Medway Council
Serving You

Health and Adult Social Care Overview and Scrutiny Committee

19 August 2026

Council Plan Performance Monitoring Report and Strategic Risk Summary – Quarter 1 2026/27

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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 1 (Q1) 2026/27 on the delivery of these priorities. This report also presents the Q1 2026/27 review of strategic risks which fall under the remit of this committee.

1. Recommendations

1.1. The Committee is asked to consider the Q1 2026/27 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, the 2026/27 refresh was agreed at Full Council in February 2026.

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.

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. Data is available to report for 20 performance indicators during Quarter 1, of those:

- 45% (9 out of 20 measures) met or exceeded target.
- 25% (5 out of 20 measures) were slightly below target (less than 5%).
- 30% (6 out of 20 measures) were significantly below target (more than 5%).

4.2. Direction of Travel

A direction of travel is available for 11 performance indicators:

- 9.1% (1 out of 11 indicators) had an upward long trend.
- 81.8% (9 out of 11 indicators) had a static long trend.
- 9.1% (1 out of 11 measures) had a downward long trend.

4.3. Two indicators have been modified, 4.16 and 4.17 during Quarter 1 under delegated authority granted at minute no. 739c (25 Feb 2026):

"The Council agreed to delegate authority to the Chief Executive, in consultation with the Leader of the Council, to agree new key performance indicators and interim targets where applicable, as set out in paragraph 3.8 of the report."

4.4. Under the delegated authority granted at Full Council the Chief Executive and Leader of the Council agreed to split the indicators monitoring the gap in life expectancy OMCP 4.16 and gap in healthy life expectancy OMCP 4.17 by sex. The overall targets for each indicator remain unchanged; splitting into separate female and male measures aligns with national reporting standards and will provide greater transparency of outcomes across population groups. This change will support a clearer understanding of inequalities, particularly in healthy life expectancy, while enabling more accurate performance monitoring, targeted intervention where gaps exist, and more effective scrutiny of progress. Separate reporting by sex will also provide more meaningful information to support decision-making and help ensure resources and actions are directed where they can have the greatest impact.

5. Strategic Risk Summary

5.1. The following change has been made to the Strategic Risk Summary:

- SR09a Meeting the needs of Older People and Working Age Adults. The score has decreased from B2 to B3.

5.2. Two new proposed strategic risks were put forward at the Corporate Risk Management Group (CRMG) relating to the Gun Wharf Improvement Programme and Corporate Estate Compliance and Building Safety.

5.3. The Gun Wharf Improvement Programme is proposed to replace the previous Gun Wharf risk, relating to RAAC, which was removed during Q4 as this has now been addressed and the building made safe. The proposed replacement risk focuses on delivery of the remaining improvement works and the successful return of staff to the building.

5.4. The Corporate Estate Compliance and Building Safety is a proposed new corporate risk relating to statutory compliance across the corporate estate following the transfer of Facilities Management services into the Council.

5.5. CRMG agreed the recommendation to include the new risks on the Strategic Risk Register, subject to approval by Corporate Management Team, which subsequently approved their inclusion.

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. The process for Q1 2026/27 risk updates has been maintained using Microsoft SharePoint Lists, ensuring updates are collected in a single place.

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 Q1 2026/27
Appendix 2 - Strategic Risk Summary

Background papers

One Medway Council Plan