

Q3 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. Shading: For the information of this committee New update

Live or Managed risk	Risk Ref	Risk	Inherent 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	Q3 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	NEW	Gun Wharf building closure	AI	NA	NA	NA	NA	AI	NA	L – very likely I – catastrophic	Assistant Director Regeneration	Housing and Property	NA
L	SR17	Delivering regeneration	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Director of Place	Climate Change and Strategic Regeneration	Growth
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	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	All Values
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	All Values
L	SR36A	Medway Development Company Ltd	BI	NA	NA	CII	CII	CII	→	L – unlikely I – major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Growth
L	SR54	Recruitment and Retention	BII	NA	CII	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 and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	All Values
L	SR47	Climate Change	AII	AII	AII	CIII	CIII	CIII	→	L – unlikely I – moderate	Deputy Director of Place and Assistant Director Frontline Services	Climate Change and Strategic Regeneration	Place
L	SR36B	Kyndi Ltd	BII	NA	NA	DII	DII	DII	→	L – rare I – major	Chief Operating Officer	Deputy Leader	Place

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SR03B	Finances	AI	<p>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.</p> <p>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. The Round 2 2023/24 monitoring forecast an overspend of around £12m in the current year, whilst the council's non-earmarked reserves have been reduced to just over £10m. The Draft Budget identified a potential budget gap of c£36m for next year, which was worsened by £1.7m by the Provisional Settlement. If robust and immediate management action is not taken, the current financial position could</p>	<p>SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues</p> <p>Q3 23/24 UPDATE: The Provisional Settlement announced in December 2023 represented a reduction in grant of £1.7m for Medway compared to the Draft Budget projections. The council will respond to the Settlement consultation advocating for increased funding ahead of the January deadline. The council continues to engage in joint lobbying through peer groups where opportunities arise.</p> <p>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.</p> <p>SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process</p> <p>Q3 23/24 UPDATE: Work to refine the projections in the Draft Budget, and to identify savings and income generation opportunities has continued throughout Q3, with the aim of reducing the pressures in Regeneration, Culture and Environment (RCE) directorate and Business Support Directorate (BSD) to deliver within the 2023/24 budget (except for staff pay) to enable all available resources to be directed to Children and Adults (C&A) directorate.</p> <p>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.</p> <p>SR03B.03: Create resources for investment priorities</p> <p>Q3 23/24 UPDATE: The Capital Strategy 2024/25 published in October 2023 noted that beyond those committed in the existing capital programme, the council is not currently projecting to have any more capital receipts available to fund additional capital investment. However, as part of our programme to address the revenue budget funding gap projected, we are exploring all opportunities to generate additional capital receipts from the disposal of any assets no longer required to deliver the council's services.</p>	AI	<p>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.</p> <p>The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections. As we progress towards the 11 March deadline to set the Council Tax and deliver a balanced budget, it will be necessary for Members and Officers to make difficult decisions to prioritise the limited resources available to the delivery of statutory responsibilities and key priorities, and it will be necessary to deliver a robust savings and improvement programme in order to deliver balanced budgets over the medium term.</p>	CIII

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			precipitate a Section 114 report, which could result in intervention by the government.	<p>Q2 23/24 UPDATE: The council is exploring opportunities for property rationalisation, with a view to releasing capital receipts to fund investment priorities.</p> <p>SR03B.04: Delivery of digital transformation programme</p> <p>Q3 23/24 UPDATE: An approach to the delivery of Medway 2.0 and a Transformation Roadmap have been developed, and were endorsed by the Corporate Management Team (CMT) in October 2023. Once the savings requirement for the budget for 2024/25 is finalised, the final Roadmap will be presented to Cabinet and delivery will be monitored by Business Support and Digital Overview and Scrutiny Committee in the year ahead.</p> <p>Q2 23/24 UPDATE: A complete 'digital road map' is being developed for sign-off by Members.</p>			
NEW	<p>Gun Wharf building closure</p> <p>Building is not accessible for an extended period. (Business Continuity Plans have been invoked. Workforce are required to work from home or alternative locations). Previous Covid19 experience is being applied.</p>	<p>AI</p> <p>All</p> <p>All</p>	<p>Workforce unable to access Gun Wharf site or considerable parts of the site.</p> <p>Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.</p>	<p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> • Service Business Continuity Plans are in use. • Safe and unsafe areas established through specialist surveys. • Emergency Planning team are collating a list of alternative locations – both Medway Council buildings and those of partners. • Service Managers sourcing alternative locations. • Working from home guidance re-issued for managers. • Checklist for working from home issued to managers to utilise with staff. • Service Sit Reps being submitted and collated to identify issues and requirements. <p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> • Arrangements to safely collect equipment and files from the site are in place. A form is in place to submit requests. • Safety equipment provided to staff who are allowed on site. • Temporary reasonable adjustments to be agreed with line manager. 	<p>AI</p> <p>All</p> <p>All</p>	<ul style="list-style-type: none"> • Silver command to agree priority for use of the safe working spaces at Gun Wharf. • Safe routes and safe exits throughout the building to be reviewed. • Building safe areas to be shared with officers. • Priority for ICT support to be agreed. • MedSpace pages updated to inform and support the workforce. • Staff to undertake display screen equipment (DSE) assessments if building is unavailable for extended period. • Priority for ICT support to be agreed. • MedSpace pages to inform and support workforce. • Consider use of courier for staff who are not able to pick up specialist equipment. 	<p>All</p> <p>BIII</p> <p>BIII</p>

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		All	Workforce does not have ICT equipment to work from home.	Q3 23/24 UPDATE: <ul style="list-style-type: none"> ICT are collating an itinerary of outstanding equipment requirements. Prioritisation to be agreed by Silver Command. Checklist for working from home exists. Service Sit Reps to identify issues and requirements. 	AIII	<ul style="list-style-type: none"> Consider use of courier for staff who are not able to pick up ICT equipment. Priority for ICT support to be agreed. MedSpace pages to inform and support workforce. 	BIII
		All	Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home). <ul style="list-style-type: none"> Post – franking machine Printing – urgent printing obligations ICT – support and maintenance. <p>Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults). Damage to reputation.</p>	Q3 23/24 UPDATE: <ul style="list-style-type: none"> Use postage stamps as a temporary measure. Temporary reception area for ICT staff to provide support and for staff to pick up/return equipment set up. Communications team to arrange for external printing. Service Sit Reps to identify issues and requirements. 	BII	<ul style="list-style-type: none"> Move franking and printing machine to an alternative location. Silver command to agree priority for use of safe working spaces: <ul style="list-style-type: none"> 2 desks for Education 6 desks for Rough sleeper team 3-4 desks for Taskforce teams Access to Evidence Room in basement required 11 desks for parking team 5-6 desks for Public Health (PH) 2 desks for HR (with scanner) 8 desks for Legal (leaves 24 spare) 5-7 desks for Finance MedSpace pages to inform and support workforce. Consider Customer and Business Support (CABS) staff working at Chatham Hub. Consider Medway Test team to work on level 2 green (safe) area. 	BIII
		All	Unable to access files and paperwork. May delay court hearings (schools).	Q3 23/24 UPDATE: <ul style="list-style-type: none"> Arrangements to safely collect equipment and files from site in place. Form in place to make requests. Service Sit Reps to identify issues and requirements. 	BII	<ul style="list-style-type: none"> Consider requesting a delay in court hearings. MedSpace pages to inform and support workforce. Move filing cabinets to safe areas: Education. 	BIII
		All	Financial – costs may be incurred for: <ul style="list-style-type: none"> extra equipment travel to alternative locations 	Q3 23/24 UPDATE: <ul style="list-style-type: none"> All staff to keep details of additional spend. Staff codes are identified for parking at some alternative locations (i.e. Kingsley House). 	AIII	<ul style="list-style-type: none"> Repair works will be the subject of a formal report to Cabinet and Full Council seeking permission 	AIII

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			<ul style="list-style-type: none"> postage room hire 	<ul style="list-style-type: none"> Cost centre set up on Financial Management System to track related spend. Surveys to estimate cost of repair commissioned. 		for addition to the capital programme.	
		AI	Compliance with insurance requirements so that cover is not impacted.	<p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> Arrangements are in place for the safe occupation of all zones accessible by general/non-specialist staff in line with relevant liability cover. 	BIII	<ul style="list-style-type: none"> Ongoing liaison with Insurers as required to maintain cover. 	BIII
SR17	Delivering regeneration	BII	<ul style="list-style-type: none"> Regeneration projects are not completed. Potential damage to the council's reputation. Not able to meet member, government and the public's expectations. Deteriorating physical and infrastructure assets. Investment wasted. Young people are not catered for in the 'new world'. Low skills base among some residents remains. Disconnect between skills and employment opportunities. Maintenance of low aspiration culture. Increased commuting and pressure on transportation. Negative impact on community cohesion. 	<p>SR17.01: Outline infrastructure needs identified</p> <p>Q3 23/24 UPDATE: Discussions are continuing with Homes England over potential funding opportunities to support the provision of new or improved infrastructure. The review of the development strategy for Innovation Park Medway (IPM) is continuing with the aim of submitting a Cabinet report setting out the new approach in the new year.</p> <p>Q2 23/24 UPDATE: Initial discussions are underway with Homes England about funding opportunities for Medway to address the loss of the Housing Infrastructure Fund (HIF) grant and its impact on the development of infrastructure requirements more generally in Medway. Officers regularly meet with the Department for Levelling Up, Housing and Communities (DLUHC) to keep up-to-date with funding opportunities. Medway has been selected to take part in the Levelling Up Fund (LUF) Discovery Programme to work collaboratively with DLUHC to address any barriers to delivery and guide improvements to the funding process. Discussions have been opened with the South East Local Enterprise Partnership (SELEP) regarding the risk of possible repayment of the grant due to the withdrawal of the HIF grant leading to the non-delivery of Four Elms improvements. Officers have prepared a strong case to retain the funding and to identify a funding route to deliver improvements at Four Elms. SELEP is due to make a formal decision in January 2024.</p> <p>The funding routes for IPM are being reviewed to address the impact of inflation.</p> <p>A review of partnerships (e.g., Locate in Kent (LiK)) is underway and the impacts of the same are being quantified.</p> <p>SR17.04: Work with strategic funding bodies to maximise the impact and income from external</p>	BII	The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration, and new opportunities are being explored with other partners including private sector organisations.	CII

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				<p>funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund</p> <p>Q3 23/24 UPDATE: As above, active conversations are underway with Homes England, DLUHC and SELEP about future funding opportunities and constraints. Officers regularly meet with DLUHC to keep up-to-date with funding opportunities. Medway has been selected to take part in the LUF Discovery Programme to work collaboratively with DLUHC to address any barriers to delivery and guide improvements to the funding process. The SELEP Investment Panel has agreed the pipeline for the Getting Building Fund (GBF) which includes £300k for the Innovation Hub in Chatham.</p> <p>Q2 23/24 UPDATE: As above, conversations with Homes England, DLUHC and SELEP are continuing, to assess funding opportunities whilst ensuring current programmes remain fit for purpose. Business cases for additional Getting Building Funding (GBF) for projects have been submitted to the Kent and Medway Economic Partnership (KMEP) for prioritisation. Officers are awaiting guidance on eligibility and criteria for LUF Round 3, with a view to ensure work on the LUF Round 2 submissions can be repurposed where possible. An announcement is expected by the autumn statement. Year 2 of the Shared Prosperity Fund (SPF) programme is underway, delivering on the Investment Plan as approved by DLUHC.</p> <p>SR17.05: Working towards the adoption of the new Medway Local Plan</p> <p>Q3 23/24 UPDATE: There are several stages to adopting a Local Plan. Medway is meeting the targets in its published Local Development Strategy (LDS) and is currently at Stage 4 of that LDS; with the Regulation 18 Local Plan Consultation completed on 31 October 2023, having run for six weeks.</p> <p>Q2 23/24 UPDATE: The Regulation 18 consultation of the developing Local Plan was launched on Monday 18th September and will run for 6 weeks. The targets in the Local Development Scheme which sets the timeline for the development of the Local Plan continue to be met.</p>			

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				<p>SR17.08: Maintain a successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway and HIF delivery on the Hoo Peninsula</p> <p>Q3 23/24 UPDATE: As above, active conversations are underway with Homes England, DLUHC and SELEP about future funding opportunities and constraints. Officers regularly meet with DLUHC to keep up-to-date with funding opportunities. Medway has been selected to take part in the LUF Discovery Programme to work collaboratively with DLUHC to address any barriers to delivery and guide improvements to the funding process. The review of the development strategy for IPM is continuing with the aim of submitting a Cabinet report setting out the new approach in the new year.</p> <p>Q2 23/24 UPDATE: Teams are focused on active delivery; drawing on positive engagement with colleagues, stakeholders, and funders to ensure that funding and community requirements are addressed. Where divergence is envisaged, this is raised early with funders to ensure negotiations are open and fluid. As above, active conversations are underway with Homes England, DLUHC and SELEP about future funding opportunities and constraints. Officers regularly meet with DLUHC to keep up-to-date with funding opportunities. Medway has been selected to take part in the LUF Discovery Programme to work collaboratively with DLUHC to address any barriers to delivery and guide improvements to the funding process.</p>			
SR46	Medway's Economic Recovery	BII	<p>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:</p> <ul style="list-style-type: none"> A significant rise in unemployment with a disproportionate effect on young 	<p>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)</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE:</p>	BII	<ul style="list-style-type: none"> 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. 	CII

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			<p>people, part-time and entry level roles, and those with insecure contracts, women, and people from ethnic minorities.</p> <ul style="list-style-type: none"> • 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. 	<p>The Kent Economic Development Officers Group continues to meet at least monthly. Covid19 is no longer a topic of discussion.</p> <p>SR46.02: Delivery of government-directed financial support to businesses and individuals (Lead Officer: Chief Finance Officer)</p> <p>Q3 23/24 UPDATE: Partners for Green Growth Grants are now available for application.</p> <p>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.</p> <p>SR46.04: Supporting Medway's businesses (Lead Officer: Assistant Director Regeneration)</p> <p>Q3 23/24 UPDATE: Locate in Kent (LIK) continues to support businesses to expand within or move to Medway. The second round of businesses on the Scale Up Programme are underway and fully funded green audits have been launched.</p> <p>Strip out works have commenced at the Innovation Hub and are due to finish February 2024. Design has been locked at RIBA 3 and a tender exercise has been carried out to appoint a works contractor – the contractor is expected to be appointed by the end of January 2024. Completion is expected July 2024.</p> <p>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.</p> <p>SR46.05: Supporting residents' skills and employability (Lead Officer: Head of Skills Employment and Skills Education)</p> <p>Q3 23/24 UPDATE: The 50+ programme has finished with 23 positive employment outcomes out of 67 referrals. Also, there were 197 course starts for those 67 referrals. Focused work is beginning on developing business skills plans</p>		<ul style="list-style-type: none"> • 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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				<p>as part of our employer engagement work. The Supported Internship forum is working well with four key streams of work.</p> <p>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.</p> <p>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)</p> <p>Q3 23/24 UPDATE: Reviewed but no update required.</p> <p>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).</p> <p>SR46.07: Continue to lobby government to maximise support and opportunities for Medway</p> <p>Q3 23/24 UPDATE: Reviewed but no update required.</p> <p>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</p>			

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				sites at Medway. The Investment Plan to access £1.8m SPF has been approved by Government; year 2 of the SPF programme is underway.			
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	Q3 23/24 UPDATE: There have been increased salaries in priority areas (hard to recruit/high turnover) in the first phase. The Medium-Term Financial Outlook (MTFO) process identifies and manages budget pressures. Benchmarked against comparators, not the whole market, and identified the pay quartile (median) we are positioning ourselves at. 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 BII CII	<ul style="list-style-type: none"> 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. 	CH CIII
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.	BI	Financial	Q3 23/24 UPDATE: Written guidance for managers is available in phase 2 to enable them to design career progression frameworks that provide clarity on the expectations at each of the levels. Budgets to be built at the midpoint of the salary range. Q2 23/24 UPDATE: Review and compare career progression frameworks to ensure consistency across phase 1.	BII CII	<ul style="list-style-type: none"> Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees. 	CH CIII
SR53.02 Engagement: this change programme affects everyone across the council and implementation	BI	People	Q3 23/24 UPDATE: Phase 2 training commenced in September 2023 for cohort 1 managers. Staff briefings were well attended throughout October – December, 2023, and further are planned to take place in 2024. The MedPay Newsletter was launched in October 2023.	BII	<ul style="list-style-type: none"> 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 	CII	

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	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.			A pulse survey was sent out to all staff in phase 1. MedPay Champions continue to meet regularly and the project team provide regular updates to Medway Makers. 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.		<p>reach — Medspace (intranet) pages, briefing sessions, regular communication with corporate management team (CMT), service managers need to know, Employee Matters Committee (EMC) etc.</p> <ul style="list-style-type: none"> • Be open and transparent. • MedPay Champions group. • Performance Appraisal awareness planned for phase 1 pilot group in Q4 and further plans to roll out more sessions for all managers and staff for launch across the council in April 2024. • Undertake pulse surveys. 	
	SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).	All	Project delivery	Q3 23/24 UPDATE: Linked in with other HR recruitment campaigns to recruit an additional Organisational Change Consultant, however the campaigns to recruit were unsuccessful. 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.	BII	<ul style="list-style-type: none"> • Reprioritise Human Resources Business Partner (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 these are built into the budget setting process. • Additional fixed term posts for one year to support delivery of phase 2. • Plan, monitor and manage implementation in line with resources. • Move teams out of their cohort if the agreed timelines slip. 	CIII
	SR53.09 Local Economy: downturn in the local economy	All	Environmental	Q3 23/24 UPDATE: Managers are utilising the new Skills Shortage and Retention Allowance policy.	BII BIII	<ul style="list-style-type: none"> • Ensure targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan. 	CIII

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	could affect affordability and alter external market forces dramatically.			Ensured targets for financial resilience are in place in the Finance & Business Intelligence (FBI) Divisional plan. Procured a salary benchmarking system for two years (+1 +1 if required) to enable comparison with the external market. Q2 23/24 UPDATE: Reviewed but no update required this quarter. Q1 23/24 UPDATE: MTFO processes in place.		<ul style="list-style-type: none"> Procure a salary benchmarking system to enable comparison with the external market. 	
	SR53.11 Dual pay systems: capacity of the HR & Payroll system and the Payroll, and HR & Payroll Systems teams to deliver two pay processes.	All	Operational	Q3 23/24 UPDATE: Resourcelink has the ability to run different pay systems. The Scoping of new processes has been undertaken to inform specifications for the ICT and HR and Payroll Systems teams. This mitigating action is to be removed and will not feature in future reports. 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.	BII	<ul style="list-style-type: none"> 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.	BII CIV	Project delivery	Q3 23/24 UPDATE: The processes, frameworks, governance etc have been developed. This mitigating action is to be removed and will not feature in future reports. Q2 23/24 UPDATE: Tools and templates have now been developed but they will continue to be reviewed and feedback sought as applicable.	BII CIV	<ul style="list-style-type: none"> 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 CIV
	SR53.15 Staff Absence impacting upon capacity to deliver the project: Sickness absence and planned holidays of project team members and	All CII	Operational / project delivery	Q3 23/24 UPDATE: This mitigating action is to be removed and will not feature in future reports. Q2 23/24 UPDATE: Staff have returned from long term sickness absence and peak summer holidays are over.	BII	<ul style="list-style-type: none"> In the case of wider contributors such as finance support and job evaluation, back-up arrangements will need to be identified. 	CIII

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
	wider contributors to the project creating delays in project delivery.						
SR37	Cyber Security	<p>AI</p> <p>AI</p>	<ul style="list-style-type: none"> 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. 	<p>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled</p> <p>Q3 23/24 UPDATE: Remediations on the critical findings in the July Public Service Network (PSN) report are in progress. Completion is targeted for March 2024 when the PSN submission is due to take place.</p> <p>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.</p>	<p>CI</p> <p>CII</p>	<p>This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.</p>	<p>CI</p> <p>CII</p>
		AI		<p>SR37.02: Network security: Appropriate architecture and policies are in place</p> <p>Q3 23/24 UPDATE: Improvements are being made in controlling access to Medway Council data outside of the UK. This will further reduce the exposure footprint.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>SR37.03: Managing user privileges: System privileges are being carefully controlled and managed</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture</p> <p>Q3 23/24 UPDATE: The Metacompliance team has composed a 12-month programme for 2024. This will be rolled out to all Medway Council users from January 2024.</p> <p>Q2 23/24 UPDATE: Cyber Awareness month for council staff is being planned for November 2023.</p>	CI		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		SR37.05: Incident management: Effective incident management policies and processes are in place Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		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 Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		SR37.07: Monitoring: Robust system monitoring takes place Q3 23/24 UPDATE: Reviewed but no update required this quarter. 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.	CII		CII
		AI		SR37.08: Removable media controls: Appropriate security controls are in place around removable media Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		SR37.10: Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria Q3 23/24 UPDATE: Reviewed but no update required this quarter.	CI		CI

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		AI		<p>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.</p>			
		AI		<p>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</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>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</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
SR36A	Medway Development Company Ltd	BI	<p>The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.</p>	<p>SR36A.01: Implement private rented sector (PRS) delivery to de-risk schemes</p> <p>Q3 23/24 UPDATE: It is anticipated that a number of units will be transferred from MDC Land and Projects to MDC PRS early in the new year and the loan refinanced to a longer-term loan secured against the assets.</p> <p>Q2 23/24 UPDATE: It is a tried and tested practice for housing developers to let units' short term during a depressed housing market. Later, when the market picks up, the units can either be sold or retained to provide a longer-term revenue stream. MDC has a subsidiary to manage private sector rentals.</p> <p>SR36A.02: Review Business Plan cashflow and revenue expectations</p> <p>Q3 23/24 UPDATE: The first of the new shareholder boards (Cabinet sub-committees) is expected to take place early in the new calendar year.</p> <p>Q2 23/24 UPDATE:</p>	CII	<p>Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set-up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects, but</p>	DIII

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				<p>The Managing Director of MDC recently gave a presentation to the Chief Operating Officer (COO) regarding the overall programme, to demonstrate the company's continued profitability. The COO has requested refreshed business cases for all live schemes, to understand the current viability and risks associated with each scheme.</p> <p>The company will present an updated Business Plan to the newly formed Shareholder Board by December 2023, which will also set out private rented sector (PRS) viability and short-term loan requirements.</p> <p>SR36A.03: Pre-plan and pre-order materials Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: MDC took the opportunity to pre-order materials when the markets first started to worsen and secured off-site storage to ensure availability.</p> <p>SR36A.04: Target Grant Funding Opportunities Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: The company continues to work with colleagues within the Regeneration service to bid for grant funding and recently secured funding through the Brownfield Land Release Fund. Significant funding has been levered in: Local Authority Accelerated Construction (LAAC) - £732k, Get Building Fund - £750k, First Homes - £10m+, Future High Streets Fund (FHSF) - £2.9m. We were recently awarded £2.7m through the Brownfield Land Release Fund R2. (Total over £17m).</p>		<p>also generate long term revenue streams or sell homes at a later date, when values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this is likely to take time. The other key opportunity is that the company is also able to lever in grants and work with the council to identify opportunities to help unlock projects. The company has been particularly successful in levering in grants and this focus should continue to capitalise on future opportunities.</p>	
SR54	<p>Recruitment and Retention</p> <p>A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff</p>	BII	<ul style="list-style-type: none"> 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. 	<p>Q3 23/24 UPDATE: The second phase of MedPay is ongoing, with more service areas included. Phase 1 services have gone live with their new structures and career progression frameworks.</p> <p>Leadership and management training for all existing managers and new managers commenced during this quarter. Medway Manager training is ongoing for all operational line managers Range 5 (R5) and above.</p> <p>Introduction of an additional pay band (R8) to ensure career opportunities and professional pay levels is now in place.</p> <p>The Recruitment Strategy is being drafted for launch in 2024/25.</p>	CII	<ul style="list-style-type: none"> 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 	DIII

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	<p>continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration 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.</p>		<ul style="list-style-type: none"> • Inability to meet service demands. • Inability to develop and improve service delivery. • Impact on delivery of projects to expected timescales. • Reputational damage. 	<p>Corporate Management Team (CMT) has reviewed the 9 box grid and will undertake assessment of CMT colleagues in Q4 23/24, for onward cascade for Q1 24/25 to service managers.</p> <p>Q2 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 23/24 UPDATE: 10% MedPay Pilot review to:</p> <ul style="list-style-type: none"> • align historical pressures and ensure competitive pay. • retain a talented workforce. • attract and recruit a skilled workforce. • support career progression. <p>Apprenticeship Academy offering:</p> <ul style="list-style-type: none"> • alternative route to employment. • opportunities for development and career progression. <p>Regular engagement with workforce and trade unions. Medway's values, behaviours and culture embedded by managers.</p> <p>Annual staff survey to understand staff priorities and inform Engagement Strategy.</p> <p>Promotion of the council's Employee Value Proposition (Our People Promise) highlighting to staff the holistic picture of our full staff reward and benefits package.</p>		<p>ensure skills assessments and career conversations take place.</p> <ul style="list-style-type: none"> • 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. • Development of a recognition strategy to aid retention 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 <u>job/career opportunities is being looked at</u>, as part of the <u>Onboarding Project</u>. • Annual pay uplift strategy/medium term uplift plans. 	

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	<p>Results of the September 2022 staff survey:</p> <ul style="list-style-type: none"> • 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	<p>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.</p>	<p>SR32.01: The council has accountability and governance in place for data protection and data security Q3 23/24 UPDATE: Reviewed but no update required this quarter. 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. SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p>	CII	<ul style="list-style-type: none"> • Review support for information governance within the organisation. • Audit the council's Caldicott Guardian function. • Audit the council's Data Security and Protection (DSP) Toolkit submission internally to ensure continual improvement. • Appoint a Deputy Senior Information Risk Officer (SIRO). • Seeking Public Services Network (PSN) compliance. 	DIII

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				<p>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.</p> <p>SR32.06: Appropriate policies and procedures are in place to support good information management and security</p> <p>Q3 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>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.</p>			
SR47	Climate Change	All	<ul style="list-style-type: none"> Potential damage to the council's reputation. Not able to meet member, government, and the public's expectations. Net zero by 2050 is not achieved. 	<p>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change</p> <p>Q3 23/24 UPDATE: The new engagement groups have been delivered to both Community bodies and Members. They were well received and are progressing as planned. The volume of work and staffing levels remain a challenge for the team.</p> <p>Q2 23/24 UPDATE: The new engagement groups with Members and the community are being developed.</p> <p>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway</p> <p>Q3 23/24 UPDATE: Projects are progressing as planned, and the team is progressing the procurement process for the Medway Air Quality Action Plan.</p> <p>Q2 23/24 UPDATE: The anti-idling project is completed. Engagement has been undertaken with the community on the project and workshops have been held with local secondary schools and the community, to develop a community sign with a local message which can be tested as part</p>	CIII	<p>Leading the way with Climate Change will give the council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term. Sufficient staffing is assigned to the tasks required in the plan.</p>	DIII

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				of the project. The University of Kent has created a project report with the data collected in Q1 23/24. The project analysis will continue in Q3 23/24. The Four Elms Department for Environment, Food & Rural Affairs (DEFRA) air quality project is continuing though the procurement phase and the implementation plan is progressing.			
SR36B	Kyndi Ltd	BII	Over the last few years, a new board and management team has stabilised the company and returned it to profitability. However, the decision to bring the recruitment agency back in-house represents a risk to the long-term sustainability of the company.	<p>SR36B.01: Business Governance Controls Q3 23/24 UPDATE: The first of the new shareholder boards (Cabinet sub-committees) are expected to take place early in the new calendar year. Q2 23/24 UPDATE: Governance controls within the company have been strengthened and the board now receives a suite of quarterly monitoring data which facilitates much better decision making. The establishment of a shareholder sub-committee will further strengthen governance and protect the shareholder's interests.</p> <p>SR36B.02: Business Profitability Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: The company has returned profits in each of the last three financial years and is set to do so again.</p> <p>SR36B.03: Business Growth Q3 23/24 UPDATE: The new Chief Executive of Kyndi has been engaged in productive discussions with the Assistant Director (AD) for Adult Social Care (ASC) and portfolio holder (Deputy Leader of the Council) and the new business plan will reflect proposals for growth. Q2 23/24 UPDATE: Growth has been slow; however, a new substantive Chief Executive at Kyndi presents an opportunity to re-evaluate the company's business objectives and set a new business plan for the medium- and longer-term.</p>	DII	There are clear growth opportunities for Kyndi centred around its core trading activities of telecare and monitoring. Shareholder representatives are working proactively with the Kyndi Board to secure targeted business growth that will be presented to the Cabinet sub-committee for approval, as shareholder, at the appropriate time.	DIII