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	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People – Children and Adults Services and Deputy Chief Executive	Deputy Leader	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
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

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
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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SR09A	Meeting the needs of Older People and Working Age Adults	AI	• We would not be meeting our statutory duties. • Run the risk of reputational damage and challenge. • Additional pressure on partner agencies such as health. • More complaints.	**SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)** Q2 23/24 UPDATE: As per Q1, recruitment continues to be a challenge. Where essential we continue to use locum staff. Q1 23/24 UPDATE: Recruitment continues to be a challenge in Business Ops in both qualified and non-qualified roles. We continue to use locum staff in some key areas to maintain as close to business as usual as we can. **SR09A.02: Working with strategic partners to establish integrated working.** Q2 23/24 UPDATE: We continue to work collaboratively with partners. Our focus has been on the Integrated Discharge Team (IDT) in establishing joint working to support safe discharge from Medway NHS Foundation Trust (MFT). We are at initial stages of the Learning Disabilities and Autism (LDA) collaborative to support consistent working across our organisations. Also, we attend the Urgent Care Oversight Group and the Kent and Medway Safeguarding Adults Board (KMSAB). Q1 23/24 UPDATE: Reviewed but no update required this quarter. Q4 22/23 UPDATE: Work has been paused on 7 days working until such time a greater need can be generated. **SR09A.03: Maintain strong relationships with providers.** Q2 23/24 UPDATE: Continuing our strong support for providers as outlined in Q1, we also work with Kent County Council (KCC), Integrated Care Board (ICB), Kent Integrated Care Alliance (KICA) and Skills for Care to offer the right support for specific provider needs around workforce retention and recruitment. Q1 23/24 UPDATE: Our communication links are in place and seen as a system tool by all relevant services and system partners including Public Health and ICB. We also link to Kent County Council (KCC) commissioning and Adult Social Care (ASC) communication as well as Kent Integrated Care Alliance and Skills for Care. The provider forum is used by ASC to engage with providers.	BII	Capital investment opportunities to help manage demand. Service redesign in terms of outcomes. Working with providers as we emerge from Covid19 – improving relationships etc. Focus on staff wellbeing and engagement. Work closely with the Clinical Commissioning Group (CCG) and partners regarding Discharge to Assess funding. We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.	CII

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				SR09A.04: Map and monitor intelligence across the market			
				Q2 23/24 UPDATE: We are continuing the actions as reported in Q1. The workforce plan for Medway has been updated and we are now awaiting ICB/Health and Care Partnership (HCP) partners' availability, so we can include the wider system issues.			
				Q1 23/24 UPDATE: We stimulate the market during the commissioning of services. A new post has been created (Data Analyst and Policy Officer) to undertake the development of the Market Position Statement and the creation of a Joint Strategic Needs Assessment (JSNA) Chapter on Adults which will be the Adults Needs Assessment, a requirement for the development of the Market Position Statement and commissioning activity. We have an action plan to tackle the workforce challenges within the Residential and Care Home market. We are refreshing this plan in July 2023 with our partners in KCC and the ICB.			
				SR09A.05: Review and adjust service levels and placement costs as appropriate.			
				Q2 23/24 UPDATE: We continue to see significant pressures within the residential care market; we have seen a substantial rise in costs to make a placement. Whilst this is primarily older people with complex health issues, pressures continue throughout.			
				Q1 23/24 UPDATE: We continue to see pressure in making placements across the sector and where we can make them, the overall placement cost is significantly higher.			
				SR09A.06: Unmet Need of Court of Protection COP3 Mental Capacity Assessments			
				Q2 23/24 UPDATE: Actions were put in place and this risk has now been eliminated.			
				Q1 23/24 UPDATE: Reviewed but no update required this quarter.			
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	**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:	BII	• Commercial moves out of London – Medway as an attractive place to locate and do business. • Rise in working from home / associated decline in	CII

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			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.	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 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		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.	

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				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 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			

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				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: 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			

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				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. Existing salary budgets will be insufficient and the scheme unaffordable. And market premia is pensionable, meaning employer contributions are higher.	**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 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: 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**

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	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 the change is perceived as fair and transparent now and in the future.	**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**
	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**

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	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**
	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	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	**All**	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**

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	creating delays in project delivery						
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 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		**SR37.04: 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: 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. 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		**SR37.07: 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.	~~CI~~ 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.	~~CI~~ 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	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.	
		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.	CI	**SR37.12. Server Operating Systems and Hypervisors.** The operating systems (e.g., Server	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)
				Q2 23/24 UPDATE: Reviewed but no update required this quarter.		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.	
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	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.	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)
	difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. Medway staffing establishment is lean in comparison to other Unitary Authorities and roles are broad. These factors are making it more difficult to attract 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.					• 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.	

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	• 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 safeguarding concerns that would be raised by regulators.	**SR32.01: The council has accountability and governance in place for data protection and data security.** Q2 23/24 UPDATE: 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.	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

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 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: 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.			