

Q1 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	Q1 22/23 Current Risk Score	Q2 22/23 Current Risk Score	Q3 22/23 Current Risk Score	Q4 22/23 Current Risk Score	Q1 23/24 Current Risk Score	Movement	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR17	Delivering regeneration	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Director of Place and Deputy Chief Executive	Climate Change and Strategic Regeneration	Growth
L	SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Assistant Director Regeneration	Climate Change and Strategic Regeneration	Growth
L	SR47	Climate Change	AII	AII	AII	AII	AII	CIII AII	↓	L - unlikely I - moderate	Assistant Director Frontline Services	Climate Change and Strategic Regeneration	Place
L	SR46	Medway's Economic Recovery from Covid19	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Growth
L	SR36a	Medway Development Company Ltd	BI	NA	NA	NA	NA	CII	NA	L - unlikely I – major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Growth
L	SR36b	Kyndi Ltd	BI	NA	NA	NA	NA	DII	NA	L – rare I – major	Chief Operating Officer	Deputy Leader	Place
M	SR37	Cyber Security	AI	AI	AI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	All Values
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L - unlikely I – major	Director of People, Assistant Director Legal & Governance, Chief Information Officer	Business Management	All Values
M	SR02	Business continuity and emergency planning	CI	DII	DII	DII	DII	DII	→	L – rare I – major	Director of Place and Deputy Chief Executive, Chief Organisational Culture Officer	Business Management	All Values
L	SR53	MedPay review	AII	NA	NA	NA	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	All Values
L	SR54	Recruitment and Retention	BII	NA	NA	NA	CII	CII	→	L – significant I – major	Chief Organisational Culture Officer	Business Management	All Values

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SR17	Delivering regeneration	BII	<ul style="list-style-type: none"> Regeneration projects are not completed. Potential damage to the council's reputation. Not able to meet member, 	SR17.01: Outline infrastructure needs identified. Reviewed but no update required this quarter. Q4 update: The Local Plan continues to develop as per the Local Development Scheme published on the Council	BII	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	CII

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			<p>government and the public's expectations.</p> <ul style="list-style-type: none"> • Deteriorating physical and infrastructure assets. • Investment wasted. • Young people are not catered for in the 'new world'. • Low skills base among some residents remains. • Disconnect between skills and employment opportunities. • Maintenance of low aspiration culture. • Increased commuting and pressure on transportation. Negative impact on community cohesion. 	<p>website. Officers have started to review submission made in response to the Call for Sites.</p> <p>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. Reviewed but no update required this quarter. Q4 update: 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> <p>SR17.05: Working towards the adoption of the new Medway Local Plan. Reviewed but no update required this quarter. Q4 update: 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> <p>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) Reviewed but no update required this quarter. Q4 update: 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>		<p>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>	

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SR50	Delivering £170m Housing Infrastructure Fund (HIF) programme	BII	Various issues may arise during the detailed design process for each of the delivery streams. If for any reason, the projects are not able to deliver within the funding period or within the £170m budget, the HIF infrastructure and improvements to enable sustainable housing growth on the Peninsula, might not be delivered. This could mean the council is unable to meet the housing requirement for population growth in Medway. It would also cause reputational damage to both the council and funder Homes England.	<p>SR50.01: Value engineer across the delivery streams throughout the design process. The Council shared draft proposals with Homes England in March 2023 and in July 2023 to tackle inflation and maintain the grant programme within the £170m budget. Whilst a final decision on the future of the programme will be made by Central Government, Homes England are currently recommending the HIF scheme does not continue. The council are actively lobbying Central Government to maintain the HIF grant income. Expenditure is largely paused at present to mitigate financial risk to the Council.</p> <p>SR50.02: Reviewing full HIF programme, identify where possible, processes to run in parallel. See SR50.01 above.</p> <p>SR50.03: Work with Planning department to ensure growth on the Peninsula is delivered sustainably. Reviewed but no update required this quarter. 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. The results of the recent consultation on the Hoo Development Framework were noted at the February Cabinet meeting.</p>	CII	Whilst central government review the delivery of the Future Hoo HIF programme, work has largely been paused to mitigate financial risk to the council. 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.	CII
SR47	Climate Change	All	<ul style="list-style-type: none"> Potential damage to the council's reputation. Not able to meet members', government's and the public's expectations. Net zero by 2050 is not achieved. 	<p>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change. Reviewed but no update required this quarter.</p> <p>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway. The anti-idling project is nearly 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 have supported the Council with the engagement work. Volunteers have been recruited to undertake the data gathering part of the project and the data collected in Q1 2023. The project analysis will continue in Q2 of 2023/24.</p> <ul style="list-style-type: none"> The anti-idling project is progressing, engagement has been undertaken with the community on the project and workshops have been held with local secondary 	CIII AII	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 has been seen by the conversion to Light-Emitting Diode (LED) lighting on street columns.	DIII

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				<p>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.</p>			
SR46	Medway's Economic Recovery from Covid19	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 in Black and Minority Ethnic (BAME) communities. • Decreased apprenticeship vacancies and industrial placements. • Reduced strength of Medway's business base. • Accelerated decline of town centres and street markets. • Impact on supply chains. • Decreased relevance of Medway Council's strategic bases. • Digital inclusion / exclusion. • Sustainability of higher and further education, and its impact on place. 	<p>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell (Lead Officer: AD Regeneration) The Kent Economic Development Officers Group continues to meet at least monthly. Covid19 is no longer a topic of discussion other than in respect of the desire for renewed grants to help businesses through the cost-of-living crisis.</p> <p>SR46.02: Delivery of government-directed financial support to businesses and individuals (Lead Officer: Chief Finance Officer) Due to former government-directed financial support to businesses and individuals in Medway, the Council now has an established platform to administer grants if they are announced again. No sign as of yet that government-directed financial support to support recovery will be announced in future. This has been used to streamline and expand the Partners for Growth Grant which is being used to support 34 Medway businesses in this quarter.</p> <p>SR46.03: Reopening High Streets Safely (Lead Officers: AD Regeneration, AD Frontline Services) Reviewed but no update required this quarter. (January 2023 update -Government guidelines do not require mandatory social distancing measures and few town centres or establishments have any implemented).</p> <p>SR46.04: Supporting Medway's businesses. (Lead Officer: AD Regeneration) Reviewed but no update required this quarter. (End March 2023 - Locate in Kent continues to support businesses to expand within or move to Medway. There have been some personnel changes at LIK and reduced funding which has impacted on outputs for this quarter. Medway Council is closely monitoring this to ensure future target outputs are met for 2023/24. as well as deliver the Future Forward programme, The EU business support programmes that LIK ran completed end of quarter.</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. 	CII

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				<p>The Economic Development Team has been active in supporting Medway businesses via the multiple business support programmes being delivered including Growth Entrepreneur; Scale Up; High Street Digitalisation; I-teams; expanded and streamlined Partners For Growth Grant; improving networking opportunities and events, establishing the Business for Medway engagement group and supporting the development of future workspace provision in Medway.</p> <p>SR46.05: Supporting residents' skills and employability.</p> <p>The Growth Entrepreneur and Scale up programmes have commenced focusing on Medway's key growth priority areas with a focus on investment and high wage job creation and helping to improve the skills of business leaders and job creation.</p> <p>The Partners for Growth grant's expansion has highlighted that SMEs are still looking to grow, with a central theme of upskilling and increasing qualifications among directors and staff leading to increased workloads and increased employment.</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>The Medway 2037 strategy was approved by October Cabinet, giving a steer for Regeneration and Economic Development and 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 economic environment. The Investment Plan to access SPF was approved by Government in late December and recruitment for roles to support the SPF programme to deliver on the Medway 2037 objectives, is underway.</p> <p>The Medway Town Centres Strategy and the Medway Innovation Strategy were completed.</p> <p>SR46.07: Continue to lobby government to maximise support and opportunities for Medway.</p> <p>Reviewed but no update required this quarter.</p> <p>Q4 update: 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.</p>			

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SR36a	Medway Development Company Limited	BI		<ul style="list-style-type: none"> • SR36a.01: Implement PRS delivery to de-risk schemes. • SR36a.02: Review Business Plan cash flow and revenue expectations • SR36a.03: Pre-plan and pre-order materials SR36a.04: Target Grant Funding Opportunities 	CII	<p>Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for MDC Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set-up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects, but also generate long term revenue streams or sell homes at a later time, where values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this does take time. The other key opportunity is that the company is also able to lever in grant and work with the Council to identify opportunities to help unlock projects. The company has been particularly successful in leveraging in grant and this focus should continue to capitalise on future opportunities.</p>	DII
SR36b	KYNDI Limited – Trading Liability	BII		<ul style="list-style-type: none"> • SR36b.01: Business Governance Controls • SR36b.02: Business Profitability • SR36b.03: Business Growth 	DII	<p>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 for approval, as shareholder, at the</p>	DIII

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						appropriate time.	
SR37	Cyber Security	AI		SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.02: Network security: Appropriate architecture and policies are in place. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.03: Managing user privileges: System privileges are being carefully controlled and managed. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.05: Incident management: Effective incident management policies and processes are in place. 	CI	This risk has been managed to a target level of acceptable risk and all mitigating actions have been	CI

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						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 register.	
		AI		<ul style="list-style-type: none"> 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. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.07: Monitoring: Robust system monitoring takes place. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.08: Removable media controls: Appropriate security controls are in place around removable media. 	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 register.	CI
		AI		<ul style="list-style-type: none"> SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures. 	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	CI

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						a rapidly changing environment, it is proposed that this risk remains on the Council's strategic risk register.	
		AI		<ul style="list-style-type: none"> SR37.10. Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria. 	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 register.	CI
		AI		<ul style="list-style-type: none"> 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. 	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 register.	CI
		AI		<ul style="list-style-type: none"> 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. 	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 register.	CI
SR32	Data and information Management	BII		<p>SR32.01: The council has accountability and governance in place for data protection and data security.</p> <p>All designated roles (Senior Information Risk Owner, Caldicott Guardian, Data Protection Officer) all remain in place.</p> <p>The Council submitted our 2023/24 DSP Toolkit submission by the deadline of 30 June 2023.</p> <p>The SIGG now refreshed and relaunched continues to meet. Membership has been revised to ensure pan-</p>	CII	<p>Review support for information governance within the organisation.</p> <p>Audit the council's Caldicott Guardian function.</p> <p>Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement.</p> <p>Appoint a deputy SIRO.</p> <p>Seeking Public Services Network (PSN) Compliance</p>	DIII

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				<p>Council focus by the SIRO supported by the Caldicott Guardian.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</p> <p>Medway Council appropriate staff are asked to undertake training on Data Protection annually, and as part of their induction for new starters. 95% of appropriate staff received training in Data Protection as a requirement of the NHS DSP Toolkit.</p> <p>The Head of Technology is booked on to the (ISC)2 Certified Information Systems Security Professional (CISSP) in May 2023 and is anticipated to take his examination for July 2023.</p> <p>SR32.06: Appropriate policies and procedures are in place to support good information management and security.</p> <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.</p> <p>Acknowledgement of the policy and completion of the training will be monitored by ICT.</p>			
SR02	Business continuity and emergency planning	CI		<p>• SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified</p> <p>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</p> <p>Emergency Centre Training due for 24 May 2023 with Oil Pollution Training July 2023</p>	DII	<p><u>Emergency Planning</u></p> <p>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></p>	DII

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				<p>We have now recruited 30 staff to be volunteers for at least our core function of Emergency Shelter, ongoing training is being provided.</p> <p>• SR02.02: Business continuity plans completed to implement the actions.</p> <p>Reviewed but no update required this quarter.</p>		<p>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.</p> <p>Cabinet received a paper on the council's Covid19 response on 7 July 2020 and Covid19 recovery on 25 August 2020.</p> <p>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.</p> <p>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.</p> <p>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>	
SR53	MedPay						
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus external market and	AI	Financial	<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>	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>	CII

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	<p>existing salary budgets will be insufficient and the scheme unaffordable</p> <p>And market premia is pensionable, meaning employer contributions are higher</p>					Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at	
	<p>SR53.01a Funding: and/or on assessment majority of role holders are deemed accomplished (C) making the pay model unaffordable.</p>	B1	Financial	<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>	BII	Train managers, ensure understanding of the 3 levels and definitions are clear for both managers and employees	CII
	<p>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</p>	BI	People	<p>Established a communications and engagement group as part of the project.</p> <p>Utilise employee forums such as Medway Makers</p>	BII	<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>	CII

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	change consistently, the change is perceived as fair and transparent now and, in the future.						
	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 HR. Demands from service areas to support with BAU (Business as Usual)	All	Project delivery	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	BII	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	CIII
	SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	All	Environmental	MTFP processes in place	BII	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 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	Resourcelink has ability to run different pay systems Vacancies being recruited to and induction/ training plan in place Scoping of new processes required in order to inform a specification for ICT and HR & Payroll Systems Teams	BII	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	CIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
						Work with the Head of HR, ensuring that this work is built into the payroll and HR Systems work plan	
	SR53.14 Timescale for implementation: a lot of processes, frameworks, governance, systems etc to establish in phase 1 within a tight timeframe	BI	Project delivery	Project plan road map, action log and risk register Recruiting to vacant posts	BII	Identify support required from other 'experts' across the council and secure their commitment to the project via CMT and FBI	CII
	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	Operational / project delivery	Workload plans reviewed regularly and work re-allocated to others in the team.	BII	In the case of wider contributors such finance support and job evaluation, back-up arrangements will need to be identified	CIII
SR54	Recruitment and Retention A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and	BII	Lack of experienced staff with specialist skills Low staff morale Loss of productivity through quiet quitting Industrial action impacting service delivery / performance. Reliance on interim and agency staff	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	CII	Full rollout of Medpay Review (18 months) <ul style="list-style-type: none"> Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. 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 	

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	<p>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</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>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>		<p>skills assessments and career conversations.</p> <ul style="list-style-type: none"> • 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. <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>	

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	<p>choice of workplace.</p> <p>Results of Sept 2022 staff survey</p> <ul style="list-style-type: none"> • 58% of colleagues want to stay for at least the next 3 years. • 29% want to stay for at least the next year. • 8% want to leave within the next 12 months. • 4% want to leave asap. <p>Staff turnover data</p> <ul style="list-style-type: none"> • 30% in last 12 months 						