

Risk & Resilience

Medway

Q4 2025:

Register Maintenance

This Operational risk register is currently up to date.

The monthly Risk Register Maintenance Report (RRMR), which provides a RAG rating for how well the register is maintained, is currently GREEN (well maintained).

All outstanding actions highlighted in the RRMR have now been completed.

Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-25	Jan-25	Feb-25	Mar-25	Apr-25	May-25
Y	Y	Y	Y	Y	A	A	A	A	A	G

Key: Green - Well maintained register

Yellow - Minor omission(s)

Amber - Overdue risk review(s) or missing information

Red - The register is not being regularly reviewed

Note: This report does not evaluate the quality of the risk descriptions, mitigations or scores - this aspect of assurance is conducted by the Norse Group Risk Forum.

For comparison, of the 35 operational risk registers across the Norse Group, 33 have no issues (Green).

The frequency of each risk review is determined by the effectiveness of the current mitigating controls which are in place. No risk reviews are currently overdue.

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Risk Register Maintenance Report

Document does not report upon the quality or accuracy of the information contained in the register

LOCAL RISK REGISTER MAINTENANCE REPORT		
17	JV	Medway Norse
Date	1 st July 2024	Submitted by: Andrew Richens, Group Risk & Resilience Manager
STATUS:		GREEN: The register is being well maintained
Register Owner:	Those with access:	
Andy Coles		

Summary

There are just a few minor amendments needed. Many thanks.
Aug 24 – Actions still outstanding Sep 24 – All actions still outstanding Oct 24 – All actions still outstanding Nov-24 All actions still outstanding. Dec – no actions completed. A large number of risks are now overdue for review. Status changed from Yellow to Amber. Jan 25 Many risk review are almost 2 months overdue. Status may change to RED next month. Mar 25 Action 3 completed. May 25: Actions 01 and 02 completed having changed Treat to tolerate on all. Status changed from Amber to Green.

Ref	Date	Action Required	Completed
01	01-07-24	Many of your risks are being further treated to reduce the current (residual) risk score. Where this is the case, details of the outstanding mitigations you intend to implement should be listed in column AA	May-25
02	01-07-24	Where risks are being treated further, they require a target score: AB & AC. This predicts how the risk is likely to reduce once these actions (in AA) have been implemented.	May-25
03	03-12-24	A large number of risk reviews (34) are now over a month overdue.	Mar-25

Key:	RED:	Significant information is missing from the risk register
	AMBER:	Some key aspects are missing or incorrect
	YELLOW:	Minor amendments are required
	GREEN:	The register is being well maintained

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Risk Treatments

There are 59 operational risks within this register. The effectiveness of the current mitigation controls are:

Optimised – 23, Adequate – 34, Minimal – 1, Ineffective – 1

Group Risks & Resilience Manager observations: All 59 risks are currently being tolerated, i.e., no further mitigating actions will be implemented in the future. Since several of these risks are currently very high or high, including those with currently minimal or ineffective controls in place, additional consideration should be given to ensure this is appropriate.

Very high risks currently being tolerated with no additional mitigations planned:

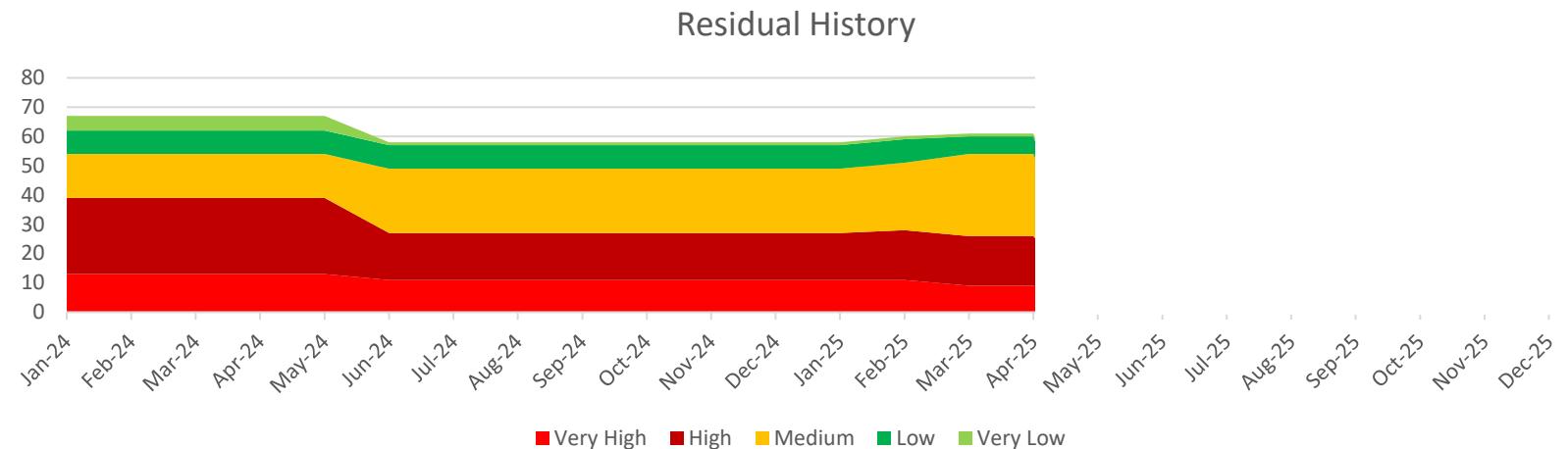
Risk	Controls	Residual	Current Mitigations	Target
Invoice/Collection Failure	Optimised	20	Monthly invoicing regime and budget monitoring to identify failings	20
Climate Change	Optimised	20	Explore opportunities for reductions in carbon emissions, water usage, energy usage and waste. Existing Climate Action Plan.	20
Devaluing of Sterling	Optimised	20	Engage in conversations with partners and review prices of services provided and attempt to recover additional costs accepting contractually the risk sits solely with Norse Group	20
Change of Service	Ineffective	20	Service specifications changes being made for the 2025-26 financial year which may affect grass cutting equipment changes but this will be ascertained as the year progresses	20
Software Systems	Minimal	20	Continue to raise as a concern at group level, and where appropriate, implement new software at local level	20

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Risk Histogram

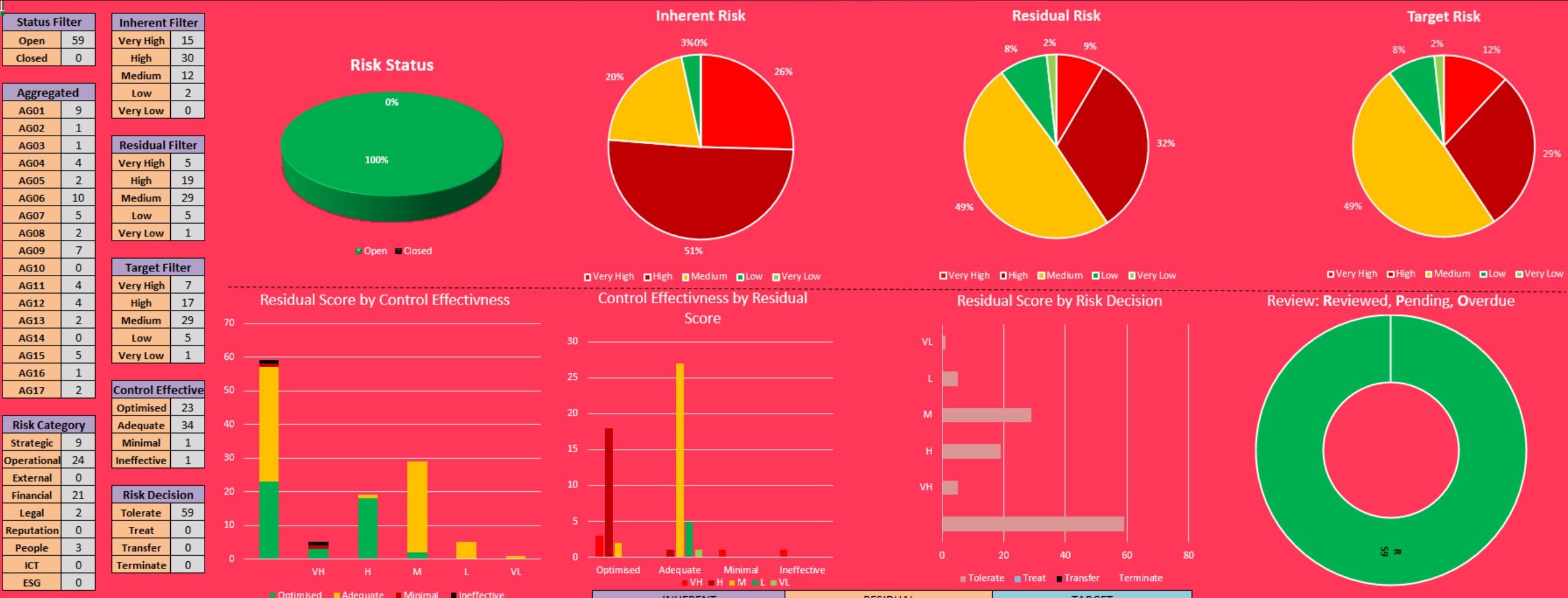
During the first week of each month, the Group Risks and Resilience Manager (GRRM) records all risk register data to compile a residual risk histogram.

This chart records fluctuations in current risk scores over time.



GRRM interpretation: Although some fluctuations have occurred, the majority of risks have remained static.

Risk & Resilience Dashboard



GRRM Interpretation: All risks have been reviewed on time. All risks, including Very high and High, and those with minimal or ineffective controls are being tolerated, with no additional actions identified. Consideration should be given to ensure this is the correct process.

Operational Risks 1/2 (Top 10 highest residual risks)

Risk Direction



Ref	Risk	Consequence	Current Mitigations	Outstanding Actions	Inherent	May 25	Target
24	Invoice/Collection Failure	Failure to meet budgeted profit margins, Cashflow problems, Potential loss of contract	Monthly invoicing regime and budget monitoring to identify failings	n/a	V HIGH 25	V HIGH 20	V HIGH 20
37	Climate Change	Reduction in services, failure to meet budgeted profit margins	Explore opportunities for reductions in carbon emissions, water usage, energy usage and waste. Existing Climate Action Plan.	n/a	V HIGH 20	V HIGH 20	V HIGH 20
38	Devaluing of Sterling	Failure to meet budgeted profit margins, Cashflow problems, Potential loss of contract	Engage in conversations with partners and review prices of services provided and attempt to recover additional costs accepting contractually the risk sits solely with Norse Group	n/a	V HIGH 20	V HIGH 20	V HIGH 20
45	Change of Service	Failure to deliver services, loss of contracts, loss of reputation, Personal injury, Claims and Fines	Service specifications changes being made for the 2025-26 financial year which may affect grass cutting equipment changes but this will be ascertained as the year progresses	n/a	V HIGH 20	V HIGH 20	V HIGH 20

Operational Risks 2/2 (Top 8 highest residual risks)

Risk Direction



Ref	Risk	Consequence	Current Mitigations	Outstanding Actions	Inherent	May 25	Target
47	Software Systems	Failure to deliver services, loss of contracts, loss of reputation.	Continue to raise as a concern at group level, and where appropriate, implement new software at local level	n/a	V HIGH 20	V HIGH 20	V HIGH 20
39	Loss of Plant/Materials - Service Delivery	Failure to meet budgeted profit margins, Failure to deliver services.	Provision of security systems including CCTV, Security guards, vehicle tracking systems and perimeter control	n/a	V HIGH 20	HIGH 16	HIGH 16
49	Unaddressed Risks - Service Delivery	Failure to deliver services, loss of contracts, loss of reputation, Personal injury, Claims and Fines	Continue to raise risks with council and ensure there is a clear record of such	n/a	HIGH 16	HIGH 16	HIGH 16
54	Contractual Agreements	Loss of contracts, failure to meet budgeted profit margins	Ensure MN continue support from senior politicians, partners and CEO's. Continually demonstrate the benefits to Medway Council of a trading organisation.	n/a	HIGH 16	HIGH 16	HIGH 16