



CABINET

4 MAY 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 4 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 Q4 2020/21 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q4 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 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 Q4 2020/21. It will also be presented to:

Children and Young People Overview & Scrutiny	09 June
Regeneration, Culture and Environment Overview & Scrutiny	10 June
Health and Adult Social Care Overview & Scrutiny	15 June
Business Support Overview & Scrutiny	01 July

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 13 April 2021 and Corporate Management Team (CMT) on 21 April 2021.
- 2.3. There was one change to current residual risk score. Risk SR26 (Non-delivery of Children's Services Improvement) from All (likelihood very high, impact major) to CII (likelihood significant, impact major). This reflects the improvements in Children's Services and the confirmation that the Council will continue to run its own Children's Services.
- 2.4. There was one addition to the strategic risk register. As agreed during the quarter 3 risk review, risk SR50 (Delivering £170m Housing infrastructure fund programme) has been added.
- 2.5. The revised Strategic Risk Register can be found in Appendix 5: Strategic Risk Register.
- 2.6. Risks have been managed throughout the year in accordance with the Civil Contingencies Act (CCA), the Council's Emergency Plan and the Council's Risk Strategy. Strategic (GOLD) and Tactical (SILVER) command structures were implemented to establish a local response to the pandemic. A Covid-19 strategy was agreed as was a process for considering and recording all decisions made.
- 2.7. The Medway Gold Group continues as part of the current structure. The Tactical Command (SILVER) has a cell structure that ensures the Council's

critical services are being maintained. Other cells in the structure are concentrating on non-critical services, e.g. Registration & Bereavement, Environmental services, Leisure & Heritage etc. All the service-based cells are supported by Finance, HR, ICT, Governance, Procurement etc, also categorised as cells in the tactical response structure.

- 2.8. In line with Medway’s Emergency Plan, the Tactical Commander has established an Emergency Control Centre within Gun Wharf. Due to the nature of the incident, much of the daily communication is done via Microsoft Teams to maintain distance between key staff. A daily Situation Report process is in place to report a Common Operating Picture for all the designated cell areas.
- 2.9. During 2020/21 the Council moved from the Response to Recovery phase of Covid19 Emergency Planning procedures. The Strategic Risk Management Group (SRMG) resumed monitoring of strategic risks, undertaking a fundamental review of all strategic risks considering the impact of Covid19, in July 2020.
- 2.10. Risk management throughout the year has been dynamic; responding to the different phases of the pandemic and mitigating emerging risks before they occur. Integrating risk management into the Council’s operational activities, has ensured resilience, and supported clear and informed decision making. This includes embracing the opportunities that change presents such as smarter ways of working.
- 2.11. Below is a summary of the changes to the strategic risk register in 2020/21.

Removed from strategic risk register	SR21: Procurement savings – capacity and delivery (Q1 20/21) SR27: Local Authority’s ongoing relationship with all schools and academies (Q1 20/21)
Added to strategic risk register	SR46: Medway’s Economic Recovery from Covid19 (Q1 20/21) SR09A: Changing Demographics of Older People and Working Age Adults (Q1 20/21) SR47: Climate Change (Q2 20/21) SR49: Income Reduction due to Covid19 (Q3 20/21) SR 50: Delivering £170m Housing infrastructure fund programme (Q4 20/21)
Decreased current residual score	SR 17: Delivering regeneration (BII from CII) (Q1 20/21) SR 35: Homelessness (CIII from DII) (Q1 20/21) SR26: Non-delivery of Children’s Services Improvement (All to CII)

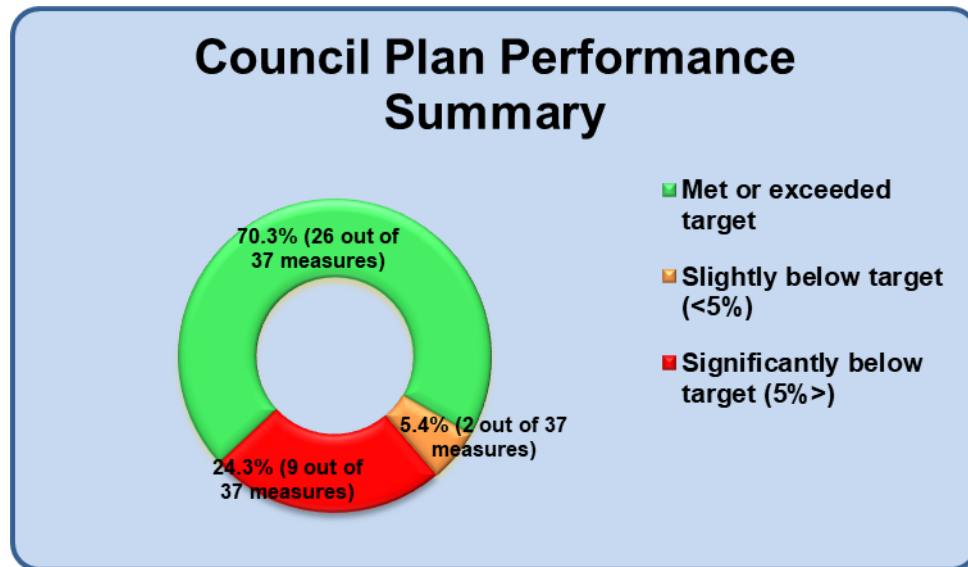
- 2.12. The table overleaf summarises the 15 programmes which support our 3 priorities and outcomes. It also shows the three overarching ways of working which we use to deliver all the above.

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

- 57% (21 out of 37*) improved long term (average of previous 4 quarters)
- 49% (18 out of 37*) improved short term (since last quarter)

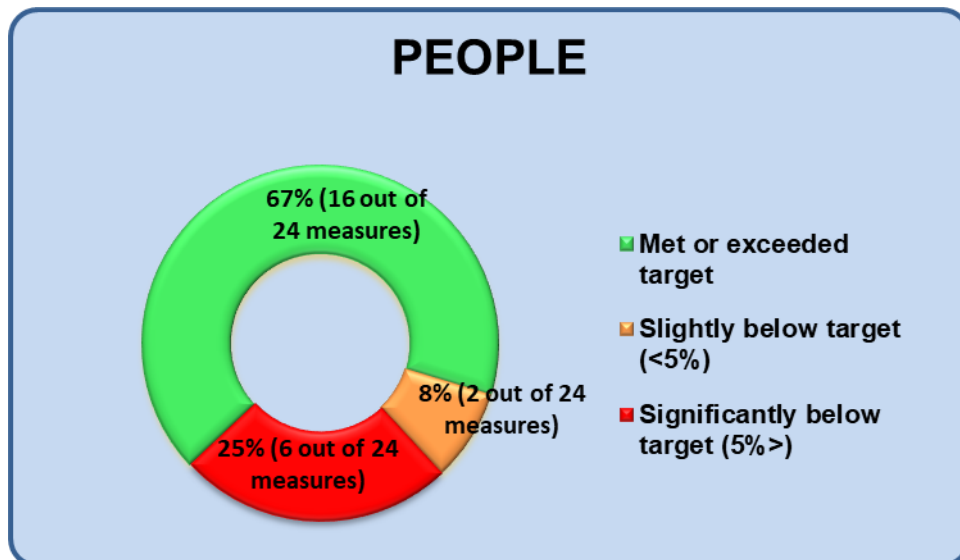
*where data available

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.

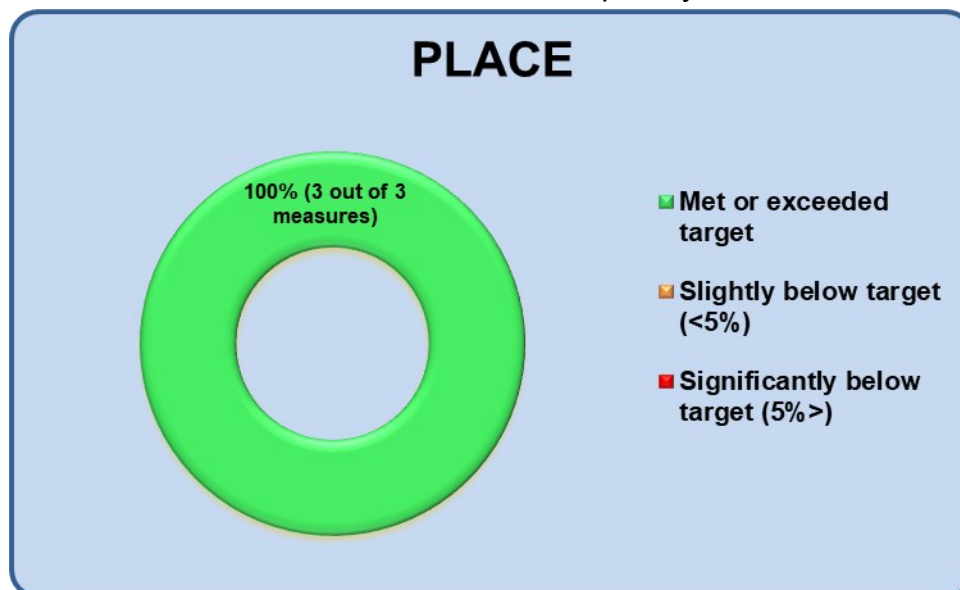


Improved performance

- 57% (13 out of 23*) improved long term (average of previous 4 quarters)
 - 52% (12 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.

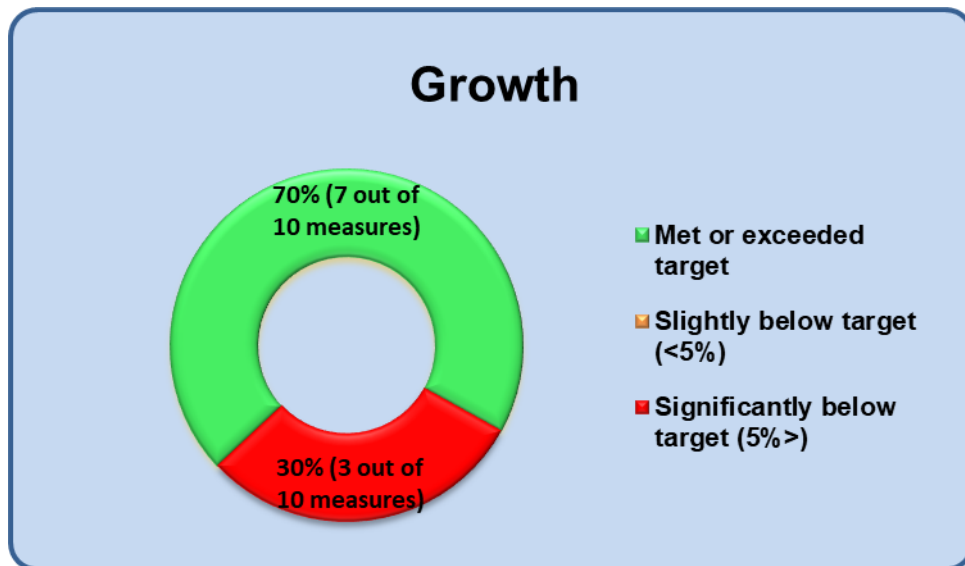


Improved performance

- 33% (1 out of 3*) improved long term (average of previous 4 quarters)
 - 33% (1 out of 3*) improved over the short term (since last quarter)
- *where data available

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

- 60% (6 out of 10*) improved long term (average of previous 4 quarters)
- 40% (4 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 note the Q4 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 – SR50: Delivering £170m Housing infrastructure fund programme.

8.2.2. note the reduction in risk score from All to CII for risk SR26 (Non-delivery of Children's Services Improvement).

8.2.3. note the 2020/21 risk summary in sections 2.6 to 2.11.

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.

Lead officer contact

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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 \(2019/20 update\)](#)