

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

9 JUNE 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW QUARTER 4 2020/21

Report coordinated by Phil Watts, Chief Finance Officer

Contributors: Children and Adults – Directorate Management Team

Summary

Medway's Council Plan 2016/21 sets out the Council's three priorities. This report and appendices summarise how we performed in Quarter 4 (Q4) of 2020/21 on the delivery of the two priorities relevant for this Committee: People and Growth.

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.
- 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.

2. Background

- 2.1. This report sets out the performance summary against the two Council priorities relevant for this Committee: People and 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 “People”, 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: People, Growth.
- 2.4. Risk owners have reviewed and updated their risks which have subsequently been reviewed and agreed by the Strategic Risk Management Group (SRMG) on 21 April 2021. There were no changes to current residual risk scores.
- 2.5. The revised Strategic Risk Register can be found in Appendix 2: 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 Covid19 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 and Bereavement, Environmental services, Leisure and 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 communications 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.

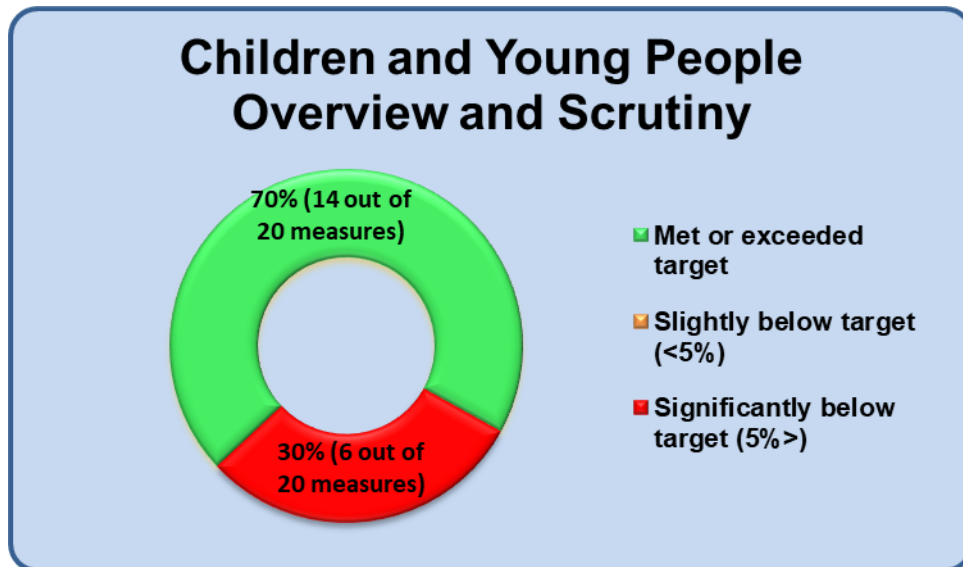
This includes embracing the opportunities that change presents such as smarter ways of working.

- 2.11. 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. 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		
PEOPLE Supporting Medway's people to realise their potential	PLACE Medway: A Place to be proud of	GROWTH Maximising regeneration and economic growth
<p>OUTCOME Healthy and active communities</p> <p>1 Improving everyone's health and reducing inequalities</p>	<p>OUTCOME A clean and green environment</p> <p>6 Enhancing public realm, street scene and green spaces</p>	<p>OUTCOME A strong diversified economy</p> <p>11 Business investment</p>
<p>OUTCOME Resilient families</p> <p>2 Together we can – Children's Services Improvement Plan</p>	<p>7 Replacing Medway's streetlights</p> <p>8 Improve air quality in air quality management areas</p>	<p>OUTCOME Residents with jobs and skills</p> <p>12 Jobs, skills and employability</p>
<p>3 The best start in life</p>	<p>9 Climate Change</p>	<p>OUTCOME Preventing homelessness</p> <p>13 Preventing homelessness</p>
<p>OUTCOME Older and disabled people living independently in their homes</p> <p>4 Improve support for vulnerable adults by working with partners and communities</p>	<p>OUTCOME Medway on the map</p> <p>10 Medway: a great place to live, work, learn and visit</p>	<p>OUTCOME Delivering new homes to meet the needs of Medway's residents</p> <p>14 Delivering new homes to meet the needs of Medway's residents</p>
<p>OUTCOME All children achieving their potential in schools</p> <p>5 Raising aspiration and ambition</p>		<p>OUTCOME Getting around Medway</p> <p>15 Tackle congestion hotspots by transport and public realm improvements</p>

3. Summary of performance

- 3.1. There are 25 Council Plan measures that fall under the remit of this committee. We are reporting on 20 as data for 5 measures is not available this quarter.



- 3.2. Improved performance
- 53% (10 out of 19*) improved long term (average of previous 4 quarters)
 - 53% (10 out of 19*) improved over the short term (since last quarter)
- *where data available

4. Risk management

4.1. 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.

- 4.2. The Risk Management process helps the Council understand, evaluate and act 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.

5. Financial and legal implications

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

6. Recommendations

6.1. Members are asked to consider the Q4 2020/21 performance against the measures used to monitor progress against the Council's priorities, and to note the amended strategic risk register as set out in Appendix 2.

Lead officer contact

Lesley Jones, Corporate Performance Lead ext. 2472

lesley.jones@medway.gov.uk

Appendices

Appendix 1 Council Priority: People, Growth

Appendix 2 Strategic Risk Register

Background papers

Council Plan 2016/21 (2019/20 update)