

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	SR03B	Finances	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	All Values
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	SR36b	Kyndi Ltd	BII	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	AI	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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SR03B	Finances	AI		<p>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.</p> <p>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.</p> <p>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.</p> <p>SR03B.04: Delivery of digital transformation programme. A complete 'digital road map' is being developed for sign-off by the Transformation Board in the new financial year.</p>	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 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.	CIII
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. The anti-idling project is progressing, engagement has been undertaken with the community on the project and</p>	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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				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.			
SR36b	Kyndi Ltd	BII		<ul style="list-style-type: none"> SR36b.01: Business Governance Controls SR36b.02: Business Profitability SR36b.03: Business Growth 	DII	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 appropriate time.	DIII
SR37	Cyber Security			<ul style="list-style-type: none"> SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled. SR37.02: Network security: Appropriate architecture and policies are in place. SR37.03: Managing user privileges: System privileges are being carefully controlled and managed. 		<p>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.</p> <p>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.</p> <p>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</p>	
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		AI		<ul style="list-style-type: none"> SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture. 	CI	a rapidly changing environment, it is proposed that this risk remains on the Council's strategic risk register. 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 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"> SR37.06: 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

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		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 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"> • SR37.10. 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	CI

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						<p>'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.</p>	
SR32	Data and information	BII		<p>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 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.</p> <p>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.</p> <p>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-</p>	CII	<p>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</p>	DIII

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				<p>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		<ul style="list-style-type: none"> ● SR02.01: Continued review and develop the Council's Major Emergency Plan (MEP) including any Lessons Identified <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 Emergency Centre Training due for 24 May 2023 with Oil Pollution Training July 2023</p> <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> <ul style="list-style-type: none"> ● SR02.02: Business continuity plans completed to implement the actions. <p>Reviewed but no update required this quarter.</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> <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</p>	DII

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						on the council's Covid19 Response and Recovery actions and plans.	
SR53	MedPay review						
	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 the scheme unaffordable And market premia is pensionable, meaning employer contributions are higher	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
	SR53.01a Funding: and/or on assessment majority of role holders are deemed accomplished (C) making the pay model unaffordable.	BI	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	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	CII

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	<p>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>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>	
SR53.06	<p>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)</p>	All	Project delivery	<p>Funding secured for a designated project manager and project coordinator.</p> <p>Additional resource secured at HRBP (Human Resources Business Partner) level</p> <p>Monitor demands such as organisational change on the HRBP's</p> <p>Established a Strategic Working Group</p> <p>Regular feedback loop into CMT</p>	BII	<p>Reprioritise HRBP work to ensure project takes precedence</p> <p>Review HRBP job description</p> <p>Communicate the changes in priority of this role as required by the organisation to deliver this project</p> <p>Review resource needs for phase 2 and phase 3 in a timely manner and ensure built into budget setting process</p> <p>Additional fixed term posts for 1 year to support delivery of phase 2</p>	CIII
SR53.09	<p>Local Economy: downturn in the local economy could affect affordability and</p>	All	Environmental	MTFP processes in place	BII	<p>Ensure targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan</p>	CIII

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	alter external market forces dramatically.					Procure a salary benchmarking system to enable comparison with external market	
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 Work with the Head of HR, ensuring that this work is built into the payroll and HR Systems work plan	CIII
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

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SR54	<p>Recruitment and Retention</p> <p>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</p>	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"> align historical pressures and ensure competitive pay. retain a talented workforce. attract and recruit a skilled workforce. support career progression. <p>Apprenticeship Academy offering:</p> <ul style="list-style-type: none"> alternative route to employment opportunities for development and career progression <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"> 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 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>	

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	<p>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"> • 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 					<p>Annual pay uplift strategy/medium term uplift plans</p>	