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	SR53	MedPay review	AI	BII	BII	BII	BII	BII	→	L – likely I – major	Chief Organisational Culture Officer	Business Management	Values
M	SR37	Cyber Security	AI	CI	CI	CI	CI	CI	→	L – unlikely I – catastrophic	Chief Information Officer	Business Management	Principles
M	SR32	Data and information	BII	CII	CII	CII	CII	CII	→	L – unlikely I – major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
L	SR54	Recruitment and Retention	BII	CII	CII	CII	CIII	CIII	→	L – unlikely I – moderate	Chief Organisational Culture Officer	Business Management	Values
L	SR47	Climate Change	AII	CIII	CIII	CIII	CIII	CIII	→	L – unlikely I – moderate	Deputy Director of Place and Assistant Director Culture and Community	Climate Change and Strategic Regeneration	Priority 3
L	SR59	Devolution and Local Government Reform	BII	N/A	N/A	N/A	N/A	BII	N/A	L – likely I – major	Chief Executive	Leader	

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SR03B	Insufficient budget funding	AI	While demand and cost pressures on the council's statutory services have soared in recent years, the Institute of Fiscal Studies (IFS) has reported that across local government, core funding per resident fell 26% in the 2010s, and that increases in funding since the Covid19 pandemic have to date undone just one third of the cuts. Meanwhile, councils' ability to increase income locally to compensate has been largely capped at 5% by the continuation of the council tax referendum limits. The government's Spending Review 2024 is widely expected to result in the seventh consecutive one-year funding settlement for local government, severely limiting	**SR03B.05: Ensure the Council's budget decisions are based on robust and regularly updated projections of resource availability.** 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 will ultimately result in a greater share of national	AI	Once the government has published the Autumn Statement/Spending Review (SR) 2024 and local government settlement it will be possible to update the projections for the council's budget for 2025/26 and future years if the government's statements refer to the later SR period. However, until the SR2025 is published, it will not be possible to plan with any confidence for the period beyond 2025/26. The Finance team continues to enhance monitoring around council tax and business rates to enhance the accuracy of budget projections and is developing an approach to monitor the council's financial resilience more broadly.	AII

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			the ability of councils to plan for future resource levels. Since 2016, government departments have been consulting on proposals to implement the fair funding review; aiming to distribute funding more equitably based on relative needs and resources, which would result in increased funding for Medway, however no material changes have been implemented to date. It was necessary to seek government support through the Exceptional Financial Support (EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree a capitalisation direction of £14.727m to balance the 2024/25 budget. To confirm this, MHCLG instruct an external assurance review (with The Chartered Institute of Public Finance and Accountancy (CIPFA) confirmed to conduct this at Medway) and for the external auditors to confirm the amount required at or around the closure of the accounts for 2024/25.	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. 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. **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.** 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. 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 council has received limited court dates in the year the		Officers continue to work with MHCLG, CIPFA and the external auditors to secure the council's EFS request. Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.	

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				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. **SR03B.07: Ensure the council's EFS request is finalised and funded.** 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 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. **SR03B.08: Ensure the case for increased funding for Medway Council is clearly made to the government.** 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,			

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				the Finance team are engaging with peer networks to amplify responses on common issues. 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.			
SR53	MedPay review				BII		CII
	SR53.01 Funding: when undertaking market pay comparisons it could identify significant drift in current salaries that Medway pay versus the external market. Existing salary budgets will be insufficient and the scheme unaffordable.		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 form 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.	CII	• We continue to benchmark roles using reliable market data. • Financial appraisal presented to Corporate Management Team (CMT) for approval before implementation.	CIII
	SR53.01A Funding: and/or on assessment, majority of role holders are deemed accomplished (C) making the pay model unaffordable.		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	CII	• HR Business Partners can challenge managers to ensure the career progression framework's (CPF's) offer challenges and stretches. • Train managers, ensure understanding of the three levels and definitions are clear for both managers and employees.	CIII
	SR53.02		People	Q1 25/26 UPDATE:	BII		CII

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	Engagement: this change programme affects everyone across the council and implementation will be 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.			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; communications champions continue to meet and asked to assist with engagement.		• 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.	
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).			Project delivery	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 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.	**BII**	• Review resource needs for phase 2 and phase 3 in a timely manner and ensure these are built into the budget setting process. • Plan, monitor and manage implementation in line with resources. • Move teams out of their cohort if the agreed timelines slip.	**CIII**
SR53.09			Environmental	Q1 25/26 UPDATE:	**BIII**		**CIII**

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	Local Economy: downturn in the local economy could affect affordability and alter external market forces dramatically.			The implementation of 5% COLA in Q1 has helped to support staff through the demands of a challenging economy with increasing costs of living. Q4 24/25 UPDATE: Budget setting process and COLA has helped mitigate risks.		None	
SR37	Cyber Security	**AI**	• Unauthorised access to council systems and data. • Potential for data breaches. • Loss of access to council systems and data for staff. • Cyber security/ransomware attack may mean data is permanently lost. • Potential damage to the council's reputation.	**SR37.01: Secure configuration: Unnecessary functionality has been removed from systems or disabled.** 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:	**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**

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		AI	• Potential increase in costs to repair damage and restore systems.	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. **SR37.02: Network security: Appropriate architecture and policies are in place.** 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		**SR37.03: Managing user privileges**: 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) to the council's password protection measures to prevent staff using these passwords.	**CI**		**CI**
		AI		**SR37.04: User education and awareness: Measures have been taken to establish a security-conscious culture.** 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.	**CI**		**CI**

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		AI		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. **SR37.05: Incident management: Effective incident management policies and processes are in place.** 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		**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. 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. Q4 24/25 UPDATE:	**CI**		**CI**

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		AI		There have no issues impacting systems but there has been an increase in "phishing" email attempts to Council staff (see SR37.04). **SR37.07: Monitoring: Robust system monitoring takes place.** 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).	CI		CI
	CI	AI		**SR37.08: Removable media controls:** 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.	CI		CI
		AI		**SR37.09: Home and mobile working:** 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: 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.	CI		CI
		AI		**SR37.10: Robust policies and procedures in place:** The council is accredited against the Public Service Network (PSN) code of connection criteria. Q1 25/26 UPDATE:	CI		CI

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		AI		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. **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**
SR32	Data and Information	**BII**	Poor management and protection of data and information can lead to financial and reputational risks for the council. There are also safeguarding concerns that would be raised by regulators.	**SR32.01: The council has accountability and governance in place for data protection and data security.** 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: Reviewed but no update required this quarter. Q1 24/25 UPDATE: The council's accountability and governance remain clear and well structured. The Senior Information Risk Owner (SIRO) has overall responsibility for managing information risk in the council. The SIRO also co-chairs the Security and Information Governance Group (SIGG) which has responsibility to: foster a culture for protecting and using information within the council.	**CII**	• Review support for information governance within the organisation. • Appoint a Deputy Senior Information Risk Officer (SIRO).	**DIII**

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				ensure arrangements are in place to deliver information governance compliance with legislation and council policies. provide a focal point for managing information risks and incidents. Prepare and submit the annual Information Governance (IG) compliance report for Corporate Management Team SIGG action plan – work on the action plan continues. This plan has been drafted using the accountability toolkit by the Information Commissioner's Office (ICO). The council's Caldicott Guardian function has also been audited and rated 'green'. **SR32.05: Staff are supported in understanding their obligations under the National Data Guardian's Data Security Standards** Q1 25/26 UPDATE: Reviewed but no update required this quarter. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: In line with the 2018 Data Security Standards, the Caldicott Principles training for staff has been reviewed and tested as part of the new e-learning for staff. This will provide a baseline for staff to ensure personal confidential data is handled, stored and transmitted safely. All staff has had data protection training as part of preparation for completing the NHS Data Security and Protection (DSP) Toolkit. The Caldicott Guardian continues to maintain a register of data sharing agreements. **SR32.06: Appropriate policies and procedures are in place to support good information management and security.** Q1 25/26 UPDATE: Reviewed but no update required this quarter. Q4 24/25 UPDATE: SIGG's policy review remains up to date in line with the policy framework. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE:			

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				The Information Governance Management Framework has been agreed at the quarter 2 (Q2) Security and Information Governance Group (SIGG) meeting. The framework provides clarity around roles and responsibilities including decision making for policies and procedures in line with the accountability principle. **SR32.07: Seek Public Services Network (PSN) compliance.** Q1 25/26 UPDATE: Reviewed but no update required this quarter. Q4 24/25 UPDATE: Reviewed but no update required this quarter. Q3 24/25 UPDATE: Reviewed but no update required this quarter. Q2 24/25 UPDATE: Reviewed but no update required this quarter. Q1 24/25 UPDATE: At the time of writing this update, the council had submitted their PSN assessment to the cabinet office. The ICT team are working with the information assessors to address some queries raised. We are still awaiting the certification. **SR32.08: Use of Generative and non-generative AI to manage/process information** 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	BII	• Lack of experienced staff with specialist skills. • Low staff morale. • Loss of productivity through quiet quitting. • Industrial action impacting service delivery/performance. • Reliance on interim and agency staff.	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.	CIII	• Full rollout of MedPay Review (by 31/03/2025). • Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary. • Career pathways to support progression within the council. • Revised performance management approach to	DIII

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	statutory services. However, attracting, and retaining staff continues to be a challenge across directorates. National skills shortages in key areas, including social care, planning, legal, and building control means increased competition between employers and a contribution to difficulties in filling vacances. Medway's proximity to London, with higher salary and remuneration packages, challenges Medway's packages. 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		• 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.	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.		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.	

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	choice of workplace. Results of the September 2024 staff survey include: • 56.8% of colleagues want to stay for at least the next three years. • 25.8% want to stay for at least the next two years. • 10.7% want to leave within the next 12 months. • Staff turnover data was 13.3% in 2023/24.						
SR47	Climate Change The Council doesn't deliver on a sufficiently ambitious action plan to become a net zero carbon Council by 2050. The Council does not undertake its leadership role sufficiently to support Medway "The Place" to be net zero carbon by 2050. The Council does not identify, plan or implement measures effectively to adapt to the	AII	• Political and reputational damage to the Council for not acting on the declared emergency, in relation to both the Council's direct emissions and our leadership role in achieving net zero carbon for Medway "The Place." • Greater demand on Council services and increased need for appropriate contingency plans to effectively manage and respond to the impacts of climate change. • Longer term risks to Medway "The Place", including health, social, financial and economic outcomes, if climate mitigation and adaptation measures are not effective.	SR47.02: • Climate change is a core principle in the One Medway Council Plan. • Development and delivery of the Climate Change Action Plan, against clear outputs and timescales to achieve measurable change. • Strong leadership and oversight of the action plan. • Benchmarking and knowledge sharing of best practice at regular intervals and review opportunities for co-working. • Governance and regular reporting through the Climate Oversight and Implementation Board. • Reporting through relevant committees. • Partnership working and support for "community driven action" through Member Climate Working Party and Community Climate Change Group. Q1 25/26 UPDATE: The refreshed Climate Change Action Plan for the period 2025-2028 has been presented to Children and Adults DMT, CMT, the Climate Oversight and Implementation Board and Overview and Scrutiny Committee (B&S and RCE) for comment. A public facing document has been drafted and shared with the Portfolio Holder for approval and is scheduled to be presented to Cabinet in August for formal adoption. The Member Working Party and Community Working	CIII	• Embed climate change considerations within the Council's decision-making process through a supportive framework. • Ensure climate action is a consideration for achieving financial savings. • Significant requirement for government funding and Council financial strategy to deliver ambition at scale and pace. • Ensure sufficient staffing is assigned to delivery of the Climate Change Action Plan.	DIII

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	impacts of climate change Medway's communities.			Group have continued to meet, receiving updates from the Waste team and on the Local Cycling and Walking Implementation Plan respectively. The results of the Climate Emergency UK scorecard assessment for Medway have been published. Medway received a score of 39%, just below the single tier average of 40%. The Climate Response team have used the scorecard as a benchmarking tool to assess the impact of the refreshed action plan and shared the findings with the HoS for Sport, Greenspaces and Climate Response. Q4 24/25 UPDATE: The refreshed Climate Change Action Plan for the period 2025-2028 has been presented to Informal Cabinet, the Member Climate Working Party and Community Climate Change Group for comment. The Portfolio Holder has approved the plan. It is scheduled to be presented to Overview and Scrutiny and Cabinet for formal adoption at the respective meetings in June and August 2025. **SR47.03: Drive the Air Quality Action Plan (AQAP) forward to effect improvement in Air Quality across Medway** Q1 25/26 UPDATE: The 2025-30 Air Quality Acton Plan was presented to Overview and Scrutiny Committee on 12 June 2025. The Committee supported the recommendation for the action plan to be approved by Cabinet for formal adoption when it meets on 7 July 2025. Q4 24/25 UPDATE: The draft air quality action plan has been updated to include the results of the statutory consultation and has been resubmitted to DEFRA for comments. The action plan is scheduled to be presented to Overview and Scrutiny Committee and Cabinet for formal adoption at the respective meetings in June and July 2025.			
SR59	Devolution and Local Government Reform **Partnership Working:** Breakdown of relationships with neighbouring local authorities	**BII**	Any disagreements will impede our ability to form new arrangements in a way that works best for the residents of Medway. This may also be felt within Medway Council if there are strong disagreements on	• 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	**BII**		**CII**

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	owing to disagreements linked to Devolution and LGR processes.		the right governance arrangements for the new authorities.	• Daily cross-organisation dialogue at officer and political levels • Full Council agreement and establishment of political Working Group 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.			
	Stasis: Limited progress on devolution and LGR, affecting the Council's reputation and results in loss of focus	CII	Progress across Kent and Medway will be high profile and any delay to progressing plans will affect our standing with Government Staff and councillors lose focus and are distracted from current ambitions by LGR.	• Establishment of Policy and Partnerships Team with initial focus on devolution and LGR • Establishment of CMT sub-group to steer the work • Members of CMT already working with KCC colleagues to progress the work • Regular updates to CMT • Avoid placing items on "back burner". • Regular PDRs prioritising current outputs. • Reinforce messaging of council plan 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.	CII		DII
	Staff uncertainty: Potential impact impact on morale and loss of staff owing to employment uncertainties caused by devolution and LGR. Increased recruitment challenges in an already challenging	AII	This risk could result in our staff seeking to leave the Council owing to uncertainty over the future of local government. It may also affect performance and engagement levels as people become more focused on seeking other opportunities. Inability to perform statutory functions. Lack of skills and experience	• Regular updates via the Zymar all staff emails • All staff briefings hosted by the Leader and Chief Executive. • Regular updates from CMT to Directorate Management Teams for cascade • Latest information readily available on the website • Open door policy for discussions on devo/LGR • Service Manager sessions. • Our Medway Live sessions • Regular updates on current work streams and planning for the future. • New council jobs site giving the ability to more creatively promote our teams and services and job/career opportunities is being built. Q1 25/26 UPDATE:	BII	Small group focus on LGR. remaining staff delivering business as usual	CII

Risk Ref	Risk	Inherent risk score	Impact	Current controls/mitigations	Current risk score	Further controls/mitigations	Target risk score
	national skills shortage in key areas.			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.			
	Public apathy: Residents may not support changes if local influence is seen to be reduced, and the new authorities seem too remote.	CII	Public may disengage if they are not assured of a satisfactory route to democracy and representation.	• Government plan to run the consultation on devolution and LGR in the Spring • Press releases, website and One Minute Medway already deployed. Q1 25/26 UPDATE: Public engagement yet to being 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.	CII		DII
	Increasing costs: The costs associated with devolution are unknown and may put pressure on budgets if Government support is insufficient	BII	Our constrained financial environment may be further tested if the resource needed to support devolution and LGR outstrips what we have already budgeted for.	• Clear £450K pa budget • Government promise of capacity funding to cover some planning costs. • Need to consider 26/27 MTFO in this context 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.	BII		CII
	Political disquiet	BIII	Political distraction	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.	BIV		