

## **Appendix 1**

### **Ashford District Youth Information Pack, including:**

- a) Youth Provision District Report**
- b) Briefing on Contract Termination – Sk8side**
- c) ‘Smartie’ Map – Demonstrating district total provision (not exhaustive)**
- d) District Summer Programme 2018: Canterbury Academy have subcontracted Sk8side are continuing to deliver an established detached Summer Programme in 2018**
- e) Open Access Improvement Review scheduled for April 2019**

## Appendix 1.a

### Youth Provision District Report

**By:** Louise Fisher, 0-25 Area Head of Service – South Kent  
Early Help and Preventative Services, Children, Young People and Education,  
Kent County Council

**Subject:** KCC Delivered and Commissioned Youth Provision in Ashford

**Classification:** Unrestricted

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**Summary:** This report provides an overview of youth provision available in the district of Ashford. This includes provision that is directly delivered or commissioned by Kent County Council (KCC) Early Help and Preventative Services (EHPS).

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#### 1. KCC Directly Delivered Youth Offer in Ashford

- 1.1 The KCC internal youth offer, delivered by EHPS, in Ashford consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:
- i. **North School Group:** This is a group run for young people struggling to maintain education and focusses on raising self-esteem and confidence so young people can better engage in education and thrive in their wider lives.
  - ii. **Work Experience, Traineeships and Apprenticeships:** We offer regular work experience for young people open to SCS, Youth Justice, Special Educational Needs (SEN) and EHPS. We also offer traineeships to young people who are NEET and have three apprentices supported in the district in Youth Work and Business Support.
  - iii. **Education employment and Training Drop-In:** This is run weekly where young people can pop in and access information and advice on post 16 education and employment opportunities. We also carry out tracking and door knocking of the “destination not known” cohort to ensure as many young people as possible are supported to be in education, employment, or training. We work closely with the CXK advisor to do this work.
  - iv. **Access Club:** This is a programme run for young people who have a disability and wish to access a youth centre and who may struggle to access a generic youth work session. We aim to build confidence and self-esteem for young people to access mainstream youth work sessions or offer bespoke informal education tailored to the needs of the disabled young person.
  - v. **Horticulture Group:** We run one session a week as an accredited programme around horticulture for young people with disabilities and an Education Health and Care Plan.
  - vi. **Adolescent Group:** This session is an open access youth work session open to all adolescent young people. However, we actively facilitate attendance of those most at need such as those open to EHPS, SCS, and Youth Justice.
  - vii. **Boys Group:** This is an open access session targeted for boys with challenges specifically relating to them. Again, we target young people most at need of support as in those open to services.

- viii. **Girls Group:** This group is like our other gender specific group and focusses on the specific needs of girls.
- ix. **Wellbeing Groups:** We offer two closed groups focussed on young people's wellbeing and mental health. These are open to young people 10-19 (25 with additional needs). Young people can self-refer for this group or be referred by partner agencies.
- x. **Junior Group:** This is an open access group focussing transition from primary to secondary and addresses the needs of those children.
- xi. **Community Café:** This is a group that offers opportunities for young people to engage in volunteering in a safe a supportive environment and gives back to the local community.
- xii. **Duke of Edinburgh (DofE):** An accredited open award centre that delivers currently bronze and silver DofE opportunities.
- xiii. **Peripatetic Detached:** This is detached work that responds to the local need and Community Safety Unit (CSU) requests.
- xiv. **Take Up the Challenge:** This is a programme offered to young people lacking confidence and self-esteem who attend Homewood school and are failing to thrive within the school environment.
- xv. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS. This is to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xvi. **Additional Support:** This support is carried out by Youth Hub staff, for young people 8-19 (25 where they have additional needs). Additional support is a one to one intervention carried out with the young people after a Signs of Safety assessment. This work is carried out over 6-8 weeks. Those young people are encouraged and supported to access the universal offer to provided ongoing support.
- xvii. **Holiday Activities:** We run activities during the school holidays focussing on topics ranging from transition to wellbeing. These activities include residential's, educational visits, and work to support young people in care.

## 2. KCC Commissioned Youth Offer in Ashford

- 1.1. There are 12 Youth contracts across Kent, delivered by 7 providers. The Canterbury Academy have recently been awarded the contract for Ashford following negotiations with the previous provider that ended in a contract termination. The remaining life of the contract is 40 months and the contract started on the 1st August 2018.
- 1.2. The EHPS Youth Hub Delivery Managers will be working with the new provider to establish a programme of delivery that meets the needs of the district. Due to this being a largely school-based model, this will be in place from Early September 2018. The provider is subcontracting another provider to deliver detached youth work over the summer holidays and for the duration of the contract. Initial conversations indicate that the programme will include:

Approximately 100 detached youth work sessions per year, delivered by Sk8side CIC on behalf of the Canterbury Academy.

A minimum of 250 sessions (including a community day, interventions and open access) to be run from Towers School and potentially a similar offer from Homewood.

### **3. Governance**

- 1.1. The overarching responsibility of the district YAG is to ensure that there is a good understanding of the youth offer within their respective districts and that appropriate developments are taken forward, to enable it to remain at a consistently high standard, from their perspective, for children and young people (aged 8 – 19 years and up to 25 with additional needs), living in the district. The YAG is open to both district and county Members. YAGs receive a district-level data pack with analysed performance, to inform discussions.
- 1.2. This will need to change, depending on the new providers. Councillor Mike Angell is the chair of the Ashford YAG and Simon Harris provides representation from Ashford Borough Council.

### **4. Partnership Working in Ashford**

- 1.3. There are several key areas of work that KCC are involved in or leading on, alongside partners in Ashford, which have a focus on engaging with and supporting young people. Much of the partnership working is focussed on getting young people to access the universal provision, access the district, or to access the correct tier of support.
- 1.4. The Schools Link Worker role is carried out by the EHPS District Youth Hub Delivery Manager and Unit Leaders. This is in place to support schools with accessing universal, additional, and intensive family support, and consists of a termly meeting of advice and support.
- 1.5. The Youth Hub Delivery Manager attends Headteacher and Local Inclusion Forum Team Screening meetings, to support in information advice and guidance to these bodies around access to universal, additional and intensive family support. This is a monthly meeting.
- 1.6. The EHPS Youth Hub Delivery Manager and Senior Early Help Workers attend meetings of the Anti-Social Behaviour Panel, to discuss the needs of young people and the opportunities for young people to access universal, additional, or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.
- 1.7. As part of the Children and Young Peoples Services Integration Programme (CYPSIP), which is focussed on maximising opportunities for greater integration between EHPS and SCS, there are four Area-based pilots, each exploring new ways of working. In South Kent, the pilot is centred around managing adolescent risk and is running in Ashford.
- 1.8. The pilot brings together partners working with young people most at risk in the district and focusses on interventions reducing the risk of these young people. It follows a contextual safeguarding model and allocates EHPS, SCS, and Kent Police resources to meet the needs of young people.
- 1.9. The Youth Hub Delivery Manager attends the multi-agency, SCS led Adolescent Risk Management Panel. The Panel looks at processes that are in place, the analysis of trends and assessments of individual risk are carried out to inform individual plans to meet the needs of young people.
- 1.10. Youth Hub staff in Ashford support Highbury Hall Youth Café, as required. They also offer training for Highbury staff and the designated Youth Hub Safeguarding Leads undertake consultations on

safeguarding concerns.

- 1.11. A bi-weekly meeting at the North School is supported looking at universal, additional, and intensive family support for young people who have behaviour or attendance issues that need more support than what the school can offer.
- 1.12. HeadStart is a County programme, supporting resilience and wellbeing for young people. This programme is working with 10 primary and 4 secondary schools in Ashford. The programme offers a range of support from counselling, mentoring, training for staff, and funding.
- 1.13. Young Carers drop in sessions are run at the Youth Hub by IMAGO.

## Appendix 1.b

### Briefing on Contract Termination – Sk8side

From: Stuart Collins Interim Director Early Help and Preventative Services

To: Cllr Mike Hill, Cllr Shellina Prendergast, Cllr Mike Angel, Cllr Dara Farrell, Cllr Paul Bartlett, Cllr Clair Bell, Cllr Charlie Simkins, Cllr George Koowaree

Subject: **Sk8side – (Ashford Youth Provider) Contract Termination**

Classification:

#### Summary:

- Sk8side are currently subject to a 5-year contract with KCC to deliver universal Youth Provision in the district of Ashford (let by KCC on 1<sup>st</sup> December 2016, following a competitive process)
- On 6<sup>th</sup> March 2018 Sk8side gave KCC 3-months' notice of their intention to cease delivery of their provision in Ashford.
- The targets in the contract have been subject to scrutiny and negotiated change throughout the lifetime of the contract and are intended to compliment and improve the whole district offer in conjunction with the Early Help inhouse provision under the scrutiny of Ashford Youth Advisory Group (YAG).
- As with all Early Help contracts a robust contract monitoring process is in place for our commissioned youth services and Sk8side have found the new higher levels of performance management and scrutiny challenging. As a result, in spite of 6-months of support and negotiation they have decided to withdraw as a provider before KCC took action to terminate the contract. One of the key considerations in their performance was that they had only achieved 33.5% of their agreed annual reach target.
- The remaining 11 district contracts are provided by 8 other providers.
- To ensure that there is not a significant gap in provision for Ashford, KCC procurement team have advised that we can undertake a snap procurement, by approaching each of the remaining 9 providers to take over provision in Ashford subject to expressions of interest, current performance, TUPE regulations and in the case of more than one provider expressing an interest, an interview.

#### 1. Introduction

- 1.1. There are 12 Youth contracts across Kent delivered by 9 providers. Of the 12 contracts, eight are performing well against targets and three are working with KCC to bring about the necessary improvements. Sk8side felt that they were no longer able to work to an improvement plan and have decided to withdraw from the contract.
- 1.2. To monitor contracts against KPIs providers are asked to use the eStart system to capture reach, registration and activity data. Internal services and external providers share the same IT system and commissioning officers undertake a contract monitoring process which includes regular meetings with providers. This information is then cross-referenced with the qualitative data gathered from observations and feedback from partners.
- 1.3. At point of mobilisation each of the providers were subject to monthly monitoring meetings with KCC Commissioning Officers, Early Help District Managers and Youth Hub Delivery Managers. When performance is good these meetings move to bi-monthly and then quarterly (however a monthly desk-based process still occurs).
- 1.4. Sk8side have been subject to monthly monitoring since contract inception due to continued poor performance against KPIs There are a number of standard key performance indicators that are used for contract monitoring, however, the overarching KPI is in relation to the number of young people

that have been registered (also known as affiliated) to the service. The original target at point of contract commencement was 25% of the population of young people aged 8-19. This target was described as aspirational and is shared geographically and divided between the in house and commissioned provision.

- 1.5. To achieve a green rating for this contract providers, have to reach 80% of the identified target.
- 1.6. Thirteen months into contract current performance for Sk8side stands at 33.5% of registration target for Ashford (targets are set out in Fig. 1). Despite this poor performance and high levels of support from both commissioning officers and their Early Help delivery colleagues, Sk8side have not been able to put in place a sufficient improvement plan to address this shortfall.

**Fig 1**

	Sk8side	Statistical Neighbour (a)	Statistical Neighbour (b)
Financial Envelope per annum	£ 96,000.00	£136,948.00	£ 75,000.00
Total costs for 13 months provision	£ 104,000.00	£148,360.33	£ 81,250.00
Target No of Registered young people*	1874	1963	1689
Total No of Registered young People	598	1208	1363
Unit Cost to date	£ 173.91	£ 122.81	£ 59.61
Target Unit cost to date	£ 55.50	£ 75.58	£ 48.11
*if contract variation is accepted			

## 2. Timeline

- 2.1. Sk8side advise us that during the first year of delivery, they have been unable to maintain staffing levels and found themselves without a consistent workforce. This has impacted on their ability to deliver services in line with their contract. Conversations were held between the providers and the commissioning team earlier in the year to propose a reduction in targets for a portion of the financial envelope for this period being returned. Sk8side were unable to return any funding and therefore targets have remained the same.
- 2.2. Sk8side were placed on improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to Sk8side in January 2018.
- 2.3. The financial envelope and associated unit costs for this service is demonstrated above in Fig 1. This table also demonstrates two districts that have similar targets to Sk8side and are of a similar size organisationally and despite earlier challenges in their contract have been able to move towards a position of good performance.
- 2.4. A contract variation was given to all youth providers in December 2017. Sk8side have informed commissioning officers that they will not sign the contract variance as the word 'aspirational' as been removed from the target numbers set out in schedule 14 (all other providers excluding 1 have signed this variation).
- 2.5. The original contract set out the need for flexibility regarding this contract and other providers have met this well. The two providers with the poorest performance Sk8side and one other are resisting the contract change and have both rejected the validity of the contract warning.

### **3. Recent Events**

- 3.1. Sk8side were invited to a meeting with Commissioning Managers to discuss the contract variation and the impact of not signing on the 5<sup>th</sup> March. Following this invite Sk8side requested a deadline of 6<sup>th</sup> March regarding a decision to hand back the contract.
- 3.2. On the 6<sup>th</sup> March Sk8side served formal notice regarding their contract termination.
- 3.3. During the Meeting on the 5<sup>th</sup> March a representative from Sk8side highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have not implemented the infrastructure required to manage or report on the contract. They have found the new style of contract monitoring challenging and were not yet ready to be held accountable for meeting targets.
- 3.4. Sk8side are KCC's smallest provider of youth and unlike the other smaller organisations delivering against the youth contract have been unable to develop their business model to support managing a contract. Relying solely on one member of staff to manage and deliver against the KPIs with a minimal number of other paid staff in place to support.
- 3.5. HR and procurement colleagues have been consulted regarding the implications of this contract termination.
- 3.6. As commissioners KCC are keen to retain the model of local delivery partners working with KCC to deliver a wholistic offer and as such are currently not minded bringing the provision in house but rather to offer the opportunity to one of the existing providers through a 'snap procurement' to run the service in Ashford district.
- 3.7. A 'snap' procurement would only be open to our existing suppliers and could occur on the grounds that we fully explored the market only 18 months ago.
- 3.8. The market has not moved on sufficiently for any other bidders to come into the market place, therefor it would not be in anyone's interest to run a full procurement exercise to the open market.
- 3.9. Amendments to the ruling regarding the limiting of providers to two districts can also be made. This was brought in to ensure that no single supplier would hold most of the county provision. By removing this rule, KCC can reasonably argue that there is still a good spread of provider (the maximum any one organisation would have 3 districts). It would also give all our existing providers an equal chance in application.
- 3.10. In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. Sk8side have suggested they would be open to working with KCC for longer than the 3-month notice period in order to safeguard the continuance of provision for service users and support staff being TUPE'd.

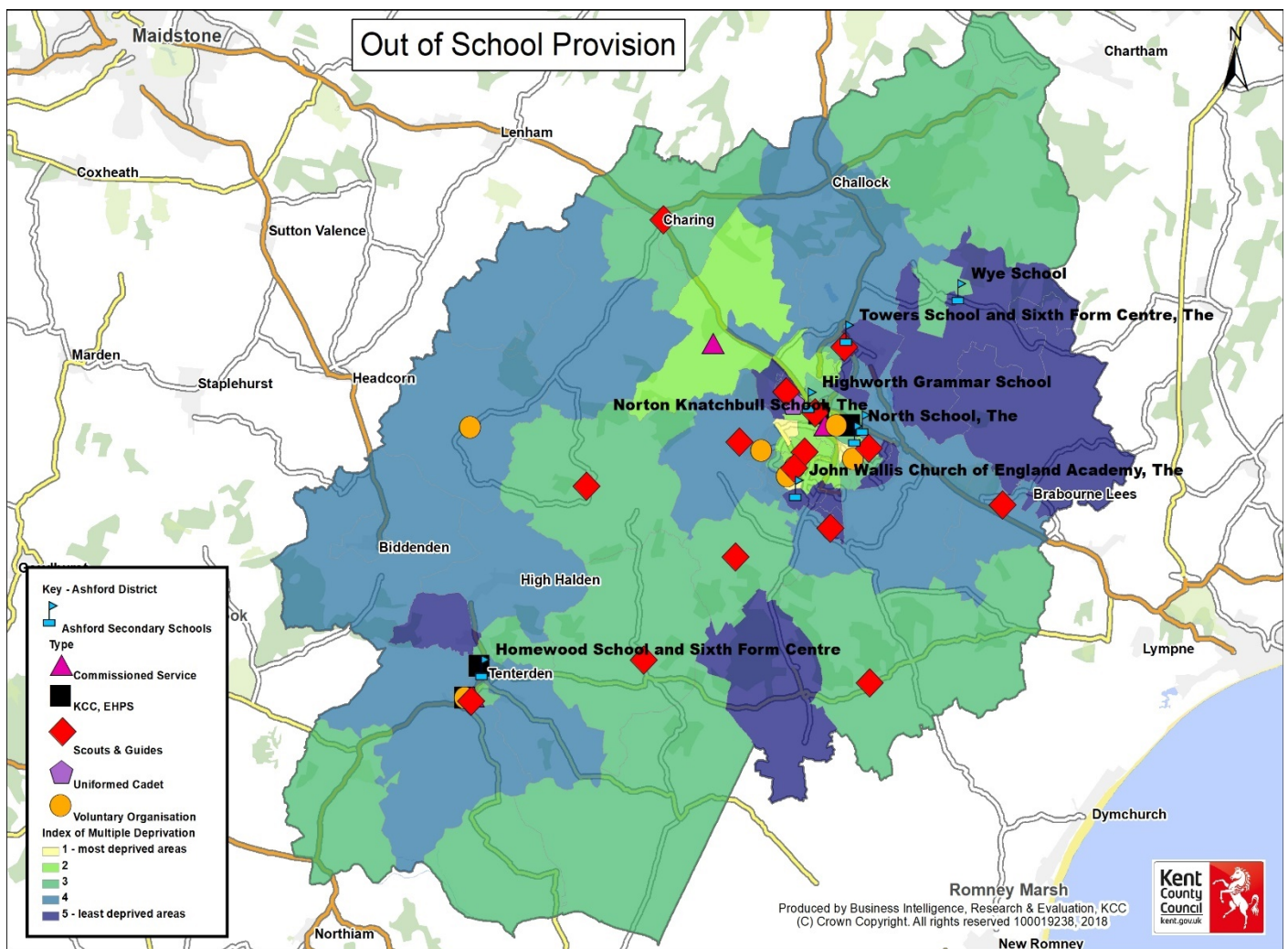
### **4. Conclusion**

- 4.1. KCC can go out with a Snap procurement to the existing providers. This process should be able to be completed within a three-month time frame and have little impact to current service users in the district.
- 4.2. Sk8side are likely to raise their concerns with Ashford Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.



## Appendix 1.c

### Ashford District 'Smartie' Map – Demonstrating district total provision



## Appendix 1.d

### Ashford Summer Programme 2018

#### Summer activities at Stanhope Community Hub: 67 Otterden Close, Stanhope, Ashford

Here's what's happening during the summer school holidays at the Hub and nearby. Some activities may change, and more may be added, so keep an eye on the Hub notice board or check the Stanhope Community Hub Facebook page for the latest news.

You can also email [holly.uprising@gmail.com](mailto:holly.uprising@gmail.com) for more information.

Everything is FREE (apart from the Hastings trip) and at the times given; some activities must be booked in advance.

This year's Stanhope Summer Fair will be on Saturday 18 August, 2pm to 5pm in and around the Hub, ball court and Parish Hall.

For more information or if you would like to take part, contact Jan Henry at Moat, email [jan.henry@moat.co.uk](mailto:jan.henry@moat.co.uk) or phone 07765 215982.

#### July

#### August

#### September

Monday	Tuesday	Wednesday	Thursday	Friday
<b>23<sup>rd</sup> – 11am to 2pm</b>  Sports session	<b>24<sup>th</sup> – 1pm to 4pm</b>  Art Club  Ashford Oaks break up	<b>25<sup>th</sup> – 11am to 2pm</b>  Cook and eat lunch club –limited numbers, book by 2pm Tuesday 24 <sup>th</sup>  7pm to 9pm Youth Club, years 7 – 13  Beaver Green break up	<b>26<sup>th</sup> - 1pm to 4pm</b>  Hub open for games and gardening	<b>27<sup>th</sup> – 1pm to 4pm</b>  Bouncy castle and ice cream
<b>30<sup>th</sup> – 11am to 2pm</b>  Hub open for games and gardening	<b>31<sup>st</sup> – 11am to 2pm</b>  Totem pole making workshop  Messy activity – old clothes recommended	<b>1<sup>st</sup> – 11am to 2pm</b>  Cook and eat lunch club –book by 2pm Tuesday 31 <sup>st</sup>  7pm to 9pm Youth Club, years 7 – 13	<b>2<sup>nd</sup> - 11am to 2pm</b>  Totem pole making workshop  Messy activity – old clothes recommended	<b>3<sup>rd</sup> – 1pm to 4pm</b>  Circus Skills Workshop with Sarah Walker-Down
<b>6<sup>th</sup> – 1pm to 4pm</b>  Art Club	<b>7<sup>th</sup> – 11am to 2pm</b>  Mobile rock climbing wall next to the Stanhope Centre	<b>8<sup>th</sup> – 11am to 2pm</b>  Cook and eat lunch club –book by 2pm Tuesday 7 <sup>th</sup>  7pm to 9pm Youth Club, years 7 – 13	<b>9<sup>th</sup> – 1pm to 4pm</b>  Hub open for games and gardening	<b>10<sup>th</sup> – 1pm to 4pm</b>  Outdoor games

Monday	Tuesday	Wednesday	Thursday	Friday
13 <sup>th</sup> - 11am to 2pm  T-shirt tie dyeing, adults and children  Messy activity – old clothes recommended	14 <sup>th</sup> – 1pm to 4pm  Collect t-shirts; Hub open for games and gardening	15 <sup>th</sup> – 11am to 2pm  Cook and eat lunch club –book by 2pm Tuesday 14 <sup>th</sup>  7pm to 9pm  Youth Club, years 7 – 13	16 <sup>th</sup> – 1pm to 4pm  African drumming workshop with Bantu Arts	17 <sup>th</sup> – 11am to 2pm  Children's films and popcorn
20 <sup>th</sup>  Staff training – HUB CLOSED	21 <sup>st</sup> – 1pm to 2.30pm and 2.30pm to 4pm  Card tricks for beginners  Ages 7 and over, very limited numbers, book by Friday 17 <sup>th</sup>	22 <sup>nd</sup>  *STARA coach trip to Hastings –details below HUB CLOSED	23 <sup>rd</sup> – 1pm to 4pm  Hub open for games and gardening	24 <sup>th</sup> – 11am to 2pm  Cook and eat lunch club –book by 2pm Thursday 23 <sup>rd</sup>
27 <sup>th</sup>  Bank Holiday – HUB CLOSED	28 <sup>th</sup> – 1pm to 4pm  Art Club  Beaver Green back to school	29 <sup>th</sup> – 11am to 2pm  Cook and eat lunch club –book by 2pm Tuesday 28 <sup>th</sup>  7pm to 9pm Youth Club, years 7 – 13	30 <sup>th</sup> – 1pm to 4pm  Sports session	31 <sup>st</sup> – 4pm to 6pm  Family Barbeque and Disco at Stanhope Parish Hall
3 <sup>rd</sup> – 11am to 2pm  Cook and eat lunch club – book by 2pm Thursday 30 <sup>th</sup>	4 <sup>th</sup> – 1pm to 4pm  Hub open for games and gardening  Ashford Oaks back to school	5 <sup>th</sup> – 7pm to 9.30pm  Youth Club, years 7 - 13  John Wallis Academy years 6, 7 and 12 back to school	6 <sup>th</sup> – 3pm to 5.30pm  Homework Club  John Wallis Academy all other years back to school	7 <sup>th</sup> – 3pm to 5.30pm  After school drop in for games and chat

**\*Coach trip to Hastings, Wednesday 22 August**

Enjoy a day at the seaside with travel subsidised by STARA, Stanhope Tenants' and Residents' Association. The coaches will leave from the bus stop near Luddenham Close at 9.30am and return to Stanhope at around 5.30pm. Seats cost £3 for adults and £2 for children under 16 and can be bought at the Hub whenever it is open. Reservations can also be made via the Hub Facebook page or by emailing [jan.henry@moat.co.uk](mailto:jan.henry@moat.co.uk) or [holly.uprising@gmail.com](mailto:holly.uprising@gmail.com).

