# Q2 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 | Q2 22/23 Current Risk Score | Q3 22/23 Current Risk Score | Q4 22/23 Current Risk Score | Q1 23/24 Current Risk Score | Q2 23/24 Current Risk Score | Move ment | 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 | SR53 | MedPay review | AI | NA | NA | BII | BII | BII | → | L – likely I – major | Chief Organisational Culture Officer | Business Management | All Values |
| M | SR37 | Cyber Security | AI | AI | CI | CI | CI | CI | → | L – unlikely I – catastrophic | Chief Information Officer | Business Management | All Values |
| L | SR54 | Recruitment and Retention | BII | NA | NA | CII | CII | CII | → | L – unlikely I – major | Chief Organisational Culture 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 |
| L | SR47 | Climate Change | AII | AII | AII | AII | CIII | CIII | → | L – unlikely I – moderate | Deputy Director of Place | Climate Change and Strategic Regeneration | Place |
| L | SR36B | Kyndi Ltd | BII | NA | NA | NA | DII | DII | → | L – rare I – major | Chief Operating Officer | Deputy Leader | Place |

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| SR03B | Finances | **AI** | There has long been an inherent risk around the council's ability to deliver a balanced budget, however this becomes more challenging every year. The government has failed to address the under-funding of statutory services and it has still not delivered the long-awaited fair funding review, which would see a redistribution of the overall resources in favour of local authorities such as Medway. The government's continued reliance on one-year settlements has increased uncertainty and made medium term planning almost impossible. Demographic pressures in adult social care (ASC), children's care and Special Educational Needs and Disabilities (SEND) remain the biggest issue, but this has been further exacerbated by the impact and aftermath of Covid19, the 'cost of living crisis' precipitated by the war in Ukraine and rising inflation and interest rates. <br><br> The latest monitoring forecasts an overspend of around £17m in the current year, whilst the council's non-earmarked reserves have been reduced to just over £10m. The Medium-Term Financial Outlook (MTFO) identifies a potential budget gap of £38m for next year. If robust and immediate management action is not taken, the current financial position could precipitate a Section 114 report, which could result in intervention by the government. | **SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues.** <br> Q2 23/24 UPDATE: <br> The council engages in joint lobbying through F20 and other peer groups, but more recently the Chief Executive Officer wrote directly to the Secretary of State. <br> Q1 23/24 UPDATE: <br> The government has made it clear that the sector should expect to see a continuation of single year settlements for some time yet. <br> **SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process.** <br> Q2 23/24 UPDATE: <br> The Draft Budget allocated all additional resource to making provision for pay, with the balance going wholly to fund pressures in Children and Adults directorate. <br> Q1 23/24 UPDATE: <br> 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. <br> **SR03B.03: Create resources for investment priorities.** <br> Q2 23/24 UPDATE: <br> The council is exploring opportunities for property rationalisation, with a view to releasing capital receipts to fund investment priorities. <br> Q1 23/24 UPDATE: <br> 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. <br> **SR03B.04: Delivery of digital transformation programme** <br> Q2 23/24 UPDATE: <br> A complete 'digital road map' is being developed for sign-off by Members. <br> Q1 23/24 UPDATE: <br> A complete 'digital road map' is being developed for sign-off by the Transformation Board in the new financial year. | **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** |

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| SR53 | MedPay review | **AI** | | | **BII** | | **CII** |
| | **SR53.01 Funding:** when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.<br><br>And market premia is pensionable, meaning employer contributions are higher. | **AI** | Financial | Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter.<br>Q1 23/24 UPDATE:<br>Budgets to be built based on midpoint of salary range for accomplished, practised and developing.<br>Financial appraisal (cost modelling) is being undertaken by an accountant that is assigned to the project. | **BII** | Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.<br>Increase salaries in priority areas (hard to recruit/high turnover) first.<br>The Medium-Term Financial Outlook (MTFO) process is used to identify budget pressures.<br>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 | Q2 23/24 UPDATE:<br>Review and compare career progression frameworks to ensure consistency across phase 1.<br>Q1 23/24 UPDATE:<br>Presenting briefings to service managers to ensure understanding of the model, engaging them in the setting of the levels.<br>Budgets to be built at the midpoint of the salary range. | **BII** | Train managers, ensure understanding of the three 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 | **BI** | People | Q2 23/24 UPDATE:<br>The team is currently seeking feedback via a survey from phase 1 staff and managers. A regular MedPay newsletter and video will be launching in October 2023.<br>Q1 23/24 UPDATE:<br>Established a communications and engagement group as part of the project.<br>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.<br>Ensure a variety of communication methods are adopted to ensure the greatest reach – Medspace (intranet) pages, briefing sessions, | **CII** |

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| | staggered. Challenge to ensure everyone understands the change, everyone can see the reason and benefits of change, everyone implements the change consistently, and the change is perceived as fair and transparent now and in the future. | | | | | regular communication with corporate management team (CMT), service managers need to know, Employee Matters Committee (EMC) etc. Be open and transparent. MedPay Champions group. | |
| **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 Human Resources (HR). Demands from service areas to support with Business as Usual (BAU). | | All | Project delivery | Q2 23/24 UPDATE: Additional resource was agreed for phase 2 and a Human Resources Business Partner (HRBP) and support staff have been recruited on a fixed term basis. However, there have been two failed recruitment campaigns for the additional Organisational Change Consultant. Q1 23/24 UPDATE: Funding secured for a designated project manager and project coordinator. Additional resource secured at Human Resources Business Partner (HRBP) level. Monitor demands such as organisational change on the HRBPs. 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 one 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 | Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: MTFO 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 the external market. | CIII |

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| | **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 | Q2 23/24 UPDATE: A working group has been set up with Payroll and Systems team colleagues who meet regularly. New pay tables have been built in Resourcelink. Q1 23/24 UPDATE: Resourcelink has the ability to run different pay systems. Vacancies are being recruited to and the induction/ training plan is in place. Scoping of new processes is required in order to inform a specification for the 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 workplan. | **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 | Q2 23/24 UPDATE: Tools and templates have now been developed but they will continue to be reviewed and feedback sought as applicable. Q1 23/24 UPDATE: Project plan roadmap, action log and risk summary. Recruiting to vacant posts. | **BII** | Identify support required from other 'experts' across the council and secure their commitment to the project via CMT and Finance and Business Improvement (FBI) Senior Management Team (SMT). | **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 | Q2 23/24 UPDATE: Staff have returned from long term sickness absence and peak summer holidays are over. Q1 23/24 UPDATE: Workload plans reviewed regularly, and work reallocated to others in the team. | **BII** | In the case of wider contributors such as finance support and job evaluation, back-up arrangements will need to be identified. | **CIII** |
| SR37 | Cyber Security | **AI** | • Unauthorised access to council systems and data. | | **CI** | | **CI** |
| | | **AI** | • Potential for data breaches. | **SR37.01: Secure configuration:** Unnecessary functionality has been removed from systems or disabled. Q2 23/24 UPDATE: | ~~CI~~ **CII** | **SR37.01: Secure configuration:** Unnecessary functionality has been removed from systems or disabled. | ~~CI~~ **CII** |

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| | | | • Loss of access to council systems and data for staff.<br>• Cyber security/ransomware attack may mean data is permanently lost.<br>• Potential damage to the council's reputation.<br>• Potential increase in costs to repair damage and restore systems. | The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out. | | This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | |
| | | AI | | **SR37.02: Network security**: Appropriate architecture and policies are in place.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter. | CI | **SR37.02: Network security**: Appropriate architecture and policies are in place.<br>This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | CI |
| | | AI | | **SR37.03: Managing user privileges**: System privileges are being carefully controlled and managed.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter. | CI | **SR37.03: Managing user privileges**: System privileges are being carefully controlled and managed.<br>This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | CI |
| | | AI | | **SR37.04: User education and awareness:** Measures have been taken to establish a security-conscious culture.<br>Q2 23/24 UPDATE:<br>Cyber Awareness month for council staff is being planned for November 2023. | CI | **SR37.04: User education and awareness:** Measures have been taken to establish a security-conscious culture.<br>This risk has been managed to a target level of acceptable risk and | CI |

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| | | | | | | all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | |
| | | AI | | **SR37.05: Incident management**: Effective incident management policies and processes are in place.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter. | CI | **SR37.05: Incident management**: Effective incident management policies and processes are in place. This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | CI |
| | | 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.<br>Q2 23/24 UPDATE:<br>Reviewed but no update required this quarter. | CI | **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.<br>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 | CI |

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| | | | | | | on the council's strategic risk summary. | |
| | | AI | | **SR37.07: Monitoring: Robust system monitoring takes place.** Q2 23/24 UPDATE: The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out. | C̶I̶ CII | **SR37.07: Monitoring: Robust system monitoring takes place.** This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | C̶I̶ CII |
| | | AI | | **SR37.08: Removable media controls**: Appropriate security controls are in place around removable media. Q2 23/24 UPDATE: Reviewed but no update required this quarter. | CI | **SR37.08: Removable media controls**: Appropriate security controls are in place around removable media. This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | CI |
| | | AI | | **SR37.09: Home and mobile working:** Under hybrid working, officers are made aware of device security measures. Q2 23/24 UPDATE: Reviewed but no update required this quarter. | CI | **SR37.09: Home and mobile working:** Under hybrid working, officers are made aware of device security measures. This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | 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. Q2 23/24 UPDATE: The latest annual security scan (July 2023) report performed by a third party has shown an improvement in the potential vulnerabilities on the council network. Remediation on identified risks are being carried out. The team is preparing for Public Services Network (PSN) certification in April 2024. | CI | **SR37.10. Robust policies and procedures in place**: The council is accredited against the Public Service Network (PSN) code of connection criteria. This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | 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. Q2 23/24 UPDATE: Reviewed but no update required this quarter. | CI | **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. This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary. | 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. Q2 23/24 UPDATE: Reviewed but no update required this quarter. | CI | **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. 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 summary. | |
| 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.

National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies.

Medway's proximity to London, with higher salary and remuneration | 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.
Inability to perform statutory functions.
Inability to meet service demands.
Inability to develop and improve service delivery.
Impact on delivery of projects to expected timescales.
Reputational damage. | Q2 23/24 UPDATE:
Reviewed but no update required this quarter.
Q1 23/24 UPDATE:
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.
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. | 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 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 | DIII |

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| | 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 and retain staff.<br><br>Remote working offers the workforce increased flexibility and choice of workplace.<br><br>Results of September 2022 staff survey:<br>• 58% of colleagues want to stay for at least the next three years.<br>• 29% want to stay for at least the next year.<br>• 8% want to leave within the next 12 months.<br>• 4% want to leave as soon as possible. | | | | | teams and services and job/career opportunities.<br>• Annual pay uplift strategy/medium term uplift plans. | |

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| | Staff turnover data 30% in last 12 months | | | | | | |
| SR32 | Data and information | BII | Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators. | **SR32.01: The council has accountability and governance in place for data protection and data security.**<br>Q2 23/24 UPDATE:<br>Further to the Q1 23/24 update, the Security and Information Governance Group (SIGG) has used the Information Commissioner's Office's (ICO) accountability framework to assess the gaps in meeting compliance to the UK general data protection regulation (GDPR) and Data Protection Act 2018. An action plan has been agreed with Assistant Directors along with a timeline to complete the actions as noted in the accountability framework. This will be an ongoing activity over 18-24 months.<br>Q1 23/24 UPDATE:<br>All designated roles (Senior Information Risk Owner, Caldicott Guardian, Data Protection Officer) remain in place.<br>The council submitted its 2023/24 DSP Toolkit submission by the deadline of 30 June 2023.<br>The Security and Information Group (SIGG) refreshed and relaunched and continues to meet. Membership has been revised to ensure pan-council focus by the SIRO supported by the Caldicott Guardian.<br>**SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards**<br>Q2 23/24 UPDATE:<br>To meet the requirements of DSP Toolkit for 2023-24, the council will be undertaking Training Needs Analysis for all staff. Based on the Training Needs Analysis document, a training programme will be delivered to all staff.<br>The Training Needs Analysis document is a mandatory evidential item to be submitted for DSP Toolkit 2023-24.<br>Q1 23/24 UPDATE:<br>Medway Council appropriate staff are asked to undertake training on Data Protection annually, and as part of the induction for new starters. 95% of appropriate staff received training in Data Protection as a requirement of the NHS DSP Toolkit. | 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 Senior Information Risk Officer (SIRO). Seeking Public Services Network (PSN) Compliance. | DIII |

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| | | | | The Head of Technology is booked onto the (ISC)2 Certified Information Systems Security Professional (CISSP) in May 2023 and is anticipated to take their examination for July 2023. **SR32.06: Appropriate policies and procedures are in place to support good information management and security.** Q2 23/24 UPDATE: The Data Protection Policy was revised and ratified by SIGG members in July 2023. A new Subject Access Request Policy has been introduced – this was ratified at the SIGG meeting in July 2023. Q1 23/24 UPDATE: 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 the ICT team. | | | |
| SR47 | Climate Change | All | • 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. | **SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change.** Q2 23/24 UPDATE: The new engagement groups with Members and the community are being developed. Q1 23/24 UPDATE: Reviewed but no update required this quarter. **SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway** Q2 23/24 UPDATE: The anti-idling project is completed. Engagement has been undertaken with the community on the project and workshops have been held with local secondary schools and the community, to develop a community sign with a local message which can be tested as part of the project. The University of Kent has created a project report with the data collected in Q1 23/24. The project analysis will continue in Q3 23/24. The Four Elms Department for Environment, Food & Rural Affairs (DEFRA) air quality project is continuing | CIII | 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. Sufficient staffing is assigned to the tasks required in the plan. | DIII |

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| | | | | though the procurement phase and the implementation plan is progressing. Q1 23/24 UPDATE: 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 has 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 2023/24. The project analysis will continue in Q2 2023/24. | | | |
| SR36B | Kyndi Ltd | BII | Over the last few years, a new board and management team has stabilised the company and returned it to profitability. However, the decision to bring the recruitment agency back in-house represents a risk to the long-term sustainability of the company. | • **SR36B.01: Business Governance Controls** Q2 23/24 UPDATE: Governance controls within the company have been strengthened and the board now receives a suite of quarterly monitoring data which facilitates much better decision making. The establishment of a shareholder sub-committee will further strengthen governance and protect the shareholder's interests. • **SR36B.02: Business Profitability** Q2 23/24 UPDATE: The company has returned profits in each of the last three financial years and is set to do so again. • **SR36B.03: Business Growth** Q2 23/24 UPDATE: Growth has been slow; however, a new substantive Chief Executive Officer presents an opportunity to re-evaluate the company's business objectives and set a new business plan for the medium- and longer-term. | 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 Cabinet for approval, as shareholder, at the appropriate time. | DIII |