

CABINET

2 MARCH 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 3 2020/21

Portfolio Holder:	Councillor Adrian Gulvin, Portfolio Holder for 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 3 (Q3) 2020/21 on the delivery of these priorities and the actions we are taking to improve performance. This report also presents the Q3 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 Q3 2020/21. It is due to be presented to:

Cabinet	2 March
Children and Young People Overview & Scrutiny	4 March
Health and Adult Social Care Overview & Scrutiny	11 March
Regeneration, Culture and Environment Overview & Scrutiny	23 March
Business Support Overview & Scrutiny	30 March

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

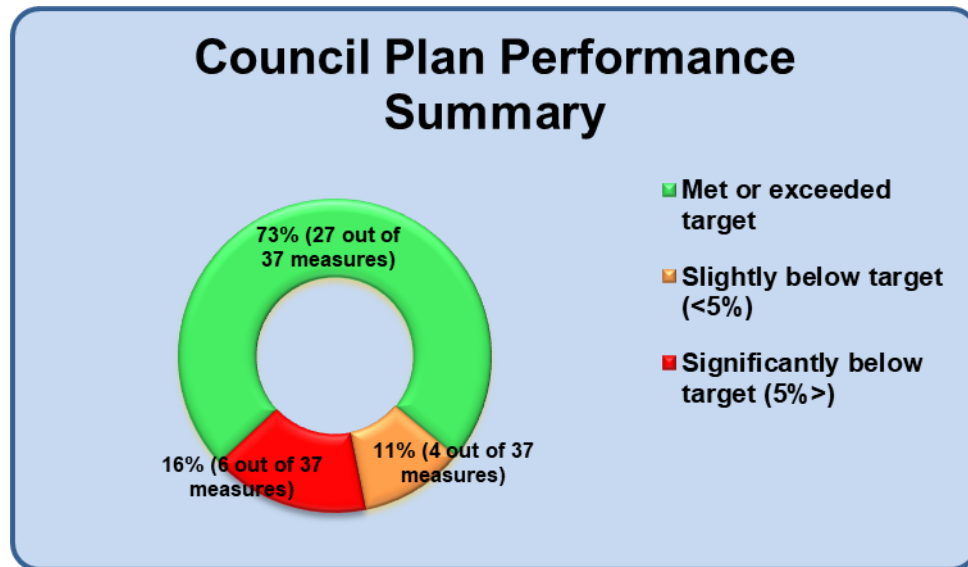
- 2.2. Risk owners have reviewed and updated their risks which have subsequently been reviewed and agreed by the Strategic Risk Management Group (SRMG) on 12 January 2021. There were no changes to current residual risk scores.
- 2.3. The revised Strategic Risk Register can be found in Appendix 5: Strategic Risk Register.
- 2.4. As agreed during the quarter 2 risk review, a new risk has been added to the strategic risk register in quarter 3 – SR49: Income Reduction due to Covid19.
- 2.5. At the SRMG meeting on 12 January 2021 a new risk for the Housing Infrastructure Fund (HIF) was proposed. The HIF is already included in risk SR17 Delivering Regeneration. However, the potential impact of the HIF project not achieving its outcomes would have a catastrophic effect on the Council's finances and reputation. The SRMG, therefore propose this as a risk in its own right.
- 2.6. This has subsequently been discussed by Regeneration, Culture and Environment Directorate Management Team, where it was agreed to prepare a HIF risk for quarter 4 risk monitoring.
- 2.7. 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 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

3.1.1. There are 48 Council Plan measures for 2020/21. We are reporting on 37 as 1 measure is data only and 10 are not available this quarter.



Improved performance

- 71% (27 out of 38*) improved long term (average of previous 4 quarters)
- 49% (18 out of 37*) improved short term (since last quarter)

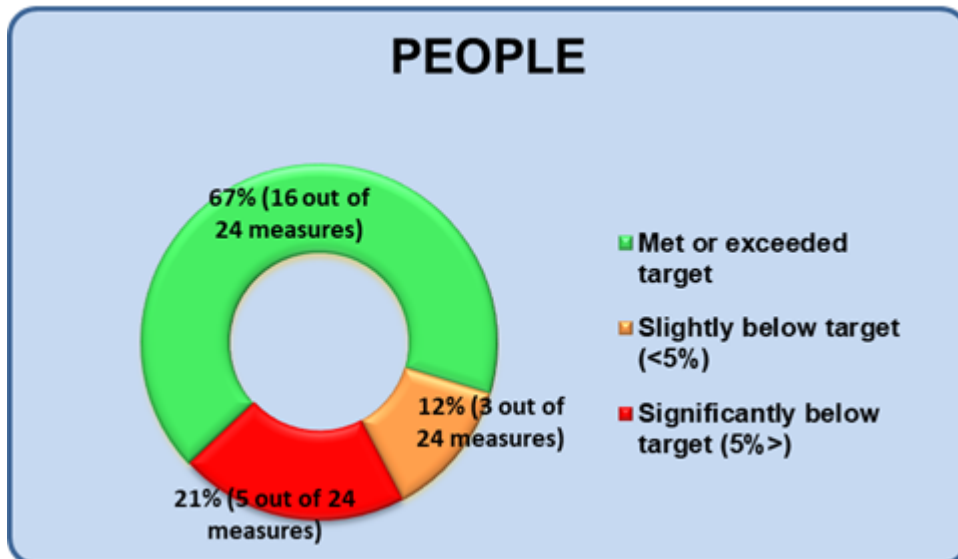
*where data available

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 24 as data for 7 measures is not available this quarter.



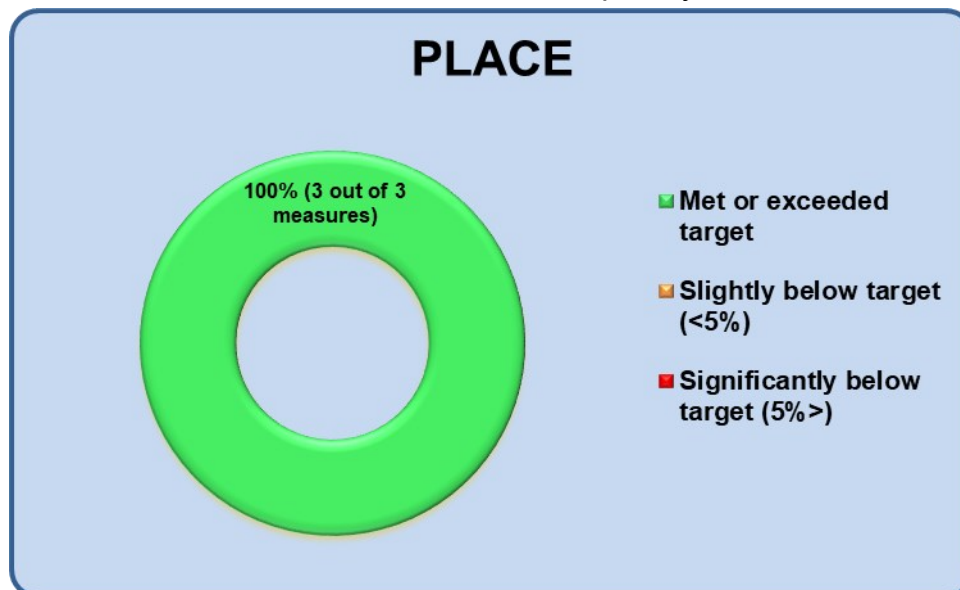
Improved performance

- 67% (16 out of 24*) improved long term (average of previous 4 quarters)
- 43% (10 out of 23*) improved over the short term (since last quarter)

*where data available

4.2. Priority – Place

There are 3 Council Plan measures for this priority.

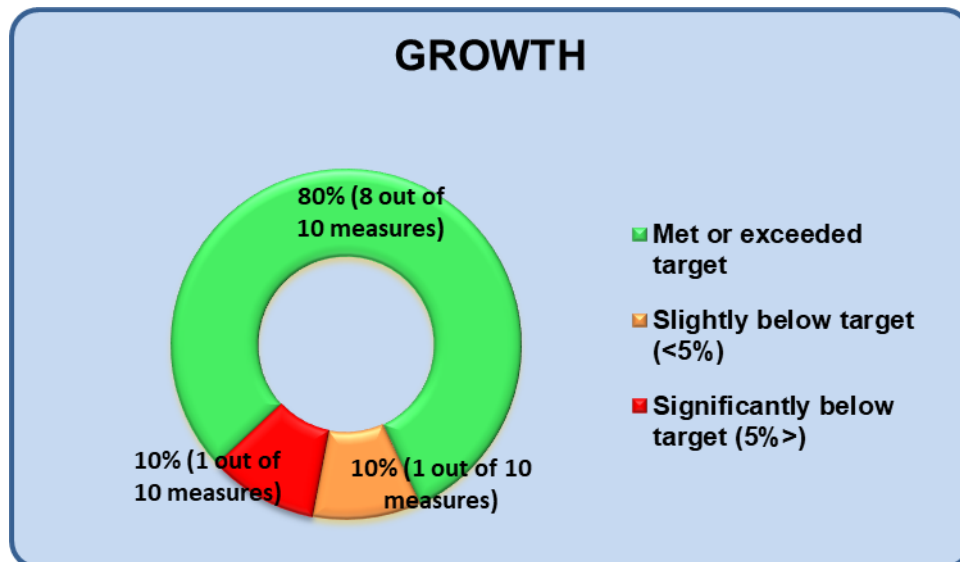


Improved performance

- 67% (2 out of 3*) improved long term (average of previous 4 quarters)
- 67% (2 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 10 this quarter as data for 2 is not available.



Improved performance

- 80% (8 out of 10*) improved long term (average of previous 4 quarters)
- 50% (5 out of 10*) 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, and
- 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 the Q3 2020/21 performance against the measures used to monitor progress against the Council's priorities.

8.2. The Cabinet is asked to agree the amended Strategic Risk Register set out at Appendix 5 to the report and in doing so:

8.2.1. Note the addition of a new risk to the Strategic Risk Register - SR49: Income Reduction due to Covid19.

8.2.2. Agree the proposal to add a new risk for the Housing Infrastructure Fund at quarter 4 risk 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.

Lead officer contact

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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