

Health and Adult Social Care Overview and Scrutiny Committee

16 June 2026

The One Medway Council Plan Performance Monitoring Report and Strategic Risk Summary – Quarter 4 2025/26

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Public Health

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 4 on the delivery of these priorities. This report also presents the Quarter 4 2025/26 review of strategic risks.

1. Recommendations

- 1.1. The Committee is asked to consider the Quarter 4 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. The Committee is asked to note the Strategic Risk Summary as set out in Appendix 2 to the report.

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 most recent refresh having been agreed at Full Council on 25 February 2026 for performance monitoring in 2026/27. For the performance information in this report, it relates to the refresh 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

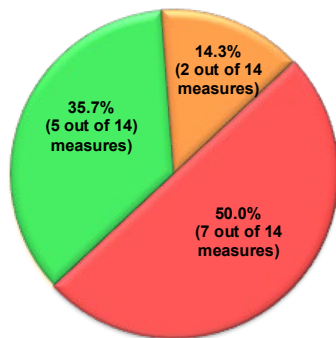
- 3.1. This report sets out the performance summary against the One Medway Council Plan performance indicators and strategic risk relevant to this committee.

3.2. Performance indicators and risk have been reviewed and agreed by directorate management teams.

4. One Medway Council Plan Performance

4.1. Performance summary across all priorities.

There are 24 performance indicators for the One Medway Council Plan 2024/28 that fall under the remit of this Committee in Quarter 4.



Performance - key

Green means met or exceeded target.

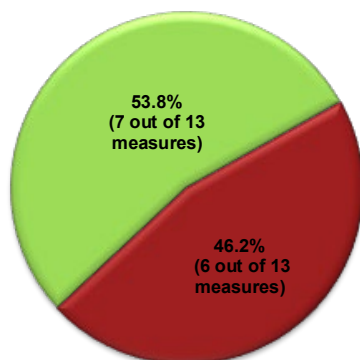
Amber means slightly below target.

Red means significantly below target.

This chart shows the performance for 14 measures:

- 35.7% (5 out of 14 measures) met or exceeded target.
- 14.3% (2 out of 14 measures) were slightly below target (less than 5%).
- 50.0% (7 out of 14 measures) were significantly below target (more than 5%).

4.2. Direction of Travel



Direction of Travel – key

Green means positive travel.

Blue means static travel

Red means negative travel

This chart shows the direction of travel for 13 measures:

- 53.8% (7 out of 13 measures) had an upward long trend.
- 46.2% (6 out of 13 measures) had a downward long trend.

5. Strategic Risk Summary

5.1 The following changes have been made to the Strategic Risk Summary:

- SR03B Insufficient budget funding. The score has decreased from All to BII. This change reflects the increased medium term financial planning now possible due to the three-year settlement.
- SR09A Meeting the needs of Older People and Working Age Adults. The score has increased from BIII to BII. The increase in the risk score reflects ongoing recruitment, retention and salary issues.
- SR54 Recruitment and Retention. The score has increased from CIII to BII.

5.2 One risk is proposed to be removed from the Strategic Risk Summary:

- SR58 Gun Wharf building closure. The score has decreased from AI to CI. As this risk relates to the closure due to RAAC the Corporate Risk Management Group have recommended that the risk is de-escalated from the strategic risk register. A new risk relating to the ongoing renovation of Gun Wharf will be developed.

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 From Quarter 2 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.

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Appendices

Appendix 1 - OMCP Performance Q4 2025/26

Appendix 2 - Strategic Risk Summary

Background papers

[One Medway Council Plan](#)