

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

21 OCTOBER 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 1 2021/22

Report coordinated by Phil Watts, Chief Finance Officer

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Regeneration, Culture and Environment – Directorate Management Team
Public Health
Business Support

Summary

Medway's Council Plan 2021/22 sets out the Council's three priorities. This report and appendices summarise how we performed in Q1 2021/22 on the delivery of the programmes and measures which fall within the remit of this Committee which are:

- **Priority:** Growth (Appendix 1)
- **Values:** 1: financial resilience, 2: digital enablement, 3: working together to empower communities, 4: creativity and innovation, 5: tackle climate change, and 6: child friendly (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 Overview and Scrutiny Committee and the Regeneration, Culture and Environment Overview and Scrutiny Committee – which is to follow (Appendix 5). Due to the timings of meetings, it is not possible to include a summary of the discussion at the Health and Adult Social Care Overview and Scrutiny Committee on this occasion.

This report also presents the Q1 2021/22 review of strategic risks (Appendix 4).

1. Budget and Policy Framework

- 1.1 The Council Plan 2021/22 was agreed at Full Council in February 2021. It sets out the Council's three priorities and six values 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 values relevant for this Committee: Financial Resilience, Digital Enablement, Working together to empower communities, Creativity and Innovation, Tackle Climate Change, and Child Friendly. 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 Values.
- 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 Children and Young People's Overview and Scrutiny Committee is provided at Appendix 5.
- 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 20 July 2021.
- 2.5 There were no changes to current residual risk scores.
- 2.6 There were no additions to the strategic risk register.
- 2.7 The revised Strategic Risk Register can be found in Appendix 4.
- 2.8 At the SRMG meeting on 20 July, SRMG members made the following observations and proposals which should be reflected in the Q2 risk review:
 - SR46 Medway's Economic Recovery from Covid19 - SRMG felt that the focus of this risk needed to change from short term recovery to long term recovery considering the skills agenda and how we are equipping people to take opportunities from our regeneration and economy programmes.
 - SR35 Homelessness - SRMG felt that this risk score should be reviewed to reflect the resources that have recently been allocated for prevention and the work completed by the service.
 - SR49 Income reduction due to Covid19 - the smart parking pilot, which started in April, should be included.

- Given the increased probability of other more catastrophic pandemics happening following Covid19, it was felt that a pandemic risk should be added to the strategic risk register. This is currently being prepared by PH for discussion in Q2.

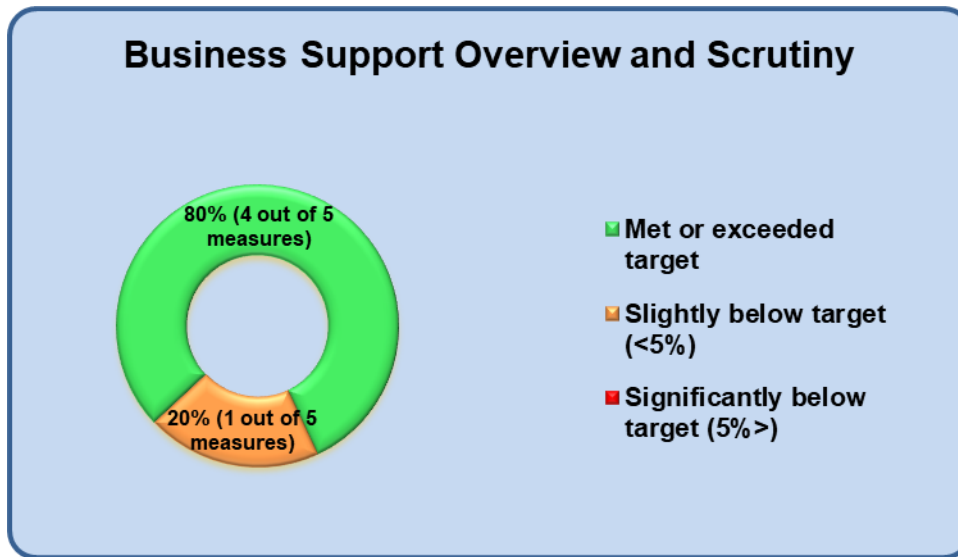
2.9. This table summarises the 15 programmes which support our 3 priorities and 11

VALUES		
Financial Resilience		
Digital Enablement		
Working together to empower communities		
Creativity and Innovation		
Tackle Climate Change		
Child Friendly		
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 Inward investment and business growth
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 in Medway	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	9 Climate Change	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 Medway on the Map 10 Medway, a great place to live, work, learn and visit	OUTCOME Getting around Medway 15 Tackle congestion hotspots by transport and public realm improvements

outcomes. It also shows the six overarching values 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.

3. Summary of performance

- 3.1 There are 7 Council Plan measures for 2021/22. We are reporting on 5 as 2 measures (digital take up, and unmodified VFM conclusion from external auditors) are data only.



Improved performance

- 40% (2 out of 5*) improved over the short term (since last quarter)
 - 60% (3 out of 5*) improved long term (average of previous 4 quarters)
- *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.
- 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. 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 2021/22 performance against the measures used to monitor progress against the Council's priorities.

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Appendices

Appendix 1 Council Priority: Growth

Appendix 2 Council Priority: Values

Appendix 3 Performance summary of all services

Appendix 4 Strategic Risk Register

Appendix 5 Summary of discussions at Children and Young People Overview and Scrutiny Committee

Background papers

[Council Plan 2021/22](#)