Business Support and Digital Overview and Scrutiny Committee

20 August 2026

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

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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 2026/7 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 four performance indicators for the One Medway Council Plan 2024/28 that fall under the remit of this committee. Data is available to report for one performance indicator during Quarter 1:

- 100.0% (1 out of 1 measure) met or exceeded target.

4.2 Direction of travel

A direction of travel is available for one performance indicator:

- 100.0% (1 out of 1 measure) had an upward long trend.

4.3 During this quarter Nexa has been introduced as Medway Council's new in-house Performance and Risk Management System, designed to modernise the way performance indicators and risks are managed, updated and reported across the organisation.

4.4 Developed by the ICT Development Team using requirements gathered from service stakeholders, the system replaces legacy approaches with a more user-friendly, integrated solution that supports consistent data capture, improved reporting and greater visibility of organisational performance. The introduction of Nexa forms part of the Council's wider Medway 2.0 digital transformation agenda, helping to improve data quality, strengthen governance and provide better access to management information for decision-making.

4.5 Nexa has been developed using an agile approach, recognising that organisational requirements, reporting needs and user expectations continue to evolve. Rather than waiting to deliver a fully mature solution at the end of a lengthy development cycle, the programme focused on establishing an initial phase of core functionality that could be introduced.

4.6 As Nexa becomes embedded across the organisation, development will continue through a series of incremental enhancements informed by user experience, service feedback, a Member Task Group, and reporting requirements. This phased approach allows the Council to realise benefits earlier whilst maintaining the ability to adapt and improve the system over time.

5. Strategic Risk Summary

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

- SR47 Climate Change. The score has increased from C3 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