Q4 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	Q4 22/23 Current Risk Score	Q1 23/24 Current Risk Score	Q2 23/24 Current Risk Score	Q3 23/24 Current Risk Score	Q4 23/24 Current Risk Score	Move ment	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Finances	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	All Values
L	SR53	MedPay review	AI	BII	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	SR54	Recruitment and Retention	BII	CII	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	CIII	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	DII	DII	DII	DII	→	L – rare I – major	Chief Operating Officer	Deputy Leader	Place

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 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 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** Q4 23/24 UPDATE: In light of the council's financial position, in November 2023 The Chartered Institute of Public Finance and Accountancy (CIPFA) was invited to conduct a Resilience Review. As advised by CIPFA's report, the council wrote to the government in January 2024 requesting Exceptional Financial Support seeking flexibility to increase the council tax above the referendum limit, a capitalisation direction and flexibility to use existing grants to support our improvement programme. On 24 January 2024 officials from the Department for Levelling Up, Housing and Communities (DLUHC) wrote to assure the council that the government would support us to balance the budget, and on 29 February 2024 confirmed that the Minister had agreed in principle to a Capitalisation Direction enabling the council to agree a balanced budget for 2024/25. The council submitted a response to the government consultation on the Local Government Finance Settlement. The Final Settlement was announced on 5 February 2024, and though it confirmed that Medway Council had not been granted flexibility around council tax increases, it did provide a further c£2m of funding for Medway Council, meaning the amount sought through the Capitalisation Direction was reduced to £14.742m. In January 2023 the Council responded in support of a government consultation that proposes to enable councils to use flexibilities around capitalisation such as those granted to Medway through the EFS scheme without the need to approach government in future. 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.	**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. 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.	**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)
				SR03B.02: Align priorities and activity of the council to resource availability through the MTFS process Q4 23/24 UPDATE: Alongside the budget for 2024/25 considered on 29 February 2024, Full Council approved the Medium Term Financial Projections for the council to 2028/29. Though these indicate it will be necessary to seek a further capitalisation direction from the government to balance the 2025/26 budget, they demonstrate that the council could return to financial sustainability and balance the budget without external support from 2026/27. 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. **SR03B.03: Create resources for investment priorities** Q4 23/24 UPDATE: The final budget agreed by Full Council for 2024/25 includes significant additional investment to support the council's financial improvement and transformation. This includes almost £5m to increase capacity and skills in ASC, £3m over three years to deliver Medway 2.0 and transformational change and a £1m boost to strategic support services. 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. **SR03B.04: Delivery of digital transformation programme** Q4 23/24 UPDATE:			

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 budget assumes the delivery of significant savings across the directorates, including £3m investment over three years to deliver £7m of savings through transformation. The Transformation Roadmap will now form an integral part of the wider One Medway Financial Improvement and Transformation Plan. The final plan will be agreed by Corporate Management Team on 3 April 2024 and will be presented to Cabinet on 30 April 2024. 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 (O&S) Committee in the year ahead.			
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	Q4 23/24 UPDATE: The project team continued to work with colleagues in Finance to ensure that any costs associated with the review were considered at Corporate Management Team (CMT) level. A new Skills Shortage and Retention Allowance Policy was agreed at Employment Matters Committee in June 2023 and CMT receive regular reports to enable the monitoring of these. 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.	**CII**	• Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.	**CIII**
	SR53.01A Funding: and/or on assessment,	**BI**	Financial	Q4 23/24 UPDATE: Early indications of phase 2 cohort 1 have revealed that assessments are spread across the three bands	**CII**	• Train managers, ensure understanding of the three	**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)
	majority of role holders are deemed accomplished (C) making the pay model unaffordable.			with the first three teams showing a higher proportion of staff at level A. 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.		levels and definitions are clear for both managers and employees.	
	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	Q4 23/24 UPDATE: The Communications team produced a video about the review and the new changes to MedPay Performance, Progression and Pay for launch in April 2024. Managers in the phase 1 pilot were trained on the new appraisal and career conversation process on 10, and 11, January 2024. The Learning and Development team are rolling out new appraisal training from April 2024 to replace the Performance Development Review (PDR) training they previously delivered and this coincides with a YouTube video to reach staff who are unable to attend the training. A survey was undertaken of all phase 1 staff to monitor the impact the review has had on individuals and teams. Q3 23/24 UPDATE: Phase 2 training commenced in September 2023 for cohort 1 managers. Staff briefings were well attended throughout October to December, 2023, and further are planned to take place in 2024. The MedPay Newsletter was launched in October 2023. 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.	BII	• Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns. • Be open and transparent. • 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.	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	AII	Project delivery	Q4 23/24 UPDATE: There was significant slippage with phase 2 cohorts 1 and 2, with managers unable to meet the challenging timelines that they had hoped to work to. The project team also encountered a high percentage of staff absences with sickness, maternity and end of year annual leave absences. The team intend recruiting to vacant posts for the duration of the project. Q3 23/24 UPDATE:	BII	• Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process. • Plan, monitor and manage implementation in line with resources.	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)
	within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).			This is linked in with other HR recruitment campaigns to recruit an additional Organisational Change Consultant, however the campaigns to recruit were unsuccessful.		• Move teams out of their cohort if the agreed timelines slip.	
	SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	**AII**	Environmental	Q4 23/24 UPDATE: The decision by Full Council in February 2024 to award a 5% pay increase to employees on MedPay from 1 April 2024 should assist with retention. Q3 23/24 UPDATE: Managers are utilising the new Skills Shortage and Retention Allowance policy. 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.	**BIII**	• None.	**CIII**
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**	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		**SR37.01: Secure configuration:** Unnecessary functionality has been removed from systems or disabled Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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.	~~CII~~ CI		~~CII~~ CI
		AI		**SR37.02: Network security:** Appropriate architecture and policies are in place Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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.	**CI**		**CI**
		AI		**SR37.03: Managing user privileges:** System privileges are being carefully controlled and managed Q4 23/24 UPDATE: Reviewed but no update required this quarter. Q3 23/24 UPDATE: Reviewed but no update required this quarter.	**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)
				Q2 23/24 UPDATE: Reviewed but no update required this quarter.			
		AI		**SR37.04: User education and awareness:** Measures have been taken to establish a security-conscious culture	CI		CI
				Q4 23/24 UPDATE: Reviewed but no update required this quarter.			
				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.			
		AI		**SR37.05: Incident management:** Effective incident management policies and processes are in place	CI		CI
				Q4 23/24 UPDATE: Reviewed but no update required this quarter.			
				Q3 23/24 UPDATE: Reviewed but no update required this quarter.			
				Q2 23/24 UPDATE: Reviewed but no update required this quarter.			
		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	CI		CI
				Q4 23/24 UPDATE: Reviewed but no update required this quarter.			
				Q3 23/24 UPDATE: Reviewed but no update required this quarter.			
				Q2 23/24 UPDATE: Reviewed but no update required this quarter.			
		AI		**SR37.07: Monitoring: Robust system monitoring takes place**	~~CII~~ CI		~~CII~~ CI
				Q4 23/24 UPDATE: Reviewed but no update required this quarter.			
				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.			

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		**SR37.08: Removable media controls:** Appropriate security controls are in place around removable media Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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 Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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 Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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. The team is preparing for Public Services Network (PSN) certification in April 2024.	CI		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 Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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		**SR37.12: Server Operating Systems and Hypervisors:** The operating systems (e.g., Server	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)
				2012 R2) should be on a version that is supported by Microsoft Q4 23/24 UPDATE: Reviewed but no update required this quarter. Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: Reviewed but no update required this quarter.			
SR54	Recruitment and Retention A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages,	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.	Q4 23/24 UPDATE: Reviewed but no update required this quarter. 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. 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. The introduction of an additional pay band (R8) to ensure career opportunities and professional pay levels is now in place. The Recruitment Strategy is being drafted for launch in 2024/25. 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.	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. • Revised performance management approach to ensure skills assessments and career conversations take place. • Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box ~~grid~~ development diamond). • Revised market allowance framework. • Revised policies to manage sickness and capability. • Review of the onboarding process to ensure speed and quality. • Development of a recognition strategy to aid retention. • 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 is being looked at, as part of the Onboarding Project.	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)
	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 the September 2022 staff survey include: • 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					• 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)
	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** Q4 23/24 UPDATE: Security and Information Governance Group (SIGG) work continues. 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** Q4 23/24 UPDATE: Caldicott Guardian training took place on 23 February and was attended by the Director with Caldicott Guardian responsibility, relevant Assistant Directors who handle sensitive personal data for vulnerable adults as well as the Data Protection Officer. The training need analysis (TNA) is almost complete, and the job roles will soon be assigned to the relevant training as identified in TNA document. Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: To meet the requirements of the 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.	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)
				SR32.06: Appropriate policies and procedures are in place to support good information management and security Q4 23/24 UPDATE: Both the Data Breach policy and Records Management policy have been agreed and approved at the last Security and Information Governance Group (SIGG) meeting. These will be circulated to staff along with the Data Protection Policy in April/May 2024. Q3 23/24 UPDATE: Reviewed but no update required this quarter. Q2 23/24 UPDATE: The Data Protection Policy was revised and ratified by Security and Information Governance Group (SIGG) members in July 2023. A new Subject Access Request Policy has been introduced – this was ratified at the SIGG meeting in July 2023. **SR32.07: Seek Public Services Network (PSN) compliance** Q4 23/24 UPDATE: The submission document is being prepared by ICT for submission to the PSN.			
SR47	Climate Change	All	• 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.	**SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change** Q4 23/24 UPDATE: The implementation of the plan continues with the commencement of a review of the Climate Change Action Plan. This will see the team review each action and engagement with those responsible for the delivery of the element. The process will see the delivery of the refreshed action plan. 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. **SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway** Q4 23/24 UPDATE: The team have submitted a draft update to the Department for Environment Food and Rural Affairs	CIII	Leading the way with Climate Change will give the council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term. Sufficient staffing is assigned to the tasks required in the plan.	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)
				(DEFRA) of the 2015 Air Quality Action Plan (AQAP) for their opinions. Once these have been received, the AQAP will be reviewed and submitted to the scrutiny process of the council for formal adoption. Q3 23/24 UPDATE: Projects are progressing as planned, and the team is progressing the procurement process for the Medway Air Quality Action Plan.			
SR36B	Kyndi Ltd	BII	Over the last few years, a new board and management team has stabilised the company and returned it to profitability. However, the decision to bring the recruitment agency back in-house represents a risk to the long-term sustainability of the company.	**SR36B.01: Business Governance Controls** Q4 23/24 UPDATE: A revised business plan will be presented to the shareholder board during Q1 24/25. 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. **SR36B.02: Business Profitability** Q4 23/24 UPDATE: The company continues to report annual profits. 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. **SR36B.03: Business Growth** Q4 23/24 UPDATE: The 'Intelligent Lilli' pilot appears to be a success and the company anticipates acquiring more units to roll out. 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.	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