

Q3 2024/25 SUMMARY OF STRATEGIC RISK PERFORMANCE

Appendix 2

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

Key: Likelihood: **A** Very likely **B** Likely **C** Unlikely **D** Rare Impact: **I** Catastrophic **II** Major **III** Moderate **IV** Minor.

Live or Managed risk	Risk Ref	Risk	Inherent Risk Score	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	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR56	Children’s Social Care Budget Pressure	AI	AII	AII	AII	AII	AII	→	L – very likely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BIII	BIII	BIII	BIII	→	L – likely I – moderate	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
LM	SR55	Lack of national funding to remedy problems following school condition surveys	BII	BII	BII	BII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 2
L	SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	CII	CII	CII	CII	CHBIII	↑	L – likely I – moderate	Assistant Director Education and SEND	Children’s Services	Priority 1
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
L	SR54	Recruitment and Retention	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values

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SR03B	Insufficient budget funding	AI	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.	SR03B.05: Ensure the Council’s budget decisions are based on robust and regularly updated projections of resource availability. Q3 24/25 UPDATE: 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	AI	Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council’s budget for 2025/26 and future years if the government’s statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26. The Finance team continues to enhance monitoring around council tax and business rates to enhance	All

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			<p>The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for local government, severely limiting the ability of councils to plan for future resource levels.</p> <p>Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date.</p> <p>It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p>	<p>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: Since September 2023 Cabinet has received medium term financial projections for the four years ahead, developed by the Finance team and informed by specialist funding advisors. These projections are updated twice in each year in the Autumn and following February. All projections are endorsed by the Corporate Management Team (CMT) ahead of publication.</p> <p>The Medium-Term Financial Outlook (MTFO) presented to Cabinet in August 2024 largely held over the assumptions published alongside the 2024/25 budget in February 2024, informed by data from specialist funding advisors, as there had not been any further announcements at that time.</p> <p>The government has since confirmed the Autumn Statement will be laid before parliament on 30 October, with a one-year Spending Review (SR) for 2025/26. A three-year SR will follow in Autumn 2025 for the period 2026/27 – 2028/29. It is widely anticipated that the 2025/26 SR will largely replicate the 2024/25 quantum of funding for local government; though some redistribution is possible, a full review of funding distribution is not expected until the SR2025. The Finance team will work to incorporate any announcements in the SR2024 into the Draft Budget 2025/26 for Cabinet in November and will report to Cabinet following the publication of the Final Local Government Finance Settlement 2025/26 expected by the end of December 2024.</p> <p>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.</p> <p>Q3 24/25 UPDATE:</p>		<p>the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly.</p> <p>Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request.</p> <p>Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.</p>	

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				<p>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: 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> <p>SR03B.07: Ensure the council's EFS request is finalised and funded.</p> <p>Q3 24/25 UPDATE: 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:</p>			

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				<p>CIPFA carried out the MHCLG appointed assurance review in August and September 2024. Though the council has yet to receive a report from MHCLG, officers involved were not made aware of any issues that would prevent CIPFA from concluding that the council's request for EFS was sound. Once the report is received, officers will work to address any risks/recommendations and will liaise with MHCLG to progress the EFS request.</p> <p>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</p> <p>Q3 24/25 UPDATE: 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 Officers have participated in a range of surveys providing data to the bodies including the Local Government Association (LGA) to inform their submissions to the government in the budget process and for general lobbying. Officers and Cabinet Members are writing to relevant Ministers to make Medway's financial position and the need for further funding clear. Officers will submit a response to the consultation on the Local Government Finance Settlement, should this be beneficial, in due course.</p>			
SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>Q3 24/25 UPDATE: 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.</p>	All	Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART).	BIII

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				<p>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: 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: 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: 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: All opportunities to secure additional funding are reviewed and progressed where appropriate.</p> <p>Q2 24/25 UPDATE: 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: Fortnightly unaccompanied asylum-seeking children meetings continue and this supports understanding of current spend, forecasting future spend and placement reviews. Eden received its registration in October and we currently have two children in placement.</p> <p>Q2 24/25 UPDATE: Unaccompanied asylum-seeking children (UASC) continue to be monitored as part of the new monthly monitoring.</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 management of pressures related to additional staffing and associated running costs. The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration.</p>	

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				The Ofsted application has been submitted. We are awaiting an Ofsted inspection which is likely to be within the next 4 weeks			
SR53	Medpay review	AI					CII
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.	AI	Financial	Q3 24/25 UPDATE: Budget to proceed to full council for approval in February. Q2 24/25 UPDATE: An additional £1.9m has been set aside for the MedPay Review.	CII	<ul style="list-style-type: none"> We continue to benchmark roles using reliable market data. Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation. 	CIII
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.	BI	Financial	Q3 24/25 UPDATE: Out of 548 employees in phase 2 on 31 Dec 2024, the following distribution across the 3 pay progression levels applied: Level A - 333 employees with casuals i.e. 61 % (168 casual employees) Level B - 142 employees with casuals i.e. 26% (6 casual employees) Level C - 73 employees with casuals i.e. 13% (3 casual employees) Q2 24/25 UPDATE: Phase 2, cohort 1 – to date Level A 45%, Level B 40%, Level C 15%	CII	<ul style="list-style-type: none"> HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches. Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees. 	CIII
SR53.02	Engagement: this change programme affects everyone across the council and implementation will be staggered.	BI	People	Q3 24/25 UPDATE: 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. Q2 24/25 UPDATE: Two further staff briefing sessions were delivered this quarter, MedPay PPP newsletter, Champions meetings	BII	<ul style="list-style-type: none"> Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns. Be open and transparent. Undertake pulse surveys. 	CII

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	<p>Challenge to ensure everyone understands the change, everyone can.</p> <p>SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).</p> <p>SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.</p>	<p>AII</p> <p>AII</p>	<p>Project delivery</p> <p>Environmental</p>	<p>and a presentation update to service managers at quarterly meeting.</p> <p>Q3 24/25 UPDATE: 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>Q2 24/25 UPDATE: 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>Q3 24/25 UPDATE: 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>Q2 24/25 UPDATE: Reviewed but no update required.</p> <p>Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.</p>	<p>BII</p> <p>BIII</p>	<ul style="list-style-type: none"> Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process. Plan, monitor and manage implementation in line with resources. Move teams out of their cohort if the agreed timelines slip. <p>None</p>	<p>CIII</p> <p>CIII</p>
SR09B	Failure to meet the needs of children and young people	BII	<ul style="list-style-type: none"> Failure to meet statutory responsibilities to safeguard children from harm. Failure to meet the needs of the children in our care. Escalating financial costs of placements and wrap-around support packages. Sustained negative local publicity and reputational risk. 	<p>SR09B.18: Ensure a stable and competent workforce.</p> <p>Q3 24/25 UPDATE: 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>	BIII	<ul style="list-style-type: none"> Continue to focus on recruitment, retention and career development of our staff. Continue to further develop opportunities for career development across the whole workforce. Additional capacity invested in Strategic Workforce Development Lead and 	CII

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

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				<p>SR09B.20: Ensure sufficiency of provision. Q3 24/25 UPDATE: Ofsted registration received, and children started to be placed from late October 2024. Q2 24/25 UPDATE: We continue to wait for Ofsted registration. We have identified children who could move to Eden House and outreach work has commenced whilst we await an inspection. A mock inspection has also taken place as part of inspection readiness.</p>		<p>Home Interviews (RHIs), to create effective safety plans.</p> <ul style="list-style-type: none"> Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. Focus on areas for improvement identified in the recent inspecting local authority children's services (ILACS) inspection report. Continue to focus on recruitment and retention of staff to avoid unfilled vacancies and therefore unmanageable caseloads. Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated April 2024. 	
SR37	Cyber Security	<p>AI</p> <p>AI</p>	<ul style="list-style-type: none"> Unauthorised access to council systems and data. Potential for data breaches. Loss of access to council systems and data for staff. Cyber security/ransomware attack may mean data is permanently lost. Potential damage to the council's reputation. Potential increase in costs to repair damage and restore systems. 	<p>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled. Q3 24/25 UPDATE: 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. Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p> <p>SR37.02: Network security: Appropriate architecture and policies are in place. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p>	<p>CI</p> <p>CI</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>CI</p> <p>CI</p>

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		AI		<p>SR37.03: Managing user privileges: System privileges are being carefully controlled and managed. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: We have updated the “known password” list provided by the National Cyber Security Centre (NCSC) and National Institute of Standards and Technology (NIST) to the council’s password protection measures to prevent staff using these passwords.</p>	CI		CI
		AI		<p>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter.</p>	CI		CI
		AI		<p>SR37.05: Incident management: Effective incident management policies and processes are in place. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p>	CI		CI
		AI		<p>SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p>	CI		CI
		AI		<p>SR37.07: Monitoring: Robust system monitoring takes place.</p>	CI		CI

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

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

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SR32	Data and Information	BII	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	<p>SR32.01: The council has accountability and governance in place for data protection and data security.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: The council's accountability and governance 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: foster a culture for protecting and using information within the council. ensure arrangements are in place to deliver information governance compliance with legislation and council policies. provide a focal point for managing information risks and incidents. Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO). The council's Caldicott Guardian function has also been audited and rated 'green'.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: In line with the 2018 Data Security Standards, the Caldicott Principles training for staff has been reviewed and tested as part of the new e-learning for staff. This will provide a baseline for staff to ensure personal confidential data is handled, stored and transmitted safely. All staff has had data protection training as part of preparation for completing the NHS Data Security and Protection (DSP) Toolkit. The Caldicott Guardian continues to maintain a register of data sharing agreements.</p>	CII	<ul style="list-style-type: none"> Review support for information governance within the organisation. Appoint a Deputy Senior Information Risk Officer (SIRO). 	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>SR32.06: Appropriate policies and procedures are in place to support good information management and security. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The Information Governance Management Framework has been agreed at the quarter 2 (Q2) Security and Information Governance Group (SIGG) meeting. The framework provides clarity around roles and responsibilities including decision making for policies and procedures in line with the accountability principle. Q1 24/25 UPDATE: The Security and Information Governance Group (SIGG) reviewed and approved the Anonymisation and Pseudonymisation policy in Q1 24/25. Meanwhile, all staff received the Data Protection policy and Data Breach policy via MetaCompliance to read and accept. Information Governance policies can be accessed by all staff via the service desk portal. The council's Data Security and Protection (DSP) Toolkit although submitted on time did not fully meet the criteria for staff's training requirement. At the time of writing this update, the compliance for training was at 90% against a target of 95% set by the NHS. The Caldicott Guardian has sent an email asking all service areas to ensure the training of their staff is prioritised and that the requirement is fully met by 31 July 2024.</p> <p>SR32.07: Seek Public Services Network (PSN) compliance. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: At the time of writing this update, the council had submitted their PSN assessment to the cabinet office. The ICT team are working with the information assessors to address some queries raised. We are still awaiting the certification.</p>			
SR54	Recruitment and Retention A skilled, qualified, and experienced	BII	<ul style="list-style-type: none"> Lack of experienced staff with specialist skills. Low staff morale. Loss of productivity through quiet quitting. 	Q3 24/25 UPDATE: 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&D budget is being doubled next year to support staff training and development,	CIII	<ul style="list-style-type: none"> Full rollout of MedPay Review (by 31/03/2025). Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. 	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<p>workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. Medway staffing establishment is lean in comparison to other unitary authorities and roles are broad. These factors are making it more difficult to attract and retain staff.</p>		<ul style="list-style-type: none"> Industrial action impacting service delivery/performance. Reliance on interim and agency staff. Budget pressures due to use of agency staff and contractors to fill roles. Inability to perform statutory functions. Inability to meet service demands. Inability to develop and improve service delivery. Impact on delivery of projects to expected timescales. Reputational damage. 	<p>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: 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>		<ul style="list-style-type: none"> Career pathways to support progression within the council. Revised performance management approach to ensure skills assessments and career conversations take place. Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond). Revised market allowance framework. Revised policies to manage sickness and capability. Annual staff engagement and annual review of the employee engagement strategy. New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025). Annual pay uplift strategy/medium term uplift plans. 	

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	<p>Remote working offers the workforce increased flexibility and choice of workplace. Results of the September 2024 staff survey include:</p> <ul style="list-style-type: none"> • 56.8% of colleagues want to stay for at least the next three years. • 25.8% want to stay for at least the next two years. • 10.7% want to leave within the next 12 months. • Staff turnover data was 13.3% in 2023/24. 						