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	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People – Children and Adults Services	Deputy Leader	People
L	SR03B	Finances	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	All Values
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
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 - unlikely I – major	Chief Organisational Culture Officer	Business Management	All Values

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SR09A	Meeting the needs of Older People and Working Age Adults	AI		**SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)** Recruitment continues to be a challenge in Business Ops in both qualified and non-qualified roles. We continue to use locum staff in some key areas to maintain as close to business as usual as we can. ~~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.~~	BII	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.	CII

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				SR09A.02: Working with strategic partners to establish integrated working. Reviewed but no update required this quarter. ~~Work has been paused on 7 days working until such time a greater need can be generated.~~ **SR09A.03: Maintain strong relationships with providers.** Our communication links are in place and seen as a system tool by all relevant services and system partners including Public Health and ICB. We also link to KCC commissioning and ASC communication as well as Kent Integrated Care Alliance and Skills for Care. The provide Forum is used by ASC to engage with providers. ~~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.~~ **SR09A.04: Map and monitor intelligence across the market.** We stimulate the Market during the commissioning of services. A new post has been created (Data Analyst and Policy Officer) to undertake the development of the Market Position Statement and the creation of a JSNA Chapter on Adults which will be the Adults Needs Assessment, a requirement for the development of the Market Position Statement and commissioning activity. We have an action plan to tackle the workforce challenges within the Residential and Care Home market. We are refreshing this plan in July 2023 with our partners in KCC and the ICB. ~~We have the following tools in place to ensure that we are monitoring data and intelligence across the market.~~ • ~~Medway Care Portal.~~ • ~~Monthly Provider Forums.~~ • ~~Daily review of the tracker.~~ • ~~Dedicated email inbox.~~ • ~~Weekly newsletter.~~ • ~~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~~		We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. An Adult Social Care Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.	

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				~~System Commissioners, and Association of Directors of Adult Social Services (ADASS) focus groups.~~ **SR09A.05: Review and adjust service levels and placement costs as appropriate.** We continue to see pressure in making placement across the sector and where we can make placement cost is significantly higher. ~~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.~~ **SR09A.06: Unmet Need of Court of Protection COP3 Mental Capacity Assessments** Reviewed but no update required this quarter.			
SR03B	Finances	**AI**		**SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues.** The Government has made it clear that the sector should expect to see a continuation of single year settlements for some time yet. **SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process.** 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. **SR03B.03: Create resources for investment priorities.** 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. **SR03B.04: Delivery of digital transformation programme.**	**AI**	The key to improving the effectiveness of the council's financial planning and management is to address the uncertainty around future funding and improve the forecasting of cost pressures. The failure of central government to articulate how it intends to ensure the sustainability of local government has made this task virtually impossible, however the Finance Management team continue to work closely with colleagues within the Planning and Regeneration teams with a view to more accurately projecting future council tax and business rates. 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	**CIII**

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				A complete 'digital road map' is being developed for sign-off by the Transformation Board in the new financial year.		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.	
SR46	Medway's Economic Recovery ~~from Covid19~~	BII	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: • 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.	**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. **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. **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). **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. The Economic Development Team has been active in supporting Medway businesses via the multiple business	BII	• 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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				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. **SR46.05: Supporting residents' skills and employability**. 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. 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. **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) 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. The Medway Town Centres Strategy and the Medway Innovation Strategy were completed. **SR46.07: Continue to lobby government to maximise support and opportunities for Medway.** Reviewed but no update required this quarter. 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.			

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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		• **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		• **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		• **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		• **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 implemented and so it is proposed that this risk be classified as a	CI

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						'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	• **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	• **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	• **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	• **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 a rapidly changing environment, it is proposed that this risk remains on the Council's strategic risk register.	CI

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		AI		• **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		• **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		• **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		**SR32.01: The council has accountability and governance in place for data protection and data security.** All designated roles (Senior Information Risk Owner, Caldicott Guardian, Data Protection Officer) all remain in place. The Council submitted our 2023/24 DSP Toolkit submission by the deadline of 30 June 2023. The SIGG now refreshed and relaunched continues to meet. Membership has been revised to ensure pan-Council focus by the SIRO supported by the Caldicott Guardian. ~~Work has begun on the 23/24 DSP Toolkit Submission. The SIGG has been refreshed and relaunched the first~~	CII	Review support for information governance within the organisation. Audit the council's Caldicott Guardian function. Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement. Appoint a deputy SIRO. Seeking Public Services Network (PSN) Compliance	DIII

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				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. **SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards** 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. 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. **SR32.06: Appropriate policies and procedures are in place to support good information management and security.** 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. 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.			
~~SR02~~	~~Business continuity and emergency planning~~	~~CI~~		• ~~SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified~~ ~~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.~~ • ~~SR02.02: Business continuity plans completed to implement the actions.~~	~~DII~~	~~Emergency Planning~~ ~~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.~~ ~~Business Continuity~~ ~~As a result of Covid19, the Corporate Business Continuity Plan and Business Continuity (BC) training will be reviewed to include best practice,~~	~~DII~~

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				~~Reviewed but no update required this quarter.~~		~~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.~~	
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 existing salary budgets will be insufficient and	AI	Financial	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	BII	Financial appraisal presented to CMT for approval before implementation. Increase salaries in priority areas (hard to recruit/high turnover) first. MTFP process to identify budget pressures. Benchmark against comparators, not the whole market and identify the pay quartile (median) we are positioning ourselves at	CII

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	the scheme unaffordable And market premia is pensionable, meaning employer contributions are higher						
SR53.01a **Funding:** and/or on assessment majority of role holders are deemed accomplished (C) making the pay model unaffordable.		**B1**	Financial	Presenting briefings to service managers to ensure understanding of the model, engaging them in the setting of the levels. Budgets to be built at the midpoint of the salary range	**BII**	Train managers, ensure understanding of the 3 levels and definitions are clear for both managers and employees	**CII**
SR53.02 **Engagement:** this change programme affects everyone across the council and implementation will be staggered. Challenge to ensure everyone understands the change, everyone can see the reason and benefits of change, everyone implements the change consistently, the change is		**BI**	People	Established a communications and engagement group as part of the project. Utilise employee forums such as Medway Makers	**BII**	Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns Ensure a variety of communication methods are adopted to ensure the greatest reach – Medspace page, briefing sessions, regular CMT comms, service manager need to know, EMC etc Be open and transparent MedPay Champions group	**CII**

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	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)		AII	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.		AII	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		AII	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 Work with the Head of HR, ensuring that this work is built into the payroll and HR Systems work plan	CIII

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	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	AII	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 retaining staff continues to be a challenge across directorates.	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 Budget pressures due to use of agency staff and contractors to fill roles.	10% MedPay Pilot review to: • align historical pressures and ensure competitive pay. • retain a talented workforce. • attract and recruit a skilled workforce. • support career progression. Apprenticeship Academy offering: • alternative route to employment • opportunities for development and career progression Regular engagement with workforce and trade unions Medway's values, behaviours and culture embedded by managers. Annual staff survey to understand staff priorities and inform Engagement Strategy.	CII	Full rollout of Medpay Review (18 months) • Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. • Career pathways to support progression within the Council. • Introduction of an additional band (R8) to ensure career opportunities and professional pay levels. • Revised performance management approach to ensure skills assessments and career conversations. • Introduction of a talent management tool to identify future	

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	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. 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. Remote working offers the workforce increased flexibility and choice of workplace. Results of Sept 2022 staff survey		Inability to perform statutory functions. Inability to meet service demands. Inability to develop and improve service delivery. Impact on delivery of projects to expected time scales. Reputational damage	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.		talent and single points of failure within the workforce (9 Box Grid). • Revised Market allowance framework. Leadership and management training for all existing managers and new managers. Revised policies to manage sickness and capability. Review of the onboarding process to ensure speed and quality. Recruitment Strategy Retention Strategy Annual Staff engagement and annual review of the employee engagement strategy. New Council jobs site giving the ability to creatively promote our teams and services and job/career opportunities. Annual pay uplift strategy/medium term uplift plans	

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	• 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. Staff turnover data • 30% in last 12 months						