

## **CABINET**

**19 NOVEMBER 2019**

# **COUNCIL PLAN PERFORMANCE MONITORING REPORT AND RISK REGISTER REVIEW QUARTER 2 2019/20**

Portfolio Holders: Councillor Adrian Gulvin, Portfolio Holder for Resources  
Councillor Rupert Turpin, Portfolio Holder for Business Management

Report coordinated by: Phil Watts, Chief Finance Officer

Contributors: Children and Adults – Directorate Management Team  
Regeneration, Culture, Environment and Transformation – Directorate Management Team  
Public Health  
Business Support

### **Summary**

Medway's Council Plan 2016/21 sets out the Council's three priorities.

This report and appendices summarise how we performed in Q2 2019/20 on the delivery of these priorities and the actions we are taking to improve performance.

In accordance with the Council's Risk Management Strategy, this report also presents the latest quarterly review of the 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. These measures are refreshed annually. There are 44 Council Plan measures.
- 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 as a whole 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. From 2019/20 the Strategic Risk Register is being reviewed on a quarterly basis and presented alongside Council Plan Performance Monitoring to support informed decision making.
- 1.3. This report summarises Council Plan performance and presents the updated Strategic Risk Register for quarter 2 2019/20. It will be presented to:

Business Support Overview & Scrutiny	28 Nov
Children and Young People Overview & Scrutiny	03 Dec
Regeneration, Culture and Environment Overview & Scrutiny	05 Dec
Health and Adult Social Care Overview & Scrutiny	16 Jan

## 2. Background

- 2.1. Summaries of the performance of the programmes supporting each of the Council's Priorities, and the actions we are taking to improve performance can be found in:

Appendix 1 Council Priority: Medway: A place to be proud of  
 Appendix 2 Council Priority: Maximising regeneration and economic growth  
 Appendix 3 Council Priority: Supporting Medway's people to realise their potential  
 Appendix 4 Ways of Working: Value for money; Digital innovation and Partnerships

- 2.2. Risk owners have reviewed and updated their risks which have subsequently been reviewed and agreed by the Strategic Risk Management Group (SRMG) on 14 October 2019. The following changes to the current residual risk scores were proposed:

SR 33: Impact of Welfare Reform	DIII (from DII)
SR 34: Successful delivery of corporate transformation programme	DII (from CII)
SR 35: Homelessness	DII (from CII)
SR 38: Transfer of waste contract to Medway Norse	EIII (from BII)
SR 21: Procurement savings	DII (from CII)
SR 26: Children's Services	All (from BII)

- 2.3. At the 14 October 2019 SRMG meeting, it was proposed that risk reference SR38: The transfer of the waste contract to Medway Norse, be removed from the risk register, since the project has been delivered. Corporate Management Team supported this approach and Cabinet are asked to agree to the removal of this risk from the register.

- 2.4. The revised Risk Register can be found in:

Appendix 5 Strategic Risk Register

- 2.5. The table overleaf summarises the 13 programmes which support our 3 priorities and 11 outcomes. It also shows the three overarching ways of working which we use to deliver all of the above

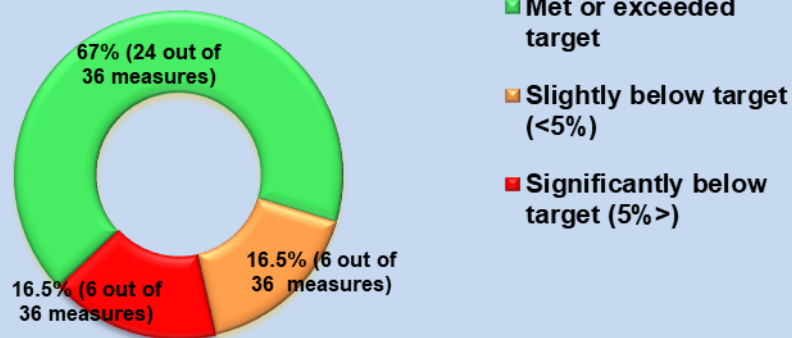
WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
<b>OUTCOME</b> A clean and green environment	<b>OUTCOME</b> A strong diversified economy	<b>OUTCOME</b> Healthy and active communities
1 Public realm and street scene	4 Business investment	9 Improving everyone's health and reducing inequalities
2 Replacing Medway's street lights	<b>OUTCOME</b> Residents with jobs and skills	<b>OUTCOME</b> Resilient families
<b>OUTCOME</b> Medway on the map	5 Jobs, skills and employability	10 Together we can – Children's services
3 Medway: a great place to live, work, learn and visit	<b>OUTCOME</b> Preventing homelessness	11 The best start in life
	6 Preventing homelessness	<b>OUTCOME</b> Older and disabled people living independently in their homes
	<b>OUTCOME</b> Delivering new homes to meet the needs of Medway's residents	12 Improve support for vulnerable adults by working with partners and communities
	7 Delivering new homes to meet the needs of Medway's residents	<b>OUTCOME</b> All children achieving their potential in schools
	<b>OUTCOME</b> Getting around Medway	13 Raising aspiration and ambition
	8 Tackle congestion hotspots by transport and public realm improvements	

### 3. Summary of performance – all measures

#### 3.1. Council Plan – all measures

3.1.1. There are 44 Council Plan measures for 2019/20. We are reporting on 36 as two measures are data only and 6 are not available this quarter.

## Council Plan Performance Summary



### 3.2. Improved performance

- 47.2% (17 out of 36\*) improved long term (average of previous 4 quarters)
- 42.9% (15 out of 35\*) improved short term (since last quarter)

\*where data available

## 4. Performance summary – by Council Plan priority

4.1. This section includes performance highlights supporting the Council priorities and Ways of Working. Full details are provided in Appendices 1-4.

### 4.2. Priority – Medway: A place to be proud of

#### 4.2.1. Performance Summary – Council Plan measures.

4.2.2. There are 3 Council Plan measures for this priority.

## Medway: A place to be proud of



### 4.2.3. Improved performance

- 0% (0 out of 3) improved long term (average of previous 4 quarters)
- 0% (0 out of 3) improved short term

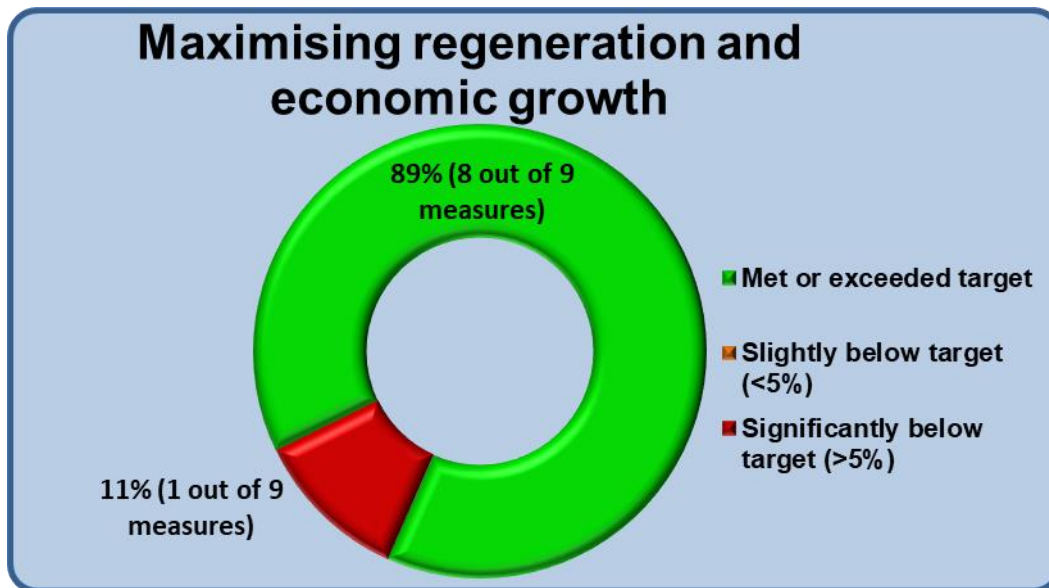
#### 4.2.4. **Performance highlights:**

- 80.8% satisfaction rate for parks and greenspaces against a target of 75%
- 98.8% library satisfaction rate against target of 85%
- 357,668 visits to Medway sports centres against a target of 342,000
- 475,521 visits to Medway tourist attractions against a target of 365,000

#### 4.3. **Priority – Maximising regeneration and economic growth**

##### 4.3.1. **Performance Summary – Council Plan measures**

4.3.2. There are 12 Council Plan measures for this priority. We are reporting on 9 this quarter as 1 is data only and 2 are not available this quarter.



#### 4.3.3. **Improved performance**

- 60% (6 out of 10) improved long term (average of previous 4 quarters)
- 70% (7 out of 10) improved over the short term (since last quarter)

#### 4.3.4. **Performance highlights:**

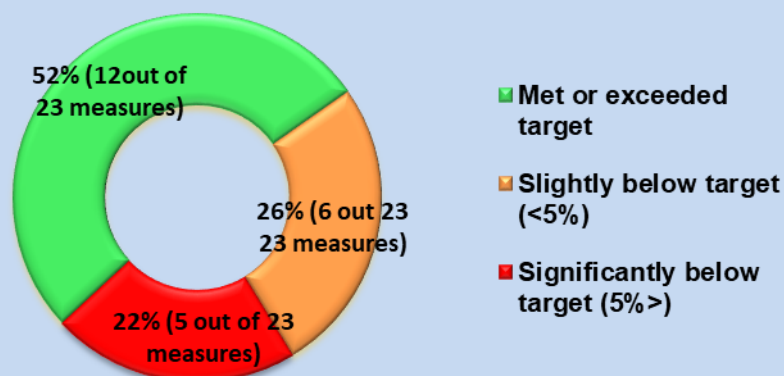
- 407 jobs created and safeguarded against a target of 150.
- 18 apprenticeship starts during Q2 through the Medway Apprentice Programme Grant.

#### 4.4. **Priority – Supporting Medway's people to realise their potential**

##### 4.4.1. **Performance Summary – Council Plan measures**

4.4.2. There are 26 Council Plan measures for this priority. We are reporting on 23 as data for 3 measures is not available this quarter.

## Supporting Medway's people to realise their potential



### 4.4.3. Improved performance

- 55% (12 out of 22) improved long term (average of previous 4 quarters)
- 43% (9 out of 21) improved short term (since last quarter)

### 4.5. Ways of working

#### 4.5.1. Performance Summary – Council Plan measures

4.5.2. There is one Council Plan measure (Digital Take Up). This is data only.

### 5. Risk management

5.1. Implementation of a performance management 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.

5.2. 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;
- proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage and loss.

### 6. Financial and legal implications

6.1. There are no direct finance or legal implications arising from this report.

## **7. Recommendations**

- 7.1. The Cabinet is asked to consider and note the Q2 2019/20 performance against the measures used to monitor progress against the Council's priorities.
- 7.2. The Cabinet is asked to agree the amended Strategic Risk Register as set out in Appendix 5 to the report including the following:
  - 7.2.1. The proposed changes to the current residual risk score for risks SR33, SR34, SR35, SR38 and SR21, as detailed in paragraph 2.2 of this report.
  - 7.2.2. The proposal to remove risk ref SR38: the transfer of the waste contract to Medway Norse, as detailed in paragraph 2.3 of this report.

## **8. Suggested reasons for decisions**

- 8.1. Regular monitoring of performance by management and Members is best practice and ensures achievement of corporate objectives.

### **Lead officer contact**

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### **Appendices**

<b>Appendix 1</b>	Medway: A Place to be proud of
<b>Appendix 2</b>	Maximising regeneration and economic growth
<b>Appendix 3</b>	Supporting Medway's people to realise their potential
<b>Appendix 4</b>	Ways of Working: Value for money; Digital innovation and Partnerships
<b>Appendix 5</b>	Strategic Risk Register

### **Background papers**

Council Plan 2016/21 (2019/20 update) – Full Council 21 February 2019  
<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MId=4138&Ver=4>