

COUNCIL

23 FEBRUARY 2012

COUNCIL PLAN 2012/13

Portfolio Holder: Councillor Alan Jarrett, Deputy Leader and Finance

Report from: Stephanie Goad, Assistant Director Communications, Performance and Partnerships

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Summary

The Council Plan is the organisation's over-arching business plan, setting out our commitments to achieving certain outcomes during the life of the plan. The plan was fundamentally reviewed last year and now requires updating to take account of developments including further funding reductions and ongoing work to improve services.

The Plan has been considered at the Business Support Overview and Scrutiny Committee on 2 February 2012 and Cabinet on 14 February 2012. Full Council is asked to consider the Plan for approval.

1. Budget and Policy Framework

1.1 The Council Plan 2012/13 is a key part of the budget and policy framework which is developed alongside the 2012/13 capital and revenue budget proposals in order to align the council's business planning and budget setting process. Therefore, this is a matter for Full Council.

2. Background

2.1 As the council's overarching business plan, the Council Plan identifies objectives the council wishes to achieve, and as such it is important that it is considered alongside the budget setting process. The Council Plan will form an essential part of the council's performance management framework, setting out the commitments and outcomes against which progress will be measured.

2.2 The last plan agreed in February 2011 was substantially reworked following the formation of the coalition government nationally and the subsequent changes to local government funding and services. These changes required a comprehensive rethink of the outcomes the council was trying to achieve. As a relatively new document, the Council Plan must be updated to take account of recent developments (these will also be reflected in the budget). These include, for example, continuing financial pressures, the Munro Review of child protection,

changes in the education and health systems. It continues to be a time of significant uncertainty and change, and remains a challenging context in which to produce a strategic plan.

- 2.3 Local Government is still adapting to changes in the regulatory framework including the abolition of CAA and transparency requirements. In the current environment it is important that the council continues to be clear about overall priorities and resource allocation.
- 2.4 Monitoring of the Council Plan will continue on a quarterly basis, focusing on the Key Measures of Success. Management and reporting on operational performance will continue to be undertaken by services and directorate management teams.

3. Issues

- 3.1 Significant national funding and policy changes are ongoing and these continue to be reflected in the work that is being prioritised in the Council Plan.
- 3.2 Last year's Council Plan included a small number of crosscutting key change projects to illustrate how the council was achieving its priorities. In next year's plan we propose to focus on updates on the Better for Less suite of projects.
- 3.3 As with previous years, further work on the measures and their associated targets will be required in the run-up to 2011/12 year-end and will be reported at Cabinet in June 2012 and to Overview and Scrutiny committees in that cycle of meetings.

4. Options

- 4.1 It is proposed that the more strategic focus of the Council Plan will continue, and not a return to detailed action commitments to support the priority.
- 4.2 As options for meeting the 2012/13 budget gap are debated, some of the commitments included in the draft plan may need to be revisited. Changes made to the budget up to and including Full Council on 23 February may also have an impact which will need to be reflected in the final version.
- 4.3 Some national policy agendas continue to evolve along timelines that do not fit our planning and Member decision-making programme. It is 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.
- 4.4 Work on measures of success is ongoing to be completed for public reporting at the end of quarter 1, but as many as possible will be signed off by year end with only targets to be confirmed at a later date.

5. Consultation

- 5.1 Consultation was undertaken during development of the council plan when last year's fundamental review was undertaken. This included a focus group to test out whether the council was on the right track in terms the measures of success. Consultation from the Residents' Opinion Poll and the Citizens' Panel also informed

development. The plan has been circulated to all Overview and Scrutiny Members to enable them to feed comments into this meeting.

6. Comments from Business Support Overview & Scrutiny

- 6.1 The Council Plan was presented to Business Support Overview and Scrutiny Committee on 2 February 2012. All Scrutiny Members were asked to provide comments through that meeting.
- 6.2 The Assistant Director, Communications, Performance & Partnerships, introduced the report advising that this had been circulated as a supplementary agenda. She explained that it was a high-level business plan which should be considered alongside the council's budget. There had been a radical review of the Council Plan for 2011/2012 and no major changes were proposed in the overall priorities for the council this year, the focus had been to strengthen the measures of success. This was an opportunity for Members to shape and comment on the draft plan for 2012/2013.
- 6.3 Some members of the committee commented that the draft plan did not set out how the council planned to achieve its stated priorities. The Assistant Director explained that members had endorsed the decision to produce a more focussed plan, with the detail on activity undertaken currently being included in quarterly monitoring reports. Members acknowledged that prior to 2011, the plan had become too large and had required a complete review but felt it had now become too lean. Officers were asked to consider whether more detail would be appropriate.
- 6.4 Members asked whether there was a commitment to improving Key Stage 2 (KS2) results within the plan and were advised that this was included as a measure of success in the commitment "We will champion strong leadership and high standards in schools so that all children can achieve their potential, and the gaps between the least advantaged and their peers are narrowed", as set out on page 10 of the supplementary agenda.
- 6.5 Members also asked whether there was a measure of success for looked after children being able to access the services they required, eg CAMHS. The Assistant Director advised that this was not included in the Council Plan but was a measure that the Children and Adults Directorate scrutinised carefully.
- 6.6 The committee also commented that for adult social care measures (as set out in the third commitment on page 11 of the report), there should be a distinction made between the offer and takeup of personalised budgets (as some service users would not want to have a personalised budget). Members were keen to emphasise that direct payments should not be regarded as the same as personalised budgets as there are restrictions on use of council provided services when using a direct payment that do not apply to personalised budgets.
- 6.7 The Committee decided to agreed to note the Council Plan 2012/2013 and forward the comments detailed above to Cabinet for consideration on 14 February 2012.

7. Response from the Assistant Director for Communications, Performance and Partnerships

- 7.1 The Assistant Director for Communications, Partnership and Performance welcomes the comments from Business Support Overview and Scrutiny Committee.
- 7.2 In relation to making a distinction made between the offer and take-up of personalised budgets, this proposal will be investigated and suitable performance measures proposed in June 2012, with the sign-off of 2012/13 performance data.

8. Cabinet

- 8.1 The Cabinet considered this report on 14 February 2012 and its recommendation to Full Council is set out in paragraph 12 below.
- 8.2 In addition, the Cabinet noted the comments made by the Business Support Overview and Scrutiny Committee.

9. Diversity Impact Assessment

- 9.1 Under the Equality Act 2010 the council has legal duties to pay 'due regard' to the need to eliminate discrimination and promote equality. The priorities in the Council Plan are underpinned by the core value of 'Putting the customer at the centre of everything we do', this reinforces the importance the council places on meeting the differing needs of customers and promoting 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.
- 9.2 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.
- 9.3 Officers will continue to assess and monitor the plan, both prior to its agreement by Council, and throughout the life of the plan, to ensure compliance with all statutory requirements. The Council's equality objectives have also been included in the Council Plan.

10. Risk Management

- 10.1 As the Council's overarching strategic plan, risks related to 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).

11. Financial and Legal Implications

- 11.1 The Council Plan 2012/13 has been developed alongside the budget. This ensures the financial implications of the Council Plan are considered during its development.
- 11.2 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 determine 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 it must be taken by full Council.

12. Recommendation

- 12.1 Cabinet recommends the Council Plan 2012/13, as set out in Appendix 1 to the report, to Full Council for approval as part of the Council's Policy Framework.

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Background Papers

Medium Term Financial Plan 2011/14
Budget proposals 2012/15

Foreword from Councillor Rodney Chambers, Leader of Medway Council

It's well documented that the world is facing a difficult economic period and that the problematic finances of our country have had an impact on Medway and our residents, affecting local business, jobs, people's pay and the public sector.

The council experienced an unprecedented cut to its funding last year, and we face another huge reduction this year, despite traditionally receiving less than other similar sized authorities.

However, despite having to provide the services our residents need and expect from us on a smaller government grant, Medway Council has tried to help where it can and much has been achieved to support growth in Medway over the past twelve months.

For instance, we joined the national 100 in 100 apprenticeship campaign, which aimed to get 100 people into apprenticeships in just 100 days. And I am pleased to say Medway beat the target and arranged more than 190 placements in local businesses.

Now we have a scheme for 16-24-year-olds, with the council putting forward £100,000 for training costs or – in some cases - help with paying salaries to help local firms kick start young people's careers.

In addition to helping people get into apprenticeships, the council also has Employ Medway, in Chatham High Street, which has recently helped it's 600th customer into work, while its successful Business Start-up and Partner for Growth loans for small firms continue.

The national and international economic picture will continue to affect Medway's residents, but we at the council will endeavour to do all we can to help residents during these difficult times.

Looking at work across the council, there have been a number of other achievements in Medway over the past 12 months.

For instance, we saw the opening of the new bus station in Chatham, which has greatly improved public transport and helps with our aim to open up the town centre and the waterfront.

At Rochester Riverside, Hyde Housing is currently developing the first phase of the project of affordable housing and a new Skills and Employment Centre on site has already begun to create jobs and apprenticeships for people on site.

Our bid to make Medway a city was submitted to government last summer, which if successful could bring in millions of pounds of inward investment, while free swimming for under-11s and over-60s started, helping younger and older residents maintain fit and active lifestyles.

Work has also started on building Medway's three flagship academies – Strood, Bishop of Rochester and Brompton – while our primary school capital programme is ongoing.

Elsewhere, Medway has continued to be at the forefront of the campaign against the Mayor of London's Thames estuary airport and will continue to fight this pie in the sky scheme.

In addition, five of our parks received Green Flag Awards last year and our fantastic array of festivals such as Dickens, Sweeps and Fuse, the Castle Concerts and our theatre performances have kept people from far and wide entertained.

And we have now officially launched Medway's Year of Celebration, which will undoubtedly be a busy and exciting one, with celebrations for the Queen's Diamond Jubilee, the bicentenary of Dickens' birth, 200 years of the Royal Engineers in Medway, Medway forming part of the Olympic Torch Relay route and Medway Park becoming an Olympic training camp.

As a council our priority is to protect the vital frontline services we provide – such as schools, highways, and weekly waste collections – and we will continue to do this.

Despite having less money to provide services than many other local authorities in England, we are ensuring that we are providing services to people in Medway as efficiently as possible.

While the cut in funding means we have to make some difficult decisions, we are continuing to explore innovative ways of providing services at reduced costs and our Better for Less efficiency programme is now on target to make cumulative savings of almost £14million over three years.

There will be many challenges in the year ahead, but as Leader of Medway Council I am confident that we are well placed to continue to provide quality services and feel strongly that 2012 will be a great year for Medway.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the bottom.

Cllr Rodney Chambers
Leader of the Council

City of Medway – Rich heritage, great future

The Council Plan is the council's business plan. It has five priority areas and sets out what will be done to deliver these and how we will tell what difference has been made. The five priorities are:

- Safe, clean and green Medway
- Children and young people have the best start in life in Medway
- Adults maintain their independence and live healthy lives
- Everybody travelling easily around Medway
- Everyone benefiting from the area's regeneration

Our two core values set out the principles of the how we work to deliver these priorities, they are:

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

What we will do

Medway Council wants to continue to ensure high quality services for all residents. We know that some people need extra support and we will continue to ensure these needs are met; and we will continue to work to safeguard children and adults. We take our roles as community leader, commissioner and provider of services very seriously. We place great emphasis on listening to customers about what services they need and how they need to receive them. By listening to customers we hope to make sure that we commission and provide services efficiently and effectively. Our aim is to commission more services rather than being the provider of services. By doing this we can focus on ensuring customers have access to a range of services that meet their different needs, rather than being limited to the range of services that can be offered by the council.

This plan is influenced by all the consultation, comments and feedback received in the last eighteen months. This plan reflects our commitment to responding to residents' priorities but there are other services we have a legal responsibility to provide.

In the past eighteen months we have also been responding to significant funding reductions. We continue to have to make savings in addition to the £29m savings in 2010/11 and 11/12, and will have to save £14.3 million during 2012/13. We are committed to minimising the impact of these changes on our front line services. We are continuing to review what we are doing and how we are doing it to become even more cost-effective.

Partnership

Providing services to Medway residents in partnership with other public sector bodies and the voluntary and community sector is fundamental to Medway's success. This is even more important with budget reductions affecting public services. However, we are confident that we can continue to improve the services received by customers if we work effectively with our partners.

The Council Plan 2012/13 identifies the priorities for the council and what it intends to do to support the partnership working.

Why have a Council Plan?

This Council Plan sets out the current priority areas of work that will be monitored quarterly by Councillors and senior managers. The reports look at how well we are doing and how successful we are at making a positive difference in these areas. This quarterly monitoring is also available to the public so that customers can see how we are doing. Information and summaries are and will continue to be available on the website and in Medway Matters, the council magazine.

In order to do this each of the priorities has a limited number of commitments setting out what we want to achieve and several measures of success so we know how we are doing.

Our commitments

Safe, clean and green Medway

What we aim to do:

We want people to be safe in Medway and, equally importantly, to feel safe. We want to work with local people to make sure they feel they belong to their neighbourhood and can influence the decisions that affect it. Our commitment is to keeping the streets clean, recycling more waste, maintaining our parks and green spaces and reducing our carbon emissions.

Set out below is what we commit to and how we will know when we have made a positive difference:

Commitment:

We will improve public confidence and feelings of safety

Measures of success

- Percentage of PACT /SACT meetings attended by a community officer
- Percentage satisfaction with environmental health and trading standards (tbc, possibly a measure around confidence in shopping and eating safely in Medway)
- Percentage of people who feel Medway is safe

Commitment:

We will help to prevent and reduce domestic abuse

Measures of success

- Number of repeat Victims of Domestic Abuse
- Number of “Multi-Agency Risk Assessment Conference” cases for high risk victims of domestic abuse
- Other measure to be confirmed on impact of domestic abuse on children’s safety following ofsted inspection

Commitment:

We will increase recycling and reduce waste going to landfill sites

Measures of success

- Percentage of waste sent for reuse, recycling or composting
- kg of residual household waste per household
- Satisfaction with refuse collection
- Satisfaction with recycling facilities

Commitment:

We will work with the community to keep Medway’s streets clean

Measures of success

- Satisfaction with street cleaning
- Residents’ perceptions of litter, detritus, graffiti and flyposting
- Satisfaction with how the Council deals with graffiti

Commitment:

We will reduce our own carbon footprint

Measures of success

- CO2 reduction from Local Authority operation
- Measure around property rationalisation (tbc)

Commitment:

We will work with local people to maintain parks and open spaces that are enjoyed by all

Measures of success

- Satisfaction with parks and open spaces
- Satisfaction with play areas
- Numbers of citizen participation hours through involvement in practical volunteer tasks through membership of Friends groups. (Investigate merging this measure into the strong communities section below, into the 'influencing local decision making' measure).
- Number of Green flags

Commitment:

We will support the building of strong communities where people feel they belong

Measures of success

- % of people who feel that people in Medway get on well together
- % of people who think they can influence local decision making
- Number of people involved in neighbourhood work and hours given

Children and young people in Medway have the best start in life

What we aim to do:

We want all children and young people in Medway to be safe, cared for, to succeed in learning and to thrive. Set out below is what we commit to and how we will know when we have made a positive difference:

Commitment:

Working with partners to ensure the most vulnerable children and young people are safe

Measures of success

- Care Leavers in suitable accommodation
- Initial assessment for childrens social care carried out within 10 working days of referral
- Core assessments for childrens social care carried out 35 days following commencement
- Child protection plans lasting 2 years or more
- % of children becoming the subject of a Child Protection Plan for a second or subsequent time
- Looked After Children cases reviewed within timescales
- Child protection cases reviewed within timescales
- Looked After Children and their carers considering that their care plans are making a difference
- Children's participation in child protection reviews

We will be responding to the Munro review on child protection by shifting our focus from measuring simply the timeliness of processes to the difference made to outcomes for children and the levels of need in the community. Those currently being considered nationally include:

- *Number of children & young people who are the subject of an application to court in past 6 months (including care and supervision orders and police protection)*
- *Rate of Initial Child Protection Conferences per 10,000 population*
- *Range of working days taken from referral to childrens care to completion of assessment.*
- *Distribution of working days from child protection strategy meeting to discuss serious concerns about a child to Initial Child Protection Conference (ICPC) where decisions are made on a child becoming subject to a child protection plan*
- *Length of time a child remains in need receiving social care services*
- *Number of children who are the subject of a Child Protection Plan (rate per 10,000 population)*
- *Percentage of referrals/assessments leading to the provision of a social care service (as defined by the child becoming an open case)*
- *Referrals to children's social care where parents/carers' mental health, substance abuse or domestic violence is a feature*

Commitment:

We will champion strong leadership and high standards in schools so that all children can achieve their potential, and the gaps between the least advantaged and their peers are narrowed

Measures of success

- Ofsted school judgements showing a trend of improvement
- Measures to track effectiveness of governing bodies and the support they receive to be considered
- Difference made by Local Authority support to struggling schools (to be designed)
- Pupil absence and the time taken to secure appropriate places
- Achievement at level 4 or above in English and Maths at Key Stage 2
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths
- Narrowing the gap between lowest achieving 20% in the Early Years Foundation stage and the rest
- LAC achieving 5 A*-C GCSEs at KS4
- SEN/non-SEN gap – achieving 5 A*-C GCSE including English and Maths
- Measures around use of and impact of local SEN provision to be developed

We will be responding to the Munro review, considering a range of additional performance measures for inclusion as part of this commitment. These include:

- *Educational attainment of Children in Need.*
- *Attendance of Children in Need at school*
- *Rate of exclusion of Children in Need from school*

Commitment:

We will promote and encourage healthy lifestyles for children and young people, reducing health inequalities and improving quality of life for people with special educational needs.

Note: The draft public health outcomes framework has recently been published. Officers will consider which additional measures are helpful in assisting tracking delivery of council priorities in this area.

Measures of success

- Smoking quits by pregnant women
- Numbers completing the MEND programme to reduce obesity
- Attendance at a local Sure Start Children's Centre by families with children aged 0-4 years
- Increase in breastfeeding rates (tbc)
- Number of c-card registrations (to increase condom usage among young people) (tbc)

Adults maintain their independence and live healthy lives

What we aim to do:

We want to make it possible for people to maintain their independence and have choice over the care services they need. As part of this we want to support people in making healthy lifestyle choices that might benefit their longer-term well-being. Set out below is what we commit to and how we will know when we have made a positive difference:

Commitment:

We will ensure older people and disabled adults are safe and well supported

Measures of success

- Avoid unnecessary stays in hospital
- Client satisfaction with services for older and disabled people
- Number of people receiving support from adult social care
- Adult safeguarding cases dealt with in time

Commitment:

We will support carers in the valuable work they do

Measures of success

- Carers receiving needs assessment or review and a specific carer's service or advice and information
- Client satisfaction - Carers satisfaction with services

Commitment:

We will work in partnership to ensure personalised services meet older and disabled adults needs

Measures of success

- Adult Social Care clients receiving Self Directed Support
- Measure on impact of personalised budgets to be developed (tbc)

Commitment:

We will promote and encourage healthy lifestyles for adults

Measures of success

- Number of adults taking part in healthy weight and exercise referral interventions
- Rate of self-reported 4 week smoking quitters aged 16 or over
- Reducing / Maintaining a low number of households living in temporary accommodation
- Number of Medway businesses taking part in healthy workplace initiatives (tbc)
- Number of people receiving support from a Health & Lifestyle Trainer (tbc)
- Mental health measures (tbc)

Everybody travelling easily around Medway

What we aim to do:

The council recognises that the proposed physical change to Medway must be accompanied by social and economic regeneration and underpinned by the continuing development of a transport system that tackles congestion and provides good quality public transport services and encourages alternatives to the car.

Commitment:

We will secure a reliable and efficient local transport network to support regeneration, economic competitiveness and growth

Measures of success

- Satisfaction with road maintenance
- Satisfaction with pavement maintenance
- Satisfaction with buses
- % of people who think that Medway Council helps people travel easily around Medway – broken down by (i) car and (ii) bus.
- Measures to be developed on reducing congestion

Everyone benefiting from the area's regeneration

What we aim to do:

The council is leading on a range of work to improve the lives of residents in Medway. These range from improving housing to providing sporting, learning and cultural opportunities. We are also committed to supporting our residents and businesses through these tough economic times and helping local businesses to grow and create jobs. Despite funding reductions we remain committed to delivering our 'five towns one city vision' which will develop the area for the benefit of residents and businesses and protect heritage. We will continue our impressive investment in transforming Medway through bringing about positive change with new homes and jobs on our major regeneration sites at Chatham, Rochester and Strood, working in partnership with the private sector and Homes and Communities Agency.

Commitment:

We will support the provision of decent new homes and improve the quality of existing housing

Measures of success

- Number of affordable homes delivered
- Measure on new homes bonus (tbc)
- Reducing / maintaining a low level of use of bed and breakfast for families
- Encouraging housing of all types on sites identified in the local development framework to provide a good selection of housing (tbc)

Commitment:

We will work to ensure that people have the skills they need to take up job opportunities created

Measures of success

- Supporting people into employment
Number of local people supported into work
- Maintaining people in employment
Number of intensive assists to local businesses
Number of jobs created and safeguarded
- Care leavers in education, employment or training
16 to 18 year olds who are not in education, employment or training
Care leavers who are not in education, employment or training

Commitment:

We will promote Medway as a destination for culture, heritage, sport and tourism

Measures of success

- User satisfaction with museums and galleries, theatres and events
- User satisfaction with leisure facilities
- Measure on libraries satisfaction

Better for Less

During 2012/13 the scope of the Better for Less transformation programme will be widening to encompass a number of major projects. The Customer Contact and Administration project will move into its second phase with a wider range of services undergoing transformation so that initial customer contact and administration are handled by the relevant new shared teams. The council will also be reviewing the scope and functions of its customer-facing reception points to ensure that a consistently high quality face to face customer experience is provided.

The Better for Less Category Management project will deliver a new approach to how the council purchases external goods and services. This will involve taking a more joined-up approach across the council, combining contracts where appropriate to generate economies of scale. The council will also be reviewing a number of areas of external spending to reduce contract costs while protecting the quality of services provided to Medway residents. A further Better for Less project - Performance and Intelligence - will be improving how the council manages information, research and data. This will lead to benefits from better strategic planning and performance management of the council's work.

Measures of success

- Improved customer satisfaction with council performance, providing a positive experience
- Customer satisfaction that their enquiry has been addressed at the initial point of contact
- Those customers that want to access council services via. self serve can do so

Directorate Business Support	Name of Function or Policy or Major Service Change Council Plan 2012 -13		
Officer responsible for assessment Stephanie Goad	Date of assessment February 2012	New or existing? NEW	
Defining what is being assessed			
1. Briefly describe the purpose and objectives	The Council Plan is a key element of the Budget and Policy Framework. It is the council's business plan. It has been developed alongside the 2012/13 capital and revenue budget proposals in order to align the Council's business planning processes with the budget setting process. The plan will come into operation on 1st April 2012. The Council Plan sets out the identified priority areas of work during 2012/13 which will be monitored by Cabinet.		
2. Who is intended to benefit, and in what way?	Residents of Medway, Members, Council managers and partners. The Council Plan sets out priorities and monitors performance against those priorities to ensure that residents are receiving good quality services and the Council is delivering appropriate outcomes.		
3. What outcomes are wanted?	Locally specific objectives are met effectively, within budget and in a timely and coordinated way.		
4. What factors/forces could contribute/detract from the outcomes?	Contribute Members commitment to the Plan Clear outcomes and robust performance management structures in place to monitor the plan Effective communication of the plan.	Detract Uncertain and extreme external economic circumstances Ineffective performance management	
5. Who are the main stakeholders?	Residents of Medway, Councillors, Medway Council officers, local partners, other public sector bodies, voluntary and community sector, local businesses & employers, suppliers/contractors, tourists and other visitors to Medway, Central Government.		
6. Who implements this and who is responsible?	Officers of Medway Council, and (for some parts of the Plan) services provided on our behalf by contractors.		

Assessing impact		
<p>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial groups</i>?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on particular ethnic or racial groups. They do this by consulting and engaging with their service users and undertaking consultation. The Council has good links with Medway Ethnic Minority Forum and other minority ethnic community organisations. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>Groups such as the Community Safety Partnership (CSP), Equalities and Community Cohesion Group and other community groups continue to discuss and review Council services on an on going basis and provide feedback. Feedback from consultation feeds into the development of the plan.</p>	
<p>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on disabled people. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>Groups such as the, CSP, Equalities and Community Cohesion Group and other community groups continue to discuss and review Council services on an on going basis and provide feedback. For example the council has good links with the Medway Access Group and consults on proposed changes to services.</p>	
<p>9. Are there concerns that there <u>could</u> be a differential</p>		<p>Services are tasked with reviewing their work through the established Diversity</p>


<p>impact due to <i>gender</i>?</p>	<p>NO</p>	<p>Impact Assessment Process to ensure that it does not have inappropriate differential impact on women or men. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>Groups such as the CSP, Equalities and Community Cohesion Group and other community groups continue to discuss and review Council services on an on going basis and provide feedback.</p>	
<p>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on people due to their sexual orientation. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>The Council is working with Stonewall and the Metro Centre to inform its work.</p>	
<p>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on due to peoples' religion or belief. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>Groups such as the CSP, Equalities and Community Cohesion and other community groups continually discuss and review Council services on an on going basis and provide feedback. The Council has good relationship with the Medway Inter Faith Action.</p>	

<p>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on particular customer groups. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>Groups such as the CSP, Equalities and Community Cohesion Group and other community groups continue to discuss and review Council services on an on going basis and provide feedback. In particular the Council Plan takes account of the views expressed in Joint Strategic Needs Assessment to commission appropriate services. The council uses Medway Youth Parliament, the Young Inspectors and Commissioners to inform its work and has good links with groups representing older people.</p>	
<p>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being trans-gendered or transsexual</i>?</p>	<p>NO</p>	<p>Services are tasked with reviewing their work through the established Diversity Impact Assessment Process to ensure that it does not have inappropriate differential impact on particular customer groups. They do this by consulting and engaging with their service users and undertaking consultation. If any disproportionate impact is identified services are expected to be transparent about these findings and to identify potential mitigations.</p>
<p>What evidence exists for this?</p>	<p>The issue of how to gather evidence in an appropriate way regarding any differential impact due to being trans-gendered or trans-sexual is challenging as individuals privacy must be respected. The council will continue to consider this issue when making changes to policies and implementing new services and will use national good practice as guidance. The council will also work with the Kent and Medway LGBT Community Reference Group and the Metro Centre to inform it work in this area.</p>	
<p>14. Are there any <i>other</i> groups that would find it difficult to access/make use</p>		<p>Looked after children remain a major priority for the Council and their needs are considered in under the Children and</p>

of the function (e.g. people with caring responsibilities or dependants, those with an offending past, or people living in rural areas)?	NO	Young People priority in the Plan.
What evidence exists for this?		
15. Are there concerns there could be a have a differential impact due to <i>multiple discriminations</i> (e.g. disability <u>and</u> age)?	NO	
What evidence exists for this?		Priorities in this Plan are developed by cross-Council working, incorporate the Equality Objectives of the Council and reflect the views of residents received through consultation and feedback

Conclusions & recommendation		
16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?	NO	
17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?		N/A
Recommendation to proceed to a full impact assessment?		
NO	This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.	

Action plan to make Minor modifications		
Outcome	Actions (with date of completion)	Officer responsible
Use information and data analysis to identify how different customers have differing needs and requirements and ways of accessing services	The Council's Equality Objectives are integrated into the Council Plan. The council will continue to roll out its monitoring arrangements and to review findings in order to demonstrate that the needs of the diverse community of Medway are being identified and met.	Assistant Director's

Planning ahead: Reminders for the next review		
Date of next review	The Council Plan is reviewed annually.	
Areas to check at next review (e.g. new census information, new legislation due)	Review the 2011 census data if available and continue to use the residents' satisfaction information gathered during the year to inform the review of the plan.	
Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?	No. However, as an active member of the Kent Equality Network the Council keeps up to date with new issues that might be arising in the local area and nationally.	
Signed (service manager/Assistant Director)	Date	
	7/2/12	