

# Business Support Overview and Scrutiny Committee – Supplementary agenda No 1

**A meeting of the Business Support Overview and Scrutiny Committee will be held on:**

**Date:** 2 February 2016

**Time:** 6.30pm

**Venue:** Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

## Items

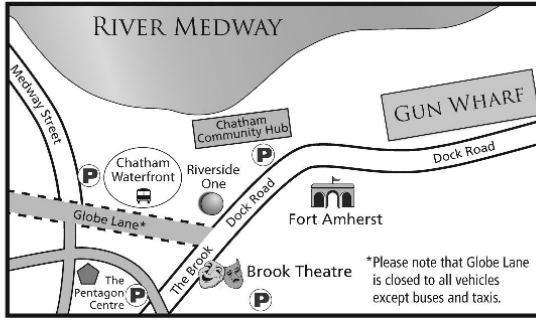
### 7 Council Plan 2016/17 - 2020/21

This report sets out the key elements of the new 2016/17 to 2020/21 Council Plan, including the Plan's objectives, key performance indicators, projects and ways of working.

The Chairman is asked to accept this report as urgent because the next meeting of this Committee will not take place until 14 April and the Committee are being asked to comment on the report before consideration by Cabinet on 9 February. In addition, it was not possible to include this report in the main agenda due to the need to conclude further internal discussions before the report could be finalised and, due to timing issues, these discussions could not be completed before the main agenda was despatched.

**For further information please contact Michael Turner, Democratic Services Officer on Telephone: 01634 332817 or Email: [democratic.services@medway.gov.uk](mailto:democratic.services@medway.gov.uk)**

**Date: 25 January 2016**



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**BUSINESS SUPPORT  
OVERVIEW AND SCRUTINY COMMITTEE  
2 FEBRUARY 2016  
COUNCIL PLAN 2016/17 – 2020/21**

Report from: Stephanie Goad: AD, Communications, Performance and Partnerships

Author: Anthony Lewis

**Summary**

The Council Plan is the organisation's overarching business plan, setting out the Council's commitments to achieving certain outcomes during the life of the plan. This report sets out the key elements of the new 2016/17 to 2020/21 Council Plan. This includes the Plan's objectives, key performance indicators, projects and ways of working.

**1. Introduction**

- 1.1. The current Council Plan has been in place since 2013, with the indicators and key projects subject to an annual review process. The existing 2013-15 plan was extended into 2015/16 by approval of Full Council, with a view to developing a completely new Council Plan to set the organisation's strategic direction from 2016/17 to 2020/21.
- 1.2 This process looks at developing a new Council Plan that will set direction of the Council's vision and objectives over the next 5 years. This includes a new suite of projects and indicators, enabling officers and Members to assess the Council's progress in meeting the commitments set out in the Council Plan. As the Council Plan is a policy framework document it is a matter for Full Council.
- 1.3 The refreshed Council Plan indicators will be considered at:
  - Business Support Overview and Scrutiny on 2 February 2016
  - Cabinet on 9 February 2016 and
  - Council on 25 February 2016

**2. Background**

- 2.1 The Council Plan's purpose is to set the vision and direction of the Council for the next four years. The Council's current strategic objectives for 2015-16 incorporate:

- Children and young people have the best start in Medway
- Adults maintain their independence and live healthy lives
- Safe, clean and green Medway Council
- Everyone benefiting from regeneration

2.2 Under each of the priorities the Council sets objectives, projects and key indicators it wishes to measure over the life of the plan. The new Council Plan will continue to act as the primary framework for setting the direction and vision of the Council over the medium term (i.e. the next 5 years), including a new set of objectives, projects and indicators.

2.3 To underpin the Council Plan, Medway links strategic priorities all the way through the organisation to individual staff's personal development priorities. This is referred to as 'the golden thread'. The golden thread ensures there is a clear link between the priorities and values which Councillors and the senior management team have set for the organisation, and the work undertaken by individual members of staff. This helps us share best practice and encourages all departments to take into account Council priorities and values in the way they deliver their services.

### **3. The Council Plan 2016 – 2021**

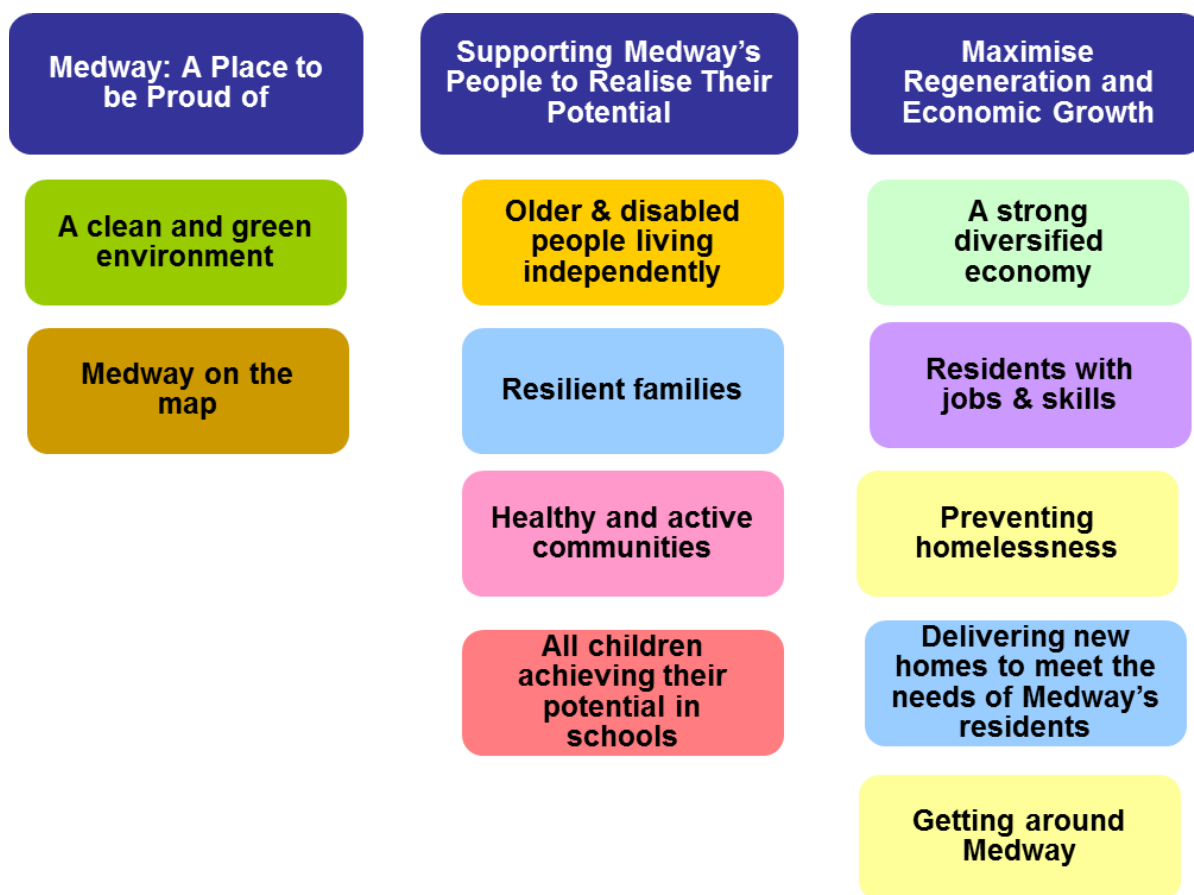
3.1 In consultation with the Leader and the Portfolio Holder for Resources, Corporate Management Team (CMT) has been developing the new vision and priorities for the 2016/17- 2020/21 Council Plan. The intention has been to develop a more focused Council Plan that concentrates on the Council's strategic 'transformational' activity. The intention is to deliver programmes over the life of the plan that will have a significant impact for local residents, whilst ensuring the services that matter most to local residents are preserved.

3.2 This has led to the identification of 3 key priorities by the Leader:

- Medway: A Place to be Proud Of
- Maximise Regeneration and Economic Growth
- Supporting Medway's People to Realise Their Potential

3.3 Under each priority the Directorates have identified the outcomes the Council will aim to achieve over the duration of the plan. These are set out in diagram 1:

## Diagram 1: Council Plan Priorities and Outcomes



3.4 The intention in developing the 2016/17 – 2020/21 plan was to have a smaller, more focused, yet balanced set of commitments, projects and indicators that will deliver the Council Plan's stated priorities.

3.5 The current ratio of outcomes, projects and performance indicators has been developed to ensure a 'pyramid' effect where each layer supports the one above. The distribution of commitments, projects and performance indicators for the Council Plan for 2016/17 onwards is outlined in table 1 below. In comparison the 2015-16 Council Plan had 26 projects and 62 indicators.

**Table 1: 2016/17 Council Plan**

| Priority   | No. of Outcomes | No. of Projects | No. of Indicators     |
|--|-----------------|-----------------|-----------------------|
| A Place to be Proud of                                     | 2               | 3               | 5                     |
| Supporting Medway's Communities to Realise Their Potential | 4               | 5               | 23                    |
| Maximise Regeneration and Economic Growth                  | 5               | 5               | 11                    |
| <b>Total</b>   | <b>11</b>       | <b>13</b>       | <b>39<sup>1</sup></b> |

3.6 Taking into account the strategic nature of the plan, a number of the projects will not start (and therefore will not be measured) in 2016/17, but will instead commence at

<sup>1</sup> The actual number of projects and indicators monitored on a quarterly basis in 2016/17 is likely to be lower than this as several of the programmes will not become operational until the later part of the plan's duration. These have been greyed out in Appendix 2 to show they will not form part of 2016/17 performance monitoring,

a later point. More detail regarding the current set of projects and indicators can be found in Appendices 1 and 2 respectively.

- 3.7 Some national policy agendas continue to evolve along timelines that do not fit the Council's planning and Member decision-making programme, including the publication of national benchmarking data. As a result, a number of indicators still have provisional targets and / or methodologies at this stage.
- 3.8 As the Budget reaches its conclusion at Council on 25 February, some of the commitments included in the draft indicator set may need to be revisited. Changes made to the budget up to and including Full Council may also have an impact, which will need to be reflected in the final version.
- 3.9 A delegation to the Chief Executive, in consultation with the Portfolio Holder for Resources will be requested as part of the report to Council to deal with any necessary changes to align the plan's indicator set to the agreed budget. This will include finalising the few remaining provisional targets by exception.
- 3.10 It is also important that the Council Plan is not so fluid as to be meaningless, but at the same time that it can accommodate in-year changes if required. If such changes are required they will be presented to members as part of quarterly monitoring.

#### **4. Ways of Working**

- 4.1 The Council Plan has traditionally incorporated a set of values that are intended to act as the organisation's first principles and help guide officers and Members as to what decision should be taken. The current strategy has two key values that cut across the strategic priorities:

- Putting our customers at the centre of everything we do
- Giving value for money.

Given the considerable pressures being placed on Medway Council, these values have begun to feel dated given the scale of change the Council is facing.

- 4.2 The development of the new Council Plan provides an opportunity to develop new corporate '*ways of working*' to incorporate the Council's commitment to deliver cross cutting transformation programmes and provide a way of monitoring cultural change within the organisation.
- 4.3 It is proposed that the following key ways of working are adopted as part of the Council Plan:
  - Giving value for money
  - Digital services so good that everyone who can use them prefer to do so
  - Working in partnership where this benefits our residents

#### **5. Diversity Impact Assessment**

- 5.1 Under the Equality Act 2010 the Council has legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality. The Council has a clearly set out diversity impact assessment process which describes how changes to service delivery or new services and policies should be assessed for impact and the requirement for regular review of the equality impact of services and strategies.

- 5.2 These processes are in place to ensure that the outcomes and initiatives set out by services, and then included in the Council Plan, meet the needs of our customers and are assessed for impact during their development. This means that officers are expected to identify and address any potential adverse impacts in line with legislation and best practice as part of implementation of the Council Plan.
- 5.3 A Diversity Impact Assessment of the refreshed Council Plan indicators has been prepared with the report, in line with the Council's established procedure for new strategic documents and has been included as Appendix 3. This has not identified any adverse impact on residents with protected characteristics based on the proposed changes to Council Plan's key projects and indicator suite. For example although the focus of the plan has changed, this does not mean that operational activity no longer referenced within the plan will cease.

## **6. Financial and legal implications**

- 6.1 The Council Plan should be developed alongside the budget setting process. This ensures the financial implications are considered during the development of the Council Plan. This is particularly important due to the current financial pressures faced by the Council due to ongoing Central Government funding cuts. This has placed an ever-increasing pressure to focus the Council's resources on areas of greatest need and demonstrates that value for money is achieved through the allocation of scarce resources.
- 6.2 There is no longer a statutory requirement to have a Council Plan. This means that the Council Plan is no longer listed as a plan or strategy which must be adopted by Council in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. However, the Regulations provide that where the Council determines that a decision on a non-statutory plan should be taken by them, the decision on adoption of that plan must be taken by Full Council. Members have decided to retain the Council Plan as a key document to guide the business of the Council and communicate its direction. The Council Plan remains a policy framework document within the Council's Constitution and so the decision to produce a new Council Plan must be taken by full Council.

## **7. Risk Management**

- 7.1 As the Council's overarching strategic plan, risks related to the delivery of the plan (including controls and mitigating actions) are developed through the Strategic Risk Register and the service planning process (in directorate business plans and service plans).
- 7.2 The local government environment is experiencing unprecedented change across multiple agendas – policy, finance, legal, and citizen and customer expectation. Continuing to communicate with key stakeholders through a clear Council Plan with appropriate measures is a means to mitigate risks arising from a lack of strategic and corporate planning.
- 7.3 To reflect the importance of managing risk on behalf of the Council, Directorates have been instructed to consider their strategic risks as a part of the Council Plan development process.

## 8. Next Steps

- 8.1 The table below is drawn from the Council Plan project plan to present a final version for approval at Full Council in February 2016. A summary of the key stages of the project is set out in the table below.

| Action       | Timescales  |
|--------------|-------------|
| Cabinet      | 9 February  |
| Full Council | 25 February |

## 9. Recommendations

- 9.1 Members are asked to review the Council Plan for 2016/17-2020/21 and its Indicators (Appendix 1) and Key projects (Appendix 2) and make comments to Cabinet for consideration on 9 February 2015.

### Lead officer contact:

Anthony Lewis, Corporate Performance and Intelligence Manager ext.2092

### Background papers

None

### Appendices:

Appendix 1 - Council Plan 2016/17 to 2020/21- Strategic Projects

Appendix 2 - 2016/17 - 2020/21 Council Plan Key Performance Indicators

Appendix 3 – Diversity Impact Assessment



## Appendix 1: Council Plan 2016/17 to 2020/21- Strategic Projects

| Council Priority                            | Outcome  | Programme Title   | Programme Description   | Expected Programme Outcomes   | Linked KPIs   | Timescales | Lead directorate |
|---|--|---|---|---|---|------------|------------------|
| Medway: A place to be proud of              | A clean and green environment                                | Public realm and street scene.  | Working with the public and partners to enhance and protect Medway's high quality public realm and street scene.  | Medway Communities have pride in the place and our green spaces that are clean and well maintained.   | 1) NI 195a NEW Improved street and environmental cleanliness: Litter<br>2) Satisfaction with parks and green spaces<br>3) Satisfaction with refuse collection   | 2016/20    | RCC              |
|   | A clean and green environment                                | Replacing Medway's Street Lights                                      | Increase the energy efficiency of Medway's street lighting by using LED technology.   | Replacing existing lamp posts to provide and maintain, safe, green and efficient lighting.  | a) Energy savings (not in year 1)<br>b) Financial Savings (not in year 1)   | 2016/23    | RCC              |
|   | Medway on the Map  | Medway A Great Place to Work Live, Learn & Visit                      | A programme built around our culture, tourism and regeneration strategies. By building on what makes Medway unique – such as our heritage and sporting legacy - Medway on the Map promotes Medway as a great place to live, learn, work and visit. By doing this we [1] increase the number of visitors, generating spend in the area, [2] attract new and innovative businesses, creating jobs and investment, as well as helping Medway businesses flourish, and [3] are seen as leaders, innovating public services, which opens up opportunities for funding. | Recognising Medway is a place to work live, learn and visit for:<br>a) Current residents<br>b) businesses<br>c) visitors  | TBC (No Year 1 target)  | 2016/20    | BSD / RCC        |
| Maximising regeneration and economic growth | A strong diversified economy                                 | Business investment   | A) To build on considerable success to underpin investment in Medway including the development of Rochester Airport Technology Park and developing business accommodation in Strood and across the area, maximising the benefits Enterprise Zone status brings. B) Ensure Medway's regeneration agenda delivers economic growth, so creating jobs and inward investment C) Facilitating the delivery of the Inward Investment Strategy D) Continue to encourage and help facilitate the growth of SMEs in Medway.   | a) To attract high tech and science based businesses from elsewhere to relocate and grow in Medway<br>b) Creating high skilled employment opportunities for our graduates.  | 1) No. of businesses relocating to Medway<br>2) Take up of designated business space<br>3) Targeted high skilled jobs created (None to be measured in Year 1 )  | 2016/20    | RCC              |
|   | Residents with jobs and skills                               | Jobs, skills and employability  | A)To promote employment and skills for young people through the development of a 16-19 strategy (including apprenticeships), resulting in increased youth employment, training and education participation.<br>B) Create job opportunities for Medway residents including Rochester Airport Technology Park and Paramount Park and across Medway.   | Equip people with the skills needed to secure opportunities in Medway's future economy  | 1) Percentage of young people aged 16-18 not in education, employment or training<br>2)LRCC4a Jobs created and safeguarded<br>3) Gross Value Added levels (not in Year 1)   | 2016/20    | A) C&A<br>B)RCC  |
|   | Getting Around Medway  | Tackle congestion hotspots by transport and public realm improvements | a) Maintain roads by the successful implementation of a new Highways Contract in 2017. b) Transport and public realm improvements for Strood completed by March 2019. c) Support development of local Railway stations including Strood and Chatham. d) Chatham Centre public realm improvement completed by March 2018   | Enable citizens and businesses to move around Medway easily.  | 1) NI 167 New Journey times   | 2016/20    | RCC              |
|   | Delivering new homes to meet the needs of Medway's residents | Delivering new homes to meet the needs of Medway's residents          | A) Progress Medway's local plan and work with landowners and developers to enable housing development on appropriate sites in Medway. B) Encourage the delivery of homes to meet our targets. (through investigation of new financing models and release of Council owned sites)  | Delivering new homes to meet the needs of Medway's residents  | 1) Delivery of the programme including the 5 Medway Regeneration sites<br>a) Temple Waterfront,<br>b) Rochester Riverside,<br>c) Strood Riverside and<br>d) Chatham Waterfront<br>e) Lodge Hill                             | 2016/20    | RCC              |
|   | Preventing homelessness                                      | Preventing Homelessness   | To prevent homelessness through a Council wide approach   | A) To support people and vulnerable families to access housing. B) Working with landlords and agents to support households to sustain their accommodation and prevent homelessness C) Help Medway's people get a foot on the housing ladder | 1) Number of families and young people accommodated in B&B accommodation<br>2) Number of private properties improved as a result of the Council's intervention<br>3) NI 156 Number of households in temporary accommodation | 2016/20    | RCC              |

## Appendix 1: Council Plan 2016/17 to 2020/21- Strategic Projects

| Council Priority                                      | Outcome   | Programme Title  | Programme Description   | Expected Programme Outcomes  | Linked KPIs  | Timescales           | Lead directorate |
|---|---|--|---|--|--|----------------------|------------------|
| Supporting Medway's people to realise their potential | Healthy and active communities                                | Improving everyone's health and reducing inequalities                          | This programme will deliver interventions to encourage behaviour change to increase healthy lifestyles and impact on the wider determinants of health. This will include developing healthy environments through the Council's planning and policy functions, embedding 'make every contact count' across the workforce and delivery of public health services. | Reduction in obesity, smoking, alcohol misuse, physical inactivity, social isolation. Improvement in mental wellbeing.   | 1) IND136: Children aged 4-5 with excess weight<br>2) IND138: Children aged 10-11 with excess weight<br>3) IND641: Percentage of adults completing weight management programme who have reduced their cardiovascular risk  | 2016-2021            | PH               |
|   | Resilient Families  | Getting to 'Good' - Children's Services  | To develop Children's Services to be a good service and continue to strengthen our Early Help offer.  | 1) Increased percentage of permanent social workers<br>2) Narrow the attainment gap between Medway LAC and all Medway children in education<br>3) Reduction in timescale between placement order and moving in with adoptive family  | 1) Number of CP per 10,000 of Population<br>2) Number of LAC per 10,000 of Population<br>3) The average number of days between a child entering care and moving in with adoptive family<br>4) The percentage of children social work substantive posts not filled by permanent social workers<br>5) The percentage of looked after children who achieved five A*-C GCSEs including English<br>6) Percentage of looked after children achieving the expected level in Reading, Writing and Maths at KS2 and Maths   | 2017/18              | C&A              |
| Supporting Medway's people to realise their potential | Resilient Families  | The best start in life   | Support families to give their children the best start in life by developing an integrated approach to our healthy child and early years programmes   | Support families to give their children the best start in life by developing an integrated approach to our healthy child and early years programmes which will reduce childhood obesity, reduce tooth decay in children under age of 5, improve school readiness and reduce pupil absence.   | 1) Percentage of families who have had a CAF/ Early help Assessment and have achieved desired outcomes at end of intervention<br>2) Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean (C&A)<br>3) IND106: Smoking at the time of delivery,   | 2016 - 2017/18       | PH               |
|   | Older and disabled people living independently in their homes | Improve support for vulnerable adults by working with partners and communities | Improve support for vulnerable adults, working with partners and communities, through more effective prevention using technology-enabled care services and the development of integrated care pathways. Develop and improve local adult safeguarding arrangements through the creation of the Medway Adults Safeguarding Board.                                 | 1) More people supported to remain in their own home through the provision of technology enabled care and personal budgets<br>2) Reduction in permanent admissions to residential care<br>3) Reduction in delayed transfers of care<br>4) Increased safeguarding adults concerns reported  | 1) ASCOF 2A Part 1 - Permanent admissions to residential and nursing care homes for younger adults (18-64), per 100,000 pop.<br>2) ASCOF 2A Part 2 - Permanent admissions to residential and nursing care homes for older people (65+), per 100,000 pop.<br>3) ASCOF 2C Part 2 - Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 pop.<br>4) ASCOF 1C part 2 - Percentage of social care clients who receive direct payments<br>5) ASCOF 3B - Carer satisfaction with adult social care services   | 2016 - 2021          | C&A              |
|   | All Children Achieving Their Potential In Schools             | Raising aspiration and ambition  | A) Raising standards in schools across all phases<br>B) Improve the percentage of children in schools that are good or better<br>C) Implement the actions of the School Improvement Strategy to improve the quality of leadership, governance and teaching<br>D) Engaging young people as active citizens.  | 1) Improvement in the percentage of schools judged good or better by Ofsted<br>2) Improvement in KS2 results<br>3) Narrowing the gap between attainment of children receiving Free School Meals and all other children<br>4) Attendance at Medway Youth Parliament and Medway Youth Parliament activities and engagement at National Citizen Service Programme | 1) The percentage of children achieving five or more A*- C grades at GCSE or equivalent including English and Maths<br>2) The percentage of children permanently excluded from school<br>3) The percentage of children who were persistently absent from for more than 10 percent of the school year<br>4) The percentage of primary sector schools in Medway judged to be good or better<br>5) The percentage of secondary sector schools in Medway judged to be good or better<br>6) The percentage of special schools in Medway judged to be good or better<br>7) Percentage of pupils at KS2 at expected level in Reading, Writing and Maths | Current - March 2021 | C&A              |

## Appendix 2: 2016/17 - 2020/21 Council Plan Key Performance Indicators

| Council Priority                                      | Outcome  | Key Measure   | Polarity        | 2013/14 | 2014/15 | Q1 2015/16 | Q2          |        |        |             | 2015/16              | Proposed 2016/17 Annual Target     | Frequency |
|---|--|---|-----------------|---------|---------|------------|-------------|--------|--------|-------------|----------------------|------------------------------------|-----------|
|   |  |   |                 | Value   | Value   | Value      | Value       | Target | Status | Short Trend | Target               |                                    |           |
| Medway: A Place to be Proud Of                        | A clean and green environment                                      | Improved street and environmental cleanliness: Litter   | Aim to Maximise | 97.25%  | 97.42%  | 96.67%     | 97.00%      | 96.00% | GREEN  | Up          | 96%                  | 96.00%                             | Quarterly |
|   | A clean and green environment                                      | Satisfaction with parks and green spaces (rebased on Citizens Panel)  | Aim to Maximise | 67.10%  | 69.40%  | 71.00%     | 72.30%      | N/A    | N/A    | N/A         | N/A                  | 70.00%                             | Quarterly |
|   | A clean and green environment                                      | Satisfaction with refuse collection (rebased on Citizen Panel)  | Aim to Maximise | 87.30%  | 90.60%  | 91.00%     | 90.20%      | N/A    | N/A    | N/A         | N/A                  | 86.00%                             | Quarterly |
|   | A clean and green environment                                      | <b>NEW</b> Lampposts - Efficiency Savings (No Year 1 target)  | Aim to Maximise |         |         |            |             |        |        |             |                      | Not a 2016/17 Target               |           |
|   | A clean and green environment                                      | <b>NEW</b> Lampposts - Energy Savings (No Year 1 target)  | Aim to Maximise |         |         |            |             |        |        |             |                      | Not a 2016/17 Target               |           |
| Maximise Regeneration and Economic Growth             | A strong diversified economy                                       | <b>NEW</b> Additional Enterprise zone business rates (No Year 1 target)   | Aim to Maximise |         |         |            |             |        |        |             |                      | Not a 2016/17 Target               |           |
|   | A strong diversified economy                                       | <b>NEW</b> Take up of designated business space (No Year 1 target)  | Aim to Maximise |         |         |            |             |        |        |             |                      | Not a 2016/17 Target               |           |
|   | A strong diversified economy                                       | <b>NEW</b> No. targeted of high gross value added industry jobs created (No Year 1 target)  | Aim to Maximise |         |         |            |             |        |        |             |                      | Not a 2016/17 Target               |           |
|   | Better transport links   | Average journey time along 5 routes across Medway   | Aim to Minimise |         | 2.95    | 2.67       | 2.78        | 4      | Green  | Down        | 4                    | 4mins                              | Quarterly |
|   | Delivering new homes to meet the needs of Medway's growing economy | 1) <b>NEW</b> Delivery of the programme for the 4 Medway Regeneration sites<br>a) Temple Waterfront,<br>b) Rochester Riverside,<br>c) Strood Riverside and<br>d) Chatham Waterfront<br>Target to be phased over 4 years | Aim to Maximise | N/A     | N/A     | N/A        | N/A         | N/A    | N/A    | N/A         | N/A                  | Delivery Of 8 programme milestones | Annual    |
|   | Preventing homelessness  | <b>NEW</b> Number of families and young people accommodated in B&B accommodation for more than 6 weeks  | Aim to Minimise | N/A     | 0       | 1          | 0           | 0      | RED    | Up          | 0                    | 0                                  | Quarterly |
|   | Preventing homelessness  | <b>NEW</b> Number of private properties improved as a result of the Council's intervention  | Aim to Maximise | 894     | 927     | N/A        | N/A         | N/A    | N/A    | N/A         | N/A                  | 600                                | Quarterly |
|   | Preventing homelessness  | Number of households in temporary accommodation   | Aim to Minimise | 148     | 260     | 242        | 253         | 230    | RED    | Down        | 230                  | 300                                | Quarterly |
|   | Residents with jobs and skills                                     | Jobs created and safeguarded  | Aim to Maximise | 665     | 476     | 82         | 390         | 200    | Green  | Up          | 400                  | 300                                | Quarterly |
|   | Residents with jobs and skills                                     | Percentage of young people aged 16-18 not in education, employment or training  | Aim to Minimise | 6.40%   | 7.3%    | 7.80%      | 6.80%       | 6      | RED    |             | 6.0%                 | 6.0%                               | Annual    |
| Residents with jobs and skills                        | <b>NEW</b> Annual gross value added rate (Not in Year 1)           | Aim to Maximise   |                 |         |         |            |             |        |        |             | Not a 2016/17 Target |                                    |           |
| Supporting Medway's people to realise their potential | Healthy and Active Families  | Children aged 4-5 with excess weight (%)  | Aim to Minimise | 21.90%  | 21.60%  | N/A        | N/A         | N/A    | N/A    | N/A         | N/A                  | 21.50%                             | Annual    |
|   | Healthy and Active Families  | Children aged 10-11 with excess weight (%)  | Aim to Minimise | 32.80%  | 34.50%  | N/A        | N/A         | N/A    | N/A    | N/A         | N/A                  | 34.00%                             | Annual    |
|   | Healthy and Active Families  | Percentage of adults completing weight management programme who have reduced their cardiovascular risk  | Aim to Maximise | 78.0    | 85.0    | 81.0       | 80.00%      | 70.00% | Green  | Up          | 70.00%               | 75.00%                             | Quarterly |
|   | Resilient Families   | <b>NEW</b> Smoking at the time of delivery (%)  | Aim to Maximise | 17.80%  | 17.9%   | 16.20%     | 16.3        | N/A    | N/A    | N/A         | N/A                  | 17.60%                             | Quarterly |
|   | Resilient Families   | <b>NEW</b> Number of CP per 10,000 of Population  | Aim to Minimise | 58.1    | 76.0    | 74.0       | Dec 15 83.3 | N/A    | N/A    | N/A         | N/A                  | 65.3                               | Quarterly |
|   | Resilient Families   | <b>NEW</b> Number of LAC per 10,000 of Population   | Aim to Minimise | 61      | 68      | 68         | Nov 15 70.6 | N/A    | N/A    | N/A         | N/A                  | 67                                 | Quarterly |
|   | Resilient Families   | The average number of days between a child entering care and moving in with adoptive family   | Aim to Minimise | 728     | 711     | 708        | Nov 15 698  | 628    | RED    |             | 628                  | 605                                | Quarterly |

## Appendix 2: 2016/17 - 2020/21 Council Plan Key Performance Indicators

| Council Priority                                      | Outcome   | Key Measure  | Polarity        | 2013/14  | 2014/15 | Q1 2015/16 | Q2           |        |         |             | 2015/16 | Proposed 2016/17 Annual Target                         | Frequency   |
|---|---|--|-----------------|--|---------|------------|--------------|--------|---------|-------------|---------|--|-------------|
|   |   |  |                 | Value  | Value   | Value      | Value        | Target | Status  | Short Trend | Target  |  |             |
| Supporting Medway's people to realise their potential | Resilient Families  | The percentage of children social work substantive posts not filled by permanent social workers  | Aim to Minimise | 28%  | 33%     | 42.10%     | Oct 15 39.5% | 29%    | RED     |             | 25%     | 28.0%  | Quarterly   |
|   | Resilient Families  | <b>NEW</b> Percentage of families who have had a CAF/ Early help Assessment and have achieved desired outcomes at end of intervention    | Aim to Maximise |  |         |            |              |        |         |             | N/A     | To be set after Q2 using Q1/Q2 performance as baseline | Quarterly   |
|   | Resilient Families  | <b>NEW</b> Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean | Aim to Minimise | 33.70%   | 33.10%  | N/A        | N/A          | N/A    | N/A     | N/A         | N/A     | 31.0%  | Annual      |
|   | Resilient Families  | The percentage of looked after children who achieved five A*-C GCSEs including English and Maths   | Aim to Maximise | 14%  | 0%      | N/A        | N/A          | N/A    | N/A     | N/A         | 25%     | To be set using national benchmark once published      | Annual      |
|   | Older and disabled people living independently in their homes | Permanent admissions to residential and nursing care homes for younger adults (18-64), per 100,000 population                            | Aim to Minimise | 11.3   | 23.6    | 4.1        | 3            | 3.5    | RED     |             | 14      | 11   | Quarterly   |
|   | Older and disabled people living independently in their homes | Permanent admissions to residential and nursing care homes for older people (65+), per 100,000 population                                | Aim to Minimise | 603.9  | 715.0   | 162.6      | 181.7        | 144    | RED     |             | 576     | 600  | Quarterly   |
|   | Older and disabled people living independently in their homes | <b>NEW</b> Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population                   | Aim to Minimise | 0.6  | 2.0     | 2.2        | 4.0          | N/A    | N/A     | N/A         | N/A     | 4.0  | Quarterly   |
|   | Older and disabled people living independently in their homes | Percentage of social care clients who receive direct payments  | Aim to Maximise | 13.9%  | 23.8%   | 24.8%      | 25.4%        | 25%    | Green   |             | 25%     | 30%  | Quarterly   |
|   | Older and disabled people living independently in their homes | Carer satisfaction with adult social care services   | Aim to Maximise | N/A  | 41.4%   | N/A        | N/A          | N/A    | No data |             | 46%     | 44.0%  | Biennial    |
|   | All children achieving in schools                             | The percentage of children achieving five or more A*- C grades at GCSE or equivalent including English and Maths                         | Aim to Maximise | 60.90%   | 58.8%   | N/A        | N/A          | N/A    | N/A     | N/A         | 61.8%   | To be set using national benchmark once published      | Annual      |
|   | All children achieving in schools                             | The percentage of children permanently excluded from school  | Aim to Minimise | 0.15%  | 0.23%   | 0.07%      | 0.014%       | 0.06%  | Green   |             | 0.06%   | 0.06%  | Quarterly   |
|   | All children achieving in schools                             | The percentage of children who were persistently absent from for more than 10 percent of the school year                                 | Aim to Minimise | N/A  | N/A     | N/A        | 7.30%        |        |         |             | N/A     | To be set using national benchmark once published      | Half-Yearly |
|   | All children achieving in schools                             | The percentage of primary sector schools in Medway judged to be good or better   | Aim to Maximise | data not available for Ofsted inspected only schools | 59.7%   | 64.1%      | 66.7%        | 63.0%  | Green   | Up          | 63.0%   | 75.0%  | Quarterly   |
|   | All children achieving in schools                             | <b>NEW</b> The percentage of secondary sector schools in Medway judged to be good or better  | Aim to Maximise | data not available for Ofsted inspected only schools | 84.6%   | 88.2%      | 88.2%        | N/A    | N/A     | N/A         | N/A     | 88.2%  | Quarterly   |
|   | All children achieving in schools                             | <b>NEW</b> The percentage of special schools in Medway judged to be good or better   | Aim to Maximise | data not available for Ofsted inspected only schools | 100.0%  | 100.00%    | 100%         | N/A    | N/A     | N/A         | N/A     | 100.0%   | Quarterly   |
|   | All children achieving in schools                             | Percentage of pupils at KS2 at expected level in Reading, Writing and Maths  | Aim to Maximise | 75.00%   | 73.0%   | N/A        | N/A          | N/A    | N/A     | N/A         | 76.0%   | 76.0%  | Annual      |



# Diversity impact assessment

|  |   |
|--|---|
| <b>TITLE</b><br><i>Name/description of the issue being assessed</i>  | <b>2016/17 – 2020/21 Council Plan</b>                                 |
| <b>DATE</b><br><i>Date the DIA is completed</i>  | <b>26.1.2016</b>  |
| <b>LEAD OFFICER</b><br><i>Name of person responsible for carrying out the DIA.</i>   | <b>Anthony Lewis, Corporate Performance and Intelligence Manager.</b> |
| <b>1 Summary description of the proposed change</b>  |   |
| <ul style="list-style-type: none"> <li>• <i>What is the change to policy/service/new project that is being proposed?</i></li> <li>• <i>How does it compare with the current situation?</i></li> </ul>  |   |
| <p>The Council Plan is the organisation's overarching business plan, setting out the Council's commitments to achieving certain outcomes during the life of the Plan. The 2015-16 Council Plan will be replaced by a new plan, covering 2016/17 to 2020/21</p> <p>The Council's strategic objectives will change from</p> <ul style="list-style-type: none"> <li>• Children and Young People Have the Best Start in Medway</li> <li>• Adults maintain their independence and live healthy lives</li> <li>• Safe, clean and green Medway Council</li> <li>• Everyone benefiting from regeneration</li> </ul> <p>To three key priorities:</p> <ul style="list-style-type: none"> <li>• A Place to be Proud of</li> <li>• Supporting Medway's People to Realise Their Potential</li> <li>• Maximise Regeneration and Economic Growth</li> </ul> <p>The Council's values will change from:</p> <ul style="list-style-type: none"> <li>• Putting our customers at the centre of everything we do</li> <li>• Giving value for money</li> </ul> <p>To 'Ways of working':</p> <ul style="list-style-type: none"> <li>• Giving value for money</li> <li>• Digital services so good that everyone who can use them prefer to do so</li> <li>• Working in partnership where this benefits our residents</li> </ul> <p>Under the priorities, the Council has identified new objectives, projects and key indicators it wishes to measure over the next 5 years.</p> <p>The Council Plan acts as the primary framework for setting the direction and vision of the Council over the medium term (e.g. the next 5 years). The new strategic plan will focus on strategic 'transformation' activity, that the Council aims to deliver over this period and will not capture all of the services the Council will continue to provide.</p> <p>The narrower focus of the Council Plan compared to previous iterations does not mean that delivery of these services will cease. Instead the effective monitoring of the next level of indicators will occur at Directorate level.</p> |   |

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To underpin the Council Plan, Medway links strategic priorities all the way through the organisation to individual staff's personal development priorities. This is referred to as 'the golden thread'. The golden thread ensures there is a clear link between the priorities and values which Councillors and the senior management team have set for the organisation, and the work undertaken by individual members of staff.

As part of this process service managers will be expected to complete DIAs for any policy changes resulting from the service plan review process.

## 2 Summary of evidence used to support this assessment

- *Eg: Feedback from consultation, performance information, service user records etc.*
- *Eg: Comparison of service user profile with Medway Community Profile*

Draft 2016/17 – 2020/21 Council Plan.  
ONS Census Data  
2015 Indices of Multiple Deprivation  
Autumn 2015 Citizen Panel

The Council runs a quarterly survey with a group of residents known as the Citizen Panel, to understand resident's views and opinions on issues that affect Medway. In Autumn 2015, the Council asked a number of questions relating to the perception of the Council by members of the Citizen Panel.

When asked their level of satisfaction/dissatisfaction with a number of services, respondents were very positive regarding refuse collection (90%); recycling facilities (88%); tips (household waste and recycling centres) (82%); parks and open spaces (73%) and street lighting (72%). Respondents were least satisfied with council housing services/homelessness (8%); support for children and vulnerable families (12%); support for parents (13%) and housing benefits (13%). Residents, who used the services, were likely to provide a higher satisfaction score, than those who did not.

These perspectives have been reflected in the Council's desire to preserve the services residents feel are important to them (and currently satisfied with), giving greater emphasis to tackling difficult issues such as preventing homelessness and supporting families,

37% of panel members agreed that the Council should provide more services online. The mid age range (35-44, 45-54 and 55-59) were more likely to cite the council should provide more services online, with assistance for those who need it (58%, 52% and 51% respectively compared to 40% of the group as a whole); whereas those aged 65+ were less likely to cite this (27% compared to 40% of the group as a whole).

# Diversity impact assessment

### 3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
- Advance equality of opportunity for one or more of the protected characteristic groups?
- Foster good relations between people who share a protected characteristic and those who don't?

(insert ✓ in one or more boxes)

| Protected characteristic groups | Adverse impact | Advance equality | Foster good relations |
|---------------------------------|----------------|------------------|-----------------------|
| Age                             |                | Y                | Y                     |
| Disability                      |                | Y                | Y                     |
| Gender reassignment             |                |                  |                       |
| Marriage/civil partnership      |                |                  |                       |
| Pregnancy/maternity             |                | Y                | Y                     |
| Race                            |                |                  |                       |
| Religion/belief                 |                |                  |                       |
| Sex                             |                |                  |                       |
| Sexual orientation              |                |                  |                       |
| Other (eg low income groups)    |                | Y                |                       |

### 4 Summary of the likely impacts

- Who will be affected?
- How will they be affected?

None of the changes to the Council Plan will directly result in the termination or adverse impact on the delivery of existing Council services.

Each Directorate is expected to ensure that Diversity Impact Assessments is carried out as part of the development of their Divisional and Service planning processes where this results in the changing of policies and processes to reflect the Council plan. This is linked to the annual budget setting process.

Equalities considerations are coordinated through the Equality & Access group, which also provides a gateway to a variety of equality themed forums (LGBTQ, Disability, Medway Ethnic Minority Forum etc.).

This assessment does not seek to duplicate these existing DIAs or asses the current Council Plan in its entirety, but will assess how proposed changes to made to the overall range of

# Diversity impact assessment

projects may cumulatively affect Medway residents.

## Age:

### Older residents

14% (37,005) of Medway's population is over 65. The last ten years has seen an increase in the number and proportion of the 65+ category and a decrease in the number of children (0-18) in Medway.

### Impact on Older Residents

The need to support old people is reflected within the '*Supporting Medway's people to realise their potential*', with continued focus on enabling older residents to retain their independence and ongoing collaborative working with partners such as the NHS.

The number of indicators for old people has reduced in line with the overall reduction in measures. Measures included in 2015-16 plan that have not been carried forward into the new plan will however to continue be monitored at Directorate level. Older residents have indicated however a lower preference for Digital services which will need to be explored further as part of the assistance element of the programme.

### Children and Young People

Although there has been a decline in the 0 to 18 age group, the proportion of the population at this age remains higher than Kent, the South East and England & Wales. Of the Medway population 24.5% (64,724) are aged 0-18.

### Impact on Children and Young People

Although covering a broad range of Medway citizens there are a number of outcomes and projects that will have a direct and positive impact on young people in Medway to enable young people to

- improve their skills and employability
- have access to an improved Children's Social Services
- receive the best start in life
- Raising aspiration and ambition (education)

The number of indicators for old people has reduced in line with the overall reduction in measures. Measures included in 2015-16 plan that have not been carried forward into the new plan will however to continue be monitored at Directorate level.

## Pregnancy / Maternity:

In 2011 there were 4,714 conceptions within Medway; a rate of 86.3 conceptions per 1,000 women aged 15 to 44, higher than the Kent, South East and England and Wales rates. The rate of under 18 conceptions, 38.8 conceptions per 1,000 women aged 15 to 17 in 2011 was higher than Kent, the South East and England and Wales.

### Impact on Pregnancy and maternity:

The project '*The best start in life*', will assist families to prepare for parenthood and give the best start for their children. Measures will include reducing the number of mothers smoking at time of delivery for example.



# Diversity impact assessment

## Disability:

The majority of Medway's population, 82%, is in good or very good health, with the proportion of the population not in good health increasing slightly since 2001. 16.4% (43,354) of the population state that their day-to-day activities are limited. This is a lower proportion than the average cross England and Wales (17.9%) but higher than across the South East (15.7%).

In addition, 24,289 households (24.9%) report having at least one person in the household with a long-term health problem or disability. There are 25,033 (9.5%) residents in Medway who provide some degree of unpaid care.

### Impact on Disabled People

Disabled residents and their carers' will continue be supported through outcomes such as '*Older and disabled people living independently in their homes*' and '*Healthy and active communities*'.

The number of indicators for disabled people (and their carers') has reduced in line with the overall reduction in measures. Measures included in 2015-16 plan that have not been carried forward into the new plan will however to continue be monitored at Directorate level.

## Other Groups:

The plan will also look to support other vulnerable residents – for example by looking to prevent homelessness and providing jobs, skills and employability skills to adults (as well as young people).

## 5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- *Are there alternative providers?*
- *What alternative ways can the Council provide the service?*
- *Can demand for services be managed differently?*

Medway will continue to use the DIA process to assess its decision-making processes to ensure fair and transparent access to services from residents with different equalities requirements.

The accessibility of services provided by Medway will continue to be monitored by the Equalities Access Group and reported as part of the Medway's annual report on 'Delivering Fair & Responsive Services'.

Directorates will continue to monitor indicators not carried forward into the 2016/17-2020/21 plan and conduct DIAs when carrying out changes in policy.

Subject to further analysis the focus on Digital services will need to ensure older residents are identified amongst the groups that will need targeted assistance to access Digital services.

# Diversity impact assessment

## 6 Action plan

- *Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence*

| Action   | Lead | Deadline or review date |
|--|------|-------------------------|
| To ensure all the users of all digitised services are profiled by age to inform measures to provide targeted assistance. |      | 31/03/2017              |
|  |      |                         |

## 7 Recommendation

*The recommendation by the lead officer should be stated below. This may be:*

- *to proceed with the change implementing action plan if appropriate*
- *consider alternatives*
- *gather further evidence*

*If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.*

- Directorates continue to apply Council Equalities policy, when developing new projects, policies and strategies.
- Continue to monitor the delivery of fair and transparent services through the Equality Access group and annual equality report.
- Digital services to carry out further analysis when designing digital services to understand the targeted assistance older residents may need to access Digital services.

## 8 Authorisation

*The authorising officer is consenting that:*

- *the recommendation can be implemented*
- *sufficient evidence has been obtained and appropriate mitigation is planned*
- *the Action Plan will be incorporated into service plan and monitored*

**Assistant Director**



**Date**

26.01.16

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC: phone 2443 email: [annamarie.lawrence@medway.gov.uk](mailto:annamarie.lawrence@medway.gov.uk)

C&A: (Children's Social Care) contact your normal P&I contact

C&A (all other areas): phone 1481 email: [joe.knappett@medway.gov.uk](mailto:joe.knappett@medway.gov.uk)

BSD: phone 2472/1490 email: [corppi@medway.gov.uk](mailto:corppi@medway.gov.uk)

PH: phone 2636 email: [david.whiting@medway.gov.uk](mailto:david.whiting@medway.gov.uk)

Send completed assessment to the Corporate Performance & Intelligence Hub (CPI) for web publication ([corppi@medway.gov.uk](mailto:corppi@medway.gov.uk))