

Report of:	Head of Governance & Corporate Services
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Audit & Governance Committee

29 July 2021

Strategic Risk Register

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 1 April 2021.

2 Recommendation(s)

- 2.1 That Committee notes the Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 All strategic risks and associated action plans have been reviewed and the Council's risk profile is summarised in the table below:

Risk Status	Number of Risks at 31 October 2020	Number of Risks at 1 April 2021
Red (High)	4	4
Amber (Medium)	3	3
Green (Low)	0	0
TOTAL	7	7

Reasons for Recommendations

- 3.2 The Audit & Governance Committee are responsible for monitoring progress in completing actions identified in the Strategic Risk Register.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:
- (i) Risk management is a systematic process by which key business risks / opportunities are identified, prioritised, and controlled so as to contribute towards the achievement of the Council's aims and objectives.
 - (ii) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

- 5.1 The Accounts & Audit Regulations 2015 state that:

“A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
 - (b) ensures that the financial and operational management of the authority is effective; and
 - (c) includes effective arrangements for the management of risk.”
- 5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks / Opportunities

- 5.3 Central to the risk management process is the identification, prioritisation, and management of strategic risks / opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Priorities and Objectives.
- 5.4 A fundamental review of the strategic risks/opportunities facing the Council was undertaken in May 2021 to take account of the impact that the pandemic and the lockdown arrangements. The risk register has been monitored at intervals and actions progressed to manage the risk. The risk register has been updated as at 1st April and a summary is attached as **Appendix 1**. The 1st April review has aligned the risks to the new Corporate Plan priorities.
- 5.5 The risk summary illustrates the risks / opportunities using the “traffic light” method i.e.

RED risk score 12 and above (action plan required to reduce risk and/or regular monitoring)

AMBER risk score 5 to 10 (action plan required to reduce risk)

GREEN risk score below 5 (risk tolerable, no action plan required)

- There has been no change in the number of strategic risks; there are 7 strategic risks of which 4 have been scored as high and 3 as medium.

- 5.6 Risk C5 “The Council doesn’t have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects and support work on recovery” has increased from a 15 Red to 20 Red. This reflects the short-term issues capacity issues arising from the imminent retirement of a Head of Service and the interim Managing Director. It is anticipated that the proposed sharing of Stafford Borough Council’s Chief Executive for the next 14 months whilst a business case is developed for future sharing will include a review of management capacity. As part of the work on the new Corporate Plan, 9 key strategic projects have been identified and resources will be focussed on the delivery of these.
- 5.7 Risk C4 “The Council’s key contractors remain sustainable and continue to provide value for money” has reduced from a 20 Red to 15 Red; this reflects the work that has been done with the Contractors to assist them in dealing with the impact of Covid and other changes. Whilst still a high risk some improvement has been seen particularly with IHL, the Council’s leisure and culture contractor. IHL have been affected by both the effects of the pandemic and the loss of a key contract. The Council has worked with IHL to put a financial recovery plan in place and as restrictions are being eased sites are now being re-opened.
- 5.8 The detailed action plans for each risk are set out in the full strategic risk register attached at **Appendix 2**. This includes a progress update. The action plans are closely aligned to the Council’s Recovery plans and will be kept under review.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

The Risk Management implications are included within the body of the report and appendices.

6.5 Equality & Diversity

None

6.6 **Climate Change**

None

7 Appendices to the Report

Appendix 1 – Summary of Strategic Risks – 1 April 2021

Appendix 2 – Strategic Risk Register – 1 April 2021

Previous Consideration

None

Background Papers

File of papers kept in the Chief Internal Auditor & Risk Manager's office.

Cannock Chase Council

Summary of Strategic Risk Register as at 1 April 2021

Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at October 2020	Residual Risk Score at April 21	Direction of Travel over period reported
Red Risks						
C1	The Council's financial stability is adversely affected in the short and medium term	Head of Finance	May 2020	20 Red	20 Red	↔
C2	The economy of the District is adversely impacted	Head of Economic Prosperity	May 2020	20 Red	20 Red	↔
C4	The Council's key contractors remain sustainable and continue to provide value for money	Head of Environment & Healthy Lifestyles	May 2020	20 Red	15 Red	↓
C5	The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, key projects, and support work on recovery	Managing Director	May 2020	15 Red	20 Red	↑
Amber Risks						
C7	Failure to put in place safe working practices and social distancing measures to protect employees and the public	Head of Governance & Corporate Services	May 2020	10 Amber	10 Amber	↔
C3	Failure to work in partnership to sustain support to vulnerable residents post Covid-19	Head of Housing & Partnerships	May 2020	9 Amber	9 Amber	↔

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Risk No	Potential Risks	Risk Owner	Date Added to Register	Residual Risk Score at October 2020	Residual Risk Score at April 21	Direction of Travel over period reported
C6	<p>Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks.</p> <p>The move to home working has increased the vulnerability to malware issues.</p>	Head of Technology	May 2020	<p style="text-align: center;">9 Amber</p>	<p style="text-align: center;">9 Amber</p>	↔

Key to Direction of Travel

↓ Risk has decreased ↔ Risk level unchanged ↑ Risk has increased

Cannock Chase District Council – Strategic Risk Register as at 1st April 2021

Ref No: C1	Risk: The Council's financial stability is adversely affected in the short and medium term		
Risk Owner: Head of Finance	Portfolio: The Leader		
Consequences Of Risk: <ul style="list-style-type: none"> • Unable to provide desired levels of service • Town Centre redevelopment proposals are impacted • Council size becomes too small to sustain a viable organisation 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 4	Impact: 3	Total Score: 20 – Red
Controls in Place <ul style="list-style-type: none"> • Medium term financial plan in place • Annual Financial Plan and Medium-Term Financial Strategy to 2023/24 in place • The Revenue Budget for 2021/22 is balanced with a potential deficit of £1,359,000 for 2022/23 if a new regime is implemented • Working Balances maintained • Comprehensive Service Review being undertaken to re-align resources to Corporate Plan • Corporate Budget Monitoring • Evaluation of consultations on changes to government funding regimes 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Determine a Financial Recovery Strategy</p> <ul style="list-style-type: none"> • Establish Recovery work stream • Agree Terms of Reference • Determine work programme 	<p>Managing Director/ Head of Finance</p>	<p>Completed Terms of Reference and Work Programme Agreed</p>
<p>Monitor Financial Impact of COVID-19</p>	<p>Head of Finance</p>	<p>Monthly monitoring in place</p>
<p>Implement Interim Financial strategy</p>	<p>Head of Finance</p>	<p>Completed Interim Financial Strategy considered by Recovery Overview Board and Cabinet</p>
<p>Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year</p>	<p>Head of Finance</p>	<p>Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation</p>
<p>Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium- and long-term impact of in relation to external funding sources</p>	<p>Head of Finance</p>	<p>Ongoing Financial Plan approved by Cabinet 12th November 2020. New Financial Plan to be completed in 2021/22</p>
<p>Lobby MHCLG via MP/DCN and LGA re financial impact of COVID 19 on SBC</p>	<p>Managing Director/ Head of Finance</p>	<p>Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers.</p>

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Determine feasibility of extending Business Rates Pool into 2021/22</p> <p>Monitor impact of COVID-2019 on pool by authority on a month-by-month basis</p> <p>Liaise with Staffordshire & Stoke-on-Trent Business Rate Pool Members re options to maintain viable pool for 2021/2022</p> <p>Prepare options report to Leaders and Chief executives</p>	Head of Finance	Pool Established for 2021/22
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Ongoing
Programme of service reviews to be undertaken to ensure that resources are aligned to the Council's priorities and are operating as efficiently as they can be	Managing Director/ Head of Finance	To form part of 2022-23 Budget Process

Overall Progress Summary:

Monitoring of the Financial impact of Covid -19 is ongoing. The estimated impact of the pandemic has been reflected in the Medium-Term Budget as approved by Council with a balanced budget in place for 2021-22.

The medium-term financial stability of the Council is however dependent upon changes arising from the future funding regime for local government. Details in relation to the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset are still awaited

A consultation document in relation to the Future of New Homes Bonus, beginning in 2022/23, was published on the 21 February 2021 (a response from the Council was submitted in advance of the closing date of 7 April 2021)

Ref No: C2	Risk: The economy of the District is adversely impacted		
Risk Owner: Head of Economic Prosperity	Portfolio: District Development		
<p>Consequences Of Risk:</p> <ul style="list-style-type: none"> • Increase in numbers of resident unemployed and economically inactive • Business failures and associated job losses • Reduced growth and prosperity for local residents • Decline of town centres / impact on major redevelopment proposals • NNDR / Council Tax Income does not grow 			
<p>Links To Priorities:</p> <ul style="list-style-type: none"> • Supporting Economic Recovery 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 4	Impact: 5	Total Score: 20 - Red
<p>Controls in Place</p> <ul style="list-style-type: none"> • Economic Prosperity Strategy • Economic Recovery Plan • Cannock Town Centre Development Prospectus • The Local Plan Review to identify future development opportunities • Proactive work with GBSLEP/SSLEP/West Midlands Combined Authority • Business Relationships work/promoting the District via the Economic Development function 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Business support</p> <ul style="list-style-type: none"> Local implementation of national support measures: business rates holidays, Retail & Hospitality Grants, Small Business Grants, Discretionary Grants. 	<p>Head of Finance / Head of Economic Prosperity</p>	<p>Significant progress has been made in distributing business support grants. Over 1,700 businesses have been paid grant with over £20m of funding allocated. Unused monies to be returned to MHCLG.</p> <p>Discretionary Fund closed at the end of August 2020.</p> <p>Chancellor announced on 5th November an additional package of financial support for businesses including extension of Coronavirus Job Retention Scheme (Furlough) and further business support grants to assist businesses directly affected by the pandemic and lockdown restrictions. Council will again be responsible for administration and distribution of these funds.</p>
<ul style="list-style-type: none"> Encourage new inward investment and local business growth working in partnership with LEPs, Growth Hubs and County Council. 	<p>Head of Economic Prosperity</p>	<p>Cabinet approved in September 2020 an application for Discretionary Business Rate Relief to support expansion of local company Super Smart Services Ltd – potentially creating c325 new jobs.</p>
<p>Produce an Economic Recovery Plan</p>	<p>Head of Economic Prosperity</p>	<p>Terms of reference for Economic Recovery work stream has been agreed by the Recovery Overview Board.</p>
<p>Refresh the Economic Prosperity Strategy to take account of changing economic environment</p>	<p>Head of Economic Prosperity</p>	<p>Impact of economic recession is currently being monitored by the Economic Recovery subgroup.</p> <p>Economic Prosperity Strategy refresh will set out the Council's plan to tackle the increase in unemployment and create a pipeline of new job opportunities. Work has started on the refresh but timescale for completion has been put back until early 2021 due to 2nd wave of COVID-19 and increasing economic uncertainty.</p>

Item No. 6.12

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Revisit regeneration proposals for Cannock Town Centre in light of change to economic climate and reduced investor/developer confidence.	Head of Economic Prosperity	Officers are currently progressing technical work to examine feasibility of demolition of MSCP. Business case to be prepared and presented to Cabinet by spring 2021. Avon Road Car Park – Cabinet have approved disposal of the site – terms currently being agreed.
Pro-actively work with the West Midlands Combined Authority (WMCA), Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP), and Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) to promote the District and identify opportunities for growth during recovery phase	Head of Economic Prosperity	The Council continues to actively participate in the GBSLEP and SSLEP and Combined Authority and both organisations are leading on the region’s response to economic recovery. GBSLEP is supporting the District with a number of new initiatives including the £2m Pivot and Prosper Grant fund and ‘Click and Drop’ scheme targeted at independent retailers in Cannock, Hednesford and Rugeley town centres South Staffordshire College has secured £550k of funding from SSLEP to develop a Digital Skills Academy as part of £23m SSLEP allocation from MHCLG Getting Building Fund.
Revised Local Plan to be produced and delivered	Head of Economic Prosperity	Local Plan Review underway, however due to COVID-19 work has been delayed. Revised Local Development Scheme is being prepared and will be presented to Cabinet in January 2021. Officers are reviewing the potential impact of the Planning White Paper.

Overall Progress Summary: The District’s economy is being severely impacted by the COVID-19 pandemic and lockdown and there is continued economic uncertainty due to the ongoing threat of COVID-19 and second national lockdown. The District’s unemployment rate has increased significantly since March 2020 and in the short-medium term is not expected to increase significantly due to the Government’s decision to extend the Furlough scheme until March 2021. The Council will need to refresh its Economic Prosperity Strategy to set out how the Council can support the economy, create new job opportunities, help businesses to survive and to support new businesses to start-up. Major investments such as the McArthurGlen Designer Outlet and Rugeley Power Station continue to be absolutely critical in supporting the prosperity and growth of the District.

Ref No: C3	Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19		
Risk Owner: Head of Housing & Partnerships	Portfolio: Neighbourhood Safety & Partnerships		
Consequences Of Risk: Vulnerable people at risk of not receiving help and support therefore increasing issues such as:			
<ul style="list-style-type: none"> • Rough Sleepers displaced • Increased Reliance on Food Banks • Distribution of emergency food supplies • Increased Social Isolation • Increased number of Safeguarding Referrals • Increases in criminality – distraction burglary; cyber-crime; county lines etc. • Increased incidents of anti-social behaviour • Increased number of Domestic Abuse Incidents • Community Unrest & Tensions 			
Links To Priorities:			
<ul style="list-style-type: none"> • Supporting Health & Wellbeing 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – Amber
Controls in Place			
<ul style="list-style-type: none"> • Community Vulnerability Hub Established • Weekly Community Safety Hub • Housing First Project with Spring Housing • Frequent Meetings with Food Banks & Voluntary Sector • Centralised Emergency Food Supply • Daily management of safeguarding referrals for both adults and children • Weekly multi agency Community Safety Hub meetings – proactive problem solving • Weekly threat and risk Community Safety and Police meeting – managing threat and risk to district (people / place / Covid–19 breaches) • Development of a weekly MARAC (Multi Agency Risk Assessment Conference) regarding high risk Domestic Violence cases • Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership • Commissioned services in place to support with mental health and substance misuse, antisocial behaviour, and domestic abuse. • Representation at County, Regional and National level multi-agency partnership meetings • Evictions currently suspended 			

Item No. 6.14

Actions Planned	Timescale/ Person Responsible	Progress/Comments
<p>Group being set up to support the Community Recovery work stream – this will look at:</p> <ul style="list-style-type: none"> • Lessons learnt • How the level of support can be sustained going forward • Planning for the future and development of an action plan 	<p>Head of Housing & Partnerships</p>	<p>Lessons Learnt Report Completed</p> <p>CCSN have confirmed that the Group is no longer active and will be working in a signposting capacity. CCDC has taken on the role of Anchor Organisation across the District.</p>
<p>Extend commissioned services that provide lower level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse</p>	<p>Head of Housing & Partnerships</p>	<p>Human Kind Charity – Drug & Alcohol Support - Commissioned by SCC</p> <p>Exploring options to fund a Specialist Mental Health Worker (Housing Options Funding)</p>
<p>Supporting Vulnerable Residents – Follow up telephone calls</p>	<p>Head of Housing & Partnerships – May to June 2020</p>	<p>400+ calls completed (28.05.2020)</p> <p>3000+ calls completed</p> <p>Project complete</p>
<p>Housing 1st Project – Secure permanent accommodation for the Rough Sleepers</p>	<p>Strategic Housing Manager</p>	<p>2-year contract awarded to Spring Housing under Rough Sleepers Pathway Project in partnership with Lichfield DC – Option available to extend for further 2-year period to continue to provide a rough sleeping outreach service and housing first accommodation and support for entrenched (complex needs) rough sleepers.</p> <p>5 rough sleepers rehoused and supported in the HRA flats provided to Spring Housing under a management agreement.</p> <p>Other long-term accommodation secured for a further 2 Rough Sleepers.</p> <p>Application for Next Steps Accommodation Programme Funding Bid for £115k (match funded) for purchase and letting of 2 additional flats. In progress with one sale completed and refurbishment work commenced. Purchase of 2nd flat in</p>

Item No. 6.15

Actions Planned	Timescale/ Person Responsible	Progress/Comments
		<p>progress. NSAP deadline for practical completion is 30 June 2021. Risk due to leasehold issues which may result in 2nd property purchase not achieving practical completion by deadline.</p> <p>Consideration currently being given to a grant application under 21/22 RSAP (Rough Sleeping Accommodation Programme).</p>
<p>To maximise the benefit of any legacy from the increase in voluntary activity in the local community</p>	<p>Head of Housing & Partnerships</p>	<p>On-going meetings scheduled – work with Support Staffordshire on social prescribing</p> <p>Cabinet has approved funding for Support Staffordshire to engage with the Voluntary Sector – project starts 01.12.2020</p> <p>Support Directories Produced by Support Staffordshire and Rugeley Community Church</p>
<p>Work in conjunction with Inspiring Healthy Lifestyles to support individuals and communities to mitigate the impact of Covid-19 on health and well being</p>	<p>Head of Environment</p>	<p>On-going – family activity packs have been delivered to households</p> <p>Voluntary Groups – Summer Recess</p> <p>SPACE Project given go-ahead</p>
<p>Further Development of the MARAC</p>	<p>Complete (PCSCCTV Manager) Staffordshire Police</p>	<p>Weekly MARAC's have now been operational since September and are held weekly after the Community Safety Hub (CSH), with chairing responsibilities alternating chaired between Staffordshire Police and the Partnerships Manager.</p> <p>From its launch date of 15th September 2020 - a total of 81 cases have been discussed with action plans put in place.</p>
<p>Establishing a strong link with the Community Vulnerability Hub</p>	<p>Complete & On-Going (PCSCCTV Manager)</p>	<p>This has been adopted as part of daily business.</p>

Overall Progress Summary:

First lockdown - the Community Vulnerability Hub was mobilised within days of the lockdown. Following the initial response stage and with the end of Shielding demand had considerably dwindled for this level of intensive support. A part time role within the Housing Department has been approved to manage the high level of complex cases that have emerged prior to and during lock-down. The Foodbanks have reported no increase in the demand for food and this may be due to the Governments funding of School Meals. Moving forward meetings with the voluntary sector have been scheduled bimonthly with the agreement that should there be a spike or local lockdown the groups are willing to remobilise. Internally over 50 staff members have supported the hub.

Second Lockdown – Additional call handlers assigned to support the Clinically Extremely Vulnerable Residents (4,200+) to register for on-line food delivery slots and low-level support. The Head of Service has established links with Cannock and Hednesford Salvation Army and Rugeley Community Church working in conjunction with Support Staffs are seen to be the emerging “Anchor Organisations” within the District. The local list of Vulnerable Residents (including CEV) had been refreshed (7,000+ residents).

The Community Vulnerability Hub are continuing to make fortnightly telephone calls to 80 + individuals who are vulnerable – this work is funded by the County Council and will cease at the end of June 2021. The Head of Service is talking to two voluntary groups that hopefully we can transition the calls to.

There are 4 / 5 single residents currently in temporary accommodation and we are working with them to source permanent accommodation.

The two Foodbanks have seen a decrease in activity and a number of Community Tables have popped up across the District; both Foodbanks have a sufficient supply of Food.

The Heath Hayes and Wimblebury Group has stood its volunteers down. Meetings with the Voluntary Sector will move to Quarterly basis and the Covid-19 Support Webpage is being updated.

In order to assist residents with on-line shopping the County Council have made available 7 tablets that can be gifted to residents on a first come basis.

Ref No: C4	Risk: The Council's key contractors remain sustainable and continue to provide value for money		
Risk Owner: Head of Environment & Healthy Lifestyles	Portfolio(s): Housing, Heritage & Leisure and Environment & Climate Change		
Consequences Of Risk: <ul style="list-style-type: none"> Potential for an individual contract failure resulting in a service not being delivered Reputational damage and complaints Financial loss 			
Links To Priorities: <ul style="list-style-type: none"> Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 3	Impact: 5	Total Score: 15 – Red
Controls in Place <ul style="list-style-type: none"> Regular contact with key personnel for each contractor Contract management Any key issues are discussed with Leadership Team and Members as appropriate Discussions with other authorities who have the same or similar contracts Appointment of Leisure, Culture & Commonwealth Games Officer on two-year fixed term contract to 2022-2023 to support the service and manage relationships with IHL 			

Actions Planned	Timescale / Person Responsible	Progress/Comments
Service delivery of key contracts is being monitored and managed	Head of Environment & Healthy Lifestyles Waste & Engineering Services Manager Ongoing during response and recovery as required	Regular contact is being maintained with contractors to resolve any issues

Actions Planned	Timescale / Person Responsible	Progress/Comments
Financial assistance to be provided where appropriate to support key contractors	<p>Head of Finance Head of Environment & Healthy Lifestyles</p> <p>Ongoing during response and recovery as required</p>	<p>Payments being made in advance to assist with cash flow and 20% top up agreed by Cabinet for furloughed staff up until the end of June 2020.</p> <p>Discussions are ongoing between the Council and key IHL officers to identify full financial impact and develop sustainable recovery plans. The 2nd lockdown is likely to have a significant impact on the financial viability of IHL. This has led to the review and increase of the risk score</p> <p>The withdrawal of Wigan Metropolitan Borough council (WMBC) from their contract with IHL, the 3rd national lockdown and the uncertainty with Selby District Council, (SDC) and their contractual relationship with IHL have had a continuing impact on the viability and financial risk on the operator IHL:</p> <p>The Council has now secured £210k from the National Leisure Recovery Fund, (NLRF) administered by Sport England on behalf of Government.</p> <p>A formal Deed of Variation, (DoV) has been drafted and is to be executed between IHL and Cannock and IHL and SDC to put in place a mechanism for 'open book' accounting and continuous monitoring of the financial performance and viability of IHL in line with the report to Cabinet on January 2021. There remains some uncertainty in relation to the contractual relationship between IHL and SDC and this continues to have an adverse impact on Cannock Chase DC.</p>

Item No. 6.19

Actions Planned	Timescale / Person Responsible	Progress/Comments
Contact with other Councils, Local Government Association and Sport England	<p>Heads of Service Contracts and Procurement Manager</p> <p>Ongoing during response and recovery as required</p>	<p>Contact is being maintained with other Councils that have the same type of contracts and or contractors to share information on issues and support provided</p> <p>Interest logged on 10th April with Sport England to receive any available support/consultancy to ensure that Council's, Leisure Trusts and Operators survive this period of uncertainty. Sport England have been contacted again on 10th November 2020 with regard to possible support</p> <p>Cannock have been actively engaged with the Staffordshire Leisure Officers Group, (PALS) to share experience, knowledge and learning in relation to the impact of the pandemic on Leisure and Culture Services.</p>
Lobbying of Ministry of Housing, Communities and Local Government (MHCLG) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on CCDC	<p>Managing Director Head of Finance</p> <p>Ongoing during response and recovery as required</p>	<p>Information provided regarding the financial impact of COVID-19 on contracted services.</p> <p>Managing Director and Head of Finance are continuing to lobby local MP.</p> <p>Letter to MP 16th October 2020 and further contact made on 10th November 2020</p>
Monitoring Government guidance on COVID-19 on services that can be delivered as lockdown is eased	<p>Heads of Service Service Managers Contracts and</p>	<p>Recovery plans being developed by Contractors in consultation with the Council to respond to further lifting of restrictions. Golf course re-opened 23 May 2020.</p> <p>Chase Leisure Centre (Dry side) re-opened 25th July 2020 and Swimming Pool 1st August 2020</p> <p>Rugeley Leisure Centre (Dry side) re-opened 1st August 2020</p> <p>AGP at Bradbury re-opened from 10th August 2020</p> <p>Recovery progress has been hampered by 2nd Lockdown 5 Nov to 2nd December.</p>

Actions Planned	Timescale / Person Responsible	Progress/Comments
		<p>Recovery plans in place for re-opening of Leisure and Culture facilities following the announcement of the staged lifting of lockdown restrictions:</p> <p>March 29th: Re-opening of outdoor facilities and activities, Golf, Five's, ATP</p> <p>April 12th: Reopening of individual fitness, personal trainer, disability access, swimming facilities at Chase LC.</p> <p>May 17th: Reopening of indoor group exercise, indoor team events, Museum & Prince of Wales (Reduced Capacity)</p> <p>June 21st: All activities and facilities; with the exception of Rugeley Swimming facilities (contractors to complete refurbishment by end of summer).</p>

Overall Progress Summary:

Regular contact is being maintained with the Council's key contractors. Recovery plans are being developed by Contractors, in consultation with the Council, to respond to further lifting of restrictions and re-instate services where possible. Management of this risk is largely outside the control of the Council as it is a national issue and depends on the Government's plans for easing lockdown and support to businesses. However, the Council is working with its contractors to support them during lockdown and in implementing their recovery plans.

Progress has been made with regard to the safe re-opening of some of the key leisure facilities. However, this recovery and the risk of future sustainability has been impacted by the 2nd and third lockdowns, resulting in a reassessment of the risk score. This risk is partially mitigated through receipt of £210k and the finalisation of the proposed Deed of Variation. The overall likelihood remains at 3 and impact at 5 giving an unchanged residual risk score of 15 as there remains contractual uncertainty between IHL and Selby DC.

In respect of the Waste Contract all services are being provided and discussions are ongoing with the Regional and Local Contract Managers to monitor and resolve any local issues around contaminated waste levels etc. Soft market testing has been undertaken with other Staffordshire Councils in respect of waste recycling contracts.

The waste recycling tenders have been received and evaluated and the options around service continuation are being reviewed and due to be reported to Cabinet in Q1 2021-22.

Ref No: C5	Risk: The Council doesn't have sufficient officer capacity or financial resources to sustain delivery of essential services, new Covid19 Government policies, key projects, and support work on recovery		
Risk Owner: Managing Director		Portfolio: The Leader	
Consequences Of Risk: <ul style="list-style-type: none"> The Council's response during a declared Major Incident is not effective; Services and projects are not delivered and this impacts on residents / the public; The requirements of any new Covid19 related Government policies not implemented effectively; Employees wellbeing affected, increase in absence due to stress 			
Links To Priorities: <ul style="list-style-type: none"> Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Controls in Place <ul style="list-style-type: none"> Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action. Additional funding secured for Covid19 related policies e.g. Test and Trace, resettling rough sleepers etc. Suspension of lower priority activities, meetings, and projects. Management capacity issues are monitored by Leadership Team; officer time reallocated to more important duties as required e.g. Vulnerability Hub. Day to day operational capacity issues addressed by managers e.g. sickness absence. Regular monitoring of priorities Provision of support to employees especially as majority remain working remotely. 			
Actions Planned	Timescale/ Person Responsible	Progress/Comments	
Regular assessment of implications of Government / MHCLG Covid19 related policy announcements as set out in Coronavirus Bulletins and Ministerial Letters for action	Leadership Team	This is an ongoing activity	

Item No. 6.22

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Review of existing priorities and PDP's in light of Recovery Planning work	Leadership Team / Cabinet	The PDP's for 2020/21 have been reviewed and revised PDPs approved by Council. A review of Corporate Priorities has been completed and a new Corporate Plan produced for 2021-24 which takes into account ongoing recovery work.
Review of essential services and operational work plans to re-prioritise work	Heads of Service	The majority of services are now operating normally with only a small number affected by the lockdown that came into effect at the start of 2021.
Where necessary, considering whether resources from other parts of the Council can be transferred for a period.	Leadership Team	Ongoing operational decisions
Management review	Managing Director	Following the resignation of the Managing Director, the Deputy MD is now acting as the interim MD. Plans are also in hand for interim arrangements to cover the imminent retirement of the Head of Environment and Healthy Lifestyles. As the interim MD is also due to retire at the end of July, Council is to be asked to approve in May the appointment of the Chief Executive of Stafford Borough Council as joint Chief Executive for 14 months pending the development of a business case for longer term sharing between the two Councils. As part of this work, there will be a review of the management structure.

Overall Progress Summary:

The majority of services are now operating normally with just a few affected by the lockdown restrictions. Work from the response and recovery phases continues to have an ongoing impact on officer capacity and with considerable pressure on key service areas. Officer capacity continues to be reviewed and work prioritised. Going forward, the management structure will be reviewed as part of the development of a business case for further sharing of services and a Chief Executive with Stafford Borough Council.

Ref No: C6	Risk: Failure to repel or recover from a Cyber-attack including targeted ransomware, malware, and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.		
Risk Owner: Head of Technology	Portfolio: Innovation and High Streets		
Consequences Of Risk: <ul style="list-style-type: none"> • Data, Systems and Applications inaccessible • Inability to deliver Council services • Cybercrime/ Fraud/ Ransom demands/ Financial harm • Reputational damage locally and nationally • Data Loss & breach of Data Protection Act (DPA) • Financial Loss 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 3	Impact: 3	Total Score: 9 – Amber
Controls in Place <ul style="list-style-type: none"> • Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies. • Secure configuration – Corporate policies and processes to develop secure baseline builds • Network Security – Protection and secured perimeter of external security threats and untrusted networks • Managing user privileges – All users of ICT systems provided with privileges suitable for their role • User education and awareness – Security policies that describe acceptable and secure use of ICT assets • Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur • Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media, and personally owned devices) • Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants. • Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information • Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies 			

Item No. 6.24

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Health check completed in August 2020. Follow-up check is planned for November 2021.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health-check will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	During 2020 we have been able to increase the number of corporate laptops that access the internal systems.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	On-going Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2021/22
Add Geo restrictions to O365 and Virtual office.	Systems Manager	Complete
Require one-time passwords for all network connections.	Systems Manager	Complete

Overall Progress Summary:

Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing, and attacks are becoming more sophisticated.

Ref No: C7	Risk: Failure to ensure that there are adequate safe working practices and social distancing measures in place to protect employees and the public		
Risk Owner: Head of Governance & Corporate Services	Portfolio: Innovation and High Streets		
Consequences Of Risk: <ul style="list-style-type: none"> • Failure to meet health and safety standards could lead to prosecution. • Unable to restore some services. • Risk of infection to employees, partners/contractors in the workplace and the public • Employees refuse to return to work 			
Links To Priorities: <ul style="list-style-type: none"> • Financially Resilient Council 			
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 – Red
Residual/Net Risk Score (i.e. with controls)	Likelihood: 2	Impact: 5	Total Score: 10 – Amber
Controls in Place <ul style="list-style-type: none"> • Health & Safety Policies and Practices both existing and revised • Health & Safety controls (including risk assessment) in place in line with Government Guidance and best practice • Health & Safety Advice provided • Provision of Occupational Health advice as required • Promotion of wellbeing, signposting to information, mental health champions 			

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Organisational Recovery work stream to oversee the development of a co-ordinated approach to ensuring the safe return on employees to the workplace	Head of Governance & Corporate Services	Process established and guidance issued to managers to support initial return to the workplace. This is being reviewed and updated as restrictions ease

Item No. 6.26

Actions Planned	Timescale/ Person Responsible	Progress/Comments
Role based risk assessments to be completed in line with HSE and Government Guidelines, employee guidance prepared, and employees briefed before returning to work	Service Managers	Guidance has been issued to managers and role-based risk assessments are being completed, as required, and agreed with the Health & Safety Officer and the Trade Unions
Continue to monitor and review guidance issued by Government and communicate to managers as required	Chief Internal Auditor & Risk Manager	Work is ongoing to monitor and update guidance for managers in accordance with changes made regarding local and national restrictions
Review content of Health & Well-being Strategy to take account of impact of COVID-19 on the workforce	HR Manager	This is being considered as part of the Organisational Recovery work. HR have put in place a range of support for employees and managers to aide mental health and wellbeing.

Overall Progress Summary:

Risk assessments were prepared at the outset of the first lockdown and have continued to be reviewed and updated to reflect the latest Government Guidance. Workplace risk assessments have been completed for all key sites.

The Organisational Recovery Group is looking at plans for the easing of restrictions over the coming months and this will include reviewing risk assessments and Covid secure procedures.

Whilst much work has been done to comply with COVID secure guidance and ensure the safety of employees and the public and the number of cases has decreased nationally and locally, due to the nature of the pandemic, it is not considered prudent at this time to reduce the risk score. This will be kept under review as restrictions ease.