

CABINET

9 JUNE 2020

COUNCIL PLAN PERFORMANCE MONITORING REPORT AND RISK REGISTER QUARTER 4 AND END OF YEAR 2019/20

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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 2019/20 on the delivery of these priorities and the actions we are taking to improve performance.

Rather than the planned Q4 review of the Corporate Risk Register, this report instead sets out how the Council's response to Covid-19 has been controlled using the principals and tools of the Risk Management Strategy.

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.

- 1.3 During quarter 4 2019/20, the Council implemented the Emergency Planning procedures in response to the Covid-19 Pandemic, with a risk assessment in line with the Council's Risk Management Strategy forming the basis of all decision making and governance arrangements throughout the Response. While the Council's Corporate Risk Remains reflective of the key risks facing the organisation in the wider context, the priority for the Council is currently to deliver an effective response to the Covid-19 pandemic working alongside partner organisations, supporting Medway's residents and businesses and continuing to deliver services as usual wherever possible.
- 1.4 To manage the response, the Council has established a network of specialist 'Cells' which lead on functional elements of the Council's recovery including those tasked with co-ordinating the recovery for vulnerable adults through Adult Social Care, Schools and Education and Housing, and those responsible with ensuring the Council's core functions continue to operate 'business as usual' wherever possible including Finance, HR and Customer Contact.
- 1.5 Each 'Cell' lead is responsible for maintaining a risk register detailing the impacts of recovery from COVID19 on their area of responsibility, following the Council's Risk Management Strategy. Cell leads are responsible for managing risks scored below CII – significant likelihood, crucial impact (as such risks would routinely be managed on service/operational risk registers) while issues arising from risks scored at CII or above are escalated to Silver and Gold Command as necessary (as such risks would routinely be managed through the Council's Strategic Risk Register). In addition, financial thresholds have been agreed to ensure that where a decision being made would commit the Council to new expenditure or result in the loss of income, appropriate financial authorisation is in place.
- 1.6 A Governance group within the Cell structure has been established and is providing assurance on the effectiveness of risk management and the implications of actions taken through the Covid-19 response. This group will work alongside the Strategic Risk Management Group to resume routine monitoring of strategic risks during quarter 1 20/21, beginning with a fundamental review of the Corporate Risk Register in light of the Covid-19 Response and Recovery.

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 During quarter 4 19/20, the Council’s response to Covid-19 has been controlled using the principals and tools of the Risk Management Strategy as detailed in sections 1.2 to 1.6 above.

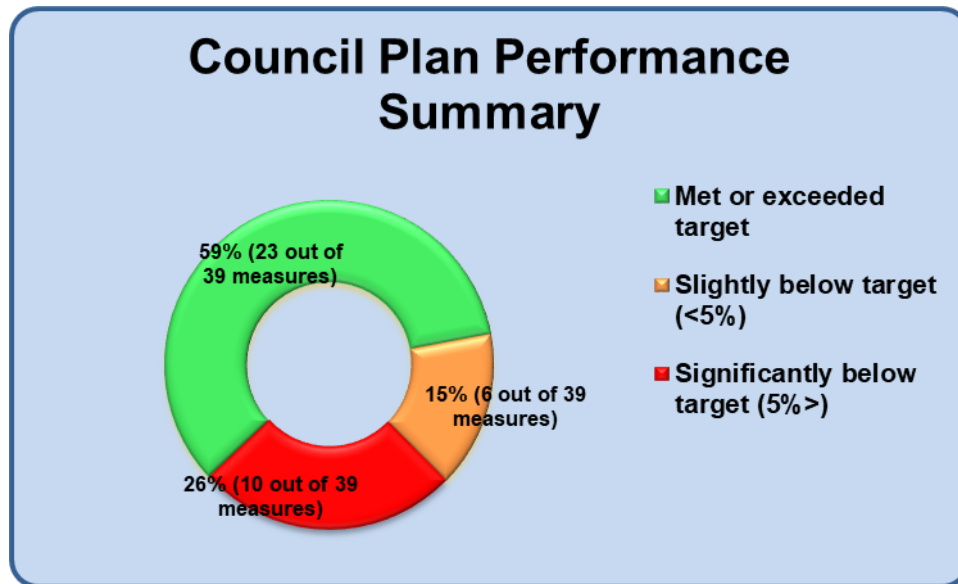
2.3 This table summarises the 13 programmes which support our 3 priorities and 11 outcomes. It also shows the three overarching ways of working which we use to deliver all of the above.

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
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

There are 44 Council Plan measures for 2019/20. We are reporting on 39 as 1 measure is data only and 4 are not available this quarter.



3.2 Improved performance

- 58% (22 out of 38*) improved long term (average of previous 4 quarters)
- 50% (18 out of 36*) improved short term (since last quarter)

*where data available

4. Performance summary – by Council Plan priority

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 1-4.

4.1 Priority – Medway: A place to be proud of

4.1.1 Performance Summary – Council Plan measures.

There are 4 Council Plan measures for this priority.

Medway: A place to be proud of



4.1.2 Improved performance

- 67% (2 out of 3*) improved long term (average of previous 4 quarters)
- 67% (2 out of 3*) improved short term (since last quarter)

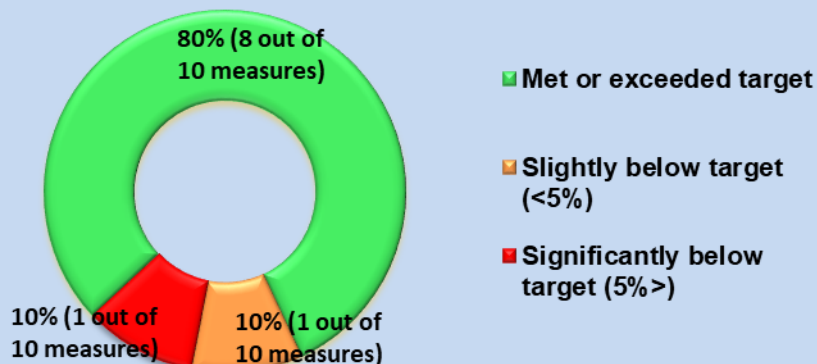
*where data available

4.2 Priority – Maximising regeneration and economic growth

4.2.1 Performance Summary – Council Plan measures

There are 12 Council Plan measures for this priority. We are reporting on 10 this quarter as 1 is data only and 1 is not available this quarter.

Maximising regeneration and economic growth



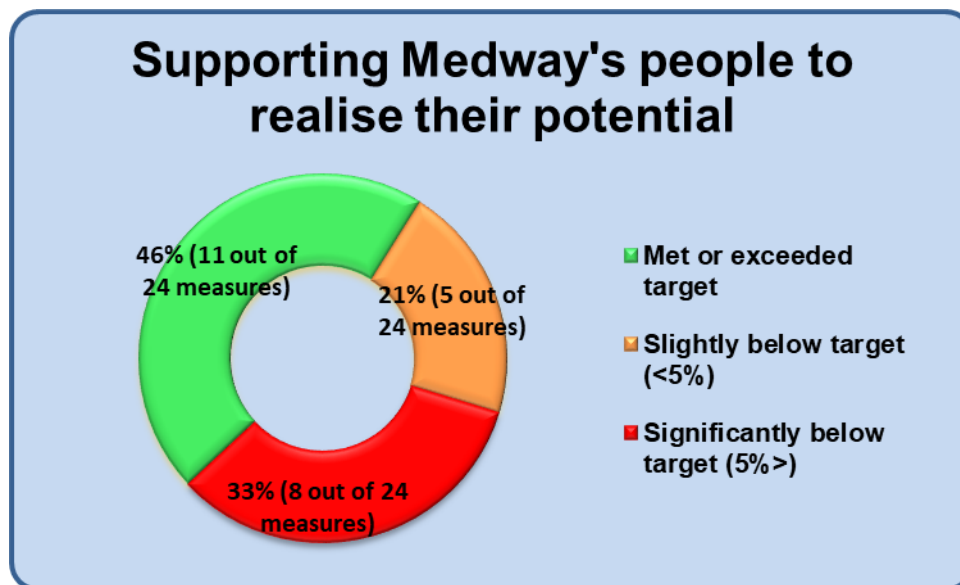
4.2.2 Improved performance

- 60% (6 out of 10) improved long term (average of previous 4 quarters)
- 50% (5 out of 10) improved over the short term (since last quarter)

4.3 Priority – Supporting Medway's people to realise their potential

4.3.1 Performance Summary – Council Plan measures

There are 26 Council Plan measures for this priority. We are reporting on 24 as data for 2 measures are not available this quarter.



4.3.2 Improved performance

- 59% (13 out of 22*) improved long term (average of previous 4 quarters)
- 52% (11 out of 21*) improved short term (since last quarter)

*where data available

4.4 Ways of working

4.4.1 Performance Summary – Council Plan measures

There is 1 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.

- 5.3 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.

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 Q4 2019/20 performance against the measures used to monitor progress against the Council's priorities.

- 7.2 The Cabinet is asked to note that during Q4 19/20 risks have been managed through the Council's Emergency Planning process.

- 7.3 The Cabinet is asked to note that the Strategic Risk Management Group will resume monitoring strategic risks during quarter 1 20/21.

8. Suggested reasons for decisions

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

Lead officer contact

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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

Background papers

[Council Plan 2016/21 \(2019/20 update\)](#)