

Appendix 12

Tunbridge Wells District Youth Information Pack, including:

- a) Youth Provision District Report**
- b) Briefing on Contract Termination – West Kent YMCA**
- c) ‘Smartie’ Map – Demonstrating district total provision (not exhaustive)**
- d) District Summer Programme 2018: Salus will support the existing Summer Programme in Tonbridge and Malling and Tunbridge Wells, taking the opportunity to also promote the work that they do and work alongside EHPS to scope out how best to develop the district offer.**
- e) Open Access Improvement Review scheduled for November 2018**

Appendix 12.a

Youth Provision District Report

By: Nick Fenton, 0-25 Area Head of Service – West Kent
Early Help and Preventative Services, Children, Young People and Education,
Kent County Council

Subject: KCC Delivered and Commissioned Youth Provision in Tunbridge Wells

Classification: Unrestricted

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

1. KCC Directly Delivered Youth Offer in Tunbridge Wells

- 1.1 The KCC internal youth offer, delivered by EHPS, in Tunbridge Wells, consists of a variety of key activities for young people to engage with. The youth offer provides for both universal and targeted groups. These include, but are not limited to, the following:
- i. **NEET (Not in Education, Employment or Training):** We work with NEET young people, providers of education and training, and young people at risk of becoming NEET.
 - ii. **Special Education Needs Groups:** These are groups for children and young people with special education needs. We currently co-deliver these twice per week with Oakley Special School, including some provision for school holiday periods.
 - iii. **Junior and Senior Groups:** These sessions are open access youth work, open to all children and young people. However, we actively facilitate attendance of those most at need such as those open to EHPS, SCS, and Youth Justice.
 - iv. **Courses 4 Youth:** We offer ASDAN short courses or performing arts award to enable children and young people to gain accredited outcomes. These courses enhance the learners' confidence, self-esteem, and resilience. In addition, learners develop core skills in teamwork, communication, problem solving, research, and self-management.
 - v. **Girls Group:** This session provides a safe place for girls to interact with peers and encourage key skills such as communication, teamwork, healthy relationships, independence, and healthy lifestyles, using arts and crafts and other fun activities.
 - vi. **Grosvenor and Hilbert Park Group:** Targeted programme being delivered to an identified group of young people involved in substance use, offending, and anti-social behaviour.
 - vii. **Detached Youth Work:** This is delivered by using mobile youth vehicles to offer sessions in the rural parts of the district where we can't access community buildings.

- viii. **Boys Group:** This is a targeted group for boys aimed at developing life skills with a focus on emotional and behavioural skills and strategies to promote positive communication.
- ix. **Sense of Belonging:** Programme offering residential weekends of respite to Children in Care at risk of placement breakdown.
- x. **Children in Care Activity Days:** Activity days offered to Children in Care (CIC) at risk of placement breakdown to provide respite. Like the Sense of Belonging residential, these activity days are aimed at giving CIC something constructive and positive to do, while developing their skills and providing day respite for their carers.
- xi. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS, to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xii. **Duke of Edinburgh (DofE):** An accredited open award centre that currently delivers bronze and silver DofE opportunities. We offer DofE bronze, silver, and gold awards through the Youth Hub and we will provide support for young people to complete the award. We will also run training and organise and oversee the expeditions.
- xiii. **Additional Support:** This support is carried out by Youth Hub staff, for young people 8-18 (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 provide ongoing support.
- xiv. **Holiday Activities:** We run activities during the school holidays focussing on engaging young people in constructive activities to reduce the risk of involvement in anti-social or offending behaviour. These activities include drop-ins, trips out, family events, educational visits, and work to support young people in care.

2. KCC Commissioned Youth Offer in Tunbridge Wells

- 1.1. There are 12 Youth contracts across Kent, delivered by 7 providers. Project Salus have recently been awarded the contract for Tunbridge and Malling and Tunbridge Wells 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 two districts. Due to this being a largely school-based model, this will be in place from Early September 2018

2. 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. This enables it to remain consistently of a 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 Sarah Hamilton is the chair of the Tunbridge Wells YAG.

3. Partnership Working in Tunbridge Wells

- 1.3. There are several key areas of work that KCC are involved in or leading on, alongside partners in Tunbridge Wells, which have a particular 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 EHPS and is in place to support schools with accessing universal, additional, and intensive family support. It also consists of regular meetings of advice and support.
- 1.5. EHPS attend Headteacher and Local Inclusion Forum Team 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. Previously a Senior Early Help Worker from Youth Open Access was based at Oakley School 40% of the time. A more flexible arrangement is currently in place with EHPS delivering the Duke of Edinburgh Award, co-delivering two after school groups and supporting a programme of activities during the school holidays.
- 1.7. The EHPS Youth Hub Delivery Manager attends 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.
- 1.8. Multi Agency Outreach Events have taken place to engage with young people directly in their community. During these events multi-agency teams have targeted the hot spots where anti-social behaviour occurs and where concerns have been raised about the vulnerability of young people. In response to requests received from young people during the first outreach event a targeted 6-week programme was developed to be delivered to young people in their community. The programme is overseen by EHPS and follows a contextual safeguarding model being delivered by EHPS and partners to young people most at risk in the district and focusses on reducing the risk of these young people. The partners currently involved in delivering this programme are the Community Safety Unit, DAVSS, Kent Police, Town and Country Housing, Addaction, Kenward Trust, St Giles Trust, National Citizen Service and the Bicycle Bakery.
- 1.9. EHPS lead on the monthly NEET meetings which bring several partners together including KCC Skills and Employability, CXK, VSK and SEND to agree actions to try to move young people into EET.
- 1.10. 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 West Kent, the pilot is centred on Children in Care and promoting placement stability.

Appendix 12.b

Briefing on Contract Termination – West Kent YMCA

From: Stuart Collins Interim Director Early Help and Preventative Services

To: Cllr Roger Gough, Cllr Mike Hill, Cllr Shellina Prendergast, Cllr Trudy Dean, Cllr Michael Payne, Cllr Peter Homewood, Cllr Sarah Hamilton, Cllr Paul Barrington-King, Cllr Sean Holden, Cllr James McInroy, Cllr Peter Oakford, Cllr Catherine Rankin, Cllr Matthew Balfour, Cllr Sarah Hohler, Cllr Richard Long, and Cllr Harry Rankin

Subject: **West Kent YMCA – (Tunbridge Wells and Tonbridge and Malling Youth Provider) Contract Termination**

Classification:

Summary:

- West Kent YMCA are currently subject to a 5-year contract with KCC to deliver universal Youth Provision in the districts of Tunbridge Wells and Tonbridge and Malling (let by KCC on 1st December 2016, following a competitive process)
- On 3rd April 2018 West Kent YMCA gave KCC 3-months' notice of their intention to cease delivery of their provision in Tunbridge Wells and Tonbridge and Malling.
- 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 both the Tunbridge Wells and Tonbridge and Malling Youth Advisory Groups (YAGs).
- As with all Early Help contracts a robust contract monitoring process is in place for our commissioned youth services and West Kent YMCA 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. One of the key considerations in their performance was that they had only achieved 19% of their agreed annual reach target for Tunbridge Wells and 22.4% of their agreed annual target for Tonbridge and Malling.
- The remaining 10 district contracts are provided by 8 other providers.
- To ensure that there is not a significant gap in provision for the two districts, KCC procurement team have advised that we can undertake a snap procurement, by approaching each of the remaining providers to take over provision 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. West Kent YMCA felt that they were no longer able to work to an improvement plan to 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. West Kent YMCA 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. During the first year of provision in order to achieve a green rating for this contract providers, have to reach 80% of the identified target. In year two of the contract RAG ratings have been brought in line with in house provision with 65% achieving a green rating.
- 1.6. Thirteen months into contract current performance for West Kent YMCA stands at 19% of registration target for their reach target for Tunbridge Wells and 22.4% of their target for Tonbridge and Malling (targets are set out in Fig. 1). Despite this poor performance and high levels of support from commissioning officers, West Kent YMCA have not been able to put in place a sufficient improvement plan to address this shortfall.

Fig 1

	Tonbridge and Malling	Tunbridge Wells	Statistical Neighbour (a)	Statistical Neighbour (b)
Financial Envelope per annum	£83,000.00	£76,000.00	£136,948.00	£75,000.00
Total costs for 13 months provision	£89,916.67	£82,333.33	£148,360.33	£81,250.00
Target No of Registered young people*	1967	1795	1963	1689
Total No of Registered young People	363	386	1208	1363
Unit Cost to date	£ 247.70	£ 213.30	£ 122.81	£ 59.61
Target Unit cost to date	£ 45.71	£ 45.87	£ 75.58	£ 48.11
*if contract variation is accepted				

2. Timeline

- 2.1. West Kent YMCA advised us that during the first four months of the programme of delivery, they were 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. West Kent YMCA were unable to return any funding and therefore targets have remained the same.
- 2.2. West Kent YMCA were placed on a second improvement plan in August 2017. This process had a limited impact on performance and KCC issued a contract warning to West Kent YMCA 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 West Kent and are of a similar size organizationally 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. West Kent YMCA 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, it is important to note here that this other provider has also given notice on their contract)
- 2.5. Whilst the word 'aspirational' was removed from targets, on consultation with the youth providers the overarching district target (that had been reduced to 15% of the population of children and young people) was shared proportionally in line with the service provision levels. There was also a consistency in the way that performance was rated against RAG ratings.
- 2.6. 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 West Kent YMCA and one other resisted the contract change and both rejected the validity of the contract warning.

3. Recent Events

- 3.1. West Kent YMCA were invited to a meeting with the lead member for CYPE to discuss the contract variation and the impact of not signing on the 20th March. During this meeting West Kent YMCA requested a deadline of 3rd April regarding a decision to hand back the contract.
- 3.2. On the 3rd April West Kent YMCA served formal notice regarding their contract termination.
- 3.3. During the Meeting on the 20th March a representative from West Kent YMCA highlighted that they have struggled as an organisation to meet the needs associated with the contract as they have been wedded to their original bid
- 3.4. HR and procurement colleagues have been consulted regarding the implications of this contract termination.
- 3.5. 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 the two districts.
- 3.6. 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 and there were no other tenders to come forward for the two districts.
- 3.7. 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.
- 3.8. 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 It would also give all our existing providers an equal chance in application.

3.9. In order to undertake a snap procurement KCC would still need a 3-4-month lead in time. West Kent YMCA 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.

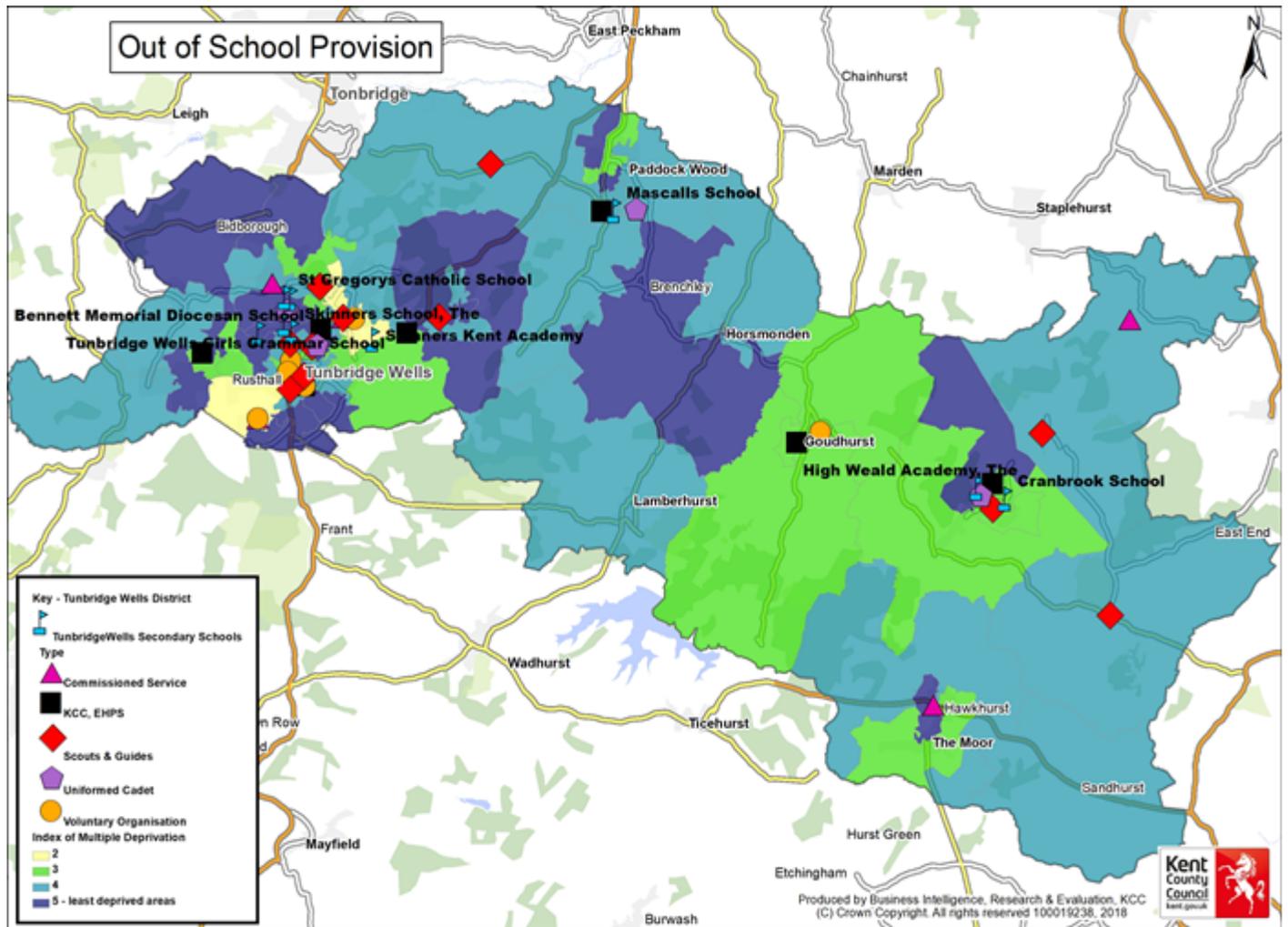
4. Conclusion

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 districts.

West Kent YMCA are well connected locally and have been effective lobbyists in the past and are therefore are likely to raise their concerns with both Tunbridge Wells District council and Tonbridge and Malling Borough Council and KCC Local and Cabinet Members including the lead member for CYPE.

Appendix 12.c

Tunbridge Wells District 'Smartie' Map – Demonstrating district total provision



Tunbridge Wells Summer Programme 2018



Tunbridge Wells Summer Holiday Timetable

39a Grove Hill Road, Tunbridge Wells, TN1 1SD

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What's On For Young People - Summer Holidays 2018

Summer drop in events - Drop in for young people aged 8-17 where young people can have fun, learn new skills and meet new people. Drop-ins will be in the Tunbridge Wells Youth Hub, Paddock Wood, Cranbrook, Goudhurst and picnic in the park in Calverley, Goudhurst and Grosvenor and Hilbert Park. No booking required.

Family Summer Park events - A fun afternoon for the family with activities for children aged 5-11 including arts and crafts, sport and games. No booking required.

ASD / ADHD Family Fun - Activities for families who care for a child or young person with ASD or ADHD. No booking required.

Youth groups - These will continue through the summer holidays in Rusthall, Goudhurst and Cranbrook for young people ages 8-17 which will provide information and advice, targeted support, arts and craft, sports activities and a chance to make new friends and have fun! No booking required. Also running will be **Courses 4 Youth!** for ages 8-17 which is a project designed around the needs of the young person to achieve an ASDAN/Performing Arts qualification in various subjects and **Girls Group** aged 11-17 which provides a safe place to interact with peers and encourage key skills using arts and crafts and other fun activities.

Summer Activities - Free days out where young people will have the opportunity to learn new skills, take part in positive activities and make new friends. **All activities to be booked in advance.** There are limited spaces available for the summer activities so follow the instructions on the booking form to book a space.

Swimming and picnic in the park - **Ages 11-17** Opportunity to go swimming (must be able to swim independently at least 20 metres and be confident in water) followed by a picnic in the park.

Hove Museum and Art Gallery - **Ages 11-17** Train journey to Brighton with a visit to the Art gallery as part of the performing Arts award.

Dover Castle - **Ages 8-17** Coach trip to an English Heritage castle which will be a fun experience and part of the ASDAN award.

Crazy golf and picnic in the park - **Ages 8-13** Activities at Mr Mulligans Dino Golf followed by a picnic in the park.

Swatenden Centre - **Ages 8-17** Opportunity to try 3 or 4 different outdoor adventure activities.

Football Tournament - **Two leagues 10-13 years and 13-16 years** Tournament being organised by the young people who attend Tunbridge Wells Youth Hub so more information will be shared when available.

For more information please contact TWYouthHub@kent.gov.uk or call 03000 416200
You can also like our Facebook page Tunbridge Wells Youth Hub to keep up to date with upcoming events
And follow us on Instagram @TWYouthHub

Monday	Tuesday	Wednesday	Thursday	Friday
<p>13.08.18 Courses 4 Youth! Cranbrook Sunshine Room, Cranbrook Children's Centre 4.30pm- 6pm Ages 8-17</p>	<p>14.08.18 Grosvenor Park Drop In Grosvenor and Hilbert Park 1pm - 4pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>15.08.18 Paddock Wood Drop In Paddock Wood Memorial Park 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>16.08.18 Crazy Golf and Picnic Mr Mulligans Dino Golf 10.30am-3.30pm Ages 8-13</p>	
<p>20.08.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>21.08.18 Youth Hub Drop In Tunbridge Wells Youth Hub 1pm - 4pm</p> <p>Girls Group Tunbridge Wells Youth Hub 4:30pm - 6pm Ages 11-17</p>	<p>22.08.18 Drop In Goudhurst 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>23.08.18 Swattenden Centre 9pm-1pm Ages 8-17</p>	
<p>27.08.17 Bank Holiday</p>	<p>28.08.18 Performing Arts Drop In Tunbridge Wells Youth Hub 1pm-4pm Ages 8-17</p> <p>ASD/ADHD Family Fun Drop in Cranbrook Children's Centre 1.30pm-3.30pm All Ages</p> <p>Iveco Rusthall Iveco 5pm - 6.30pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm - 6.30pm Ages 8-17</p>	<p>22.08.18 Performing Arts Drop In Cranbrook Sunshine Room, Cranbrook Children's Centre 1pm - 4pm Ages 8-17</p>		<p>31.08.18 Tunbridge Wells Football Tournament 9.30am-5pm Ages 10-16</p>

Monday	Tuesday	Wednesday	Thursday	Friday
<p>23.07.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>24.07.18 Picnic in Park Drop In Calverley Park 1pm - 4pm Ages 8-17</p> <p>Girls Group Tunbridge Wells Youth Hub 5pm-6.30pm Ages 11-17</p>	<p>25.07.18 Picnic in Park Drop In Goudhurst Recreation Grounds 1pm-4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm - 6.30pm Ages 8-17</p>	<p>26.07.18 Swimming and Picnic Tonbridge Swimming Pool 10.30am-3.30pm Ages 11-17</p>	
<p>30.07.18 Family Summer Park Event Cranbrook C of E Primary School 2pm - 3.30pm Ages 5-11</p> <p>Courses 4 Youth! Cranbrook Sunshine Room, Cranbrook Children's Centre 4.30pm- 6pm Ages 8-17</p>	<p>31.07.18 Arts and Crafts Drop In Tunbridge Wells Youth Hub 1pm - 4pm Ages 8-17</p> <p>Iveco Rusthall Iveco 5pm - 6.30pm Ages 8-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>01.08.18 Arts and Crafts Drop In Paddock Wood Memorial Park 1pm - 4pm Ages 8-17</p> <p>Cranbrook Cranbrook Sunshine Room, Cranbrook Children's Centre 5pm-6.30pm Ages 8-17</p>	<p>02.08.18 Hove Museum and Art Gallery and Beach Hove Museum and Art Gallery 9.30am-6pm Ages 11-17</p>	
<p>06.08.18 Courses 4 Youth! Tunbridge Wells Youth Hub 4.30pm- 6pm Ages 8-17</p>	<p>07.08.18 Healthy Lifestyle and Cooking Drop In Tunbridge Wells Youth Hub 1pm - 4pm Ages 8-17</p> <p>ASD/ADHD Family Fun Drop in The Ark Children's Centre 1.30pm-3.30pm All Ages</p> <p>Girls Group Tunbridge Wells Youth Hub 5pm - 6.30pm Ages 11-17</p> <p>Goudhurst Goudhurst 5pm-6.30pm Ages 8-17</p>	<p>08.08.18 Healthy Lifestyle and Cooking Drop In Cranbrook Sunshine Room, Cranbrook Children's Centre 1pm - 4pm Ages 8-17</p>	<p>09.08.18 Dover Castle Dover Castle 9am - 6pm Ages 8-17</p>	<p>10.08.18 Family Summer Park Event Southwood Recreation Ground, Rusthall 2pm - 3.30pm Ages 5-11</p>

Project Salus Summer Mobilisation and Summer Activity Timeline

Tunbridge Wells and Tonbridge and Malling

30 th July	Salus Attend Cranbrook school fun day (note this is prior to official start of the contract)
1 st August	Scoping outreach visit Tonbridge and Malling
3 rd August	Scoping outreach Tunbridge Wells
7 th August	scoping outreach paddock wood
8 th August	Scoping and outreach Cranbrook
10 th August	Attended early help fun day Tunbridge Wells
10 th August	Interviews held for Youth Worker posts
14 th August	Interview held for youth work manager post
15 th August	Advertised remaining posts and discussion with Helen Cook about contingencies
16 th August	Meeting to discuss contingencies to address shortfall in recruitment and plan for mobilisation meeting.
20 th August	Scoping and outreach Tunbridge Wells
21 st August	Tonbridge and Malling mobilisation meeting
22 nd August	Attending Temple Grove holiday fun time session
23 rd August	Scoping and outreach Tonbridge and Malling
28 th August	August Summer Salus to attend activity session in Cranbrook
29 th August	August Salus to attend Holiday fun time activity in Tonbridge wells
30 th August	Tonbridge Wells Mobilisation meeting