

CABINET

24 AUGUST 2021

COUNCIL PLAN PERFORMANCE MONITORING AND RISK REGISTER REVIEW - QUARTER 1 2021/22

Portfolio Holders: 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 2021/22 sets out the Council's three priorities. This report and appendices summarise how we performed in Q1 2021/22 on the delivery of these priorities and the actions we are taking to improve performance.

This report also presents the Q1 2021/22 review of strategic risks.

1. Budget and Policy Framework

- 1.1 The Council Plan 2021/22 was agreed at Full Council in February 2021. It sets out the Council's three priorities and six values 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 Q1 2021/22. It will also be presented to:

Children and Young People Overview & Scrutiny
Health and Adult Social Care Overview & Scrutiny

30 September
12 October

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 Values

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 20 July 2021 and Corporate Management Team (CMT) on 28 July 2021.

2.3 There were no changes to current residual risk scores.

2.4 There were no additions to the strategic risk register.

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

2.6 At the SRMG meeting on 20 July, SRMG members made the following observations and proposals which should be reflected in the Q2 risk review:

- SR46 Medway's Economic Recovery from Covid19 - SRMG felt that the focus of this risk needed to change from short term recovery to long term recovery considering the skills agenda and how we are equipping people to take opportunities from our regeneration and economy programmes.
- SR35 Homelessness - SRMG felt that this risk score should be reviewed to reflect the resources that have recently been allocated for prevention and the work completed by the service.
- SR47 Climate change - SRMG would like clarification, possible rewording, on what the risk score was reflecting e.g. the impact on the Council or impact on Medway as an area.
- SR49 Income reduction due to Covid19 - the smart parking pilot, which started in April, should be included.
- SR26 Children's Improvement - given the recent improvement trajectory it was considered whether this risk should be removed from the register. This has subsequently been discussed by CADMT. It was agreed that SR26 would remain on the strategic register this quarter. However, it will be reviewed again in Q2 with a view to Cabinet giving consideration for its removal in Q2 or Q3.
- Given the increased probability of other more catastrophic pandemics happening following Covid19, it was felt that a pandemic risk should be added to the strategic risk register. This is currently being prepared by PH for discussion in Q2.

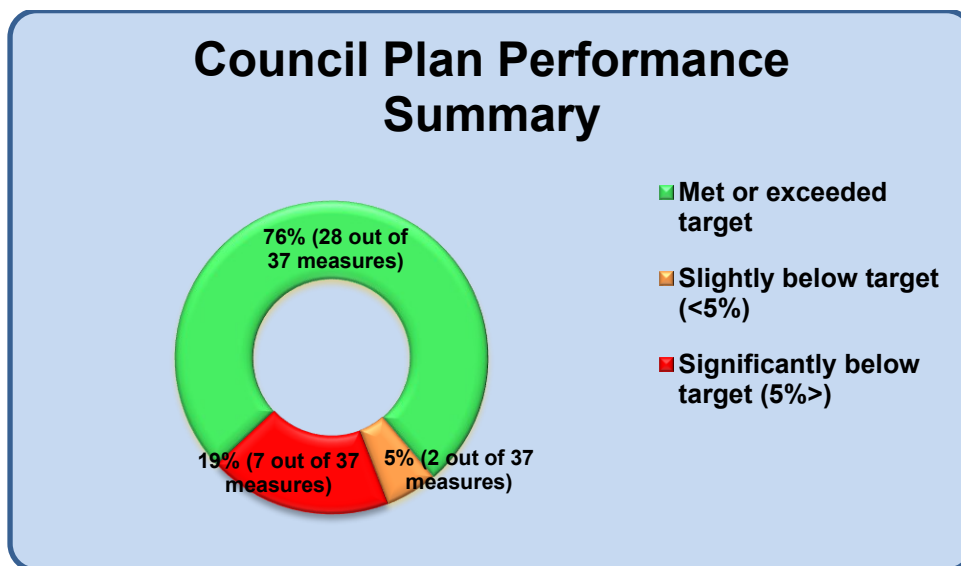
2.7 This table summarises the 15 programmes which support our 3 priorities and 11 outcomes. It also shows the three overarching values which we use to deliver all the above.

3. Summary of performance

VALUES		
Financial Resilience		
Digital Enablement		
Working together to empower communities		
Creativity and Innovation		
Tackle Climate Change		
Child Friendly		
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 Inward investment and business growth
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 in Medway	12 Jobs, skills and employability
3 The best start in life	OUTCOME To co-ordinate and monitor delivery of actions contained within the Council's Air Quality Action Plan	OUTCOME Preventing homelessness
OUTCOME Older and disabled people living independently in their homes	9 Climate Change	13 Preventing homelessness
4 Improve support for vulnerable adults by working with partners and communities	OUTCOME Work with partners and the public to minimise emissions of greenhouse gases and reduce Medway's contribution to climate change to net zero by 2050	OUTCOME Delivering new homes to meet the needs of Medway's residents
OUTCOME All children achieving their potential in schools	OUTCOME Medway on the Map	14 Delivering new homes to meet the needs of Medway's residents
5 Raising aspiration and ambition	10 Medway, a great place to live, work, learn and visit	OUTCOME Getting around Medway
		15 Tackle congestion hotspots by transport and public realm improvements

3.1 Council Plan

There are 48 Council Plan measures for 2021/22. We are reporting on 37 as 11 measures are not available this quarter.



Improved performance

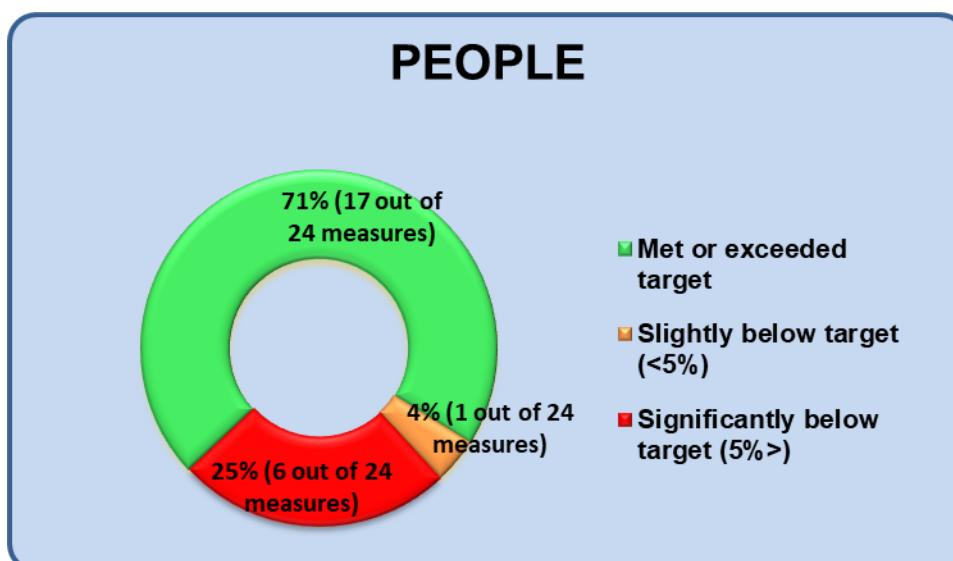
- 42% (15 out of 36*) improved short term (since last quarter)
 - 59% (22 out of 37*) improved long term (average of previous 4 quarters)
- *where data available

4. Performance summary – by Council Plan priority

4.1 This section includes performance highlights supporting the Council priorities and values. It also includes how we compare with national performance (benchmarking). Full details are provided in Appendices 1-5.

4.2 Priority – People

There are 34 Council Plan measures for this priority. We are reporting on 24 as data for 10 measures is not available this quarter.



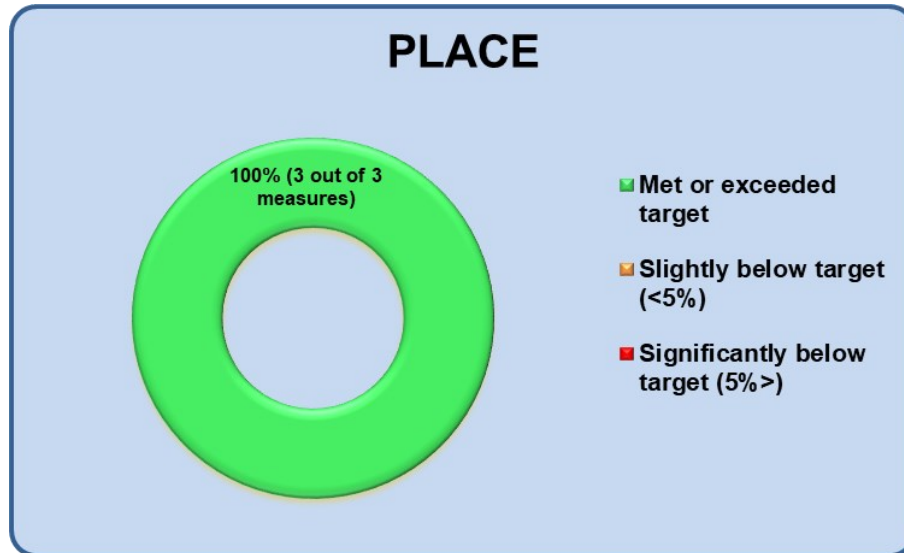
Improved performance

- 39% (9 out of 23*) improved over the short term (since last quarter)
- 63% (15 out of 24*) improved long term (average of previous 4 quarters)

* where data available

4.3 Priority – Place

There are 3 Council Plan measures for this priority.



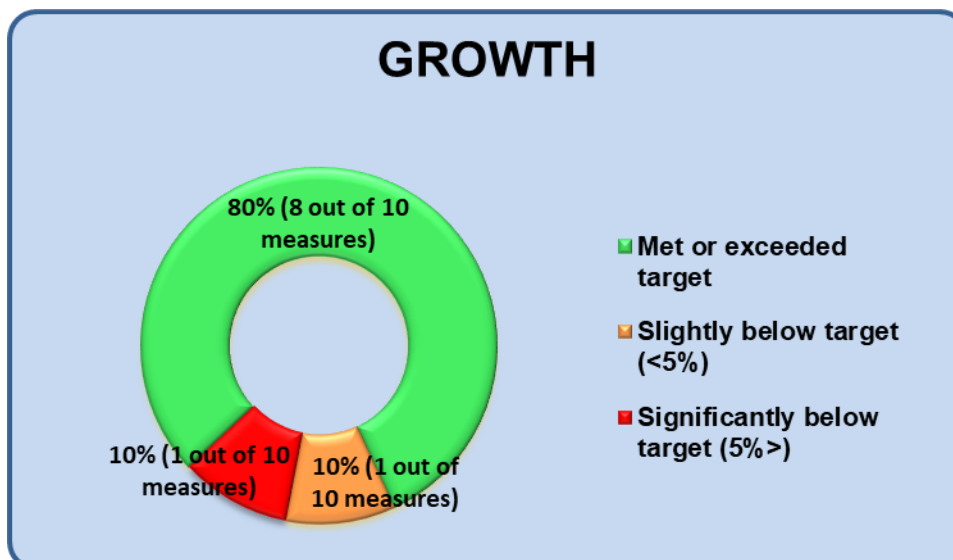
Improved performance

- 33% (1 out of 3*) improved over the short term (since last quarter)
- 0% (0 out of 3*) improved long term (average of previous 4 quarters)

*where data available

4.4 Priority – Growth

There are 11 Council Plan measures for this priority. We are reporting on 10 this quarter as data is not available for 1 measure.



Improved performance

- 50% (5 out of 10*) improved over the short term (since last quarter)
- 70% (7 out of 10*) improved long term (average of previous 4 quarters)

5. Values

5.1 Performance Summary

There are 2 Council Plan measures: 'Digital Take Up' and 'Unmodified VFM Conclusion from external auditors'.

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.

6.3 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 note the Q1 2021/22 performance against the measures used to monitor progress against the Council's priorities.

8.2 The Cabinet is asked to agree the Strategic Risk Register, as set out at Appendix 5 to the report.

9. Suggested reason 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 Values
- Appendix 5 Strategic Risk Register

Background papers

[Council Plan 2021/22](#)