

# Council Plan: Logical Framework Matrix

## Priority 1: Delivering quality social care and community services.

No.	Sub priorities	No.	Key Performance indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
1A	Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life	1.01	By 2025, more families are accessing early help provision and fewer than 975 families require statutory intervention under a CIN or CP plan.	CSC data ad DFE statutory returns	Demographic changes and/or cost of living do not result in more complex needs/risks	CSC Monthly dashboard trends and statistical neighbour and national comparators	Monthly	CYP Plan Children's Continuous Improvement Plan 2024-5	Head of Early Help, Spa Mash and Adolesce  Head of CSWT
		1.02	By 2028, 80% of commissioned domiciliary care workers will have undertaken Making Every Contact Count training	Contract management monitoring data	No significant turnover rates of staff and training opportunities are provided		Quarterly		Head of Adults commissioning
		1.03	The proportion of people who received short-term services during the year, who previously were not receiving services, where no further request was made for ongoing support have increased to 80%	ASCOF 2A	Demographic changes do not result in more complex care needs	ASC Monthly dashboard trends and statistical neighbour and national comparators	Quarterly	ASC Strategy	Assistant Director Adults Social Care
1B	Support people of all ages to live the most happy, healthy, independent life possible, utilising assistive technologies	1.04	By 2028, there will be at least a 40% increase in use of assistive technology	Local records	Demographic changes do not result in more complex care needs	Kyndi Performance Indicators	quarterly	ASC strategy	Head of Adults commissioning
1C	Ensure that services support children in care to thrive, fulfil their potential, build meaningful relationships and make good transitions to adulthood, so that they can live as independent lives as possible in their communities	1.05	By 2025, increase the number of children we keep close to their homes and community in Medway	CSC placement data	Market forces re availability of placements. Numbers of children from other LAs placed in Medway	CSC Monthly dashboard trends and statistical neighbour and national comparators	Annually	Corporate Parenting Strategy Sufficiency Strategy	Head of Childrens commissioning
		1.06	By 2025, the percentage of children in care with long-term fostering as a plan where the child, the carer and the service have agreed for the placement to last	CSC placement data	Ability to recruit more in-house foster carers against a national picture of declining numbers	CSC Monthly dashboard trends and statistical neighbour and	Monthly	Corporate Parenting Strategy Children's Continuous	Head of Service Children in Care

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			until the child is ready to leave care is 65% or higher			national comparators		Improvement Plan 2024-5	
		1.07	By 2025, the percentage of young people leaving care (16–17-year-olds) who are in education, employment or training is higher than 50%	CSC data ad DFE statutory returns		CSC Monthly dashboard) trends and statistical neighbour and national comparators	Monthly	Corporate Parenting Strategy	Head of Service Children in Care
1D	Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from	1.08	By 2028, 5% of Medway Adult Education’s learners will be new to the service each year, ensuring that access to education is being provided	Enrolment forms	Targeted learning continues to be funded	Learners enrolled on targeted courses	Quarterly	MAE Service Pan	Head of Skills, Employment and Adult Ed
		1.09	Ensure we exceed 80% satisfaction rates across Community Hubs and Libraries, Theatres, Festivals and events	Quarterly survey of service users	Lower than expected survey completion rates	Previous years  CIPFA Public Library Users' Survey	Quarterly  Annually	Creative Medway Cultural Strategy  Joint Local Health and Wellbeing Strategy (JLHWS)	Head of Culture and Libraries
1E	Support our children and young people to ensure they are safe, secure and stable.	1.10	By 2025, the rate of children (0-17 years) subject to a child protection plan is between 40 and 45 per 10,000	CSC data ad DFE statutory returns	TBC	CSC Monthly dashboard) trends and statistical neighbour and national comparators	Monthly	CYP Plan Children’s Continuous Improvement Plan 2024-5	Head of Early Help, Spa, Mash and Adolescent  Head of CSWT
		1.11	By 2025, the rate of rate of S47 investigations per 10,000 is statistically similar to the national average	CSC data ad DFE statutory returns	TBC	CSC Monthly dashboard) trends and statistical neighbour and national comparators	Monthly	CYP Plan Children’s Continuous Improvement Plan 2024-5	Head of Early Help, Spa Mash and Adolesce  Head of CSWT
		1.12	By 2025, the rate of children and young people who are identified at risk of exploitation is statistically similar to the national average	Missing and exploitation data	Partnership collaboration and information sharing	Quarterly reports	Quarterly	Contextual Safeguarding Strategy	Head of Early Help, Spa Mash and Adolesce
		1.13	By 2026 increase our multi agency early help offer by 100% (currently 51 families	TBC	TBC	TBC	TBC	Parenting support Strategy	TBC

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								Early help Strategy	
1F	Support all adults, including those living with disability or physical or mental illness to live independently and stay safe.	1.14	By 2025 the proportion of people who receive long-term support who live in their home or with family is similar to the national average	ASCOF 2E	Demographic changes do not result in more complex care needs that cannot be met at home	Local non benchmarked data	Monthly	ASC strategy	Head of Service Operations Adults
		1.15	By 2028 the proportion of closed safeguarding enquires where Risk is reduced or removed is better than the national percentage	Safeguarding Adults Statutory return.	Workforce shortages and capacity  Increase in certain categories of abuse can impact i.e. Domestic Abuse	Safeguarding Adults Statutory return	Monthly	KMSAB Strategic Plan 2022 - 2025  Medway ASC Strategy 2021-2025	Head of specialist services Adults
		1.16	By 2028, 90% of people with a concluded safeguarding enquiry achieve either their desired outcome, or their desired outcome is partially met	Safeguarding Adults Statutory Return	Workforce shortages and capacity  Increase in certain categories of abuse can impact i.e. Domestic Abuse  Outcomes could be unachievable	% outcome met or partially met	Monthly	KMSAB Strategic Plan 2022 - 2025  Medway ASC Strategy 2021-2025	Head of specialist services Adults
		1.17	By 2028, the proportion of people who use long term adult social care services who report that they feel safe is similar to, or higher than, our statistical neighbours	ASC Users Survey. Stats of statistical neighbours	Workforce shortages and capacity issues.  Reduction of community resource	User survey score	Annually	ASC Strategy 2021-2025	Head of specialist services Adults  Head of Service Operations Adults
1G	People in Medway live independent and fulfilled lives into an active older age	1.18	By 2025, the proportion of people who use long term social care services who report having control over their daily lives is statistically similar to, or higher than, the national average	Adult social care users Survey. (ASCOF4a)	Workforce shortages and capacity issues. Market capacity and capability	ASCOF 4a score	Annually	Medway Adult Social Care Strategy 2021-2025	Head of service operations Adults
		1.19	By 2025, the proportion of older people (65 and over) who are still at home 91 days after discharge from hospital into reablement services is similar to, or higher than, our statistical neighbours	ASCOF 2b pt 1	Appropriate discharges Market capacity and capability	% ASCOF 2b pt 1	Monthly	Medway Adult Social Care Strategy 2021-2025	Head of service operations Adults

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		1.20	By 2025, the proportion of people who use adult social care services who report that they find it easy to find information about services is statistically higher than the national average	ASC Users Survey. National average data	Lack of dedicated resource to provide and update accessible information. Lack of information in a range of formats	User survey score	Annually	Medway Adult Social Care Strategy 2021-2025	Head of service operations Adults
		1.21	By 2025, the carer reported quality of life score is statistically similar to, or higher than, the national average	ASC survey of carers. National average data	Workforce shortages and capacity issues. Lack of market availability for carer provision	Carers survey score	Biennial	Medway Adult Social Care Strategy 2021-2025	Head of service operations Adults
		1.22	By 2025 the proportion of long-term clients receiving support via a Direct Payment is statistically similar or better than the National percentage.	ASCOF 1C pt 2A National % data	Workforce shortages and capacity issues.  Referral and conversion rates.  Market capacity.	ASCOF 1C pt 2A	Monthly	Medway Adult Social Care Strategy 2021 - 2025	Head of Business and intelligence C&A

## Priority 2: Benefitting from good education, quality jobs and a growing economy.

No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
2A	Ensure all children and young people access a high-quality, inclusive education	2.01	By 2028, 92% of early years, primary and secondary schools in Medway are good or better in the last Ofsted inspection	Published Ofsted data	Partnership measure, 80% of schools are Academes	Published Ofsted data	Monthly	Medway Education Partnership Priorities	Strategic Head of Education: Quality and Inclusion
2.02		By 2028, the rate of attendance at primary and secondary schools is above 96%	National attendance SFR	Increased mental health issues in CYP. Increased capacity to deliver section 19 duties and Statutory attendance duties	National attendance SFR	Tri Annually	Attendance Action Plan	Strategic Head of Education: Quality and Inclusion	
2.03		By 2028, the proportion of pupils that meet the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6) is the same as or above the national average	National KS2 SFR	Partnership measure, 80% of schools are Academes	% RWM at meets standard or better	Annually	Literacy Strategy Medway Education Partnership Priorities.	Strategic Head of Education: Quality and Inclusion	

No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
		2.04	By 2028, the Average Attainment 8 and Progress Scores (Key Stage 4, 14–16-year-olds) are the same as or above the national average	National KS4 SFR	Partnership measure, 80% of schools are Academes	KS4 attainment 8 score	Annually	Literacy Strategy Medway Education Partnership Priorities.	Strategic Head of Education: Quality and Inclusion
		2.05	By 2028, the Average Progress 8 (Key Stage 4, 14–16-year-olds) are the same as or above the national outcome	National KS4 SFR.	Partnership measure, 80% of schools are Academes	KS4 Progress 8 score.	Annually	Medway Education Partnership Priorities	Strategic Head of Education: Quality and Inclusion
		2.06	By 2028, the proportion of 16/17 year olds who are not in education, employment or training, or whose status is 'not known' has been reduced, such that Medway is ranked in the top 2 quintiles nationally for participation	Annual DfE scorecard		NI117	Monthly	Post 16 Review action plan	Strategic Head of Education: Planning and Access
		2.07	Support high quality education through Medway Adult Education maintaining Good or better Ofsted rating	Ofsted rating		Good or above Ofsted rating	Annual (Depending on inspection)	MAE Service Plan	Head of Skills, Employment and Adult Ed
2B	Work with business partners to ensure education and skills development supports children, young people and adults to lead successful lives, and secure employment opportunities, with targeted support for the unemployed and vulnerable groups	2.08	By 2028 Medway Qualification Levels will be the same or better than the national average at all levels	NOMIS data	No significant economic change, or change to education funding	% of people with no qualifications, or level 1,2,3 or 4	Annually	Skills & Employability Plan	Head of Skills, Employment and Adult Ed
		2.09	By 2028, unemployment levels will return to 2019 levels	NOMIS data	No significant economic change, or change to education funding	% Claimant Count	Quarterly	Skills & Employability Plan	Head of Skills, Employment and Adult Ed
		2.10	By 2028 Medway Adult Education maintains 94% retention rate for adults on courses per academic year	Class registers	Funding continues in current way. Risk of low retention due to learners with complex lives	% Retained	Quarterly	MAE Service Plan	Head of Skills, Employment and Adult Ed
2C	Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment	2.11	Maintain current level of GVA per filled workforce job and where possible enable annual increase	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Medway 2040	Strategy & Investment Programme Manager
		2.13	By 2028, maintain GVA per capita above national level	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Medway 2040	Strategy & Investment Programme Manager
		2.14	By 2028, maintain Medway average weekly income per hours worked, above national average	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Medway 2040	Strategy & Investment Programme Manager

No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
		2.15	By 2028, reduction in the number of most income deprived areas nationally, in Medway	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Medway 2040	Strategy & Investment Programme Manager
		2.16	Raise the business survival rate (minimum of 5 years) from 39% to 41% plus over the life of the Council Plan.	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Innovation Strategy	Head of Economic Development, Innovation and Town Centres
2D	Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage	2.17	Lead and co-ordinate the continuous development of Medway's Cultural Sector by: Supporting Creative Medway Compact and partners to deliver four quarterly board meetings and an annual public conference to support delivery of the cultural strategy and action plan  Undertaking monthly sector surgeries  Working in partnership to generate positive media coverage and promotion of the creative and cultural sector in Medway	Quarterly Compact meeting progress reporting  Annual review of local, regional and national coverage Grant Award monitoring	Staff capacity issues Interdependencies with internal teams and external partners	New indicator  No benchmark at this time	Quarterly	Creative Medway Cultural Strategy Medway 2037	Head of Culture and Libraries
		2.18	By 2026 implement a minimum of five community led pilot projects which showcase heritage- driven regeneration (£10m over 10 years)	National Lottery Heritage fund Heritage Place Strategy	Staff capacity issues Interdependencies with internal teams and external partners	New indicator No benchmark at this time	Quarterly	Creative Medway Cultural Strategy Medway 2037	Head of Culture and Libraries
		2.19	By 2028, increase the number of green industry businesses enquiring to locate in Medway	Survey data via Brand Kent / Locate in Kent	Relies on Brand Kent LiK contract to collect survey data	2024/25 to set baseline data	Annually	Innovation Strategy	
2E	Support the growth and diversification of business in our town centres, reflecting the importance of placemaking and regeneration.	2.20	Maintain vacancy rates below national average (13.8% currently) across Medway's town centres	Vacancy rate monitoring	Resourcing and capacity to undertake vacancy rates and monitoring	Vacancy rates and monitoring reports	Quarterly	Town Centres Strategy  Medway 2040	Head of Economic Development, Innovation and Town Centres  Head of Regeneration
		2.21	Increase number of new business start-ups in Medway annually, a minimum of 2,000 per year	ONS Data	Reflection of national/Regional statistics	2023/24 Data	Annually	Innovation Strategy	Head of Economic Development, Innovation and Town Centres

## Priority 3: Enjoying clean, green, safe, and connected communities.

No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
3A	Create child-friendly communities which ensure all people in Medway will feel safe and live free from harm and abuse	3.01	99% of streetlights in illumination within the reporting period	System analytics and night-scouts undertaken by Lighting Contractor	Available resource to carry out repairs efficiently.  Availability of materials/parts	Energy consumption  System data  Information transfer from central management system (CMS)	Monthly	Highway Asset Management Strategy  Highway Lighting Policy	Head of Highways
		3.02	30% of roads where maintenance should be considered across 827km of network, split into 3 classes of Principal (2%), Non-Principal (6%) and Unclassified network (22%)	SCANNER and CVI survey data	Availability of funding for condition surveys to be carried out  Availability of funding to maintain the network in a safe condition	National Highways and Transportation (NHT) Annual Survey Highway Lifecycle Planning Approach  Highway Asset Performance Management Framework	Annually	Highway Asset Management Strategy  Resilient Network Management Plan  Skid Resistance Policy	Head of Highways
3B	Celebrate the individuality of each town centre, ensuring services, events and activities reflect and support the diverse communities of Medway	3.03	By 2028, increase the community satisfaction survey levels in Medway.	Community satisfaction survey data	Assumes continuation of Shared Prosperity Fund programme to fund survey	Baseline to be set in 2024/25	Annually	Medway 2040 Town Centres Strategy	Strategy & Investment Programme Manager  Head of Economic Development, Innovation and Town Centres
		3.04	Ensure residents attending service led and service funded events and activities, reflect the community we serve, including but not limited to age, sex and disability and ethnicity	Post event activity survey	Low survey completion Event specific measures	Medway demographic data	Annually	Creative Medway Cultural Strategy	Head of Culture and Libraries
3C	Provide improved opportunities to walk, cycle, use public transport and electric vehicles, reducing carbon emissions and improving air quality	3.05	By 2028, residents and visitors have access to 100 miles of signed cycle routes in Medway	infrastructure improvement reports/as-built drawings/GIS data	Availability of capital funding to deliver additional walking and cycling infrastructure  Land availability	Dft cycling trend data/NHT survey outcomes	Annually	Local Transport Plan 2011-26  Local Cycling and Walking	Head of Transport and Parking

No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
					Consultation outcomes on new cycling routes			Infrastructure Plan Rights of Way Improvement Plan (ROWIP)	
		3.06	By 2028, through the implementation of measures in the Council's Bus Service Improvement Plan, increase bus passenger numbers on local services from 6.7 million journeys per year (2023/4) to 9 million journeys per year by 2028	bus passenger and cycle count data	Network stability (viability of services)  Availability of national initiatives (bus fare cap)  Availability of internal and external funding to improve services and infrastructure	DfT data for national bus patronage	Annually	Local Transport Plan 2011-26  Bus Service Improvement Plan	Head of transport and parking
		3.07	Progression of the Authorities Air Quality Act Plans (AQAP)	Rolling narrative on the work undertaken under the AQAPs and status report on the participation of these tasked with functions under plan.					Head of Regulatory service
3D	Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change	3.8	Maintain the existing Green Flag accreditation of 8 parks	Independent assessment for Green Flag awards.	Delays due to poor weather or issues with procurement and funding	Measured by Greenspaces team.	Annually	Regeneration Service Plan	Head of Regeneration Delivery
		3.09	By 2028, an annual increase in river leisure traffic	River tour operator annual measurement of sailings and marina volume data	External operators cooperating with Council	Baseline to be set in 2024/25	Annual	River Strategy	Head of Capital Projects and Facilities Management
		3.10	By 2028, an increase in annual footfall into Medway arriving by River	River tour operator volume data	External operators cooperating with Council	Baseline 2023/24 data	Annual	River Strategy	Head of Capital Projects and Facilities Management
		3.11	100% of highway network inspections carried out on time with 95% of identified defects being repaired within the priority time frame allocated	System analytics, works orders	Available resource within the Inspectorate  Sufficient technology to capture and record data	Condition Survey Data  Highway Insurance Claims	Annually	Highway Asset Management Strategy  Highway Information	Head of Highways



No.	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
								Management Plan	
		3.12	95% of roadworks completed on time within the permit period to reduce disruption on the highway network	Streetworks Inspections, system analytics, number of fixed penalty notices issued for over-runs	Availability of Streetworks Inspectors to monitor works on the road network  Provision of information from Third Parties	Annual National Highways & Transportation (NHT) Survey  South East Highway Authorities and Utilities Committee (SEHAUC)	Quarterly	Highway Asset Management Strategy	Head of Highways
		3.13	By 2028, residents and visitors have access to 750 publicly available Electric Vehicle charging point sockets in Medway, with on-street chargers achieving 100% utilisation	System analytics  Zap-map data	EV charging points for commercial and retail developments secured and delivered through the planning process  Availability of external funding to support the provision of on-street EV charging points, and charging points in public car parks	Zap – Map data  System dashboards and data from charge point operator  Income from concession agreements / joint ventures	Quarterly	Draft Electric Vehicle Strategy	Head of Highways
		3.14	To achieve 30% or more of recycled material used for highway maintenance by 2028 and continue to achieve 100% of material diverted from landfill for recycling	Trial of new material and techniques, amount of planned material removed from resurfacing schemes and taken for recycling	Availability of recycled materials	Monitoring of data for materials used in resurfacing  Supply chain data  CO2 reduction monitoring	Annually	Climate Change Action Plan  Highway Lifecycle Planning Approach  Resilient Network Management Plan	Head of Highways
3E	Develop and facilitate easy-to-use and simple digital solutions for residents to access services and engage with the public sector	3.15	By 2028, achieve a 50% overall reduction in incoming telephone calls to Medway Council as residents find the information they need via good content design and are able to use digital channels 24/7	Mitel Telephony system	All account codes within the Mitel system are correct.	Previous performance	Quarterly	Digital, Data and Technology (DDaT) Strategy <a href="https://www.">https://www.</a>	Head of customer contact

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								<a href="https://www.medway.gov.uk/DDaTStrategy">medway.gov.uk/DDaTStrategy</a>	
		3.16	By 2028, Medway Council's corporate website will have an accessibility score of 90% compliance against the AA standard (WCAG 2.2 guidelines)	Silktime Index  Cabinet Office Audits	The website is developed for a great user-experience rather than chasing a high score.  There is not a single person/team responsible for all digital services/websites	Comparison with other Local Authorities and Public Sector bodies	Quarterly	Digital, Data and Technology (DDaT) Strategy <a href="https://www.medway.gov.uk/DDaTStrategy">https://www.medway.gov.uk/DDaTStrategy</a>  Accessibility Policy	Chief Information officer
		3.17	By 2028, 80% of customers will rate our digital services as 'very easy' or 'easy' to use.	Online survey  Citizen panel	Relies on customers completing the survey based on the experience of the digital form and not the outcome  Could therefore be "self-selecting" as only people with issues complete the survey	User Survey	Quarterly	Digital, Data and Technology (DDaT) Strategy <a href="https://www.medway.gov.uk/DDaTStrategy">https://www.medway.gov.uk/DDaTStrategy</a>	Chief Information Officer
		3.18	By 2028 increase digital interactions with residents by 60%	System analytics	Availability of funding to innovate change  Support from systems team to initiate change Pulling the relevant data from systems  Real success of good digital channels and well designed content should actually prevent any resident interaction at all, which would work against this KPI	Previous performance using the pre-Covid year of 2019/20 as the baseline  Digital interactions (forms successfully completed) as a % of total interactions (telephone + successfully submitted e-forms)	Quarterly	Digital Data and Technology Strategy	Chief Information Officer

## Priority 4: Improving health and wellbeing for all.

	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
4A	Empowering people to achieve good health and wellbeing through prevention, with access to local activities and services that will enable and support them to lead independent, active and healthy lifestyles	4.01	By 2028, the proportion of adults (18+ years) who are self-reported smokers is statistically similar to, or lower than, the England average	<a href="#">OHID. Fingertips. Indicator ID: 92443.</a>	TBC	Value similar or better to England average.	Annually	People Strategy metric.	Strategic Head Public Health consultant
		4.02	By 2028, the percentage of adults (18+) classified as overweight or obese is the same as or below 65%	<a href="#">OHID. Fingertips. Indicator ID: 93088.</a>	TBC	Align more closely with best performing CIPFA nearest neighbours	Annually	K&M Integrated Care Strategy metric.	Strategic Head Public Health consultant
		4.03	By 2028, the proportion of people who report "high" or "very high" levels of life satisfaction will be similar or higher compared to the England average	<a href="#">OHID. Fingertips. Indicator ID: 92616.</a>	TBC	Value similar or better to England average.	Annually	People Strategy metric.	Strategic Head Public Health consultant
		4.04	By 2028, the proportion of the population aged 60 to 74 screened for bowel cancer will meet or exceed the national achievable performance level of 60% and be similar or higher compared to the national average	<a href="#">OHID. Fingertips. Indicator ID: 91720.</a>	TBC	Meet or exceed national target  Value similar or better to England average	Annually	K&M Integrated Care Strategy metric.	Director of Public Health
		4.05	Measure for tracking health facilities for size of population (bricks and mortar or people/resources)  Measure for tracking accessibility of health facilities (town centres)  PLACEHOLDER S106 measurement and allocations		TBC		Annually		Head of Regeneration  Chief Planning Officer
4B	Support families to give their children the best start in life	4.06	By 2028, the proportion of mothers smoking at time of delivery will be less than 7%	<a href="#">OHID. Fingertips. Indicator ID: 93085.</a>	TBC	National target	Quarterly/Annually	K&M Integrated Care Strategy metric	Strategic Head Public Health consultant
		4.07	By 2028, the proportion of infants that are totally or partially breastfed at age 6-8 weeks will be similar or higher compared to the England average	<a href="#">OHID. Fingertips. Indicator ID: 92517.</a>	TBC	Value similar or better to England average.	Quarterly/Annually	Similar to or better than the national average.	Strategic Head Public Health consultant
		4.08	By 2028, at least 90% of children have a new birth visit within 14 days	<a href="#">OHID. Fingertips. Indicator ID: 93469.</a>	TBC		Quarterly/Annually	People Strategy metric.	Strategic Head Public Health consultant

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		4.09	By 2028, 75% of children receive a 2-2½ year health and development review	<a href="#">OHID. Fingertips. Indicator ID: 93472.</a>	TBC		Quarterly/Annually	People Strategy metric.	Strategic Head Public Health consultant
		4.10	By 2028, the proportion of pupils that achieve a good level of development at the end of the Early Years Foundation Stage is the same as or above the national average	DfE statistics	TBC	Value similar or better to England average.	Annually	People Strategy metric.	Assistant Director for Educations and SEND
		4.11	By 2028, the proportion of children in Year 6 (age 10-11 years) that maintain a healthy weight is the same as or above 60%	<a href="#">OHID. Fingertips. Indicator ID: 90321.</a>	TBC	Align more closely with best performing CIPFA nearest neighbours	Annually	K&M Integrated Care Strategy metric	Strategic Head Public Health consultant
4C	Work collaboratively to grow participation year on year in recreational play, sport and physical activity as a means of promoting improved physical and mental health and wellbeing.	4.12	By 2028, the percentage of physically active children and young people will be similar or higher compared to the England average	<a href="#">OHID. Fingertips. Indicator ID: 93570.</a>	TBC	Value similar or better to England average.	Annually	Similar to or better than the national average.	Strategic Head Public Health consultant
		4.13	By 2028, the percentage of physically active adults will have increased to 69%	<a href="#">OHID. Fingertips. Indicator ID: 93014.</a>	TBC	Inverse of metric in K&M Integrated Care Strategy.	Annually	Inverse of metric in K&M Integrated Care Strategy.	Strategic Head Public Health consultant
		4.14	By 2025, increase by a minimum 10 per cent the number of children and young people swimming lessons held at Medway Council sports centres	Swimming lessons booked on Council digital booking system	Cozenton Park sports centre opens in summer 2024, thereby increasing pool space available for lessons	Benchmarked against number of individuals booked on swimming lessons at Council sports centres over all terms in 2023	Reported termly (circa every four months)	Draft Medway Sport Strategy	Head of Sports Leisure and Tourism
		4.15	A minimum of 40 primary schools per year enter a minimum of two Mini Youth Games events	Mini Youth Games booking system	Funding for Mini Youth Games will remain within Council budget (risk that if not, passing the whole cost to schools will reduce numbers taking part)	Benchmarked against number of schools participating in 2023 series	Quarterly	Draft Medway Sport Strategy	Head of Sports Leisure and Tourism
4D	Work in partnership with communities and organisations to address the issues that negatively affect health and wellbeing, making sure everyone has the opportunity to live long, healthy lives	4.16	By 2026-28, life expectancy at birth will have increased by 1.5 years for males and 1 year for females	<a href="#">OHID. Fingertips. Indicator ID: 90366.</a>	TBC	Align more closely with best performing CIPFA nearest	Annually	K&M Integrated Care Strategy metric.	James Williams via Natalie Goldring

	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
						neighbours in 2018-20			
		4.17	By 2026-28, healthy life expectancy at birth will have increased by 1.5 years for males and 1 year for females	<a href="#">OHID. Fingertips. Indicator ID: 90362.</a>	TBC	Align more closely with best performing CIPFA nearest neighbours in 2018-20	Annually	?	Director of Public Health
		4.18	By 2026-28, inequalities in life expectancy at birth will have decreased by 2 years for males and 0.5 years for females	<a href="#">OHID. Fingertips. Indicator ID: 92901.</a>	TBC	Align more closely with best performing CIPFA nearest neighbours in 2018-20	Annually	K&M Integrated Care Strategy metric	Director of Public Health

### Priority 5: Living in good quality, affordable homes.

	Sub priorities	No.	Key Performance Indicators (KPIs)	Means of verification (MOV)	Assumptions (or risks)	Benchmark method	Reporting frequency	Linked strategies	Service Manager
5A	Increase the supply of good quality, energy efficient and sustainable homes that reflect the needs of the communities in Medway	5.01	By June 2025 the Council will submit to Government its draft Local Plan for examination, with the aim that the Local Plan is adopted by summer 2026	Formal submission to Planning Inspectorate by June 30th 2025	Governance, deliverability	None	Quarterly	Local Development Scheme	Chief Housing Officer
		5.02	Increase HRA Council stock by 1% per annum	Delivery of development	Planning delay and increased costs	Completions recorded by the LPA	Annually	Local plan	Head of Regeneration Delivery Chief Housing Officer (tba)
		5.03	By 2028, increase number of New Homes built per year	Delivery of development	TBC	Completions recorded by the LPA	Annually	Local Plan	MDC
5B	Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless	5.04	By 2025, reduce the amount of temporary accommodation provided in the private sector to a maximum of 70% (currently 96%)	HCLIC statistical returns	Increasing homelessness	HCLIC data	Quarterly	Homelessness Prevention and Rough Sleeping Strategy	Head of Housing Needs
		5.05	By 2028, Prevent or relieve more than 60% of homeless households where a homeless duty has been triggered.	<a href="#">HCLIC statistical returns</a>	Increasing Homelessness	HCLIC data	Quarterly	Homelessness Prevention and Rough Sleeping Strategy	Head of Housing Needs

			By 2028 reduce the number of rough sleepers to a % per population that is comparable to Kent area.  Utilise the disabled facilities grant to assist people to remain in their homes						
5C	Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives	5.06	By 2028, annual improvements on Citizens Panel User Satisfaction Survey.	Citizens Panel User Satisfaction Survey	TBC	2023/24 data	Annually	Local Plan	Head of Regeneration Delivery
5D	Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making	5.07	Improve tenant satisfaction of overall landlord Services by 2% per annum. Baseline 69% (2023/24)	Individual tenant satisfaction measures perception surveys	Return Rate	National (to be developed)	Annually Quarterly updates on activity to improve could be provided	TBC	Head of Tenant Services
		5.08	By 2025, increase the Housing Revenue Account (HRA) Housing stocks average energy efficiency score (referred to as SAP) to 75	Average SAP Scores	TBC	TBC	Annually	Asset Management Strategy	Head of HRA Property and Development
		5.9	Overall HRA property compliance % Aim to maximise >99%	Compliance KPI's Gas Electric Water etc	TBC	TBC	Quarterly	TBC	Head of HRA Property and Development
		5.10	HRA stock compliant with the Decent Homes Standard/on a programme to address Target 100%	Decent Homes/Asset information Repairs statistics	TBC	TBC	Annually	Asset Management Strate	Head of HRA Property and Development