

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

17 AUGUST 2021

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

Report from: 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 appendix summarise how we performed in Quarter 4 (Q4) 20/20/21 on the delivery of the priority relevant for this committee: Supporting Medway's people to realise their potential.

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.

2. Background

2.1. This report sets out the performance summary against the Council priority relevant for this committee: Supporting Medway's people to realise their potential. It focuses on where we have achieved or exceeded our targets, and

how we are tackling underperformance. his 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. Detailed background information supporting this report can be found in Appendix 1: People.
- 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 13 April 2021. There were no changes to residual risk scores, or new risks added, relating to this committee. The revised Strategic Risk Register can be found in Appendix 2.
- 2.4. 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.
- 2.5. 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.
- 2.6. 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.
- 2.7. 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.
- 2.8. 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.

2.9. Below is a summary of the changes to the strategic risk register in 2020/21.

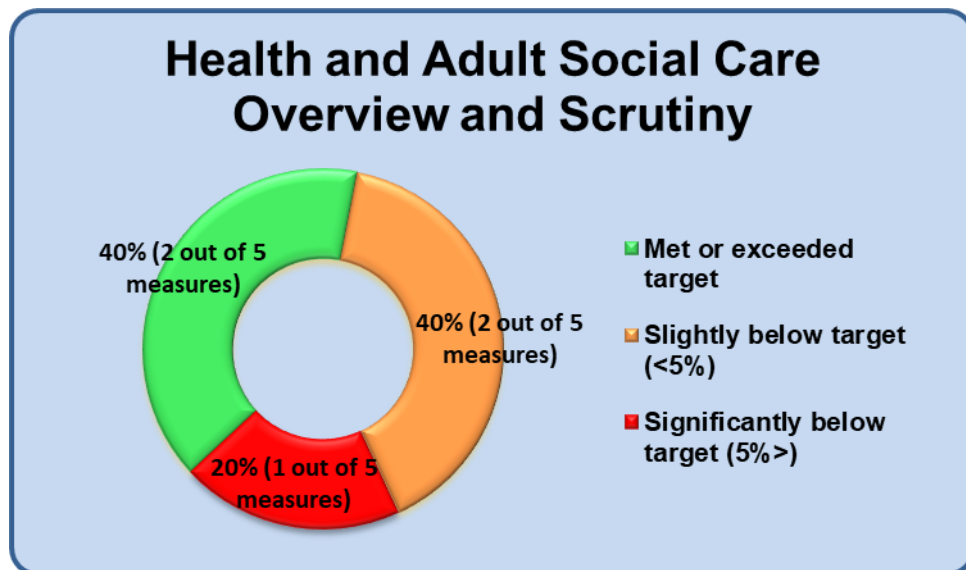
Removed from strategic risk register	SR21: Procurement savings – capacity and delivery (Q1 20/21) SR27: Local Authority’s ongoing relationship with all schools and academies (Q1 20/21)
Added to strategic risk register	SR46: Medway’s Economic Recovery from Covid19 (Q1 20/21) SR09A: Changing Demographics 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)

2.10. 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.

3. Summary of Performance

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	PLACE	GROWTH
Supporting Medway's people to realise their potential	Medway: A Place to be proud of	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 streetlights	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

- 3.1. There are 7 Council Plan measures that fall under the remit of this committee. We are reporting on 5 as data for 2 measures is not available this quarter.



Improved performance

- 60% (3 out of 5*) improved long term (average of previous 4 quarters)
- 40% (2 out of 5*) 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 Quarter 4 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 strategy, performance and improvement officer ext.
2472 lesley.jones@medway.gov.uk

Background papers

Council Plan 2016/21

Appendices

Appendix 1 Council Priority: People

Appendix 2 Strategic Risk Register