Medway
COUNCIL

Serving You

CABINET
17 NOVEMBER 2020

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 2 2020/21

Portfolio Holder: Councillor Adrian Gulvin, Portfolio Holder for Resources

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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 2 (Q2) of 2020/21 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q2 2020/21 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.

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 Q2 2020/21. It will also be presented to:

Business Support Overview & Scrutiny	26 Nov
Children and Young People Overview & Scrutiny	01 Dec
Regeneration, Culture and Environment Overview & Scrutiny	03 Dec
Health and Adult Social Care Overview & Scrutiny	10 Dec

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. During Q1 2020/21 a fundamental review of the Strategic Risk Register took place in light of the Covid-19 Response and Recovery. As a result of the fundamental review in Q1 2020/21, the review in Q2 2020/21 has been more light touch.

2.3. Risk owners have reviewed and updated their risks which have subsequently been reviewed and agreed by the Strategic Risk Management Group (SRMG) on 01 October 2020. There were no changes to current residual risk scores.

2.4. The revised Strategic Risk Register can be found in:
Appendix 5   Strategic Risk Register.

2.5. At the 01 October 2020 Strategic Risk Managers Group (SRMG) meeting it was agreed that Employment Skills should not be a separate risk since the Economic Recovery risk (SR46), already on the Strategic Risk Register, incorporates skills and employability. Therefore, mitigation is already being addressed through this risk.

2.6. The SRMG also discussed on 01 October 2020 whether to add a separate risk for Commercial Income, as proposed by the Assistant Director, Frontline Services. This was discussed further by the Corporate Management Team on 21 October 2020. It was agreed to add a Commercial Income Risk at Quarter 3 monitoring.

2.7. It was further proposed that the following risk be added to the risk register:
SR47: Climate Change.

2.8.   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

There are 48 Council Plan measures for 2020/21. We are reporting on 35 as 1 measure is data only and 12 are not available this quarter.
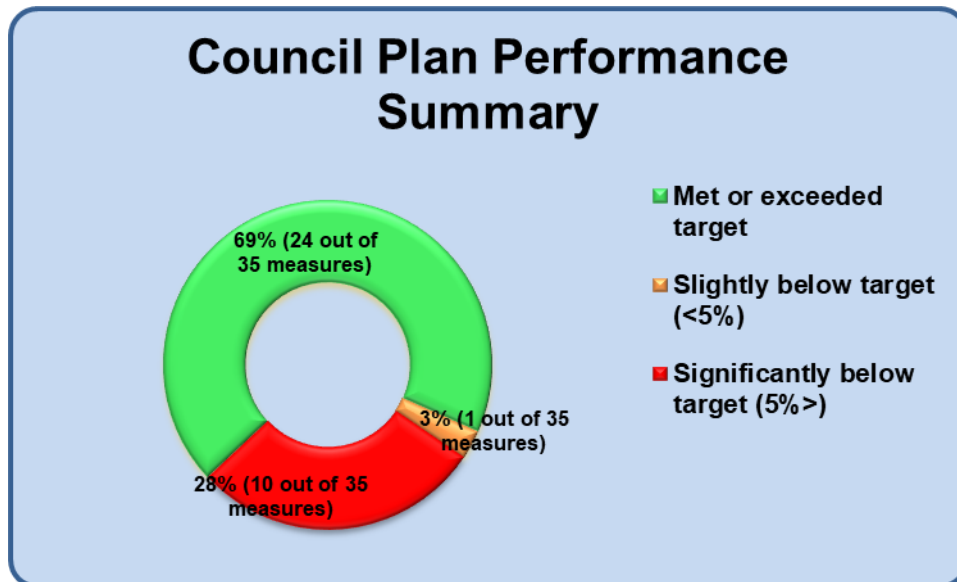
Improved performance
- 63% (22 out of 35*) improved long term (average of previous 4 quarters)
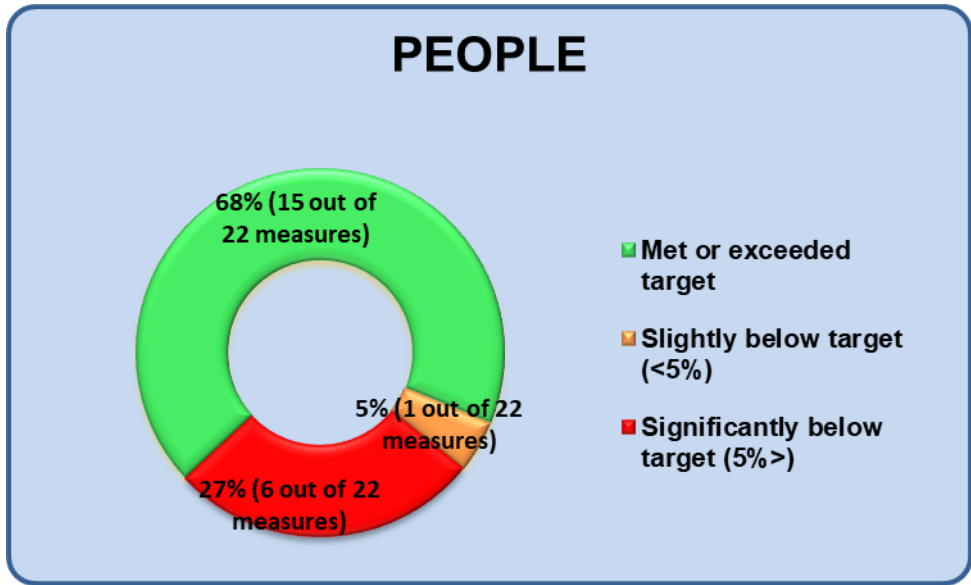- 45% (16 out of 35*) improved short term (since last quarter)

*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 2-5.

4.1. Priority – People

There are 31 Council Plan measures for this priority. We are reporting on 22 as data for 9 measures is not available this quarter.
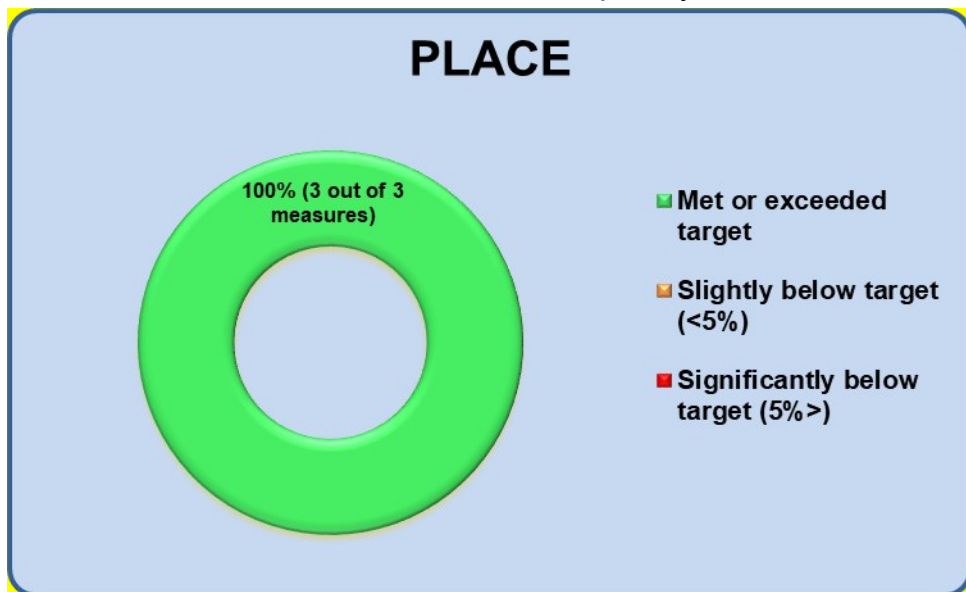
Improved performance
- 64% (14 out of 22*) improved long term (average of previous 4 quarters)
- 55% (12 out of 22*) improved over the short term (since last quarter)

*where data available

4.2.   Priority – Place

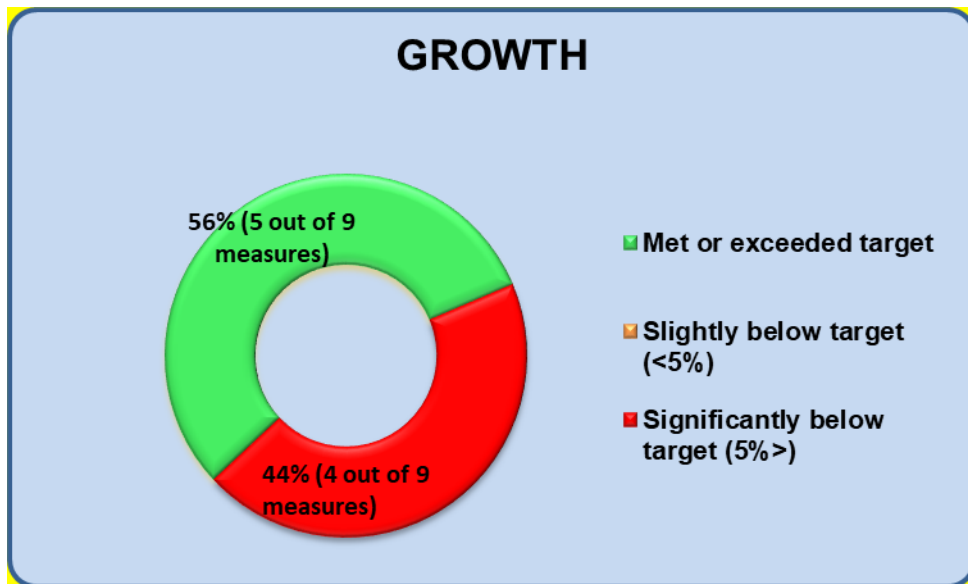There are 3 Council Plan measures for this priority.

Improved performance

- 100% (3 out of 3*) improved long term (average of previous 4 quarters)
- 0% (0 out of 3*) improved over the short term (since last quarter)

4.3.   Priority – Growth

There are 12 Council Plan measures for this priority. We are reporting on 9 this quarter as data for 3 is not available.

Improved performance
- 4% (4 out of 9*) improved long term (average of previous 4 quarters)
- 33% (3 out of 9*) improved over the short term (since last quarter)

*where data available

5. Ways of working

5.1. Performance Summary

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:

8.1.1.   consider the Q2 2020/21 performance against the measures used to monitor progress against the Council's priorities,

8.1.2.   review the amended Strategic Risk Register at Appendix 5 and consider whether any further changes are required,

8.1.3.   note that a separate Employment Skills risk will not be added to the register since the Economic Recovery risk (SR46), already on the Strategic Risk Register, incorporates skills and employability. Therefore, mitigation is already being addressed through this risk.

8.1.4.   agree the proposal to add risk SR47: Climate Change to the Strategic Risk Register.

8.1.5.   note that a separate risk for Commercial Income will be added at Q3 monitoring

9.   Suggested reasons for decision

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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Background papers
Council Plan 2016/21 (2019/20 update)

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