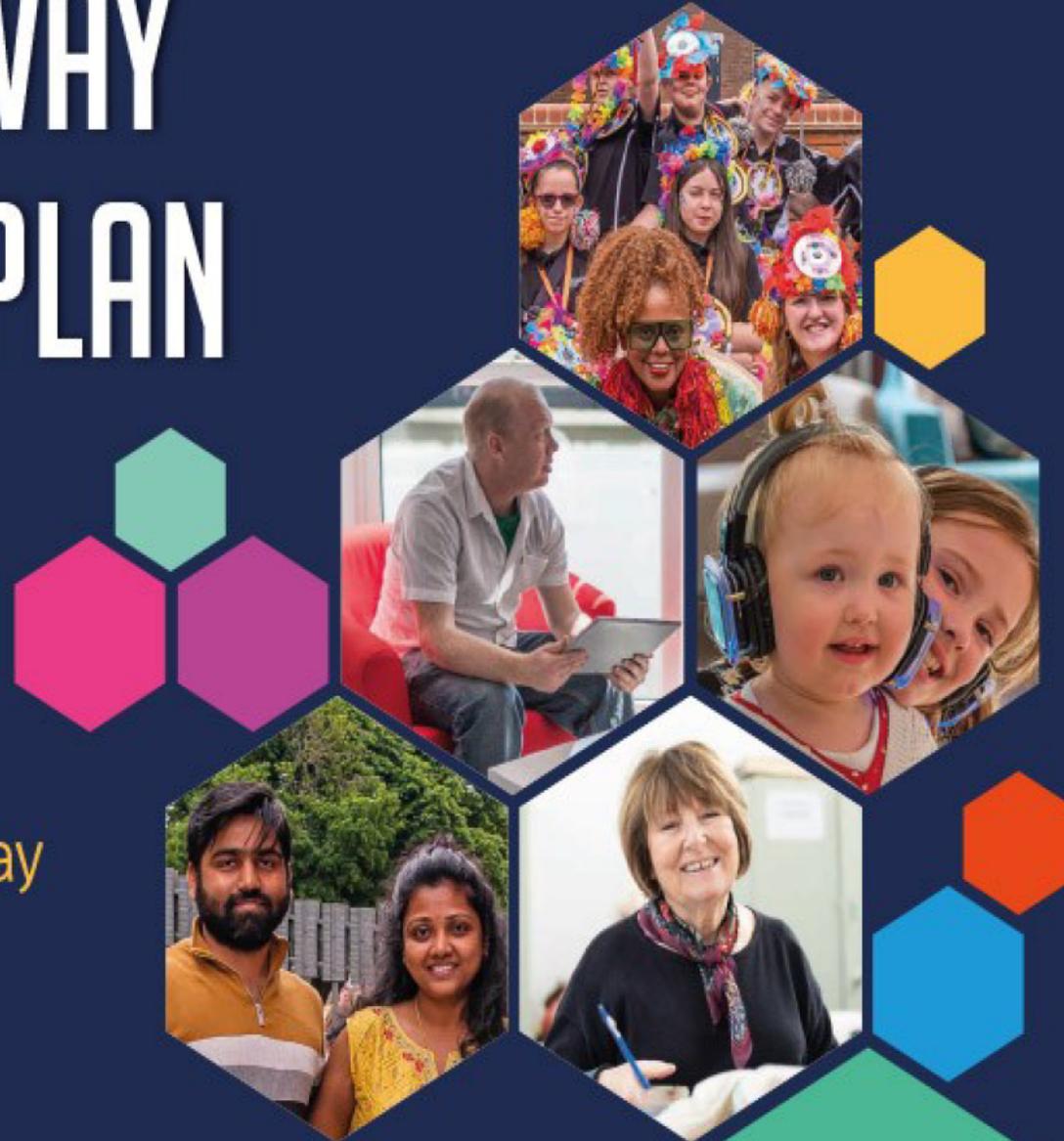


ONE MEDWAY COUNCIL PLAN

2024/28

Proud to be Medway



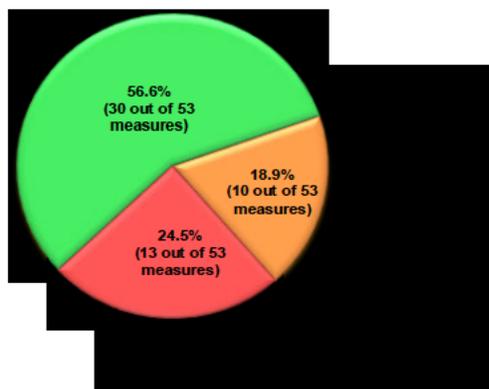
Performance Report

Q3 2025/26 Cabinet

Summary of all performance indicators

There are 105 performance indicators for the One Medway Council Plan 2024/28. We are reporting on 53 performance indicators this quarter. There is one indicator that is data only and 51 indicators where data is unavailable.

Performance

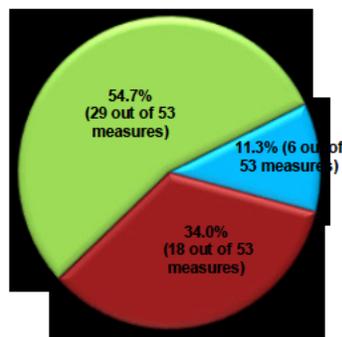


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 53 of the measures:

- 56.6% (30 out of 53 measures) met or exceeded target.
- 18.9% (10 out of 53 measures) were slightly below target (less than 5%).
- 24.5% (13 out of 53 measures) were significantly below target (more than 5%).

Direction of Travel



Direction of Travel - key
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 53 measures:

- 54.7% (29 out of 53 measures) had an upward long trend.
- 11.3% (6 out of 53 measures) had a static long trend.
- 34.0% (18 out of 53 measures) had a downward long trend.

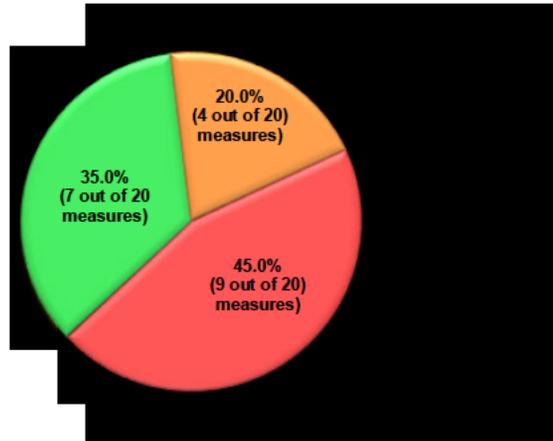
Delivering quality social care and community services

- Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life.
- Support people of all ages to live the most happy, healthy, independent life possible, utilising 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.
- Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from.
- Support our children and young people to ensure they are safe, secure and stable.
- Support all adults, including those living with disability or physical or mental illness to live independently and stay safe.
- People in Medway live independent and fulfilled lives into an active older age.

Summary of all performance indicators for this priority

There are 25 performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on 21 performance indicators this quarter. There is one indicator that is data only and four indicators where data is unavailable.

Performance



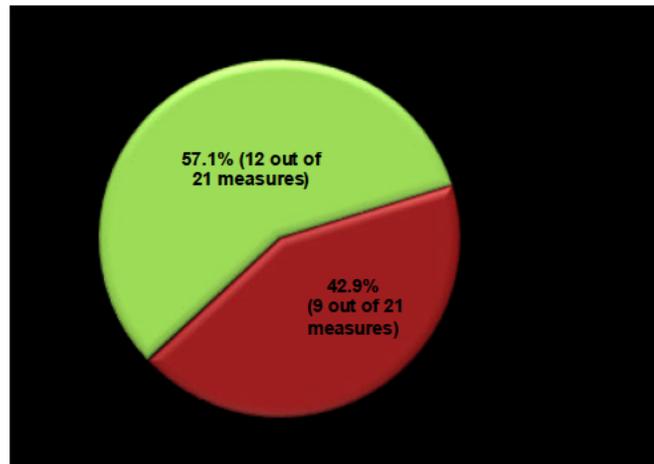
Performance - key

Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 20 measures:

- 35.0% (7 out of 20 measures) met or exceeded target.
- 20.0% (4 out of 20 measures) were slightly below target (less than 5%).
- 45.0% (9 out of 20 measures) were significantly below target (more than 5%).

Direction of Travel



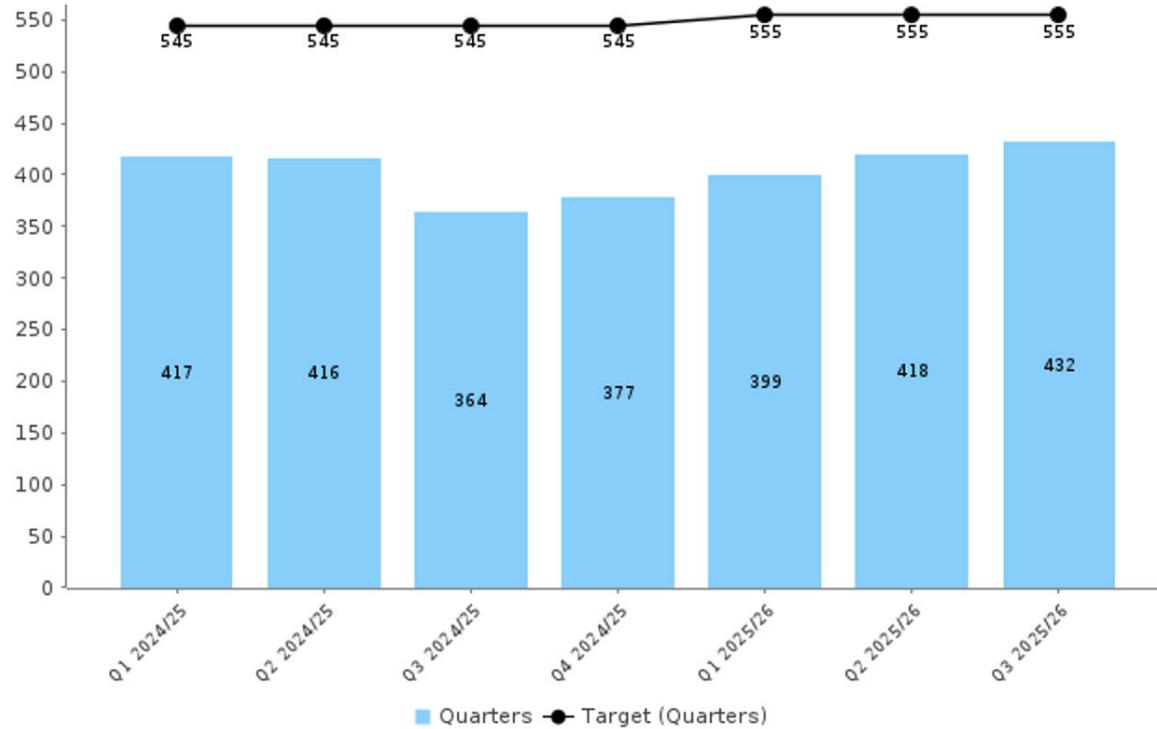
Direction of Travel - key

Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 21 measures:

- 57.1% (12 out of 21 measures) had an upward long trend.
- 0.0% (0 out of 21 measures) had a static long trend.
- 42.9% (9 out of 21 measures) had a downward long trend.

Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life
- 1.01a By 2027/28 more families are accessing targeted early help provision than at 31/3/24



Aim to Maximise
Red (upward long trend)

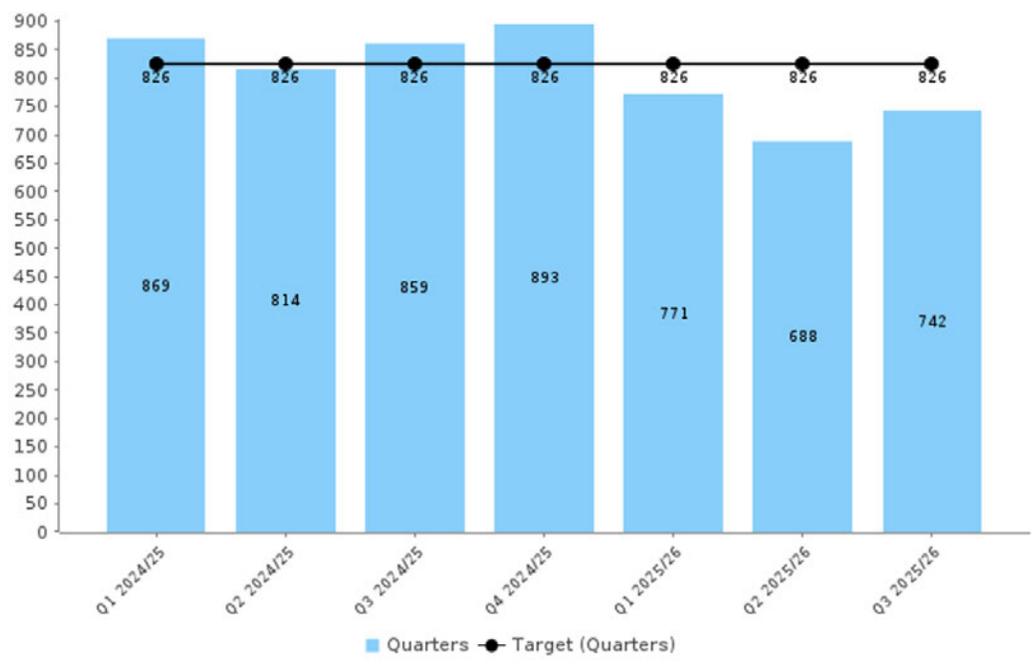
Currently there are 432 families with open targeted early help held by the local authority. This is 22% (123 families) below target but 3% (14 families) more than the Q2 outturn.

Family Solutions have more families open at the end of Q3 than in Q2. Strong recruitment activity remains in place to fill vacant positions, which will enable more families to access the service. Family Solutions are meeting the current need regarding contacts being assessed as needing targeted intervention. A strong focus at the front door continues to ensure that as soon as a need is identified that early help is provided, either by a lead practitioner or Family Solutions.

Achievements The Early Help Partnership Board continue to drive early help being everyone’s responsibility and have overseen the development of performance data for the number of agency led plans. Family Solutions proactively work with the statutory social work teams to ensure that families receive the right level of support at the right time.

Actions Continue to promote the Lead Practitioner role in the community and ensure that mechanisms are in place to measure the effectiveness of intervention plans led by partner agencies that do not come through the Single Point of Access, particularly where Early Help Coordinators and Partnership Officers are providing support.

**Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life
 - 1.01b By 2027/28 fewer than 975 Children require statutory intervention under a CIN (welfare) or CP plan**

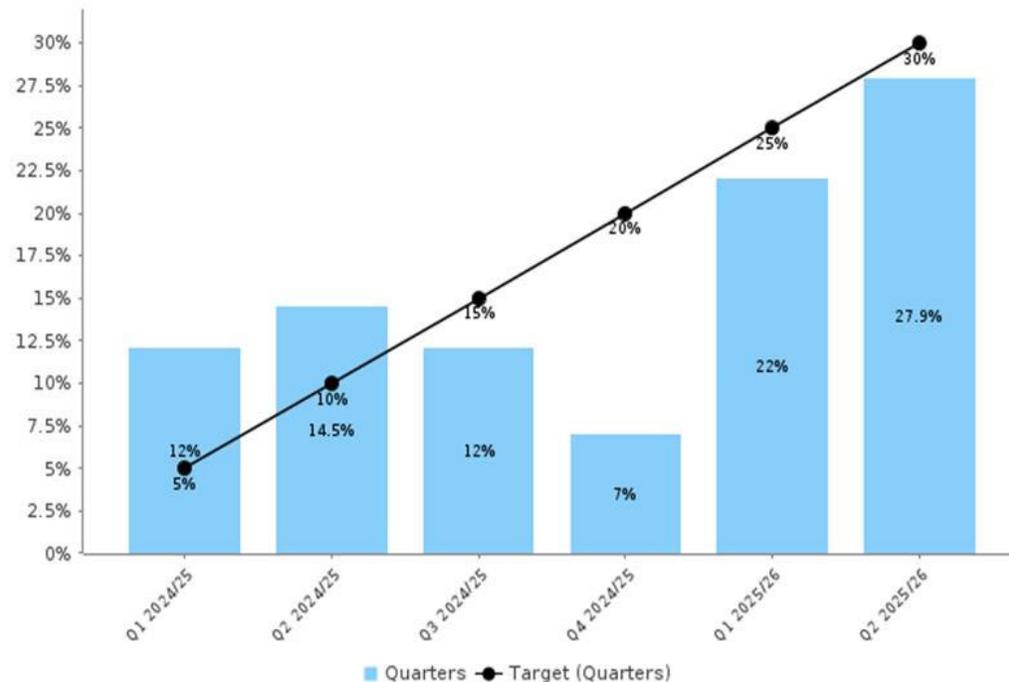


Aim to Minimise Green (upward long trend)

At the end of the quarter there were 440 Child in Need (welfare) Plans open and 302 Child Protection plans open. There has been a rise of 8% (33 children) with open CiN welfare plans and a rise of 7% (21 children) with open CP plans when compared to the Q2 outturn. The rate of CP is 43.9 per 10,000, which is higher than the 41 per 10,000 National rate and the 38 per 10,000 statistical neighbour rate.

There has been an increase in the number of children supported through Child in Need and Child Protection Plans in this quarter. Positively, fewer children are remaining on CIN plans for extended periods, with a decrease in cases open for nine months or more and a further reduction in those open for 12 months or longer. Whilst recent performance data shows a very slight increase in the number of children subject to Child Protection Plans, this figure is now aligning more closely with our statistical neighbours. These trends reflect improved responsiveness and progress in addressing children's needs in a timely and effective manner. **Achievements** The Children in Need Panel chaired by the child in need reviewing officer, attended by Family Solutions and the allocated social worker, facilitates multi-agency collaboration. Social workers are increasingly drawing on support from Education, Health, and Voluntary Sector Partners, contributing to a reduction in the number of children requiring child in need plans. **Actions** Practitioners will continue identifying universal services for families that no longer require a Child in Need Plan to reduce the numbers for this cohort of children and families. We have recently introduced a midway point review completed by the Child in Need Reviewing Officer who will track and monitor all actions identified at the panels to ensure that there is no drift and delay and plans are progressed for children. We will see how this is progressed in the last quarter of the year.

- 1.02 Commissioned domiciliary care workers MECC training



**Aim to Maximise
Red (upward long trend)**

The contract requires 80% of all staff to be trained in MECC by the end of the contract 31 March 2028 and broken down 5% for each quarter. Q2 of year 2 (2025/26), 27.92% of the providers workforce had undergone MECC training, falling short of the 30% by 2.08pp. 6 providers have exceeded the 30% target for Q2.

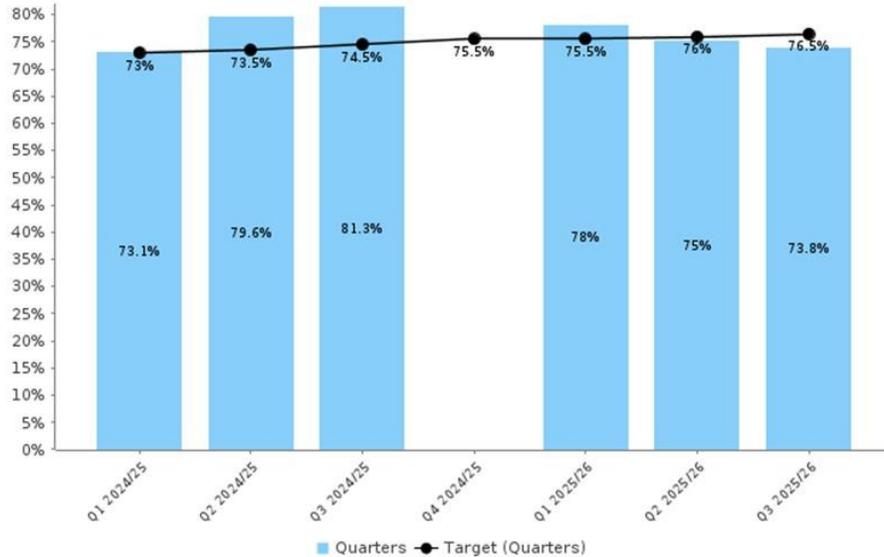
Achievements There has been a 5.54% increase in the total number of staff MECC trained over the previous quarter, this indicates a positive change towards achieving target.

One provider has been experiencing staffing issues at senior management levels; therefore, focus is primarily on service delivery until new appointees have been made. Commissioning holds monthly meetings with providers and liaising with workforce development who provide bespoke 1:1 provider training on mass, has led to an increase in MECC trained staff, going from 7% in Q4 year 1 to 27.92% Q2 year 2 representing a 20% increase in 6 months, double the expected training rate for that time period. Action templates were sent to providers informing the provider of their current % achievement for Q1, expected targets and suggestive actions, links to the online training sessions and contact details of workforce development.

Actions

Continues to work with workforce development and providers, explore running more online sessions due to demand and work with individual providers who have not met the target for Q2.

Provide effective, targeted support for our most vulnerable residents to enable them to fulfil their potential and improve their quality of life
- 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%



Aim to Maximise
Amber (downward long trend)

Data presents a 12-month period to the end of the last Client Level Data (CLD) reporting period, currently Oct 2024 to Sept 2025, seeing 1,165 clients receiving reablement, with 931 or 79.9% of clients not requiring further support an increase of 1.5 percentage points (pp) on the previous reporting period.

The figure of 73.8% for Q3 25/26 is based on the period of Jan 2024 to Dec 2025 and ASC Intelligence team interpretation of the ASCOF methodology. The Intelligence team will review the figure of 73.8% against the CLD published figure and revise any reporting methods if necessary.

In 2024/25 Medway achieved an outturn of 78.3% based on CLD returns, which as can be seen above is 1.2pp above National and 1.7pp below South East region

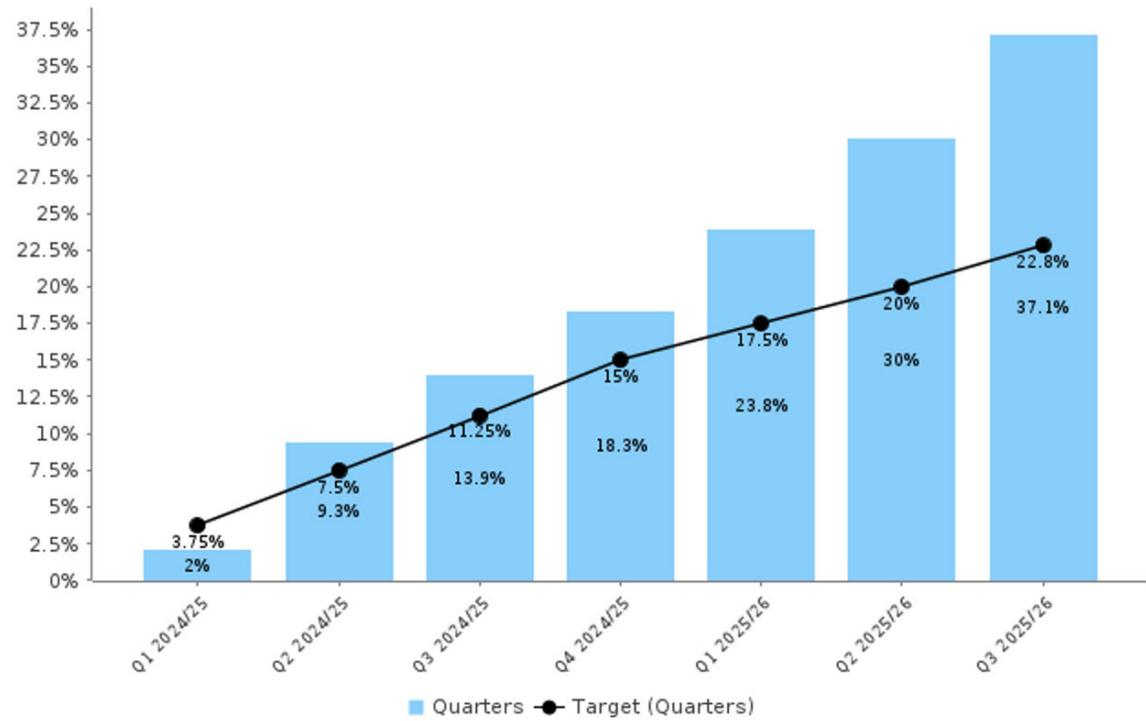
Benchmarking The 24/25 National outturn published Dec 2025 was 77.1% a drop of 2.3pp on 23/24. Medway Peer Group was 69.9% and the SE remains the same at 80%.

Achievements The New Head of Service has been completing a review of all services within Early Help and Prevention (EHP). Although the review is still within the early weeks it seeks to improve the short-term offer and increase response times provided by ASC and will offer a refreshed enablement service utilising the enablement plan developed in partnership with Commissioning. Our new SW Operations Manager has worked closely with commissioners to draft the Enablement Plan mentioned above and identify effective methods for sharing it with care providers. The plan sets out clear expectations for providers to support individuals in achieving their personal goals, promoting independence, and reducing reliance on long-term adult social care. In parallel, the Occupational Therapy Operations Manager has collaborated with another local authority that has successfully reduced waiting lists while improving outcomes for independence. These joint efforts aim to embed a consistent, outcome-focused approach across services.

Actions The refreshed enablement offer will be rolled out within this quarter and reviewed next quarter to establish benefits for residents and service alike. The Enablement plan support consistent reablement practice help achieve client goals and reduce long term care reliance. The new Head of EHP will undertake a whole service review to determine how we can improve further and reduce waiting lists across the service. A review of the OT and Deaf Service will be undertaken, factoring in impact of the changes and effectiveness implemented by the duty team.

Support people of all ages to live the most happy, healthy, independent life possible, utilising assistive technologies

- 1.04 Assistive Technology for long-term care or reablement in adult social care

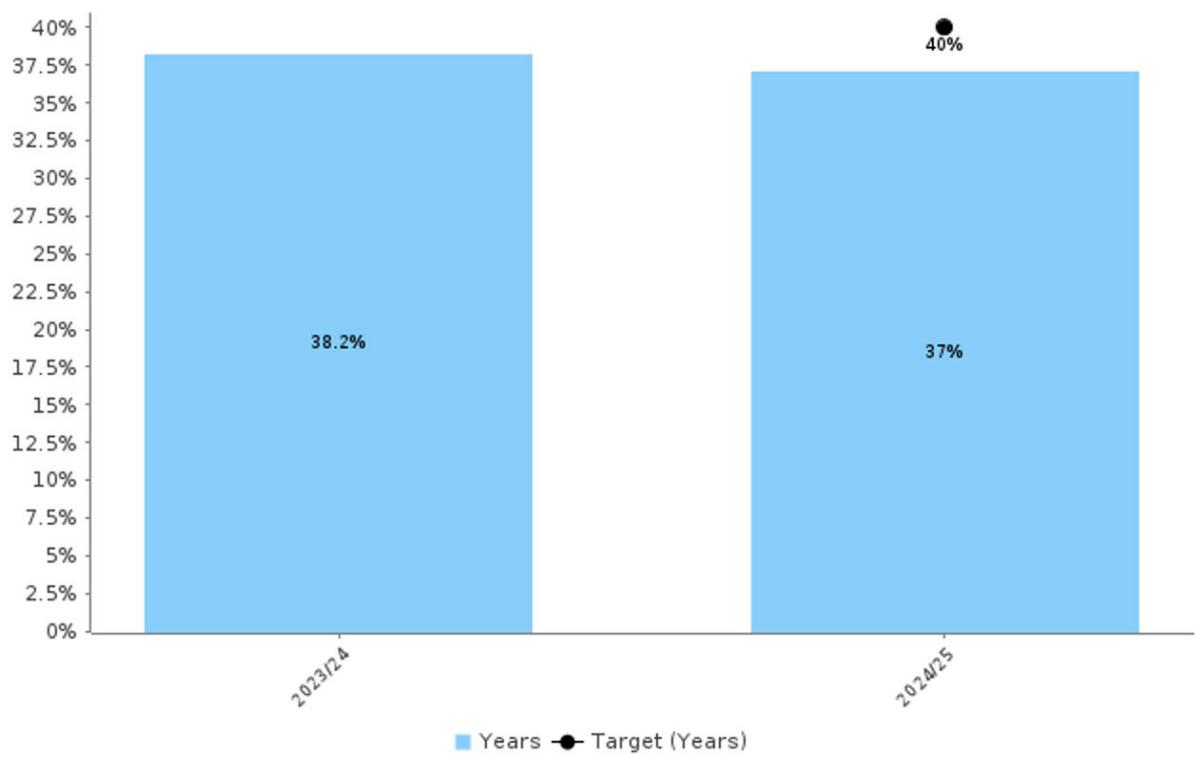


**Aim to Maximise
Green (upward long trend)**

Performance continues to be strong, exceeding the target by 14.3 percentage points.

Achievements Residents in receipt of long-term care using assistive technology to support their care packages is currently above target and on track to meet the stepped 10% target for the year and with the dedicated Assistive Technology champion now working with the Early Help & Prevention team as well as within Long Term Teams and Review teams, target for the year now surpassed. People in receipt of enablement for a period of up to 6 weeks can, when appropriate, be supported using Assistive Technology to assist them once out of the hospital setting, the target for the quarter successfully surpassed and annual target is close to achieving. Intelligent Lilli (an Assessment tool that passively monitors users to ensure that they are safe and well at home, provides data/information to support Social Workers with care assessments and reviews) the small shortfall for Q1 has been eradicated and the target for the year has been reached. New TEC such as the Circadian lightbulbs and the Evondos medication dispenser are contributing to the over achievement in the new TEC target and the target now achieved.

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

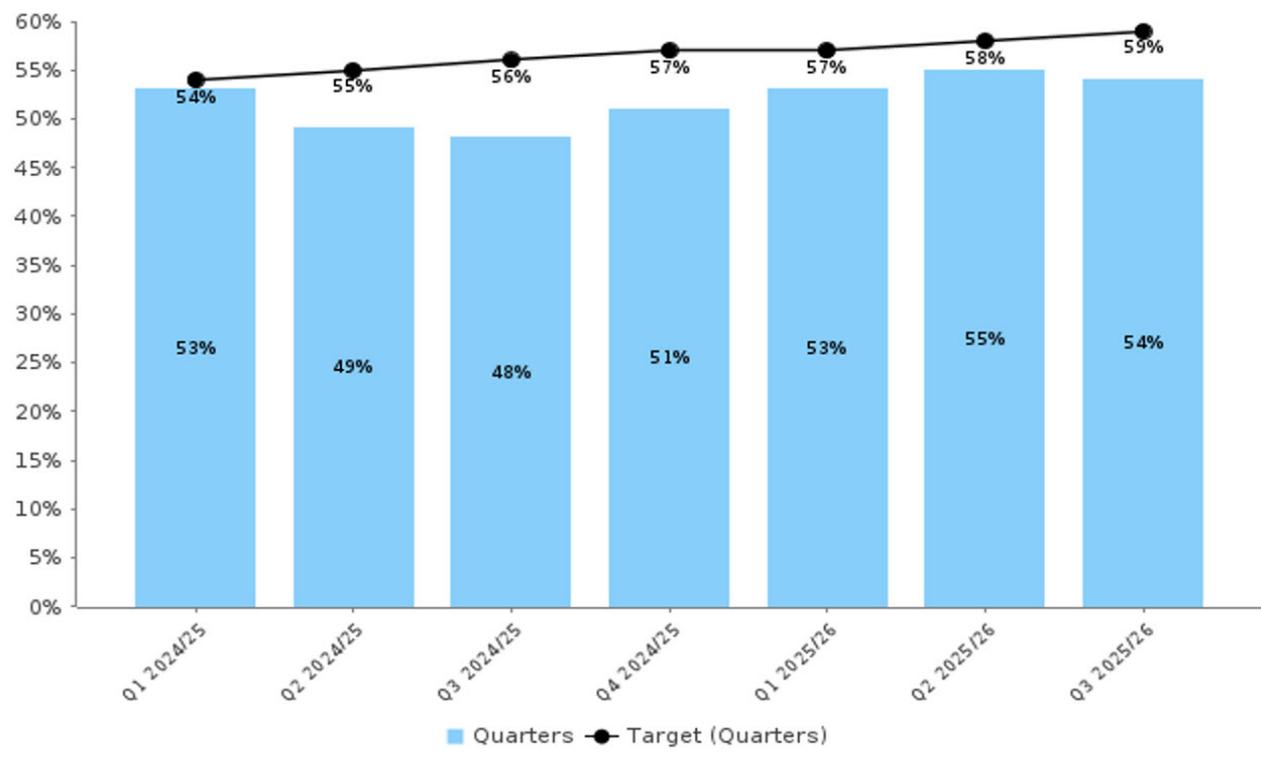


Aim to Maximise
Red (downward long trend)
Annual PI.

At the end of March 2025, 37% of Medway’s Children in Care were placed within Medway. The service is regularly reviewing children's placements ensuring care plans are meeting the needs of our children and that placements are matched with children and young people. Eden House opened in October 2024, and three children have been placed in Eden and further placements will be made over the 2025/26 year.

Achievements The service is actively recruiting inhouse foster carers. Positively 13 new foster homes have been approved since April 2025 and there are currently six more potential foster carer approvals in the pipeline before the end of the calendar year. The recruitment of a new Enquiry Officer and Marketing and Recruitment Officer, alongside the impact of the regional hub are having a positive impact on enquiries. Medway’s third Mockingbird constellation has been launched, and this supports carers who offer a home to babies. This model is supportive to existing carers and supports their retention as Medway carers. **Actions** The service regularly review of Medway’s children placed outside of area will inform our sufficiency strategy to support proactive actions to bring Medway’s children back to Medway. There is collaborative work being undertaken with the regional hub to understand the rewards and benefits that are most attractive to carers across the region. There is a co-ordinated marketing campaign with the regional hub as well as increased presence at local community events and an increase in social media presence for Medway Fostering.

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
- 1.06 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



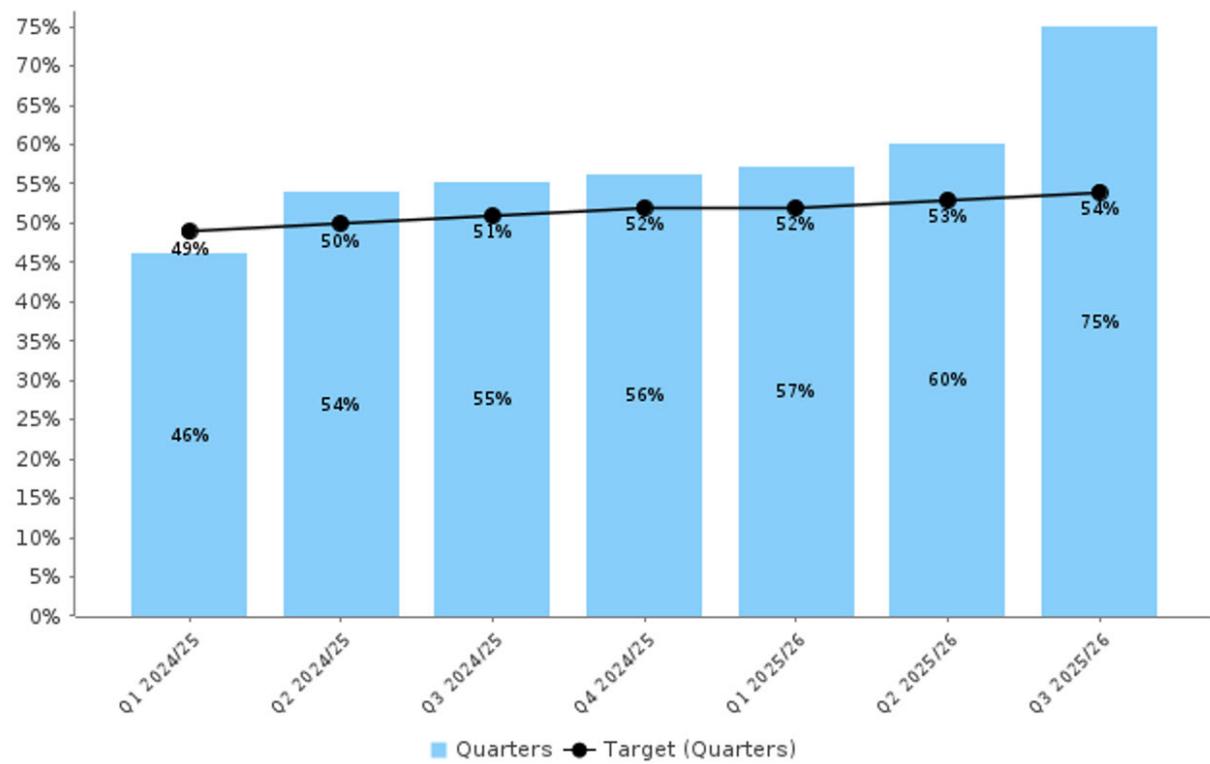
**Aim to Maximise
Red (upward long trend)**

There has been a 1 percentage point (2%) decline compared to the September outturn. Currently 203 out of 375 (54%) children are meeting their permanency plan. Over the last 12 months this metric has improved by 6pp (12.5%).

Actions The Task and Finish Group on Permanence and Placement Stability will continue to prioritise sustained improvement in this area, with a clear focus on increasing the number of children who achieve permanence through being long-term matched with their carers. With dedicated input from the Permanence Lead, the service will continue to undertake regular reviews of children’s permanence plans to ensure timely action, remove barriers, and prevent any unnecessary delay in securing permanence. In addition, the Permanence policy has been updated to enable children aged 14 and above to be long-term matched through the Agency Decision Maker process. This change introduces a quicker and more streamlined pathway to matching, helping to ensure that children achieve permanence sooner and experience a stronger sense of belonging.

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

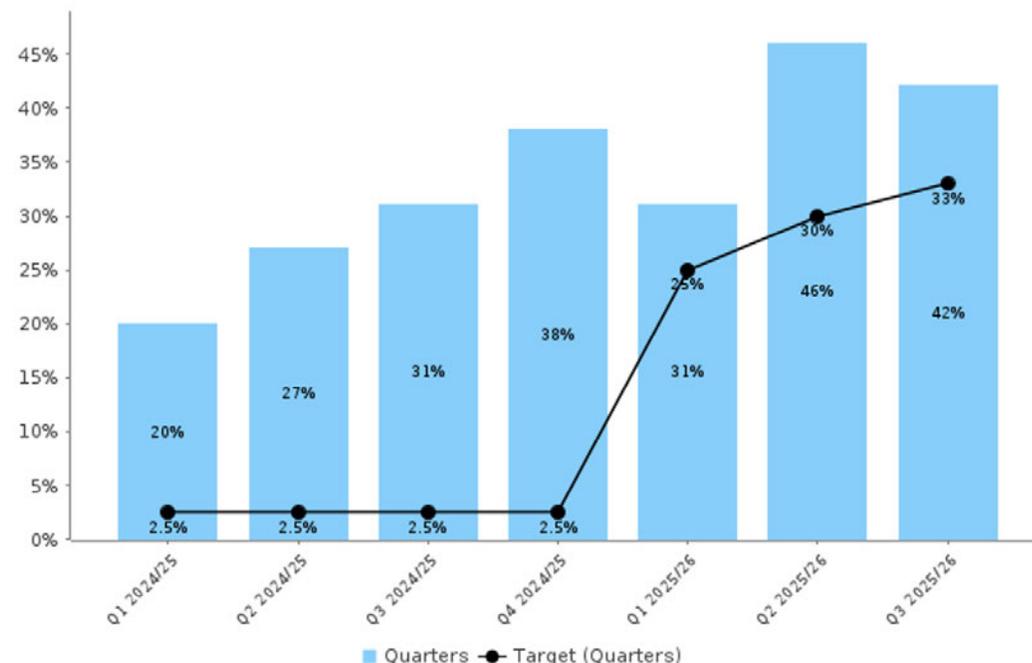
- 1.07 By 2027/28, the percentage of young people leaving care who are in education, employment or training is higher than 60%



Aim to Maximise Green (upward long trend)

There has been a 15 percentage point (25%) rise in the proportion of care leavers in employment, education or training. The most recent national outturn is 64%, 3pp higher than statistical Neighbours at 61%. Medway is now 11pp better than the national rate. The service continues to prioritise support for young people in accessing education, employment, and training (EET) opportunities and continues to work towards achieving the 60% target. **Achievements** The service’s ongoing focus on supporting young people to access education, employment, and training (EET) opportunities has resulted in the current target of 60% being successfully achieved. **Actions** The Aspirations Officer will continue to play a significant role within the service, maintaining consistent engagement with young people, education providers, Virtual School, and key stakeholders. This post is key to supporting young people to explore education, employment, and career pathways, while offering the practical support needed to access these opportunities.

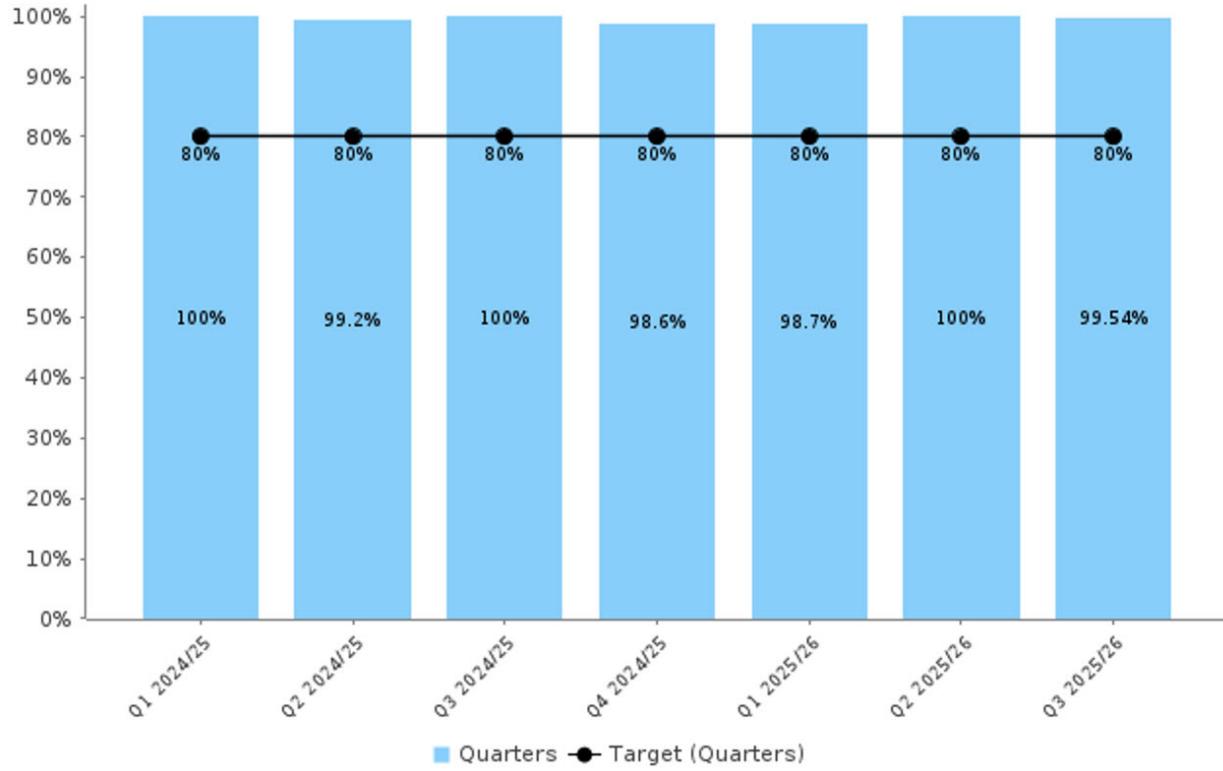
Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from
- 1.08 By 2027/28, 10% of Medway Adult Education’s learners will be new to the service each year, ensuring that access to education is being provided



Aim to Maximise Green (upward long trend)

Data as at 6 January 2026 Reporting Period: Oct 2025 – December 2025
 During Q3, Adult Education welcomed 239 new learners, contributing to a total of 573 individual learners enrolled across all programmes. While this reflects an anticipated 4 percentage point decrease compared to Q2, it marks an 11-percentage point increase from Q3 2024/25. This growth highlights the success of our targeted marketing campaigns and curriculum adaptations designed to meet local needs.
 Additionally, recent DfE funding rule changes have expanded learner eligibility, further supporting enrolment growth.
 Breakdown of New Learners by Course Type:
 ESOL (English for Speakers of Other Languages): 33%
 English & Maths: 22%
 Vocational Skills: 23%
 Community Learning: 22%

Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from
- 1.09a By 2027/28, the satisfaction rates across community hubs and libraries exceeds 80%



Aim to Maximise Green (upward long trend)

Q3 surveys were conducted in Grain, Lordswood, Strood and Twydall. Satisfaction has dipped slightly from Q2 driven mainly by concerns over the inaccessibility of Strood whilst the lift has been awaiting repair, a lack of wi-fi connectivity at Grain and requests for additional activities for older children at Lordswood; however statistically this is outweighed by a large increase in positive feedback in particular from Twydall responses.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)

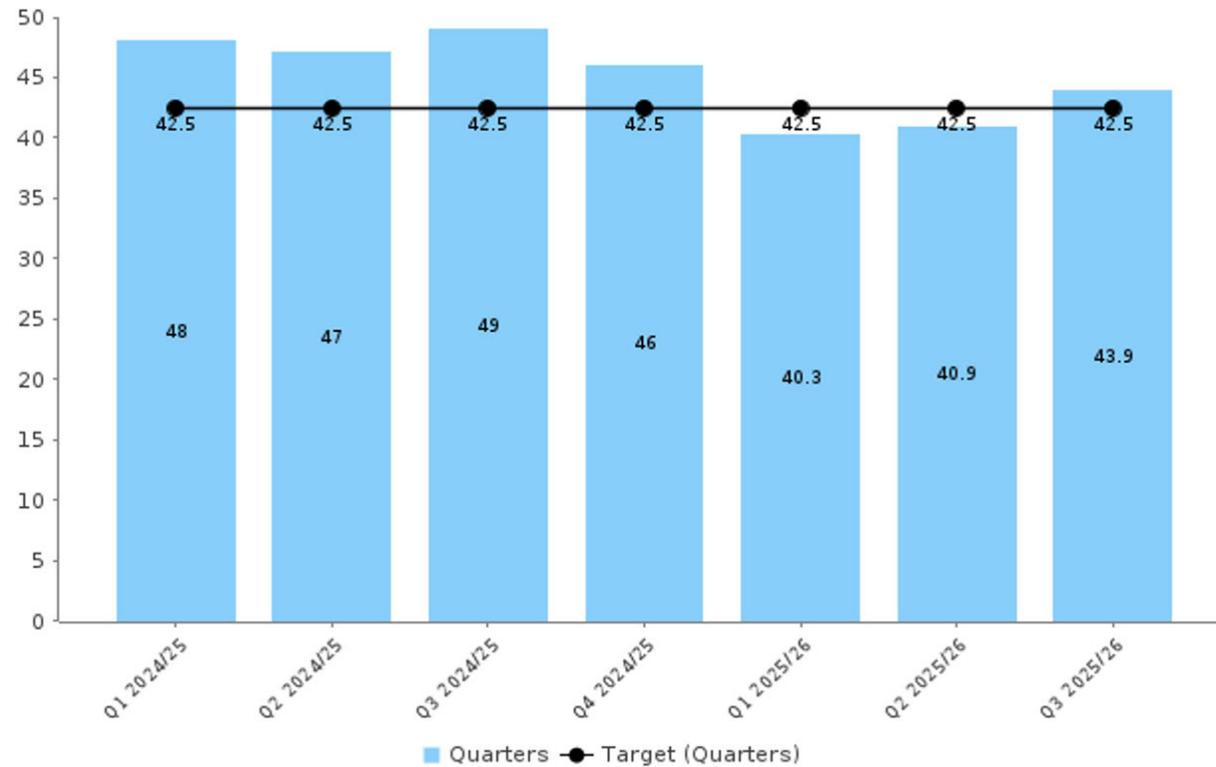
Reported a quarter in arrears. Q3 survey results will be available in Q4

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)

Reported in arrears. The result of the survey for Rochester Christmas Market will be available in Q4 2025/26

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



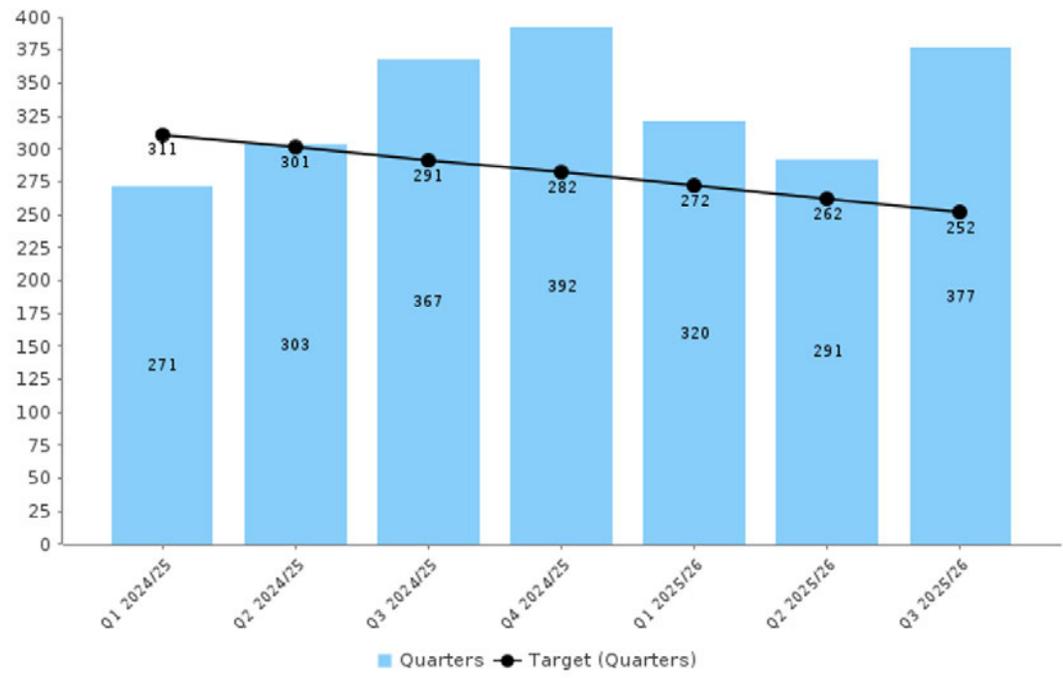
Goldilocks
Green (upward long trend)

Child protection numbers and subsequently rates have risen over the quarter. There are now 302 children on a CP plan, pushing the rate up by 3 to 43.9 per 10,000 population. This is a rise of 21 children (7%). Medway's rate is higher than the national (41) and the statistical neighbour (38) rate.

Achievements The service exercises a robust grip on these numbers and continues to review on a regular basis which helps to reduce numbers whilst continuing to ensure that children and families are safeguarded and at the right level of intervention.

Actions Children who are on CP plans and in court will remain on a plan for longer due to the delays within the courts. It is usual for CP numbers to rise as schools break for holidays and referrals increase, meaning the current numbers may be because of a seasonal increase as we moved toward Christmas, which may settle in 3 months' time. Medway also experience large sibling groups of four+ children which will also impact numbers.

Support our children and young people to ensure they are safe, secure and stable
- 1.11 By 2027/28, the rate of S47 investigations per 10,000 is statistically similar to the national average



Aim to Minimise
Red (downward long trend)

The end of quarter snapshot shows an increase in the rate of S47 enquires, which now stand at 377 per 10k of population. This is a 30% increase compared to Q2. Over the quarter there have been 611 S47 enquiries, an average of 203 per month, an average rate of 354 per 10k of population. Medway has a higher rate than our comparators and local annual rates have been steadily increasing since 2023-24 (301). The most recent national outturn is 189 and statistical neighbours 176. Both are higher than last year.

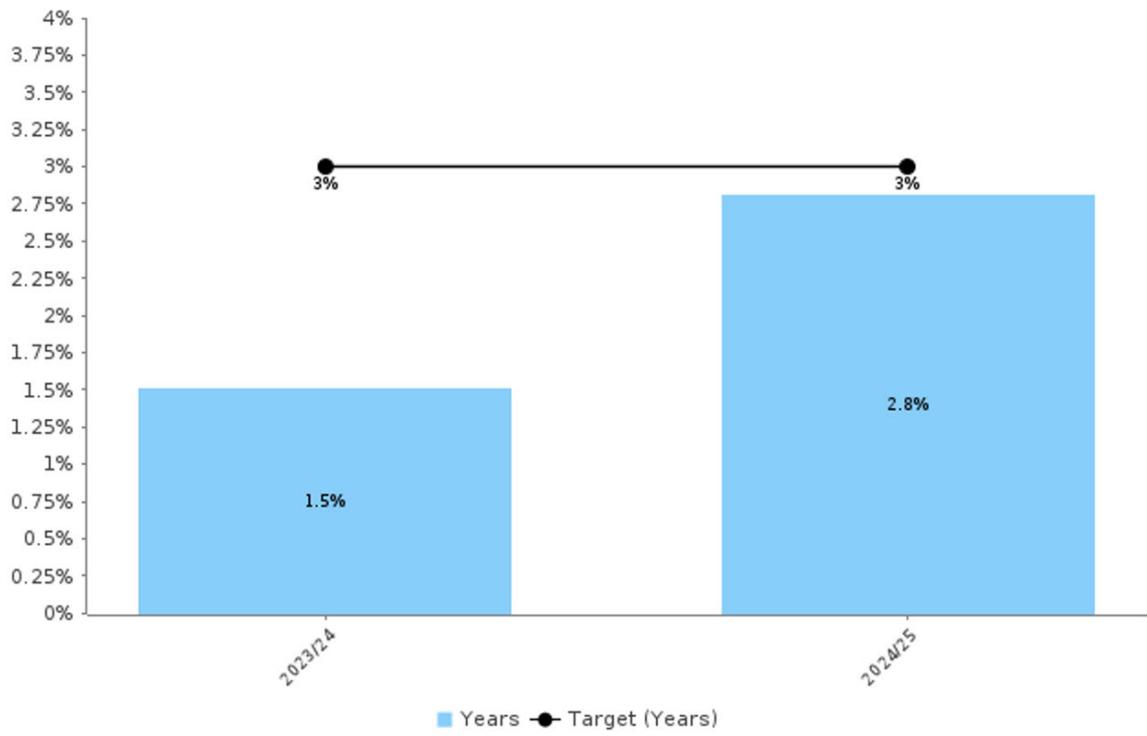
Achievements Dip sampling of strategy meeting minutes will continue, to ensure the outcomes are appropriate and proportionate and any learning that is identified is shared widely across the service and partnership. Heads of Service and Senior Management observing and dip sampling of strategy discussions.

Actions

The Assistant Director and Heads of Service are leading a focused exercise to strengthen understanding and embed learning across teams. Alongside this, targeted work is underway within the Assessment Service in collaboration with the Practice Development Service, including ongoing discussions with Police and other partners to ensure a consistent and proportionate approach to safeguarding decisions.

Support our children and young people to ensure they are safe, secure and stable

- 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



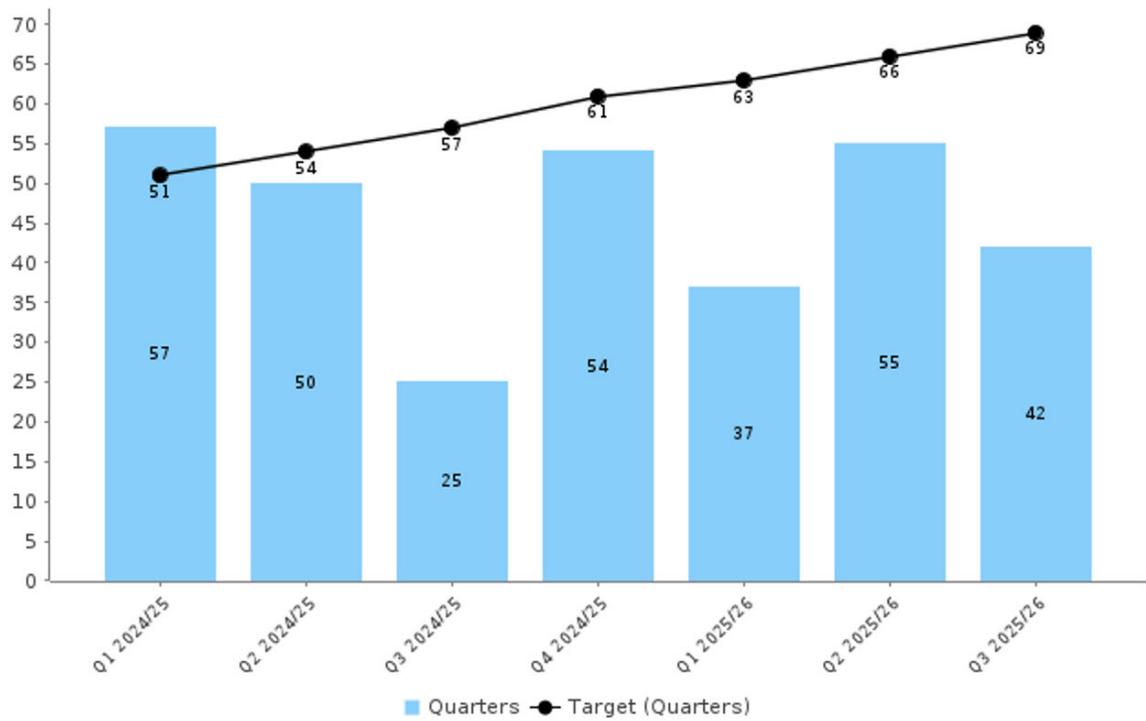
**Aim to Maximise
Red (upward long trend)
Annual PI.**

2024/25 data has now been published and shows that 2.8% children assessed by social workers had Child Sexual Exploitation and or Criminal Exploitation identified as a factor in the assessment. This is greater than last year and lower than the 5.6% nationally and 3.7% in the South East. Medway and National rates have risen, but the rates in the South East have fallen. It is also worth noting that rates in Kent are also an outlier compared to national, at 2% having dropped from 2.1%.

Medway's rate has risen; this reflects improved practitioner awareness and identification of exploitation risks through strengthened assessment practice and multi-agency information sharing. The increase is consistent with national trends, where exploitation concerns are becoming more visible. Our focus is on ensuring that identification leads to timely and proportionate safeguarding responses, including disruption activity and access to specialist support. The Medway Contextual Safeguarding Panel continues to meet monthly, with strong representation from partner agencies. Kent Police are also leading a monthly Missing and Exploitation Tactical Delivery Group. Exploitation and missing children remain key priorities for Children's Services and are being actively addressed through an internal Task and Finish Group that reports to CSMT.

Achievements An additional Return Home Interview (RHI) practitioner has been recruited to ensure that Children in care placed outside of Medway receive the same level of service as those placed within Medway. **Action** Encourage and monitor the consistent use of the contextual safeguarding tool through strengthened oversight and regular audits. To improve both the application and quality of contextual safeguarding assessments, dip-sampling will ensure that analysis is evidence-based and results in clear, actionable plans.

Support our children and young people to ensure they are safe, secure and stable
- 1.13 By 2027/28, increase our multi agency early help offer by 100%



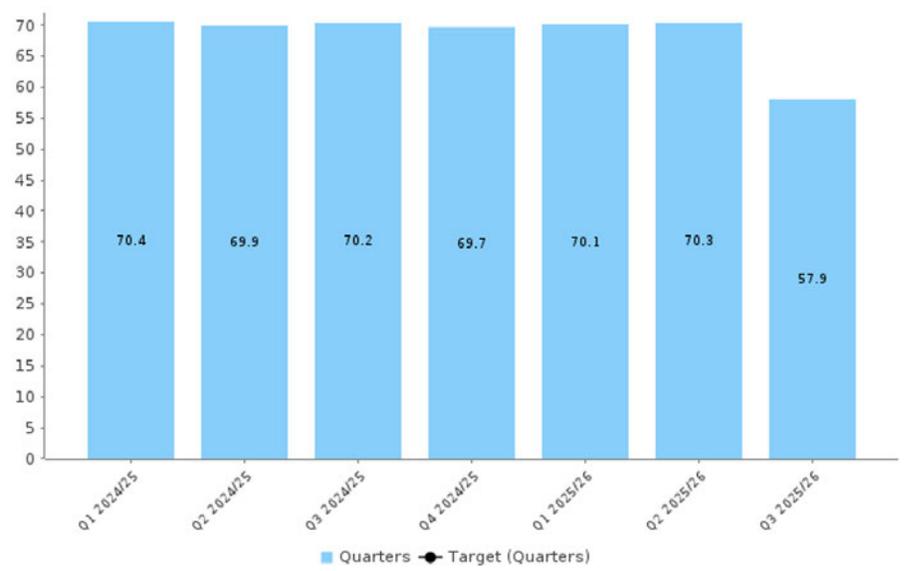
Aim to Maximise
Red (downward long trend)

The month end snapshot shows 42 families were passed to Early Help partnership agencies as an outcome of contacts to Medway CSC. This is 13 fewer families than at the end of September 2025. Across the quarter 162 families have been passed to partners, which averages 54 per month. This is better than the Q2 average (30) however, Q2 is affected by the school holidays in August. The new Early Help & Prevention Strategy has now been launched together with a delivery plan. It is envisaged that this will lead to improved multi agency engagement and ultimately lead to an increased number of families being worked with across the partnership, early indications show a gradual increase in contacts passed to partner agencies for support.

Achievements The original approach of counting the number of families open to partners via Mosaic has been discontinued, as very few partners were using the system. We are continuing to collaborate with our partners to develop a new methodology for this reporting. This includes exploring how we can improve the tracking and reporting of families who are stepped down from social care to partner-led support.

Actions
 The Single Point of Access and MASH will continue to review all contacts requesting early help and identify the most appropriate lead practitioner to ensure timely and coordinated support for families.

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



Aim to Maximise
Data only (downward long trend)

This measure is Adult social care outcomes framework (ASCOF) 2E, split over 3 parts. Part 1 = Learning Disability Cohort - Part 2A = People aged 18-64 - Part 2B = People aged 65+. In 24/25 Medway achieved an outturn in 24/25 based on client level data returns of: **Part 1** 83.1%, 1.7pp, **Part 2A** 79.6%. 2.2pp above national, 3.1pp and 2.2pp above SE region, with **Part 2B** 54.7% 5.6pp below national and 3.1pp below SE region. The figure of 57.9% being reported for Q3 25/26 above is a combined figure of people aged 18-64 and 65+ and is based on the revised ASCOF methodology. Now that benchmarking data has been published, the Intelligence Team can work with the service to set a target, as well as working on a process of reporting on 'Unknown or incorrect' tenure type recording in Mosaic to improve the measure.

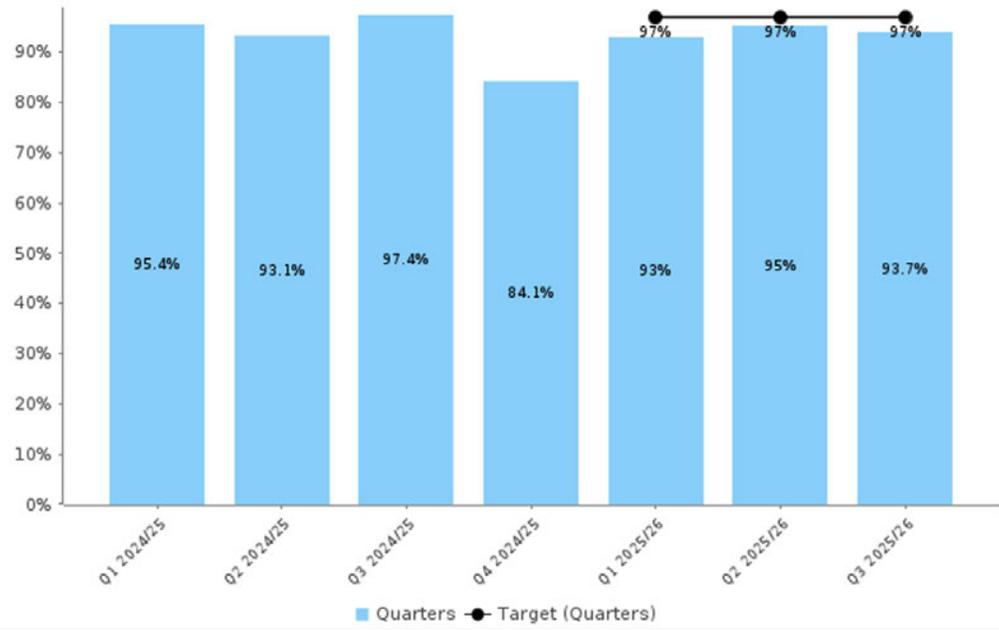
Benchmarking The 2024/25 National outturn that was published in Dec 2025 was.

	National	Peer Group	South East Region
Part 1	81.4%	80.4%	80.0%
Part 2A	77.4%	79.0%	77.6%
Part 2B	60.3%	61.4%	57.8%

New requests for support increased by 21% in 24/25 and this demand continues. Additional management oversight and support at the Front Door have been introduced to support the Early Help & Prevention Service to increase prevention and reablement to support people to remain independent at home.

Achievements Alongside Kyndi introducing new non wearable assistive technology, two new social work posts are supporting people who have a Learning Disability and/or are autistic, assisting people who receive long term care and support to remain living at home. **Actions** Increases in long term care packages will be monitored as part of a reablement approach, with the goal of helping the individual regain independence and return to their original level of care support and monitoring the impact of the new non wearable devices to determine impact on people.

Support all adults, including those living with disability or physical or mental illness to live independently and stay safe
- 1.15 By 2027/28 the proportion of closed safeguarding enquiries where risk is reduced or removed is better than the national percentage



Aim to Maximise Amber (upward long trend)

This measure is Adult social care outcomes framework (ASCOF) 4B. Local data shows that there were 543 closed enquiries in the year up to 31 Dec 2025. Of these 443 had risks identified, where actions under safeguarding took place. The risk was removed or reduced in 93.7% (415) cases, although at present 2.6pp below 24/25 outturn, we are still above the national outturn. Medway achieved an outturn of 96.3% based on Safeguarding annual collection (SAC) returns, which, as can be seen below, is 5.1 percentage points above National and 5.2 percentage points above SE region.

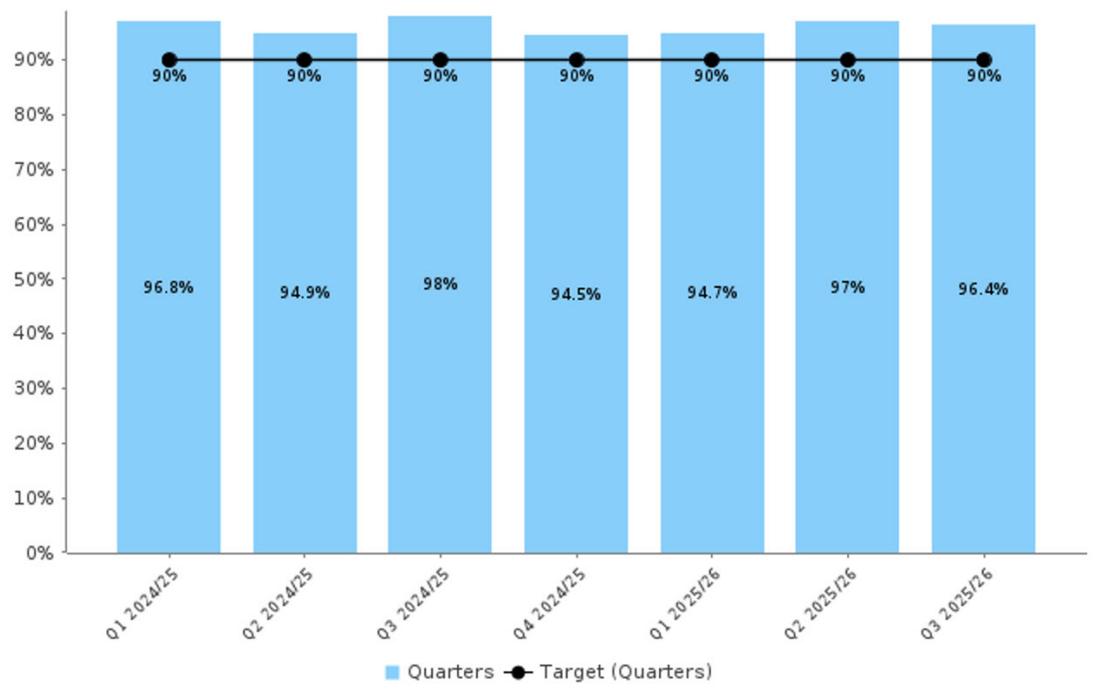
Benchmarking The 24/25 National outturn that was published in Dec 25 was 91.2%, Medway Peer Group was 92.5% and the SE Region was 91.1%. Our performance is exceeding the national benchmark as well as performing above the SE region. This demonstrates that current strategies and practice are effective in removing and reducing risk. There are sometimes complex circumstances where risk cannot be removed or reduced but we remain committed to removing and reducing risk wherever possible. We continue to focus on maintaining a high level of achievement through ongoing monitoring, and targeted improvement initiatives.

Achievements We have continued to strengthen our procedures and practice by implementing daily oversight meetings for safeguarding concerns ensuring robust risk management. We continue with quarterly audits to determine the strengths of practice and systems in place as well as identifying any areas that require improving. Data analysis remains ongoing, analysing trends and outcomes, to strengthen our understanding of the underlying factors contributing to unresolved risk. This insight has informed targeted actions such as focussed and specialist training for frontline practitioners.

Actions Our commitment is to build on the strong results we have achieved, which continue to outperform national benchmarks. We will strengthen the approaches that have delivered success and provide ongoing support to our teams to maintain excellence. Looking ahead, we are focused on sustaining progress and driving further improvements through active monitoring, reflective learning, and targeted development initiatives. By remaining adaptable to new challenges, we aim to elevate service quality and deliver even better outcomes in the coming months.

Support all adults, including those living with disability or physical or mental illness to live independently and stay safe

- 1.16 By 2027/28, 90% of people with a concluded safeguarding enquiry achieve either their desired outcome, or their desired outcome is partially met



Aim to Maximise Green (upward long trend)

Local data shows that there were 543 Safeguarding enquiries closed in the year up to 31 Dec 25. Of these 439 (80.8%) were asked about their desired outcome, which 315 (71.8%) expressed an outcome, 304 outcomes were either fully or partially met.

Benchmarking National benchmarking is taken from a voluntary collection. The 24/25 outturn published in Dec 25 was 96.7% for Medway.

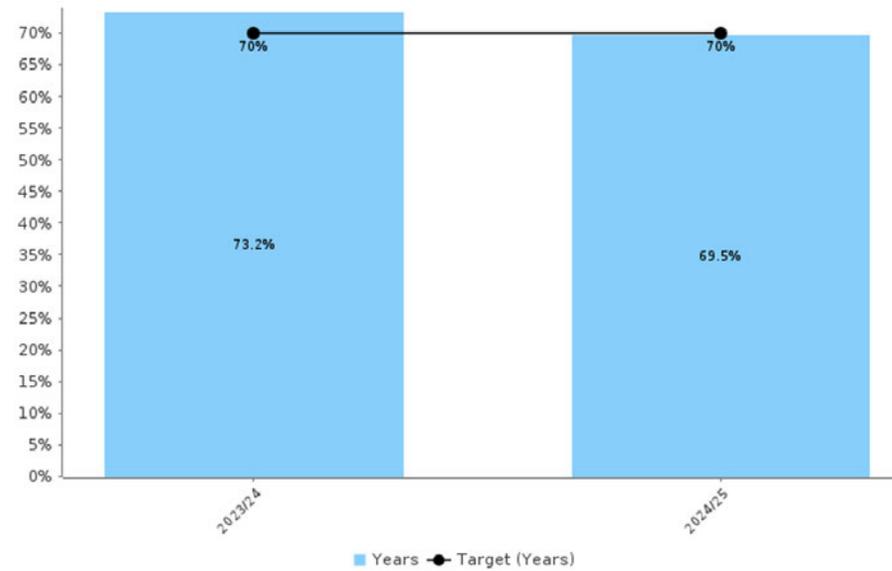
We have improved against the last quarter by 2 percentage points and performing at 2.1 percentage points above national, demonstrating our continuous drive to ensure safeguarding is outcome focussed and commitment to working in a person-centred way to support individuals achieve their desired outcomes.

Achievements We have improved on performance in comparison to the previous quarter which is a great achievement when considered alongside a major restructure of the service in Q1 and a high number of new staff members due to continued recruitment efforts and continuing to work in partnership with key partners to support individuals achieve their desired outcomes.

Actions We will be introducing alternative communication methods during the year 26/27 which will enable individuals with communication challenges to participate more fully in the safeguarding process and be able to express their desired outcomes, also continuing our focus on implementing strategies that ensure individuals are consistently asked and supported to express their desired outcomes.

Support all adults, including those living with disability or physical or mental illness to live independently and stay safe

- 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



**Aim to Maximise
Amber (downward long trend)
Annual PI**

This measure is an Adult social care outcomes framework (ASCOF) 4A.

In 2024/25 Medway achieved an outturn of 69.5% of users reporting that they feel safe, which is a 3.7 percentage point decrease on 2023/24, as can be seen below 0.6 percentage point below national and South East Region. Although national also saw a decrease this was only by 1 percentage point.

Benchmarking: The 2024/25 National outturn that was published in Dec 2025 was 70.1% and the South East Region was also 70.1%.

Adult Social Care is committed to increasing the proportion of people using long-term services who report feeling safe, aiming to meet or exceed the performance of our statistical neighbours. Central to this effort is the consistent application of high-quality Care Act assessments and personalised support planning. These processes ensure that individuals' needs, preferences, and risks are thoroughly understood and addressed from the outset. By embedding safety considerations into every assessment and co-producing support plans that prioritise well-being and risk reduction, we empower individuals to feel more secure in their care arrangements.

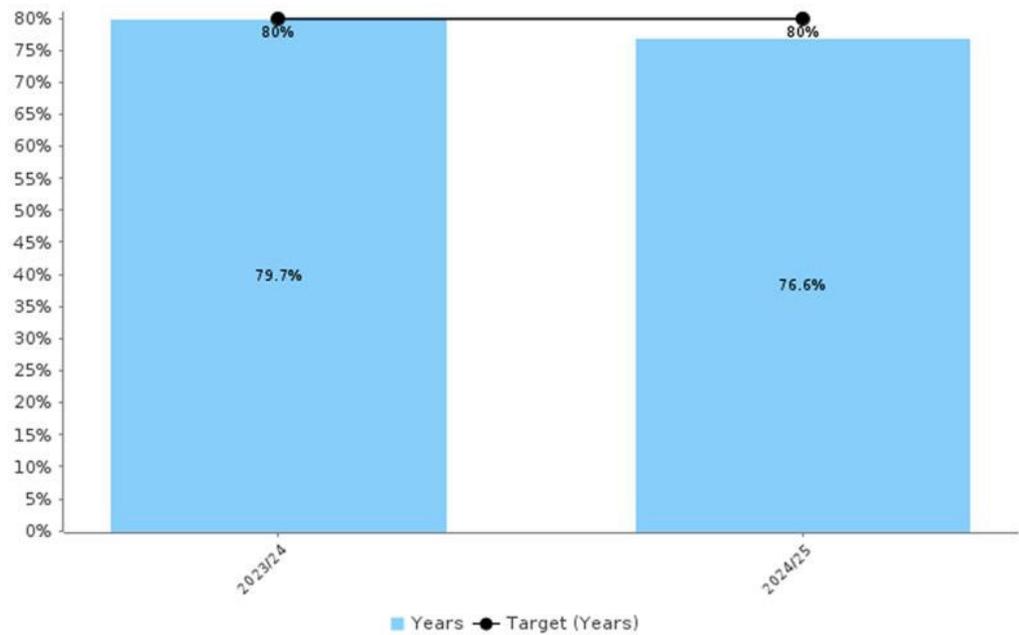
Achievements:

Regular case audits are carried out to ensure these processes are being applied effectively and that people's safety is being prioritised in every care arrangement. The audits provide assurance that individuals' needs and risks are being appropriately identified and addressed, and that care plans promote wellbeing and security.

Actions: Case audits focused on management oversight are being introduced. These will help ensure that decision-making, supervision, and escalation processes are robust and consistently applied. Strengthening oversight in this way will enhance our ability to identify and respond to risks early, improving safety outcomes for people receiving care.

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 similar to, or higher than, the national average



Aim to Maximise Amber (downward long trend) Annual PI

This measure is an Adult social care outcomes framework (ASCOF) 3A. In 2024/25 Medway achieved an outturn of 76.6% of users who felt that they had as much control over their daily life as they would want, which is a 3.1 percentage point decrease on 2023/24, as can be seen below 0.7pp below National and 1.6pp below South East Region. Although National also saw a decrease this was only by 0.3 percentage point.

Benchmarking The 2024/25 National outturn that was published in Dec 2025 was 77.3% and the South East Region was also 78.2%.

While there has been a small decrease in the proportion of people who feel they have as much control over their daily life as they would like, Adult Social Care is committed to driving further improvement. The newly formed Engagement Team will strengthen our capacity to gather meaningful feedback from clients, carers, and families, helping us better understand their experiences and priorities. This insight will inform service development and support our goal of enabling greater choice and control.

Achievements: A new Adult Social Care Strategy has been written, setting out our future priorities and direction. Engagement with residents, care providers, and strategic partners has taken place to ensure the strategy reflects a shared vision and responds to local needs. Feedback gathered through these conversations has helped shape a strategy that promotes independence, safety, and improved quality of life, with a strong emphasis on enabling people to have greater choice and control over the support they receive.

Actions: Once completed, the strategy will be embedded across services and commissioning activity to directly respond to the needs and priorities identified through engagement. This will help shape a more responsive, person-centred approach to care and support.

People in Medway live independent and fulfilled lives into an active older age

- 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

Measure no longer being updated due to national changes

**Aim to Maximise
Data unavailable (no long trend)**

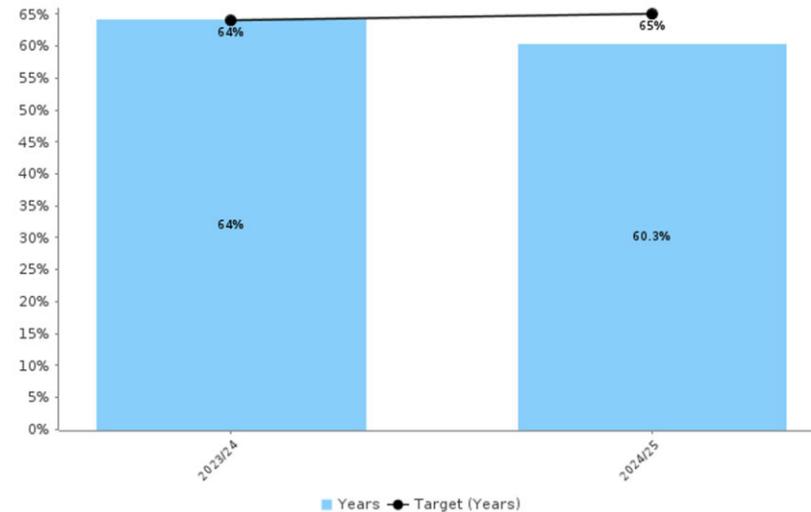
Following a review of this measure by central government, it has been decided that the client level dataset is unable to provide the relevant information. As such it has been announced that this measure will be changed, within the Adult Social Care Outcomes Framework (ASCOF), to: The proportion of people aged 65 and over discharged from hospital into reablement and who remained in the community within 12 weeks of discharge.

The counting rules and methodology are yet to be published and as such we can't report this measure.

We continue to work as a Health & Social Care System to support people who are ready to be discharged from hospital. However, we are unable to comment on impact without the data as described above.

People in Medway live independent and fulfilled lives into an active older age

- 1.20 By 2027/28, the proportion of people who use adult social care services who report that they find it easy to find information about services is higher than the national average



Aim to Maximise
Red (downward long trend)
Annual PI

This measure is an Adult social care outcomes framework (ASCOF) 3A Part 1. In 2024/25 Medway achieved an outturn of 60.3% of users who felt that they find it easy to find information about services, which is a 3.7pp decrease on 2023/24, as can be seen below 7.5 percentage point below National and 7 percentage point below South East Region. National saw an increase of 3.8pp. **Benchmarking:** The 2024/25 National outturn that was published in Dec 2025 was 67.8% and the South East Region was 67.3%.

Work to improve the Adult Social Care web pages is progressing, with a focus on making content more accessible, user-friendly, and meaningful for service users. Web pages are being iteratively reviewed and refreshed to ensure accuracy, relevance, and ease of navigation. This includes updating logic trees to ensure they are intuitive and engaging and incorporating user testing to validate that changes meet user needs. Accessibility remains a priority, with improvements aligned with the Web Content Accessibility Guidelines (WCAG) to ensure the site is inclusive for all. In parallel, Adult Social Care is contributing to the development of Integrated Hubs to enhance face-to-face access to information. Efforts are also underway to improve non-digital communication, such as updating or creating leaflets to reflect the most requested information in physical formats and ensuring that these are made available across Medway. Digital innovation is being explored through the pilot of Beebot, which will support in centralising Adult Social Care information and tailoring content to individual user preferences. The Adult Social Care Engagement Team plays an active role in this work, gathering insights into how individuals and communities prefer to access services and information. **Achievements** - The redesign of Adult Social Care web pages is continuing, with the homepage nearing finalisation. Carers web page redesign proposals have been completed and are awaiting implementation before going live. Research has commenced to identify key areas of information that should be prioritised for physical communication materials, such as leaflets. **Actions** - Continued redesign of the Adult Social Care web pages, iteratively following home page redesign.- Implement Beebot pilot. - Develop physical media and distribute to locations across Medway. - Develop business case exploring how digital tools can be used across Adult Social Care to make accessing services and information simpler, including exploring digital assistants and chatbots which could help to guide people to the right support. - Explore a directory of services or e-marketplace to help people find support and services themselves, while also giving professionals a central place to access reliable information

People in Medway live independent and fulfilled lives into an active older age

- 1.21 By 2027/28, the carer reported quality of life score is statistically similar to, or higher than, the national average

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI

This measure is an Adult social care outcomes framework (ASCOF) 1C.

Validated data, shows a year-on-year decline of 0.1 point (1.4%).

The next survey of carers took place in autumn 2025 with validated data being published in mid-2026

Benchmarking

For 2023/24 Medway was 0.2 points lower than national (7.3) and 0.1 points lower than the South East (7.2). This would suggest that difference between Medway's outturn and the comparators is not significantly statistically important.

A full review of the current carers offer in Medway has been completed. The project lead has worked with Commissioning, linking in with Carers First and individual carers and carer groups to gain a better understanding of the current offer and whether it is fit for purpose. This is a 2-year project.

Achievements

This is a 2-year project. A full review of the carers offer has taken place and individual business cases on the future carers offer are currently being worked on to go through the governance processes.

The carers web pages have been reviewed and updated and are now live, providing additional information and links to available support.

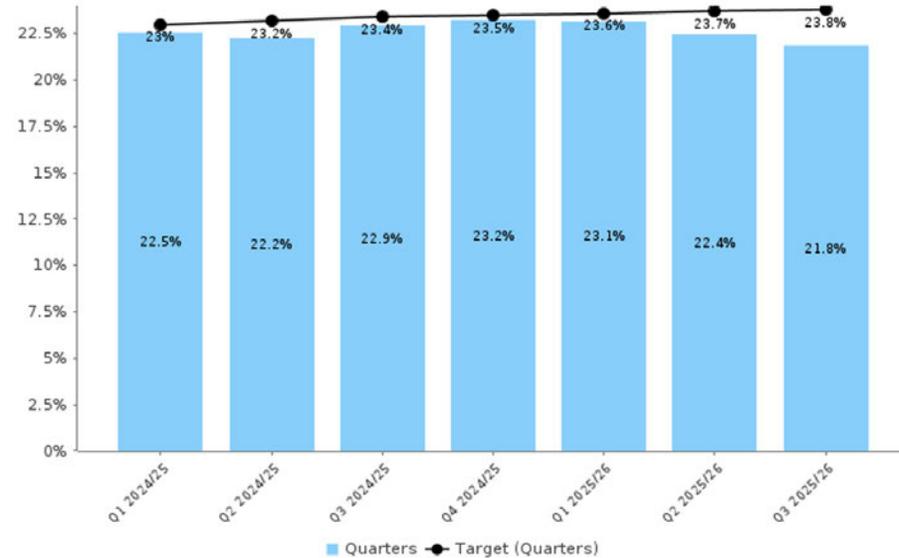
Actions

Carers First will be sitting with the front door in EHP to support staff with carer conversation and assessments.

A carers panel is being introduced which will ensure consistency and fairness of services to support carers.

People in Medway live independent and fulfilled lives into an active older age

- 1.22 By 2027/28, the proportion of long-term clients receiving support via a Direct Payment is similar to or better than the National percentage.



**Aim to Maximise
Red (downward long trend)**

The target for the end of 2024/25 is 24%, split to rise incrementally over each quarter: Q1 23.6%, Q2 23.7%, Q3 23.8% and Q4 24%

There has been a decline of 0.6 percentage point between Q2 and Q3 2025/26. There are 10 fewer clients receiving a Direct Payment (DP) (477) and the rise in the denominator (Self-Directed Support clients) has reduced the percentage measure. In 2024/25 Medway achieved an outturn of 23.4% which is a 1.5 percentage point decrease on 2023/24 (24.9%). As can be seen below 1.1pp below national and 0.3pp below South East region. National saw a decrease of 1 percentage point compared to Medway's 1.5 percentage point decrease.

Benchmarking The 2024/25 National outturn that was published in Dec 25 was 24.5%, Peer Group was 27.2% and the SE region was 23.7%.

The Self-Directed Support (SDS) Team continues to work closely with frontline practitioners to support the increase in DP referrals. A key development is the proposal to introduce a mandatory workstep in Mosaic, which will trigger a task to the SDS team once an individual is identified as having eligible needs. This will ensure that every person has a dedicated conversation about how their needs could be met through a DP, helping them make informed decisions and fully understand the support available. The team has faced staffing challenges; we have managed to successfully recruit to two of the three vacant posts.

Achievements Self Directed Support and Direct Payments training is now mandatory for all ASC Practitioners and monitored by Workforce Development. - TLAP webinar information is circulated to practitioners to assist them in understanding person centred planning. - Access to Personal Assistants has been expanded through the creation of a DWP account, alongside the development of micro-enterprises to diversify the PA market. - A leaflet is currently being developed, and collaboration with the Communications team is underway to ensure SDS information is clearly presented on the council's website.

Actions Completion of Direct Payment Leaflet and ensures this is clearly presented on the council's website. - The new Mosaic workstep will be implemented to ensure SDS engagement is embedded early in the support planning process.- The team will support the onboarding of newly recruited staff to stabilise service delivery and maintain momentum in progressing SDS initiatives.- Support the Head of Locality to introduce DP referral targets for assessing officers

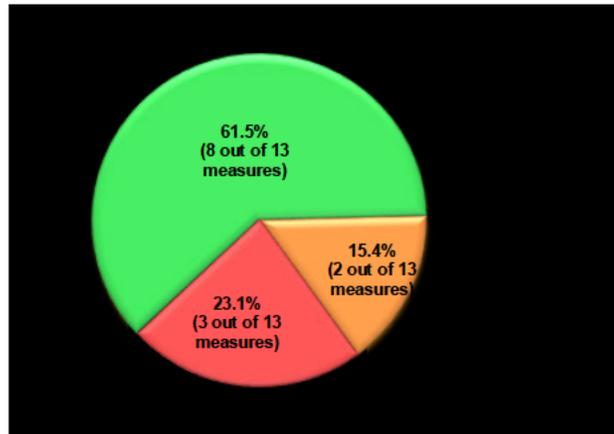
Benefitting from good education, quality jobs and a growing economy

- Ensure all children and young people access a high-quality, inclusive education.
- Work with business partners to ensure education and skills development supports children, young people and adults to lead successful lives, and secure employment opportunities, with targeted support for the unemployed and vulnerable groups.
- Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment.
- Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage.
- Support the growth and diversification of business in our town centres, reflecting the importance of placemaking and regeneration.

Summary of all performance indicators for this priority

There are 22 performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on 13 performance indicators this quarter. There are 9 indicators where data is unavailable.

Performance



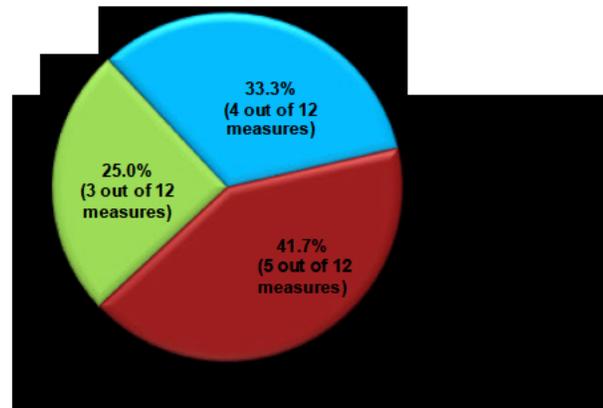
Performance - key

Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 13 measures:

- 61.5% (8 out of 13 measures) met or exceeded target.
- 15.4% (2 out of 13 measures) were slightly below target (less than 5%).
- 23.1% (3 out of 13 measures) were significantly below target (more than 5%).

Direction of Travel



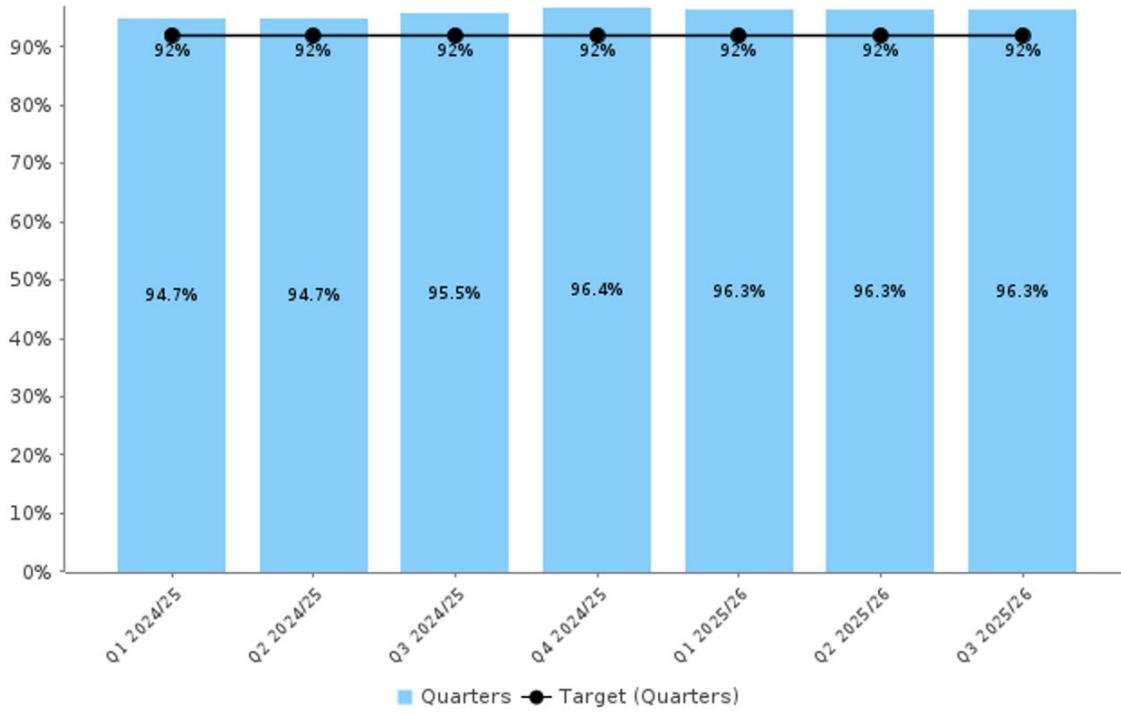
Direction of Travel - key

Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 12 measures:

- 25.0% (3 out of 12 measures) had an upward long trend.
- 33.3% (4 out of 12 measures) had a static long trend.
- 41.7% (5 out of 12 measures) had a downward long trend.

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

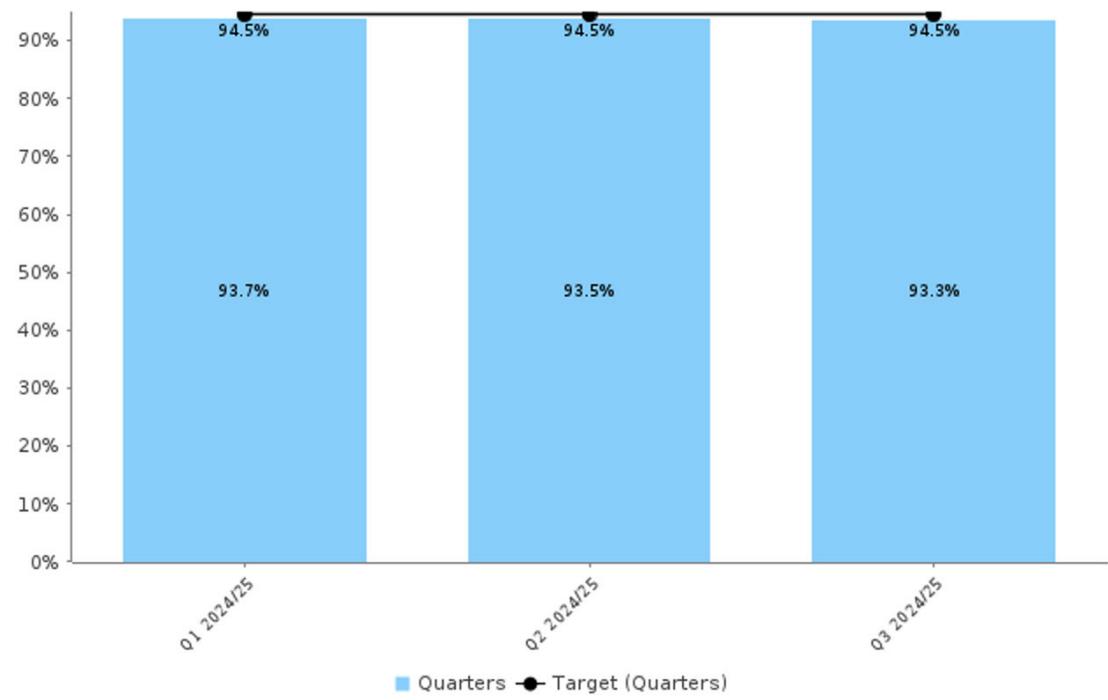


Aim to Maximise Green (upward long trend)

The counting cohort is now 80 schools. Of these three are graded outstanding, 74 schools are good. This means that out of 77 Schools 80 (96.3%) are good or better. One school requires improvement and two are inadequate. 16 schools currently have an ungraded, No Overall Outcome grade. No inspections under the new protocols have been published. Of the outstanding schools one is a primary (academy) and two are secondary (both Academies). Of the good schools 62 are Primary (15 LA maintained) and 12 Secondary (All Academies) Benchmarking data is no longer current as it has been affected by the change in Ofsted reporting and has not been updated since September 2024. The monthly Education & SEND dashboard reports on the outcome of Ofsted inspections for individual schools, with commentary in relation to previous inspection outcome. Noting that Ofsted no longer allocate one overall judgement; from November 2025 'Ofsted report cards' show colour coded grades on a scale from Urgent improvement – Needs Attention – Expected Standard – Strong Standard – Exceptional, against different aspects of a school which include: Attendance & Behaviour, Inclusion, Leadership & Governance, Personal Development & Well-being, Achievement, Curriculum & Teaching and Post 16 / Early Years Provision. **Actions** In addition to maintaining an overview of inspection outcomes, the service holds an overview of schools that may be presenting some specific areas of concern within the Education and SEND dashboard. Internal meetings to review School categorisation / risk rating for all schools are scheduled across the academic year to provide oversight against 12 areas. This is updated at three points across the academic year and essentially RAG rates based on information in the following areas: School Effectiveness, Ofsted, Attendance, Behaviour (exclusions & suspensions), Safeguarding, SEND / Inclusion, Admissions, Finance, Governance, Health and Safety, Human Resources and Property.

Ensure all children and young people access a high-quality, inclusive education

- 2.02 By 2027/28, the rate of attendance at primary and secondary schools is above 96%



**Aim to Maximise
Amber (static long trend)**

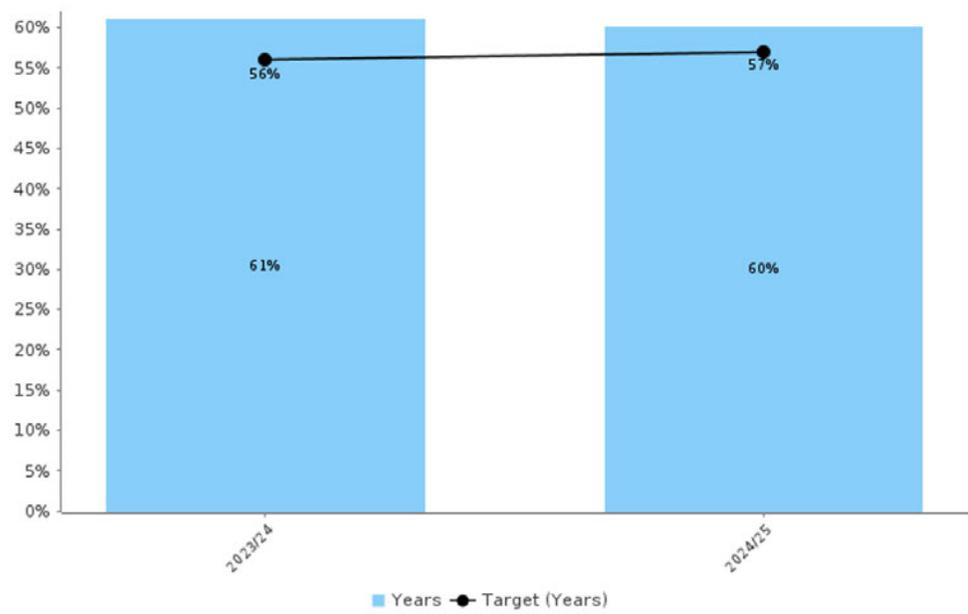
The target for the end of 2025/26 financial year is 94.5%, this will be taken from the triannual school census, using the full year published data for the 2024/25 academic year, which is usually available in available in Q3 of the 2025/26 financial year. Attendance is reported in arrears. The most recent data is for the full 2024/25 academic year. Medway's attendance has reduced to 93.3%. This is 0.1 percentage point better than the national rate (93.2%) There has been a drop in attendance in Medway for the period starting in September 2024 and ending in August 2025. Compared to the position at the end of Q2 (93.5%) Whilst better ta national this is 0.9 percentage point worse than the 2023/24 full year outturn. Persistent Absence (PA) rates have risen to 18.7% from 17.6 % in Q2 and is currently 0.7 percentage point adverse to National. Severe Absence (SA) has risen to at 2.4%, from 2.2% and remains equal to national, as it was at the end of Q2. At the same point last in the 2023/24 academic year PA was 16.4%. Primary School attendance is 94.5%, 0.3 percentage point worse than national. Primary PA is 14.9% and SA 1.3%, 2 percentage point and 0.4 percentage point worse than national, respectively.

Work within the Attendance Advisory service is on-going with schools and trusts to utilise the DfE data toolkits that provide in year, granular information for pupil attendance. Although Medway's overall attendance has reduced, it remains above the national measure. Improvements in persistent and severe absence are beginning to be seen through tracking data at a school and local area level that should be evidenced within the next period.

Actions Targeted Support meetings throughout the academic year at an individual or Trust (group) are led by the local authority's attendance support team. They bring together school staff, local authority officers, and relevant professionals to discuss specific pupils or groups. The focus is on developing a shared understanding of the issues and agreeing on tailored actions. They are part of a graduated response, sitting between universal support and legal intervention.

Ensure all children and young people access a high-quality, inclusive education

- 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



Aim to Maximise Green (downward long trend) Annual PI

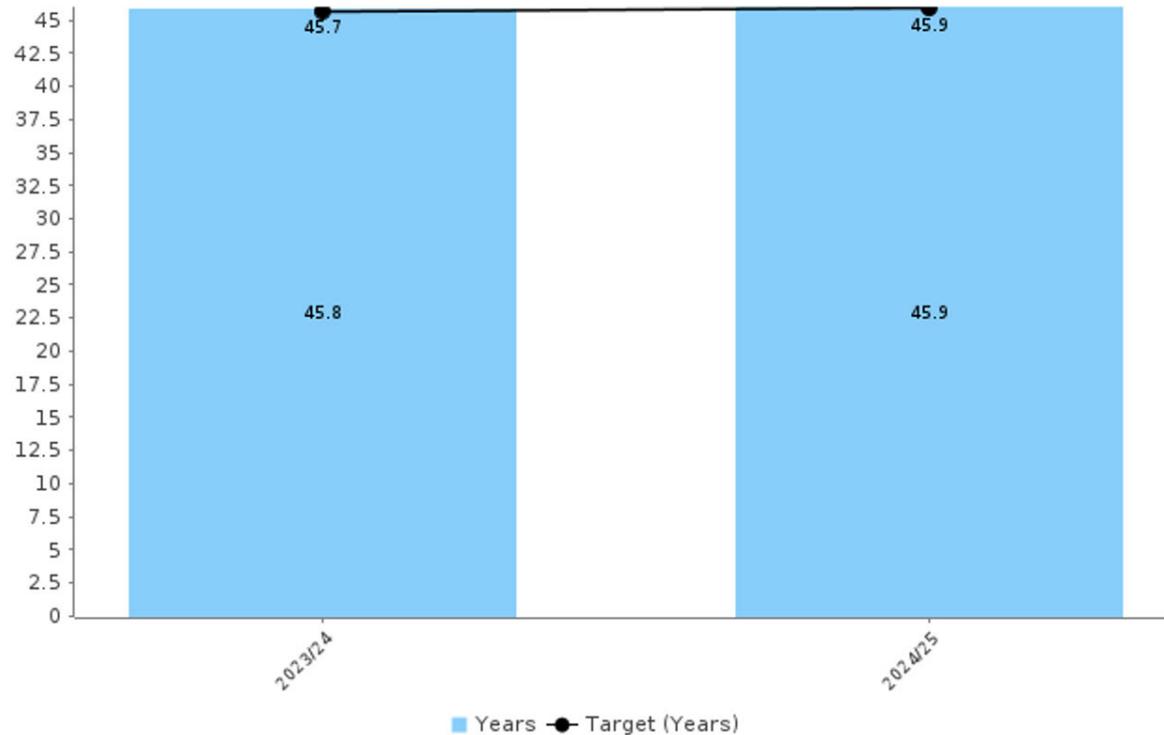
Provisional data has been published. Please note this is subject to change when the final data set is released in early 2026. There has been a 1 percentage point drop in the proportion of children reaching the required standard in reading, writing and mathematics. This has meant that Medway has dropped from 72nd out of 151 local authorities to 86th. Compared to 2024 the disaggregated performance in reading and mathematics has remained static at 72% and 71% meeting the required standard. There has been a 1 pp drop in writing attainment compared to 2024.

Benchmarking The national (provisional) outturn for the 2024/25 academic year was 61%, static compared to the previous year. School performance data is analysed and published in the Annual School's Performance report to drive strategic action across the education landscape. Intelligence is shared with all partners to coordinate their individual operational planning across Medway Education Partnership group (MEPG), with representation from all education phases, including CEOs. Collaborative working with local headteacher associations, asks for priorities for targeted actions at school and zone level addressing underperformance. KS2 provisional pupil performance outcomes for each school are published in July and will await checking processes before final publication in December. KS4 and 5 provisional pupil outcomes per school are published in August and subject to checking processes are expected to be validated / published in December 2025/January 2026.

Achievements Analysis of the performance across Medway is provided for schools broken down into core subjects and the performance of groups within this enables school leaders and governors / trust boards to have a strategic overview of the local area leading to evaluation of pupil outcomes for their own school / group of schools.

Ensure all children and young people access a high-quality, inclusive education

- 2.04 By 2027/28, the Average Attainment 8 Scores (Key Stage 4, 14-16-year-olds) are the same as or above the national average



Aim to Maximise Green (upward long trend) Annual PI.

Provisional data has been published. The average attainment 8 score in Medway improved by 0.1 percentage point and matched national which remained the same at 45.9 when compared to 2024. Medway is now achieving the same rate as National. Results in Medway have improved, compared to a static national position. Individual school and trust performance data is shared with the DfE. Where there are concerns about schools, these are discussed during the termly conversation with the Regional Director's team

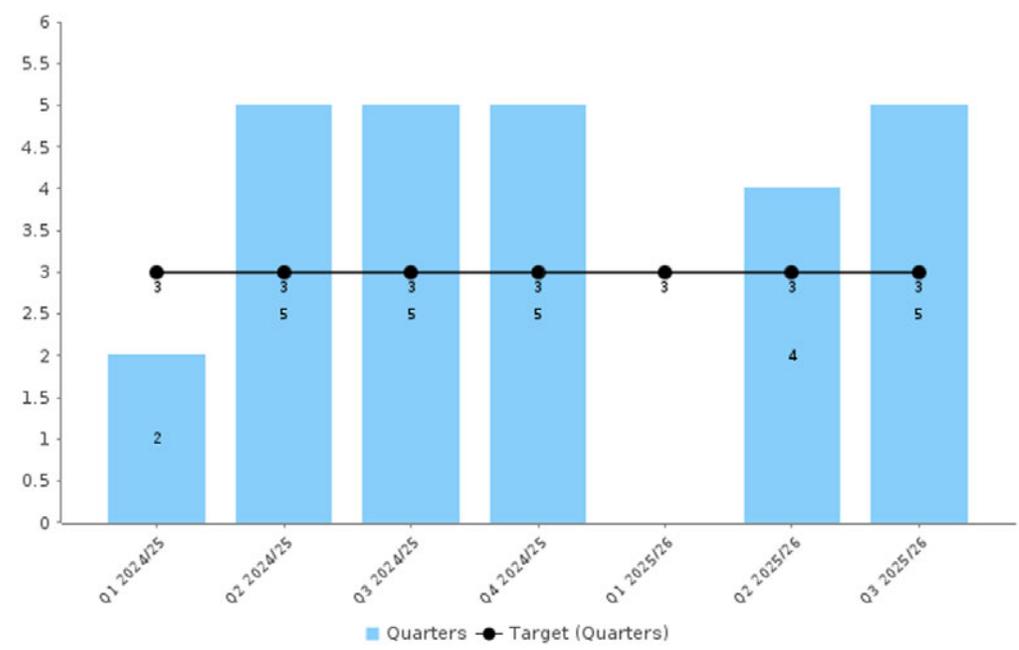
Actions The national RISE (Regional Improvement for Standards and Excellence) programme focuses on four key priorities:

1. Inclusion – Ensuring all pupils, regardless of background or need, are supported to thrive.
2. Attainment – With a particular focus on English and maths.
3. Reception Quality – Improving the quality of early years education.
4. Attendance – Tackling persistent and severe absence to ensure pupils are regularly in school

Priorities are part of a broader effort to raise standards across the education system, especially in schools that are underperforming or facing persistent challenges. The RISE teams work both through targeted support for "stuck" schools and a universal offer to help all schools improve.

Although no school in Medway has been allocated a RISE advisor, it is pleasing to note the focus on attainment within the four priority areas.

Ensure all children and young people access a high-quality, inclusive education
- 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



Aim to Minimise Red (downward long trend)

November 2025 data shows Medway dropping to the 5th quintile. 396 (4.8%) children are NEET and 898 (11%) have an unknown destination. This is 1294 (15.8%) in total. Nationally 8.3% of 16- and 17-year-olds are NEET and Not Known, with 3.1% NEET and 5.2% Not Known. For the South East this is 10.5%, where 3.0% are NEET and 7.5% Not Known. It is normal for the numbers of NEET and Not Known children to rise in Q3 as the academic year restarts in September. The 2025 position is worse than the November 2024 position, where 930 (12.4%) of 16- and 17-year-olds were NEET or has an unknown destination. **Achievements** Implementation of Kent Choices has commenced from September, with uptake increasing month on month. Medway are just behind KCC engagement levels at 48%, an increase of 4% on the previous month. Weekly data from MKC indicating 'dropouts' which are followed up immediately to avoid the Young person falling through a gap. Establishment of NEET prevention work with Elective Home Education pupils and those within the YJS. This has proven successful with good levels of engagement from cohorts with whom engagement is often challenging. This includes tracking, Facebook pages (101 parents accessing), quarterly calls with the YP and family, and google classroom facility. **Actions** The IAG Team has set up a RAG system to focus on outcomes. This has increased focus and support. Engagement at the Chatham premises is positive, with over 50% appointment attendance. Increased data sharing is being investigated with Mid-Kent College to allow the identification of those at Risk of NEET. Further work on data sharing with education establishments is required to drive forward the 'Risk of NEET' initiative. This is key to enabling Medway to identify need and interest from our young people and work with Post 16 providers to ensure sufficient offers.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Yes/No
Data unavailable (no long trend)
Annual PI. Due March 2026

Medway Adult Education (MAE) is committed to fostering a high-quality learning environment where learners can thrive. The service places learners at the centre of decision-making and works collaboratively with local partners to raise awareness and inform curriculum development. Feedback from stakeholders consistently highlights that learners enjoy their studies and value the positive impact on their health and wellbeing, with the majority reporting increased confidence. In November, the Celebration of Culture Day welcomed 123 adults and their children to the Rochester Centre. Participants shared poetry, stories, songs, and dance, accompanied by traditional food, and expressed what it means to be an MAE learner in their community language. Learners demonstrated pride in showcasing their learning environment to family and friends. Further enrichment activities are planned throughout the academic year to deepen learners' understanding of living, working, and learning in Medway. During Term 2, leaders and managers will conduct observations and provide targeted support to staff to ensure the continued development of professional practice. This approach underpins MAE's commitment to maintaining high standards and improving outcomes for learners.

Work with business partners to ensure education and skills development supports children, young people and adults to lead successful lives, and secure employment opportunities, with targeted support for the unemployed and vulnerable groups
- 2.08a By 2027/28, Medway Qualification Level 1 will be the same or better than the national average

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

The latest data is from NOMIS dated January 2024 - December 2024.

Medway Adult Education continue to run courses developed to create pathways in to work. Skills Bootcamps have begun in Kent & Medway run by KCC.

Work with business partners to ensure education and skills development supports children, young people and adults to lead successful lives, and secure employment opportunities, with targeted support for the unemployed and vulnerable groups
- 2.08b By 2027/28, Medway Qualification Level 2 will be the same or better than the national average

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI.

The latest available data is from NOMIS dated January 2024 - December 2024.

Medway Adult Education continue to run courses at level 2. Skills Bootcamps have begun in Kent & Medway run by KCC. Training providers still meet to encourage level 2 apprenticeships and skills plans with businesses promote the use of apprenticeships to recruit. Funding is still a barrier for employers.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

The latest available data is from NOMIS dated January 2024 - December 2024.

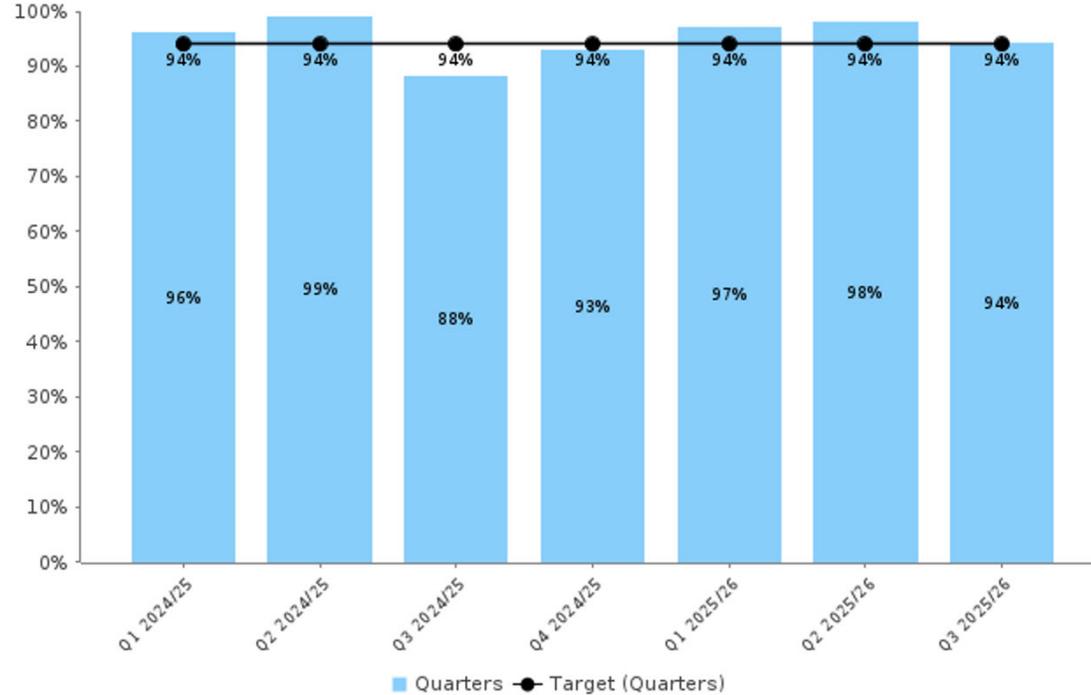
Training Providers forum continues to work together to promote level 3 apprenticeships in Medway. Kent & Medway Careers Hub continues to support schools and colleges to create progression pathways for all young people. Waterfront UTC have started level 3 T Levels; College continues to run T Levels. Individual skills plans for businesses includes the opportunity to support T Level students.

Plot not shown as the data has not changed since the last report

**Aim to Minimise
Data unavailable (no long trend)**

Figures are still dated July 2024 to June 2025, the latest available on NOMIS. Activities include jobs fairs with the job centre and Careers Compass with CC Cousins, five projects funded by the Shared Prosperity Fund focussing on skills and employment, Connect to Work, Kent & Medway Get Britain Working Plan and Supported Internship Projects including training for all professionals working with people with SEND planned for January 2026. Kent & Medway Careers Hub has set priorities for 2025/2026 for schools and colleges which includes raising the awareness of apprenticeships and technical qualifications and a focus on work experience for all students from 11 years old. Skills Bootcamps are launched in Kent and Medway to support people in to work in various sectors. Other projects planned include a focus on people in receipt of Universal Credit Health with MidKent College, an Industry 4 Council project working with employers and the colleges in Kent and Medway and a project with Medway Development Company to support people in to work in the construction sector in 2026. Medway Adult Education continue to run courses to support people into work. Individual skills plans for businesses highlight the various ways to recruit.

Work with business partners to ensure education and skills development supports children, young people and adults to lead successful lives, and secure employment opportunities, with targeted support for the unemployed and vulnerable groups
- 2.10 By 2027/28 Medway Adult Education maintains 94% retention rate for adults on courses per academic year



Aim to Maximise Green (static long trend)

Data as at 6 January 2026 Reporting Period: Oct 2025 – December 2025
 Learner retention for courses active during Q3 of the 2025/26 financial year stands at 94%, a slight decrease of four percentage points compared to the previous quarter but still meeting our target. This represents a six-percentage point improvement compared to Q3 of 2024/25, reflecting the positive impact of our ongoing initiatives.
 Retention by Department:
 English & Maths: 93%
 Community Learning: 99%
 ESOL: 91%
 Vocational Skills: 95%
 These strong results are driven by enhanced onboarding processes and proactive learner engagement strategies, ensuring learners feel supported throughout their journey.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Yes/No
Data unavailable (no long trend)
Annual PI.

Gross Value Added (GVA) is a measure of the value of goods and services produced in an area, industry, or sector, and represents the contribution made to the economy. The term filled workforce job refers to the total number of jobs that are filled by employees within a specific area. The most recent data available from Office National Statistics released in 2025, is 2023 data. For Medway, the Gross Value Added per work filled job was £63,959, an increase from £60,784 in 2022. In 2023, in England, GVA per work filled job was £67,338. GVA per work filled job in Medway has steadily increased every year since the data set was made available in 2009. This performance indicator is on track to maintain the current level of Gross Value Added (GVA) per filled workforce job by 2027/28.

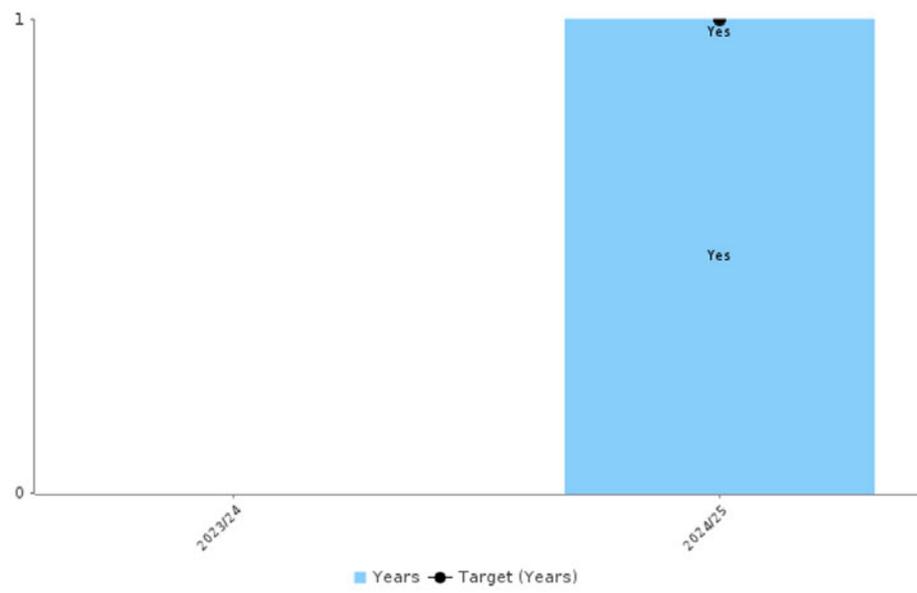
Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment
- 2.12 By 2027/28, maintain gross value added (GVA) per capita above national level

Plot not shown as the data has not changed since the last report

Aim to Maximise
Yes/No
Data unavailable (no long trend)
Annual PI.

The most recent data available from Office National Statistics released in 2025, is 2023 data. Per head Gross Value Added (GVA) for Medway is £26,698. Medway saw an increase in GVA per head of 11.6% from 2022 to 2023. In the same period, Kent GVA per head increased by 8%. South East GVA per head increased by 7.6%. England GVA per head increased by 8.1%. Over the last ten years, Medway has seen an increase in GVA per head each year

Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment
- 2.13 By 2027/28 maintain Medway average weekly income per hours worked, above national average



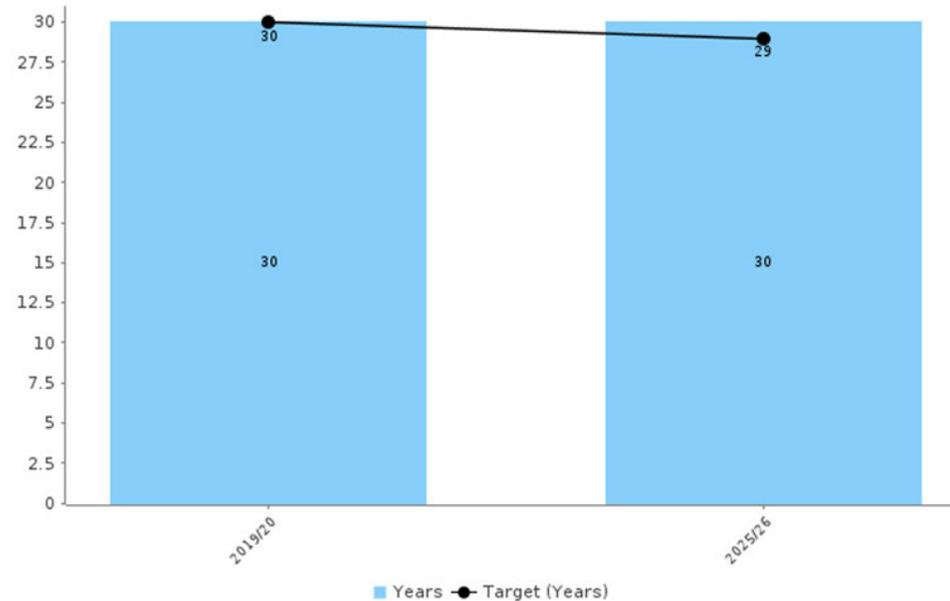
**Aim to Maximise
Yes/No
Green (no long trend)
Annual PI.**

The most recent data available from Office National Statistics was released in 2025. These were provisional figures for 2025 and revised figures for 2024.

The median is the value that splits the data in half: 50% of jobs pay less than this amount, and 50% pay more. It is ONS's preferred measure of average earnings as it is less affected by a relatively small number of very high earners and the skewed distribution of earnings. It therefore gives a better indication of typical pay than the mean. Provisional figures for 2025 show the median gross weekly pay figure for Medway was £661.50, this is higher than the UK (642.50), England (£648.40) and Kent (£655.90), but lower than the South East (£678).

The revised median gross weekly pay figures for 2024 show that median pay in Medway was revised up to £627.60 from £626.80. It was also revised up in the UK (up from £613.30 to £615.50), England (up from £618.70 to £619.60) and the South East (up from £654.80 to £655.90). In Kent the median weekly pay remained at £632.40.

Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment
- 2.14 By 2027/28 reduce the number of most income deprived areas nationally in Medway



Aim to Minimise Amber (no long trend) Annual PI.

The 2025 Indices of Deprivation (IoD) was released in October 2025. It is measured for small areas, Lower Super Output Areas, which are used for national statistics. In 2025, 30 out of 169 small areas in Medway were among the 20% most income deprived in England. This is the same number as in 2019. Although the number stayed the same, because Medway now has more small areas, the proportion fell slightly from 18.4% in 2019 to 17.8% in 2025.

It should be noted that the data is subject to some notable caveats:

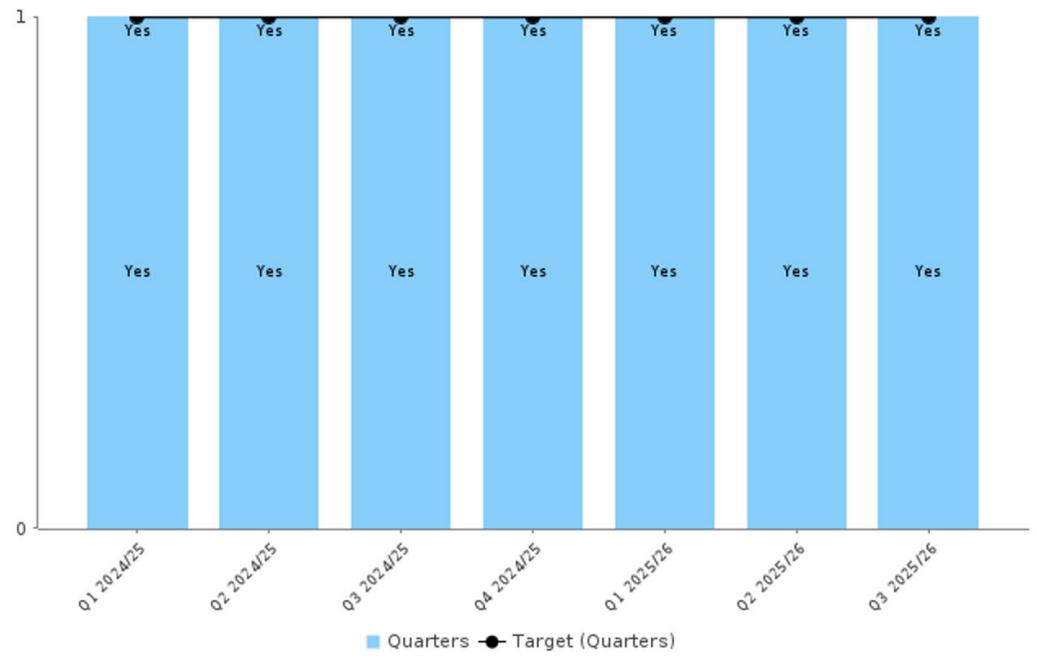
- It's a snapshot, not a strict trend: Each IoD release is designed to be the best picture of deprivation at a point in time, rather than a perfectly consistent time series. The income domain data used in the 2025 IoD relates to data around March 2024, whereas the 2019 IoD relates to data around mid-2015.
- How deprivation is measured has changed: Policy changes (e.g., the roll out and changes to Universal Credit) affect the income domain. The income threshold for measuring low household income moved from 60% to 70% of median income, and the basis changed from Before Housing Costs to After Housing Costs. Some central government data sources and collection methods were updated.
- Geography and numbers have changed: The number of small areas in Medway and across England has increased, which can shift decile and quintile boundaries. Boundary updates and population changes can affect which small areas are included and how they rank.
- Income deprivation is much more prevalent in urban areas: Given the urban classification of Medway there is a higher likelihood of income deprivation in our more urban small areas.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI.

There has been no annual update to the business survival rate as published by the Office of National Statistics, remaining at 42.7%.

Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage
- 2.16a By 2027/28 Support Creative Medway Compact and partners to deliver four quarterly board meetings and an annual public conference to support delivery of the cultural strategy and action plan



**Aim to Maximise
 Yes/No
 Green (static long trend)**

Advocacy & Engagement

Creative Medway's annual Cultural Community Get Together in September welcomed 65 sector representatives, marking the strategy's midway point and shaping priorities for 2026 onwards.

- The Sector Diversity Working Group launched a resource to help organisations prioritise diversity.
- Monthly sector meetups continue, hosted by Nucleus Arts
- Fed into the Kent & Medway Skills Local Skills Improvement Plan sector roundtables.

Fundraising

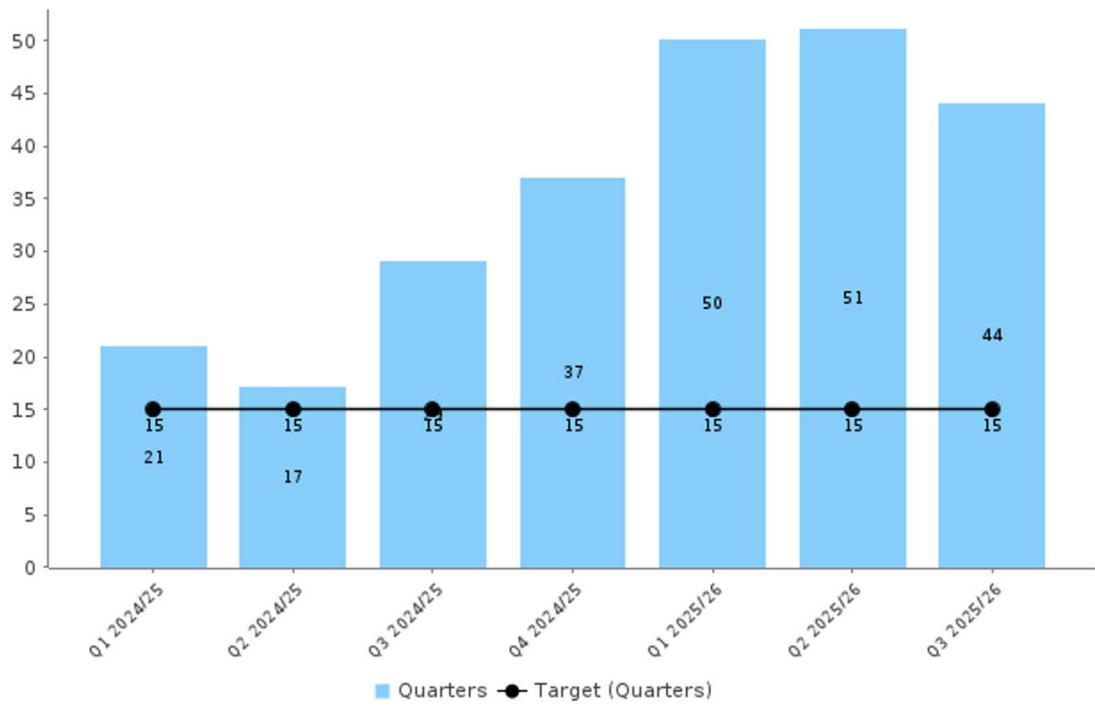
- £60,000 Arts Council England bid drafted to cover core costs for two years and support early-career creatives and emerging businesses.
- £2,500 Kent Community Foundation bid submitted for CIC start-up costs.

Strategy & Staffing

- Council and Creative Medway Board held a future-planning away day; agreed to refocus as a trade body for Medway's creative sector.
- Supported development of place-based cultural models, including Creative Kent and Creative Bedford.

Following the departure of the Strategic Programmes Manager, an interim strategic lead has been appointed to ensure ongoing progress between January and March 2026.

Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage
- 2.16b By 2027/28 Undertake 5 monthly sector surgeries, 60 a year, 240 by 2027/28



Aim to Maximise Green (upward long trend)

Surgery Session days where the sector can book an hour with a team member to discuss and receive advice and support on their project ideas, challenges and barriers, funding applications. Culture Team use these sessions to help connect the artists/organisations with local networks and other projects, suggest funding opportunities, read through funding applications, help avoid duplication of projects locally and promote opportunities to pool resources.

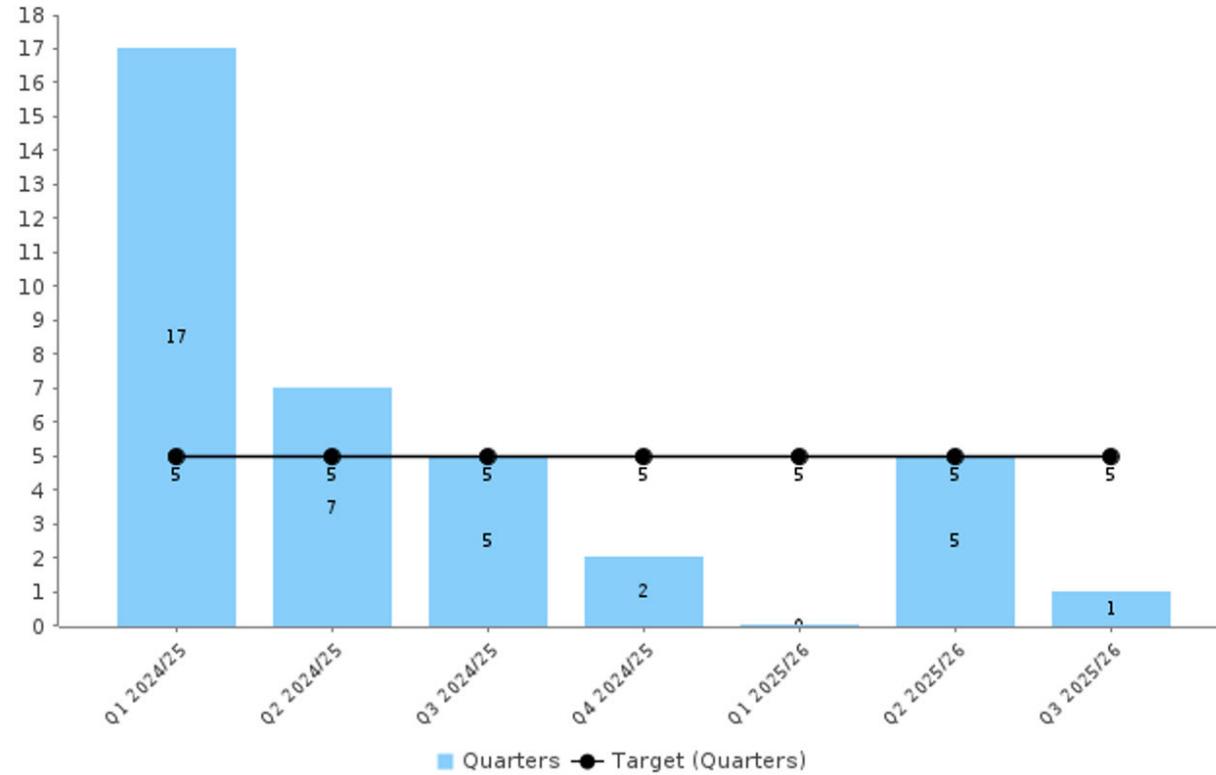
The Culture Team supported 44 organisations and artists: Rochester Art Fair, Francis Knight, The Amelia, Rochester Cathedral, Intra Community Trust, Electric Medway, Bligh School, MACA, Steven Keevil, Medway Open Studios, Spotlites, Nucleus, Tempo, Poco Loco, Wordsmithery, Kent Music, Christopher Sacre/See & Create, Gabi Almeida, Sophie Jongman, Chrissie Peters, Wendy Daws, Photoworks, Medway Arts and Homelessness Forum/Arts and Homelessness International, We Live Here, Architectural Heritage Fund, Applause, Jay Patel, Tickets For Good, Changeling Theatre, Rochester and West Kent Art Society, D Live/Bup Festival, MCEP, Medway Creative Schools Network, iCCi/Gulbenkian, Icon Theatre, Ideas Test, Live Music Now, Royal Engineers, Adult Education, Intra Arts - Wayzgoose Print Fair, Chatham House Christmas makers market, Jane Furst exhibition INTRA, Halpern Black Britain exhibition, Medway History Showcase at RE Museum.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

Medway Council is supporting Medway's heritage community to shape a long-term shared ambition for heritage in Medway, develop new ideas and approaches and unearth new stories which deserve to be told. The latest Heritage Place grant funding is live, with applicant support via online information and Q&A sessions, in-person library drop ins and 1:1s support. A press release profiled successful previous recipients. Marketing and comms will be tweaked on an ongoing basis to reflect submissions. Funding decisions will be made by the end of February 2026, with the grant delivery period running from February to October 2026.

Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage
- 2.18 By 2027/28 increase the number of Medway businesses to become green by 80

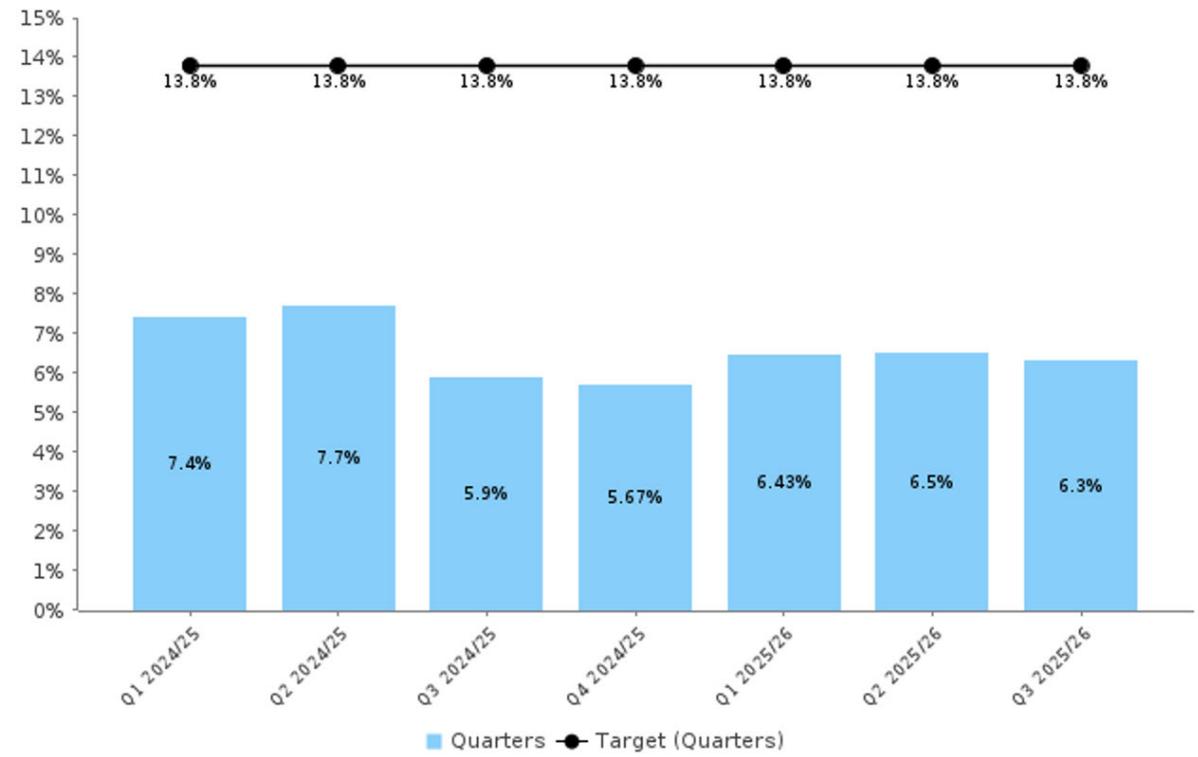


Aim to Maximise
Red (downward long trend)

Following a relaunch in early August 2025 of the Partners for Green Growth Grant, the maximum grant awarded has doubled from £2500 to £5000, with a policy that previous successful applicants can apply for the difference between their original grant and the £5000 maximum. One £5,000 grant was issued. Business investment continues to remain sluggish with a difficult wider economic picture both globally and nationally, so green investment lessens as a priority overall.

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



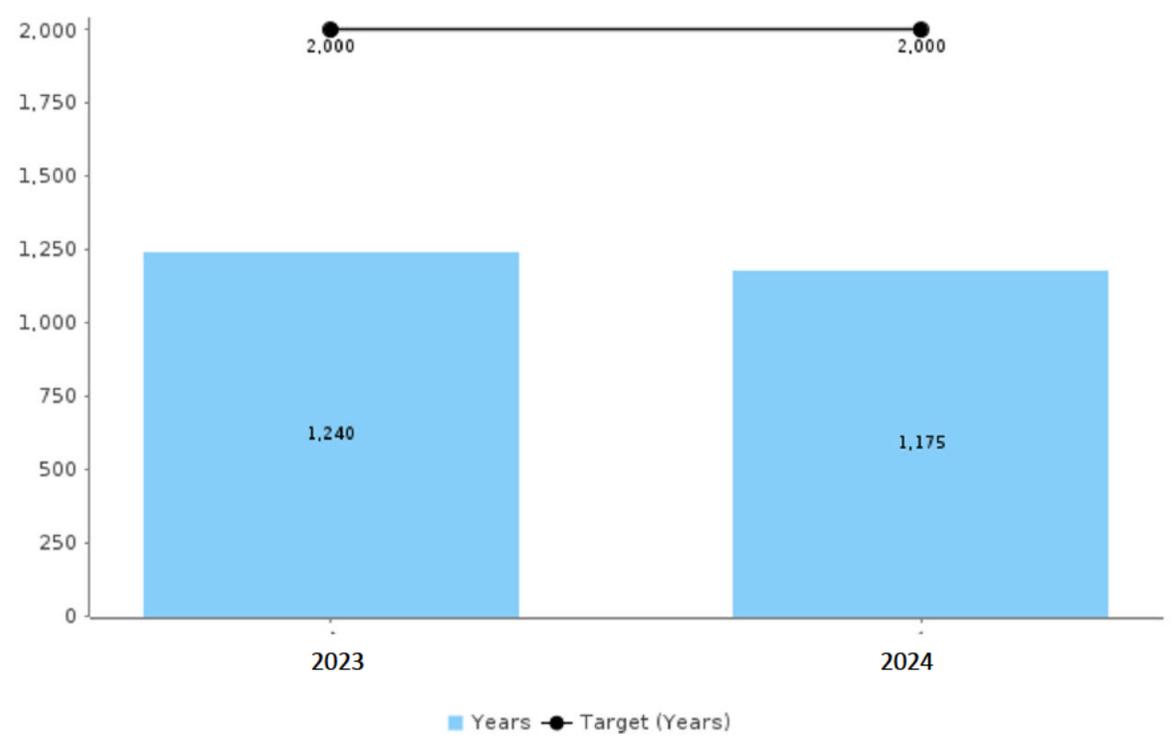
Aim to Minimise Green (downward long trend)

The Medway town centres vacancy rate for Q3 is 6.3%, a fall of 0.2 percentage points. From 6.5 to 6.3 which ensures Medway Council remain well below the national vacancy rate of 13.8%.

Reasons why are related to the state of the economy; generally large stores have suffered as a result. With our town centres having smaller national branches and independent retailers we have been able to buck the trend compared to other UK centres.

Support the growth and diversification of business in our town centres, reflecting the importance of placemaking and regeneration

- 2.20 By 2027/28 8,000 new businesses will have been created in Medway



**Aim to Maximise
Red (downward trend)
Annual PI.**

Quarterly updates can now be provided due to revised and improved ONS data. These give rounded estimates of new business births.

Between Q1 and Q3 2025 a total of 890 business births were recorded. This was the fourth highest in the South East after Buckinghamshire, Milton Keynes, and Brighton and Hove, and highest in Kent.

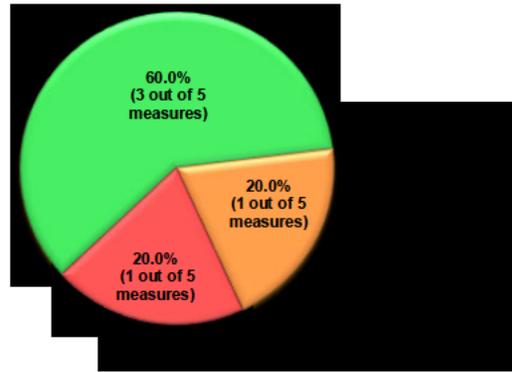
Enjoying clean, green, safe and connected communities

- Create child-friendly communities which ensure all people in Medway will feel safe and live free from harm and abuse.
- Celebrating the individuality of all parts of the Medway community, ensuring services, events and activities reflect and support the diverse communities of Medway.
- Provide improved opportunities to walk, cycle, use public transport and electric vehicles, reducing carbon emissions and improving air quality.
- 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.
- Develop and facilitate easy-to-use and simple digital solutions for residents to access services and engage with the public sector.

Summary of all performance indicators for this priority

There are 20 performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on 5 performance indicators this quarter. There are 15 indicators where data is unavailable.

Performance



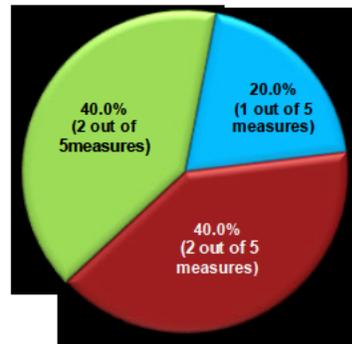
Performance - key

Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 5 measures:

- 60.0% (3 out of 5 measures) met or exceeded target.
- 20.0% (1 out of 5 measures) were slightly below target (less than 5%).
- 20.0% (1 out of 5 measures) were significantly below target (more than 5%).

Direction of Travel



Direction of Travel - key

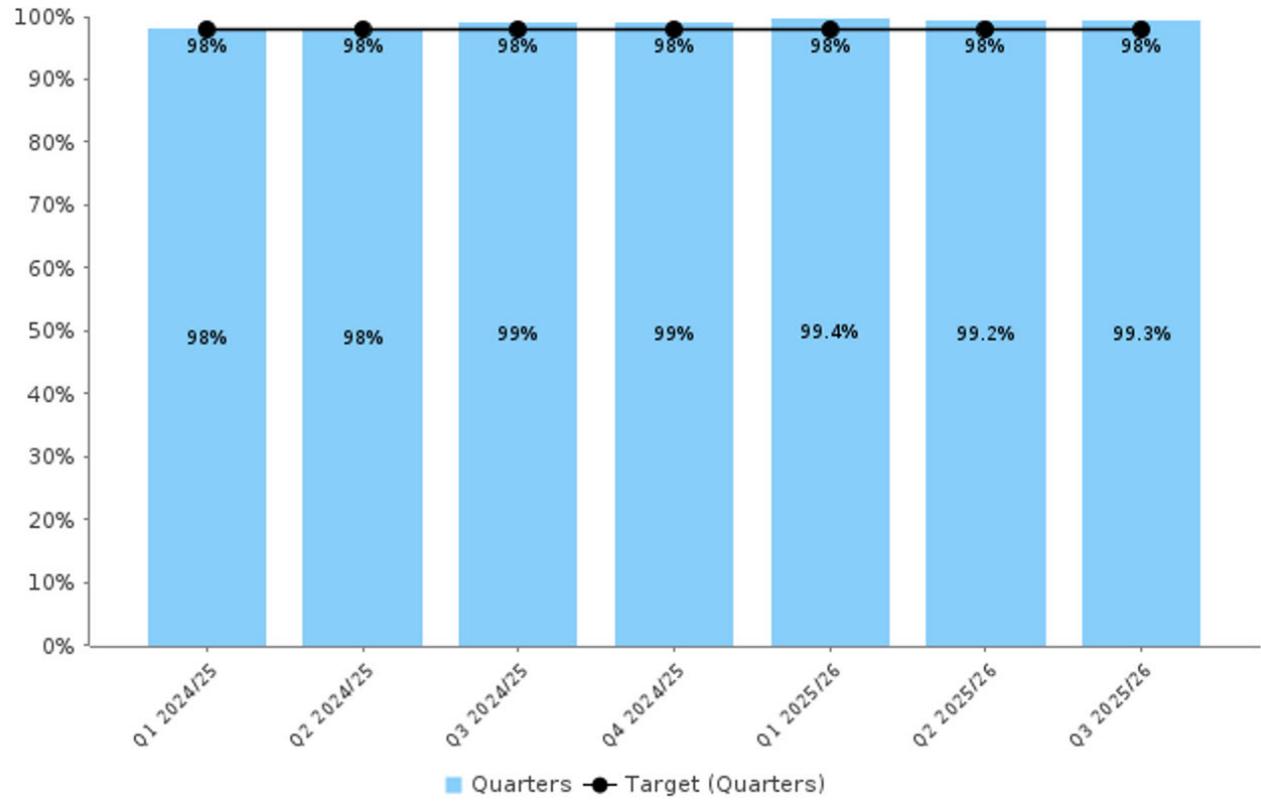
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 5 measures:

- 40.0% (2 out of 5 measures) had an upward long trend.
- 20.0% (1 out of 5 measures) had a static long trend.
- 40.0% (2 out of 5 measures) had a downward long trend.

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



Aim to Maximise Green (upward long trend)

During Q3, 99.3% of our streetlights were in illumination. Through our LED Replacement programme, we've been able to replace and convert streetlights and taken advantage of implementing a central management system (CMS) to compliment that work, which enables automatic fault reporting. Through an end-to-end intelligent street lighting system which consists of wireless nodes connected to individual streetlights, engineers can quickly identify columns that are not working and arrange repairs on them promptly, often before being reported by members of the public.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

A total of 16 roads included in this year's Road Resurfacing programme have been completed as of Q3. In addition to this work, large patching works were carried out using capital funding at over 50 additional sites, adding value to the network and improving its visual appearance where full resurfacing was not necessary.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data Only
Data unavailable (no long trend)
Annual PI. Due March 2026**

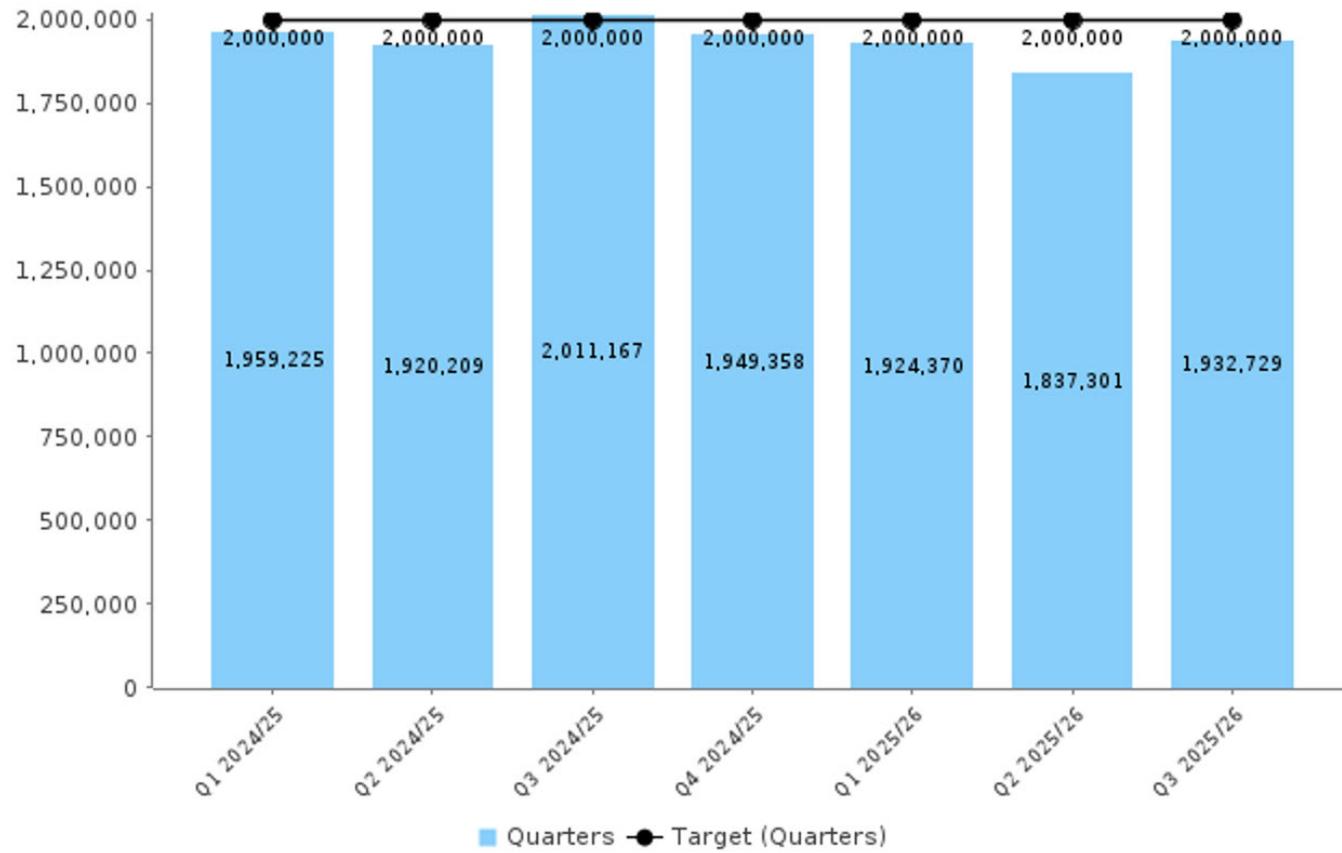
The UK Shared Prosperity Fund programme ends in March 2026, this will be replaced by a new Council funded programme supporting Medway's communities in 26/27. There is currently no additional revenue to resource the survey set up.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026**

During Q3 work progressed on the development of cycling scheme designs in line with Medway's Local Cycling and Walking Infrastructure Plan. Officer feedback was provided on preliminary designs for routes CY05, W05A, W05B, W08A, and W08B, along with design options for CY06 covering Sturdee Avenue and Woodlands Road. These points were discussed in detail during the progress meetings with the design consultant in December to inform the next stage of design development. During Q4 there will be to hold a stakeholder engagement session (intended in mid-February), involving council officers, Active Travel England, Portfolio Holder, and other relevant contacts. Following this, a Road Safety Audit will be undertaken for all routes, with public consultation likely to take place in March.

**Provide improved opportunities to walk, cycle, use public transport and electric vehicles, reducing carbon emissions and improving air quality
- 3.06 By 2027/28, increase the number of bus passengers on local services to 9 million journeys per year**



**Aim to Maximise
Amber (upward long trend)**

The number of bus journeys in Medway through Q3 was 1,932,729. Whilst this is an increase on the previous quarter, this is slightly down on the previous two Q3 figures. Officers will examine the data received from operators further in Q4 to ascertain why there has been a slight drop in patronage through this quarter.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Yes/No
Data unavailable (no long trend)
Annual PI. Due March 2026**

The 2025-30 Air Quality Action Plan was approved by cabinet for adoption on 7 July 2025. An update on progress will be provided in the next annual status report which is next due for submission to DEFRA by the end of June 2026.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI

Currently updating management plans, judges' feedback comments and working through actions plans ready for the submission of the 2026/27 applications at the end of January 2026 for all 8 Green Flag Award sites and the Green Heritage Award for Great Lines Heritage Park.

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
- 3.09 By 2027/28, increase the annual river leisure traffic (yacht club members) visiting Medway as part of the rally season to 1,892

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due September 2026

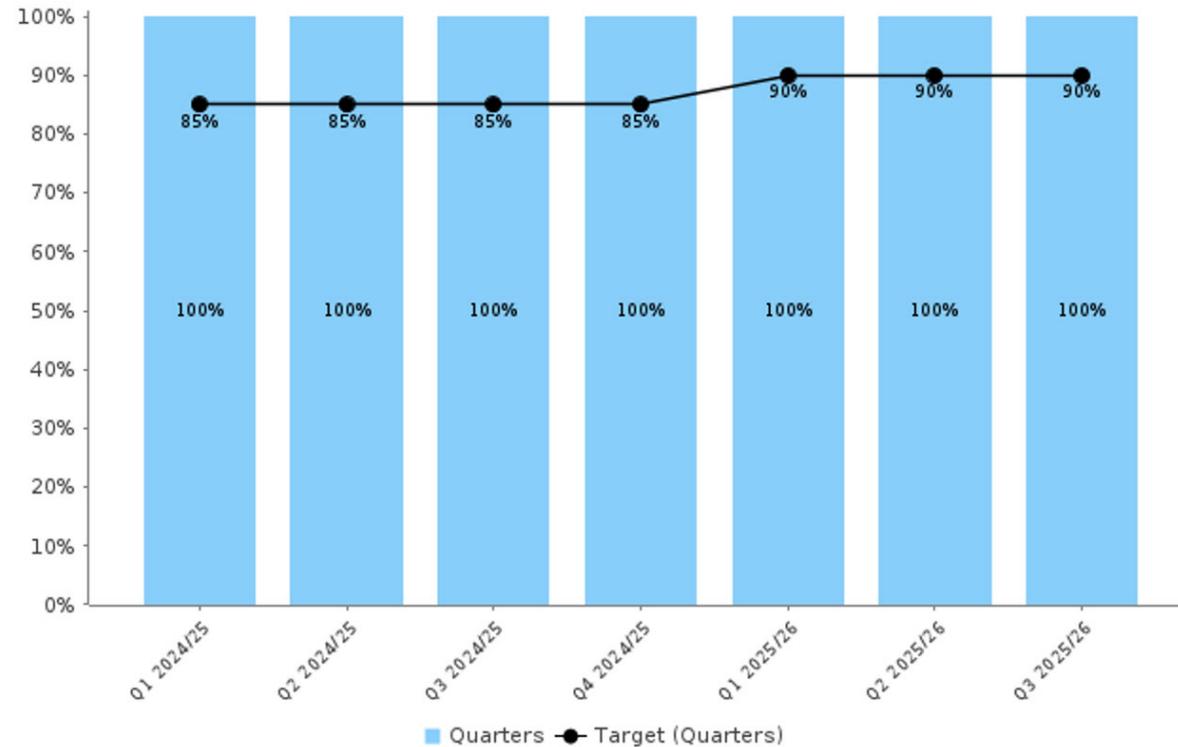
This is an annual performance indicator. The Waverley Paddle steamer visit brought 750 passengers to Rochester. Jetstream tours estimate an additional 700 people were brought to Rochester - total 1450 people arrived in Medway via directly attributed to the opening of Limehouse Landing at Rochester Riverside. The Waverley event did not attract the yacht numbers hoped partly owing to sailing happening on a weekday. Negotiations with Waverley's owner will include next sailings occurring on weekends to attract more yacht visitors. Additional visits by passenger carrying ships for 2026/27 are being explored.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due September 2026

River boat services from Limehouse Landing have now ceased until April 2026. The target of 4,550 passengers this year has not been achieved. Improved promotion of sailings and awareness of new landing stage will be made in 2026.

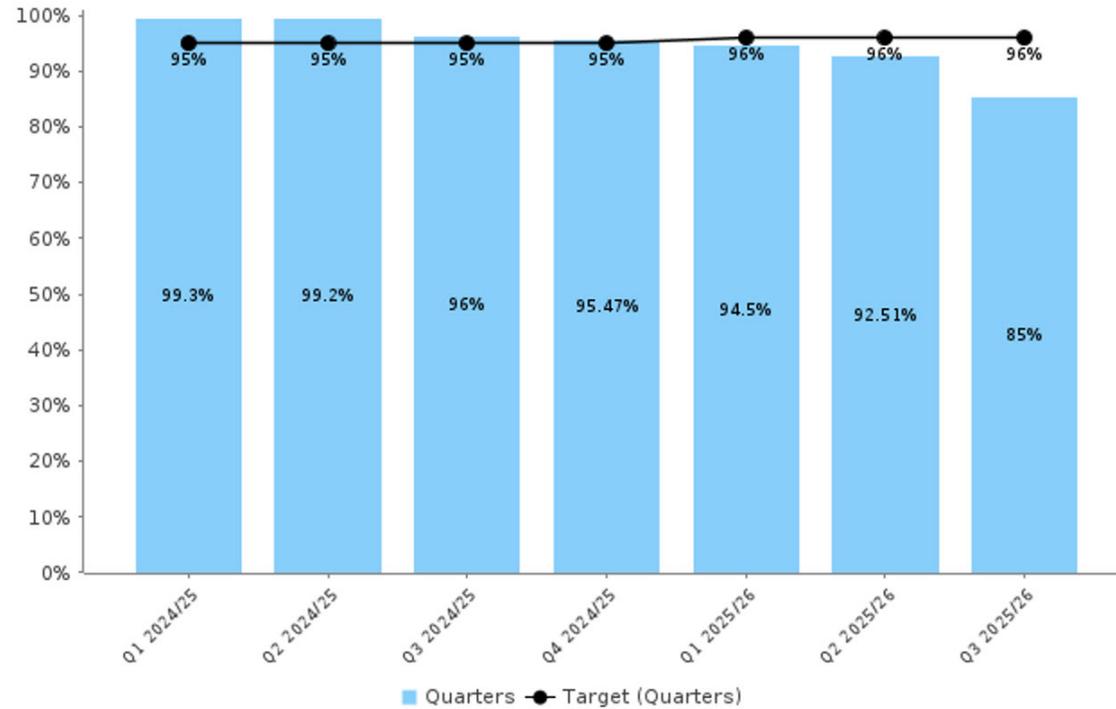
Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change
- 3.11a By 2027/28, 100% of highway network inspections are carried out on time



Aim to Maximise Green (static long trend)

In Q3, 1,031 Highway Inspections were carried out, all of which were on time. Our Confirm Asset Management System enables the service to plan Highway Inspections in advance to ensure they are all completed within the appropriate timeframe. Each Highway Inspector follows an inspection regime up to 12 months in advance in order that they can adapt routes where necessary to ensure no inspections are missed or carried out late. This robust regime enables us to defend claims for damages for non-repair of the highway. To rely on it, the highway authority must prove that it has taken reasonable care to ensure that the part of the highway, to which the action relates, was not dangerous at the material time and by ensuring our inspections are carried out on time, supports our defence.

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
- 3.11b By 2027/28, 95% of identified highway network defects are repaired within the priority timeframe allocated



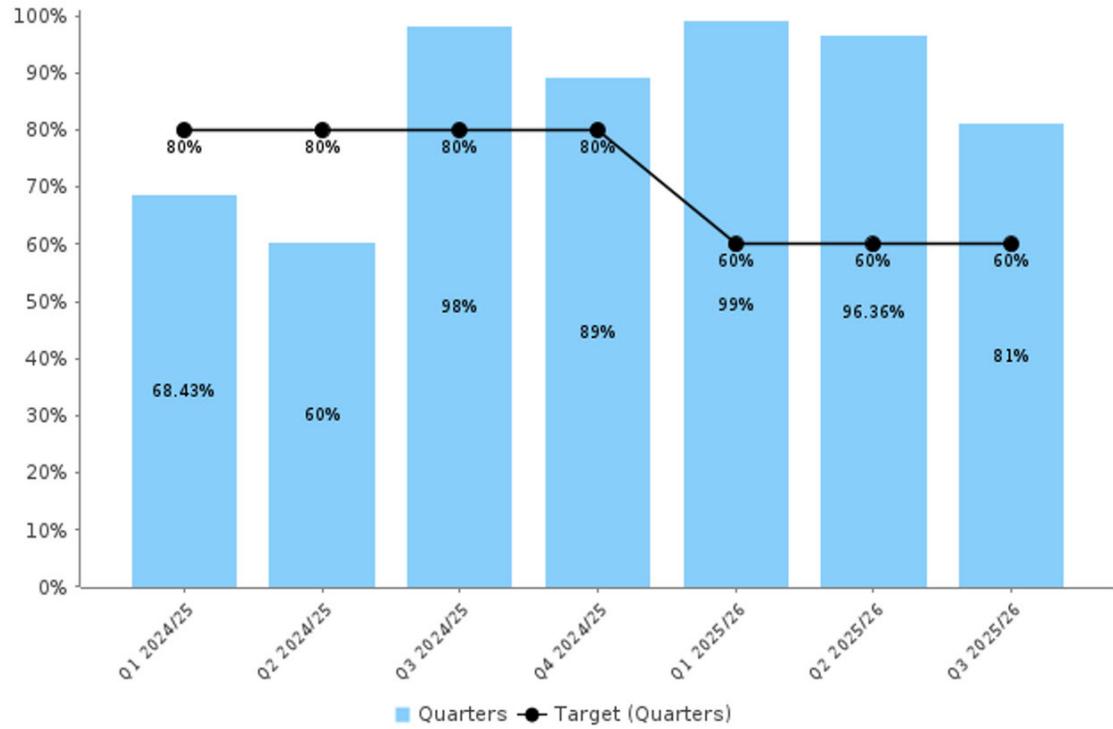
**Aim to Maximise
Red (downward long trend)**

During Q3, 2,440 works were completed, of which 366 were beyond the target completion date. Most of these works were for street lighting, which have “agreed specified dates. This priority category differs from standard defect priorities because it does not have a fixed, pre-defined timescale (e.g. 2 hours, 24 hours, 28 days) against which performance can be consistently measured at the point the defect is identified.

Late completion of jobs is a Key Performance Indicator (KPI) within the Highway Infrastructure Contract and as such is subject to monthly monitoring. With the integration of Confirm and the Contractor's system Causeway, there is improved management of works orders, with early identification of jobs approaching target completion, which the Contractor can then prioritise to ensure the KPI is met for most of the time.

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

- 3.12 By 2027/28, 95% of roadworks are completed on time



Aim to Maximise Green (downward long trend)

The roadworks completed in Q3 (3,562) is taken from the volume of roadworks carried out in that period. This figure will fluctuate regularly depending on the number of permits applied for. This measure is looking at all roadworks from Utilities and Council works and will be used to improve performance throughout the year ahead.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

We now have approval from the LEVI Support Body to go out to tender following their review of our proposed route to market. The tender is planned to go live on 26 January 2026, subject to Procurement Board approval. The tender will be active for a 12-week period; therefore, it is anticipated that contract award would be from 1 June 2026.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)

We now have approval to go out to tender, which should be live from 26 January 2026. Once contract award has been issued (1 June 2026) we will work with the successful Charge Point Operator on our Phase 1 implementation Plan to deliver a minimum 140 chargers on-street within the first 2 years of the contract.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

Our contractor is working with the asphalt supplier to calculate the amount of recycled material in products used on road schemes in Medway (RAP content). As we use several different materials, we are awaiting confirmation, however our Contractor has provided assurances that the minimum we are currently using is 30% or more.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

As of Q3, 100% of material removed from 16 sites with a total area of 29,105m2 was diverted from landfill for recycling.

Plot not shown as the data has not changed since the last report

Aim to Minimise
Data unavailable (no long trend)
Annual PI. Due March 2026.

Q3 2025/26
Calls delivered in Q3 totalled 65,298 across all phone lines. This equates to a 40% call reduction vs Q3 in the baseline year of 2019/20. Again, this is the lowest volume of calls for Q3 in four years.
Encouragingly, April to December 2025 demand is 8% (or 18,105 calls) lower when compared to the first three quarters of 2024/25.
Monthly call volumes fluctuate due to numerous influences. Quarter 3 demand tends to be relatively low as calls reduce significantly in November and December due to the run up to Christmas.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

Q3 2025/26

The accessibility score for the website was 75%. This score is a snapshot in time only; no inference can be made as to future accessibility scores. The score will be influenced by all parts of the council and their requests to publish information through the website, for example the inclusion of an inaccessible pdf will negatively impact the score. The accessibility score has decreased by 3% since Q2 2025/26. The website platform, Jadu, is still due an upgrade, which should be completed by the end of Q4 2025/26 and will help us implement more accessibility improvements. We're also trying to tackle the large number of inaccessible documents we're asked to publish by refusing to publish them if they're not legally required.

Our Accessibility Specialist has finished drafting an accessibility strategy which is now ready for sign off. This includes a number of initiatives to increase accessibility compliance and accountability across the council including a champions network and community of practice.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data only
Data unavailable (no long trend)
Annual PI.**

Between 1 October and 31 December 2025, we received 350 survey responses on the ease of use of our digital services. Of these, 280 respondents (80%) rated the forms as either very easy or easy to use.

Monitoring covers 10 of our most frequently used online forms, across a broad range of service patterns. These include booking or cancelling visits to Household Waste and Recycling Centres, applying for or renewing Blue Badges and Resident Parking Permits, ordering Daily Visitor Vouchers, reporting nuisance vehicles, renewing older person's bus passes, requesting information, and ordering copy birth certificates.

This result indicates a strong level of user satisfaction with the ease of use of our digital services, supporting our commitment to providing straightforward online experiences.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026.

Between October and December 2025, residents contacted us 156,549 times through digital forms and telephone calls. Of these, 58.3% were digital, up from 56.7% in the previous quarter. Performance for the first nine months of the financial year is above target at 57.4%.
The number of digital forms submitted has remained stable. The most-used forms were for booking household waste and recycling centre visits, parking related activities, blue badges, and business rates reviews. During the quarter, we focused on implementation of a new search and testing of an enhanced AI search function. The final legacy forms were undergoing development to switch them to a modern forms platform.
The telephone calls, our main alternative contact method, has decreased by 7.5% in the first 9 months of the financial year compared to the same period in the last financial year.

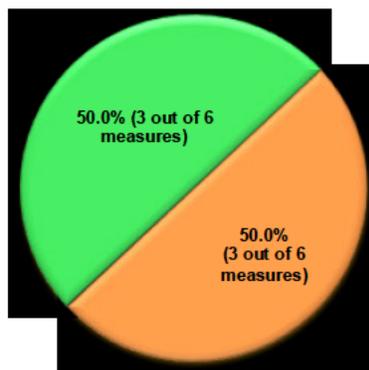
Improving health and wellbeing for all

- 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.
- Support families to give their children the best start in life.
- Work collaboratively to grow participation year on year in recreational play, sport and physical activity as a means of promoting improved physical and mental health and wellbeing.
- Work in partnership with communities and organisations to address the issues that negatively affect health and wellbeing, making sure everyone has the opportunity to live long, healthy lives.

Summary of all performance indicators for this priority

There are 21 performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on six performance indicators this quarter. There are 15 indicators where data is unavailable.

Performance

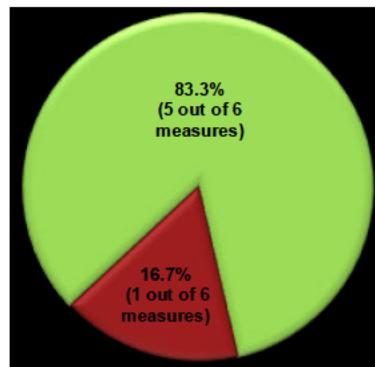


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows performance for 6 measures:

- 50.0% (3 out of 6 measures) met or exceeded target.
- 50.0% (3 out of 6 measures) were slightly below target (less than 5%).
- 0.0% (0 out of 6 measures) were significantly below target (more than 5%).

Direction of Travel



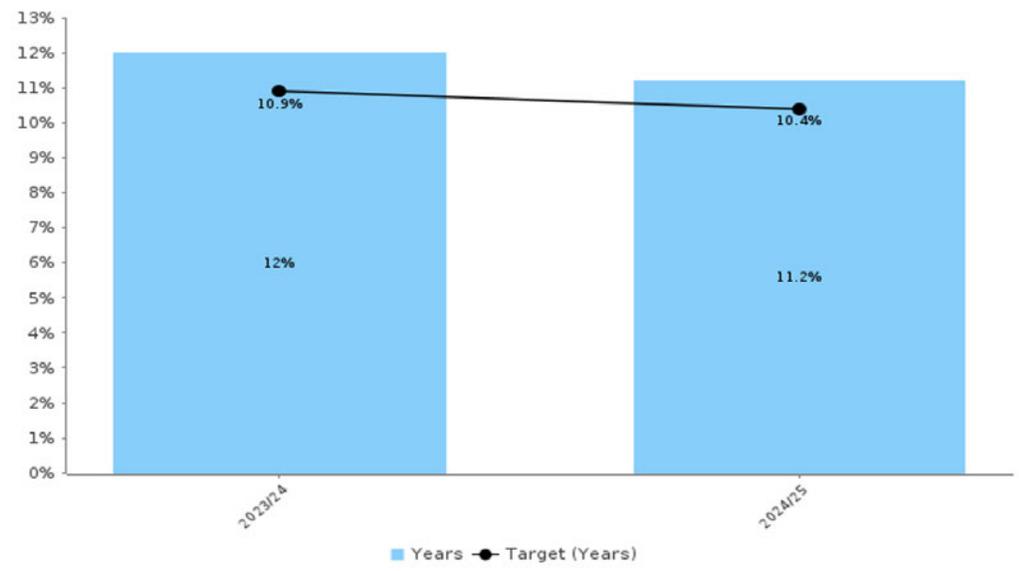
Direction of Travel - key
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 6 measures:

- 83.3% (5 out of 6 measures) had an upward long trend.
- 0.0% (0 out of 6 measures) had a static long trend.
- 16.7% (1 out of 6 measures) had a downward long trend.

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)



Aim to Minimise Green (downward long trend) Annual PI.

By 2027/28, the proportion of adults (18+ years) who are self-reported smokers will be statistically similar to, or lower than, the England average (comparing England and Medway values in 2026). This data is reported a year in arrears and comes from the Office for Health Improvement and Disparities, based on data from the Office for National Statistics. The value for 2025/26 will be available December 2026. Smoking prevalence in Medway for 2024/25 was 11.2%, which meets the target of being statistically similar to England, a value of 10.4%. Medway had a 3-year average of 10.4% which is similar to the England average of 10.9% for the same period. Medway's smoking prevalence has continued to decline since 2011.

Achievements

In Q2 2025/26 there were 392 Quit Dates Set and 187 people quit smoking. The New Year marketing campaign 'Stop Smoking, Feel Happier' launched on 26th December and will run until February to catch smokers looking to quit. The focus is on improving mental health. The Varenicline Patient Group Directions (PGD) launched on the 1st April 2025, increasing pharmacotherapy options for clients quitting smoking.

Actions

Procurement of the Allen Carr EasyWay Stop Smoking service is underway and will launch on No Smoking Day on 8th March to broaden the offer of stop smoking interventions.

Plot not shown as the data has not changed since the last report

Aim to Minimise
Data unavailable (no long trend)
Annual PI

By 2027/28, the percentage of adults (18+) classified as overweight or obese is the same as or below 65%. The four-year target is 65%, with the incremental target for 2023/24 being 66.1%.

This performance indicator is reported 2 years in arrears. This data comes from the Office for Health Improvement and Disparities and is based on data from Sport England. The data for 2024/25 will be available in June 2026. The latest value for 2023/24 is 67.8%, which is similar to the target of 66.1%. Significant steps are being implemented to reduce adult obesity rates in Medway, across a range of programmes over Q3 2025/26.

Healthy Way: In total, over Q3 2025/26, 14 courses were delivered (including evenings, weekends, and one online) with 112 bookings. High drop-off was seen for Sept/Oct 2025 courses; a Q4 2025/26 plan is in place to adjust for this. A new facilitator has been recruited; advertising is on again to boost male facilitator capacity. A successful men's group has been run (18 booked, 14 started, 9 completed). New British Heart Foundation materials are being sourced to phase in gradually.

Tier 2+: Four courses were completed with 50 clients. The physical activity team met to finalise April 2026 content. Research was commissioned to evaluate pilot; early insights were shared in December. Zero-hour facilitators and a psychotherapist are being recruited for. An online evening course is planned for late January.

Tri Club: Two Q3 2025/26 courses were delivered—Cedar Academy (trust schools) and Brompton Academy (waiting list). Cedar's earlier start time worked well; further partnerships are being explored. Three Q4 2025/26 courses were booked following NCMP referrals; more schools are engaging, including St Thomas of Canterbury. **Fit Fix:** Engagement at events during Q3 2025/26 continued. Two new secondary schools are onboard—Maritime Academy (Q3 delivery) and Robert Napier (Q4). Outreach to increase uptake is continuing.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

By 2027/28, the proportion of people who report “high” or “very high” levels of life satisfaction will be similar or higher compared to the England average. This data comes from the Annual Population Survey (APS) and the Office for National Statistics. The data for 2023/24 has not yet been released. Data from the APS 2022/23 indicates that 75.2% of people reported “high” or “very high” levels of life satisfaction.

All Public Health interventions and actions intend to support people to have better health outcomes and address health inequalities. These often take years to demonstrate improvements on a population level and are influenced by macroeconomic policies. This refers to policies outside council control which may impact on life satisfaction such as benefit entitlements or wider public services. Self-reported health, marital status and economic activity have the strongest associations with how positively we rate our life satisfaction.

A new post working across public health and planning team aims to ensure factors promoting wellbeing are considered in decisions. The Work and Health strategy has actions underway to facilitate access to work placements and employment for those with long term physical or mental health conditions. A Medway Creative Health collaboration is exploring how to strengthen community arts provision and standardise impact of the arts on life satisfaction.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. February 2026

By 2027/28, the proportion of the population aged 60 to 74 screened for bowel cancer will be similar or higher compared to the national average. This data comes from the Office for Health Improvement and Disparities and is based on data from NHS England. The value for 2025 will be available in February 2026. Since 2020/21, the coverage in Medway has been above 60%, with the latest value for 2024 at 69.7%.

Achievements

Bowel screening supports *Priority Theme 1* of the Joint Local Health and Wellbeing Strategy: “*Healthier, Longer Lives for Everyone.*” It is offered biennially to residents aged 50–74 and delivered in partnership with NHS England South East, Kent and Medway Screening and Immunisation Team (K&M SIT), and Kent and Medway Cancer Alliance (KMCA).

With the support of a public health registrar, Medway’s Health Protection Team began looking at data on bowel screening inequalities locally, considering uptake by age group and Index of Multiple Deprivation. This found that bowel cancer screening coverage was lower in more deprived areas and among younger age groups. This analysis has also led to the development of a series of recommended actions to increase coverage, which will start in 2026.

Actions

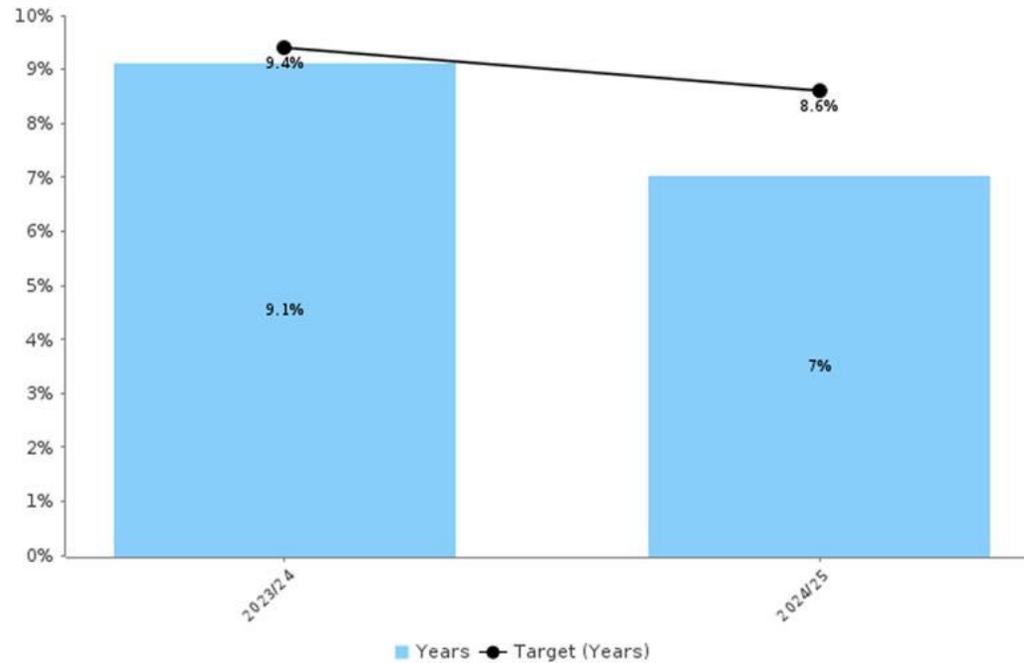
By 2027/28, Medway aims to meet or exceed the national average for screening uptake among 60–74-year-olds. The NHS Long Term Plan targets 75% of cancers diagnosed at stages 1 or 2 by 2028. K&M SIT is embedding training and resources across workplaces and leading an inequalities workstream using NHS England’s CORE20+5 approach

**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

Public Health has been working to identify suitable measures that would give us the ability to assess impact on outcomes. Health facilities meeting the needs of the population and being accessible is a complex topic. Some important health facilities, such as GPs and pharmacies, fall under Integrated Care Board (ICB) estates. The ICB make the key decisions around these estates. We, as a local authority in the ICB footprint, cannot directly impact health facilities in ICB estates. One of the critical factors when designing indicators for the One Medway Council Plan (OMCP) was for Medway Council to be able to have a direct impact upon them. As this is not the case here, we recommend the removal of OMCP 4.05. This will be made as a recommendation to Full Council in February 2026

Support families to give their children the best start in life

- 4.06 Mothers smoking at the time of delivery



**Aim to Minimise
Green (upward long trend)
Annual PI.**

By 2027/28, the proportion of mothers smoking at time of delivery will be less than 7%. The incremental target for 2024/25 is 8.6%. This performance indicator is reported a year in arrears. This data is calculated by the Office for Health Improvement and Disparities and is based on data from NHS England. The current data is from 2024/25. The value for 2025/26 will be available in November 2026.

Achievements

The proportion of mothers smoking at time of delivery in Medway has fallen to 7.0%, continuing a downward trend from last year. As part of the NHS Long Term Plan, Medway NHS Foundation Trust (MFT) supports England’s smoke-free goal by providing NHS-funded treatment services to pregnant smokers. From January 2025, a smoke-free pregnancy pathway, with participation in the National Smoke-free Pregnancy Incentive Scheme, was established, guided by the Public Health (PH) team.

Actions

The PH team applies best practice from ‘Saving Babies Lives Version Three’; working with stakeholders to sustain referral pathways, deliver evidence-based training, and support postnatal individuals to reduce relapse risk. MFT’s Lead Midwife for Smoking in Pregnancy continues to promote the National Smoke-free Pregnancy Incentive Scheme and plans to extend it to significant others, allowing pregnant individuals to nominate a friend or family member to quit with them. The official launch date will be confirmed next year. Carbon monoxide testing at all antenatal contacts, including community and acute settings, will launch in January 2026.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI.

By 2027/28, the proportion of infants that are totally or partially breastfed at age 6-8 weeks will be similar or higher compared to the England average. This performance indicator is reported a year in arrears; the current value is for 2023/24. Data for 2024/25 from the Office for Health Improvement and Disparities (OHID) is not published due to data quality reasons).

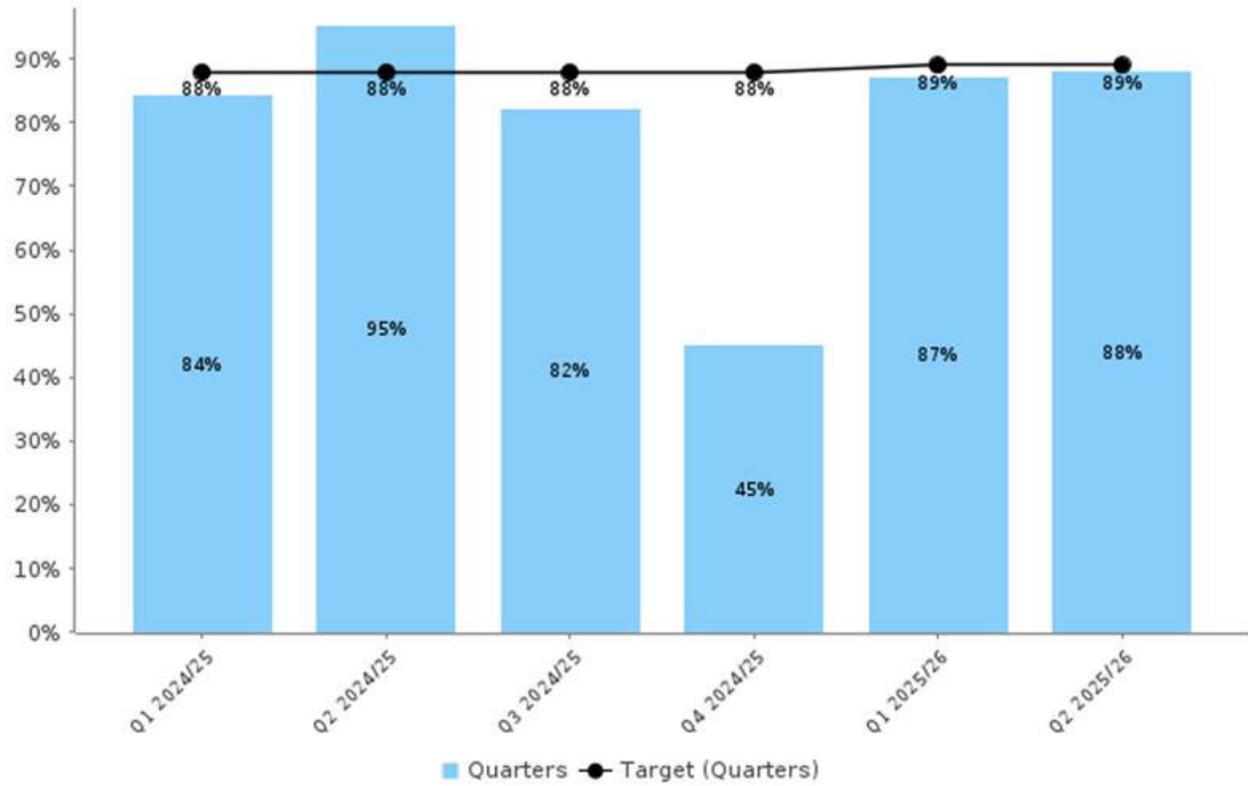
Medway Community Healthcare (MCH) provided Health Visiting service records and reported breastfeeding status at several of the mandated early years checks. The service provides an early extract of the data ahead of OHID verification and publishing, which shows a recent increase in continuation rates in the last year. The specialist infant feeding clinic has successfully relocated to Medway Park, allowing a support service running three days a week from a centrally located accessible venue. The clinics are delivered by specialist trained Health Visitors and Midwives who provide feeding advice and tongue tie procedures when needed, for infants of any age requiring support to initiate or continue breastfeeding.

The Best Start in Life funding is currently being used to employ a specialist infant feeding service based on the maternity wards at Medway Maritime Hospital. These are team members trained to support women starting breastfeeding, give responsive feeding advice to new parents and immediate advice after discharge home. We are expecting a three-year funding announcement of this pot from central government in February 2026, allowing us to give more certainty to the team.

The Beside You normalising breastfeeding campaign was shortlisted for a Medway Council Make A Difference award, winning the people's directorate award for Community Support. The new website and improved social media outputs means the team now has over 7,500 followers on various social media channels. In January 2026, the Infant Feeding Strategy group will be undertaking a review of progress made since the formal adoption and launch of the refreshed Infant Feeding Strategy. The multi-partner strategy group will be assessing progress against stated objectives and key actions and refresh priorities for the next 18 months.

Support families to give their children the best start in life

- 4.08 New birth visit completed within 14 days Contract data



Aim to Maximise Amber (upward long trend)

By 2027/28, at least 90% of children will have a new birth visit within 14 days of their day of birth. The four-year target is 90%, with the incremental target for 2025/26 being 89%.

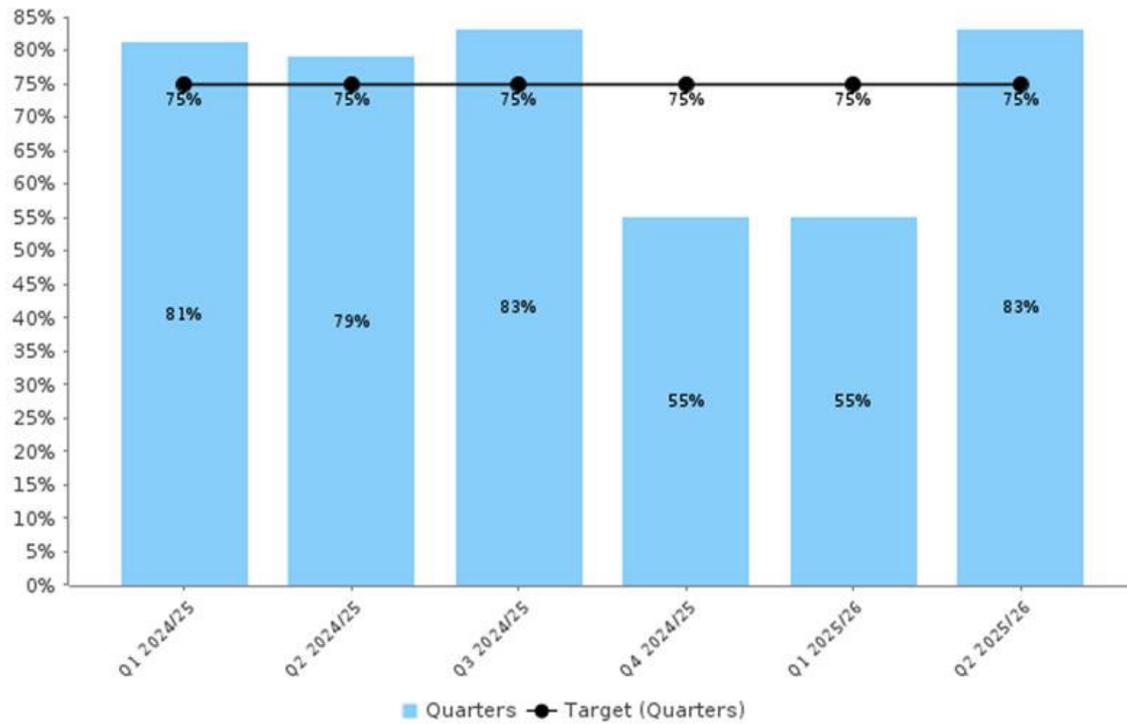
The Health Visitor New Birth Visit is a home visit offered to all families as a universal service within 10–14 days after a baby's birth. It provides tailored advice on infant health, feeding, safety, and parental wellbeing. This visit is crucial for early support, identifying needs, and promoting healthy child development.

Performance of new birth visits rose from 87% in Q1 2025/26. Coverage of new birth visits in total was 98%, meaning that an additional 10% of new births were seen but missed the 14 days cut off.

In Q4 2024/25, Medway Community Healthcare (MCH) experienced a significant cyber security incident which affected data quality, although there were reassurances from the provider to commissioners that quality of service was maintained. In Q1 2025/26 data showed service recovery and this recovery is being maintained in Q2 2025/26. Overall, the data gives reassurance that the service is on track to achieve the target of 90% by 2027/28.

Support families to give their children the best start in life

- 4.09 Children receiving 2-2½ year health and development review

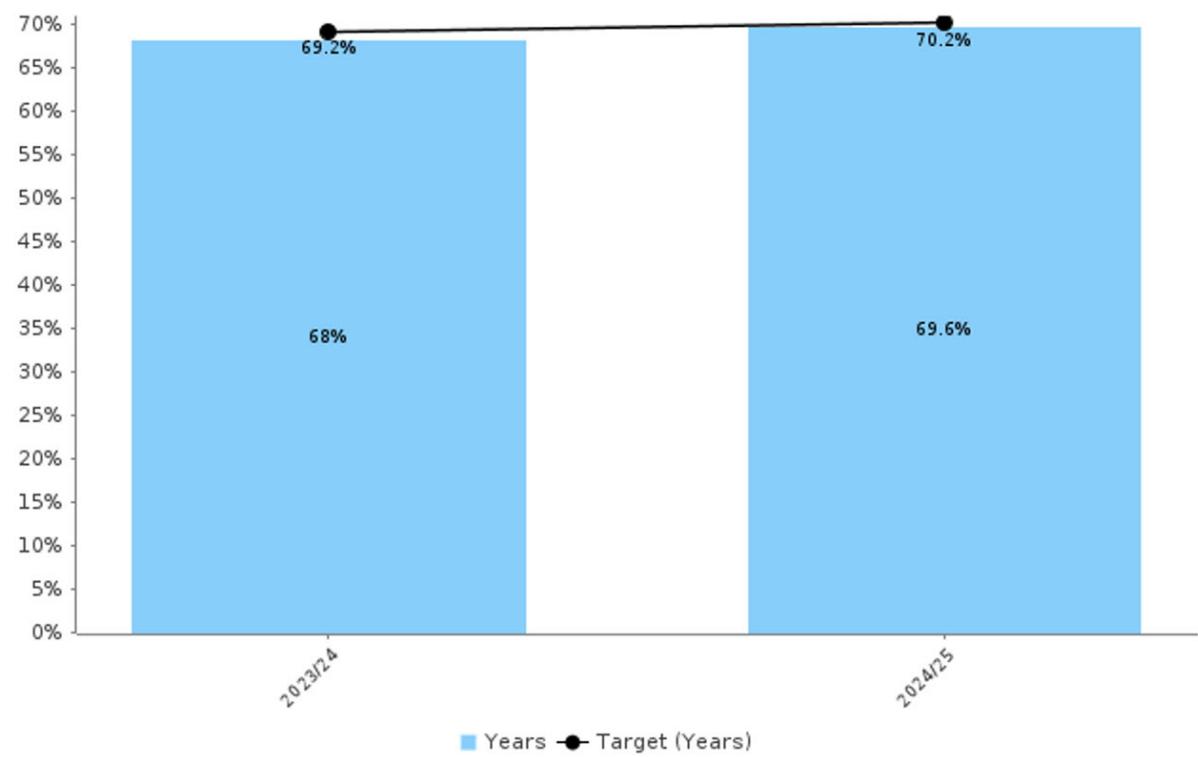


Aim to Maximise Green (upward long trend)

By 2027/28, 75% of children receive a 2-2½ year health and development review. The service is currently exceeding the target, with 83% of children receiving a 2-2½ year health in Q2 and a development review happening in Q3 2025/26. Development reviews are key to ensuring children are school ready and to identify any unmet need. The current cohort will be those assessed for Good Levels of Development at the end of reception in 2028 as part of the Best Start in Life strategy / mission. Medway Community Healthcare (MCH) previously experienced a significant cyber security incident which affected data quality in Q4 2024/25 and in Q1 2025/26. Data for Q2 2025/26 has improved significantly and is now back on track with expected levels of 85% for Q3 2025/26. It should also be noted that the coverage for the 2-2.5-year check was 85% meaning a significantly higher proportion of families were seen but may have missed the 2.5 year cut off. Commissioners continue to work closely with MCH to monitor improvements since the cyber security attack and are making steps towards the Community Services Data Set (CSDS) system changes. The new early years programme manager is working to gain further insight into the health visitor workforce and how this may impact service delivery and action planning to reduce the number of families not attending for their review.

Support families to give their children the best start in life

- 4.10 By 2027/28, the proportion of pupils that achieve a good level of development at the end of the Early Years Foundation Stage is the same as or above the national average

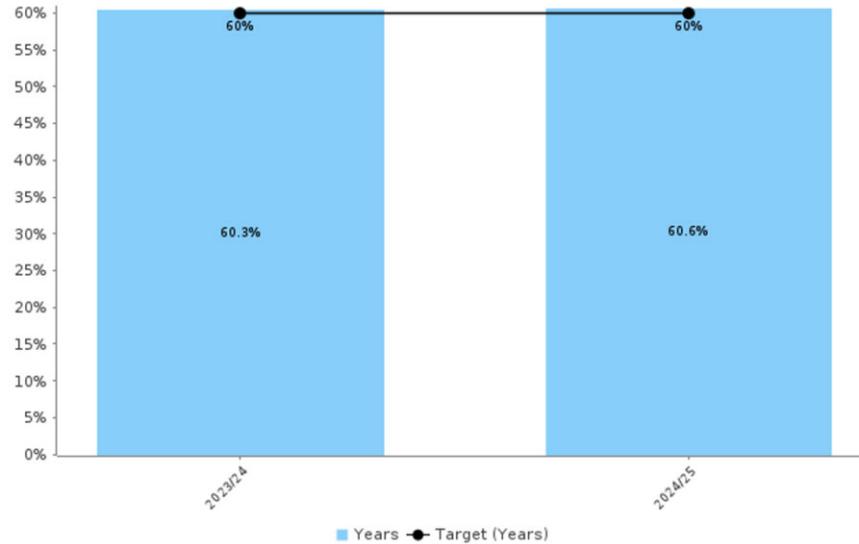


Aim to Maximise Amber (upward long trend) Annual PI.

Provisional data has now been published.
In 2024/25 just under 70% of pupils achieved a good level of development. This is an improvement on last year. Nationally results improved by 0.6pp, this was less of the increase seen in Medway, where a 1.6pp improvement occurred. As such Medway now outperforms national by 1.3pp, a 1pp improvement on the 0.3pp gap in 2023/24. The Council’s oversight of the performance (Ofsted judgement) for all early year’s settings and standards achieved (pupil outcomes) by the end of the Reception year in schools is vital for creating a robust early year’s system that supports children's development and prepares them for future educational success. The DfE Best Start in Life strategy (BSiL) sets out comprehensive plans to improve outcomes for children from birth to age 5. The core mission is to ensure 75% of 5-year-olds in England achieve a Good Level of Development by 2028; in Medway, based on the trend of performance, the expectation is 77%.
Achievements The Government vision for Best Start Family Hubs is to provide joined up services in the community to work towards the GLD target. Working together across Public Health, Education and Family Solutions BSiL planning will inform operational action plans, overseen by an Early Years Partnership Board reporting to CADMT.
Actions To appoint an Early Years Transformation lead, BSiL programme lead and establish the Early Years Partnership board.

Support families to give their children the best start in life

- 4.11 Year 6 prevalence of healthy weight (10-11 yrs)



Aim to Maximise Amber (upward long trend) Annual PI.

By 2027/28, the proportion of children in Year 6 (age 10-11 years) that maintain a healthy weight is the same as or above 60%. This performance indicator is reported a year in arrears. This data comes from the Office for Health Improvement and Disparities and is based on data from NHS England. Data for 2025/26 will be available in December 2026.

Recent trends in Year 6 healthy weight prevalence in Medway show a value of 60.6% for 2024/25. This is higher than the target value of 60%, however this difference is not statistically significant, so the two values are similar to each other. The performance for this indicator in Medway has been improving over the past three years following a decline in 2020/21.

The public health team's aim is to support children's weight management by promoting healthy eating and physical activity through engaging programmes.

The Healthy Early Years (HEY) award involves 91 childcare providers, with four settings receiving Platinum awards this year.

Family cookery sessions have reached 259 children and families across 51 sessions. A six-week Food Adventurers pilot in collaboration with MCH to address fussy eating was delivered with good results, alongside refreshed adult cookery courses and new partnerships with West Strood and the Lampard Centre.

Tri Club supports children above a healthy weight with six-week programmes, with a new school-led programme launching at Cedar.

Fit Fix is running in secondary schools as a 12-week blended programme, with ongoing partnerships and expansion. Designed for 13-17-year-olds to improve diet, exercise, self-esteem, and energy levels, it includes guided exercise, personal training, and a free gym membership.

The Holiday Activities and Food (HAF) programme is funded until 2028, with 2,741 children attending 18,442 summer activities. It offers free holiday activities for children from Reception to Year 11, aiming to improve children's health and wellbeing, support families, and foster community resilience. The MedwayGo Winter programme, including festive events is about to kick off and support even more families this winter.

Medway's first **Supervised Toothbrushing programme** started in September with 96 early years practitioners trained and 647 children participating so far.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due February 2026

By 2027/28, the percentage of physically active children and young people will be similar or higher compared to the England average.

This data comes from the Office for Health Improvement and Disparities and is based on data from Sport England. It is reported a year in arrears and data for 2024/25 will be available in February 2026.

The value for 2023/24 is 53.2%, which is statistically better than the England value of 47.8%. This is also an increase from the previous year's value of 41.6%.

Achievements

The successful campaign of Medway Can ran throughout 2023/24. This saw residents log how far they walked, ran or cycled in a bid to travel enough miles to make it around the world.

Collaboration and partnership working is taking place with Active Kent and Medway and the wider system to embed the Place Based Partnership funding for the Test and Learn phases.

Commissioned free swimming sessions for parents and young children through family hubs helped improve access and increase physical activity levels.

Actions

Plans to shape the children and young person's offer for Medway Public Health will be decided and agreed on in Q4 2025/26.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI Due May 2026**

By 2027/28, the percentage of physically active adults will have increased to 69%. The incremental target for 2023/24 is 66%.

This data comes from the Office for Health Improvement and Disparities and is based on data from Sport England. It is reported a year in arrears and data for 2024/25 will be available in May 2026. The current value is from 2023/24.

During 2023/24, Public Health ran its successful Medway Can programme which looked to reduce sedentary behaviour for Medway residents.

Achievements:

Medway Public Health continues to offer a range of interventions to support people to become more active.

Collaboration and partnership working is taking place with Active Kent and Medway and the wider system to embed the Place Based Partnership funding for the Test and Learn phases.

Over 400 residents have attended the Primary Falls Prevention service, known as FaME (Falls Management Exercise). The programme continues to grow with additional venues and sessions added to meet demand in areas of need and aligned to primary care.

The 10th Physical Activity Alliance took place in November with over 110 attendees with a shared vision to improve physical activity levels for Medway residents.

Actions:

Review of services delivered by public health is underway with planning activity priorities for next year.

Work collaboratively to grow participation year on year in recreational play, sport and physical activity as a means of promoting improved physical and mental health and wellbeing
- 4.14 By 2027/28, increase by a minimum of 15% the number of children and young people swimming lessons held at Medway Council sports centres

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

Current swimming lesson participation numbers (weekly average) x 30 weeks (1st April to 30 Dec)

Total = 65,073 participants across our swimming lessons this financial year to date

This is an annual target, so increase percentage will be shown at end of budget year. The swimming lessons figures have increased in comparison to last year, so we are on target to achieve the 15% by 2027/28

Work collaboratively to grow participation year on year in recreational play, sport and physical activity as a means of promoting improved physical and mental health and wellbeing

- 4.15 By 2027/28 a minimum of 43 primary schools per year enter a minimum of two Mini Youth Games events

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026**

Q3 starts a new season of Mini Youth Games (MYG) events. The season runs from September 2025 to July 2026.

MYG badminton had 43 schools enter with an overall participation of 430 pupils and MYG Basketball had 47 schools enter with an overall participation of 393 pupils

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

By 2027/28, life expectancy at birth for females will have increased by 1 year. The final target is 83.1, taken from the baseline value of 82.1 from 2019/20. The incremental target for 2021/22 is 82.6.

This performance indicator is measured 3 years in arrears, and data for 2022/23 has not yet been released. The data is taken from the Office for Health Improvement and Disparities and is based on data from the Office for National Statistics (ONS).

Life expectancy in Medway for females was 82.1 years in 2021/23, lower than the England average of 83.1 years. Factors like smoking, obesity, and deprivation impact this. Everything that Medway Council and the NHS do has an overarching aim to increase life expectancy.

In Q3, Medway's first community supermarket was approved using funding from Household Support Fund. This service will open in the new financial year, offering low-cost healthy food and hosting services like debt and employment advice.

Q3 marked 10 years of the Smokefree Advice Centre in Chatham. Over the decade, 7,000 residents accessed the Stop Smoking Service, with 2,500 quitting and 5,000 health checks completed. At the celebration, we launched 'Quit Coach,' a new AI tool to support quitting. December also saw Medway Council and Health Diagnostics named HSJ Award finalists for improving population health through digital solutions.

Key Marmot Place developments this quarter included increased resident engagement, work to develop an asset mapping tool for the marmot website, and an independent report with input from Sir Michael Marmot and the Institute of Health Equity.

In Q4, a Joint Strategic Needs Assessment chapter on Life Expectancy and Healthy Life Expectancy in Medway will be published, highlighting the gender health gap affecting female health.

Plot not shown as the data has not changed since the last report

**Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026**

By 2027/28, life expectancy at birth for males will have increased by 1.5 years. The final target is 79.3, taken from the baseline value of 77.8 from 2019/20. The incremental target for 2021/22 is 78.6.

This performance indicator is measured 3 years in arrears, and data for 2022/23 has not yet been released. The data is taken from the Office for Health Improvement and Disparities and is based on data from the Office for National Statistics (ONS).

Life expectancy in Medway for males was 78 years in 2021/23, lower than the England average of 79.1 years. Factors like smoking, obesity, and deprivation impact this. Everything that Medway Council and the NHS do has an overarching aim to increase life expectancy.

In Q3, Medway's first community supermarket was approved using funding from the Household Support Fund. This service will open in the new financial year, offering low-cost healthy food and hosting services like debt and employment advice.

Q3 also marked 10 years of the Smokefree Advice Centre in Chatham. Over the decade, 7,000 residents accessed the Stop Smoking Service, with 2,500 quitting and 5,000 health checks completed. At the celebration, we launched 'Quit Coach,' a new AI tool to support quitting.

The Men in Sheds service has also been expanded, offering six free sessions over five days a week. These sessions are a space for purposeful engagement, social interaction, and skill development to support mental health and wellbeing.

Key Marmot Place developments this quarter included increased resident engagement, work to develop an asset mapping tool for the marmot website, and an independent report with input from Sir Michael Marmot and the Institute of Health Equity.

In Q4, a Joint Strategic Needs Assessment chapter on Life Expectancy and Healthy Life Expectancy in Medway will be published, identifying key health priorities in Medway.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

By 2027/28, healthy life expectancy at birth will have increased by 1.5 years for females.

The Office for National Statistics data (ONS) have changed the methodology for Healthy Life Expectancy and published figures have been recalculated. The target of a 1.5-year increase in healthy life expectancy remains the same, but the end goal has changed from 65.1 to 65.2 years by 2027/28 in light of the new methodology. This performance indicator is measured 3 years in arrears, and data for 2022/23 has not yet been released. The data is taken from the Office for Health Improvement and Disparities and is based on data from the ONS.

Healthy life expectancy at birth is the average number of years a person would expect to live in good health. In Medway, the healthy life expectancy for females was 58.9 years in 2021/23, similar to the England average of 61.9 years. The Global Burden of Disease suggests that in England in 2023, key contributing conditions to poor health included cancer, mental health, and cardiovascular diseases amongst others.

In Q3, Medway's first community supermarket was approved, offering low-cost healthy food and hosting services like debt and employment advice. Q3 also marked 10 years of the Smokefree Advice Centre in Chatham and the launch of 'Quit Coach,' a new AI tool.

Key Marmot Place developments this quarter include:

Resident engagement: Collating 87 existing insight reports to identify priority themes and gaps.

Asset mapping: Developing an interactive tool for the Medway Marmot website to show current health inequality interventions and gaps.

Independent report: An independent report with Marmot recommendations will be drafted in January, reviewed in February, and shared to mobilise partners toward halving health inequalities in 10 years.

In Q4, a Joint Strategic Needs Assessment chapter on Life Expectancy and Healthy Life Expectancy in Medway will be published, highlighting the gender health gap affecting female health and wellbeing.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

By 2027/28, healthy life expectancy at birth will have increased by 3 years for males.

The Office for National Statistics data (ONS) have changed the methodology for Healthy Life Expectancy and published figures have been recalculated. The target of a 3-year increase in healthy life expectancy remains the same, but the end goal has changed from 63.9 to 65.5 years by 2027/28 in light of the new methodology.

This performance indicator is measured 3 years in arrears, and data for 2022/23 has not yet been released. The data is taken from the Office for Health Improvement and Disparities and is based on data from the ONS.

Healthy life expectancy at birth is the average number of years a person would expect to live in good health. In Medway, the healthy life expectancy for males was 58.4 years in 2021-23, similar to the England average of 61.5 years. The Global Burden of Disease suggests that in England in 2023, key contributing conditions to poor health included cancer, mental health, and cardiovascular diseases amongst others.

In Q3, Medway's first community supermarket was approved, offering low-cost healthy food and hosting services like debt and employment advice. Q3 also marked 10 years of the Smokefree Advice Centre in Chatham and the launch of 'Quit Coach,' a new AI tool. The Men in Sheds service has also been expanded, offering six free sessions over five days a week to support mental health and wellbeing.

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Resident engagement: Collating 87 existing insight reports to identify priority themes and gaps.

Asset mapping: Developing an interactive tool for the Medway Marmot website to show current health inequality interventions and gaps.

Independent report: An independent report with Marmot recommendations will be drafted in January, reviewed in February, and shared to mobilize partners toward halving health inequalities in 10 years.

In Q4, a Joint Strategic Needs Assessment chapter on Life Expectancy and Healthy Life Expectancy in Medway will be published.

Plot not shown as the data has not changed since the last report

Aim to Minimise
Data unavailable (no long trend)
Annual PI.

By 2027/28, inequalities in life expectancy at birth will have decreased by 0.5 years for females.

The Office for National Statistics data (ONS) have changed the methodology for Inequality in Life Expectancy and published figures have been recalculated. The target of a 0.5-year decrease in inequality in life expectancy remains the same, but the end goal has changed from 6.1 to 6.3 years by 2027/28 in light of the new methodology.

The data is taken from the Office for Health Improvement and Disparities and is based on Ministry of Housing, Communities and Local Government and ONS data.

Life expectancy is a key measure of population health, often linked to socioeconomic factors, demographic traits, geographic regions, or specific population groups. These differences can cause inequalities in life expectancy, often measured using levels of deprivation.

The inequality in life expectancy at birth in Medway for females was 8.4 years, compared to England (8.3 years) in 2021-23, placing Medway in the second worst quintile nationally.

In Q3, Medway's first community supermarket was approved, offering low-cost healthy food and hosting services like debt and employment advice. Q3 also marked 10 years of the Smokefree Advice Centre in Chatham and the launch of 'Quit Coach,' a new AI tool.

Key Marmot Place developments this quarter include:

Resident engagement: Collating 87 existing insight reports to identify priority themes and gaps.

Asset mapping: Developing an interactive tool for the Medway Marmot website to show current health inequality interventions and gaps.

Independent report: An independent report with Marmot recommendations will be drafted in January and reviewed in February.

In Q4, a Joint Strategic Needs Assessment chapter on life expectancy and healthy life expectancy in Medway will be published, highlighting the gender health gap affecting female health. This will be alongside a report on the 2025 Index of Multiple Deprivation in Medway.

Plot not shown as the data has not changed since the last report

**Aim to Minimise
Data unavailable (no long trend)
Annual PI.**

By 2027/28, inequalities in life expectancy at birth will have decreased by 2 years for males. The Office for National Statistics data (ONS) have changed the methodology for Inequality in Life Expectancy and published figures have been recalculated. The target of a 2-year decrease in inequality in life expectancy at birth remains the same, but the end goal has changed from 7.4 to 8.7 years by 2027/28 in light of the new methodology. The data is taken from the Office for Health Improvement and Disparities and is based on Ministry of Housing, Communities and Local Government and ONS data. Life expectancy is a key measure of population health, often linked to socioeconomic factors, demographic traits, geographic regions, or specific population groups. These differences can cause inequalities in life expectancy, often measured using levels of deprivation. The inequality in life expectancy at birth in Medway for males was 11.6 years, compared to England (10.5 years) in 2021/23, placing Medway in the second worst quintile nationally. In Q3, Medway's first community supermarket was approved, offering low-cost healthy food and hosting services like debt and employment advice. Q3 also marked 10 years of the Smokefree Advice Centre in Chatham and the launch of 'Quit Coach,' a new AI tool. The Men in Sheds service has also been expanded, offering six free sessions over five days a week. Key Marmot Place developments this quarter include:

Resident engagement: Collating 87 existing insight reports to identify priority themes and gaps.

Asset mapping: Developing an interactive tool for the Medway Marmot website to show current health inequality interventions and gaps.

Independent report: An independent report with Marmot recommendations will be drafted in January and reviewed in February.

In Q4, a Joint Strategic Needs Assessment chapter on life expectancy and healthy life expectancy, along with a report on the new 2025 Index of Multiple Deprivation in Medway will be published.

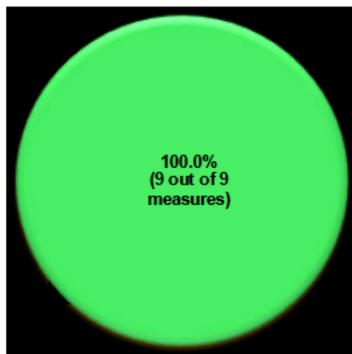
Living in good quality, affordable homes

- Increase the supply of good quality, energy efficient and sustainable homes that reflect the needs of the communities in Medway.
- Implement a Local Plan which reflects the needs of the communities in Medway, supporting a transition to a low-carbon future promoting affordable, energy efficient and sustainable homes.
- Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless.
- Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives.
- Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making.

Summary of all performance indicators for this priority

There are 16 performance indicators for the One Medway Council Plan 2024/28 which fall under RCE directorate under this priority. We are reporting on 9 performance indicators this quarter. There are 7 indicators where data is unavailable.

Performance

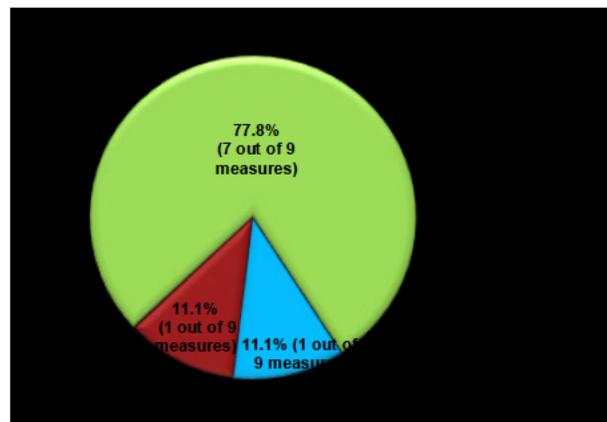


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows performance for 9 measures:

- 100.0% (9 out of 9 measures) met or exceeded target.
- 0.0% (0 out of 9 measures) were slightly below target (less than 5%).
- 0.0% (0 out of 9 measures) were significantly below target (more than 5%).

Direction of travel

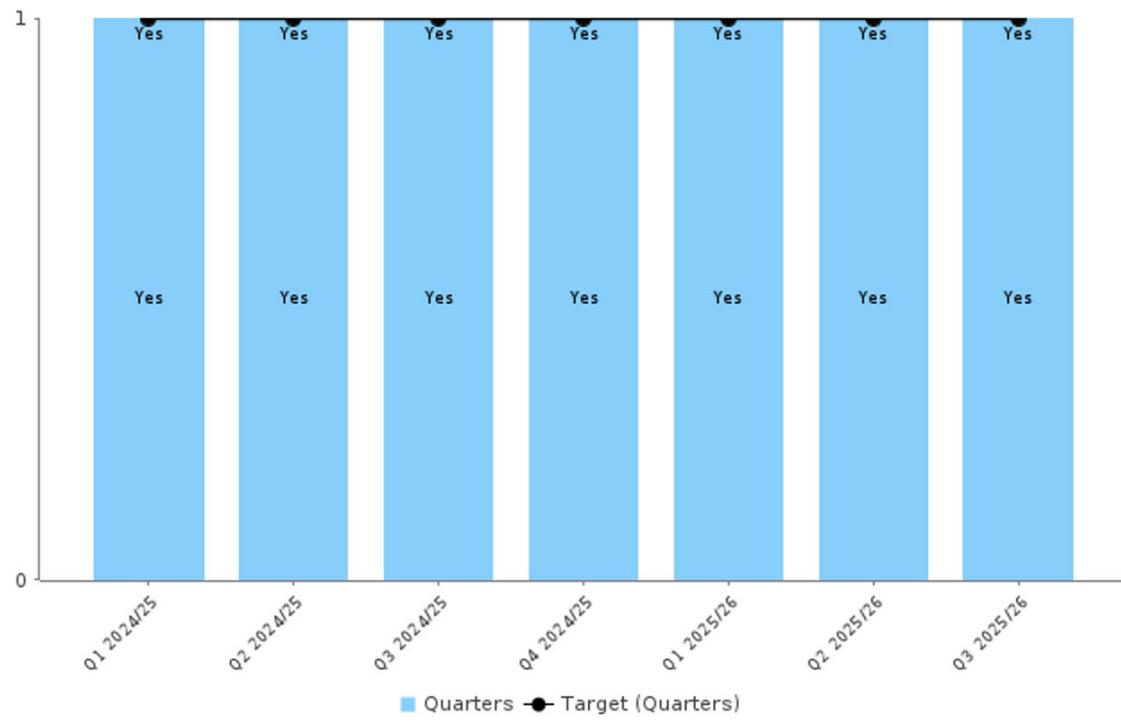


Direction of Travel - key
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 9 measures:

- 77.8% (7 out of 9 measures) had an upward long trend.
- 11.1% (1 out of 9 measures) had a static long trend.
- 11.1% (1 out of 9 measures) had a downward long trend.

Implement a Local Plan which reflects the needs of the communities in Medway, supporting a transition to a low-carbon future promoting affordable, energy efficient and sustainable homes
- 5.01 By June 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



**Aim to Maximise
Yes/No
Green (static long trend)**

Having collated all the comments following consultation on the regulation 19 draft plan over the summer. The LPA has discussed with officers from MHCLG, met an experienced Planning Inspector for guidance (as recommended by MHCLG) and completed the pre submission checklist. The Planning Inspectorate have responded to the checklist which necessitated a little more work, particularly in the form of Topic Papers. Notwithstanding the additional work, the Draft Plan was submitted to the Planning Inspectorate under regulation 22 on 18 December 2025. A programme officer for the Local Plan examination has been appointed. We now await to hear from the Inspectorate on both the name of the Inspector appointed and dates for the examination, which is expected to commence in the spring of 2026.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

This is an annual indicator, and the final figure will be confirmed in March 2026. In Q3 the HRA completed the acquisition of 12x2 bed houses in Borstal, a new build turnkey development. Completion of the 44 flats at Truro Manor has slipped to early 2026 so will now be delivered in Q4. The HRA has also acquired open market and buy back properties through the Local Authority Housing Fund, with three completed so far and a further three due for completion in Q4. Approval has been given for the acquisition of 30 Affordable Homes through a S106 site in Frindsbury, which is due to start on site early 2026.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

This is an annual performance indicator.
Britton Farm - 44 homes to be delivered. This will now be completed by January 2026.
The Strood Civic project due to begin in 2025/26 has now commenced with enabling works under way, funded under Brownfield Land Release Fund. Additional grant has also been approved under the Brownfield Infrastructure Land fund to raise the remainder of the site, and the funding agreement is due to be signed early January 2026, and the works will start immediately after.
Mountbatten House works started on site in April 2025 and is on track to complete early 2027.

Plot not shown as the data has not changed since the last report

Aim to Minimise
Data unavailable (no long trend)
Annual PI. Due March 2026

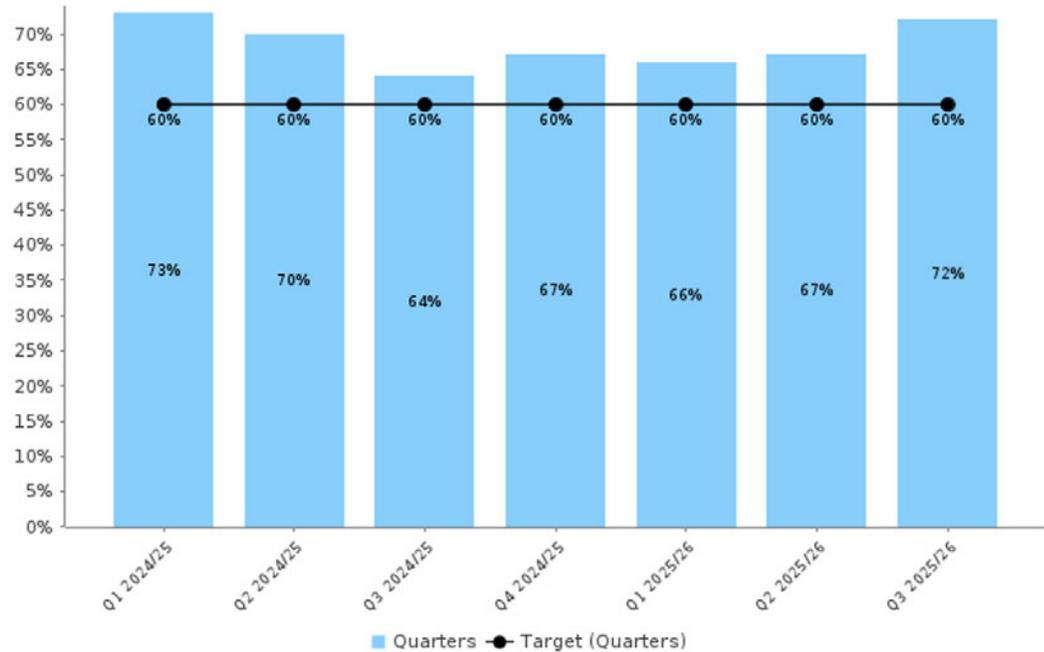
At the end of Q3 there are 603 households in all forms of temporary accommodation (TA). A decrease of 13 households from 30 September 2025. Of these 499 are in nightly paid private sector accommodation, 83% of all TA being in nightly paid provision at a gross cost of roughly £29,852 per night. This is a decrease from Q2 of 3% and £1,274 reduction per night in gross costs.

We have brought online a wing of Waterside court (TA Owned acquisition) and have 17 flats occupied there, bringing the total of TA Owned property in use up to 31 as of the end of December 2025. The teams continue to work on the other flats and floors being occupied in the new year. We also anticipate Pullmans House early in the new year and are completing negotiations on Chatham Waterfront Block E. Once all current planned TA Owned acquisitions are completed and occupied this will take our TA Owned numbers to 183. Against current numbers in TA, this would put the use of private sector TA at around 53%.

Teams continue to work hard to ensure that prevention and Move On are kept at optimal levels.

At the end of Q3 there are 65 HRA TA in use, 11 Corporate TA properties with one property void, 31 Owned TA in use with three voids and 0 Bed and Breakfast TA in use.

Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless
- 5.05a By 2027/28, prevent or relieve more than 60% of homeless households where a homeless duty has been triggered



Aim to Maximise Green (upward long trend)

Overall demand for Housing Options has increased as expected. To date, there have been 2,941 client approaches, compared with 2,610 at the same point last year, representing a 13% increase. Encouragingly, a higher proportion of cases are being accepted at the prevention stage rather than as homeless-on-the-day cases, which is giving the team more time to work towards sustainable outcomes. Of the 72% of homeless clients for whom a duty is owed and whose cases have been either prevented or relieved, 52% were successful prevention cases. This demonstrates the positive impact of dedicated teams enabling more focused and effective interventions.

In addition, the Move On Team and OML continue to deliver strong results, with approximately 280 people having moved on from temporary accommodation to date. Of these, 30 placements have been achieved through the new One Medway Lettings scheme.

Plot not shown as the data has not changed since the last report

**Aim to Minimise
Data unavailable (no long trend)
Annual PI. Due March 2026**

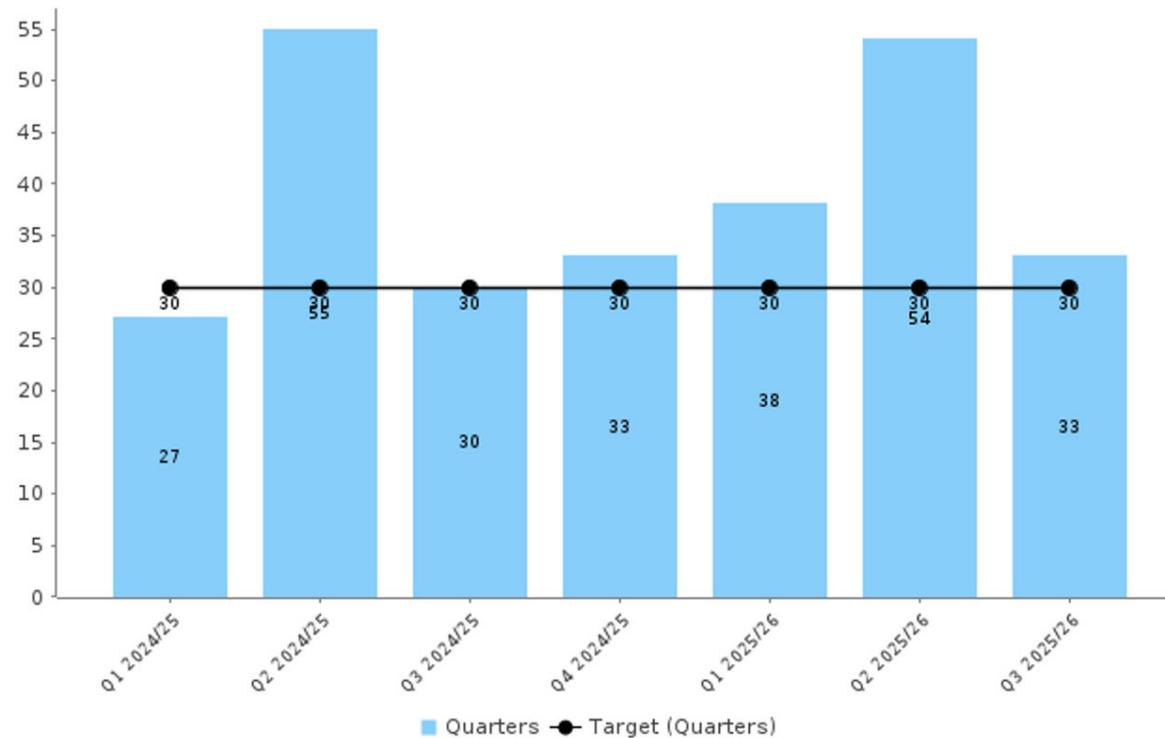
Due to ongoing high numbers of referrals, outreach continues to run from 4:30am several days per week. As the cold weather is here, the team have been liaising with internal and external partners, calling professionals meetings to raise concerns about vulnerable people who are at additional risk from the cold. All available steps are being taken to get as many people into accommodation as possible and the team work to ensure that there is a flow of people from the off the street assessment centre into longer term accommodation, to ensure that rooms remain available for people as they are identified as sleeping rough. As part of this, a new cross agency Task and Finish group is being set up specifically for women with multiple disadvantages.

The winter night shelter has now opened and will stay in operation until the end of March 2026. The shelter offers a space for people to stay warm overnight, and a range of partner agencies will be attending and offering support around accommodation, physical and mental health, substance use treatment and accessing services and benefits. We have funded an additional breakfast club at a commissioned drug and alcohol recovery service to allow more opportunities to engage with people and offer support.

A property has been secured to start a pilot project, this will allow those with specific drug and alcohol treatment needs to move from the shelter into a small scale supported house, which will allow targeted work to be carried out to support their recovery.

As in all years, the Rough Sleeping team and Housing Services will work in a collaborative One Medway approach to ensure that the maximum number of people accessing the shelter find accommodation during the three months of operation. There will be a weekly Task and Finish group to troubleshoot any issues and look at agreed move on solutions.

Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless
- 5.05c By 2027/28, 480 people have been assisted to remain in their homes by utilising the disabled facilities grant

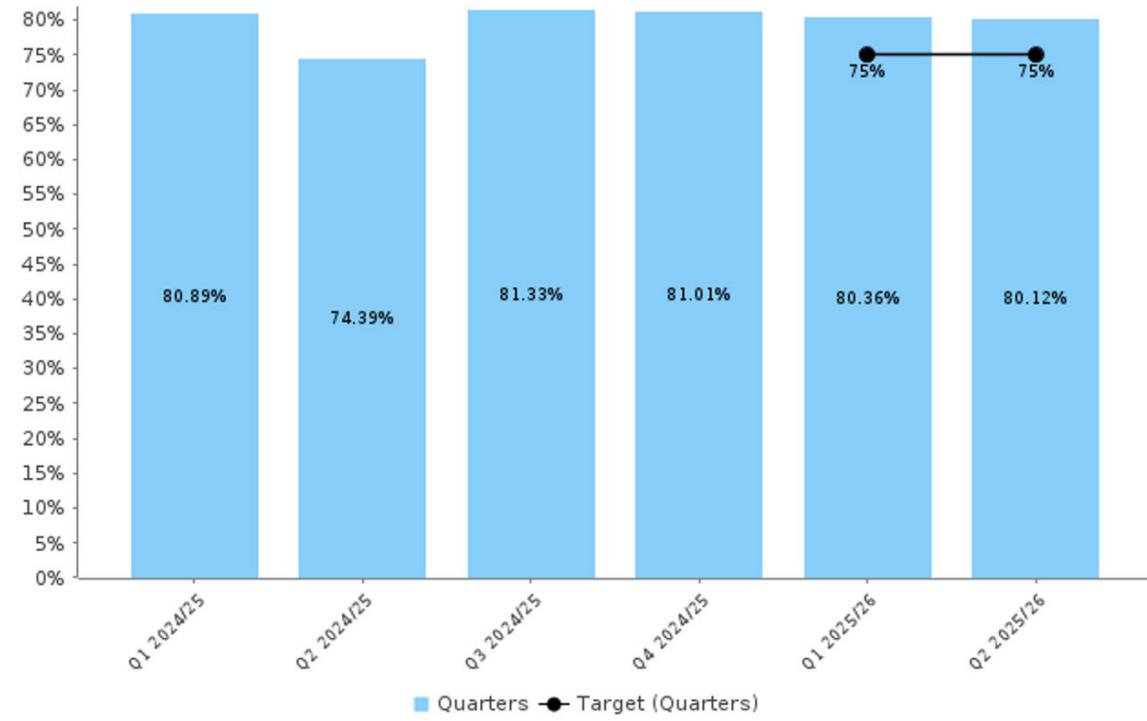


Aim to Maximise Green (downward long trend)

During Q3, 33 Disability Facility Grant (DFG) applications have been approved. The adaptations from these grants can restore the use of the home so that our clients can regain or retain their independence and carry on living in the community. The DFG Team continues to support individuals to enable them to develop solutions to have active, healthy and independent lives. The team continue work to deliver the required adaptations necessary and appropriate to meet the needs of the individual and to ensure that individuals can remain within the community providing an array of benefits including stability through the maintaining of local support networks. The team adopt a person-centred approach to prevent an individual escalating into hospital services.

Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives

- 5.06a Satisfaction with parks and green spaces - direct users CP

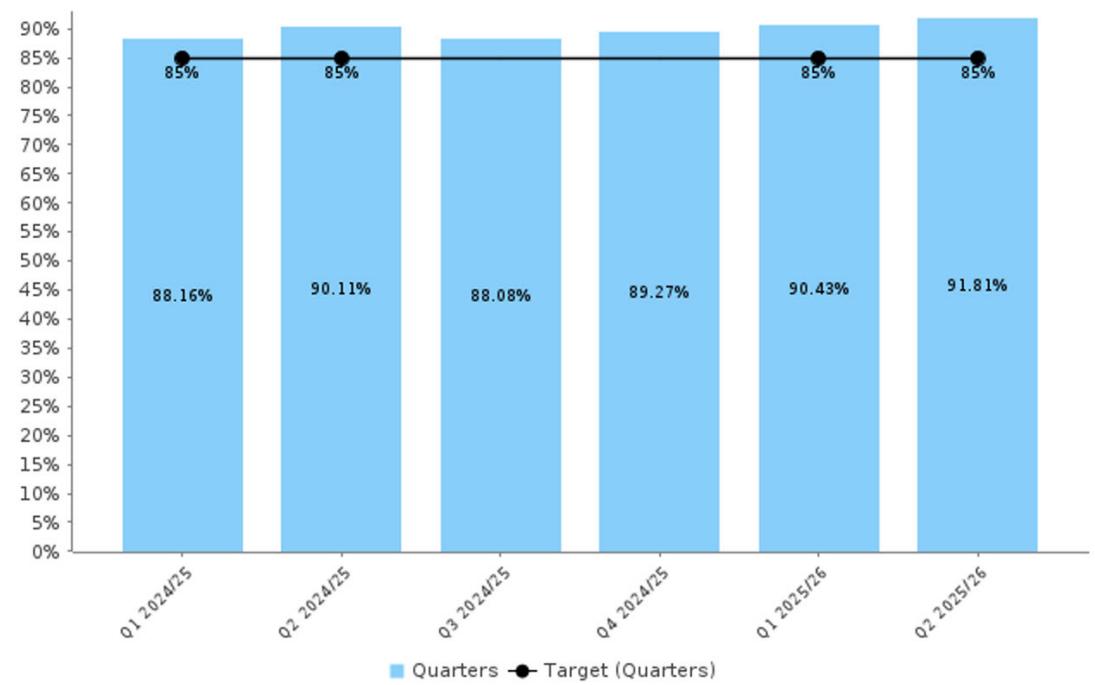


Aim to Maximise Green (upward long trend)

Reported a quarter in arrears.
Satisfaction amongst users of parks and open spaces was 80.12% in Q2 25/26, 0.24 percentage points less than the 80.36% figure seen in Q1 25/26. Fewer users were dissatisfied about the service (8.33%, down slightly from 9.2% in Q1) than neutral (10.3% of respondents, static when compared to 10.4% in Q1). These results are based on the 156 users of parks and open spaces from the 220 respondents to the Q2 25/26 Citizens' Panel, giving a margin of error of +/-7.9%, meaning the change in satisfaction is not statistically significant.

Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives

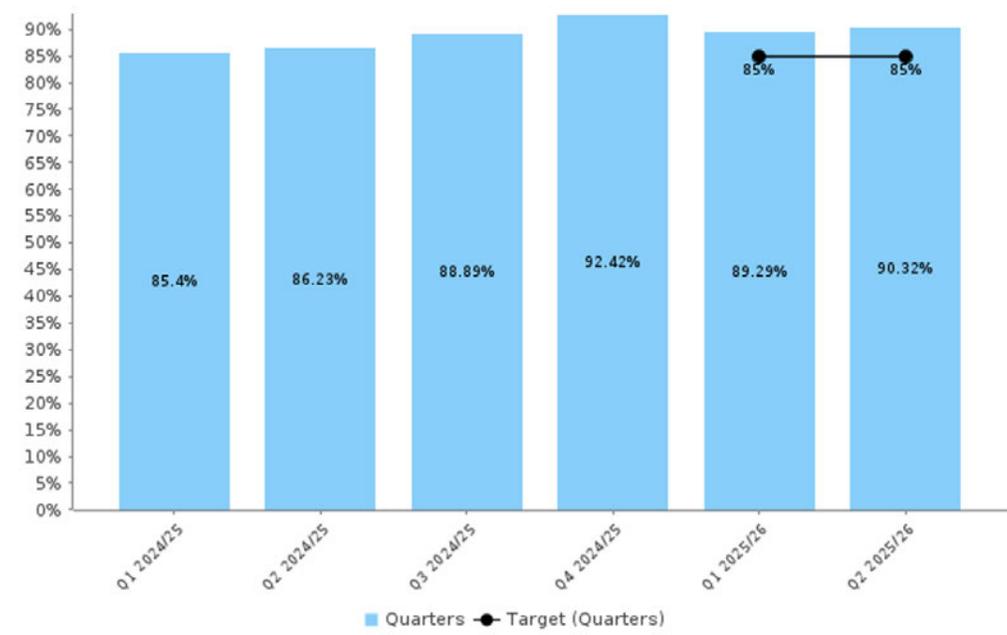
- 5.06b Satisfaction with refuse collection - Citizens Panel result



Aim to Maximise Green (upward long trend)

Reported a quarter in arrears
Satisfaction with refuse collection increased to 91.81% in Q2 25/26 (up from 90.43% in Q1 25/26).
1.8% of respondents were neutral about the service (down from 4.8% previously) and 3.6% were dissatisfied (down from 3.8% in the previous quarter). A further 2.7% did not know or gave no response (up from 1.0% in Q1).
The results are based upon 220 respondents to the Q2 25/26 Citizens' Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives
- 5.06c Satisfaction with HWRC services – Citizens' Panel result

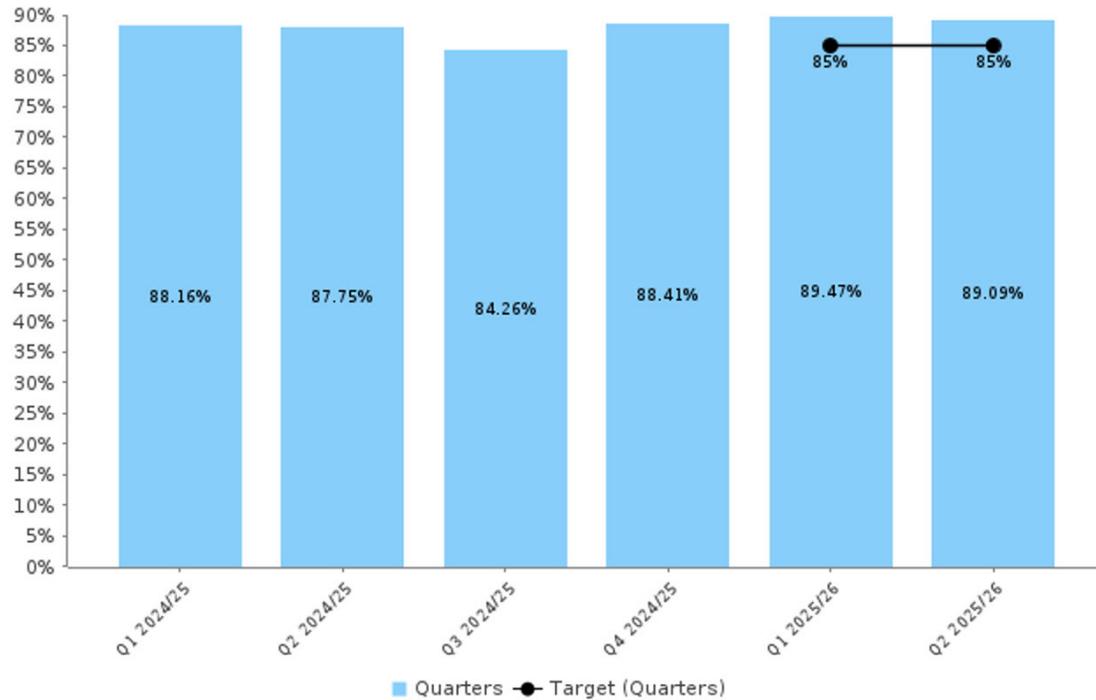


**Aim to Maximise
Green (upward long trend)**

Satisfaction amongst users of the tip (HWRC) was 90.32% in Q2 2025/26. 5.6% of users were neutral about the service and 4.0% were dissatisfied. These results are based on the 124 users of the tip from the 220 respondents to the Q2 2025/26 Citizens' Panel, giving a margin of error of +/-8.8%.

Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives

- 5.06d Satisfaction with kerbside recycling collections – Citizens' Panel result

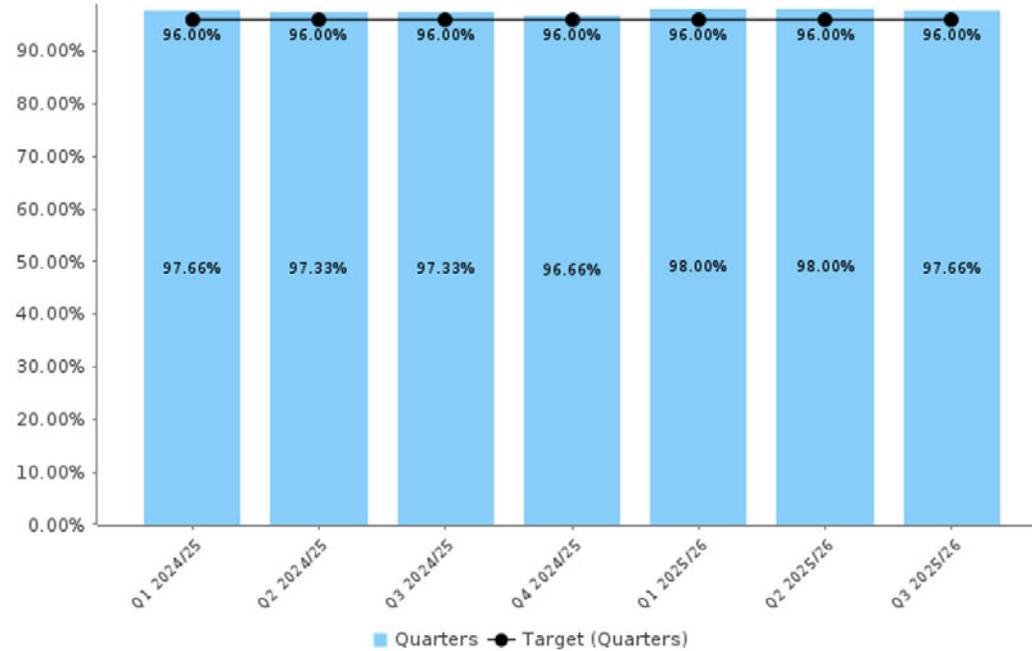


Aim to Maximise Green (upward long trend)

Reported a quarter in arrears.
Satisfaction with recycling collections (brown bin, blue/white bag and clear sacks) was 89.09% in Q2 2025/26, down slightly from 89.47% in Q1 2025/26. The number of respondents who were neutral about the facilities was 3.2% (down from 5.7% in Q1). 4.0% of respondents were dissatisfied (down from 4.8% in Q1). 3.6% of respondents answered did not know or did not give a response (up from 0% in Q1).
The results are based upon 220 respondents to the Q2 2025/26 Citizens' Panel giving an overall margin of error of +/-6.6%.
None of the changes are statistically significant.

Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives

- 5.06e Improved street and environmental cleanliness: Litter



Aim to Maximise Green (upward long trend)

Medway is split into 24 wards which are inspected yearly with a total of 1,200 sites being inspected (100 sites x 12 months = 1,200 sites per year). Sites are different land classes: Main Retail and Commercial, Local Shopping areas, Residential streets, Main Roads, Waste Bins (litter, canine and combined), Rural Roads, Alleyways, Footbridge and Subways.

During Q3 2025_2026, 97.6% of streets surveyed were free from litter at the time of inspections. Any issues are reported to Medway Norse to take action to restore to A grade standard in line with the Code of Practice on Litter and Refuse 2006 (modified 2019). There were 293 satisfactory inspections of A and B grades in Q3 requiring no further action; this is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Medway Norse.

A visual inspection of 50 metres is reviewed for the amount of litter present and graded. This is a transect. A to B assessed grades are acceptable for litter. C to D assessed grades are unacceptable. The number of sites that are at an acceptable standard at the time of inspection (grades A to B) are then reported as an overall percentage of good standard sites. For example, 97 sites at grades A to B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

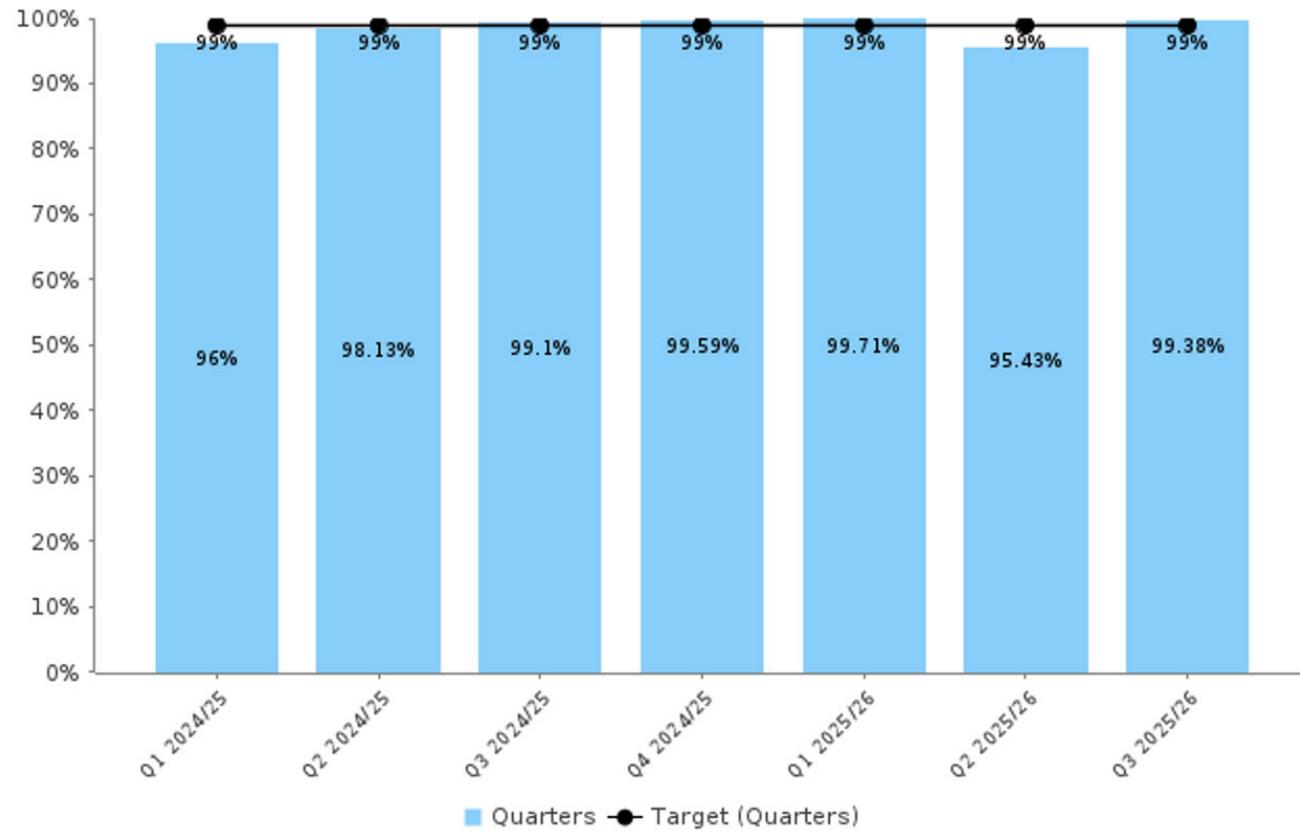
This is an annual indicator, and the final figure will be confirmed in March 2026. The annual tenant satisfaction measures (TSM) survey was conducted in September and October 2025 and a total of 573 responses were received. The overall tenant satisfaction rose to 75.2% from last years result of 70.70%. The team are currently using feedback from the survey to develop priorities and an action plan to aid further service improvements.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

This is an annual indicator, and the final figure will be confirmed in March 2026.
At the end of Q3 the average energy efficiency score (SAP rating) for the HRA housing stock was 71.43 Surveys are routinely carried out to ensure all property records are up to date and accurate.

Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making
- 5.09 By 2027/28, the overall Housing Revenue Account (HRA) property compliance is 99%



Aim to Maximise Green (upward long trend)

At the end of Q3, average compliancy was 99.38% across the six main streams (Fire Risk Assessments, Asbestos reinspections, water safety, lifts, annual gas servicing and five-year electrical testing). There has been a slight increase since the end of Q2 at 95.43%. No access continues to be the main reason for noncompliance, all contractors work with HRA officers to increase access, however legal remedies are only available at present for properties gas safety checks and domestic electrical checks.

Plot not shown as the data has not changed since the last report

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due March 2026

This is an annual indicator, and the final figure will be confirmed in March 2026.
At the end of Q3 90.85% meets the Decent Homes Standard. This figure is expected to rise as planned work replacement programmes continue throughout 2025/26.