

One Medway Council Plan: 25/26 Targets.

Priority 1: Delivering quality social care and community services.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life	1.01 a	By 2027/28 more families are accessing targeted early help provision than at 31/3/24	545	364 Q3 24/25	Head of Early Help, Spa Mash and Adolescence Head of CSWT	Quarterly	555	Continue with existing plan: 2026 555 2027 566 2028 578 No national benchmarking available.
	1.01 b	By 2027/28 fewer than 975 Children require statutory intervention under a CIN (welfare) or CP plan	826	859 Q3 24/25	Head of Early Help, Spa Mash and Adolescence Head of CSWT	Quarterly	826	Continue with existing plan: 2026 826 2027 826 2028 826 No national benchmarking available.
	1.02	Commissioned domiciliary care workers Making Every Contact Count training	Q1 5% Q2 10% Q3 15% Q4 20%	12% Q1 24/25	Head of Adults commissioning	Quarterly	25/26 annual 40%	Continue with existing plan: 25/26 40% 26/27 60% 27/28 80%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
	1.03	By 2027/28 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%	Q1 73% Q2 73.5% Q3 74.5% Q4 75.5%	81.3% Q3 24/25	Assistant Director Adult Social Care	Quarterly	2026 77%	Continue with existing plan: 2026 77% 2027 78.5% 2028 80%
Support people of all ages to live the most happy, healthy, independent life possible, utilising	1.04	Assistive technology for long term care or reablement in adult social care	Q1 3.75% Q2 7.5% Q3 11.25% Q4 15%	9.3% Q2 24/25	Head of Adults commissioning	Quarterly	Q1 17.5% Q2 20% Q3 22.5% Q4 25%	Continue with existing plan: 25/26 25% 26/27 35% 27/28 40%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
assistive technologies								
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	Children kept close to home and community	24/25 annual 40%	Due March 2025	Head of Children's commissioning	Annually In March 2025	25/26 annual 41%	Continue with existing plan: 25/26 41%
	1.06	By 2027/28, 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 until the child is ready to leave care is 65% or higher	Q1 54% Q2 55% Q3 56% Q4 57%	48% Q3 24/25	Head of Service Children in Care	Quarterly	2026 60	Continue with existing plan: 2026 60% 2027 63% 2028 66%
	1.07	By 2027/28, the percentage of	Q1 49%	38% Q3 24/25	Head of Service Children in Care	Quarterly	2026 55	Continue with existing plan: 2026 55% 2027 58%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		young people leaving care who are in education, employment or training is higher than 60%	Q2 50% Q3 51% Q4 52%					2028 61%
Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from	1.08	By 2027/28, 10% of Medway Adult Education's learners will be new to the service each year, ensuring that access to education is being provided	Q1 2.5% Q2 2.5% Q3 2.5% Q4 2.5%	31% Q3 24/25	Head of Skills, Employment and Adult Education	Quarterly	Q1 25% Q2 30% Q3 33% Q4 35%	Amend. Increased in line with current performance
	1.09 a	By 2027/28, the satisfaction rates across community hubs and libraries	Q1 80% Q2 80% Q3 80%	100% Q3 24/25	Head of Culture and Libraries	Quarterly	Q1 80% Q2 80% Q3 80%	Continue with existing plan.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		exceeds 80%.	Q4 80%				Q4 80%	
	1.09 b	By 2027/28, the satisfaction rates across theatres exceeds 80%.	Q1 80% Q2 80% Q3 80% Q4 80%	93% Q1 24/25	Head of Culture and Libraries	Quarterly	Q1 80% Q2 80% Q3 80% Q4 80%	Continue with existing plan.
	1.09 c	By 2027/28, the satisfaction rates across festivals and events exceeds 80%	Q1 80% Q2 80% Q3 80% Q4 80%	84% Q1 24/25	Head of Culture and Libraries	Quarterly	Q1 80% Q2 80% Q3 80% Q4 80%	Continue with existing plan.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Support our children and young people to ensure they are safe, secure and stable	1.10	By 2027/28, the rate of children (0-17 years) subject to a child protection plan is between 40 and 45 per 10,000.	Q1 42.5 Q2 42.5 Q3 42.5 Q4 42.5	49 Q3 24/25	Head of Special Projects	Quarterly	2026 42.5	Continue with existing plan: 2026 42.5 2027 42.5 2028 42.5 Latest national (2024) is 41.6 which is a reduction on the 43.2 2023 outturn. Stat neighbour is 36.1 (2024) down from 41.3 2023. Our 40-45 rate is still valid as a comparison to national.
	1.11	By 2027/28, the rate of rate of S47 investigations per 10,000 is statistically similar to the national average.	Q1 311 Q2 301 Q3 291 Q4 282	367 Q3 24/25	Head of Special Projects	Quarterly	2026 248	Continue with existing plan: 2026 248 2027 218 2028 192 The latest (2024) national rate is 187.1 down from 192 in 2023. Stat neighbour benchmark in 2024 is 165.4 down from 197 in 2023. Medway's full year rate for 2023-24 was 229. The national rate has dropped by 2.6%, which means that

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes															
								192 is still statistically similar to that rate.															
	1.12	By 2027/28, the rate of children and young people who are identified at risk of exploitation is statistically similar to the national average	23/24 annual 3%	1.5% 23/24	Head of Early Help, Spa Mash and Adolescence	Annually	2026 2%	<p>Continue with existing plan: 2026 2% 2027 3% 2028 4%</p> <table border="1"> <thead> <tr> <th>Area</th> <th>2023 %</th> <th>2024 %</th> </tr> </thead> <tbody> <tr> <td>Medway</td> <td>2.1</td> <td>1.5</td> </tr> <tr> <td>Kent</td> <td>2.8</td> <td>2.1</td> </tr> <tr> <td>SE</td> <td>3.8</td> <td>3.4</td> </tr> <tr> <td>National</td> <td>5.8</td> <td>5.8</td> </tr> </tbody> </table> <p>These factors might not be so prevalent in the SE as per the rest of the country, East of England is 7.7% up from 7.5%. Change to peg to SE, so target for 2028 becomes 4% and stepped target for 2026 is 2%.</p>	Area	2023 %	2024 %	Medway	2.1	1.5	Kent	2.8	2.1	SE	3.8	3.4	National	5.8	5.8
Area	2023 %	2024 %																					
Medway	2.1	1.5																					
Kent	2.8	2.1																					
SE	3.8	3.4																					
National	5.8	5.8																					
	1.13	By 2027/28, increase our multi agency early help offer by 100%	Q1 51 Q2 54 Q3 57 Q4 61	25 Q3 24/25	Head of Special Projects	Quarterly	2026 72	<p>Continue with existing plan: 2026 72 2027 86 2028 102 No national benchmarking available.</p>															

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Support all adults, including those living with disability or physical or mental illness to live independently and stay safe	1.14	By 2027/28, the proportion of people who receive long-term support who live in their home or with family is similar to the national average	Q1-Q4 Data only	70.2 Q3 24/25	Head of Special Projects	Quarterly	Not available	Await data. Targets will be agreed following the publication of the first data set.
	1.15	By 2027/28 the proportion of closed safeguarding enquires where Risk is reduced or removed is better than the national percentage	Q1-Q4 Data only	97.4% Q3 24/25	Head of specialist services Adults	Annually	2026 target 97%	Continue with existing plan: Target for: 2026 97% 2027 97% 2028 97% Published data for 2023/4 shows Medway 97% up from 95% in 2022/3. National 2023-24 81%
	1.16	By 2027/28, 90% of people with a concluded safeguarding enquiry	Q1 90% Q2 90% Q3 90%	985 Q3 24/25	Head of specialist services Adults	Quarterly	2026 90%.	Continue with existing plan: 2026 90% 2027 90% 2028 90%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		achieve either their desired outcome, or their desired outcome is partially met.	Q4 90%					National benchmarking is taken from a voluntary collection. The latest data (2022-23) saw 135 out of 152 LAs respond. From this cohort 91.9% saw desired outcome met or partially met.
	1.17	By 2027/28, 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	24/25 annual 70%.	73.2% 23/24	Head of specialist services Adults	Annually	2026 70%.	Continue with existing plan: 2026=70% 2027=70% 2028=70% 2023-24 national is 71.1% up from 69.7%.
People in Medway live independent and fulfilled lives into an active older age	1.18	By 2027/28, the proportion of people who use long term social care services who report having	24/25 annual 80%	79.7% 23/24	Head of Special Projects	Annually	2026 80%	Continue with existing plan: 2026=80% 2027=80% 2028=80% Provisional national data is 79.7% up from 77%.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		control over their daily lives is statistically similar to, or higher than, the national average						
	1.19	By 2027/28, 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	Q1 70% Q2 71% Q3 72% Q4 73%	72% Q2 24/25	Head of Special Projects	Quarterly	2026 76%	Continue with existing plan: 2026=76% 2027=79% 2028=82% Review when national 2023/24 data is published.
	1.20	By 2027/28, the proportion of people who use adult	23/24 annual 64%	23/24 64%	Head of Special Projects	Annually	Revise to 66% for 2026	Amend. National 2023-24 67.9 up from 67%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		social care services who report that they find it easy to find information about services is statistically higher than the national average.						Revise upwards to keep in line with national. 2026=66% 2027=67% 2028=68%
	1.21	By 2027/28, the carer reported quality of life score is statistically similar to, or higher than, the national average	24/25 annual 7.1	7.1 23/24	Head of Special Projects	Annually	No Change	Continue with existing plan: 2026=7.3 2027=7.3 (no survey) 2028=7.3 Review when national 2023/24 data is published. 2026=7.3 2027=7.3 (no survey) 2028=7.3
	1.22	By 2027/28, the proportion of long-term clients receiving support via a Direct	Q1 23% Q2 23.2% Q3 23.4%	22.9% Q3 24/25	Head of Special Projects	Quarterly	2026=24%	Continue with existing plan: 2026=24% 2027=25% 2028=26% 2023/24 data is not yet published. Review when

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		Payment is statistically similar or better than the National percentage.	Q4 23.5%					ASCOF indicators are published.

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

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Ensure all children and young people access a high-quality, inclusive education	2.01	By 2027/28, 92% of early years, primary and secondary schools in Medway are good or better in the last Ofsted inspection	Q1 92% Q2 92% Q3 92% Q4 92%	95.5% Q3 24/25	Strategic Head of Education: Quality and Inclusion	Quarterly	25/26 92%	Continue with existing plan for now. Ofsted no longer provide a single word overall judgement. Schools assessed post September 2024 will not be included in the good+ measure that will be published. This will be legacy inspections only and the numerator/denominator will reduce as schools are inspected under the post 09/24 framework. The viability of this measure will need to be reassessed for 2026/27

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
	2.02	By 2027/28, the rate of attendance at primary and secondary schools is above 96%	Q1 93.5% Q2 93.7% Q3 94% Q4 94%	93% Q3 24/25	Strategic Head of Education: Quality and Inclusion	Quarterly	2026 94.5%	Continue with existing plan: 2026=94.5% 2027=95% 2028=96% Current National is 93.1%
	2.03	By 2027/28, 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.	24/25 annual 56%	60% 23/24	Strategic Head of Education: Quality and Inclusion	Annually	2026= 57% (2024/25 academic year)	Continue with existing plan: 2026=57% 2027=58.5% 2028=60% National 60% (provisional)
	2.04	By 2027/28, the Average Attainment 8 and Progress Scores (Key	24/25 annual 45.7	45.7 23/24	Strategic Head of Education: Quality and Inclusion	Annually	2026 45.9 (2024/25 academic year)	Continue with existing plan: 2026 45.9 (2024/25 academic year) 2027 46.1 (2025/26 academic year)

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		Stage 4, 14–16-year-olds) are the same as or above the national average					mic year)	2028 46.4 (2026/27 academic year Review when KS4 data published. National for 2023 is 46.4
	2.05	By 2027/28, the Average Progress 8 (Key Stage 4, 14–16-year-olds) are the same as or above the national outcome	24/25 annual 0.03		Strategic Head of Education: Quality and Inclusion	Annually	Await data	Remove No progress 8 data will be available for the academic years 25/26 and 26/27 due to absent KS2 data during the pandemic.
	2.06	By 2027/28, the proportion of 16/17 year olds who are not in education, employment or training, or whose status is 'not known' has been reduced,	24/25 annual quintile 3	Quintile 5 Q3 24/25	Strategic Head of Education: Planning and Access	Quarterly	2026 3rd quintile	Continue with existing plan: 2026 3rd quintile 2027 2nd quintile 2028 2nd quintile Good performance = Aim to minimise

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		such that Medway is ranked in the top 2 quintiles nationally for participation.						
	2.07	By 27/28 support high quality education through Medway Adult Education maintaining Good or better Ofsted rating through self-assessment, quality measures and inspection	24/25 annual Yes	Yes 24/25	Head of Skills, Employment and Adult Education	Annually	25/26 annual Yes	Continue with existing plan: 25/26 annual Yes 26/27 annual Yes 27/28 annual Yes
Work with business partners to ensure	2.08 a	By 2027/28, Medway Qualification Level 1 will	24/25 93.6%	Due March 2025	Head of Skills, Employment and Adult Education	Annual (Depending on inspection)	93.6% (maintain)	Continue with existing plan:

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
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		be the same or better than the national average.						
	2.08 b	By 2027/28, Medway Qualification Level 2 will be the same or better than the national average.	24/25 90.2%	Due March 2025	Head of Skills, Employment and Adult Education	Annual (Depending on inspection)	90.2% (maintain)	Continue with existing plan:
	2.08 c	By 2027/28, Medway Qualification Level 3 will be the same or better than the national average.	24/25 66.5%	Due March 2025	Head of Skills, Employment and Adult Education	Annual (Depending on inspection)	66.9% (increase by 0.4)	Amend. Adjusted based on meeting overall 2028 target.
	2.08 d	By 2027/28, Medway Qualification Level 4 will be the same or better than the national average	24/25 40%	Due March 2025	Head of Skills, Employment and Adult Education	Annual (Depending on inspection)	42.4% (increase by 2.4%)	Amend. Adjusted based on meeting overall 2028 target.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
	2.09	By 2028, unemployment levels will return to 2019 levels at 3%	Q1 3.9% Q2 3.7% Q3 3.7% Q4 3.7%	3.7% Q3 24/25	Head of Skills, Employment and Adult Education	Quarterly	Q1 3.7% Q2 3.7% Q3 3.6% Q4 3.6%	Amend. Adjusted based on meeting overall 2028 target
	2.10	By 2027/28 Medway Adult Education maintains 94% retention rate for adults on courses per academic year	Q1 94% Q2 94% Q3 94% Q4 94%	88% Q3 24/25	Head of Skills, Employment and Adult Education	Quarterly	Q1 94% Q2 94% Q3 94% Q4 94%	Continue with existing plan:
Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy,	2.11	By 2027/28 maintain current level of GVA per filled workforce job	24/25 annual Yes	Due March 2025	Strategy & Investment Programme Manager	Annually	25/26 annual Yes	Continue with existing plan: 24/25 annual Yes 25/26 annual Yes 26/27 annual Yes 27/28 annual Yes
	2.12	By 2027/28, maintain GVA per capita above national level	24/25 annual Yes	Due March 2025	Strategy & Investment Programme Manager	Annually	25/26 annual Yes	Continue with existing plan: 24/25 annual Yes 25/26 annual Yes 26/27 annual Yes 27/28 annual Yes

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
maximising our national recognition as a Priority Place for culture and heritage	2.13	By 2027/28, maintain Medway average weekly income per hours worked, above national average	24/25 annual Yes	Due March 2025	Strategy & Investment Programme Manager	Annually	25/26 annual Yes	Continue with existing plan: 24/25 annual Yes 25/26 annual Yes 26/27 annual Yes 27/28 annual Yes
	2.14	By 2027/28, reduction in the number of most income deprived areas nationally, in Medway	24/25 annual data	Due March 2025	Strategy & Investment Programme Manager	Quarterly	25/26 data	Await data. Review when data received.
	2.15	By 2027/28, raise the business survival rate to 41%	24/25 annual 39.5%	Waiting data from ONS	Head of Economic Development, Innovation and Town Centres	Annually	25/26 annual 40%	Continue with existing plan: 25/26 annual 40% 26/27 annual 40.5% 27/28 annual 41%
Develop Medway's reputation as a home	2.16 a	By 2027/28 Support Creative Medway	Q1 Yes Q2 Yes	Yes Q3 24/25	Head of Culture and Libraries	Quarterly	Q1 Yes Q2 Yes Q3 Yes Q4 Yes	Continue with existing plan:

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage		Compact and partners to deliver four quarterly board meetings and an annual public conference to support delivery of the cultural strategy and action plan	Q3 Yes Q4 Yes					
	2.16 b	By 2027/28 Undertake 5 monthly sector surgeries 60 a year.	Q1 15 Q2 15 Q3 15 Q4 15	29 Q3 24/25	Head of Culture and Libraries	Quarterly	Q1 15 Q2 15 Q3 15 Q4 15	Continue with existing plan:
	2.16 c	Working in partnership to generate positive media coverage and promotion of the creative and cultural	Q1-Q4 Data	Data not available	Head of Culture and Libraries	Annual	Remove	Remove indicator as data not available.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		sector in Medway						
	2.17	By 2027/28 implement a minimum of five community led pilot projects which showcase heritage-driven regeneration	Q1 0 Q2 0 Q3 0 Q4 5	Due March 2025	Head of Culture and Libraries	Annual	Annual 5	Continue with existing plan:
	2.18	By 2027/28 increase the number of Medway businesses to become green by 80	Q1 5 Q2 5 Q3 5 Q4 5	5 Q3 24/25	Head of Economic Development, Innovation and Town Centres	Quarterly	Q1 5 Q2 5 Q3 5 Q4 5	Continue with existing plan:
Support the growth and diversification of business in our town centres, reflecting	2.19	By 2027/28, vacancy rates are below the national average across Medway's town centres	Q1 13.8% Q2 13.8% Q3 13.8% Q4 13.8%	5.9% Q3 24/25	Head of Economic Development, Innovation and Town Centres	Quarterly	Q1 13.8% Q2 13.8% Q3 13.8% Q4 13.8%	Continue with existing plan: Review when latest annual UK retail vacancy is published.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
the importance of placemaking and regeneration	2.20	By 2027/28, 8,000 new businesses will have been created in Medway	23/24 2,000	1240 23/24	Head of Economic Development, Innovation and Town Centres	Annually a year in arrears	24/25 annual 2,000	Continue with existing plan:

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

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Create child-friendly communities which ensure all people in Medway will feel safe and live free from harm and abuse	3.01	By 2027/28, 99% of streetlights are in illumination	Q1-Q4 98%	99% Q3 24/25	Head of Highways	Quarterly	Q1-Q4 98%	Continue with existing plan:
	3.02	By 2027/28, 30% of roads where maintenance should be considered are actioned. By 2027/28, 30% of roads assessed as requiring	24/25 annual 20%	Due March 2025	Head of Highways	Annually	25/26 annual 25%	Continue with existing plan: 25/26 25% 26/27 30% Previous target could be misinterpreted as 30% of the entire network. Name amended to reflect correct measure.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		maintenance, should be programmed						
Celebrating the individuality of all parts of the Medway community, ensuring services, events and activities reflect and support the diverse communities of Medway	3.03	By 2027/28, increase the community satisfaction survey levels in Medway	24/25 annual data only	Due March 2025	Strategy & Investment Programme Manager	Annually	NA	Continue with existing plan to set target once 24/25 data received.
	3.04	By 2027/28, the participation in service led and service funded events and activities match the demographic profile of Medway as determined by data from the 2021 Census	24/25 annual data only	Data not available	Head of Culture and Libraries	Annually	Remove	Remove indicator as not possible to measure demographics by event survey. Service will consider alternative ways of monitoring demographics.
Provide improved opportunities to walk,	3.05	By 2027/28, residents and visitors have access to 100	24/25 annual 85	Due March 2025	Head of Transport and Parking	Annually	25/26 annual 85	Continue with existing plan.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
cycle, use public transport and electric vehicles, reducing carbon emissions and improving air quality		miles of signed cycle routes in Medway						
	3.06	By 2027/28, increase the number of bus passengers on local services to 9 million journeys per year	Q1-Q4 2,000,000	2,011,167 Q3 24/25	Head of Transport and Parking	Quarterly	Q1-Q4 2,000,000	Continue with existing plan.
	3.07	Progression of the Authorities Air Quality Act Plans (AQAP)	24/25 annual Yes	Due March 2025	Head of Regulatory service	Annually	25/26 Yes	Continue with existing plan. 2025/26 Yes 2026/27 Yes 2027/28 Yes
Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and	3.08	By 2027/28, maintain the Green Flag accreditation of 8 parks	24/25 annual 8	8 24/25	Head of Regeneration Delivery	Annually	25/26 annual 8	Continue with existing plan.
	3.09	By 2027/28, increase the annual river leisure traffic	24/25 annual 1,488	Due March 2025	Head of Capital Projects and Facilities Management	Annually	25/26 annual 1,500	Continue with existing plan. Close liaison with Medway & Swale Boating Association (MSBA) to identify

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enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change		(yacht club members) visiting Medway as part of the rally season to 1,892						opportunities for Medway Council to support events that increase leisure vessels visiting Medway. Pending the finalisation of the river strategy and objectives.
	3.10	By 2027/28, increase the annual river tour boat visitors to 7,000	24/25 annual 3,000	Due March 2025	Head of Capital Projects and Facilities Management	Annually	25/26 annual 4,500	Continue with existing plan. New access point at Limehouse wharf will enable additional visitors from London and Southend to Rochester. To be operational in 25/26.
	3.11 a	By 2027/28, 100% of highway network inspections are carried out on time	Q1-Q4 85%	100% Q3 24/25	Head of Highways	Quarterly	Q1-Q4 90%	Amend. Increase reflects current performance and to enable impact of new technology to be assessed.
	3.11 b	By 2027/28, 95% of identified highway network defects are repaired within the priority	Q1-Q4 95%	96% Q3 24/25	Head of Highways	Quarterly	96% Q3 24/25	Continue with existing plan.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		timeframe allocated						
	3.12	By 2027/28, 95% of roadworks are completed on time	Q1-Q4 80%	98% Q3 24/25 60% Q2 24/25 68.43 Q1 24/25	Head of Highways	Quarterly	Q1-Q4 60%	Amend Revised target reflects current performance. Service will continue to keep under review.
	3.13 a	By 2027/28, residents and visitors have access to 750 publicly available electric vehicle charging point sockets in Medway	24/25 annual 138	Due March 2025	Head of Highways	Annually	25/26 annual target 200	Continue with existing plan. 2025/26 200 2026/27 500 2027/28 750 As we expect physical installs to take place in 2025/26 and plan to deliver a minimum 140 within the first 2 years of the contract, we can increase the target to 200.
	3.13 b	By 2027/28, on-street electric vehicle chargers achieve	24/25 annual data Only	Data only	Head of Highways	Annually	25/26 50% utilisation	Continue with existing plan. A utilisation target of 50% for 2025/26 as a result of new on-street chargers being installed 2025/26 and a lot of promotion around that work

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		100% utilisation						
	3.14 a	By 2027/28, use at least 30% recycled material on highway maintenance schemes	24/25 annual 5%	Due March 2025	Head of Highways	Annually	25/26 annual 10%	Continue with existing plan. 2025/26 10% 2026/27 20% 2027/28 30% Volker report on this figure and advise on the amount of material recycled on scheme so increasing for the year ahead in line with their own work around climate change
	3.14 b	By 2027/28, 100% of material removed from roads is diverted from landfill for recycling	24/25 annual 95%	Due March 2025	Head of Highways	Annually	25/26 annual 95%	Continue with existing plan.
Develop and facilitate easy-to-use and simple digital solutions for residents to	3.15	By 2027/28, achieve a 50% reduction in incoming telephone calls to	24/25 annual = 315,000	Due March 2025	Head of Customer Experience	Annually	315,000	Continue with existing plan. Based on Q1 and Q2 data, the expected volume of calls is estimated to be 8% higher than the annual target for 24/25. This is due to volumes of phone calls remaining relatively static (increasing for

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
access services and engage with the public sector		Medway Council						some call lines and reducing in others). Therefore, it is proposed that the target remains the same for 25/26 at 315,000 calls. As Medway 2.0 gathers pace throughout 25/26 the increased digital availability of contact options should offset and reduce the number of phone calls. However, this will depend on behaviour change amongst residents.
	3.16	By 2027/28, Medway Council's corporate website will have an accessibility score of 90% compliance	24/25 annual data only	Data	Head of Data and Design	Annually	76%	Amend The 2024/25 performance for the first two quarters has been around 72%. It is proposed that the 25/26 target, at 76%, is a slight improvement in the site rating over the 24/25 score. However, improved performance will depend on employing web developers, who are needed to be able to make changes to the underlying setup of the website.
	3.17	By 2027/28, 80% of customers	24/25 annual	Data	Head of Data and Design	Annually	Baseline year	Continue with existing plan. The 25/26 year will be a baseline as the survey needs

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		will rate our digital services as 'very easy' or 'easy' to use	data only					to be implemented and a representative sample of data collected.
	3.18	By 2027/28, increase digital interactions with residents by 60%	24/25 annual 56.5%	Due March 2025	Head of Data and Design	Annually	56.5%	Continue with existing plan. The 24/25 performance for Q1 (54.1%) and Q2 (53.2%) are lower than the annual target. This is due to volumes of phone calls and digital transactions remaining static in comparison to each other. Therefore, it is proposed that the target for 3.18 in 25/26 remains the same at 56.5%. As Medway 2.0 gathers pace throughout 25/26 the increased digital availability should offset and reduce the number of phone calls. However, this will depend on behaviour change amongst residents.

Priority 4: Improving health and wellbeing for all.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
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	Smoking prevalence in adult (18+ yrs.)	23/24 annual 11.6%	12.7% 23/24	Strategic Head Public Health consultant	Annually	Medway value to be similar or lower than the England average	Continue with existing plan which is for the Medway value to be similar or lower than the England average for the same time. Awaiting data release.
	4.02	Overweight (including obesity) prevalence in adults (18+ yrs.)	22/23 66.6%	68.1% 22/23	Strategic Head Public Health consultant	Annually	23/24 66.1%	Continue with existing plan. 22/23 66.6% 23/24 66.1% 24/25 65.5% 25/26 65%
	4.03	High life satisfaction score	Awaiting data release	75.2% 22/23	Strategic Head Public Health consultant	Annually Reported three years in arrears	Medway value to be similar or higher than the England	Continue with existing plan which is for the Medway value to be similar or higher than the England average for the same time. Awaiting data release

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
							average.	
	4.04	Bowel cancer screening	Awaiting data release	70.1% 23/24	Strategic Head Public Health consultant	Annually	Medway value to be similar or higher than the England average.	Continue with existing plan which is for the Medway value to be similar or higher than the England average for the same time. Awaiting data release
	4.05	Health facilities	To be confirmed	To be confirmed	Public Health	To be confirmed	To be confirmed	Await data. This indicator is under review to ensure effective monitoring
Support families to give their children the best start in life	4.06	Mothers smoking at the time of delivery	23/24 9.4%	9.1% 23/24	Strategic Head Public Health consultant	Annually One year in arrears	24/25 8.6%	Continue with existing plan. 24/25 annual 8.6% 25/26 annual 7.7% 26/27 annual 6.9% 27/28 annual TBC
	4.07	Breastfeeding prevalence at 6 to 8 weeks	23/24 annual 52.7%	46% 23/24	Strategic Head Public Health consultant	Annually One year in arrears	Medway value to be similar or higher	Continue with existing plan which is for the Medway value to be similar or higher than the England average for the same time. Awaiting data release

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
							than the England average.	
	4.08	New birth visit completed within 14 days.	Q1-Q4 88%	95% Q2 24/25	Strategic Head Public Health consultant	Quarterly In arrears	Q1-Q4 88%	Continue with existing plan. Q1-Q4 88%
	4.09	Children receiving 2-2½ year health and development review	Q1-Q4 75%	79% Q2 24/25	Strategic Head Public Health consultant	Quarterly In arrears	Q1-Q4 75%	Continue with existing plan. Q1-Q4 75%
	4.10	By 2027/28, 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	23/24 annual 69.2%	68% 23/24	Assistant Director for Educations and SEND	Annually one year in arrears	2026 70.2% (2024/25 academic year) 2027 71.2 (2025/26 academic year) 2028 72.2 (2026/27 academic year)	Continue with existing plan. 2026 70.2 (2024/25 academic year) 2027 71.2 (2025/26 academic year) 2028 72.2 (2026/27 academic year) 2022-23 national was 67.2%. 2023-24: national (provisional) is 67.7. Medway (provisional) is 68.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		above the national average						
	4.11	Year 6 prevalence of healthy weight (10-11 yrs.)	23/24 annual 60%	60.3% 23/24	Strategic Head Public Health consultant	Annually one year in arrears	24/25 60%	Continue with existing plan.
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	Physically active children and young people	Awaiting data release	41.6% 22/23	Strategic Head Public Health consultant	Annually one year in arrears	Medway value to be similar or higher than the England average.	Continue with existing plan which is for the Medway value to be similar or higher than the England average for the same time. Awaiting data release
	4.13	Physically active adults (19+ yrs.)	22/23 annual 64.4%	62.9% 22/23	Strategic Head Public Health consultant	Annually Reported two years in arrears	23/24 66%	Continue with existing plan. 22/23 annual = 64.4% 23/24 annual = 66% 24/25 annual = 67.5% 25/26 annual = 69%
	4.14	By 2027/28, increase by a minimum of 15% the	24/25 annual 2.5%	Due March 2025	Head of Sports Leisure and Tourism	Annually	25/26 annual 5%	Continue with existing plan. 25/26 annual = 5% 26/27 annual = 5% 27/28 annual = 2.5%

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		number of children and young people swimming lessons held at Medway Council sports centres						
	4.15	By 2027/28 a minimum of 43 primary schools per year enter a minimum of two Mini Youth Games events	24/25 annual 43	Due March 2025	Head of Sports Leisure and Tourism	Annually	25/26 annual 43.	Continue with existing plan.
Work in partnership with communities and organisations to address the issues that negatively affect health	4.16 a	Life expectancy at birth (Female, 3-year range)	20/21 annual 82.4	81.9 20/21	Strategic Head Public Health consultant	Annually Reported four years in arrears	21/22 annual 82.6	Continue with existing plan. 21/22 annual = 82.6 22/23 annual = 82.9 23/24 annual = 83.1
	4.16 b	Life expectancy at birth (Male, 3-year range)	20/21 annual 78.2	77.6 20/21	Strategic Head Public Health consultant	Annually Reported four years in arrears	21/22 annual 78.6	Continue with existing plan. 21/22 annual 78.6 22/23 annual 78.9 23/24 annual 79.3
	4.17 a	Healthy life expectancy at	19/20 annual 64	Due March 2025	Strategic Head Public Health consultant	Annually	20/21 annual 64.3	Continue with existing plan. 20/21 annual 64.3 21/22 annual 64.7

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
and wellbeing, making sure everyone has the opportunity to live long, healthy lives		birth (Female, 3-year range)				Reported five years in arrears.		22/23 annual 65.1
	4.17 b	Healthy life expectancy at birth (Male, 3-year range)	19/20 annual 61.7	Due March 2025	Strategic Head Public Health consultant	Annually Reported five years in arrears.	20/21 annual 62.4	Continue with existing plan. 20/21 annual 62.4 21/22 annual 63.2 22/23 annual 63.9
	4.18 a	Inequality in life expectancy at birth (Female, 3-year range)	19/20 annual 6.5	Due March 2025	Strategic Head Public Health consultant	Annually Reported five years in arrears	20/21 annual 6.4	Continue with existing plan. 20/21 annual 6.4 21/22 annual 6.2 22/23 annual 6.1
	4.18 b	Inequality in life expectancy at birth (Male, 3-year range)	19/20 annual 8.9	Due March 2025	Strategic Head Public Health consultant	Annually Reported five years in arrears	20/21 annual 8.4	Continue with existing plan. 20/21 annual 8.4 21/22 annual 7.9 22/23 annual 7.4

Priority 5: Living in good quality, affordable homes.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
Increase the supply of good quality, energy	5.02	By 2027/8, increase the housing revenue account	24/25 annual 30	Due March 2025	Chief Housing Officer	Annually	25/26 annual 60	Continue with existing plan. 25/26 annual 60 26/27 annual 90 27/28 annual 120

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
efficient and sustainable homes that reflect the needs of the communities in Medway		(HRA) council stock by 4%						
	5.03	By 2028, increase the number of new homes built by 700	24/25 annual 341	Due March 2025	Medway Development Company	Annually	25/26 annual 48	Continue with existing plan. 25/26 annual 48 26/27 annual 176 27/28 annual 135
Implement a Local Plan which reflects the needs of the communities in Medway, supporting a transition to a low-carbon future promoting affordable, energy efficient and sustainable homes	5.01	By June November 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.	Q1-Q4 milestones as set out in local plan programme.	Q1-Q3 24/25 milestones achieved	Head of Planning	Quarterly	See timeline in notes	Amend. Updated programme for local plan reflects changes to national planning policy and work on evidence base to support site allocations and policies in draft plan. Q1 25/26 – Regulation 19 Draft Plan reported to Council and publish for representations. Q2 25/26 – Progress LDS Q3 25/26 Submission of Draft Plan for independent examination. Q4 25/26 Examination in Public
Assist people with specific	5.04	By 2027/28, reduce the amount of	24/25 annual 70%	Due March 2025.	Chief Housing Officer	Annually	Set when 24/25	Continue with existing plan. Set 25/26 target when 24/25 data received.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless		temporary accommodation provided in the private sector to a maximum of 50%					data received.	
	5.05 a	By 2027/28, prevent or relieve more than 60% of homeless households where a homeless duty has been triggered	Q1-Q4 24/25 60%	64% Q3 24/25	Chief Housing Officer	Quarterly	25/26 60%	Continue with existing plan.
	5.05 b	By 2027/28, reduce the number of rough sleepers to 0	24/25 annual 24	Due March 2025	Chief Housing Officer	Annual	25/26 annual 14	Continue with existing plan. 25/26 annual 14 26/27 annual 4 27/28 annual 0
	5.05 c	By 2028, 480 people have been assisted to remain in their homes by utilising	Q1-Q4 24/25 30	30 Q3 24/25	Chief Housing Officer	Quarterly	Q1 -Q4 30	Continue with existing plan. Q1 -Q4 30 Annual = 120

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		the disabled facilities grant						
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 a	Satisfaction with parks and green spaces - direct users CP	Q1-Q4 24/25 data only	74.39 % Q2 24/25	Head of Regeneration Delivery	Quarterly	Set target when full 24/25 data received	Continue with existing plan. 24/25 baseline year. Set 25/26 target when full year data received
	5.06 b	Satisfaction with refuse collection - Citizens Panel result	Q1-Q4 24/25 data only	90.11 % Q2 24/25	Head of Regulatory Services	Quarterly	Set target when full 24/25 data received	Continue with existing plan. 24/25 baseline year. Set 25/26 target when full year data received
	5.06 c	Satisfaction with HWRC services – Citizens' Panel result	Q1-Q4 24/25 data only	86.23 % Q2 24/25	Head of Regulatory Services	Quarterly	Set target when full 24/25 data received	Continue with existing plan. 24/25 baseline year. Set 25/26 target when full year data received
	5.06 d	Satisfaction with kerbside recycling	Q1-Q4	87.75 %	Head of Regulatory Services	Quarterly	Set target when	Continue with existing plan.

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		collections – Citizens’ Panel result	24/25 data only	Q2 24/25			full 24/25 data received	24/25 baseline year. Set 25/26 target when full year data received
	5.06e	Improved street and environmental cleanliness: Litter	Q1-Q4 24/25 96%	97.33% Q3 24/25	Head of Regulatory Services	Quarterly	Q1-Q4 25/26 96%	Continue with existing plan. 25/26 96%
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	By 2027/28, tenant satisfaction of overall landlord services has increased to 77%	24/25 annual 71%	Due March 2025	Chief Housing Officer	Annually	Set target when data received.	Continue with existing plan. Set 25/26 target when data received
	5.08	By 2027/28, increase the Housing Revenue Account (HRA) Housing stock’s average energy efficiency	24/25 annual 71	Due March 2025	Chief Housing Officer	Annually	Set target when data received.	Continue with existing plan. Set 25/26 target when data received

Sub priorities	No.	Performance indicators (PIs)	24/25 Target	Performance	Manager	Report frequency	25/26 Target	Notes
		score (referred to as SAP) to 72						
	5.09	By 2027/28, the overall Housing Revenue Account (HRA) property compliance is 99%	Q1-Q4 24/25 99%	99.1% Q3 24/25	Head of Housing Revenue Account (HRA) Property and Development	Quarterly	Q1-Q4 24/25 99%	Continue with existing plan. Q1-Q4 24/25 99%
	5.10	By 2027/28, the Housing Revenue Account (HRA) stock will be 98% compliant with the Decent Homes Standard	24/25 annual 95%	Due March 2025	Head of Housing Revenue Account (HRA) Property and Development	Annually	Set target when data received.	Continue with existing plan. Set 25/26 target when data received