

# Appendix 1

## MEDWAY CHILDREN AND YOUNG PEOPLE'S PLAN 2023-2025

'Working together, keeping children and families at the heart of what we do'

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### Appendix A – Outcomes Framework

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## Foreword

We are ambitious for our children and young people.

As set out in our People's Strategy, Medway is committed to ensuring all its people thrive in the place they live, attend school and work. We want to make Medway the best place to grow up and grow old in. We will make Medway a place where we support people to have the best opportunities, realise their potential and achieve their ambitions.

We want all 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 Children and Young People's Plan sets out how we work together with our partners to ensure our children and young people are safe, have the best start, develop well and go on to live fulfilling, independent lives where possible. Where they do need specialist support and help, it remains our mission to achieve consistently high-quality services for everyone.

We will work to further improve children'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 social care system.

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 and young people, and we are already fully committed to our Child Friendly Medway initiative, which engages with our young people to identify and support their aspirations for their future. This plan is our blueprint for how we will come together and achieve the very best for our children and young people. It invites everyone to play an active part in making Medway a healthy and caring place for people at every stage of their lives.

Signatories:

Councillor Alan Jarrett  
Leader

Councillor Josie Iles  
Lead Member for children's services

Councillor Martin Potter  
Portfolio holder for education and schools

## Overview

There are just over 279,200 people living in Medway (2021 census), which is a 6% increase from 2011. Of these 69,800 are children and young people aged 0 to 19, up from 69,000 in 2011.

All children and young people in Medway should feel safe from harm. Safeguarding 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.

Medway is ranked 55<sup>th</sup> most populated local authority in England and Wales (out of 331 Local Authorities), and the 3<sup>rd</sup> most populated local authority in the South East; behind Buckinghamshire UA and Milton Keynes.

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.

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.

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.

We will continue to work with partners to make all our communities safe for everyone, preventing risks, threats and harms. Safeguarding arrangements must be fit for purpose in order to protect and support those most vulnerable.

Medway is levelling up as a place for children and young people to live and thrive, demonstrated through our Child Friendly Medway programme. We want children and families to be proud to live in Medway, and aspire to be part of Medway's vibrant economic and cultural future as they move into adulthood.

Access to quality 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 children and families and improve their 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 children and young 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 our Child Friendly Medway programme which engages and involves our children and young people in all aspects of our planning and delivery, with Education to ensure children and young people can access learning, with Housing to ensure families can access appropriate and affordable 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 grow up.

Medway Council also works closely with our system partners to deliver health (physical and mental) care and support. The creation of the Kent and Medway Care Board (ICB) 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 children and young people.

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## Medway's Vision for Children and Young People

### **Our vision:**

Working together, keeping children and families at the heart of what we do.

- We will work together with children, young people and families to help them feel safe, secure, valued and supported.
- We will work with children and families, to live in stable supportive homes building caring and consistent relationships that help them to develop into independent adults. We will value strengths, celebrate differences and listen to children to keep them at the heart of what we do.

### **Our core service values**

**M**otivating, supporting, encouraging and developing our staff

**E**mpowering children, families and colleagues

**D**elivering high-quality services

**W**orking collaboratively with families and partners

**A**mbitious for our children, young people and families, and our staff

**Y**our voice matters

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## Priority Activities

Over the next three years to 2025, we will focus on achieving our vision and our strategic outcomes so that we have healthy, independent and resilient children and young people, 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 and young people in Medway will be safe**
  - Robust safeguarding practice across all partners, including identifying and responding appropriately to risk of harm and abuse
  - Addressing crime, including minimising impact of youth violence and exploitation
  - Understanding the impact and incidence of domestic abuse, and providing support for parents and carers to keep their children safe, whilst ensuring appropriate interventions for perpetrators
  - Promoting on-line safety to keep children safe from bullying and exposure to unhealthy materials
  - Providing opportunities for safe play to help children achieve their potential
  - Ensure safe spaces and means of transport in our community
  
- **Children and young people 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, from pre-conception through to school readiness.
  - Develop high quality community-based parenting support services, based on principles of prevention, to those who need it.
  - 'Levelling up' through tailoring early help support to families who need it, delivered by lead practitioners who know the family best, in a locality which is accessible and responsive to the families' individual needs.
  
- **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 to be 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.
  - Promote healthy living and support parents and their children to make informed choices about diet, healthy eating and exercise
  - 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.
- **Children and young people in Medway will aspire to become independent and fulfilled adults**
    - Create and further develop opportunities for adult education, training and employment, through building strong relationships with education providers and local employees
    - Stimulate the provision of apprenticeships across the Council and through our public and private sector partners, to ensure the young people in Medway have opportunities to develop their career aspirations locally
    - Stimulate and support the provision of housing across the council so that young people have affordable choices and opportunities to continue to live in Medway once they become independent.
- **Children and young people in Medway will participate in and contribute to their community and have a meaningful say in decisions and services and that shape their lives**
  - Promote Child Friendly Medway and develop a range of approaches that promote children and young people to have a meaningful say and be heard. This should include school councils, Medway Children and Young People's Council (MCYPC), community engagement and participation events facilitated through Child Friendly Medway, consideration of shadow Boards or Committees, as well as ensuring that the child's voice is reflected in any planned statutory intervention we make
  - Support children and young 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.



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 and young people in Medway will be safe**

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. Recognising and responding to the risk of harm and abuse is a statutory responsibility of all professionals working with children and underpins Working Together to Safeguard Children 2018 which is the government's statutory guide to inter-agency working for the safeguarding of children and the promotion of their welfare.

Medway currently has 229 children who are subject to a child protection plan, which represents a rate of 35 per 10,000 - lower than national rates of 41.

Medway has 429 children in care which is a rate of 66 per 10,000, on a par with the national rate of 67.

Medway Safeguarding Children Partnership (MSCP), made up of the three main agencies (Council, Kent and Medway Integrated Commissioning Group, Police) collectively hold a statutory responsibility for keeping children safe. Partners work together to provide resources, training and guidance, including a set of multi-agency procedures for all professionals working with children.

The MSCP has a Business Plan which sets out the detailed actions under each of its five priority areas. The five priorities for 2020-22 are:

- Effective Partnerships
- Contextual Safeguarding and trauma informed practice
- Domestic Abuse
- Neglect
- Effective Early Help

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.

Other Council partners contribute to keeping children safe and Child Friendly Medway consultation events have identified other areas which are important to children including:

- Safe play spaces and parks
- Safe roads
- Safe transport

## **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.
- Developing early help support services, which are community based, tailoring support to those localities and individuals thus reducing the need for more intensive statutory services.

## **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 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.

### **Children and young people in Medway will aspire to become independent and fulfilled adults**

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.

When we do support them, they can expect consistently high-quality care and education, 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 children and young people to feel safe and secure, any decisions taken will be in their best interests and made in collaboration with them. Children and families will experience support centred on them and their wider network, which understands them as individuals, creates future opportunities for them and recognises and builds on their strengths.

## **Our activities**

- Create and further develop opportunities for adult education, training and employment, through building strong relationships with education providers and local employees
- Stimulate the provision of apprenticeships across the Council and through our public and private sector partners, to ensure the young people in Medway have opportunities to develop their career aspirations locally
- Stimulate and support the provision of housing across the council so that young people have affordable choices and opportunities to continue to live in Medway once they become independent.
- Develop children's services which will champion resilience and independence; focus on the child and family's strengths; and support people of all ages to live the most-happy healthy, independent life possible.
- Effective, targeted support to our most vulnerable children, including those with a disability, to enable them to fulfil their potential and improve the quality of their lives.
- Empowering young 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 and reducing likelihood of escalation of health or care need.

## **Children and young people in Medway will participate in and 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, and children and young people are valued members of their communities.

Our approach recognises and builds on the strengths of individuals, families and our communities rather than focusing on the deficits. Our commitment to the children and young people in Medway is that we will ensure their voice is heard and responded to, even when we are not able to fulfil all their wishes. We will recognise their rights and choices when we are supporting them, and we will ensure they are safeguarded when necessary.

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 activities:

- Facilitate a significant cultural change in how we work with children and families by keeping them at the heart of everything we do, supporting them to take appropriate control on issues that affect them, and address issues that impact negatively on their physical and emotional health and wellbeing
- Develop approaches that support children and young people to have a meaningful say and be heard, support them to be involved in planning and designing services and places from the very beginning, give them opportunities to shape the future of Medway.

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## Delivering the Plan

Progress in delivering against the key priorities in the Children and Young People’s Plan will be reported via the Health and Well Being Board, in line with governance arrangements for the People’s Strategy, 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 Child and Young People’s Plan 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
Medway Children’s Improvement plan 2022-23	To support and challenge all partners to provide services which are of good quality, and which improve outcomes for children and families. The plan is overseen by the Improvement Board, which includes representation from DFE and LGA. It addresses shortfalls identified in the last Inspection of Local Authority Children’s Services (ILACS) which found services in Medway to be inadequate.
Medway Safeguarding Children Partnership annual plan of work	Strategic priorities for the partnership for 2022-23 are: <ul style="list-style-type: none"> <li>• Effective Partnerships</li> <li>• Contextual Safeguarding and trauma informed practice</li> <li>• Domestic Abuse</li> <li>• Neglect</li> <li>• Effective Early Help</li> </ul> Partners have signed up to these priorities; the actions are delivered through the Business Plan and progress is monitored through the MSCP Executive
Child Friendly Medway Action Plan	Sets out actions that will support delivery of the Child Friendly Medway agenda
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.

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 – 2022 - 2024	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.
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.

### 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.
Medway Climate Change Action Plan	Develop plans to ensure that all opportunities for reducing energy use and generating renewable energy are explored and publicised.
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

We have built on work already underway through our Children's Improvement Plan and developed an outcomes framework to help us to measure progress against the difference we are making to improve children's lives, (**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 children and young 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, opportunities for play and leisure, access to emotional and physical health provision, availability of affordable housing, creating employment opportunities so that young people can grow up to enjoy active and healthy lives. We will need to be responsive as we start to understand the impact of rising cost of living and longer-term implications of COVID-19 on Medway.

Everyone has an active part in making Medway a healthy, caring and aspirational place for all children and young people.



## Appendix 1 - 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
<b>Children and young people in Medway will be safe</b>		
<p>I feel safe in my family and in my community            I know how to seek help            I have someone who cares about me and is there for me if I need help            I am not bullied or discriminated against</p>	<ul style="list-style-type: none"> <li>• Robust safeguarding practice across all partners, including identifying and responding appropriately to risk of harm and abuse</li> <li>• Addressing crime, including minimising impact of youth violence and exploitation</li> <li>• Understanding the impact and incidence of domestic abuse, and providing support for parents and carers to keep their children safe, whilst ensuring appropriate interventions for perpetrators</li> <li>• Promoting on-line safety to keep children safe from bullying and exposure to unhealthy materials</li> <li>• Providing opportunities for safe play to help children achieve their potential</li> <li>• Ensure safe spaces and means of transport in our community</li> </ul>	<ul style="list-style-type: none"> <li>• By 2025, the rate of children (0-17 years) who need to be looked after (per 10,000) is between 63 and 71 per 10,000.</li> <li>• By 2025, the rate of children (0-17 years) subject to a child protection plan is between 38 and 44 per 10,000.</li> <li>• By 2025, the rate of children in need (DFE definition) is no higher than 320 per 10,000</li> <li>• By 2025, the rate of hospital admissions as a result of self-harm (15-19 years) is statistically similar to, or lower than, the national average.</li> <li>• By 2025, the rate of children and young people who are victims of youth crime, or identified at risk of exploitation is statistically similar to, or lower than, the national average</li> <li>• By 2025, the 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 is between 65 and 70%.</li> </ul>
<b>Children in Medway will have the Best Early Start: (0-5)</b>		

<p>I am a healthy baby and child I am ready for school I am safe and live in a caring environment</p>	<ul style="list-style-type: none"> <li>• Support families to give their children the best start in life by developing an integrated approach to our healthy child and early years programmes, from pre-conception through to school readiness.</li> <li>• Develop high quality community-based parenting support services, based on principles of prevention, to those who need it.</li> <li>• ‘Levelling up’ through tailoring early help support to families who need it, delivered by lead practitioners who know the family best, in a locality which is accessible and responsive to the families’ individual needs.</li> </ul>	<p>Measures being agreed with partners re school attainment, obesity, smoking in pregnancy and new birth oversight and support</p>
<p><b>Children and Young People in Medway will Develop Well (6-17)</b></p>		
<p>I am active and healthy I can cope with life, feel safe and know how to seek help I enjoy school and I have life and career aspirations</p>	<ul style="list-style-type: none"> <li>• Support good mental health, emotional wellbeing and resilience for children and young people, from pre-school right through to young adulthood</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Measures being agreed with partners re child obesity, school attainment, school attendance</li> <li>•</li> </ul>

	<p>on their strengths, thus enabling them to have an independent life as possible.</p>	
<p><b>Children and young people in Medway will aspire to become independent and fulfilled adults</b></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"> <li>• Create and further develop opportunities for adult education, training and employment, through building strong relationships with education providers and local employees</li> <li>• Stimulate the provision of apprenticeships across the Council and through our public and private sector partners, to ensure the young people in Medway have opportunities to develop their career aspirations locally</li> <li>• Stimulate and support the provision of housing across the council so that young people have affordable choices and opportunities to continue to live in Medway once they become independent.</li> <li>• Develop children's services which will champion resilience and independence; focus on the child and family's strengths; and support people of all ages to live the most-happy healthy, independent life possible.</li> <li>• Effective, targeted support to our most vulnerable children, including those with a disability, to enable them to fulfil their potential and improve the quality of their lives.</li> <li>• Empowering young 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 and reducing likelihood of escalation of health or care need.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2025, the percentage of young people leaving care (16-17 year olds) who are in education, employment or training is higher than 50%</li> <li>•</li> <li>• Other measures being agreed with partners re apprenticeships, affordable housing, access to emotional well being and mental health services</li> <li>•</li> </ul>

**Children and young people in Medway will participate in and contribute to their community and have a meaningful say in decisions and services and that shape their lives**

**I feel included and respected  
I feel part of my community  
I know that my voice is heard in any decisions that affect me**

- Facilitate a significant cultural change in our service delivery models. Enable children and young people to take control and address issues that impact negatively on their physical and emotional health and wellbeing. Foster full participation and meaningful engagement
- Develop approaches that promote the voice of the child, support children and young people to be involved in planning and designing services from the very beginning, the opportunity to shape the future of Medway, and be part of the Child Friendly Medway approach

1. Over the life of the strategy, 80% of commissioned services for children and young people that are reviewed have evidence of their input into the review
2. All additional supporting strategies of the Children and Young People’s plan are made easily accessible to children, young people and their families
3. By 2025, Child Friendly Medway will work with all schools and 80% of youth organisations across Medway to ensure young people’s voices are at the heart of shaping the future of Medway.
4. By 2025, we deliver a monthly ‘Seeing is Believing’ programme of activities for children, young people to create a greater sense of community and pride in Medway, making us an even more child friendly city.

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