

KENT REFUGEE ACTION NETWORK



STRATEGIC PLAN 2020-2025



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I) OVERVIEW

Kent Refugee Action Network (KRAN) was established in 2003 and has been working in East Kent since inception with refugees and asylum seekers. In 2007 with a change in focus in Kent to supporting separated under 18 years of age refugee and asylum seekers only, KRAN built on our mentoring scheme to develop education provision. In 2011 we started an outreach project in Folkestone and Ashford. In 2016 we develop a drop in and advocacy and support service. In 2018 we introduced weekly sports and other arts and drama based activities in partnership with local community groups. KRAN also introduced a Youth Forum and Traineeship scheme for the young people KRAN works with to have a platform and amplified voice.

Our Vision:

Young people seeking asylum in the UK as refugees are safe, able to belong and can build hope for a better future

Our Mission:

We work with young refugee and asylum seekers (RAS) who are striving to live fulfilled, independent lives in our communities to which they actively contribute

II) INTRODUCTION by the CHAIR

It is with great pleasure that I introduce our new 5 year strategic plan. We begun this journey in 2014/2015 when, with the help provided by the Cranfield Trust, the staff and Trustees examined ways that they could pull together and strengthen the good work that was already being done. The two main outcomes of the discussions were the necessity to strengthen the Trustee Board in order to improve the governance of KRAN and to seek the necessary funding to enable the appointment of a CEO of KRAN with the necessary experience and professional skills as well as knowledge of and empathy for the work we do. This was achieved by early 2016 and we had great pleasure in welcoming Razia Shariff to join us as our CEO in July 2016.

She immediately started working with the staff, Trustees, volunteers and young people on our initial 3 year plan which was very successfully completed at the end of 2019. During the second half of 2019 when work began on the new 5 year Strategic Plan it was a pleasure to observe the much greater contribution made by our young people and the confidence they showed in putting forward their ideas and views on the way in which KRAN should go forward. In conclusion I would like to thank all the staff, trustees, volunteers and young people for all the hard work, dedication, inspiration and patience they have brought to the work of KRAN.

The way has sometimes been difficult but the progress made has been far more than we envisaged in 2015 and we look forward to building on the established sound base, strengthening and extending our work with the young refugees and asylum seekers and reaching out to the wider community as detailed in the three stages as laid in our 5 year plan.

Ann Whitbourn

III) CEO Executive Summary

We have had a very challenging and changeable past three years, since I joined KRAN in the Summer of 2016. Not only because of fluctuating numbers of new arrivals of separated refugee and asylum seeking (RAS) young people but also the rising media interest in arrivals by boats since the winter of 2018 and the tragic deaths in a lorry in 2019. In addition there has been the changing political and policy climate both locally and nationally, and changes in funding opportunities to support the work of KRAN. However there has been consistency in the resilience and eagerness of the young people we work with to adapt, survive, stabilize and sometimes grow and succeed with KRAN's support.

Numbers were already at an all time high in 2015, and then although the number of new arrivals dropped, in 2017 because of the National Transfer Scheme (NTS) new arrivals started being placed outside Kent. Since 2018 and the NTS being stopped there has been an incremental increase in the levels of new arrivals being placed in Kent once again, leading numbers to return to 2016 levels by the end of 2019. In addition the existing 2015 cohort of 800 plus of RAS young people have all been turning 18 years of age and learning if they would be granted refugee status, or become Appeals Rights Exhausted, with increasing numbers becoming destitute.

Our last three year Strategic Plan has proved to be very fitting to steer us through the past three years and still remains relevant and appropriate as KRAN has adapted and developed to meet the ever changing needs of the amazing young people we work with.

We were fortunate to be offered expert support by Esmee Fairbairn Foundation and Lloyds Bank Foundation in 2019 in addition to their grant funding to help us develop a framework to demonstrate our impact and develop this five year strategic plan. What was interesting when going through these processes of development with external experts was that KRAN already seemed to be on the right track. However in consultation with the staff, trustees, young people and volunteers/mentors was now ready to go to the next level in relation to raising our profile and being able to demonstrate how successful our model and ways of working with young separated refugees and asylum seekers in Kent already is.

Our Strategic Objectives 2020 - 2025:

- 1 KRAN to be resilient, reflective, responsive, visible and recognized as experts in our field
- 2 Build sustainable community relationships and cohesive networks so that RAS Young People can be effectively supported and accepted
- 3 Create life choices for RAS Young People so they can fulfil their potential through developing positive pathways towards their aspirations
- 4 Provide RAS Young People with wellbeing, safety net and crisis management services to ensure mental wealth at all times
- 5 Develop RAS Young People capability to be heard and clearly understood, amplifying their voices so they can champion their agenda, establishing listening channels with service providers to inform and influence policy and practice
- 6 Define and implement the outcomes and measurements that demonstrate and reinforce KRAN's good practice model and leadership approach for outreach, collaboration, sharing and partnership working to support RAS Young People in Kent.

This is an ambitious five year strategic plan, building on our successful three year plan from 2017—2020 with an emphasis on the voice and role of the young people we work with through our Traineeship Scheme and from 2020 our Youth Ambassador program. Also the need to demonstrate our model of good practice and share our knowledge and expertise to influence and inform others who are looking for positive solutions in KRAN's field of expertise.

I will be working with staff and trustees to develop the implementation plan for this strategy over the coming months, and will be annually reviewing and reporting on KRAN's progress to share our learning and achievements. I know the next five years will be just as challenging and changeable as the last three years, and believe that given KRAN's track record we will as always rise to the challenge and adapt to succeed. I look forward to steering and facilitating the implementation of this Strategic Plan over the next five years with KRAN staff, young people and trustees.

IV) CONTEXT OF OUR WORK

KRAN works primarily with separated young asylum seeking and refugee young people who are placed in Kent. We currently deliver services from two hubs in east Kent, Canterbury and Folkestone, with an orbital hub in Ashford two mornings a week. We offer a range of services including Learning for Life classes four mornings a week at our two hubs and two mornings at our orbital hub. These classes include ESOL, life skills and practical English for the modern context. We also run holiday activities including trips, visits from service providers and workshops. We offer host placements for the police, local colleges and university students. Our Advocacy and Support service consists of troubleshooting and dealing with complex cases, offering and supporting mentoring partnerships, vocational pathways support including organizing youth traineeships and placements, facilitating a Youth Forum and offering wellbeing activities such as sports, drama and art. We also raise awareness through outreach and media work and giving talks and presentations with our trainees at different community settings. We work collaboratively with a range of service providers and voluntary groups to ensure young people have continuity, consistency and quality of support depending on their needs. KRAN is also a member of a number of strategic partnerships in Kent, and regularly raises emerging issues with key stakeholders including Kent County Council, local colleges and local employers.

Current levels of new arrivals in Kent are nearing the post peak levels of 2015/16 at over 300 refugees and asylum seekers this year, in addition to those who are currently in the UK care system and have turned 18 which is over 900. The National Transfer Scheme which was initiated in July 2017 and then closed in March 2018 has proved not to be as effective as originally planned as it is a voluntary arrangement and was taking more than 12 weeks from arrival in Milbank Reception Centre to placement in a new Local Authority. Young people, once over the age of 18, learn if they will be granted refugee status. Those who are refused refugee status initially and subsequently on appeal, become Appeals Rights Exhausted (ARE). These young people, after a Human Rights Assessment, are currently being evicted by the Local Authority until a fresh claim has been submitted and accepted by the Home Office. KRAN is actively working with solicitors to prevent this, and to support those who become destitute with valuable additional support from other charities, donations and the food banks.

Public attitudes on refugees and asylum seekers are either very supportive or negative, and we have seen this polarization vividly in response to the media interest over the past year because of the boat crossings to Dover and the more recent lorry death tragedies. From very negative emails through our website contact page, letters and phone calls, to an increase in supportive emails, fundraising activities, donations and requests to volunteer for KRAN.

There have been ongoing concerns raised regarding the Home Office position on Country Guidance for Afghanistan which has allowed young people to demonstrate that under the UN Convention they are fleeing persecution, but are then being told that there is 'no risk on return to Kabul' and are being refused refugee status. KRAN has been working with the local MP and solicitors to raise concerns about this and to challenge the Country Guidance, as it has successfully supported similar challenges regarding young people from Eritrea in the past.

There continues to be an ongoing stream of separated young refugees and asylum seekers claiming asylum in Kent and this trend is forecast to continue. KRAN continues to respond to the needs of these vulnerable young people as they settle in the UK and have their own families.

'Kran's on site and outreach community projects help build practical skills, such as their Learning for Life education program, IT skills, cookery and the arts including music and drama. KRAN staff and volunteers empower and teach young people leadership skills through the youth forum and support the caseworkers of KRAN and the Refugee Council in offering client advocacy where our capacity is reached, through their long established one-to-one mentor programme. The Refugee Council's Children's Panel in Kent would not be able to support the number of children we do without the ongoing support of KRAN's wide network of volunteers.'

Claire Murphy, Senior Children's Panel Advisor, Kent, Refugee Council

V) ROLE KRAN PLAYS

KRAN's underlying approach is that through holistic, engaging and empowering interventions we can support young people towards more positive productive lives in our local communities. KRAN's Theory of Change has been rooted in Belonging Theory and Maslow's Hierarchy of Needs, along with more recent work on wellbeing, integration and tackling loneliness. Over the past two years we have developed our ability as an organization to systematically listen to our young people, engage them through our Traineeship Scheme and Youth Forum in co-collaboration with the delivery of our services and in the designing and monitoring of the services KRAN offers. We have also developed feedback loops to support their feedback with other service providers. Our approach is, that by offering non-judgmental adult support to separated young asylum seekers and refugees through the KRAN family and networks, we can offer a safety net of support whenever they need it. By starting from where the young person is and identifying where they want to be, we are able to develop tailored support to effectively meet their needs. Our Hubs offer a safe, welcoming space, with food and people who speak a range of different languages and understand and respect their cultural heritage. Young people are self-motivated to attend and engage in our activities and we listen, adapt and respond to new ideas and areas of need on a regular basis. Our Theory of Change is therefore evolving and now also centers on the need to ensure that young people are empowered to take a leadership role in KRAN's strategic and operational direction.

Referrals are initially made to our Learning for Life provision through KCC social services, and sometimes through foster agencies or friends. Our Advocacy and Support services follow on for those who have already been referred to KRAN and through self-referrals directly or through other agencies. We regularly liaise and refer our young people to other services as appropriate. We work alongside young people to develop their potential and ensure they are making relevant informed life choices to secure a positive pathway in the future.

KRAN also offers a range of activities and experiences for young people to explore their talent and abilities and learn about UK life. In partnership with the local community, we organize regular sports, drama and art sessions. We also organize trips and invite guests and host placements from local service providers. We also give talks with our trainees at local community groups, events and schools. Strategically we raise emerging issues of concern at local and regional meetings, and respond to media requests to offer an alternative informed narrative in the mainstream.

Volunteers in 2019

Out of approximately 100 volunteers:

54% of our regular volunteers are aged 18-35 years, 40% are 35-65 years with 6% being over 65 years.

76% of our regular volunteers are female and 24% are male

80% of our regular volunteers have volunteered in the past with organizations including , VSO, Macmillan, Citizens Advice, British Heart Foundation, WaterAid , Headway , Foodbanks & Catching Lives.

Mentors in 2019

51 current partnerships

49 partnerships 12 months ago

34 new partnerships in the last 12 months

A mentoring survey is undertaken every two years and some of the highlights for this year are:

60% of our mentors have been in a partnership for over a year and 25% for under a year.

60% meet their mentee more than once a month.

95% of the time they meet and talk at a local cafe, 63% of the time they go on walks or other physical activities, 50% of the time they go to local shops, 41% of the time they go to the local library and 36% of the time they visit local attractions.

When they meet, the main issues they talk about are education (90%), health (70%), emotional wellbeing (60%), family (60%), finance or housing or social services (50%) legal matters (45%).

VI) KEY ACHIEVEMENTS FROM THE LAST STRATEGIC PLAN

OBJECTIVE ONE – KRAN is a resilient, responsive and reflective learning organisation: Over the past three years we have restructured and strengthened our policies and process, with systematic annual reviews to ensure we are delivering a quality and consistency in our service offer. We have been engaging actively in listening to the voice of our young people to inform our work on the strategic and delivery levels. We have actively gained accreditation for our work with volunteer management, REVAMP and gained NCVO Approved Provider Status for our Mentoring Partnership Programme. We have strengthened and diversified our funding streams over the past three years, targeting longer term funding across our teams and added additional pilots to explore new areas in response to young people’s needs, for example; football, Saturday Club, art sessions, cultural and social awareness trips and a residential. We have established provision in Ashford, and piloted provision in Thanet.

OBJECTIVE TWO – To enable young people to live fulfilled and independent lives: Over the past three years we have established a database, PODIO, to capture our engagement with young people, and established a Destitution Fund to offer support to those who become Appeals Rights Exhausted (ARE). We have regular team meetings and have consolidated our email contacts in compliance with GDRP and now have a contact list of over 1,600. We have introduced regular events that celebrate the cultural identity of our young people. We have seen the introduction and increasing use of our drop in and case work support over the past three years and this is now an integral part of the services we offer. KRAN staff regularly attend a range of stakeholder and partnership meetings and empower young people to talk about their challenges and stories at different events.

OBJECTIVE THREE – To recognize our RAS young people’s potential and support them to make progress in their ambitions: We have introduced vocational pathway training and a Traineeship Scheme for our young people over the past three years, along with extra activities in sports and the arts. The Mentoring Scheme continues to support the young people and we have offered additional support and training for mentors working with our most vulnerable young people. We work collaboratively with the local colleges to ensure a smooth and successful transition to mainstream education, and have a Social Corporate Responsibility Partner who offers work placement opportunities and training. Trainees have had the opportunity to access training on youth leadership, media, mental health first aid and EU funded training in Finland and Croatia for two years.

OBJECTIVE FOUR – To prioritize the voice of our RAS young people: Over the past two years we have established a Youth Forum that meets on a monthly basis. They have attended training workshops and two residential retreats, met key service providers including the Police and the local MP. They have also been involved in an Action Learning Set with key service providers from KCC, DWP, Police and Canterbury College. The Youth Forum has contributed to funding bids, co-producing and delivering pilot projects and giving talks and presentation at a wide range of events and community activities. They have written blogs on our website and given media interviews for national television and local press.

OBJECTIVE FIVE – Greater cohesion between RAS young people and the wider community: This has been the most challenging of our objectives to capture and demonstrate in relation to community engagement. There are examples, in relation to football and drama, of peer to peer engagement but these were “one off” activities. Volunteers have become more diverse with targeted recruitment at universities and colleges, and through our media work which has engaged with a wider audience. We continue to have a positive and productive relationship with local communities.

Number of young people accessing KRAN services over the past five years

YEAR	2015	2016	2017	2018	2019
Learning for Life	200	180	75	140	185
Advocacy & Support	73	200	183	468	585
Total	273	380	258	608	770

VII) RESEARCH FINDINGS

This section covers the research findings based on one to one interviews and group discussions with stakeholders of KRAN and the outcomes from the Horizon Scanning Workshop in September.

INTERVIEWS

With the support of Lloyds Bank Foundation Grants Plus scheme we were given the support of a strategic consultant to facilitate the development of our new 5 year Strategic Plan. He held open ended interviews with 18 Staff, Volunteers, Mentors, Trustees, Trainees, Stakeholders and the Youth Forum and their responses have been collated and summarized in the Appendix below (a more detailed report is also available on request). The responses explore past challenges, the lessons learnt, the opportunities being missed, and the improvements to focus on.

In relation to past challenges, a number of issues were identified. Internally, finance, KRAN resources, coverage and capacity were highlighted along with internal tensions regarding what KRAN should be doing and how we should do it. With regards to young people, stakeholders raised that there were uncertainties regarding numbers, mental health and wellbeing and the need for legal support, advocacy and advice. Externally stakeholders mentioned ongoing hostility towards refugees, low employment opportunities, the constantly changing landscape and the need to ensure that volunteers and mentors offer a variety of skill and availability.

Regarding lessons learnt, stakeholders suggested the following: Internally the organisation has developed resilience, become better at teaching and lesson planning and improved the physical space and office location. In relation to young people, stakeholders believe that we have been developing more appropriate ways to support and measure mental wellbeing through our Mentoring Programme and have learnt how to adjust and change the way we support young people's needs. Externally, KRAN has become more effective in influencing, changing perceptions and messages, although there is more to learn. KRAN has also become more aware of other partners and stakeholders and undertaken more profile raising with them.

Opportunities being missed, according to stakeholders, were also shared. Internally gaining OISC status to offer legal advice, building an evidence base, having additional fundraising support and sharpening our focus and being less ad hoc/reactive and more strategic. In relation to young people offering emotional and mental support; identifying more vocational training opportunities; increasing mentoring partnerships; and developing more community involvement activities. Externally, stakeholders felt that KRAN could do more to counter prejudice, develop local business contacts and explore other parts of Kent to offer their services. Also, to proactively reach out beyond existing networks, develop employment pathways and do more to influence and promote KRAN and the model we have to support young people.

' Our office have been consistently impressed with the support KRAN has given to vulnerable constituents, who have no access to services, but not out of no choice of their own are orced to navigate the complex bureaucracy of the immigration system. KRAN does vital work supporting refugees in the Canterbury and East Kent area, going above and beyond for refugee and asylum seeking young people. Again and again, I hear just how passionate and committed to supporting young people KRAN are, despite the numerous challenges they face.'

Rosie Duffield MP, Canterbury, Whitstable and the Villages

HORIZON SCANNING

A workshop was undertaken with trustees, staff and trainees using the Three Horizons framework to explore areas that needed to be addressed in the strategic plan. The main outcomes are below:

Horizon ONE – Right Now

- Horizon One (H1) is KРАН’s present and the near future
- H1 issues are strategically important now
- They are visible and well understood and are generally the issues that KРАН is already responding to
- H1 issues are therefore the focus of current policy and strategy

- **Negativity:** Public perception, hostility towards refugees
- **Funding stability:** focus on short term funding, funding programmes ending in next six months generate uncertainty, limited funding available to support growth initiatives
- **Statutory pressure:** legislation changing, ambiguous interpretation, KCC interpretation of housing provision for ARE refugees (Appeal Rights Exhausted)
- **Prioritization:** increased demands causing increased pressure on KРАН prioritization including teaching and learning provision v advocacy services
- **Resources:** current lack of/or inadequate resources include IT and systems, teaching space given growing numbers
- **Evidence:** increasing pressure to provide robust evidence of outcomes
- **Profile:** KРАН is relatively unknown outside of its core operations and immediate supporters
- **Geography:** limited to Canterbury, Folkestone and recently Ashford
- **Numbers:** ambiguity as considerable uncertainty over numbers make preparation and prediction of resourcing requirements very challenging

Horizon TWO – Near to Mid-Term Future

- Horizon Two (H2) is the less immediate future – 6 to 18 months
- H2 issues are less well characterized and KРАН may not yet be fully aware of them or their implications for KРАН strategy and policy
- By their nature, H2 issues are less urgent; so even when organizations do become aware of them, they may not respond immediately, preferring to wait and see how the issues develop

- **Joining dots:** recognising that there is a need for greater connectivity both within KРАН and its stakeholders and there are networking opportunities that need to be sought out and exploited to raise awareness of KРАН and build greater resource access
- **Expand cover:** The need for KРАН to develop the different service areas they support which could include advice giving, advanced Learning for Life skills, employer networking and job hunting
- **Develop model:** that can be rolled out in principle across Kent and potentially to other areas of the UK that may be relevant
- **Partnership:** increasingly complex landscape means increased importance in understanding and developing effective partnerships. Examples include
 - VSK (Virtual School Kent)
 - KRH (Kent Refugee Help)
 - KCC (Syrian Resettlement Scheme)
- **Sustainability:**
 - Financial: funding landscape is changing; shift from Output to Outcome and increasing emphasis on measuring Social Return on Investment

- **Signposting:** recognizing that KРАН can only provide certain core services but that it can develop its ability and reputation to be the go to organization when it comes to UASC and YP refugees
 - **Using existing YP experience:** case studies, mentoring, testimonials, strategic input
- Training and awareness:** increasing need for specific training that reflects particular KРАН services e.g. advocacy training that raise awareness across the KРАН organization as well as external awareness and understanding

Horizon THREE – Long Term Future

- Horizon Three (H3) is KРАН’s mid to long term future
- H3 issues can be difficult to characterize in detail since they are the long run outcome of a range of factors, some of which may not be fully in play
- Tracking H3 issues is therefore important for KРАН wanting to spot emerging opportunities and threats and anticipate how to respond to them quickly

- **Office(s) fit for purpose:** without adequate office space and facilities KРАН will be severely limited in following the successful growth of its core and ancillary services. KРАН also needs to develop additional location capabilities both physical and virtual
 - **Roll out model:** Need to develop sophisticated informed operating model that can be rolled out to other locations and organisations with minimal adjustment , potential for income generation
 - **Income:** will always be a critical issue for KРАН. Investigating and developing additional sustainable income streams and income flexibility that will cover core funding, additional resource flexibility and contingency protection should be central part of the strategic plan
 - **Social prescription:** Social prescribing involves KРАН helping YPs to improve their health, wellbeing and social welf are by connecting them to community services which might be run by local communities or local groups or charities
 - **Training that compliments:** as KРАН expands and/or develops its services in response to shifting needs then the provision of relevant training needs to be in place
 - **KРАН to be torch bearing:** to be the ‘go to’ for RAS issues, income generation and engaging philanthropists, being able to measure and demonstrate our model and impact.
 - **Income/philanthropist:** recognise that as some income streams reduce or come under pressure, KРАН will need to be fully able to tap into new or alternative funding streams becomes increasingly important e.g. philanthropic giving
- Measurements:** Evidence based assessment will require KРАН to develop and maintain the ability to accurately measure all aspects and outcomes of its work to prevent funding or contract exclusion

The Diocese has valued the opportunity to work together in this vital work in Kent, to recognize the work of KРАН, and the considerable commitment and passion of the KРАН project workers, and volunteers who enable the support and mentoring of refugee and asylum seekers’

The Right Reverend Trevor Willmott, Bishop of Dover, The Diocese of Canterbury

VIII) MOVING FORWARD

Strategic improvements at KRAN

Reputation, profile and brand :

- Building the KRAN brand, raising the profile
- Develop KRAN digital strategy including digital marketing, media, PR
- Promotion of KRAN success stories
- Raising awareness amongst the foster parents, KCC Social Services and PAs (Personal Assistants)
- Building awareness amongst the public to reduce prejudice

Funding, financial sustainability:

- Recognize increased competition for funding
- Build evidence based social return on investment algorithm and proposition
- Develop alternative philanthropic proposition
- Appoint Fundraising specialist

Resources :

- Acquire fit for purpose Office space and location(s)
- Develop and provide coverage across Kent
- Implement up to date IT resources, access to IT capability
- Access to increased range of activities and equipment

Influencing:

- Becoming the “go to” experts and influence local and national government opinion
- Identify and gather relevant data and present the evidence of KRAN’s work
- Identify key influencers and develop target strategy

Employers:

- Identifying potential employers relevant to YP capability
- Finding employment opportunities, including apprenticeships, sponsors, placements
- Support YP readiness for work and training

Networking:

- Identifying and building partnerships with other charities
- Building relationships with non-refugee YP organisations

Services and capability:

- Introduce Mental health and Well Being Programme
- Building the model that can be replicated across Kent and beyond
- Develop full range of advocacy service providers and partners

Mentors & Volunteers:

- Increase mentor resources through numbers and a diverse skill range
- Identify and engage volunteers across Kent in line with expansion of service provision
- Using volunteer talent more extensively
- Increase Trustee involvement and local office visibility

Key challenges to change

Internal:

- Funding
- Office space and location
- Coverage across Kent
- Gathering and presenting the evidence of the work we do
- Getting the Trustees more involved by getting them to visit projects more
- Building a model that can be replicated across Kent and beyond
- Access to activities and equipment
- Promotion of KРАН success stories
- Having the right IT resources, access to IT capability

RAS Young people:

- Ambiguity of numbers of UASC and ARE
- Mental health and well being
- Raising awareness amongst the foster parents, social services and PA
- Finding employment opportunities for RAS young people

External:

- Sufficient mentors and having sufficient volunteers and using volunteer talent more extensively
- Becoming the recognized experts, influence local and national government and informing public opinion
- Raising the profile and building awareness amongst the public
- Identifying and building partnerships with other charities
- Reducing and overcoming prejudice
- Reduction in funding availability and increased competition for funding
- Use of digital marketing, media, digital strategy
- Building the KРАН brand

Key achievements by 2025

Internally: KРАН to still be here and have sustainability. KРАН to offer Mental Wealth to young people. KРАН to have in place a robust evidence base that it can share with others to ensure quality and consistency.

Young People: Ensure they are the voice of KРАН and the creation of more jobs in KРАН for them.

Externally: More supportive networks for YP from society, with more understanding of RAS young people from society. KРАН to have ability to share their knowledge and information. KРАН to have a strong brand and reputation. Recognition of pay off of KРАН's work. KРАН to be **the** voice – to regularly feed into policy making

IX) FIVE YEARS PRIORITIES

1. KРАН to be resilient, reflective, responsive and visible and recognized as experts in our field

KРАН will continue to strive to be resilient, reflective and responsive in the work we do with RAS young people, ensuring that we are recognised as a model of good practice, and a source of knowledge and information regarding RAS issues.

2. Build sustainable community relationships and cohesive networks so that RAS Young People can be effectively supported and accepted

KРАН will be more proactive in engaging with local communities and facilitating RAS young people's participation in local community activities, as well as creating opportunities to offer a supportive and accepting network within the local community.

3. Create life choices for RAS Young People to fulfil their potential through developing positive pathways towards their aspirations

KРАН will be more systematic in the way we support RAS young people to explore positive life choices and develop the foundations towards achieving their aspiration, based on our Theory of Change and model of holistic support for RAS young people.

4. Provide RAS Young People with wellbeing, safety net and crisis management services to ensure mental wealth at all times

KРАН will strive towards developing preventative measures to support RAS young people and their wellbeing and being there for them when challenges become too great, empowering them to make informed choices and know their rights and responsibilities.

5. Develop RAS Young People capability to amplify their voices, establishing listening channels to inform and influence

KРАН will ensure that RAS young people can be heard and clearly understood, are able to champion their agenda, co-design services with providers and have an impact on policies and practices that impact on their lives.

6. KРАН is able to systematically capture and demonstrate the impact of its model and approach to working with RAS young people.

KРАН will define and implement the outcomes and measurements that demonstrate and reinforce KРАН's model and leadership approach for outreach, collaboration, sharing and partnership working to support RAS Young People in Kent.

X) KEY MILESTONES FOR 2020

PRIORITY 1) KРАН

- Strategic Plan 2020 – 2025 Implementation Plan agreed – January 2020
- Fundraising strategy reviewed and delivered on – March 2020
- Policies, procedures and practices regularly reviewed and reported on – Quarterly to Board
- Strategic representation, networking and feedback on emerging issues – ongoing
- Regular team meetings, reporting to Board of Trustees and listening to yp – bimonthly
- Work with Lloyds Bank Foundation on influencing and the media to develop KРАН’s approach – Sept 2020

PRIORITY 2) COMMUNITY RELATIONS

- Strengthen networks with other referral partners– number of referrals and feedback from YP - ongoing
- Proactively engage with new groups and partnerships with YP – activities undertaken and case studies - ongoing
- Diversify network of members, volunteers, mentors and supporters – profile of networks and volunteers - annually
- Developing new activities in collaboration with community partners – evidence of talks and presentations - ongoing

PRIORITY 3) LIFE CHOICES

- Learning for Life course content, quality and delivery consistent across KРАН and orbital hubs – By March 2020
- Collaborating with Virtual Skills Kent (VSK) and local Colleges to support yp – evidence of collaborations - ongoing
- Having an educational and vocational pathway plan for all YP at KРАН – progression routes recorded for all YP – Sept 2020
- YP being empowered, through having agency and choice – case studies and needs being met through advocacy – Sept 2020

PRIORITY 4) WELLBEING AND SAFETY NET

- Review practice of recognising mental wealth and identifying mental and health needs – workshop and incorporate into mentor training – March 2020
- Ongoing support to YP through mentors and staff raising concerns to prevent crisis – case studies – Ongoing
- Benchmarking and exit interviews for all young people of their experience at KРАН – records of interviews – Ongoing
- Trainees undertake wellbeing and belonging snapshot surveys of those accessing KРАН - Quarterly reports - from March 2020
- Wellbeing activities such as trips, drama, sports, art and music accessible to all YP – record those attending, pictures and quotes of impact – from March 2020

PRIORITY 5) AMPLIFYING VOICES

- Recruitment, induction and work plan of Youth Ambassadors delivered – March 2020
- Action Learning Set completed and report produced and disseminated – March 2020
- Traineeship Scheme and Youth Forum evaluation and plan agreed going forward – June 2020
- Youth Forum regularly feature in social media, media and blogs on website – evidence of engagement -ongoing

PRIORITY 6) IMPACT DEMONSTRATION

- Integrate different services into PODIO and make PODIO fit for purpose - Probono support from ORS - March 2020
- Systematically recording of outcomes and progress mapping (skills and aspirations audit) in place - every six months review - June 2020
- Bank of case studies capture of KРАН interventions impact on a regular base – ongoing
- Evidence of in kind economic value of volunteers and mentors - Sept 2020
- Implementation of Integration Matrix, cohesion and belonging surveys – run quarterly by Youth Ambassadors and Trainees – Ongoing
- Link into to new networks of influence to raise the emerging issues for yp – Sept 2020

XI) APPENDIX

FROM STAKEHOLDER INTERVIEWS

A: PAST CHALLENGES

Internal

FINANCIAL - Operational and development funding – all of those interviewed raised this as the primary concern both immediate and long term.

KRAN RESOURCES, COVERAGE, CAPACITY – Sufficient staff to deliver programmes e.g. Learning for Life. Mixed ability teaching under resourced. Insufficient capacity to reach YPs in other parts of Kent. Having enough key staff for new services. Inadequate teaching space for numbers.

INTERNAL TENSIONS – created by different ideas of what KRAN should be doing.

RAS Young People

UNCERTAINTY AROUND THE NUMBERS - Large influx of 2016/2017 UASC now turning 18. Some are able to access college others become NEET's. Increase in ARE numbers. In addition to KCC referrals, there are ad hoc referrals from YP and other service providers e.g. foster carers.

YP MENTAL WELLBEING - Providing YPs with sufficient emotional and adequate mental health support and keeping them motivated and stable.

LEGAL SUPPORT, ADVOCACY - Increased need for good legal advice and support. Understanding related regulations, consequences of ARE and helping older YPs reapply and get permission to remain

External

HOSTILITY TOWARDS REFUGEES - overcoming negativity towards refugees and changing public perceptions. Getting the KRAN story out there

YP EMPLOYMENT – raising awareness amongst potential employers and helping YP find a job.

CONSTANTLY CHANGING LANDSCAPE. – ambiguous future - keeping up with changing government policies and legislation and trying to focus on best interest of YPs. Pushing the boundaries with KCC. Mopping up what KCC can't cope with.

MENTORS AND VOLUNTEERS – Recruiting, availability and variety.

B: LESSONS LEARNT

Internal

ORGANISATIONAL RESILIENCE - Increased awareness of the nitty gritty, becoming more professional and the need to take a more holistic approach. Learnt that staff need to communicate very well with each other and interact supportively. Better understanding of the value of constructive criticism and team cooperation. Clarity around job roles and managing individual expectations is important. Still room for improvement though.

BECOME BETTER AT TEACHING - Lesson planning and developing teaching materials to ensure consistency across hubs.

PHYSICAL SPACE, OFFICE LOCATION - Importance of having a physical office for drop ins who need advice and advocacy.

RAS Young People

IT IS DIFFICULT TO MEASURE YP MENTAL WELLBEING –Mentoring can play a major part in reducing YP's mental health instability.

MENTORING, NEED FOR A BROADER MENTORING OFFERING - More activities and types of mentors to offer YP broader support.

NEED FOR YP SUPPORT – Value of the Youth Forum. Importance of offering more activities, more sports, more teaching to benefit YPs e.g. life skills and making YP feel relaxed and safe.

External

NEED FOR GREATER INFLUENCING, PERCEPTION, MESSAGING - Need to influence further up the decision ladder. Can make an impact but need to be careful around the message we put out. Getting better on the media front – engaging with the press and speaking up for YPs. Need to increase public awareness and understanding of what we do.

AWARENESS OF WHAT IS OUT THERE, PARTNERS, STAKEHOLDERS - Getting better at working with other stakeholders, how to join the dots and learning from partners what is out there. Greater awareness of where we can refer YPs to e.g. Refugee Action. Recognition that Social Services don't really know KRAN and the benefits of a joint up approach for YPs e.g. mentoring and education.

C: OPPORTUNITIES BEING MISSED

Internal

LEGAL - Attracting the legal resources to address the challenges we are facing. Getting our legal advice capability up to scratch.

BUILD THE EVIDENCE – Train staff to record evidence of activity and outcomes to improve our advocacy capability.

SHARPER FOCUS - We cover the basics but could become more strategic, less ad hoc.

FUNDING– Appoint a dedicated fundraising person.

RAS Young People

MENTAL, EMOTIONAL - Work one to one to deal with the YP emotional challenges. Use existing mentors and volunteers to better prepare YPs for life.

VOCATIONAL TRAINING – Identify more vocational training provision for YPs with low level English.

MORE MENTORS - Bringing more mentors on board.

YP COMMUNITY INVOLVEMENT - Raising awareness of mentor success stories. Get YPs involved in other/wider communities to tell the YP story e.g. through food.

SPORTING ACTIVITIES – Increase variety and availability e.g. cricket @ Kent CC.

External

COUNTERING PREJUDICE - Promoting the huge contribution that YP make to benefit the interest of the community.

LOCAL COMPANY CONTACTS - Increase contact with local companies for the KRAN Trainee Programme.

OTHER PARTS OF KENT - Expand into other parts of Kent where YP refugees need help e.g. Gravesend and Sheerness.

LOCAL ORGANISATIONS AWARENESS – Reach out beyond the existing supporters to local organisations not aware of what KRAN do. Increase partnerships with schools e.g. citizenship programmes with sixth forms.

LOCAL WORK OPPORTUNITIES FOR YP – Make it simpler to reach out to local employers – promote the range of skills and talent that YPs have.

PR, INFLUENCING, MARKETING – Tell more good news, become the local media “go to organisation” when there is a story “what do KRAN think?”. Plan relevant influencing to back up every KRAN ideas. Shout out to those who don't know KRAN.

D: IMPROVEMENTS TO FOCUS ON

Internal

- Funding security improved
- Adequate office space, expansion opportunity
- IT systems, hardware and software fit for purpose
- Collective language, improved team togetherness
- Staff training, smarter working

RAS Young People (yp)

- Increased YP integration with society, reduction in hostility
- Increased YP work placement opportunities, improved employer acceptance and understanding
- Improved YP education programme and facilities
- Develop peer mentoring, buddies, case workers

External

- Increased visibility, KРАН engagement with the community
- Stronger KРАН stakeholder networking
- Greater policy level impact
- Improved KCC relations



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