

EVERYONE IS

WELCOME

GRAVESHAM NETWORK
DEVELOPMENT CIC STRATEGY

the
grand.

GYG

2023 - 2028

OVERVIEW, VISION AND
STRATEGIC OBJECTIVES
2023-2028

Our 5 year plan

INTRODUCTION

Introduction:

In 2001, The Gr@nd was developed as a partnership 'brand' to be a one-stop shop of multi-agency delivery vehicle of health and wellbeing services from a central town centre location. Following 10 years successful, collaborative programme delivery in the health and wellbeing sector, the partnership was formalised in 2011 to create The Gravesham Network Development Community Interest Company as an entity in its own right, to deliver activities and initiatives around physical health and mental wellbeing that support local residents of Gravesham.

In particular, we work to address the needs of young people and to improve the health and wellbeing of the local community, especially those with disadvantages or from hard-to-reach groups. We recognise that our targeted programmes, based on preventative health care and supported interventions, directly contribute to reducing health inequalities and improving overall wellbeing.

This strategy sets out our priorities and aims for the next 5 years, ensuring that, as an organisation and through our programme delivery, we continue evolving to support our local community.





Our 5 year plan

BACKGROUND AND CONTEXT

Over the past 10 years and through our work programmes which include our Gifted Young Gravesham youth development programme and supported referrals to multi-agency interventions, we have engaged and supported thousands of members of the community.

Reducing health inequalities through prevention remains a high priority. With the increased capacity and financial pressures on health services, supporting people to make early lifestyle changes that have a positive impact on their wellbeing and reduce instances of presenting at GPs or hospitals plays an important role.

The level of need cannot be under-estimated. With increasing numbers reporting declining general health and growing concerns around mental health across all age groups and demographics, improving the overall health and wellbeing of the local community will continue to be a significant challenge.

Ensuring our work supports other strategic partners and directly addresses emerging health inequalities will remain a priority. Specifically to note is our close partnership working with Gravesham Borough Council, and links to their public health work and Youth and Community Health & Wellbeing Strategy 2022-271.

Our 5 year plan

OUR VISION



Our Vision

Our vision is to improve the health and wellbeing of all people in our community; to support young people to grow and achieve; and to promote and celebrate the opportunities, diversity and creativity that a place can have on personal health and wellbeing, in line with our core principles and values.

Core Principles & Values

The Gr@nd CIC operates this vision under a series of core principles and values as detailed below:

- Universal, thereby open to all
- Preventative approach
- Informal education
- Relationship based
- Fun & enjoyable
- Gravesham based and community focussed



Our 5-year plan

STRATEGIC OBJECTIVES

Strategic Objectives:

Our organisation aims to develop a core service delivery offer that maintains focus on developing young people and supporting our local community. Our delivery will be Gravesham focussed, but we will ensure outreach services are developed in line with areas of need and priority, such as health inequalities.

Our work will therefore focus on three distinct areas:

- 1.Supporting and developing young people
- 2.Improving the health and wellbeing of the local community
- 3.Delivering a Healthy Living Centre



Our 5 year plan

STRATEGIC OBJECTIVES

1.Supporting and developing young people

Youth work has long been known to produce positive outcomes, not just for the health and wellbeing of young people, but in supporting improved educational and employability outcomes and providing a safe and supported environment for personal, social and intercultural development.

Most recently, however, Covid has added a new level of 'strain' on young people, some who were already struggling with mental health, others for whom their educational achievement and attainment has been affected, or those who experienced increased social isolation and limited employment opportunities.

In the Children Commissioner's published findings from 'The Big Ask', (The Big Answer2) a 6 week National survey of England's children 2022, it is reported that 1 in 5 young people are worried about their mental health; that they want to be healthy – mentally and physically – and want to escape the digital labyrinth in which they were trapped during Covid.



Our 5 year plan

STRATEGIC OBJECTIVES

1.Supporting and developing young people

The National Youth Agency's report *Out-of-Sight3 ' Vulnerable Young People: Covid-19 Response'* highlights the scale and prevalence of young peoples' needs that were amplified by the pandemic, ranging from high rates of youth suicide and self-harm; living in vulnerable and volatile households e.g. domestic abuse, to gang related activity or exploitation.

It is unsurprising therefore that demand for provision is increasing and, with the complexity of need also rising, opportunities for effective, early, engagement that leads to opportunities to deliver holistic, preventative support, is crucial.

Through our Youth Work contract and Healthy Living Centre, we pride ourselves on understanding the needs of young people and having an effective method of engagement that supports young people in a variety of ways from improved confidence and mental wellbeing to reducing inequalities and widening opportunities for involvement and development. We have an evidence base that proves our youth work approach 'works' and has a positive effect in improving the wellbeing of young people and reducing anti-social behaviours, such as online abuse or engagement in criminal activity.

We know that 'Youth Work Works' and we will continue to link with professionals from other sectors including Art & Culture, and sport and continue to inspire young people to raise their aspirations.

Our 5 year plan

STRATEGIC OBJECTIVES

2. Improving the Health and wellbeing of the local community

Gravesham Borough Council's Community Profile⁴ sets out data from 2019 in relation to public health. The profile shows that 'whilst progress has been made in the health of local residents to now being broadly aligned to national levels Gravesham still has significant areas of health inequalities, as outlined by the variation in socio-economic deprivation across the borough, including average life expectancy rates.'

There is a sizeable gap in life expectancy of 13.9 years for men and 7.7 years for women between the Borough Wards with the highest life expectancy and those with the lowest.

The profile also highlights that '65.1% of adults in Gravesham are identified as overweight or obese, the sixth highest rate in Kent and ahead of the national (62%) average.'

Our 5 year

STRATEGIC OBJECTIVES

2. Improving the Health and wellbeing of the local community

Equally, in 2019 only 59.5% of adults in Gravesham were identified as 'physically active', the lowest outturn in Kent'

Further, research and analysis published in the Government's Health Profile for England 2018⁵, explains the impact of the wider determinants of Health. These include the environment (built & natural), education, income, work, crime and social capital (e.g. the sense of belonging and contributing to their local neighbourhood); and the report explains how reducing inequalities should allow everyone to have the same opportunities to lead a healthy life.

Whilst some determinants of health, such as deprivation are more challenging for individuals to address, behavioural risk factors e.g. smoking, diet and exercise are more within the control of the individual, particularly with support.

It is this area of work that we are committed to support; through a combination of delivering specific programmes of support as well as working with other partners to provide a network of interventions and, therefore, a holistic response. We will also lobby and assist in building capacity across the health sector to enable individuals to manage their own health more effectively and positively engage with the health system.



Our 5 year plan

STRATEGIC OBJECTIVES

3. Delivering a Healthy Living Centre

Delivery of our work is supported through our provision of a Healthy Living Centre; a town centre presence from where a range of support services are provided to offer the aforementioned holistic approach to health and wellbeing.

Working in partnership, the multi-agency response ranges from information and advice to direct referrals into support programmes with partners including the County Council, Local Authority and voluntary sector. Our aim is to remove barriers to participation and ensure a supported environment where people feel comfortable seeking advice and support, thereby providing a service that is recognised as openly accessible.

We are committed to developing creative and innovative solutions, sharing best practice and learning from others to ensure the offer, provision and support meets the needs and improves the overall health and wellbeing of our community.

A photograph showing a woman in a dark suit applying face paint to a young girl's face. The woman is on the left, and the girl is on the right. The woman is using a brush to apply blue and white paint around the girl's eyes. The girl has orange and black paint around her eyes. In the background, there is a large white fan. The image is partially obscured by an orange triangle on the right side.

Our 5 year plan

SWOT ANALYSIS

SWOT Analysis:

The following sets out what we consider to be the strengths, weaknesses, opportunities and threats facing our organisation and programme delivery over the next 5 years

Our 5 year plan

SWOT ANALYSIS

Strengths:

20 years' experience of delivering and achieving outcomes, specifically in successfully winning the youth contract for Gravesham.

Excellent track record of engaging with, and seeking views from young people, regarding their needs and priorities; and ensuring their voices are heard

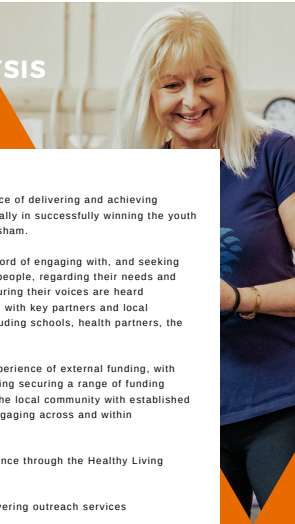
Strong relationship with key partners and local organisations, including schools, health partners, the Police.

Knowledge and experience of external funding, with successful bid writing securing a range of funding

Understanding of the local community with established mechanisms for engaging across and within communities.

Town Centre presence through the Healthy Living Centre.

Experience of delivering outreach services



Our 5 year plan

SWOT ANALYSIS



Weaknesses:

Funding focus needs to be on larger, long-term scalable activity

Reliance on singular funding streams

Under-developed funding strategy to address longer term aspirations

Limited resources affecting organisational and programme capacity to grow

Buildings can constrain physical delivery opportunities, but currently there is limited outreach

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SWOT ANALYSIS

Opportunities:

Define a focussed core offer which is widely promoted

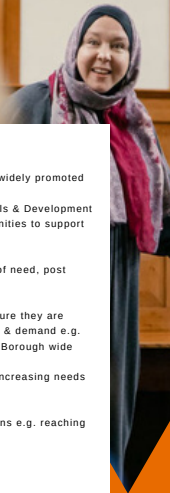
Develop a business strand – GYG Skills & Development
- and identify specific funding opportunities to support
delivery of this programme

Review health inequalities and areas of need, post
Covid

Review current delivery models to ensure they are
appropriately balanced and meet need & demand e.g.
outreach v town centre; rural v urban; Borough wide

Grow existing programmes that meet increasing needs
e.g. counselling service

Review wider areas of work / aspirations e.g. reaching
beyond Gravesham boundaries



Our 5 year plan

SWOT ANALYSIS

A photograph of two young women singing on a stage. The woman on the left has long dark hair and is wearing a yellow top. The woman on the right has blonde hair and is wearing a pink top. They are both looking upwards and singing with their mouths open. The background is dark with blue and purple stage lights.

Threats:

Increasing health inequalities

Growing demand for wellbeing support such as young people's counselling

Reduced town centre footfall post-pandemic

Reducing funding levels and opportunities

A photograph of four people sitting on a stage. From left to right: a man in a white shirt and grey trousers, a woman in a patterned top and dark vest, a woman in a white patterned top and grey trousers, and a man in a white shirt. They are all looking towards the right. In the background, a screen displays a vertical floral graphic with red, yellow, and blue leaves. The text 'Our 5 year plan' is overlaid on the image.

Our 5 year plan

ACTION PLAN

Action Plan:

An outcome from this strategy is the creation of an action plan to take forward development of the strategic objectives and address issues and opportunities identified by the SWOT analysis.

This action plan will developed through the period of the strategy, but key actions will include:

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ACTION PLAN

Develop a clear funding strategy

-Attract longer term, sustainable funding for programme and organisational sustainability

-Funding needs to support scale able activity to ensure resource to deliver

-Ensure our focus remains on our core business area, but use opportunities to deliver outside the area to sustain that core offer, where appropriate

-Increase sponsorship opportunities and explore crowdfunding initiatives

-Explore 'commerciality' opportunities

-Ensure core costs e.g. administration is covered within funding

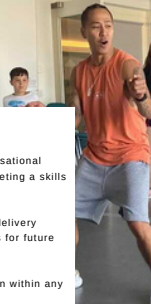
-Identify separate funding to support GYG as its own standalone programme

Our 5 year plan

ACTION PLAN

Review structure and resources

- Undertake a review of the current organisational structure, including at Board level, completing a skills audit and capacity review
- Review current resource levels against delivery programmes to identify appropriate levels for future activities
- Ensure resources are a key consideration within any future funding bids



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ACTION PLAN

Widely promote the work of the organisation

- Ensure promotional activity 'sells' the benefit of the work and outcomes
- Increase clarity around numbers support and services available

Influence key bodies and organisations

- Use our knowledge and experience to help develop the wider support and investment in services (EG DVH referring young people to counselling scheme – need to support funding)

Review priority areas and delivery models

- Use information available to review the priority areas of need – both in regards to nature of need, inequalities and accessibility
- Review outreach opportunities and develop a plan to extend these as appropriate to meet the address
- Review current location and needs of any premises (both short and long term)

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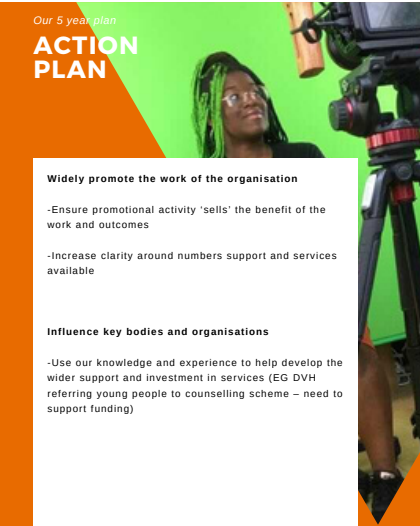
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ACTION PLAN

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Develop the Healthy Living Centre

- Further develop the offer of the HLC, particularly focussing on multi-agency delivery
- Explore additional funding opportunities e.g. renting space for delivery of appropriate services
- Improve branding of the HLC and the services available through partners



Our 5 year plan

LINKS TO INFORMATION & CORE STRATEGIES THAT OUR WORK WILL LINK TO:

Information sources:

- 1 Gravesham Borough Council's Health & Wellbeing Strategy
Youth and Community Health & Wellbeing Strategy 2022-27 – Gravesham Borough Council**
- 2 The Children Commissioner's Findings – The Big Answer:
<https://www.childrenscommissioner.gov.uk/the-big-answer/>**
- 3 The National Youth Agency's report – Out of Sight
<https://s3.eu-west-1.amazonaws.com/assets.nya2.joltrouter.net/wp-content/uploads/20210417221255/Out-of-Sight-COVID-19-report-Web-version.pdf>**
- 4 Gravesham Borough Council – Community Profile
<https://www.gravesham.gov.uk/downloads/file/172/gravesham-community-profile-2021>**
- 5 Government - Health Profile for England
<https://www.gov.uk/government/publications/health-profile-for-england-2018/chapter-6-wider-determinants-of-health>**

A photograph of two young Black men on a stage. The man on the left is wearing a grey baseball cap and a white t-shirt, smiling. The man on the right is wearing a white polo shirt with thin vertical stripes and is speaking into a microphone. The background is dark with a white vertical stripe. The image is partially overlaid by an orange triangle on the right side.

our 5 year plan

LINKS TO INFORMATION & CORE STRATEGIES THAT OUR WORK WILL LINK TO:

Core strategies:

Kent & Medway Integrated Care Strategy

https://www.kmhealthandcare.uk/application/files/4316/7171/0774/Kent_and_Medway_Interim_Integrated_Care_Strategy_-_December_2022.pdf

Kent County Council Joint Health & Wellbeing Strategy

https://www.kent.gov.uk/__data/assets/pdf_file/0014/12407/Joint-health-and-wellbeing-strategy.pdf

Public Health Strategy England

<https://www.gov.uk/government/publications/phe-strategy-2020-to-2025>

National Youth Agency, National Youth Work Curriculum

<https://www.nya.org.uk/resource/nya-national-youth-work-curriculum/>