

REGENERATION, CULTURE AND ENVIRONMENT

OVERVIEW AND SCRUTINY COMMITTEE

22 MARCH 2022

COUNCIL PLAN PERFORMANCE MONITORING REPORT & RISK REGISTER QUARTER 3 2021/22

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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 Q3 2021/22 on the delivery of the two priorities relevant for this Committee: Place and Growth.

This report also presents the Q3 2021/22 review of the Council's Strategic Risk Register.

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

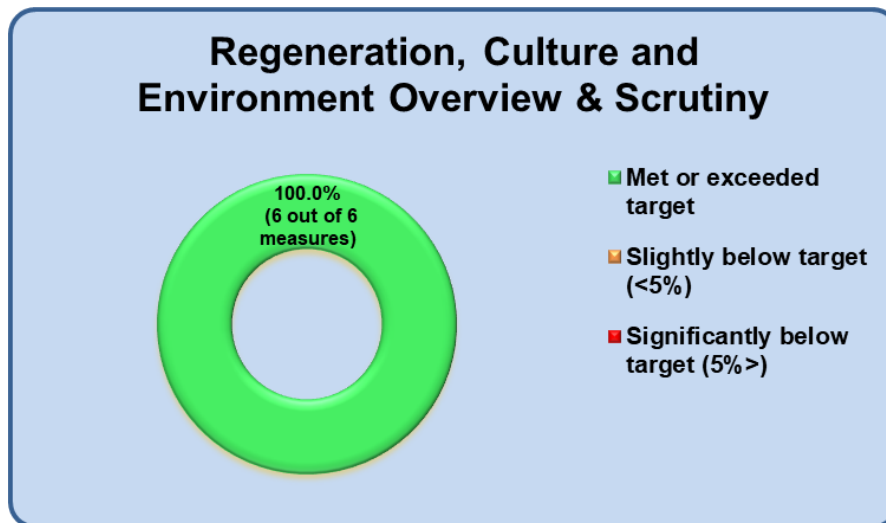
2.1. This report sets out the performance summary against the two Council priorities relevant for this Committee: Place and Growth. It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance. This report also sets out the latest review of the strategic risks 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 reviewed and agreed by the Strategic Risk Management Group (SRMG) on 11 January 2022 and Corporate Management Team (CMT) on 26 January 2022. The revised Strategic Risk Register can be found in Appendix 3: Strategic Risk Register.
- 2.4. SR37: Cyber Security. The current and inherent risk scores were increased to AI (from CI) to reflect the high probability of a cyber-attack (even with stringent mitigations in place).
- 2.5. SR17: Delivering Regeneration. At Business Support O&S on 25 November 2021 members requested SRMG to consider whether the Local Plan should be a risk on the strategic risk register. At SRMG on 11 January 2022 and at CMT on 26 January 2022 it was agreed that the Local Plan was sufficiently reflected in mitigating action SR17.05.
- 2.6. SRMG and CMT have reviewed strategic risks that have reached the risk threshold of CII. The following risk which has reached the threshold was proposed to be removed from the strategic risk register and returned to directorate monitoring:
- 2.7. SR35: Homelessness. The current risk score is DIII. SRMG felt that given the robust actions in place to manage homelessness, this risk should be removed from the strategic risk register and be monitored by the directorate.
- 2.8. Due to the nature of the risks and the current pandemic environment, SRMG and CMT felt that the following risks should remain on the strategic register even though they have reached the threshold of CII: SR02: Business Continuity and emergency Planning, SR36: Alternative Delivery Models, and SR49: Income reduction due to Covid19.
- 2.9. This table summarises the 15 programmes which support our 3 priorities and 11 outcomes. It also shows the six overarching values 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 1 and 2.

| 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 |
| <p>OUTCOME Healthy and active communities</p> <p>1 Improving everyone's health and reducing inequalities</p> | <p>OUTCOME A clean and green environment</p> <p>6 Enhancing public realm, street scene and green spaces</p> | <p>OUTCOME A strong diversified economy</p> <p>11 Business investment</p> |
| <p>OUTCOME Resilient families</p> <p>2 Together we can – Children's Services Improvement Plan</p> | <p>7 Replacing Medway's street lights</p> <p>8 Improve air quality in air quality management areas</p> | <p>OUTCOME Residents with jobs and skills</p> <p>12 Jobs, skills and employability</p> |
| <p>3 The best start in life</p> | <p>9 Climate Change</p> | <p>OUTCOME Preventing homelessness</p> |
| <p>OUTCOME 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>OUTCOME Medway on the map</p> <p>10 Medway: a great place to live, work, learn and visit</p> | <p>13 Preventing homelessness</p> |
| <p>OUTCOME All children achieving their potential in schools</p> <p>5 Raising aspiration and ambition</p> | | <p>OUTCOME 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>OUTCOME Getting around Medway</p> <p>15 Tackle congestion hotspots by transport and public realm improvements</p> |

3. Summary of performance

- 3.1. There are 8 Council Plan measures for 2021/22. We are reporting on 6 as 1 measure is data only and 1 is not available this quarter.



Improved performance

- 86% (6 out of 7*) improved short term (since last quarter)
 - 57% (4 out of 7*) 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 Q3 2021/22 performance against the measures used to monitor progress against the Council's priorities.

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Appendices

Appendix 1: Council Priority: Place

Appendix 2: Council Priority: Growth

Appendix 3: Strategic Risk Register

Background papers

Council Plan 2021/22