

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	SR58	Gun Wharf building closure	AI	NA	AI	AI	AI	AI	→	L – very likely I – catastrophic	Assistant Director Regeneration	Housing and Property	Principles
M	SR35 RCE35	Homelessness NEW	BII	CIII	CIII	CIII	CIII	AII	↑	L – very likely I – major	Assistant Director Culture and Community	Housing & Property	Priority 5
L	SR17	Delivering regeneration	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Director of Place	Climate Change and Strategic Regeneration	Priority 2
L	SR46	Medway’s Economic Recovery	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Priority 2
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
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	SR36A	Medway Development Company Ltd	BI	CII	CII	CII	CII	CII	→	L – unlikely I – major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Priority 5
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	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	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	CIII All

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			<p>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.</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.</p>	<p>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 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</p>		<p>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 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</p>	

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			<p>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 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>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, 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. 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. 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</p>		<p>available surveys and consultations around the Settlement.</p>	

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				<p>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> <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>			
SR58	<p>Gun Wharf building closure</p> <p>The building is not accessible for an extended period. (Business Continuity Plans (BCPs) have been invoked. The workforce is</p>	<p>AI</p> <p>AII</p>	<p>Workforce unable to access Gun Wharf site or considerable parts of the site.</p>	<p>Q2 24/25 UPDATE: Additional 120 desks were made on Level 3 (L3) for the Broadside move during renovation of the MHS Homes building. They are due to relocate back to MHS Homes by no later than (NLT) 07 October. Desks will revert to touchdown. Work with Category Management Team continues to proceed so that the RAAC specialist company can carry out works to His Majesty's Courts & Tribunal Services (HMCTS) Hearing Room Area by end of Q4/Survey of RAAC in L4 and L5.</p>	<p>AI</p> <p>AIII</p>	<ul style="list-style-type: none"> • Silver command to agree priority for use of the safe working spaces at Gun Wharf. • Safe routes and safe exits throughout the building to be reviewed. • Building safe areas to be shared with officers. • Priority for ICT support to be agreed. 	<p>AIII</p> <p>BIII</p>

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	required to work from home or alternative locations) Previous Covid19 experience is being applied.			<p>A further 100 touchdown desks are to be made available by end of Q3.</p> <p>Reception returned to pre-October 2023 status after RAAC in L3 was declared safe by the RAAC specialist company and cleared through Medway Council's insurance provider.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE:</p> <ul style="list-style-type: none"> • Additional 73 desk spaces provided in February 2024. • A preliminary visit by the Reinforced Autoclaved Aerated Concrete (RAAC) specialist team took place. They stated that removal of RAAC planks may be avoided. • The review of the current opening of Gun Wharf (GW) is to be reviewed early in Q1 24/25. • Works to fob all doors is now complete – staff without fob permissions cannot enter red zones. • The ICT team completed a security ID update at reception – Reception staff see the face and name of staff fobbing in; this also allows building numbers/First Aid at Work (FAW) trained staff trained numbers to be reviewed instantaneously. 		<ul style="list-style-type: none"> • MedSpace pages updated to inform and support the workforce. 	
		All	Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.	<p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> • Arrangements to safely collect equipment and files from the site are in place. A form is in place to submit requests. • Safety equipment provided to staff who are allowed on site. • Temporary reasonable adjustments to be agreed with line manager. 	All	<ul style="list-style-type: none"> • Staff to undertake display screen equipment (DSE) assessments if building is unavailable for extended period. • Priority for ICT support to be agreed. • MedSpace pages to inform and support workforce. • Consider use of courier for staff who are not able to pick up specialist equipment. 	BIII
		All	Workforce does not have ICT equipment to work from home.	<p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 23/24 UPDATE:</p>	All	<ul style="list-style-type: none"> • Consider use of courier for staff who are not able to pick up ICT equipment. • Priority for ICT support to be agreed. • MedSpace pages to inform and support workforce. 	BIII

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				<ul style="list-style-type: none"> ICT are collating an itinerary of outstanding equipment requirements. Prioritisation to be agreed by Silver Command. Checklist for working from home exists. Service Sit Reps to identify issues and requirements. 			
		All	<p>Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home).</p> <ul style="list-style-type: none"> Post – franking machine. Printing – urgent printing obligations ICT – support and maintenance <p>Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults). Damage to reputation.</p>	<p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE:</p> <ul style="list-style-type: none"> Parking and Adults services received paperwork to allow services to continue in the short-to-medium term. The Post, Printing and ICT teams continue to operate in green (safe) zones. Staff requiring post collection receive a briefing prior to moving through the building to collect. 	BII	<ul style="list-style-type: none"> Move franking and printing machine to an alternative location. Silver command to agree priority for use of safe working spaces: <ul style="list-style-type: none"> 2 desks for Education 6 desks for Rough Sleeper team 3-4 desks for Taskforce teams Access to Evidence Room in basement required. 11 desks for Parking team 5-6 desks for Public Health (PH) 2 desks for Human Resources (HR) (with scanner) 8 desks for Legal (leaves 24 spare) 5-7 desks for Finance MedSpace pages to inform and support workforce. Consider Customer and Business Support (CABS) staff working at Chatham Hub. Consider Medway Test team to work on level 2 green (safe) area. 	BIII
		All	<p>Unable to access files and paperwork. May delay court hearings (schools).</p>	<p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 23/24 UPDATE:</p> <ul style="list-style-type: none"> Arrangements to safely collect equipment and files from site in place. Form in place to make requests. Service Sit Reps to identify issues and requirements. 	BII	<ul style="list-style-type: none"> Consider requesting a delay in court hearings. MedSpace pages to inform and support workforce. Move filing cabinets to safe areas: Education. 	BIII

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		All	Financial – costs may be incurred for: <ul style="list-style-type: none"> • extra equipment • travel to alternative locations. • postage • room hire 	Q2 24/25 UPDATE. The Senior Project Manager is working with Category Management Team on contracts with the RAAC specialist company to include further works to HMCTS/L4/L5 areas. Q1 24/25 UPDATE: Reviewed but no update required this quarter. Q4 23/24 UPDATE: <ul style="list-style-type: none"> • Repair works approved – The Property Senior Project Manager (PM) is looking to tender the contract for RAAC remediation works on the back of the specialist surveyor's recommendations. 	All	<ul style="list-style-type: none"> • Repair works will be the subject of a formal report to Cabinet and Full Council seeking permission for addition to the capital programme. 	All
		AI	Compliance with insurance requirements so that cover is not impacted.	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: <ul style="list-style-type: none"> • Arrangements are in place for the safe occupation of all zones accessible by general/non-specialist staff in line with relevant liability cover. 	BIII	<ul style="list-style-type: none"> • Ongoing liaison with insurers as required to maintain cover. 	BIII
SR35 RCE35 NEW	Homelessness	BII	<ul style="list-style-type: none"> • Increasing and unsustainable overspend of the allocated budget. • Poorer outcomes for children and vulnerable adults. • Increased legal challenge and penalty from the Local Government and Social Care Ombudsman (LGO). • Reputational damage. • Failing to achieve Members' expectations. 	SR35.01 RCE35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as the Department for Work and Pensions (DWP) Q2 24/25 UPDATE: The risk rating remains the same (All), whilst preventions continue to remain around 70% of approaches. The net number of placements in temporary accommodation (TA) over the last quarter have increased by 12.6%. A TA reduction plan has been drafted for imminent implementation. The plan includes cross directorate working to support move on with intentionally homeless families, increased engagement with the private rented sector and audit of current prevention/relief cases. Q1 24/25 UPDATE: Following recruitment of additional resources (5 housing options officers), there has been a positive increase in prevention (over 25 additional pm). Proactive work continues with agencies, landlords and internal teams to work with households to prevent homelessness. Acquisition work continues to progress with a formal offer on a number of units in negotiation with other properties in the pipeline.	All	<ul style="list-style-type: none"> • Continue to deliver outcomes attached to funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support existing activity around rough sleeping. • Begin to design models for the cessation of funding as there is currently no more committed from 2025. • Continue to purchase temporary accommodation (TA) units in line with the decision and borrowing approved by Council in January 2023. Monitor and evaluate success to create the case for further investment, should the evaluation justify it. • Explore other alternatives for the provision of TA. • Continue to maximise prevention opportunities and joint working to reduce the strain on households in TA. 	DIII

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				<p>However, despite controls and work to increase prevention rates and the purchase of temporary accommodation, the rate of homelessness continues at a significant rate placing pressure on the Culture and Community budget. Therefore, the risk rating has been increased to reflect the likely impact on the 2024/25 budget.</p> <p>SR35.02 RCE35.02: Increase opportunities of affordable housing supply Q2 24/25 UPDATE: Completions for Q2 – 6, consisting of 2 x 1-bedroom flats for affordable rent and 4 x 2-bedroom flats for shared ownership. Housing Revenue Account (HRA) development delayed start on site for Phase 5 expected early Q3. Phase 6 (Britton Farm) handover expected end of Q4 (44 units). Risks remain the same. Q1 24/25 UPDATE: End of Year (EOY) delivery 389 (9 HRA) – target for 24/25 204. Confirmation that the Local Authority Housing Fund (LAHF) has been spent and properties completed, final properties in the void process in preparation for handover. The HRA Development team continues to work with registered providers to continue to bring forward affordable housing developments. Phase 5 (HRA) development due to start on site Q2. Phase 6 (HRA) development due for completion Q4. Same risks as identified at for Q3 of last financial year.</p> <p>SR35.04 RCE35.04: Ensure that options for the provision of temporary accommodation are transparent and reviewed in light of grant funding changes rather than subsidy to ensure that Medway is providing cost effective accommodation options. Q2 24/25 UPDATE: Block booking of six (self-contained) TA units has been completed and are in use. Increase in use of Housing Revenue Account (HRA) TA (58 properties). 26 properties are on target for handover during Q3 (mixed one & two bed). The new acquisitions officer commences early October to support the acquisition/purchases. Q1 24/25 UPDATE: Block purchase under negotiation with expected handover if successful in Q3 24/25.</p>			

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				Other options are being pursued for excelled purchase projects. Completion of 12 x 2-bedroom units is expected in Q3.			
SR17	Delivering regeneration	BII	<ul style="list-style-type: none"> • Regeneration projects are not completed. • Potential damage to the council's reputation. • Not able to meet member, government, and the public's expectations. • Deteriorating physical and infrastructure assets. • Investment wasted. • Young people are not catered for in the 'new world'. • Low skills base among some residents remains. • Disconnect between skills and employment opportunities. • Maintenance of low aspiration culture. • Increased commuting and pressure on transportation. • Negative impact on community cohesion. 	<p>SR17.01: Outline infrastructure needs identified.</p> <p>Q2 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities and future site visits are being planned this year. Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the Shared Prosperity Fund (SPF). This was recently highlighted in the House of Commons adjournment debate put forward by Lauren Edwards MP and specific recognition for Medway.</p> <p>Q1 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), a tender for consultants to carry out a review of development options has been issued with an inception date in August. Officers regularly meet with Homes England, and the Department for Levelling Up, Housing and Communities (DLUHC), about future funding opportunities. Officers continue to work with ARUP, our DLUHC delivery partner, Levelling Up Fund (LUF) Discovery team as well as Levelling Up Places Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the fund.</p> <p>SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund</p> <p>Q2 24/25 UPDATE:</p>	BII	The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration, and new opportunities are being explored with other partners including private sector organisations.	CII

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				<p>As above, following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities, and future site visits are being planned this year.</p> <p>Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the Shared Prosperity Fund (SPF). This was recently highlighted in the House of Commons adjournment debate put forward by Lauren Edwards MP and specific recognition for Medway. The debate lobbied for continuation of the fund.</p> <p>Medway continues to be an active partner of the South East Local Enterprise Partnership (SELEP) working towards closure, and to ensure we receive maximum funds post LEP. Work continues at a strategic level with Kent County Council (KCC) and the Kent and Medway Economic Partnership as a joint federated economic area, to deliver on the priorities as set out in the approved Kent and Medway Economic Framework (KMEF). Work on a KMEF implementation plan has begun.</p> <p>Q1 24/25 UPDATE:</p> <p>As above, following the pause to delivery for Innovation Park Medway (IPM), a tender for consultants to carry out a review of development options has been issued with an inception date in August.</p> <p>Officers regularly meet with Homes England, and the Department for Levelling Up, Housing and Communities (DLUHC), about future funding opportunities. Officers continue to work with ARUP, our DLUHC delivery partner, Levelling Up Fund (LUF) Discovery team as well as Levelling Up Places Service to address any barriers to delivery and guide improvements to funding processes.</p> <p>Medway Council submitted a case study to Key Cities and the Local Government Association (LGA), that was</p>			

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				<p>well received and used to lobby government for continuation of the fund.</p> <p>Medway continues to be an active partner of the South East Local Enterprise Partnership (SELEP) working towards closure, and to ensure we receive maximum funds post LEP. Work continues at a strategic level with Kent County Council and the Kent and Medway Economic Partnership as a joint federated economic area, to deliver on the priorities as set out in the approved Kent and Medway Economic Framework (KMEF). Work on a KMEF implementation plan has begun.</p> <p>SR17.05: Working towards the adoption of the new Medway Local Plan Q2 24/25 UPDATE: Consultation on Reg18b of the Local Plan ran from 15 July to 8 September and included 10 public exhibitions attended by over 600 people. Around 500 written responses were submitted to the consultation. In July, the government published a proposed change to the methodology for calculating local housing needs, which would have only a minor variation for Medway. Q1 24/25 UPDATE: The next Reg 18 request for consultation will be considered by Cabinet on 9 July and if agreed will be the subject of consultation from 15 July through to 8 September. The responses from that consultation along with the completion of the evidence base will then enable the Local Planning Authority (LPA) to prepare a reg 19 draft Local Plan.</p> <p>SR17.08: Maintain a successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway Q2 24/25 UPDATE: As above, following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Active conversations are underway with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities. Medway has a successful track record of delivery including the Local Growth Fund (LGF), High Streets Heritage Action Zone (HSHAZ), and the Future</p>			

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				<p>High Streets Fund (FHSF) and Levelling Up Fund (LUF) programmes which are significantly underway. The Shared Prosperity Fund (SPF) programme has delivered over 46 projects in Years 1 and 2. Year 3 has allocated over £825k to an additional 56 SPF projects. Medway is actively engaged with the South East Local Enterprise Partnership (SELEP) closure discussions and the aim is to secure legacy funds for continuation of the SPF programme post 2024/25.</p> <p>Q1 24/25 UPDATE: As above, following the pause to delivery for Innovation Park Medway (IPM), a tender for consultants to carry out a review of development options has been issued with an inception date in August.</p> <p>Active conversations are underway with Homes England, and the Department for Levelling Up, Housing and Communities (DLUHC), about future funding opportunities. Medway has a successful track record of delivery including the Local Growth Fund (LGF), High Streets Heritage Action Zone (HSHAZ), and the Future High Streets Fund (FHSF) and Levelling Up Fund (LUF) programmes which are significantly underway.</p> <p>The Shared Prosperity Fund (SPF) programme has launched its third year of delivery at a successful event attended by over 170 stakeholders on 1 May. Many of the projects delivered to date include working with partner organisations to deliver notable projects including the Chinese New Year festival. Medway is actively engaged with the South East Local Enterprise Partnership (SELEP) closure discussions and the aim is to secure legacy funds for continuation of the SPF programme post 2024/25.</p>			
SR46	Medway's Economic Recovery	BII	<p>The Economy and Infrastructure Recovery Cell has produced an impact assessment outlining the main consequences of Covid19. 24 impact areas have been identified and some of the most acute include:</p> <ul style="list-style-type: none"> A significant rise in unemployment with a disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people from ethnic minorities. 	<p>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell (Lead Officer: Assistant Director Regeneration)</p> <p>Q2 24/25 UPDATE: The impending handover and completion of the build of The Innovation Hub 'Ascend' in the Pentagon Shopping Centre continues to show high demand and interest from local home workers no longer commuting into London. Although only a litmus test for the wider local economy, it is a positive display of local economic resilience and the strength of Medway's business base.</p> <p>Q1 24/25 UPDATE:</p>	BII	<ul style="list-style-type: none"> Commercial moves out of London – Medway as an attractive place to locate and do business. Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally. Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy. Opportunity to significantly advance digital inclusion for 	CII

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"> Decreased apprenticeship vacancies and industrial placements. Reduced strength of Medway's business base. Accelerated decline of town centres and street markets. Impact on supply chains. Decreased relevance of Medway Council's strategic bases. Digital inclusion/exclusion. Sustainability of higher and further education, and its impact on place. 	<p>The expected long term physical impact of the benefits of working from home and the savings businesses can make from reducing their office footprint have been shown with a clear example of Bose UK moving their headquarters to Soho. Most working still live in Medway and will not be commuting into the smaller 'show office'. The 20,000sqft building they vacate is already 70% pre-let to smaller organisations which still need a space for meetings and a fraction of their staff unable to work from home.</p> <p>SR46.02: Delivery of government-directed financial support to businesses and individuals (Lead Officer: Chief Finance Officer) Q2 24/25 UPDATE: Demand continues to be high for business funding. A collection of five businesses are making a joint application for shared solar panels via the Partners for Green Growth Grant and another business has been awarded a Kent and Medway Business Fund Loan. Q1 24/25 UPDATE: The relaunch of the Kent and Medway Business Fund has been beneficial to Medway businesses with 5 approvals and 4 others currently undertaking the application process in less than a year. Partners for Growth and Partners for Green Growth Grants, funded by the Shared Prosperity Fund (SPF), have proven popular and pivotal to Medway businesses starting, growing and going green. Year 3 of the SPF was launched at the event on 1 May attended by over 170 stakeholders.</p> <p>SR46.04: Supporting Medway's businesses (Lead Officer: Assistant Director Regeneration) Q2 24/25 UPDATE: Procurement for Inward Investment and Tourism services via Locate in Kent and Visit Kent are set to conclude imminently. The new one-to-one business advisory service has been in full demand since launching in August. There have been several public positive reviews of the service and its uniqueness and importance to Medway's business community already. One business in the net zero industry is on track to receive a seven-figure investment to expand their services in a key industry in Medway. Q1 24/25 UPDATE: The procurement of the combined Inward Investment/Tourism agency providing 'Brand Kent' has suffered a delay due to misunderstandings in the tender stage. A revised output expectation is expected</p>		workers, learners and service users across Medway.	

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>imminently with procurement finalising early Q2 24/25. The Scale Up Programmes have concluded with a significant amount of business investment (£395k) into businesses who completed the course. A new to Medway initiative of one-to-one in person support is under procurement to provide support initially at Dragon Coworking, then time split between Dragon Coworking and Ascend Coworking.</p> <p>Form Fit Out are currently building the innovation hub "Ascend Coworking" with only minor delays and handover expected 11 October 2024 with the operational aspects being provided by Edgility. There have already been some early initial enquiries and interest.</p> <p>SR46.05: Supporting residents' skills and employability (Lead Officer: Head of Skills Employment and Skills Education)</p> <p>Q2 24/25 UPDATE: We are in the final stages of assessing the Shared Prosperity Fund (SPF) bids, with 10 likely to be successful, covering a wide range of skills and employment needs.</p> <p>Universal Support has been delayed due to the change in government but expected to continue with an update due soon.</p> <p>Q1 24/25 UPDATE: We are currently assessing Shared Prosperity Fund (SPF) bids, which will help develop people and skills in the community. Preparatory work for the new Universal Support programme is taking place. This programme will support people with a wide range of barriers into work and will be particularly focused on people with disabilities and health conditions. All previous work listed below continues.</p> <p>SR46.06: Review Medway Council's strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth (Lead Officers: Strategy and Investment Programme Manager)</p> <p>Q2 24/25 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 approved in 2022 requires refreshing. This document drives Regeneration, Development and Economic Growth objectives for Medway. Once funding and resource is secured, the document will be updated in line with the new administration's ambitions.</p>			

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				<p>This will be aided by the Shared Prosperity Fund (SPF) programme, retaining a level of flexibility to respond to a changing economic environment, and delivering a social regeneration function for the Council. The Ministry of Housing, Communities and Local Government (MHCLG) approved the SPF Investment Plan. Delivery is underway; Year 1 and 2 of the programme has successfully delivered over £455k to 43 projects. Year 3 launched this year and received over 130 applications. Over £825k has been allocated to another 56 projects. In addition to supporting external projects, SPF funding has been used to administer, monitor, facilitate and support delivery of projects to enable the programme. Funding has also been spent on supporting our local businesses including our green grants programmes, and on supporting key town centre initiatives in line with our administration's priorities.'</p> <p>Q1 24/25 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 is due to be refreshed in line with the Local Plan, Medway 2040. The draft previously approved by Cabinet in October 2022 is to be reviewed by the new administration. An initial strategy workshop with members took place in August. The document will drive Regeneration and Economic Development objectives going forward. This will be aided by grant funding from the Shared Prosperity Fund (SPF) 2022-2025, retaining a level of flexibility to respond to a changing economic environment. Year 1 and 2 of the SPF programme have been delivered in line with the Investment Plan, as approved by the Department for Levelling Up, Housing and Communities (DLUHC). To date, 19 projects were delivered in Year 1, 26 projects in Year 2 the majority of which were in partnership with various organisations. SPF delivery also included supporting local business, through workshops, partners for growth grants, green growth grants and net zero audits. Year 3 of SPF has been launched.</p> <p>SR46.07: Continue to lobby government to maximise support and opportunities for Medway (Lead Officer: Strategy and Investment Programme Manager)</p> <p>Q2 24/25 UPDATE: The Strategy and Investment Programme Manager regularly meets with the Ministry of Housing, Communities and Local Government (MHCLG) Officers to keep up to date with opportunities for Medway, as</p>			

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				<p>well as horizon scanning for sources of funding available to the Council and our partners. Medway continue to work closely with the Levelling Up Fund Discovery team and Better Places Partnerships funded by MHCLG, and further site visits to showcase our opportunities are being scheduled this year. MHCLG has praised Medway's use of Shared Prosperity Fund (SPF) funding. This was recently highlighted in an adjournment debate in the House of Commons raised by Lauren Edwards MP, providing excellent recognition for Medway. Medway work closely with Kent County Council (KCC) to ensure maximum funding can be secured at a Functional Economic Area level, following the closure of the South East Local Enterprise Partnership (SELEP) expected to be finalised this year.</p> <p>Q1 24/25 UPDATE: The council regularly meets with the Department for Levelling Up, Housing and Communities (DLUHC) officers to keep up to date with opportunities for Medway, as well as horizon scanning for other sources of funding available to the council and our partners. Medway works closely with DLUHC as part of the Levelling Up Fund (LUF) Discovery Programme and more recently the Levelling Up Places Service (LUPS). DLUHC officers have visited our regeneration sites and plan to again this year. The Investment Plan to access £1.8m Shared Prosperity Fund (SPF) was approved by DLUHC; Years 1 and 2 of the SPF programme has been delivered, and Year 3 has been launched at a successful event on 1 May. DLUHC specifically chose Medway to take part in a survey of select areas, praising our use of SPF funds. A case study was provided to Key Cities and the Local Government Association (LGA) to lobby government for continuation of the fund and was well received.</p>			
SR53	<p>MedPay review</p> <p>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</p>	<p>AI</p> <p>AI</p>	Financial	<p>Q2 24/25 UPDATE: An additional £1.9m has been set aside for the MedPay Review.</p> <p>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.</p>	<p>BII</p> <p>CII</p>	<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. 	<p>CII</p> <p>CIII</p>

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	budgets will be insufficient and the scheme unaffordable.						
	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 perceived as fair and transparent now and in the future.	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
	SR53.06 Capacity of project team: project group members are not	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:	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. 	CIII

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	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).			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.		<ul style="list-style-type: none"> Plan, monitor and manage implementation in line with resources. 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	<p>Q2 24/25 UPDATE: Reviewed but no update required.</p> <p>Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.</p>	BIII	<ul style="list-style-type: none"> None. 	CIII
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	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		<p>Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p> <p>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		CI
		AI		<p>SR37.02: Network security: Appropriate architecture and policies are in place</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 23/24 UPDATE: Improvements are being made in controlling access to Medway Council data outside of the UK. This will further reduce the exposure footprint.</p>	CI		CI

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
		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
		AI		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.	CI		CI
		AI		SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented 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.	CI		CI
		AI		SR37.07: Monitoring: Robust system monitoring takes place Q2 24/25 UPDATE:	CI		CI

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				<p>The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p> <p>Q1 24/25 UPDATE: Preparations are underway for the new Public Service Network (PSN) scan in August 2024.</p>			
		AI		<p>SR37.08: Removable media controls: Appropriate security controls are in place around removable media</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; 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</p> <p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p> <p>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.</p>	CI		CI
		AI		<p>SR37.10: Robust policies and procedures in place:</p> <p>The council is accredited against the Public Service Network (PSN) code of connection criteria</p> <p>Q2 24/25 UPDATE: Further remediations were required by the Cabinet Office. Resubmission will take place in Q3 24/25.</p> <p>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		CI
		AI		<p>SR37.11: Overall Backup Design & Backup Security: In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack</p> <p>Q2 24/25 UPDATE: The new backup solution has been commissioned this quarter.</p> <p>Q1 24/25 UPDATE:</p>	CI		CI

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				The current backup solution has been reviewed.			
SR36A	Medway Development Company Ltd	BI	The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.	<p>SR36A.01: Implement private rented sector (PRS) delivery to de-risk schemes Q2 24/25 UPDATE: The company has identified units for both long term PRS and others to be let short-term, pending recovery of the market for sales. Q1 24/25 UPDATE: Following the transfer of units at Garrison Point to MDC (PRS) last year, a loan agreement is being drawn up to facilitate the transfer of further units for PRS at Chatham Waterfront. Demand for lettings has been high.</p> <p>SR36A.02: Review Business Plan cashflow and revenue expectations Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: The revised business plan was approved by the shareholder board at its meeting on 30 May 2024.</p> <p>SR36A.03: Pre-plan and pre-order materials Q2 24/25 UPDATE: This mitigating action can be dropped as this no longer presents a risk. 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: Reviewed but no update required this quarter. Q2 23/24 UPDATE: MDC took the opportunity to pre-order materials when the markets first started to worsen and secured off-site storage to ensure availability.</p> <p>SR36A.04: Target Grant Funding Opportunities Q2 24/25 UPDATE: MDC has levered in a further £472k for enabling works at the Upper Mount Car Park site. It has also passed the first stage approval step for the Strood Civic Brownfield, Infrastructure and Land (BIL) fund bid – the second stage Business Case review is expected to be submitted in October 2024 and for circa £3.9m in addition to the £1.7m approved. Further discussions are ongoing for Mountbatten House and a first stage bid has been submitted for £2.76m.</p>	CII	Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects, but also generate long term revenue streams or sell homes at a later date, when values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this is likely to take time. The other key opportunity is that the company is also able to lever in grants and work with the council to identify opportunities to help unlock projects. The company has been particularly successful in leveraging in grants and this focus should continue to capitalise on future opportunities.	DIII

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				<p>MDC has also submitted a proposal to become a Homes England "Investment Partner" which will enable the company to offer shared ownership and lever in grants.</p> <p>Q1 24/25 UPDATE: MDC Ltd is working closely with Homes England to secure a further grant of £3.4m to improve the viability of the Strood Civic Centre site. Since the previous update, MDC has levered in £940k for enabling works at Mountbatten House, plus £1.7m for the Strood Civic Centre site – these works have commenced.</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). 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</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>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. 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	Recruitment and Retention A skilled, qualified, and experienced	BII	<ul style="list-style-type: none"> Lack of experienced staff with specialist skills. Low staff morale. 	Q2 24/25 UPDATE: Latest staff survey results have shown an improvement on 2022 results.	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 	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<p>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 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.</p>		<ul style="list-style-type: none"> • 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>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>		<p>ability to move to acquire new skills and increase salary.</p> <ul style="list-style-type: none"> • 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. 	

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	<p>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. • 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. 						

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	<ul style="list-style-type: none"> • 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. 						