

Q1 2025/26 SUMMARY OF STRATEGIC RISK PERFORMANCE

Shaded = new additions this quarter. Strikethrough = removed this quarter.

Appendix 2

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	Q1 24/25 Current Risk Score	Q2 24/25 Current Risk Score	Q3 24/25 Current Risk Score	Q4 24/25 Current Risk Score	Q1 25/26 Current Risk Score	Move ment	Definition (Current score) (L-likelihood) (I-impact)	Owner	Portfolio	Link to Council Plan
L	SR03B	Insufficient budget funding	AI	AI	AI	AI	AI	AI	→	L – very likely I – catastrophic	Chief Finance Officer	Leader	Principles
L	SR56	Children’s Social Care Budget Pressure	AI	AII	AII	AII	AII	AII	→	L – very likely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
L	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
L	SR09B	Failure to meet the needs of children and young people	BII	BII	BIII	BIII	BIII	BIII	→	L – likely I – moderate	Director of People and Deputy Chief Executive	Children’s Services	Priority 1
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
M	SR55	Lack of national funding to remedy problems following school condition surveys	BII	BII	BII	BII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive	Children’s Services	Priority 2
L	SR39	Failure to Deliver the High Needs Budget Recovery Plan	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Assistant Director Education and SEND	Children’s Services	Priority 1
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
L	SR54	Recruitment and Retention	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values
L	SR59NEW	Devolution and Local Government Reform	BII	N/A	N/A	N/A	N/A	BII	N/A	L – likely I – major	Chief Executive	Leader	

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SR03B	Insufficient budget funding	AI	While demand and cost pressures on the council’s statutory services have soared in recent years, the Institute of Fiscal Studies (IFS) has reported that across local government, core funding per resident fell 26% in the 2010s, and that increases in funding since the Covid19 pandemic have to date undone just one third of the cuts. Meanwhile, councils’ ability to increase income locally to compensate has been largely	SR03B.05: Ensure the Council’s budget decisions are based on robust and regularly updated projections of resource availability. Q1 25/26 UPDATE: The Government announced its Spending Review on 11 June 2025, setting out the first multi-year settlement for seven years. The SR sets out the spending limits for all government departments over the 2026/27 – 2028/29 period, which includes modest growth for Local Government primarily driven by Council Tax increases at the existing referendum limits. The Government has also announced it will reform the local government funding system radically changing how national grant sums are distributed between local	AI	Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council’s budget for 2025/26 and future years if the government’s statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26.	All

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			<p>capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for local government, severely limiting the ability of councils to plan for future resource levels. Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date.</p> <p>It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.</p>	<p>authorities on the basis of needs, adjusted for area characteristics that impact the cost of service delivery. The Government is also consulting on the impact of the first reset of business rates baselines since 2013 in 2026/26. While we believe the reforms will ultimately result in a greater share of national funding being allocated to Medway, it is not possible to accurately estimate either the scale or timing of this impact over the SR period. The Government expects to publish a local government finance policy statement in the Autumn of 2025, followed by a Provisional Settlement in November. Work is underway to develop the Council's Medium Term Financial Outlook which will be presented to the Cabinet in August. Further updates will be incorporated into the Council's Draft Budget reported to the Cabinet in November and in the Settlement report to the Cabinet in January 2026.</p> <p>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.</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>Q1 25/26 UPDATE: Arrangements are in place for monitoring of the FIT plan to be reported to Cabinet on a quarterly basis, and the first report for 2025/26 will be presented in August.</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</p>		<p>The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly. Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request. Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.</p>	

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				<p>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>SR03B.07: Ensure the council's EFS request is finalised and funded.</p> <p>Q1 25/26 UPDATE: The Council's decision in principle was subject to agreement of the final sum required with the Council's external auditors. The final sum of £20.239million as reported to the Cabinet in the 2024/25 Outturn Report in June, has been incorporated into the Council's Statement of Accounts, and the Council's auditors have begun their audit work which would include confirming this sum</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>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</p>			

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				<p>Q1 25/26 UPDATE: Officers are working to review the latest consultation documents from the Government, including the Fair Funding 2.0 consultation on local government funding reforms, and on Council Tax recovery arrangements. In addition to responses on behalf of Medway Council, the Finance team are engaging with peer networks to amplify responses on common issues.</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>			
SR56	Children's Social Care Budget Pressure	AI	Financial impact, not manageable within existing funds.	<p>Q1 25/26 UPDATE: CSC achieved 81% of FIT plan savings 2024-25. Savings targets for 2025-26 have been identified and significant focus is in place on these. Monthly budget is in place between CSMT and Finance colleagues and this supports a robust oversight. Robust oversight enables financial pressures to be quickly identified and the adequate mitigation/narrative to be shared.</p> <p>Q4 24/25 UPDATE: Monthly budget meetings continue with a focus on spend, savings and forecast. Moving into Q1 2025, there will be a refreshed focus on aligning these meeting to the monthly budget monitoring schedule. CSMT are working closely together to ensure robust oversight of spend, ensuring robust oversight and review of spend at the appropriate panels. By the end of Q4 Children's will have achieved 80% of the FIT plan savings.</p> <p>Q1 25/26 UPDATE: Now Business As Usual (BAU) – mitigation closed.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Payments continue to work well and being recorded on Mosaic at child level entry. This provides an in-depth analysis on different expenditure types and is supporting forecasting future spend.</p> <p>Q1 25/26 UPDATE:</p>	All	<p>Continue to improve timing and forecasting of placements' expenditure by closer work between Children's Social Care (CSC), the Finance team and the Access to Resources Team (ART).</p> <p>Development work to take place in Mosaic to support financial recording at child level – to include breakdown of all elements of the child's care package – to support effective forecasting.</p>	BIII

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				<p>All opportunities to secure additional funding are reviewed and progressed where appropriate. /BAU could be removed.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: All opportunities to secure additional funding are reviewed and progressed where appropriate.</p> <p>Q1 25/26 UPDATE: Now BAU – mitigation closed.</p> <p>Q4 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q3 24/25 UPDATE: Fortnightly unaccompanied asylum-seeking children meetings continue and this supports understanding of current spend, forecasting future spend and placement reviews. Eden received its registration in October and we currently have two children in placement.</p>		<p>Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises.</p> <p>Effective forecasting of unaccompanied asylum-seeking children (UASC) placement expenditure and careful management of pressures related to additional staffing and associated running costs. The first of the extended in-house residential provision (Eden House) is being mobilised and we are working towards Ofsted registration.</p>	

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SR53	Medpay review				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> <p>SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.</p>		<p>Financial</p> <p>Financial</p>	<p>Q1 25/26 UPDATE: Close monitoring of budget implications was undertaken by finance colleagues throughout 2024/25 and continued in Q1. We are now moving to implement the senior leadership layer and will be undertaking salary benchmarking as for some roles currently there are allowances in place to address the drift from the market</p> <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>Q1 25/26 UPDATE Distribution at end of Q1 was showing: Level A - 42 % (692 people) Level B - 36% (581 people) Level C - 22% (365 people) Revealing that although implementation does not currently match the guided distribution, the majority of staff are not at the top of their grades.</p> <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>CII</p> <p>CII</p>	<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. 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. 	<p>CIII</p> <p>CIII</p>
	SR53.02 Engagement: this change programme affects everyone across the council and implementation will be		People	<p>Q1 25/26 UPDATE: As the review continues to roll out there has been a better response rate to surveys. The staff survey will be launched in Quarter 2 providing an annual measure of key issues</p> <p>Q4 24/25 UPDATE: Survey response rates started to improve; further effort required to promote the survey to staff;</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 see the reason and benefits of change, everyone implements the change consistently, and the change is perceived as fair and transparent now and in the future.</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>Project delivery</p> <p>Environmental</p>	<p>communications champions continue to meet and asked to assist with engagement.</p> <p>Q1 25/26 UPDATE: The project team focussed on the review, dropping non-essential, non-urgent work in order to implement as many teams as possible in Q1. There are some teams that are still to implement. The project team have disbanded so any remaining implementation is being delivered as part of the HRBP role</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>Q1 25/26 UPDATE: The implementation of 5% COLA in Q1 has helped to support staff through the demands of a challenging economy with increasing costs of living.</p> <p>Q4 24/25 UPDATE: Budget setting process and COLA has helped mitigate risks.</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>

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SR09B	Failure to meet the needs of children and young people	BII	<ul style="list-style-type: none"> Failure to meet statutory responsibilities to safeguard children from harm. Failure to meet the needs of the children in our care. Escalating financial costs of placements and wrap-around support packages. Sustained negative local publicity and reputational risk. 	<p>SR09B.18: Ensure a stable and competent workforce. Q1 25/26 UPDATE: Monthly workforce development meetings continue ensuring robust oversight from HR, recruitment and the service. Our induction process has been strengthened; our workforce strategy has been relaunched. Fortnightly Keeping in Touch meetings with the AD are enabling practitioners across the service to share areas of strengths and worries, and exit interviews continue for those practitioners to that leave. Q4 24/25 UPDATE: Ongoing monthly workforce development meetings are in place to ensure robust communication and drive between HR, recruitment and the service. Workforce strategy has been reviewed and will be relaunched. Induction process has been strengthened. Learning from exit interviews remains a specific area of focus.</p> <p>SR09B.19: Delivery of the Improvement Plan Q1 25/26 UPDATE: Following April's Focussed Visit, the continuous improvement plan has been updated, and a new plan on a page launched. External reviews continue to support improvement most recently Fostering and Youth Service. Q4 24/25 UPDATE: The Continuous Improvement Plan continues to monitor the progress of recommendations from our ILACS 2023. Monthly auditing via learning and reflection tools remains robust with findings reported and shared in service wide quarterly reports. Individual service specific plans are in place, which support in driving these areas of practice.</p>	BIII	<ul style="list-style-type: none"> Continue to focus on recruitment, retention and career development of our staff. Continue to further develop opportunities for career development across the whole workforce. Additional capacity invested in Strategic Workforce Development Lead and Workforce officer posts to drive actions in the plan. Recruitment campaign to attract new social worker (SW) candidates to Medway. Refreshed governance workforce board and subgroups. Additional Human Resources (HR) resource to proactively target sickness absence and performance management. Increased focus on retention including stay and exit interviews. <ul style="list-style-type: none"> Simplify practice expectations – focus on children's lived experiences and on promoting quality and consistency of recording to evidence purposeful planning and intervention. Continue our evaluation work in respect of the application of thresholds so that we can be confident that children are supported at the right level. Continue the work already underway to strengthen the effectiveness of our intervention with children in need. Implement our plans to improve our response to neglect, ensure robust implementation of the use of the graded care profile, and ownership by our partners, 	CII

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				<p>SR09B.20: Ensure sufficiency of provision.</p> <p>Q1 25/26 UPDATE: CSC continue to be part of the RCC and LAFSE. Our inhouse children's home, Eden House and Short Breaks provision have both been inspected and achieved Good. Our use of unregulated provision continues to lower. The sufficiency strategy is in the process of being reviewed and we will have a draft strategy by end of Q3.</p> <p>Q4 24/25 UPDATE: CSC remain part of LAFSE and RCC supporting the recruitment and retention of foster carers and developing our own residential offers. Eden House opened in the autumn and by the end of Q4 four young people would have been placed there. Ongoing robust oversight of children and young people in unregulated provision has supported the number being halved over the past 12 months.</p>		<p>and evaluate the difference this makes to children's lives.</p> <ul style="list-style-type: none"> Continue the work to improve the quality of plans for children in need of protection. Fully implement the strategy in relation to contextual safeguarding for adolescents who are at risk outside the home/family and take time to reflect on themes from Return Home Interviews (RHIs), to create effective safety plans. Support frontline managers to oversee and reflect on practice to improve quality of plans and interventions. Focus on areas for improvement identified in the recent inspecting local authority children's services (ILACS) inspection report. Continue to focus on recruitment and retention of staff to avoid unfilled vacancies and therefore unmanageable caseloads. Implementing the project to re-open Eden House residential provision. The project is progressing, with opening estimated April 2024. 	
SR37	Cyber Security	AI	<ul style="list-style-type: none"> Unauthorised access to council systems and data. Potential for data breaches. 	SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.	CI	This risk has been managed to a target level of acceptable risk and all mitigating actions have been	CI

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		AI	<ul style="list-style-type: none"> Loss of access to council systems and data for staff. Cyber security/ransomware attack may mean data is permanently lost. Potential damage to the council's reputation. Potential increase in costs to repair damage and restore systems. 	<p>Q1 25/26 UPDATE: There were no significant unmitigated issues this quarter.</p> <p>Q4 24/25 UPDATE: The issues from the Q3 2024/25 DDoS attack have 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>Q1 25/26 UPDATE: The mitigations put in place during Q4 were effective during this quarter.</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>Q1 25/26 UPDATE: There have been no issues this quarter. We are planning for an increase in password length to meet guidance and advice received by the National Cyber Security Centre (NCSC). This will be rolled out in Q2 2025/26.</p> <p>Q4 24/25 UPDATE: Reviewed but no updates or issues to report this quarter.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q1 24/25 UPDATE: We have updated the "known password" list provided by the National Cyber Security Centre (NCSC) and National Institute of Standards and Technology (NIST) to the council's password protection measures to prevent staff using these passwords.</p>	CI	implemented and so it is proposed that this risk be classified as a 'managed risk'. Due to the ever-present threat of cyber-attacks, and a rapidly changing environment, it is proposed that this risk remains on the council's strategic risk summary.	CI
		AI			CI		CI

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		AI		<p>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</p> <p>Q1 25/26 UPDATE: This is ongoing via the MetaCompliance with further educational courses added. ICT are monitoring uptake and messaging managers with a list of staff not carrying out the required training.</p> <p>Q4 24/25 UPDATE: Awareness emails with guidance sent to staff after an increase in “phishing” emails was identified.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: We deployed three learning items via MetaCompliance during this quarter.</p>	CI		CI
		AI		<p>SR37.05: Incident management: Effective incident management policies and processes are in place.</p> <p>Q1 25/26 UPDATE: There has been some disruption to services caused by a Citrix licence upgrade issue. ICT were able to implement several “workarounds” to keep staff working. The issues were escalated with our provider, and it was discovered the problem was affecting other customers across Europe. The issue has now been resolved, and all staff have full access.</p> <p>Q4 24/25 UPDATE: No incidents this quarter</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>Q2 24/25 UPDATE: The Business Continuity Plan (BCP) Incident test was performed in July 2024. The BCP and Remediation Action Plan (RAP) test was successful.</p>	CI		CI
		AI		<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>Q1 25/26 UPDATE: Whilst some mitigations are blocking Phishing emails before they enter our tenant, some emails were</p>	CI		CI

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		AI		<p>utilising social engineering approaches to encourage staff to take specific action, so the emails themselves did not show signs of threat.</p> <p>Our mitigations prevented malicious links being clicked and the training and awareness programme led to staff alerting ICT, who implemented specific actions.</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>SR37.07: Monitoring: Robust system monitoring takes place.</p> <p>Q1 25/26 UPDATE: Most remediations from the September scan have been completed. The latest scan was carried out in July 2025, and an aggressive remediation plan is being developed to address all issues by the end of Q2.</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>SR37.08: Removable media controls: Appropriate security controls are in place around removable media.</p> <p>Q1 25/26 UPDATE: Controls reviewed and found to be adequate, with no incidents reported.</p> <p>Q4 24/25 UPDATE: Reviewed but no incidents or updates to report.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>SR37.09: Home and mobile working: Under hybrid working, officers are made aware of device security measures.</p> <p>Q1 25/26 UPDATE: Microsoft are de-supporting Direct Access, so the Council has been implementing and migrating to “Always On VPN”, which is a more secure and modern approach.</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</p>	CI		CI
		AI			CI		CI
		AI			CI		CI

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		AI		login attempts and flagging suspicious activities that suggest the account may be compromised. SR37.10: Robust policies and procedures in place: The council is accredited against the Public Service Network (PSN) code of connection criteria. Q1 25/26 UPDATE: The ICT Security Policy was updated and agreed by the Security Information Governance Group (SIGG) on 17 April and added to MetaCompliance. A new AI Policy was also written and approved at the same SIGG meeting. Q4 24/25 UPDATE: ICT Security Policy currently being reviewed to be posted on MetaCompliance in Q1 2025/26.	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. Q1 25/26 UPDATE: All backups (onsite and cloud) are operating as expected and are continually being monitored. Q4 24/25 UPDATE: New backup solution now installed and embedded.	CI		CI
SR55	Lack of national funding to remedy problems following school condition surveys	BII	<ul style="list-style-type: none"> There is a risk that maintained schools are not kept in the appropriate condition to provide safe, good quality learning environments. Buildings deteriorate more quickly leading to the need for larger more costly projects in the future. 	SR55.01: Prioritisation of projects throughout the year to ensure that school buildings are warm, safe, compliant and provide hot water. Q1 25/26 UPDATE: No additional national funding announcements have been made in Q1 to address the shortfall in capital required for school estate improvements. Several high-priority schools remain at risk of further deterioration, with health and safety implications if remedial works are delayed. The Council has undertaken a prioritisation exercise to identify the most critical interventions, focusing on safeguarding, structural integrity, and compliance with statutory requirements. Engagement with the Department for Education (DfE) and local MPs continues to advocate for increased funding and flexibility in capital allocations. Continue to monitor the condition of the school estate and update risk assessments accordingly. Explore phased delivery of works to spread costs over multiple financial years.	CII	No further controls identified; risk managed.	CII

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				<p>Maintain regular communication with school leaders to manage expectations and ensure contingency planning is in place.</p> <p>Review and update the Council's Education Asset Management Plan to reflect current priorities and funding constraints.</p> <p>This risk will be stepped down to the People Directorate Risk Register</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 2024/25 programme has been allocated and tenders for work will be agreed via the council's procurement pathways.</p> <p>SR55.02: Working with schools to make temporary repairs where possible and appropriate to enable the focus to be on the urgent work.</p> <p>Q1 25/26 UPDATE: Reviewed but no update required this quarter.</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>			
SR39	Failure to deliver the High Needs Budget Recovery Plan	BII	<p>Failure to meet the Safety Valve Agreement conditions will result in further deficit accumulation against the High Needs Block.</p> <p>This will require the council to use the £3m contingency identified as part of the conditions of the Safety Valve Agreement.</p> <p>If the deficit is not cleared by 2026, the remaining deficit will transfer to the general fund.</p>	<p>SR39.01: Activity as part of the Safety Valve Programme</p> <p>Q1 25/26 UPDATE: First of three monitoring reports was submitted as the programme comes to a close. The statutory override will not be being renewed and therefore any resulting overspend will transfer into the Council's General Fund. The Council is due to receive its last DfE annual funding for the programme (£4.29M). It is suggested that there is no longer a risk to the implementation of the recovery plan. And this should be stepped down to the Directorate Risk Register.</p> <p>Q4 24/25 UPDATE: The Council is 2.5M short of where we need to be in terms of our in-year balance in relation to the Safety Valve agreement, however, is still operating within an 'in-year' surplus.</p> <p>The DfE has confirmed Medway will receive its financial contribution for 24/25.</p>	CIII	<p>The School's Forum has agreed a 0.5% transfer of the Schools Block to the High Needs Block to help the recovery plan.</p> <p>Significant challenge is being presented to those schools not including children with EHCPs appropriately.</p>	DIII
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	<p>SR32.01: The council has accountability and governance in place for data protection and data security.</p> <p>Q1 25/26 UPDATE:</p>	CII	<ul style="list-style-type: none"> Review support for information governance within the organisation. 	DIII

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			safeguarding concerns that would be raised by regulators.	<p>Reviewed but no update required this quarter.</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>Q1 25/26 UPDATE: Reviewed but no update required this quarter.</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>		<ul style="list-style-type: none"> Appoint a Deputy Senior Information Risk Officer (SIRO). 	

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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.</p> <p>Q1 25/26 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 24/25 UPDATE: SIGG's policy review remains up to date in line with the policy framework.</p> <p>Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p>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.</p> <p>Q1 25/26 UPDATE: Reviewed but no update required this quarter.</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> <p>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>			

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				SR32.08: Use of Generative and non-generative AI to manage/process information Q1 25/26 UPDATE: Reviewed but no update required this quarter. 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.			
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 vacancies. Medway's proximity to	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. 	Q1 25/26 UPDATE: Redeployment Policy and Process has now been implemented with Recruitment and ER meeting weekly to ensure full support of staff in the Redeployment Pool. 5% pay rise implemented from 01/04/2025 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.	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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	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: <ul style="list-style-type: none">• 56.8% of colleagues want to stay for at least the next three years.• 25.8% want to stay for at least the next two years.• 10.7% want to leave within the next 12 months.• Staff turnover data was 13.3% in 2023/24.						
SR59	Devolution and Local	BII			BII		CII

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	<p>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>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>	<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 <p>Q1 25/26 UPDATE: Relations across the authorities remain strong but the recent political change at KCC means that the nature of their input into LGR is now unknown. Officer relations remain on track.</p>			
		CII	<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>	<ul style="list-style-type: none"> Establishment of Policy and Partnerships Team with initial focus on devolution and LGR Establishment of CMT sub-group to steer the work Members of CMT already working with KCC colleagues to progress the work Regular updates to CMT Avoid placing items on "back burner". Regular PDRs prioritising current outputs. Reinforce messaging of council plan <p>Q1 25/26 UPDATE: The Head of Policy and Partnerships is now in post and at 3/7/25 the other posts are out to advert. The CMT subgroup has been established and meets regularly, the member working group is in operation and there are updates (standing item) to every meeting of CMT.</p>	CII		DII
	<p>Staff uncertainty: Potential impact on morale and loss of staff owing to employment</p>	All	<p>This risk could result in our staff seeking to leave the Council owing to uncertainty over the future of local government. It may also affect performance and engagement levels as people become more focused on seeking other opportunities.</p>	<ul style="list-style-type: none"> Regular updates via the Zymar all staff emails All staff briefings hosted by the Leader and Chief Executive. Regular updates from CMT to Directorate Management Teams for cascade Latest information readily available on the website Open door policy for discussions on devo/LGR Service Manager sessions. Our Medway Live sessions 	BII	<p>Small group focus on LGR. remaining staff delivering business as usual</p>	CII

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	<p>uncertainties caused by 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>CII</p> <p>BII</p> <p>BIII</p>	<p>Inability to perform statutory functions. Lack of skills and experience</p> <p>Public may disengage if they are not assured of a satisfactory route to democracy and representation.</p> <p>Our constrained financial environment may be further tested if the resource needed to support devolution and LGR outstrips what we have already budgeted for.</p> <p>Political distraction</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. <p>Q1 25/26 UPDATE: Regular communications are shared with staff and presentations have been provided to Our Medway Live, Service Managers and Medway Makers. Feedback consistently positive in that all staff recognise that all messages are being shared.</p> <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. <p>Q1 25/26 UPDATE: Public engagement yet to begin but information has been shared. There is a growing risk around negative messaging from the KCC administration and the impact that this could have. To be monitored.</p> <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 <p>Q1 25/26 UPDATE: Capacity funding for K&M received to cover the cost of bringing in a strategic partner was slightly more than expected so no concerns in the immediate term.</p> <p>Divergences in views on LGR within the council Q1 25/26 UPDATE: No divergent views yet evidenced though these will be heard and managed through the member working group.</p>	<p>CII</p> <p>BII</p> <p>BIV</p>		<p>DII</p> <p>CII</p>