

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

23 JULY 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 Q4 2019/20 on the delivery of the two priorities relevant for this Committee: supporting Medway's people to realise their potential and maximising regeneration and economic growth.

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.
- 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 This report sets out the performance summary against the two Council priorities relevant for this Committee; "supporting Medway's people to realise their potential" and "maximising regeneration and economic 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 Performance in respect of Adult Social Care which also falls under the priority "supporting Medway's people to realise their potential" is not included here, as it will be the focus of a report to the Health and Adult Social Care Overview and Scrutiny Committee.
- 2.3 Detailed background information supporting this report can be found in Appendix 1 Children and Young People Overview and Scrutiny Committee summary.

2.4 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.

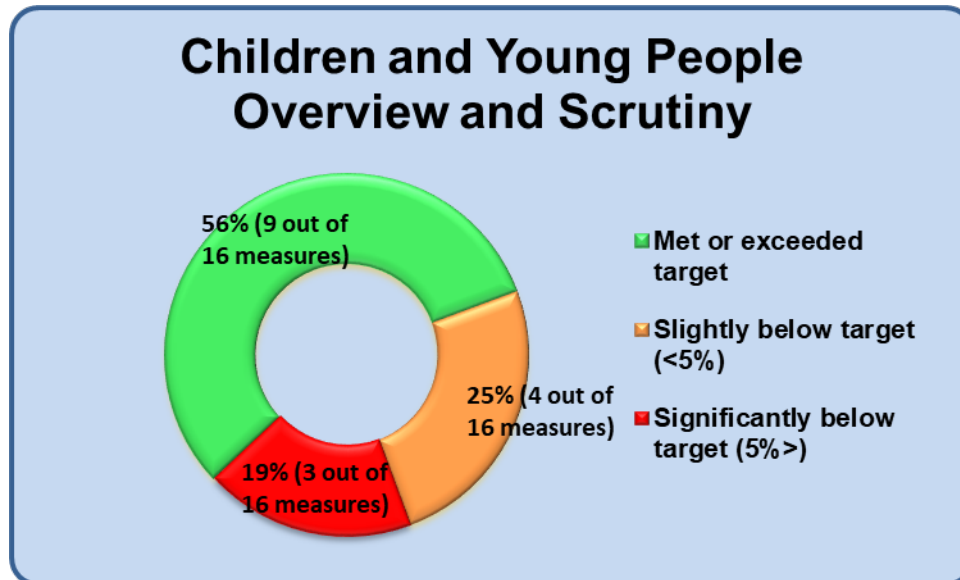
3. Council priorities and ways of working

3.1 This section summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes. 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 Appendix 1.

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

4. Summary of performance

4.1 There are 18 Council Plan measures for this priority. We are reporting on 16 as data for 2 measures are not available this quarter



4.2 Improved performance

- 56% (9 out of 16*) improved long term (average of previous 4 quarters)
- 43% (6 out of 14*) improved short term (since last quarter)

*where data available

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. Recommendation

7.1 Members are asked to consider the Q4 2019/20 performance against the measures used to monitor progress against the Council's priorities

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Appendices

Appendix 1: Q4 2019/20 Children and Young People Overview & Scrutiny Committee summary

Background papers

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