

Strategy 2022-27

**Youth and Community
Health & Wellbeing Strategy**



**Introduction by Councillor Shane Mochrie-Cox,
Cabinet Member for Community & Leisure**

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Background and context

We know, from consultation with our community, that a vision for a healthy Borough and a healthy community remains a priority. The development of this strategy therefore binds our commitments made in our manifesto and through the Corporate Plan to ensure we continue to deliver, direct and influence the work of other organisations to tackle inequalities and improve the overall health and wellbeing of our community.

Using relevant and appropriate information, such as Public Health Profiles and Inequality data, we will ensure delivery of a programme of targeted support and proactive healthy living interventions that achieve positive results for our community.

We will work collaboratively with partners and review those areas where we have the powers and responsibility, to ensure the views and concerns of residents are gathered and represented to the NHS and associated health providers.

Further, through using Public Health Profiles and Inequality data, we will continue to deliver, direct and influence the work of organisations to tackle inequalities and improve the overall health and wellbeing of our community.

Our corporate plan also sets out an assurance to review the provision available to young people. Whilst some of the responsibilities for youth provision rests with the County Council and other partners (statutory and non-statutory), the Council is committed to working with its young people to ensure there is a suitable and relevant offer, which includes a positive provision of activities.

The Council commenced on a journey in 2001 to launch a new concept for working in partnership to reduce inequalities in health, and help people including young people, feel connected, supported and motivated; to learn new skills, make friends and feel part of the community. This concept was The Gr@nd Health Living Centre, a jointly funded partnership venture, which remains today as a front facing delivery centre for both the Council's public health responsibilities and commissioned services delivered by the Gravesham Network Development CIC.

Our vision, as set out in this strategy, is to use our powers to ensure the health, wellbeing and youth offer for Gravesham's community is fit for 2022 and beyond.

This strategy sets out the Council's commitment to continue supporting its community in these key areas of work and demonstrates what action it will take over the next 5 years to strengthen its work and positive outcomes.

Health & Public Health

Since 1 April 2013 (as set out in the Health and Social Care Act 2012) Local Authorities have been responsible for improving the health of their local population.

Whilst, within Kent, this responsibility falls to Kent County Council (KCC) as T1 upper tier authority, it is widely recognised that District Councils are best placed to understand the needs of their community and the best ways to work with them.

Section 12 of the Act gives each relevant local authority a duty to take such steps as it considers appropriate to improve the health of the people in its area, including providing information, services or facilities to promote healthy living

Since 2012, Gravesham Borough Council has been commissioned by KCC Public Health to deliver an Integrated Adult Healthy Lifestyle Specification, which includes One You Kent and Place Shaping programmes, as well as adopting a Health in All Policies approach to improve the health and wellbeing of residents in the Borough. The aims of this work are to:

- extend healthy life expectancy through prevention of chronic conditions such as obesity, cardiovascular diseases, and diabetes.
- reduce health inequalities.
- reduce avoidable demand on the health and care system in Kent.

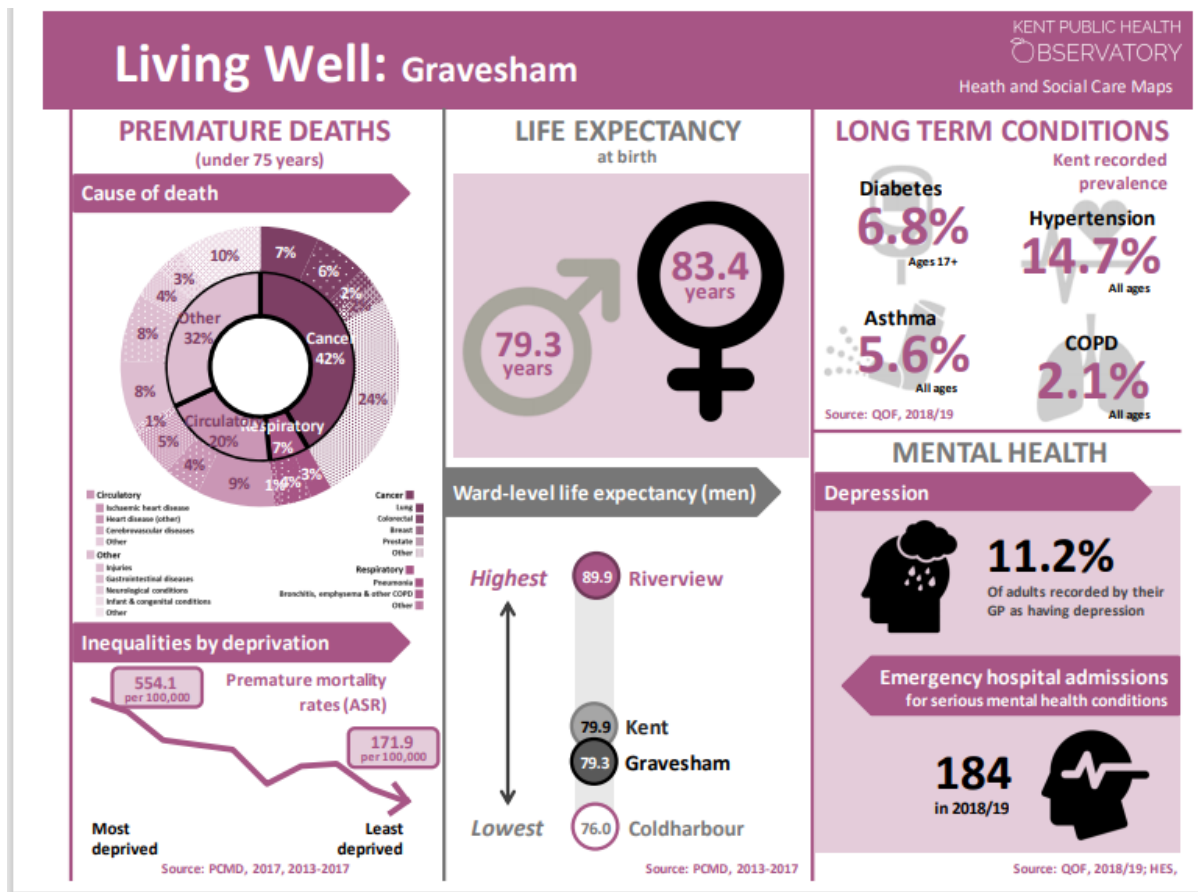
and directly contribute to Public Health England's outcomes to:

- Increase healthy life expectancy - taking account of the health quality as well as the length of life.
- Reduce differences in life expectancy and healthy life expectancy between communities through greater improvements in more disadvantaged communities such as those in the most deprived quintile

Health inequalities are the differences in health between people or groups of people that may be considered unfair. As illustrated below, these can range from life expectancy to mental health issues and be affected by socio-economic factors, such as deprivation, poverty or inter-generational features.

In terms of inequality in Gravesham, there is a sizeable gap in life expectancy of 13.9 years for men and 7.7 years for women between the wards with the highest life expectancy and those with the lowest.

At a 'Lower Super Output Area' (LSOA), pockets of Northfleet North and Westcourt wards are within the top-10% most deprived in England, with LSOAs in Singlewell, Central and Riverside ward also featuring in Kent's top-10% most-deprived areas. Conversely, parts of rural Gravesham are in the least deprived areas nationally.



Our health is an asset to invest in throughout our lives, but the environment and circumstances we live in don't always make the healthier choice the easiest or simplest one.

As at 2019, 20.4% of all Year 6 (10-11) children in Gravesham were identified as obese, the fourth highest rate in Kent and ahead of the national average (20.2%). 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. Equally, in 2019 only 59.5% of adults in Gravesham were identified as 'physically active', the lowest outturn in Kent.

Integrated Care

As well as responsibility for delivering the healthy intervention work, as a Community leader, we are best placed to work with a range of health partners to promote an integrated response to health and wellbeing that maximises impact. Such partners include:

- GP practices and health centres
- Mental health services
- Pharmacies
- Local community organisations
- Voluntary and Community Sector
- Healthy Living Centres

In September 2021, an Integrated Care Partnership (ICP) engagement document was published focusing on the role of Integrated Care Partnerships within the statutory arrangements for Integrated Care Systems (ICS).

<https://www.gov.uk/government/publications/integrated-care-partnership-icp-engagement-document/integrated-care-partnership-icp-engagement-document-integrated-care-system-ics-implementation>

The government has brought forward proposals in its Health and Care Bill to implement statutory arrangements for ICSs with two components. The first component is the Integrated Care Partnership, or ICP: a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS.

The document states that the pursuit of 'integration' is about ensuring that the right partnerships, policies, incentives and processes are in place to support practitioners and local organisations to work together to help people live healthier and more independent lives for longer. ICPs will play a critical role in making this happen.

ICPs will have a vital role to play, facilitating joint action to improve health and care outcomes and experiences across their populations, and influencing the wider determinants of health, including creating healthier environments and inclusive and sustainable economies. They will consider what arrangements work best in their local area by creating a dedicated forum to enhance relationships between the leaders across the health and care system. For example, the NHS, local government, adult social care, employment support, and VCSE coming together to build a culture of partnership and broad collaborations to promote and support holistic care.

ICPs will have a broad membership and engagement with the organisations and communities it serves. It is the intention of Gravesham Borough Council to have a role and a voice in this ICP, and use any other health powers and initiatives to influence the direction and outcomes of its work to directly benefit outcomes for its community.

Young People and Young Adults

Whilst responsibility to support and develop young people lies with many, Gravesham Borough Council plays a pivotal role in supporting youth ambition and positive navigation of young peoples' lives. There are opportunities within our gift to support young people now and in their future, on their journey, to enable them to achieve potential, make good choices and work towards successful and happy lives.

Although there is a statutory duty on local authorities under the Education and Inspections Act 2006 to secure young people's access to sufficient education and recreation al leisure-time activities, funding of youth services is not mandatory and the localised nature of provision has resulted in a wide variation in spending on youth services across the country.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756983/Statutory_Guidance_for_Local_Authorities_on_Services_and_Activities_to_Improve_Young_People_s_Well-being.pdf

The Act sets out that it is local authorities' duty to secure, so far as is reasonably practicable, equality of access for all young people to the positive, preventative and early help they need to improve their well-being. This includes youth work and other services and activities that:

- a. Connect young people with their communities, enabling them to belong and contribute to society, including through volunteering, and supporting them to have a voice in decisions which affect their lives;

- b. offer young people opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust;
- c. support the personal and social development of young people through which they build the capabilities they need for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination;
- d. improve young people’s physical and mental health and emotional well-being;
- e. help those young people at risk of dropping out of learning or not achieving their full potential to engage and attain in education or training; and
- f. raise young people’s aspirations, build their resilience, and inform their decisions – and thereby reducing teenage pregnancy, risky behaviours such as substance misuse, and involvement in crime and anti-social behaviour.

Further, the acts sets out responsibilities of local authorities to:

- Involve young people
- Secure access to sufficient services and activities
- Secure a local offer that meets local need, improves well-being, personal and social development

Kent County Council commission providers across Kent to deliver the Youth Service but, similar to Health and Public Health, Gravesham Borough Council recognise they are best placed to understand the needs of their young people and the most effective ways to work and engage with them.

Since December 2013, following competitive tendering processes, Gravesham Network Development CIC has been successfully contracted to provide a universal youth provision in Gravesham. The Board includes representation from the Council which enables alignment of key priorities to ensure a synergy of work delivered, direction of travel and outputs achieved.

The Council is keen that this work reflects the findings and frameworks for successful youth work practice set out by the National Youth Agency, including the National Youth Work Curriculum which articulates ‘the diverse nature, fluidity and flexibility of youth work practices and how those elements enable young people’s learning and development in a broad range of contexts’.

<https://s3.eu-west-1.amazonaws.com/assets.nya2.joltrouter.net/wp-content/uploads/20210414232918/5.3.1-0923-NYA-Youth-Work-Curriculum-DIGITAL1.pdf>

Led by qualified Youth Workers, Gravesham’s youth provision delivers a range of initiatives including Gifted Young Gravesham (GYG), a programme designed to enable young people to be connected with professionals in a wide range of fields to allow them to develop skills, positive experiences and raise their aspirations.



Gravesham Borough Council recognises the importance of youth engagement and has committed that its young people will be fully involved in developing the key outcomes set out in this strategy, along with the associated action plan for how they will be achieved. This approach directly supports the work of the National Youth Agency which identifies ‘meaningful engagement of young people in the co-production, location and delivery of services is essential to ensure access, relevance and regular use of youth services’.

Gravesham Youth Council enables and empowers young people to lead on topics which are important to them. Having celebrated its 20th birthday in 2020 the Council continues to meet regularly and engage in topics that can range from Climate Change to securing life-saving defibrillators in the town centre.

Gravesham Borough Council values the work delivered through the Youth Council and commits to ensure ongoing support for this body. Indeed, the Council recognises the valuable contribution to young people from all forms of youth services, including uniform groups, and is committed to support ongoing recognition of their contribution and delivery of work.

Our vision

As a Council that collaborates and engages with its residents, including our young people, community groups and organisations, and working with statutory and non-statutory partners and organisations, we will work to create a Borough that:

- Utilises our public health powers and facilitates a strong offer for health and wellbeing within the Borough.
- Facilitates and enables a Borough wide positive offer for our children, young people, our community and organisations and ensures opportunities, experiences and facilities for everyone to develop into active, engaged and healthy citizens.
- Represents, engages with and advocates the views, issues and needs of the people of the Borough to the NHS and health providers and decision making structures.

Strategic Objectives:

This strategy sets out 3 core objectives as the framework for developing our work around our areas of focus of Health and Wellbeing, Youth and the Healthy Living Centre. These are:

1. A Health & Wellbeing Offer to be Proud of – enabling Gravesham to be a healthy and safe place
2. A Youth and Community Offer to be Proud of – supporting, involving and engaging the young people of Gravesham in their Borough
3. A partnership led offer - working with community organisations and sector specialists to deliver a relevant and responsive offer

1. A Health & Wellbeing Offer to be Proud of – enabling Gravesham to be a healthy and safe place

The places where we live and work affect our health and wellbeing and quality of life.

Motivating and enabling residents to lead healthy lifestyles is as important as the housing they live in, the social networks around them and the vibrancy of the local economy.

The Green Paper Advancing our Health: Prevention in the 2020's, identifies that *'Health is a shared responsibility and only by working together can we achieve our vision of healthier and happier lives for everyone.'* It also identifies that *'Good health is the foundation of happy families, thriving communities, and a strong economy'*. Through this strategy we will

- Create healthy environments that enable and promote positive lifestyle choices
- Promote positive workplaces, supporting business in Gravesham to make their workplaces healthier, happier and more productive
- Use a Health in All Policies (HiAP) approach to improve the health of all people by incorporating health considerations into decision-making across sectors and policy areas
- Work with partners and organisations to influence their work, maximise resources and ensure those who most need support get access to it.

The benefits of reducing health inequalities are economic as well as social. The cost of health inequalities can be measured in both human terms, lost years of life and active life; and in economic terms, the cost to the economy of additional illness, treatment and care.

Health inequalities can be described as a moral or social injustice and seen as an issue of fairness and are not caused by one single issue, but a complex mix of environmental

and social factors. This means that Local Authorities have an important role to play in reducing health inequalities.

Within Gravesham, there is direct evidence that interventions such as smoking cessation have had a positive impact in reducing the number of adults who continue to smoke. However, of those who do continue, there is strong evidence they are based in areas of deprivation. Similarly, the six wards in Gravesham that have the greatest health inequalities, have the highest density of food outlets which is linked to levels of obesity.

Whilst it should not be presented that those living in areas of deprivation undoubtedly have health issues; this information should be used to ensure that services are appropriately prioritised to address specific need and ensure equal access to all.

Through this strategy, we will

- Identify shifting and emerging effects on health and wellbeing, such as increasing loneliness
- Prioritise areas of greatest need and understand the most effective mechanisms to address and improve outcomes
- Increase healthy lifestyle choices through delivery of holistic and integrated services including Adult Lifestyle Service and One You Kent
- Promote wider access to services and associated information to improve awareness of support

2. A Youth and Community Offer to be Proud of – supporting, involving and engaging the young people of Gravesham in their Borough

The voices and participation of young people are essential to Gravesham's progression and success as a place and a community. The Young People of Gravesham can influence change and improve services, to ensure they meet the needs of today's young people; supporting them in their development and growth.

Through this strategy, we will

- Involve and enable young people of Gravesham to lead the youth agenda, influence the offer and ensure their voices are heard
- Focus on local need and influence policy makers and delivering bodies to ensure services meet the needs of Gravesham's young people
- Identify opportunities which support development and enable young people to thrive, grow and achieve their potential
- Ensure that Young People feel part of their community and are aware of all the services and events which take place within the borough.

3. A partnership led offer - working with community organisations and sector specialists to deliver a relevant and responsive offer

Strong partnership working brings together key organisations and specialists who share their knowledge and experience to enhance the efficiency and quality of services. This collaborative working delivers a holistic approach, which achieves better general health outcomes for individuals and collectively addresses health inequalities

Through this strategy, we will

- Develop strong and effective local networks that promote partnership working to achieve better outcomes for our community
- Influence the work of key strategic partners to ensure the priorities for our community remain in focus.
- Use information and evidence to inform priorities and actions, and to understand and address new and emerging issues facing our communities
- Work to join up referral processes and signpost across services and agencies to deliver a holistic response and increase satisfaction

SWOT Analysis

A SWOT analysis in relation to the current provision and delivery of services has been undertaken with the following findings:

Strengths	Weaknesses
<p>Good engagement mechanisms and links with other organisations, partners and businesses to understand need</p> <p>Established partnership delivery in the arenas of health & wellbeing</p> <p>Close links and collaboration with the Gravesham Network Development CIC</p> <p>Ongoing front facing service offering a range of information and support in an impartial and neutral environment</p> <p>Established Youth Council</p> <p>Excellent links and signposting opportunities throughout the Borough</p> <p>Close links with other Council Strategies and Services to strengthen the value and outcomes of work</p>	<p>No formal agreement in place between GBC and other delivery partners e.g. the Gravesham Network Development CIC which can lead to some ‘clouding’ of delivery</p> <p>Limited experience of working with other health / youth delivery partners across the Borough</p> <p>Limited strategic planning with regards to future funding opportunities</p>

Opportunities	Threats
<p>The council is in a unique position to be able to support the wider determinants of health and create healthy places for people to live</p> <p>Reduce the gap in life expectancy between wards and improve quality of life for all.</p> <p>Opportunities through this strategy to re-engage with Young people and enable them to lead and influence this work</p>	<p>Reliance on time limited external funding from KCC for the delivery of the Public Health – If KCC stops funding this work many of the strategic aims within this strategy could not be delivered.</p> <p>Similar reliance on limited external funding for delivery of work via the CIC.</p> <p>If the CIC were not successful with their main bid to KCC for the Youth Contract, this could raise challenges for the existing close working arrangements and delivery for Gravesham Youth.</p>

Strategic Position and Key Policies

For the purposes of this strategy it is useful to set the strategic position of the Council and links with other key policies which will support delivery of this work.

Corporate Plan 2019-2023

The Corporate Plan 2019 – 2023 sets out the ambitions for the council and the actions being taken to achieve this, working towards the overall vision to ‘deliver a Gravesham to be proud of’. There are three objectives – People, Place and Progress.

The following commitments relate to the work of this strategy:

- Create Stronger Neighbourhoods: work with Kent Police on the prevention, detection and reduction of crime and anti-social behaviour, and the safeguarding of local residents.
- Design a Quality and Affordable Leisure Offer: improved facilities and creative sports programmes to tackle local health inequalities.
- Improve Resident well-being: provide and preserve a suite of high quality play areas and promote opportunities for active lives.
- Manage a Programme of Proactive Healthy living Interventions: work with partners to help support and safeguard vulnerable residents
- Develop a Cohesive and Resilient Community: implement a leading programme of engagement initiatives, showcasing the borough’s diversity and enabling greater participation in civic life.

Community Engagement Strategy 2020-2023

The Community Engagement Strategy 2020-2023 features two strategic objectives which directly link to the work of this strategy being:

Being a Listening Council with a specific priority to develop effective listening and engagement opportunities to help the council be more responsive to local needs and recognising the key bridging role they hold;

Empowering Residents and Communities with the specific priority to provide opportunities for residents to influence local decision making, and working in partnership with other authorities and agencies to deliver for local authorities

A Creative Gravesham, Arts & Cultural Strategy 2020-2025

Whilst our Arts & Cultural strategy focusses on developing the sector, the impact of Art & Culture on wellbeing is well documented as is its contribution towards developing a vibrant place through its diverse, innovative and accessible programme of events. The role of creativity within health and wellbeing is something Gravesham Borough Council has been aware of for many years and, through the development of the art & cultural offer, will continue to support the health agenda.

Climate Change Strategy 2022-2030

At its Full Council meet on 25 June 2019, Gravesham Borough Council passed a motion to declare a climate emergency and, accordingly committed to taking a lead in achieving Carbon Neutral status. The strategy was formally adopted at Full Council in December 2021

The effects of climate change are wide ranging and directly affect the social and environmental determinants of health, from poor air quality to effects on mental health. Whilst targeted interventions to improve health and health inequalities within communities have proven very positive outcomes, climate change adversely impacts the lives and health of billions of people across the world and is therefore described by the World Health Organisation as the biggest threat to health in the 21st Century.

Equality Policy 2020-2024

The Equalities Act 2010 legally protects people from discrimination in the workplace and wider society. The Equalities Framework for Local Government, which was used to help develop the new Policy dedicates one of its five themes to “involving your community” and emphasises the importance of obtaining the views of a wide range of people who live and work in the area with focused efforts made to those who are marginalised and vulnerable.

Anti-Social Behaviour Strategy 2019-2023:

The council’s Anti-Social Behaviour (ASB) Strategy recognises the significant impact that ASB has on communities; how it can affect perception and significantly undermine all the positive features of the Borough. Examples of ASB can include rowdy or drunken behaviour; triggered through the use of drug and alcohol and identifies Prevention and Community Involvement as one of the 4 overarching priorities

Action Plan

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

This work will be developed throughout the period of the strategy, but key actions will include:

1. A Health & Wellbeing Offer to be Proud of – enabling Gravesham to be a healthy and safe place

Create healthy environments that enable and promote positive lifestyle choices		
Promote local public health campaigns and services including One You Kent and Live Well Kent, National campaigns such as National Walking Month, World Mental Health Day and Clean Air Day		
Influencing planning applications to reduce fast food restaurants located near schools.		
Encourage visible changes in local spaces to support healthy choices such as signage to promote healthy lifestyle activities		
Work with leisure services e.g gyms and fitness centres to broker low-cost activities		
Promote the provision of and Access to Green space within the Borough, including conservation areas, nature reserves, rivers & canals, grassland, country parks & open access land allotments and formal recreation space		
Investigate creating smoke free parks within Gravesham		
Work with local eateries and businesses to promote healthy food choices		
Promote positive workplaces, supporting businesses in Gravesham to make their workplaces healthier, happier, and more productive.		
Support workplaces to work towards achieving a local healthy business award. https://www.medway.gov.uk/healthyworkplace		

Work with businesses in Gravesham to highlight health inequalities and priority areas to enable focus on specific areas of concern		
Promote relevant support available to businesses in understanding health data and its uses to address local need		
Use a Health in All Policies (HiAP) approach to positively influence the health in the internal workforce, as well as to the residents of the Borough		
Develop a systematic training programme for Officers and Councillors on health inequalities in the area; the social determinants of health and how the specialist functions of the council impact on the health of residents		
Undertake a HiAP review across all Council Services to ensure health implications of services are identified and mitigated where possible		
Work with Health partners and organisations to influence their work, maximise resources and ensure those who most need support get access to it		
Undertake an annual strategic review of community support and award funded SLA's to ensure delivery of priority local support services.		
Join up resource amongst organisations in Gravesham through improved communication and knowledge of the services available and the referral process required to access them.		
Using community asset mapping, identify and promote community resources for wellness and resilience		
Effectively link into the Social Prescribing, community navigation and health and wellbeing support networks to ensure frontline services are delivered to the most vulnerable residents.		
Identify shifting and emerging effects on health and wellbeing		
Review services being delivered to ensure they meet the needs of the community		
Review recent changes to service delivery e.g. online sessions to understand levels of accessibility and identify additional changes that need to be implemented to ensure the widest accessibility and participation		

Utilise relevant feedback and information gained through community engagement to highlight shifting or emerging issues e.g. loneliness		
Prioritise areas of greatest need and understand the most effective mechanisms to address and improve outcomes		
Review of available public health data to identify priorities and emerging health inequalities		
Review socio-economic factors such as deprivation, community make-up and engagement mechanisms to ensure support is appropriate and delivered in a way that meets individual areas' needs		
Increase healthy lifestyle choices through delivery of a holistic and integrated service including Adult Lifestyle Service and One You Kent		
Ensure lifestyle intervention 1:1 support and adult weight management groups are delivered across the Borough for people who are motivated to make positive changes.		
Provide a One You Lifestyle Advisor service to support people to make small changes to their lifestyles		
Use brief advice tools and promote the Apps and services available to support people to make positive changes such as Stop Smoking App, Alcohol Tracker and Couch to 5K		
Promote wider access to services and associated information to improve awareness of support		
Utilise effective mechanisms, such as community organisation networking, to maintain up to date information of support / advice available		
Actively promote wider services to residents, businesses and community organisations and promote active signposting and referral as appropriate		

2. A Youth and Community Offer to be Proud of – supporting, involving and engaging the young people of Gravesham in their Borough

Involve and enable young people of Gravesham to lead the youth agenda, influence the offer and ensure their voices are heard		
Develop a questionnaire in various formats and engage with schools, Youth Council, key organisations to encourage wide participation and		

gather views from Young people of their needs and wants		
Ensure the Youth Council is appropriately represented, focusses on the outcomes of the consultation and champions young people's views and aspirations		
Focus on local need and influence policy makers and delivering bodies to ensure services meet the needs of Gravesham's young people		
Using the consultation results, work with delivering bodies and local organisations to ensure their services meet the needs of Gravesham's young people		
Share information to ensure a full and up-to-date understanding of local youth needs that influence ongoing services		
Identify Opportunities which support development and enable young people to thrive, grow and achieve their potential		
Targeted information in Your Borough magazine which is written by young people for young people.		
Actively promote Council and local opportunities that appeal to young people and support their development, such as apprenticeships		
Working with the Youth Council develop a directory of local organisations, activities and support services for young people, including recreational programmes and opportunities		
Ensure that Young People feel part of their community and are aware of and get involved in all the services and events which take place within the borough.		
Ensure regular engagement opportunities and consider alternative methods of community that appeal to young people e.g. Youth Vlogger		
Explore Leisure champions; young people who can work with the Woodville and Leisure Providers to understand how to effectively promote their activities to young people		

3. A partnership led offer – working with community organisations and sector specialists to deliver a relevant and responsive offer

Develop strong and effective local networks that promote partnership working and achieve better outcomes for our community		
Building on existing local networks such as Gravesham's voluntary and		

community sector network, to ensure awareness and promotion of key issues and challenges facing the community		
Ensure an effective method of communication and information sharing to reach the widest audience of relevant partners		
Influence the work of key strategic partners to ensure the priorities for our community remain in focus		
Be the voice of the community, highlighting and influencing decision-makers and those setting policy as to the health priorities and outcomes for our Borough		
Ensure representation at appropriate meetings and Boards, including ICP's and Kent-wide health meetings		
Use information and evidence to inform priorities and actions, and to understand and address new and emerging issues facing our communities		
Ensure ongoing use of data and information available to inform work plans and project delivery		
Take account of feedback and evidence shared by other partners, which can include information around a range of issues such as education and unemployment, housing conditions, financial hardship to help inform emerging issues that have an impact on the health and wellbeing of individuals		
Work to join up referral processes and signpost across services and agencies to deliver a holistic response and increase satisfaction		
Work with partner organisations to promote effective signposting, focusing on how a holistic support approach can improve outcomes		
Encourage assisted / 'warm' referrals and introductions to ensure individuals are supported with making contact with other agencies, so that a continuation of support is achieved		