

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	SR03 B	Insufficient budget funding	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
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	SR47	Climate Change	AII	CIII	CIII	CIII	CIII	CIII	→	L – unlikely I – moderate	Deputy Director of Place and Assistant Director Culture and Community	Climate Change and Strategic Regeneration	Priority 3
L	SR59 NEW	Devolution and Local Government Reform	BII	N/A	N/A	N/A	N/A	BII	N/A	L – likely I – major	Chief Executive	Leader	

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SR03B	Insufficient budget funding	AI	While demand and cost pressures on the council's statutory services have soared in recent years, the Institute of Fiscal Studies (IFS) has reported that across local government, core funding per resident fell 26% in the 2010s, and that increases in funding since the Covid19 pandemic have to date undone just one third of the cuts. Meanwhile, councils' ability to increase income locally to compensate has been largely capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for local government, severely limiting	SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability. Q4 24/25 UPDATE: The Proposed Budget for 2025/26 was approved at the full Council meeting on 27 February 2025, this contained updated Medium Term Financial Projections of the cost of services and income across the medium term. These projections reflected a continued increase in grant funding for future years based on the improvement seen in the Local Government Finance Settlement for 2025/26 as well as projections made by our funding advisers. Q3 24/25 UPDATE: The government's autumn budget was published on 30 October, followed by a Policy Statement from MHCLG on 28 November and the Provisional Local Government Funding Settlement on 18 December 2024. The impact of the announcements was summarised in a report to Cabinet on 14 January and	AI	Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council's budget for 2025/26 and future years if the government's statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26. The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly.	All

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			<p>the ability of councils to plan for future resource levels. Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date.</p> <p>It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p>	<p>represents a £10.833million increase in the council's funding for 2025/26 compared to the projections in the Draft Budget. While additional funding is welcomed, it is clear that the Provisional Settlement alone will not be sufficient to meet the pressures on statutory services and close the Council's projected budget gap for 2025/26, without further support from the Government through the Exceptional Financial Support (EFS) scheme. Alongside the Proposed Budget for 2025/26, in February 2025 Cabinet and Council will receive an updated set of projections of the cost of services and income across the medium term, and for a further update included in the Medium-Term Financial Outlook to be reported to Cabinet in August 2025.</p> <p>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.</p> <p>Q4 24/25 UPDATE: In February 2025 the Cabinet were presented with the results of Round 3 of the monitoring of progress with the delivery of the FIT Plan. This reports that the activity to increase income through council tax and business rates and debt recovery has been carried out. As reported to Cabinet in the Draft Budget report in 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</p>		<p>Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request.</p> <p>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>action to increase court costs to reflect the cost of recovery action has been completed, however as the council has received limited court dates in the year the actual increased income remained projected at 89% of the target agreed at this stage. It was reported that there was potential to reach the target if we are given a court date for April 2025 and were able to issue summonses in this financial year before annual billing in February. We are on track to meet the target; however, we have until 08 April 25 (the court date allocated) to withdraw cases and that's when the final figure will be known.</p> <p>Q3 24/25 UPDATE: In November 2024 the Cabinet were presented with the results of Round 2 of the monitoring of progress with the delivery of the FIT Plan. This reports that the activity to increase income through council tax and business rates and debt recovery has been carried out. As reported to Cabinet in the Draft Budget report in November 2024, the collection fund account (through which council tax and business rates income is recorded) is projecting a surplus at the end of 2024/25 as total income is projected to be higher than budgeted, and this benefit will be realised in the budget for 2025/26. The FIT Plan monitoring reflects that the action to increase court costs to reflect the cost of recovery action has been completed, however as the council has received limited court dates in the year the actual increased income is projected at 89% of the target agreed at this stage.</p> <p>SR03B.07: Ensure the council's EFS request is finalised and funded.</p> <p>Q4 24/25 UPDATE: On 20 February 2025, the government confirmed EFS for councils who made a request for financial assistance to handle pressures that they considered unmanageable and to enable them to set balanced budgets. AS part of that announcement it was confirmed that Medway Council will receive in-principle support of £18.484million for 2025/26 and that our agreed in-principle support for 2024/25 had been increased to £23.171million (from £14.742million). The 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:</p>			

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				<p>The council has continued to work with MHCLG and CIPFA to finalise the assurance review in respect of the 2024/25 EFS request, however, to date the final report has not been received. As recommended by Cabinet in November 2024, officers have continued to work with MHCLG to secure EFS required to balance the council's budget, and submitted a request for further EFS for 2024/25 to cover the overspend projected at Round 2, and to cover the gap projected for 2025/26 in the Draft Budget considered by the Cabinet in November 2024.</p> <p>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</p> <p>Q4 24/25 UPDATE: During February 2025 Officers completed the consultation exercise around local authority funding reform which sought views on the approach to determining new funding allocations for local authorities.</p> <p>Q3 24/25 UPDATE: The government's autumn budget published on 30 October, the Policy Statement from MHCLG published on 28 November and finally the Provisional Local Government Funding Settlement published on 18 December 2024 have all made clear the government's intention to direct a greater share of funding towards authorities with higher needs (using deprivation as a proxy) and lower tax-raising abilities. As reported to the Cabinet in January 2025, the Provisional Settlement reflects Medway Council receiving a greater share of national allocations than in previous Settlements, with additional funding announced for core pressures including Adult Social Care, indicating local authority lobbying had been effective.</p>			

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

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	<p>staggered. Challenge to ensure everyone understands the change, everyone can.</p> <p>SR53.06 Capacity of project team: project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).</p> <p>SR53.09 Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.</p>	<p>AII</p> <p>AII</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>BII</p> <p>BIII</p>	<ul style="list-style-type: none"> Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process. Plan, monitor and manage implementation in line with resources. Move teams out of their cohort if the agreed timelines slip. <p>None</p>	<p>CIII</p> <p>CIII</p>
SR37	Cyber Security	AI	<ul style="list-style-type: none"> Unauthorised access to council systems and data. Potential for data breaches. Loss of access to council systems and data for staff. 	<p>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.</p> <p>Q4 24/25 UPDATE: The issues from the Q3 2024/25 DDoS attack have</p>	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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		AI	<ul style="list-style-type: none"> Cyber security/ransomware attack may mean data is permanently lost. Potential damage to the council's reputation. Potential increase in costs to repair damage and restore systems. 	<p>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>SR37.02: Network security: Appropriate architecture and policies are in place.</p> <p>Q4 24/25 UPDATE: Mitigations put in place following recent Distributed Denial of Service attack.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>SR37.03: Managing user privileges: 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>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</p> <p>Q4 24/25 UPDATE: Awareness emails with guidance sent to staff after an increase in "phishing" emails was identified.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter.</p> <p>SR37.05: Incident management: Effective incident management policies and processes are in place.</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>SR37.06: Malware prevention: Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented.</p> <p>Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in “phishing” email attempts to Council staff (see SR37.04).</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p>	CI		CI
		AI		<p>SR37.07: Monitoring: Robust system monitoring takes place.</p> <p>Q4 24/25 UPDATE: There have no issues impacting systems but there has been an increase in “phishing” email attempts to Council staff (see SR37.04).</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: The IT health check (ITHC) scan was performed in July 2024. The ICT team is working through the remediation tasks.</p>	CI		CI
		AI		<p>SR37.08: Removable media controls: Appropriate security controls are in place around removable media.</p> <p>Q4 24/25 UPDATE: Reviewed but no incidents or updates to report.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p>	CI		CI

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		AI		<p>Q2 24/25 UPDATE: This has been reviewed; the current measures remain appropriate.</p> <p>SR37.09: Home and mobile working: 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>SR37.10: Robust policies and procedures in place: 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>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.</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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SR32	Data and Information	BII	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	<p>SR32.01: The council has accountability and governance in place for data protection and data security.</p> <p>Q4 24/25 UPDATE: A review of targeted GDPR action plan was undertaken in this quarter to measure the progress to date. The council fully meets its compliance to the 3 areas of framework tool: Leadership & Governance, Policy Framework and Training & Awareness. To adhere to the transparency principle, the SIGG operational group is undertaking a review of privacy notices published on the website</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: The council's accountability and governance remain clear and well structured. The Senior Information Risk Owner (SIRO) has overall responsibility for managing information risk in the council. The SIRO also co-chairs the Security and Information Governance Group (SIGG) which has responsibility to: foster a culture for protecting and using information within the council. ensure arrangements are in place to deliver information governance compliance with legislation and council policies. provide a focal point for managing information risks and incidents. Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO). The council's Caldicott Guardian function has also been audited and rated 'green'.</p> <p>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p>	CII	<ul style="list-style-type: none"> Review support for information governance within the organisation. Appoint a Deputy Senior Information Risk Officer (SIRO). 	DIII

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

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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	<p>Recruitment and Retention</p> <p>A skilled, qualified, and experienced workforce is essential to deliver services, including statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacancies. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages.</p>	BII	<ul style="list-style-type: none"> Lack of experienced staff with specialist skills. Low staff morale. Loss of productivity through quiet quitting. Industrial action impacting service delivery/performance. Reliance on interim and agency staff. Budget pressures due to use of agency staff and contractors to fill roles. Inability to perform statutory functions. Inability to meet service demands. Inability to develop and improve service delivery. Impact on delivery of projects to expected timescales. Reputational damage. 	<p>Q4 24/25 UPDATE: MedPay Review should be almost completed by end Q4, with CPF's in place for all roles. 5% pay award agreed for 25/26, which is higher than inflation. Other wider benefits for staff agreed, and active promotion of People Promise ongoing to highlight to staff the holistic package at Medway. Updated Redeployment Policy and Process has been agreed within HR teams, ensuring all know their part in the process, supporting staff in the Redeployment Pool better. Scoping exercise for organisational development need from the increased L&D Budget ongoing; ensuring all need is recorded and understood, giving fair access to teams and services.</p> <p>Q3 24/25 UPDATE: MedPay Review ongoing, more teams/services have onboarded. Career progression frameworks being built for all roles within the council to support development aspirations of staff. The L&D budget is being doubled next year to support staff training and development, and all service managers are currently collecting the information for their service areas. The new careers hub and recruitment platform is nearing completion and will be launching late January 2025.</p> <p>Q2 24/25 UPDATE: Latest staff survey results have shown an improvement on 2022 results. The Recruitment Strategy 2024-2026 has been finalised and approved at Employment Matters Committee (EMC). All cohorts are now onboarded for the Medpay Review.</p>	CIII	<ul style="list-style-type: none"> Full rollout of MedPay Review (by 31/03/2025). Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. Career pathways to support progression within the council. Revised performance management approach to ensure skills assessments and career conversations take place. Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond). Revised market allowance framework. Revised policies to manage sickness and capability. Annual staff engagement and annual review of the employee engagement strategy. New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025). Annual pay uplift strategy/medium term uplift plans. 	DIII

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	<p>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"> • 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. 						
SR47	<p>Climate Change</p> <p>The Council doesn't deliver on a sufficiently ambitious action plan to become a net zero carbon Council by 2050.</p>	All	<ul style="list-style-type: none"> • Potential damage to the council's reputation. Political and reputational damage to the Council for not acting on the declared emergency, in relation to both the Council's direct emissions and our leadership role in achieving net zero carbon for Medway "The Place." 	<p>SR47.02: Implementation of a five-year cross cutting Climate Change Action Plan setting out medium- and long-term outputs to achieve measurable change.</p> <ul style="list-style-type: none"> • Climate change is a core principle in the One Medway Council Plan. • Development and delivery of the Climate Change Action Plan, against clear outputs and timescales to achieve measurable change. 	CIII	<p>Leading the way with Climate Change will give the Council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area.</p> <p>Some of the options which will support climate change may also have the additional benefit of</p>	DIII

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	<p>The Council does not undertake its leadership role sufficiently to support Medway “The Place” to be net zero carbon by 2050.</p> <p>The Council does not identify, plan or implement measures effectively to adapt to the impacts of climate change Medway’s communities.</p>		<ul style="list-style-type: none"> Not able to meet member, government, and the public’s expectations. Greater demand on Council services and increased need for appropriate contingency plans to effectively manage and respond to the impacts of climate change. Net zero by 2050 is not achieved. Longer term risks to Medway “The Place”, including health, social, financial and economic outcomes, if climate mitigation and adaptation measures are not effective. 	<ul style="list-style-type: none"> Strong leadership and oversight of the action plan. Benchmarking and knowledge sharing of best practice at regular intervals and review opportunities for co-working. Governance and regular reporting through the Climate Oversight and Implementation Board. Reporting through relevant committees. Partnership working and support for “community driven action” through Member Climate Working Party and Community Climate Change Group. <p>Q4 24/25 UPDATE: The refreshed Climate Change Action Plan for the period 2025-2028 has been presented to Informal Cabinet, the Member Climate Working Party and Community Climate Change Group for comment. The Portfolio Holder has approved the plan. It is scheduled to be presented to Overview and Scrutiny and Cabinet for formal adoption at the respective meetings in June and August 2025.</p> <p>Q3 24/25 UPDATE: The Climate Change Action Plan refresh is underway. The Climate Oversight and Implementation Board met in Q3 and discussed the risk management plan and strategic risk update which will be approved in Q4.</p> <p>SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway</p> <p>Q4 24/25 UPDATE: The draft air quality action plan has been updated to include the results of the statutory consultation and has been resubmitted to DEFRA for comments. The action plan is scheduled to be presented to Overview and Scrutiny Committee and Cabinet for formal adoption at the respective meetings in June and July 2025.</p> <p>Q3 24/25 UPDATE: Statutory Consultation on the draft Air Quality Action Plan (to replace the 2015 action plan was undertaken as per the Q2 24/25 update. The consultation was promoted via social media digital newsletters and direct emails to statutory consultees. The engagement rate across social media channels was 3.33% which is considered to be an excellent/significantly above average performance. A total of 80 completed responses to the survey were received as well as a written response from the UK</p>		<p>saving the council money in the longer term. Sufficient staffing is assigned to the tasks required in the plan.</p> <ul style="list-style-type: none"> Embed climate change considerations within the Council’s decision-making process through a supportive framework. Ensure climate action is a consideration for achieving financial savings. Significant requirement for government funding and Council financial strategy to deliver ambition at scale and pace. Ensure sufficient staffing is assigned to delivery of the Climate Change Action Plan. 	

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				Health Security Agency in its capacity as a statutory consultee. Consultation responses will be evaluated during Q4 24/25 prior to finalisation.			
SR59 NEW	<p>Devolution and Local Government Reform NEW</p> <p>Partnership Working: Breakdown of relationships with neighbouring local authorities owing to disagreements linked to Devolution and LGR processes.</p> <p>Stasis: Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus</p> <p>Staff uncertainty: Potential impact on morale and loss of staff owing to employment uncertainties caused by</p>	<p>BII</p> <p>CII</p> <p>All</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 focused on seeking other opportunities.</p>	<ul style="list-style-type: none"> Regular meetings of the Leaders Working Group on Devolution Standing item on Kent Council Leaders and Joint Kent Chiefs Fortnightly meetings between KCC and Medway Daily cross-organisation dialogue at officer and political levels Full Council agreement and establishment of political Working Group 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 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 	<p>BII</p> <p>CII</p> <p>BII</p>	<p>Small group focus on LGR. remaining staff delivering business as usual</p>	<p>CII</p> <p>DII</p> <p>CII</p>

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<p>devolution and LGR. Increased recruitment challenges in an already challenging national skills shortage in key areas.</p> <p>Public apathy: Residents may not support changes if local influence is seen to be reduced, and the new authorities seem too remote.</p> <p>Increasing costs: The costs associated with devolution are unknown and may put pressure on budgets if Government support is insufficient</p> <p>Political disquiet</p>		<p>Inability to perform statutory functions. Lack of skills and experience</p>	<ul style="list-style-type: none"> 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. 			
		CII	Public may disengage if they are not assured of a satisfactory route to democracy and representation.	<ul style="list-style-type: none"> Government plan to run the consultation on devolution and LGR in the Spring Press releases, website and One Minute Medway already deployed. 	CII		DII
		BII	Our constrained financial environment may be further tested if the resource needed to support devolution and LGR outstrips what we have already budgeted for.	<ul style="list-style-type: none"> Clear £450K pa budget Government promise of capacity funding to cover some planning costs. Need to consider 26/27 MTFO in this context 	BII		CII
		BIII	Political distraction	Divergences in views on LGR within the council	BIV		