

Q3 2023/24 SUMMARY OF STRATEGIC RISK PERFORMANCE

Key: Likelihood: A Very likely B Likely C Unlikely D Rare

Impact: I Catastrophic II Major III Moderate IV Minor.

Live or Managed risk	Risk Ref	Risk	Inherent Risk Score	Q3 22/23 Current Risk Score	Q4 22/23 Current Risk Score	Q1 23/24 Current Risk Score	Q2 23/24 Current Risk Score	Q3 23/24 Current Risk Score	Move ment	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Finances	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	All Values
L	NEW	Adult Social Care Budget Pressure	AI	NA	NA	NA	NA	AI	NA	L – very likely I – catastrophic	Assistant Director Adult Social Care	Deputy Leader	People
L	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People and Deputy Chief Executive	Deputy Leader	People
L	SR46	Medway's Economic Recovery	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Growth
L	SR53	MedPay review	AI	NA	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	All Values
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	All Values
L	SR54	Recruitment and Retention	BII	NA	CII	CII	CII	CII	→	L – unlikely I – major	Chief Organisational Culture Officer	Business Management	All Values
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	All Values

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SR03B	Finances	AI	There has long been an inherent risk around the council's ability to deliver a balanced budget, however this becomes more challenging every year. The government has failed to address the under-funding of statutory services and it has still not delivered the long-awaited fair funding review, which would see a redistribution of the overall resources in favour of local authorities such as Medway. The government's continued reliance on one-year settlements has increased uncertainty and made medium term planning almost impossible.	SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues Q3 23/24 UPDATE: The Provisional Settlement announced in December 2023 represented a reduction in grant of £1.7m for Medway compared to the Draft Budget projections. The council will respond to the Settlement consultation advocating for increased funding ahead of the January deadline. The council continues to engage in joint lobbying through peer groups where opportunities arise. Q2 23/24 UPDATE: The council engages in joint lobbying through F20 and other peer groups, but more recently the Chief Executive Officer wrote directly to the Secretary of State.	AI	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.	CIII

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			<p>Demographic pressures in adult social care (ASC), children's care and Special Educational Needs and Disabilities (SEND) remain the biggest issue, but this has been further exacerbated by the impact and aftermath of Covid19, the 'cost of living crisis' precipitated by the war in Ukraine and rising inflation and interest rates.</p> <p>The latest monitoring forecasts an overspend of around £17m in the current year, whilst the council's non-earmarked reserves have been reduced to just over £10m. The Medium-Term Financial Outlook (MTFO) identifies a potential budget gap of £38m for next year. The Round 2 2023/24 monitoring forecast an overspend of around £12m in the current year, whilst the council's non-earmarked reserves have been reduced to just over £10m. The Draft Budget identified a potential budget gap of c£36m for next year, which was worsened by £1.7m by the Provisional Settlement. If robust and immediate management action is not taken, the current financial position could precipitate a Section 114 report, which could result in intervention by the government.</p>	<p>SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process</p> <p>Q3 23/24 UPDATE: Work to refine the projections in the Draft Budget, and to identify savings and income generation opportunities has continued throughout Q3, with the aim of reducing the pressures in Regeneration, Culture and Environment (RCE) directorate and Business Support Directorate (BSD) to deliver within the 2023/24 budget (except for staff pay) to enable all available resources to be directed to Children and Adults (C&A) directorate.</p> <p>Q2 23/24 UPDATE: The Draft Budget allocated all additional resource to making provision for pay, with the balance going wholly to fund pressures in Children and Adults directorate.</p> <p>SR03B.03: Create resources for investment priorities</p> <p>Q3 23/24 UPDATE: The Capital Strategy 2024/25 published in October 2023 noted that beyond those committed in the existing capital programme, the council is not currently projecting to have any more capital receipts available to fund additional capital investment. However, as part of our programme to address the revenue budget funding gap projected, we are exploring all opportunities to generate additional capital receipts from the disposal of any assets no longer required to deliver the council's services.</p> <p>Q2 23/24 UPDATE: The council is exploring opportunities for property rationalisation, with a view to releasing capital receipts to fund investment priorities.</p> <p>SR03B.04: Delivery of digital transformation programme</p> <p>Q3 23/24 UPDATE: An approach to the delivery of Medway 2.0 and a Transformation Roadmap have been developed, and were endorsed by the Corporate Management Team (CMT) in October 2023. Once the savings requirement for the budget for 2024/25 is finalised, the final Roadmap will be presented to Cabinet and delivery will be monitored by Business Support and Digital Overview and Scrutiny Committee in the year ahead.</p> <p>Q2 23/24 UPDATE:</p>		<p>Recent global events continue 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.</p> <p>The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections. As we progress towards the 11 March deadline to set the Council Tax and deliver a balanced budget, it will be necessary for Members and Officers to make difficult decisions to prioritise the limited resources available to the delivery of statutory responsibilities and key priorities, and it will be necessary to deliver a robust savings and improvement programme in order to deliver balanced budgets over the medium term.</p>	

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				A complete 'digital road map' is being developed for sign-off by Members.			
NEW	Adult Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> Additional governance and oversight in place to effectively manage and oversee the placement budget. All spend on placements/packages of care (pocs) over £400 per week must be agreed by the Assistant Director. All under £400 per week are reviewed by the Head of Service (HoS). Daily panel introduced within the Integrated Discharge Team (IDT). The Intermediate Care and Reablement Service (ICRS) Urgent Response package of care (poc) is to be funded using an alternative funding stream. Making use of alternative funding streams that can be making best use to fund care and support, i.e., Assistive Technology. 	AI	<ul style="list-style-type: none"> Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage. Increased and improved scrutiny of Community Brokerage. Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care. Complete review of ASC front door, to prevent/reduce/delay. Review available advice/guidance for self-funding residents to ensure funds are maximised. 	All
SR09A	Meeting the needs of Older People and Working Age Adults	AI	<ul style="list-style-type: none"> We would not be meeting our statutory duties. Run the risk of reputational damage and challenge. Additional pressure on partner agencies such as health. More complaints. 	<p>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</p> <p>Q3 23/24 UPDATE:</p> <p>Recruitment continues to be a challenge. Where essential we continue to use locum staff against vacant posts, other than the Approved Mental Health Practitioner (AMHP) Service who have 2.6 full-time equivalent (FTE) above establishment.</p> <p>Q2 23/24 UPDATE:</p> <p>As per Q1, recruitment continues to be a challenge. Where essential we continue to use locum staff.</p> <p>SR09A.02: Working with strategic partners to establish integrated working</p> <p>Q3 23/24 UPDATE:</p> <p>Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:</p> <p>We continue to work collaboratively with partners. Our focus has been on the Integrated Discharge Team (IDT) in establishing joint working to support safe discharge from Medway NHS Foundation Trust (MFT). We are at initial stages of the Learning Disabilities and Autism (LDA) collaborative to support consistent</p>	BII	<ul style="list-style-type: none"> Capital investment opportunities to help manage demand. Service redesign in terms of outcomes. Working with providers as we emerge from Covid19 – improving relationships etc. Focus on staff wellbeing and engagement. Work closely with the Kent and Medway Integrated Care Board and Medway and Swale Health and Care Partnership the Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding. We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing 	CII

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				<p>working across our organisations. Also, we attend the Urgent Care Oversight Group and the Kent and Medway Safeguarding Adults Board (KMSAB).</p> <p>SR09A.03: Maintain strong relationships with providers.</p> <p>Q3 23/24 UPDATE: Our communication plan continues with provide holistic support and channels for providers. The Care Forum continues to be an accessible conduit for engaging with providers for all partners.</p> <p>Q2 23/24 UPDATE: Continuing our strong support for providers as outlined in Q1, we also work with Kent County Council (KCC), Integrated Care Board (ICB), Kent Integrated Care Alliance (KICA) and Skills for Care to offer the right support for specific provider needs around workforce retention and recruitment.</p> <p>SR09A.04: Map and monitor intelligence across the market</p> <p>Q3 23/24 UPDATE: The delivery of our plan as outlined previously continues. The Joint Strategic Needs Assessment (JSNA) Chapter is expected to be completed by the end of Q4. We work with system partners to promote the care sector as a valued profession.</p> <p>Q2 23/24 UPDATE: We are continuing the actions as reported in Q1. The workforce plan for Medway has been updated and we are now awaiting ICB/Health and Care Partnership (HCP) partners' availability, so we can include the wider system issues.</p> <p>SR09A.05: Review and adjust service levels and placement costs as appropriate</p> <p>Q3 23/24 UPDATE: We continue to see significant pressures within the residential care market, we have seen a substantial rise in costs to make a placement. Whilst this is primarily older people with complex health issues pressures continue throughout.</p> <p>Q2 23/24 UPDATE: We continue to see significant pressures within the residential care market; we have seen a substantial rise in costs to make a placement. Whilst this is primarily older people with complex health issues, pressures continue throughout.</p>		<p>needs and helping them return home.</p> <ul style="list-style-type: none"> • We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. • An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives. 	

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				<p>SR09A.06: Unmet Need of Court of Protection COP3 Mental Capacity Assessments</p> <p>Q3 23/24 UPDATE: This mitigating action is to be removed and will not feature in future reports.</p> <p>Q2 23/24 UPDATE: Actions were put in place and this risk has now been eliminated.</p>			
SR46	Medway's Economic Recovery	BII	<p>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:</p> <ul style="list-style-type: none"> • 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 from ethnic minorities. • 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. 	<p>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)</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: The Kent Economic Development Officers Group continues to meet at least monthly. Covid19 is no longer a topic of discussion.</p> <p>SR46.02: Delivery of government-directed financial support to businesses and individuals (Lead Officer: Chief Finance Officer)</p> <p>Q3 23/24 UPDATE: Partners for Green Growth Grants are now available for application.</p> <p>Q2 23/24 UPDATE: Grants from the UK Shared Prosperity Fund (SPF) are currently being awarded to community groups. The Partners for Growth Grants are being expanded to include green grants of up to £2,500. The Partners for Growth Grants continue to be awarded.</p> <p>SR46.04: Supporting Medway's businesses (Lead Officer: Assistant Director Regeneration)</p> <p>Q3 23/24 UPDATE: Locate in Kent (LIK) continues to support businesses to expand within or move to Medway. The second round of businesses on the Scale Up Programme are underway and fully funded green audits have been launched.</p> <p>Strip out works have commenced at the Innovation Hub and are due to finish February 2024. Design has been locked at RIBA 3 and a tender exercise has been carried out to appoint a works contractor – the contractor is expected to be appointed by the end of January 2024. Completion is expected July 2024.</p> <p>Q2 23/24 UPDATE:</p>	BII	<ul style="list-style-type: none"> • 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. • Design and build stage of the Innovation Hub to meet more localised working patterns to commence Q3 23/24. 	CII

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				<p>Locate in Kent (LIK) continues to support businesses to expand within or move to Medway with added support for Innovation Park Medway and early discussions with Costco for example. The business support programmes in partnership with the Kent Invicta Chamber of Commerce continue to run and a series of workshops aimed at start-ups and growing businesses are scheduled through the next quarter.</p> <p>SR46.05: Supporting residents' skills and employability (Lead Officer: Head of Skills Employment and Skills Education)</p> <p>Q3 23/24 UPDATE: The 50+ programme has finished with 23 positive employment outcomes out of 67 referrals. Also, there were 197 course starts for those 67 referrals. Focused work is beginning on developing business skills plans as part of our employer engagement work. The Supported Internship forum is working well with four key streams of work.</p> <p>Q2 23/24 UPDATE: Skills & Employability programmes continue to develop well. The 50+ employment programme has seen over 70 referrals, with eight people supported into work so far. The Kent & Medway Careers Hub recorded its best performance yet across the Gatsby benchmarks, measuring careers performance, and a new supported internship forum has been developed. Business engagement is also positive with over 150 businesses signed up to support education.</p> <p>SR46.06: Review Medway Council's strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth (Lead Officers: Corporate Management Team)</p> <p>Q3 23/24 UPDATE: Reviewed but no update required.</p> <p>Q2 23/24 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 is due to be refreshed in line with the Local Plan, Medway 2040. The draft previously approved by Cabinet in October 2022 is to be reviewed by the new administration. An initial strategy workshop with members took place in August. The document will drive Regeneration and Economic Development objectives going forward. This will be aided by grant funding from the Shared Prosperity Fund 2022-2025, retaining a level of flexibility to respond to a changing</p>			

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				<p>economic environment. Year 2 of the SPF programme is underway to deliver on the Investment Plan, as approved by the Department for Levelling Up, Housing and Communities (DLUHC).</p> <p>SR46.07: Continue to lobby government to maximise support and opportunities for Medway</p> <p>Q3 23/24 UPDATE: Reviewed but no update required.</p> <p>Q2 23/24 UPDATE: The council regularly meets with DLUHC officers to keep up to date with opportunities for Medway. Medway has been selected by DLUHC to take part in the Levelling Up Fund (LUF) Discovery Programme to work collaboratively with DLUHC and guide improvements to the funding process. Senior officers at Home England recently visited to view key opportunity sites at Medway. The Investment Plan to access £1.8m SPF has been approved by Government; year 2 of the SPF programme is underway.</p>			
SR53	MedPay review	AI	Financial	<p>Q3 23/24 UPDATE: There have been increased salaries in priority areas (hard to recruit/high turnover) in the first phase. The Medium-Term Financial Outlook (MTFO) process identifies and manages budget pressures. Benchmarked against comparators, not the whole market, and identified the pay quartile (median) we are positioning ourselves at.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE: Budgets to be built based on midpoint of salary range for accomplished, practised and developing. Financial appraisal (cost modelling) is being undertaken by an accountant that is assigned to the project.</p>	BII	<ul style="list-style-type: none"> Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation. Increase salaries in priority areas (hard to recruit/high turnover) first. The Medium-Term Financial Outlook (MTFO) process is used to identify budget pressures. Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at. 	CII
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable. And market premia is pensionable, meaning employer contributions are higher.	AI			BII BIII CII		CII CIII
	SR53.01A Funding: and/or on assessment,	BI	Financial	Q3 23/24 UPDATE: Written guidance for managers is available in phase 2 to enable them to design career progression	BII CII	<ul style="list-style-type: none"> Train managers, ensure understanding of the three 	CII CIII

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	majority of role holders are deemed accomplished (C) making the pay model unaffordable.			frameworks that provide clarity on the expectations at each of the levels. Budgets to be built at the midpoint of the salary range. Q2 23/24 UPDATE: Review and compare career progression frameworks to ensure consistency across phase 1.		levels and definitions are clear for both managers and employees.	
	SR53.02 Engagement: this change programme affects everyone across the council and implementation will be staggered. Challenge to ensure everyone understands the change, everyone can see the reason and benefits of change, everyone implements the change consistently, and the change is perceived as fair and transparent now and in the future.	B1	People	Q3 23/24 UPDATE: Phase 2 training commenced in September 2023 for cohort 1 managers. Staff briefings were well attended throughout October – December, 2023, and further are planned to take place in 2024. The MedPay Newsletter was launched in October 2023. A pulse survey was sent out to all staff in phase 1. MedPay Champions continue to meet regularly and the project team provide regular updates to Medway Makers. Q2 23/24 UPDATE: The team is currently seeking feedback via a survey from phase 1 staff and managers. A regular MedPay newsletter and video will be launching in October 2023.	BII	<ul style="list-style-type: none"> Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns. Ensure a variety of communication methods are adopted to ensure the greatest reach – Medspace (intranet) pages, briefing sessions, regular communication with corporate management team (CMT), service managers need to know, Employee Matters Committee (EMC) etc. Be open and transparent. MedPay Champions group. Performance Appraisal awareness planned for phase 1 pilot group in Q4 and further plans to roll out more sessions for all managers and staff for launch across the council in April 2024. Undertake pulse surveys. 	CII
	SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR).	All	Project delivery	Q3 23/24 UPDATE: Linked in with other HR recruitment campaigns to recruit an additional Organisational Change Consultant, however the campaigns to recruit were unsuccessful. Q2 23/24 UPDATE: Additional resource was agreed for phase 2 and a Human Resources Business Partner (HRBP) and support staff have been recruited on a fixed term basis. However, there have been two failed recruitment campaigns for the additional Organisational Change Consultant.	BII	<ul style="list-style-type: none"> Reprioritise Human Resources Business Partner (HRBP) work to ensure project takes precedence. Review HRBP job description. Communicate the changes in priority of this role as required by the organisation to deliver this project. Review resource needs for phase 2 and phase 3 in a timely 	CIII

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	Demands from service areas to support with Business as Usual (BAU).					<ul style="list-style-type: none"> manner and ensure these are built into the budget setting process. Additional fixed term posts for one year to support delivery of phase 2. Plan, monitor and manage implementation in line with resources. Move teams out of their cohort if the agreed timelines slip. 	
SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	All	Environmental		<p>Q3 23/24 UPDATE: Managers are utilising the new Skills Shortage and Retention Allowance policy. Ensured targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan. Procured a salary benchmarking system for two years (+1 +1 if required) to enable comparison with the external market.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE: MTFO processes in place.</p>	BII BIII	<ul style="list-style-type: none"> Ensure targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan. Procure a salary benchmarking system to enable comparison with the external market. 	CIII
SR53.11 Dual pay systems: capacity of the HR & Payroll system and the Payroll, and HR & Payroll Systems teams to deliver two pay processes.	All	Operational		<p>Q3 23/24 UPDATE: Resourcelink has the ability to run different pay systems. The Scoping of new processes has been undertaken to inform specifications for the ICT and HR and Payroll Systems teams. This mitigating action is to be removed and will not feature in future reports.</p> <p>Q2 23/24 UPDATE: A working group has been set up with Payroll and Systems team colleagues who meet regularly. New pay tables have been built in Resourcelink.</p>	BII	<ul style="list-style-type: none"> Sub-group of Strategic Working Group to be established to ensure work programming is in place. Options appraisal required to ascertain cost/benefits of in-house processes as opposed to off-the-shelf solution from Resourcelink or other providers. Work with the Head of HR, ensuring that this work is built into the Payroll and HR Systems workplan. 	CIII
SR53.14 Timescale for implementation: a lot of processes, frameworks, governance, systems etc to	B1 CIV	Project delivery		<p>Q3 23/24 UPDATE: The processes, frameworks, governance etc have been developed. This mitigating action is to be removed and will not feature in future reports.</p> <p>Q2 23/24 UPDATE:</p>	BII CIV	<ul style="list-style-type: none"> Identify support required from other 'experts' across the council and secure their commitment to the project via CMT and Finance and Business Improvement (FBI) Senior Management Team (SMT). 	CII CIV

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	establish in phase 1 within a tight timeframe.			Tools and templates have now been developed but they will continue to be reviewed and feedback sought as applicable.			
	SR53.15 Staff Absence impacting upon capacity to deliver the project: Sickness absence and planned holidays of project team members and wider contributors to the project creating delays in project delivery.	All CII	Operational / project delivery	<p>Q3 23/24 UPDATE: This mitigating action is to be removed and will not feature in future reports.</p> <p>Q2 23/24 UPDATE: Staff have returned from long term sickness absence and peak summer holidays are over.</p>	BII	<ul style="list-style-type: none"> In the case of wider contributors such as finance support and job evaluation, back-up arrangements will need to be identified. 	CIII
SR37	Cyber Security	AI	<ul style="list-style-type: none"> Unauthorised access to council systems and data. Potential for data breaches. Loss of access to council systems and data for staff. Cyber security/ransomware attack may mean data is permanently lost. Potential damage to the council's reputation. Potential increase in costs to repair damage and restore systems. 	<p>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled</p> <p>Q3 23/24 UPDATE: Remediations on the critical findings in the July Public Service Network (PSN) report are in progress. Completion is targeted for March 2024 when the PSN submission is due to take place.</p> <p>Q2 23/24 UPDATE: The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out.</p>	CI	This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.	CI
		AI		<p>SR37.02: Network security: Appropriate architecture and policies are in place</p> <p>Q3 23/24 UPDATE: Improvements are being made in controlling access to Medway Council data outside of the UK. This will further reduce the exposure footprint.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CII		CII
		AI		<p>SR37.03: Managing user privileges: System privileges are being carefully controlled and managed</p> <p>Q3 23/24 UPDATE:</p>	CI		CI

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				Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.			
		AI		SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture Q3 23/24 UPDATE: The Metacompliance team has composed a 12-month programme for 2024. This will be rolled out to all Medway Council users from January 2024. Q2 23/24 UPDATE: Cyber Awareness month for council staff is being planned for November 2023.	CI		CI
		AI		SR37.05: Incident management: Effective incident management policies and processes are in place Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		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 our systems and services. Anti-malware policies and procedures have been implemented Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		SR37.07: Monitoring: Robust system monitoring takes place Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out.	CII		CII
		AI		SR37.08: Removable media controls: Appropriate security controls are in place around removable media Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE:	CI		CI

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		AI		<p>Reviewed but no update required this quarter.</p> <p>SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>SR37.10: Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out. The team is preparing for Public Services Network (PSN) certification in April 2024.</p>	CI		CI
		AI		<p>SR37.11: Overall Backup Design & Backup Security: In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>SR37.12: Server Operating Systems and Hypervisors: The operating systems (e.g., Server 2012 R2) should be on a version that is supported by Microsoft</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
SR54	Recruitment and Retention A skilled, qualified, and experienced workforce is	BII	<ul style="list-style-type: none"> Lack of experienced staff with specialist skills. Low staff morale. Loss of productivity through quiet quitting. Industrial action impacting service delivery/performance. 	<p>Q3 23/24 UPDATE: The second phase of MedPay is ongoing, with more service areas included. Phase 1 services have gone live with their new structures and career progression frameworks.</p> <p>Leadership and management training for all existing managers and new managers commenced during this</p>	CII	<ul style="list-style-type: none"> Full rollout of MedPay Review (18 months). Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. 	DIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	<p>essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. Medway staffing establishment is lean in comparison to other unitary authorities and roles are broad. These factors are making it more difficult to attract and retain staff.</p>		<ul style="list-style-type: none"> • Reliance on interim and agency staff. • Budget pressures due to use of agency staff and contractors to fill roles. • Inability to perform statutory functions. • Inability to meet service demands. • Inability to develop and improve service delivery. • Impact on delivery of projects to expected timescales. • Reputational damage. 	<p>quarter. Medway Manager training is ongoing for all operational line managers Range 5 (R5) and above. Introduction of an additional pay band (R8) to ensure career opportunities and professional pay levels is now in place.</p> <p>The Recruitment Strategy is being drafted for launch in 2024/25.</p> <p>Corporate Management Team (CMT) has reviewed the 9 box grid and will undertake assessment of CMT colleagues in Q4 23/24, for onward cascade for Q1 24/25 to service managers.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE: 10% MedPay Pilot review to: <ul style="list-style-type: none"> • align historical pressures and ensure competitive pay. • retain a talented workforce. • attract and recruit a skilled workforce. • support career progression. Apprenticeship Academy offering: <ul style="list-style-type: none"> • alternative route to employment. • opportunities for development and career progression. Regular engagement with workforce and trade unions. Medway's values, behaviours and culture embedded by managers.</p> <p>Annual staff survey to understand staff priorities and inform Engagement Strategy.</p> <p>Promotion of the council's Employee Value Proposition (Our People Promise) highlighting to staff the holistic picture of our full staff reward and benefits package.</p>		<ul style="list-style-type: none"> • Career pathways to support progression within the council. • Introduction of an additional band (R8) to ensure career opportunities and professional pay levels. • Revised performance management approach to ensure skills assessments and career conversations take place. • Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box grid). • Revised market allowance framework. • Leadership and management training for all existing managers and new managers. • Revised policies to manage sickness and capability. • Review of the onboarding process to ensure speed and quality. • Recruitment Strategy. • Development of a recognition strategy to aid retention Retention Strategy. • Annual Staff engagement and annual review of the employee engagement strategy. • New council jobs site giving the ability to creatively promote our teams and services and job/career opportunities is being looked at, as part of the Onboarding Project. • Annual pay uplift strategy/medium term uplift plans. 	

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	<p>Remote working offers the workforce increased flexibility and choice of workplace.</p> <p>Results of the September 2022 staff survey:</p> <ul style="list-style-type: none"> • 58% of colleagues want to stay for at least the next three years. • 29% want to stay for at least the next year. • 8% want to leave within the next 12 months. • 4% want to leave as soon as possible. • Staff turnover data 30% in last 12 months. 						
SR32	Data and information	BII	<p>Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.</p>	<p>SR32.01: The council has accountability and governance in place for data protection and data security</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Further to the Q1 23/24 update, the Security and Information Governance Group (SIGG) has used the Information Commissioner's Office's (ICO) accountability framework to assess the gaps in meeting compliance to the UK general data protection regulation (GDPR) and Data Protection Act 2018. An action plan has been agreed with Assistant Directors along with a timeline to complete the actions as noted</p>	CII	<ul style="list-style-type: none"> • Review support for information governance within the organisation. • Audit the council's Caldicott Guardian function. • Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement. • Appoint a Deputy Senior Information Risk Officer (SIRO). • Seeking Public Services Network (PSN) compliance. 	DIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
				<p>in the accountability framework. This will be an ongoing activity over 18-24 months.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: To meet the requirements of DSP Toolkit for 2023-24, the council will be undertaking Training Needs Analysis for all staff. Based on the Training Needs Analysis document, a training programme will be delivered to all staff.</p> <p>The Training Needs Analysis document is a mandatory evidential item to be submitted for DSP Toolkit 2023-24.</p> <p>SR32.06: Appropriate policies and procedures are in place to support good information management and security</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: The Data Protection Policy was revised and ratified by SIGG members in July 2023.</p> <p>A new Subject Access Request Policy has been introduced – this was ratified at the SIGG meeting in July 2023.</p>			