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	SR56	Children's Social Care Budget Pressure	AI	NA	NA	NA	AI	~~AI~~ AII	↓	L – very likely I – ~~catastrophic~~ major	Director of People and Deputy Chief Executive	Children's Services	People
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People – ~~Children and Adults Services~~ and Deputy Chief Executive	Children's Services	People
L	SR46	Medway's Economic Recovery	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Growth
L	SR53	MedPay review	AI	NA	NA	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	All Values
L	SR55	Lack of national funding to remedy problems following school condition surveys	BII	NA	NA	NA	BII	BII	→	L – likely I – major	Director of People and Deputy Chief Executive	Children's Services	People
M	SR37	Cyber Security	AI	AI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	All Values
L	SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	BII	BII	BII	CII	CII	→	L – unlikely I – major	Assistant Director Education and SEND	Children's Services	People
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

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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. 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.** Q2 23/24 UPDATE: 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. Q1 23/24 UPDATE: 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.** Q2 23/24 UPDATE: 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. Q1 23/24 UPDATE: 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.** Q2 23/24 UPDATE: The council is exploring opportunities for property rationalisation, with a view to releasing capital receipts to fund investment priorities. Q1 23/24 UPDATE: 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** Q2 23/24 UPDATE: A complete 'digital road map' is being developed for sign-off by Members. Q1 23/24 UPDATE: 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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SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: • Rebasing of the 23/24 budget to the right size and reflect the current cost of service. • Developed a medium-term financial plan, supported by the Sufficiency Strategy.	AII ~~AI~~	Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART). ~~Improve forecasting of placements expenditure by closer work between CSC, the finance team and ART.~~	BIII ~~CIII~~
				Q2 23/24 UPDATE: • Development work is underway in terms of financial recording - partially implemented at this stage. Q1 23/24 UPDATE: • Implement a mechanism to ensure additional governance and oversight to effectively manage and oversee the placement budget, ensuring external commissioned placements are providing value for money.		Development work to take place in Mosaic to support financial recording in Mosaic at child level - to include breakdown of all elements of the child's care package - to support effective forecasting. Development of financial information reporting on Mosaic to better support financial analysis, effective forecasting and provider and partner agencies funding challenge.	
				Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: • Continue to strengthen work across directorates (adults, education, social care) to ensure regular review, and timely applications for shared funding for children's care packages, including tri-funding by Health partners.		Ensure action is taken to secure further Department for Education (DfE) funding in 2023/24 if the opportunity arises.	
				Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: • Progress plans to extend in house provision to offer more affordable residential places for children. • Joint work with Housing Services, investing in housing solutions for vulnerable groups (including care leavers), investing in housing solutions to meet unmet demand and support financial sustainability of costs.		Effective forecasting of unaccompanied asylum-seeking children (UASC) placement expenditure and careful management of pressures related to additional staffing and associated running costs. The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration.	
SR09B	Failure to meet the needs of	BII		**SR09B.18: Ensure a stable and competent workforce.**	BII	**SR09B.18: Ensure a stable and competent workforce**	DIII

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	children and young people		• Failure to meet statutory responsibilities to safeguard children from harm. • Failure to meet the needs of the children in our care. Escalating financial costs of placements and wrap-around support packages. • Sustained negative local publicity and reputational risk.	**Q2 23/24 UPDATE:** • 12 newly qualified social workers (NQSWs) recruited for autumn 2023. **Q1 23/24 UPDATE:** • Focus on recruitment, retention and career development of our staff. • Medway continues to promote roles across Jobs Go Public and The Guardian. • In response to an increasing vacancy rate for social workers (30.6%), project teams and bank teams have been deployed for capacity (now at 27%). • Monitoring and responding to average caseloads for social workers. • Monitoring and management of sickness absence (currently 5%). • Wide range of staff engagement and feedback and wellbeing activities, supporting retention of staff. **SR09B.19: Delivery of the Improvement Plan** **Q2 23/24 UPDATE:** • 12 newly qualified social workers (NQSWs) recruited for autumn 2023. **Q1 23/24 UPDATE:** • Oversight of the Improvement Plan continues to be undertaken by Improvement Board and within the service. • The Practice Development service, which includes all QA activity, is continuing to focus on regular audit and dip sampling, with a feedback loop into the service to support ongoing targeted improvement activity where needed. • Additional practice development capacity has been targeted recently on areas across the service which require the most support based on evidence from audits and monthly dashboard. Data from the last quarter evidence improvement in audit findings across all domains. • The Heads of Service chair monthly performance clinics for each service area. • Further work is underway to refine the reporting and use of Power BI to support better understanding of performance. • The Department for Education (DfE) has agreed additional funding to support and enable the service to have access to more analytical information which will support service planning.		• Continue to focus on recruitment, retention and career development of our staff. • Progress a European campaign for social workers in autumn 2023. • Employ Interim Family Support Worker capacity. • Continue to further develop opportunities for career development across the whole workforce. • ~~Recruitment of 12 newly qualified social workers (NQSWs) for autumn 2023.~~ **SR09B.19: Delivery of the Improvement Plan** • Finalise and implement refreshed practice standards. • Simplify practice expectations – focus on children's lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention. • Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level. • Continue the work already underway to strengthen the effectiveness of our intervention with children in need. • Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and evaluate the difference this makes to children's lives. • Continue the work to improve the quality of plans for children	

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				• Update of all Signs of Safety forms on Mosaic is on track and all changes are being co-produced through workshops with practitioners which will support better recording practice. • Commissioned team of peripatetic workers and some project teams to reduce high caseloads.		in need of protection. Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans. • Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. • Develop overseas recruitment campaign in September. • ~~12 NQSWs have been recruited to start in the autumn.~~ • Focus on areas for improvement identified in the recent ILACS inspection report.	
				SR09B.20: Ensure sufficiency of provision. Q2 23/24 UPDATE: • Developed improved relationships and participated in network building events. • Embedded regular provider forum and targeted providers where a higher supply of placements could be realised. • Work now embedded in commissioning team to manage the market and drive down costs. • We completed an early year review of uplifts across directorates to ensure more grip with providers, meaning annual strategic uplifts rather than ad-hoc requests. Q1 23/24 UPDATE: • Working with Housing to identify supply of accommodation for care leavers. • Assurance of home choice applications and "move-on" plans in place for care leavers. • Working with supported accommodation providers to strengthen the offer of local provision, where providers register to support 16/17-year-olds when the new law comes into effect in October 2023.		**SR09B.20: Ensure sufficiency of provision.** • Rethink services and ways of working with families. • Managing demand for services. • Management of foster care and the residential market. • Medium term financial sustainability. • Analysis of need, to include projections over the next three years. • Continuing work by commissioning to manage the market and drive down costs. The maintenance of the dynamic purchasing framework will help to support competition in the market to enable fairer costings. • Continuing drive to reduce spot purchasing in the 0-25 team (special educational needs and disabilities) SEND provision through robust application of	

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						panel process and move to Direct Purchasing System (DPS) framework. • ~~Early year review of uplifts across directorates to ensure more grip with providers.~~ • Work proactively to secure supported accommodation ~~and foster carers~~ to meet the needs of unaccompanied asylum-seeking children (UASC). • Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated autumn 2023.	
SR46	Medway's Economic Recovery	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 from ethnic minorities. • 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: Assistant Director Regeneration) Q2 23/24 UPDATE: The Kent Economic Development Officers Group continues to meet at least monthly. Covid19 is no longer a topic of discussion. Q1 23/24 UPDATE: 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) Q2 23/24 UPDATE: Grants from the UK Shared Prosperity Fund (SPF) are currently being awarded to community groups. The Partners for Growth Grants are being expanded to include green grants of up to £2,500. The Partners for Growth Grants continue to be awarded. Q1 23/24 UPDATE: 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. There has been no sign yet that	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. • Design and build stage of the Innovation Hub to meet more localised working patterns to commence Q3 23/24.	CII

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				government-directed financial support to support recovery will be announced in the 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: Assistant Director Regeneration, Assistant Director Frontline Services Deputy Director of Place) Q2 23/24 UPDATE: This programme is no longer operating, so this mitigating action shall be removed going forward. Q1 23/24 UPDATE: Reviewed but no update required this quarter. Q4 22/24 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: Assistant Director Regeneration) Q2 23/24 UPDATE: Locate in Kent (LIK) continues to support businesses to expand within or move to Medway with added support for Innovation Park Medway and early discussions with Costco for example. The business support programmes in partnership with the Kent Invicta Chamber of Commerce continue to run and a series of workshops aimed at start-ups and growing businesses are scheduled through the next quarter. Q1 23/24 UPDATE: Locate in Kent (LIK) 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 European Union (EU) business support programmes that LIK ran completed at the end of the quarter. The Economic Development team has been active in supporting Medway businesses via the multiple business support programmes being delivered including Growth Entrepreneur; Scale Up; High Street Digitalisation; I-teams; expanded and streamlined Partners for Growth Grant; improving networking opportunities and events, establishing the Business for			

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				Medway engagement group and supporting the development of future workspace provision in Medway. **SR46.05: Supporting residents' skills and employability.** Q2 23/24 UPDATE: Skills & Employability programmes continue to develop well. The 50+ employment programme has seen over 70 referrals, with eight people supported into work so far. The Kent & Medway Careers Hub recorded its best performance yet across the Gatsby benchmarks, measuring careers performance, and a new supported internship forum has been developed. Business engagement is also positive with over 150 businesses signed up to support education. Q1 23/24 UPDATE: 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 small to medium enterprises (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) Q2 23/24 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 is due to be refreshed in line with the Local Plan, Medway 2040. The draft previously approved by Cabinet in October 2022 is to be reviewed by the new administration. An initial strategy workshop with members took place in August. The document will drive Regeneration and Economic Development 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. Year 2 of the SPF programme is underway to deliver on the Investment Plan, as approved by the Department for Levelling Up, Housing and Communities (DLUHC). Q1 23/24 UPDATE:			

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				The Medway 2037 strategy was approved by Cabinet in October, giving a steer for Regeneration and Economic Development and objectives going forward. This will be aided by grant funding from the Shared Prosperity Fund (SPF) 2022-2025 retaining a level of flexibility to respond to a changing economic environment. The Investment Plan to access the 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.** Q2 23/24 UPDATE: The council regularly meets with DLUHC officers to keep up to date with opportunities for Medway. Medway has been selected by DLUHC to take part in the Levelling Up Fund (LUF) Discovery Programme to work collaboratively with DLUHC and guide improvements to the funding process. Senior officers at Home England recently visited to view key opportunity sites at Medway. The Investment Plan to access £1.8m SPF has been approved by Government; year 2 of the SPF programme is underway. Q1 23/24 UPDATE: Reviewed but no update required this quarter. Q4 22/23 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.			
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.	**AI**	Financial	Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: 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 Corporate Management Team (CMT) for approval before implementation. Increase salaries in priority areas (hard to recruit/high turnover) first. The Medium-Term Financial Outlook (MTFO) process is used to identify budget pressures. Benchmark against comparators, not the whole market and identify	**CII**

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	Existing salary budgets will be insufficient and the scheme unaffordable. And market premia is pensionable, meaning employer contributions are higher.					the pay quartile (median) we are positioning ourselves at.	
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: Review and compare career progression frameworks to ensure consistency across phase 1. Q1 23/24 UPDATE: 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 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 staggered. Challenge to ensure everyone understands the change, everyone can see the reason and benefits of change, everyone implements the change consistently, and		BI	People	Q2 23/24 UPDATE: 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. Q1 23/24 UPDATE: 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 (intranet) pages, briefing sessions, regular communication with corporate management team (CMT), service managers need to know, Employee Matters Committee (EMC) etc. Be open and transparent. MedPay Champions group.	CII

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	the change is perceived as fair and transparent now and in the future.						
	SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).	AII	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.	AII	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
	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	BI	Project delivery	Q2 23/24 UPDATE:	BII	Identify support required from other 'experts' across the council and	CII

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	Timescale for implementation: a lot of processes, frameworks, governance, systems etc to establish in phase 1 within a tight timeframe			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.		secure their commitment to the project via CMT and Finance and Business Improvement (FBI) Senior Management Team (SMT).	
	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
SR55	Lack of national funding to remedy problems following school condition surveys	BII	Schools cannot be brought to the right conditioning and have to be prioritised.	**SR55.01: Prioritisation of projects throughout the year to ensure that school buildings are warm, safe, compliant and provide hot water.** Q2 23/24 UPDATE: Reviewed but no update required this quarter. **SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work.** Q2 23/24 UPDATE: Reviewed but no update required this quarter.	BII	Continue to prioritise projects on the basis of need and for the continuity of health and safety. Continue to lobby through various bodies such as the South East Education Development Officers Group (SEEDOG) and the Educational Building and Development Officers Group (EBDOG) through to the Department for Education (DfE) and the Education and Skills Funding Agency (ESFA). (Other local authorities (LAs) are in the same position and this matter is regularly discussed at meetings and fed through to the DfE). As schools convert to academies, they are removed from the LAs	BII

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						programme as they will be funded by the DfE through their respective trust. Continue with 3-yearly condition surveys to maintain oversight of the issue and keep an accurate projects required log which can be programmed over a number of years as funding is available.	
SR37	Cyber Security	AI	• Unauthorised access to council systems and data. • Potential for data breaches. • Loss of access to council systems and data for staff. • Cyber security/ransomware attack may mean data is permanently lost. • Potential damage to the council's reputation. • Potential increase in costs to repair damage and restore systems.		CI		CI
		AI		**SR37.01: Secure configuration:** Unnecessary functionality has been removed from systems or disabled. 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.	~~CI~~ CII	**SR37.01: Secure configuration:** Unnecessary functionality has been removed from systems or disabled. 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~~ CII
		AI		**SR37.02: Network security**: Appropriate architecture and policies are in place. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI	**SR37.02: Network security**: Appropriate architecture and policies 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		**SR37.03: Managing user privileges**: System privileges are being carefully controlled and managed. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI	**SR37.03: Managing user privileges**: System privileges are being carefully controlled and managed. This risk has been managed to a target level of acceptable risk and all mitigating actions have been	CI

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						implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.	
		AI		**SR37.04: User education and awareness:** Measures have been taken to establish a security-conscious culture. Q2 23/24 UPDATE: 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. 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		**SR37.05: Incident management**: Effective incident management policies and processes are in place. Q2 23/24 UPDATE: 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. Q2 23/24 UPDATE:	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	CI

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
				Reviewed but no update required this quarter.		impact our systems and services. Anti-malware policies and procedures have been implemented. 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		**SR37.07: 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.	CI	**SR37.09: Home and mobile working:** Under hybrid working,	CI

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				Q2 23/24 UPDATE: Reviewed but no update required this quarter.		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.	
		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	CI

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
		AI				is proposed that this risk remains on the council's strategic risk summary.	
				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 '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
SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	The council would be left with a debt in this area that cannot be met.	**SR39.01: Activity as part of the Safety Valve Programme** Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: A comprehensive risk-log is monitored closely as part of the oversight and delivery of the High Needs Block Recovery Plan, which includes assessment of financial, operational, and service user level impact of the identified risks. These risks are mapped against the assumptions and activities on which the Recovery Plan is based. A Project Group has been established, with sub-groups focusing on specific workstreams – these workstreams feed into the monitoring of and mitigation against any identified risks. Regular progress reporting to the Department for Education (DfE), as per the terms of the Safety Valve Agreement, provide an opportunity to highlight any emerging risks. Additionally, as part of the terms of Medway's Safety Valve with the DfE, Medway Council has an identified £3m contingency in the General Fund.	CII	No proposed further controls.	DIII
SR54	Recruitment and Retention	BII	Lack of experienced staff with specialist skills. Low staff morale.	Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: 10% MedPay Pilot review to:	CII	• Full rollout of Medpay Review (18 months).	DIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	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 vacances. 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		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.	• 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.		• 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 teams and services and job/career opportunities. • Annual pay uplift strategy/medium term uplift plans.	

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	Authorities and roles are broad. These factors are making it more difficult to attract and retain staff. Remote working offers the workforce increased flexibility and choice of workplace. Results of September 2022 staff survey: • 58% of colleagues want to stay for at least the next three years. • 29% want to stay for at least the next year. • 8% want to leave within the next 12 months. • 4% want to leave as soon as possible. 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	**SR32.01: The council has accountability and governance in place for data protection and data security.** Q2 23/24 UPDATE:	CII	Review support for information governance within the organisation. Audit the council's Caldicott Guardian function.	DIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
			safeguarding concerns that would be raised by regulators.	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. Q1 23/24 UPDATE: All designated roles (Senior Information Risk Owner, Caldicott Guardian, Data Protection Officer) remain in place. The council submitted its 2023/24 DSP Toolkit submission by the deadline of 30 June 2023. 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. **SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards** Q2 23/24 UPDATE: 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. The Training Needs Analysis document is a mandatory evidential item to be submitted for DSP Toolkit 2023-24. Q1 23/24 UPDATE: 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. 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:		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.	

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
				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.			