

Q1 & Q2 2024/25 SUMMARY OF STRATEGIC RISK PERFORMANCE

APPENDIX 2

Shaded = new additions this quarter. Strikethrough = removed this quarter.

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 23/24 Current Risk Score	Q3 23/24 Current Risk Score	Q4 23/24 Current Risk Score	Q1 24/25 Current Risk Score	Q2 24/25 Current Risk Score	Move ment	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Finances Insufficient budget funding	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR56	Children’s Social Care Budget Pressure	AI	AII	AII	AII	AII	AII	→	L – very likely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BIII	BIII	BIII	BIII	→	L – likely I – moderate	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
L	SR55	Lack of national funding to remedy problems following school condition surveys	BII	BII	BII	BII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 2
L	SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Assistant Director Education and SEND	Children’s Services	Priority 1
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	Values
L	SR54	Recruitment and Retention	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values

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SR03B	Finances Insufficient budget funding	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.	SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues Q1 24/25 UPDATE: Officers closely monitored government announcements and manifesto pledges ahead of the general election for any impacts on local government finances. The new government has recognised the financial challenges facing local government, indicating in their manifesto that they would “give councils multi-year funding settlements and end wasteful competitive bidding [...they would...] provide capacity and support to councils, and will overhaul the local audit system”. At this stage however the timing of the next fiscal event that might impact local government has not been confirmed, however indications have been given to the	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 annual	CIII All

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			<p>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.</p> <p>While demand and cost pressures on the council's statutory services have soared in recent years, the Institute of Fiscal Studies (IFS) has reported that across local government, core funding per resident fell 26% in the 2010s, and that increases in funding since the Covid19 pandemic have to date undone just one third of the cuts. Meanwhile, councils' ability to increase income locally to compensate has been largely capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for</p>	<p>sector that there will be a one year settlement for 2025/26 followed by a five year settlement for 2026/27 to 2030/21, stretching into the following parliament. There have been no announcements as to the quantum of funding available for local authorities or the distribution methodology. The Ministry of Homes, Communities and Local Government (MHCLG) confirmed that Medway's Assurance Review, a requirement of the Exceptional Financial Support Scheme, will be carried out between mid July and mid September 2024.</p> <p>SR03B.02: Align priorities and activity of the council to resource availability through the MTFs process Q1 24/25 UPDATE: The Medium Term Financial Outlook is being developed with projections on the cost of services and likely income streams from all services collated. The cumulative impact of those projections is being reported to Corporate Management Team (CMT) in July and Cabinet in August 2024.</p> <p>SR03B.03: Create resources for investment priorities Q1 24/25 UPDATE: Cabinet approved the One Medway: Financial Improvement and Transformation Plan in April, drawing together the activity, investment and savings plans to deliver the 2024/25 budget. Monitoring against the plan is carried out at Corporate Management Team (CMT) level on a fortnightly basis, and this includes monitoring the investment implementation and effectiveness.</p> <p>SR03B.04: Delivery of digital transformation programme Q1 24/25 UPDATE: Cabinet approved the One Medway: Financial Improvement and Transformation Plan in April, drawing together the activity, investment and savings plans to deliver the 2024/25 budget. Monitoring against the plan is carried out at Corporate Management Team (CMT) level on a fortnightly basis and includes the delivery and effectiveness of the transformation roadmap.</p>		<p>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> <p>Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council's budget for 2025/26 and future years if the government's statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26. The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly. Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request. Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.</p>	

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			<p>local government, severely limiting the ability of councils to plan for future resource levels. Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date.</p> <p>It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p>	<p>SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability. Q2 24/25 UPDATE: Since September 2023 Cabinet has received medium term financial projections for the four years ahead, developed by the Finance team and informed by specialist funding advisors. These projections are updated twice in each year in the Autumn and following February. All projections are endorsed by the Corporate Management Team (CMT) ahead of publication.</p> <p>The Medium-Term Financial Outlook (MTFO) presented to Cabinet in August 2024 largely held over the assumptions published alongside the 2024/25 budget in February 2024, informed by data from specialist funding advisors, as there had not been any further announcements at that time.</p> <p>The government has since confirmed the Autumn Statement will be laid before parliament on 30 October, with a one-year Spending Review (SR) for 2025/26. A three-year SR will follow in Autumn 2025 for the period 2026/27 – 2028/29. It is widely anticipated that the 2025/26 SR will largely replicate the 2024/25 quantum of funding for local government; though some redistribution is possible, a full review of funding distribution is not expected until the SR2025. The Finance team will work to incorporate any announcements in the SR2024 into the Draft Budget 2025/26 for Cabinet in November and will report to Cabinet following the publication of the Final Local Government Finance Settlement 2025/26 expected by the end of December 2024.</p> <p>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services. Q2 24/25 UPDATE: Cabinet approved the One Medway: Financial Improvement and Transformation (FIT) Plan in April, drawing together the activity, investment and savings plans to deliver the 2024/25 budget. The Plan included additional resources in the Council Tax and Business Rates, and Corporate Debt, teams to deliver taxbase growth and recover a greater proportion of debt raised more quickly. Monitoring against the plan is carried out at Corporate Management Team (CMT) level on a</p>			

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				<p>fortnightly basis, and this includes monitoring the investment implementation and effectiveness. The activity in Council Tax, Business Rates and Corporate Debt is on target to deliver the increased income budgeted for in 2024/25.</p> <p>SR03B.07: Ensure the council's EFS request is finalised and funded. Q2 24/25 UPDATE: CIPFA carried out the MHCLG appointed assurance review in August and September 2024. Though the council has yet to receive a report from MHCLG, officers involved were not made aware of any issues that would prevent CIPFA from concluding that the council's request for EFS was sound. Once the report is received, officers will work to address any risks/recommendations and will liaise with MHCLG to progress the EFS request.</p> <p>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government. Q2 24/25 UPDATE Officers have participated in a range of surveys providing data to the bodies including the Local Government Association (LGA) to inform their submissions to the government in the budget process and for general lobbying. Officers and Cabinet Members are writing to relevant Ministers to make Medway's financial position and the need for further funding clear. Officers will submit a response to the consultation on the Local Government Finance Settlement, should this be beneficial, in due course.</p>			
SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> Monthly finance meetings continue with individuals and heads of service to ensure that the budget holder has a firm understanding and grip of their budget and to track savings. The Assistant Director and Finance Business Partner continue to meet fortnightly. Any savings established are being shown through the Financial Improvement and Transformation (FIT) plan and shared at Corporate Management Team (CMT). We have currently achieved 40% of our target and are regarded as being ahead at this point in time. <p>Q1 24/25 UPDATE:</p> <ul style="list-style-type: none"> Monthly finance meetings are held with individuals and heads of service to ensure that the budget 	All	<ul style="list-style-type: none"> Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART). 	BIII

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				<p>holder has a firm understanding and grip of their budget and to track savings.</p> <ul style="list-style-type: none"> • Additionally, the Assistant Director and Finance Business Partner meet on a fortnightly basis to validate. • Any savings established are being shown through the Financial Improvement and Transformation (FIT) plan and shared at Corporate Management Team (CMT). We have currently achieved 30% of our target and are regarded as being ahead at this point in time. 			
				<p>Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Payments are working well and being recorded on Mosaic at child level entry and provide in depth analysis on different expenditure types. <p>Q1 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Payments are now recorded on Mosaic at child level entry, allowing for in depth analysis on different expenditure types. 		<ul style="list-style-type: none"> • Development work to take place in Mosaic to support financial recording at child level - to include breakdown of all elements of the child's care package - to support effective forecasting. 	
				<p>Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> • The Department for Education (DfE) and the RCC awarded Medway Council a £1.112m capital grant to rebuild Aut Even to rebuild the annex at Eden House. <p>Q1 24/25 UPDATE:</p> <ul style="list-style-type: none"> • The Department for Education (DfE) announced a new capital bidding programme, and we have submitted applications. We are awaiting the outcome. 		<ul style="list-style-type: none"> • Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises. 	
				<p>Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Unaccompanied asylum-seeking children (UASC) continue to be monitored as part of the new monthly monitoring. • The Ofsted application has been submitted. We are awaiting an Ofsted inspection which is likely to be within the next 4 weeks. <p>Q1 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Unaccompanied asylum-seeking children (UASC) are being monitored as part of the new monthly monitoring. • The Ofsted application has been submitted. We are awaiting an Ofsted inspection which is likely within the next 3 months. 		<ul style="list-style-type: none"> • Effective forecasting of unaccompanied asylum-seeking children (UASC) placement expenditure and careful management of pressures related to additional staffing and associated running costs. • The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration. 	
SR53	MedPay review	AI			BII		CII
	SR53.01 Funding: when undertaking	AI	Financial	<p>Q2 24/25 UPDATE:</p> <p>An additional £1.9m has been set aside for the MedPay Review.</p>	CII	<ul style="list-style-type: none"> • We continue to benchmark roles using reliable market data. 	CIII

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	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.			Q1 24/25 UPDATE: The pay award was 5% from 01 April 2024 and budgets have been built for this year that include this pay award. Early indications from salary benchmarking undertaken on hard-to-recruit roles is showing that we are not adrift / as adrift from the market compared to last year.		<ul style="list-style-type: none"> Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation. 	
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.	BI	Financial	Q2 24/25 UPDATE: Phase 2, cohort 1 – to date Level A 45%, Level B 40%, Level C 15% Q1 24/25 UPDATE: Monitoring takes place with headline reports to Corporate Management Team (CMT) showing the indicative distribution of assessment levels before implementation for each team/area of operations.	CII	<ul style="list-style-type: none"> Human resources (HR) Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches. Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees. 	CIII
	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	BI	People	Q2 24/25 UPDATE: 2 further staff briefing sessions were delivered this quarter, MedPay PPP newsletter, Champions meetings and a presentation update to service managers at quarterly meeting. Q1 24/25 UPDATE: The new performance appraisal training was launched, supported by a new training video, as well as a Let's Talk communications pack for managers. Several drop-in sessions were scheduled for managers and staff to speak directly to the project team and ask questions.	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. Be open and transparent. Undertake pulse surveys. 	CII

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	perceived as fair and transparent now and in the future.						
	SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).	All	Project delivery	Q2 24/25 UPDATE: We recruited 2 Organisational Change Consultants and 1 Support Officer during the quarter. 1 Support Officer LTS and 1 Officer is on maternity leave in Q2. Q1 24/25 UPDATE: Budget build for 2024/25 secured funding for the project team to deliver phase 2 of the review, and recruitment commenced to fill temporary posts; however, the recruitment campaigns failed. Market intelligence suggests that there is little movement in this sector at present and salary benchmarking shows the council's salaries are aligned across the public, voluntary and private sectors, so there is no case for offering a skills shortage allowance. Recruitment agencies have been asked to identify potential candidates to enable the project team to reach full capacity.	BII	<ul style="list-style-type: none"> 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. Move teams out of their cohort if the agreed timelines slip. 	CIII
	SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	All	Environmental	Q2 24/25 UPDATE: Reviewed but no update required. Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.	BIII	<ul style="list-style-type: none"> None. 	CIII
SR09B	Failure to meet the needs of children and young people	BII	<ul style="list-style-type: none"> Failure to meet statutory responsibilities to safeguard children from harm. Failure to meet the needs of the children in our care. Escalating financial costs of placements and wrap-around support packages. Sustained negative local publicity and reputational risk. 	SR09B.18: Ensure a stable and competent workforce Q2 24/25 UPDATE: All actions remain ongoing, and workforce remains a strategic priority for children's services continuous improvement plan with a relentless focus on recruitment and retention. We have some additional focused Human Resources (HR) capacity for six months to support this workstream. Q1 24/25 UPDATE: All actions remain ongoing, and workforce remains a strategic priority for children's services continuous improvement plan with a relentless focus on recruitment, retention, development and 'growing our own' (newly qualified social workers (NQSWs) and apprenticeships).	BIII	<ul style="list-style-type: none"> Continue to focus on recruitment, retention and career development of our staff. Continue to further develop opportunities for career development across the whole workforce. Additional capacity invested in Strategic Workforce Development Lead and Workforce officer posts to drive actions in the plan. Recruitment campaign to attract new social worker (SW) candidates to Medway. Refreshed governance workforce board and subgroups. 	CII

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				<p>SR09B.19: Delivery of the Improvement Plan Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Work continues with Heads of Service and their service managers in delivering service plans that cohesively work together and dovetail with the Improvement Plan. • We continue to progress multiagency dialogue with our partners via Early Help Partnership Board, the Multi Agency Safeguarding Hub (MASH) strategic board and Medway Safeguarding Children Partnership (MSCP), to address the application of thresholds and to get the right intervention for children at the right time. • We commissioned an external review of our work with vulnerable adolescents that complements our own internal quality assurance activity and a mock youth justice inspection in preparation for our expected inspection in 2025. We are reviewing and relaunching our contextual safeguarding strategy with our partners including the updating of our child exploitation toolkit. Focused work with our vulnerable adolescents remains a key priority. <p>Q1 24/25 UPDATE:</p> <ul style="list-style-type: none"> • Work has been completed with Heads of Service and their service managers to create service plans that cohesively work together and dovetail with the Improvement Plan. • We are progressing multiagency dialogue with our partners via the Multi Agency Safeguarding Hub (MASH) strategic board and Medway Safeguarding Children Partnership (MSCP), to address the application of thresholds and to get the right intervention for children at the right time. • We have commissioned an external review of our work with vulnerable adolescents that complements our own internal quality assurance activity, and we have developed an action plan to address further practice improvement. 		<ul style="list-style-type: none"> • Additional Human Resources (HR) resource to proactively target sickness absence and performance management. • Increased focus on retention including stay and exit interviews. • Simplify practice expectations – focus on children’s lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention. • Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level. • Continue the work already underway to strengthen the effectiveness of our intervention with children in need. • Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and ownership by our partners, and evaluate the difference this makes to children’s lives. • Continue the work to improve the quality of plans for children in need of protection. Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans. • Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. • Focus on areas for improvement identified in the recent 	

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				<p>SR09B.20: Ensure sufficiency of provision Q2 24/25 UPDATE: We continue to wait for Ofsted registration. We have identified children who could move to Eden House and outreach work has commenced whilst we await an inspection. A mock inspection has also taken place as part of inspection readiness. Q1 24/25 UPDATE: The Ofsted application for registration for Eden House has been submitted and staff have been appointed. Once the registration is approved, children will begin to move in.</p>		<p>inspecting local authority children's services (ILACS) inspection report.</p> <ul style="list-style-type: none"> Continue to focus on recruitment and retention of staff to avoid unfilled vacancies and therefore unmanageable caseloads. Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated April 2024. 	
SR37	Cyber Security	AI	<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 Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks. Q1 24/25 UPDATE: Our Public Service Network (PSN) application has been submitted to Cabinet Office. The ICT team is currently working the ICT assessors around some outstanding items, which are planned to be resolved by 26 July 2024.</p>	CI	<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>	CI
		AI		<p>SR37.02: Network security: Appropriate architecture and policies are in place Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: Reviewed but no update required this quarter. 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.</p>	CI		CI
		AI					

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		AI		<p>SR37.03: Managing user privileges: System privileges are being carefully controlled and managed</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: We have updated the “known password” list provided by the National Cyber Security Centre (NCSC) and National Institute of Standards and Technology (NIST) to the council’s password protection measures to prevent staff using these passwords.</p>	CI		CI
		AI		<p>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture</p> <p>Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter.</p> <p>Q1 24/25 UPDATE: The email and internet security course was published to all users via Metacompliance. At the time of writing (5 July 2024) 2,276 users have completed the course.</p>	CI		CI
		AI		<p>SR37.05: Incident management: Effective incident management policies and processes are in place</p> <p>Q2 24/25 UPDATE: The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p> <p>Q1 24/25 UPDATE: We have reviewed, revised and updated our Business Continuity Plan to reflect the upgrade of the new backup solution.</p>	CI		CI
		AI		<p>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</p> <p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p> <p>Q1 24/25 UPDATE: This has been reviewed; the current measure remains appropriate.</p>	CI		CI
		AI		<p>SR37.07: Monitoring: Robust system monitoring takes place</p> <p>Q2 24/25 UPDATE:</p>	CI		CI

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				The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.			
		AI		Q1 24/25 UPDATE: Preparations are underway for the new Public Service Network (PSN) scan in August 2024.			
		AI		SR37.08: Removable media controls: Appropriate security controls are in place around removable media Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	CI		CI
		AI		Q1 24/25 UPDATE: This has been reviewed; appropriate measures are in place.			
		AI		SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	CI		CI
		AI		Q1 24/25 UPDATE: The email and internet security course was published to all users via Metacompliance, which covers working from home and public spaces. At the time of writing (5 July 2024) 2,276 users have completed the course.			
		AI		SR37.10: Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria Q2 24/25 UPDATE: Further remediations were required by the Cabinet Office. Resubmission will take place in Q3 24/25.	CI		CI
		AI		Q1 24/25 UPDATE: Our Public Service Network (PSN) application has been submitted to Cabinet Office. The ICT team is currently working the ICT assessors around some outstanding items, which are planned to be resolved by 26 July 2024.			
		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 24/25 UPDATE: The new backup solution has been commissioned this quarter.	CI		CI
				Q1 24/25 UPDATE:			

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SR55	Lack of national funding to remedy problems following school condition surveys	BII	<ul style="list-style-type: none"> There is a risk that maintained schools are not kept in the appropriate condition to provide safe, good quality learning environments. Buildings deteriorate more quickly leading to the need for larger more costly projects in the future. 	<p>The current backup solution has been reviewed.</p> <p>SR55.01: Prioritisation of projects throughout the year to ensure that school buildings are warm, safe, compliant and provide hot water</p> <p>Q2 24/25 UPDATE: The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p>Q1 24/25 UPDATE: Following government allocations in March 2024, the funding available for schools' conditioning in the council's maintained schools has reduced further to £508k. This means that further pressures are applied, especially with some projects being delayed over two years. Separate allocations are given to larger multi-academy trusts operating within Medway as part of the wider government allocation. The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p>SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p>	CII	<ul style="list-style-type: none"> No further controls identified; risk managed. 	CII
SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	<p>Failure to meet the Safety Valve Agreement conditions will result in further deficit accumulation against the High Needs Block. This will require the council to use the £3m contingency identified as part of the conditions of the Safety Valve Agreement.</p> <p>If the deficit is not cleared by 2026, the remaining deficit will transfer to the general fund.</p>	<p>SR39.01: Activity as part of the Safety Valve Programme</p> <p>Q2 24/25 UPDATE: The council remains on track to meet the deficit control and reduction targets set out in its Safety Valve Agreement.</p> <p>Q1 24/25 UPDATE: The council is on track to meet the deficit control and reduction targets set out in its Safety Valve Agreement. At the end of the financial year 2023/24, our Dedicated Schools Grant (DSG) outturn showed an in-year surplus of £2.062m against the planned in year surplus target of £2.072m by March 2024.</p> <p>In February 2024, the local area partnership was inspected by Ofsted. The inspectors recognised the significant process the partnership has made in its improvement journey since its last inspection in 2017, noting that leaders have an accurate understanding of the needs of children and young people (CYP) with special educational needs (SEN). They know the areas</p>	CII	Risk managed appropriately.	GH DIII

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				<p>for future development and improvement and have made progress with some of the ambitious actions in their strategic plan.</p> <p>The inspection found that leaders have reviewed the majority of services, processes and provisions, and made changes that are firmly focused on the needs of the CYP and their families. Where this has happened, more CYP get the right help and support in an increasingly timely fashion. The inspectors noted the improvements in the commissioning of Alternative Provision and an increase in suitable mental health support within schools.</p> <p>The inspection concluded that overall, the local area partnership's arrangements lead to inconsistent experiences and outcomes for CYP with special educational needs and/or disabilities (SEND). The Local Area Partnership has co-produced an improvement plan to address the areas for improvement identified. This plan aligns with the plans already in place for the Safety Valve recovery plan. The next monitoring of the programme will be undertaken in August 2024.</p>			
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</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: The council's accountability and governance remains clear and well structured. The Senior Information Risk Owner (SIRO) has overall responsibility for managing information risk in the council. The SIRO also co-chairs the Security and Information Governance Group (SIGG) which has responsibility to:</p> <ul style="list-style-type: none"> • foster a culture for protecting and using information within the council • ensure arrangements are in place to deliver information governance compliance with legislation and council policies • provide a focal point for managing information risks and incidents • Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team <p>SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO).</p>	CII	<ul style="list-style-type: none"> • Review support for information governance within the organisation. • Appoint a Deputy Senior Information Risk Officer (SIRO). 	DIII

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				<p>The council's Caldicott Guardian function has also been audited and rated 'green'.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: In line with the 2018 Data Security Standards, the Caldicott Principles training for staff has been reviewed and tested as part of the new e-learning for staff. This will provide a baseline for staff to ensure personal confidential data is handled, stored and transmitted safely. All staff has had data protection training as part of preparation for completing the NHS Data Security and Protection (DSP) Toolkit. The Caldicott Guardian continues to maintain a register of data sharing agreements.</p> <p>SR32.06: Appropriate policies and procedures are in place to support good information management and security Q2 24/25 UPDATE: The Information Governance Management Framework has been agreed at the quarter 2 (Q2) Security and Information Governance Group (SIGG) meeting. The framework provides clarity around roles and responsibilities including decision making for policies and procedures in line with the accountability principle. Q1 24/25 UPDATE: The Security and Information Governance Group (SIGG) reviewed and approved the Anonymisation and Pseudonymisation policy in Q1 24/25. Meanwhile, all staff received the Data Protection policy and Data Breach policy via MetaCompliance to read and accept. Information Governance policies can be accessed by all staff via the service desk portal. The council's Data Security and Protection (DSP) Toolkit although submitted on time did not fully meet the criteria for staff's training requirement. At the time of writing this update, the compliance for training was at 90% against a target of 95% set by the NHS. The Caldicott Guardian has sent an email asking all service areas to ensure the training of their staff is prioritised and that the requirement is fully met by 31 July 2024.</p> <p>SR32.07: Seek Public Services Network (PSN) compliance Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p>			

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				<p>Q1 24/25 UPDATE: At the time of writing this update, the council had submitted their PSN assessment to the cabinet office. The ICT team are working with the information assessors to address some queries raised. We are still awaiting the certification.</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 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</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. • Inability to meet service demands. • Inability to develop and improve service delivery. • Impact on delivery of projects to expected timescales. • Reputational damage. 	<p>Q2 24/25 UPDATE: Latest staff survey results have shown an improvement on 2022 results. The Recruitment Strategy 2024-2026 has been finalised and approved at Employment Matters Committee (EMC). All cohorts are now onboarded for the Medpay Review.</p> <p>Q1 24/25 UPDATE: Cohorts 3, 4 and 5 of the MedPay Review have been onboarded. The draft Recruitment Strategy will be available in June 2024. The Recognition Strategy is currently being drafted. The onboarding project is ongoing with the scoping of a new platform via a partnership with Jobs Go Public (JGP). Recruitment of a Systems Officer to support with the onboarding project is currently being undertaken. The Staff Survey is currently being undertaken and information from this will inform this risk in the next quarterly update.</p>	CIII	<ul style="list-style-type: none"> • Full rollout of MedPay Review (18 months) (by 31/03/2025). • 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 development diamond). • Revised market allowance framework. • Revised policies to manage sickness and capability. • 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 built, as part of the Onboarding Project (January 2025). • Annual pay uplift strategy/medium term uplift plans. 	DIII

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	<p>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> <p>Results of the September 2022 staff survey include:</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 the last 12 months. <p>Results of the September 2024 staff survey include:</p>						

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	<ul style="list-style-type: none"> • 56.8% of colleagues want to stay for at least the next three years. • 25.8% want to stay for at least the next two years. • 10.7% want to leave within the next 12 months. • 3.4% want to leave as soon as possible. • Staff turnover data was 13.3% in 2023/24. 						