

CABINET

25 AUGUST 2020

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 1 2020/21

- Portfolio Holder: Councillor Adrian Gulvin, Resources
Councillor Rupert Turpin, Portfolio Holder for Business Management
- Report from: Phil Watts, Chief Finance Officer
- Contributors: Children and Adults – Directorate Management Team
Regeneration, Culture and Environment – 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 Quarter 1 (Q1) of 2020/21 on the delivery of these priorities and the actions we are taking to improve performance.

During Q1 of 2020/21, as the Council has moved from the Response to Recovery phase of the Emergency Planning procedures, the Strategic Risk Management Group (SRMG) has resumed monitoring of strategic risks. Therefore, this report also presents the Q1 2020/21 review of the Council's 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 48 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. 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 Q1 2020/21. It will also be presented to:

Children and Young People Overview and Scrutiny Committee	1 October 2020
Health and Adult Social Care Overview and Scrutiny Committee	13 October 2020
Regeneration, Culture and Environment Overview and Scrutiny Committee	15 October 2020
Business Support Overview and Scrutiny Committee	22 October 2020

- 1.4. The Covid-19 pandemic has had a profound impact on the local community and local economy as well as the Council's income and performance. Following Government guidance, the Council's response has been focused on ensuring the core objectives of reducing the spread of the virus whilst protecting the most vulnerable members of our community. In doing this the efforts of Council staff across all directorates in both front line and support staff has ensured the continuation of key services. The Council response has been in line with emergency planning best practice and guidance.
- 1.5. We have devised creative solutions where we have not been able to provide services directly; our libraries have given residents access to thousands of ebooks, audio books and emagazines and we have created a huge number of free online videos of live sports work outs, health and wellbeing sessions and creative courses.
- 1.6. There has been a substantial increase in the number of compliments received with 171 received during Q1 2020/21 compared with 50 in the previous quarter. Many of these are attributed to the continuation of services during the initial response to the Covid-19 pandemic. Waste Services, Strategic Housing and Medway Norse were the areas receiving most compliments.

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: PEOPLE
Appendix 2	Council Priority: PLACE
Appendix 3	Council Priority: GROWTH
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 considered and agreed by the Strategic Risk Management Group (SRMG) on 23 July 2020. The following changes to the current residual risk scores were proposed:

SR 17: Delivering regeneration	BII (from CII)
SR 35: Homelessness	CIII (from DII)

- 2.3. At the 23 July SRMG meeting, it was proposed that the following risks be removed from the strategic register since they had met their target residual risk score:

SR21: Procurement savings – capacity and delivery	DIII
SR27: Local Authority's ongoing relationship with all schools and academies	CIII

- 2.4. It was further proposed that the following risks be added to the risk register:

SR46: Medway's Economic Recovery from Covid19	BII
SR09A: Changing Demographics of Older People and Working Age Adults	BII

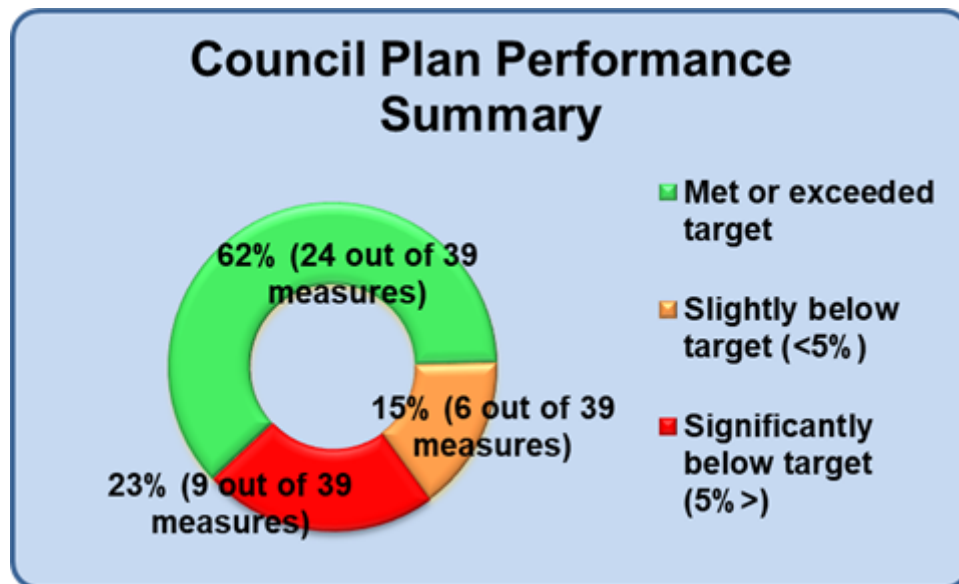
- 2.5. The revised Strategic Risk Register can be found in Appendix 5.
- 2.6. The table overleaf summarises the 15 programmes which support our 3 priorities and outcomes. It also shows the three overarching ways of working which we use to deliver all of the above.

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		
PEOPLE Supporting Medway's people to realise their potential	PLACE Medway: A Place to be proud of	GROWTH Maximising regeneration and economic growth
OUTCOME Healthy and active communities	OUTCOME A clean and green environment	OUTCOME A strong diversified economy
1 Improving everyone's health and reducing inequalities	6 Enhancing public realm, street scene and green spaces	11 Business investment
OUTCOME Resilient families	7 Replacing Medway's street lights	OUTCOME Residents with jobs and skills
2 Together we can – Children's Services Improvement Plan	8 Improve air quality in air quality management areas	12 Jobs, skills and employability
3 The best start in life	9 Climate Change	OUTCOME Preventing homelessness
OUTCOME Older and disabled people living independently in their homes	OUTCOME Medway on the map	13 Preventing homelessness
4 Improve support for vulnerable adults by working with partners and communities	10 Medway: a great place to live, work, learn and visit	OUTCOME Delivering new homes to meet the needs of Medway's residents
OUTCOME All children achieving their potential in schools		14 Delivering new homes to meet the needs of Medway's residents
5 Raising aspiration and ambition		OUTCOME Getting around Medway
		15 Tackle congestion hotspots by transport and public realm improvements

3. Summary of performance

3.1. Council Plan – all measures

3.2. There are 48 Council Plan measures for 2020/21. We are reporting on 39 as 2 measures are data only and 7 are not available this quarter.



3.3. Improved performance

- 55% (18 out of 33*) improved long term (average of previous 4 quarters)
- 45% (14 out of 31*) improved short term (since last quarter)

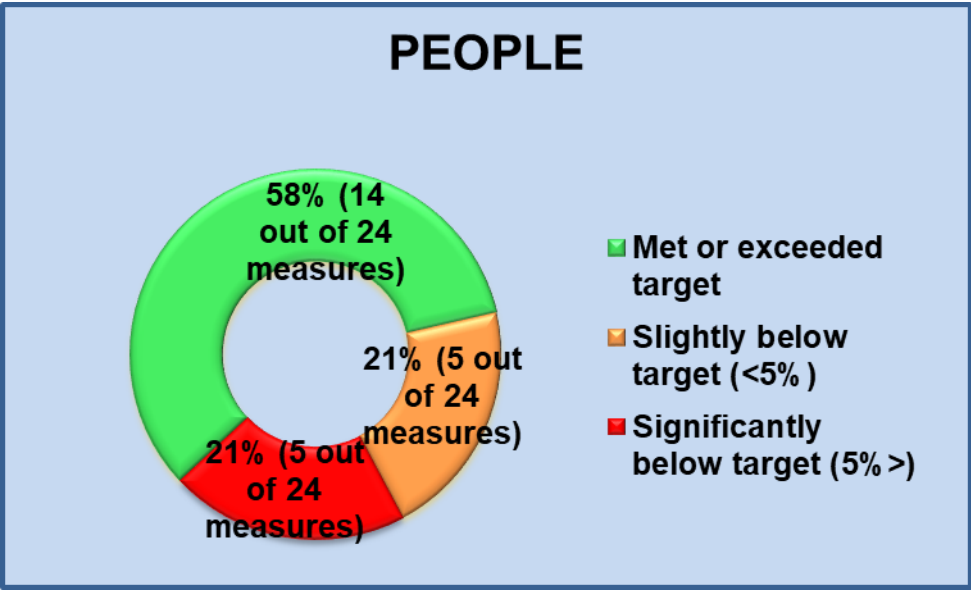
*where data available

4. Performance summary – by Council Plan priority

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

4.2. Priority – People

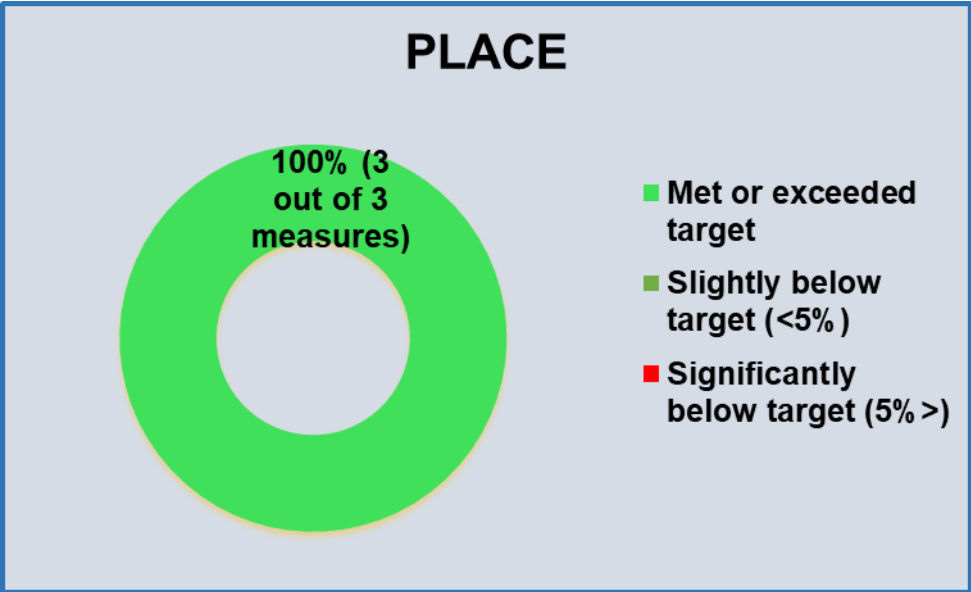
4.3. There are 31 Council Plan measures for this priority. We are reporting on 24 as data for 7 measures is not available this quarter.



- 4.4. Improved performance
- 65% (11 out of 17*) improved long term (average of previous 4 quarters)
 - 63% (10 out of 16*) improved short term (since last quarter)
- *where data available

4.5. Priority – Place

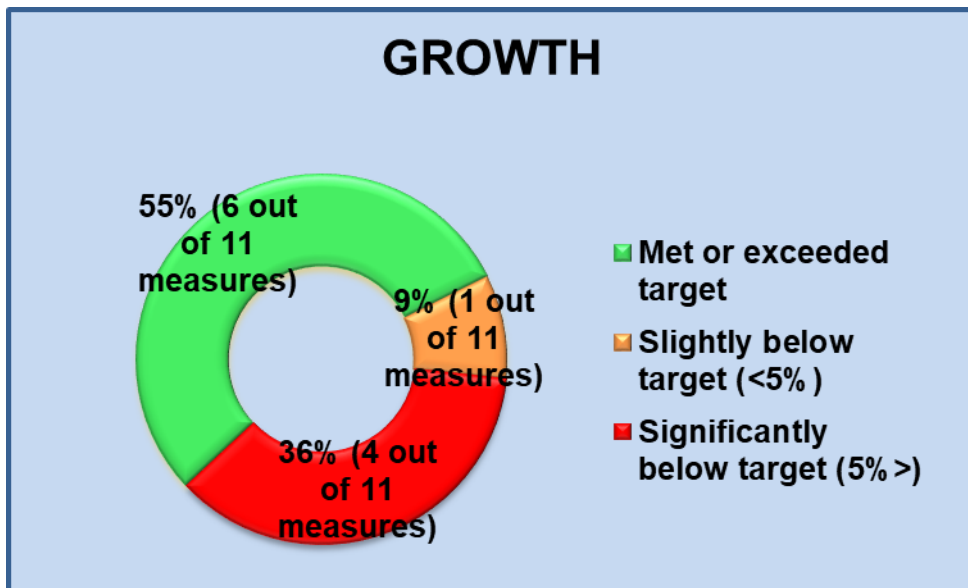
4.6. There are 3 Council Plan measures for this priority.



- 4.7. Improved performance
- 100% (3 out of 3) improved long term (average of previous 4 quarters)
 - 67% (2 out of 3) improved short term

4.8. Priority – Growth

4.9. There are 12 Council Plan measures for this priority. We are reporting on 11 this quarter as 1 is data only.



4.10. Improved performance

- 25% (3 out of 12*) improved long term (average of previous 4 quarters)
- 9% (1 out of 11*) improved over the short term (since last quarter)

*where data available

5. Ways of working

5.1. Performance Summary

5.2. There are 2 Council Plan measures: 'Digital Take Up' is data only and 'Unqualified value money conclusion from the Council's external auditors' achieved target.

6. Risk management

6.1. 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.

6.2. 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.

7. Financial and legal implications

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

8. Recommendations

8.1. The Cabinet is asked to consider and note the Q1 2020/21 performance against the measures used to monitor progress against the Council's priorities.

8.2. The Cabinet is asked to note that during Q1 20/21 the Strategic Risk Management Group has resumed monitoring of strategic risks.

8.3. The Cabinet is asked to agree the amended strategic risk register at Appendix 5 to the report including:

8.3.1. changes to the current residual risk score for risks SR17 and SR35 as set out at paragraph 2.2. of the report,

8.3.2. the proposal to remove risks SR21 Procurement savings – capacity and delivery and SR37 Local Authority's ongoing relationship with all schools and academies as set out at paragraph 2.3 of the report, and

8.3.3. the proposal to add risks SR46: Medway's Economic Recovery from Covid19 and SR09A: Changing Demographics of Older People and Working Age Adults as set out at paragraph 2.4 of the report.

9. Suggested reasons for decisions

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

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Appendices

Appendix 1: Council Priority: People

Appendix 2: Council Priority: Place

Appendix 3: Council Priority: Growth

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

Appendix 5: Strategic Risk Register

Background papers

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