

## Q4 2022/23 SUMMARY OF RISK PERFORMANCE

Live or Managed risk	Risk Ref	Risk	Inherent Risk Score	Q4 21/22 Current Risk Score	Q1 22/23 Current Risk Score	Q2 22/23 Current Risk Score	Q3 22/23 Current Risk Score	Q4 22/23 Current Risk Score	Movement	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Finances	A1	A1	A1	A1	A1	A1	→	L – very high I – catastrophic	Chief Finance Officer	Leader	All Values
L	SR47	Climate Change	A11	A11	A11	A11	A11	A11	→	L – very high I – major	Assistant Director Frontline Services	Housing & Community Services	Place
L	SR09A	Meeting the needs of Older People and Working Age Adults	A1	B11	B11	B11	B11	B11	→	L – high I – major	Director of People – Children and Adults Services	Adults' Services	People
L	SR09B	Failure to meet the needs of children and young people	B11	B11	B11	B11	B11	B11	→	L – high I – major	Director of People – Children and Adults Services	Children's Services, and Education & Schools	People
L	SR39	Financial Pressures on SEN Budgets	B11	B11	B11	B11	B11	B11	→	L – high I – major	Assistant Director Education and SEND	Children's Services, and Education & Schools	People
L	SR17	Delivering regeneration	B11	B11	B11	B11	B11	B11	→	L – high I – major	Director of Place and Deputy Chief Executive	Inward Investment, Strategic Regeneration & Partnerships	Growth
L	SR46	Medway's Economic Recovery from Covid19	B11	B11	B11	B11	B11	B11	→	L – high I – major	Assistant Director Regeneration	Leader	All Values
L	SR36	Alternative service delivery models	B11	B111	B111	B111	B111	B111	→	L – high I – moderate	Assistant Director Regeneration, Chief Operating Officer	Leader	All Values
M	SR37	Cyber Security	A1	A1	A1	C1	C1	C1	→	L – significant I – catastrophic	Chief Information Officer	Resources	All Values
M	SR32	Data and information	B11	C11	C11	C11	C11	C11	→	L – significant I – major	Director of People, Assistant Director Legal & Governance, Chief Information Officer	Resources	All Values
L	SR49	Income Reduction due to Covid19	A1	C11	C11	C11	C11	C11	→	L – significant I – major	Chief Finance Officer	Leader	All Values
L	SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	B11	C11	C11	C11	C11	C11	→	L – significant I – major	Assistant Director Regeneration	Inward Investment, Strategic Regeneration & Partnerships	Growth
M	SR02	Business continuity and emergency planning	C1	D11	D11	D11	D11	D11	→	L – low I – major	Director of Place and Deputy Chief Executive, Chief Organisational Culture Officer	Business Management	All Values
L	TBC	Recruitment and Retention	B11	C11	NA	NA	NA	NA	NA	L – significant I – major	Chief Organisational Culture Officer	Business Management	All Values
L	TBC	MedPay review	A11	B11	NA	NA	NA	NA	NA	L – high I – major	Chief Organisational Culture Officer	Business Management	All Values

## Q4 2022/23 RISKS

Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
SR03B	Finances	<b>AI</b>	<ul style="list-style-type: none"> <li><b>SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues.</b> The Government has made it clear that the sector should expect to see a continuation of single year settlements for some time yet.</li> <li><b>SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process.</b> The Council agreed a balanced budget in February, underpinned by some risky assumptions and challenging targets, however the real issue is the overspend forecast for 2022/23, which is expected to make a significant dent in general reserves.</li> <li><b>SR03B.03: Create resources for investment priorities.</b> The Council has availed itself of the flexible use of capital receipts to fund transformation and both the Children's and Adults improvement programmes, however the lack of a pipeline of capital receipts means this opportunity is drying up.</li> <li><b>SR03B.04: Delivery of digital transformation programme.</b> A complete 'digital road map' is being developed for sign-off by the Transformation Board in the new financial year.</li> </ul>	<b>AI</b>	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.	<b>CIII</b>
SR47	Climate Change	<b>All</b>	<ul style="list-style-type: none"> <li><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> Reviewed but no update required this quarter.</li> <li><b>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway.</b> The anti-idling project is progressing, 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 have supported the Council with the engagement work. Volunteers are being recruited to undertake the data gathering part of the project and will be trained during March 2023. The project will commence in Q1 of 2023/24.</li> </ul>	<b>All</b>	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. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term, such as been seen by the conversion to Light-Emitting Diode (LED) lighting on street columns.	<b>DIII</b>
SR09A	Meeting the needs of Older People and Working Age Adults	<b>AI</b>	<ul style="list-style-type: none"> <li><b>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</b> Social Worker vacancies continue to be an issue across the sector. We are struggling to recruit permanent posts and so therefore reliant on agency staff. The Guardian campaign was not quite as successful as we hoped. We have had to review some non-social work professional posts pay ranges to attract permanent staff, which has been successful.</li> <li><b>SR09A.02: Working with strategic partners to establish integrated working.</b> Work has been paused on 7 day working until such time a greater need can be generated.</li> </ul>	<b>BII</b>	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 Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding. We will proactively work with individuals, families, and	<b>CII</b>

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			<ul style="list-style-type: none"> <li>• <b>SR09A.03: Maintain strong relationships with providers.</b> The communication channels with Care Providers are well embedded and in constant use. These channels are not by ASC only, but by system partners such as Chief Nurse, IPC leads, and by internal departments such as Public Health and Housing. The communication we have with Providers has been a contributory factor in the recovery of the Home Care sector.</li> <li>• <b>SR09A.04: Map and monitor intelligence across the market.</b> We have the following tools in place to ensure that we are monitoring data and intelligence across the market. <ul style="list-style-type: none"> <li>• Medway Care Portal.</li> <li>• Monthly Provider Forums.</li> <li>• Daily review of the tracker.</li> <li>• Dedicated email inbox.</li> <li>• Weekly newsletter.</li> </ul> </li> <li>• Collaborative relationships with specialist groups i.e., Complex Dementia, Care Home Group, Aging Well, Kent County Council (KCC) Commissioning team, Health and Care Partnership and the Integrated Care System Commissioners, and Association of Directors of Adult Social Services (ADASS) focus groups.</li> <li>• <b>SR09A.05: Review and adjust service levels and placement costs as appropriate.</b> We continue to see a noticeable increase in the amount we are paying to secure both long- and short-term residential placements. We are finding that the cheapest residential bed is between £850- £1000 per week, and this was on average previously £500 per week. Capacity for older peoples nursing and nursing dementia beds remains a challenge. The review of 147 has been concluded and several service users have moved on and are utilizing services within the community. Teams are better utilized across both sites. Securing services for service users with poor mental health is challenging and where provision can be found they are expensive in comparison to previous prices.</li> <li>• <b>SR09A.06: Unmet Need of Court of Protection COP3 Mental Capacity Assessments</b> Reviewed but no update required this quarter.</li> </ul>		<p>other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home.</p> <p>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.</p> <p>An Adult Social Care Transformation &amp; Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.</p>	
SR09B	Failure to meet the needs of children and young people	<b>BII</b>	<ul style="list-style-type: none"> <li>• SR09.18: Ensure a stable and competent workforce. As of 28 February 2023, the vacancy rate for social work qualified roles increased to 30.60% (84.53fte). The agency rate reduced to 29.73% (81.10fte). This figure includes the social work bank team and project teams. Medway continues to promote roles across Jobs Go Public and the Guardian. The DFE workforce data was published in February 2023 for the period ending 30 September 2022. A breakdown of how Medway compares</li> </ul>	<b>BII</b>	<ul style="list-style-type: none"> <li>• Rethink services and ways of working with families.</li> <li>• Managing demand for services.</li> <li>• Management of foster care and the residential market.</li> <li>• Medium term financial sustainability.</li> <li>• Finalise and implement refreshed practice standards.</li> <li>• Simplify practice expectations – focus on children's lived experiences and on promoting quality and consistency of recording to evidence purposeful</li> </ul>	<b>DIII</b>

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			<p>across England and the South East is shown below</p> <table border="1" data-bbox="685 348 1685 726"> <thead> <tr> <th></th> <th>Medway</th> <th>South East</th> <th>England</th> </tr> </thead> <tbody> <tr> <td><b>Vacancy rate</b></td> <td>29.4%</td> <td>18.8%</td> <td>20%</td> </tr> <tr> <td><b>Agency worker rate</b></td> <td>26.2%</td> <td>17.9%</td> <td>17.6%</td> </tr> <tr> <td><b>Average caseload</b></td> <td>15.8</td> <td>17.3</td> <td>16.6</td> </tr> <tr> <td><b>Turnover rate</b></td> <td>19.3%</td> <td>18.6%</td> <td>17.1%</td> </tr> <tr> <td><b>Sickness absence rate</b></td> <td>2.6%</td> <td>3.0%</td> <td>3.5%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li> <b>SR09B.19: Delivery of the Improvement Plan</b>            The report of the final Ofsted Monitoring Visit which took place in February 2023 was published on 27th March and evidenced that senior leaders remain relentless in their quest to improve the experiences of children and families in Medway, has made clear progress since the last ILAC inspection and has been proactive in addressing the challenges of increasing demand, and of staff recruitment and retention. The re-inspection under the ILACS framework is likely to be in May or June, and preparations are underway, with a strong focus on improving consistency and quality of practice. Oversight of the Improvement Plan continues to be undertaken by Improvement Board and within the service.            The Practice Development Service, which includes all QA activity, is continuing to focus on regular audit and dip sampling, with a feedback loop into the service to support ongoing targeted improvement activity where needed. The Heads of Service now chair monthly performance clinics for each service area and a quarterly whole service performance review meeting is being introduced in Spring/Summer 2023. Further work is underway to refine the reporting and use of Power BI to support better understanding of performance.            Recruitment and retention of social workers and managers continues to be a risk area and the service is holding unfilled vacancies, although the Council has been proactive in responding to this with agreement to commission a team of peripatetic workers and some project teams to reduce high caseloads. Performance and compliance with key indicators have been negatively impacted by high caseloads, particularly in the assessment service and by staff turnover and sickness.            The service continues to be supported by the DFE appointed adviser.         </li> <li> <b>SR09B.20: Ensure sufficiency of provision.</b>            The Eden House project is progressing. A full scoping of the building has been done and equipment and works identified and will start in the new financial year. The Registered Manager (RM) post and the Deputy manager posts will be advertised in April. Ongoing consultation at Eden House has taken place with Children in care to ensure that the provision is         </li> </ul>		Medway	South East	England	<b>Vacancy rate</b>	29.4%	18.8%	20%	<b>Agency worker rate</b>	26.2%	17.9%	17.6%	<b>Average caseload</b>	15.8	17.3	16.6	<b>Turnover rate</b>	19.3%	18.6%	17.1%	<b>Sickness absence rate</b>	2.6%	3.0%	3.5%		<p>planning and intervention.</p> <ul style="list-style-type: none"> <li>Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level.</li> <li>Continue the work already underway to strengthen the effectiveness of our intervention with children in need.</li> <li>Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and evaluate the difference this makes to children's lives.</li> <li>Continue the work to improve the quality of plans for children in need of protection.</li> <li>Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans.</li> <li>Support front line managers to oversee and reflect on practice to improve quality of plans and interventions.</li> <li>Continue to focus on recruitment, retention and career development of our staff.</li> </ul>	
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			co-designed. Conversations with Ofsted are underway around timelines and advice. Aim is for an Early Autumn launch.			
SR39	Financial Pressures on SEN Budgets	<b>BII</b>	<ul style="list-style-type: none"> <li><b>SR39.01: SEN budgets are being closely monitored and spend is being reviewed more robustly.</b></li> </ul> <p>Medway Council has signed an agreement with the DfE for the Safety Valve Intervention Programme bid, for the delivery of the High Needs Block (HNB) Deficit Recovery Plan. The LA continues to work on the activities within the plan, which includes working towards greater levels of inclusion of children and young people with SEND in mainstream schools, more effective commissioning processes and arrangements, and, through contractual agreements and work with other LAs, robust management of provision costs and provider fee uplifts.</p>	<b>BII</b>	<p>A revised high needs deficit recovery plan is in place and will take four years for the council to achieve a positive in-year balance. We will keep pressing the Department for Education (DfE) / Education and Skills Funding Agency (ESFA) for the level of financial support made available to the five Local Authorities (LAs) already awarded emergency High Needs Budget (HNB) recovery funding.</p> <p>Medway was notified in February 2022 that we will be invited to take part in the 'safety valve' intervention programme with the DfE in the 2022-23 financial year. The aim of the programme is to agree a package of reform to the high needs system that will bring the dedicated schools grant (DSG) deficit under control. We are currently in conversations with the DfE and ESFA following further details regarding the Safety Valve Intervention Programme (SVIP) and are working to have a High Needs Deficit Recovery Plan by the end of June, to take through the relevant governance route, ahead of the final deadline in September 2022.</p>	<b>DIII</b>
SR17	Delivering regeneration	<b>BII</b>	<ul style="list-style-type: none"> <li><b>SR17.01: Outline infrastructure needs identified.</b></li> </ul> <p>The Local Plan continues to develop as per the Local Development Scheme published on the Council website. Officers have started to review submission made in response to the Call for Sites.</p> <ul style="list-style-type: none"> <li><b>SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund.</b></li> </ul> <p>The LUF Round 2 bids for Gillingham Open Lines and Innovation Park Medway were unsuccessful. Both bids have received written feedback and were rated strong in the overall Strategic Case for investment. A meeting to discuss the feedback is being arranged with DLUHC officers.</p> <p>The Council's Investment Plan to access Medway's £1.8m Shared Prosperity Fund (SPF) allocation has been formally approved by Government. Year 1 SPF 2022/23 allocation is £225k and delivery of Year 1 projects is underway. The SPF programme updated to March Overview and Scrutiny and will go to Cabinet in April for approval to proceed with Year 2 delivery.</p> <ul style="list-style-type: none"> <li><b>SR17.05: Working towards the adoption of the new Medway Local Plan.</b></li> </ul> <p>The Local Plan continues to develop as per the Local Development Scheme published on the Council website. Officers have started to review submission made in response to the Call for Sites.</p>	<b>BII</b>	<p>The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration and new opportunities are being explored with other partners, including private sector organisations.</p>	<b>CII</b>

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			<ul style="list-style-type: none"> <li>• <b>SR17.08: Maintain successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula (see SR50 below)</b></li> </ul> <p>The Council were unsuccessful in the Levelling Up Round 2 submissions for Gillingham Open Lines and Innovation Park Medway, written feedback was received from DfT and DLUHC. Both bids were rated strong. A meeting to discuss verbally is being arranged. DLUHC has mentioned LUF Round 3, once this is formally announced, the Council will consider resubmission dependent on the criteria as set out by Government.</p>			
SR46	Medway's Economic Recovery from Covid19	<b>BII</b>	<ul style="list-style-type: none"> <li>• <b>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.02: Delivery of government-directed financial support to businesses and individuals</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.03: Reopening High Streets Safely</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.04: Supporting Medway's businesses.</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.05: Supporting residents' skills and employability.</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.06: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth.</b> Reviewed but no update required this quarter.</li> <li>• <b>SR46.07: Continue to lobby government to maximise support and opportunities for Medway.</b> The Investment Plan to access £1.8m SPF has been approved by Government with year 1 projects underway. Rural England Prosperity Fund £400k allocation SPF addendum was submitted in December and awaits a response.</li> </ul>	<b>BII</b>	<ul style="list-style-type: none"> <li>• Commercial moves out of London – Medway as an attractive place to locate and do business.</li> <li>• Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</li> <li>• Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy.</li> <li>• Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.</li> </ul>	<b>CII</b>
SR36	Alternative service delivery models	<b>BII</b>	<ul style="list-style-type: none"> <li>• SR36.01: Robust options appraisals, and detailed business cases prepared</li> <li>• SR36.02: Project management approach to implementation</li> <li>• SR36.03: Communication and stakeholder management</li> <li>• SR36.04: Sound legal and procurement advice on chosen delivery model</li> <li>• SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding</li> <li>• SR36.06: Reporting from and on delivery models with clear outcomes</li> <li>• SR36.07: Business continuity arrangements</li> </ul>	<b>BIII</b>	<p>The decision taken by the council in February 2022 to bring back the recruitment agency from Kyndi, whilst representing a challenge for the company, also offers an opportunity to rethink its strategy and focus on growing the telecare and CCTV services.</p> <p>Medway Development Company (MDC) Ltd. has established a subsidiary and is now considering the business case for entering the private rented sector, as a strategy for ensuring its longer-term future.</p> <p>As no new companies are planned in the immediate term, this risk is no longer valid and it is proposed that it</p>	<b>CIII</b>

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					be removed from the Council's strategic risk register and replaced with more specific risks around the existing companies.	
SR37	Cyber Security	<b>AI</b>	<ul style="list-style-type: none"> <li>• SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.</li> <li>• SR37.02: Network security: Appropriate architecture and policies are in place.</li> <li>• SR37.03: Managing user privileges: System privileges are being carefully controlled and managed.</li> <li>• SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</li> <li>• SR37.05: Incident management: Effective incident management policies and processes are in place.</li> <li>• 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.</li> <li>• SR37.07: Monitoring: Robust system monitoring takes place.</li> <li>• SR37.08: Removable media controls: Appropriate security controls are in place around removable media.</li> <li>• SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures.</li> <li>• SR37.10. Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria.</li> </ul>	<b>CI</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'. However, 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 register.	<b>CI</b>
SR32	Data and information Management	<b>BII</b>	<ul style="list-style-type: none"> <li>• <b>SR32.01: The council has accountability and governance in place for data protection and data security.</b> All designated roles (Senior Information Risk Owner, Caldicott Guardian, Data Protection Officer) all remain in place. Work has begun on the 23/24 DSP Toolkit Submission. The SIGG has been refreshed and relaunched the first meeting was held in March 2023 and it will be chaired by the SIRO supported by the Caldicott Guardian. Digital, Data and Technology (DDaT) Strategy is with the Digital Team to be added to the Medway.gov.uk website in a fully accessible format. The contents of the Digital, Data and Technology (DDaT) Strategy will be covered in the new leadership training framework being rolled out in Q1 2023/24.</li> <li>• <b>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</b> Medway Council appropriate staff are asked to undertake training on Data Protection annually, and as part of their induction for new starters.</li> </ul>	<b>CII</b>	Review support for information governance within the organisation. Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement. Appoint a deputy SIRO. Seeking Public Services Network (PSN) Compliance	<b>DIII</b>

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			<p>The Head of Technology is booked on to the (ISC)2 Certified Information Systems Security Professional (CISSP) in May 2023.</p> <ul style="list-style-type: none"> <li>• <b>SR32.06: Appropriate policies and procedures are in place to support good information management and security.</b></li> </ul> <p>A policy review was started in March 2023 led by the Information Governance Manager, as part of a self-assessment. Data protection policies are also available to staff through the website.</p> <p>The Medway Council Digital Accessibility Policy has been added to the Meta Compliance system for staff to review, alongside mandatory accessibility training. Acknowledgement of the policy and completion of the training will be monitored by ICT.</p>			
SR49	Income Reduction due to Covid19	<b>AI</b>	<ul style="list-style-type: none"> <li>• <del>SR49.01: Priority is being given to structuring our operations to provide customers with confidence about returning to Covid19 compliant facilities and events.</del></li> <li>• <del>SR49.04: A smart parking pilot has been successfully implemented.</del></li> <li>• <del>SR49.05: Enhanced promotion of our Front-Line trading services e.g., weddings, green space sports (tennis, pitch and put, football pitches)</del></li> <li>• <del>SR49.06: Adults' Social Care debt is being proactively but sensitively managed.</del></li> </ul>	<b>CII</b>	<p><del>Income has largely returned to pre-Covid19 levels, although there is now a 'hangover' in terms of debt collection, particularly in terms of rental income. Officers are working with tenants and other debtors to recover income due.</del></p> <p>As this risk has been managed to a target level of acceptable risk and all mitigating actions are in place, it is proposed that this risk be removed from the Council's strategic risk register.</p>	<b>CII</b>
SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	<b>BII</b>	<ul style="list-style-type: none"> <li>• <b>SR50.01: Value engineer across the delivery streams throughout the design process.</b> <ul style="list-style-type: none"> <li>○ Obtained planning application for Phase 2a (Hoo Wetland Reserve) of the Strategic Environment Management Scheme (SEMS).</li> <li>○ Entered the final phase for the archaeological ground investigations (trial trenching) at Hoo for the road and rail programmes, due to some delays caused by adverse weather conditions over the winter period. Groundworks are due to be complete in April 2023 and an interim report of the results has been received for review.</li> <li>○ Agreed a signed Statement of Intent between Medway Council and the Hoo Consortium, a group of private landowner and developer interests.</li> <li>○ Noted that the Hoo Development Framework (by the Planning Service) consultation results were brought through Cabinet in February 2023.</li> <li>○ Continued to keep the timeline and capital budgets for the programme under review in response to current national pressures from inflation and rising interest rates.</li> </ul> </li> <li>• <b>SR50.02: Reviewing full HIF programme, identify where possible, processes to run in parallel.</b></li> </ul> <p>See SR50.01 above.</p> <ul style="list-style-type: none"> <li>• <b>SR50.03: Work with Planning department to ensure growth on the Peninsula is delivered sustainably.</b></li> </ul> <p>The Local Plan continues to develop as per the Local Development Scheme published on the Council website. Officers have started to review</p>	<b>CII</b>	<p>The HIF-specific increase in S106 developer contributions, based on sound viability work associated with the emerging Local Plan, provides a significant opportunity to deliver sustainable growth on the Peninsula, beyond the HIF rail, road and environmental interventions. There is the potential that S106 would fund further infrastructure and service improvement in Hoo.</p>	<b>CII</b>



Risk Ref	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
			<p>submission made in response to the Call for Sites.</p> <p>The results of the recent consultation on the Hoo Development Framework were noted at the February Cabinet meeting.</p>			
SR02	Business continuity and emergency planning	CI	<ul style="list-style-type: none"> <li> <b>SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified</b>            The COMAH Plans have been rewritten in line with COMAH Regulations and were published in December 2021. Followed by Exercise Combine 2022 in May 2022            Emergency Centre Training due for 24 May 2023 with Oil Pollution Training July 2023            We have now recruited 30 staff to be volunteers for at least our core function of Emergency Shelter, ongoing training is being provided.         </li> <li> <b>SR02.02: Business continuity plans completed to implement the actions.</b>            Reviewed but no update required this quarter.         </li> </ul>	DII	<p><u>Emergency Planning</u>            The Covid19 emergency allowed for a faster solution to the remote working problem. If properly applied, problems like snow and fuel disruption will be eased slightly because of this project.</p> <p><u>Business Continuity</u>            As a result of Covid19, the Corporate Business Continuity Plan and Business Continuity (BC) training will be reviewed to include best practice, lessons learnt, and observations made from the council's response and recovery plans.            Cabinet received a paper on the council's Covid19 response on 7 July 2020 and Covid19 recovery on 25 August 2020.            Council services refreshed their business continuity plans in October 2020 in preparation for the Covid19 pandemic second wave and European Union (EU) exit by 31 December 2021.            Business Support Overview and Scrutiny committee received a paper on 28 January 2021 on the risk environment to consider the wider risk environment facing the council, including the differences between the Corporate Risk Register, business continuity and emergency planning.            Cabinet and Business Support Overview and Scrutiny committee received a paper on 30 March 2021 on the council's Covid19 Response and Recovery actions and plans.</p>	DII

Risk Number	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
TBC	<p><b>Recruitment and Retention</b> A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services.</p> <p>However, attracting, and retaining staff continues to be a challenge across directorates.</p> <p>National skills shortages in key areas, including social care, planning, legal, building control means increase competition between employers and contribute to the difficulties in filling vacancies.</p> <p>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 staff and retain staff.</p> <p>Remote working offers the workforce increased flexibility and choice of workplace.</p> <p>Results of Sept 2022 staff survey</p> <ul style="list-style-type: none"> <li>• 58% of colleagues want to stay for at least the next 3 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 asap.</li> </ul> <p>Staff turnover data</p> <ul style="list-style-type: none"> <li>• 30% in last 12 months</li> </ul>	BII	<p>Lack of experienced staff with specialist skills</p> <p>Low staff morale</p> <p>Loss of productivity through quiet quitting</p> <p>Industrial action impacting service delivery / performance.</p> <p>Reliance on interim and agency staff</p> <p>Budget pressures due to use of agency staff and contractors to fill roles.</p> <p>Inability to perform statutory functions.</p> <p>Inability to meet service demands.</p> <p>Inability to develop and improve service delivery.</p> <p>Impact on delivery of projects to expected time scales.</p> <p>Reputational damage</p>	<p>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</p> <p>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>	CII	<p>Full rollout of Medpay Review (18 months)</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>• Introduction of an additional band (R8) to ensure career opportunities and professional pay levels.</li> <li>• Revised performance management approach to ensure skills assessments and career conversations.</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> </ul> <p>Leadership and management training for all existing managers and new managers.</p> <p>Revised policies to manage sickness and capability.</p> <p>Review of the onboarding process to ensure speed and quality.</p> <p>Recruitment Strategy</p> <p>Retention Strategy</p> <p>Annual Staff engagement and annual review of the employee engagement strategy.</p> <p>New Council jobs site giving the ability to creatively promote our teams and services and job/career opportunities.</p> <p>Annual pay uplift strategy/medium term uplift plans</p>	DII

Risk Number	Risk	Inherent risk (before controls)	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
TBC	<p><b>MedPay Review</b></p> <p><b>1. Funding:</b> when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus external market and existing salary budgets will be insufficient and the scheme unaffordable</p> <p>And market premia is pensionable, meaning employer contributions are higher</p> <p><b>1a. Funding:</b> and/or on assessment majority of role holders are deemed accomplished (C) making the pay model unaffordable.</p> <p><b>1b. Funding:</b> and/or the profession frameworks are costly to achieve (e.g. obtaining qualifications, releasing staff to be trained, etc)</p> <p><b>2. 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, the change is perceived as fair and transparent now and, in the future.</p> <p><b>2a. Engagement:</b> hindered by the NJC pay award</p>	All	<p>Budgets to be built based on midpoint of salary range for accomplished, practised and developing.</p> <p>Financial appraisal (cost modelling) is being undertaken by an accountant that is assigned to the project</p> <p>Presenting briefings to service managers to ensure understanding of the model, engaging them in the setting of the levels.</p> <p>Budgets to be built at the midpoint of the salary range.</p> <p>Promote apprenticeships – use levy funds</p> <p>Established a communications and engagement group as part of the project.</p> <p>Utilise employee forums such as Medway Makers</p>	BII	<p>Financial appraisal presented to CMT for approval before implementation.</p> <p>Increase salaries in priority areas (hard to recruit/high turnover) first.</p> <p>MTFP process to identify budget pressures.</p> <p>Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at</p> <p>Train managers, ensure understanding of the 3 levels and definitions are clear for both managers and employees</p> <p>Train managers on options available, promote development options of learning to employees to inform them of ways in which they can access the options</p> <p>Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns.</p> <p>Ensure a variety of communication methods are adopted to ensure the greatest reach – Medspace page, briefing sessions, regular CMT comms, service manager need to know, EMC etc</p> <p>Be open and transparent.</p> <p>MedPay Champions group</p> <p>Updated MedPay FAQ's</p>	CII

				Educate managers on the pay protocol process through the Leadership Programme	
<b>3. Service Delivery:</b> productivity / output is affected as those in later phases feel unfairly rewarded		Feedback mechanisms in place via Medway Makers, staff survey and staff forums so that feelings and concerns can be addressed		Increase opportunities for issues to be discussed, such as drop-in sessions. Consider immediate changes to current Medpay scheme, for example, no levels and pay COLA (Cost of Living Award) only, or allocate PRP (Performance Related Pay) funds across the whole organisation as previously done during covid.  Additional resources secured for phase 2 to accelerate implementation.	
<b>4. Employee's expectations:</b> employees are expecting a salary increase because of this pay review and/or a move backwards to incremental pay		Establishing a communications and engagement group as part of the project		Train managers.  Ensure details of the 3 levels are clearly disseminated to staff; run drop-ins and engagement sessions.  Utilise MedPay Champions	
<b>5. Collective agreement: (if required)</b> is not achieved and to implement the changes we must go through a process of dismissal and re-engagement		Full consultation and engagement with staff and trade unions with a strategy behind it.  Ensure the project plan allows enough time to implement		Ensure JCC and Employment Matters Committee are engaged in the process.	
<b>6. Capacity of project team:</b> project group members are not solely assigned to this project and are from across the council not just within HR. Demands from service areas to support with BAU (Business as Usual)		Funding secured for a designated project manager and project coordinator.  Additional resource secured at HRBP (Human Resources Business Partner) level  Monitor demands such as organisational change on the HRBP's  Established a Strategic Working Group  Regular feedback loop into CMT		Reprioritise 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 manner and ensure built into budget setting process.  Additional fixed term posts for 1 year to support delivery of phase 2	
<b>7. Recruitment and retention:</b> continue to be an issue over the phases of the project due to length of time to implement		Focusing on high turnover areas in phase 1		Establish a mechanism for monitoring turnover levels and recruitment difficulties so that timely action / intervention can be taken	

<p><b>8. Political priorities:</b> change in leadership and local councillors due to the election may impact upon the drivers for change and leadership priorities may change</p>	<p>Engagement with political leaders at CMT (Corporate Management Team) level</p> <p>Employment Matters Committee</p> <p>Opposition briefings</p>	<p>Member induction to ensure councillors fully briefed</p> <p>Establish a mechanism for briefing new leaders</p> <p>Delegations to the CEO and CMT will ensure stability for the project</p>	
<p><b>9. Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically</p>	<p>MTFP processes in place</p>	<p>Ensure targets for financial resilience are in place in the Finance &amp; Business Intelligence (FBI) Divisional plan</p> <p>Procure a salary benchmarking system to enable comparison with external market</p>	
<p><b>10. Dual pay systems:</b> managing the two pay systems whilst working through the phases of the project and this creating disharmony amongst the workforces</p>	<p>Resourcelink has ability to run different pay systems</p> <p>Principles in place with trade unions for a pilot phase</p>	<p>Comms strategy being developed to ensure that workforce is informed of reasons for the phasing and engagement forums to be established</p>	
<p><b>11. Dual pay systems:</b> capacity of the HR &amp; Payroll system and the Payroll and HR &amp; Payroll Systems Teams to deliver two pay processes</p>	<p>Resourcelink has ability to run different pay systems</p> <p>Vacancies being recruited to and induction/ training plan in place</p> <p>Scoping of new processes required in order to inform a specification for ICT and HR &amp; Payroll Systems Teams</p>	<p>Sub-group of Strategic Working Group to be established to ensure work programming is in place</p> <p>Options appraisal required to ascertain cost/benefits of in-house processes as opposed to off the shelf solution from Resourcelink or other providers</p> <p>Work with the Head of HR, ensuring that this work is built into the payroll and HR Systems work plan</p>	
<p><b>12. Evaluation:</b> methods of evaluation and measures of success of the project are not robust enough due to poor or irregular access and time lags in obtaining data that would be of relevance</p>	<p>Possible methods of evaluation identified, and processes are being put in place at project preparation stage for regular monitoring</p>	<p>Project Team to manage the evaluation process and to report into the Strategic Working Group and CMT</p>	
<p><b>13. Measures of success:</b> first cohort does not produce the anticipated improvements in vacancy or retention rates due to failure to recruit and/or lack of confidence in the MedPay enhancements.</p>	<p>Talent Acquisition Team engagement with project objectives</p> <p>Comms strategy being developed to ensure that the workforce is informed of the proposed enhancements covering pay, rewards, and career pathways</p>	<p>Development of recruitment and retention strategies and ongoing improvement of the Councils employee benefits offer to complement the proposed enhancements to MedPay</p> <p>Introduction of the Medway Leadership Programme</p>	
<p><b>14. Timescale for implementation:</b> a lot of processes, frameworks, governance, systems etc to establish in phase 1 within a tight timeframe</p>	<p>Project plan road map, action log and risk register</p> <p>Recruiting to vacant posts</p>	<p>Identify support required from other 'experts' across the council and secure their commitment to the project via CMT and FBI</p>	

	<p><b>15. Staff Absence impacting upon capacity to deliver the project:</b> Sickness absence and planned holidays of project team members and wider contributors to the project creating delays in project delivery</p>		<p>Workload plans reviewed regularly and work re-allocated to others in the team.</p>		<p>In the case of wider contributors such finance support and job evaluation, back-up arrangements will need to be identified</p>	
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