

### 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                  | <b>AI</b>           | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | →         | L – very likely<br>I – catastrophic                  | Chief Finance Officer   | Leader                                    | All Values           |
| L                    | SR53     | MedPay review             | <b>AI</b>           | <b>NA</b>                   | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | →         | L – likely<br>I – major                              | Chief Organisational Culture Officer  | Business Management                       | All Values           |
| M                    | SR37     | Cyber Security            | <b>AI</b>           | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | →         | L – unlikely<br>I – catastrophic                     | Chief Information Officer   | Business Management                       | All Values           |
| L                    | SR54     | Recruitment and Retention | <b>BII</b>          | <b>NA</b>                   | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | →         | L – unlikely<br>I – major                            | Chief Organisational Culture Officer  | Business Management                       | All Values           |
| M                    | SR32     | Data and information      | <b>BII</b>          | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | →         | L – unlikely<br>I – major                            | Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer | Business Management                       | All Values           |
| L                    | SR47     | Climate Change            | <b>AII</b>          | <b>AII</b>                  | <b>AII</b>                  | <b>CIII</b>                 | <b>CIII</b>                 | <b>CIII</b>                 | →         | L – unlikely<br>I – moderate                         | Deputy Director of Place and Assistant Director Frontline Services  | Climate Change and Strategic Regeneration | Place                |
| L                    | SR36B    | Kyndi Ltd                 | <b>BII</b>          | <b>NA</b>                   | <b>NA</b>                   | <b>DII</b>                  | <b>DII</b>                  | <b>DII</b>                  | →         | L – rare<br>I – major                                | Chief Operating Officer   | Deputy Leader                             | Place                |

| Risk Ref | Risk     | Inherent risk (before controls) | Impact  | Current Controls   | Current risk (after controls) | Proposed / Further Controls / Treatment Action   | Target risk (after further action) |
|----------|----------|---------------------------------|---|--|-------------------------------|--|------------------------------------|
| SR03B    | Finances | AI                              | <p>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. 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,</p> | <p><b>SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues</b><br/> Q3 23/24 UPDATE:<br/> 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.</p> <p>Q2 23/24 UPDATE:<br/> 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.</p> <p><b>SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process</b><br/> Q3 23/24 UPDATE:<br/> 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&amp;A) directorate.</p> <p>Q2 23/24 UPDATE:<br/> 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><b>SR03B.03: Create resources for investment priorities</b><br/> Q3 23/24 UPDATE:<br/> 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</p> | AI                            | <p>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. 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> | CIII                               |

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|----------|--|-----------------------------------|--|--|---|--|---|
|          |  |                                   | the current financial position could precipitate a Section 114 report, which could result in intervention by the government. | <p>from the disposal of any assets no longer required to deliver the council's services.</p> <p>Q2 23/24 UPDATE:<br/>The council is exploring opportunities for property rationalisation, with a view to releasing capital receipts to fund investment priorities.</p> <p><b>SR03B.04: Delivery of digital transformation programme</b></p> <p>Q3 23/24 UPDATE:<br/>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:<br/>A complete 'digital road map' is being developed for sign-off by Members.</p> |   |  |   |
| SR53     | <p>MedPay review</p> <p><b>SR53.01</b></p> <p><b>Funding:</b> 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.</p> | <p><b>AI</b></p> <p><b>AI</b></p> | Financial  | <p>Q3 23/24 UPDATE:<br/>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:<br/>Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE:<br/>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>   | <p><b>BII</b></p> <p><b>BII</b></p> <p><b>CII</b></p> | <ul style="list-style-type: none"> <li>• Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.</li> <li>• <del>Increase salaries in priority areas (hard to recruit/high turnover) first.</del></li> <li>• <del>The Medium-Term Financial Outlook (MTFO) process is used to identify budget pressures.</del></li> <li>• <del>Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at.</del></li> </ul> | <p><b>CII</b></p> <p><b>CH</b></p> <p><b>CIII</b></p> |

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|          | <b>SR53.01A</b><br><b>Funding:</b> and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.  | <b>BI</b>                       | Financial        | Q3 23/24 UPDATE:<br>Written guidance for managers is available in phase 2 to enable them to design career progression frameworks that provide clarity on the expectations at each of the levels.<br>Budgets to be built at the midpoint of the salary range.<br>Q2 23/24 UPDATE:<br>Review and compare career progression frameworks to ensure consistency across phase 1.  | <b>BII</b><br><b>CII</b>      | <ul style="list-style-type: none"> <li>Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.</li> </ul>   | <b>CIH</b><br><b>CIII</b>          |
|          | <b>SR53.02</b><br><b>Engagement:</b> 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. | <b>BI</b>                       | People           | Q3 23/24 UPDATE:<br>Phase 2 training commenced in September 2023 for cohort 1 managers.<br>Staff briefings were well attended throughout October – December, 2023, and further are planned to take place in 2024.<br>The MedPay Newsletter was launched in October 2023.<br>A pulse survey was sent out to all staff in phase 1.<br>MedPay Champions continue to meet regularly and the project team provide regular updates to Medway Makers.<br>Q2 23/24 UPDATE:<br>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. | <b>BII</b>                    | <ul style="list-style-type: none"> <li>Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns.</li> <li>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.</li> <li>Be open and transparent.</li> <li>MedPay Champions group.</li> <li>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.</li> <li>Undertake pulse surveys.</li> </ul> | <b>CII</b>                         |
|          | <b>SR53.06</b><br><b>Capacity of project team:</b> project group members are not solely assigned to this project and are from across the  | <b>All</b>                      | Project delivery | Q3 23/24 UPDATE:<br>Linked in with other HR recruitment campaigns to recruit an additional Organisational Change Consultant, however the campaigns to recruit were unsuccessful.<br>Q2 23/24 UPDATE:<br>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.   | <b>BII</b>                    | <ul style="list-style-type: none"> <li>Reprioritise Human Resources Business Partner (HRBP) work to ensure project takes precedence.</li> <li>Review HRBP job description.</li> <li>Communicate the changes in priority of this role as required</li> </ul>   | <b>CIII</b>                        |

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|          | council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).                                  |                                 |                  | However, there have been two failed recruitment campaigns for the additional Organisational Change Consultant.   |                               | <p>by the organisation to deliver this project.</p> <ul style="list-style-type: none"> <li>Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process.</li> <li>Additional fixed term posts for one year to support delivery of phase 2.</li> <li>Plan, monitor and manage implementation in line with resources.</li> <li>Move teams out of their cohort if the agreed timelines slip.</li> </ul> |                                    |
|          | <b>SR53.09 Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically.              | <b>All</b>                      | Environmental    | <p>Q3 23/24 UPDATE:<br/>Managers are utilising the new Skills Shortage and Retention Allowance policy. Ensured targets for financial resilience are in place in the Finance &amp; Business Intelligence (FBI) Divisional plan.<br/>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:<br/>Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE:<br/>MTFO processes in place.</p> | <b>BII</b><br><b>BIII</b>     | <ul style="list-style-type: none"> <li>Ensure targets for financial resilience are in place in the Finance &amp; Business Intelligence (FBI) Divisional plan.</li> <li>Procure a salary benchmarking system to enable comparison with the external market.</li> </ul>   | <b>CIII</b>                        |
|          | <b>SR53.11 Dual pay systems:</b> capacity of the HR & Payroll system and the Payroll, and HR & Payroll Systems teams to deliver two pay processes. | <b>All</b>                      | Operational      | <p>Q3 23/24 UPDATE:<br/>Resourcelink has the ability to run different pay systems.<br/>The Scoping of new processes has been undertaken to inform specifications for the ICT and HR and Payroll Systems teams.<br/>This mitigating action is to be removed and will not feature in future reports.</p> <p>Q2 23/24 UPDATE:<br/>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>              | <b>BII</b>                    | <ul style="list-style-type: none"> <li>Sub-group of Strategic Working Group to be established to ensure work programming is in place.</li> <li>Options appraisal required to ascertain cost/benefits of in-house processes as opposed to off-the-shelf solution from Resourcelink or other providers.</li> <li>Work with the Head of HR, ensuring that this work is built into the Payroll and HR Systems workplan.</li> </ul>                                      | <b>CIII</b>                        |
|          | <b>SR53.14 Timescale for implementation:</b>   | <b>BI</b><br><b>CIV</b>         | Project delivery | <p>Q3 23/24 UPDATE:<br/>The processes, frameworks, governance etc have been developed.</p>   | <b>BII</b><br><b>CIV</b>      | <ul style="list-style-type: none"> <li>Identify support required from other 'experts' across the council and secure their commitment to the project via</li> </ul>  | <b>CII</b><br><b>CIV</b>           |

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|          | a lot of processes, frameworks, governance, systems etc to establish in phase 1 within a tight timeframe.  |                                 |  | This mitigating action is to be removed and will not feature in future reports.<br>Q2 23/24 UPDATE:<br>Tools and templates have now been developed but they will continue to be reviewed and feedback sought as applicable.   |                               | <del>CMT and Finance and Business Improvement (FBI) Senior Management Team (SMT).</del>  |                                    |
|          | <b>SR53.15 Staff Absence impacting upon capacity to deliver the project:</b><br>Sickness absence and planned holidays of project team members and wider contributors to the project creating delays in project delivery. | <b>AH</b><br><b>CII</b>         | Operational / project delivery   | Q3 23/24 UPDATE:<br>This mitigating action is to be removed and will not feature in future reports.<br>Q2 23/24 UPDATE:<br>Staff have returned from long term sickness absence and peak summer holidays are over.   | <b>BII</b>                    | <del>• In the case of wider contributors such as finance support and job evaluation, back-up arrangements will need to be identified.</del>  | <b>CIII</b>                        |
| SR37     | Cyber Security   | <b>AI</b><br><b>AI</b>          | <ul style="list-style-type: none"> <li>• Unauthorised access to council systems and data.</li> <li>• Potential for data breaches.</li> <li>• Loss of access to council systems and data for staff.</li> <li>• Cyber security/ransomware attack may mean data is permanently lost.</li> <li>• Potential damage to the council's reputation.</li> <li>• Potential increase in costs to repair damage and restore systems.</li> </ul> | <b>SR37.01: Secure configuration:</b> Unnecessary functionality has been removed from systems or disabled<br>Q3 23/24 UPDATE:<br>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.<br>Q2 23/24 UPDATE:<br>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. | <b>CI</b><br><b>CII</b>       | 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. | <b>CI</b><br><b>CII</b>            |
|          |  | <b>AI</b>                       | <b>SR37.02: Network security:</b> Appropriate architecture and policies are in place<br>Q3 23/24 UPDATE:<br>Improvements are being made in controlling access to Medway Council data outside of the UK. This will further reduce the exposure footprint.   | <b>CI</b>   | <b>CI</b>                     |  |                                    |

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|          |      | AI                              |        | Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br><b>SR37.03: Managing user privileges:</b> System privileges are being carefully controlled and managed<br>Q3 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter.  | CI                            |  | CI                                 |
|          |      | AI                              |        | <b>SR37.04: User education and awareness:</b> Measures have been taken to establish a security-conscious culture<br>Q3 23/24 UPDATE:<br>The Metacompliance team has composed a 12-month programme for 2024. This will be rolled out to all Medway Council users from January 2024.<br>Q2 23/24 UPDATE:<br>Cyber Awareness month for council staff is being planned for November 2023.  | CI                            |  | CI                                 |
|          |      | AI                              |        | <b>SR37.05: Incident management:</b> Effective incident management policies and processes are in place<br>Q3 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter.   | CI                            |  | CI                                 |
|          |      | AI                              |        | <b>SR37.06: Malware prevention:</b> 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<br>Q3 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter. | CI                            |  | CI                                 |
|          |      | AI                              |        | <b>SR37.07: Monitoring: Robust system monitoring takes place</b><br>Q3 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE:<br>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                                |

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|          |                           | AI                              |   | <b>SR37.08: Removable media controls:</b> Appropriate security controls are in place around removable media<br>Q3 23/24 UPDATE: Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE: Reviewed but no update required this quarter.   | CI                            |  | CI                                 |
|          |                           | AI                              |   | <b>SR37.09: Home and mobile working:</b> Under hybrid working, officers are made aware of device security measures<br>Q3 23/24 UPDATE: Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE: Reviewed but no update required this quarter.  | CI                            |  | CI                                 |
|          |                           | AI                              |   | <b>SR37.10: Robust policies and procedures in place:</b> The council is accredited against the Public Service Network (PSN) code of connection criteria<br>Q3 23/24 UPDATE: Reviewed but no update required this quarter.<br>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. | CI                            |  | CI                                 |
|          |                           | AI                              |   | <b>SR37.11: Overall Backup Design &amp; Backup Security:</b> 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<br>Q3 23/24 UPDATE: Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE: Reviewed but no update required this quarter.  | CI                            |  | CI                                 |
|          |                           | AI                              |   | <b>SR37.12: Server Operating Systems and Hypervisors:</b> The operating systems (e.g., Server 2012 R2) should be on a version that is supported by Microsoft<br>Q3 23/24 UPDATE: Reviewed but no update required this quarter.<br>Q2 23/24 UPDATE: Reviewed but no update required this quarter.  | CI                            |  | CI                                 |
| SR54     | Recruitment and Retention | BII                             | <ul style="list-style-type: none"> <li>Lack of experienced staff with specialist skills.</li> </ul> | Q3 23/24 UPDATE:  | CII                           | <ul style="list-style-type: none"> <li>Full rollout of MedPay Review (18 months).</li> </ul> | DIII                               |

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|          | <p>A skilled, qualified, and experienced workforce is 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.</p> |                                 | <ul style="list-style-type: none"> <li>• Low staff morale.</li> <li>• Loss of productivity through quiet quitting.</li> <li>• Industrial action impacting service delivery/performance.</li> <li>• Reliance on interim and agency staff.</li> <li>• Budget pressures due to use of agency staff and contractors to fill roles.</li> <li>• Inability to perform statutory functions.</li> <li>• Inability to meet service demands.</li> <li>• Inability to develop and improve service delivery.</li> <li>• Impact on delivery of projects to expected timescales.</li> <li>• Reputational damage.</li> </ul> | <p>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. Leadership and management training for all existing managers and new managers commenced during this 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. The Recruitment Strategy is being drafted for launch in 2024/25. 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:<br/>Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE:<br/>10% MedPay Pilot review to:</p> <ul style="list-style-type: none"> <li>• align historical pressures and ensure competitive pay.</li> <li>• retain a talented workforce.</li> <li>• attract and recruit a skilled workforce.</li> <li>• support career progression.</li> </ul> <p>Apprenticeship Academy offering:</p> <ul style="list-style-type: none"> <li>• alternative route to employment.</li> <li>• opportunities for development and career progression.</li> </ul> <p>Regular engagement with workforce and trade unions. Medway's values, behaviours and culture embedded by managers. Annual staff survey to understand staff priorities and inform Engagement Strategy. 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"> <li>• Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary.</li> <li>• Career pathways to support progression within the council.</li> <li>• <del>Introduction of an additional band (R8) to ensure career opportunities and professional pay levels.</del></li> <li>• Revised performance management approach to ensure skills assessments and career conversations take place.</li> <li>• Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box grid).</li> <li>• Revised market allowance framework.</li> <li>• <del>Leadership and management training for all existing managers and new managers.</del></li> <li>• Revised policies to manage sickness and capability.</li> <li>• Review of the onboarding process to ensure speed and quality.</li> <li>• <del>Recruitment Strategy.</del></li> <li>• <del>Development of a recognition strategy to aid retention Retention Strategy.</del></li> <li>• Annual Staff engagement and annual review of the employee engagement strategy.</li> <li>• 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.</li> <li>• Annual pay uplift strategy/medium term uplift plans.</li> </ul> |                                    |

| 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>These factors are making it more difficult to attract and retain staff.</p> <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"> <li>• 58% of colleagues want to stay for at least the next three years.</li> <li>• 29% want to stay for at least the next year.</li> <li>• 8% want to leave within the next 12 months.</li> <li>• 4% want to leave as soon as possible.</li> <li>• Staff turnover data 30% in last 12 months.</li> </ul> |                                 |  |   |                               |   |                                    |
| SR32     | Data and information  | <b>BII</b>                      | <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><b>SR32.01: The council has accountability and governance in place for data protection and data security</b></p> <p>Q3 23/24 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:<br/>Further to the Q1 23/24 update, the Security and Information Governance Group (SIGG) has used the Information Commissioner's Office's (ICO)</p> | <b>CII</b>                    | <ul style="list-style-type: none"> <li>• Review support for information governance within the organisation.</li> <li>• Audit the council's Caldicott Guardian function.</li> <li>• Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement.</li> </ul> | <b>DIII</b>                        |

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|----------|----------------|---------------------------------|---|--|-------------------------------|--|------------------------------------|
|          |                |                                 |   | <p>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 in the accountability framework. This will be an ongoing activity over 18-24 months.</p> <p><b>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</b></p> <p>Q3 23/24 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:<br/>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><b>SR32.06: Appropriate policies and procedures are in place to support good information management and security</b></p> <p>Q3 23/24 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:<br/>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> |                               | <ul style="list-style-type: none"> <li>Appoint a Deputy Senior Information Risk Officer (SIRO).</li> <li>Seeking Public Services Network (PSN) compliance.</li> </ul>  |                                    |
| SR47     | Climate Change | <b>All</b>                      | <ul style="list-style-type: none"> <li>Potential damage to the council's reputation.</li> <li>Not able to meet member, government, and the public's expectations.</li> <li>Net zero by 2050 is not achieved.</li> </ul> | <p><b>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change</b></p> <p>Q3 23/24 UPDATE:<br/>The new engagement groups have been delivered to both Community bodies and Members. They were well received and are progressing as planned.</p> <p>The volume of work and staffing levels remain a challenge for the team.</p> <p>Q2 23/24 UPDATE:<br/>The new engagement groups with Members and the community are being developed.</p>  | <b>CIII</b>                   | <p>Leading the way with Climate Change will give the council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area.</p> <p>Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term.</p> <p>Sufficient staffing is assigned to the tasks required in the plan.</p> | <b>DIII</b>                        |

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|----------|-----------|---------------------------------|---|---|-------------------------------|--|------------------------------------|
|          |           |                                 |   | <p><b>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway</b></p> <p>Q3 23/24 UPDATE:<br/>Projects are progressing as planned, and the team is progressing the procurement process for the Medway Air Quality Action Plan.</p> <p>Q2 23/24 UPDATE:<br/>The anti-idling project is completed. Engagement has been undertaken with the community on the project and workshops have been held with local secondary schools and the community, to develop a community sign with a local message which can be tested as part of the project. The University of Kent has created a project report with the data collected in Q1 23/24. The project analysis will continue in Q3 23/24. The Four Elms Department for Environment, Food &amp; Rural Affairs (DEFRA) air quality project is continuing through the procurement phase and the implementation plan is progressing.</p>  |                               |  |                                    |
| SR36B    | Kyndi Ltd | <b>BII</b>                      | Over the last few years, a new board and management team has stabilised the company and returned it to profitability. However, the decision to bring the recruitment agency back in-house represents a risk to the long-term sustainability of the company. | <p><b>SR36B.01: Business Governance Controls</b></p> <p>Q3 23/24 UPDATE:<br/>The first of the new shareholder boards (Cabinet sub-committees) are expected to take place early in the new calendar year.</p> <p>Q2 23/24 UPDATE:<br/>Governance controls within the company have been strengthened and the board now receives a suite of quarterly monitoring data which facilitates much better decision making. The establishment of a shareholder sub-committee will further strengthen governance and protect the shareholder's interests.</p> <p><b>SR36B.02: Business Profitability</b></p> <p>Q3 23/24 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:<br/>The company has returned profits in each of the last three financial years and is set to do so again.</p> <p><b>SR36B.03: Business Growth</b></p> <p>Q3 23/24 UPDATE:<br/>The new Chief Executive of Kyndi has been engaged in productive discussions with the Assistant Director (AD) for Adult Social Care (ASC) and portfolio holder (Deputy Leader of the Council) and the new business plan will reflect proposals for growth.</p> <p>Q2 23/24 UPDATE:</p> | <b>DII</b>                    | There are clear growth opportunities for Kyndi centred around its core trading activities of telecare and monitoring. Shareholder representatives are working proactively with the Kyndi Board to secure targeted business growth that will be presented to the Cabinet sub-committee for approval, as shareholder, at the appropriate time. | <b>DIII</b>                        |

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|----------|------|---------------------------------|--------|---|-------------------------------|--|------------------------------------|
|          |      |                                 |        | Growth has been slow; however, a new substantive Chief Executive at Kyndi presents an opportunity to re-evaluate the company's business objectives and set a new business plan for the medium- and longer-term. |                               |  |                                    |