

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

19 AUGUST 2021

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

Report coordinated by Phil Watts, Chief Finance Officer

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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) 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 Regeneration, Culture and Environment and Children and Young People Overview and Scrutiny Committees (Appendix 5). The Health and Adult Social Care Overview and Scrutiny Committee summary will follow.

This report also presents the Q4 2020/21 review of strategic risks (Appendix 4).

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. A summary of the performance matters discussed at the Regeneration, Culture and Environment Committee and the Children and Young People's Overview and Scrutiny Committee is provided at Appendix 5. Due to the timing of the Health and Adult Social Care Overview and Scrutiny Committee, this summary will follow.
- 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 13 April 2021. There were no changes to residual risk scores, or new risks added, relating to this committee. The revised Strategic Risk Register can be found in Appendix 4.
- 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 Covid-19

strategy was agreed as was a process for considering and recording all decisions made.

- 2.6 The Medway Gold Group continues as part of the current structure. The Tactical Command (SILVER) has a cell structure that ensures the Council's critical services are being maintained. Other cells in the structure are concentrating on non-critical services, e.g. Registration & Bereavement, Environmental Services, Leisure & Heritage etc. All the service-based cells are supported by Finance, HR, ICT, Governance, Procurement etc, also categorised as cells in the tactical response structure.
- 2.7 In line with Medway's Emergency Plan, the Tactical Commander has established an Emergency Control Centre within Gun Wharf. Due to the nature of the incident, much of the daily communications is done via Microsoft Teams to maintain distance between key staff. A daily Situation Report process is in place to report a Common Operating Picture for all the designated cell areas.
- 2.8 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.
- 2.9 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.
- 2.10 Below is a summary of the changes to the strategic risk register in 2020/21.

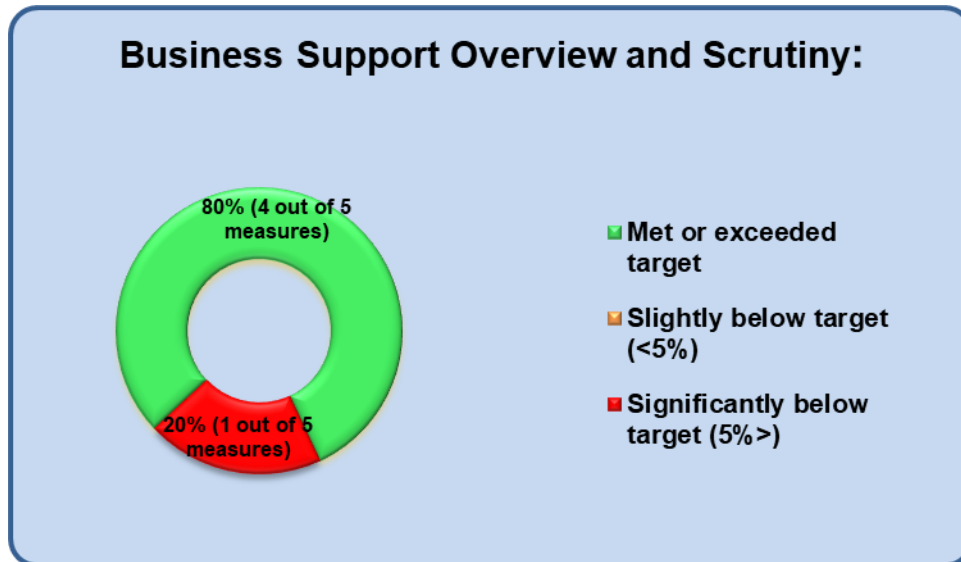
Removed from strategic risk register	SR21: Procurement savings – capacity and delivery (Q1 20/21) SR27: Local Authority's ongoing relationship with all schools and academies (Q1 20/21)
Added to strategic risk register	SR46: Medway's Economic Recovery from Covid19 (Q1 20/21) SR09A: Changing Demographics of Older People and Working Age Adults (Q1 20/21) SR47: Climate Change (Q2 20/21) SR49: Income Reduction due to Covid19 (Q3 20/21) SR 50: Delivering £170m Housing infrastructure fund programme (Q4 20/21)
Decreased current residual score	SR 17: Delivering regeneration (BII from CII) (Q1 20/21) SR 35: Homelessness (CIII from DII) (Q1 20/21) SR26: Non-delivery of Children's Services Improvement (All to CII)

2.11 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		
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 1 Improving everyone's health and reducing inequalities	OUTCOME A clean and green environment 6 Enhancing public realm, street scene and green spaces	OUTCOME A strong diversified economy 11 Business investment
OUTCOME Resilient families 2 Together we can – Children's Services Improvement Plan	7 Replacing Medway's streetlights	OUTCOME Residents with jobs and skills 12 Jobs, skills and employability
3 The best start in life	8 Improve air quality in air quality management areas	OUTCOME Preventing homelessness 13 Preventing homelessness
OUTCOME Older and disabled people living independently in their homes 4 Improve support for vulnerable adults by working with partners and communities	OUTCOME Medway on the map 10 Medway: a great place to live, work, learn and visit	OUTCOME Delivering new homes to meet the needs of Medway's residents 14 Delivering new homes to meet the needs of Medway's residents
OUTCOME All children achieving their potential in schools 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

- 60% (3 out of 5*) improved long term (average of previous 4 quarters)
- 20% (1 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 its 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 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 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 Regeneration, Culture and Environment and Children and Young People Overview and Scrutiny Committees. Health and Adult Social Care Overview and Scrutiny Committee summary to follow.