

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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
	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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
	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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								- 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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
	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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		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%.	23/2473.2%	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%	23/2479.7%	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 24/2572%	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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		<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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								<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>	

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
	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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
								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

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
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>							

Sub priorities	No.	Performance indicators (PIs)	25/26 Target	Performance	Manager	Report frequency	26/27 Target	Notes	Change
		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	25/26 Q1- 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	<p>Change from: By 2027/28, use at least 30% recycled material on highway maintenance schemes</p> <p>To: By 2027/27, at least 30% recycled material is used on each resurfacing scheme".</p>	25/26 annual 10%	Due March 2026	Head of Highways	Annually	26/27 annual 20%	<p>Continue with existing plan. 2026/27 20% 2027/28 30%</p> <p>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".</p>	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%	Continue with existing plan. 24/25 65.5% 25/26 65%	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
								<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 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.</p>	
	4.17	By 2027/28 (2023-25), reduce the gap						<p>Rationale: In April 2025, Medway was officially launched as</p>	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.	
	4.18c	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: 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 - 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.	
	4.18d	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-	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 reductio n	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 surroundings 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