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	SR57	Adult Social Care Budget Pressure	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Assistant Director Adult Social Care	Deputy Leader	Priority 1
L	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Director of People and Deputy Chief Executive	Deputy Leader	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
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	SR59 NEW	Devolution and Local Government Reform	BII	N/A	N/A	N/A	N/A	BII	N/A	L – likely I – major	Chief Executive	Leader	

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SR03B	Insufficient budget funding	AI	While demand and cost pressures on the council's statutory services have soared in recent years, the Institute of Fiscal Studies (IFS) has reported that across local government, core funding per resident fell 26% in the 2010s, and that increases in funding since the Covid19 pandemic have to date undone just one third of the cuts. Meanwhile, councils' ability to increase income locally to compensate has been largely capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for	**SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability.** Q4 24/25 UPDATE: The Proposed Budget for 2025/26 was approved at the full Council meeting on 27 February 2025, this contained updated Medium Term Financial Projections of the cost of services and income across the medium term. These projections reflected a continued increase in grant funding for future years based on the improvement seen in the Local Government Finance Settlement for 2025/26 as well as projections made by our funding advisers. Q3 24/25 UPDATE: The government's autumn budget was published on 30 October, followed by a Policy Statement from MHCLG on 28 November and the Provisional Local Government Funding Settlement on 18 December 2024. The impact of the announcements was	AI	Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council's budget for 2025/26 and future years if the government's statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26. The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to	All

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			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.	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. **SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.** Q4 24/25 UPDATE: In February 2025 the Cabinet were presented with the results of Round 3 of the monitoring of progress with the delivery of the FIT Plan. This reports that the activity to increase income through council tax and business rates and debt recovery has been carried out. As reported to Cabinet in the Draft Budget report in November 2024, the collection fund account (through which council tax and business rates income is recorded) is projecting a surplus at the end of 2024/25 as total income is projected to be higher than budgeted, and this benefit will be realised in the budget		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.	

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				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 2025 and were able to issue summonses in this financial year before annual billing in February. We are on track to meet the target; however, we have until 08 April 25 (the court date allocated) to withdraw cases and that's when the final figure will be known.			
				Q3 24/25 UPDATE: In November 2024 the Cabinet were presented with the results of Round 2 of the monitoring of progress with the delivery of the FIT Plan. This reports that the activity to increase income through council tax and business rates and debt recovery has been carried out. As reported to Cabinet in the Draft Budget report in November 2024, the collection fund account (through which council tax and business rates income is recorded) is projecting a surplus at the end of 2024/25 as total income is projected to be higher than budgeted, and this benefit will be realised in the budget for 2025/26. The FIT Plan monitoring reflects that the action to increase court costs to reflect the cost of recovery action has been completed, however as the council has received limited court dates in the year the actual increased income is projected at 89% of the target agreed at this stage.			
				SR03B.07: Ensure the council's EFS request is finalised and funded.			
				Q4 24/25 UPDATE: On 20 February 2025, the government confirmed EFS for councils who made a request for financial assistance to handle pressures that they considered unmanageable and to enable them to set balanced budgets. AS part of that announcement it was confirmed that Medway Council will receive in-principle support of £18.484million for 2025/26 and that our agreed in-principle support for 2024/25 had been increased to £23.171million (from £14.742million). The external assurance review led by CIPFA that was undertaken in September 2024 and was used by government to support our request for EFS was published on 13 March 2025.			

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				Q3 24/25 UPDATE: The council has continued to work with MHCLG and CIPFA to finalise the assurance review in respect of the 2024/25 EFS request, however, to date the final report has not been received. As recommended by Cabinet in November 2024, officers have continued to work with MHCLG to secure EFS required to balance the council's budget, and submitted a request for further EFS for 2024/25 to cover the overspend projected at Round 2, and to cover the gap projected for 2025/26 in the Draft Budget considered by the Cabinet in November 2024. **SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.** Q4 24/25 UPDATE: During February 2025 Officers completed the consultation exercise around local authority funding reform which sought views on the approach to determining new funding allocations for local authorities. Q3 24/25 UPDATE: The government's autumn budget published on 30 October, the Policy Statement from MHCLG published on 28 November and finally the Provisional Local Government Funding Settlement published on 18 December 2024 have all made clear the government's intention to direct a greater share of funding towards authorities with higher needs (using deprivation as a proxy) and lower tax-raising abilities. As reported to the Cabinet in January 2025, the Provisional Settlement reflects Medway Council receiving a greater share of national allocations than in previous Settlements, with additional funding announced for core pressures including Adult Social Care, indicating local authority lobbying had been effective.			
SR57	Adult Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	Q4 24/25 UPDATE: The oversight described in Q1 has continued. Work has commenced to roll out the reablement pilot across all Localities. Further opportunities to relieve budget pressures are being identified through the Transformation and Improvement Programme. Q3 24/25 UPDATE: The oversight described in Q1's update continues. The locality 1/OT pilot has been extended and agreement through transformation monies to roll out across EHP.	AI	• Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage. • Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care.	AII

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						• Complete review of ASC front door, to prevent/reduce/delay. • Review available advice/guidance for self-funding residents to ensure funds are maximised. • Kyndi is identifying Assistive Technology to trial that could be used 'instead of' some care calls. This can only be used where there is not a risk for the individual.	
SR09A	Meeting the needs of Older People and Working Age Adults	AI	• We would not be meeting our statutory duties. • Run the risk of reputational damage and challenge. • Additional pressure on partner agencies such as health. • More complaints.	**SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)** Q4 24/25 UPDATE: The restructure came into effect on 1st March 2025 creating Early Help and Prevention, Long Terms Care and Support and Safeguarding Teams. Right sizing money was secured, and posts are being actively recruited too. Financial Assessment Team & Finance Operations Team are fully staffed. Challenges continue with sourcing residential & nursing care; we are working with the ICB with a view to stabilise the market. Q3 24/25 UPDATE: The introduction of the Golden Hello has started to have a small impact on recruitment with a further 3 social workers appointed. Financial Assessment Team & Finance Operations Team are fully staffed. Challenges continue with sourcing residential & nursing care; we are working with the ICB with a view to stabilise the market. **SR09A.02: Working with strategic partners to establish integrated working.** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: Partners have commissioned a review of the discharge function/process, and we are fully involved. We are working with the Integrated Care Board (ICB) and Health & Care Partnership (HaCP) place-based services whether funding is NHS or HaCP budget on	BII	• Capital investment opportunities to help manage demand. • Service redesign in terms of outcomes. • Focus on staff wellbeing and engagement. • Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding. • We proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. • We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. • An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives. • Continue to work closely with providers who are working within contract rates.	CII

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				patient safety, prevention and population health management, quality and assurance. We continue to develop winter planning jointly at pace. **SR09A.03: Maintain strong relationships with providers.** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: We have used our newsletter and Care Forum to have open engagement with providers when developing the Market Position Statements, making them aware of training, new policies and plans, climate change information, and information to ensure they are fully aware of the Care Quality Commission (CQC) process and the likelihood of being approached by the Assurance team. This close relationship is key when we discuss the annual uplift and enables us to have an open conversation with providers with financial viability concerns. **SR09A.04: Map and monitor intelligence across the market.** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: Our Market Position Statements (MPS) are published and explain our commissioning intentions, and priorities. The Joint Strategic Needs Assessment (JSNA) chapter 'Adult Care and Support' is a comprehensive adult needs assessment. This with the Market Position Statement (MPS) helps shape the Care Market by informing the providers' business decision making. We continue to gather information from people with lived experience, providers, social workers, and stakeholders through complaints, Care Forum, feedback from the monthly contact meetings, Quality and Assurance, HaCP Patient Safety board and Population Health Management board. All new commissioning activity follow our engagement plan to			

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				ensure all stakeholders are empowered to inform service design and improvement. **SR09A.05: Review and adjust service levels and placement costs as appropriate.** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: Our increased residential/nursing band rates have had a positive impact with our providers. We only refer to providers that are working within contract rates. There are some people that have complex health needs and therefore require specialist care, which have higher rates. The Targeted Review team continue to review care to ensure appropriate levels, and the right type of care is being provided.			

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SR53	Medpay review	**AI**			**BII**		**CII**
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.	**AI**	Financial	Q4 24/25 UPDATE: COLA award was agreed by Full Council and is likely to have a positive impact on aligning our salaries closer to the market. Q3 24/25 UPDATE: Budget to proceed to full council for approval in February. Q2 24/25 UPDATE: An additional £1.9m has been set aside for the MedPay Review.	**CII**	• We continue to benchmark roles using reliable market data. • Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.	**CIII**
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.	**BI**	Financial	Q4 24/25 UPDATE: There continues to be a balance on assessment across a-c. 29 teams implemented by 1 March 2025 in phase 2. 51% were at level A, 29% at Level B and 20% at level C Q3 24/25 UPDATE: Out of 548 employees in phase 2 on 31 Dec 2024, the following distribution across the 3 pay progression levels applied: Level A - 333 employees with casuals i.e. 61 % (168 casual employees) Level B - 142 employees with casuals i.e. 26% (6 casual employees) Level C - 73 employees with casuals i.e. 13% (3 casual employees) Q2 24/25 UPDATE: Phase 2, cohort 1 – to date Level A 45%, Level B 40%, Level C 15%	**CII**	• HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches. • Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.	**CIII**
	SR53.02 Engagement: this change programme affects everyone across the council and implementation will be	**BI**	People	Q4 24/25 UPDATE: Survey response rates started to improve; further effort required to promote the survey to staff; communications champions continue to meet and asked to assist with engagement. Q3 24/25 UPDATE: Low return rate on staff surveys for teams that have implemented. Further methods for obtaining feedback will need to be considered. Also consider running	**BII**	• Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns. • Be open and transparent. • Undertake pulse surveys.	**CII**

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	staggered. Challenge to ensure everyone understands the change, everyone can.			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.			
	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).	**AII**	Project delivery	Q4 24/25 UPDATE: End of financial year has impacted on capacity, coupled with the acceleration of the programme, measures have been put in place to back date pay only where a team is fully ready to implement but the project team or payroll do not have capacity to action on time. Q3 24/25 UPDATE: Funding for the project team beyond 24/25 has not been allocated in the budget setting process for 25/26, meaning the project team will be disbanded in March 2025 and HROC capacity to deliver without a project team in place will have significant impact on BAU activity. Q2 24/25 UPDATE: We recruited two Organisational Change Consultants and one Support Officer during the quarter. One Support Officer LTS and one Officer is on maternity leave in Q2.	**BII**	• 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**
	SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.	**AII**	Environmental	Q4 24/25 UPDATE: Budget setting process and COLA has helped mitigate risks. Q3 24/25 UPDATE: There has been movement in some industries that shows that since receiving a higher than previous pay award, salaries are better aligned with the market. E.g. This led to the reduction of SSRA's in highway engineering. Q2 24/25 UPDATE: Reviewed but no update required. Q1 24/25 UPDATE: As reported above (SR53.01), salary benchmarking is showing that Medway Council roles are becoming increasingly aligned with the market.	**BIII**	None	**CIII**
SR37	Cyber Security	**AI**	• Unauthorised access to council systems and data. • Potential for data breaches. • Loss of access to council systems and data for staff.	**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	**CI**	This risk has been managed to a target level of acceptable risk and all mitigating actions have been implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-	**CI**

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

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		AI		Q4 24/25 UPDATE: No incidents this quarter Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful. **SR37.06: Malware prevention:** Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented. Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in "phishing" email attempts to Council staff (see SR37.04). Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.	**CI**		**CI**
		AI		**SR37.07: Monitoring: Robust system monitoring takes place.** Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in "phishing" email attempts to Council staff (see SR37.04). Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.	**CI**		**CI**
		AI		**SR37.08: Removable media controls:** Appropriate security controls are in place around removable media. Q4 24/25 UPDATE: Reviewed but no incidents or updates to report. Q3 24/25 UPDATE: Reviewed but no update required this quarter.	**CI**		**CI**

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		AI		Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate. **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

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SR32	Data and Information	**BII**	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	**SR32.01: The council has accountability and governance in place for data protection and data security.** Q4 24/25 UPDATE: A review of targeted GDPR action plan was undertaken in this quarter to measure the progress to date. The council fully meets its compliance to the 3 areas of framework tool: Leadership & Governance, Policy Framework and Training & Awareness. To adhere to the transparency principle, the SIGG operational group is undertaking a review of privacy notices published on the website Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: The council's accountability and governance remain clear and well structured. The Senior Information Risk Owner (SIRO) has overall responsibility for managing information risk in the council. The SIRO also co-chairs the Security and Information Governance Group (SIGG) which has responsibility to: foster a culture for protecting and using information within the council. ensure arrangements are in place to deliver information governance compliance with legislation and council policies. provide a focal point for managing information risks and incidents. Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO). The council's Caldicott Guardian function has also been audited and rated 'green'. **SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter.	**CII**	• Review support for information governance within the organisation. • Appoint a Deputy Senior Information Risk Officer (SIRO).	**DIII**

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				Q1 24/25 UPDATE: In line with the 2018 Data Security Standards, the Caldicott Principles training for staff has been reviewed and tested as part of the new e-learning for staff. This will provide a baseline for staff to ensure personal confidential data is handled, stored and transmitted safely. All staff has had data protection training as part of preparation for completing the NHS Data Security and Protection (DSP) Toolkit. The Caldicott Guardian continues to maintain a register of data sharing agreements. **SR32.06: Appropriate policies and procedures are in place to support good information management and security.** Q4 24/25 UPDATE: SIGG's policy review remains up to date in line with the policy framework. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: The Information Governance Management Framework has been agreed at the quarter 2 (Q2) Security and Information Governance Group (SIGG) meeting. The framework provides clarity around roles and responsibilities including decision making for policies and procedures in line with the accountability principle. **SR32.07: Seek Public Services Network (PSN) compliance.** Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: At the time of writing this update, the council had submitted their PSN assessment to the cabinet office. The ICT team are working with the information assessors to address some queries raised. We are still awaiting the certification. **SR32.08: Use of Generative and non-generative AI to manage/process information** Q4 24/25 UPDATE: Medway Council recognises the potential that AI can play in enabling the council to meet its corporate			

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				objectives. Whilst this is the case, it is important that any use is undertaken in a legally compliant, transparent and ethical manner, recognising and managing any potential risks. A policy is being drafted by the ICT/IG to set out the council's guidance on acceptable use of AI in the workplace. This will be reviewed by SIGG in April 2025.			
SR54	Recruitment and Retention A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacances. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages.	BII	• Lack of experienced staff with specialist skills. • Low staff morale. • Loss of productivity through quiet quitting. • Industrial action impacting service delivery/performance. • Reliance on interim and agency staff. • Budget pressures due to use of agency staff and contractors to fill roles. • Inability to perform statutory functions. • Inability to meet service demands. • Inability to develop and improve service delivery. • Impact on delivery of projects to expected timescales. • Reputational damage.	Q4 24/25 UPDATE: MedPay Review should be almost completed by end Q4, with CPF's in place for all roles. 5% pay award agreed for 25/26, which is higher than inflation. Other wider benefits for staff agreed, and active promotion of People Promise ongoing to highlight to staff the holistic package at Medway. Updated Redeployment Policy and Process has been agreed within HR teams, ensuring all know their part in the process, supporting staff in the Redeployment Pool better. Scoping exercise for organisational development need from the increased L&D Budget ongoing; ensuring all need is recorded and understood, giving fair access to teams and services. Q3 24/25 UPDATE: MedPay Review ongoing, more teams/services have onboarded. Career progression frameworks being built for all roles within the council to support development aspirations of staff. The L&D budget is being doubled next year to support staff training and development, and all service managers are currently collecting the information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025. Q2 24/25 UPDATE: Latest staff survey results have shown an improvement on 2022 results. The Recruitment Strategy 2024-2026 has been finalised and approved at Employment Matters Committee (EMC). All cohorts are now onboarded for the Medpay Review.	CIII	• Full rollout of MedPay Review (by 31/03/2025). • Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. • Career pathways to support progression within the council. • Revised performance management approach to ensure skills assessments and career conversations take place. • Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond). • Revised market allowance framework. • Revised policies to manage sickness and capability. • 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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	Medway staffing establishment is lean in comparison to other unitary authorities and roles are broad. These factors are making it more difficult to attract and retain staff. Remote working offers the workforce increased flexibility and choice of workplace. Results of the September 2024 staff survey include: • 56.8% of colleagues want to stay for at least the next three years. • 25.8% want to stay for at least 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:** Breakdown of relationships with neighbouring	BII	Any disagreements will impede our ability to form new arrangements in a way that works best for the residents of Medway. This may also be felt within Medway Council if	• Regular meetings of the Leaders Working Group on Devolution • Standing item on Kent Council Leaders and Joint Kent Chiefs	BII		CII

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	local authorities owing to disagreements linked to Devolution and LGR processes.		there are strong disagreements on the right governance arrangements for the new authorities.	• Fortnightly meetings between KCC and Medway • Daily cross-organisation dialogue at officer and political levels • Full Council agreement and establishment of political Working Group			
	Stasis: Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus	CII	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.	• 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	CII		DII
	Staff uncertainty: Potential impact impact on morale and loss of staff owing to employment uncertainties caused by devolution and LGR. Increased recruitment challenges in an already challenging national skills shortage in key areas.	AII	This risk could result in our staff seeking to leave the Council owing to uncertainty over the future of local government. It may also affect performance and engagement levels as people become more focused on seeking other opportunities. Inability to perform statutory functions. Lack of skills and experience	• Regular updates via the Zymar all staff emails • All staff briefings hosted by the Leader and Chief Executive. • Regular updates from CMT to Directorate Management Teams for cascade • Latest information readily available on the website • Open door policy for discussions on devo/LGR • Service Manager sessions. • Our Medway Live sessions • Regular updates on current work streams and planning for the future. • New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built.	BII	Small group focus on LGR. remaining staff delivering business as usual	CII

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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.	• 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.	• 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		