

APPENDIX 2 Q4 2024/25 SUMMARY OF STRATEGIC RISK PERFORMANCE

Shaded = new additions this quarter. Strikethrough = removed this quarter.
Key: Likelihood: A Very likely B Likely C Unlikely D Rare Impact: I Catastrophic II Major III Moderate IV Minor.

Live or Managed risk	Risk Ref	Risk	Inherent Risk Score	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	SR03B	Insufficient budget funding	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR56	Children’s Social Care Budget Pressure	AI	AII	AII	AII	AII	AII	→	L – very likely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BIII	BIII	BIII	BIII	→	L – likely I – moderate	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
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
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	SR59NEW	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	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:	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.	All

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			<p>capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for local government, severely limiting the ability of councils to plan for future resource levels. Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date.</p> <p>It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p>	<p>The government's autumn budget was published on 30 October, followed by a Policy Statement from MHCLG on 28 November and the Provisional Local Government Funding Settlement on 18 December 2024. The impact of the announcements was summarised in a report to Cabinet on 14 January and represents a £10.833million increase in the council's funding for 2025/26 compared to the projections in the Draft Budget. While additional funding is welcomed, it is clear that the Provisional Settlement alone will not be sufficient to meet the pressures on statutory services and close the Council's projected budget gap for 2025/26, without further support from the Government through the Exceptional Financial Support (EFS) scheme. Alongside the Proposed Budget for 2025/26, in February 2025 Cabinet and Council will receive an updated set of projections of the cost of services and income across the medium term, and for a further update included in the Medium-Term Financial Outlook to be reported to Cabinet in August 2025.</p> <p>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.</p> <p>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</p>		<p>The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly. Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request. Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.</p>	

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				<p>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.</p> <p>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 action to increase court costs to reflect the cost of recovery action has been completed, however as the council has received limited court dates in the year the actual increased income is projected at 89% of the target agreed at this stage.</p> <p>SR03B.07: Ensure the council's EFS request is finalised and funded.</p> <p>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</p>			

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				<p>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.</p> <p>Q3 24/25 UPDATE: The council has continued to work with MHCLG and CIPFA to finalise the assurance review in respect of the 2024/25 EFS request, however, to date the final report has not been received. As recommended by Cabinet in November 2024, officers have continued to work with MHCLG to secure EFS required to balance the council's budget, and submitted a request for further EFS for 2024/25 to cover the overspend projected at Round 2, and to cover the gap projected for 2025/26 in the Draft Budget considered by the Cabinet in November 2024.</p> <p>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</p> <p>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.</p> <p>Q3 24/25 UPDATE: The government's autumn budget published on 30 October, the Policy Statement from MHCLG published on 28 November and finally the Provisional Local Government Funding Settlement published on 18 December 2024 have all made clear the government's intention to direct a greater share of funding towards authorities with higher needs (using deprivation as a proxy) and lower tax-raising abilities. As reported to the Cabinet in January 2025, the Provisional Settlement reflects Medway Council receiving a greater share of national allocations than in previous Settlements, with additional funding announced for core pressures including Adult Social Care, indicating local authority lobbying had been effective.</p>			
SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>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.</p>	All	Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART).	BIII

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				<p>By the end of Q4 Children's will have achieved 80% of the FIT plan savings.</p> <p>Q3 24/25 UPDATE: Monthly Children's service management team finance meetings continue, alongside monthly service wise meetings with finance colleagues to ensure that the budget holder has a firm understanding and grip of their budget and to track savings. Weekly Access to Resources panel continue to agree new service user expenditure and to review current spend. The Assistant Director and Finance Business Partner continue to meet fortnightly. Any savings established are being shown through the Financial Improvement and Transformation (FIT) plan We have currently achieved 60% of our target.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Payments continue to work well and being recorded on Mosaic at child level entry. This provides an in-depth analysis on different expenditure types and is supporting forecasting future spend.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: All opportunities to secure additional funding are reviewed and progressed where appropriate.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Fortnightly unaccompanied asylum-seeking children meetings continue and this supports understanding of current spend, forecasting future spend and placement reviews. Eden received its registration in October and we currently have two children in placement.</p>		<p>Development work to take place in Mosaic to support financial recording at child level - to include breakdown of all elements of the child's care package - to support effective forecasting.</p> <p>Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises.</p> <p>Effective forecasting of unaccompanied asylum-seeking children (UASC) placement expenditure and careful management of pressures related to additional staffing and associated running costs. The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration.</p>	

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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	<ul style="list-style-type: none"> We continue to benchmark roles using reliable market data. Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation. 	CIII
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.	BI	Financial	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	<ul style="list-style-type: none"> HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches. Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees. 	CIII
	SR53.02 Engagement: this change programme affects everyone across the council and implementation will be	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	<ul style="list-style-type: none"> Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns. Be open and transparent. Undertake pulse surveys. 	CII

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	<p>staggered. Challenge to ensure everyone understands the change, everyone can.</p> <p>SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).</p>	AII	Project delivery	<p>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.</p> <p>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.</p> <p>Q3 24/25 UPDATE: Funding for the project team beyond 24/25 has not been allocated in the budget setting process for 25/26, meaning the project team will be disbanded in March 2025 and HROC capacity to deliver without a project team in place will have significant impact on BAU activity. Q2 24/25 UPDATE: We recruited two Organisational Change Consultants and one Support Officer during the quarter. One Support Officer LTS and one Officer is on maternity leave in Q2.</p>	BII	<ul style="list-style-type: none"> Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process. Plan, monitor and manage implementation in line with resources. Move teams out of their cohort if the agreed timelines slip. 	CIII
	<p>SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.</p>	AII	Environmental	<p>Q4 24/25 UPDATE: Budget setting process and COLA has helped mitigate risks.</p> <p>Q3 24/25 UPDATE: There has been movement in some industries that shows that since receiving a higher than previous pay award, salaries are better aligned with the market. E.g. This led to the reduction of SSRA's in highway engineering. 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.</p>	BIII	None	CIII
SR09B	Failure to meet the needs of children and young people	BII	<ul style="list-style-type: none"> Failure to meet statutory responsibilities to safeguard children from harm. Failure to meet the needs of the children in our care. 	<p>SR09B.18: Ensure a stable and competent workforce.</p> <p>Q4 24/25 UPDATE: Ongoing monthly workforce development meetings are in place to ensure robust communication and drive between HR, recruitment and the service.</p>	BIII	<ul style="list-style-type: none"> Continue to focus on recruitment, retention and career development of our staff. Continue to further develop opportunities for career 	CII

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			<ul style="list-style-type: none"> Escalating financial costs of placements and wrap-around support packages. Sustained negative local publicity and reputational risk. 	<p>Workforce strategy has been reviewed and will be relaunched. Induction process has been strengthened. Learning from exit interviews remains a specific area of focus.</p> <p>Q3 24/25 UPDATE: The two additional CSC posts in HR are supporting the service to drive recruitment and focus on the retention of staff. Recruitment campaigns are being refreshed, Induction processes are being strength and insight into the reason people leave are understood. Workforce remains a strategic priority for children’s services continuous improvement plan.</p> <p>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.</p> <p>Q3 24/25 UPDATE: Service plans continue to led by HoS and feed into our Continuous Improvement Plan. The threshold guidance has been reviewed and the updated version will be shared across CSC and partner. Training will continue to be provided. From January 27th , partners who make contacts for neglect will be asked to submit a GCP2 with it. Comms has been shared across the partnership in respect of this expectation.</p>		<p>development across the whole workforce.</p> <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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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				<p>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.</p>		<p>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.</p> <ul style="list-style-type: none"> Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. Focus on areas for improvement identified in the recent inspecting local authority children's services (ILACS) inspection report. Continue to focus on recruitment and retention of staff to avoid unfilled vacancies and therefore unmanageable caseloads. Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated April 2024. 	
SR37	Cyber Security	AI	<ul style="list-style-type: none"> Unauthorised access to council systems and data. Potential for data breaches. Loss of access to council systems and data for staff. Cyber security/ransomware attack may mean data is permanently lost. Potential damage to the council's reputation. Potential increase in costs to repair damage and restore systems. 	<p>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.</p>	CI	<p>This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.</p>	CI

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		AI		<p>Nobody got into our systems or compromised any data. It was an attack to purely cause disruption.</p> <p>SR37.02: Network security: Appropriate architecture and policies are in place.</p> <p>Q4 24/25 UPDATE: Mitigations put in place following recent Distributed Denial of Service attack.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI
		AI		<p>SR37.03: Managing user privileges:</p> <p>System privileges are being carefully controlled and managed.</p> <p>Q4 24/25 UPDATE: Reviewed but no updates or issues to report this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: We have updated the “known password” list provided by the National Cyber Security Centre (NCSC) and National Institute of Standards and Technology (NIST) to the council’s password protection measures to prevent staff using these passwords.</p>	CI		CI
		AI		<p>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</p> <p>Q4 24/25 UPDATE: Awareness emails with guidance sent to staff after an increase in “phishing” emails was identified.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter.</p>	CI		CI
		AI		<p>SR37.05: Incident management: Effective incident management policies and processes are in place.</p> <p>Q4 24/25 UPDATE: No incidents this quarter</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE:</p>	CI		CI

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		AI		<p>The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p> <p>SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented.</p> <p>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).</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p>	CI		CI
		AI		<p>SR37.07: Monitoring: Robust system monitoring takes place.</p> <p>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).</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p>	CI		CI
		AI		<p>SR37.08: Removable media controls: Appropriate security controls are in place around removable media.</p> <p>Q4 24/25 UPDATE: Reviewed but no incidents or updates to report.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p>	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	<ul style="list-style-type: none"> There is a risk that maintained schools are not kept in the appropriate condition to provide safe, good quality learning environments. 	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		<ul style="list-style-type: none"> Buildings deteriorate more quickly leading to the need for larger more costly projects in the future. 	<p>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.</p> <p>SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work. 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.</p>			
SR39	Failure to deliver the High Needs Budget Recovery Plan	BII	<p>Failure to meet the Safety Valve Agreement conditions will result in further deficit accumulation against the High Needs Block. This will require the council to use the £3m contingency identified as part of the conditions of the Safety Valve Agreement. If the deficit is not cleared by 2026, the remaining deficit will transfer to the general fund.</p>	<p>SR39.01: Activity as part of the Safety Valve Programme 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:</p>	CIII	<p>The School's Forum has agreed a 0.5% transfer of the Schools Block to the High Needs Block to help the recovery plan.</p> <p>Further work to support inclusion in schools and academies is taking place. Significant challenge is being presented to those schools not including children with EHCPs appropriately.</p>	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				The council remains on track to meet the deficit control and reduction targets set out in its Safety Valve Agreement.			
SR32	Data and Information	BII	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	<p>SR32.01: The council has accountability and governance in place for data protection and data security.</p> <p>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</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: The council's accountability and governance remain clear and well structured. The Senior Information Risk Owner (SIRO) has overall responsibility for managing information risk in the council. The SIRO also co-chairs the Security and Information Governance Group (SIGG) which has responsibility to: foster a culture for protecting and using information within the council. ensure arrangements are in place to deliver information governance compliance with legislation and council policies. provide a focal point for managing information risks and incidents. Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO). The council's Caldicott Guardian function has also been audited and rated 'green'.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE:</p>	CII	<ul style="list-style-type: none"> Review support for information governance within the organisation. Appoint a Deputy Senior Information Risk Officer (SIRO). 	DIII

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				<p>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.</p> <p>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.</p> <p>SR32.07: Seek Public Services Network (PSN) compliance. 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.</p> <p>SR32.08: Use of Generative and non-generative AI to manage/process information</p>			

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				<p>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.</p>			
SR54	<p>Recruitment and Retention</p> <p>A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages,</p>	BII	<ul style="list-style-type: none"> • 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. 	<p>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.</p> <p>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 information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025.</p> <p>Q2 24/25 UPDATE: Latest staff survey results have shown an improvement on 2022 results. The Recruitment Strategy 2024-2026 has been finalised and approved at Employment Matters Committee (EMC). All cohorts are now onboarded for the Medpay Review.</p>	CIII	<ul style="list-style-type: none"> • Full rollout of MedPay Review (by 31/03/2025). • Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. • Career pathways to support progression within the council. • Revised performance management approach to ensure skills assessments and career conversations take place. • Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond). • Revised market allowance framework. • Revised policies to manage sickness and capability. • Annual staff engagement and annual review of the employee engagement strategy. • New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025). • Annual pay uplift strategy/medium term uplift plans. 	DIII

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	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: <ul style="list-style-type: none">• 56.8% of colleagues want to stay for at least the next three years.• 25.8% want to stay for at least the next two years.• 10.7% want to leave within the next 12 months.• Staff turnover data was 13.3% in 2023/24.						
SR59 NEW	Devolution and Local Government Reform NEW Partnership Working:	BII	Any disagreements will impede our ability to form new arrangements in	<ul style="list-style-type: none">• Regular meetings of the Leaders Working Group on Devolution	BII		CII

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	Breakdown of relationships with neighbouring local authorities owing to disagreements linked to Devolution and LGR processes.	CII	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.	<ul style="list-style-type: none"> 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 	CII		DII
	Stasis: Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus		Progress across Kent and Medway will be high profile and any delay to progressing plans will affect our standing with Government Staff and councillors lose focus and are distracted from current ambitions by LGR.	<ul style="list-style-type: none"> Establishment of Policy and Partnerships Team with initial focus on devolution and 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 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	<p>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.</p> <p>Inability to perform statutory functions.</p> <p>Lack of skills and experience</p>	<ul style="list-style-type: none"> 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

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	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.	<ul style="list-style-type: none"> 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 unknown and may put pressure on budgets if Government support is insufficient	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.	<ul style="list-style-type: none"> 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
	Political disquiet	BIII	Political distraction	Divergences in views on LGR within the council	BIV		