

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

20 AUGUST 2020

COUNCIL PLAN PERFORMANCE MONITORING REPORT AND RISK REGISTER QUARTER 4 AND END OF YEAR 2019/20

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Contributors: Children and Adults – Directorate Management Team
Regeneration, Culture and Environment – Directorate
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Public Health
Business Support

Summary

Medway's Council Plan 2016/21 sets out the Council's three priorities.

This report and appendices summarise how we performed in Q4 2019/20 on the delivery of the programmes and measures which fall within the remit of this Committee which are:

- **Priority:** maximising regeneration and economic growth (Appendix 1).
- **Ways of working:** giving value for money, 2: finding the best digital innovation and using it to meet resident's needs, and 3: working in partnership where this benefits our residents (Appendix 2).

Given the overarching responsibilities of this Committee to provide guidance and leadership on the development and coordination of the scrutiny function for all overview and scrutiny committees, this report also contains:

- performance summary of all services (Appendix 3)
- summary of discussions at the Children and Young People Overview and Scrutiny Committee (Appendix 4)

Due to the timings of meetings, the summary of performance at the Regeneration, Culture and Environment O&S Committee will follow. On this occasion, Members agreed at the agenda planning meeting that the Health & Adult Social Care O&S Committee will receive this information as a briefing note instead of it appearing on the agenda for their 18 August meeting.

Rather than the planned Q4 review of the Corporate Risk Register, this report instead sets out how the Council's response to Covid-19 has been controlled using the principles and tools of the Risk Management Strategy.

1. Budget and Policy Framework

- 1.1 The Council Plan 2016/21 was agreed at Full Council in February 2016. It sets out the Council's three priorities and three ways of working which aim to deliver these priorities.
- 1.2 Risk management is an integral part of good governance. The Council recognises that it has a responsibility to identify and manage the barriers to achieve its strategic objectives and enhance the value of services it provides to the community. The Cabinet as a whole has responsibility to ensure the effective operation of risk management in the Council.
- 1.3 During quarter 4 2019/20, the Council implemented the Emergency Planning procedures in response to the Covid-19 Pandemic, with a risk assessment in line with the Council's Risk Management Strategy forming the basis of all decision making and governance arrangements throughout the Response. While the Council's Corporate Risk Remains reflective of the key risks facing the organisation in the wider context, the priority for the Council is currently to deliver an effective response to the Covid-19 pandemic working alongside partner organisations, supporting Medway's residents and businesses and continuing to deliver services as usual wherever possible.
- 1.4 To manage the response, the Council has established a network of specialist 'Cells' which lead on functional elements of the Council's recovery including those tasked with co-ordinating the recovery for vulnerable adults through Adult Social Care, Schools and Education and Housing, and those responsible with ensuring the Council's core functions continue to operate 'business as usual' wherever possible including Finance, HR and Customer Contact.
- 1.5 Each 'Cell' lead is responsible for maintaining a risk register detailing the impacts of recovery from COVID19 on their area of responsibility, following the Council's Risk Management Strategy. Cell leads are responsible for managing risks scored below CII – significant likelihood, crucial impact (as such risks would routinely be managed on service/operational risk registers) while issues arising from risks scored at CII or above are escalated to Silver and Gold Command as necessary (as such risks would routinely be managed through the Council's Strategic Risk Register). In addition, financial thresholds have been agreed to ensure that where a decision being made would commit the Council to new expenditure or result in the loss of income, appropriate financial authorisation is in place.
- 1.6 A Governance group within the Cell structure has been established and is providing assurance on the effectiveness of risk management and the implications of actions taken through the Covid-19 response. This group will work alongside the Strategic Risk Management Group to resume routine monitoring of strategic risks during quarter 1 20/21, beginning with a fundamental review of the Corporate Risk Register in light of the Covid-19 Response and Recovery.

2. Background

- 2.1 The table below summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes. The priorities and outcomes that fall under the remit of this Committee are shown below and are not shaded out. Detailed progress reports on these programmes can be found in appendices 1 and 2.

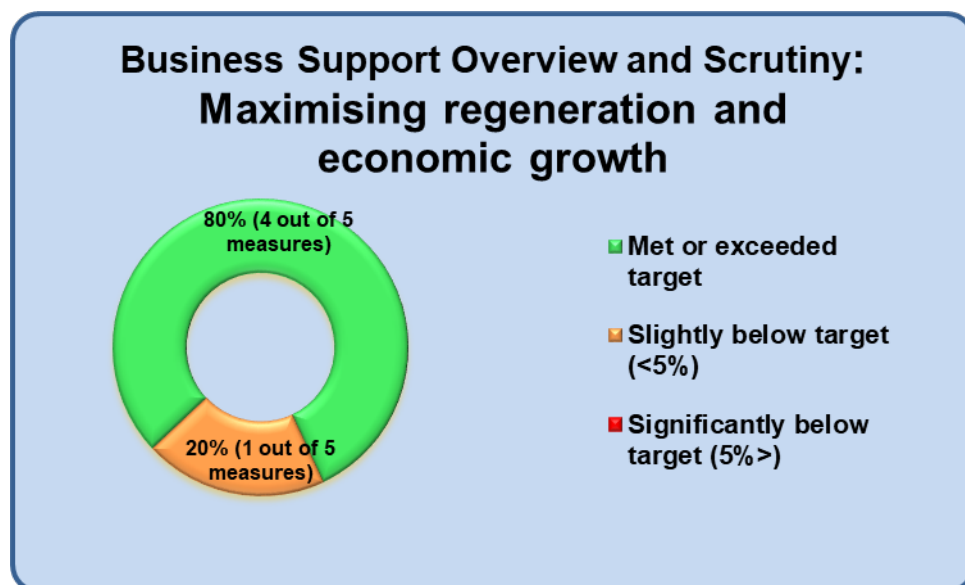
WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
<p>OUTCOME A clean and green environment</p> <p>1 Public realm and street scene</p> <p>2 Replacing Medway's street lights</p> <p>OUTCOME Medway on the map</p> <p>3 Medway: a great place to live, work, learn and visit</p>	<p>OUTCOME A strong diversified economy</p> <p>4 Business investment</p> <p>OUTCOME Residents with jobs and skills</p> <p>5 Jobs, skills and employability</p> <p>OUTCOME Preventing homelessness</p> <p>6 Preventing homelessness</p> <p>OUTCOME Delivering new homes to meet the needs of Medway's residents</p> <p>7 Delivering new homes to meet the needs of Medway's residents</p> <p>OUTCOME Getting around Medway</p> <p>8 Tackle congestion hotspots by transport and public realm improvements</p>	<p>OUTCOME Healthy and active communities</p> <p>9 Improving everyone's health and reducing inequalities</p> <p>OUTCOME Resilient families</p> <p>10 Together we can – Children's services</p> <p>11 The best start in life</p> <p>OUTCOME Older and disabled people living independently in their homes</p> <p>12 Improve support for vulnerable adults by working with partners and communities</p> <p>OUTCOME All children achieving their potential in schools</p> <p>13 Raising aspiration and ambition</p>

*Shaded areas fall under the remit of other overview and scrutiny committees

- 2.2 Given the overarching responsibilities of Business Support Overview & Scrutiny Committee, the overview narrative of Council performance is provided for Members' information at Appendix 3. A summary of the performance matters discussed at the Children and Young People's Overview and Scrutiny Committee is provided at Appendix 4. Due to the timings of meetings, the summary of performance at the Regeneration, Culture and Environment O&S committee will follow.
- 2.3 Given the overarching responsibilities of the Business Support Overview & Scrutiny Committee, the Committee is asked to note that during Q4 19/20 risks have been managed through the Council's Emergency Planning process.

3. Advice and analysis

- 3.1 There are 6 measures of success which fall under the remit of this committee; however, we are reporting on 5 measures as 1 measure (digital take up) is data only.



4. Risk management

- 4.1 Implementation of a performance management and risk framework allows the Council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability on how successfully the Council is administering its resources. The risk of inaccurate data being reported to Members is minimised through authorisation by Directorate and Corporate Management Teams. Assurance can therefore be placed on the accuracy of data used to assess performance. By reporting to Members, the risk of poor performance not being identified or addressed is minimised.
- 4.2 The Risk Management process helps the Council understand, evaluate and take action on all their risks. It supports effective decision making,

identification of priorities and objectives and increases the probability of success by making the most of opportunities and reducing the likelihood of failure.

4.3 The Council's Risk Management Strategy incorporates and:

- promotes a common understanding of risk;
- outlines roles and responsibilities across the Council;
- proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage and loss.

5. Consultation

5.1 The Q4 Council Plan Performance Monitoring and Strategic Risk Report has been discussed with Corporate Management Team (20 May 2020) and at Cabinet (09 June 2020). It has also been discussed at Children & Young People Overview & Scrutiny (23 July 2020) and is due to be discussed at the Health & Adult Social Care Overview & Scrutiny on 18 August 2020.

6. Financial and legal implications

6.1 There are no direct finance or legal implications arising from this report.

7. Recommendations

7.1 Members are asked to consider and note the Q4 2019/20 performance against the measures used to monitor progress against the Council's priorities.

7.2 Members are asked to note that during Q4 19/20 risks have been managed through the Council's Emergency Planning process.

7.3 Members are asked to note that the Strategic Risk Management Group will resume monitoring strategic risks during quarter 1 20/21.

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Appendices:

Appendix 1: Maximising regeneration & economic growth

Appendix 2: Ways of working

Appendix 3: Performance summary all services

Appendix 4: Children and Young People O&S Committee discussion summary

Appendix 5 :Regeneration, Culture & Environment O&S Committee discussion summary (to follow)

Background papers

[Council Plan 2016/21 \(2019/20 update\)](#)