

CABINET

3 MARCH 2020

COUNCIL PLAN PERFORMANCE MONITORING REPORT AND RISK REGISTER QUARTER 3 2019/20

Portfolio Holder:	Councillor Adrian Gulvin, Portfolio Holder for Resources Councillor Rupert Turpin, Portfolio Holder for Business Management
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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 Q3 2019/20 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q3 2019/20 review of strategic risks.

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 for 2019/20.
- 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. The Strategic Risk Register is 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 3 2019/20. It will also be presented to:

Children and Young People Overview and Scrutiny Committee	5 March 2020
Health and Adult Social Care Overview and Scrutiny Committee	12 March 2020
Regeneration, Culture and Environment Overview and Scrutiny Committee	26 March 2020
Business Support Overview and Scrutiny Committee	2 April 2020

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 13 January 2020. The following changes to the current residual risk scores were proposed:

SR 25: Non-delivery of Transformation in Adult Social Care	EII (from CII)
SR 33: Impact of welfare reform	EIII (from DIII)
SR 34: Successful delivery of the corporate transformation programme	EIII (from DII)

- 2.3 These changes have meant that the three risks above have met their target residual risk scores and therefore it was proposed that they be removed from the strategic register.

- 2.4 It was further agreed that the following risk be added to the risk register:

SR39: Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures.

- 2.5 The revised Strategic Risk Register can be found in Appendix 5. Updates to the Risk Register are shaded for Members' ease of reference.

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

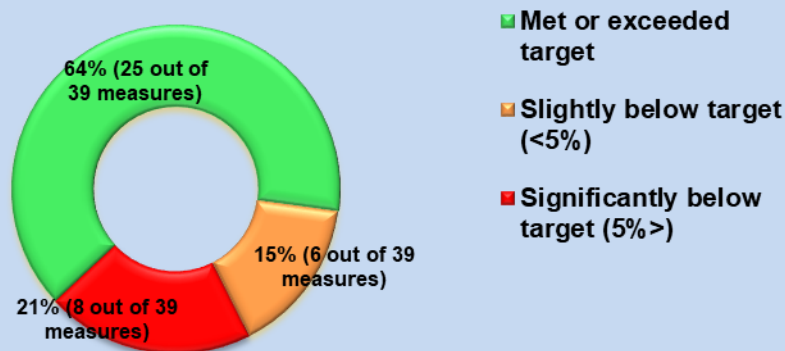
WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
OUTCOME A clean and green environment	OUTCOME A strong diversified economy	OUTCOME 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	OUTCOME Residents with jobs and skills	OUTCOME Resilient families
OUTCOME 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	OUTCOME Preventing homelessness	11 The best start in life
	6 Preventing homelessness	OUTCOME Older and disabled people living independently in their homes
	OUTCOME 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	OUTCOME All children achieving their potential in schools
	OUTCOME 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 39 as one measure is data only and four are not available this quarter.

Council Plan Performance Summary



3.2 Improved performance

- 54% (21 out of 39) improved long term (average of previous 4 quarters)
- 51% (20 out of 39) improved short term (since last quarter)

4 Performance summary – by Council Plan priority

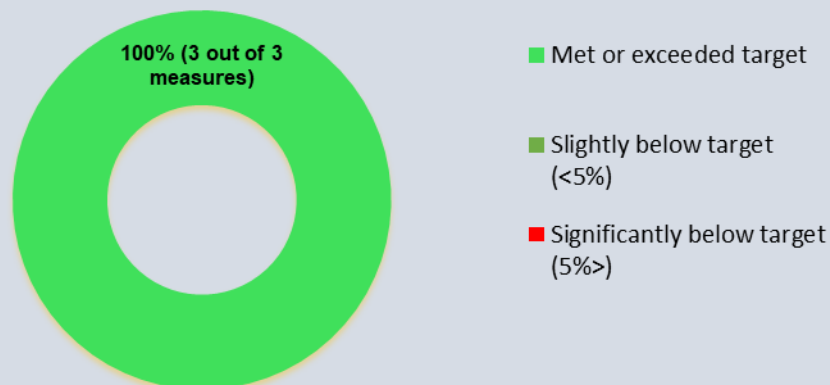
4.1 This section includes performance highlights supporting the Council priorities and Ways of Working. It also includes how we compare with national performance (benchmarking). Full details are provided in appendices 2-5.

4.2 Priority – Medway: A place to be proud of

4.2.1 Performance Summary – Council Plan measures.

4.2.2 There are four Council Plan measures for this priority. We are reporting on three as one measure is not available until Q4 2019/20.

Medway: A place to be proud of



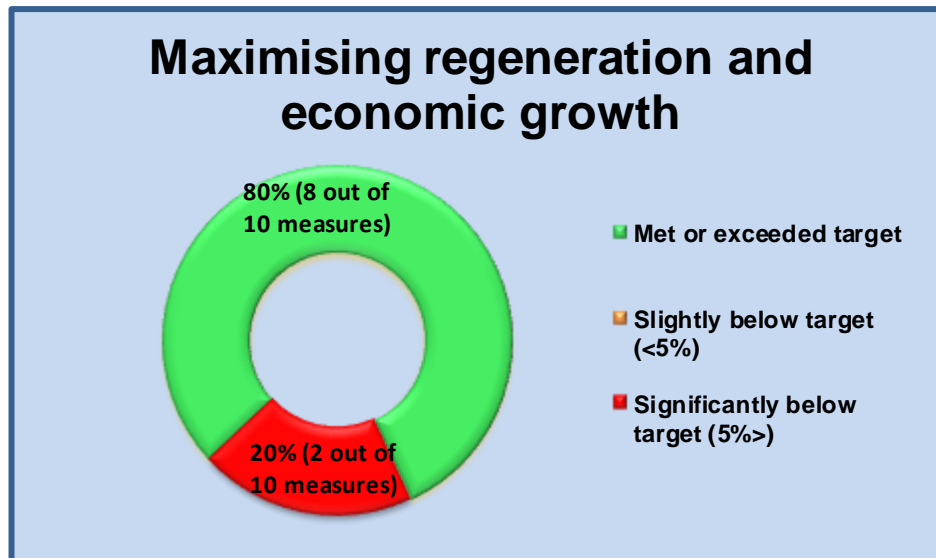
4.2.3 Improved performance

- 33.3% (1 out of 3) improved long term (average of previous 4 quarters)
- 33.3% (1 out of 3) improved short term

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 10 this quarter as one is data only and one is not available this quarter.



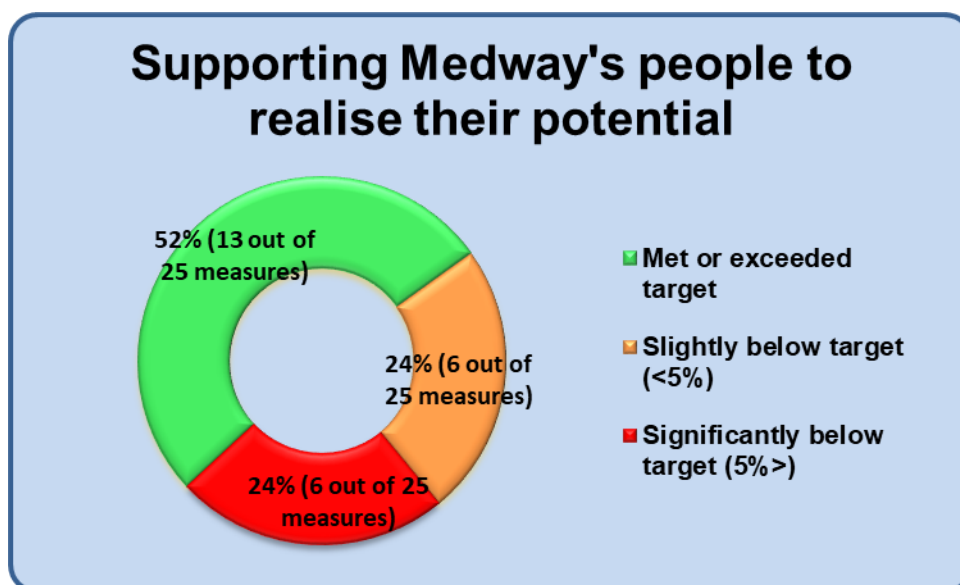
4.3.3 Improved performance

- 40% (4 out of 10) improved long term (average of previous 4 quarters)
- 40% (4 out of 10) improved over the short term (since last quarter)

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 25 as data for one measure is not available this quarter.



4.4.3 Improved performance

- 64% (16 out of 25) improved long term (average of previous 4 quarters)
- 56% (14 out of 25) 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 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.

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 Q3 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:

7.2.1 The deletion of risks SR25: Non-delivery of Transformation in Adult Social Care, SR33: Impact of Welfare Reform and SR34: successful delivery of the corporate transformation programme from the strategic risk register on the basis that they have met their residual target risk scores as explained in paragraph 2.3 of the report.

7.2.2 The addition of new risk SR39: Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures to the strategic risk register as detailed in paragraph 2.4 of the report.

8 Suggested reasons for decision(s)

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

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Background papers

Council Plan 2016/21 (2019/20 update)

Appendices

Appendix 1 Medway: A Place to be proud of

Appendix 2 Maximising regeneration and economic growth

Appendix 3 Supporting Medway's people to realise their potential

Appendix 4 Ways of Working: Value for money; Digital innovation and Partnerships

Appendix 5 Strategic Risk Register