

## Medway Council Strategic Risk Register - Quarter 2 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
SR09B	4	Keeping vulnerable adolescents safe Failure to meet the needs of children and young people	Director of People – Children and Adults Services	BII	BII	DIII	→	L – high I – major	People	CYP
SR26	15	Non-delivery of Children’s Services Improvement	Director of People – Children and Adults Services	AI	CII	DIII	→	L – significant I – major	People	CYP
SR39	18	Financial Pressures on SEN Budgets	Director of People Assistant Director Education and SEND	BII	BII	DIII	→	L – high I – major	People	CYP
SR03B	21	Finances	Chief Finance Officer	AI	AI	CIII	→	L – very high I – catastrophic	All Values	BS
SR46	27	Medway’s Economic Recovery from Covid19	Assistant Director Regeneration	BII	BII	CII	→	L – high I – major	All Values	BS
SR32	35	Data and information	Chief Finance Officer, Director of People	BII	CII	DIII	→	L – significant I – major	All Values	BS
SR36	40	Alternative service delivery models	Assistant Director Regeneration, Chief Finance Officer	BII	BIII	CIII	→	L – high I – moderate	All Values	BS
SR37	46	Cyber Security	Chief Finance Officer	CI	CI	CI	→	L – significant I – catastrophic	All Values	BS
SR02	54	Business continuity and	Director of Place	CI	DII	DII	→	L – low	All	BS

		emergency planning	and Deputy Chief Executive, Chief Finance Officer					I – major	Values	
SR49	58	Income Reduction due to Covid19	Chief Finance Officer	<b>AI</b>	<b>BII</b>	<b>CII</b>	→	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, 09B, 39, 49	Red
Significant likelihood C	Green	Amber	Red 26, 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: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE****RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES****PORTFOLIO: CHILDREN'S SERVICES (LEAD MEMBER) AND EDUCATION AND SCHOOLS****Current Residual Risk Score BII (Likelihood – high. Impact – major)**

Currently Domestic Abuse and Gang culture are led on a Kent and Medway footprint. These are triaged at the Front Door and Child Sexual Exploitation (CSE) cases discussed at the Missing and Exploitation panel.

The Youth Justice Partnership, chaired by the Director of Public Health, have drafted a strategic plan outlining the period 2020-2023. It has been coproduced with a range of stakeholders, including the Youth Justice Partnership Board (YJPB) members and the Young People's Advisory Group (YPAG). The content and specific actions in the plan have also been informed by a review of national research and evidence of best practice taken from other comparable Youth Justice Partnership Boards around the country.

Children's Early Help and Social Care services are improving, and a recent Ofsted monitoring visit noted that they found no children at risk of harm and we know ourselves well. However whilst there is improvement, our audits into social work practice are still showing that 43% of our work is Inadequate and 47% Requires Improvement. We have been engaging with our workforce in the audit process so we can be more confident that all of our workforce understand what good practice looks like and audit supports our continued learning and drives up practice. Also we are strengthening practice in the 0-25 disability service and addressing a shortfall in resource.

We have reviewed our thresholds for step up to child protection and begun embedding these with partners. As part of this work we have been improving our step down from Child In Need plans and supporting transition to our Family Solutions service.

Other actions taken or underway include:

- Building capacity in our Family Group Conference service to improve support for edge of care and timely reunification.
- Recruiting and retaining experienced social workers - we are starting to see movement in the workforce and some turnover which is a concern for us.
- Maintaining the investment in the service at a time of budgetary constraints.
- Strengthening our practice in our response to vulnerable adolescents and children who go missing that risks are considered and fully addressed within their safety plans.
- Our ability to use performance information effectively to better evaluate our practice and progress we are making.
- A stable and competent senior leadership team is in place, who have a good understanding of their service and are committed to driving improvements needed.
- Strong corporate and political support – investment in the service and corporate commitment to Children's Services.

**Inherent Risk Score BII**

There are several different factors affecting vulnerable adolescents in Medway. These include Child Sexual Exploitation (CSE), Gang Culture, Offending and Re-offending, and growing up in the care system without proper transition to adulthood.

## **STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

The council as a Corporate Parent has a responsibility to those within its care, but ultimately a responsibility to ensure that Medway is an environment where adolescents grow up in a safe place free from these adverse situations.

In line with statutory guidance and social care practice, the needs of children, young people, and their families are considered on a case-by-case basis. Following an assessment to ascertain whether a threshold has been reached, officers are able to indicate when a child, young person or family might need support and the appropriate level of support on the continuum of services that Children's Services provide, whether it be Universal (no additional needs), Targeted (with additional needs), or Complex/Specialist (with multiple needs or in need of protection). However, in a landscape of constricting budgets and support from government, lack of recruiting social workers, and Ofsted regulation, there is a risk that the council may not be able to deliver its statutory responsibilities to the vulnerable children and young people of Medway.

### **Target Residual Risk Score DIII**

~~Decreasing levels of reoffending.~~

~~Reduced prevalence of gangs in Medway.~~

~~Decreasing cases of domestic violence and CSE concerning adolescents.~~

The aim is to provide services that ensure the right care for the right child at the right time, empowering them to get the best start and have the opportunities that all children in Medway enjoy. A key milestone in this is ensuring services receive an improved rating from Ofsted as the national regulator.

### **Trigger**

- ~~• Rising rates of reoffending within 16-18 year-olds.~~
- ~~• Increasing rates of young people entering care in adolescence.~~
- ~~• Lack of preventative services and earlier interventions.~~
- Lack of sufficiency of placement provision.
- Lack of provision to support families and prevent escalation of cases.
- Cost of placement provision and providing Children's Services increases.

### **Consequence**

- ~~• Higher levels of neglect and safeguarding incidents in Medway.~~
- ~~• At risk of joining gang culture.~~
- ~~• At risk of offending and jail.~~
- ~~• Stigma of being a care leaver and effects of lower education levels.~~
- Outcomes for children are adversely affected by lack of sufficiency.
- Cost of placement provision and providing Children's Services increases; the service becomes financially unsustainable to the council.

### **Opportunities and the way forward**

- ~~• Investment in edge of care / Adolescent service from the sufficiency strategy.~~

## **STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

- ~~Capital investment for the Elaine Centre to create an integrated multi-disciplinary offer for adolescents.~~
- ~~Reunification / activity residential unit for adolescents from the investment via the sufficiency strategy.~~
- ~~Attendance at multi-agency Kent and Medway meetings specifically focusing on exploitation / gang culture.~~
- ~~Funding gained for Salus projects; prevent / protect agenda.~~
- ~~The creation of the adolescent service and building on the team.~~
- Rethink services and ways of working with families.
- Managing demand for services.
- Management of foster care and the residential market.
- Medium term financial sustainability.
- Finalise and implement refreshed practice standards.
- Simplify practice expectations – focus on children’s lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention.
- Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level.
- Continue the work already underway to strengthen the effectiveness of our intervention with children in need.
- Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and evaluate the difference this makes to children’s lives.
- Continue the work to improve the quality of plans for children in need of protection.
- Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family, and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans.
- Support front line managers to oversee and reflect on practice to improve quality of plans and interventions.
- Continue to focus on recruitment, retention and career development of our staff.

## **STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

**Mitigating Action: SR09B.10:** Ensuring early intervention to address risk and vulnerability factors to build upon strengths preventing young people going from being at risk of offending to becoming established offenders with vulnerable children and families to address their appropriate level of need with partners.

**Lead Officer:** Head of Early Help, Youth Offending Team Manager

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

The rate of first-time entrants to the criminal justice system declines.

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The rate of No Further Action (NFA) reduces.

Early Help referral increase from the Police (Police complete Early Help Assessments) and reduction in safeguarding referrals from the Police.

Increase referrals into the NELFT NHS Foundation Trust and improved access and intervention pathways.

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

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

Reduction in young people that are Not in Education, Employment or Training (NEET).

Early Help is used to empower whole families as equal partners to safely make and sustain positive change. Officers do this by increasing their confidence, resilience, and aspirations. Each family's individuality is celebrated and support is tailored and unique, enabling families to own their responsibilities with clear direction and focus. We aim to ensure easy access to support from agencies where appropriate. Our approach is strengths based, taking away labels and judgements, increasing understanding and supporting good communication and challenge to help families to reach their potential. In doing this we are open, honest, realistic, inclusive, and always work in partnership.

### **Progress update September 2021**

Reviewed but no update required this quarter.

### **Progress update July 2021**

The successful applicant referred to in the April update decided not to take up the post. On 3 June 2021 the Child & Adolescent Mental Health Service (CAMHS) / NELFT Mental Health Youth Offending Worker / Adolescent Worker post was successfully recruited to. Work has taken place to make sure that the post provides a service to both the Youth Offending Team (YOT) and the Adolescent Team.

The YOT risk panel continues to be well attended. Attendees include the Police, representatives from the adolescent team, and representatives from the violence reduction unit.

The Youth Justice Partnership Board is undertaking a new Youth Justice Plan. The planned submission date for this plan to the Youth Justice Board is June 2022. A timescale of local governance has been agreed to ensure that adequate time is given to the development of the plan. The main driver behind undertaking this plan is change of directorate for the YOT from Public Health to the Children's directorate. The aim is for the plan to reflect greater integration with the children's directorate, and to secure greater partnership involvement in the delivery of the plan.

Exploitation / Gangs culture: The YOT continues to refer young people to the Serious Youth Violence project across North Kent.

The team is seeking greater alignment to the activities of the Violence Reduction Unit. The local lead attends the YOT's monthly risk

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meeting. The director of the unit is being invited to be a board member of the Youth Justice Partnership Management Board.

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

**Mitigating Action: SR09B.11:** Prevent and reduce domestic abuse across communities and ensure that when Young People experience abuse, they can access the help and services they need.

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

**Desired Outcome: Expected Output**

Lower number of incidents of Domestic Abuse (DA).

**Progress update June 2021**

Reviewed but no update required this quarter.

**Progress update April 2021**

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

A social care lead for DA has now been identified and is working with the Public Health DA programme lead to improve consistency of attendance at Multi-Agency Risk Assessment Conference (MARAC) and develop opportunities for training of Social Care staff.

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

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



**STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

**Mitigating Action: SR09B.12:** ~~Protect and prevent young people from becoming involved with gangs; to tackle gang related harm and youth violence; and to pursue effective enforcement action to deal with those embroiled in gang activities.~~ Reduce re-offending rates.

**Lead Officer:** ~~Director of Public Health. Interim Assistant Director Children Social Care Youth Offending Manager~~

**Desired Outcome: Expected Output**

~~Lower number of young people entering the youth justice setting.~~

~~Lower number of young people at risk of gang activities.~~

Reduced re-offending by young people in Medway with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in Medway.

Good assessments, intervention and exit plans exist, providing young people with the framework to fulfil their potential through trusted relationships (meaningful and purposeful engagement and participation).

Develop responses to re-offending that recognise those who persistently offend have overwhelmingly experienced the most complex needs and deliver a trauma informed approach to those needing support.

Ensure that those committing offences are seen as young people first rather than 'young offenders' (Child First model).

Develop high quality interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the courts and the general public.

Develop an intensive support service/package to engage with those at most risk through our floating support commissioned services, supported through the violence reduction unit, serious youth violence and Medway Taskforce.

Ensure the highest quality through care and resettlement planning is available working closely with the designated social workers.

**Progress update October 2021**

Reviewed but no update required this quarter.

**Progress update June 2021**

The adolescent team continues to increase in staffing numbers and develop relationships with a number of teams across Kent Police, the Violence Reduction Unit (VRU), partners including DA, Sexual Health and substance misuse services. The additional staff working with missing children within the adolescent team are enabling a more timely response. The Adolescent team have started to use the space within the Elaine Centre and will begin to seek the views of young people as to how the downstairs space is used. Discussions with partners has continued and virtual relationships are in place to ensure young people access the support needed and whilst plans remain to work towards co-location with some partners discussions are continuing as to how and when.

Our relationship / communication with Kent Police remains consistent, and there is evidence of some good working across Medway. We continue to have challenges when working with Police from other authorities, such as the Metropolitan Police (MET), despite escalation.

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

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updates.

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

**STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

**Mitigating Action: SR09B.13:** ~~Improve access to health, education, accommodation and training for care leavers~~ Work with the Children in our care and maintain our Corporate Parenting offer as a council and for those leaving our care

**Lead Officer:** ~~Interim Assistant Director Children Social Care~~ Head of Corporate Parenting

**Desired Outcome: Expected Output**

~~Increase in the percentage of care leavers in Education, Employment or Training (EET).~~

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

**Milestones**

~~Increase in the number of care leavers undertaking apprenticeships or employed by the council and partners.~~

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

~~Work with Commissioning and Housing colleagues to source and oversee appropriate accommodation for care leavers to ensure they can live independently if they are ready to do so.~~

~~Develop a separate Care Leavers service and review the operational model, considering a 16+ team.~~

**Progress update October 2021**

Reviewed but no update required this quarter.

**Progress update June 2021**

The service now has four teams and therefore four team managers. Four smaller teams of Personal Assistants (PAs) and social workers allows better management oversight and a more personal service to young people. The manager with the lead on participation and engagement started in May 2021 and is starting to make links with Medway colleagues and partner agencies, gathering views of young people and looking to expand on the Local Offer to children in care and care leavers. This includes current conversations with Medequip UK who we are in discussion with about how they may be able to support opportunities for care leavers, through volunteering or apprentice schemes etc. with their service as a result of 16+ Group Manager (GM) attending the Public Health Directorate Day. We have

**STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

**Mitigating Action: SR09B.13:** Improve access to health, education, accommodation and training for care leavers Work with the Children in our care and maintain our Corporate Parenting offer as a council and for those leaving our care

also shared with young people the Climate Response Officer posts being advertised. There is also an offer of an internship role within Regeneration, Culture and Environment (RCE) Directorate to support 3 areas: City of Culture, Child-Friendly Medway and Place.

88 young people are Not in Education, Employment or Training (NEET) currently, with 25 of those due to parenting or disability / illness. A number of young people are currently recorded as NEET while they wait for start dates for jobs or college starts in September. 98 young people are in education, employment or training.

The Education Training Employment (ETE) / Aspirations Officer has been approved and the job description is with HR for approval to then move onto the recruitment stage.

Continued work with the Commissioning team to ensure accommodation is appropriate, safe and stable. 13 young people are in unsuitable accommodation due to being in prison. Five are in temporary accommodation from the council and awaiting permanent housing. The remaining 167 are in suitable accommodation, with the majority (63) in supported accommodations.

The proposal for a Rent Guarantor Scheme has been presented and is awaiting next steps decisions.

The Communications team have supported with an e-newsletter giving information about care leavers and corporate parenting. This will hopefully provide information and offers from services who may be able to offer support.

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

**Mitigating Action: SR09B.14:** Manage latent demand Covid19

**Lead Officer:** Assistant Director — Children's Social Care & Early Help

**Desired Outcome: Expected Output**

As a robust response to Covid19, the council has the capacity and capability to improve and sustain improvement to its services.

**Milestones**

The service has the workforce capacity to meet increased and pent-up demand — short and long term.

**Progress update June 2021**

Close monitoring of contacts and referrals continues to assess patterns in levels of demand, and we are working with Human Resources (HR) partners to ensure vacant positions are filled. There is regular liaison with schools via the Head Teachers Reference Group and other contact channels. There is continued training of staff in line with the Signs of Safety standards.

**STRATEGIC RISK: SR09B: KEEPING VULNERABLE ADOLESCENTS SAFE FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

**Mitigating Action: SR09B.15:** Ensure sufficient workforce capacity

**Lead Officer:** Assistant Director – Children’s Social Care & Early Help; Head of HR; HR Business Partner (Children’s)

**Desired Outcome: Expected Output**

Recruitment and retention of staff.

The council has the capacity and capability to improve and sustain improvement to its services.

A stable and competent workforce, enabled and supported to undertake quality social work practice.

Workforce stabilised, agency staff and turnover of permanent staff reduced.

**Milestones**

Workforce stabilised.

Agency staff and turnover of permanent staff reduced.

Workforce ‘offer’ is sufficient to attract new social workers and retain existing staff.

Effective Quality Assurance framework and regular programme of audit.

Manageable average caseloads/workloads.

Pay and career progression.

Recruitment and retention of staff.

Effective quality assurance.

Practice model embedded.

**Progress update September 2021**

The council’s investment in the realignment and capacity of the children’s social care workforce has provided the capability to deliver good quality practice. Focus remains on the recruitment and retention of experienced permanent practitioners and retaining competent and capable first line managers.

There is a need to embed the practice model and ensure conditions to undertake good social work practice. Signs of Safety adopted as the practice model with a comprehensive training programme and system changes to support its implementation, including for partners.

Work to embed the quality assurance framework and regular programme of audit with feedback of lessons learnt in to practice.

**Progress update June 2021**

The programme of development and support for Social Workers has received positive feedback and is starting to be reflected in practice, as referenced in feedback from external visits and visible in regular auditing.

We continue to carry vacancies that are affecting caseloads, mainly due to the competitiveness of the market in the current climate and lack of credible candidates’ CVs being received. This could potentially become a critical risk over the coming months. Work is underway alongside our HR partners to find both short-term and longer-term solutions.

**STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE****Mitigating Action: SR09B.16:** Improvement Board Oversight**Lead Officer:** Assistant Director – Children’s Social Care & Early Help; Head of Children’s Services Improvement**Desired Outcome: Expected Output**

The council has improved the service to the level required by the Children’s Commissioner, Department for Education (DfE) and Ofsted through successful delivery of its Improvement Plan.

**Milestones**

- Quality of intervention is consistently meeting standards.
- Effective audit framework and feedback of lessons in to practice.
- Performance indicators and audits show continuous improvement.
- Partners working together to deliver on shared objectives for Medway’s children.

**Progress update September 2021**

The Ofsted inspection of Children’s Services in July 2019 judged the effectiveness of Children’s Services in Medway to be inadequate resulting in the government appointing a commissioner. The Commissioner submitted her final report to the Minister at the end of 2020 confirming that improvements had been made and recommending that there is no longer any need to consider an alternative delivery model as Medway have demonstrated the capacity and capability to deliver the changes needed ourselves. This recommendation was accepted by the Minister. The DfE appointed an Improvement Adviser from February 2021 whose role over the coming year is to support the service to continue to make sustainable improvements that are still required.

Whilst improvement has been made at pace, and the new Assistant Director is now in place, we are expecting the final letter published from our Second Monitoring Visit.

**STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE****Mitigating Action: SR09B.17:** Ensure sufficiency of provision**Lead Officer:** Assistant Director – Children’s Social Care & Early Help; Head of Children’s Partnership Commissioning; Head of Corporate Parenting**Desired Outcome: Expected Output**

- Right child, right care.
- Investment in the right support at the right time will be necessary, enhancing prevention so that fewer children come into care in the first place.
- Develop and shape service provision to meet the needs of all children and young people in care at a local level.

**STRATEGIC RISK: SR09B: FAILURE TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE****Mitigating Action: SR09B.17: Ensure sufficiency of provision**

- Market Shaping with providers.
- Cost of Children's Services is financially sustainable.
- Sufficiency of placement provision, preventative provision and support.
- Effective overview and scrutiny of all placements of children in care across internal and external fostering and in residential provision.

**Milestones**

- Strengthening Governance for Access to Resources panel.
- Increased tracking of placements, outcomes, and financial costs.
- Looked After Children (LAC) Strategy.
- Sufficiency Strategy 2020-2025.
- Investment in a range of interventions.
- Implementation of interventions.
- Tracking of Investments and delivery of cost reductions.

**Progress update September 2021**

There is a lack of sufficiency of children's foster care and residential placements and preventative provision in an outline sufficiency plan in October 2020. The challenges include national pressures, rising demand and increasing complexity of need, especially for adolescents. There is no clear market shaping and limited capacity to develop it with the potential consequences of children being placed in inappropriate settings with the wrong services.

A range of preventative and support services/interventions were proposed, some of which have required investment to facilitate the reduction in numbers and deliver the necessary cost reductions and improved outcomes. The council has invested in six interventions totalling £2.691m and expect cost reductions of £4.536m.

The plan is founded on securing those improved outcomes through provision of prevention and early help services, adequate support once children are looked after, alongside significant social work practice improvement.

<b>STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT</b>
<b>RISK OWNER: DIRECTOR OF PEOPLE – CHILDREN AND ADULTS SERVICES</b>
<b>PORTFOLIO: CHILDREN'S SERVICES (LEAD MEMBER)</b>
<b>Current Residual Risk Score CII (Likelihood – significant. Impact – major)</b>
<p>The Children's Services Commissioner's reports of July 2020 and December 2020 concluded that although there is still much to do, progress is being made by the council. The December report recommended that the role of the Commissioner should come to an end; there is no longer any need to consider an Alternative Delivery Model as the council has demonstrated that it now has the capacity and capability to deliver the changes needed, and that an Improvement Adviser should now be appointed. Gladys Rhodes-White OBE was appointed by the Department for Education (DfE) shortly after. In May 2021, Ofsted visited Children's Services for a Focused Visit looking at how the council had continued to provide and improve within the Covid19 context. Findings included no child at significant risk of harm, no priority actions and three areas of improvement. The 'relentless focus on improvement' was noted along with a determination to embed change across the service – however, Covid19 new ways of working were also highlighted such as individual risk assessments to ensure the most vulnerable children continued to be visited regularly and face-to-face. We continue to improve ourselves and ensure positive outcomes for children and young people.</p>
<p><b>Inherent Risk Score All</b></p> <p>We aspire to deliver good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. In doing this, we will show strong leadership, we will challenge performance, we will ensure the right level of resources are allocated and used efficiently, and we will build a culture of continuous reflection and improvement. However, during Ofsted's July 2019 inspection of our services, it found that we were not providing these outcomes to a satisfactory level. Our Children's Services Improvement Action Plan has been developed in response to the formal recommendations and improvement areas highlighted by Ofsted during their 'Inspection of Local Authority Children's Services' (ILAC) which took place from 8 July 2019 to 26 July 2019. The plan was refreshed and updated in July 2020 to reflect the progress made and to set out the priorities for the coming year. This is a key corporate priority, and we are fully committed to working with our partners to deliver this plan and achieve more positive outcomes for children and young people in Medway.</p>
<p><b>Target Residual Risk Score DIII</b></p> <p>Improvement is made at pace and is deemed to be sustainable in order that control of the service remains in control of the council.</p>
<p><b>Trigger</b></p> <p>Non-delivery of appropriate and rapid enough improvement following the poor Ofsted inspection rating.</p>
<p><b>Consequence</b></p> <p>The council loses control of the service. The Commissioner, in cooperation with the DfE, agrees an alternative delivery model and structure such as Children's Services being delivered by a neighbour. Children and young people in Medway get a poor service from the council and DfE involvement is reconsidered.</p>
<b>Opportunities and the way forward</b>

**STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT**

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

**STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT**

**Mitigating Action: SR26.14:** Successful delivery of the Improvement Plan

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

**Desired Outcome: Expected Output**

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

**Milestones**

Workforce stabilised, agency staff and turnover of permanent staff reduced.

Performance indicators and audits show continuous improvement.

Quality of intervention is consistently meeting standards.

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

**Progress update October 2021**

Reviewed but no update required this quarter.

**Progress update June 2021**

The Children's Improvement Board, which is independently chaired and has a key role in oversight and challenge of the Improvement Plan, has continued to meet monthly and receives reports on progress from the Director of People and on performance from the Assistant Director of Children's Services. In recognition of progress made, the Improvement Plan was refreshed, updated and signed off by the Board in May 2021. It sets out the agenda for the coming year.

The Lead Member, Leader, Chief Executive, Corporate Management Team and colleagues in other council teams have continued to support Children's Services in all aspects of the improvement plan and the Lead Member undertakes regular safeguarding visits to families along with the Director to ensure a line of sight into practice. Elected members have also had the opportunity to participate in workshops to improve their understanding of how the service is delivered so that they can provide effective scrutiny, support and challenge.

Senior Leaders, including the Leader, Lead Member, Chief Executive and Director meet regularly with the DfE appointed Improvement Adviser to focus on practice improvement and review findings of all quality assurance activity.



**STRATEGIC RISK: SR26: NON-DELIVERY OF CHILDREN'S SERVICES IMPROVEMENT****Mitigating Action: SR26.14: Successful delivery of the Improvement Plan**

Ofsted suspended their regular programme of quarterly monitoring visits due to Covid19 but have undertaken a Covid19 Assurance visit in May 2021. The report has been published on July 8<sup>th</sup>. Feedback acknowledged progress and no child was found to be unsafe. Medway was found to know itself well and understand priorities for ongoing improvement work.

The service has continued to seek external support for its improvement work, from Essex as our DfE funded Partner in Practice and from other externally commissioned reviews across all service areas.

The Child Friendly Medway Board has been set up, chaired by the Chief Executive, and a consultation exercise with children and young people in Medway is currently underway to explore what actions are seen as a priority to improve their experience of living in Medway.

This work will benefit all children but must have a particular focus on the most vulnerable.

**STRATEGIC RISK: SR39: FINANCIAL PRESSURES ON SEN BUDGETS****RISK OWNER: ~~DIRECTOR OF PEOPLE~~ ASSISTANT DIRECTOR EDUCATION AND SEND****PORTFOLIO CHILDREN'S SERVICES****Current Residual Risk Score BII (Likelihood – high. Impact – major)**

The number of Education and Health Care Plans (EHCPs) has been rising over time (42% since 2015). Medway has a higher rate of EHCP per 10k than national in all age groups. The increase in numbers and complexity of need continues to be a pressure on the council with the budgets currently excessively overspent. The council has submitted a budget recovery plan to rectify, and meetings are set up with the Education and Skills Funding Agency (ESFA) to review.

The current benchmarking statistics for rate of EHCPs per 10,000 0-25 population are

Area	2020	2021	% change
Medway	252	275.2	9.2%
South East (SE) Region	240.2	264.4	10.1%
England	222.8	246	10.4%

Conclusion: Medway is still higher than National and is higher than last year but the percentage growth is lower.

**Inherent Risk Score BII**

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

**Target Residual Risk Score DIII**

Increased funding from central government will work towards removing the risk to vulnerable children and young people with SEND. A review is currently taking place.

**Trigger**

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

**Consequence**

- Unable to provide our statutory education duties for children and young people aged 0-25 who have SEND.
- Poorer outcomes for children and young people.
- Budget pressures with consequences across the council.
- Impact on regulatory judgement.

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

- Money drawn from other services.
- Costs spiral.
- Adverse effect on staff morale affected.

**Opportunities and the way forward**

The recovery plan is in place but will take a decade for the council to achieve break-even, and that depends on all workstreams being 100% successful. We need to keep pressing the Department for Education (DfE) / Education and Skills Funding Agency (ESFA) for the level of financial support made available to the five Local Authorities (LAs) already awarded emergency High Needs Budget (HNB) recovery funding.

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

**Mitigating Action: SR39.01:** SEN budgets are being closely monitored and spend is being reviewed more robustly.

**Lead Officer:** ~~Assistant Director Education and SEND~~. Head of Integrated Disability

**Desired Outcome: Expected Output**

Successful management of the budget.

**Update October 2021**

~~Update awaited.~~

The new special school and resource provision SEN School places and the capital projects required to achieve these remain on track, however, there is the risk of delays to required building work due to difficulty accessing building materials post Covid19. This is being carefully monitored.

The ESFA have announced the High Needs Budget for 2022-23. Medway has been allocated £49m which is a 7.75% increase from 2021-22 which was £45.5m. This is less than we were budgeting for and adds pressure to the High Needs Deficit Recovery Plan.

**Progress update June 2021**

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

In addition, at a meeting with the ESFA on 9 April 2021, to discuss the council's recovery plan, council officers raised the issue of extra HNB funding. This is in the context of five councils being allocated £90m of additional funding by the DfE. While DfE officers would not formally discuss the matter with the Local Authority (LA), Medway's Chief Finance Officer (CFO) pressed the issue in very assertive terms. We have, since the meeting, informed local Members of Parliament (MPs) about the HNB deficit, the reasons for it, and the support

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

**Mitigating Action: SR39.01:** SEN budgets are being closely monitored and spend is being reviewed more robustly.

allocated to the five LAs mentioned above. MPs asked for a briefing, stating their intention to lobby government ministers about the matter. The briefing has been written and sent to them.

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

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 and during 2020/21 it was enough to cover these pressures. 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 current 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.

**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 government has still failed to address the inherent under-funding of both adult social care and services for children and it is this that remains the most significant risk to the sustainability of upper tier authorities.

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. To date, the government's continued reliance on one-year settlements only serves to exacerbate the uncertainty and made planning difficult. However, the government have confirmed that on 27 October 2021, the Autumn Statement will outline a three-year local government finance settlement.

**Target Residual Risk Score CIII**

The objective of the medium-term planning process is to forecast the budget 'gap' over a number of several 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 a 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. In previous years an MTFS has been prepared for the Cabinet in autumn. However, the ongoing effects of the pandemic continue to impact on both expenditure and income and as the government is not set to announce its Spending Review until 27 October 2021, it was not possible to produce meaningful projections across the medium term at this stage. Instead, a Financial Outlook 2022/23 Report was presented to Cabinet in September and from February 2022 our medium term projections will be

reported to Cabinet alongside the final budget presented to its meeting in February of each year.

There will always however be a significant residual risk, as the MTFS/Financial Outlook projections ~~is~~ are 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 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~~ continues 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**

**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

Co-ordinate responses with members, brief Members of Parliament (MPs), agree a media campaign, and solicit support from peer authorities / partnerships.

~~Unmodified VFM opinion~~ Positive conclusion following external audit work on Value for Money 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 October 2021**

The Covid19 crisis has made longer-term planning impossible and so the sector continues to lobby for a meaningful long term spending review. The Chancellor has hinted that his Autumn Statement on 27 October will address some of this uncertainty, by outlining the overall resources available for the next three years.

**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~~ at that time were that local government ~~will~~ would 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 to 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.

**STRATEGIC RISK: SR03B: FINANCES**

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

~~Unqualified VFM Judgement~~ – Positive conclusion following external audit work on Value for Money in respect of the adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves.

**Milestones**

Medium Term Financial Strategy (replaced by Financial Outlook 2022/23 for 2021) in November.

Capital and Revenue budget agreed by council in February.

**Progress update October 2021**

Following detailed work with all heads of service and directorate management teams, the scale of the financial challenge facing the council has been determined. The pressures confronting us are not unique and are being experienced by every upper tier local authority in the country. Whilst work has already begun in earnest to address these pressures, until the Chancellor outlines his proposals in October and addresses some of the uncertainty over the resources available to local authorities, it makes any attempt to formulate a clear medium term financial strategy impossible. On 28 September, Cabinet were presented with a Financial Outlook report, which reported an increase in the budget requirement of £33m for the 2022/23 financial year.

**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 Strategy ~~will be~~ were intended to be presented to the Cabinet in September 2021, but instead a Financial Outlook 2022/23 report was prepared for Cabinet in September with the Capital Strategy following in November.

**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 October 2021**

In addition to the council's recent success in bidding for funds to support regeneration, there is likely to be a modest amount of capital



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

receipts available to fund transformation and whilst long-term interest rates remain low, borrowing to invest in infrastructure continues to be a viable option.

**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 October 2021**

Work has continued on a range of business change projects discussed with Corporate Management Team (CMT) and portfolio holders in March and the savings that these projects are expected to make will be reflected in the Draft Budget, when it is presented to Cabinet in November.

**Progress update July 2021**

Reviewed but no update required this quarter.

**Progress update April 2021**

A revised list of priority areas for Business Change projects was presented to Corporate Management Team (CMT) and Cabinet Members 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/Financial Outlook Review** – The Finance Strategy and Business Change teams will meet with all service managers to

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

understand potential pressures and identify opportunities for reducing / removing them prior to being added to the MTFS/Financial Outlook 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****PORTFOLIO: LEADER****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 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.

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.

There is a risk of further outbreaks, which the government has handed powers to manage to local authorities. The council has developed a Local Outbreak Plan that may have to be mobilised and doing so would undoubtedly further impact on the Medway Economy.

**Target Residual Risk Score CII**

The risk of further waves, or prolonged local lockdown and the resultant adverse impact on Medway's economy cannot be avoided, rather the council's action plan is designed to support the economy through any such measures and to improve long term resilience and business growth.

**Trigger**

On 23 March 2020 the Prime Minister announced the start of the first national lockdown. In early November 2020 a further national lockdown joined the Tier system (introduced in October) in increasing, rather than reducing restrictions. On 3 December 2020, Medway entered Tier 3 – the highest level of restriction outside of national lockdown. Due to the spread of Covid19, 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.

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

**Progress update October 2021**

The Economy and Infrastructure Cell were able to stand down from the formal recovery function, having ensured that risks and opportunities presented by Covid19, as set out in the impact assessment, were appropriately mitigated and focused upon by identified Business As Usual (BAU) groups and organisations. Whilst the group has ended their formal recovery function, a new 'Strategy Reference

<b>STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19</b>
<b>Mitigating Action: SR46.01:</b> Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell
and Revenue Pipeline Group' has been created and had a preliminary meeting to discuss the future direction of economy and infrastructure recovery.
<b>Progress update July 2021</b> Reviewed but no update required this quarter.
<b>Progress update March 2021</b> 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.

<b>STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19</b>
<b>Mitigating Action: SR46.02:</b> Delivery of government-directed financial support to businesses and individuals
<b>Lead Officer:</b> Chief Finance Officer
<b>Desired Outcome: Expected Output</b> Support businesses to remain economically viable to reduce the number of business failures in Medway.
<b>Progress update October 2021</b> Reviewed but no update required this quarter.
<b>Progress update July 2021</b> Reviewed but no update required this quarter.
<b>Progress update April 2021</b> Since the beginning of the Covid19 restrictions, the council has delivered the following support to businesses (as at 19 March 2021): <ul style="list-style-type: none"> <li>- Expanded Business Rates Retail relief of £34.193m.</li> <li>- Small Business grants of £22.020m.</li> <li>- Retail, hospitality and leisure grants of £14.095m.</li> <li>- Discretionary grants of £1.848m.</li> </ul>

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

- 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.
- 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:** 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 October 2021**

The Town Centre team continue to support Medway's Town Centre Forums as they develop and work with local businesses and communities in partnership on the regeneration and management of the town centres. The Rochester, Chatham, and Gillingham Town Centre Forums have now returned to physical meetings. Newsletters are currently being developed for Strood and Rainham with businesses to be kept informed on developments on town centre issues.

Medway Council has been allocated £246,396 from the Welcome Back Fund (WBF). This £56m national programme of European Regional Development Funding is administered by the Ministry of Housing, Communities and Local Government (MHCLG). The WBF aims to assist councils across England to support the return to High Streets safely and build back better from the pandemic.

**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

**STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19****Mitigating Action: SR46.03: Reopening High Streets Safely**

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:** Assistant Director Regeneration

**Desired Outcome: Expected Output**

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

**Progress update October 2021**

Throughout the period a key priority for the Economic Development Team continues to be the development and administration of Medway Council's Additional Restrictions Grant (ARG) scheme. Through the ARG scheme, Central Government allocated Medway Council £8,045,547 to support businesses through future national lockdowns from December 2020 to March 2022. As of 30 June 2021, 436 businesses have been supported through this scheme, totalling £2,219,300.81.

**Progress update July 2021**

Reviewed but no update required this quarter.

**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



**STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19****Mitigating Action: SR46.04:** Supporting Medway's businesses

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:** Assistant Director Regeneration**Desired Outcome: Expected Output**

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

**Progress update October 2021**

Medway Council has also utilised over £1m Additional Restrictions Grant money to create a new Skills & Employment Grants Scheme, funding businesses to access employment initiatives. The relaunch of the Medway Skills Stakeholder Board has been arranged for mid-October 2021 and work is underway to ensure that there is a diverse range of members including education, local businesses and local advocates.

**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, 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.



<b>STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19</b>
<b>Mitigating Action: SR46.06:</b> Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth
<b>Lead Officer:</b> Corporate Management Team
<b>Desired Outcome: Expected Output</b> Effective focus of council resources and activities that support the delivery of economic growth in Medway.
<b>Progress update October 2021</b> Reviewed but no update required this quarter.
<b>Progress update July 2021</b> Reviewed but no update required this quarter.
<b>Progress update December 2020</b> 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 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.

<b>STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19</b>
<b>Mitigating Action: SR46.07:</b> Continue to lobby government to maximise support and opportunities for Medway
<b>Lead Officer:</b> Corporate Management Team
<b>Desired Outcome: Expected Output</b> Sustainable funding for Medway Council and an improved business rates regime to support businesses.
<b>Progress update October 2021</b> Reviewed but no update required this quarter.
<b>Progress update July 2021</b> Reviewed but no update required this quarter.

**STRATEGIC RISK: SR46: MEDWAY'S ECONOMIC RECOVERY FROM COVID19****Mitigating Action: SR46.07:** Continue to lobby government to maximise support and opportunities for Medway**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.

<b>STRATEGIC RISK: SR32: DATA AND INFORMATION</b>
<b>RISK OWNER: CHIEF FINANCE OFFICER, DIRECTOR OF PEOPLE</b>
<b>PORTFOLIO: RESOURCES</b>
<p><b>Current Residual Risk Score CII (Likelihood – significant. Impact – major)</b></p> <p>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 information sharing project which have included Data Protection Impact Assessments (DPIAs) and risk treatment actions.  The council has a Kent and Medway information sharing agreement.  Training to all officers and to Members is being rolled out successfully.</p>
<p><b>Inherent Risk Score BII</b></p> <p>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 NHS Data Security and Protection Toolkit annual submission; opportunities to improve the council’s position with respect to the toolkit submission <u>2021 2022</u> will be identified and an improvement plan developed.  Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status.  Greater flexibility for the workforce using digital tools brings risk.  Greater availability of information from the council brings risk.</p>
<p><b>Target Residual Risk Score DIII</b></p> <p>Human error is 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.</p>
<p><b>Trigger</b></p> <ul style="list-style-type: none"> <li>• Budget pressures.</li> <li>• The Information Commissioner’s Office (ICO) audit reveals areas for improvement.</li> </ul>

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

- Digital Strategy.
- ~~Big Data project with academics.~~
- Annual NHS Data Security and Protection Toolkit submission.
- Review of data protection impact assessments and data sharing agreements.

**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). Phase one of the Kent and Medway shared care record has been completed and phase two is currently being planned. This project will enable data to be shared between the council and Public Service Partners.

Further opportunities for data and information sharing are being investigated between the Police, Further Education providers and Medway Council.

**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.  
Data Protection Impact Assessments (DPIAs).  
Information Sharing Agreements (ISAs) and Record of Sharing also exists detailing roles and responsibilities.

**Progress update October 2021**

Reviewed but no update required this quarter.

**Progress update July 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)

Reviewed but no update required this quarter.

**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 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 ROSs.

**Progress update October 2021**

Reviewed but no update required this quarter.

**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 Finance Officer

**Desired Outcome: Expected Output**

Providing a corporate overview of all information risk across projects and initiatives.

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

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 October 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 2022 will be identified by members of the SIGG and an improvement plan developed.

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. The form went live in July 2021 for both Freedom of Information requests (FOIs) and Subject Access Requests (SARs) and customers are being redirected to the form on all council publications. The form is providing a standard format for requests which is assisting customers by providing additional guidance and information.

**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.

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 ROSs co-signed where relevant.

**Progress update October 2021**

Actions from the internal audit into the role of Caldicott Guardian in March 2021, have been progressed. A draft Caldicott Guardian Plan has been developed and circulated to Senior Managers for feedback. Training for appropriate staff has been undertaken and noted on Human Resources (HR) files. A dedicated channel for Caldicott decisions has now been set up and is visible to the public using Medway Council's website.

**Progress update July 2021**

Improvement actions from the Caldicott Guardian audit in March 2021 are being progressed. A draft Caldicott Guardian Plan has been

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

**Mitigating Action: SR32.04:** Meetings between Senior Information Risk Officer (SIRO) and Caldicott Guardian on specific risks developed and circulated to Senior Managers for feedback. Training for appropriate staff has been identified and will be booked imminently.

<b>STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS</b>
<b>RISK OWNER: AD REGENERATION, CHIEF FINANCE OFFICER</b>
<b>PORTFOLIO: LEADER</b>
<b>Current Residual Risk Score BIII (Likelihood – high. Impact – moderate)</b>
<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>
<b>Inherent Risk Score BII</b>
<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>
<b>Target Residual Risk Score CIII</b>
<p>Ultimately as these alternative delivery models embed, the council will be looking for increased revenue income and higher levels of performance.</p>
<b>Trigger</b>
<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 model.</p> <p>Limited due diligence conducted on new service provider or key individuals in that provider.</p> <p>Weak or unclear agreements / contract and governance arrangements.</p> <p>Failure of a provider, risking failure to deliver services.</p>
<b>Consequence</b>
<ul style="list-style-type: none"> <li>• Failure to meet statutory responsibilities to residents.</li> </ul>



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

- 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 October 2021**

As no new alternative delivery models are planned no updates are required.

**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 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.

<b>STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS</b>
<b>Mitigating Action: SR36.02:</b> Project management approach to implementation
<b>Lead Officer:</b> Relevant Assistant Director for each Service
<b>Desired Outcome: Expected Output</b> Clear agreed milestones for implementation in agreed timescale. Smooth transition into the new delivery model.
<b>Progress update October 2021</b> The Assistant Director for Regeneration and Housing Infrastructure Fund (HIF) continues to meet regularly with Medway Development Company (MDC).
<b>Progress update July 2021</b> 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.

<b>STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS</b>
<b>Mitigating Action: SR36.03:</b> Communication and stakeholder management
<b>Lead Officer:</b> Relevant Assistant Director for each Service
<b>Desired Outcome: Expected Output</b> Stakeholders informed / consulted. Smooth transition into the new delivery model.
<b>Progress update October 2021</b> An MDC update report is currently being prepared for presentation at the Regeneration, Culture and Environment (RCE) Overview and Scrutiny Committee in November.
<b>Progress update July 2021</b> Regular Cabinet Reporting, Scrutiny and appropriate communications from both the council as shareholder and the companies on specific projects and initiatives enables good engagement.

<b>STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS</b>
<b>Mitigating Action: SR36.04:</b> Sound legal and procurement advice on chosen delivery model
<b>Lead Officer:</b> Chief Legal Officer
<b>Desired Outcome: Expected Output</b>

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

Robust agreements / contracts with clarity over responsibilities.

Smooth operation of services, and effective dispute resolution.

**Progress update October 2021**

As no new alternative delivery models are planned no updates are required.

**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 October 2021**

As the programme of housing developments being undertaken by Medway Development Company (MDC) Ltd. has moved way beyond the business case stage and into implementation, the level and frequency of scrutiny being exercised by both the Board and officers at the council has increased significantly. All schemes appear to be on track to deliver on time and within the budgets set.

The Chief Finance Officer attends all board meetings of Kyndi Ltd. and is impressed by the level of scrutiny and challenge being applied by board members, who are closely involved in formulating business plans.

**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).

**STRATEGIC RISK: SR36: ALTERNATIVE SERVICE DELIVERY MODELS****Mitigating Action: SR36.05:** Robust scrutiny / oversight mechanisms to ensure clear corporate understanding

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 October 2021**

MDC Ltd. board meetings consider a detailed dashboard for each active scheme, combining activity and financial data, to provide a comprehensive update on progress.

Similarly, the Kyndi Ltd. board receives a detailed report from the Chief Executive at every meeting, which looks at each business unit in turn and analyses activity, costs and turnover against the budgeted levels and detailed profit forecasts. The reports also deal with business growth and new market opportunities, as well as staff turnover and sickness and analysis and management of debt.

An MDC update report is currently being prepared for presentation at the RCE Overview and Scrutiny Committee in November.

**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 October 2021**

The Head of Corporate Insight, Performance and Information Governance has recently met with senior management at all of our alternative delivery models and been satisfied that they have in place effective risk management strategies to inform their business continuity arrangements. Her conclusions were recently reported to Business Support Overview and Scrutiny Committee.

**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.

<b>STRATEGIC RISK: SR37: CYBER SECURITY</b>
<b>RISK OWNER: CHIEF FINANCE OFFICER</b>
<b>PORTFOLIO: RESOURCES</b>
<b>Current Residual Risk Score CI (Likelihood – significant. Impact – catastrophic)</b>
<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>
<b>Inherent Risk Score CI</b>
<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>
<b>Target Residual Risk Score CI</b>
<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>
<b>Trigger</b>
A cyber security incident leading to partial or total loss of system integrity.
<b>Consequence</b>

**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 October 2021**

~~Update awaited – include work being undertaken on cyber security and staff training.~~

Certified PSN compliance – Valid until September 2022.

**STRATEGIC RISK: SR37: CYBER SECURITY**

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

**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 October 2021**

~~Update awaited – include work being undertaken on cyber security and staff training.~~

Certified PSN compliance – Valid until September 2022.

**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.



**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.

**Milestones**

Certified PSN compliance – May 2021.

**Progress update September 2021**

Preparation has begun in reviewing privileges in readiness for PSN scan in December 2021.

**Progress update October 2021**

~~Update awaited — include work being undertaken on cyber security and staff training.~~

Certified PSN compliance – Valid until September 2022.

**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 September 2021**

Meta compliance is in place to deliver training to staff. Quarterly campaigns are getting set up for delivery to staff.

**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

**Progress update October 2021**

~~Update awaited — include work being undertaken on cyber security and staff training.~~  
Certified PSN compliance – Valid until September 2022.

**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 October 2021**

~~Update awaited — include work being undertaken on cyber security and staff training.~~  
Certified PSN compliance – Valid until September 2022.

**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: SR37.06: 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 October 2021**

~~Update awaited – include work being undertaken on cyber security and staff training.~~

Certified PSN compliance – Valid until September 2022.

**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.

**Progress update October 2021**

~~Update awaited – include work being undertaken on cyber security and staff training.~~

Certified PSN compliance – Valid until September 2022.

**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 October 2021**

~~Update awaited — include work being undertaken on cyber security and staff training.~~  
Certified PSN compliance – Valid until September 2022.

**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) policies are in place to manage remote access to systems.

**Milestones**

Certified PSN compliance – May 2021.

**Progress update October 2021**

~~Update awaited – include work being undertaken on cyber security and staff training.~~  
 Certified PSN compliance – Valid until September 2022.

**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.

<b>STRATEGIC RISK: SR02: BUSINESS CONTINUITY AND EMERGENCY PLANNING</b>
<b>RISK OWNER: DIRECTOR OF PLACE AND DEPUTY CHIEF EXECUTIVE, CHIEF FINANCE OFFICER</b>
<b>PORTFOLIO: BUSINESS MANAGEMENT (CROSS CUTTING)</b>
<p><b>Current Residual Risk Score DII (Likelihood – low. Impact – major)</b></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 continually being refreshed and is aligned to the Emergency Plan.</p>
<p><b>Inherent Risk Score CI</b></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><b>Target Residual Risk Score DII</b></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><b>Trigger</b></p> <p>A significant adverse event occurs, and the council is found wanting or negligent in its planning and/or operational response.</p>
<p><b>Consequence</b></p> <ul style="list-style-type: none"> <li>• Response to the event is not rapid, adequate nor effective.</li> <li>• Lack of clear communication lines.</li> <li>• Essential service priorities not clearly understood.</li> <li>• Communication between agencies and the public is poor.</li> <li>• There is a perception by residents that the council does not have a visible presence at the incident.</li> <li>• Residents expect more from their council.</li> <li>• Local press quick to seize issue.</li> </ul>

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

- Comparisons made with other local authorities and resilience groups.
- A death, or deaths, in the community.
- Community cohesion issues.
- Disruption to critical services.
- Review of Civil Contingency expectations nationally.
- 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.

A complete project is required to fully understand the effects of new ways of working and as per lessons identified the Civil Contingency Category 1 responder roll is required to be emphasised at induction and reminders placed in all employment contracts.

## 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 and Deputy Chief Executive

### 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.

**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

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

**Milestones**

Draft plan in place.

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 2020/21.

**Progress update October 2021**

Reviewed. No update required.

**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 &amp; 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 Chief Finance Officer**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.

Reminder of the Civil Contingencies Category 1 Response roll is placed in all employment contracts.

Emergency Planning and Business Continuity emphasised at new staff Corporate Induction.



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

Project required to scope the full effects of the Agile/Hybrid Working from Home policy on EP (Emergency Planning) and BC (part of this will be delivered by Project Phoenix).

**Milestones**

Plans tested.

Business Continuity Audit 2017 actions completed in 2018.

**Progress update October 2021**

Reviewed. No update required.

**Progress update July 2021**

Reviewed but no update required this quarter.

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

The government have confirmed that the government's sales, fees and charges income compensation scheme remained in operation during the first quarter of 2020/21 2021/22. 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. Beyond this date, the scheme ceases.

**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 that 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: AI****Target Residual Risk Score: CII****Trigger**

Restrictions in place to reduce the spread of Covid19 require the closure of income generating facilities, and/or where facilities are open social distancing measures reduce the number of visitors.

Events impacting the economy (such as the Covid19 pandemic) may result in business failures, impacting rental income.

**STRATEGIC RISK: SR49: 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: 19<sup>th</sup> July in response to new government guidance.

**Progress update October 2021**

Libraries, theatres and venues are now fully open and delivering income generating events and activity. Customer confidence is slowly returning with an increasing number booking in advance. Further restrictions could reverse this progress and the government are currently consulting on the use of Covid19 Passports for high-volume high-density indoor and outdoor activity which again may increase the running costs and stifle income generation.

The 2021/22 budget reflected the continued impact of Covid19 on income generating services and assumed that there would be a shortfall in income generated compared to budget of around £9m. The pace of recovery in these services is far faster than initially anticipated, and the second round of revenue budget monitoring forecasts a shortfall of less than £3.5m. We will continue to closely monitor these services

to ensure the 2022/23 budget assumptions are robust.

### **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 October 2021**

In late summer 2021 an alternative Covid19-safe events programme was delivered. No income targets were set for these events. The winter events programme was also agreed with pre-pandemic income targets attached. A proposal refreshing the approach to the annual programme of events is being considered in October via the Putting Medway on the Map board.

Theatres reopened its professional theatre programme in mid-September 2021.

### **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 October 2021**

Rochester Castle, Guildhall Museum, Upnor Castle and the Visitor Information Centre reopened to the public. Eastgate House is to reopen at the end of October. The coach park remains a testing centre until the end of the financial year, with the lease agreement organised by the council's Property team.

**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 October 2021**

Reviewed but no update required this quarter.

**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 / Assistant Director Culture and Community

**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 October 2021**

Rochester Corn Exchange reopened in July after its £0.5m refurbishment and new marketing and promotions assets including a new website, social media channels and rebranding. There has already been an uplift in enquiries which the team are converting into sales.

**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 October 2021**

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

The Information, Advice and Guidance (IAG) team have highlighted risks associated with the collection of debt. Where the person's finances are being managed on a voluntary basis we are in breach of GDPR rules. We are seeking legal advice as this could have a significant impact on recovering debt.

**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.