

Q1 & Q2 2024/25 SUMMARY OF STRATEGIC RISK PERFORMANCE

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	SR57	Adult Social Care Budget Pressure	AI	NA	AI	AI	AI	AI	→	L – very likely I – catastrophic	Assistant Director Adult Social Care	Deputy Leader	Priority 1
L	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People and Deputy Chief Executive	Deputy Leader	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
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. Demographic pressures in adult social care (ASC), children's care, and Special Educational Needs and Disabilities (SEND) remain the	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 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	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 11 March deadline to set the Council Tax and deliver a balanced budget, it will be necessary for Members and Officers to make	CIII All

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			<p>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 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</p>	<p>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>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,</p>		<p>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>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>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.</p> <p>Q2 24/25 UPDATE:</p> <p>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 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>			

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				<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>			
SR57	Adult Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>Q2 24/25 UPDATE:</p> <ul style="list-style-type: none"> • The oversight described in Q1's update continues. • Validation of budget monitoring by corporate finance takes place monthly. More validation work is needed in specific areas and the Finance team is working on this. • A pilot taking place in Locality 1 Front Door, to prevent/reduce/delay, has been extended to create more data to determine effectiveness. <p>Q1 24/25 UPDATE: The additional governance and oversight detailed in the Q4 23/24 update remains in place, with all spend relating to care being signed off by the Assistant Director (AD) and Head of Service (HoS).</p>	AI	<ul style="list-style-type: none"> • Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage. • Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care. • Complete review of ASC front door, to prevent/reduce/delay. • Review available advice/guidance for self-funding residents to ensure funds are maximised. • Kyndi is identifying Assistive Technology to trial that could be used 'instead of' some care calls. This can only be used 	All

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						where there is not a risk for the individual.	
SR09A	Meeting the needs of Older People and Working Age Adults	AI	<ul style="list-style-type: none"> We would not be meeting our statutory duties. Run the risk of reputational damage and challenge. Additional pressure on partner agencies such as health. More complaints. 	<p>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</p> <p>Q2 24/25 UPDATE: Since the last update we have recruited 3 social workers, in September 2024. We have since introduced a Skills Shortage payment and a Golden Hello for social workers (SW2 only). Additionally, we have introduced a Golden Hello for temporary staff who wish to become permanent (SW2, SW3, SW4). Approved Mental Health Practitioners (AMHPs) and the Deprivation of Liberty Safeguards (DoLS) team are advertising the additional posts secured via the rightsizing. One temporary staff has been successfully recruited to permanent in the AMHP team. Interviews are secured for 2 new Best Interest Assessors within the DoLS team. We have noticed a change in the residential provider market where complex placements continue to be an issue. The Head of Transformation has been recruited and is in post.</p> <p>Q1 24/25 UPDATE: Recruitment remains a challenge across the division. There has been a positive change as we have recruited to 3 permanent social worker (SW) posts in the Locality teams – these are going through the compliance process. We have also recruited 3 newly qualified social workers (NQSWs) who will start in October 2024. We are further shortlisting for SW posts in localities and have had applicants for the Senior SW post. A temporary to permanent session with the Director has been agreed as we have had a few locums show an interest in becoming permanent members of our team. We cannot recruit an Approved Mental Health Professional (AMHPS) and are on our 4th recruitment campaign. We have not been able to recruit to the finance operations roles which is having an impact on our service delivery. ASC provider, Market, is showing a full recovery in Home Care, and Extra Care. The Care Home sector reflects the national picture of low staffing levels, difficulty recruiting staff, financial pressures, and concerns for their future viability.</p> <p>SR09A.02: Working with strategic partners to establish integrated working</p>	BII	<ul style="list-style-type: none"> Capital investment opportunities to help manage demand. Service redesign in terms of outcomes. Focus on staff wellbeing and engagement. Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding. We proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives. Business case for skills retention payment is being drafted for an Approved Mental Health Professional (AMHPS). Review of finance operations roles is being carried out as we have identified we are not competitive with other local authorities. Continue to work closely with providers who are working within contract rates. 	CII

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				<p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Partners have commissioned a review of the discharge function/process, and we are fully involved. We are working with the Integrated Care Board (ICB) and Health & Care Partnership (HaCP) place-based services whether funding is NHS or HaCP budget on patient safety, prevention and population health management, quality and assurance. We continue to develop winter planning jointly at pace.</p> <p>SR09A.03: Maintain strong relationships with providers</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: We have used our newsletter and Care Forum to have open engagement with providers when developing the Market Position Statements, making them aware of training, new policies and plans, climate change information, and information to ensure they are fully aware of the Care Quality Commission (CQC) process and the likelihood of being approached by the Assurance team. This close relationship is key when we discuss the annual uplift and enables us to have an open conversation with providers with financial viability concerns.</p> <p>SR09A.04: Map and monitor intelligence across the market</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Our Market Position Statements (MPS) are published and explain our commissioning intentions, and priorities. The Joint Strategic Needs Assessment (JSNA) chapter 'Adult Care and Support' is a comprehensive adult needs assessment. This with the Market Position Statement (MPS) helps shape the Care Market by informing the providers' business decision making. We continue to gather information from people with lived experience, providers, social workers, and stakeholders through complaints, Care Forum, feedback from the monthly contact meetings, Quality and Assurance, HaCP Patient Safety board and Population Health Management board. All new commissioning activity follow our engagement plan to</p>			

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				<p>ensure all stakeholders are empowered to inform service design and improvement.</p> <p>SR09A.05: Review and adjust service levels and placement costs as appropriate Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: Our increased residential/nursing band rates have had a positive impact with our providers. We only refer to providers that are working within contract rates. There are some people that have complex health needs and therefore require specialist care, which have higher rates. The Targeted Review team continue to review care to ensure appropriate levels and the right type of care is being provided.</p>			
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.	AI	Financial	Q2 24/25 UPDATE: An additional £1.9m has been set aside for the MedPay Review. 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.	CII	<ul style="list-style-type: none"> We continue to benchmark roles using reliable market data. Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation. 	CIII
	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	BI	People	Q2 24/25 UPDATE: 2 further staff briefing sessions were delivered this quarter, MedPay PPP newsletter, Champions meetings	BII	<ul style="list-style-type: none"> Need to test that the communication is reaching all levels of the organisation, obtain 	CII

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	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.			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.		feedback and respond to questions and concerns. • Be open and transparent. • 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	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	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

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	market forces dramatically.						
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. 	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.	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		SR37.02: 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.	CI		CI
		AI		SR37.03: Managing user privileges: System privileges are being carefully controlled and managed Q2 24/25 UPDATE: Reviewed but no update required this quarter. 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.	CI		CI
		AI		SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter. 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.	CI		CI

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		AI		<p>SR37.05: Incident management: Effective incident management policies and processes are in place 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. 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 Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate. 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 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: Preparations are underway for the new Public Service Network (PSN) scan in August 2024.</p>	CI		CI
		AI		<p>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. Q1 24/25 UPDATE: This has been reviewed; appropriate measures are in place.</p>	CI		CI
		AI		<p>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.</p>	CI		CI

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				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.			
				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: The current backup solution has been reviewed.			
SR32	Data and information	BII	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	SR32.01: The council has accountability and governance in place for data protection and data security Q2 24/25 UPDATE: Reviewed but no update required this quarter. 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: <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 	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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				<ul style="list-style-type: none"> 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). 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</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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>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>SR32.06: Appropriate policies and procedures are in place to support good information management and security</p> <p>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.</p> <p>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</p>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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.</p> <p>SR32.07: Seek Public Services Network (PSN) compliance Q2 24/25 UPDATE: Reviewed but no update required this quarter. 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.</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. 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). 	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<p>Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. Medway staffing establishment is lean in comparison to other unitary authorities and roles are broad. These factors are making it more difficult to attract and retain staff. Remote working offers the workforce increased flexibility and choice of workplace. Results of 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. 					<ul style="list-style-type: none"> • Annual pay uplift strategy/medium term uplift plans. 	

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<ul style="list-style-type: none"> • 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> <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. 						