

Q4 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	Q4 23/24 Current Risk Score	Q1 24/25 Current Risk Score	Q2 24/25 Current Risk Score	Q3 24/25 Current Risk Score	Q4 24/25 Current Risk Score	Move ment	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03 B	Insufficient budget funding	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR57	Adult Social Care Budget Pressure	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Assistant Director Adult Social Care	Deputy Leader	Priority 1
L	SR58	Gun Wharf building closure	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Assistant Director Regeneration	Housing and Property	Principles
M	SR35	Homelessness	BII	CIII	CIII	CIII	AII	AII	→	L – very likely I – major	Assistant Director Culture and Community	Housing & Property	Priority 5
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	SR09 A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People and Deputy Chief Executive	Deputy Leader	Priority 1
L	SR17	Delivering regeneration	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Director of Place	Climate Change and Strategic Regeneration	Priority 2
L	SR46	Medway’s Economic Recovery	BII	BII	BII	BII	BII	BII	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Priority 2
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
L	SR09 B	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
M	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	CIII	↓	L – unlikely I – moderate	Assistant Director Education and SEND	Children’s Services	Priority 1
L	SR36 A	Medway Development Company Ltd	BI	CII	CII	CII	CII	CII	→	L – unlikely I – major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Priority 5
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
L	SR54	Recruitment and Retention	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values
L	SR47	Climate Change	AII	CIII	CIII	CIII	CIII	CIII	→	L – unlikely I – moderate	Deputy Director of Place and Assistant Director Culture and Community	Climate Change and Strategic Regeneration	Priority 3

L	SR59 NEW	Devolution and Local Government Reform	BII	N/A	N/A	N/A	N/A	BII	N/A	L – likely I – major	Chief Executive	Leader	
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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. 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. 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)	SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability. Q4 24/25 UPDATE: The Proposed Budget for 2025/26 was approved at the full Council meeting on 27 February 2025, this contained updated Medium Term Financial Projections of the cost of services and income across the medium term. These projections reflected a continued increase in grant funding for future years based on the improvement seen in the Local Government Finance Settlement for 2025/26 as well as projections made by our funding advisers. 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 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.	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 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.	All

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			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.	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. Q4 24/25 UPDATE: In February 2025 the Cabinet were presented with the results of Round 3 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 remained projected at 89% of the target agreed at this stage. It was reported that there was potential to reach the target if we are given a court date for April 2025 and were able to issue summonses in this financial year before annual billing in February. We are on track to meet the target; however, we have until 08 April 25 (the court date allocated) to withdraw cases and that's when the final figure will be known. Q3 24/25 UPDATE: 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			

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				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. SR03B.07: Ensure the council's EFS request is finalised and funded. Q4 24/25 UPDATE: On 20 February 2025, the government confirmed EFS for councils who made a request for financial assistance to handle pressures that they considered unmanageable and to enable them to set balanced budgets. AS part of that announcement it was confirmed that Medway Council will receive in-principle support of £18.484million for 2025/26 and that our agreed in-principle support for 2024/25 had been increased to £23.171million (from £14.742million). The external assurance review led by CIPFA that was undertaken in September 2024 and was used by government to support our request for EFS was published on 13 March 2025. 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. SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government. Q4 24/25 UPDATE: During February 2025 Officers completed the consultation exercise around local authority funding reform which sought views on the approach to determining new funding allocations for local authorities. 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			

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				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.			
SR57	Adult Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	Q4 24/25 UPDATE: The oversight described in Q1 has continued. Work has commenced to roll out the reablement pilot across all Localities. Further opportunities to relieve budget pressures are being identified through the Transformation and Improvement Programme. Q3 24/25 UPDATE: 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.	AI	- Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage. - Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care. - Complete review of ASC front door, to prevent/reduce/delay. - Review available advice/guidance for self-funding residents to ensure funds are maximised. - Kyndi is identifying Assistive Technology to trial that could be used 'instead of' some care calls. This can only be used where there is not a risk for the individual.	All
SR58	Gun Wharf building closure 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)	AI AII	Workforce unable to access Gun Wharf site or considerable parts of the site.	Q4 24/25 UPDATE We continue to accommodate teams with dedicated space and dropdown areas. There are 58 hot desks available for staff in Gun Wharf. Q3 24/25 UPDATE: 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.	All AIII	- Silver command to agree priority for use of the safe working spaces at Gun Wharf. - Safe routes and safe exits throughout the building to be reviewed. - Building safe areas to be shared with officers. - Priority for ICT support to be agreed. - MedSpace pages updated to inform and support the workforce.	AIII BIII

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	Previous Covid19 experience is being applied.			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 & 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 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. 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. MoJ roof works completed, and details shared with HMCTS Technical Team. Medway Family Courts due to resume services fully by 06 Jan 25. Q2 24/25 UPDATE: Additional 120 desks were made on Level 3 (L3) for the Broadside move during renovation of the MHS Homes building. They are due to relocate back to MHS Homes by no later than (NLT) 07 October. Desks will revert to touchdown. Work with Category Management Team continues to proceed so that the RAAC specialist company can carry out works to His Majesty's Courts & Tribunal Services (HMCTS) Hearing Room Area by end of Q4/Survey of RAAC in L4 and L5. A further 100 touchdown desks are to be made available by end of Q3.			

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				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.			
		AII	Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: 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. Q2 24/25 UPDATE: Reviewed but no update required this quarter.	AIII	Staff to undertake display screen equipment (DSE) assessments if building is unavailable for extended period. Priority for ICT support to be agreed. MedSpace pages to inform and support workforce. Consider use of courier for staff who are not able to pick up specialist equipment.	BIII
		AII	Workforce does not have ICT equipment to work from home.	Q4 23/24 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required as staff continuing to work from home as necessary. Q2 24/25 UPDATE: Reviewed but no update required this quarter.	AIII	- Consider use of courier for staff who are not able to pick up ICT equipment. - Priority for ICT support to be agreed. - MedSpace pages to inform and support workforce.	BIII
		AII	Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home). - Post – franking machine - Printing – urgent printing obligations - ICT – support and maintenance Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults). Damage to reputation.	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q4 23/24 UPDATE: - Parking and Adults services received paperwork to allow services to continue in the short-to-medium term. - The Post, Printing and ICT teams continue to operate in green (safe) zones. Staff requiring post collection receive a briefing prior to moving through the building to collect.	BII	Move franking and printing machine to an alternative location. - Silver command to agree priority for use of safe working spaces: 2 desks for Education 6 desks for Rough Sleeper team 3-4 desks for Taskforce teams - Access to Evidence Room in basement required. 11 desks for Parking team 5-6 desks for Public Health (PH) 2 desks for Human Resources (HR) (with scanner) 8 desks for Legal (leaves 24 spare) 5-7 desks for Finance MedSpace pages to inform and support workforce.	BIII

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						Consider Customer and Business Support (CABS) staff working at Chatham Hub. Consider Medway Test team to work on level 2 green (safe) area.	
		All	Unable to access files and paperwork. May delay court hearings (schools).	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Teams have accessed all relevant paperwork as required under a SSoW – This risk can now be closed. Q2 24/25 UPDATE: Reviewed but no update required this quarter.	BII	- Consider requesting a delay in court hearings. - MedSpace pages to inform and support workforce. - Move filing cabinets to safe areas: Education.	BIII
		All	Financial – costs may be incurred for: - extra equipment - travel to alternative locations - postage - room hire.	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Gun Wharf Improvement Programme budget continues to facilitate additional costs such as having to hold meetings off site. Risk ongoing. Q2 24/25 UPDATE: The Senior Project Manager is working with Category Management Team on contracts with the RAAC specialist company to include further works to HMCTS/L4/L5 areas.	AIII	Repair works will be the subject of a formal report to Cabinet and Full Council seeking permission for addition to the capital programme.	AIII
		AI	Compliance with insurance requirements so that cover is not impacted.	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter.	BIII	Ongoing liaison with insurers as required to maintain cover.	BIII
		All	Procurement And Governance: align the programme with the design process to hit key deadline dates to avoid potential delays	Q4 24/25 UPDATE: We do not yet have a specific agreement on designs (at concept stage). This is not likely to affect general use of the building. We are working closely with Procurement and Governance colleagues to build in flexibility. Once the requirements are more refined the design process can be progressed more quickly.	BIII	Ongoing planned meetings with procurement colleagues.	BIII
SR35	Homelessness	BII	Increasing and unsustainable overspend of the allocated budget.	SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other	All	Continue to deliver outcomes attached to funding from the Department for Levelling Up,	DIII

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			• Poorer outcomes for children and vulnerable adults. • Increased legal challenge and penalty from the Local Government and Social Care Ombudsman (LGO). • Reputational damage. • Failing to achieve Members' expectations.	organisations such as the Department for Work and Pensions (DWP) Q4 24/25 UPDATE: The risk remains, prevention remains high, after a reduced number of approaches throughout December, there has been a 46.4% increase in January and the current highest approaches to date (369). This is not unusual due to the festive period leads to an increase in household splits/family disputes and domestic abuse. TA placements have increased slightly since end of Q3 which is in line with local and national trends. TA acquisitions are progressing, with a strong pipeline into 2025/26 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. SR35.02: Increase opportunities of affordable housing supply. Q4 24/25 UPDATE: Completions for Q4 - HRA development: Phase 6 has slipped this is due to road closure requirements for utility installation, Deed of Variation for amendments to the long stop date to 31 July 2025. Phase 5 is on programme for Lennoxwood while Aburound House is delayed due to ecological survey requirements. Q3 24/25 UPDATE: Completions for Q3 –195 (101 old persons accommodation Anchor, 64 L&Q and 30 with MHS Homes) 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. 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. Q4 24/25 UPDATE:		Housing and Communities (DLUHC) to support existing activity around rough sleeping. • Begin to design models for the cessation of funding as there is currently no more committed from 2025. • Continue to purchase temporary accommodation (TA) units in line with the decision and borrowing approved by Council in January 2023. Monitor and evaluate success to create the case for further investment, should the evaluation justify it. • Explore other alternatives for the provision of TA. • Continue to maximise prevention opportunities and joint working to reduce the strain on households in TA.	

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				HRA TA provision is now at its target of 70 households, this will increase throughout Q1 2025/26 to allow for main duty discharges. 14 TA owned properties are in use with a further 14 completed with final letting requirements being completed with occupation expected April 2025. 12 further properties including 2 adapted flats are due in June following a slip in delivery (new build purchase from plan) A larger acquisition is under negotiation for purchase. Q3 24/25 UPDATE: 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 & large scale) as well as the on-going street purchase programme. Further block booking service level agreement in negotiation to reduce the nightly cost of private sector TA. One Medway Lettings has procured 3 properties (all let to TA nightly placement households) with on-going discussion with a number of local landlords.			
SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	Q4 24/25 UPDATE: Monthly budget meetings continue with a focus on spend, savings and forecast. Moving into Q1 2025, there will be a refreshed focus on aligning these meeting to the monthly budget monitoring schedule. CSMT are working closely together to ensure robust oversight of spend, ensuring robust oversight and review of spend at the appropriate panels. By the end of Q4 Children's will have achieved 80% of the FIT plan savings. 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. 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. Q4 24/25 UPDATE:	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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				Reviewed but no update required this quarter. 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. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: All opportunities to secure additional funding are reviewed and progressed where appropriate. Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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.		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. Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises. 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.	
SR09A	Meeting the needs of Older People and Working Age Adults	AI	- We would not be meeting our statutory duties. - Run the risk of reputational damage and challenge. - Additional pressure on partner agencies such as health. - More complaints.	SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services) Q4 24/25 UPDATE: The restructure came into effect on 1st March 2025 creating Early Help and Prevention, Long Terms Care and Support and Safeguarding Teams. Right sizing money was secured, and posts are being actively recruited too. Financial Assessment Team & Finance Operations Team are fully staffed. Challenges continue with sourcing residential & nursing care; we are working with the ICB with a view to stabilise the market. Q3 24/25 UPDATE: 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 & Finance Operations Team are fully staffed. Challenges continue with sourcing residential & nursing care; we are working with the ICB with a view to stabilise the market.	BII	- Capital investment opportunities to help manage demand. - Service redesign in terms of outcomes. - Focus on staff wellbeing and engagement. - Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding. - We proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. - We will increase independence and self-care for service users, which allows them to control	CII

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				SR09A.02: Working with strategic partners to establish integrated working. Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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: Partners have commissioned a review of the discharge function/process, and we are fully involved. We are working with the Integrated Care Board (ICB) and Health & Care Partnership (HaCP) place-based services whether funding is NHS or HaCP budget on patient safety, prevention and population health management, quality and assurance. We continue to develop winter planning jointly at pace. SR09A.03: Maintain strong relationships with providers. Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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 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. SR09A.04: Map and monitor intelligence across the market. Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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: Our Market Position Statements (MPS) are published and explain our commissioning intentions, and		their care through an increase in the use of Assistive Technology where appropriate. - An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives. - Continue to work closely with providers who are working within contract rates.	

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				priorities. The Joint Strategic Needs Assessment (JSNA) chapter 'Adult Care and Support' is a comprehensive adult needs assessment. This with the Market Position Statement (MPS) helps shape the Care Market by informing the providers' business decision making. We continue to gather information from people with lived experience, providers, social workers, and stakeholders through complaints, Care Forum, feedback from the monthly contact meetings, Quality and Assurance, HaCP Patient Safety board and Population Health Management board. All new commissioning activity follow our engagement plan to ensure all stakeholders are empowered to inform service design and improvement. SR09A.05: Review and adjust service levels and placement costs as appropriate. Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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: 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.			
SR17	Delivering regeneration	BII	- Regeneration projects are not completed. - Potential damage to the council's reputation. - Not able to meet member, government, and the public's expectations. - Deteriorating physical and infrastructure assets. - Investment wasted. - Young people are not catered for in the 'new world'. - Low skills base among some residents remains. - Disconnect between skills and employment opportunities.	SR17.01: Outline infrastructure needs identified. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities and future site visits are being planned early 2025. Q2 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to	BII	The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration, and new opportunities are being explored with other partners including private sector organisations.	CII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
			- Maintenance of low aspiration culture. - Increased commuting and pressure on transportation. - Negative impact on community cohesion.	assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities and future site visits are being planned this year. Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the Shared Prosperity Fund (SPF). This was recently highlighted in the House of Commons adjournment debate put forward by Lauren Edwards MP and specific recognition for Medway. 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 Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities and future site visits are being planned early 2025. Q2 24/25 UPDATE: following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities, and future site visits are being planned this year. Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service			

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				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. 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. SR17.05: Working towards the adoption of the new Medway Local Plan Q4 24/25 UPDATE: Updated Local Development Scheme, which sets out timetable for local plan was approved by Cabinet in December 2024. The next key stage is the publication of the Draft Plan in June 2025. A special Full Council meeting is arranged for 26 June. Work is progressing to complete the evidence base and content of the Draft Plan for May to support the lead in to Council in June. There is linked corporate work on seeking to address strategic infrastructure constraints, i.e., transport, to enable planned growth. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Consultation on Reg18b of the Local Plan ran from 15 July to 8 September and included 10 public exhibitions attended by over 600 people. Around 500 written responses were submitted to the consultation. In July, the government published a proposed change to the methodology for calculating local housing needs, which would have only a minor variation for Medway. 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,			

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				GBF and GPF investment at Innovation Park Medway Q4 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have produced a report outlining the new development options. The recommendations to deliver a mix of industrial and mid tech on Northern Site and a Care home and residential on Southern Site were approved by Cabinet in March 2025. The Future High Street Fund delivery programme is now 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. The works will include the strip out of the former Debenhams department store, back to its shell internally, which involves the removal of existing partitions, floor cover, ceiling, and mechanical and electrical services. The contractor started on site at the beginning of March 25 and is due to complete summer 25, utilising the grant funding secured from One Public Estate Brownfield Land Release Fund. 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 Spring 2025. 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 projects which are underway. Government has continued the funding, and the Year 4 launch will take place in March. Medway is actively engaged with the South East Local Enterprise Partnership (SELEP) closure included a Transition Agreement which is almost complete and will release legacy funds for continuation of the SPF programme, strategy, and economic growth investments post 2025/26.			

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				Q3 24/25 UPDATE: Following the pause to delivery for Innovation Park Medway (IPM), consultants have been appointed to assess development options. The recommendations from this will be reported to Cabinet in Spring 2025. Officers regularly meet with Homes England, and the Ministry for Housing, Communities and Local Government (MHCLG) about future funding opportunities and future site visits are being planned 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 secured from One Public Estate Brownfield Land Release Fund.			
SR46	Medway's Economic Recovery	BII	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: • 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. • Decreased apprenticeship vacancies and industrial placements. • Reduced strength of Medway's business base. • Accelerated decline of town centres and street markets. • Impact on supply chains. • Decreased relevance of Medway Council's strategic bases. • Digital inclusion/exclusion.	SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell (Lead Officer: Assistant Director Regeneration) Q4 24/25 UPDATE: Interest in and occupancy of employment space has sharply divided. Larger, more established businesses continue to make enquiries to move to or remain within Medway with a large footprint via Medway One and Innovation Park Medway or actively proceeding with the full occupation of Maritime Place, formerly home to Bose UK. Enquiries into space for smaller businesses has sharply contracted reflecting a continued national picture of the lowest small business confidence in the past two years. Q3 24/25 UPDATE: 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	BII	• Commercial moves out of London – Medway as an attractive place to locate and do business. • Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally. • Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy. • Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.	CII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
			• Sustainability of higher and further education, and its impact on place.	a local workspace out of home but without commuting far. SR46.02: Delivery of government-directed financial support to businesses and individuals (Lead Officer: Chief Finance Officer) Q4 24/25 UPDATE: There has been a surge in applications for grant funding. Due to the low business confidence the assumption would be the applications are to cover low sales periods as survival bridge-funding. However, they are almost all to achieve more productivity through technology, process and efficiency measures. Reflecting low business confidence with few using grant money to expand headcount. Q3 24/25 UPDATE: Demand for funding has slowed during Q3 24/25. This represents a national drop in business confidence since the Budget, as the grants and loans are growth-orientated. SR46.04: Supporting Medway's businesses. (Lead Officer: Assistant Director Regeneration) Q4 24/25 UPDATE: Locate in Kent are in contract and being very proactive in supporting Medway to attract businesses. This has included visits with officers to potential new to area businesses and supporting work on an expression of interest in establishing an AI Growth Zone centred around Medway One which if successful will aid the rapid regeneration of the former Kingsnorth site. Q3 24/25 UPDATE: Visit Kent are in contract with Locate in Kent still due to commence contract but still performing the Inward Investment function. Due to the continued high demand for one-to-one business support, the contract has been expanded to include more hours and one-to-multiple business owners in similar situations to develop further. After the opening of Ascend, an SPF-funded AI Innovation series of workshops for businesses are planned for Q4 24/25. SR46.05: Supporting residents' skills and employability. (Lead Officer: Head of Skills Employment and Skills Education)			

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				Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Shared Prosperity fund projects are now up and running, they cover a diverse area of need across the skills landscape. Universal Support is now Connect to Work. We are in the delivery plan stage of development and hope to launch the programme in April/May. It will provide significant levels of opportunity to Medway residents. SR46.06: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth. (Lead Officers: Strategy and Investment Programme Manager) Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 approved in 2022 requires refreshing. This document drives Regeneration, Development and Economic Growth objectives for Medway. Once funding and resource is secured, the document will be updated in line with the new administration's ambitions. This will be aided by the Shared Prosperity Fund (SPF) programme, retaining a level of flexibility to respond to a changing economic environment, and delivering a social regeneration function for the Council. The Ministry of Housing, Communities and Local Government (MHCLG) approved the SPF Investment Plan. Delivery is underway; Year 1 and 2 of the programme has successfully delivered over £455k to 43 projects. Year 3 launched this year and received over 130 applications. Over £825k has been allocated to another 56 projects. In addition to supporting external projects, SPF funding has been used to administer, monitor, facilitate and support delivery of projects to enable the programme. Funding has also been spent on supporting our local businesses including our green grants programmes, and on supporting key town centre initiatives in line with our administration's priorities.' Q1 24/25 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 is due to be refreshed in line with the			

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				Local Plan, Medway 2040. The draft previously approved by Cabinet in October 2022 is to be reviewed by the new administration. An initial strategy workshop with members took place in August. The document will drive Regeneration and Economic Development objectives going forward. This will be aided by grant funding from the Shared Prosperity Fund (SPF) 2022-2025, retaining a level of flexibility to respond to a changing economic environment. Year 1 and 2 of the SPF programme have been delivered in line with the Investment Plan, as approved by the Department for Levelling Up, Housing and Communities (DLUHC). To date, 19 projects were delivered in Year 1, 26 projects in Year 2 the majority of which were in partnership with various organisations. SPF delivery also included supporting local business, through workshops, partners for growth grants, green growth grants and net zero audits. Year 3 of SPF has been launched. SR46.07: Continue to lobby government to maximise support and opportunities for Medway. (Lead Officer: Strategy and Investment Programme Manager) Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The Strategy and Investment Programme Manager regularly meets with the Ministry of Housing, Communities and Local Government (MHCLG) Officers to keep up-to-date with opportunities for Medway, as well as horizon scanning for sources of funding available to the Council and our partners. Medway continue to work closely with the Levelling Up Fund Discovery team and Better Places Partnerships funded by MHCLG, and further site visits to showcase our opportunities are being scheduled this year. MHCLG has praised Medway's use of Shared Prosperity Fund (SPF) funding. This was recently highlighted in an adjournment debate in the House of Commons raised by Lauren Edwards MP, providing excellent recognition for Medway. Medway work closely with Kent County Council (KCC) to ensure maximum funding can be secured at a Functional Economic Area level, following the closure of the South East Local Enterprise Partnership (SELEP) expected to be finalised this year. Q1 24/25 UPDATE:			

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				The council regularly meets with the Department for Levelling Up, Housing and Communities (DLUHC) officers to keep up to date with opportunities for Medway, as well as horizon scanning for other sources of funding available to the council and our partners. Medway works closely with DLUHC as part of the Levelling Up Fund (LUF) Discovery Programme and more recently the Levelling Up Places Service (LUPS). DLUHC officers have visited our regeneration sites and plan to again this year. The Investment Plan to access £1.8m Shared Prosperity Fund (SPF) was approved by DLUHC; Years 1 and 2 of the SPF programme has been delivered, and Year 3 has been launched at a successful event on 1 May. DLUHC specifically chose Medway to take part in a survey of select areas, praising our use of SPF funds. A case study was provided to Key Cities and the Local Government Association (LGA) to lobby government for continuation of the fund and was well received.			

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SR53	Medpay review	AI			BII		CII
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.	AI	Financial	Q4 24/25 UPDATE: COLA award was agreed by Full Council and is likely to have a positive impact on aligning our salaries closer to the market. 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	- 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	Q4 24/25 UPDATE: There continues to be a balance on assessment across a-c. 29 teams implemented by 1 March 2025 in phase 2. 51% were at level A, 29% at Level B and 20% at level C 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	- 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	BI	People	Q4 24/25 UPDATE: Survey response rates started to improve; further effort required to promote the survey to staff; communications champions continue to meet and asked to assist with engagement. 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	BII	- 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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	staggered. Challenge to ensure everyone understands the change, everyone can. 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). SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	AII AII	Project delivery Environmental	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 and a presentation update to service managers at quarterly meeting. Q4 24/25 UPDATE: End of financial year has impacted on capacity, coupled with the acceleration of the programme, measures have been put in place to back date pay only where a team is fully ready to implement but the project team or payroll do not have capacity to action on time. 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. 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. Q4 24/25 UPDATE: Budget setting process and COLA has helped mitigate risks. 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. Q2 24/25 UPDATE: Reviewed but no update required. Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.	BII BIII	- 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. None	CIII CIII
SR09B	Failure to meet the needs of children and young people	BII	- Failure to meet statutory responsibilities to safeguard children from harm. - Failure to meet the needs of the children in our care.	SR09B.18: Ensure a stable and competent workforce. Q4 24/25 UPDATE: Ongoing monthly workforce development meetings are in place to ensure robust communication and drive between HR, recruitment and the service.	BIII	- Continue to focus on recruitment, retention and career development of our staff. - Continue to further develop opportunities for career	CII

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			- Escalating financial costs of placements and wrap-around support packages. - Sustained negative local publicity and reputational risk.	Workforce strategy has been reviewed and will be relaunched. Induction process has been strengthened. Learning from exit interviews remains a specific area of focus. 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. SR09B.19: Delivery of the Improvement Plan Q4 24/25 UPDATE: The Continuous Improvement Plan continues to monitor the progress of recommendations from our ILACS 2023. Monthly auditing via learning and reflection tools remains robust with findings reported and shared in service wide quarterly reports. Individual service specific plans are in place, which support in driving these areas of practice. 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.		development across the whole workforce. - Additional capacity invested in Strategic Workforce Development Lead and Workforce officer posts to drive actions in the plan. - Recruitment campaign to attract new social worker (SW) candidates to Medway. - Refreshed governance workforce board and subgroups. - 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	

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				SR09B.20: Ensure sufficiency of provision. Q4 24/25 UPDATE: CSC remain part of LAFSE and RCC supporting the recruitment and retention of foster carers and developing our own residential offers. Eden House opened in the autumn and by the end of Q4 four young people would have been placed there. Ongoing robust oversight of children and young people in unregulated provision has supported the number being halved over the past 12 months. Q3 24/25 UPDATE: Ofsted registration received, and children started to be placed from late October 2024.		relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans. - Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. - Focus on areas for improvement identified in the recent 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	AI	- Unauthorised access to council systems and data. - Potential for data breaches. - Loss of access to council systems and data for staff. - Cyber security/ransomware attack may mean data is permanently lost. - Potential damage to the council's reputation. - Potential increase in costs to repair damage and restore systems.	SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled. Q4 24/25 UPDATE: The issues from the Q3 2024/25 DDoS attack have now been mitigated and no further issues have been experienced. 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.	CI	This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.	CI

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		AI		Nobody got into our systems or compromised any data. It was an attack to purely cause disruption. SR37.02: Network security: Appropriate architecture and policies are in place. Q4 24/25 UPDATE: Mitigations put in place following recent Distributed Denial of Service attack. Q3 24/25 UPDATE: Reviewed but no update required this quarter.	CI		CI
		AI		SR37.03: Managing user privileges: System privileges are being carefully controlled and managed. Q4 24/25 UPDATE: Reviewed but no updates or issues to report this quarter. 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.	CI		CI
		AI		SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture. Q4 24/25 UPDATE: Awareness emails with guidance sent to staff after an increase in “phishing” emails was identified. 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.	CI		CI
		AI		SR37.05: Incident management: Effective incident management policies and processes are in place. Q4 24/25 UPDATE: No incidents this quarter Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE:	CI		CI

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		AI		The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful. 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. Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in “phishing” email attempts to Council staff (see SR37.04). Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	CI		CI
		AI		SR37.07: Monitoring: Robust system monitoring takes place. Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in “phishing” email attempts to Council staff (see SR37.04). Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.	CI		CI
		AI		SR37.08: Removable media controls: Appropriate security controls are in place around removable media. Q4 24/25 UPDATE: Reviewed but no incidents or updates to report. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	CI		CI

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		AI		SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures. Q4 24/25 UPDATE: Implemented security measures to detect and prevent unauthorised access from locations that are geographically distant within a short time frame, indicating impossible travel. This includes monitoring login attempts and flagging suspicious activities that suggest the account may be compromised Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	CI		CI
		AI		SR37.10: Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria. Q4 24/25 UPDATE: ICT Security Policy currently being reviewed to be posted on MetaCompliance in Q1 2025/26. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Further remediations were required by the Cabinet Office. Resubmission will take place in Q3 24/25.	CI		CI
		AI		SR37.11: Overall Backup Design & Backup Security: In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack. Q4 24/25 UPDATE: New backup solution now installed and embedded. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The new backup solution has been commissioned this quarter.	CI		CI
SR55	Lack of national funding to remedy problems following school	BII	There is a risk that maintained schools are not kept in the appropriate condition to provide safe, good quality learning environments.	SR55.01: Prioritisation of projects throughout the year to ensure that school buildings are warm, safe, compliant and provide hot water. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE:	CII	No further controls identified; risk managed.	CII

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	condition surveys		Buildings deteriorate more quickly leading to the need for larger more costly projects in the future.	Reviewed but no update required this quarter. Q2 24/25 UPDATE: The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways. 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. SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways. Q1 24/25 UPDATE: The 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.			
SR39	Failure to deliver the High Needs Budget Recovery Plan	BII	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.	SR39.01: Activity as part of the Safety Valve Programme Q4 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, however, is still operating within an 'in-year' surplus. The DFE has confirmed Medway will receive its financial contribution for 24/25. 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. Q2 24/25 UPDATE:	CIII	The School's Forum has agreed a 0.5% transfer of the Schools Block to the High Needs Block to help the recovery plan. Further work to support inclusion in schools and academies is taking place. Significant challenge is being presented to those schools not including children with EHCPs appropriately.	DIII

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				The council remains on track to meet the deficit control and reduction targets set out in its Safety Valve Agreement.			
SR36A	Medway Development Company Ltd	BI	The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.	SR36A.01: Implement private rented sector (PRS) delivery to de-risk schemes. Q4 24/25 UPDATE: The first PRS block (71 homes) was launched in October and we expect this to be close to full occupation by the Spring, allowing a second smaller block (21 homes) to be released. Our business plan projected 65% occupancy in the first block and we are on track to meet this target. Q3 24/25 UPDATE: 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. SR36A.02: Review Business Plan cashflow and revenue expectations Q4 24/25 UPDATE: We are currently updating the Business Plan and will present this to the next MDC Shareholder Board Subcommittee. Q3 24/25 UPDATE: 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. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: The revised business plan was approved by the shareholder board at its meeting on 30 May 2024 SR36A.04: Target Grant Funding Opportunities Q4 24/25 UPDATE: Good progress made on the Strood Civic bid, with the overall ask now increased to £6.8m. The Business Case stage is under review with Homes England. The Mountbatten House grant bid is also progressing; however, the allocation is dependent on funding being available within the programme. Homes England have requested we progress all the necessary approvals, so	CII	Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects but also generate long term revenue streams or sell homes at a later date, when values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this is likely to take time. The other key opportunity is that the company is also able to lever in grants and work with the council to identify opportunities to help unlock projects. The company has been particularly successful in leveraging in grants and this focus should continue to capitalise on future opportunities.	DIII

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				it is ready to be added to the programme quickly and we are working through this. We have also recently secured £75K to undertake a transport and feasibility study of the Strood Riverside site, which is now under way. Q3 24/25 UPDATE: 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.			
SR32	Data and Information	BII	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	SR32.01: The council has accountability and governance in place for data protection and data security. Q4 24/25 UPDATE: A review of targeted GDPR action plan was undertaken in this quarter to measure the progress to date. The council fully meets its compliance to the 3 areas of framework tool: Leadership & Governance, Policy Framework and Training & Awareness. To adhere to the transparency principle, the SIGG operational group is undertaking a review of privacy notices published on the website 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: 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.	CII	- Review support for information governance within the organisation. - Appoint a Deputy Senior Information Risk Officer (SIRO).	DIII

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				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'. SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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: 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. SR32.06: Appropriate policies and procedures are in place to support good information management and security. Q4 24/25 UPDATE: SIGG's policy review remains up to date in line with the policy framework. 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. SR32.07: Seek Public Services Network (PSN) compliance.			

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				Q4 24/25 UPDATE: Reviewed but no update required this quarter. 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. SR32.08: Use of Generative and non-generative AI to manage/process information Q4 24/25 UPDATE: Medway Council recognises the potential that AI can play in enabling the council to meet its corporate objectives. Whilst this is the case, it is important that any use is undertaken in a legally compliant, transparent and ethical manner, recognising and managing any potential risks. A policy is being drafted by the ICT/IG to set out the council's guidance on acceptable use of AI in the workplace. This will be reviewed by SIGG in April 2025.			
SR54	Recruitment and Retention 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,	BII	• Lack of experienced staff with specialist skills. • Low staff morale. • Loss of productivity through quiet quitting. • Industrial action impacting service delivery/performance. • Reliance on interim and agency staff. • Budget pressures due to use of agency staff and contractors to fill roles. • Inability to perform statutory functions. • Inability to meet service demands. • Inability to develop and improve service delivery. • Impact on delivery of projects to expected timescales. • Reputational damage.	Q4 24/25 UPDATE: MedPay Review should be almost completed by end Q4, with CPF's in place for all roles. 5% pay award agreed for 25/26, which is higher than inflation. Other wider benefits for staff agreed, and active promotion of People Promise ongoing to highlight to staff the holistic package at Medway. Updated Redeployment Policy and Process has been agreed within HR teams, ensuring all know their part in the process, supporting staff in the Redeployment Pool better. Scoping exercise for organisational development need from the increased L&D Budget ongoing; ensuring all need is recorded and understood, giving fair access to teams and services. 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, and all service managers are currently collecting the	CIII	• 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. • 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.	DIII

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	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. Remote working offers the workforce increased flexibility and choice of workplace. Results of the September 2024 staff survey include: • 56.8% of colleagues want to stay for at least the next three years. • 25.8% want to stay for at least			information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025. 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.		• 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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	the next two years. • 10.7% want to leave within the next 12 months. • Staff turnover data was 13.3% in 2023/24.						
SR47	Climate Change The Council doesn't deliver on a sufficiently ambitious action plan to become a net zero carbon Council by 2050. The Council does not undertake its leadership role sufficiently to support Medway "The Place" to be net zero carbon by 2050. The Council does not identify, plan or implement measures effectively to adapt to the impacts of climate change Medway's communities.	All	• Potential damage to the council's reputation. Political and reputational damage to the Council for not acting on the declared emergency, in relation to both the Council's direct emissions and our leadership role in achieving net zero carbon for Medway "The Place." • Not able to meet member, government, and the public's expectations. Greater demand on Council services and increased need for appropriate contingency plans to effectively manage and respond to the impacts of climate change. • Net zero by 2050 is not achieved. Longer term risks to Medway "The Place", including health, social, financial and economic outcomes, if climate mitigation and adaptation measures are not effective.	SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change. • Climate change is a core principle in the One Medway Council Plan. • Development and delivery of the Climate Change Action Plan, against clear outputs and timescales to achieve measurable change. • Strong leadership and oversight of the action plan. • Benchmarking and knowledge sharing of best practice at regular intervals and review opportunities for co-working. • Governance and regular reporting through the Climate Oversight and Implementation Board. • Reporting through relevant committees. • Partnership working and support for "community driven action" through Member Climate Working Party and Community Climate Change Group. Q4 24/25 UPDATE: The refreshed Climate Change Action Plan for the period 2025-2028 has been presented to Informal Cabinet, the Member Climate Working Party and Community Climate Change Group for comment. The Portfolio Holder has approved the plan. It is scheduled to be presented to Overview and Scrutiny and Cabinet for formal adoption at the respective meetings in June and August 2025. Q3 24/25 UPDATE: 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. SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway Q4 24/25 UPDATE:	CIII	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. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term. Sufficient staffing is assigned to the tasks required in the plan. • Embed climate change considerations within the Council's decision-making process through a supportive framework. • Ensure climate action is a consideration for achieving financial savings. • Significant requirement for government funding and Council financial strategy to deliver ambition at scale and pace. • Ensure sufficient staffing is assigned to delivery of the Climate Change Action Plan.	DIII

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				The draft air quality action plan has been updated to include the results of the statutory consultation and has been resubmitted to DEFRA for comments. The action plan is scheduled to be presented to Overview and Scrutiny Committee and Cabinet for formal adoption at the respective meetings in June and July 2025. Q3 24/25 UPDATE: 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. 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.			
SR59 NEW	Devolution and Local Government Reform NEW Partnership Working: Breakdown of relationships with neighbouring local authorities owing to disagreements linked to Devolution and LGR processes.	BII	Any disagreements will impede our ability to form new arrangements in a way that works best for the residents of Medway. This may also be felt within Medway Council if there are strong disagreements on the right governance arrangements for the new authorities.	- Regular meetings of the Leaders Working Group on Devolution - Standing item on Kent Council Leaders and Joint Kent Chiefs - Fortnightly meetings between KCC and Medway - Daily cross-organisation dialogue at officer and political levels - Full Council agreement and establishment of political Working Group	BII		CII
	Stasis: Limited progress on devolution						
		CII	Progress across Kent and Medway will be high profile and any delay to progressing plans will affect our	Establishment of Policy and Partnerships Team with initial focus on devolution and LGR	CII		DII

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	and LGR, affecting the Council's reputation and results in loss of focus		standing with Government Staff and councillors lose focus and are distracted from current ambitions by LGR.	- Establishment of CMT sub-group to steer the work - Members of CMT already working with KCC colleagues to progress the work - Regular updates to CMT - Avoid placing items on "back burner". - Regular PDRs prioritising current outputs. - Reinforce messaging of council plan			
	Staff uncertainty: Potential impact impact on morale and loss of staff owing to employment uncertainties caused by devolution and LGR. Increased recruitment challenges in an already challenging national skills shortage in key areas.	All	This risk could result in our staff seeking to leave the Council owing to uncertainty over the future of local government. It may also affect performance and engagement levels as people become more focused on seeking other opportunities. Inability to perform statutory functions. Lack of skills and experience	- Regular updates via the Zymar all staff emails - All staff briefings hosted by the Leader and Chief Executive. - Regular updates from CMT to Directorate Management Teams for cascade - Latest information readily available on the website - Open door policy for discussions on devo/LGR - Service Manager sessions. - Our Medway Live sessions - Regular updates on current work streams and planning for the future. - New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built.	BII	Small group focus on LGR. remaining staff delivering business as usual	CII
	Public apathy: Residents may not support changes if local influence is seen to be reduced, and the new authorities seem too remote.	CII	Public may disengage if they are not assured of a satisfactory route to democracy and representation.	- Government plan to run the consultation on devolution and LGR in the Spring - Press releases, website and One Minute Medway already deployed.	CII		DII
	Increasing costs: The costs associated with devolution are	BII	Our constrained financial environment may be further tested if the resource needed to support devolution and LGR outstrips what we have already budgeted for.	- Clear £450K pa budget - Government promise of capacity funding to cover some planning costs. - Need to consider 26/27 MTFO in this context	BII		CII

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	unknown and may put pressure on budgets if Government support is insufficient Political disquiet	BIII	Political distraction	Divergences in views on LGR within the council	BIV		