



## **BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE**

**30 MARCH 2021**

### **COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 3 2020/21**

Report coordinated by Phil Watts, Chief Finance Officer

Contributors: Children and Adults – Directorate Management Team  
Regeneration, Culture and Environment – Directorate  
Management Team  
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 Quarter 3 (Q3) 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 Overview and Scrutiny Committees (Appendix 5) with the summary from the Regeneration, Culture and Environment Overview and Scrutiny Committee to follow.

This report also presents the Q3 2020/21 review of strategic risks.

## 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 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.

## 2. Background

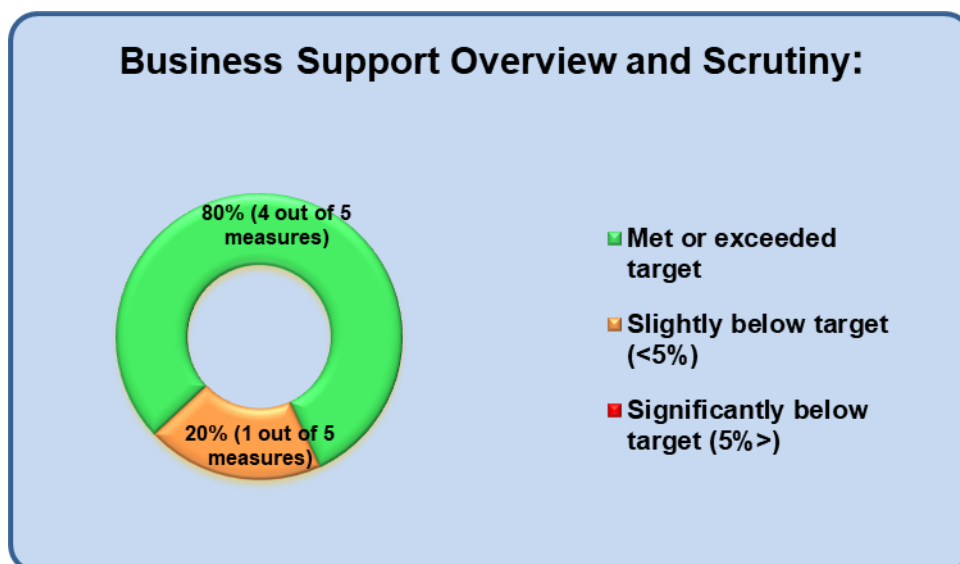
- 2.1. This report sets out the performance summary against the Council priority and Ways of Working relevant for this Committee; Growth, Giving Value for Money, Finding the Best Digital Innovation and Working in Partnership. It focuses on where we have achieved or exceeded our targets, and how we are 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.
- 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 12 January 2021. The revised Strategic Risk Register can be found in Appendix 4.
- 2.5. As agreed during the Quarter 2 risk review, a new risk has been added to the strategic risk register in Quarter 3 – SR49: Income Reduction due to Covid19.
- 2.6. At the SRMG meeting on 12 January 2021 a new risk for the Housing Infrastructure Fund (HIF) was proposed. The HIF is already included in risk SR17 Delivering Regeneration. However, the potential impact of the HIF project not achieving its outcomes would have a catastrophic effect on the Council's finances and reputation. The SRMG, therefore propose this as a risk in its own right.
- 2.7. This has subsequently been discussed by Regeneration, Culture and Environment Directorate Management Team, where it was agreed to prepare a HIF risk for Quarter 4 risk monitoring.

- 2.8. A summary of the performance matters discussed at other overview and scrutiny committee meetings is provided at Appendix 5; the summary from the Regeneration, Culture and Environment Overview and Scrutiny Committee meeting will follow.
- 2.9. 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 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 the 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		
<p><b>PEOPLE</b> Supporting Medway's people to realise their potential</p>	<p><b>PLACE</b> Medway – a place to be proud of</p>	<p><b>GROWTH</b> Maximising regeneration and economic growth</p>
<p><b>OUTCOME</b> Healthy and active communities</p> <p>1 Improving everyone's health and reducing inequalities</p>	<p><b>OUTCOME</b> A clean and green environment</p> <p>6 Enhancing public realm, street scene and green spaces</p>	<p><b>OUTCOME</b> A strong diversified economy</p> <p>11 Business investment</p>
<p><b>OUTCOME</b> Resilient families</p> <p>2 Together we can – Children's Services Improvement Plan</p>	<p>7 Replacing Medway's streetlights</p>	<p><b>OUTCOME</b> Residents with jobs and skills</p> <p>12 Jobs, skills and employability</p>
<p>3 The best start in life</p>	<p>8 Improve air quality in air quality management areas</p>	<p><b>OUTCOME</b> Preventing homelessness</p> <p>13 Preventing homelessness</p>
<p><b>OUTCOME</b> Older and disabled people living independently in their homes</p> <p>4 Improve support for vulnerable adults by working with partners and communities</p>	<p>9 Climate Change</p>	<p><b>OUTCOME</b> Delivering new homes to meet the needs of Medway's residents</p> <p>14 Delivering new homes to meet the needs of Medway's residents</p>
<p><b>OUTCOME</b> All children achieving their potential in schools</p> <p>5 Raising aspiration and ambition</p>	<p><b>OUTCOME</b> Medway on the map</p> <p>10 Medway: a great place to live, work, learn and visit</p>	<p><b>OUTCOME</b> Getting around Medway</p> <p>15 Tackle congestion hotspots by transport and public realm improvements</p>

### 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

- 80% (4 out of 5\*) improved long term (average of previous 4 quarters)
- 60% (3 out of 5\*) 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 act 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 Q3 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 4

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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: Strategic Risk Register

Appendix 5: Summary of discussions at other overview and scrutiny committees