

Medway Council Strategic Risk Register - Quarter 1 2021/22

Ref	Page	Risk	Owner	Inherent Risk Score	Current Risk Score	Target Risk Score	Move ment (since last qtr)	Definition (current score) (L-likelihood) (I-impact)	Council Priority/ Values	O&S Com mittee
SR09A	4	Changing Demographics of Older People and Working Age Adults	Director of People – Children and Adults Services	AI	BII	DIII CII	→	L – high I – major	People	HASC
SRO3B	9	Finances	Chief Finance Officer	AI	AI	CIII	→	L – very high I – catastrophic	All Values	BS
SR46	14	Medway's Economic Recovery from Covid19	Assistant Director Regeneration (Recovery Lead Officer for Medway Council)	BII	BII	CII	→	L – high I – major	All Values	BS
SR32	21	Data and information	Chief Legal Finance Officer	BII	CII	DIII	→	L – significant I – major	All Values	BS
SR36	25	Alternative service delivery models	Chief Legal Officer, Chief Finance Officer	BII	BIII	CIII	→	L – high I – moderate	All Values	BS
SR37	30	Cyber Security	Chief Finance Officer	CI	CI	CI	→	L – significant I – catastrophic	All Values	BS
SR02	37	Business continuity and emergency planning	Director of Place Chief Finance Officer, Deputy Chief Executive	C1 CI	DII	DII	→	L – low I – major	All Values	BS

SR49	41	Income Reduction due to Covid19	Chief Finance Officer	A1 AI	BII	CII	→	L – high I – major	All Values	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 46, 09A, 49	Red
Significant likelihood C	Green	Amber	Red 32	Red 37
Low likelihood D	Green	Amber	Amber 02	Amber
Very low likelihood E	Green	Green	Amber	Amber
Almost impossible F	Green	Green	Amber	Amber

KEY | update

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

The Joint Strategic Needs Assessments states: Increasing life expectancy and a reduction in fertility is leading to an ageing of the population in England. Substantial changes in population structure have profound implications for the provision of health and social care services. Even though Medway has a slightly younger population than the national average, projections from 2016 to 2026 suggest that the number of people 65 years of age or over will increase by 22% to 52,400 and the number of people over 85 years will grow by 31% to 6,400. The numbers in other age groups are all expected to increase over the same period with the exception of the 20-29 and 45-54 age groups. Increasing numbers of older people mean that there will be increasing numbers of people developing chronic conditions who become intensive users of services (assuming age-specific rates remain constant). This ageing of the population is likely to result in a substantial increase in costs and pressures to the health and social care system. In addition, we have seen an increase in demand following the Covid19 pandemic and this will continue as people rehabilitate from this extremely debilitating virus. We must also consider the possibility that this will leave people with long term care needs. This will all, of course, result in additional pressure on Adult Social Care as people are living longer and have more complex needs.

Inherent Risk Score AI

There are challenges to the demand-led care services within Medway. The population of older people is set to dramatically increase and as is the complexity of need of working age adults including those that transition from Children's services. There are notable pressures sourcing dementia, residential and nursing placements along with a lack of Positive Behavioural Specialist providers within the market. Mental Health partners are seeing an increase in the number of people needing support. This increase is highly likely to have an impact on Adult Social Care. Furthermore, at this time we do not know what the impact of long Covid19 will be on the division. The increase in demographic, in turn leads to an increase in debt raised, which will have an impact on debt owed to the council.

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.

Develop a workforce strategy that will reduce vacancies and reliance on agency staffing.

We will continue to work with day care providers to ensure they are able to support our service users safely.

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 tool that supports the negotiation of prices for working age adult placements ensuring equitable prices across the market.

We are reviewing our processes, policies and structure to ensure sustainability and improve service delivery.

Work with colleagues in learning and development to upskill the workforce through the Adult Social Care (ASC) CPD (Continuing

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

Professional Development) faculty which develops the training programme based on the needs of the service and in consultation with the workforce.

Transformation and improvement at the front door to reduce demand appropriately.

We are developing a preparing for adulthood pathway which will look to identifying improvements we can make to support the transition of young people into ASC.

We are developing an improved community based mental health offer to support working age adults who are suffering with ill mental health.

We are increasing the number of long-term Shared Lives carers.

We are increasing the uptake on direct payments to sustain people living independently in the community.

We have extended our supported employment scheme for those with a learning disability.

We have developed an action plan to focus on reducing debt.

Trigger

- The council is unable to address these issues with cost effective, innovative solutions.
- Increase in demand on the service.
- Increased demand to carry out Mental Health Act Assessments.
- Increased demand on Deprivation of Liberty Safeguards.
- Lack of permanent workers within the workforce will lead to the reliance on agency staff.
- Reduced provider capacity.
- Financial sustainability of the market, particularly after pressures encountered throughout the pandemic.
- Central government changes regarding Discharge 2 Assess Funding timescales.

Consequence

- Increased resources required to ensure the service is sustainable.
- Significant budget overspends.
- Savings are unachievable.
- Money drawn from other services.
- Costs spiral.
- Reductions in service level the council can offer.
- Revenue problems not resolved by capital investments.
- Adverse effect on staff morale.
- Adverse effect on assessments.
- The council may be required to make unpopular decisions.
- The council's finances are comprised.

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

- High costs placements as providers will have no choice but to increase their fees.
- Availability of staff within the care market.
- ~~Residents and Day Care providers may close due to not being financially viable in when and if needed.~~
Due to staff unavailability we are seeing a pressure within the Domiciliary Care market..

Opportunities and the way forward

Capital investment opportunities 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.

- Focus on staff wellbeing and engagement.
- Work closely with the Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding.
- We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home.
- We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate.
- An Adult Social Care Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.

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

Mitigating Action: SR09A.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 June 2021

We have managed to reduce vacancies to three Social Workers across localities. We will continue to maintain a focus on recruitment.

Recruitment campaign focusing on recruiting permanent staff to integrated discharge team.

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: SR9A.02:** Working with strategic partners to establish integrated working**Lead Officer:** Head of Locality Services. Head of Business Operations and Provider Services**Desired Outcome: Expected Output**

Delivery of a wraparound 7 day service.

Progress update June 2021

NHS funding is changing as of 30 June. 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 where required by the hospital.

STRATEGIC RISK: SR09A: CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS**Mitigating Action: SR09A.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 June 2021

We have a very strong relationship with the care sector through our embedded Care Sector Support programme which consists of: the Medway Care Portal, Provider Forums, a dedicated redeployed ASC resource to review trackers daily, 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: SR09A.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 June 2021

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

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

- Medway Care Portal.
- Provider Forums.
- Daily review of the tracker.
- Dedicated email inbox.
- Weekly newsletter.
- Collaborative relationships with specialist groups i.e. Complex Dementia, Care Home Group, Aging Well, Kent County Council (KCC) Commissioning teams, Integrated Care Partnership (ICP) Commissioners, and Association of Directors of Adult Social Services (ADASS) focus groups.

STRATEGIC RISK: SR09A: CHANGING DEMOGRAPHICS OF OLDER PEOPLE AND WORKING AGE ADULTS**Mitigating Action: SR09A.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 spent to that of our band prices.

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

Better use of in-house mental health provision.

Progress update June 2021

Continue to maximise direct payment reclaims.

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

The targeted review team are completing reviews to ensure that placements are the most appropriate for the Service User, is meeting needs and at best value. The team also carried out the reviews of high-cost placements made during the pandemic.

Continued focus on enablement to help us better manage demand, focussing on strengths, resources already available and providing equipment when needed.

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

We have concluded our consultation on our in-house mental health provision, and work is underway to establish a new community based mental health offer.

We are working with Kyndi and have increased the number of referrals sent to them for Assistive Technology.

STRATEGIC RISK: SR03B: FINANCES
RISK OWNER: CHIEF FINANCE OFFICER
PORTFOLIO: LEADER
Current Residual Risk Score AI (Likelihood – very high. Impact – catastrophic)
<p>Demographic pressures in adult social care, children’s care and Special Educational Needs and Disabilities (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 local government settlement confirmed earlier this year identified the resources available to local authorities, including further funding to address the continued impact of the pandemic in the 2021/22 financial 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.</p>
Inherent Risk Score AI
<p>There continues to be a major risk over the council’s ability to deliver a balanced budget, whilst at the same time delivering good quality services to the people of Medway.</p> <p>The move away from central support from government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding. The government’s continued reliance on one-year settlements only serves to exacerbate the uncertainty.</p>
Target Residual Risk Score CIII
<p>The objective of the medium-term planning process is to forecast the budget ‘gap’ over a number of years, taking into account assumptions around demographic, inflationary and other pressures and projecting forward the future funding from council tax, business rates and government grants.</p> <p>Ultimately the aim would be to get to a position where the Medium Term Financial Strategy (MTFS), through robust strategic plans, presents a balanced budget year-on-year, protecting and increasing reserves and providing assurance to the council that its financial position is secure and sustainable.</p> <p>There will always however be a significant residual risk, 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.</p>

Trigger

The years of austerity and annual reductions in central support from government, allied to the capping of council tax increases and 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 within an already lean organisation.
- Qualified Value for Money (VFM) judgement by the external auditor.
- 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 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 Members of Parliament (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.

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

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 July 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.

Unfortunately, the indications are that local government will again receive a one-year settlement for 2022/23 and that it can expect at best a flat cash settlement. The extension and continuation of ongoing support in response the impact of the pandemic is welcome, but the piecemeal way it has been managed and extremely short-term nature of the funding does not support robust financial planning over the medium- and longer-term.

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 a media campaign, solicit support from peer authorities.

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

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

Milestones

Medium Term Financial Strategy in November.

Capital and Revenue budget agreed by council in February.

Progress update July 2021

The Head of Finance Strategy and Head of Business Change have largely concluded their initial round of budget meetings with other heads of service and this process has helped to manage expectations around the budget and identify a range of opportunities to reduce expenditure. An updated transformation programme will be presented to Transformation Board at the end of July. The MTFS and Capital

STRATEGIC RISK: SR03B: FINANCES

Mitigating Action: SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process

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 July 2021

The council's current capital programme includes the use of £3.275m of capital receipts to fund continuation of our transformation programme. In addition to this, officers have been very proactive in bidding for a range of grants made available by the government in seeking to ensure that the country recovers from the pandemic. In addition to the successful bids for the Housing Infrastructure Fund, Future High Streets Fund and successive rounds of the Local Growth Fund via the Local Enterprise Partnership, officers have also submitted bids to the Levelling Up Fund and worked with partners on Community Resilience Fund bids.

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 July 2021

Reviewed but no update required this quarter.

STRATEGIC RISK: SR03B: FINANCES**Mitigating Action: SR03B.04:** Delivery of digital transformation programme**Progress update April 2021**

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

- **MTFS Review** – The Finance Strategy and Business Change teams 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 the Business Change team 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
Current Residual Risk Score BII (Likelihood – high. Impact – major)
<p>While in many services the council is still in response, focus is shifting towards an effective recovery. Strategic Planning is one of the three key workstreams in the council's Strategic Recovery Plan, with a multi-agency cell for Medway's Economy and Infrastructure established and working closely with the Kent Resilience Forum equivalent.</p> <p>The council is delivering direct support for individuals and businesses as funded by the government and continues to review delivery of core services where they can be of benefit to supporting the wider economy.</p> <p>The council continues to lobby the government for further support for local authorities, individuals, and businesses.</p>
Inherent Risk Score BII
<p>Mandatory closures and ongoing social distancing requirements have created an exceptionally challenging trading environment, resulting in significantly reduced trade, business failure, rising unemployment and reduced levels of disposable income.</p> <p>The Ministry of Housing, Communities & Local Government (MHCLG) stated throughout Covid19 that they will support local authorities to deliver an effective response to Covid19 and continue to provide core services and substantial packages of support for individuals, businesses and the public sector but may not continue such funding throughout the recovery. Income from Business Rates is a fundamental income stream to Medway Council; businesses' failure to pay, or business collapse leaving void properties may significantly reduce income available for the council, hampering its ability to deliver core services and support the wider economy successfully.</p> <p>There is a risk of further outbreaks, which the government has handed powers to manage to local authorities. The council has developed a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy.</p>
Target Residual Risk Score CII
<p>The risk of further waves, or prolonged local lockdown and the resultant adverse impact on Medway's economy cannot be avoided, rather the council's action plan is designed to support the economy through any such measures and to improve long term resilience and business growth.</p>
Trigger
<p>On 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. Due to the spread of Covid19, all non-essential shops and</p>

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

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:

- A 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 Black and Minority Ethnic (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 (IPM) 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: SR46.01: 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 Kent Resilience Forum (KRF).
Oversee an effective multi-agency recovery plan for Medway.

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

Mitigating Action: SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell

Progress update July 2021

Reviewed but no update required this quarter.

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 focusing 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: SR46.02: 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 July 2021

Reviewed but no update required this quarter.

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 £34.193m.
- Small Business grants of £22.020m.
- Retail, hospitality and leisure grants of £14.095m.
- Discretionary grants of £1.848m.
- Local Restrictions Grant (Closed) Addendum scheme (Lockdown 2) of £1.895m.
- 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 £1.077m.
- Local Restrictions Support Grant (Closed) addendum - Post 5 January 2021 of £2.834m.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19**Mitigating Action: SR46.02:** Delivery of government-directed financial support to businesses and individuals

- Closed Businesses Lockdown Payment of £5.667m.
- Christmas Support Payment for wet-led pubs of £69,000.
- Additional Restrictions Grant of £138,068.

We have therefore distributed more than £84m 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: SR46.03:** Reopening High Streets Safely**Lead Officer:** AD Culture & Community Assistant Director Regeneration, Assistant Director Frontline Services**Desired Outcome: Expected Output**

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

Progress update July 2021

Reviewed but no update required this quarter.

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. Communication messages were in place on all mediums.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19**Mitigating Action: SR46.04:** Supporting Medway's businesses**Lead Officer:** AD Culture & Community Assistant Director Regeneration**Desired Outcome: Expected Output**

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

Progress update July 2021

Reviewed but no update required this quarter.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19**Mitigating Action: SR46.04:** Supporting Medway's businesses**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 Innovation Centre Medway (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 Economic Development (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 Assistant Director (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: SR46.05:** Supporting residents' skills and employability**Lead Officer:** AD Culture & Community Assistant Director Regeneration**Desired Outcome: Expected Output**

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

Progress update July 2021

Reviewed but no update required this quarter.

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, 2020. 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 government,

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19**Mitigating Action: SR46.05:** Supporting residents' skills and employability

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 Human Resources (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. It is scheduled to reopen on 6 April. 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: SR46.06:** Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth**Lead Officer:** Corporate Management Team**Desired Outcome: Expected Output**

Effective focus of council resources and activities that support the delivery of economic growth in Medway.

Progress update July 2021

Reviewed but no update required this quarter.

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 IPM 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 the South East Local Enterprise Partnership (SELEP) regarding the impact of Covid19 on Medway's £40m programme of Local Growth Fund (LGF) and Growing Places Fund (GPF) investment, with no major impediments to delivery identified to date.

STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19**Mitigating Action: SR46.07:** Continue to lobby government to maximise support and opportunities for Medway**Lead Officer:** Corporate Management Team**Desired Outcome: Expected Output**

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

Progress update July 2021

Reviewed but no update required this quarter.

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 FINANCE 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.

The council has a Kent and Medway information sharing agreement.

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 NHS Data Security and Protection Toolkit annual submission; however, opportunities to improve the council’s position with respect to the IG toolkit requirements submission 2021 have been identified will be identified and an improvement plan developed. 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.

STRATEGIC RISK: SR32: DATA AND INFORMATION**Trigger**

- Budget pressures.
- The Information Commissioner's Office (ICO) audit reveals areas for improvement.
- Digital Strategy.
- Big Data project with academics.
- Annual information governance toolkit NHS Data Security and Protection Toolkit submission.

Consequence

- Data loss leads to damage to reputation, fines, claims for damages and enforcement notices from the regulator.
- Not achieving cost efficiencies through Digital Strategy changes.
- Failing to achieve Members' expectations.
- Failing to find new innovations.
- Failing to deliver good quality care for residents of Medway.

Opportunities and the way forward

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

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 Senior Information Risk Owner (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).

Data Protection Impact Assessments (DPIAs).

Information Sharing Agreements (ISAs) and Standards Operating Procedures (SOPs) Record of Sharing also exists detailing roles and responsibilities.

Progress update July 2021

Reviewed but no update required this quarter.

Progress update April 2021

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)

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 and Medway

Lead Officer: Senior Information Risk Owner (Chief Legal Officer)

Desired Outcome: Expected Output

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

Progress update July 2021

Reviewed but no update required this quarter.

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 KRF.

STRATEGIC RISK: SR32: DATA AND INFORMATION

Mitigating Action: SR32.03: Security and Information Governance Group (SIGG)

Lead Officer: Chief Legal Finance 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 Business Support, Public Health, Regeneration, Culture and Environment (RCE) and Children & Adults (C&A) departments.

Progress update July 2021

Medway Council achieved Level 2 of the NHS Data Security and Protection Toolkit annual submission on 30 June 2021; opportunities to improve the council's position with respect to the toolkit submission 2021 will be identified by members of the SIGG and an improvement plan developed.

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

The SIGG are overseeing a project to automate Freedom of Information Requests using an online form. This form will also promote the Open Government License for the reuse of council data.

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:** Senior Information Risk Owner (Chief Legal Officer)**Desired Outcome: Expected Output**

Good regular engagement to discuss risk areas.

DPIAs, ISAs and SOPs ROSSs co-signed where relevant.

Progress update July 2021

Improvement actions from the Caldicott Guardian audit in March 2021 are being progressed. A draft Caldicott Guardian Plan has been developed and circulated to Senior Managers for feedback. Training for appropriate staff has been identified and will be booked imminently.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS
RISK OWNER: CHIEF LEGAL OFFICER CHIEF FINANCE OFFICER
PORTFOLIO: LEADER
Current Residual Risk Score BIII (Likelihood – high. Impact – moderate)
<p>All alternative delivery models are required to produce business cases that are considered by Corporate Management Team and then by Cabinet.</p> <p>The performance of these models is regularly reviewed by Cabinet and scrutinised by the relevant Overview and Scrutiny Committee. Where issues arise, these can also be discussed by Corporate Management Team, where this is a standing agenda item.</p> <p>Underperformance is identified by client-side officers or Members and mitigating action is taken or expected.</p> <p>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.</p>
Inherent Risk Score BII
<p>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.</p> <p>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. As a result of more new models, governance arrangements are more complex.</p> <p>Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model.</p> <p>Failures in governance that expose untreated risk.</p>
Target Residual Risk Score CIII
<p>Ultimately as these alternative delivery models embed, the council will be looking for increased revenue income and higher levels of performance.</p>
Trigger
<p>Weak options appraisals / businesses cases; opportunities overstated as commercial markets are not realised, and risks understated.</p> <p>Failure to effectively manage (staffing, relationships, agreements / contracts) the transition between the council and the service delivery</p>

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS

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 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 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, and 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 July 2021

Reviewed but no update required this quarter.

Progress update April 2021

A report was provided to Cabinet updating the branding change from Medway Commercial Group (MCG) to Kyndi and providing the latest

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

Business Plan for consideration and approval. A recent Medway Development Company (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 July 2021

The Chief Finance Officer has now taken over the Kyndi client liaison role for the council and has attended his first board meeting. The same is true of MDC with the Assistant Director for Regeneration and Housing Infrastructure Fund (HIF) taking over the liaison role.

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS**Mitigating Action: SR36.03:** Communication and 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 July 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

STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS**Mitigating Action: SR36.04:** Sound legal and procurement advice on chosen delivery model**Desired Outcome: Expected Output**

Robust agreements / contracts with clarity over responsibilities.

Smooth operation of services, and effective dispute resolution.

Progress update July 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 are able to rely on financial information for robust financial planning.

High performance.

Financial resilience.

Progress update July 2021

The regular updates continue to be taken to Cabinet for Medway Norse, Kyndi Ltd and MDC Ltd, comprising a covering report written from the perspective of the council as client and accompanied by a balanced scorecard style report written from the perspective of the company.

An assurance report was provided to Audit Committee on 24 June 2021 on how risk is managed between the council and its Local Authority Trading Companies (LATCOs); MDC and Kyndi.

Both MDC and Kyndi (the new name of Medway Commercial Group) follow the council's approach to risk management based on best practice industry standards including the International Standard in Risk Management – ISO: 31000:2018(E).

To provide Member assurance when Medway LATCOs are held to account in the future and in line with the council's Risk Strategy, all risks above the council's tolerance level of CII (Likelihood Significant and Impact Major) will be presented with treatment actions as part of their reports 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 delivery model.

Progress update July 2021

The regular updates continue to be taken to Cabinet for Medway Norse, Kyndi Ltd and MDC Ltd, comprising a covering report written from the perspective of the council as client and accompanied by a balanced scorecard style report written from the perspective of the company.

An assurance report was provided to Audit Committee on 24 June 2021 on how risk is managed between the council and its LATCOs, MDC and Kyndi.

Both MDC and Kyndi (the new name of Medway Commercial Group) follow the council's approach to risk management based on best practice industry standards including the International Standard in Risk Management – ISO: 31000:2018(E).

To provide Member assurance when Medway LATCOs are held to account in the future and in line with the council's Risk Strategy, all risks above the council's tolerance level of CII (Likelihood Significant and Impact Major) will be presented with treatment actions as part of their reports 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 to enable continuity of service.

Progress update July 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)
<p>The council manages cyber security risk, along with general information security risk, by having robust policies and procedures in place. These policies and associated actions are audited internally and externally with the result reported to appropriate council committees. In addition, the council is accredited against the Public Service Network (PSN) 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 UK government’s National Technical Authority for Information Assurance).</p> <p>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 PSN compliance. All required certifications / accreditations are in place and being constantly reviewed.</p>
Inherent Risk Score CI
<p>As there are no mitigations that are completely effective against malware infection, we should develop a defence-in-depth strategy for the organisation. This consists of multiple layers of defence with several mitigations at each layer. This will improve resilience against malware without disrupting the productivity of services. These layers will also have multiple opportunities to detect malware, and then stop it before it causes real harm to the organisation. Accepting the fact that some will get through will help plan for the day when an attack is successful, and minimise the damage caused.</p> <p>When building defences against malware, it is recommended that mitigations are developed in each of the following three layers:</p> <p>Layer 1: preventing malicious code from being delivered to devices.</p> <p>Layer 2: preventing malicious code from being executed on devices.</p> <p>Layer 3: increasing resilience to infection, and to enable rapid response should an infection occur.</p>
Target Residual Risk Score CI
<p>The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG (PSN CoCo certification) can the council afford a degree of confidence that all that can be done is being done to mitigate this risk. The council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to CI levels.</p> <p>Since all appropriate actions are being taken to maintain cyber security the risk has been managed to as low as possible. However, this will remain on the strategic risk register in view of the inevitability of a cyber-attack.</p>
Trigger
A cyber security incident leading to partial or total loss of system integrity.
Consequence

STRATEGIC RISK: SR37: CYBER SECURITY

- 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 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.

Endpoint device protection (protecting the end user devices) – areas have been found for improvement to ensure that should an individual's machine be infected with ransomware; the ransomware could potentially manoeuvre laterally within that network segment. Reviews of solutions to address this issue have taken place and some indicative costs have been received. This is to be reflected on ICT's Medium Term Financial Strategy (MTFS) strategy to address how the solution could be funded.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.01: Secure configuration: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.

Lead Officer: Head of ICT

Desired Outcome: Expected Output

A Patch Management regime is in place to treat known vulnerabilities.

Milestones

Certified PSN compliance – May 2021.

Progress update July 2021

PSN submission took place in the first week of July 2021. There was a delay due to implementing resolutions to some of the critical findings by NTA. ICT is awaiting the response from the PSN submissions team.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.02: 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 July 2021

PSN submission took place in the first week of July 2021. There was a delay due to implementing resolutions to some of the critical findings by NTA. ICT is awaiting the response from the PSN submissions team.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.03: 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 July 2021

During the NTA scan and work with the NCC Group (company appointed by the Ministry of Housing, Communities & Local Government (MHCLG)) we had a review of how those permissioned were managed and the recommended changes were implemented.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.04: 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 Local Government Association (LGA) cyber security budget.

Progress update July 2021

Several training courses have been delivered and we are seeing an adoption rate of 26% now. However, we are seeing this figure grow week-on-week. We are expecting this to start entering the 80 percentiles as the courses start to reach the mandatory completion date. Cyber security blogs have been added to Meta Compliance to offer users and members useful information around latest threats and trends.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.05: 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

Certified PSN compliance – May 2021.

Progress update July 2021

Some recommendations and adjustments have been recommended by NCC Group. ICT will be working with MHCLG to discuss next

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.05: 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.

steps to address the recommendations.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.06: 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 July 2021

Systems were reviewed in March 2021.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.07: 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.

Milestones

Certified PSN compliance – May 2021.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.07: 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

Progress update July 2021

Some recommendations and adjustments have been recommended by NCC Group. ICT will be working with MHCLG to discuss next steps to address the recommendations.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.08: 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 July 2021

PSN submission took place in the first week of July 2021. There was a delay due to implementing resolutions to some of the critical findings by NTA. ICT is awaiting the response from the PSN submissions team.

STRATEGIC RISK: SR37: CYBER SECURITY

Mitigating Action: SR37.09: 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: SR37.09: 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 July 2021

PSN submission took place in the first week of July 2021. There was a delay due to implementing resolutions to some of the critical findings by NTA. ICT is awaiting the response from the PSN submissions team.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING
RISK OWNER DIRECTOR OF PLACE AND DEPUTY CHIEF EXECUTIVE
PORTFOLIO: BUSINESS MANAGEMENT (CROSS CUTTING)
<p>Current Residual Risk Score DII (Likelihood – low. Impact – major)</p> <p>The Emergency Plan is subject to rigorous testing on a regular basis both internally and externally with the plan continually refined as a result to meet the ever-changing needs of the council and local area.</p> <p>An annual presentation on Business Continuity is included at a meeting of all council Service Managers.</p> <p>Assistant Directors are responsible for ensuring that the testing of business continuity plans has taken place. Testing to date has been completed during live incidents.</p> <p>The Corporate Business Continuity Plan is currently being refreshed and is aligned to the Emergency Plan.</p>
<p>Inherent Risk Score CI</p> <p>Duties under the Civil Contingencies Act require councils to have an Emergency Plan. The Emergency Management and Response Structure may not be robust enough to respond to a major emergency.</p> <p>Every business activity is at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial, and include pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources.</p> <p>The change of council assets / responsibilities going to either commissioned or third-party contractors, Medway Norse or Medway Commercial Group also provides unique challenges to the established roles and responsibilities during planning and response to Emergency Events.</p>
<p>Target Residual Risk Score DII</p> <p>The council will never be able to reduce the risk further as it is impossible to completely mitigate unforeseen adverse events.</p> <p>The council needs to consistently complete hard and soft testing of its business continuity plans to ensure it achieves and maintains the DII risk scoring.</p>
<p>Trigger</p> <p>A significant adverse event occurs, and the council is found wanting or negligent in its planning and/or operational response.</p>
<p>Consequence</p> <ul style="list-style-type: none"> • Response to the event is not rapid, adequate nor effective. • Lack of clear communication lines. • Essential service priorities not clearly understood. • Communication between agencies and the public is poor. • There is a perception by residents that the council does not have a visible presence at the incident. • Residents expect more from their council. • Local press quick to seize issue.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING

- Comparisons made with other local authorities and resilience groups.
- A death, or deaths, in the community.
- Legal challenge under the 'Civil Contingencies Act 2004'.

Opportunities and the way forward

As a result of Covid19 the Corporate Business Continuity Plan and Business Continuity (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 by 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: SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

Lead Officer: Director of Place

Desired Outcome: Expected Output

Revised plan agreed by Corporate Management Team.

Continued engagement with Kent Resilience Forum.

Staff trained in emergency response management at all levels.

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

Existing plan in place.

Programme of on-going review of Control of Major Accident Hazards (COMAH) plans.

Emergency response operations room in place.

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

Milestones

Draft plan in place.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING

Mitigating Action: SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified

Call out arrangements in place covering all roles and responsibilities 24/7 (Blue Card) (enhanced during Local Authority (LA) stand down periods).

Reduced relevant staff training during 2020.

Progress update July 2021

The COMAH Plans are being rewritten in line with COMAH Regulations and are looking good for hitting the target of being published in December 2021 with a confirmatory Exercise (Ex Combine 22) taking place end of April 2022.

The Medway Council Major Emergency Plan (MEP) will be reviewed and republished taking in all relevant lessons identified by April 2022.

Lessons Identified process has been carried out for the Covid19 First & Second Waves with a separate Identified lessons for Covid19 Lateral Flow Device (LFD) Testing.

As mentioned previously available staff for responding to a Just now incident is a concern; working from home staff have asked to be taken off many Emergency Contacts also. Now a real concern with reference to a large-scale emergency.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING

Mitigating Action: SR02.02: Business continuity plans completed to implement the actions

Lead Officer: Director of Place

Desired Outcome: Expected Output

All services will have an up-to-date and tested Business Continuity Plan.

Business Continuity Management Policy agreed.

Business Continuity Management principles and training provided to divisional management teams across the council is ongoing.

Corporate Recovery Plan in place.

IT Recovery Plan in place.

Milestones

Plans tested.

Business Continuity Audit 2017 actions completed in 2018.

Progress update July 2021

Reviewed but no update required this quarter.

STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING**Mitigating Action: SR02.02:** Business continuity plans completed to implement the actions**Progress update April 2021**

Reviewed. 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 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's 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****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.

Front line services including leisure, parking and cultural services are budgeted to produce in excess of £13m 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 £1m to the council's revenue budget. Regulatory bodies in the sector have highlighted those 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 Income & Expenditures (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: A1**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: 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 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 DUE TO COVID19

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 Communications and Marketing 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.

High levels of awareness will be maintained amongst residents about new regulations and service provision as we move out of lockdown.

Milestone: 19th July in response to new government guidance.

Progress update July 2021

Reviewed but no update required this quarter.

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 suite of marketing recovery campaigns are 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 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 led by communications and marketing colleagues, ensuring opportunities are maximised at the earliest opportunity post-lockdown.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

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 & 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 June 2021

A financial commitment was made to a new alternative Covid19-safe programme of events that will be delivered in line with government guidance in late summer 2021.

If government guidance allows, theatres will reopen its professional theatre programme in mid-September 2021.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

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. Milestone: July 2021: Upnor Castle hoping to reopen, and Visitor Information Centre seeking to reopen fully. October 2021 scheduled reopening of Eastgate House. The Coach park will remain a testing centre for the remainder of the financial year until Covid19 requirements change or facilities can revert to business as usual.

Progress update June 2021

Sports centres returned to operational activities in April 2021, in line with the government roadmap

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

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.

Progress update July 2021

Reviewed but no update required this quarter.

Progress update March 2021

Pilot to start April 2021.

STRATEGIC RISK: SR49: INCOME REDUCTION DUE TO COVID19

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

Lead Officer: Assistant Director Frontline Services

Desired Outcome: Expected Output

Promotion activity will encourage usage once restrictions are lifted.

People will book and re-book weddings; this shall increase income once restrictions are lifted.

Progress update July 2021

Reviewed but no update required this quarter.

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 Pay & Display (P&D) 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 Automatic Number-Plate Recognition (ANPR) system and is undergoing a refurbishment.

The ability to plan for larger weddings will hopefully encourage bookings. New venues have been licenced including the luxury 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 DUE TO COVID19

Mitigating Action: SR49.06: Adults' Social Care

Lead Officer: Assistant Director Adult Social Care

Desired Outcome: Expected Output

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

Progress update June 2021

The pandemic has had an impact on debt in ASC, with a significant increase in the amount of debt owed. An action plan has been developed and analysis is being carried out to identify the most appropriate approach of contact, to ensure Care Act compliance is met.

The Breathing Space legislation may have an impact on debt collection.

A risk has been raised by Information Governance regarding ASC's current procedure of contacting representatives of deceased clients to pursue debt when those people do not have the appropriate authority. Should the outcome be that we cannot continue with our approach, there is likely to be a significant impact on the collection of debt.