

Business Support and Digital Overview and Scrutiny Committee

27 November 2025

The One Medway Council Plan Performance Monitoring Report and Strategic Risk Summary – Quarter 2 2025/26

Report co-ordinated by: Phil Watts, Chief Operating Officer

Contributors: Regeneration, Culture and Environment – Directorate
Management Team
Business Support

Summary

The One Medway Council Plan (OMCP) 2024/28 sets out the Council's priorities and the performance indicators used to monitor performance. This report and appendices summarise how we performed in Quarter 2 (Q2) 2025/26 on the delivery of these priorities. This report also presents the Q2 2025/26 review of strategic risks which fall under the remit of this committee.

1. Recommendations

- 1.1. Members are asked to consider the Q2 2025/26 progress of the performance indicators used to monitor progress of the Council's priorities, as set out in Appendix 1 to the report.
- 1.2. Members are asked to note the Strategic Risk Summary as set out in Appendix 2 to the report.
- 1.3. Members are asked to consider, and provide feedback on, the example of a possible future reporting style, shown in Appendix 3.

2. Budget and policy framework

- 2.1. The One Medway Council Plan (OMCP) 2024/28 was agreed at Full Council on 15 May 2024. It sets out the Council's priorities over the next four years and includes the indicators we will use to track performance. These indicators are refreshed annually, with the last refresh having been agreed at Full Council on 27 February 2025.
- 2.2. 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.

3. Background

- 3.1. This report sets out the performance summary against the One Medway Council Plan performance indicators and strategic risks relevant to this committee.
- 3.2. Performance indicators and risks have been reviewed and agreed by Directorate Management Teams.
- 3.3. Members have requested more transparent and informative information to enable them to fully scrutinise the One Medway Council Plan performance indicators.
- 3.4. The current One Medway Council Plan performance indicators contain a mix of measures that are quarterly and annual.
- 3.5. All the measures that are presented to the Business Support and Digital Overview and Scrutiny Committee are annual measures, which means that there is no data to present or scrutinise until the end of the financial year.
- 3.6. Work is underway on developing a new performance management system to provide Members with further details on performance. This work is expected to be complete for the 2026/27 performance reporting.
- 3.7. As Business Support and Digital Overview and Scrutiny Committee covers performance reporting, Appendix 3 has been produced to provide an example of a possible future reporting style of how annual measures can be presented alongside quarterly data to provide richer insights into the performance, allowing for appropriate scrutiny at Q1, Q2, and Q3.
- 3.8. The first set of charts in Appendix 3 shows all the measures relevant to Business Support and Digital Overview and Scrutiny Committee on a single page, with the milestone target for 2025/26 shown as a blue line.
- 3.9. The following pages in Appendix 3 show a performance indicator per page, with the overall target for 2027/28 shown as a black line, along with the narrative update for each measure.

4. One Medway Council Plan Performance

- 4.1. Performance summary across all priorities.

There are four performance indicators for the One Medway Council Plan 2024/28 that fall under the remit of this committee. These are annual measures and data is unavailable this quarter.

5. Strategic Risk Summary

- 5.1 The following changes have been made to the Strategic Risk Summary:
 - SR59 Local Government Reorganisation (LGR) and Devolution. The score has decreased from BII to CII.

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 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.
- 6.3 The Council's Risk 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.
- 6.4 For the Q2 2025/26, a new process to streamline and centralise the collection of risk updates was introduced. While no changes are proposed to the quarterly reports, this process will allow formal reporting to be complemented with more interactive insights.

7. Financial and legal implications

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

Lead officer contact

David Holloway, Head of Data and Design
david.holloway@medway.gov.uk 01634 332318

Appendices

Appendix 1 - OMCP Performance Q2 2025/26

Appendix 2 - Strategic Risk Summary

Appendix 3 - Example of a Possible Future Reporting Style

Background papers

[One Medway Council Plan](#)