

ONE MEDWAY COUNCIL PLAN

2024/28

Proud to be Medway



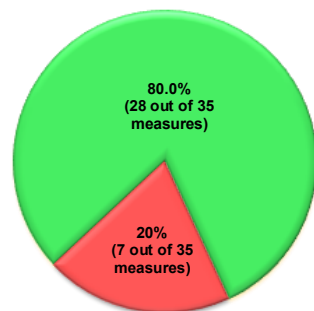
Performance Report

**Q4
2025/26
Regeneration,
Culture and
Environment
Overview and
Scrutiny
Committee**

Summary of all performance indicators

There are 54 performance indicators for the One Medway Council Plan 2024/28 relevant to this committee. We are reporting on 35 performance indicators this quarter. There are 19 indicators where data is unavailable.

Performance

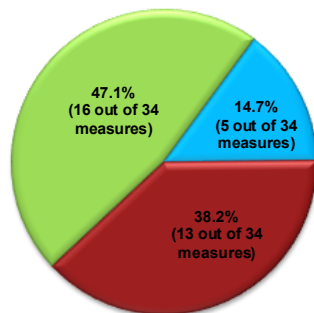


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 35 of the measures:

- 80.0% (28 out of 35 measures) met or exceeded target.
- 20.0% (7 out of 35 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 34 measures:

- 47.1% (16 out of 34 measures) had an upward long trend.
- 14.7% (5 out of 34 measures) had a static long trend.
- 38.2% (13 out of 34 measures) had a downward long trend.

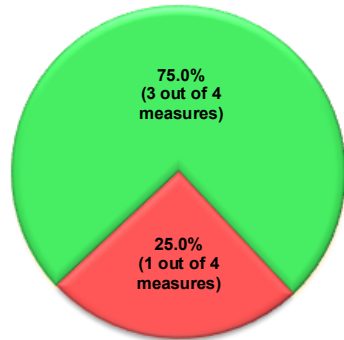
Delivering quality social care and community services

- 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 four performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on four performance indicators this quarter.

Performance

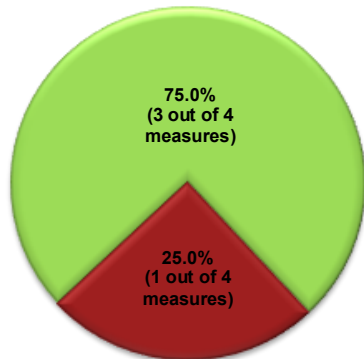


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 4 measures:

- 75.0% (3 out of 4 measures) met or exceeded target.
- 25.0% (1 out of 4 measures) were significantly below target (more than 5%).

Direction of Travel

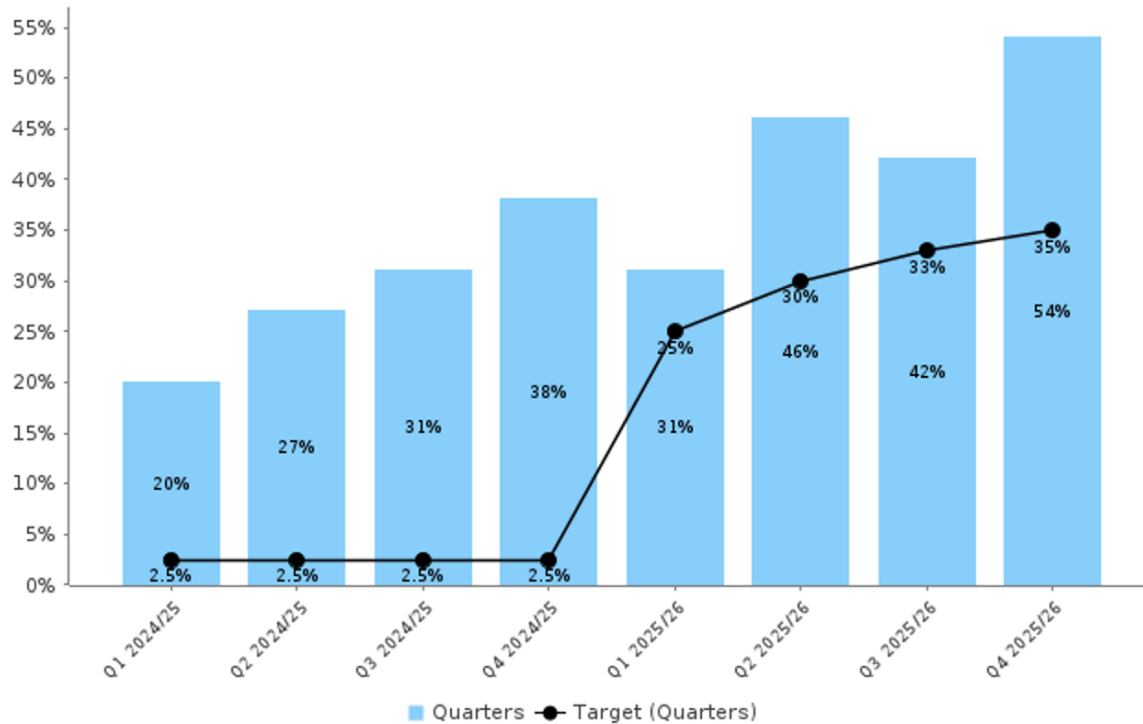


Direction of Travel - key
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 4 measures:

- 75.0% (3 out of 4 measures) had an upward long trend.
- 25.0% (1 out of 4 measures) had a downward long trend.

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 2 April 2026

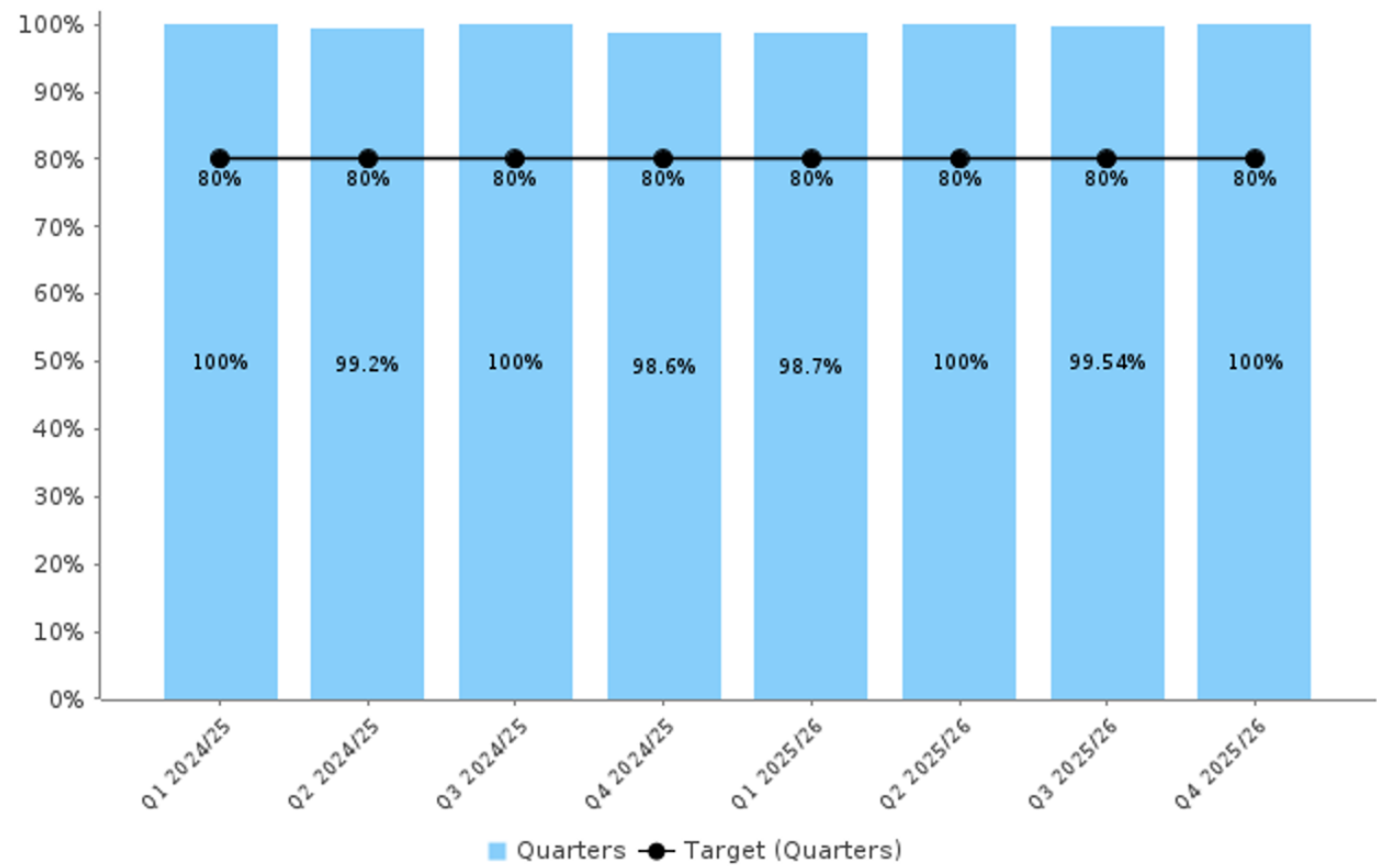
Reporting Period: April 2025 – March 2026

Data Source: Terms Management System

During the 2025/26 financial year, Adult Education enrolled 840 new learners, contributing to a total of 1,549 individual learners across all programmes. This increase reflects sustained demand for adult learning locally and has been further supported by DfE funding rule changes, which expanded eligibility and enabled more adults to access provision who may previously have been excluded. These changes have helped remove financial and qualification-related barriers, supporting both recruitment and wider participation.

The profile of new learners highlights a well-balanced curriculum aligned to community need and employability priorities. Community Learning accounted for the largest share at 34%, demonstrating strong demand for accessible, creative, confidence-building courses that support wellbeing and progression. ESOL made up 25% of new enrolments, reflecting ongoing need to support learners with language development and integration, while Vocational Skills (21%) and English and Maths (20%) provision continued to play a key role in improving employability, essential skills, and progression into further learning or work.

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%

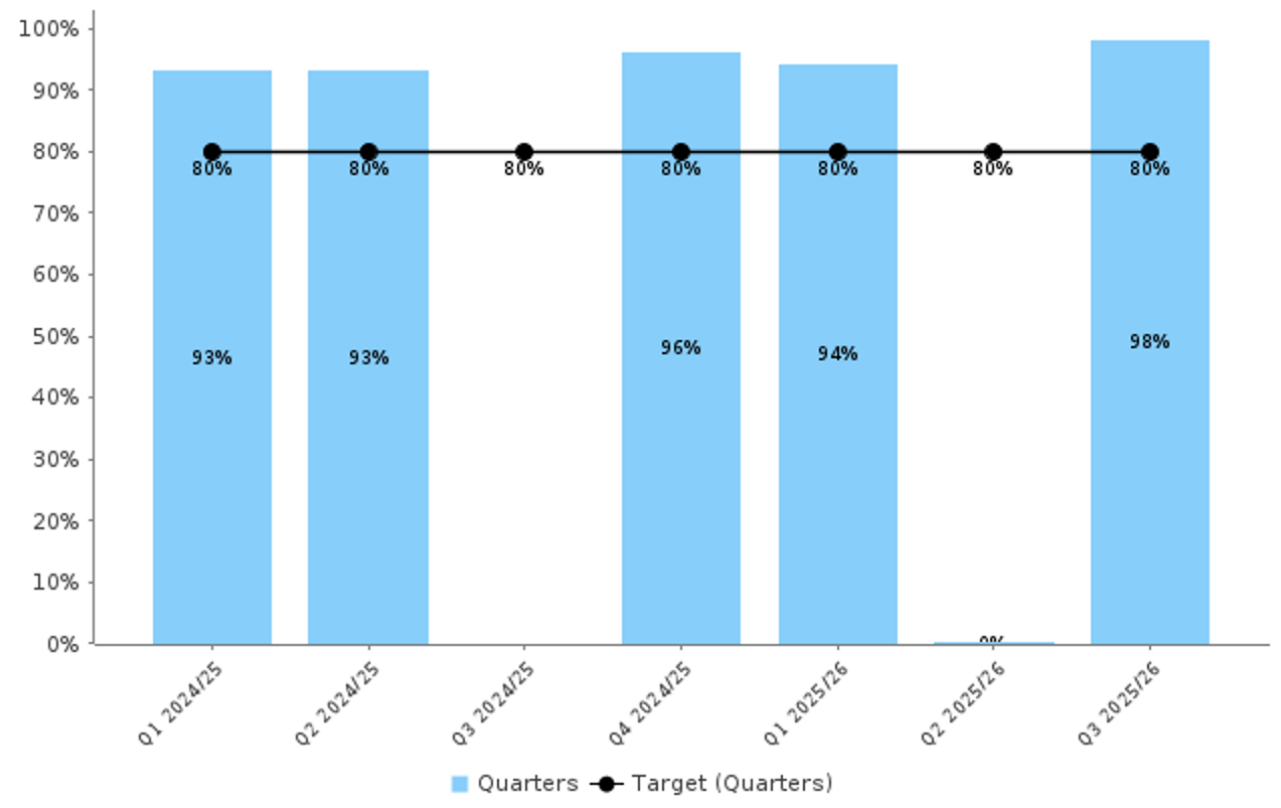


Aim to Maximise Green (upward long trend)

Q4 surveys were conducted in Gillingham, Luton, Rainham and Wigmore libraries with satisfaction rating at 100% after 297 responses. Overall, very positive feedback for staff, services and events.

Provide creative, cultural and community services and facilities across Medway that everyone can access and benefit from

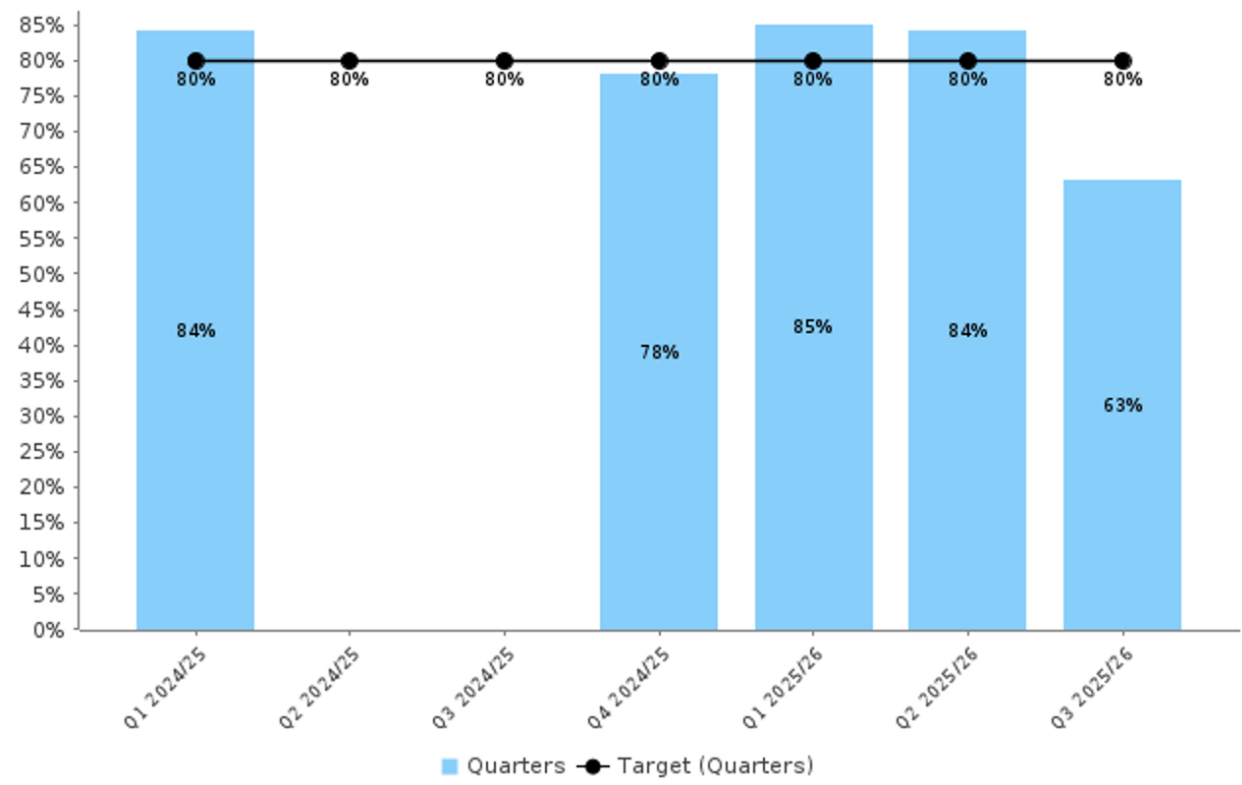
- 1.09b By 2027/28, the satisfaction rates across theatres exceeds 80%



Aim to Maximise Green (upward long trend)

Reported a quarter in arrears – Q3 result
A recent customer survey, covering our Christmas Pantomime, yielded highly positive feedback:
Survey Category, Satisfied/Very Satisfied
Ease of Buying Tickets, 97%
Quality of Show, 99%
Cleanliness of Venue, 98%
Helpfulness of Staff, 96%

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



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

Reported a quarter in arrears. There were no festivals or events held in Q4.
Q3 - The satisfaction rating for Rochester Christmas Markets and Dickensian Festival was disappointing. Looking at the nuance of the data, the rating is high for atmosphere, location, sense of community and reputation but there are lower scores for diversity of stalls, cost of products and parking. This brings the overall average down. The team will be reviewing the feedback and looking at what changes can be implemented for 2026 events.

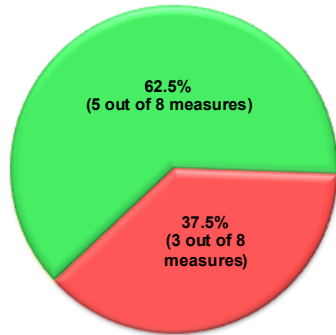
Benefitting from good education, quality jobs and a growing economy

- 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 18 performance indicators for the One Medway Council Plan 2024/28 which fall under this priority. We are reporting on eight performance indicators this quarter. There are 10 indicators where data is unavailable.

Performance

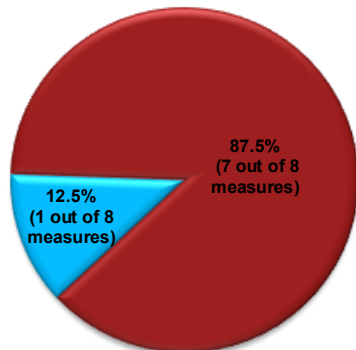


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows the performance for 8 measures:

- 62.5% (5 out of 8 measures) met or exceeded target.
- 37.5% (3 out of 8 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 8 measures:

- 12.5% (1 out of 8 measures) had a static long trend.
- 87.5% (7 out of 8 measures) had a downward long trend.

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.

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. Information has been delivered to the Medway Adult Education Oversight Board on the new Ofsted Framework.

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 continued to run in Kent & Medway run by Kent County Council.

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 continued in Kent & Medway run by Kent County Council. 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.

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
- 2.08d By 2027/28, Medway Qualification Level 4 will be the same or better than the national average

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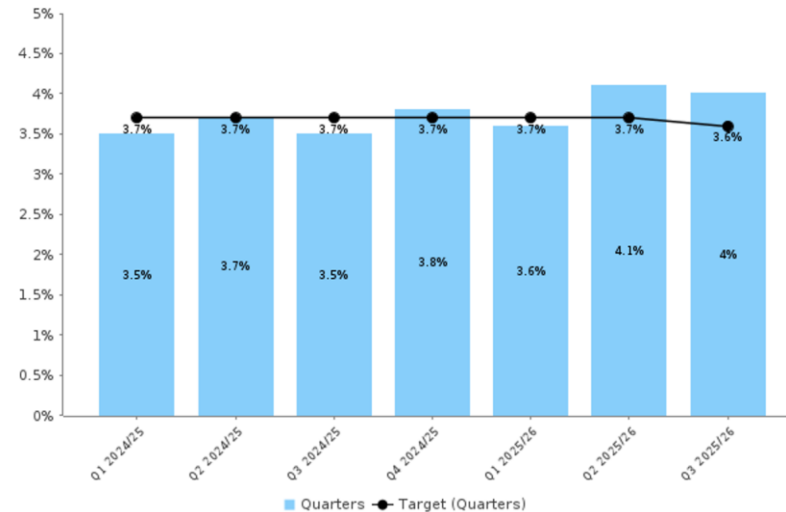
**Aim to Maximise
Data unavailable (no long trend)
Annual PI.**

Most current data from NOMIS is still dated January 2024 - December 2024.

Individual skills and employment plans promote upskilling staff to higher levels of qualifications with all three universities and training providers for higher level apprenticeships. Foundation apprenticeships are being piloted this year.

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

- 2.09 By 2027/28 unemployment levels will return to 2019 levels at 3%

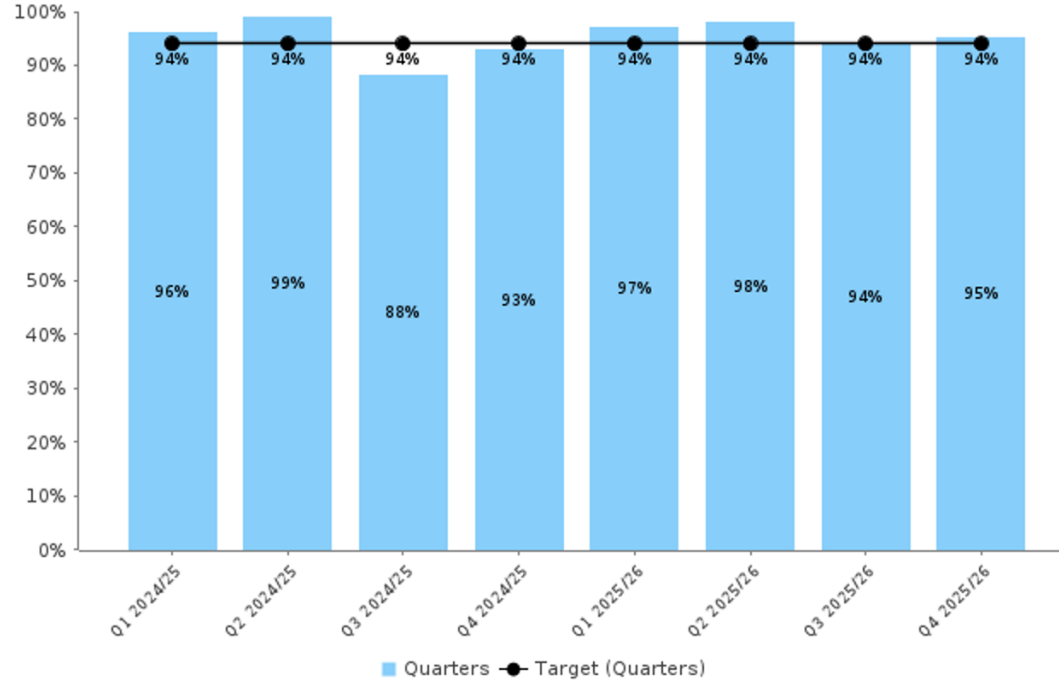


Aim to Minimise Red (downward long trend)

Figures are October 2024 - September 2025 - the latest figures on NOMIS

Work includes the OHOB/Medway Development Company project which aims to get 100 people trained in construction in 2026. Three cohorts have happened so far with 25 people trained and 7 people have achieved work. Shared Prosperity Fund year 4 projects focussing on skills and employment include Volunteer It Yourself who have provided construction experience to young people, Connect to Work has good referral rates and numbers of people on programme, Kent & Medway Get Britain Working Plan and Work & Health Strategy to support people into work. Supported Internship projects which included a conference for all professionals working with people with SEND in January 2026 with 100 attendees. 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 continue in Kent and Medway to support people in to work in various sectors. An Industry 4 Council project working with employers and the colleges in Kent and Medway to develop pathways. Medway Adult Education continue to run courses to support people into work. Individual skills plans for businesses highlight the various ways to recruit. Brighter Futures run support for NEETs, and we sit on the Skills South Group for the Lower Thames Crossing Project. Two DFN Project Search programmes are running for young people with SEND with Amazon and Sodexo as the host employers. The Office for National Statistics (ONS) publishes the Business Register and Employment Survey (BRES), which provides information about employment in an area. The figures are based on information collected directly from employers and include both full time and part time roles across public and private sector organisations. The most recent figures available are provisional data for 2024, meaning they may be revised when final data is published later in 2026. As with any survey, the results are subject to a small margin of error. Between 2022 and 2024, the number of people employed locally increased. The number of employees (people working for an organisation and paid through its payroll) rose from 95,600 to 97,700. When sole traders and business owners are also included, total employment increased from 97,500 to 99,200. Overall, the data shows that local employment has continued to grow, suggesting that demand for jobs in the area has remained strong despite wider economic uncertainty.

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 (downward long trend)

Data as at 2 April 2026
 Reporting Period: January 2026 – March 2026
 Data Source: Terms Management System
 Learner retention for courses active during Q4 of the 2025/26 financial year stands at 95%, an increase of 1 percentage point compared to the previous quarter and above target. This represents a 2-percentage point improvement compared to Q4 of 2024/25, reflecting the positive impact of our ongoing initiatives.

Retention by Department:

- English & Maths: 95%
- Community Learning: 98%
- ESOL: 92%
- Vocational Skills: 94%

Overall, these results demonstrate strong and consistent learner engagement across all departments, with particularly high performance in Community Learning, and provide clear evidence that current support strategies are effective and should continue to be embedded and built upon to sustain and further improve retention.

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

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 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.

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

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

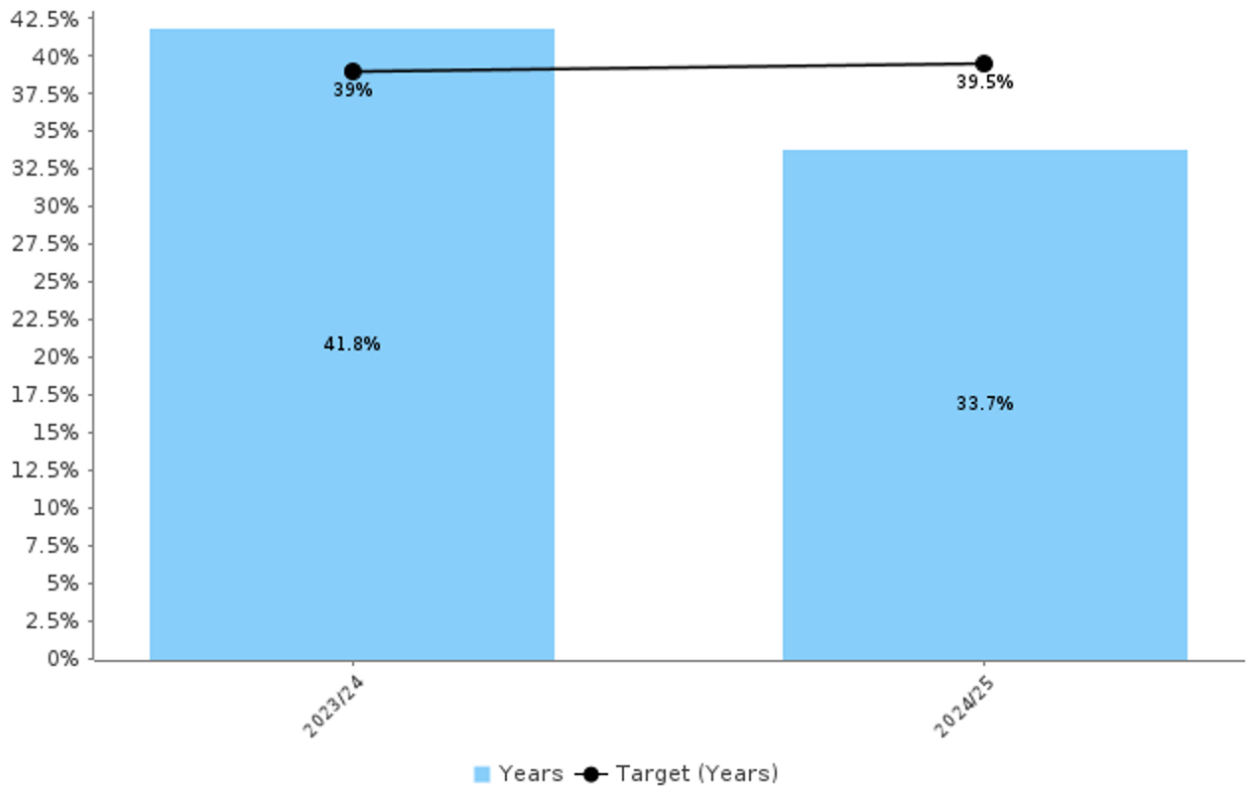
No new deprivation data will be published; this measure will be removed in 2026/27.

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.

Develop a strong mixed economy which provides training and work opportunities that support career development, increasing high value businesses and expanding high quality employment
- 2.15 By 2027/28, raise the business survival rate to 41%



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

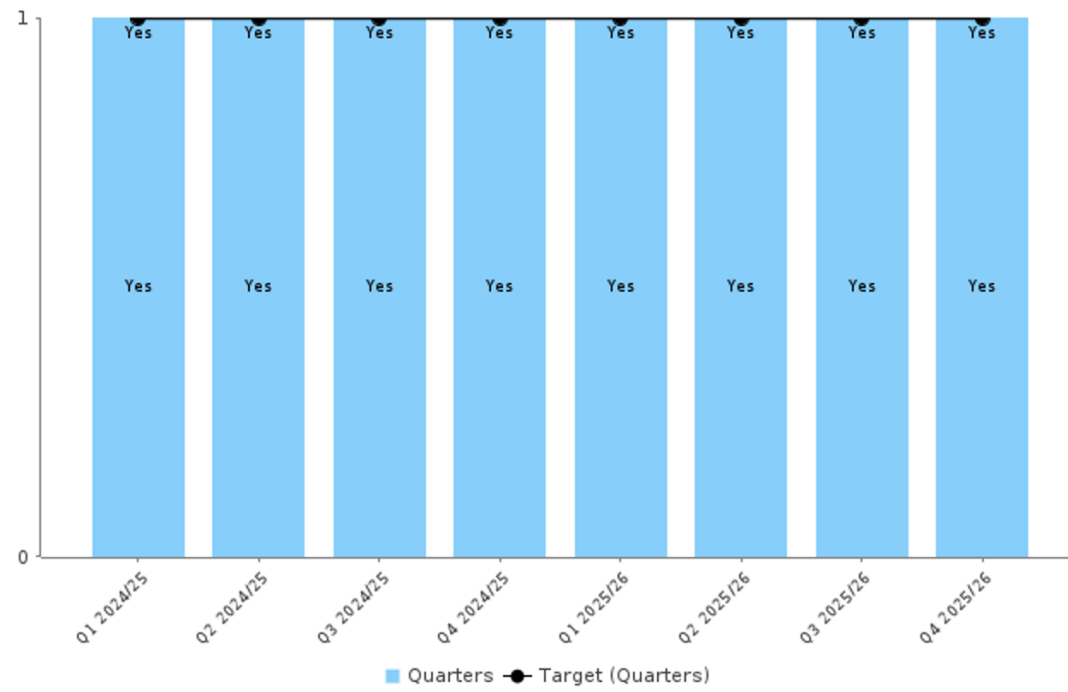
Business survival rates between 2019 and 2024 are likely to show a decline, reflecting the impact of Covid-related business failures. Ongoing post-Covid recovery, supported by targeted local initiatives, is expected to drive an improvement in survival rates by 2027/28.

The Office for National Statistics (ONS) publishes the Business Register and Employment Survey (BRES), which provides information about employment in an area. The figures are based on information collected directly from employers and include both full-time and part-time roles across public and private sector organisations. The most recent figures available are provisional data for 2024, meaning they may be revised when final data is published later in 2026. As with any survey, the results are subject to a small margin of error.

Between 2022 and 2024, the number of people employed locally increased. The number of employees (people working for an organisation and paid through its payroll) rose from 95,600 to 97,700. When sole traders and business owners are also included, total employment increased from 97,500 to 99,200.

Overall, the data shows that local employment has continued to grow, suggesting that demand for jobs in the area has remained strong despite wider economic uncertainty.

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)**

Structure & Staffing

- Board review underway to identify skills gaps, strengthen representation, and ensure readiness for Creative Medway’s evolving role as a sector trade body.
- Compact model updated with quarterly meetings replaced by a flexible expert panel to input on strategic priorities as needed.
- Handover to new Strategic Lead completed.

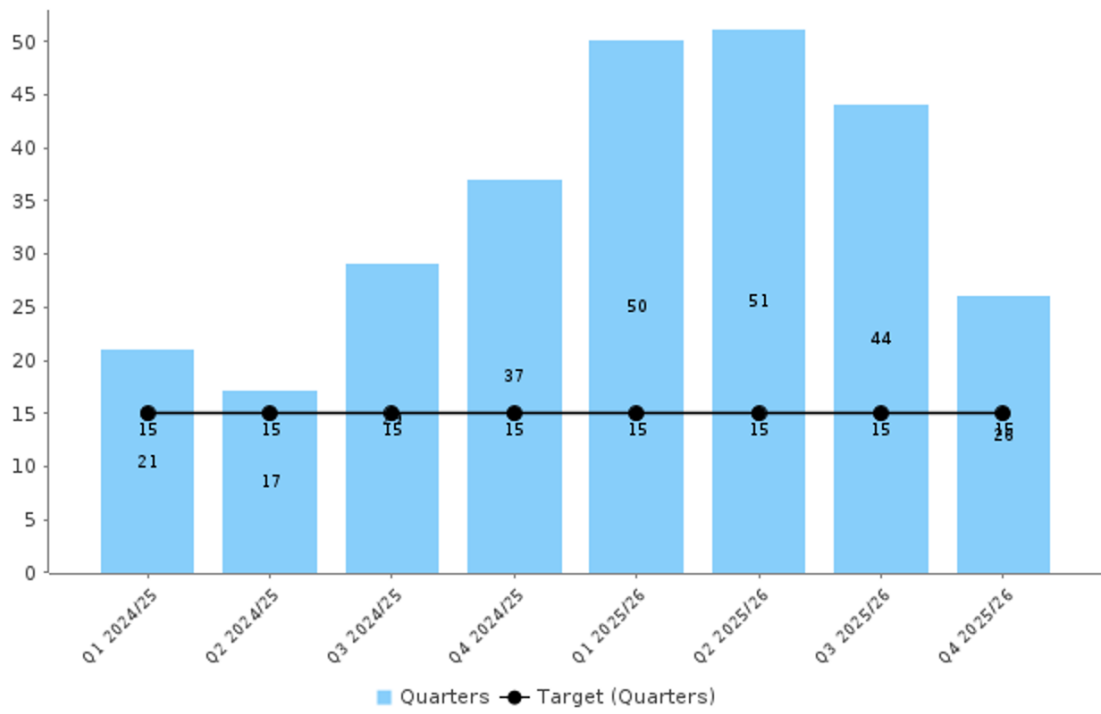
Advocacy & Engagement

- New sector advocacy strategy in development, with an immediate focus on Local Government Reorganisation.
- Sector communications have centred on mid-point reflections on the cultural strategy and priority setting for 2026–2030, alongside a review of progress against last year’s strategic focuses.
- Creative Medway participated in a roundtable hosted by Naushabah Khan MP on creative industry development and culture-led placemaking in Medway.
- Monthly sector meetups continuing in partnership with Nucleus Arts.

Fundraising

- £60K Arts Council England application submitted, focused on sector entry and development of a delivery and evaluation plan (decision expected mid-June).

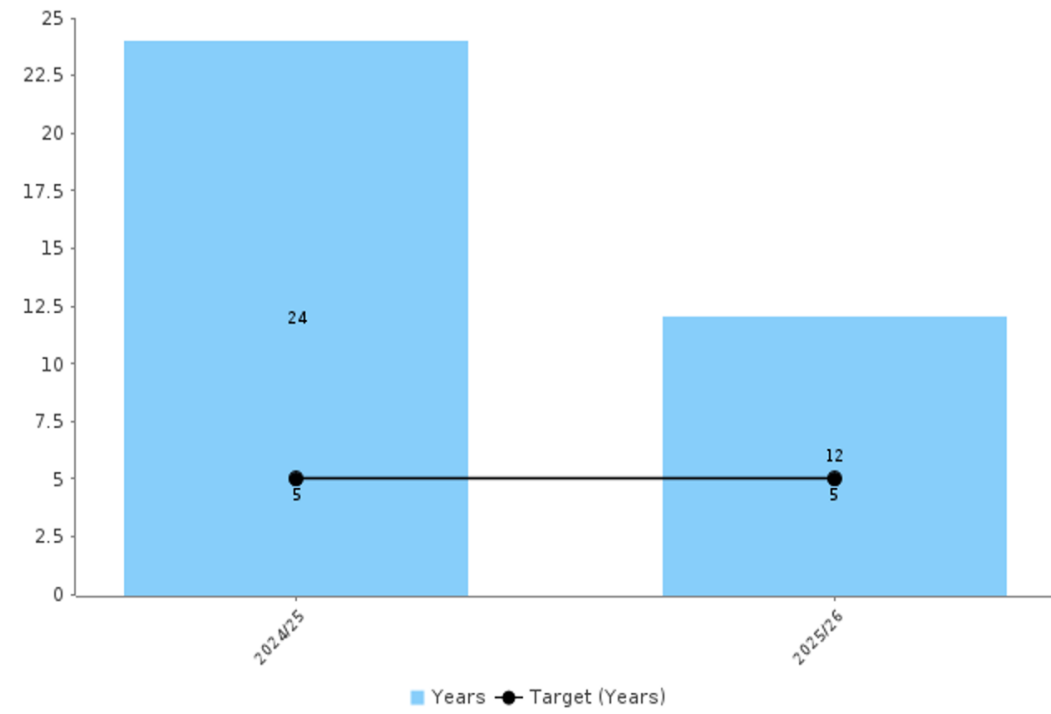
Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage
- 2.16b By 2027/28 Undertake 5 monthly sector surgeries, 60 a year, 240 by 2027/28



Aim to Maximise Green (downward long trend)

Surgery Session days offer one-hour bookings for project advice and support. The Culture Team uses these sessions to connect artists and organisations with local networks, suggest funding opportunities, review applications, prevent duplication of local projects, and highlight opportunities for collaboration and shared resources. The Culture Team supported 26 organisations and artists in Q4: Mini Gabi World, Creative Medway, The Amelia Scott, Photoworks, We Live Here, iCCi, Electric Medway, Medway Arts and Homelessness Forum, River Lit, Dockyard, Town Centres Management team/Gillingham Taskforce/Community Panel, Lyrici Arts, Nucleus Arts, Icon Theatre, Intra Community Trust, documentary photographer and multi-media artist based at Sun Pier House, Medway Cultural Education Partnership, Medway Creative Schools Network, Council's LGR team, Identity, Pride, Ideas Test, Temple of Kulture, Royal Engineers, Rochester and West Kent Art Society and Loop Dance Company.

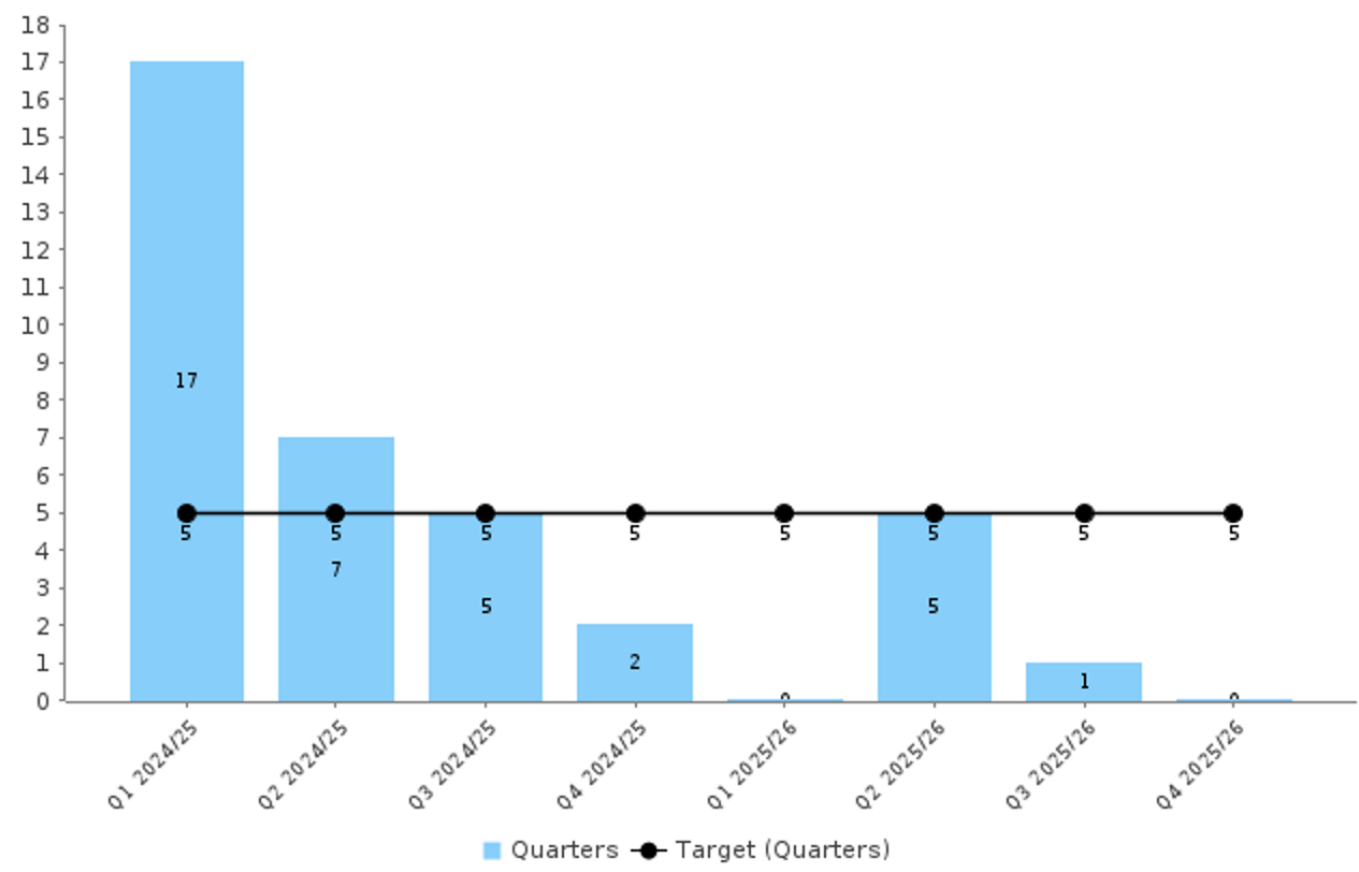
Develop Medway's reputation as a home for creative, cultural, and green industries to support a growing economy, maximising our national recognition as a Priority Place for culture and heritage
- 2.17 By 2027/8 implement a minimum of five community led pilot projects which showcase heritage- driven regeneration



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

12 grants have been issued in Q4. Three Development grants of up to £7,000 and three Collaborative grants of up to £30,000. Projects include Chatham Historical Dockyard Society will create a virtual 3D gallery of 2,000+ artefacts from The Ropery building, A community project led capturing untold stories of Medway's Sikh residents through oral histories, collecting, and intergenerational workshops, The Thomas Aveling Society broadening the public understanding of Thomas Aveling's legacy through new public engagement, plaques and markers and online resources, a community heritage project exploring the historic decorative craftsmanship of the Brook Theatre, a project documenting the lives of 20 Black people in Medway through portrait photography and oral histories, TV content made with and by Medway school children that captures Medway's medieval food heritage and ties in with KS2, a deaf-led working with disabled, deaf and marginalized communities to explore lived experience and local heritage through accessible visual art and storytelling

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

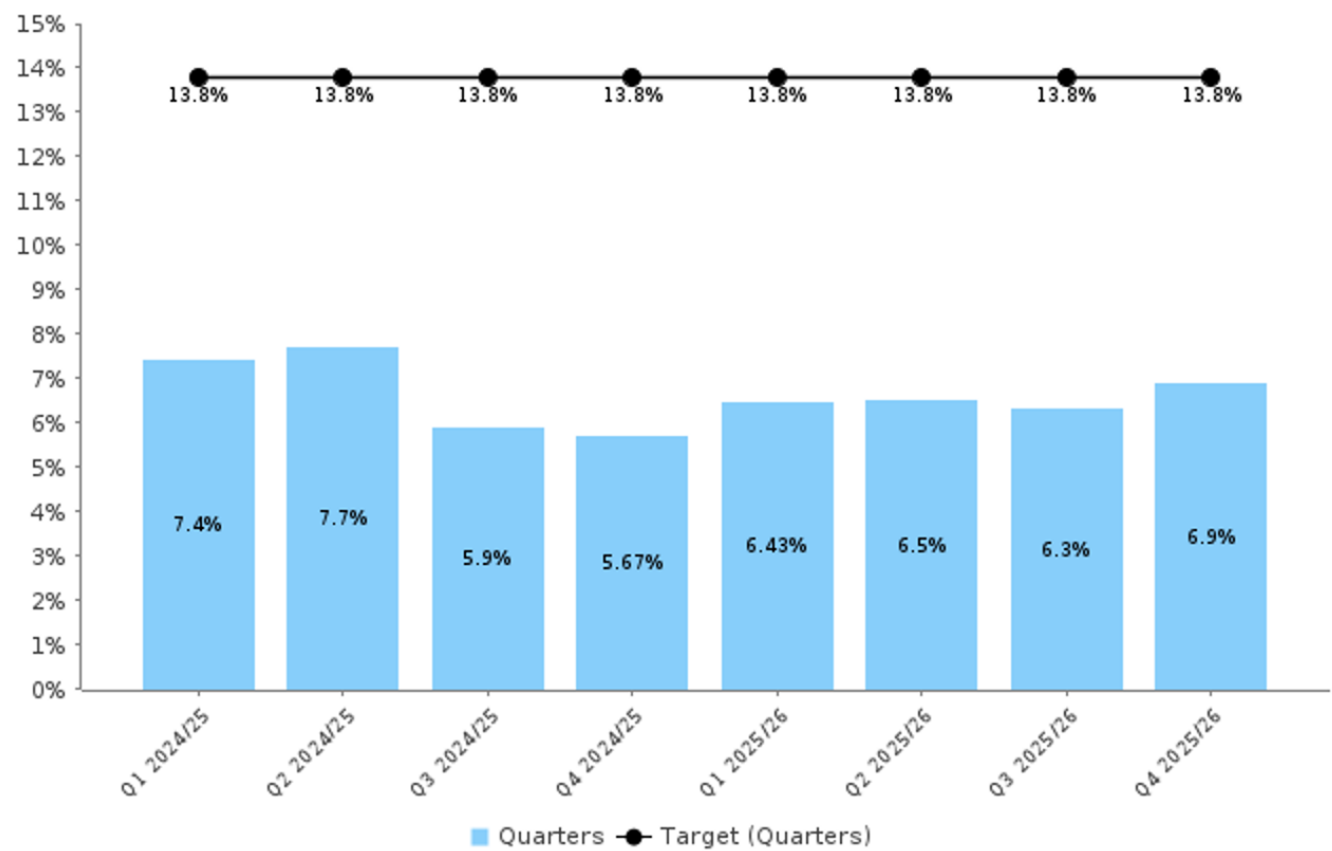


**Aim to Maximise
Red (downward long trend)**

Although there have been no recent applications for green audits or grants, previous trends show that business interest can increase rapidly in response to changing conditions. Investment activity rose notably following the energy price increases after the invasion of Ukraine, and ongoing global developments, including those in the Middle East, may similarly stimulate renewed interest and engagement in Q1 2026/27.

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 vacancy rate across Medway's town centres for Q4 currently stands at 6.9%, compared with the national vacancy rate of 14.2% (Experian Goad – UK floorspace vacancy rate). This is a highly encouraging position. Our March 2026 vacancy rate is less than half the national average, and there is optimism that this strong performance can be sustained over the coming quarters. This resilience reflects, in part, the wider economic climate, which has had a disproportionate impact on large retailers nationally. In contrast, Medway's town centres are characterised by a higher concentration of smaller national chains and independent retailers. This diversified retail mix has enabled Medway to buck national trends and maintain comparatively low vacancy levels when set against other UK town centres.

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

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

Quarterly updates can now be produced following recent enhancements to Office for National Statistics (ONS) data, providing timely and rounded estimates of new business births. While Q4 figures are not yet available, this improved data quality strengthens our ability to track trends and report progress on a regular basis.

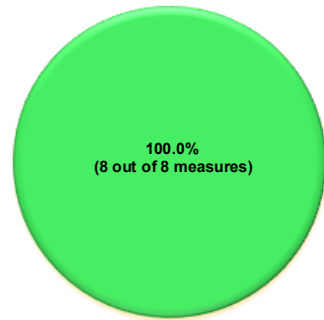
Enjoying clean, green, safe and connected communities

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

Performance



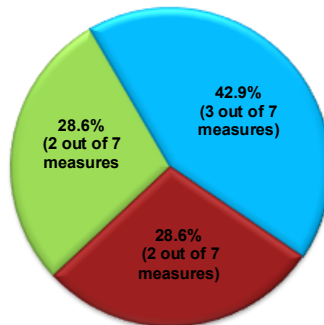
Performance - key

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

This chart shows the performance for 8 measures:

- 100.0% (8 out of 8 measures) met or exceeded target.
- 00.0% (0 out of 8 measures) were slightly below target (less than 5%).
- 00.0% (0 out of 8 measures) were significantly below target (more than 5%).

Direction of Travel



Direction of Travel - key

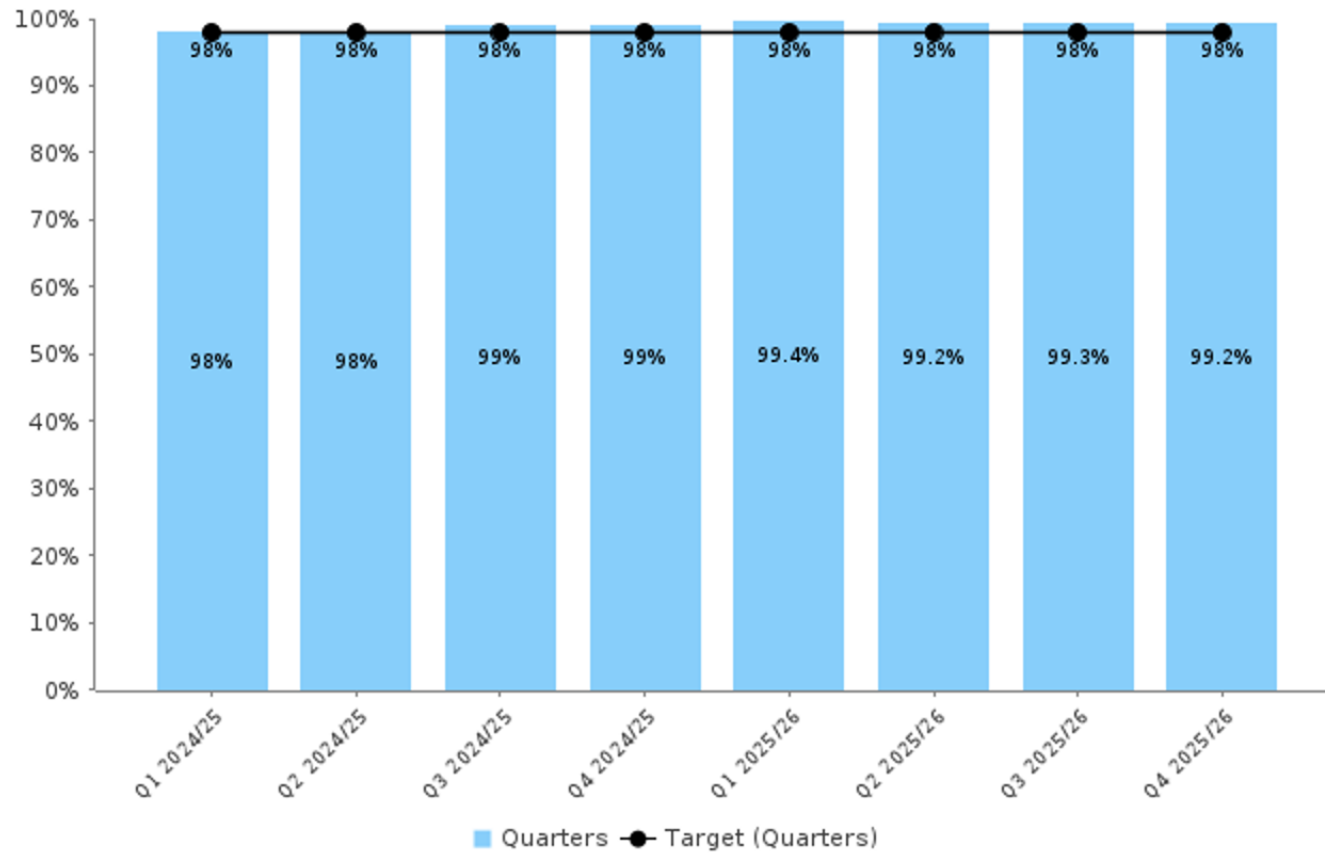
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 7 measures:

- 28.6% (2 out of 7 measures) had an upward long trend.
- 42.9% (3 out of 7 measures) had a static long trend.
- 28.6% (2 out of 7 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

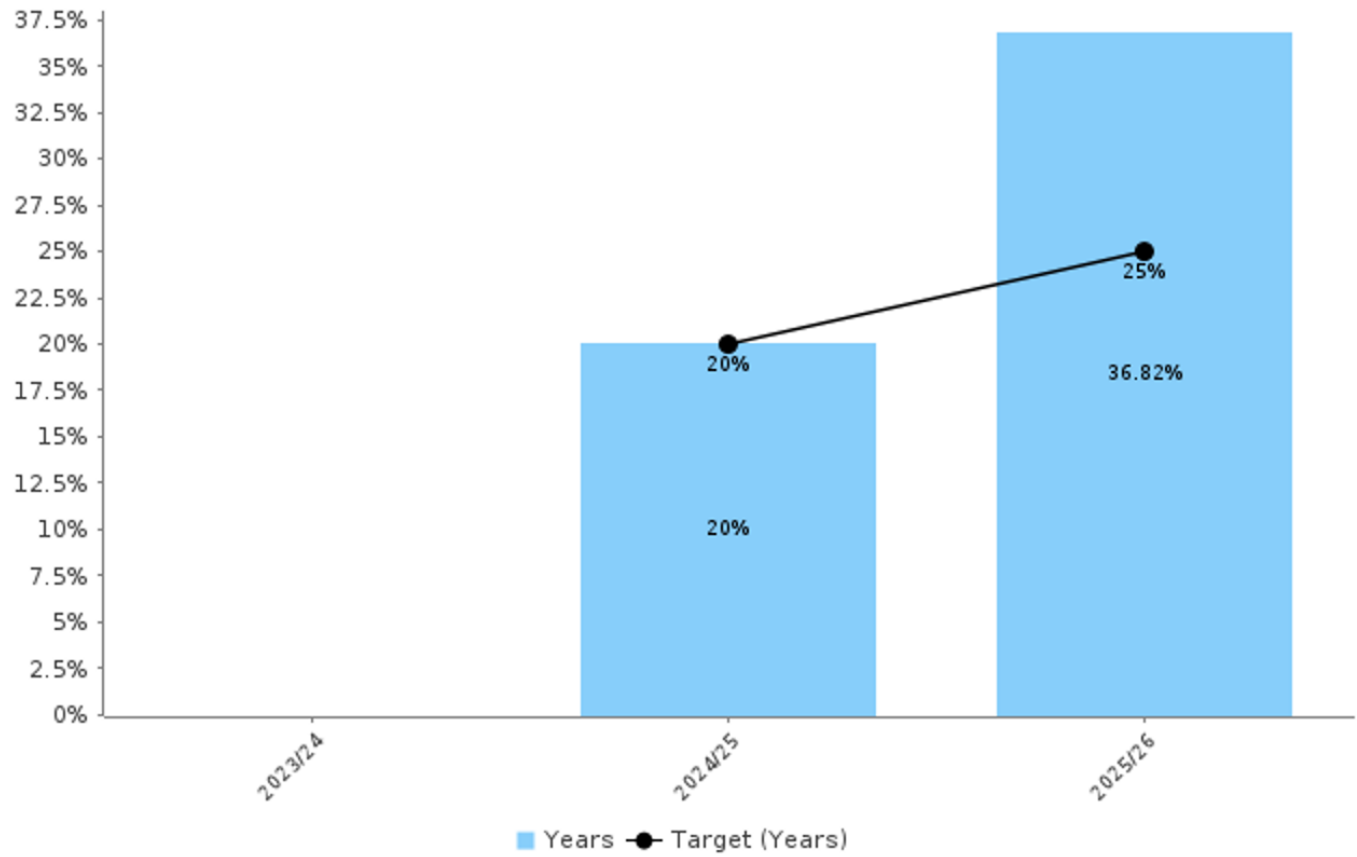


Aim to Maximise Green (downward long trend)

During Q4, 99.2% 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.

Create child-friendly communities which ensure all people in Medway will feel safe and live free from harm and abuse

- 3.02 By 2027/28, 30% of roads where maintenance should be considered are actioned



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

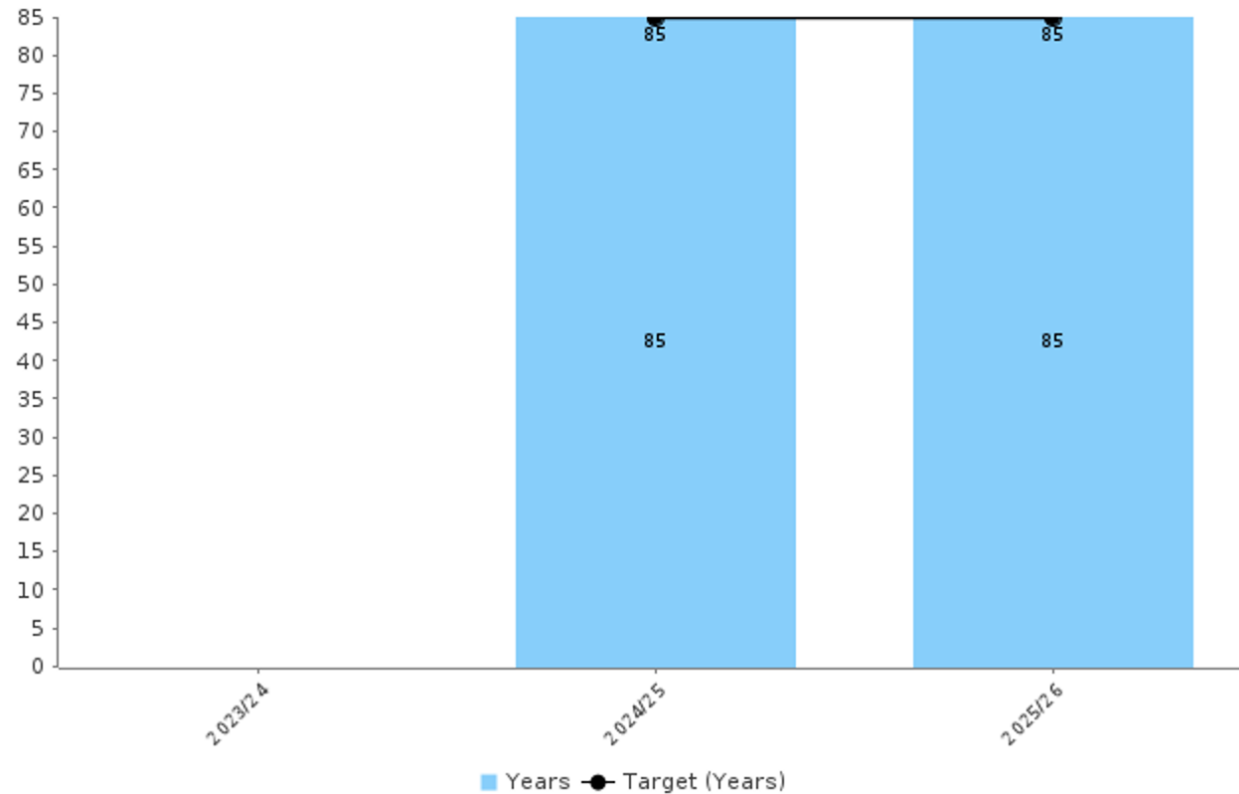
A total of 16 roads included in this year's Road Resurfacing programme have been completed as of Q4. In addition to this work, large patching works were carried out using capital funding at over 90 additional sites, adding value to the network and improving its visual appearance where full resurfacing 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.**

Under review to determine if other existing council survey sources, such as the Citizens' Panel, could be used instead of a bespoke survey

Provide improved opportunities to walk, cycle, use public transport and electric vehicles, reducing carbon emissions and improving air quality - 3.05 By 2027/28, residents and visitors have access to 100 miles of signed cycle routes in Medway



**Aim to Maximise
Green (static long trend)
Annual PI.**

During Q4, work continued on the development of scheme designs aligned with Medway’s Local Cycling and Walking Infrastructure Plan (LCWIP). Officer feedback was provided on the preliminary designs for routes CY05, W05A, W05B, W08A, and W08B. In addition, a preferred design option for route CY06, covering Sturdee Avenue and Woodlands Road, was agreed.

A stakeholder engagement session was held in February with council officers and Active Travel England (ATE). ATE has since issued further comments and recommendations on the emerging designs, which were also presented to Medway’s cross-party Active Travel Group in March.

The project will continue into Q1, with next steps including commissioning a Road Safety Audit for all routes, followed by member and public consultation. Subject to funding, this process will leave all schemes in a position to progress to construction.

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

Aim to Maximise
Data unavailable (no long trend)

Bus patronage data for Q4 has been requested from Medway's four operators. This PI will be updated once that information has been received.

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 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
Annual PI Due Q2 2026/27

FY25/26 Q4 update:
All eight applications were submitted in January 2026. Full judging visits will take place in May 2026 at the Great Lines Heritage Park, Broomhill Park and Ranscombe Farm Nature Reserve. Mystery shops will take place over summer 2026 at the Vines, Gillingham Park, Hillyfields, Riverside Country Park and Capstone Farm Country Park. The team are currently working through the action plans and pre-judge site visits. The announcement of the results of Green Flag Awards for 2026/27 isn't released until late July 2026. As soon as our team receive the official announcement and press release from Keep Britain Tidy it will be shared with the Communications team.

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

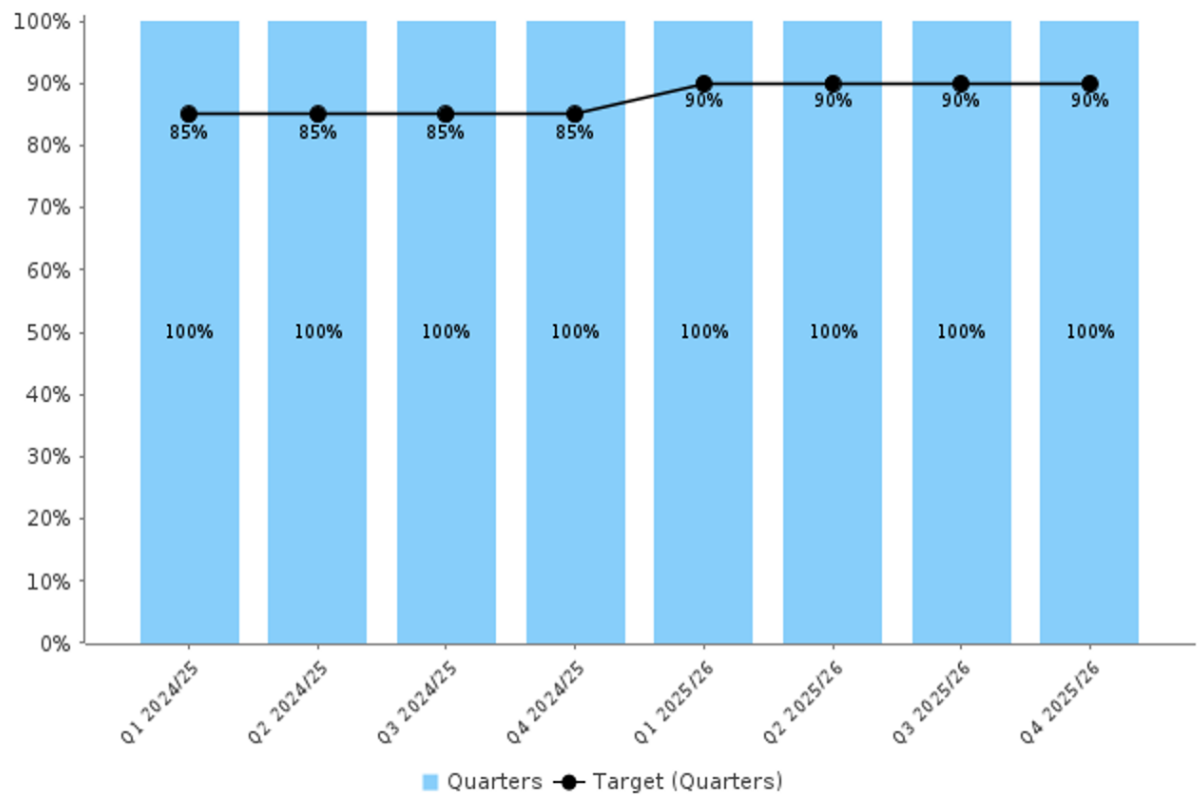
This is an annual performance indicator. The Waverley Paddle steamer visit brought 750 passengers to Rochester. Jetstream tours estimate an additional 700 people were brought to Rochester - total 1450 people arrived in Medway via directly attributed to the opening of Limehouse Landing at Rochester Riverside. During Sweeps Festival May 2026; 400 people over 3 days forecast to sail from Limehouse Landing with Jetstream tours on 1 hour river trip return to Upnor castle

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 was not achieved. Improved promotion of sailings and awareness of new landing stage will be made in 2026. During Sweeps Festival May 2026; 400 people over 3 days forecast to sail from Limehouse Landing with Jetstream tours on 1 hour river trip return to Upnor castle

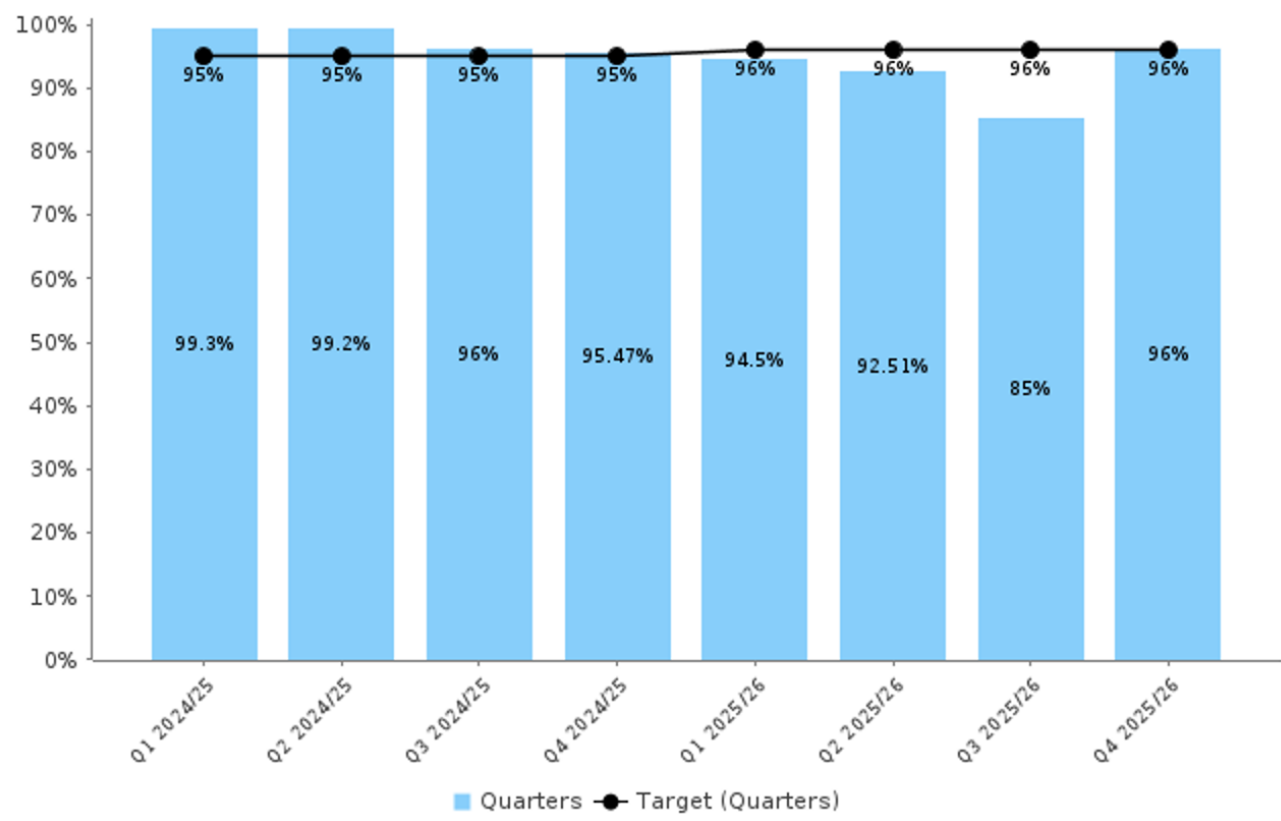
Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change
- 3.11a By 2027/28, 100% of highway network inspections are carried out on time



Aim to Maximise Green (static long trend)

In Q4, 896 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.

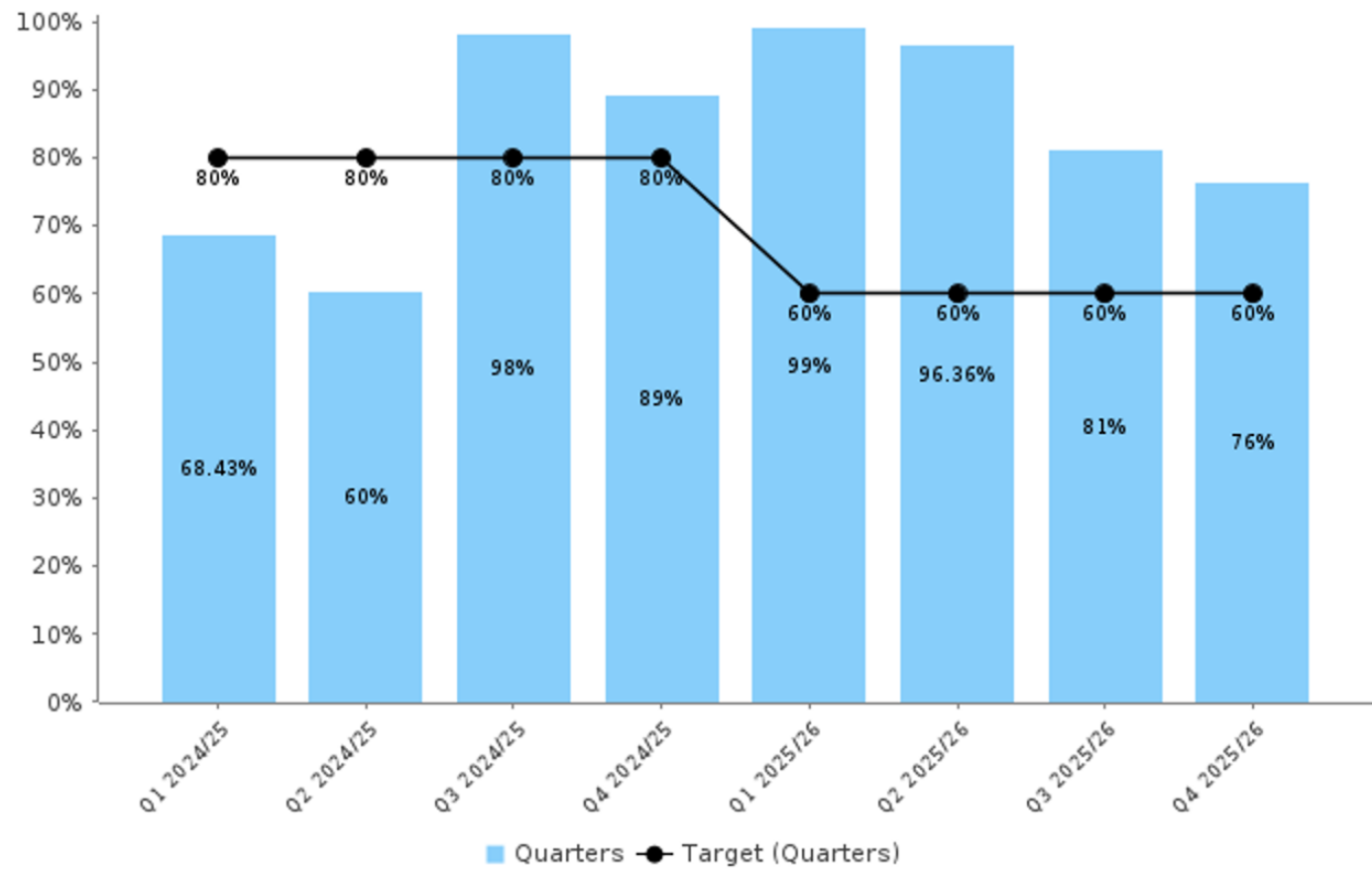
Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change
- 3.11b By 2027/28, 95% of identified highway network defects are repaired within the priority timeframe allocated



Aim to Maximise Green (upward long trend)

During Q4, 3,839 works were completed, of which 132 were beyond the target completion date. 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 Q4 (2,731) 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. During this period, there was extremely wet weather which prevented some reinstatements being carried out on time and that could be a leading factor as to why this quarter has a greater number of over-running works.

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

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

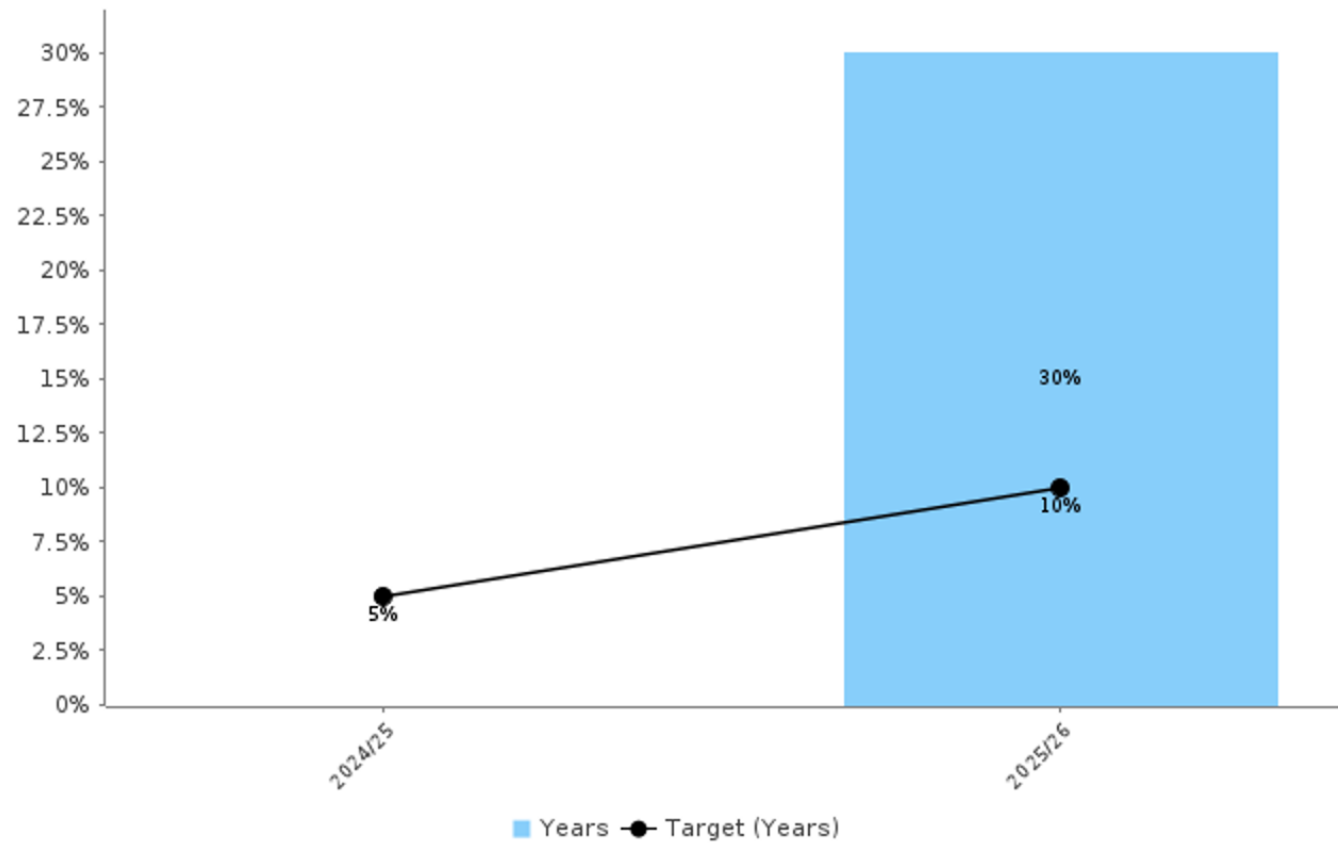
Our EV tender went live on 11 March 2026. The tender will be active for a 12-week period.

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

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

Our EV tender is now live and will be open for a 12-week period. 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 two years of the contract.

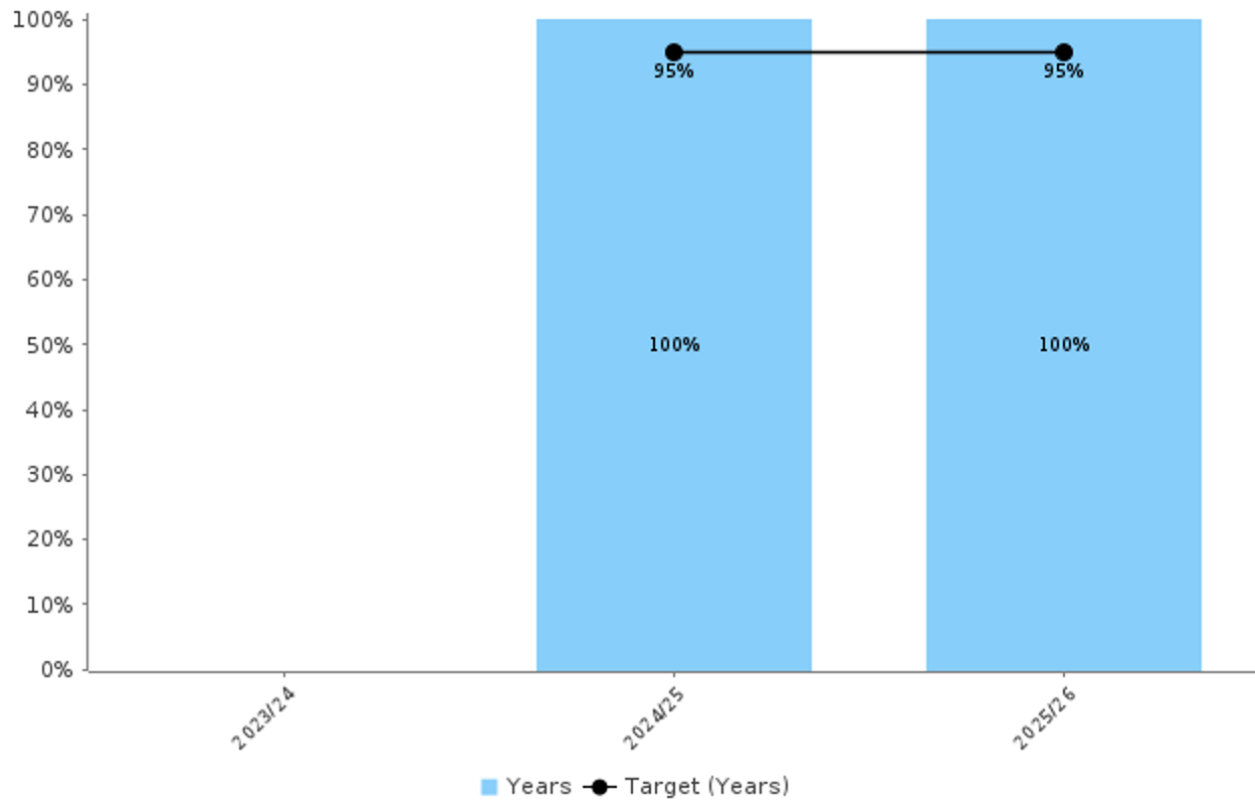
Engage Medway's residents in ensuring Medway is clean and well maintained. Protect and enhance Medway's river, green spaces and environmental assets as a means of effectively tackling climate change
- 3.14a By 2027/28, use at least 30% recycled material on highway maintenance schemes



Aim to Maximise Green (no long trend) Annual PI.

The Council's contractor has confirmed that a minimum of 30% recycled material is currently used across highway maintenance schemes. A wide range of materials is utilised for routine maintenance and resurfacing works. The contractor is working in collaboration with the asphalt supplier to calculate the precise proportion of recycled content, specifically Reclaimed Asphalt Pavement (RAP), within the materials used on road schemes across Medway.

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
- 3.14b By 2027/28, 100% of material removed from roads is diverted from landfill for recycling



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

As of Q4, 100% of material removed from 16 sites with a total area of 29,105m2 was diverted from landfill for recycling.

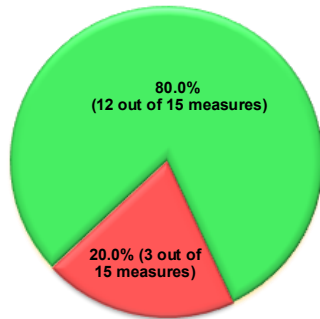
Living in good quality, affordable homes

- 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 this priority. We are reporting on 15 performance indicators this quarter. There is one indicator where data is unavailable.

Performance

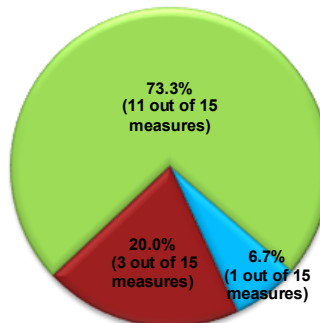


Performance - key
Green means met or exceeded target
Amber means slightly below target
Red means significantly below target

This chart shows performance for 15 measures:

- 80.0% (12 out of 15 measures) met or exceeded target.
- 0.0% (0 out of 15 measures) were slightly below target (less than 5%).
- 20.0% (3 out of 15 measures) were significantly below target (more than 5%).

Direction of travel

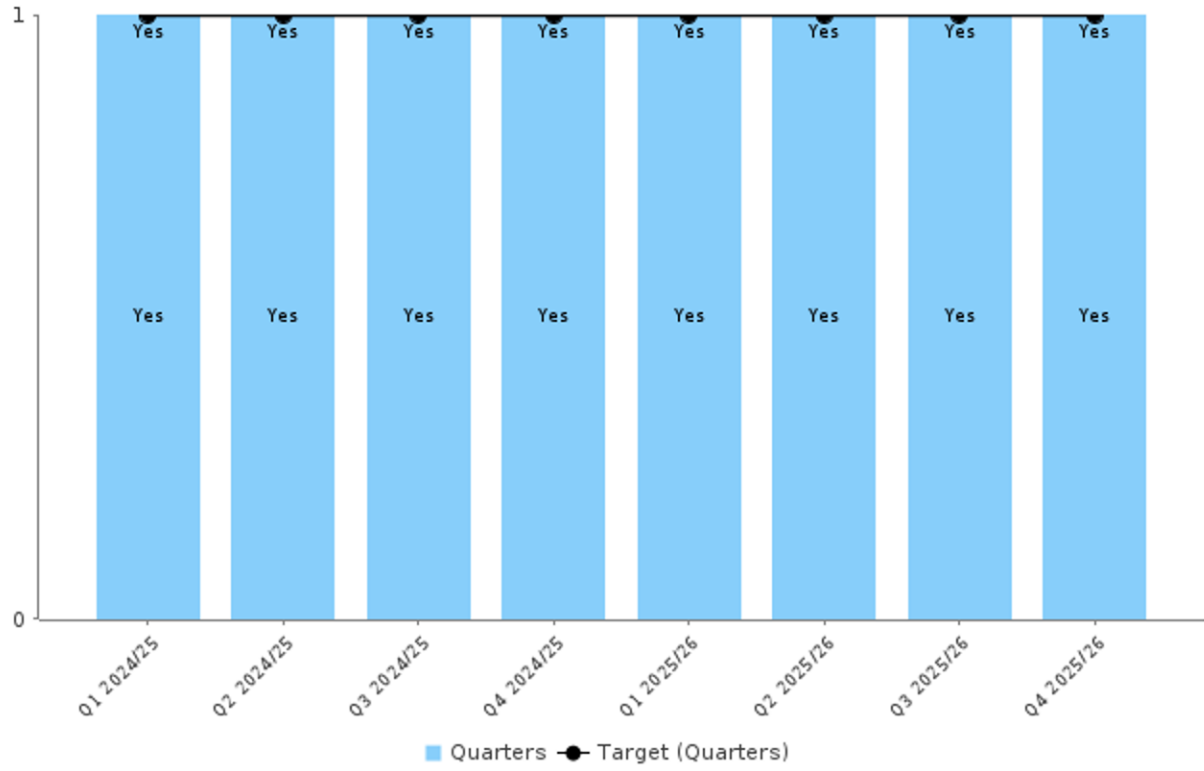


Direction of Travel - key
Green means positive travel
Blue means static
Red means negative travel

This chart shows the direction of travel for 15 measures:

- 73.3% (11 out of 15 measures) had an upward long trend.
- 6.7% (1 out of 15 measures) had a static long trend.
- 20.0% (3 out of 15 measures) had a downward long trend.

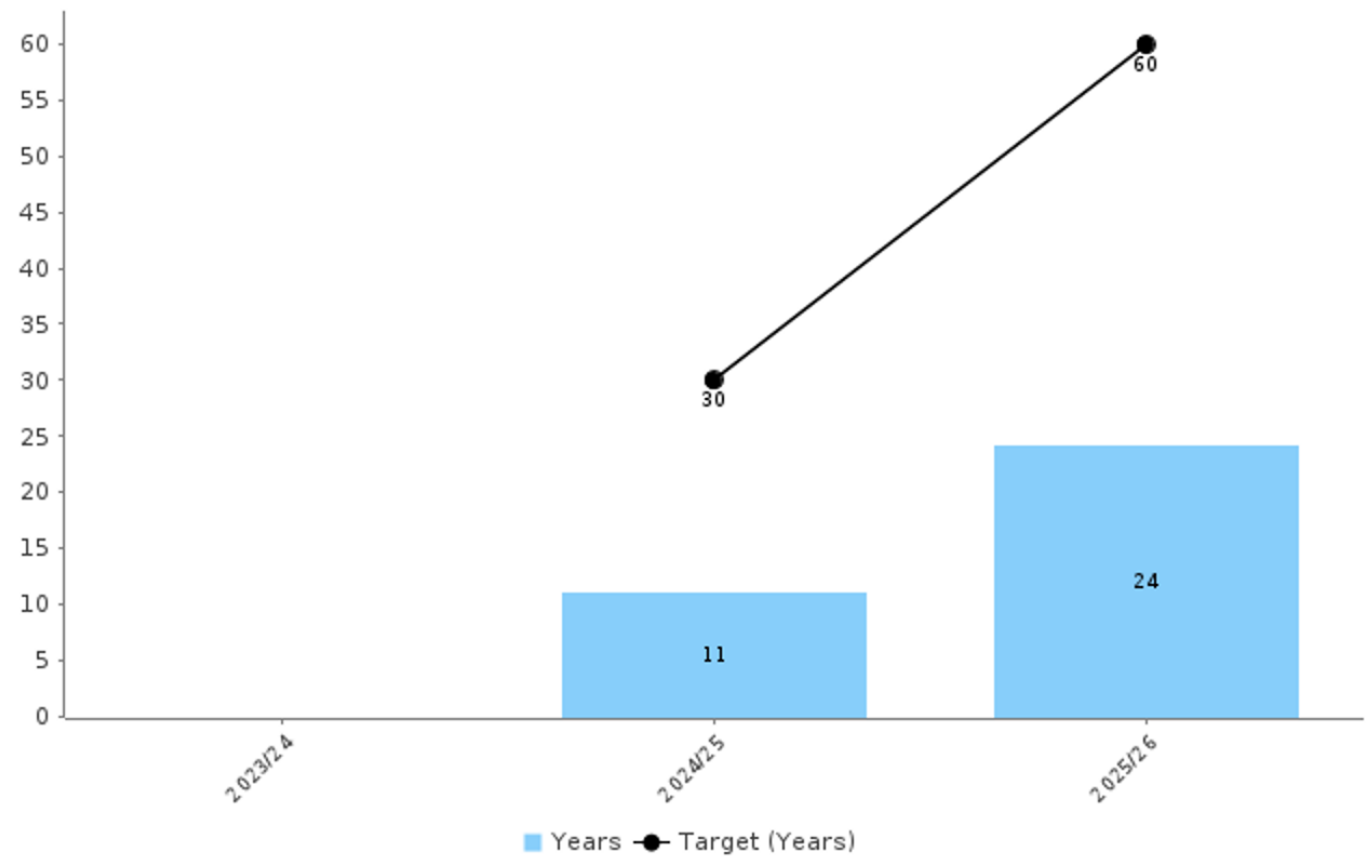
Implement a Local Plan which reflects the needs of the communities in Medway, supporting a transition to a low-carbon future promoting affordable, energy efficient and sustainable homes
- 5.01 By June 2025 the Council will submit to Government its draft Local Plan for examination, with the aim that the Local Plan is adopted by summer 2026



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

The Local Plan was submitted for examination in December 2025. Two inspectors have been appointed to examine the plan. An examination website has been set up with all materials relating to the plan available to view. On 27 March, the inspectors wrote to the Council setting out some initial queries, requesting a response by 27 April. The timetable for the examination, including dates for hearing sessions will be determined by the Inspectors following consideration of the Council's response to their correspondence.

Increase the supply of good quality, energy efficient and sustainable homes that reflect the needs of the communities in Medway
- 5.02 By 2027/28, increase the housing revenue account (HRA) council stock by 4%



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

During 2025/26 the HRA delivered 24 affordable homes, bringing the total homes delivered in the last five years to 113 homes. Unfortunately, completion of the 44 flats at Truro Manor by MDC was delayed but is due for completion in May 2026. Along with Truro Manor, in 2026/27 there will be a further 37 affordable homes completed by the HRA at the Phase 5 developments at Lennox Wood, Twydall and Aburound House, Gillingham. And in early 2027/28 a further 30 affordable homes in Frindsbury. There remains a healthy pipeline of sites under consideration and review, currently around 260 homes and we are on target to increase the HRA housing stock by 4% by 2027/28.

Plot not shown as the data has not changed since the last report/ will not be available until Q1 2026/27

Aim to Maximise
Data unavailable (no long trend)
Annual PI. Due Q1 2026/27

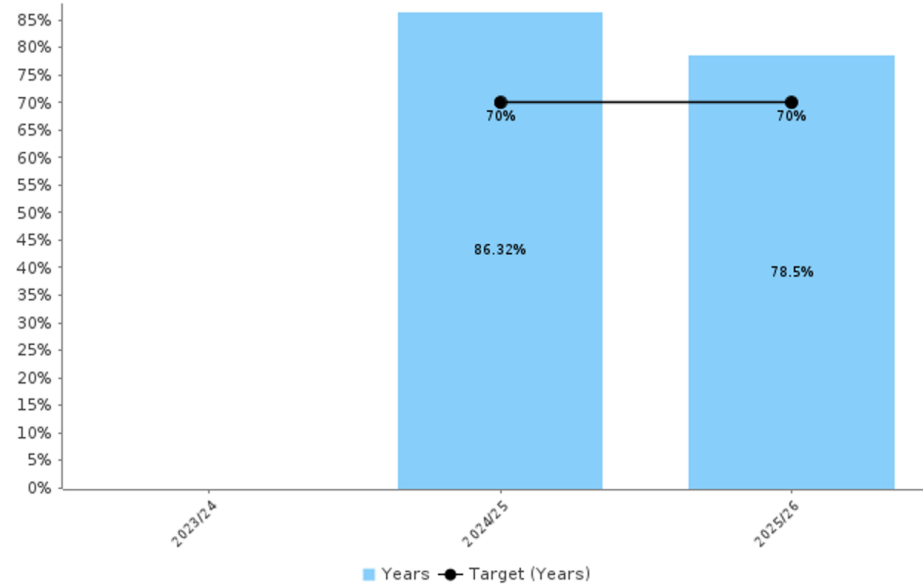
Britton Farm - 44 homes to be delivered. This will be completed in April 2026. The data for 2025/26 will be available in Q1 2026/27.

The Strood Civic project due to begin in 2025/26 has now commenced with enabling works under way, funded under Brownfield Land Release Fund.

An additional grant has also been approved under the Brownfield Infrastructure Land fund to raise the remainder of the site, and the funding agreement has been signed, and the works are progressing forwards.

Mountbatten House works started on site in April 2025 and is on track to complete early 2027.

Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless
- 5.04 By 2027/28, reduce the amount of temporary accommodation provided in the private sector to a maximum of 50%



Aim to Minimise Red (upward long trend) Annual PI.

At the end of Q4 there are 645 households in all forms of temporary accommodation (TA). An increase of 42 households from 603 at the end of Q3. Of these, 506 are in nightly paid private sector TA, an increase of seven households from 499. Currently 78% of all TA being in nightly paid, this is a decrease of 5% from Q3. With an increased average gross cost of £30,112 per night for nightly paid TA, an increase of £260 per night gross.

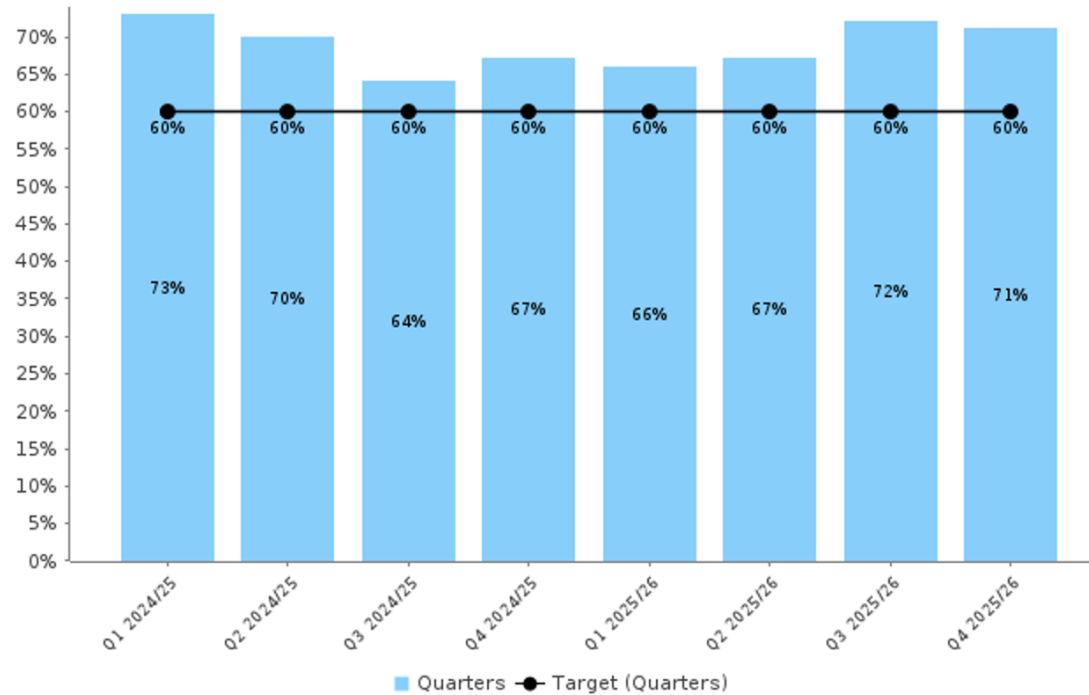
Waterside Court (aside from the ground floor due to bathroom accessibility conversions) is now online and all aside from three units in Waterside are occupied. One is in standard void, and two are not usable due to the impact of two leak incidents. We also anticipate Pullmans House and Block E early in the new financial year.

At the end of Q4 there are:

- 66: TA Owned (5 void)
- 63: HRA TA
- 10: Corp TA (2 void)
- 66: TA Owned (5 void)
- 0: B&B/Hotel

Once all current planned TA Owned acquisitions are completed and occupied this will take our TA Owned numbers to 188. Against current numbers in all forms of TA (650 TA total) , this would put the use of private sector TA at around 60%. Teams continue to work hard to ensure that Prevention and Move On are kept at optimal levels.

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

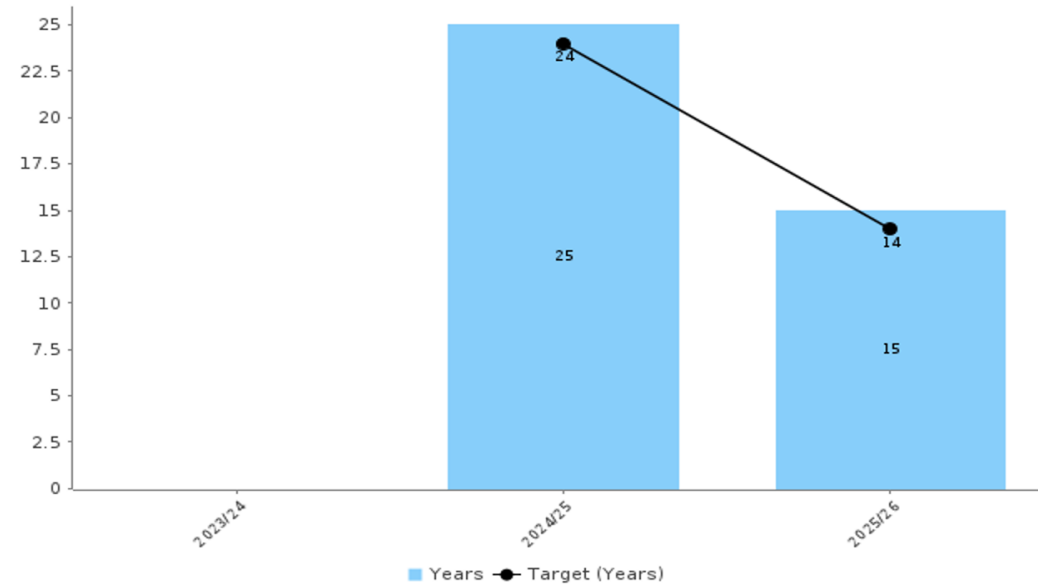


Aim to Maximise Green (upward long trend)

Q4 ended broadly in line with projections with total approaches for homeless assistance reaching 4040 an increase of 11% compared to 2024/25. Encouraging 57% of clients approaching the service at the prevention stage rather than at the point of homeless crisis. This earlier engagement allows the Prevention team greater opportunity to intervene and successfully prevent homelessness. However, demand remains under pressure from clients presenting as homeless on the day or within 56 days which leaves limited opportunity for early intervention and places an increased demand on temporary accommodation provision. Of the 887 approaches that presented as homeless within 56 days, 357 met the threshold for emergency accommodation and were placed into accommodation. Notably, 77% of these clients presented within 10 days of becoming homeless. Despite these challenges, the team have achieved strong positive outcomes. Of those that approached and were owed a homeless duty approximately 71% were either prevented from becoming homeless or their homelessness was relieved. The Team supported over 136 clients to sustain their existing accommodation through mediation or financial assistance without this intervention, over 96 of these households would have resulted in the provision of temporary accommodation representing an estimated annual saving of £960,000. In addition, One Medway Lettings team, working alongside Housing Options, supported 518 households to secure alternative private rented accommodation. Of these 258 would otherwise have required temporary accommodation, resulting in an estimated £2,580,000. A further, 125 households were supported to move on from temporary accommodation into private rented sector accommodation, 38 of these are properties managed by One Medway Lettings new service. A further 269 households have successfully moved to social housing tenancies.

Assist people with specific accommodation needs including older people, people with disabilities, people needing specialist support and those who find themselves homeless

- 5.05b By 2027/28, reduce the number of rough sleepers to 0



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

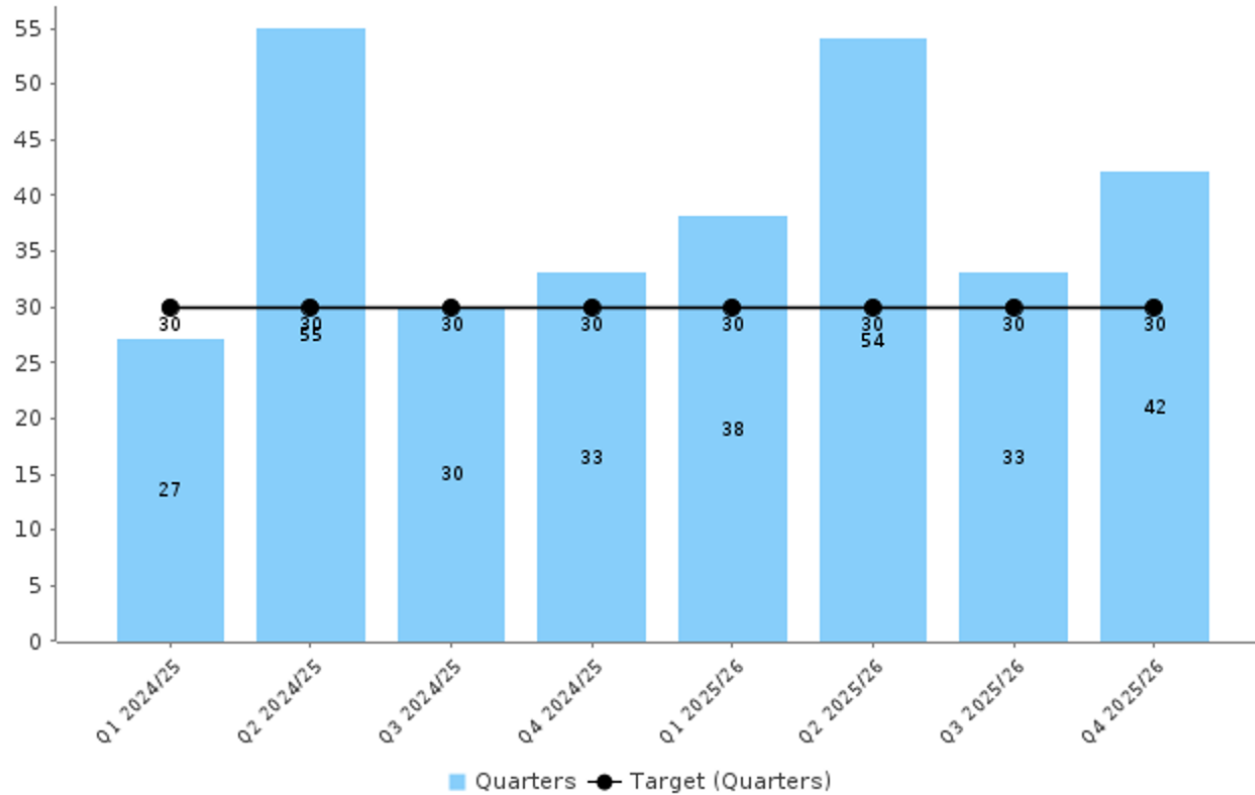
There is a new government National Plan, linked to three-year funding to the end of 28/29, which aims to significantly reduce all forms of homelessness with a target of halving occurrence of rough sleeping. There is also a key aim of focus on prevention of rough sleeping, rather than dealing with a flow of people into the street community. Each local authority will be required to develop a specific plan to this effect by Autumn 2026. Partner agencies and services will have a more embedded role through a new 'duty to collaborate'. With the focus on prevention from government, there has also been a steer to moving away from verification as an entry method to services and a drive to reduce reliance on outreach and off the street emergency accommodation. To achieve this, we will be working closely with Advisors from the Ministry of Housing, Communities and Local Government in shaping our service to align with the National Plan.

The winter shelter has now closed, and 15 people moved into accommodation during the time it was open, with information packs with contact details for relevant agencies given to all people who were still using the shelter at the end of March with the rough sleeping team picking up ongoing support for a number of these. A review will be carried out to see how we can apply the learning from the shelter work to strengthen our approach year-round.

Examples of ongoing positive work includes Medway Hospital working closely with our team, attending multi disciplinary team (MDT) meetings for clients with complex needs and high levels of substance misuse. Together, we have developed plans to ensure appropriate ongoing support and housing options are in place for them upon discharge. This good practice ties in with the move to a preventative approach.

The number of people found, or estimated, to be sleeping rough on any one night has been consistently around 15 individuals during this period (based on estimates and direct street counts) with the street count not going above 17 people.

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

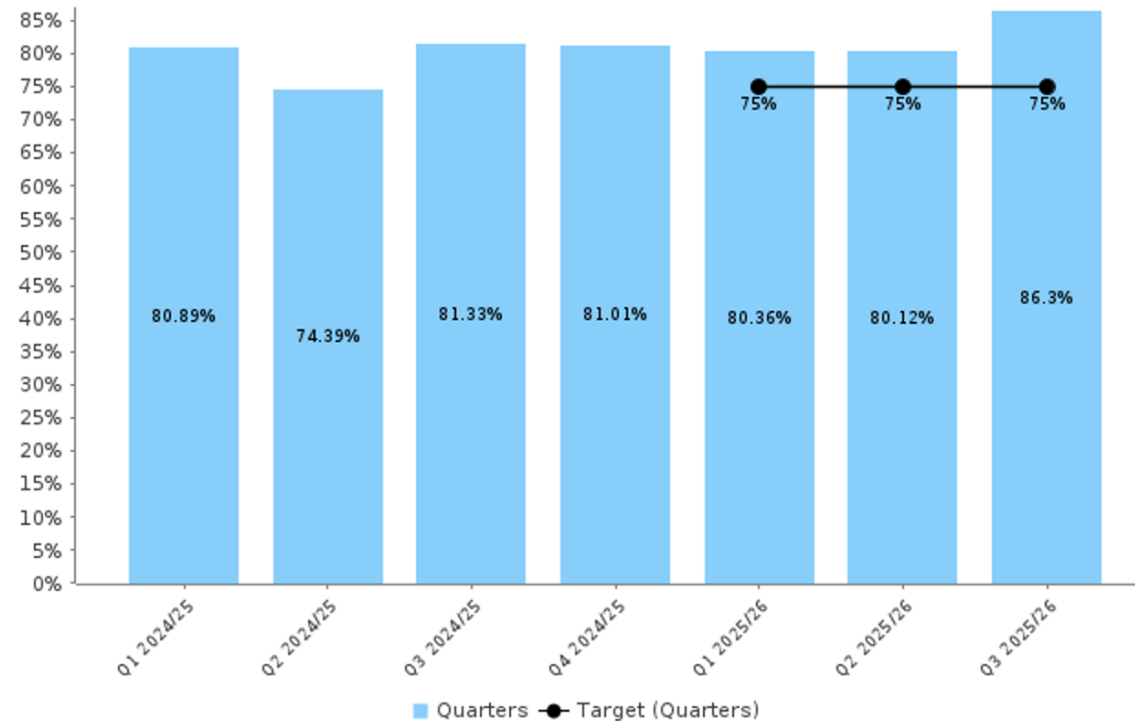


Aim to Maximise Green (upward long trend)

During Q4, 42 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

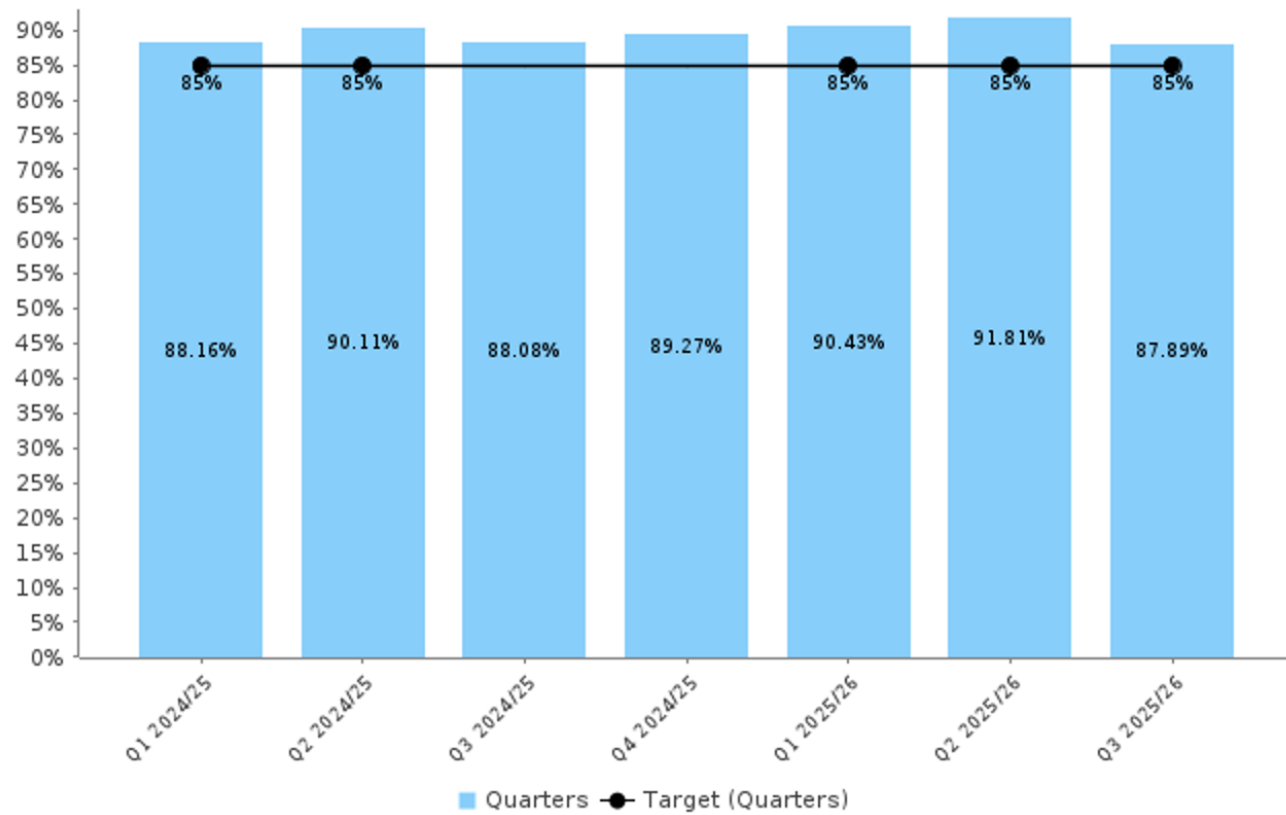


Aim to Maximise Green (upward long trend)

Reported a quarter in arrears.
Satisfaction amongst users of parks and open spaces was 86.30% in Q3 25/26, 6.18 percentage points more than the 80.12% figure seen in Q2 25/26. Fewer users were dissatisfied about the service (4.79%, down from 8.33% in Q2) than neutral (8.9% of respondents, down from 10.3% in Q2). These results are based on the 146 users of parks and open spaces from the 223 respondents to the Q3 25/26 Citizens' Panel, giving a margin of error of +/-8.1%, 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

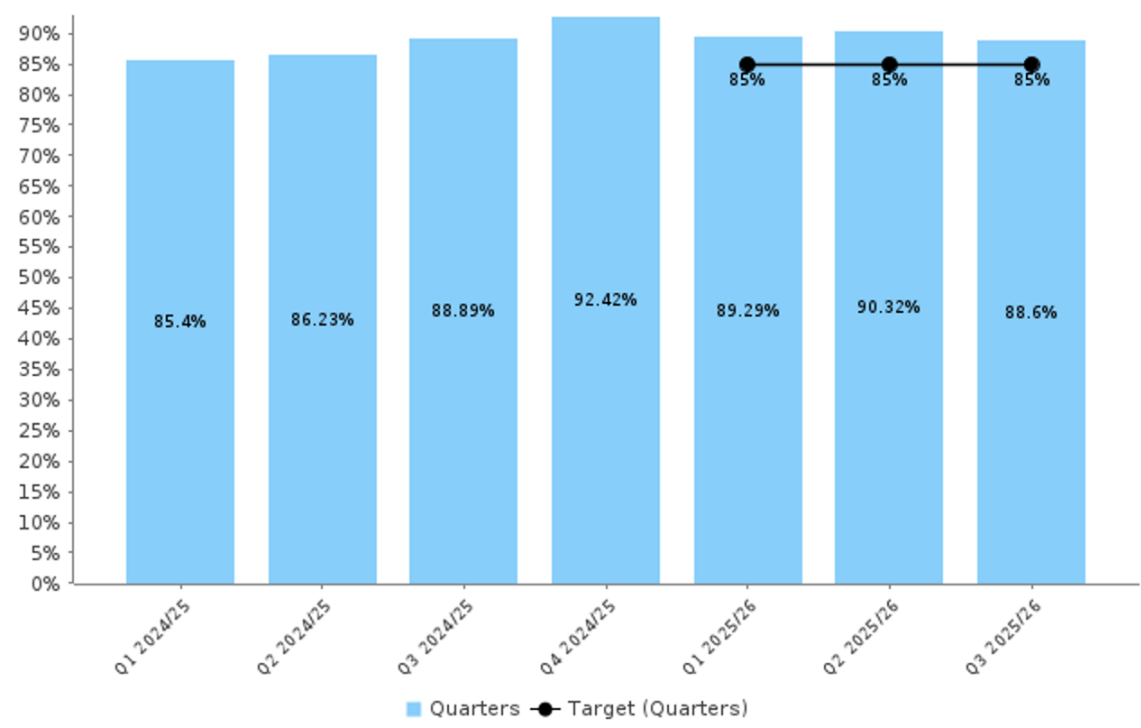
- 5.06b Satisfaction with refuse collection - Citizens Panel result



Aim to Maximise Green (downward long trend)

Reported a quarter in arrears
Satisfaction with refuse collection decreased to 87.89% in Q3 25/26 (down from 91.81% in Q2 25/26).
6.7% of respondents were neutral about the service (up from 1.8% previously) and 3.1% were dissatisfied (down from 3.6% in the previous quarter). A further 2.2% did not know or gave no response (down from 2.7% in Q2).
The results are based upon 223 respondents to the Q3 25/26 Citizens' Panel giving an overall margin of error of +/-6.5%, meaning the changes are not statistically significant.

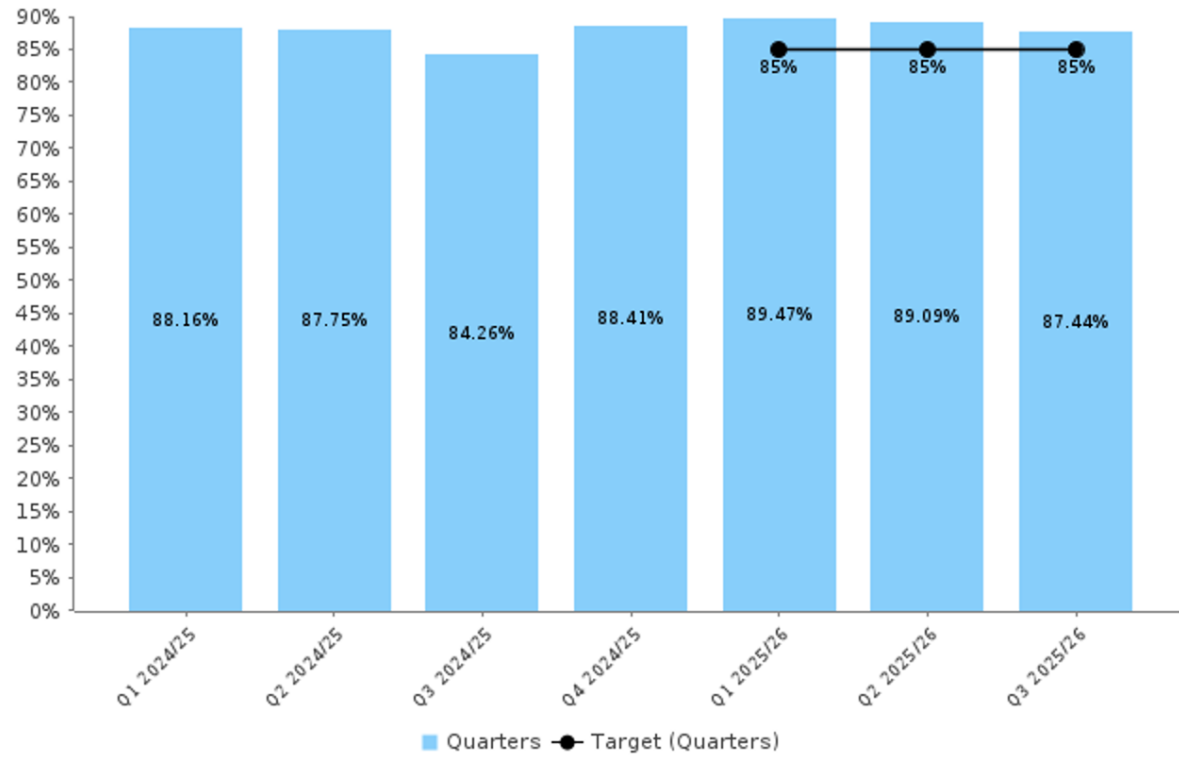
Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives
- 5.06c Satisfaction with HWRC services – Citizens' Panel result



Aim to Maximise Green (downward long trend)

Reported a quarter in arrears
Satisfaction amongst users of the tip (HWRC) was 88.6% in Q3 2025/26. 6.1% of users were neutral about the service and 5.3% were dissatisfied. These results are based on the 114 users of the tip from the 223 respondents to the Q3 2025/26 Citizens' Panel, giving a margin of error of +/-9.2%.

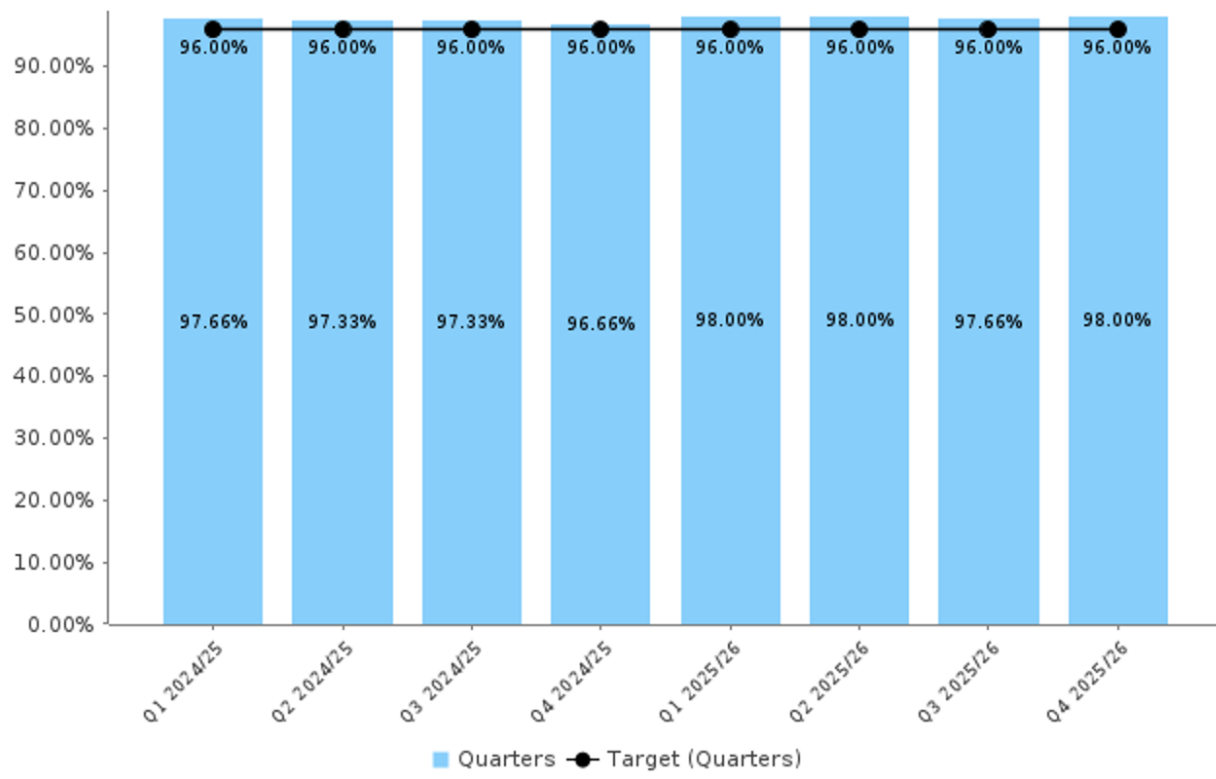
Engage with communities to identify ways to improve streets, parks and local surroundings which create vibrant places to live and enhance the quality of people's lives
- 5.06d Satisfaction with kerbside recycling collections – Citizens' Panel result



Aim to Maximise Green (downward long trend)

Reported a quarter in arrears.
Satisfaction with recycling collections (brown bin, blue/white bag and clear sacks) was 87.44% in Q3 2025/26, down slightly from 89.09% in Q2 2025/26. The number of respondents who were neutral about the facilities was 8.1% (up from 3.2% in Q2). 3.1% of respondents were dissatisfied (down from 4.0% in Q2). 1.3% of respondents answered did not know or did not give a response (up from 3.6% in Q2).
The results are based upon 223 respondents to the Q3 2025/26 Citizens' Panel giving an overall margin of error of +/-6.5%.
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



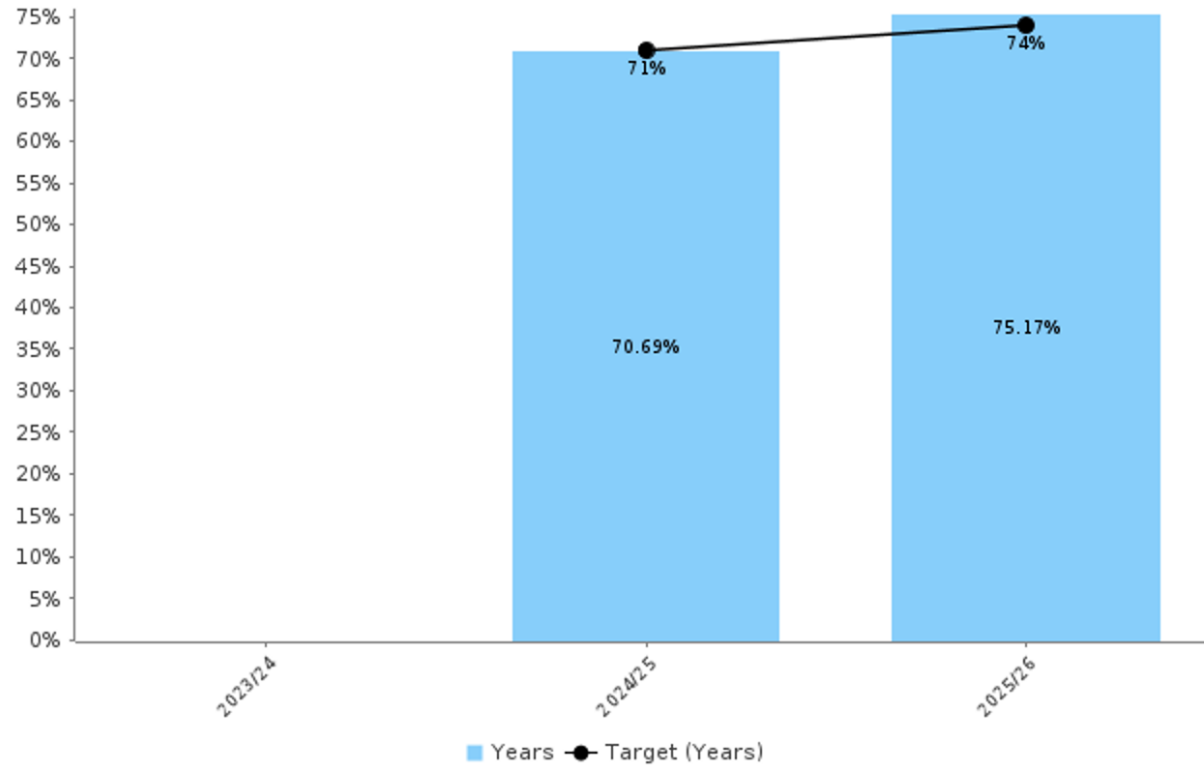
Aim to Maximise Green (upward long trend)

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 Q4 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 Q4 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.

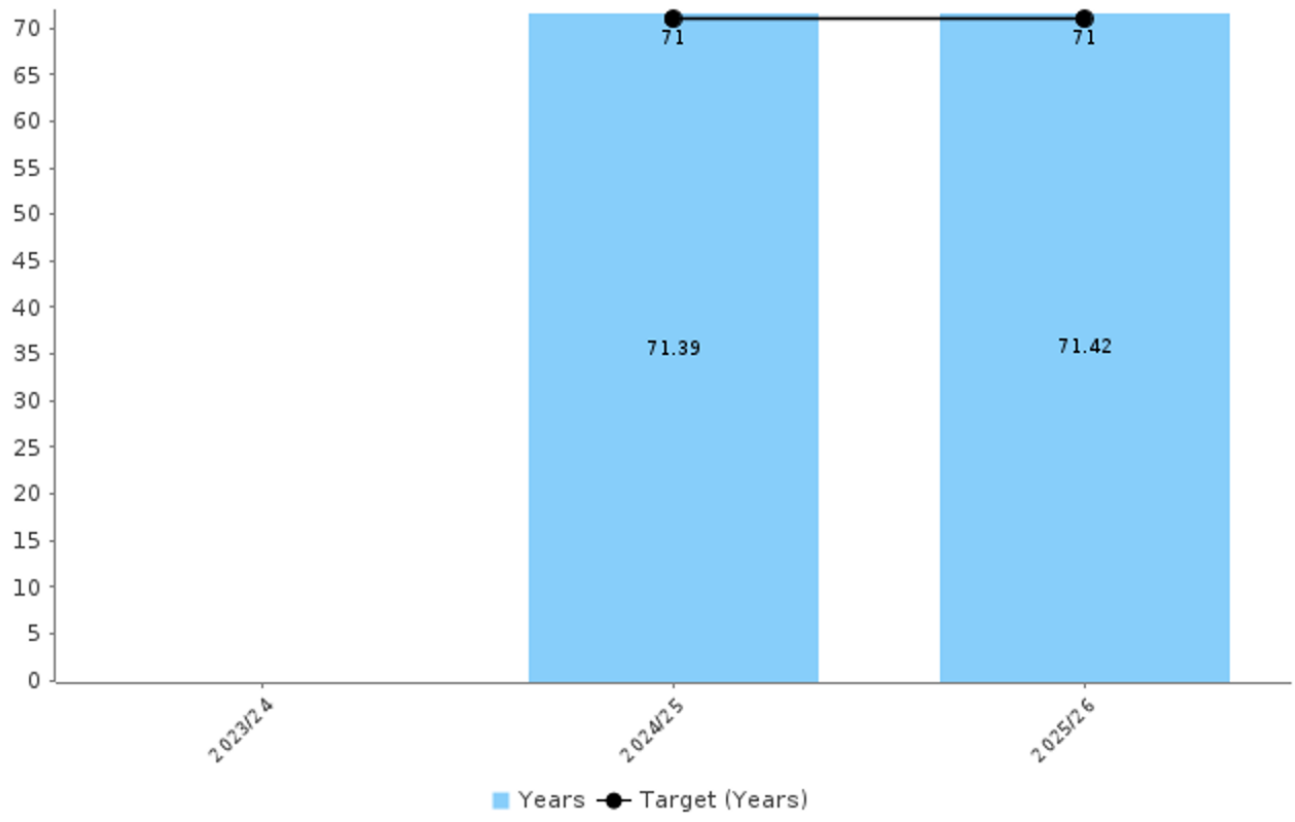
Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making
- 5.07 By 2027/28, tenant satisfaction of overall landlord services has increased to 77%



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

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%. An action plan has now been developed to aid further service development.

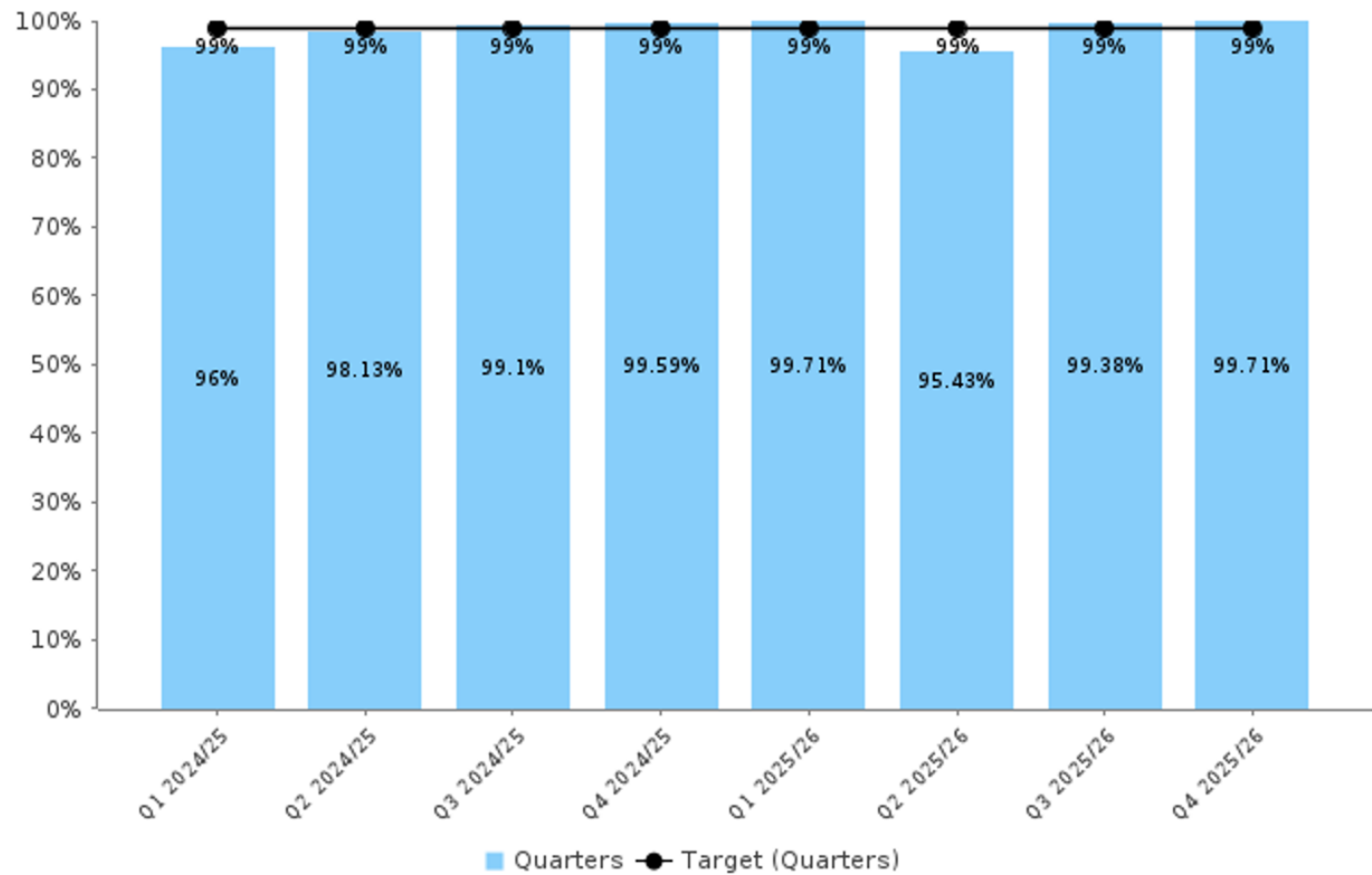
Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making
- 5.08 By 2027/28, increase the Housing Revenue Account (HRA) Housing stock's average energy efficiency score (referred to as SAP) to 72



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

At the end of 2025/26, the average SAP (average energy efficiency) score is 71.42. After the completion of 100 properties under the Social Housing Decarbonisation Fund works this average score will increase further. A programme of works is being formulated to target properties that require loft insulation initially as this provides good value for money relative to the SAP score increase. The amending of the void standard to include energy improvement works will enhance the score further. We anticipate that we will be on target to get to 72 by 2027/28.

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%

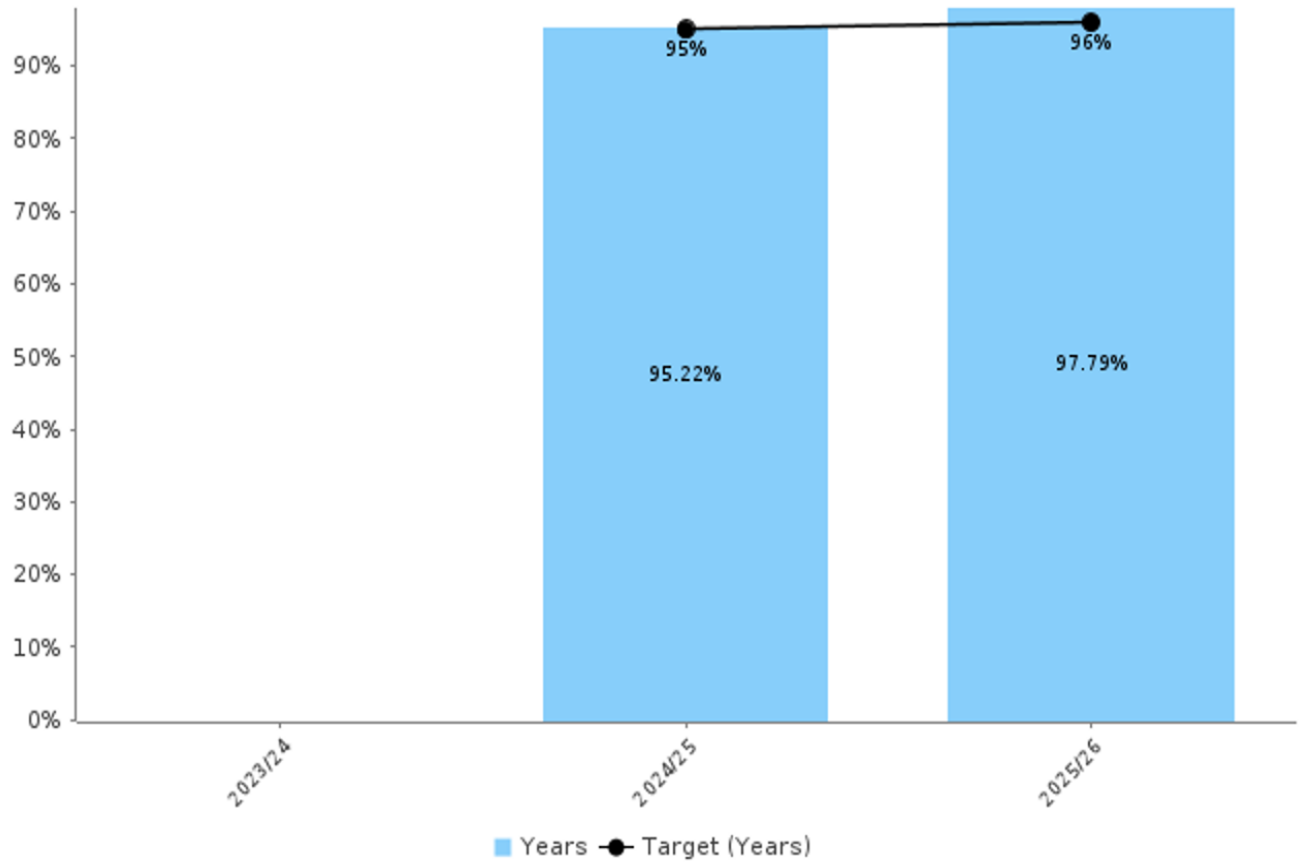


Aim to Maximise Green (upward long trend)

At the end of Q4, average compliancy was 99.71% 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 Q3 at 99.38%. 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.

Ensure the Council's housing stock is good quality, efficient, free from damp and mould and tenants are at the heart of decision making

- 5.10 By 2027/28, the Housing Revenue Account (HRA) stock will be 98% compliant with the Decent Homes Standard



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

At the end of 2025/26, the % of HRA housing stock that meets the decent homes standard is 97.79%. A stock condition survey programme will target the properties that are marked as non-decent to ensure that they are and that the data driving this is consistently updated to increase accuracy.