

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

31 MARCH 2022

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

Report coordinated by Phil Watts, Chief Operating Officer

Contributors: Children and Adults – Directorate Management Team
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 Q3 2021/22 on the delivery of the programmes and measures which fall under 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, 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 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

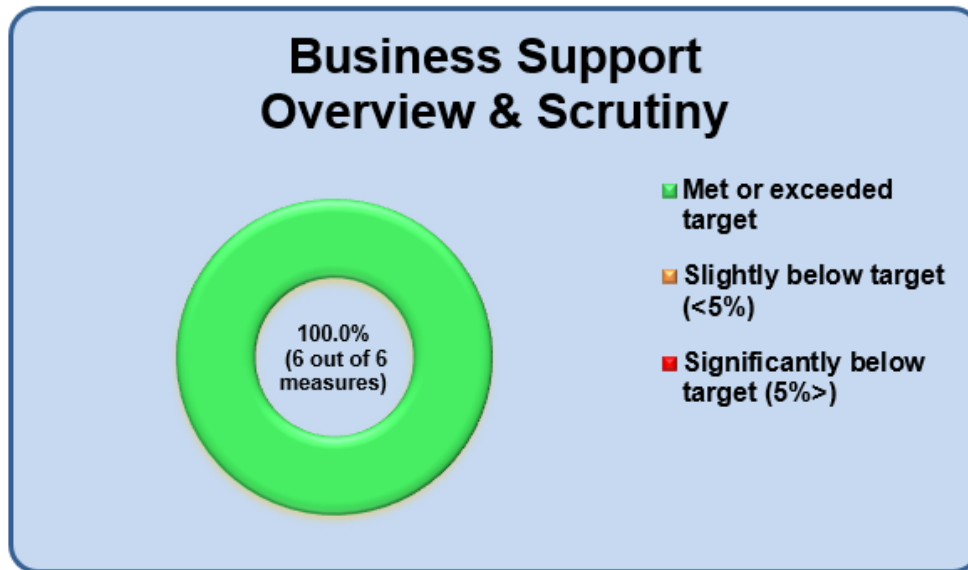
- 2.1. This report sets out the performance summary against the Council priority and values relevant for this Committee: Financial Resilience, Digital Enablement, Working together to empower communities, Creativity and Innovation, Tackle Climate Change, and Child Friendly. It focuses on where we have 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.
- 2.4. 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 4: Strategic Risk Register.
- 2.5. SRMG and CMT considered the following:
 - 2.5.1 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).
 - 2.5.2 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:
 - 2.6.1. 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.
- 2.7. Due to the nature of the risks, the current pandemic environment, and care cap changes, 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.

2.8. 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 the appendices.

VALUES		
Financial Resilience		
Digital Enablement		
Working together to empower communities		
Creativity and Innovation		
Tackle Climate Change		
Child Friendly		
PRIORITIES		
PEOPLE	PLACE	GROWTH
Supporting Medway's people to realise their potential	Medway: a place to be proud of	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 3 The best start in life	7 Replacing Medway's streetlights 8 Improve air quality in air quality management areas in Medway 9 Climate Change	OUTCOME Residents with jobs and skills 12 Jobs, skills and employability
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 Preventing homelessness 13 Preventing homelessness
OUTCOME All children achieving their potential in schools 5 Raising aspiration and ambition		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 Getting around Medway 15 Tackle congestion hotspots by transport and public realm improvements

3. Summary of performance

- 3.1. There are 7 Council Plan measures for 2021/22. We are reporting on 6 measures as one measure is data only (digital take up).



Improved performance

- 33% (2 out of 6*) improved short term (since last quarter)
- 33% (2 out of 6*) 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 and to note the amended Strategic Risk Register as set out in Appendix 4.

Lead officer contact

Lesley Jones, Corporate Performance Lead 01634 332472
lesley.jones@medway.gov.uk

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 the other O&S Committees

Background papers

Council Plan 2021/22