

One Medway Council Plan: 26/27 Targets.

Priority 1: Delivering quality social care and community services.

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|--------|--|--------------|--------------|---|------------------|-------------------------------|--|-----------|
| 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 | 555 | Q2 25/26 418 | Head of Early Help, Spa Mash and Adolescence Head of CSWT | Quarterly | 566 | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 1.01 b | By 2027/28 fewer than 975 Children require statutory intervention under a CIN (welfare) or CP plan | 826 | Q2 25/26 688 | Head of Early Help, Spa Mash and Adolescence Head of CSWT | Quarterly | 826 | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 1.02 | Commissioned domiciliary care workers Making Every Contact Count training | 40% | Q1 25/26 22% | Head of Adults commissioning | Quarterly | 26/27 annual 60% 27/28 80% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan | No change |

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|--|------|---|---|--------------|--------------------------------------|------------------|--------------------------|--|-----------|
| | 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% | 77% Q1 73% Q2 73.5% Q3 74.5% Q4 75.5% | Q2 25/26 75% | Assistant Director Adult Social Care | Quarterly | 26/27 78.5% 27/28 80% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| 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 17.5% % Q2 20% Q3 22. 5% Q4 25% | Q2 25/26 30% | Head of Adults commissioning | Quarterly | 26/27 35% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |

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|---|------|--|--------------------------------------|----------------|----------------------------------|------------------------|------------------|--|-----------|
| 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 | 25/26 annual 41% | Due March 2026 | Head of Children's commissioning | Annually In March 2026 | 26/27 annual 42% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 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 57% Q2 58% Q3 59% Q4 60% | Q2 25/26 55% | Head of Service Children in Care | Quarterly | 26/27 63% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |

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| | 1.07 | By 2027/28, the percentage of young people leaving care who are in education, employment or training is higher than 60% | Q1 52% Q2 53% Q3 54% Q4 55% | Q2 25/26 60% | Head of Service Children in Care | Quarterly | 26/27 55% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from | 1.08 | By 2027/28, 5% of Medway Adult Education's learners will be new to the service each year, ensuring that access to education is being provided | Q1 25% Q2 30% Q3 33% Q4 35% | Q3 25/26 46% | Head of Skills, Employment and Adult Education | Quarterly | Q1 25% Q2 30% Q3 33% Q4 35% | Continue with existing plan. No change proposed | No change |
| | 1.09 a | By 2027/28, the satisfaction rates across community hubs and | 25/26 Q1 80% Q2 80% Q3 80% | Q2 25/26 100% | Head of Culture and Libraries | Quarterly | 26/27 Q1 80% Q2 80% Q3 80% Q4 80% | Continue with existing plan. No change proposed | No change |

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| | | libraries exceeds 80%. | Q4 80% | | | | | | |
| | 1.09 b | By 2027/28, the satisfaction rates across theatres exceeds 80%. | 25/26 Q1 80% Q2 80% Q3 80% Q4 80% | Q1 25/26 94% | Head of Culture and Libraries | Quarterly | 26/27 Q1 80% Q2 80% Q3 80% Q4 80% | Reported in arrears To reflect the survey periods it is proposed the theatre satisfaction ratings are reported as below: - For shows January and March the survey goes out in April and reported in May (Q1) - For shows between April and July the survey goes out in August and reported in September (Q2) - Theatres are closed in August - For shows between September and November the survey goes out in December and reported in January (Q4) | Change to reporting pattern |

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| | | | | | | | | - For shows Panto and Xmas shows the survey goes out in January and reported in February (Q4) | |
| | 1.09c | By 2027/28, the satisfaction rates across festivals and events exceeds 80% | 25/26 Q1 80% Q2 80% Q3 80% Q4 80% | Q2 25/26 84% | Head of Culture and Libraries | Quarterly | 26/27 Q1 80% Q2 80% Q3 80% Q4 80% | Continue with existing plan. No change proposed | No change |
| 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. | 25/26 Q1 42.5 Q2 42.5 Q3 42.5 Q4 42.5 | Q2 25/26 40.9 | Head of Special Projects | Quarterly | 26/27 42.5 | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |

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| | 1.11 | By 2027/28, the rate of rate of S47 investigations per 10,000 is statistically similar to the national average. | Q1 272 Q2 262 Q3 252 Q4 244 | Q2 25/26 291 | Head of Special Projects | Quarterly | 26/27 218 | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 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% | 23/24 1.5% | Head of Early Help, Spa Mash and Adolescence | Annually | 2024/25 2% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 1.13 | By 2027/28, increase our multi agency early help offer by 100% | 25/26 72 Q1 63 Q2 66 Q3 69 Q4 72 | 25/26 Q2 55 | Head of Special Projects | Quarterly | 26/27 86 | Remove as the Children's reforms and Families First Programme work will provide a new framework to count | Remove |

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| | | | | | | | | genuine partner led work. | |
| 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 | Q2 25/26 70.3 | Head of Special Projects | Quarterly | | Now reported nationally as ASCOF 2E. Part 1 aged 18-64 and Part 2, age 65+. Recommend removal and replace with 1.14a and 1.14b | Remove and replace with 1.14a and 1.14b |
| | 1.14 a | By 2027/28, the proportion of people aged 18-64 who receive long-term support who live in their home or with family is similar to the national average | | | | | Part 1, 18-64 83% | Now reported nationally as ASCOF 2E. Part 1 aged 18-64 and Part 2, age 65+. Athena CLD dashboard for 23/24 for Medway is Part 1 78.4% and Part 2 is 49.3%, with 447 blank accommodation status' and for 24/25 is 79.6% and 54.7% with 323 blank accommodation | New |

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|----------------|--------|--|--------------|-------------|--------------------------|------------------|--------------|---|--------|
| | | | | | | | | status'. SE ADASS average for 24/25 is part1 is 82.9% and Part 2 66.9%. This measure can be fully tracked by the ASCOF PBI, therefore consider setting targets of 83% for part 1 and 62% for Part 2 | |
| | 1.14 b | By 2027/28, the proportion of people aged 18-64 who receive long-term support who live in their home or with family is similar to the national average | N/A | N/A | Head of Special Projects | Quarterly | 65+ 62%. | Now reported nationally as ASCOF 2E. Part 1 aged 18-64 and Part 2, age 65+. Athena CLD dashboard for 23/24 for Medway is Part 1 78.4% and Part 2 is 49.3%, with 447 blank accommodation status' and for 24/25 is 79.6% and 54.7% with 323 blank accommodation status'. SE ADASS average for 24/25 is part1 is | New |

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| | | | | | | | | 82.9% and Part 2 66.9%. This measure can be fully tracked by the ASCOF PBI, therefore consider setting targets of 83% for part 1 and 62% for Part 2 | |
| | 1.15 | By 2027/28 the proportion of closed safeguarding enquires where Risk is reduced or removed is better than the national percentage | 97% | Q2 25/2695% | Head of specialist services Adults | Annually | 26/27 target 97% | This is reported nationally as ASCOF 4B and relates to S42 enquires only, therefore title needs updating. No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 1.16 | By 2027/28, 90% of people with a concluded safeguarding enquiry achieve either | Q1 90% Q2 90% Q3 90% | Q2 25/2697% | Head of specialist services Adults | Quarterly | 26/27 90%. | Continue with existing plan: 26/27 90% 27/28 90% No change to the indicator or target, | No change |

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| | | their desired outcome, or their desired outcome is partially met. | Q4 90% | | | | | as these remain relevant and aligned with the objectives of the 4-year council plan. | |
| | 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 | 25/26 annual 70%. | 23/24 73.2% | Head of specialist services Adults | Annually | 26/27 70%. | 26/27=70% 27/28=70% Now reported nationally as ASCOF 4A. No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| 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 control over their daily lives is statistically | 25/26 annual 80% | 23/24 79.7% | Head of Special Projects | Annually | 26/27 80% | 26/27=80% 27/28=80% Now reported nationally as ASCOF 3A. No change to the indicator or target, as these remain relevant and aligned | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|---|---|--------------|--------------------------|------------------|--------------|---|------------------------|
| | | similar to, or higher than, the national average | | | | | | with the objectives of the 4-year council plan. | |
| | 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 | 24/25 Q1 70% Q2 71% Q3 72% Q4 73% | Q2 24/25 72% | Head of Special Projects | Quarterly | 65% | Following a review of this measure by central government, it has been decided that the client level dataset is unable to provide the relevant information. As such it has been announced that this measure will be changed, within the Adult Social Care Outcomes Framework (ASCOF), to: The proportion of people aged 65 and over discharged from hospital into reablement and who remained in the community within 12 weeks of discharge. | Revised 2026/27 target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|---|---------------------|--------------|--------------------------|------------------|--------------|---|------------------------|
| | | | | | | | | This is reported nationally as ASCOF 2D. The counting rules and methodology has only just been published by the DHSC and the intelligence team have not yet been able to reproduce the metric as uses HES data. Athena CLD dashboard has a draft figure for Medway 24/25 as 61.2%, therefore a target of around 65% for 26/27 is suggested. | |
| | 1.20 | By 2027/28, the proportion of people who use adult social care services who report that they find it easy to find | 25/26 annual 67% | 23/24 64% | Head of Special Projects | Annually | 66% | Now reported nationally as ASCOF 3C Part 1 and Part 2. Part 1 being User survey and part 2 being Carers. Carers survey is underway, so based on the results we | Revised 2026/27 target |

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|----------------|------|--|--|----------------|--------------------------|------------------|--------------|---|-----------|
| | | information about services is statistically higher than the national average. | | | | | | may want to set a carers target for 27/28. | |
| | 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 | Biennially | 7.3 | This is reported nationally as ASCOF 1C now. With the carers survey being completed Biennially (every 2 years) and not annually. No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 1.22 | By 2027/28, the proportion of long-term clients receiving support via a Direct Payment is | Q1 23% Q2 23.2% Q3 23.4% Q4 23.5% | 22.9% Q3 24/25 | Head of Special Projects | Quarterly | 25% | Now reported nationally as ASCOF 3D. No change to the indicator or target, as these remain relevant and aligned with the objectives | No change |

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|----------------|-----|---|--------------|-------------|---------|------------------|--------------|-----------------------------|--------|
| | | similar to or better than the national percentage | | | | | | of the 4-year council plan. | |

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

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|--|---|-------------------|--|------------------|--------------|--|------------------------------|
| 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 | 26/27 Q1 92% Q2 92% Q3 92% Q4 92% | 96.3% Q2 25/26 | Strategic Head of Education: Quality and Inclusion | Quarterly | 92% | The indicator and target remain relevant and aligned with the objectives of the 4-year council plan. However, delegated authority will be required to update both the indicator and target following changes to OFSTED assessment outcomes announced in December 2025. | Delegated authority required |
| | 2.02 | By 2027/28, the rate of | Q1 93.5% Q2 93.7% | Q2 25/26 93.5% | Strategic Head of | Quarterly | 95% | No change to the indicator or target, | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|--|------------------------------------|-------------|--|------------------|------------------------------------|--|-----------|
| | | attendance at primary and secondary schools is above 96% | Q3 94% Q4 94% | | Education: Quality and Inclusion | | | as these remain relevant and aligned with the objectives of the 4-year council plan. | |
| | 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. | 25/26 annual 61% | 24/25 60% | Strategic Head of Education: Quality and Inclusion | Annually | 61% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 2.04 | By 2027/28, the Average Attainment 8 and Progress Scores (Key Stage 4, 14–16-year-olds) | 25/26 45.9 (2024/25 academic year) | 23/24 45.8 | Strategic Head of Education: Quality and Inclusion | Annually | 26/27 46.1 (2025/26 academic year) | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|--|------------------------|------------------------|--|------------------|--------------|--|-----------|
| | | are the same as or above the national average | Reported in Q3 25/26 | | | | | | |
| | 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, such that Medway is ranked in the top 2 quintiles nationally for participation. | 25/ 26 3rd quintile | Q2 25/26 Quintile 4 | Strategic Head of Education: Planning and Access | Quarterly | 2nd quintile | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 2.07 | By 27/28 support high quality education through Medway Adult | Yes | Yes 24/25 | Head of Skills, Employment and Adult Education | Annually | Yes | Continue with existing plan: 26/27 annual Yes 27/28 annual Yes | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|--------|---|--------------|----------------|--|----------------------------------|----------------------|---|------------------------------|
| | | Education maintaining Good or better Ofsted rating through self-assessment, quality measures and inspection | | | | | | | |
| 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 | 2.08 a | By 2027/28, Medway Qualification Level 1 will be the same or better than the national average. | 25/26 93.6% | Due March 2026 | Head of Skills, Employment and Adult Education | Annual (Depending on inspection) | 26/27 89% (maintain) | With current available data 89% is required to be better than the national average. However, new data is being published in March 2026, therefore delegated authority is sought to update the target appropriately. | Delegated authority required |
| | 2.08 b | By 2027/28, Medway Qualification Level 2 will be the same or better than the | 25/26 90.2% | Due March 2026 | Head of Skills, Employment and Adult Education | Annual (Depending on inspection) | 26/27 86.5% | With current available data 86.5% is required to meet the national average. However, new data is being | Delegated authority required |

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|----------------------------------|-------|--|-------------------|----------------|--|----------------------------------|--------------|--|------------------------------|
| unemployed and vulnerable groups | | national average. | | | | | | published in March 2026, therefore delegated authority is sought to update the target appropriately. | |
| | 2.08c | By 2027/28, Medway Qualification Level 3 will be the same or better than the national average. | 25/26 66.9% | Due March 2026 | Head of Skills, Employment and Adult Education | Annual (Depending on inspection) | 26/27 67.6% | With current available data 67.6% is required to meet national rate. However, new data is being published in March 2026, therefore delegated authority is sought to update the target appropriately. | Delegated authority required |
| | 2.08d | By 2027/28, Medway Qualification Level 4 will be the same or better than the national average | 25/26 42.4% | Due March 2026 | Head of Skills, Employment and Adult Education | Annual (Depending on inspection) | 26/27 47.2% | With current available data 47.2% is required. However, new data is being published in March 2026, therefore delegated authority is sought to update the target appropriately. | Delegated authority required |
| | 2.09 | Change from: | Q1 3.7%, Q2 3.7%, | 3.8% Q3 24/25 | Head of Skills, | Quarterly | 3.5% with a | Due to small sample sizes involved in the | PI descriptor |

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|----------------|-----|--|---------------------|-------------|--------------------------------|------------------|----------------------------|---|---------------------------|
| | | <p>By 2028, unemployment levels will return to 2019 levels at 3%</p> <p>To: By 2027/28 unemployment levels will be between 2.5% and 4.5%</p> | Q3 3.6%, Q4 3.6% | | Employment and Adult Education | | margin of error of +1/-1 % | <p>calculation of the Annual Population Survey unemployment estimate, ONS recommends use of the model-based version, which makes use of both survey and administrative data. The count and rate are updated on rolling annual basis, but as they are survey based are subject to a margin of error at a 95% confidence interval. This means that the data will vary.</p> <p>The broad unemployment rate trend is reducing; therefore it is proposed that the target be amended. Given the average</p> | change and revised target |

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| | | | | | | | | <p>between July 2019 and December 2023 models was 4% with a margin of error of +/-1 percentage point, equivalent to unemployment ranging between 3% and 5%. It is recommended that there is a 0.5 percentage point reduction by 2027/28. Therefore the target is recommended to be 3.5% with a margin of error of +/-1 percentage point, meaning good will be a value between 2.5% and 4.5%.</p> <p>The data previously reported will be reprofiled so that it reported in arrears.</p> | |

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| | 2.10 | Change from: By 2027/28 Medway Adult Education maintains 94% retention rate for adults on courses per academic year To: By 2027/28 Medway Adult Education maintains 88% retention rate for adults on courses per academic year | 25/26 Q1 94% Q2 94% Q3 94% Q4 94% | 98% Q2 25/26 | Head of Skills, Employment and Adult Education | Quarterly | 26/27 Q1 88% Q2 88% Q3 88% Q4 88% | Due to the complex nature of our learners, particularly in ESOL and English & Maths, we are finding retention is low. We believe we should still provide a service to those who need us most, therefore we propose a reduction in target to 88%. | PI descriptor change and revised target |
| Develop Medway's reputation as a home for creative, cultural, and green industries to support a | 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 | No change |
| | 2.12 | By 2027/28, maintain GVA per capita | 24/25 annual Yes | Due March 2025 | Strategy & Investment | Annually | 25/26 annual Yes | Continue with existing plan: 24/25 annual Yes | No change |

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| growing economy, maximising our national recognition as a Priority Place for culture and heritage | | above national level | | | Programme Manager | | | 25/26 annual Yes 26/27 annual Yes 27/28 annual Yes | |
| | 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 | No change |
| | 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 | N/A | The Index of Multiple Deprivation (IMD) is updated on a 4-yearly cycle. When this indicator was first set it was believed that a new IMD would be released closer to the start of the One Medway Council Plan and another towards the end of the plan. However, the most recent IMD was published in October 2025. | Remove |

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| | | | | | | | | Another update is not expected now until after the end of this plan. Therefore it is recommended that the PI is removed and other measures KPIs 2.11, 2.12 and 2.13 used to evidence changes to the local economy. | |
| | 2.15 | By 2027/28, raise the business survival rate to 41% | 25/26 annual 40% | Waiting data from ONS | Head of Economic Development, Innovation and Town Centres | Annually | 26/27 annual 40.5% | No change required | No change |
| Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing | 2.16 a | Change from: By 2027/28 Support Creative Medway Compact and partners to deliver four quarterly board | Q1 Yes Q2 Yes Q3 Yes Q4 Yes | Yes Q3 24/25 | Head of Culture and Libraries | Quarterly | Q1 Yes Q2 Yes Q3 Yes Q4 Yes | Updated performance indicator to ensure it is outcome focused rather than process focused. | PI descriptor change |

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| economy, maximising our national recognition as a Priority Place for culture and heritage | | <p>meetings and an annual public conference to support delivery of the cultural strategy and action plan</p> <p>To By 2027/28, support the Creative Medway Compact to advance the cultural strategy by annually hosting five advocacy and engagement events with partners, submitting two bids for funding to support</p> | | | | | | | |

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| | | delivery, and conducting an annual review of strategic plans | | | | | | | |
| | 2.16 b | By 2027/28 Undertake 5 monthly sector surgeries 60 a year. | Q1 15 Q2 15 Q3 15 Q4 15 | Q2 25/26 51 | Head of Culture and Libraries | Quarterly | Q1 15 Q2 15 Q3 15 Q4 15 | No change proposed | No change |
| | 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 2026 | Head of Culture and Libraries | Annual | Annual 5 | No change proposed | No change |
| | 2.18 | Change from: By 2027/28 increase the number of Medway businesses to | 25/26Q1 5 Q2 5 Q3 5 Q4 5 | Q2 25/26 5 | Head of Economic Development, Innovation and Town Centres | Quarterly | 26/27 annual 20 Q1 5 Q2 5 Q3 5 Q4 5 | Not an effective change, the 80 figure was incorrect and meant to span the 4-year period with a target of 20 per year. | PI descriptor change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|--|---|---------------|---|----------------------------|---|---|---|
| | | become green by 80 To: By 2027/28 support 80 businesses to become green | | | | | | | |
| Support the growth and diversification of business in our town centres, reflecting the importance of placemaking and regeneration | 2.19 | By 2027/28, vacancy rates are below the national average across Medway's town centres | 25/26Q1 13.8% Q2 13.8% Q3 13.8% Q4 13.8% | Q2 25/26 6.5% | Head of Economic Development, Innovation and Town Centres | Quarterly | 26/27 to be set under delegated authority | The new national average vacancy rate is not issued until later this year. The 2026/27 target will need to be set under delegated authority. | Delegated authority required |
| | 2.20 | Change from: By 2027/28, 8,000 new businesses will have been created in Medway To: By 2027/28, 4,000 new businesses | 25/26 annual 2,000 | Due Q4 25/26 | Head of Economic Development, Innovation and Town Centres | Annually a year in arrears | 26/27 annual 1,000 | The original target was set during a more optimistic time for economic growth, although Medway Council interventions are significant, they are set against a regional, national and international | PI descriptor change and revised target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|-----|----------------------------------|--------------|-------------|---------|------------------|--------------|-----------------------|--------|
| | | will have been created in Medway | | | | | | period of low growth. | |

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

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|---|---------------------|-----------------|------------------|------------------|---------------------------------------|--|----------------------|
| 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 | 25/26Q1-Q4 98% | 99% Q3 24/25 | Head of Highways | Quarterly | 26/27 27/28 Q1-Q4 Not stated | No changes proposed | No change |
| | 3.02 | Change from: By 2027/28, 30% of roads assessed as requiring maintenance, should be programmed To: By 2027/28, 30% of roads assessed as a | 25/26 annual 25% | Due March 2026 | Head of Highways | Annually | 26/27 annual 30% | Revised PI descriptor recommended as the previous description could be misinterpreted as 30% of the entire network. Name amended to reflect correct measure. | PI descriptor change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|--|------------------------|----------------|---|------------------|--------------|--|------------------------------|
| | | Priority 1, should be programmed for maintenance. | | | | | | | |
| 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 | The UK Shared Prosperity Fund ends in March 2026, there is currently no additional revenue to resource the survey set up. Alternative ways of delivering the survey are being explored. Delegated authority will be required to agree a new indicator. | Delegated authority required |
| Provide improved opportunities to walk, cycle, use public transport and | 3.05 | By 2027/28, residents and visitors have access to 100 miles of signed cycle routes in Medway | 25/26 annual 85 | Due March 2026 | Head of Transport and Parking | Annually | 91.25 miles | Target set for 2026/27 shows an incremental change to deliver the 100 mile target by March 2028. | Revised 2026/27 target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|---|-----------------------------|-----------------------|-------------------------------|------------------|--------------------------|---|---|
| electric vehicles, reducing carbon emissions and improving air quality | 3.06 | Change from: By 2027/28, increase the number of bus passengers on local services to 9 million journeys per year Change to By 2027/28, increase the number of bus passengers on local services to 8.5 million journeys per year | 25/26 Q1-Q4 2,000,000 | 1,837,301 Q2 25/26 | Head of Transport and Parking | Quarterly | 26/27 Q1-Q4 2.125m | The original target was set with the £2 national bus pricing cap in place. Changes in the national pricing cap has meant that a reduced overall target is more appropriate. This will remain challenging to achieve and show growth in overall passenger numbers. | PI descriptor change and revised target |
| | 3.07 | Progression of the Authorities Air Quality Act Plans (AQAP) | 25/26 annual Yes | Due March 2026 | Head of Regulatory service | Annually | 26/27 Yes | No change required, the AQAP was approved in July 2025. 2026/27 Yes 2027/28 Yes | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|--------|---|--------------------|---------------|--|------------------|--------------------|---|------------------------|
| 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 | 3.08 | By 2027/28, maintain the Green Flag accreditation of 8 parks | 25/26 annual 8 | 25/26 8 | Head of Regeneration Delivery | Annually | 26/27 annual 8 | No changes required, the indicator and targets are still valid. | No change |
| | 3.09 | By 2027/28, increase the annual river leisure traffic (yacht club members) visiting Medway as part of the rally season to 1,892 | 25/26 annual 1,500 | 25/26 850 | Head of Capital Projects and Facilities Management | Annually | 26/27 annual 1,500 | Continue with existing plan. Close liaison with MSBA to identify opportunities for Medway Council to support events that increase leisure vessels visiting Medway. Pending the finalisation of the river strategy and objectives. | Revised 2026/27 target |
| | 3.10 | By 2027/28, increase the annual river tour boat visitors to 7,000 | 25/26 annual 4,500 | 25/26 2,200 | Head of Capital Projects and Facilities Management | Annually | 26/27 annual 4,500 | Continue with existing plan. Additional passenger carrying ships visiting Medway for 2026/27 are being explored. | Revised 2026/27 target |
| | 3.11 a | By 2027/28, 100% of highway | 25/26Q1-Q4 90% | Q2 25/26 100% | Head of Highways | Quarterly | 95% | This PI needs to remain for 2026/27 but may change as | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|--------------|--------------------|------------------|------------------|--------------|--|----------------------|
| | | network inspections are carried out on time | | | | | | a result of the implementation of Route Reports AI Technology. | |
| | 3.11 b | By 2027/28, 95% of identified highway network defects are repaired within the priority timeframe allocated | Q1-Q4 96% | Q2 25/26 92.51% | Head of Highways | Quarterly | 95% | This PI is to remain unchanged as it links in with the KPIs of the Highway Infrastructure Contract. With a new Highway Contract to be implemented on 1 August 2027, it will change at that time. | No change |
| | 3.12 | Change from: By 2027/28, 95% of roadworks are completed on time To: By 2027/28, 95% of planned roadworks are completed on time | Q1-Q4 60% | 96.36% Q2 25/26 | Head of Highways | Quarterly | 95% | Amended this to show planned roadworks only as currently it is a snapshot of all roadworks, including emergency works which by default may take longer. | PI descriptor change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|--|-------------------------|----------------|------------------|------------------|-------------------------------|---|----------------------------------|
| | 3.13 a | By 2027/28, residents and visitors have access to 750 publicly available electric vehicle charging point sockets in Medway | 25/26 annual target 200 | Due March 2026 | Head of Highways | Annually | 26/27 annual target reach 500 | This PI is a mix of what we will deliver for on-street charging and other council buildings and car parks, along with other commercial charging options. However we are unable to calculate how many other commercial charging options are available as we do not hold that data. | No change |
| | 3.13 b | Change from: By 2027/28, on-street electric vehicle chargers achieve 100% utilisation To: By 2027/28, on-street electric vehicle chargers | 25/26 50% utilisation | Data only | Head of Highways | Annually | 26/27 50% | Due to delays with getting our tender documentation approved by the LEVI Support Body, the delivery of on-street EV chargers will not commence until Q2/Q3 2026/27, and it is unlikely 100% utilisation will be reached. | PI descriptor and revised target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|------------------|----------------|------------------|------------------|------------------|---|------------------------|
| | | achieve 75% utilisation | | | | | | Suggestion to reduce this to 75% to meet the 2027/28 target. | |
| | 3.14 a | Change from: By 2027/28, use at least 30% recycled material on highway maintenance schemes To: By 2027/27, at least 30% recycled material is used on each resurfacing scheme". | 25/26 annual 10% | Due March 2026 | Head of Highways | Annually | 26/27 annual 20% | Continue with existing plan. 2026/27 20% 2027/28 30% Due to the RAP content of material varying and us not using one standard material type, the 30% target needs to be more generic - suggestion that we amend the PI to "By 2027/27, at least 30% recycled material is used on each resurfacing scheme". | PI descriptor change |
| | 3.14 b | By 2027/28, 100% of material removed from roads is diverted from | 25/26 annual 95% | Due March 2026 | Head of Highways | Annually | 97.5% | No changes required | Revised 2026/27 target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|---|------------------------|----------------|-----------------------------|------------------|--------------|---|------------------------|
| | | landfill for recycling | | | | | | | |
| Develop and facilitate easy-to-use and simple digital solutions for residents to access services and engage with the public sector | 3.15 | By 2027/28, achieve a 50% reduction in incoming telephone calls to Medway Council | 25/26 annual = 315,000 | Due March 2026 | Head of Customer Experience | Annually | 275,384 | No change. PI still relevant. 2026/27 target set as a 45% reduction compared to 2019. | Revised 2026/27 target |
| | 3.16 | By 2027/28, Medway Council's corporate website will have an accessibility score of 90% compliance | 25/26 annual 76% | 24/25 320,022 | Head of Data and Design | Annually | 82% | The proposed 2026/27 targets create a stepped improvement towards the overall 2027/28 target on 90%. This target will consider ongoing efforts to improve organisational awareness of accessibility, alongside technical changes to the Medway Council website. | Revised 2026/27 target |
| | 3.17 | By 2027/28, 80% of customers will | 25/26 annual data only | Baseline year | Head of Data and Design | Annually | To be set | The survey is currently live. Six months of | Delegated |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|---|--------------------|----------------|-------------------------|------------------|--------------|--|---|
| | | rate our digital services as 'very easy' or 'easy' to use | | | | | | responses will be used to determine an appropriate target for 2026/27. Delegated authority will need to be sought, as part of the democratic approval of the refresh, to set the target within Q1 2026/27. | authority required |
| | 3.18 | Change from: By 2027/28, increase digital interactions with residents by 60% To: By 2027/28 60% of interactions with residents will be digital | 25/26 annual 56.5% | Due March 2026 | Head of Data and Design | Annually | 58% | Work continues through Medway 2.0 to improve and increase the number of online services for residents. The proposed target is an incremental step towards the 2027/28 target of 60% of all interactions being digital. It is recommended that the PI title is updated to " By 2027/28 60% of interactions with | PI descriptor change and revised 2026/27 target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|-----|------------------------------|--------------|-------------|---------|------------------|--------------|----------------------------|--------|
| | | | | | | | | residents will be digital" | |

Priority 4: Improving health and wellbeing for all.

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|--|-----------------------|-------------|---|--|--|--|------------------------------|
| 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.) | 24/25 annual 10.4% | 23/24 12% | Strategic Head Public Health consultant | Annually | Medway value to be similar or lower than the England average | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | Delegated authority required |
| | 4.02 | Overweight (including obesity) prevalence in adults (18+ yrs.) | 23/24 66.1% | 22/23 68.1% | Strategic Head Public Health consultant | Annually | 24/25 65.5% 24/25 65.5% 25/26 65% | Continue with existing plan. | No change |
| | 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 | No change to the indicator or target, as these remain relevant and aligned with the objectives of | Delegated authority required |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|------------------------------|-----------------------|----------------|---|------------------|---|--|------------------------------|
| | | | | | | | than the England average | the 4-year council plan. | |
| | 4.04 | Bowel cancer screening | Awaiting data release | 23/24 70.1% | Strategic Head Public Health consultant | Annually | Medway value to be similar or higher than the England average | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | Delegated authority required |
| | 4.05 | Health facilities – Remove | | | Public Health | | | Remove indicator 4.05 as this relates to health facilities, including GPs and pharmacies, which fall primarily under ICB estates and planning responsibilities. As a local authority, we have very limited influence and no direct control over these facilities. Including this indicator in the Council Plan could | Remove |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|------|---|---------------|---------------|---|---------------------------------|--------------|--|-----------|
| | | | | | | | | create unrealistic expectations and misrepresent accountability, as Public Health is not responsible for healthcare provision. Additionally, the way healthcare is delivered is evolving, particularly with the development of neighbourhood health. This indicator is therefore outdated and an inadequate measure of whether people can access the healthcare they need. | |
| Support families to give their children the best start in life | 4.06 | Mothers smoking at the time of delivery | 25/26 7.7% | 23/24 9.1% | Strategic Head Public Health consultant | Annually One year in arrears | 6.9% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. 26/27 annual 6.9% | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|---|-------------------------------------|-----------------|--|------------------------------|---|--|------------------------------|
| | 4.07 | Breastfeeding prevalence at 6 to 8 weeks | Awaiting data release | 46% 23/24 | Strategic Head Public Health consultant | Annually One year in arrears | Medway value to be similar or higher than the England average | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | Delegated authority required |
| | 4.08 | New birth visit completed within 14 days.(contract data) | Q1-Q4 88% | Q2 25/26 87% | Strategic Head Public Health consultant | Quarterly In arrears | 26/27 27/28 Q1-Q4 88% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 4.09 | Children receiving 2-2½ year health and development review | Q1-Q4 75% | 55% Q1 25/26 | Strategic Head Public Health consultant | Quarterly In arrears | Q1-Q4 26/27 and 27/28 75% | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| | 4.10 | By 2027/28, the proportion of pupils that achieve a good level of | 25/26 70.2% (2024/25 academic year) | 68% 23/24 | Assistant Director for Educations and SEND | Annually one year in arrears | 2026/27 72% (2025/26 | Introduction of statutory targets by DfE. (77% by Academic year | Revised 2026/27 target |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|---|----------------|----------------|---|------------------------------|---|--|------------------------------|
| | | development at the end of the Early Years Foundation Stage is the same as or above the national average | | | | | academic year) | 2027/28 (reported in 2028/29) | |
| | 4.11 | Year 6 prevalence of healthy weight (10-11 yrs.) | 24/25 60% | 23/24 60.3% | Strategic Head Public Health consultant | Annually one year in arrears | 60% or above | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | No change |
| Work collaboratively to grow participation year on year in recreational play, sport and physical activity as a means of promoting | 4.12 | Physically active children and young people | 23/24 47.8% | 22/23 41.6% | Strategic Head Public Health consultant | Annually one year in arrears | Medway value to be similar or higher than the England average | No change to the indicator or target, as these remain relevant and aligned with the objectives of the 4-year council plan. | Delegated authority required |
| | 4.13 | Physically active adults (19+ yrs.) | 23/24 66% | 22/23 62.9% | Strategic Head Public | Annually | 67.5% | No change to the indicator or target, as these remain | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|---|------------------|----------------|---|-------------------------------|------------------|--|-----------|
| improved physical and mental health and wellbeing | | | | | Health consultant | Reported two years in arrears | | relevant and aligned with the objectives of the 4-year council plan. | |
| | 4.14 | By 2027/28, increase by a minimum of 15% the number of children and young people swimming lessons held at Medway Council sports centres | 25/26 annual 5% | Due March 2026 | Head of Sport, Greenspaces and Climate Response | Annually | 26/27 annual 5% | No changes required, the indicator and targets are still valid. Continue with existing plan. 26/27 annual = 5% 27/28 annual = 2.5% | No change |
| | 4.15 | By 2027/28 a minimum of 43 primary schools per year enter a minimum of two Mini Youth Games events | 25/26 annual 43. | Due March 2026 | Head of Sport, Greenspaces and Climate Response | Annually | 26/27 annual 43. | No changes required, the indicator and targets are still valid. | No change |
| Work in partnership with | 4.16 | By 2027/28 (2023-25), reduce the gap | | | | | - 2026/27 (2022- | Rationale: | New |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|--------|--|-------------------|-------------|---|---|--|---|------------------------------|
| communities and organisations to address the issues that negatively affect health and wellbeing, making sure everyone has the opportunity to live long, healthy lives | | in life expectancy between Medway and England by 0.11 years. | | | | | 24) Target: 0.055-year reduction - 2027/28 (2023-25) Target: 0.11-year reduction | In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between Medway and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.16 a | Life expectancy at birth (Female, 3-year range) | 21/22 annual 82.6 | 20/21 81.9 | Strategic Head Public Health consultant | Annually Reported four years in arrears | 22/23 annual 82.9 | Proposed update: Replace the existing indicator with the following: | Remove and replace with 4.16 |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|-----|------------------------------|--------------|-------------|---------|------------------|--------------|---|--------|
| | | | | | | | | <p>By 2027/28 (2023-25), reduce the gap in life expectancy between Medway and England by 0.11 years.</p> <p>- 2026/27 (2022-24) Target: 0.055-year reduction</p> <p>- 2027/28 (2023-25) Target: 0.11-year reduction</p> <p>Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between Medway</p> | |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|----------------------|---------------|---|---|---------------------------------------|---|------------------------------|
| | | | | | | | | and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.16 b | Life expectancy at birth (Male, 3-year range) | 21/22 annual 78.6 | 20/21 77.6 | Strategic Head Public Health consultant | Annually Reported four years in arrears | 22/23 annual 78.9 23/24 79.3 | Proposed update: Replace the existing indicator with the following: By 2027/28 (2023-25), reduce the gap in life expectancy between Medway and England by 0.11 years. - 2026/27 (2022-24) Target: 0.055-year reduction - 2027/28 (2023-25) Target: 0.11-year reduction | Remove and replace with 4.16 |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|--------------------------------------|--------------|-------------|---------|------------------|--------------|---|--------|
| | | | | | | | | Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between Medway and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.17 | By 2027/28 (2023-25), reduce the gap | | | | | | Rationale: In April 2025, Medway was officially launched as | New |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|-------------------|----------------|---|--|---------------------------------|--|------------------------------|
| | | in healthy life expectancy between Medway and England by 0.3 years. | | | | | | a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in healthy life expectancy between Medway and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.17 a | Healthy life expectancy at birth (Female, 3-year range) | 20/21 annual 64.3 | Due March 2026 | Strategic Head Public Health consultant | Annually Reported five years in arrears. | 21/22 annual 64.8 22/23 65.2 | Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership | Remove and replace with 4.17 |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|-------------------|----------------|---|--|---------------------------------|---|------------------------------|
| | | | | | | | | brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in healthy life expectancy between Medway and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.17 b | Healthy life expectancy at birth (Male, 3-year range) | 20/21 annual 62.4 | Due March 2026 | Strategic Head Public Health consultant | Annually Reported five years in arrears. | 21/22 annual 63.2 22/23 63.9 | Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local | Remove and replace with 4.17 |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|------------------|----------------|---|---|-------------------------------|---|-------------------------------|
| | | | | | | | | organisations to address health inequalities. By 2035, the ambition is to halve the gap in healthy life expectancy between Medway and England. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.18 a | Inequality in life expectancy at birth (Female, 3-year range) | 20/21 annual 6.4 | Due March 2026 | Strategic Head Public Health consultant | Annually Reported five years in arrears | 21/22 annual 6.2 22/23 6.1 | Proposed update: Replace the existing indicator with the following: By 2027/28 (2023-25), reduce the gap in life expectancy between the best- and worst-off areas in Medway by 0.84 years for females. | Remove and replace with 4.18c |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|-----|------------------------------|--------------|-------------|---------|------------------|--------------|---|--------|
| | | | | | | | | <p>- 2026/27 (2022-24) Target: 0.42-year reduction</p> <p>- 2027/28 (2023-25) Target: 0.84-year reduction</p> <p>Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between the best- and worst-off areas in Medway. Updating this Council Plan indicator ensures alignment with the Marmot vision and</p> | |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|--|--------------|-------------|---------|------------------|--|---|--------|
| | | | | | | | | sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.18 c | By 2027/28 (2023-25), reduce the gap in life expectancy between the best- and worst-off areas in Medway by 0.84 years for females. | | | | | 2026/27 (2022-24) Target: 0.42-year reduction 2027/28 (2023-25) Target: 0.84-year reduction | Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between the best- and worst-off areas in Medway. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward | New |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|---|------------------|----------------|---|---|-------------------------------|--|-------------------------------|
| | | | | | | | | achieving that long-term aim. | |
| | 4.18 b | Inequality in life expectancy at birth (Male, 3-year range) | 20/21 annual 8.4 | Due March 2026 | Strategic Head Public Health consultant | Annually Reported five years in arrears | 21/22 annual 7.9 22/23 7.4 | <p>Proposed update: Replace the existing indicator with the following:</p> <p>By 2027/28 (2023-25), reduce the gap in life expectancy between the best- and worst-off areas in Medway by 1.16 years for males.</p> <p>- 2026/27 (2022-24) Target: 0.58-year reduction</p> <p>- 2027/28 (2023-25) Target: 1.16-year reduction</p> <p>Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local</p> | Remove and replace with 4.18d |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|--------|--|--------------|-------------|---------|------------------|--|---|--------|
| | | | | | | | | organisations to address health inequalities. By 2035, the ambition is to halve the gap in life expectancy between the best and worst off areas in Medway. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |
| | 4.18 d | By 2027/28 (2023-25), reduce the gap in life expectancy between the best- and worst-off areas in Medway by | | | | | 2026/27 (2022-24) Target: 0.58-year reduction 2027/28 (2023-25) | Rationale: In April 2025, Medway was officially launched as a Marmot Place. This partnership brings together the council and local organisations to address health inequalities. By | New |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|-----|------------------------------|--------------|-------------|---------|------------------|---------------------------------|--|--------|
| | | 1.16 years for males. | | | | | 25) Target: 1.16-year reduction | 2035, the ambition is to halve the gap in life expectancy between the best and worst off areas in Medway. Updating this Council Plan indicator ensures alignment with the Marmot vision and sets a realistic, measurable trajectory toward achieving that long-term aim. | |

Priority 5: Living in good quality, affordable homes.

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|---|-----------------|----------------|-----------------------|------------------|------------------------------|--------------------|-----------|
| Increase the supply of good quality, energy efficient and sustainable | 5.02 | By 2027/8, increase the housing revenue account (HRA) council stock by 4% | 25/26 annual 60 | Due March 2026 | Chief Housing Officer | Annually | 26/27 annual 90 27/28 120 | No change required | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|---|-----------------|---------------------------------|----------------------------|------------------|------------------|--|---|
| homes that reflect the needs of the communities in Medway | 5.03 | Change from: By 2027/28, increase the number of new homes built by 700 To: By 2027/28, increase the number of new homes built by 680 | 25/26 annual 48 | Due March 2026 | Medway Development Company | Annually | 26/27 annual 164 | The target has been altered from 700 to 680 to reflect changes in design, feasibility and planning approvals across the development projects identified. | PI descriptor update and revised target |
| Implement a Local Plan which reflects the needs of the communities in Medway, supporting a transition to a low-carbon future promoting affordable, energy | 5.01 | Change from: By 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 To: | Q1-Q4 Yes | Q1-Q2 25/26 milestones achieved | Head of Planning | Quarterly | Yes | The title has been updated to reflect the change in timelines following the Local Plan going through an additional pre-examination checklist. | PI descriptor update |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|-------|--|------------------|-----------------|-----------------------|------------------|--------------|--------------------|-----------|
| efficient and sustainable homes | | By the end of 2026/27 the Local Plan will have completed its examination stage and will be adopted. | | | | | | | |
| 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 2027/28, reduce the amount of temporary accommodation provided in the private sector to a maximum of 50% | 25/26 annual 70% | Due March 2026. | Chief Housing Officer | Annually | 26/27 70% | No change required | No change |
| | 5.05a | By 2027/28, prevent or relieve more than 60% of homeless households where a homeless duty has been triggered | Q1-Q4 25/26 60% | 67% Q2 25/26 | Chief Housing Officer | Quarterly | 60% | No change required | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|--|-------|--|-----------------|-----------------|---|----------------------|---------------------|---|-----------|
| | 5.05b | By 2027/28, reduce the number of rough sleepers to 0 | 25/26 annual 14 | Due March 2025 | Chief Housing Officer | Annual | 26/27 annual 4 | No change required | No change |
| | 5.05c | By 2028, 480 people have been assisted to remain in their homes by utilising the disabled facilities grant | Q1-Q4 25/26 30 | 54 Q2 25/26 | Chief Housing Officer | Quarterly | 30 each quarter | No change required | No change |
| Engage with communities to identify ways to improve streets, parks and local surrounding areas which create vibrant places to live and | 5.06a | Satisfaction with parks and green spaces - direct users CP | Q1-Q4 25/26 75% | 80.36% Q1 25/26 | Head of Sport, Greenspaces and Climate Response | Quarterly in arrears | 26/27 75% | No changes required, the indicator and targets are still valid. | No change |
| | 5.06b | Satisfaction with refuse collection - Citizens Panel result | Q1-Q4 25/26 85% | 90.43% Q1 25/26 | Head of Regulatory Services | Quarterly in arrears | 26/27 85% 27/28 85% | No changes required, the indicator and targets are still valid. | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---------------------------------------|-------|---|-----------------|-----------------|-----------------------------|---|---------------------|--|-------------------------------|
| enhance the quality of people's lives | 5.06c | Satisfaction with HWRC services – Citizens' Panel | Q1-Q4 25/26 85% | 89.29% Q1 25/26 | Head of Regulatory Services | Quarterly in arrears – frequency will change with direct user survey 6 monthly 2 a year | | Recommendation that we replace the Satisfaction with HWRC services (CP) with the direct user survey results that are undertaken through customer satisfaction surveys carried out every 6 months of actual HWRC users. | Remove and replace with 5.06f |
| | 5.06d | Satisfaction with kerbside recycling collections – Citizens' Panel result | Q1-Q4 25/26 85% | Q1 25/26 89.47% | Head of Regulatory Services | Quarterly in arrears | 26/27 85% 27/28 85% | Continue with existing plan. 85% | No change |
| | 5.06e | Improved street and environmental cleanliness: Litter | Q1-Q4 25/26 96% | Q2 25/26 98% | Head of Regulatory Services | Quarterly | Q1-Q4 26/27 96% | Continue with existing plan. 26/27 96% | No change |
| | 5.06f | Satisfaction with HWRC services – direct user survey | N/A | | | Biannual | 90% | Direct user survey results that are undertaken through customer satisfaction surveys carried out | New |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|---|------|---|------------------|-------------------|---------------------------------------|------------------|--------------|--|------------------------|
| | | | | | | | | every 6 months of actual HWRC users. | |
| 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% | 25/26 annual 71% | Due March 2025 | Chief Housing Officer | Annually | 76% | No change required | No change |
| | 5.08 | By 2027/28, increase the Housing Revenue Account (HRA) Housing stock's average energy efficiency score (referred to as SAP) to 72 | 71 | 2024/25 71.39 | Chief Housing Officer | Annually | 71.55 | No change required | Revised 2026/27 target |
| | 5.09 | By 2027/28, the overall Housing Revenue Account (HRA) property | Q1-Q4 24/25 99% | 95.43% Q2 2025/26 | Head of Housing Revenue Account (HRA) | Quarterly | 99% | No change required, continue with existing plan. | No change |

| Sub priorities | No. | Performance indicators (PIs) | 25/26 Target | Performance | Manager | Report frequency | 26/27 Target | Notes | Change |
|----------------|------|--|--------------|-------------------|---|------------------|--------------|--|------------------------|
| | | compliance is 99% | | | Property and Development | | | | |
| | 5.10 | By 2027/28, the Housing Revenue Account (HRA) stock will be 98% compliant with the Decent Homes Standard | 96% | 2024/25 95.22% | Head of Housing Revenue Account (HRA) Property and Development | Annually | 97% | No change required, continue with existing plan. | Revised 2026/27 target |