Medway into a “data led” organisation. A pilot project implementing a “data lake” has been completed and a corporate data review has been commissioned for Q1 2021.
- **Adult Social Care Transformation & Improvement Programme** – A programme of projects specifically focused on Adult Social Care is being developed by the Business Change Team in partnership with the service. Extensive engagement with staff was carried out in March 2021 and the detailed programme will be presented to Transformation Board in May 2021.
- **Review of Discretionary Services** – The Business Change Team will continually audit the discretionary services currently offered by Medway Council to evaluate whether they should be continued or delivered differently.
- **Building Rationalisation & Asset Maximisation** – Projects to reduce the office footprint at Gun Wharf are currently underway, which will provide the opportunity to reduce costs (by reducing the number of separate leased buildings) and potentially generate income from leasing out areas of the building.
- **Climate Change** – The transformation programme is closely linked to the Council’s Climate Change Action Plan, with Business Change leading a range of projects to implement electric vehicles and charging infrastructure, reduce staff travel and reduce printing through digital transformation.

**STRATEGIC RISK: SR46 MEDWAY’S ECONOMIC RECOVERY FROM COVID19**
**RISK OWNER: ASSISTANT DIRECTOR REGENERATION (RECOVERY LEAD OFFICER FOR MEDWAY COUNCIL)**
**PORTFOLIO: LEADER’S**
**Current Residual Risk Score BII (Likelihood – high. Impact – major)**

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

## STRATEGIC RISK: SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19

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 an exceptionally challenging trading environment, resulting in significantly reduced trade, business failure, rising unemployment and reduced levels of disposable income.

MHCLG stated throughout Covid19 that they will support local authorities to deliver an effective response to Covid19 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 a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy.

### Target Residual Risk Score CII

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.

### Trigger

On 23 March 2020 the Prime Minister announced the start of the first national lockdown. In early November 2020 a further national lockdown joined the Tier system (introduced in October) in increasing, rather than reducing restrictions. On 3 December 2020, Medway entered Tier 3 – the highest level of restriction outside of national lockdown. the spread of Covid19, and all non-essential shops and businesses were ordered to close to the public. In January 2021, the start of the third national lockdown was announced, and from 8 March 2021 we have been following a roadmap to recovery, starting with the re-opening of schools and followed by a series of re-opening dates at five-week intervals in April, May and June 2021 enabling greater access to non-essential services, whilst maintaining a watching brief on the emerging picture as lockdown is eased.

### Consequence

The Economy and Infrastructure Recovery Cell has produced an impact assessment outlining the main consequences of Covid19. 24 impact areas have been identified and some of the most acute include:

- Significant rise in unemployment with a disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people in BAME communities.

## STRATEGIC RISK: SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19

- 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-Covid19 economy.
- Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.

## STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 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 March 2021

The Economy and Infrastructure Recovery Cell continues to meet regularly with a wide membership base, as do its two sub-groups (Commercial Moves from London, and Digital Inclusion). It maintains an Impact Assessment and Action Plan and is now in the process of discharging actions to lead agencies, with 22 of the identified 24 impact areas discharged. The Cell receives regular updates on these impact areas.

The Cell is now focussing on mainstreaming recovery, and a managed exit from its current recovery-based responsibilities. This included an interim review of its Terms of Reference in February 2021.

**STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 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 April 2021**

Since the beginning of the Covid19 restrictions, the Council has delivered the following support to businesses (as at 19 March 2021):

- Expanded Business Rates Retail relief of £34.193million;
- Small Business grants of £22.020million;
- Retail, hospitality and leisure grants of £14.095million;
- Discretionary grants of £1.848million;
- Local Restrictions Grant (Closed) Addendum scheme (Lockdown 2) of £1.895million;
- Local Restrictions Support Grant (Sectors) of £1,517;
- Local Restrictions Support Grant (Closed) - Post 2 December 2020 of £393,287;
- Local Restrictions Support Grant (Closed) addendum - Tier 4 of £1.077million;
- Local Restrictions Support Grant (Closed) addendum - Post 5 January 2021 of £2.834million;
- Closed Businesses Lockdown Payment of £5.667million;
- Christmas Support Payment for wet-led pubs of £69,000; and
- Additional Restrictions Grant of £138,068.

We have therefore distributed more than £84million in financial support to businesses to date. Work to implement the latest round of government support for businesses through the Restart Grant Scheme is underway, incorporating guidance required to do so published on 14 April 2021.

**STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 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 April 2021**

The restarting and reopening of Council services, facilities and buildings plus the reopening of non-essential retail and hospitality on 12 April 2021 was overseen by Tactical Command (SILVER). Operational groups were established to plan and manage the activities to ensure that all necessary actions were meticulously planned and executed. Collaborative work was planned with the Police. Comms messages were in place on all mediums.

<b>STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.04: Supporting Medway's businesses.</b>
<b>Lead Officer</b> AD Culture & Community
<b>Desired Outcome: Expected Output</b> To encourage and help facilitate the growth of businesses in Medway.
<b>Progress Update March 2021</b> The Council continues to contract Locate in Kent who have adjusted their working practices to support those businesses that have been adversely affected by Covid19 and encourage continued inward investment from businesses outside Medway. The Kent and Medway Growth Hub (led by Kent Invicta Chamber of Commerce) have introduced a Covid19 Business Advice line by phone and Webchat. Rent deferrals were agreed for businesses in Council owned workspaces including the ICM and the Pentagon Centre and are now being reclaimed over the next 12 months. The Council have developed a policy for the Additional Restrictions Grant (ARG) to support businesses during national lockdown. The ARG grant application, assessment and monitoring process was developed and launched in November 2020 to support businesses that were impacted by the 5 November to 2 December 2020 national lockdown. ARG2 was launched in January 2021 to respond to the third national lockdown. The take-up of grants has been slow and to date just over £500k has been granted to support businesses. Additional work needs to be undertaken to determine and develop the business support element of the ARG policy. Due to limited ED resources, there is a lack of capacity to undertake the majority of the ED workstreams and an on-going list of those affected is being maintained and reported to the AD / Director since November 2020. A request for additional posts to support the ARG programme delivery and to scope and procure the ARG Business Support programme has been made to help alleviate the current significant resourcing pressures and impact on the delivery of the ED function.

<b>STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.05: Supporting residents' skills and employability.</b>
<b>Lead Officer</b> AD Culture & Community
<b>Desired Outcome: Expected Output</b> Increasing high value businesses, high quality employment and creating jobs and inward investment.
<b>Progress Update March 2021</b> The majority of Skills & Employability projects have resumed, notably the Supported Employment Programme in August and Apprenticeship Advice Service in September. The Scaffolding project has received a funding extension and will be delivered in 2021. Medway are heavily involved in the Kent and Medway Employment Taskforce which is responding to a growing employment crisis. The

**STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.05: Supporting residents' skills and employability.**

Taskforce action plan has been signed off and delivered against.

To date, as part of the Taskforce action plan, Kickstart is being promoted and coordinated; lobbying letters have been sent to the Government, encouraging the flexible use of the Adult Education Budget and an event encouraging businesses to use their apprenticeship levy was held recently in Medway.

Medway Council has led by example taking on Kickstart placements. 50 vacancies have been created, with 37 advertised in the first tranche. The placements and wrap-around support are being delivered in partnership with HR and Medway Adult Education.

The Skills & Employability plan will be reviewed in light of Covid19, when data from the ending of furlough can be analysed.

Medway Adult Education has remained operating during lockdown, by delivering online. Online learning continues to be well received, and the programme for 2021/22 will incorporate both online, and face-to-face, learning.

The redevelopment of Britton Farm Mall into a new Skills, Employment & Learning Hub continues to progress well and is on schedule.

**STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 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 the Council's resources and activities that support the 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 *Medway 2037*).

Consultants SQW, in partnership with Oxford Innovation, were commissioned to review proposals for the Gateway Building at Innovation Park Medway in the light of Covid19, 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 Covid19 on Medway's £40million 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 COVID19 Mitigating Action SR 46.07: Continue to lobby the 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 April 2021**

In February 2021 alongside colleagues from finance teams across Kent, the Chief Finance Officer met with the Director of Local Government Finance at the Ministry of Homes, Communities and Local Government and representatives from both his department and the department of Business, Energy and Industrial Strategy and made representations for both improved funding of recognised pressures, and for more stability in the future funding of local authorities to enable better planning.

**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).

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.

<b>STRATEGIC RISK: SR32 DATA AND INFORMATION</b>
Greater availability of information from the Council brings risk.
<p><b>Target Residual Risk Score DIII</b></p> <p>Human error is completely eradicated from data and information scenarios.</p> <p>Data breaches are very rare and when they occur 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><b>Trigger</b></p> <ul style="list-style-type: none"> <li>• Budget pressures.</li> <li>• ICO Audit reveals areas for improvement.</li> <li>• Digital Strategy.</li> <li>• Big Data project with academics.</li> <li>• Annual information governance toolkit submission.</li> </ul>
<p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>• Data loss leads to damage to reputation.</li> <li>• Not achieving cost efficiencies through Digital Strategy changes.</li> <li>• Failing to achieve Members' expectations.</li> <li>• Failing to find new innovations.</li> <li>• Failing to deliver good quality care for residents of Medway.</li> </ul>
<p><b>Opportunities and the way forward</b></p> <p>Data and information sharing has been a key part of the pandemic response with partners across the Kent Resilience Forum.</p>

<b>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).</b>
<b>Lead Officer</b> Chief Legal Officer
<p><b>Desired Outcome: Expected Output</b></p> <p>To ensure that appropriate organisational safeguards are in place for sharing information.</p> <p>Information governance policies and procedures are available on the intranet.</p> <p>Privacy Impact Assessments (PIAs).</p> <p>ISAs and Standards Operating Procedures (SOPs) also exists detailing roles and responsibilities.</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).**

**Progress Update April 2021**

The Information Governance Team has been augmented by posts to enable a focus on risks related to Children's Services data to support the SIRO and Caldicott Guardian.

**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 April 2021**

Project specific ISAs etc. have continued to be used during the pandemic. Care will be taken as the emergency response starts to diminish and the recovery element increases. Work with partner organisations under the Civil Contingencies Act through the Kent Resilience Forum.

**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. April 2021**

SIGG has continued to meet during the pandemic and provides the corporate overview of all affected risk areas.

**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**

**STRATEGIC RISK SR32 DATA AND INFORMATION Mitigating Action SR32.04: Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks.**

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

**Progress Update April 2021**

The SIRO and the Caldicott Guardian have continued to operate as part of the Council's Gold Command as part of the pandemic response. They have been able to consider and raise any issues to ensure that any risks have been mitigated and service delivery has continued particularly for our most vulnerable residents. A Caldicott Guardian audit took place which reported in March 2021 with several suggested improvements.

**STRATEGIC RISK: SR36 ALTERNATIVE SERVICE DELIVERY MODELS**

**RISK OWNER: CHIEF LEGAL OFFICER AND 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 there are 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.

**Target Residual Risk Score CIII**

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

**STRATEGIC RISK: SR36 ALTERNATIVE SERVICE DELIVERY MODELS**

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 the 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 the new delivery model.
- Delivery model is not sustainable; responsibility for delivery of the function unexpectedly transfers back to the Council.
- Reputation of the Council is damaged by activities of the 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 the deficit met from local taxation.

**Opportunities and the way forward**

A Covid19 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 the budget and are sustainable.

**Milestones**

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

**Progress Update April 2021**

**STRATEGIC RISK SR36 ALTERNATIVE SERVICE DELIVERY MODELS Mitigating Action SR36.01: Robust options appraisals, detailed business cases prepared.**

A report was provided to Cabinet updating the branding change from MCG to Kyndi and providing the latest Business Plan for consideration and approval. A recent MDC report provided Members with a confidential cashflow that indicates the level of risk (and reward) the Council as shareholder is taking during the currency of live projects. This was in response to requests from Audit Committee Members.

**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 the new delivery model.

**Progress Update April 2021**

The Cabinet reporting and the role the Chief Legal Officer plays as liaison officer to the Kyndi Board (which will be taken on by the Chief Finance Officer from May 2021 in addition to his role as liaison officer for Medway Norse) enables clear reporting and transparent project management. The same is true of MDC with the Assistant Director for Regeneration and HIF taking over the liaison role.

**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 the new delivery model.

**Progress Update April 2021**

Regular Cabinet Reporting, Scrutiny and appropriate communications from both the Council as shareholder and the companies on specific projects and initiatives enables good engagement.

**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, and effective dispute resolution.

**Progress Update April 2021**

Legal and procurement advice sometimes commissioned from external experts continues to be taken on all significant transactions.

**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**

The Delivery model and Council are held accountable for the quality and cost of service.  
The Council is able to rely on financial information for robust financial planning.  
High performance.  
Financial resilience.

**Progress Update April 2021**

In the last quarter there has been reporting to Cabinet.

**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 the delivery model.

**Progress Update April 2021**

In the last quarter there has been reporting to Cabinet.

**STRATEGIC RISK SR36 ALTERNATIVE SERVICE DELIVERY MODELS Mitigating Action SR36.07: Business continuity arrangements.**

**Lead Officer** Chief Finance Officer

**Desired Outcome: Expected Output**

The delivery model and Council both have clear roles and responsibilities in the event of any business continuity incident  
Continuity of service.

**Progress Update April 2021**

All Council companies have continued to trade and provide services through the pandemic. Kyndi has rebranded and provided an updated Business Plan. Medway Norse have excelled in their support to the Council's response to the pandemic. MDC have handed over their first completed residential site (White Road) during the last quarter.

**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.



## STRATEGIC RISK: SR37 CYBER SECURITY

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, this will remain on the strategic risk register in view of the inevitability of a cyber-attack.

### Trigger

A cyber security incident leading to partial or total loss of system integrity.

### Consequence

- Reduced service delivery across multiple departments over an extended period.
- Data Leaks.
- Financial loss.
- Reputational damage.
- Held to Ransom.

### Opportunities and the way forward

Work commenced in preparing for the pre-requisites to obtain Cyber Essential Plus accreditation. Due to Covid19 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.

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 is in place to treat known vulnerabilities.

**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.**

**Milestones**

Certified PSN compliance – May 2021.

**Progress update**

**April 2021**

The NTA has performed the security scan. ICT is busy with remediating the vulnerabilities detected. Submission to PSN is projected to meet the May 2021 target.

**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 are in place to prevent attacks.

**Milestones**

Certified PSN compliance – May 2021.

**Progress Update April 2021**

The NTA has performed the security scan. ICT is busy with remediating the vulnerabilities detected. Submission to PSN is projected to meet May 2021 target.

**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 are in place to ensure system privileges meet role requirements.

**Milestones**

Certified PSN compliance – May 2021.

**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.**

**Progress Update April 2021**

This is being reviewed as part of the preparation for the Council's 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 is 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 the LGA cyber security budget.

**Progress Update April 2021**

The first GDPR policy was released in March 2021. The next batch of cyber security awareness content is to be released to staff in April 2021.

**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 are in place and regularly reviewed. Any recognised cyber security incident is reported to the appropriate board.

**Milestones**

**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.**

Certified PSN compliance – May 2021.

**Progress Update April 2021**

This is being reviewed as part of the preparation for the Council's 2021/22 PSN certification. An additional review on IM policies was performed by NCC Group as part of work with the NCSC and Central Government.

**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 are in place to monitor and capture known malicious code.

**Milestones**

Certified PSN compliance – May 2021.

**Progress Update April 2021**

Systems were reviewed in March 2021 and are continually reviewed on a monthly basis.

**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 are in place.

**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.**

**Milestones**

Certified PSN compliance – May 2021.

**Progress Update April 2021**

The NCC Group completed an audit on council systems in March 2021. The next step is to introduce the LME service from NCSC.

**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 are in place with security controls on user devices.

**Milestones**

Certified PSN compliance – May 2021.

**Progress Update April 2021**

Submission to PSN is projected to meet May 2021 target.

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

**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.**

#### **Milestones**

Certified PSN compliance – May 2021.

#### **Progress Update April 2021**

Submission to PSN is projected to meet May 2021 target.

### **STRATEGIC RISK: SR02 BUSINESS CONTINUITY AND EMERGENCY PLANNING**

**RISK OWNER DIRECTOR OF PLACE AND CHIEF FINANCE OFFICER**

**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

## STRATEGIC RISK: SR02 BUSINESS CONTINUITY AND EMERGENCY PLANNING

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 an event is not rapid, adequate nor effective.
- Lack of clear communication lines.
- Essential service priorities are not clearly understood.
- Communication between agencies and the public is poor.
- There is a perception of residents that the Council does not have a visible presence at the incident.
- Residents expect more from their Council.
- Local press are quick to seize issue.
- Comparisons are 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 Council's response and recovery plans.

Cabinet received a paper on the Council's Covid19 response on 7 July 2020 and Covid19 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 on 31 December 2021.

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.

Cabinet and Business Support Overview and Scrutiny received a paper on 30 March 2021 on the Council's Covid19 Response and Recovery actions and plans.

**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 Place

**Desired Outcome: Expected Output**

**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.**

Revised plan agreed by the Corporate Management Team.  
 Continued engagement with the Kent Resilience Forum.  
 Staff trained in emergency response management at all levels.  
 A sustainable and robust on-call rota in place at all levels.  
 An existing plan is in place.  
 Programme of on-going review of COMAH plans.  
 Emergency response operations room in place.  
 On call rota in place covering all roles and responsibilities 24/7.

**Milestones**

A draft plan is in place.  
 Call-out arrangements are in place covering all roles and responsibilities 24/7 (Blue Card) (enhanced during LA stand down periods).  
 Reduced relevant staff training during 2020.

**Progress Update April 2021**

No update required

**Progress Update August 2020**

The Covid19 crisis has proved that Medway's Council's Emergency process is 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 Resilience 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 call-out requires attention by CNT to identify new staff members to replace those who have left.

Over the Covid19 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 types of evacuee with use of limited staff.
- The increasing "Working from Home, post the Covid19 crisis, places an undue pressure 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.



**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 Covid19 response phase.  
Medway Council's MEP and is now due for review during the 2021/22 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.

The Business Continuity Management Policy is 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 April 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.

**Threat / Inherent Risk**

Following substantial falls in direct government grants 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.

Frontline 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 Covid19, 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 Covid19 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 Covid19 pandemic) may result in business failures, impacting rental income.

### STRATEGIC RISK: SR49 NEW INCOME REDUCTION DUE TO COVID19

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 and high levels of complaints.
- Services are not provided at an acceptable level / facilities lack investment.
- Accreditation impacts.
- 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 prioritising 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 Covid19 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.

#### Milestones

TBC in response to new Government guidance.

#### Progress Update April 2021

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-Covid19 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 the Government as an early post-lockdown measure) and use of digital media to promote attractions and activities.

A focus needs to be placed on extensive marketing and promotional activity to encourage visitors to return to Medway's heritage attractions and to encourage residents to use Medway's sports centres to improve individual physical activity. This needs to be developed in conjunction with marketing and communications colleagues, ensuring opportunities are maximised at the earliest opportunity post-lockdown.

**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**

**Desired Outcome: Expected Output**

At some point in 2021/22 we will be able to deliver an alternative theatre and events programme that is Covid19 compliant. Milestone: 22nd February – new Government guidance.

**Progress Update March 2021**

An alternative theatre and events programme is 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**

**Desired Outcome: Expected Output**

Medway facilities are already being used for alternative purposes and this will continue for the foreseeable future. Milestone: Until Covid19 requirements change or facilities can revert to business as usual.

**Progress update March 2021**

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**

**Desired Outcome: Expected Output**

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.

Pilot to start April 2021.

**STRATEGIC RISK SR49: INCOME REDUCTION Mitigating Action SR49.05: Enhanced promotion of our frontline trading services e.g. weddings, green space sports (tennis, pitch and put, football pitches).**

**Lead Officer: AD Frontline Services**

**Desired Outcome: Expected Output**

Promotion activity will encourage usage once restrictions are lifted.

People will book and re-book weddings to increase income once restrictions are lifted.

**Progress Update March 2021**

The Government's roadmap to the easing of restrictions is gradually providing the Council with opportunities to recover their previous revenue position.

Parking – as well as the upgrading of P7D machines in all main sites, the Council is currently rolling out pilots in SMART Parking in four locations. These are aimed at encouraging people to easily pay for parking, extend stays etc. so making it a much nicer experience to visit Medway. The Brook car park has already been refitted with an ANPR system and is undergoing a refurb.

The ability to plan for larger weddings will hopefully encourage bookings. New venues have been licenced including the luxury The Vines Hotel in Rochester. It is envisaged that the Princes Hall will also attract smaller wedding parties. The newly refurbished Corn Exchange will also draw people in and the service is taking part in wedding planning events for that venue.

**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 the 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 April 2021**

Debt recovery processes have recommenced however, this is with a light touch due to current restrictions in relation to Covid 19.