

## Q3 2025/26 SUMMARY OF RISK PERFORMANCE

Appendix 2

### Risk Overview

**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	Q2 25/26 Previous Risk Score	Q3 25/26 Current Risk Score	Movement	Likelihood	Impact	Owner	Portfolio	Link to Council Plan
Live	SR03B	Insufficient budget funding	AI	All	All	Static	Very likely	Major	Chief Finance Officer	Leader	Principles
Live	SR09A	Meeting the needs of Older People and Working Age Adults	AI	BII	<del>BII</del> BIII	Decrease	Likely	Moderate	Director of People and Deputy Chief Executive	Deputy Leader	Priority 1
Live	SR09B	Failure to meet the needs of children and young people	BII	BIII	BIII	Static	Likely	Moderate	Director of People and Deputy Chief Executive	Children's Services	Priority 1
Live	SR17	Delivering regeneration	BII	BII	BII	Static	Likely	Major	Director of Place	Climate Change and Strategic Regeneration	Priority 2
Managed	SR32	Data and information	BII	CII	CII	Static	Unlikely	Major	Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer	Business Management	Values
Managed	SR35	Homelessness	BII	All	All	Static	Very likely	Major	Assistant Director Culture and Community	Housing & Property	Priority 5
Live	SR36A	Medway Development Company Ltd	BI	CII	CII	Static	Unlikely	Major	Assistant Director Regeneration, Chief Operating Officer	Climate Change and Strategic Regeneration	Priority 5
Managed	SR37	Cyber Security	AI	CI	CI	Static	Unlikely	Catastrophic	Chief Information Officer	Business Management	Principles
Live	SR46	Medway's Economic Recovery	BII	BII	BII	Static	Likely	Major	Assistant Director Regeneration	Economic and Social Regeneration and Inward Investment	Priority 2
Live	SR47	Climate Change	All	CIII	CIII	Static	Unlikely	Moderate	Assistant Director Culture and Community	Climate Change and Strategic Regeneration	Priority 3
Live	SR54	Recruitment and Retention	BII	CIII	CIII	Static	Unlikely	Moderate	Chief Organisational Culture Officer	Business Management	Values
Live	SR56	Children's Social Care Budget Pressure	AI	All	All	Static	Very likely	Major	Director of People and Deputy Chief Executive	Children's Services	Priority 1
Live	SR57	Adult Social Care Budget Pressure	AI	AI	AI	Static	Very likely	Catastrophic	Assistant Director Adult Social Care	Deputy Leader	Priority 1
Live	SR58	Gun Wharf building closure	AI	AI	AI	Static	Very likely	Catastrophic	Assistant Director Regeneration	Housing and Property	Principles
Live	SR59	Local Government Reorganisation (LGR) and Devolution	BII	CII	CII	Static	Unlikely	Major	Head of Policy and Partnerships	Leader	

Q3 2025/26 RISKS

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SR03B	Insufficient budget funding	AI	<p>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.</p> <p>The government's Spending Review 2024 resulted 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. Whilst no material changes have been implemented to date, it is hoped that these will be enacted in the form of a three year settlement for 2026/27 onwards and initial estimates look positive for Medway. It was necessary to seek government support through the Exceptional Financial Support</p>	<p>The MHCLG's Policy Statement was released on 20 November, and the Provisional Settlement was announced on 17 December. Along with a consultation which ends on 14 January. Overall the settlement is positive for Medway and is the first multiyear settlement in around a decade which gives more certainty to levels of funding for future years. However, when compared to our draft budget assumptions the settlement represents an £8m worsening of our budget position. Officers continue to work with MHCLG, and CIPFA around the existing capitalisation directions and conversations are ongoing in case further EFS is required.</p>	All	<p>Until the 2026/27 provisional settlement is published, it will not be possible to plan with any confidence for the next three years. The Finance team continues to improve the monitoring of council tax and business rates to enhance the accuracy of budget projections and has developed an approach to monitor the council's balance sheet and financial resilience more broadly. Officers continue to work with MHCLG, CIPFA and the external auditors around the existing capitalisation directions and conversations are ongoing in case further EFS is required. 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>	All

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			(EFS) scheme, with the Ministry of Housing, Communities and Local Government (MHCLG) confirming ministers were 'minded to' agree capitalisation directions for both the 2024/25 and 2025/26 financial years. The MTFO indicates that further EFS will be required in 2026/27.				
SR09A	Meeting the needs of Older People and Working Age Adults	AI	We would not be meeting our statutory duties. Run the risk of reputational damage and challenge. Additional pressure on partner agencies such as health. More complaints.	While some teams have successfully recruited to permanent posts, others have not been able to do so. We remain heavily reliant on locum social workers, and there is still a significant vacancy rate across the service.	<del>BII</del> BIII	Capital investment opportunities to help manage demand. Service redesign in terms of outcomes. Focus on staff wellbeing and engagement. Work closely with the Kent and Medway Integrated Care Board, Medway and Swale Health and Care Partnership, and partners regarding Discharge to Assess funding. We proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home. We will increase independence and self-care for service users, which allows them to control their care through an increase in the use of Assistive Technology where appropriate. An Adult Social Care (ASC) Transformation & Improvement Programme has been introduced to drive the ASC Strategy's aims and objectives. Continue to work closely with providers who are working within contract rates.	CII
SR09B	Failure to meet the needs of children and young people	BII	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.	Permanent recruitment and retention to senior roles across children's services is positive, However this remains fragile for frontline practitioners, with a number of social work positions in some services being filled by interim practitioners. All Permanent Heads of Service will be in post by January which will support the stability across the service. Most inductions for staff are positive, and we continue to learn	BIII	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	CII

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				<p>from exit interviews. Visible leadership is having a positive impact on culture fortnightly Keeping in Touch meetings with AD and PSW, have a consistently good attendance. Our recruitment campaign will campaign has gone live and candidates at interview are reporting that Medway has a good reputation and practitioners are wanting to come and work here.</p>		<p>subgroups. Additional Human Resources (HR) resource to proactively target sickness absence and performance management. Increased focus on retention including stay and exit interviews.</p> <p>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, and evaluate the difference this makes to children’s lives. 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.</p> <p>Implementing the project to re-open Eden House residential provision. The project is</p>	

Risk Ref	Risk	Inherent risk (before controls)	Impact	Current Controls	Current risk (after controls)	Proposed / Further Controls / Treatment Action	Target risk (after further action)
						progressing, with opening estimated April 2024.	
SR17	Delivering regeneration	BII	<p>Regeneration projects are not completed.</p> <p>Potential damage to the council's reputation.</p> <p>Not able to meet member, government, and the public's expectations.</p> <p>Deteriorating physical and infrastructure assets.</p> <p>Investment wasted.</p> <p>Young people are not catered for in the 'new world'.</p> <p>Low skills base among some residents remains.</p> <p>Disconnect between skills and employment opportunities.</p> <p>Maintenance of low aspiration culture.</p> <p>Increased commuting and pressure on transportation.</p> <p>Negative impact on community cohesion.</p>	<p>Full Council on 13th November agreed to fund £44M to design and build an 80 bed Medway operated care home providing 40 beds for dementia patients and 40 beds to those discharged from hospital and returning to their homes. The remainder of the site will provide housing for older people. RIBA 1 has been completed, and the next design stage is due to complete in early March. This project is cross directorate, led by ASCH Commissioning and supported by Regeneration Delivery.</p> <p>The transfer of Strood Civic to MDC completed in December, the site has Planning permission to deliver 195 homes and has been successful in securing £1.7m OPE directly to the council and £6.8m BIL to MDC grant funding for enabling works to unlock the site.</p> <p>In October 2025 Ground Control Ltd were appointed as the principal contractor to begin the development of Deangate Community Parkland. The phase 1 works will include improvements to the car park, new pathways, fencing, various planting and a new viewpoint. The phase 1 works are due to begin in early 2026.</p>	BII	The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the council's capacity is already stretched, however the council has demonstrated its appetite for a 'mixed economy' of approaches to deliver regeneration, and new opportunities are being explored with other partners including private sector organisations.	CII
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.	The current arrangements continue to remain in place. No further update required this quarter.	CII	Review support for information governance within the organisation. Appoint a Deputy Senior Information Risk Officer (SIRO).	DIII
SR35	Homelessness	BII	Increasing and unsustainable overspend of the allocated budget. Poorer outcomes for children and	The risk remains as the quarterly average approaches has increased to 338, Kingsley House remains operational between 10-3pm Monday	All	Continue to deliver outcomes attached to funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support existing activity around rough	DIII

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			<p>vulnerable adults. Increased legal challenge and penalty from the Local Government and Social Care Ombudsman (LGO). Reputational damage. Failing to achieve Members' expectations.</p>	<p>to Friday, and outcomes are supporting the integrated hubs work. Ongoing cross directorate work with social care supporting medical discharge including a new post to support complex cases to reduce the need for homelessness application.</p> <p>Phase 5 are both on site and moving forward within their build programmes with Lennoxwood [19 houses] expected May 2026 and Aburound [18 flats] expected July 2026. Phase 6 is nearly completion following a number of delays including a change in contractor and main utility connection, expected handover January/February 2026. [44 flats]. 12 new houses in Borstal have now been let using a local lettings plan via Homechoice. Block B, Ingram Court has now completed and expected occupation in the new year.</p> <p>Partner delivery for Q3 has consisted of 90 new homes, all affordable rented homes are allocated via Homechoice.</p> <p>Nightly paid TA remains at approximately 496 households, with the continuing use of approximately 65 HRA properties, 11 corporate properties and 30 TA owned properties which will be increased again over Q4 as more nightly paid households are moved into TA owned. Out of area placements has increased to 12% however 93% of these placements are due to domestic abuse and require OOA placements. Acquisitions continue to progress with the one of the two large blocks [Chatham] commencing occupation since December 2025 and the second large block</p>		<p>sleeping. Begin to design models for the cessation of funding as there is currently no more committed from 2025. Continue to purchase temporary accommodation (TA) units in line with the decision and borrowing approved by Council in January 2023. Monitor and evaluate success to create the case for further investment, should the evaluation justify it. Explore other alternatives for the provision of TA. Continue to maximise prevention opportunities and joint working to reduce the strain on households in TA.</p>	

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				[Rochester] expected commencement of occupation mid-January 2026. OML continues to procure fully managed properties and have secured 29 homes to support move on from TA.			
SR36A	Medway Development Company Ltd	BI	The business cases for the three main sites being developed by Medway Development Company (MDC) Ltd were agreed prior to the war in Ukraine and the subsequent economic volatility. These factors have led to high inflation impacting the cost and availability of both labour and materials. This in turn caused the Bank of England to increase interest rates. As well as affecting the cost of these developments, the resultant 'cost of living crisis' has affected the housing market.	The first PRS block (71 homes) is 86% let – we expect this to increase after Christmas break. We have also released a second smaller apartment block and are at 71% let now. We have a phased delivery plan for releasing blocks and Block A has now been released late November and we have secured one let and several enquiries ongoing. Block E will be leased to the Council to help respond to its increasing TA numbers and is expected to commence in January. We are still seeing a steady demand from the market, which reinforces the decision to implement a switch from private sale to PRS	CII	Changes in the housing market brought about by increasing costs and higher interest rates have led to much more uncertainty with sales generally, however there are opportunities for Medway Development Company (MDC) Ltd. As house prices become out of reach for first time buyers looking to purchase in and around London, they may turn their attention to less expensive areas with good links to the city, such as Medway. Furthermore, we are seeing an increase in the private rented market and the company is proactively set up to take advantage of this opportunity, which was agreed by Cabinet. By adjusting to private rented, the company can de-risk projects but also generate long term revenue streams or sell homes at a later date, when values have increased – this is expected to happen in Chatham, as the regeneration uplift builds, however, this is likely to take time. The other key opportunity is that the company is also able to lever in grants and work with the council to identify opportunities to help unlock projects. The company has been particularly successful in leveraging in grants, and this focus should continue to capitalise on future opportunities.	DIII
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.	Following the high-severity technical risks identified during the annual IT Health Check, the ICT team has successfully completed all remediation activities. We are now preparing to submit the results to the Cabinet Office as part of the council's Public Services Network (PSN) Code of Connection renewal.	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.	CII

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			Potential increase in costs to repair damage and restore systems.	<p>In addition to completing all remediation activities, the council has strengthened its core infrastructure by upgrading its Certificate Services. This enhancement improves the security and integrity of authentication and encryption processes across the organisation, ensuring compliance with modern standards and reducing the risk of credential-related vulnerabilities.</p> <p>Furthermore, the domain functional level has been raised, unlocking advanced Active Directory features that support better security controls, streamlined management, and futureproofing for upcoming technology initiatives.</p> <p>These upgrades represent a significant step forward in maintaining a robust and resilient ICT environment.</p>			
SR46	Medway's Economic Recovery	BII	<p>The Economy and Infrastructure Recovery Cell have produced an impact assessment outlining the main consequences of Covid19. 24 impact areas have been identified and some of the most acute include:</p> <ul style="list-style-type: none"> <li>• A significant rise in unemployment with a disproportionate effect on young people, part-time and entry level roles, and those with insecure contracts, women, and people from ethnic minorities.</li> <li>• Decreased apprenticeship vacancies and industrial placements.</li> <li>• Reduced strength of Medway's business base.</li> <li>• Accelerated decline of town</li> </ul>	<p>Business confidence has begun to improve nationally and locally following latest budget stability but pending minimum wage increases and employee rights protections continue to present a risk to business investment in creating new jobs.</p> <p>Locate in Kent and Visit Kent residual services have merged into a new combined service within KCC covering Kent and Medway.</p>	BII	<p>Commercial moves out of London – Medway as an attractive place to locate and do business.</p> <p>Rise in working from home / associated decline in commuting means residents spend more leisure and social time and money locally.</p> <p>Innovation Park Medway (IPM) plans reshaped to support the post-Covid19 economy.</p> <p>Opportunity to significantly advance digital inclusion for workers, learners and service users across Medway.</p>	CII

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			<p>centres and street markets.</p> <ul style="list-style-type: none"> <li>• Impact on supply chains.</li> <li>• Decreased relevance of Medway Council's strategic bases.</li> <li>• Digital inclusion/exclusion.</li> <li>• Sustainability of higher and further education, and its impact on place.</li> </ul>				
SR47	Climate Change	All	<p>Potential damage to the council's reputation.  Not able to meet member, government, and the public's expectations.  Net zero by 2050 is not achieved.</p>	<p>A new reporting system is in the process of being set up to enable collation of quarterly updates against the Climate Change Action Plan for presenting to the Climate Oversight and Implementation Board (COIB). The SharePoint site will be tested during Q4. Q3 updates will be collated using alternative means and provided to COIB. An update on progress against the Sustainable Travel and Transport actions was received by COIB, and the group discussed the Climate Emergency UK Scorecard. All agreed it is important to communicate the Council's progress against the scorecard. The Community Climate Working Group received a presentation from Greenspaces and Birdwise on progress against the Climate Change Action Plan and ways for the group to get involved. The Member Climate Working Group met to further develop their Climate Action Ward Improvement Plans. The group was encouraged to submit their plans by end of Q3. Climate Response and Regeneration colleagues are supporting the development of a Medway Community Energy Project Working Group, with the first meeting of an expanded group of volunteers held in Q3. Officers also attended a meeting with Lord Rees of Easton to discuss a Strategic Energy Partnerships</p>	CIII	<p>Leading the way with Climate Change will give the Council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area. Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term. Sufficient staffing is assigned to the tasks required in the plan.</p>	DIII

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				<p>Programme further to Medway's contributions to an investment prospectus at New York Climate Week. A new Kent and Medway Environment Members Board has been established to support the Kent and Medway Environment Group (KMEG) and the delivery of the Kent and Medway Energy and Low Emissions Strategy (ELES). The Portfolio Holder for Climate Change and Strategic Regeneration chaired the first meeting of the Board. Separately KMEG received updates on a revised ELES implementation plan - all Kent districts will be required to provide annual updates against the plan. Engagement work has continued this quarter. The Climate Response Engagement Officer post has been advertised with interviews due in Q4. An annual reporting timetable established with DMT, CMT and Overview &amp; Scrutiny Committees.</p>			
SR54	Recruitment and Retention	BII	<p>Lack of experienced staff with specialist skills.  Low staff morale.  Loss of productivity through quiet quitting.  Industrial action impacting service delivery/performance.  Reliance on interim and agency staff.  Budget pressures due to use of agency staff and contractors to fill roles.  Inability to perform statutory functions.  Inability to meet service demands.  Inability to develop and improve service delivery.  Impact on delivery of projects to expected timescales.  Reputational damage.</p>	<p>MedSpace pages updated to reflect Recruitment &amp; Resourcing changes, and this is ongoing to ensure pages become more informative and supportive</p>	CIII	<ul style="list-style-type: none"> <li>• Updated web and MedSpace paged by 31/10/2025</li> <li>• Revised policies to support new CPF/PPP Recruitment guidance being prepared</li> </ul> <p>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.</p>	DIII

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						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.	
SR56	Children's Social Care Budget Pressure	All	Financial impact, not manageable within existing funds.	Currently 95% of FIT savings have been achieved, and regular budget monitoring continues across all of children's ensuring overspend is at a minimum. Ongoing oversight and themed reviews of children's placements, ensure that care planning remains robust and placement spend is in line with identified need. Children in Care including UASC continue to rise, and placements are identified timely. Eden house continues to be home to 4 young people, and fifth placement will be made early 2026. Building work is due to be completed on our second children's home in Spring 2026.	All	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). 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. Ensure action is taken to secure further Department for Education (DfE) funding if the opportunity arises. 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.	Bill
SR57	Adult Social Care Budget Pressure	All	Financial impact, not manageable within existing funds.	As per Q2, savings and cost avoidance continue to be delivered but the external factors, such as ordinary residence, complex care needs of people requiring care and support and people who have been self-funding care contacting the council as their capital has depleted is having a significant impact on the budget, causing the pressure to increase.	All	Further improve timing and forecasting of placements' expenditure by closer work between Adult Social Care (ASC), the Finance team and Brokerage. Funding bid for increased Assistive Technology (includes artificial intelligence (AI) learning) to reduce/prevent/delay care. Complete review of ASC front door, to prevent/reduce/delay. Review available advice/guidance for self-funding residents to ensure funds are maximised. Kyndi is identifying Assistive Technology to trial that could be used 'instead of' some care calls. This can only be used where	All

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						there is not a risk for the individual.	
SR58	Gun Wharf building closure	AI	<p>Workforce unable to access Gun Wharf site or considerable parts of the site.</p> <ul style="list-style-type: none"> <li>- Unable to access essential equipment remaining on site. This includes ICT equipment and access to work equipment.</li> <li>- Workforce does not have ICT equipment to work from home.</li> <li>- Some processes can only be undertaken on site at Gun Wharf (GW) or an alternative location (not from home).</li> <li>• Post – franking machine</li> <li>• Printing – urgent printing obligations</li> <li>• ICT – support and maintenance</li> </ul> <p>Could cause loss of income because we'll be unable to send penalty notices (parking) and unable to give notice of direct debits (adults). Damage to reputation.</p> <ul style="list-style-type: none"> <li>- Unable to access files and paperwork.</li> <li>May delay court hearings (schools).</li> <li>- Financial – costs may be incurred for: <ul style="list-style-type: none"> <li>• extra equipment</li> <li>• travel to alternative locations</li> <li>• postage</li> <li>• room hire.</li> </ul> </li> <li>- Compliance with insurance requirements so that cover is not impacted.</li> </ul>	Reviewed for the quarter but no update required	AI	<p>Silver command to agree priority for use of the safe working spaces at Gun Wharf.</p> <p>Safe routes and safe exits throughout the building to be reviewed.</p> <p>Building safe areas to be shared with officers.</p> <p>Priority for ICT support to be agreed.</p> <p>MedSpace pages updated to inform and support the workforce.</p>	AIII
SR59	Local Government Reorganisation (LGR) and Devolution	BII	<ul style="list-style-type: none"> <li>'- Breakdown of relationships with neighbouring local authorities.</li> <li>- Delay in progressing LGR could affect our standing with Government.</li> <li>- Councillors and officers could be distracted from</li> </ul>	<p>Medway's LGR (option 4D) was submitted to government on 28 November 2025 along with 4 other options including the 4UA 'base case'.</p> <p>Work is underway to project plan for the next steps across three stages</p>	CII	<p>The current strong collaboration will need to continue after the Government has made its decision over the shape of local government across Kent and Medway and the governance structures will need to evolve at each stage of the process through to the election of shadow councils and on to</p>	CIII

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			<p>business as usual and the Council's wider ambitions.</p> <ul style="list-style-type: none"> <li>- Reduced morale due to uncertainty, resulting in staff exodus and difficulty in recruitment.</li> <li>- Public apathy and disengagement from democracy.</li> <li>- Additional unfunded costs associated with LGR falling to the council tax payer.</li> </ul>	<p>from now until decision and then into shadow arrangements and vesting day and to draw up a checklist of requirements to ensure we are 'day one safe and legal' We are currently awaiting confirmation of the start date for the statutory government consultation. The team are currently engaging with other policy and LGR delivery teams across the country as well as membership bodies such as the LGA to share learning, good practice to help manage risk and ensure quality of delivery.</p> <p>Whilst politically sensitive ongoing collaboration, information sharing and co-production remains a key part of the process including mitigating associated risk through silo working</p>		vesting day and beyond.	