

## Q1 2026/27 SUMMARY OF RISK PERFORMANCE

### Risk Overview

**Key:** Likelihood: **A** Very likely **B** Likely **C** Unlikely **D** Rare      Impact: **1** Critical **2** Major **3** Moderate **4** Minor.

| Live or Managed risk | Risk Ref | Risk                                                                                       | Inherent Risk Score | Q4 25/26 Previous Risk Score | Q1 26/27 Current Risk Score | Movement | Likelihood | Impact   | Owner                                                                                                           | Portfolio                                 | Link to Council Plan |
|----------------------|----------|--------------------------------------------------------------------------------------------|---------------------|------------------------------|-----------------------------|----------|------------|----------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------------|
| Live                 | SR03B    | Insufficient budget funding                                                                | A1                  | B2                           | B2                          | Static   | Likely     | Major    | Chief Finance Officer                                                                                           | Leader                                    | Principles           |
| Managed              | SR32     | Data and information                                                                       | B2                  | C2                           | C2                          | Static   | Unlikely   | Major    | Director of People and Deputy Chief Executive, Assistant Director Legal & Governance, Chief Information Officer | Business Management                       | Values               |
| Managed              | SR37     | Cyber Security                                                                             | A1                  | C1                           | C1                          | Static   | Unlikely   | Critical | Chief Information Officer                                                                                       | Business Management                       | Principles           |
| Live                 | SR47     | Climate Change                                                                             | A2                  | C3                           | B3                          | Increase | Likely     | Moderate | Assistant Director Culture and Community                                                                        | Climate Change and Strategic Regeneration | Priority 3           |
| Live                 | SR54     | Recruitment and Retention                                                                  | B2                  | B2                           | B2                          | Static   | Likely     | Major    | Chief Organisational Culture Officer                                                                            | Business Management                       | Values               |
| Live                 | SR59     | Local Government Reorganisation (LGR) and Devolution                                       | B2                  | C2                           | C2                          | Static   | Unlikely   | Major    | Head of Policy and Partnerships                                                                                 | Leader                                    |                      |
| Live                 | NEW      | Main office refurbishment programme – temporary decant and multi-site working              |                     |                              | C2                          |          | Unlikely   | Major    | Strategic Service Manager – FM & Capital Projects                                                               | Housing and Property                      | Principles           |
| Live                 | NEW      | Facilities Management delivery brought in-house – compliance and building safety assurance |                     |                              | B1                          |          | Likely     | Critical | Strategic Service Manager – FM & Capital Projects                                                               | Housing and Property                      | Principles           |

### Q1 2026/27 RISKS

| Risk Ref | Risk                        | Inherent risk (before controls) | Impact                                                                                                                                                                            | Current Controls                                                                                                                                                                                 | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                | Target risk (after further action) |
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| SR03B    | Insufficient budget funding | A1                              | 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, | Full Council on 13th November agreed to fund £44M for IPM S to design and build an 80 bed Medway operated care home providing 40 beds for dementia patients and 40 beds to those discharged from | B2                            | 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 | A2                                 |

| Risk Ref | Risk                 | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Current Controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Target risk (after further action) |
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|          |                      |                                 | <p>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.</p> <p>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.</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 capitalisation directions for both the 2024/25 and 2025/26 financial years. The MTFO indicates that further EFS will be required in 2026/27.</p> | <p>hospital and returning to their homes. The remainder of the site will provide bungalows for ASC. RIBA 3 is underway and planning application is due to be submitted Q2. This project is cross directorate, led by ASCH Commissioning and supported by Regeneration Delivery.</p> <p>IPM N procurement of a development partner has been approved by Cabinet to deliver the masterplan as agreed March 2025. In October 2025 Ground Control Ltd were appointed as the principal contractor to begin the development of Deangate Community Parkland. The phase 1 works include improvements to the car park, new pathways, fencing, various planting and a new viewpoint. The phase 1 works are due to complete this summer.</p> |                               | <p>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.</p> <p>Officers and Cabinet members will continue to lobby government for more and fairer funding, including submitting robust responses to available surveys and consultations around the Settlement.</p> |                                    |
| SR32     | Data and information | B2                              | Poor management and protection                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No changes to the current                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | C2                            | Review support for information governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | D3                                 |

| Risk Ref | Risk           | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                            | Current Controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                   | Target risk (after further action) |
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|          |                |                                 | 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.                                                                                                                                                                                                    | arrangement, and no update for this quarter. The risk remains the same.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                               | within the organisation.<br>Appoint a Deputy Senior Information Risk Officer (SIRO).                                                                                                                                                                                                                                                                                                                             |                                    |
| SR37     | Cyber Security | A1                              | <p>Unauthorised access to council systems and data.</p> <p>Potential for data breaches.</p> <p>Loss of access to council systems and data for staff.</p> <p>Cyber security/ransomware attack may mean data is permanently lost.</p> <p>Potential damage to the council's reputation.</p> <p>Potential increase in costs to repair damage and restore systems.</p> | <p>Medway Council has now successfully migrated relevant corporate user licences from E3 to E5.</p> <p>This upgrade provides the following cyber security benefits:</p> <p>Advanced Cyber Security Posture: This upgrade moves us from a reactive security posture to a highly proactive one. It equips the ICT team with industry-leading tools to automatically detect and intercept complex identity, email, and data threats.</p> <p>Securing Hybrid Working: Microsoft E5 introduces advanced protections directly to individual staff accounts and devices. This ensures that whether staff are working from Gun Wharf, a community site, or from home, Council data remains heavily protected.</p> <p>Future-Proofing Data: This investment significantly mitigates the financial and operational risks associated with modern cyber threats, directly strengthening our compliance and data governance</p> | C1                            | 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.                                                    | C2                                 |
| SR47     | Climate Change | A2                              | <p>Potential damage to the council's reputation.</p> <p>Not able to meet member, government, and the public's expectations.</p> <p>Net zero by 2050 is not achieved.</p>                                                                                                                                                                                          | Reporting on Year 1 progress against action plan shared with DMT, CMT and BSD Overview and Scrutiny Committee prior to going to Cabinet in August 2026. Headline results identify 35 of 42 of actions within the plan have been started in Year 1 (January-December 2025). More formalised reporting of actions to the Climate Oversight and Implementation Board introduced from April 2026 to ensure greater                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | B3                            | <p>Leading the way with Climate Change will give the Council the opportunity to provide the local community with a clean, green, sustainable future and enhance the Medway area.</p> <p>Some of the options which will support climate change may also have the additional benefit of saving the council money in the longer term.</p> <p>Sufficient staffing is assigned to the tasks required in the plan.</p> | D3                                 |

| Risk Ref | Risk                                                 | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current Controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Target risk (after further action) |
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|          |                                                      |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | scrutiny and accountability for each of the actions; this is supported by new Sharepoint reporting system introduced for Q1 of 2026-27. This will enable greater focus on delivery against Council priorities and ambitions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                    |
| SR54     | Recruitment and Retention                            | B2                              | <p>Lack of experienced staff with specialist skills.</p> <p>Low staff morale.</p> <p>Loss of productivity through quiet quitting.</p> <p>Industrial action impacting service delivery/performance.</p> <p>Reliance on interim and agency staff.</p> <p>Budget pressures due to use of agency staff and contractors to fill roles.</p> <p>Inability to perform statutory functions.</p> <p>Inability to meet service demands.</p> <p>Inability to develop and improve service delivery.</p> <p>Impact on delivery of projects to expected timescales.</p> <p>Reputational damage.</p> | <p>Recruitment market is proving difficult in some areas mainly due to the current LGR situation . Candidates are remaining in post often due to the fear of 'last in first out' if changes are needed in new authorities.</p> <p>Issues with current Category Management DPS Procurement Platform affecting agency supply. Closely monitoring this. New DPS framework to be introduced end of Q 2/Q3 which will rectify issues.</p> <p>Revised Redeployment Policy and Process now implemented and working well - Recruitment and ER meet weekly to ensure full support of staff in the Redeployment Pool</p> <p>MedPay PPP recruitment guidance for assessing levels A,B&amp;C at interview are being finalised for roll out including comprehensive guidelines for Recruiting Managers and documents to support and reflect the new CPF Framework</p> <p>All MedSpace pages reviewed and updated providing more in-depth manager guidance to ensure a consistent recruitment approach and mitigate risk of unfair recruitment practices</p> | B2                            | <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).</p> <p>Benchmarked pay for all roles aligned to profession with the ability to move to acquire new skills and increase salary.</p> <p>Career pathways to support progression within the council.</p> <p>Revised performance management approach to ensure skills assessments and career conversations take place.</p> <p>Introduction of a talent management tool to identify future talent and single points of failure within the workforce (9 box development diamond).</p> <p>Revised market allowance framework.</p> <p>Revised policies to manage sickness and capability.</p> <p>Annual staff engagement and annual review of the employee engagement strategy.</p> <p>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).</p> <p>Annual pay uplift strategy/medium term uplift plans.</p> | D3                                 |
| SR59     | Local Government Reorganisation (LGR) and Devolution | B2                              | <p>Breakdown of relationships with neighbouring local authorities.</p> <p>Delay in progressing LGR could affect our standing with Government.</p> <p>Councillors and officers could be</p>                                                                                                                                                                                                                                                                                                                                                                                           | <p>1. Announcement - at the time of writing this (8 July) Kent and Medway are awaiting decision, with MHCLG confirming a decision is still expected before summer recess on 17 July 2026. There is a general risk the delay to the programme could impact safe and legal plus delivery.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | C2                            | <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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | C3                                 |

| Risk Ref | Risk                                                                                                                                                                                                                                                                                                                                                                                                                                      | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                                                                      | Current Controls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                                                   | Target risk (after further action) |
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|          |                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                 | <p>distracted from business as usual and the Council's wider ambitions.</p> <p>Reduced morale due to uncertainty, resulting in staff exodus and difficulty in recruitment.</p> <p>Public apathy and disengagement from democracy. Additional unfunded costs associated with LGR falling to the council tax payer.</p>                                                                                       | <p>2.Judicial Review - some Councils have indicated the possibility to seek Judicial Review depending on decision. Whilst this presents some risk Kent Chiefs and Leaders have agreed this will run a parallel process and not pause county-wide PMO and transition activity.</p> <p>3.Relationships between Councils – there is a risk that the model selected by government could place strain on relationships across councils. This could lead to delays in programme delivery. Whilst this presents some risk, internal preparations are underway at Medway and engagement with neighbouring councils will continue following the decision to support constructive working relationships and programme progress.</p> <p>4.Recruitment to the County PMO - interviews for these roles are currently underway with applications open to all staff across the region. Depending on outcome there is risk of programme instability at a Medway level. The current process for additional resource funding requests as approved by Cabinet on 2 June will help mitigate against this.</p> |                               | vesting day and beyond.                                                                                                                                                                                                                                                                                                                                                                                                                          |                                    |
| NEW      | <p><b>Main office refurbishment programme – temporary decant and multi-site working</b></p> <p>As part of the refurbishment of the main office site, staff are being temporarily relocated to alternative locations, with the intention of returning to the refurbished main office in 2027. During the refurbishment and decant period there is a risk that dispersed working arrangements, reliance on temporary accommodation, and</p> |                                 | <ul style="list-style-type: none"> <li>• Workforce operating across multiple temporary locations, reducing efficiency and collaboration.</li> <li>• Limited or constrained access to specialist facilities, equipment or processes normally delivered from the main office.</li> <li>• Increased dependency on ICT and remote working capability, with risk of service disruption if capacity is</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | C2                            | <ul style="list-style-type: none"> <li>• Clear decant strategy and programme governance for the refurbishment and phased occupation.</li> <li>• Identification and approval of suitable alternative locations with sufficient capacity and compliance.</li> <li>• ICT provision planned and prioritised to support multi-site and remote working.</li> <li>• Agreed priorities for use of specialist facilities and shared resources.</li> </ul> |                                    |

| Risk Ref | Risk                                                                                                                                                                                                                                                                                                                                                                                                                            | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Current Controls | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Target risk (after further action) |
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|          | ongoing construction activity may adversely impact service delivery, staff productivity, operational resilience and costs.                                                                                                                                                                                                                                                                                                      |                                 | <p>insufficient.</p> <ul style="list-style-type: none"> <li>Some functions may only be deliverable from specific locations, leading to delays or backlogs.</li> <li>Increased travel time and costs for staff and managers.</li> <li>Potential financial impact due to additional costs including: <ul style="list-style-type: none"> <li>Temporary accommodation and room hire</li> <li>ICT equipment and connectivity</li> <li>Storage, printing and postage</li> <li>Travel and subsistence</li> </ul> </li> <li>Risk of reduced service performance affecting income streams (e.g. statutory notices, billing or enforcement activity).</li> <li>Reputational risk if services are delayed or customer expectations are not met during the refurbishment period.</li> <li>Health, safety and wellbeing risks associated with temporary workplaces and ongoing construction activity.</li> </ul> <p>Programme risk if refurbishment timescales extend beyond 2027, prolonging these impacts.</p> |                  |                               | <ul style="list-style-type: none"> <li>Regular communication with staff on locations, timescales and working arrangements.</li> <li>Health and safety assurance for all temporary locations and construction interfaces.</li> <li>Ongoing monitoring of costs and service performance during the refurbishment period.</li> <li>Business continuity plans reviewed and updated to reflect temporary working arrangements.</li> </ul>                                                                                                      |                                    |
| NEW      | <p><b>Facilities Management delivery brought in-house – compliance and building safety assurance</b></p> <p>Facilities Management delivery has transitioned from the Medway Norse Joint Venture to an in-house FM model after 13 years. There is a significant risk that historical weaknesses and current gaps in statutory compliance and building safety may persist or worsen during the transition period if controls,</p> |                                 | <ul style="list-style-type: none"> <li>Non-compliance with statutory building safety and asset management requirements, including: <ul style="list-style-type: none"> <li>Fire safety</li> <li>Legionella control</li> <li>Asbestos management</li> <li>Gas safety</li> <li>Electrical safety</li> <li>Lift maintenance and inspection</li> </ul> </li> <li>Increased risk to the health and safety of staff, service</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                  | B1                            | <ul style="list-style-type: none"> <li>Establishment of clear corporate landlord governance and accountability for compliance and building safety.</li> <li>Comprehensive review and validation of statutory compliance data across the property portfolio.</li> <li>Prioritised action plan to address known compliance gaps and high-risk assets.</li> <li>Development and agreement of a clear suite of FM compliance KPIs covering all statutory areas.</li> <li>Monthly reporting of compliance performance and exception</li> </ul> |                                    |



| Risk Ref | Risk                                                                             | Inherent risk (before controls) | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Current Controls | Current risk (after controls) | Proposed / Further Controls / Treatment Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Target risk (after further action) |
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|          | resources, systems and assurance arrangements are not fully embedded and robust. |                                 | <p>users, contractors and the public.</p> <ul style="list-style-type: none"> <li>Increased likelihood of enforcement action, prohibition notices or prosecution by regulators.</li> <li>Potential invalidation or restriction of insurance cover if statutory requirements are not met.</li> <li>Reputational damage arising from failures in building safety governance and corporate landlord responsibilities.</li> <li>Financial impact due to remedial works, emergency compliance actions, external audits or fines.</li> </ul> <p>Reduced confidence at corporate and member level in the Council's ability to discharge its building safety and landlord duties.</p> |                  |                               | <p>management to the Corporate Landlord Board.</p> <ul style="list-style-type: none"> <li>Implementation or strengthening of appropriate systems to manage inspection regimes, certification and remedial actions.</li> <li>Use of competent, accredited contractors and assurance processes where specialist expertise is required.</li> <li>Regular internal audit, spot checks and independent assurance to validate compliance performance.</li> <li>Ongoing training and development for FM officers to ensure competency in statutory compliance management.</li> </ul> |                                    |