

COUNCIL

23 FEBRUARY 2017

COUNCIL PLAN REFRESH 2017/18

Portfolio Holder:	Councillor Adrian Gulvin, Resources
Report from:	Stephanie Goad, Assistant Director Transformation
Author:	Anthony Lewis, Corporate Performance and Intelligence

Summary

The Council Plan 2016/21 is the organisation's overarching business plan, setting out the Council's commitments to achieving its key outcomes during the life of the Plan. As part of the first annual review of the Plan, key programmes, key measures of success and targets have been reviewed to ensure the delivery of the Plan remains focused, informative and relevant.

This report summarises the proposed changes which include:

- 1 new programme
- 6 additional new council plan measures of success (from 38 in 2016/17 to 44 in 2017/18)
- 3 deferred council plan measures
- 7 changes to targets

A Diversity Impact Assessment has been completed as part of this refresh process and concludes that it is unlikely that there will be any adverse impact on protected characteristic groups as a result of the proposals.

The proposed amendments have been considered by the Business Support Overview and Scrutiny Committee on 31 January 2017 and Cabinet on 7 February 2017.

1. Budget and Policy Framework

1.1 The current Council Plan was agreed by Full Council in February 2016 and forms part of the Policy Framework. Therefore, this is a matter for Full Council.

2. Background

2.1 The Plan covers the Council's strategic objectives up to 2021 and seeks to capture progress against projects and key measures of success (sometimes referred to as key performance indicators- KPIs)

over which the Council has direct influence, rather than Medway wide outcome measures.

- 2.2 To ensure the Plan remains relevant and focused, the key programmes, key measures of success and targets are subject to an annual review process.

Summary of the proposals

2.3 Programmes

One new programme has been proposed to support the Council's 'Digital Service Delivery' Ways of Working. This increases the total number of programmes from 13 to 14.

2.4 Measures

There are 6 additional proposed measures in total, the majority of which (4) support the regeneration and economic growth priority. It is proposed that a measure be included for the first time to support the 'Digital Service Delivery' Ways of Working.

Table 1: Measures: Added/Deferred for Council Plan 2017/18

Council Plan priority	Number of measures 2016/17	Proposed number of measures 2017/18	Add / Defer measures for 2017/18
Medway: A place to be proud of	5	4	<ul style="list-style-type: none"> Add: battle of Medway; attract 30,000 visitors to finale Defer: 2 measures relating to lamppost project to 2018/19
Maximising regeneration and economic growth	10	14	<ul style="list-style-type: none"> Add: % sq' business space let at Innovation Centre Add: Adult Education % retention rate Add: Adult Education achievement pass rate Add: NI 154 Net additional homes provided
Supporting Medway's people to realise their potential	23	25	<ul style="list-style-type: none"> Defer CSC 0005 early help assessments achieving desired outcome Add: ASCOF 1h % mental health clients in settled accommodation Add: ASCOF 1G (n) no. adults with LD in settled accommodation Add: % long term packages that are placements
Ways of working: Digital service delivery	0	1	<ul style="list-style-type: none"> Add: Digital take up
TOTAL	38	44	

2.5 A variety of minor changes to existing measures have been proposed. These include deferring monitoring until 2018/19 and introducing to monitoring for the first time (having been deferred during year 1 – 2016/17). Full details of all changes can be found in the table at Appendix A.

2.6 Targets

Changes to stretch seven targets have been proposed. These are expected to be achieved as they have been based on previous performance trends.

Table 2: Proposals to amend existing targets in the Council Plan 2017/18

Council Plan priority	Proposals to change existing targets
Medway: A place to be proud of	n/a
Maximising regeneration and economic growth	<ul style="list-style-type: none"> NI 156 no of households living in temporary accommodation target changed from 300 to 350
Supporting Medway's people to realise their potential	<ul style="list-style-type: none"> PH 10 % completing adult weight management service target changed from 70% to 75% CASEIEYFS gap % achievement gap at early years target changed from 31% to 29.5% PH 16 smoking at time of delivery target changed from 17.9% to 17.5% ASCOF 1C(2i) % direct payment for social care service target changed from 25% to 32% SEKs2 % children achieve level 4 reading/writing/maths target changed from 76% to 53% SE2OEPr % primary schools good or better target changed from 75% to 85%
Ways of working: Digital service delivery	n/a

3 Advice and analysis

3.1 In consultation with the Leader and the Portfolio Holder for Resources, Corporate Management Team (CMT) has been reviewing the 2016/17-2020/21 Council Plan. The proposed amendments for 2017/18 have been considered at:

- Business Support Overview and Scrutiny on 31 January 2017 and
- Cabinet on 7 February 2016.

3.2 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 agreed a diversity impact assessment process which ensures that we meet our legal duty.

3.3 A Diversity Impact Assessment (DIA) has been completed as part of the refresh process. It concludes that it is unlikely that there will be any adverse impact on protected characteristic groups as a result of the proposals. A copy of the DIA can be found at Appendix B.

4. Business Support Overview and Scrutiny Committee – 31 January 2017

4.1 Members considered a report which summarised proposed changes to the Council Plan 2016/21 which included:

- 1 new programme
- 6 additional new council plan measures of success (from 38 in 2016/17 to 44 in 2017/18)
- 3 deferred council plan measures
- 7 changes to targets

4.2 Members discussed the following:

4.2.1 NI156 (Number of households living in temporary accommodation – a Member expressed concern that there were not any supplementary indicators supporting this target given that there were a number of factors involved in this issue.

4.2.2 NI154 (net additional homes provided) – a Member referred to the target of 1,000 dwellings per year and noted that this was considerably below the Local Plan Target and did not reflect the current backlog of 5-6,000 units. He commented that a much higher figure was needed which would make a difference and prevent homelessness issues. The Assistant Director – Transformation replied that the 1,000 figure related to the last objective needs assessment carried out in 2014. Further work had been undertaken following latest National Planning Guidance but that had not yet been formally adopted. This would be confirmed through the adoption of the Local Plan.

4.3 The Committee agreed to:

4.3.1 Note the proposed changes to programmes, key measures of success and targets as summarised in Appendix A to ensure the delivery of the Plan remains focused, informative and relevant, and;

4.3.2 Ask that Cabinet consider the comments in relation to sub indicators and revising upwards the target for the number of net additional homes provided.

4.4 These comments and recommendations were reported to Cabinet in an addendum report (see paragraph 5 below for further details).

5. Cabinet – 7 February 2017

5.1 The Cabinet considered the report on 7 February 2017 and the comments and recommendations from the Business Support Overview and Scrutiny Committee were set out in an addendum report.

5.2 Director's comments were set out in the addendum report in relation to the Business Support Overview and Scrutiny Committee's recommendations (as set out in paragraph 4.3.2 above). The Director's comments to Cabinet stated:

- 5.2.1 NI156 - The (Business Support Overview and Scrutiny) Committee asked for consideration of sub indicators to track the underlying causes of homelessness that impact on the use of temporary accommodation, e.g. employment. This would be inconsistent with the approach generally adopted in the council plan which has been to include indicators that measure the impact of council interventions, rather than broader Medway population outcomes.
- 5.2.2 NI154 - In relation to the target for delivery of additional homes, the plan as drafted included the most up to date target formally adopted by the council which relates to 2014. Members were correct in identifying that this has been superseded by further objective assessment of need using National Planning Guidance, and assumptions included in the work ongoing to prepare the Local Plan. It is proposed that the target of 1000 is deleted from the draft Council Plan that is to be recommended to Full Council, and that officers continue to refine the target as part of the development of the Local Plan. This target will be reported to Members in due course.
- 5.3 The Cabinet noted the comments of the Business Support Overview and Scrutiny Committee.
- 5.4 The Cabinet recommended to Full Council the proposed changes to programmes, key measures of success and targets as summarised in Appendix A to the report subject to the target level set for NI154 (Net additional homes provided) being removed for 2017/2018 on the basis set out in paragraph 2.2 of the addendum report to Cabinet (and set out above in paragraph 5.2.2).

6. Conclusions

- 6.1 Appendix A to the report reflects the Cabinet's recommendation at paragraph 5.4 above, specifically that the target level set for NI154 has been removed for 2017/2018 on the basis set out in paragraph 5.2.2 above.
- 6.2 Additionally, Full Council is asked to grant delegated authority to the Chief Executive, in consultation with the Portfolio Holder for Resources, to make any necessary changes to align the plan's indicator set to the agreed budget, including finalising the few remaining provisional targets by exception.

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 consider their strategic risks as part of the Council Plan refresh.

8. Financial and legal implications

- 8.1 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 demonstrate that value for money is achieved through the allocation of scarce resources.
- 8.2 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 a decision on refreshing the Plan's indicator set must be taken by Full Council.

9. Recommendations

- 9.1 Full Council is asked to review and agree:
- the proposed amendments to Council Plan 2016/2017 – 2020/2021 and;
 - its component parts including priorities, outcomes, programmes and measures as shown in appendix A to the report.
- 9.2 Full Council is asked to grant delegated authority to the Chief Executive, in consultation with the Portfolio Holder for Resources, to make any necessary changes to align the plan's indicator set to the agreed budget, including to finalise the few remaining provisional targets by exception.

Lead officer contact:

Anthony Lewis, Corporate Performance and Intelligence Manager

Tel: 01634 332092

E: anthony.lewis@medway.gov.uk

Appendices

Appendix A: Council Plan Refresh 2017/18: Details of proposals

Appendix B: Council Plan Refresh 2017/18: Diversity Impact
Assessment

Background papers

Council Plan 2016/17 - 2020/21

<http://www.medway.gov.uk/pdf/Council%20Plan%20201617%20July.pdf>

APPENDIX A

Council Plan Refresh 2017/18 Details of Proposals



key	
	proposed changes for 2017/18

Council Plan Priority
1 Medway: A place to be proud of

Council Plan Outcome
1.1 A clean and green environment

Programme
1.1.1 Public Realm & Street Scene

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
GH6 CP	Satisfaction with parks and open spaces - Citizens Panel result	Aim to Maximise	N/A	N/A	71%	70%				70%	70%	No change proposed. It is proposed that GH6 CP target is kept at 70%. As performance for the CP results for Q1 68.7%, Q2 71%
NI 195a	Improved street and environmental cleanliness: Litter	Aim to Maximise	97.42%	96.92%	97.67%	96.00%				96%	96%	No change proposed. It is proposed that NI 195a target is kept at 96% as performance since 2014/15 to current date has been around 96% to 97%
W6 CP	Satisfaction with refuse collection - Citizens Panel result	Aim to Maximise	N/A	N/A	90%	85%				85%	85%	No change proposed. W6 CP target to be kept at 85% as performance for the Citizen Panel results for Q1 92.4%, Q2 90%

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	Note:											Proposed to move monitoring of 'Chatham Centre public realm improvements' from Key Priority 2 (Max regen and econ growth) to Key Priority 1 (Medway a place to be proud of) RCET

Programme												
1.1.2 Replacing Medway's street lights											Proposed to defer this programme for monitoring during 2017/18 and reintroduce it for monitoring during 2018/19.	

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	Energy savings (measured from April 2019)											New start date for programme. RCET The programme is not due to start until April 2019 (formerly 2017) so will not be included in Council Plan monitoring until 2019/2020
	Financial savings (measured from April 2019)											As above

Council Plan Outcome												
1.2 Medway on the Map												

Programme												
1.2.1 Medway, a great place to work, live, learn and visit												

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	Battle of Medway: Attract 30,000 to the grand finale										30,000	Proposed new Council Plan measure and target. RCET Other success measures for MOTM activity, eg inward investment, job creation, are included elsewhere in this plan

Council Plan Priority

2 Maximising regeneration and economic growth

Council Plan Outcome

2.1 A strong, diversified economy

Programme

2.1.1 Business Investment

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	% of business units let in Council owned premises										90%	<p>Council Plan measure to be measured for the first time in 2017/18 RCET</p> <p>This measure replaces the former measure of 'Number of businesses relocating to Medway' as data collection from Government websites was not possible but local information on Medway Council owned premises is. The target has been based on UK Business Incubation who work on an average occupancy of 85% to reflect the correct fluid movement of the market.</p>
	% square footage of business space let at Innovation Centre										90%	<p>Proposed new Council Plan measure and target. RCET</p> <p>The proposed measure supplements the former measure of 'take up of designated business space'. The target has been based on UK Business Incubation who work on an average occupancy of 85% to get the correct fluid movement of the market.</p>
	Additional Enterprise Zone business rates (Rochester Airport Technology Park) (from 2019)										£324,500	<p>Council Plan measure and target to be measured for the first time. RCET</p> <p>AEZ measure has been adjusted to collect from 2019 as this is based on an assumption that this will be the earliest possible build of a unit/s on the site. Based on assumptions of 20% build out in first year of technology park development. Business rates value based on existing high GVA companies based in Gillingham Business Park.</p>







Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	Number of high gross value added industry jobs created (from 2019/20)										200	<p>Council Plan measure and target to be measured for the first time. RCET</p> <p>AEZ measure has been adjusted to collect from 2019 as this is based on an assumption that this will be the earliest possible build of a unit/s on the site. The target has been set based on above sqm calculation (9,600sqm) using the official Homes and Communities Agency (HCA) jobs calculator.</p>

Council Plan Outcome

2.2 Residents with jobs and skills

Programme

2.2.1 Jobs, skills and employability

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
NI 117	The percentage of 16-18 year olds who are not in education, employment or training (NEET)	Aim to Minimise	7.31 %	7.80 %	7.70 %	6.00 %				6%	6%	<p>Proposed change to measure. C&A</p> <p>Government has changed the measure from 16-18 year olds not in employment education or training to 16-17 year olds who are not in employment education or training. Therefore, it is proposed to change this measure in line with Government measure.</p>
LRCC 4a	Number of jobs created and safeguarded (cumulative)	Aim to Maximise	476	759	186	150				300	Q1 35, Q2 150, Q3 225, Q4 300	<p>No change proposed.</p> <p>It is proposed that LRCC4a target remains the same as 2016/17 as the target was dropped from 400 to 300 from the previous target in 2015/16 to reflect positive economic conditions including lower unemployment (halved from recession to 2.7%).</p>

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	Annual Gross Value Added (GVA) levels (from 2018/19)										close the gap between Medway and UK by 0.5% per annum	Council Plan measure and target to be measured for the first time. RCET The start date has been changed to reflect the 2 year old ONS statistics. The measure has been changed from 'added GVA' to 'close the gap with the South East'. The SE target is overly ambitious given that the SE is the highest GVA region in the country. The UK target although difficult is more achievable. 0.5% is an arbitrary figure to aim for. (This was not measured in year 1 2016/17)
MAE 2	Medway Adult Education % retention rate	Aim to Maximise	N/A	93%	N/A	94%	N/A	N/A	N/A	N/A	94%	Proposed new Council Plan measure RCET Medway Adult Education learning programme is now being included in this Council Plan outcome. MAE achieved 93% retention and 96% achievement. As these are so high it is unrealistic to think we could aim for much more than the target set, so would suggest we keep them as they are at 94% and 96% which would mean we would need to achieve a slight improvement in the retention rate this academic year. At the moment the retention for 16/17 is at 95%, but we'd expect a slight fall from this as learners drop out of the year long courses.
MAE 3	Medway Adult Education achievement rate (pass rate)	Aim to Maximise	N/A	96.49%	N/A	N/A	N/A	N/A	N/A	N/A	96%	Proposed new Council Plan measure RCET As above.

Council Plan Outcome

2.3 Getting around Medway

Programme

2.3.1 Tackle congestion hotspots by transport and public realm improvements

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
NI 167 New	Average journey time along 5 routes across Medway	Aim to Minimise	2.95	3.45	N/A	4.00	N/A	N/A	N/A	4 mins	4 mins	<p>Proposed change to monitor this under Council Plan priority 1: Medway: a place to be proud of (formerly under Council Plan priority 2: Maximise Regeneration and Economic Growth) RCET</p> <p>It is anticipated that this measure may change given the amount of member interest in the new Council commissioned contract with Basemap to set up the new online monitoring program. Once finalised, the system will provide journey time data for any road in Medway up to April 2015. DfT have confirmed that Trafficmaster Data for 15/16 will be issued at the end of the year. Once received and added to Basemap the Council will have journey time data for any for any road in Medway up to April 2016.</p>










Council Plan Outcome

2.4 Delivering new homes to meet the needs of Medway's residents

Programme

2.4.1 Delivering new homes to meet the needs of Medway's residents

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
NI 154	Net additional homes provided	Aim to Maximise	483	553	Not measured for Quarters					n/a	n/a	<p>Proposed new Council Plan measure RCET</p> <p>Target to be confirmed as part of the development of the Local Plan</p>

Council Plan Outcome												
2.5 Preventing homelessness												
Programme												
2.5.1 Preventing homelessness												
Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
NI 156	Number of households living in temporary accommodation	Aim to Minimise	260	259	306	300				300	350	<p>Proposed amended target. RCET</p> <p>The housing solutions and TA Teams continue to see an increase of clients seeking assistance in relation to their housing needs. Additionally there has been a reduction in the amount of Social Housing units becoming available this year. Combined with what we have seen this year coupled with the further reduction of the benefit cap and the rollout of universal credit we feel that a target of 350 is more realistic.</p>
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	Aim to Minimise	0	0	0	0				0	0	<p>No change proposed.</p> <p>Target to remain the same as it is a legal requirement.</p>
HC4	Number of private sector properties improved as a result of the Council's intervention	Aim to Maximise	N/A	N/A	106	100				600	600	<p>No change proposed.</p> <p>HC4 target to remain the same as this was a new measure for 2016/17</p>

Council Plan Priority




3 Supporting Medway's people to realise their potential

Council Plan Outcome

3.1 Healthy and active communities

Programme

3.1.1 Improving everyone's health and reducing inequalities

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
PH10	Percentage of people completing an adult weight management service who have reduced their cardiovascular risk	Aim to Maximise	76.4 %	77.5 %	76.4 %	70.0 %				70%	75%	Propose change to target. Public Health Performance has consistently exceeded target over the last three years. Based on past trend, we anticipate the proposed target can be achieved.
PH14	Excess weight in 4-5 year olds	Aim to Minimise	21.6 %	N/A	N/A	N/A	N/A	N/A	N/A	21%	21% 2016/17	No change proposed. Annual data collection, available in Q3. 2017/18 target will be set once data received.
PH15	Excess weight in 10-11 year olds	Aim to Minimise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	34%	34% 2016/17	No change proposed. Annual data collection, available in Q3. 2017/18 target will be set once data received.

Council Plan Outcome




3.2 Resilient families

Programme

3.2.1 'Together We Can' Children's Services (replaces 'Getting to Good' Children's Services)




Proposed amendment to programme title. C&A 'Together we can' replaces 'Getting to Good' as it better reflects the progress being made on the Ofsted Improvement Plan.

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
NI 101	The percentage of looked after children who achieve five A*-C GCSEs including English and maths	Aim to Maximise	.0%	28.6 %	Not measured for Quarters							Proposed to remove measure (replace with measure below) C&A
	The percentage of looked after children reaching the expected standard in English and Maths	Aim to Maximise									TBC	Replaces Council Plan measure above C&A Measure has changed from '5 A* - C GCSEs' to 'expected standard in English and maths' to bring in line with government measures. Once baseline is known, following statistical first release (SFR) which is published in March 2017, a target will be set to improve Medway's performance relative to national average figures. This will be reported to Members as part of Q1 2017/18 monitoring.
A1	The average number of days between a child entering care and moving in with adoptive family	Aim to Minimise	711	686	631	646				605	605	No change proposed.
CSC0004	Number of LAC per 10,000 children	Aim to Minimise	N/A	N/A	64.7	66.8				67	67	No change proposed.
CSC0006	Number of CP per 10,000 children	Aim to Minimise	N/A	N/A	52.7	75.8				65.3	65.3	No change proposed. Annual target for 2016/17 is 65.3. Our stat neighbour rate as at March 2016 was 52 compared to Medway at 85. Whilst our current figure is better than our stat neighbours a direct comparison does not factor in deprivation and to set a target without doing so presents a risk. Analysis in the SE shows an expected CP rate, for our IDACI index, at a level of 58 per 10,000.

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
N23	The percentage of children social care substantive posts not filled by permanent social workers	Aim to Minimise	32.53 %	40.14 %	40.4 %	33%				28%	28%	No change proposed.

Programme

3.2.2 The best start in life













Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
CASE IYFS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean	Aim to Minimise	31.6 %	29.7 %	N/A	31%	N/A	N/A	N/A	31%	29.5%	Proposed change to target C&A Target 31% in 2016/17 proposed change to 29.5% This is an annual measure. The data is published in the EYFS statistical release in late November each year.
CSC0005	CAF/Early help assessments achieving desired outcomes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	N/A	N/A	TBC		Defer monitoring of measure C&A Proposal to defer monitoring this measure until 2018/19 when as systems issues are preventing monitoring of this measure until then.
PH16	Smoking at time of delivery %	Aim to Minimise	N/A	16.81	N/A	17.9	 Q1	 Q1	 Q1	17.9%	17.5%	Proposed to change target. Public Health Performance has consistently exceeded target over the last year. Based on past trend together with the introduction of new initiatives, we anticipate the proposed target can be achieved.

Council Plan Outcome

3.3 Older and disabled people living independently in their homes

Programme

3.3.1 Improve support for vulnerable adults by working with partners and communities

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
ASCO F 1C(2i)	Percentage of clients receiving a direct payment for their social care service	Aim to Maximise	25%	29.9%	24.1%	25%				25%	32%	Change of target C&A Quarterly target profile: Q1 25%, Q2 27%, Q3 30%, Q4 32%
ASCO F 2A(1)	Permanent admissions to care homes per 100,000 pop – 18-64	Aim to Minimise	23.61	18.7	2.3	3.5				11	11	No changes proposed.
ASCO F 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+	Aim to Minimise	741.94	597.82	82.6	144				600	600	No changes proposed.
ASCO F 2Cii	Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population	Aim to Minimise	2.0	3.8	2.6	4.0				4.0	4.0	No change proposed
ASCO F 3B	ASCOF 3B Overall satisfaction of carers with social services	Aim to Maximise	41.4%		Not measured for Quarters					44%	44%	No changes proposed.

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
ASCO F 1h	% of mental health clients in settled accommodation										TBC	Proposed new Council Plan measure. C&A Target to be confirmed by March 2017
ASCO F 1G (n)	Number of adults with learning difficulties in settled accommodation	Aim to Maximise			Not measured for Quarters						TBC	Proposed new Council Plan measure. C&A Target to be confirmed by March 2017
	Getting better together % of long term packages that are placements										TBC	Proposed new Council Plan measure. C&A Target to be confirmed by March 2017













Council Plan Outcome




3.4 All children achieving their potential in schools

Programme

3.4.1 Raising aspiration and ambition

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
SE KS4a	The percentage of children achieving five or more A*- C	Aim to Maximise	58.8 %	57.8 %	Not measured for Quarters						n/a	Proposed to remove Council Plan measure (replace with measure below). C&A

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
	grades at GCSE or equivalent including English and Maths											
	The percentage of children reaching the expected standard in English and maths	Aim to Maximise			Not measured for Quarters					n/a	65%	Proposed new Council Plan measure. C&A (replacing above) Measure has changed from '5 A*- C GCSEs' to 'expected standards in English and maths' to bring in line with government measures.
CA13	The percentage of children permanently excluded from school	Aim to Minimise	0.23 %	0.22 %	0.00%	0.01 %				0.06%	0.06%	No changes proposed.
CASE IKS4 Ofsted	The percentage of secondary sector schools in Medway judged to be good or better	Aim to Maximise	N/A	N/A	88.2%	88.2 %				88.2%	88.2%	No changes proposed.
CASE ISPEC Ofsted	The percentage of special schools in Medway judged to be good or better	Aim to Maximise	N/A	N/A	80%	80%				80%	80%	No changes proposed.
EDU3 (b)	The percentage of children who were persistently absent from school	Aim to Minimise	N/A	N/A	4.7	5.5				5.5%	5.5%	No changes proposed.
SE KS2	The percentage of children who achieved expected level of progress in reading, writing and mathematics at KS2	Aim to Maximise	75.0 %	73.0 %	Not measured for Quarters					76%	53%	Proposed amended target. C&A This measure will be analysed across academy and maintained schools, and will be updated with the latest performance information as published by DFE on 19 January 2017, for the Cabinet and Full Council versions of this report. Target amended from 76% to 53%. This reflects the change in the assessment arrangements nationally in 2016, leading to a much lower result

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2016/17	2017/18	Comments
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target	Target	
												than in previous years. (National fell from 80% to 54%; Medway fell from 73% to 49). This new target represents a 4% improvement on 2016 results and closes the gap on the 2016 national figure to 1% compared to a gap in 2015 of 7%
SE2 OEPr	The percentage of primary sector schools in Medway judged to be good or better	Aim to Maximise		74.6 %	83.1 %	75.0 %				75%	85%	Proposed amended target. C&A This measure will be analysed across academy and maintained schools, and will be updated with the latest performance information as published by DFE on 19 January 2017, for the Cabinet and Full Council versions of this report. Target amended from 75% to 85% because current target is being achieved.

Council Plan Way of Working

Digital service delivery

Programme

Finding the best digital innovation and using it to meet residents' needs

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17					2017/18	Comments	
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	Digital take up										TBC	Proposed new programme and Council Plan measure RCET As each new service enters the digital programme, a baseline will be set. Once the newly designed service goes live, it will be measured quarterly and reported as part of Council Plan monitoring.

TITLE <i>Name/description of the issue being assessed</i>	2016/17 – 2020/21 Council Plan
DATE <i>Date the DIA is completed</i>	11.1.2017
LEAD OFFICER <i>Name of person responsible for carrying out the DIA.</i>	Susan Olney Corporate performance and improvement officer
<p>1 Summary description of the proposed change</p> <ul style="list-style-type: none"> <i>What is the change to policy/service/new project that is being proposed?</i> <i>How does it compare with the current situation?</i> <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.</p> <p>The current Council Plan was agreed in February 2016 and covers the Council’s strategic objectives up until 2021. To ensure the Plan remains relevant and focused, the key projects, key measures of success and targets are subject to an annual review process. This is the first refresh of the Plan.</p> <p>Departments have been consulted about the refresh of the Council Plan for 2017/18.</p> <p>The proposed changes put forward by departments continue to focus service delivery to support the council’s key priorities. They do not imply any reduction or cessation in service delivery.</p> <p>Consequently, it is unlikely that there will be any adverse impact on any protected characteristic groups as a result of these proposals.</p>	
<p>2 Summary of evidence used to support this assessment</p> <ul style="list-style-type: none"> <i>Eg: Feedback from consultation, performance information, service user records etc.</i> <i>Eg: Comparison of service user profile with Medway Community Profile</i> <p>All directorates have been consulted on the Council Plan refresh. CMT have discussed the feedback on consultation at its meetings on 30 November 2016 and 4 January 2017. All directorate responses have been incorporated into the summary report which will be considered by Business Support Overview and Scrutiny Committee on 31 January 2017, Cabinet on 7 February 2017, and Full Council on 23 February 2017.</p>	

APPENDIX B
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	X	X	X
Disability	X	X	X
Gender reassignment	X	X	X
Marriage/civil partnership	X	X	X
Pregnancy/maternity	X	X	X
Race	X	X	X
Religion/belief	X	X	X
Sex	X	X	X
Sexual orientation	X	X	X
Other (eg low income groups)	X	X	X

4 Summary of the likely impacts

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

There is not likely to be any adverse impact on any protected characteristic groups as a result of the proposals.

Each Directorate is expected to ensure that Diversity Impact Assessments are 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.

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 Council Plan 2017/18 and conduct DIAs when carrying out changes in policy.

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
No additional actions recommended		

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.

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

Steph Goad

Date

11.1.2017

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

RCC: phone 2443 email: annamarie.lawrence@medway.gov.uk
 C&A: (Children's Social Care) contact your normal P&I contact
 C&A (all other areas): phone 2363 email: jackie.brown@medway.gov.uk
 BSD: phone 2472/1490 email: corppi@medway.gov.uk
 PH: phone 2636 email: david.whiting@medway.gov.uk

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