

### Q3 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 | Q3 23/24 Current Risk Score | Q4 23/24 Current Risk Score | Q1 24/25 Current Risk Score | Q2 24/25 Current Risk Score | Q3 24/25 Current Risk Score | Move ment | Definition (Current score) (L-likelihood) (I-impact) | Owner   | Portfolio  | Link to Council Plan |
|----------------------|----------|--|---------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------|--|---|--|----------------------|
| L                    | SR03B    | Insufficient budget funding  | <b>AI</b>           | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | →         | L – very likely<br>I – catastrophic                  | Chief Finance Officer   | Leader   | Principles           |
| L                    | SR57     | Adult Social Care Budget Pressure  | <b>AI</b>           | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | →         | L – very likely<br>I – catastrophic                  | Assistant Director Adult Social Care  | Deputy Leader  | Priority 1           |
| L                    | SR58     | Gun Wharf building closure   | <b>AI</b>           | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | <b>AI</b>                   | →         | L – very likely<br>I – catastrophic                  | Assistant Director Regeneration   | Housing and Property                                   | Principles           |
| M                    | SR35     | Homelessness   | <b>BII</b>          | <b>CIII</b>                 | <b>CIII</b>                 | <b>CIII</b>                 | <b>AII</b>                  | <b>AII</b>                  | →         | L – very likely<br>I – major                         | Assistant Director Culture and Community  | Housing & Property                                     | Priority 5           |
| L                    | SR56     | Children's Social Care Budget Pressure   | <b>AI</b>           | <b>AII</b>                  | <b>AII</b>                  | <b>AII</b>                  | <b>AII</b>                  | <b>AII</b>                  | →         | L – very likely<br>I – major                         | Director of People and Deputy Chief Executive   | Children's Services                                    | Priority 1           |
| L                    | SR09A    | Meeting the needs of Older People and Working Age Adults                       | <b>AI</b>           | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | →         | L – likely<br>I – major                              | Director of People and Deputy Chief Executive   | Deputy Leader  | Priority 1           |
| L                    | SR17     | Delivering regeneration  | <b>BII</b>          | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | →         | L – likely<br>I – major                              | Director of Place   | Climate Change and Strategic Regeneration              | Priority 2           |
| L                    | SR46     | Medway's Economic Recovery   | <b>BII</b>          | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | →         | L – likely<br>I – major                              | Assistant Director Regeneration   | Economic and Social Regeneration and Inward Investment | Priority 2           |
| L                    | SR53     | MedPay review  | <b>AI</b>           | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | →         | L – likely<br>I – major                              | Chief Organisational Culture Officer  | Business Management                                    | Values               |
| L                    | SR09B    | Failure to meet the needs of children and young people                         | <b>BII</b>          | <b>BII</b>                  | <b>BIII</b>                 | <b>BIII</b>                 | <b>BIII</b>                 | <b>BIII</b>                 | →         | L – likely<br>I – moderate                           | Director of People and Deputy Chief Executive   | Children's Services                                    | Priority 1           |
| M                    | SR37     | Cyber Security   | <b>AI</b>           | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | <b>CI</b>                   | →         | L – unlikely<br>I – catastrophic                     | Chief Information Officer   | Business Management                                    | Principles           |
| <del>M</del>         | SR55     | Lack of national funding to remedy problems following school condition surveys | <b>BII</b>          | <b>BII</b>                  | <b>BII</b>                  | <b>BII</b>                  | <b>CII</b>                  | <b>CII</b>                  | →         | L – unlikely<br>I – major                            | Director of People and Deputy Chief Executive   | Children's Services                                    | Priority 2           |
| L                    | SR39     | Failure to Deliver the High Needs Budget Recovery Plan                         | <b>BII</b>          | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CIBIII</b>               | ↑         | L – likely<br>I – moderate                           | Assistant Director Education and SEND   | Children's Services                                    | Priority 1           |
| L                    | SR36A    | Medway Development Company Ltd   | <b>BI</b>           | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | →         | L – unlikely<br>I – major                            | Assistant Director Regeneration, Chief Operating Officer  | Climate Change and Strategic Regeneration              | Priority 5           |
| M                    | SR32     | Data and information   | <b>BII</b>          | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | →         | L – unlikely<br>I – major                            | Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer | Business Management                                    | Values               |
| L                    | SR54     | Recruitment and Retention  | <b>BII</b>          | <b>CII</b>                  | <b>CII</b>                  | <b>CII</b>                  | <b>CIII</b>                 | <b>CIII</b>                 | →         | L – unlikely<br>I – moderate                         | Chief Organisational Culture Officer  | Business Management                                    | Values               |
| L                    | SR47     | Climate Change   | <b>AII</b>          | <b>CIII</b>                 | <b>CIII</b>                 | <b>CIII</b>                 | <b>CIII</b>                 | <b>CIII</b>                 | →         | L – unlikely<br>I – moderate                         | Deputy Director of Place and Assistant Director Culture and Community   | Climate Change and Strategic Regeneration              | Priority 3           |

| Risk Ref | Risk                        | Inherent risk score | Impact   | Current controls/mitigations   | Current risk score | Further controls/mitigations   | Target risk score |
|----------|-----------------------------|---------------------|--|--|--------------------|--|-------------------|
| SR03B    | Insufficient budget funding | AI                  | <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 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</p> | <p><b>SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability.</b></p> <p>Q3 24/25 UPDATE:<br/>The government's autumn budget was published on 30 October, followed by a Policy Statement from MHCLG on 28 November and the Provisional Local Government Funding Settlement on 18 December 2024. The impact of the announcements was summarised in a report to Cabinet on 14 January and represents a £10.833million increase in the council's funding for 2025/26 compared to the projections in the Draft Budget. While additional funding is welcomed, it is clear that the Provisional Settlement alone will not be sufficient to meet the pressures on statutory services and close the Council's projected budget gap for 2025/26, without further support from the Government through the Exceptional Financial Support (EFS) scheme. Alongside the Proposed Budget for 2025/26, in February 2025 Cabinet and Council will receive an updated set of projections of the cost of services and income across the medium term, and for a further update included in the Medium-Term Financial Outlook to be reported to Cabinet in August 2025.</p> <p>Q2 24/25 UPDATE:<br/>Since September 2023 Cabinet has received medium term financial projections for the four years ahead, developed by the Finance team and informed by specialist funding advisors. These projections are updated twice in each year in the Autumn and following February. All projections are endorsed by the Corporate Management Team (CMT) ahead of publication.</p> <p>The Medium-Term Financial Outlook (MTFO) presented to Cabinet in August 2024 largely held over the assumptions published alongside the 2024/25 budget in February 2024, informed by data from specialist funding advisors, as there had not been any further announcements at that time.</p> <p>The government has since confirmed the Autumn Statement will be laid before parliament on 30 October, with a one-year Spending Review (SR) for 2025/26. A three-year SR will follow in Autumn 2025 for the period 2026/27 – 2028/29. It is widely anticipated that the 2025/26 SR will largely replicate the 2024/25 quantum</p> | AI                 | <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.</p> <p>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> | All               |

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|----------|------|---------------------|--|---|--------------------|------------------------------|-------------------|
|          |      |                     | <p>auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p> | <p>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><b>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.</b></p> <p>Q3 24/25 UPDATE:<br/> In November 2024 the Cabinet were presented with the results of Round 2 of the monitoring of progress with the delivery of the FIT Plan. This reports that the activity to increase income through council tax and business rates and debt recovery has been carried out. As reported to Cabinet in the Draft Budget report in November 2024, the collection fund account (through which council tax and business rates income is recorded) is projecting a surplus at the end of 2024/25 as total income is projected to be higher than budgeted, and this benefit will be realised in the budget for 2025/26. The FIT Plan monitoring reflects that the action to increase court costs to reflect the cost of recovery action has been completed, however as the council has received limited court dates in the year the actual increased income is projected at 89% of the target agreed at this stage.</p> <p>Q2 24/25 UPDATE:<br/> 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><b>SR03B.07: Ensure the council's EFS request is finalised and funded.</b><br/> Q3 24/25 UPDATE:<br/> The council has continued to work with MHCLG and CIPFA to finalise the assurance review in respect of the 2024/25 EFS request, however, to date the final report has not been received. As recommended by Cabinet in November 2024, officers have continued to work with MHCLG to secure EFS required to balance the council's budget, and submitted a request for further EFS for 2024/25 to cover the overspend projected at Round 2, and to cover the gap projected for 2025/26 in the Draft Budget considered by the Cabinet in November 2024.</p> <p>Q2 24/25 UPDATE:<br/> 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><b>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</b><br/> Q3 24/25 UPDATE:<br/> The government's autumn budget published on 30 October, the Policy Statement from MHCLG published on 28 November and finally the Provisional Local Government Funding Settlement published on 18 December 2024 have all made clear the government's intention to direct a greater share of funding towards authorities with higher needs (using deprivation as a proxy) and lower tax-raising abilities. As reported to the Cabinet in January 2025, the Provisional Settlement reflects Medway Council receiving a greater share of national allocations than in previous Settlements, with additional funding announced for core pressures including Adult Social Care, indicating local authority lobbying had been effective.</p> <p>Q2 24/25 UPDATE<br/> 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</p> |                    |                              |                   |

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|----------|---|------------------------------------|--|---|--------------------------------------|--|---------------------------------------|
|          |   |                                    |  | 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.  |                                      |  |                                       |
| SR57     | Adult Social Care Budget Pressure   | <b>AI</b>                          | Financial impact, not manageable within existing funds.                      | <p>Q3 24/25 UPDATE:<br/>The oversight described in Q1's update continues. The locality 1/OT pilot has been extended and agreement through transformation monies to roll out across EHP.</p> <p>Q2 24/25 UPDATE:<br/>The oversight described in Q1's update continues. Validation of budget monitoring by corporate finance takes place on a monthly basis. More validation work is needed in specific areas and finance are working on this.</p> <p>Pilot taking place in Locality 1 Front Door to prevent/reduce/delay has been extended to create more data to determine effectiveness.</p>   | <b>AI</b>                            | <ul style="list-style-type: none"> <li>• Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage.</li> <li>• Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care.</li> <li>• Complete review of ASC front door, to prevent/reduce/delay.</li> <li>• Review available advice/guidance for self-funding residents to ensure funds are maximised.</li> <li>• Kyndi is identifying Assistive Technology to trial that could be used 'instead of' some care calls. This can only be used where there is not a risk for the individual.</li> </ul> | <b>AII</b>                            |
| 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 required to work from home or alternative locations) Previous Covid19</p> | <p><b>AI</b></p> <p><b>AII</b></p> | Workforce unable to access Gun Wharf site or considerable parts of the site. | <p>Q3 24/25 UPDATE:<br/>Given the shift in the GW project focus from RAAC to broader improvements, which is increasing scope affecting critical timelines for delivery, we propose running each aspect as separate projects. A new timeline is being developed looking at what is practically achievable by October 2026 and other enhancements that would best follow in consideration of other factors.</p> <p>Children's Services moved back to Broadside from 7th Oct enabling Adult Social Care to take 70 desks from the space. As part of the Gun Wharf Improvement Programme Board for Phase 1 moves, HR &amp; Comms Teams were provided 18 and 12 desks respectively. As ASC Teams moved across from the old meeting room area to join their colleagues, additional teams (Virtual</p> | <p><b>AII</b></p> <p><b>AIII</b></p> | <ul style="list-style-type: none"> <li>• Silver command to agree priority for use of the safe working spaces at Gun Wharf.</li> <li>• Safe routes and safe exits throughout the building to be reviewed.</li> <li>• Building safe areas to be shared with officers.</li> <li>• Priority for ICT support to be agreed.</li> <li>• MedSpace pages updated to inform and support the workforce.</li> </ul>  | <p><b>AIII</b></p> <p><b>BIII</b></p> |

| Risk Ref | Risk                         | Inherent risk score | Impact | Current controls/mitigations  | Current risk score | Further controls/mitigations | Target risk score |
|----------|------------------------------|---------------------|--------|---|--------------------|------------------------------|-------------------|
|          | experience is being applied. |                     |        | <p>School) took over 10 spaces and Education requested a further 18 desk spaces for new starters and additional staff to return to the office. This leaves a bank of 10 desks for hot desk space in the old meeting room area. Works to open up more of Level 3 began in early October with Planning Team moving back into their old desk spaces and opening up the café concourse to be turned over to 38 hot desk spaces. ICT have since populated further areas around Level 3 for Finance to take over 30 desks and CABS team will move into 20 desk spaces prior to Christmas stand down. HRA will take over their 32-desk space area, joining with Front Line Service staff (Transport and Parking/Emergency Planning) in the new year. Gun Wharf Improvement Programme Board continue to review additional desk space requests and approve where space is available. NOTE – Café concourse hot desk area may be used to accommodate Kingsley House move from 01 April 25 should the lease not be renewed – TBC early 25.</p> <p>RAAC Phase 2 works have been approved and due to start Dec 24 with a view to complete by Feb 25. Additional survey of L4 and L5 roof space will be conducted early 25 with a view of similar remedial works to open up L3 areas.</p> <p>MoJ roof works completed, and details shared with HMCTS Technical Team. Medway Family Courts due to resume services fully by 06 Jan 25.</p> <p>Q2 24/25 UPDATE:<br/>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 &amp; Tribunal Services (HMCTS) Hearing Room Area by end of Q4/Survey of RAAC in L4 and L5.</p> <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> |                    |                              |                   |

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|----------|------|---------------------|---|--|--------------------|--|-------------------|
|          |      | <b>All</b>          | Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.   | Q3 24/25 UPDATE:<br>All essential equipment has been removed from L4 & L5 as required. Teams are able to contact FM Team should they need to gain access to further items under a SSoW.<br>Q2 24/25 UPDATE:<br>Reviewed but no update required this quarter.   | <b>All</b>         | Staff to undertake display screen equipment (DSE) assessments if building is unavailable for extended period.<br>Priority for ICT support to be agreed.<br>MedSpace pages to inform and support workforce.<br>Consider use of courier for staff who are not able to pick up specialist equipment.  | <b>BIII</b>       |
|          |      | <b>All</b>          | Workforce does not have ICT equipment to work from home.  | Q3 24/25 UPDATE:<br>Reviewed but no update required as staff continuing to work from home as necessary.<br>Q2 24/25 UPDATE:<br>Reviewed but no update required this quarter.   | <b>All</b>         | <ul style="list-style-type: none"> <li>Consider use of courier for staff who are not able to pick up ICT equipment.</li> <li>Priority for ICT support to be agreed.</li> <li>MedSpace pages to inform and support workforce.</li> </ul>  | <b>BIII</b>       |
|          |      | <b>All</b>          | Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home). <ul style="list-style-type: none"> <li>Post – franking machine</li> <li>Printing – urgent printing obligations</li> <li>ICT – support and maintenance</li> </ul> Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults).<br>Damage to reputation. | Q3 24/25 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 24/25 UPDATE:<br>Reviewed but no update required this quarter.<br>Q4 23/24 UPDATE:<br><ul style="list-style-type: none"> <li>Parking and Adults services received paperwork to allow services to continue in the short-to-medium term.</li> <li>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.</li> </ul> | <b>BII</b>         | Move franking and printing machine to an alternative location. <ul style="list-style-type: none"> <li>Silver command to agree priority for use of safe working spaces: <ul style="list-style-type: none"> <li>2 desks for Education</li> <li>6 desks for Rough Sleeper team</li> <li>3-4 desks for Taskforce teams</li> <li>Access to Evidence Room in basement required.</li> <li>11 desks for Parking team</li> <li>5-6 desks for Public Health (PH)</li> <li>2 desks for Human Resources (HR) (with scanner)</li> <li>8 desks for Legal (leaves 24 spare)</li> <li>5-7 desks for Finance</li> </ul> </li> </ul> MedSpace pages to inform and support workforce.<br>Consider Customer and Business Support (CABS) staff working at Chatham Hub.<br>Consider Medway Test team to work on level 2 green (safe) area. | <b>BIII</b>       |

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|----------|--------------|---------------------|---|---|--------------------|--|-------------------|
|          |              | <b>All</b>          | Unable to access files and paperwork.<br>May delay court hearings (schools).  | Q3 24/25 UPDATE:<br>Teams have accessed all relevant paperwork as required under a SSoW – <b>This risk can now be closed.</b><br>Q2 24/25 UPDATE:<br>Reviewed but no update required this quarter.  | <b>BII</b>         | <ul style="list-style-type: none"> <li>Consider requesting a delay in court hearings.</li> <li>MedSpace pages to inform and support workforce.</li> <li>Move filing cabinets to safe areas: Education.</li> </ul>  | <b>BIII</b>       |
|          |              | <b>All</b>          | Financial – costs may be incurred for: <ul style="list-style-type: none"> <li>extra equipment</li> <li>travel to alternative locations</li> <li>postage</li> <li>room hire.</li> </ul>  | Q3 24/25 UPDATE:<br>Gun Wharf Improvement Programme budget continues to facilitate additional costs such as having to hold meetings off site. Risk ongoing<br>Q2 24/25 UPDATE:<br>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.  | <b>AIII</b>        | <ul style="list-style-type: none"> <li>Repair works will be the subject of a formal report to Cabinet and Full Council seeking permission for addition to the capital programme.</li> </ul>  | <b>AIII</b>       |
|          |              | <b>AI</b>           | Compliance with insurance requirements so that cover is not impacted.   | Q3 24/25 UPDATE:<br>Reviewed but no update required this quarter.<br>Q2 24/25 UPDATE:<br>Reviewed but no update required this quarter.  | <b>BIII</b>        | <ul style="list-style-type: none"> <li>Ongoing liaison with insurers as required to maintain cover.</li> </ul>   | <b>BIII</b>       |
| SR35     | Homelessness | <b>BII</b>          | <ul style="list-style-type: none"> <li>Increasing and unsustainable overspend of the allocated budget.</li> <li>Poorer outcomes for children and vulnerable adults.</li> <li>Increased legal challenge and penalty from the Local Government and Social Care Ombudsman (LGO).</li> <li>Reputational damage.</li> <li>Failing to achieve Members' expectations.</li> </ul> | <p><b>SR35.01: 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)</b></p> <p>Q3 24/25 UPDATE: The risk remains the same, whilst preventions remain high (approximately 64.3% during Q3), approaches continue at an average of 296 per month. TA placements have reduced by a net of 65 households over the quarter with a reduction in nightly placements by 73 households since end of Q2. The acquisition programme continues towards annual target of 75.</p> <p>Q2 24/25 UPDATE:<br/>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.</p> | <b>All</b>         | <ul style="list-style-type: none"> <li>Continue to deliver outcomes attached to funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support existing activity around rough sleeping.</li> <li>Begin to design models for the cessation of funding as there is currently no more committed from 2025.</li> <li>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.</li> <li>Explore other alternatives for the provision of TA.</li> <li>Continue to maximise prevention opportunities and joint working to reduce the strain on households in TA.</li> </ul> | <b>DIII</b>       |



| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations   | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|--|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p><b>SR35.02: Increase opportunities of affordable housing supply.</b><br/> Q3 24/25 UPDATE:<br/> Completions for Q3 –195 (101 old persons accommodation Anchor, 64 L&amp;Q and 30 with MHS Homes)<br/> HRA development continues to programme for Phase 6 (Britton Farm) and part of Phase 5 (Lennoxwood), delay for Phase 5 (Aburound House) due to ecological requirement for a bat survey.<br/> Q2 24/25 UPDATE:<br/> Completions for Q2 – 6, consisting of 2 x 1-bedroom flats for affordable rent and 4 x 2-bedroom flats for shared ownership.<br/> 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).<br/> Risks remain the same.</p> <p><b>SR35.04: 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.</b><br/> Q3 24/25 UPDATE:<br/> Reduction in nightly paid TA by 65 households (net over Q3), increase in the use of HRA TA to 60 with the aim to reach 70 properties annually. The acquisition programme continues with approximately 45 properties expected to complete by February 2025 including 38 new builds. Ongoing engagement with local developers (SME &amp; large scale) as well as the on-going street purchase programme.<br/> Further block booking service level agreement in negotiation to reduce the nightly cost of private sector TA.<br/> One Medway Lettings has procured 3 properties (all let to TA nightly placement households) with on-going discussion with a number of local landlords.<br/> Q2 24/25 UPDATE:<br/> 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).<br/> 26 properties are on target for handover during Q3 (mixed one &amp; two bed).<br/> The new acquisitions officer commences early October to support the acquisition/purchases.</p> |                    |                              |                   |

| Risk Ref | Risk                                   | Inherent risk score | Impact  | Current controls/mitigations   | Current risk score | Further controls/mitigations   | Target risk score |
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| SR56     | Children's Social Care Budget Pressure | AI                  | Financial impact, not manageable within existing funds. | <p>Q3 24/25 UPDATE:<br/> Monthly Children's service management team finance meetings continue, alongside monthly service wise meetings with finance colleagues to ensure that the budget holder has a firm understanding and grip of their budget and to track savings. Weekly Access to Resources panel continue to agree new service user expenditure and to review current spend. The Assistant Director and Finance Business Partner continue to meet fortnightly. Any savings established are being shown through the Financial Improvement and Transformation (FIT) plan We have currently achieved 60% of our target.</p> <p>Q2 24/25 UPDATE:<br/> Monthly finance meetings continue with individuals and heads of service to ensure that the budget holder has a firm understanding and grip of their budget and to track savings. The Assistant Director and Finance Business Partner continue to meet fortnightly to validate. Any savings established are being shown through the Financial Improvement and Transformation (FIT) plan and shared at Corporate Management Team (CMT). We have currently achieved 40% of our target and are regarded as being ahead at this point in time.</p> <p>Q3 24/25 UPDATE:<br/> Payments continue to work well and being recorded on Mosaic at child level entry. This provides an in-depth analysis on different expenditure types and is supporting forecasting future spend.</p> <p>Q2 24/25 UPDATE:<br/> Payments are working well and being recorded on Mosaic at child level entry and provide in depth analysis on different expenditure types.</p> <p>Q3 24/25 UPDATE:<br/> All opportunities to secure additional funding are reviewed and progressed where appropriate.</p> <p>Q2 24/25 UPDATE:<br/> The DfE and the RCC awarded Medway Council £1,112000 capital grant to rebuild Aut Even to rebuild the annex at Eden House.</p> <p>Q3 24/25 UPDATE:<br/> Fortnightly unaccompanied asylum-seeking children meetings continue and this supports understanding of current spend, forecasting future spend and placement</p> | All                | <p>Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART).</p> <p>Development work to take place in Mosaic to support financial recording at child level - to include breakdown of all elements of the child's care package - to support effective forecasting.</p> <p>Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises.</p> <p>Effective forecasting of unaccompanied asylum-seeking children (UASC) placement expenditure and careful</p> | BIII              |

| Risk Ref | Risk   | Inherent risk score | Impact   | Current controls/mitigations  | Current risk score | Further controls/mitigations   | Target risk score |
|----------|--|---------------------|--|---|--------------------|--|-------------------|
|          |  |                     |  | <p>reviews. Eden received its registration in October and we currently have two children in placement.</p> <p>Q2 24/25 UPDATE:<br/>Unaccompanied asylum-seeking children (UASC) continue to be monitored as part of the new monthly monitoring.<br/>The Ofsted application has been submitted. We are awaiting an Ofsted inspection which is likely to be within the next 4 weeks</p>   |                    | <p>management of pressures related to additional staffing and associated running costs.<br/>The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration.</p>   |                   |
| SR09A    | Meeting the needs of Older People and Working Age Adults | <b>AI</b>           | <ul style="list-style-type: none"> <li>We would not be meeting our statutory duties.</li> <li>Run the risk of reputational damage and challenge.</li> <li>Additional pressure on partner agencies such as health.</li> <li>More complaints.</li> </ul> | <p><b>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</b></p> <p>Q3 24/25 UPDATE:<br/>The introduction of the Golden Hello has started to have a small impact on recruitment with a further 3 social workers appointed. Financial Assessment Team &amp; Finance Operations Team are fully staffed. Challenges continue with sourcing residential &amp; nursing care; we are working with the ICB with a view to stabilise the market.</p> <p>Q2 24/25 UPDATE:<br/>Since the last update we have recruited to 3 social workers, however this was in September 2024. We have since introduced a Skills Shortage payment and a Golden hello for social workers. (SW2 only)<br/>Additionally we have introduced a Golden Hello for temporary staff who wish to become permanent. (SW2, SW3, SW4)<br/>AMHPs and 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.<br/>We have noticed a change in the residential provider market where complex placements continue to be an issue.<br/>Head of Transformation has been recruited and in post.</p> <p><b>SR09A.02: Working with strategic partners to establish integrated working.</b></p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE:<br/>Partners have commissioned a review of the discharge function/process, and we are fully involved.</p> | <b>BII</b>         | <ul style="list-style-type: none"> <li>Capital investment opportunities to help manage demand.</li> <li>Service redesign in terms of outcomes.</li> <li>Focus on staff wellbeing and engagement.</li> <li>Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding.</li> <li>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.</li> <li>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.</li> <li>An Adult Social Care (ASC) Transformation &amp; Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.</li> <li>Continue to work closely with providers who are working within contract rates.</li> </ul> | <b>CII</b>        |

| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations   | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|--|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p>We are working with the Integrated Care Board (ICB) and Health &amp; 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><b>SR09A.03: Maintain strong relationships with providers.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q1 24/25 UPDATE:<br/> 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><b>SR09A.04: Map and monitor intelligence across the market.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q1 24/25 UPDATE:<br/> 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.<br/> 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 ensure all stakeholders are empowered to inform service design and improvement.</p> |                    |                              |                   |

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|----------|-------------------------|---------------------|--|---|--------------------|--|-------------------|
|          |                         |                     |  | <p><b>SR09A.05: Review and adjust service levels and placement costs as appropriate.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q1 24/25 UPDATE:<br/> 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>  |                    |  |                   |
| SR17     | Delivering regeneration | <b>BII</b>          | <ul style="list-style-type: none"> <li>• Regeneration projects are not completed.</li> <li>• Potential damage to the council's reputation.</li> <li>• Not able to meet member, government, and the public's expectations.</li> <li>• Deteriorating physical and infrastructure assets.</li> <li>• Investment wasted.</li> <li>• Young people are not catered for in the 'new world'.</li> <li>• Low skills base among some residents remains.</li> <li>• Disconnect between skills and employment opportunities.</li> <li>• Maintenance of low aspiration culture.</li> <li>• Increased commuting and pressure on transportation.</li> <li>• Negative impact on community cohesion.</li> </ul> | <p><b>SR17.01: Outline infrastructure needs identified.</b><br/> Q3 24/25 UPDATE:<br/> 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 early 2025.<br/> Q2 24/25 UPDATE:<br/> 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.<br/> 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> | <b>BII</b>         | 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. | <b>CII</b>        |

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|----------|------|---------------------|--------|---|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p><b>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</b></p> <p>Q3 24/25 UPDATE:<br/>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 early 2025.</p> <p>Q2 24/25 UPDATE:<br/>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> |                    |                              |                   |

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|          |      |                     |        | <p><b>SR17.05: Working towards the adoption of the new Medway Local Plan</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/> 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.</p> <p>Q1 24/25 UPDATE:<br/> 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><b>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</b></p> <p>Q3 24/25 UPDATE:<br/> 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 early 2025. The Future High Street Fund delivery programme is almost complete. Launch events took place in 2024 for The Paddock Public Realm and Ascend Co-working business hub, with a further launch event which will take place in 2025 for St John's Church. Options for the delivery of the former department store (known as Debenhams) are being reviewed, with a contractor planned to start works on site early 2025 to undertake enabling works, utilising the grant funding</p> |                    |                              |                   |

| Risk Ref | Risk                       | Inherent risk score | Impact   | Current controls/mitigations  | Current risk score | Further controls/mitigations  | Target risk score |
|----------|----------------------------|---------------------|--|---|--------------------|---|-------------------|
|          |                            |                     |  | <p>secured from One Public Estate Brownfield Land Release Fund.</p> <p>Q2 24/25 UPDATE:<br/>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 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 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 | <b>BII</b>          | <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"> <li>• 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.</li> <li>• Decreased apprenticeship vacancies and industrial placements.</li> <li>• Reduced strength of Medway's business base.</li> <li>• Accelerated decline of town centres and street markets.</li> <li>• Impact on supply chains.</li> <li>• Decreased relevance of Medway Council's strategic bases.</li> <li>• Digital inclusion/exclusion.</li> </ul> | <p><b>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell</b> (Lead Officer: Assistant Director Regeneration)</p> <p>Q3 24/25 UPDATE:<br/>Ascend Coworking has completed and is now fully operational with initial demand high and other Medway workspaces are fully occupied and often have a waiting list. Discussions are underway with Medway Development Company to engage new local residents wishing to use a local workspace out of home but without commuting far.</p> <p>Q2 24/25 UPDATE:<br/>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>   | <b>BII</b>         | <ul style="list-style-type: none"> <li>• Commercial moves out of London – Medway as an attractive place to locate and do business.</li> <li>• Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</li> <li>• Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy.</li> <li>• Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.</li> </ul> | <b>CII</b>        |



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|          |  |                     | <ul style="list-style-type: none"> <li>Sustainability of higher and further education, and its impact on place.</li> </ul> |  |                    |   |                   |
| SR53     | Medpay review  | <b>AI</b>           |  |  | <b>BII</b>         |   | <b>CII</b>        |
|          | <p><b>SR53.01 Funding:</b> 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.</p> | <b>AI</b>           | Financial  | <p>Q3 24/25 UPDATE:<br/>Budget to proceed to full council for approval in February.</p> <p>Q2 24/25 UPDATE:<br/>An additional £1.9m has been set aside for the MedPay Review.</p>  | <b>CII</b>         | <ul style="list-style-type: none"> <li>We continue to benchmark roles using reliable market data.</li> <li>Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.</li> </ul>  | <b>CIII</b>       |
|          | <p><b>SR53.01A Funding:</b> and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.</p>  | <b>BI</b>           | Financial  | <p>Q3 24/25 UPDATE:<br/>Out of 548 employees in phase 2 on 31 Dec 2024, the following distribution across the 3 pay progression levels applied:<br/>Level A - 333 employees with casuals i.e. 61 % (168 casual employees)<br/>Level B - 142 employees with casuals i.e. 26% (6 casual employees)<br/>Level C - 73 employees with casuals i.e. 13% (3 casual employees)</p> <p>Q2 24/25 UPDATE:<br/>Phase 2, cohort 1 – to date Level A 45%, Level B 40%, Level C 15%</p> | <b>CII</b>         | <ul style="list-style-type: none"> <li>HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches.</li> <li>Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.</li> </ul> | <b>CIII</b>       |
| SR53.02  | Engagement: this change programme affects everyone across the council and implementation will be staggered.  | <b>BI</b>           | People   | <p>Q3 24/25 UPDATE:<br/>Low return rate on staff surveys for teams that have implemented. Further methods for obtaining feedback will need to be considered. Also consider running additional staff briefings in Q4 and promoting the PPP video on MedSpace.</p> <p>Q2 24/25 UPDATE:<br/>Two further staff briefing sessions were delivered this quarter, MedPay PPP newsletter, Champions meetings</p>  | <b>BII</b>         | <ul style="list-style-type: none"> <li>Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns.</li> <li>Be open and transparent.</li> <li>Undertake pulse surveys.</li> </ul>  | <b>CII</b>        |

| Risk Ref | Risk   | Inherent risk score                 | Impact   | Current controls/mitigations   | Current risk score                   | Further controls/mitigations  | Target risk score                     |
|----------|--|-------------------------------------|--|--|--------------------------------------|---|---------------------------------------|
|          | <p>Challenge to ensure everyone understands the change, everyone can.</p> <p><b>SR53.06 Capacity of project team:</b> 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).</p> <p><b>SR53.09 Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically.</p> | <p><b>AII</b></p> <p><b>AII</b></p> | <p>Project delivery</p> <p>Environmental</p>   | <p>and a presentation update to service managers at quarterly meeting.</p> <p><b>Q3 24/25 UPDATE:</b><br/>Funding for the project team beyond 24/25 has not been allocated in the budget setting process for 25/26, meaning the project team will be disbanded in March 2025 and HROC capacity to deliver without a project team in place will have significant impact on BAU activity.</p> <p><b>Q2 24/25 UPDATE:</b><br/>We recruited two Organisational Change Consultants and one Support Officer during the quarter. One Support Officer LTS and one Officer is on maternity leave in Q2.</p> <p><b>Q3 24/25 UPDATE:</b><br/>There has been movement in some industries that shows that since receiving a higher than previous pay award, salaries are better aligned with the market. E.g. This led to the reduction of SSRA's in highway engineering.</p> <p><b>Q2 24/25 UPDATE:</b><br/>Reviewed but no update required.</p> <p><b>Q1 24/25 UPDATE:</b><br/>As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.</p> | <p><b>BII</b></p> <p><b>BIII</b></p> | <ul style="list-style-type: none"> <li>Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process.</li> <li>Plan, monitor and manage implementation in line with resources.</li> <li>Move teams out of their cohort if the agreed timelines slip.</li> </ul> <p>None</p> | <p><b>CIII</b></p> <p><b>CIII</b></p> |
| SR09B    | Failure to meet the needs of children and young people   | <b>BII</b>                          | <ul style="list-style-type: none"> <li>Failure to meet statutory responsibilities to safeguard children from harm.</li> <li>Failure to meet the needs of the children in our care.</li> <li>Escalating financial costs of placements and wrap-around support packages.</li> <li>Sustained negative local publicity and reputational risk.</li> </ul> | <p><b>SR09B.18: Ensure a stable and competent workforce.</b></p> <p><b>Q3 24/25 UPDATE:</b><br/>The two additional CSC posts in HR are supporting the service to drive recruitment and focus on the retention of staff. Recruitment campaigns are being refreshed, Induction processes are being strength and insight into the reason people leave are understood. Workforce remains a strategic priority for children's services continuous improvement plan.</p>   | <b>BIII</b>                          | <ul style="list-style-type: none"> <li>Continue to focus on recruitment, retention and career development of our staff.</li> <li>Continue to further develop opportunities for career development across the whole workforce.</li> <li>Additional capacity invested in Strategic Workforce Development Lead and</li> </ul>                | <b>CII</b>                            |

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|          |      |                     |        | <p>Q2 24/25 UPDATE:<br/>All actions remain ongoing, and workforce remains a strategic priority for children’s services continuous improvement plan with a relentless focus on recruitment and retention We have some additional focused HR capacity for 6 months to support this workstream.</p> <p><b>SR09B.19: Delivery of the Improvement Plan</b><br/>Q3 24/25 UPDATE:<br/>Service plans continue to led by HoS and feed into our Continuous Improvement Plan.<br/>The threshold guidance has been reviewed and the updated version will be shared across CSC and partner. Training will continue to be provided.<br/>From January 27th , partners who make contacts for neglect will be asked to submit a GCP2 with it.<br/>Comms has been shared across the partnership in respect of this expectation.</p> <p>Q2 24/25 UPDATE:<br/>Work continues with Heads of Service and their service managers in delivering service plans that cohesively work together and dovetail with the Improvement Plan. We continue to progress multiagency dialogue with our partners via Early Help Partnership Board, the Multi Agency Safeguarding Hub (MASH) strategic board and Medway Safeguarding Children Partnership (MSCP), to address the application of thresholds and to get the right intervention for children at the right time.<br/>We commissioned an external review of our work with vulnerable adolescents that complements our own internal quality assurance activity and a mock youth justice Inspection in preparation for our expected inspection in 2025 We are reviewing and relaunching our contextual safeguarding strategy with our partners including the updating of our child exploitation toolkit. Focused work with our vulnerable adolescents remains a key priority.</p> |                    | <p>Workforce officer posts to drive actions in the plan.</p> <ul style="list-style-type: none"> <li>• Recruitment campaign to attract new social worker (SW) candidates to Medway.</li> <li>• Refreshed governance workforce board and subgroups.</li> <li>• Additional Human Resources (HR) resource to proactively target sickness absence and performance management.</li> <li>• Increased focus on retention including stay and exit interviews.</li> <li>• Simplify practice expectations – focus on children’s lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention.</li> <li>• Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level.</li> <li>• Continue the work already underway to strengthen the effectiveness of our intervention with children in need.</li> <li>• Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and ownership by our partners, and evaluate the difference this makes to children’s lives.</li> <li>• Continue the work to improve the quality of plans for children in need of protection. Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return</li> </ul> |                   |

| Risk Ref | Risk           | Inherent risk score               | Impact   | Current controls/mitigations   | Current risk score                | Further controls/mitigations  | Target risk score                 |
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|          |                |                                   |  | <p><b>SR09B.20: Ensure sufficiency of provision.</b><br/> Q3 24/25 UPDATE:<br/> Ofsted registration received, and children started to be placed from late October 2024.<br/> Q2 24/25 UPDATE:<br/> We continue to wait for Ofsted registration. We have identified children who could move to Eden House and outreach work has commenced whilst we await an inspection. A mock inspection has also taken place as part of inspection readiness.</p>  |                                   | <p>Home Interviews (RHIs), to create effective safety plans.</p> <ul style="list-style-type: none"> <li>Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions.</li> <li>Focus on areas for improvement identified in the recent inspecting local authority children's services (ILACS) inspection report.</li> <li>Continue to focus on recruitment and retention of staff to avoid unfilled vacancies and therefore unmanageable caseloads.</li> <li>Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated April 2024.</li> </ul> |                                   |
| SR37     | Cyber Security | <p><b>AI</b></p> <p><b>AI</b></p> | <ul style="list-style-type: none"> <li>Unauthorised access to council systems and data.</li> <li>Potential for data breaches.</li> <li>Loss of access to council systems and data for staff.</li> <li>Cyber security/ransomware attack may mean data is permanently lost.</li> <li>Potential damage to the council's reputation.</li> <li>Potential increase in costs to repair damage and restore systems.</li> </ul> | <p><b>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.</b><br/> Q3 24/25 UPDATE:<br/> On 30 October 2024, the Council experienced a Distributed Denial or Service (DDoS) attack. Mitigations were quickly put in place and services were restored. Nobody got into our systems or compromised any data. It was an attack to purely cause disruption.<br/> Q2 24/25 UPDATE:<br/> The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p> <p><b>SR37.02: Network security: Appropriate architecture and policies are in place.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.</p> | <p><b>CI</b></p> <p><b>CI</b></p> | <p>This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.</p>   | <p><b>CI</b></p> <p><b>CI</b></p> |

| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations  | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|---|--------------------|------------------------------|-------------------|
|          |      | AI                  |        | <p><b>SR37.03: Managing user privileges:</b><br/>System privileges are being carefully controlled and managed.<br/>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.<br/>Q2 24/25 UPDATE:<br/>Reviewed but no update required this quarter.<br/>Q1 24/25 UPDATE:<br/>We have updated the “known password” list provided by the National Cyber Security Centre (NCSC) and National Institute of Standards and Technology (NIST) to the council’s password protection measures to prevent staff using these passwords.</p>                                 | CI                 |                              | CI                |
|          |      | AI                  |        | <p><b>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</b><br/>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.<br/>Q2 24/25 UPDATE:<br/>We deployed three learning items via MetaCompliance during this quarter.</p>   | CI                 |                              | CI                |
|          |      | AI                  |        | <p><b>SR37.05: Incident management: Effective incident management policies and processes are in place.</b><br/>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.<br/>Q2 24/25 UPDATE:<br/>The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p>  | CI                 |                              | CI                |
|          |      | AI                  |        | <p><b>SR37.06: Malware prevention:</b> 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.<br/>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.<br/>Q2 24/25 UPDATE:<br/>This has been reviewed; the current measures remain appropriate.</p> | CI                 |                              | CI                |
|          |      | AI                  |        | <p><b>SR37.07: Monitoring: Robust system monitoring takes place.</b></p>  | CI                 |                              | CI                |

| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations   | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|--|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p> <p><b>SR37.08: Removable media controls:</b><br/>Appropriate security controls are in place around removable media.</p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>This has been reviewed; the current measures remain appropriate.</p> <p><b>SR37.09: Home and mobile working:</b><br/>Under hybrid working, officers are made aware of device security measures.</p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>This has been reviewed; the current measures remain appropriate.</p> <p><b>SR37.10: Robust policies and procedures in place:</b><br/>The council is accredited against the Public Service Network (PSN) code of connection criteria.</p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>Further remediations were required by the Cabinet Office. Resubmission will take place in Q3 24/25.</p> <p><b>SR37.11: Overall Backup Design &amp; Backup Security:</b><br/>In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack.</p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>The new backup solution has been commissioned this quarter.</p> |                    |                              |                   |
|          |      | AI                  |        |  | CI                 |                              | CI                |
|          |      | AI                  |        |  | CI                 |                              | CI                |
|          |      | AI                  |        |  | CI                 |                              | CI                |
|          |      | AI                  |        |  | CI                 |                              | CI                |

| Risk Ref | Risk   | Inherent risk score | Impact  | Current controls/mitigations   | Current risk score | Further controls/mitigations   | Target risk score |
|----------|--|---------------------|---|--|--------------------|--|-------------------|
| SR55     | Lack of national funding to remedy problems following school condition surveys | <b>BII</b>          | <ul style="list-style-type: none"> <li>There is a risk that maintained schools are not kept in the appropriate condition to provide safe, good quality learning environments.</li> <li>Buildings deteriorate more quickly leading to the need for larger more costly projects in the future.</li> </ul>   | <p><b>SR55.01: Prioritisation of projects throughout the year to ensure that school buildings are warm, safe, compliant and provide hot water.</b></p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p>Q1 24/25 UPDATE:<br/>Following government allocations in March 2024, the funding available for schools' conditioning in the council's maintained schools has reduced further to £508k. This means that further pressures are applied, especially with some projects being delayed over two years. Separate allocations are given to larger multi-academy trusts operating within Medway as part of the wider government allocation. The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p><b>SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work.</b></p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p>Q1 24/25 UPDATE:<br/>The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> | <b>CII</b>         | No further controls identified; risk managed.  | <b>CII</b>        |
| SR39     | Failure to deliver the High Needs Budget Recovery Plan                         | <b>BII</b>          | <p>Failure to meet the Safety Valve Agreement conditions will result in further deficit accumulation against the High Needs Block. This will require the council to use the £3m contingency identified as part of the conditions of the Safety Valve Agreement. If the deficit is not cleared by 2026, the remaining deficit will transfer to the general fund.</p> | <p><b>SR39.01: Activity as part of the Safety Valve Programme</b></p> <p>Q3 24/25 UPDATE:<br/>The Council is 2.5M short of where we need to be in terms of our in-year balance in relation to the Safety Valve agreement. Due to a lack of pupils with EHCPs being catered for in mainstream education and consequently an increase in independent provision.</p> <p>Q2 24/25 UPDATE:<br/>The council remains on track to meet the deficit control and reduction targets set out in its Safety Valve Agreement.</p>  | <b>CIIIBIII</b>    | <p>The School's Forum has a 0.5% transfer of the Schools Block to the High Needs Block to help the recovery plan.</p> <p>Further work to support inclusion in schools and academies is taking place.</p> | <b>DIII</b>       |

| Risk Ref | Risk                           | Inherent risk score | Impact  | Current controls/mitigations  | Current risk score | Further controls/mitigations  | Target risk score |
|----------|--------------------------------|---------------------|---|---|--------------------|---|-------------------|
| SR36A    | Medway Development Company Ltd | BI                  | <p>The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.</p> | <p><b>SR36A.01: Implement private rented sector (PRS) delivery to de-risk schemes.</b><br/> Q3 24/25 UPDATE:<br/> The first PRS phase at Chatham Waterfront has been released to the market (71 homes). Demand as expected has been high with 50% let in four months and strong enquiries. We expect income will exceed the business case assumption and our target is to be 100% let before releasing the next apartment block. An absorption plan has been produced which sets out occupation strategy.<br/> Q2 24/25 UPDATE:<br/> The company has identified units for both long term PRS and others to be let short-term, pending recovery of the market for sales.</p> <p><b>SR36A.02: Review Business Plan cashflow and revenue expectations</b><br/> Q3 24/25 UPDATE:<br/> It is proposed to update the Business Plan to reflect the PRS implementation and this will be presented to the MDC Shareholder Board Subcommittee for approval before the next financial year.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q1 24/25 UPDATE:<br/> The revised business plan was approved by the shareholder board at its meeting on 30 May 2024</p> <p><b>SR36A.04: Target Grant Funding Opportunities</b><br/> Q3 24/25 UPDATE:<br/> The grant request for Strood Civic has increased to £5.9m following engagement with Homes England (HE) and the discovery of extensive archaeology which they will fund. The Strood Civic grant bid is identified with the HE programmes and we expect to get a decision soon. The Mountbatten House bid is progressing but HE has advised that projects will need to fall out of their programme in order to fund, but they would like to ensure that it is oven ready approved so it can proceed, should a project fall out.<br/> Q2 24/25 UPDATE:<br/> 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</p> | CII                | <p>Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects, but 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.</p> | DIII              |



| Risk Ref | Risk                 | Inherent risk score | Impact  | Current controls/mitigations   | Current risk score | Further controls/mitigations   | Target risk score |
|----------|----------------------|---------------------|---|--|--------------------|--|-------------------|
|          |                      |                     |   | addition to the £1.7m approved. Further discussions are ongoing for Mountbatten House and a first stage bid has been submitted for £2.76m. 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.   |                    |  |                   |
| SR32     | Data and Information | <b>BII</b>          | 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><b>SR32.01: The council has accountability and governance in place for data protection and data security.</b></p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE:<br/>The council's accountability and governance remain 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:<br/>foster a culture for protecting and using information within the council.<br/>ensure arrangements are in place to deliver information governance compliance with legislation and council policies.<br/>provide a focal point for managing information risks and incidents.<br/>Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team<br/>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><b>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</b></p> <p>Q3 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:<br/>Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE:<br/>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</p> | <b>CII</b>         | <ul style="list-style-type: none"> <li>Review support for information governance within the organisation.</li> <li>Appoint a Deputy Senior Information Risk Officer (SIRO).</li> </ul> | <b>DIII</b>       |

| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations  | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|---|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p>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><b>SR32.06: Appropriate policies and procedures are in place to support good information management and security.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> 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.<br/> Q1 24/25 UPDATE:<br/> 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.<br/> 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><b>SR32.07: Seek Public Services Network (PSN) compliance.</b><br/> Q3 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q2 24/25 UPDATE:<br/> Reviewed but no update required this quarter.<br/> Q1 24/25 UPDATE:<br/> 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> |                    |                              |                   |

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|----------|---|---------------------|---|--|--------------------|--|-------------------|
| SR54     | <p>Recruitment and Retention</p> <p>A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. Medway staffing establishment is lean in comparison to other unitary authorities and roles are broad.</p> | <b>BII</b>          | <ul style="list-style-type: none"> <li>• Lack of experienced staff with specialist skills.</li> <li>• Low staff morale.</li> <li>• Loss of productivity through quiet quitting.</li> <li>• Industrial action impacting service delivery/performance.</li> <li>• Reliance on interim and agency staff.</li> <li>• Budget pressures due to use of agency staff and contractors to fill roles.</li> <li>• Inability to perform statutory functions.</li> <li>• Inability to meet service demands.</li> <li>• Inability to develop and improve service delivery.</li> <li>• Impact on delivery of projects to expected timescales.</li> <li>• Reputational damage.</li> </ul> | <p>Q3 24/25 UPDATE:<br/>MedPay Review ongoing, more teams/services have onboarded. Career progression frameworks being built for all roles within the council to support development aspirations of staff. The L&amp;D budget is being doubled next year to support staff training and development, and all service managers are currently collecting the information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025.</p> <p>Q2 24/25 UPDATE:<br/>Latest staff survey results have shown an improvement on 2022 results. The Recruitment Strategy 2024-2026 has been finalised and approved at Employment Matters Committee (EMC). All cohorts are now onboarded for the Medpay Review.</p> | <b>CIII</b>        | <ul style="list-style-type: none"> <li>• Full rollout of MedPay Review (by 31/03/2025).</li> <li>• Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary.</li> <li>• Career pathways to support progression within the council.</li> <li>• Revised performance management approach to ensure skills assessments and career conversations take place.</li> <li>• Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond).</li> <li>• Revised market allowance framework.</li> <li>• Revised policies to manage sickness and capability.</li> <li>• Annual staff engagement and annual review of the employee engagement strategy.</li> <li>• New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025).</li> <li>• Annual pay uplift strategy/medium term uplift plans.</li> </ul> | <b>DIII</b>       |

| Risk Ref | Risk  | Inherent risk score | Impact  | Current controls/mitigations   | Current risk score | Further controls/mitigations   | Target risk score |
|----------|---|---------------------|---|--|--------------------|--|-------------------|
|          | <p>These factors are making it more difficult to attract and retain staff.</p> <p>Remote working offers the workforce increased flexibility and choice of workplace.</p> <p>Results of the September 2024 staff survey include:</p> <ul style="list-style-type: none"> <li>• 56.8% of colleagues want to stay for at least the next three years.</li> <li>• 25.8% want to stay for at least the next two years.</li> <li>• 10.7% want to leave within the next 12 months.</li> <li>• Staff turnover data was 13.3% in 2023/24.</li> </ul> |                     |   |  |                    |  |                   |
| SR47     | Climate Change  | <b>All</b>          | <ul style="list-style-type: none"> <li>• Potential damage to the council's reputation.</li> <li>• Not able to meet member, government, and the public's expectations.</li> <li>• Net zero by 2050 is not achieved.</li> </ul> | <p><b>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change.</b></p> <p>Q3 24/25 UPDATE:<br/>The Climate Change Action Plan refresh is underway. The Climate Oversight and Implementation Board met in Q3 and discussed the risk management plan and strategic risk update which will be approved in Q4.</p> <p>Q2 24/25 UPDATE:<br/>The review of the Climate Change Action Plan is still underway. Initial discussions have been held with the Portfolio Holder to highlight where there has been lack of engagement from service areas on the refresh and areas of work that require more focus. A new Climate Oversight and Implementation Board has been established to oversee delivery of the Climate Change</p> | <b>CIII</b>        | <p>Leading the way with Climate Change will give the Council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area.</p> <p>Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term.</p> <p>Sufficient staffing is assigned to the tasks required in the plan.</p> | <b>DIII</b>       |

| Risk Ref | Risk | Inherent risk score | Impact | Current controls/mitigations  | Current risk score | Further controls/mitigations | Target risk score |
|----------|------|---------------------|--------|---|--------------------|------------------------------|-------------------|
|          |      |                     |        | <p>Action Plan, ensure regular progress reporting and address areas of risk. Chaired by the Director of Place, the Board is due to meet for the first time in Q3 and will review this strategic update each quarter.</p> <p><b>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway</b></p> <p>Q3 24/25 UPDATE:<br/> Statutory Consultation on the draft Air Quality Action Plan (to replace the 2015 action plan) was undertaken as per the Q2 24/25 update. The consultation was promoted via social media digital newsletters and direct emails to statutory consultees.<br/> The engagement rate across social media channels was 3.33% which is considered to be an excellent/significantly above average performance. A total of 80 completed responses to the survey were received as well as a written response from the UK Health Security Agency in its capacity as a statutory consultee. Consultation responses will be evaluated during Q4 24/25 prior to finalisation.</p> <p>Q2 24/25 UPDATE:<br/> Statutory consultation on the new draft Air Quality Action Plan (to replace the 2015 action plan) will run from 16 September to 28 October 2024. A consultation webpage has been produced together with a survey and short video explaining the action plan. Consultation responses will be considered before seeking formal adoption of the action plan.</p> |                    |                              |                   |