REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

10 JUNE 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 4 2020/21

Report from: Phil Watts, Chief Finance Officer

Contributors: Regeneration, Culture and Environment – Directorate Management Team

Summary

Medway's Council Plan 2016/21 sets out the Council's three priorities. This report and appendices summarise how we performed in Quarter 4 (Q4) of 2020/21 on the delivery of the two priorities relevant for this Committee: Place and Growth.

This report also presents the Q4 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 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 two Council priorities relevant for this Committee: Place and Growth. 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: Place and Growth.

2.3   Risk owners have reviewed and updated their risks which have subsequently been considered and agreed by the Strategic Risk Management Group (SRMG) on 21 April 2021.

2.4   There was one addition to the strategic risk register. As agreed during the quarter 3 risk review, risk SR50 (Delivering £170m Housing infrastructure fund programme) has been added. The revised Strategic Risk Register can be found in Appendix 3: Strategic Risk Register.

2.5   Risks have been managed throughout the year in accordance with the Civil Contingencies Act (CCA), the Council's Emergency Plan and the Council's Risk Strategy. Strategic (GOLD) and Tactical (SILVER) command structures were implemented to establish a local response to the pandemic. A Covid19 strategy was agreed as was a process for considering and recording all decisions made.

2.6   During 2020/21 the Council moved from the Response to Recovery phase of Covid19 Emergency Planning procedures. The Strategic Risk Management Group (SRMG) resumed monitoring of strategic risks, undertaking a fundamental review of all strategic risks considering the impact of Covid19, in July 2020.

2.7   Risk management throughout the year has been dynamic; responding to the different phases of the pandemic and mitigating emerging risks before they occur. Integrating risk management into the Council's operational activities, has ensured resilience, and supported clear and informed decision making. This includes embracing the opportunities that change presents such as smarter ways of working.

2.8   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 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

PEOPLE Supporting Medway's people to realise their potential	**PLACE** Medway: A Place to be proud of	**GROWTH** 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 9 Council Plan measures for 2020/21. We are reporting on 7 as data for 2 measures are not available this quarter.
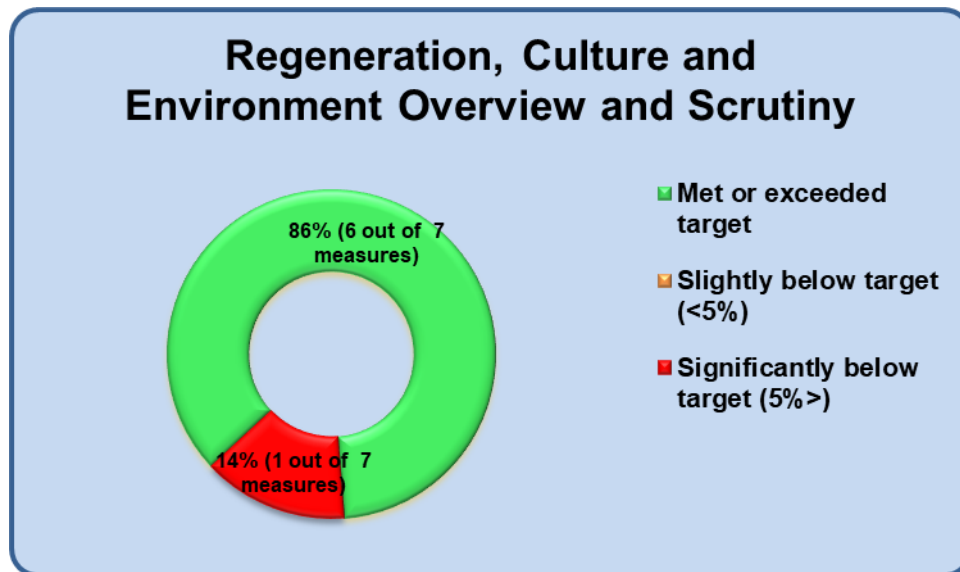
4. Risk management

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, and.
- 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 financial or legal implications arising from this report.

6   Recommendations

6.1   Members are asked to consider the Q4 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 3.

Lead officer contact
Lesley Jones, Corporate Performance Lead ext. 2472
lesley.jones@medway.gov.uk

Background papers
Council Plan 2016/21 (2019/20 update)

Appendices
Appendix 1   Council Priority: Place
Appendix 2:   Council Priority: Growth
Appendix 3   Strategic Risk Register