

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
SR09A	14	Changing Demographics of Older People and Working Age Adults	Director of People – C&A	AI	BII	CII	→	L - high I - major	People	HASC
SRO3B	4	Finances	Chief Finance Officer	AI	AI	CIII	→	L – very high I - catastrophic	All/WOW	BS
SR46	8	Medway's Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	BII	BII	CII	→	L - high I - major	All/WOW	BS
SR32	26	Data and information	Chief Legal Officer	BII	CII	DIII	→	L - significant I - major	All/WOW	BS
SR36	29	Alternative service delivery models	Chief Legal Officer, Chief Finance Officer	BII	BIII	CIII	→	L - high I - moderate	All/WOW	BS
SR37	33	Cyber Security	Chief Finance Officer	CI	CI	CI	→	L - significant I – catastrophic	All/WOW	BS
SR02	42	Business continuity and emergency planning	Director of Place,	CI	DII	DII	→	L - low I - major	All/WOW	BS

			Chief Finance Officer							
SR49	59	Income Reduction due to Covid19	Chief Finance Officer	AI	BII	CII	→	L - high I - major	All/WOW	BS

Strategic Risk Profile

Key

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

	Minor impact IV	Moderate impact III	Major impact II	Catastrophic impact I
Very high likelihood A	Amber	Red	Red	Red 03B
High likelihood B	Amber	Amber 36	Red 09A 46, 49	Red
Significant likelihood C	Green	Amber	Red SR32	Red 37
Low likelihood D	Green	Amber	Amber 02	Amber
Very low likelihood E	Green	Green	Amber	Amber
Almost impossible F	Green	Green	Amber	Amber

KEY | update

STRATEGIC RISK: SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS**RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES****PORTFOLIO: ADULTS'****Current Residual Risk Score BII (Likelihood – high. Impact – major)**

Continue to work with day care providers to ensure they are able to support our service users safely when regulations permit opening. Workforce capital fund worth in excess of £300K has been distributed to providers to support additional pressures during Covid19. We have introduced the use of CareCubed, a financial modelling software that supports the negotiation of prices with nursing and residential providers ensuring equitable prices across the market. Reclaiming direct payments at £1.5 million.

Inherent Risk Score AI

There are challenges to the demand-led care services within Medway. The population of older people is set to dramatically increase as is the complexity of needs of working age adults including those that transition from Children's services.

Target Residual Risk Score CII

Close working relationships with providers maintained to ensure financial stability.
Work with providers to ensure Covid19 positive patients are discharged home and appropriately isolated.
Reduced workforce vacancy and reduced reliance on agency staffing.

Trigger

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

Consequence

- Increased resources required to run the service.
- Significant budget overspends.
- Savings are unachievable.
- Money drawn from other services.
- Costs spiral.
- Reductions in the service level the Council can offer.
- Revenue problems are not resolved by capital investments.
- Adverse effect on staff morale.

STRATEGIC RISK: SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS

- Adverse effect on assessments.
 - The Council may be required to make unpopular decisions.
 - The Council's finances are comprised.
 - High costs placements as providers will have no choice but to up their fees.
 - Residents and Day Care providers may close due to not being financially viable.
- Due to staff unavailability we are seeing a pressure within the Domiciliary Care market.

Opportunities and the way forward

Capital investment to help manage demand.

Service redesign in terms of outcomes.

Reclaiming of Direct Payments.

Working with providers as we emerge from Covid19 – improving relationships etc.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR 9a.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services).

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

Desired Outcome: Expected Output

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

Progress Update April 2021

There is an ongoing recruitment campaign focussing on recruiting permanent staff to the integrated discharge team.

We are continuing to focus on recruiting frontline social work staff.

The care sector workforce levels are monitored closely through the National Tracker and conversations with individual providers as part of business continuity planning. There is a national campaign to encourage recruitment in the Care Sector workforce which we are promoting.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR 9a.02: Working with strategic partners to establish integrated working.

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

Desired Outcome: Expected Output

Delivery of a wraparound 7-day service.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR**9a.02:** Working with strategic partners to establish integrated working.**Progress Update April 2021**

As above we are working to implement the new Discharge to Assess model introduced by Government on 1 September.

NHS funding is changing as of 1 April. Whilst there will still be funding available, we are unclear exactly what this will be and the impact it will have on ASC budgets.

We continue to encourage providers to facilitate 7-day admissions when there is 7-day cover in the discharge team's capacity. This is supplemented by the use of the bridging service.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR**9a.03:** Maintain strong relationships with providers.**Lead Officer** Head of Adults' Partnership Commissioning and Better Care Fund**Desired Outcome: Expected Output**

Improved communication across the system.

Manage demand.

Progress Update April 2021

We have very strong relationships with the care sector through our embedded Care Sector Support programme which consists of: the Medway Care Portal; Provider Forums; dedicated redeployed ASC resource to review trackers daily; a dedicated email inbox; and, a weekly newsletter.

Provider Fee Uplift information has been sent to providers.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR**9a.04:** Map and monitor intelligence across the market.**Lead Officer** Head of Adults' Partnership Commissioning and Better Care Fund**Desired Outcome: Expected Output**

Manage demand.

Progress Update April 2021

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

- Medway Care Portal.
- Provider Forums.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR**9a.04:** Map and monitor intelligence across the market.

- Daily review of the tracker.
- Dedicated email inbox.
- Weekly newsletter.

Provider Fee Uplift information has been sent to providers. Over the coming weeks we will continue to monitor and respond to feedback from the sector. Where relevant, feedback will be used as intelligence to inform future commissioning activity.

STRATEGIC RISK SR09A CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS Mitigating Action SR**9a.05:** Review and adjust service levels and placement costs as appropriate.**Lead Officer** Head of Locality Services, Head of Business Operations and Provider Services**Desired Outcome: Expected Output**

All unspent Direct Payments are reclaimed.

Nursing and residential placements made during Covid19 are reviewed with a view to reducing current weekly spend to that of our band prices.

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

Better use of in-house mental health provision.

Progress Update April 2021

The targeted review team have made savings of over £800K.

We have introduced CareCubed which is helping us to negotiate more fair and affordable placement costs.

Continued focus on enablement to help us better manage demand.

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

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

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

Demographic pressures in adult social care, children's care and SEND remain a significant issue, but this has been further exacerbated by the impact of the Covid19 pandemic. The Government has moved swiftly to address the in-year pressures, both in terms of direct

STRATEGIC RISK: SR03B FINANCES

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 Government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding.

Target Residual Risk Score CIII

The objective of the medium-term planning process is to forecast the budget 'gap' over a number of years, taking into account assumptions around demographic, inflationary and other pressures and projecting forward the future funding from council tax, business rates and Government 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 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 service compromised.
- Cutback in staffing in an already lean organisation.

STRATEGIC RISK: SR03B FINANCES

- 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

Desired Outcome: Expected Output

Co-ordinate responses with members, brief MPs, agree a media campaign, and 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

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.

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 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 a media campaign, and solicit support from peer authorities.

Balanced budget with resources aligned to priorities, delivery of VFM and savings to ensure financial sustainability in the medium-term.

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

Milestones

Medium Term Financial Strategy in 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

STRATEGIC RISK SR03B FINANCES Mitigating Action SR03B.03: Create resources for investment priorities.

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.

Delivery of efficiency savings through enhanced processes.

High quality digital services and reduced service delivery cost.

Improved value for money in the 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 focussed 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 presented to Transformation Board in May 2021.

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

- **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 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 the 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 provide 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

STRATEGIC RISK: SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19

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 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.
- 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.

STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.02: Delivery of government-directed financial support to businesses and individuals.

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 Assistant Director, 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 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.

STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.04: Supporting Medway's businesses.

Lead Officer Assistant Director Culture & Community

Desired Outcome: Expected Output

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

Progress Update March 2021

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

STRATEGIC RISK SR46 MEDWAY'S ECONOMIC RECOVERY FROM COVID19 Mitigating Action SR 46.04: Supporting Medway's businesses.

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.

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

Lead Officer Assistant Director Culture & Community

Desired Outcome: Expected Output

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

Progress Update March 2021

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 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

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.
Effective focus of the Council's resources and activities that support delivery of economic growth in Medway.
Progress Update December 2020
Work is ongoing within Medway's Economy and Infrastructure Recovery Cell and its Kent counterpart to establish a rounded understanding of recovery requirements, including the establishment of an evidence base (due to be updated in early 2021). This will be reflected in the forthcoming update to Medway 2035 (working title <i>Medway 2037</i>).
Consultants SQW, in partnership with Oxford Innovation, were commissioned to review proposals for the Gateway Building at Innovation Park Medway in 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.

STRATEGIC RISK: SR32 DATA AND INFORMATION

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 for all officers and to Members is being rolled out successfully.

Inherent Risk Score BII

Our Transformation Programme involves an increased reliance on digital technology both for customers and the Council. This brings with it an increased information risk particularly regarding personal and health data.

Conversely, not sharing information with partners and others minimises the Council’s ability to improve service delivery and reduce costs. There is also a duty to share information in the interests of client care (Caldicott 2 Report).

Local Authorities are required to achieve Level 2 on the Information Governance toolkit; however, opportunities to improve the Council’s position with respect to the IG toolkit requirements have been identified. Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status with respect to the Kent and Medway information sharing agreement.

Greater flexibility for the workforce using digital tools brings risk.

Greater availability of information from the Council brings risk.

Target Residual Risk Score DIII

Human error is completely eradicated from data and information scenarios.

Data breaches are very rare and when they occur corrective action is taken quickly, learning implemented and accountability for future improved performance identified.

Information sharing is commonplace and well managed.

Trigger

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

Consequence

- Data loss leads to damage to reputation.
- Not achieving cost efficiencies through Digital Strategy changes.
- Failing to achieve Members’ expectations.
- Failing to find new innovations.

STRATEGIC RISK: SR32 DATA AND INFORMATION

- Failing to deliver good quality care for residents of Medway.

Opportunities and the way forward

Data and information sharing has been a key part of the pandemic response with partners across the Kent Resilience Forum.

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).

Lead Officer Chief Legal Officer

Desired Outcome: Expected Output

To ensure that appropriate organisational safeguards are in place for sharing information.

Information governance policies and procedures are available on the intranet. Privacy Impact Assessments (PIAs)

ISAs and Standards Operating Procedures (SOPs) also exist detailing roles and responsibilities.

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

STRATEGIC RISK SR32 DATA AND INFORMATION Mitigating Action SR32.03: Security and Information Governance Group (SIGG).
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 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 to 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 responses.

STRATEGIC RISK: SR36 ALTERNATIVE SERVICE DELIVERY MODELS

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.

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 performance.

Trigger

Weak options appraisals / businesses cases; opportunities overstated as commercial markets are not realised, and risks understated.

Failure to effectively manage (staffing, relationships, agreements / contracts) the transition between the Council and the service delivery model.

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

Weak or unclear agreements / contract and governance arrangements.

Failure of a provider, risking failure to deliver services.

Consequence

- Failure to meet statutory responsibilities to residents.
- Unexpected costs from the new delivery model.
- The 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.
- The Council or delivery model expectations are 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 budget and are sustainable.

Milestones

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

Progress Update April 2021

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 timescales.

A 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

STRATEGIC RISK SR36 ALTERNATIVE SERVICE DELIVERY MODELS Mitigating Action SR36.03: Communication & stakeholder management.

Stakeholders are informed / consulted.

A 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 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 and 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.

STRATEGIC RISK: SR37 CYBER SECURITY

The recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that ICT has a senior manager responsible for security who is constantly monitoring the system for potential threats and ensuring PCN compliance. All required certifications / accreditations are in place and being constantly reviewed.

Inherent Risk Score CI

As there are no mitigations that are completely effective against malware infection, we should develop a defence-in-depth strategy for the organisation. This consists of multiple layers of defence with several mitigations at each layer. This will improve resilience against malware without disrupting the productivity of services. These layers will also have multiple opportunities to detect malware, and then stop it before it causes real harm to the organisation. Accepting the fact that some will get through will help plan for the day when an attack is successful, and minimise the damage caused.

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

Layer 1: preventing malicious code from being delivered to devices.

Layer 2: preventing malicious code from being executed on devices.

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

Target Residual Risk Score CI

The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG (PSN CoCo certification) can the Council afford a degree of confidence that all that can be done is being done to mitigate this risk. The Council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to CI levels.

Since all appropriate actions are being taken to maintain cyber security the risk has been managed to as low as possible. However, 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 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 the 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.

STRATEGIC RISK: SR37 CYBER SECURITY

The ICT Network & Cyber Security Manager has specific responsibilities for the security of the network, overseeing user privileges and 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.

Milestones

Certified PSN compliance – May 2021.

Progress Update April 2021

NTA has performed a 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

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 37.03: 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.

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 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 appropriate board.

Milestones

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

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.

Desired Outcome: Expected Output

Security Incident and event management (SIEM) systems are in place.

Milestones

Certified PSN compliance – May 2021.

Progress Update April 2021

NCC Group completed an audit on council systems in March 2021. Next steps are 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 the 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)

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.

policies are in place to manage remote access to systems.

Milestones

Certified PSN compliance – May 2021.

Progress Update April 2021

Submission to PSN is projected to meet the 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 the Council's 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.

STRATEGIC RISK: SR02 BUSINESS CONTINUITY AND EMERGENCY PLANNING

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

Trigger

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

Consequence

- Response to 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 by residents that the Council does not have a visible presence at the incident.
- Residents expect more from their council.
- The local press is 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.

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

Milestones

The 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).

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, focussed, 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 call post the Covid19 crisis places an undue pressure on an immediate during working hours response and therefore Business Continuity. Simply put unknown staff available, longer response times, more detailed coordination of staff to support our Category one responsibilities.

A full Lessons Identified process will be undertaken in the post-Covid19 response phase.

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 is in place.

Milestones

Plans tested.

Progress Update April 2021

No update required.

Progress update.

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 the 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 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

STRATEGIC RISK: SR49 INCOME REDUCTION DUE TO COVID19

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 grant from 2010/11 onwards, locally generated income from sales, fees and charges, and through more commercial investment activity has become a fundamental element of the Council's budget.

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.

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 not provided at an acceptable level / facilities lack investment.

STRATEGIC RISK: SR49 INCOME REDUCTION DUE TO COVID19

- 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: Assistant Director, 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 the 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: Assistant Director 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.

Milestones

22nd February – new Government guidance.

Progress Update March 2021

An alternative theatre and events programme is being developed and no new financial commitments will be 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, focussing 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: Assistant Director Culture and Community

Desired Outcome: Expected Output

Medway facilities are already being used for alternative purposes and this will continue for the foreseeable future.

Milestones

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: Assistant Director 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: Assistant Director 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. and 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: Assistant Director 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 the current restrictions in relation to Covid19.