

MEDWAY PEOPLE STRATEGY 2021-2025

‘Supporting Medway’s people to realise their potential’

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Appendix A – Outcomes Framework

Foreword

We are ambitious for our people.

Medway is committed to ensuring its people thrive in the place they live and work. We want to make Medway the best place to grow up and grow old in and where people age well with the best opportunities. We will make Medway a place where we support people to realise their potential.

We want our residents to feel valued, respected and appreciated and seen as the assets they are. The corporate vision is to make Medway a waterfront city: connecting innovation, people, and place; driving growth for all.

Our People Strategy is about how we put in place the conditions in Medway for people to get the best start, develop well and go on to live fulfilling, independent lives where possible. Where people do need specialist support and help, it remains our mission to achieve consistently high-quality services for everyone.

We will work to further improve everyone's health and reduce inequalities over time tackling the wider determinants of health and behavioural factors. The strategy recognises our need to respond to demographic change and achieve long-term financial sustainability across the health and care system. We must do things differently.

However, the Council cannot do this alone, everyone in Medway has a stake in creating these conditions which do the very best for its children, young people, adults and older people. This strategy is our blueprint for how we will achieve that. It invites everyone to play an active part in making Medway a healthy and caring place for people at every stage of their lives.

*Cllr Alan Jarrett
Leader of Medway Council*

*Cllr Mrs Josie Iles
Portfolio Holder for
Children's Services*

*Cllr David Brake
Portfolio Holder for
Adults' Services and
Health*

Overview

There are just over 278,000 people living in Medway (278,556 in 2019). Of these 61,725 are children and young people aged 0 to 16, and 174,674 are working age adults (16-65), and 42,157 are older people (65+). The population trend in recent years has been of relatively low growth in Medway but plans for growth are likely to change that trend.

The population of older people is set to dramatically increase, as is the complexity of need of working age adults including those that transition from Children's services.

By 2023 the number of people aged over 65 years will increase by over four thousand (10%) and the number aged over 85 years will increase by 900 (18%). Increasing numbers of older people mean that there will be increasing numbers of people developing chronic conditions who become intensive users of services. This ageing of the population is likely to result in a substantial increase in costs to the health and social care system.

In Medway rates of long-term illness, emergency hospital admissions and death are higher in those who are more disadvantaged. Health outcomes are not only worse in those who are the most disadvantaged; the inequalities follow a gradient. For example, individuals with a learning disability and individuals with mental illnesses have, on average, a significantly lower life expectancy compared to the general population. Other groups include those in the criminal justice system, often our vulnerable adolescents. This means that health and social care provision need to be made available to all, with increasing effort needed for those who are increasingly disadvantaged to tackle health inequalities.

From data collected in March 2020, Medway has twice the number of 16–18-year-olds not in Employment, Education or Training (NEET) compared with the Southeast average (7.1% compared with 3.2%). This rises to approx. 66% among care leavers and is known to place them at more vulnerability of becoming an offender than their peers.

There are several different factors affecting vulnerable adolescents in Medway. These include Child Sexual Exploitation (CSE), County Lines, Offending and Re-offending, and growing up in the care system without proper transition to adulthood. The Council as a Corporate Parent has a responsibility to those within its care, but ultimately a responsibility to ensure that Medway is an environment where adolescents grow up, with healthy relationships, in a safe place free from these adverse situations.

People in Medway should feel safe from harm. Safeguarding adults at risk of abuse or neglect and children who need our help and protection are key statutory responsibilities and they deserve high quality and effective support as soon as a need is identified. Our ambition is to deliver good and outstanding services in Medway, and we are fully committed to working with our partners to take the steps to achieve more positive outcomes.

We will continue to work with partners to make all our communities safe for everyone, preventing risks, threats and harms. Safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities.

The number of Education, Health and Care Plans (EHCP) has been rising in Medway (increase of 42% since 2015). Medway has a higher rate of EHCP per 10,000 population than the national rate in all age groups. Progress continues to be made by Medway agencies to improve the support for children with special educational needs and disabilities. It will require all parties, to work closely together over the coming years to tackle the ongoing challenges, not least the increasing numbers of young people needing our support particularly within a school setting.

The effects of the pandemic have mirrored, and in some cases exacerbated, health and social inequalities. Never has the interdependence between health and the economy been closer, and the need to ensure people are less likely to experience poor health because of where they live been greater.

Medway is on its way to becoming a waterfront city: connecting innovation, people, and place; promoting wellbeing, inclusivity and driving growth for all.

Medway is levelling up as a place, demonstrated through our bid for City Status and People-Friendly programmes. We want people to be proud to live and raise their families in Medway, a place where we are committed to the wellbeing of residents and Medway's vibrant economic and cultural future.

Access to quality life-long education, training opportunities, good jobs and career opportunities is central to Medway's levelling up ambitions. 89.9% of our primary and secondary academies and schools are good or outstanding by Ofsted, MidKent College is rated "Good" along with our three cohabited universities. Our children and families enjoy a culture and leisure offer including theatres, libraries, leisure centres and a number of green flag parks. These have significant value in preserving people's mental and physical wellbeing, supporting educational outcomes, and connecting our communities. Large company investments in Medway (BAE, Borg Warner, Amazon) and our economic growth and regeneration projects all provide for employment opportunities and careers. A fair and inclusive approach will ensure new local job opportunities stemming from inward investment can be promoted to our young people and adults.

Medway strives to deliver sustainable high-quality services to our people and improve outcomes, in the face of growing demand and an unprecedented period of budget reductions for local government. Part of this challenge is to sustain joined-up, efficient and effective services in collaboration with all our partners, including with the voluntary and community sector to improve the health, wellbeing, participation and resilience of our people.

A Partnership Approach

We are working with partners from all sectors to meet the needs and demands of our communities, regardless of responsibility for resources.

We have strong collaborative working across the Council; with Housing to ensure people can access housing and services to keep them independent; with Regeneration to drive growth, opportunities and skills, and Culture and Leisure with an offer that makes Medway a great place to live.

Medway Council also works closely with our system partners to deliver health care and support. The creation of the Kent and Medway Integrated Care System (ICS) and further development of the Medway and Swale Integrated Care Partnership (ICP) enhances our ability to work with statutory and third sector stakeholders, including the police, community and voluntary sector organisations. Effective collaboration is essential to enable us to deliver the best possible outcomes for our residents.

We will build on the effective collaboration achieved through managing the COVID-19 pandemic. This endeavour has helped us foster community spirit, develop new ways of working with a range of organisations. It has also demonstrated the power of community engagement and the role played by our voluntary sector. We will use this learning to forward this people strategy.

Medway People Vision

Medway is a place where everyone can enjoy the best opportunities that Medway has to offer.

People in Medway will have the best start in life, have access to a high-quality education so that they can achieve their potential, will go on to have a fulfilling and productive adulthood, and will be able to manage their health and independence well into their older age.

People across Medway will experience improved health on a par with the current 'best' in the South East, and the gaps between communities will be narrower than they have been before.

Our Strategic Outcomes

- **Children in Medway will have the best start in life**
- **Children and young people in Medway will develop well**
- **People in Medway will live independent and fulfilled lives into an active older age**
- **People in Medway contribute to their community and have a meaningful say in decisions and services and that shape their lives**

Priority Activities

Over the next four years to 2025, we will focus on achieving our vision and our strategic outcomes so that we have healthy, independent and resilient residents with effective support for those who need it most.

We have set out a number of priority activities that we will focus on to achieve our outcomes:

Children in Medway will have 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.
- Develop high quality community-based parenting support services, based on principles of prevention, to those who need it.
- 'Levelling up' through tailoring support to those localities and individuals thus addressing inequity and inequality within our communities.

Children and young people in Medway will develop well

- Ensure all children and young people receive a high standard of education locally, including a focus on supporting those with special educational needs are educated alongside their peers and in their local school and support their preparation for adulthood.
- Effective school place planning, ensuring that Medway has enough schools, school places and where appropriate adequate specialist school nursing to support a growing population and their health needs within the school setting.
- Support good mental health, emotional wellbeing and resilience for children and young people, from pre-school right through to young adulthood.
- Ensure our education system instils an appetite for life-long learning and skills attainment that provides a sound basis for employability and enables people to adapt to different employment opportunities at various stages in life.
- Children and young people will have clear pathways and smooth transitions between education, health and social care settings by effective partnership working. Their preparation for adulthood will be built on their strengths, thus enabling them to have an independent life as possible.
- Ensure all people in Medway will be safe and live life free from harm and abuse.

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

- Develop Children and adult social care services which will champion resilience and independence; focus on the family's and individual's strengths; and support people of all ages to live the most-happy healthy, independent life possible.
- Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives.
- Accessible and integrated health and social care services, with partners providing effective care and an approach which enables people to live independently and safely within their local community.
- Empowering people to take control and maintain good mental health and well-being. Offering them relevant support, information and guidance to enable them to be proactive and address any lifestyle or related issues, avoiding reducing likelihood of escalation of health or care need.

People in Medway contribute to their community and have a meaningful say in decisions and services and that shape their lives

- Facilitate a significant cultural change in our communities. Enable them to take control and address issues that impact negatively on their physical and emotional health and

wellbeing. Foster independence and support residents to effectively manage long term health conditions that might impact on their health.

- Develop approaches that promote people having a meaningful say and be heard, support them to be involved in planning and designing services from the very beginning, the opportunity to shape the future of Medway, promoting self-management and/or community solutions that address inequity.

The following pages briefly explain the outcomes and priorities and set out the key performance indicators we will use to track progress. We have also signposted the most significant Medway strategies and action plans to read for more detail on both the issues and the collaborative work that we and our partners are doing.

Children in Medway will have the best start in life

What happens during a child's early years, starting in the womb, has lifelong effects on many aspects of health and wellbeing, from obesity, heart disease and mental health, to educational achievement and economic status. There is good evidence that investment in the early years of life (0–5 years) is highly effective in terms of the impact on future health and wellbeing and is highly cost-effective.

Medway will support the early life course of a child, starting with pre-conception right through to a child's early years, enabling children to be school ready, especially those children with special needs. Parents will know where and how to get the support they need and will experience improved parental confidence.

Our activities:

- Support families to give their children the best start in life by developing an integrated approach to our healthy child and early years programmes.
- Develop high quality community-based parenting support services based on principles of prevention, to those who need it.
- 'Levelling up' through tailoring support to those localities and individuals thus addressing inequity and inequality within our community.

Children and young people in Medway will develop well

Educational attainment is one of the strongest predictors of how long and well an individual will live; and helps break the cycle of inequality.

We believe that the purpose of education is to enhance the life chances of children and young people. A great early-years setting, school, academy or college will ensure that it develops the achievement and readiness of its students, so that they are ready for life. We believe that the achievement and readiness of our young people will also enable them to be active citizens.

Our successful education system will have high progress and attainment, with excellent regulator judgements and meeting the needs of a large numbers of pupils.

Our pupils will have a high-quality education across life but especially in childhood, instilling an appetite for life-long learning and skills attainment that provides a sound basis for employability. They will be well-equipped for adult life, having aspiration and opportunities to

achieve. In Medway people will have the skills, education and aspiration to take opportunities created through an inclusive life-long education.

We aim to improve the experience of young people as we support their preparation for adulthood, build on their strengths and promote their independence, and ensure that the life chances and choices are there for them; our Children in Care in education, employment or training as they leave care; young carers; our young people transitioning into adult mental health care or adult disabilities services.

Our commitment to ensuring safe, strong communities will endeavour to keep children safe from harm, protecting the most vulnerable. We will ensure that Medway is an environment where children grow up in a safe place free from adverse situations affecting them. We are committed to preventing young people from becoming involved with County Lines; tackling related harm and youth violence; and pursuing effective enforcement action to deal with those embroiled in County Lines activities.

Our activities:

- Ensure all children and young people receive a high standard of education locally, including a focus on supporting those with special educational needs are educated alongside their peers and in their local school and support their preparation for adulthood.
- Effective school place planning, ensuring that Medway has enough schools, school places and where appropriate adequate specialist school nursing to support a growing population and their health needs within the school setting.
- Support good mental health, emotional wellbeing and resilience for children and young people, from pre-school right through to young adulthood.
- Ensure our education system instils an appetite for life-long learning and skills attainment that provides a sound basis for employability and enables people to adapt to different employment opportunities at various stages in life.
- Children and young people will have clear pathways and smooth transitions between education, health and social care settings by effective partnership working. Their preparation for adulthood will be built on their strengths, thus enabling them to have an independent life as possible.
- Ensure all people in Medway will be safe and live life free from harm and abuse.

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

Medway invites everyone to play an active part in making Medway a healthy and caring place for all children and adults to live and age well.

Our approach recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits. Our commitment to people in Medway is that we will support individuals to live as independently as possible, supporting people to help themselves, recognise their rights and choices when we are supporting them, and to ensure they are safeguarded when necessary.

When we do support them, they can expect consistently high-quality care. From robust prevention and early help services through to intensive and purposeful interventions to support those in need of protection and their families. Our services will support people to feel safe and secure, any decisions taken will be in their best interests and made in collaboration with them. People will experience support centred on them and their wider network, which understands them as individuals, and recognises and builds on their strengths. The support

provided from our services will reflect a stronger prioritisation of wellbeing, prevention and early intervention.

Our activities:

- Develop children and adult social care services which will champion resilience and independence; focus on the family's and individual's strengths; and support people of all ages to live the most-happy healthy, independent life possible.
- Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives. Reflecting a stronger prioritisation of wellbeing, prevention and early intervention.
- Accessible and integrated health and social care services with partners providing effective care and an approach which enables people to live independently and safely within their local community.
- Empowering people to maintain good mental health and well-being with access to information, advice and guidance on local activities and services that will enable them to lead active and healthy lifestyles.

People in Medway contribute to their community and have a meaningful say in decisions and services and that shape their lives

Medway will be a place where communities are active, empowered and connected.

Helping our residents to maintain and improve their health and independence benefits individuals directly. Helping our residents do this in their communities makes the communities stronger and more cohesive. People will feel supported to feel in control of their health and wellbeing. Families and friends who provide informal care will feel well supported.

Medway will take a proactive approach to encouraging people of all ages to be active and engaged in the community by involving them, listening to what they have to say, giving people opportunities to share their views and experiences, and working with them to shape what we do and how we do it.

Our vision for a Child Friendly Medway will drive collaborative ways of working that ensure children and young people have a meaningful say in decisions and services that shape their lives. Our Age Friendly Medway approach will promote opportunities for older and disabled people to be healthy, active, included and respected, and contribute to all areas of community life.

Our activities:

- Facilitate a significant cultural change in our communities. Enable them to take control and address issues that impact negatively on their physical and emotional health and wellbeing. Foster independence and support residents to effectively manage long term health conditions that might impact on their health.
- Develop approaches that promote people having a meaningful say and be heard, support them to be involved in planning and designing services and places from the very beginning, the opportunity to shape the future of Medway, promoting self-management and/or community solutions that address inequity.

Delivering the Plan

Progress in delivering against the key priorities in the strategy will be reported via the Health and Wellbeing Board, monitoring whether plans are on track and if there is momentum around delivery. It also supports our partnership approach to the delivery of the strategy.

The People Strategy sets out the detail of the work we need to do. This strategy is underpinned by additional supporting strategies and plans. The list is a dynamic one and others will be added as they are developed:

Strategy/plan	What the strategy/plan will help us to do
Joint Health and Wellbeing Strategy 2018-2023	To ensure the lives of all people in Medway 'will be as full, meaningful and healthy as possible' where people are enabled and encouraged to look after themselves and others, services are accessible and delivered equally well across the area.
Parenting Support Strategy	To drive a cultural change across Medway, where parents, families and communities are empowered to create safe, caring, nurturing environments that enable children to thrive.
Early Help Strategy 2021-2024	To drive support to potentially vulnerable children, young people and their families as soon as problems start to emerge, prevent problems from escalating by building resilience, and prompt and targeted interventions to families by those who know them best.
Children's Social Care Improvement Plan Updated April 2021	Key improvement priorities to support children, young people and families in Medway to feel safe and secure, able to access the right services at the right time to meet their needs.
Medway Education Partnership framework	To ensure continued educational improvement in Medway, within the landscape of academisation - a strategic framework for education in Medway in the twenty-first century.
Youth Justice Partnership plan 2020-2023	Our statutory youth justice (YJ) plan relating to provision of youth justice services.
Medway SEND Strategy – 2019-2022	Medway Strategy for children and young people with Special Educational Needs and/or disabilities (SEND). To provide the best quality education and support for children and families, securing good outcomes and effective transition to adulthood.
Adult Social Care Strategy 2021-2025	Adult Social Care in Medway, based on a strategic approach to Prevent, Reduce, Delay Need and Meet Need. To support individuals to live as independently as possible.
Education Strategy 2021-2025	Medway Council Strategy outlining the council's new role interpreting statute and legislation: the champion of pupils, parents and communities; a maker and shaper of effective commissioning; and a convenor of partnerships

School Effectiveness Strategy 2021-2025	Medway Council Strategy outlining the Council's approach to fulfilling its statutory duties as set out to support and challenge 'schools of concern' and ensure that all maintained schools remain or become at least 'good' as judged by Ofsted.
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Other Associated Core Strategies

Strategy/plan	What the strategy/plan will help us to do
Housing Strategy 2018-2022	Ensure people can access housing and services to maintain their independence and support to people who are vulnerable.
Community Safety Partnership Plan 2020-24	Multi-agency plan to tackle crime, disorder, anti-social behaviour, substance misuse and reducing reoffending – including safeguarding adults and children (tackling serious violence and County Lines)
Skills and Employability Plan for Medway (Phase 1 2019-2024)	Support education and training to meet the needs of Medway Businesses and Medway students. Promote pathways to education and employment. National careers strategy.
Cultural Strategy 2020-2030	Promote the positive impacts of creativity and culture of everyone's lives and celebrate the strengths and creativity of all our residents.

Measuring Our Progress Against Delivering Our Outcomes

Throughout this strategy we have followed the stages of life to develop our outcomes, the best start, developing well and living safe, active and independent lives into older age.

We have developed an outcomes framework to help us to measure progress against the difference we are making to improve people's lives and to narrow the gap of health inequalities (see **Appendix 1**), and as a way of holding each other to account.

All Playing Our Part

In this document we have set out the strategic priorities so that our intentions are clear and setting our ambition for Medway as a place where we support people to realise their potential by creating and developing healthy and sustainable places and communities. We will ensure life chances are improved through the quality of education, creating employment opportunities

and good work for all, and that people can enjoy active and healthy lives. We will need to be responsive as we start to understand the longer-term implications of COVID-19 on Medway.

Our greatest resource is the people of Medway. We hope that, in the strategy, people of Medway can relate to themselves and those they love at their particular stage of life, and recognise the strengths and relationships they can bring to support each other and the neighbourhood in which they live or work. Everyone has an active part in making Medway a healthy and caring place for people at every stage of their lives.

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Appendix A - Measuring Our Progress Against Delivering Our Outcomes

The set of key performance indicators helps us to measure progress in delivering our outcomes and priorities:

Outcomes	Priority Activities	Indicators
Children in Medway will have the Best Early Start: (0-5)		
I am a healthy baby and child I am ready for school I am safe and live in a caring environment	<ul style="list-style-type: none"> Support families to give their children the best start in life by developing an integrated approach to our healthy child and early years programmes. Develop high quality community-based parenting support services, based on principles of prevention, to those who need it. 'Levelling up' through tailoring support to those localities and individuals thus addressing inequity and inequality within our communities. 	<ul style="list-style-type: none"> Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage Breastfeeding initiation (PH17) Percentage/proportion of children maintaining a healthy weight aged 4 to 5 Smoking at the time of delivery (PH16) Six-week postnatal checks (PH25) New birth visits within 14 days (PH18) Safe / Caring Environment Indicator TBC
Children and Young People in Medway will Develop Well (6-17)		
I am active and healthy I can cope with life, feel safe and know how to seek help I have life and career aspirations	<ul style="list-style-type: none"> Ensure all children and young people receive a high standard of education locally, including a focus on supporting those with special educational needs to be educated alongside their peers and in their local school and support their preparation for adulthood. Effective school place planning, ensuring that the borough has enough schools and school places to support a growing population. Support mental health, wellbeing and resilience for children and young people, from pre-school right through to young adulthood. Ensure our education system instils an appetite for life-long learning and skills attainment that provides a sound basis for employability and 	<ul style="list-style-type: none"> Number of children who need to be looked after (Number and Rate per 10k) (CSC0004) Number of children and young people subject to a child protection plan (CSC0006) Percentage/proportion of children maintaining a healthy weight at age 11 Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service (PH8) Average Attainment 8 Score (SEND with EHCP) (SEKS4A) Progress 8 score for Medway Attendance at primary and secondary schools

	<p>adapting to different employment opportunities at various stages in life</p> <ul style="list-style-type: none"> • Children and young people will have clear pathways and smooth transitions between education, health and social care settings by effective partnership working. Their preparation for adulthood will be built on their strengths, thus enabling them to have an independent life as possible. • Ensure all people in Medway will be safe and live life free from harm and abuse. 	<ul style="list-style-type: none"> • Percentage and number of young people (16-17 year olds) who are not in education, employment or training or whose status is 'not known' • Every school and education setting in Medway to be at least good or better with sufficient school places (amalgamation of previous measures) • Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6) • Percentage of KS5 students that progressed to higher education or training • Proportion of children and young people with EHCPs educated in Mainstream education • Rate per 100,000 of self-reported 4-week smoking quitters aged 16 or over • Rate of open CIN cases per 10,000 • Percentage of children with long-term fostering as a plan where the child the carer and the service have agreed for the placement to last until the child is ready to leave care. • Proportion of children who were persistently absent from school • Percentage of children with long-term fostering as a plan where the child the carer and the service have agreed for the placement to last until the child is ready to leave care • Fixed term exclusions in all schools • Percentage of children and young people achieving a life style improvement as a result of competing a young people weight management service • Average Attainment 8 score for pupils with SEND but no statement • Percentage of CSC Audits graded good or outstanding
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		<ul style="list-style-type: none"> Average Progress 8 Score for Medway Pupils with EHCPs
<p>People in Medway will live independent and fulfilled lives into an active older age (18-64) (65+)</p>		
<p>I live in an environment that enables healthy choices I feel I have control over my daily life I am happy and have a good quality of life I lead an independent life I am active and feel safe I can access services if I need them</p>	<ul style="list-style-type: none"> Develop Children and adult social care services which will champion resilience and independence; focus on the family's and individual's strengths; and support people of all ages to live the most-happy healthy, independent life possible. Effective, targeted support to our most vulnerable residents to enable them to fulfil their potential and improve the quality of their lives. Accessible and integrated health and social care services, with partners providing effective care and an approach which enables people to live independently and safely within their local community. Empowering people to take control and maintain good mental health and well-being. Offering them relevant support, information and guidance to enable them to be proactive and address any lifestyle or related issues, avoiding reducing likelihood of escalation of health or care need. 	<ul style="list-style-type: none"> Percentage of physically active adults Percentage of adults who smoke Domestic abuse-related incidents and crimes per 1,000 population Percentage of CQC-registered care services in Medway rated as 'good' or 'outstanding' Proportion of people who use social care services who have control over their daily life (ASCOF4a) Percentage of clients receiving a direct payment for their social care service (ASCOF1c (2a)) Healthy life expectancy (years) by gender Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family No. of permanent admissions to residential & nursing care homes for (a) people aged 18-64 inc 12-week disregards; (b) people aged 65+ inc 12-week disregards Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met Percentage of Long Term packages that are placements Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement services

		<ul style="list-style-type: none"> • Percentage of people completing an adult weight management service who have reduced their cardiovascular risk (PH10) • Percentage of clients receiving short term services (reablement) who don't go on to receiving a long-term service • Proportion of people who use services who feel safe • Proportion of people who use services who find it easy to find information about services • Overall satisfaction of people who use services with their care and support • The number of opiate clients who successfully complete treatment (PH21a) • The number of opiate clients in treatment (PH21b) • The number of alcohol users successfully completing treatment (PH12a) • The number of alcohol users completing treatment (PH12b) • Inequality in male life expectancy • Inequality in female life expectancy • Known carers who have been assessed or reviewed in the last 12 months • Healthy settings Programme (PH26) • Health checks coverage (PH20) • Percentage of Long Term packages that are placements • Dementia friendly settings (PH23)
<p>People in Medway contribute to their communities and have a meaningful say in decisions and services and that shape their lives</p>		
<p>I feel included and respected I feel part of my community</p>	<ul style="list-style-type: none"> • Facilitate a significant cultural change in our communities. Enable them to take control and address issues that impact negatively on their 	<ul style="list-style-type: none"> • Tracking of consultations, participation and co-design.

	<p>physical and emotional health and wellbeing. Foster independence and support residents to effectively manage long term health conditions that might impact on their health.</p> <ul style="list-style-type: none">• Develop approaches that promote the voice of the user, support people to be involved in planning and designing services from the very beginning, the opportunity to shape the future of Medway, promoting self-management and/or community solutions that address inequity	
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