

CABINET

11 JANUARY 2022

MEDWAY PEOPLE STRATEGY 2021-2025

Portfolio Holders: Councillor David Brake, Portfolio Holder for Adults' Services

Councillor Mrs Josie Iles, Portfolio Holder for Children's Services
(Lead Member)

Report from/Author: Dr Lee-Anne Farach, Director of People (Statutory DCAS)

Summary

Medway's People Strategy sets out an ambition for all those who live, work, and learn within its borders. This will make Medway the best place to grow up and grow old in where people age well with the best opportunities.

This aligns closely with the overall corporate vision for the Council to make Medway a waterfront city, connecting innovation, people, and place, driving growth for all.

Our People Strategy details how we put in place the conditions in Medway for people to get the best start, learn and 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 outcomes for everyone through the services we offer.

The report was considered by the Children and Young People Overview and Scrutiny Committee (CYP) on 1 December 2021 and by the Health and Adult Social Care Overview and Scrutiny Committee (HASC) on 9 December 2021. The comments of CYP are set out in section 5 of the report and the comments of HASC will be set out in an addendum report.

1. Budget and policy framework

1.1. The Medway People Strategy forms a fundamental strand of the Golden Thread Approach with the Council Strategy and wider policy framework. With respect to the Council Strategy, it is aligned with the priority to support residents across Medway to achieve their potential. This strategy is significant in terms of effects on residents and communities across Medway and therefore is a matter for Cabinet.

- 1.2. The Strategy recognises our need to respond to demographic change and achieve long-term financial sustainability across the health and care system, to do that we must do things differently.

2. Background

- 2.1. The People Strategy sets out the overarching blueprint and detail of the work we need to do to enable everyone in Medway, whether they live, work, or learn, to reach their potential.
- 2.2. 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 several priority activities that we will focus on to deliver sustainable high-quality services to our people and improve outcomes.
- 2.3. We know improving outcomes for people in Medway is not without its challenges. The effects of the pandemic have mirrored, and in some cases exacerbated, health and social inequalities. The interdependence between health and the economy has never been closer, and the need to ensure people are less likely to experience poor health because of where they live.
- 2.4. We are committed to the wellbeing of residents and Medway's economic future. Medway children and families having access to quality life-long education, training opportunities, good jobs and career opportunities is central to Medway's levelling up ambitions. Our children and families enjoy a culture and leisure offer and large company investments in Medway and regeneration projects and economic growth all provide for employment opportunities and careers.
- 2.5. There is an opportunity to 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 develop joined-up, efficient and effective services in collaboration with all our partners, including health, police and the voluntary and community sector, and business.

3. Vision and Strategic Outcomes

- 3.1. The strategy takes a life course approach. We know that a person's physical and mental health and wellbeing are influenced throughout each stage of life by the wider determinants of health (social, economic, and environmental factors, alongside behavioural risk factors). Addressing these will help improve overall health by helping to improve the conditions into which people are born, live and work.
- 3.2. The strategy is also underpinned by a strengths-based approach, which champions resilience and independence; focus on strengths within individuals, families, and wider community; and supporting people of all ages to live the most-happy healthy, independent life. It invites everyone to play an

active part in making Medway a healthy and caring place for people at every stage of their lives.

3.3. The vision statement within the strategy is:

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 parallel with the current 'best' in the South-East, and the gaps between communities will be narrower than they have been before.

3.4. We have proposed the following 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 that shape their lives.

3.5. The 'Child-Friendly Medway' and 'Age-Friendly Medway' programmes will see a shift in engagement that puts people at the heart of everything that we do, forming a strong bond between people and place. We want to ensure that People can contribute to their community and have a meaningful say in decisions and services that shape their lives and shape the place they live.

4. Governance and Delivery

4.1. An Outcomes Framework has been developed 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 A**), and as a way of holding each other to account. It is proposed that the progress in delivering the strategy will be monitored by the Health and Wellbeing Board.

4.2. Key elements will also be monitored on a quarterly basis through the Council Plan and an annual report to Cabinet to demonstrate progress in achieving actions and targets.

4.3. These key performance indicators will be finalised and linked through to the Council Plan monitoring.

5. Children and Young People Overview and Scrutiny Committee

5.1. The Children and Young People Overview and Scrutiny Committee considered the report at its meeting on 1 December 2021 and its comments are set out below.

5.2. **Discussion:**

The Director of People – Children and Adults Services introduced the report which presented the draft Medway People Strategy to the Committee for its consideration. The strategy was ambitious for citizens of all ages and would provide a blueprint that all other strategies within the children and adults directorate would fall under.

Members then raised a number of comments and questions, which included:

5.3. **Waterfront city** – reference was made to this term used in the strategy and it was considered this was not representative for all in Medway.

5.4. **Educational attainment** – it was queried whether the following statement; “Educational attainment is one of the strongest predictors of how long and well an individual will live; and helps break the cycle of inequality” was correct and should not in fact refer to health.

5.5. **Ambitious** – comment was made at how ambitious the strategy was and also whether it should more directly deal with diversity issues. In response, the Director of People – Children and Adults Services confirmed that the strategy was ambitious and was high level with issues around diversity tailored throughout other strategies that underpin this. The Director confirmed that she believed by 2025 Medway would have made a great deal of progress in relation to the strategy and its ambitions.

5.6. **Council wide and partnership working** – comment was made that different departments within the Council did not always work together effectively in wrapping services around an individual. The Director confirmed her view that the vision borne from the strategy would drive better ways of working across Council services. She added that the strategy enabled the Council to be clear with partners what the vision and ambition for Medway’s people looked like and formed a base line to set out what was trying to be achieved.

5.7. **Performance monitoring** – in response to a question about how progress would be monitored, the Director confirmed that each ambition would have an outcome measure that would sit under the relevant directorate and would appear in a number of ways, not least Council Plan monitoring. She also confirmed her intention to report back to the committee on progress at relevant intervals.

5.8. Decision:

The Committee recommended Cabinet to:

- approve Medway's new People Strategy as set out at Appendix 1 to the report
- approve the governance and delivery model set out in Section 4 of the report.
- delegate authority for delivery to the Director of People (Statutory DCAS) in consultation with the Portfolio Holder for Children's Services (Lead Member) and the Portfolio Holder for Adults' Services, to make any minor amendments needed to the strategy and finalise the key performance indicators in Appendix A of the Strategy document before its final publication.

5.9. The Committee also noted that the Health and Wellbeing Board will monitor the key themes to ensure strategic oversight for Medway.

6. Health and Adult Social Care Overview and Scrutiny Committee

6.1. The Health and Adult Social Care Overview and Scrutiny Committee considered the report at its meeting on 9 December 2021 and its comments will be set out in an addendum report within a supplementary agenda.

7. Risk management

7.1. The risks associated with the strategy are outlined in the table below:

Risk	Description	Action to avoid or mitigate risk	Risk rating
Vision and strategy not aligned with partner priorities	Vision and strategy are not aligned results in opportunities lost to sustain joined-up, efficient and effective services in collaboration with all our partners,	Consultation with all key stakeholders including partners. Aligned actions.	C2

8. Consultation

8.1. The strategy has been developed with Council officers across the People Directorate. Consultation has taken place with senior colleagues and Council Members across the Council prior to engaging partners across the wider system. (i.e., Members, Health, Police Partners, Schools, Voluntary Sector).

9. Climate change implications

9.1. There are no implications as a direct result of the recommendations of this report.

10. Financial implications

10.1. There are no implications as a direct result of the recommendations of this report.

11. Legal implications

11.1. There are no implications as a direct result of the recommendations of this report.

12. Recommendations

12.1. The Cabinet is asked to note the comments of the Children and Young People Overview and Scrutiny Committee, as set out at section 5 to the report and the comments of the Health and Adult Social Care Overview and Scrutiny Committee, as set out in the addendum report.

12.2. The Cabinet is recommended to approve Medway's new People Strategy, as set out at Appendix 1 to the report.

12.3. The Cabinet is recommended to approve the governance and delivery model set out in Section 4 of the report.

12.4. The Cabinet is recommended to delegate authority to the Director of People (Statutory DCAS) in consultation with the Portfolio Holder for Children's Services (Lead Member) and the Portfolio Holder for Adults' Services, to make any minor amendments needed to deliver the strategy and finalise the key performance indicators in Appendix A of the Strategy document before its final publication.

12.5. The Cabinet is recommended to note that the Health and Wellbeing Board will monitor the key themes to ensure strategic oversight for Medway.

13. Suggested reasons for decisions

13.1. The People Strategy sets out the overarching blueprint and detail of the work we need to do to enable everyone in Medway, whether they live, work, or learn to reach their potential.

Lead officer contact

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Appendices

Appendix A – Medway People Strategy 2021-2025

Background papers

None