

Regeneration, Culture and Environment

Overview and Scrutiny Committee

11 June 2026

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

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

Contributors: Regeneration, Culture and Environment – Directorate Management Team

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 2025/26 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.

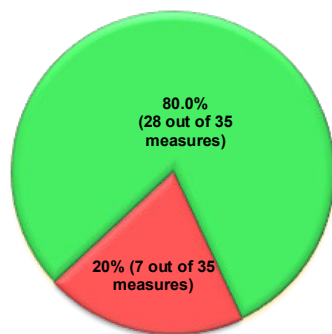
3. Background

- 3.1 This report sets out the performance summary against the One Medway Council Plan Performance Indicators and Strategic 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 54 performance indicators for the One Medway Council Plan 2024/28 that fall under the remit of this committee.



Performance - key

Green means met or exceeded target.

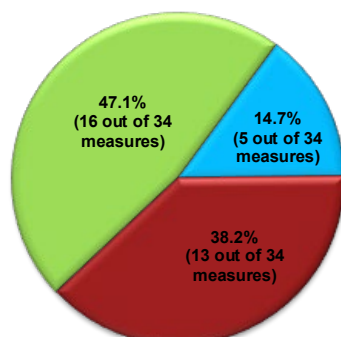
Amber means slightly below target.

Red means significantly below target

This chart shows the performance for 35 of the measures:

- 80.0% (28 out of 25 measures) met or exceeded target.
- 20.0% (7 out of 35 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 34 measures:

- 47.1% (16 out of 34 measures) had an upward long trend.
- 14.7% (5 out of 34 measures) had a static long trend.
- 38.2% (13 out of 34 measures) had a downward long trend.

4.3 Summary Of Performance

4.3.1 Overall performance across the Regeneration, Culture and Environment portfolio remains strong, with the majority of reported indicators meeting expectations. Four-fifths of measures achieved or exceeded their target in the final quarter, providing a solid position at year end. While longer-term trends are more mixed, with some indicators not yet showing sustained improvement, current delivery demonstrates good operational control across the division.

4.3.2 There are a number of areas of strength. Cultural, community and environmental services continue to perform particularly well, with very high satisfaction levels across libraries and theatres, alongside strong uptake and engagement in adult education. Environmental and public realm services are also consistently delivering against expectations, with all reported measures in clean, green and safe communities meeting target, supported by strong performance in streetlighting, highways activity and recycling. Local economic indicators also provide some encouraging signs, with continued employment growth and town centre vacancy rates remaining significantly lower than the national average, reflecting resilience in Medway's local economy.

4.3.3 There are, however, some areas where performance remains more challenging. This is most evident within economic growth and business-related measures, where a proportion of indicators are below target and several are trending downwards. These reflect wider economic pressures, including business sustainability, green investment uptake and progress towards reducing unemployment. Some cultural measures, particularly relating to festivals and events, have also seen lower satisfaction levels, with feedback highlighting specific issues such as value for money and accessibility. Housing demand pressures remain evident, particularly in relation to temporary accommodation and homelessness.

4.3.4 Despite these challenges, there is clear evidence of active management and a focus on improvement. Services are responding to feedback, reviewing delivery models and strengthening partnerships to address weaker areas. There is also a strong pipeline of activity across regeneration schemes, skills and employment programmes, transport and highways improvements, and cultural sector development, which supports continued improvement.

4.3.5 Taken together, the overall position is stable and positive, with strong frontline delivery and a clear direction of travel in addressing more complex and externally driven challenges.

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.
- 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 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 Q4 2025/26

Appendix 2 - Strategic Risk Summary

Background papers

[One Medway Council Plan](#)