

**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	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR58	Gun Wharf building closure	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	<b>AI</b>	→	L – very likely I – catastrophic	Assistant Director Regeneration	Housing and Property	Principles
M	SR35	Homelessness	<b>BII</b>	<b>CIII</b>	<b>CIII</b>	<b>CIII</b>	<b>AII</b>	<b>AII</b>	→	L – very likely I – major	Assistant Director Culture and Community	Housing & Property	Priority 5
L	SR17	Delivering regeneration	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	→	L – likely I – major	Director of Place	Climate Change and Strategic Regeneration	Priority 2
L	SR46	Medway’s Economic Recovery	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	→	L – likely I – major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Priority 2
L	SR53	MedPay review	<b>AI</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	<b>BII</b>	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
M	SR37	Cyber Security	<b>AI</b>	<b>CI</b>	<b>CI</b>	<b>CI</b>	<b>CI</b>	<b>CI</b>	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
L	SR36A	Medway Development Company Ltd	<b>BI</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	→	L – unlikely I – major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Priority 5
M	SR32	Data and information	<b>BII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
L	SR54	Recruitment and Retention	<b>BII</b>	<b>CII</b>	<b>CII</b>	<b>CII</b>	<b>CIII</b>	<b>CIII</b>	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values
L	SR59 NEW	Devolution and Local Government Reform	<b>BII</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>BII</b>	<b>N/A</b>	L – likely I – major	Chief Executive	Leader	

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SR03B	Insufficient budget funding	<b>AI</b>	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.	<b>SR03B.05: Ensure the Council’s budget decisions are based on robust and regularly updated projections of resource availability.</b> 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	<b>AI</b>	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	<b>All</b>

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			<p>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) 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>improvement seen in the Local Government Finance Settlement for 2025/26 as well as projections made by our funding advisers.</p> <p>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.</p> <p><b>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.</b></p> <p>Q4 24/25 UPDATE: In February 2025 the Cabinet were presented with the results of Round 3 of the monitoring of progress with</p>		<p>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.</p>	

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				<p>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.</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><b>SR03B.07: Ensure the council's EFS request is finalised and funded.</b></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</p>			

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				<p>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.</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><b>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</b></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>			
SR58	Gun Wharf building closure	AI			All		AIII

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	<p>The building is not accessible for an extended period. (Business Continuity Plans (BCPs) have been invoked. The workforce is required to work from home or alternative locations) Previous Covid19 experience is being applied.</p>	<p><b>All</b></p>	<p>Workforce unable to access Gun Wharf site or considerable parts of the site.</p>	<p>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.</p> <p>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.</p> <p>Children's Services moved back to Broadside from 7th Oct enabling Adult Social Care to take 70 desks from the space. As part of the Gun Wharf Improvement Programme Board for Phase 1 moves, HR &amp; Comms Teams were provided 18 and 12 desks respectively. As ASC Teams moved across from the old meeting room area to join their colleagues, additional teams (Virtual School) took over 10 spaces and Education requested a further 18 desk spaces for new starters and additional staff to return to the office. This leaves a bank of 10 desks for hot desk space in the old meeting room area. Works to open up more of Level 3 began in early October with Planning Team moving back into their old desk spaces and opening up the café concourse to be turned over to 38 hot desk spaces. ICT have since populated further areas around Level 3 for Finance to take over 30 desks and CABS team will move into 20 desk spaces prior to Christmas stand down. HRA will take over their 32-desk space area, joining with Front Line Service staff (Transport and Parking/Emergency Planning) in the new year. Gun Wharf Improvement Programme Board continue to review additional desk space requests and approve where space is available. NOTE – Café concourse hot desk area may be used to accommodate Kingsley House move from 01 April 25 should the lease not be renewed – TBC early 25.</p> <p>RAAC Phase 2 works have been approved and due to start Dec 24 with a view to complete by Feb 25. Additional survey of L4 and L5 roof space will be conducted early 25 with a view of similar remedial works to open up L3 areas.</p> <p>MoJ roof works completed, and details shared with HMCTS Technical Team. Medway Family Courts due to resume services fully by 06 Jan 25.</p>	<p><b>All</b></p>	<ul style="list-style-type: none"> <li>• Silver command to agree priority for use of the safe working spaces at Gun Wharf.</li> <li>• Safe routes and safe exits throughout the building to be reviewed.</li> <li>• Building safe areas to be shared with officers.</li> <li>• Priority for ICT support to be agreed.</li> <li>• MedSpace pages updated to inform and support the workforce.</li> </ul>	<p><b>BIII</b></p>

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				<p>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 &amp; 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. Reception returned to pre-October 2023 status after RAAC in L3 was declared safe by the RAAC specialist company and cleared through Medway Council's insurance provider.</p>			
		<b>AII</b>	Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.	<p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: All essential equipment has been removed from L4 &amp; L5 as required. Teams are able to contact FM Team should they need to gain access to further items under a SSoW.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p>	<b>AIII</b>	<p>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.</p>	<b>BIII</b>
		<b>AII</b>	Workforce does not have ICT equipment to work from home.	<p>Q4 23/24 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required as staff continuing to work from home as necessary.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p>	<b>AIII</b>	<ul style="list-style-type: none"> <li>Consider use of courier for staff who are not able to pick up ICT equipment.</li> <li>Priority for ICT support to be agreed.</li> <li>MedSpace pages to inform and support workforce.</li> </ul>	<b>BIII</b>
		<b>AII</b>	Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home). • Post – franking machine	<p>Q4 24/25 UPDATE: Reviewed but no update required 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>	<b>BII</b>	<p>Move franking and printing machine to an alternative location.</p> <ul style="list-style-type: none"> <li>Silver command to agree priority for use of safe working spaces:</li> <li>2 desks for Education</li> </ul>	<b>BIII</b>

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			<ul style="list-style-type: none"> <li>• Printing – urgent printing obligations</li> <li>• ICT – support and maintenance</li> </ul> Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults). Damage to reputation.	Reviewed but no update required this quarter. Q4 23/24 UPDATE: <ul style="list-style-type: none"> <li>• Parking and Adults services received paperwork to allow services to continue in the short-to-medium term.</li> <li>• The Post, Printing and ICT teams continue to operate in green (safe) zones. Staff requiring post collection receive a briefing prior to moving through the building to collect.</li> </ul>		<ul style="list-style-type: none"> <li>• 6 desks for Rough Sleeper team</li> <li>• 3-4 desks for Taskforce teams</li> <li>• Access to Evidence Room in basement required.</li> <li>• 11 desks for Parking team</li> <li>• 5-6 desks for Public Health (PH)</li> <li>• 2 desks for Human Resources (HR) (with scanner)</li> <li>• 8 desks for Legal (leaves 24 spare)</li> <li>• 5-7 desks for Finance</li> </ul> MedSpace pages to inform and support workforce. Consider Customer and Business Support (CABS) staff working at Chatham Hub. Consider Medway Test team to work on level 2 green (safe) area.	
		<b>All</b>	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 – <b>This risk can now be closed.</b> Q2 24/25 UPDATE: Reviewed but no update required this quarter.	<b>BII</b>	<ul style="list-style-type: none"> <li>• Consider requesting a delay in court hearings.</li> <li>• MedSpace pages to inform and support workforce.</li> <li>• Move filing cabinets to safe areas: Education.</li> </ul>	<b>BIII</b>
		<b>All</b>	Financial – costs may be incurred for: <ul style="list-style-type: none"> <li>• extra equipment</li> <li>• travel to alternative locations</li> <li>• postage</li> <li>• room hire.</li> </ul>	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.	<b>AIII</b>	<ul style="list-style-type: none"> <li>• Repair works will be the subject of a formal report to Cabinet and Full Council seeking permission for addition to the capital programme.</li> </ul>	<b>AIII</b>
		<b>AI</b>	Compliance with insurance requirements so that cover is not impacted.	Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE:	<b>BIII</b>	<ul style="list-style-type: none"> <li>• Ongoing liaison with insurers as required to maintain cover.</li> </ul>	<b>BIII</b>

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		<b>All</b>	Procurement And Governance: align the programme with the design process to hit key deadline dates to avoid potential delays	<p>Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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.</p>	<b>BIII</b>	<ul style="list-style-type: none"> <li>Ongoing planned meetings with procurement colleagues.</li> </ul>	<b>BIII</b>
SR35	Homelessness	<b>BII</b>	<ul style="list-style-type: none"> <li>Increasing and unsustainable overspend of the allocated budget.</li> <li>Poorer outcomes for children and vulnerable adults.</li> <li>Increased legal challenge and penalty from the Local Government and Social Care Ombudsman (LGO).</li> <li>Reputational damage.</li> <li>Failing to achieve Members' expectations.</li> </ul>	<p><b>SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as the Department for Work and Pensions (DWP)</b></p> <p>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</p> <p>Q3 24/25 UPDATE: The risk remains the same, whilst preventions remain high (approximately 64.3% during Q3), approaches continue at an average of 296 per month. TA placements have reduced by a net of 65 households over the quarter with a reduction in nightly placements by 73 households since end of Q2. The acquisition programme continues towards annual target of 75.</p> <p><b>SR35.02: Increase opportunities of affordable housing supply.</b></p> <p>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.</p> <p>Q3 24/25 UPDATE:</p>	<b>All</b>	<ul style="list-style-type: none"> <li>Continue to deliver outcomes attached to funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support existing activity around rough sleeping.</li> <li>Begin to design models for the cessation of funding as there is currently no more committed from 2025.</li> <li>Continue to purchase temporary accommodation (TA) units in line with the decision and borrowing approved by Council in January 2023. Monitor and evaluate success to create the case for further investment, should the evaluation justify it.</li> <li>Explore other alternatives for the provision of TA.</li> <li>Continue to maximise prevention opportunities and joint working to reduce the strain on households in TA.</li> </ul>	<b>DIII</b>



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				<p>Completions for Q3 –195 (101 old persons accommodation Anchor, 64 L&amp;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.</p> <p><b>SR35.04: Ensure that options for the provision of temporary accommodation are transparent and reviewed in light of grant funding changes rather than subsidy to ensure that Medway is providing cost effective accommodation options.</b></p> <p>Q4 24/25 UPDATE: 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.</p> <p>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 &amp; 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.</p>			
SR17	Delivering regeneration	<b>BII</b>	<ul style="list-style-type: none"> <li>• Regeneration projects are not completed.</li> <li>• Potential damage to the council's reputation.</li> <li>• Not able to meet member, government, and the public's expectations.</li> <li>• Deteriorating physical and infrastructure assets.</li> <li>• Investment wasted.</li> </ul>	<p><b>SR17.01: Outline infrastructure needs identified.</b></p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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</p>	<b>BII</b>	The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a	<b>CII</b>

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			<ul style="list-style-type: none"> <li>• Young people are not catered for in the 'new world'.</li> <li>• Low skills base among some residents remains.</li> <li>• Disconnect between skills and employment opportunities.</li> <li>• Maintenance of low aspiration culture.</li> <li>• Increased commuting and pressure on transportation.</li> <li>• Negative impact on community cohesion.</li> </ul>	<p>Government (MHCLG) about future funding opportunities and future site visits are being planned early 2025.</p> <p>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.</p> <p>Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the Shared Prosperity Fund (SPF). This was recently highlighted in the House of Commons adjournment debate put forward by Lauren Edwards MP and specific recognition for Medway.</p> <p><b>SR17.04: Work with strategic funding bodies to maximise the impact and income from external funding opportunities, in particular the Levelling-Up Fund and Community Renewal Fund</b></p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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.</p> <p>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</p>		<p>'mixed economy' of approaches to deliver regeneration, and new opportunities are being explored with other partners including private sector organisations.</p>	

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				<p>Government (MHCLG) about future funding opportunities, and future site visits are being planned this year.</p> <p>Officers continue to work with ARUP, our MHCLG delivery partner, Levelling Up Fund (LUF) Discovery team as well as the Better Places Partnership Service to address any barriers to delivery and guide improvements to the funding processes. Medway Council submitted a case study to Key Cities and the Local Government Association (LGA) that was well received and used to lobby government for contribution of the Shared Prosperity Fund (SPF). This was recently highlighted in the House of Commons adjournment debate put forward by Lauren Edwards MP and specific recognition for Medway. The debate lobbied for continuation of the fund.</p> <p>Medway continues to be an active partner of the South East Local Enterprise Partnership (SELEP) working towards closure, and to ensure we receive maximum funds post LEP. Work continues at a strategic level with Kent County Council (KCC) and the Kent and Medway Economic Partnership as a joint federated economic area, to deliver on the priorities as set out in the approved Kent and Medway Economic Framework (KMEF). Work on a KMEF implementation plan has begun.</p> <p><b>SR17.05: Working towards the adoption of the new Medway Local Plan</b></p> <p>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.</p> <p>Q3 24/25 UPDATE:  Reviewed but no update required this quarter.</p> <p>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</p>			

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				<p>methodology for calculating local housing needs, which would have only a minor variation for Medway.</p> <p><b>SR17.08: Maintain a successful track record of delivery to optimise future chances of funding bid success. This includes Future High Streets Fund investment in Chatham, Heritage High Streets Action Zone investment at Chatham Intra, LGF, GBF and GPF investment at Innovation Park Medway</b></p> <p>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.</p> <p>The Future High Street Fund delivery programme is now complete.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>			

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				<p>funding, and the Year 4 launch will take place in March.</p> <p>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.</p> <p>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.</p>			
SR46	Medway's Economic Recovery	<b>BII</b>	<p>The Economy and Infrastructure Recovery Cell has produced an impact assessment outlining the main consequences of Covid19. 24 impact areas have been identified and some of the most acute include:</p> <ul style="list-style-type: none"> <li>• A significant rise in unemployment with a disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people from ethnic minorities.</li> <li>• Decreased apprenticeship vacancies and industrial placements.</li> </ul>	<p><b>SR46.01: Multi-agency Economy Cell and Infrastructure for Recovery established including liaison with the Kent Resilience Forum Economic Recovery Cell</b> (Lead Officer: Assistant Director Regeneration)</p> <p>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.</p>	<b>BII</b>	<ul style="list-style-type: none"> <li>• Commercial moves out of London – Medway as an attractive place to locate and do business.</li> <li>• Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</li> <li>• Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy.</li> <li>• Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.</li> </ul>	<b>CII</b>

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
			<ul style="list-style-type: none"> <li>• Reduced strength of Medway's business base.</li> <li>• Accelerated decline of town centres and street markets.</li> <li>• Impact on supply chains.</li> <li>• Decreased relevance of Medway Council's strategic bases.</li> <li>• Digital inclusion/exclusion.</li> <li>• Sustainability of higher and further education, and its impact on place.</li> </ul>	<p>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 a local workspace out of home but without commuting far.</p> <p><b>SR46.02: Delivery of government-directed financial support to businesses and individuals</b> (Lead Officer: Chief Finance Officer)</p> <p>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.</p> <p>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.</p> <p><b>SR46.04: Supporting Medway's businesses.</b> (Lead Officer: Assistant Director Regeneration)</p> <p>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.</p> <p>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-</p>			

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				<p>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.</p> <p><b>SR46.05: Supporting residents' skills and employability.</b> (Lead Officer: Head of Skills Employment and Skills Education)</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Shared Prosperity fund projects are now up and running, they cover a diverse area of need across the skills landscape.</p> <p>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.</p> <p><b>SR46.06: Review Medway Council's Strategy base, and resultant regeneration and other programmes to ensure clarity of focus on delivery of economic growth.</b> (Lead Officers: Strategy and Investment Programme Manager)</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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</p>			

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				<p>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.'</p> <p>Q1 24/25 UPDATE: Medway's overarching Regeneration Place Strategy Medway 2037 is due to be refreshed in line with the 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.</p> <p><b>SR46.07: Continue to lobby government to maximise support and opportunities for Medway.</b> (Lead Officer: Strategy and Investment Programme Manager)</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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</p>			



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				<p>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.</p> <p>Q1 24/25 UPDATE:  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.</p>			

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SR53	Medpay review	<b>AI</b>			<b>BII</b>		<b>CII</b>
	<p><b>SR53.01</b>  <b>Funding:</b> when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.</p>	<b>AI</b>	Financial	<p>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.</p> <p>Q3 24/25 UPDATE:  Budget to proceed to full council for approval in February.</p> <p>Q2 24/25 UPDATE:  An additional £1.9m has been set aside for the MedPay Review.</p>	<b>CII</b>	<ul style="list-style-type: none"> <li>We continue to benchmark roles using reliable market data.</li> <li>Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.</li> </ul>	<b>CIII</b>
	<p><b>SR53.01A</b>  <b>Funding:</b> and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.</p>	<b>BI</b>	Financial	<p>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</p> <p>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)</p> <p>Q2 24/25 UPDATE:  Phase 2, cohort 1 – to date Level A 45%, Level B 40%, Level C 15%</p>	<b>CII</b>	<ul style="list-style-type: none"> <li>HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches.</li> <li>Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.</li> </ul>	<b>CIII</b>
SR53.02	Engagement: this change programme affects everyone across the council and implementation will be	<b>BI</b>	People	<p>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.</p> <p>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</p>	<b>BII</b>	<ul style="list-style-type: none"> <li>Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns.</li> <li>Be open and transparent.</li> <li>Undertake pulse surveys.</li> </ul>	<b>CII</b>

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	<p>staggered. Challenge to ensure everyone understands the change, everyone can.</p> <p><b>SR53.06 Capacity of project team:</b> project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).</p> <p><b>SR53.09 Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically.</p>	<p><b>AII</b></p> <p><b>AII</b></p>	<p>Project delivery</p> <p>Environmental</p>	<p>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.</p> <p>Q2 24/25 UPDATE: We recruited two Organisational Change Consultants and one Support Officer during the quarter. One Support Officer LTS and one Officer is on maternity leave in Q2.</p> <p>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.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required.</p> <p>Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.</p>	<p><b>BII</b></p> <p><b>BIII</b></p>	<ul style="list-style-type: none"> <li>Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process.</li> <li>Plan, monitor and manage implementation in line with resources.</li> <li>Move teams out of their cohort if the agreed timelines slip.</li> </ul> <p>None</p>	<p><b>CIII</b></p> <p><b>CIII</b></p>
SR37	Cyber Security	<b>AI</b>	<ul style="list-style-type: none"> <li>Unauthorised access to council systems and data.</li> <li>Potential for data breaches.</li> <li>Loss of access to council systems and data for staff.</li> </ul>	<p><b>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.</b></p> <p>Q4 24/25 UPDATE: The issues from the Q3 2024/25 DDoS attack have</p>	<b>CI</b>	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-	<b>CI</b>

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		AI	<ul style="list-style-type: none"> <li>Cyber security/ransomware attack may mean data is permanently lost.</li> <li>Potential damage to the council's reputation.</li> <li>Potential increase in costs to repair damage and restore systems.</li> </ul>	<p>now been mitigated and no further issues have been experienced.</p> <p>Q3 24/25 UPDATE: On 30 October 2024, the Council experienced a Distributed Denial or Service (DDoS) attack. Mitigations were quickly put in place and services were restored. Nobody got into our systems or compromised any data. It was an attack to purely cause disruption.</p> <p><b>SR37.02: Network security: Appropriate architecture and policies are in place.</b></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> <p><b>SR37.03: Managing user privileges:</b> 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> <p><b>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</b></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> <p><b>SR37.05: Incident management: Effective incident management policies and processes are in place.</b></p>	CI	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
		AI			CI		CI
		AI			CI		CI
		AI			CI		CI
		AI			CI		CI

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		AI		<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: The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p> <p><b>SR37.06: Malware prevention:</b> Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented.</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><b>SR37.07: Monitoring: Robust system monitoring takes place.</b></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><b>SR37.08: Removable media controls:</b> 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>	CI		CI

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		AI		<p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p> <p><b>SR37.09: Home and mobile working:</b> Under hybrid working, officers are made aware of device security measures.</p> <p>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</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><b>SR37.10: Robust policies and procedures in place:</b> The council is accredited against the Public Service Network (PSN) code of connection criteria.</p> <p>Q4 24/25 UPDATE: ICT Security Policy currently being reviewed to be posted on MetaCompliance in Q1 2025/26.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Further remediations were required by the Cabinet Office. Resubmission will take place in Q3 24/25.</p>	CI		CI
		AI		<p><b>SR37.11: Overall Backup Design &amp; Backup Security:</b> In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack.</p> <p>Q4 24/25 UPDATE: New backup solution now installed and embedded.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: The new backup solution has been commissioned this quarter.</p>	CI		CI

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SR36A	Medway Development Company Ltd	BI	<p>The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.</p>	<p><b>SR36A.01: Implement private rented sector (PRS) delivery to de-risk schemes.</b>  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.</p> <p><b>SR36A.02: Review Business Plan cashflow and revenue expectations</b>  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</p> <p><b>SR36A.04: Target Grant Funding Opportunities</b>  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 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</p>	CII	<p>Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects but also generate long term revenue streams or sell homes at a later date, when values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this is likely to take time. The other key opportunity is that the company is also able to lever in grants and work with the council to identify opportunities to help unlock projects. The company has been particularly successful in leveraging in grants and this focus should continue to capitalise on future opportunities.</p>	DIII

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				<p>study of the Strood Riverside site, which is now under way.</p> <p>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.</p>			
SR32	Data and Information	<b>BII</b>	<p>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>	<p><b>SR32.01: The council has accountability and governance in place for data protection and data security.</b></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 &amp; Governance, Policy Framework and Training &amp; 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</p>	<b>CII</b>	<ul style="list-style-type: none"> <li>Review support for information governance within the organisation.</li> <li>Appoint a Deputy Senior Information Risk Officer (SIRO).</li> </ul>	<b>DIII</b>



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				<p>SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner’s Office (ICO). The council’s Caldicott Guardian function has also been audited and rated ‘green’.</p> <p><b>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian’s Data Security Standards</b>  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.</p> <p><b>SR32.06: Appropriate policies and procedures are in place to support good information management and security.</b>  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><b>SR32.07: Seek Public Services Network (PSN) compliance.</b>  Q4 24/25 UPDATE:  Reviewed but no update required this quarter.  Q3 24/25 UPDATE:</p>			

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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: 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><b>SR32.08: Use of Generative and non-generative AI to manage/process information</b> 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</p>	<b>BII</b>	<ul style="list-style-type: none"> <li>Lack of experienced staff with specialist skills.</li> <li>Low staff morale.</li> <li>Loss of productivity through quiet quitting.</li> <li>Industrial action impacting service delivery/performance.</li> <li>Reliance on interim and agency staff.</li> <li>Budget pressures due to use of agency staff and contractors to fill roles.</li> <li>Inability to perform statutory functions.</li> <li>Inability to meet service demands.</li> <li>Inability to develop and improve service delivery.</li> <li>Impact on delivery of projects to expected timescales.</li> <li>Reputational damage.</li> </ul>	<p>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&amp;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&amp;D budget is being doubled next year to support staff training and development, and all service managers are currently collecting the information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025.</p>	<b>CIII</b>	<ul style="list-style-type: none"> <li>Full rollout of MedPay Review (by 31/03/2025).</li> <li>Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary.</li> <li>Career pathways to support progression within the council.</li> <li>Revised performance management approach to ensure skills assessments and career conversations take place.</li> <li>Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond).</li> <li>Revised market allowance framework.</li> <li>Revised policies to manage sickness and capability.</li> <li>Annual staff engagement and annual review of the employee engagement strategy.</li> <li>New council jobs site giving the ability to more creatively</li> </ul>	<b>DIII</b>

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	<p>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:</p> <ul style="list-style-type: none"> <li>• 56.8% of colleagues want to stay for at least the next three years.</li> <li>• 25.8% want to stay for at least the next two years.</li> </ul>			<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>		<p>promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025).</p> <ul style="list-style-type: none"> <li>• Annual pay uplift strategy/medium term uplift plans.</li> </ul>	

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	<ul style="list-style-type: none"> <li>• 10.7% want to leave within the next 12 months.</li> <li>• Staff turnover data was 13.3% in 2023/24.</li> </ul>						
SR59 NEW	<p>Devolution and Local Government Reform NEW</p> <p><b>Partnership Working:</b> Breakdown of relationships with neighbouring local authorities owing to disagreements linked to Devolution and LGR processes.</p> <p><b>Stasis:</b> Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus</p> <p><b>Staff uncertainty:</b> Potential impact on morale and loss of staff owing to</p>	<p><b>BII</b></p> <p><b>CII</b></p> <p><b>All</b></p>	<p>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.</p> <p>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.</p> <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</p>	<ul style="list-style-type: none"> <li>• Regular meetings of the Leaders Working Group on Devolution</li> <li>• Standing item on Kent Council Leaders and Joint Kent Chiefs</li> <li>• Fortnightly meetings between KCC and Medway</li> <li>• Daily cross-organisation dialogue at officer and political levels</li> <li>• Full Council agreement and establishment of political Working Group</li> <li>• Establishment of Policy and Partnerships Team with initial focus on devolution and LGR</li> <li>• Establishment of CMT sub-group to steer the work</li> <li>• Members of CMT already working with KCC colleagues to progress the work</li> <li>• Regular updates to CMT</li> <li>• Avoid placing items on "back burner".</li> <li>• Regular PDRs prioritising current outputs.</li> <li>• Reinforce messaging of council plan</li> <li>• Regular updates via the Zymar all staff emails</li> <li>• All staff briefings hosted by the Leader and Chief Executive.</li> <li>• Regular updates from CMT to Directorate Management Teams for cascade</li> <li>• Latest information readily available on the website</li> </ul>	<p><b>BII</b></p> <p><b>CII</b></p> <p><b>BII</b></p>	<p>Small group focus on LGR. remaining staff delivering business as usual</p>	<p><b>CII</b></p> <p><b>DII</b></p> <p><b>CII</b></p>

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	<p>employment uncertainties caused by devolution and LGR. Increased recruitment challenges in an already challenging national skills shortage in key areas.</p> <p><b>Public apathy:</b> Residents may not support changes if local influence is seen to be reduced, and the new authorities seem too remote.</p> <p><b>Increasing costs:</b> The costs associated with devolution are unknown and may put pressure on budgets if Government support is insufficient</p> <p><b>Political disquiet</b></p>		<p>focused on seeking other opportunities. Inability to perform statutory functions. Lack of skills and experience</p>	<ul style="list-style-type: none"> <li>Open door policy for discussions on devo/LGR</li> <li>Service Manager sessions.</li> <li>Our Medway Live sessions</li> <li>Regular updates on current work streams and planning for the future.</li> <li>New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built.</li> </ul>			
		<b>CII</b>	Public may disengage if they are not assured of a satisfactory route to democracy and representation.	<ul style="list-style-type: none"> <li>Government plan to run the consultation on devolution and LGR in the Spring</li> <li>Press releases, website and One Minute Medway already deployed.</li> </ul>	<b>CII</b>		<b>DII</b>
		<b>BII</b>	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"> <li>Clear £450K pa budget</li> <li>Government promise of capacity funding to cover some planning costs.</li> <li>Need to consider 26/27 MTFO in this context</li> </ul>	<b>BII</b>		<b>CII</b>
		<b>BIII</b>	Political distraction	Divergences in views on LGR within the council	<b>BIV</b>		