

Q1 2025/26 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	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	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	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	

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
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	<b>SR03B.05: Ensure the Council’s budget decisions are based on robust and regularly updated projections of resource availability.</b> 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 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	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

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
			<p>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>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><b>SR03B.06: Deliver activities reflected in the Finance Improvement and Transformation (FIT) Plan to increase income through council tax and business rates, debt recovery and fees and charges across council services.</b></p> <p>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 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</p>		<p>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>	

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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><b>SR03B.07: Ensure the council's EFS request is finalised and funded.</b></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><b>SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.</b></p> <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</p>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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>			
SR57	Adult Social Care Budget Pressure	<b>AI</b>	Financial impact, not manageable within existing funds.	<p>Q1 25/16 UPDATE: Budget monitoring delegated to HoS and Operations Managers to improve oversight. Planned changes to Best Practice Forum, to focus on specific types of care. Working towards a joint bed brokerage team with K&amp;M ICB to support. New in-house Supported Living service begins on 1st July. ASC Transformation &amp; Improvement Board chaired by AD provides oversight of projects aimed at improving service and creating efficiencies.</p> <p>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.</p>	<b>AI</b>	<ul style="list-style-type: none"> <li>Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage.</li> <li>Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care.</li> <li>Complete review of ASC front door, to prevent/reduce/delay.</li> <li>Review available advice/guidance for self-funding residents to ensure funds are maximised.</li> <li>Increased use of new Assistive Technology</li> <li>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.</li> </ul>	<b>All</b>
SR09A	Meeting the needs of Older People and Working Age Adults	<b>AI</b>	<ul style="list-style-type: none"> <li>We would not be meeting our statutory duties.</li> <li>Run the risk of reputational damage and challenge.</li> <li>Additional pressure on partner agencies such as health.</li> <li>More complaints.</li> </ul>	<p><b>SR09A.01: Recruit to workforce vacancies (both Adult Social Work teams and Business Ops and Provider Services)</b></p> <p>Q1 25/26 UPDATE: We continue to face challenges with recruitment, despite the Golden Hello, increase in salaries and skills payment for SW2. We have started to use agencies to support permanent recruitment and have started to see small successes. We have seen a small number of locum staff convert to permanent, but not enough to make a significant impact. HoS will be carrying out Temp to Perm events with support from HR.</p>	<b>BII</b>	<ul style="list-style-type: none"> <li>Capital investment opportunities to help manage demand.</li> <li>Service redesign in terms of outcomes.</li> <li>Focus on staff wellbeing and engagement.</li> <li>Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding.</li> <li>We proactively work with individuals, families, and other</li> </ul>	<b>CII</b>

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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 &amp; Finance Operations Team are fully staffed. Challenges continue with sourcing residential &amp; nursing care; we are working with the ICB with a view to stabilise the market.</p> <p><b>SR09A.02: Working with strategic partners to establish integrated working.</b></p> <p>Q1 25/26 UPDATE: We are working with partners to ensure funding for people with health and care needs is fair for organisations.</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: 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 &amp; Care Partnership (HaCP) place-based services whether funding is NHS or HaCP budget on patient safety, prevention and population health management, quality and assurance. We continue to develop winter planning jointly at pace.</p> <p><b>SR09A.03: Maintain strong relationships with providers.</b></p> <p>Q1 25/26 UPDATE: Two Heads of Service meet with nominated provider leads to discuss concerns and work to improve and build relationships. AD ASC and HoS will visit providers to build relationships further. Plans to have a named worker allocated to care homes to build relationships and have points of contacts for providers.</p> <p>Q4 24/25 UPDATE:</p>		<p>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.</p> <ul style="list-style-type: none"> <li>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.</li> <li>An Adult Social Care (ASC) Transformation &amp; Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives.</li> <li>Continue to work closely with providers who are working within contract rates.</li> </ul>	

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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.</p> <p><b>SR09A.04: Map and monitor intelligence across the market.</b></p> <p>Q1 25/26 UPDATE: We are working closely with KCC to ensure our recommissioning of Older People's Residential and Nursing Care provision align. Monthly meetings with KCC and the ICB to discuss risks/issues identified with care providers and how they can be supported</p> <p>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 follows our engagement plan to</p>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>ensure all stakeholders are empowered to inform service design and improvement.</p> <p><b>SR09A.05: Review and adjust service levels and placement costs as appropriate.</b></p> <p>Q1 25/27 UPDATE: Brokerage Team use knowledge and the CareCubed tool to support appropriate placement costs, negotiating to ensure best value. We work closely with the ICB to agree costs for care.</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: 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.</p>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
SR53	MedPay review				<b>BII</b>		<b>CII</b>
	<b>SR53.01</b> <b>Funding:</b> when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.		Financial	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 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.	<b>CII</b>	<ul style="list-style-type: none"> <li>We continue to benchmark roles using reliable market data.</li> <li>Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.</li> </ul>	<b>CIII</b>
	<b>SR53.01A</b> <b>Funding:</b> and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.		Financial	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. 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	<b>CII</b>	<ul style="list-style-type: none"> <li>HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches.</li> <li>Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.</li> </ul>	<b>CIII</b>
	SR53.02 Engagement: this change programme affects everyone across the council and implementation will be		People	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 Q4 24/25 UPDATE: Survey response rates started to improve; further effort required to promote the survey to staff;	<b>BII</b>	<ul style="list-style-type: none"> <li>Need to test that the communication is reaching all levels of the organisation, obtain feedback and respond to questions and concerns.</li> <li>Be open and transparent.</li> <li>Undertake pulse surveys.</li> </ul>	<b>CII</b>



Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<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><b>SR53.06 Capacity of project team:</b> project group members are not solely assigned to this project and are from across the council not just within Human Resources (HR). Demands from service areas to support with Business as Usual (BAU).</p> <p><b>SR53.09 Local Economy:</b> downturn in the local economy could affect affordability and alter external market forces dramatically.</p>		<p>Project delivery</p> <p>Environmental</p>	<p>communications champions continue to meet and asked to assist with engagement.</p> <p><b>Q1 25/26 UPDATE:</b> 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><b>Q4 24/25 UPDATE:</b> 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><b>Q1 25/26 UPDATE:</b> 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><b>Q4 24/25 UPDATE:</b> Budget setting process and COLA has helped mitigate risks.</p>	<p><b>BII</b></p> <p><b>BIII</b></p>	<ul style="list-style-type: none"> <li>Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process.</li> <li>Plan, monitor and manage implementation in line with resources.</li> <li>Move teams out of their cohort if the agreed timelines slip.</li> </ul> <p>None</p>	<p><b>CIII</b></p> <p><b>CIII</b></p>

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
SR37	Cyber Security	AI	<ul style="list-style-type: none"> <li>Unauthorised access to council systems and data.</li> <li>Potential for data breaches.</li> <li>Loss of access to council systems and data for staff.</li> <li>Cyber security/ransomware attack may mean data is permanently lost.</li> <li>Potential damage to the council's reputation.</li> <li>Potential increase in costs to repair damage and restore systems.</li> </ul>	<b>SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.</b> Q1 25/26 UPDATE: There were no significant unmitigated issues this quarter. Q4 24/25 UPDATE: The issues from the Q3 2024/25 DDoS attack have now been mitigated and no further issues have been experienced. Q3 24/25 UPDATE: On 30 October 2024, the Council experienced a Distributed Denial or Service (DDoS) attack. Mitigations were quickly put in place and services were restored. Nobody got into our systems or compromised any data. It was an attack to purely cause disruption.	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-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		<b>SR37.02: Network security: Appropriate architecture and policies are in place.</b> Q1 25/26 UPDATE: The mitigations put in place during Q4 were effective during this quarter. 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		<b>SR37.03: Managing user privileges:</b> System privileges are being carefully controlled and managed. 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. 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)	CI		CI

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
		AI		to the council's password protection measures to prevent staff using these passwords.  <b>SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.</b> 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. 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		<b>SR37.05: Incident management: Effective incident management policies and processes are in place.</b> 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. 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.	CI		CI
		AI		<b>SR37.06: Malware prevention:</b> Malicious software, or malware, is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact our systems and services. Anti-malware policies and procedures have been implemented.	CI		CI

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
		AI		<p>Q1 25/26 UPDATE: Whilst some mitigations are blocking Phishing emails before they enter our tenant, some emails were utilising social engineering approaches to encourage staff to take specific action, so the emails themselves did not show signs of threat. 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><b>SR37.07: Monitoring: Robust system monitoring takes place.</b> 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. 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><b>SR37.08: Removable media controls:</b> Appropriate security controls are in place around removable media. Q1 25/26 UPDATE: Controls reviewed and found to be adequate, with no incidents reported. Q4 24/25 UPDATE: Reviewed but no incidents or updates to report. Q3 24/25 UPDATE: Reviewed but no update required this quarter.</p> <p><b>SR37.09: Home and mobile working:</b> Under hybrid working, officers are made aware of device security measures. 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. Q4 24/25 UPDATE:</p>	CI		CI
		AI			CI		CI
		AI			CI		CI

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
		AI		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. <b>SR37.10: Robust policies and procedures in place:</b> 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		<b>SR37.11: Overall Backup Design &amp; Backup Security:</b> In the event of a cyber incident (e.g., ransomware) the council must have the ability to recover data from backups. It is important that the backups are protected from being encrypted in the event of a ransomware attack. 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
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.	<b>SR32.01: The council has accountability and governance in place for data protection and data security.</b> Q1 25/26 UPDATE: Reviewed but no update required this quarter. 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:	CII	<ul style="list-style-type: none"> <li>Review support for information governance within the organisation.</li> <li>Appoint a Deputy Senior Information Risk Officer (SIRO).</li> </ul>	DIII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p>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><b>SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards</b></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:  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>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				<p><b>SR32.06: Appropriate policies and procedures are in place to support good information management and security.</b></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><b>SR32.07: Seek Public Services Network (PSN) compliance.</b></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> <p><b>SR32.08: Use of Generative and non-generative AI to manage/process information</b></p> <p>Q1 25/26 UPDATE: Reviewed but no update required this quarter.</p> <p>Q4 24/25 UPDATE: Medway Council recognises the potential that AI can play in enabling the council to meet its corporate objectives. Whilst this is the case, it is important that any use is undertaken in a legally compliant, transparent and ethical manner, recognising and managing any potential risks.</p>			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
				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. Medway staffing establishment is lean in comparison to</p>	<b>BII</b>	<ul style="list-style-type: none"> <li>• Lack of experienced staff with specialist skills.</li> <li>• Low staff morale.</li> <li>• Loss of productivity through quiet quitting.</li> <li>• Industrial action impacting service delivery/performance.</li> <li>• Reliance on interim and agency staff.</li> <li>• Budget pressures due to use of agency staff and contractors to fill roles.</li> <li>• Inability to perform statutory functions.</li> <li>• Inability to meet service demands.</li> <li>• Inability to develop and improve service delivery.</li> <li>• Impact on delivery of projects to expected timescales.</li> <li>• Reputational damage.</li> </ul>	<p>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</p> <p>Q4 24/25 UPDATE: MedPay Review should be almost completed by end Q4, with CPF's in place for all roles. 5% pay award agreed for 25/26, which is higher than inflation. Other wider benefits for staff agreed, and active promotion of People Promise ongoing to highlight to staff the holistic package at Medway. Updated Redeployment Policy and Process has been agreed within HR teams, ensuring all know their part in the process, supporting staff in the Redeployment Pool better. Scoping exercise for organisational development need from the increased L&amp;D Budget ongoing; ensuring all need is recorded and understood, giving fair access to teams and services.</p>	<b>CIII</b>	<ul style="list-style-type: none"> <li>• Full rollout of MedPay Review (by 31/03/2025).</li> <li>• Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary.</li> <li>• Career pathways to support progression within the council.</li> <li>• Revised performance management approach to ensure skills assessments and career conversations take place.</li> <li>• Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond).</li> <li>• Revised market allowance framework.</li> <li>• Revised policies to manage sickness and capability.</li> <li>• Annual staff engagement and annual review of the employee engagement strategy.</li> <li>• New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built, as part of the Onboarding Project (January 2025).</li> <li>• Annual pay uplift strategy/medium term uplift plans.</li> </ul>	<b>DIII</b>



Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	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"><li>• 56.8% of colleagues want to stay for at least the next three years.</li><li>• 25.8% want to stay for at least the next two years.</li><li>• 10.7% want to leave within the next 12 months.</li><li>• Staff turnover data was 13.3% in 2023/24.</li></ul>						
SR59	Devolution and Local Government Reform NEW  <b>Partnership Working:</b> Breakdown of relationships with neighbouring local authorities owing to disagreements linked to	<b>BII</b>	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.	<ul style="list-style-type: none"><li>• Regular meetings of the Leaders Working Group on Devolution</li><li>• Standing item on Kent Council Leaders and Joint Kent Chiefs</li><li>• Fortnightly meetings between KCC and Medway</li><li>• Daily cross-organisation dialogue at officer and political levels</li></ul>	<b>BII</b>		<b>CII</b>

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	Devolution and LGR processes.			<ul style="list-style-type: none"> <li>Full Council agreement and establishment of political Working Group</li> </ul>			
	<b>Stasis:</b> Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus	<b>CII</b>	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.	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.	<b>CII</b>		<b>DII</b>
	<b>Staff uncertainty:</b> Potential impact on morale and loss of staff owing to employment uncertainties caused by devolution and LGR. Increased recruitment challenges in an already challenging national skills shortage in key areas.	<b>All</b>	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	<ul style="list-style-type: none"> <li>Establishment of Policy and Partnerships Team with initial focus on devolution and LGR</li> <li>Establishment of CMT sub-group to steer the work</li> <li>Members of CMT already working with KCC colleagues to progress the work</li> <li>Regular updates to CMT</li> <li>Avoid placing items on "back burner".</li> <li>Regular PDRs prioritising current outputs.</li> <li>Reinforce messaging of council plan</li> </ul> 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.	<b>BII</b>	Small group focus on LGR. remaining staff delivering business as usual	<b>CII</b>
				<ul style="list-style-type: none"> <li>Regular updates via the Zymar all staff emails</li> <li>All staff briefings hosted by the Leader and Chief Executive.</li> <li>Regular updates from CMT to Directorate Management Teams for cascade</li> <li>Latest information readily available on the website</li> <li>Open door policy for discussions on devo/LGR</li> <li>Service Manager sessions.</li> <li>Our Medway Live sessions</li> <li>Regular updates on current work streams and planning for the future.</li> <li>New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built.</li> </ul> Q1 25/26 UPDATE: Regular communications are shared with staff and presentations have been provided to Our Medway Live, Service Managers and Medway Makers.			

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	<b>Public apathy:</b> Residents may not support changes if local influence is seen to be reduced, and the new authorities seem too remote.	<b>CII</b>	Public may disengage if they are not assured of a satisfactory route to democracy and representation.	<p>Feedback consistently positive in that all staff recognise that all messages are being shared.</p> <ul style="list-style-type: none"> <li>Government plan to run the consultation on devolution and LGR in the Spring</li> <li>Press releases, website and One Minute Medway already deployed.</li> </ul> <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>	<b>CII</b>		<b>DII</b>
	<b>Increasing costs:</b> The costs associated with devolution are unknown and may put pressure on budgets if Government support is insufficient	<b>BII</b>	Our constrained financial environment may be further tested if the resource needed to support devolution and LGR outstrips what we have already budgeted for.	<ul style="list-style-type: none"> <li>Clear £450K pa budget</li> <li>Government promise of capacity funding to cover some planning costs.</li> <li>Need to consider 26/27 MTFO in this context</li> </ul> <p>Q1 25/26 UPDATE: Capacity funding for K&amp;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>	<b>BII</b>		<b>CII</b>
	<b>Political disquiet</b>	<b>BIII</b>	Political distraction	<p>Divergences in views on LGR within the council</p> <p>Q1 25/26 UPDATE: No divergent views yet evidenced though these will be heard and managed through the member working group.</p>	<b>BIV</b>		