

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

22 OCTOBER 2020

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 1 2020/21

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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 Q1 2020/21 on the delivery of the programmes and measures which fall within the remit of this Committee which are:

- **Priority:** Growth (Appendix 1).
- **Ways of working:** 1: 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:

- a performance summary of all services (Appendix 3)
- a summary of discussions at the Children and Young People, Health and Adult Social Care and Regeneration, Culture and Environment Overview and Scrutiny Committees (Appendix 4 – to follow).

During Q1 of 2020/21, as the Council has moved from the Response to Recovery phase of the Emergency Planning procedures, the Strategic Risk Management Group (SRMG) has resumed monitoring of strategic risks. Therefore, this report also presents the Q1 2020/21 review of the Council's Strategic Risk Register.

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. It includes the measures we use to track performance.
- 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. The Strategic Risk Register ensures that all relevant key risks are recorded and mitigating actions are monitored. The Strategic Risk Register is reviewed on a quarterly basis and presented alongside Council Plan Performance Monitoring to support informed decision making.
- 1.3. The Covid-19 pandemic has had a profound impact on the local community and local economy as well as the Council's income and performance. Following Government guidance, the Council's response has been focused on ensuring the core objectives of reducing the spread of the virus whilst protecting the most vulnerable members of our community. In doing this the efforts of Council staff across all directorates in both front line and support staff has ensured the continuation of key services. The Council response has been in line with emergency planning best practice and guidance.
- 1.4. We have devised creative solutions where we have not been able to provide services directly; our libraries have given residents access to thousands of ebooks, audio books and emagazines and we have created a huge number of free online videos of live sports work outs, health and wellbeing sessions and creative courses.
- 1.5. There has been a substantial increase in the number of compliments received with 171 received during Q1 2020/21 compared with 50 in the previous quarter. Many of these are attributed to the continuation of services during the initial response to the Covid-19 pandemic. Waste Services, Strategic Housing and Medway Norse were the areas receiving most compliments.

2. Background

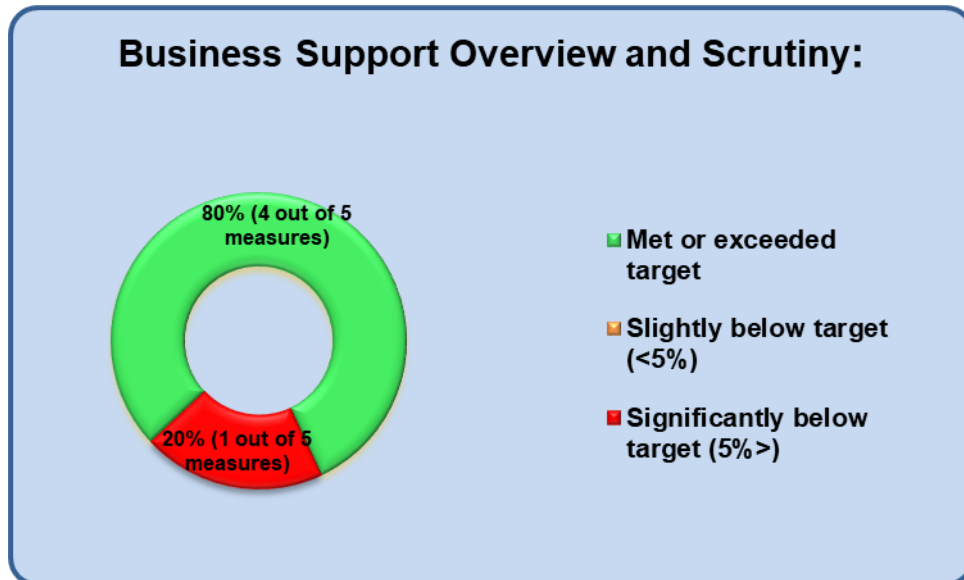
- 2.1. This report sets out the performance summary against the Council priority and Ways of Working relevant for this Committee; Growth, Giving Value for Money, Finding the Best Digital Innovation and Working in Partnership. It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance. This report also sets out the latest review of the strategic risks relevant to this committee together with mitigation in place to minimise impact and likelihood.
- 2.2. Detailed background information supporting this report can be found in Appendices 1 and 2: Growth and Ways of Working.

- 2.3 Given the overarching responsibilities of Business Support Overview & Scrutiny Committee, the overview narrative of Council performance is provided for Members' information at Appendix 3. Due to the timings of meetings, the summary of discussions on performance from the other O&S committees will follow as Appendix 4.
- 2.4 Risk owners have reviewed and updated their risks which have subsequently been considered and agreed by the Strategic Risk Management Group (SRMG) on 23 July 2020.
- 2.5 The revised Strategic Risk Register can be found in Appendix 5.
- 2.6 The table overleaf summarises the 15 programmes which support our 3 priorities and outcomes. It also shows the three overarching ways of working which we use to deliver all of the above. The priorities and outcomes that fall under the remit of this committee are shown below (non-shaded). Detailed progress reports on these programmes can be found in Appendices.

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		
PEOPLE	PLACE	GROWTH
Supporting Medway's people to realise their potential	Medway: A Place to be proud of	Maximising regeneration and economic growth
OUTCOME Healthy and active communities	OUTCOME A clean and green environment	OUTCOME A strong diversified economy
1 Improving everyone's health and reducing inequalities	6 Enhancing public realm, street scene and green spaces	11 Business investment
OUTCOME Resilient families	7 Replacing Medway's street lights	OUTCOME Residents with jobs and skills
2 Together we can – Children's Services Improvement Plan	8 Improve air quality in air quality management areas	12 Jobs, skills and employability
3 The best start in life	9 Climate Change	OUTCOME Preventing homelessness
OUTCOME Older and disabled people living independently in their homes	OUTCOME Medway on the map	13 Preventing homelessness
4 Improve support for vulnerable adults by working with partners and communities	10 Medway: a great place to live, work, learn and visit	OUTCOME Delivering new homes to meet the needs of Medway's residents
OUTCOME All children achieving their potential in schools		14 Delivering new homes to meet the needs of Medway's residents
5 Raising aspiration and ambition		OUTCOME Getting around Medway
		15 Tackle congestion hotspots by transport and public realm improvements

3. Summary of performance

- 3.1 There are 6 Council Plan measures for 2020/21. We are reporting on 5 as 1 measure (digital take up) is data only.



3.2 Improved performance

- 33% (2 out of 6*) improved long term (average of previous 4 quarters)
- 33% (2 out of 6*) improved short term (since last quarter)

*where data available

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. 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. Financial and legal implications

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

6. Recommendations

6.1 Members are asked to consider the Q1 2020/21 performance against the measures used to monitor progress against the Council's priorities, and to note the amended strategic risk register as set out in Appendix 5

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Background papers

Council Plan 2016/21 (2019/20 update)

Appendices

Appendix 1 Council Priority: Growth

Appendix 2: Council Priority: Ways of Working

Appendix 3: Performance summary of all services

Appendix 4: Summary of discussions at the Children and Young People,
Health and Adult Social Care and Regeneration, Culture and
Environment Overview and Scrutiny Committees – To follow

Appendix 5: Strategic Risk Register