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To: Communities Cabinet Committee

Date: 17 January 2013

Subject: Youth Service Transformation

Classification: Unrestricted

1. Introduction

- 1.1 In May 2012, the Cabinet Member for Customer and Communities took a key decision on the detailed model of future Youth Service delivery across the county. This decision followed extensive consultation with the public, staff and young people in 2011.
- 1.2 The model describes a directly delivered service in each district/borough, supported by an extensive range of commissioned activity. Locality Boards have been engaged in the design of the new service at all stages.
- 1.3 Following the Cabinet Member's decision in May 2012, implementation of the new model commenced on two fronts
- appointment to key posts within the directly delivered service
 - commissioning new youth work providers.

2. Directly delivered service

- 2.1 KCC will continue to provide a core service to young people within each district/borough: a building base, street-based work and school-based work [including the engagement of a number of new schools to jointly fund Community Youth Tutors e.g. Knole Academy, Holmesdale Technology College, Thanet and Maidstone Skills Centres]. Details of this future provision are provided at Appendix A.
- 2.2 Recruitment to all but one of the full-time youth worker posts has now been completed and appointed staff will have moved into their new roles at the beginning of January 2013.
- 2.3 The new model has led to a significant reduction in the number of staff directly employed by Integrated Youth Services. The overall reduction will be 41.8 FTE (168 individual staff). A total of 34 staff have taken voluntary redundancy (10.5 FTE) with effect from December 2012. As a result of contract awards to new commissioned providers, 70 staff (14 FTE) were given the choice of transferring from KCC to some of the new providers under TUPE regulations; 13 of these staff have indicated that they wish to transfer and the detail of this is now being negotiated with HR colleagues, new providers and unions.

2.4 A number of existing youth centres will not be required as part of the new delivery model and these facilities ceased to operate as KCC youth centres at the end of December 2012:

- Archers Court Youth Centre, Dover
- Artwise Youth Arts Centre, Ramsgate
- Aylesham Youth Centre
- Faversham Youth Centre
- Lenham Youth Centre
- Miracles Youth Centre, Gravesend
- Sheerness County Youth Club
- XCYC, Ashford

However, there have been a number of approaches from local groups to maintain some community-led provision in a small number of these centres; with the support of Cabinet Members, KCC Property has agreed to issue 18-month leases to allow community groups to continue.

Following previous discussions with Cabinet and PAG, the capital value of these buildings¹ will be utilised in the first instance to support the construction of a new youth facility in Deal as the building based element of the directly delivered service for the Dover District area. This project is being support by Dover District Council, who have confirmed they will provide the land [either as an asset transfer or on a long lease with peppercorn rent] in addition to S106 resource of £200,000

Additional capital resource will be required to provide building based provision for the Tunbridge Wells Borough, although it is proving very difficult to identify a solution despite months of work involving KCC and TWBC.

2.5 In addition to the buildings being retained for direct delivery, a small number of existing youth facilities will continue to operate under the control of commissioned providers from January 2013. These buildings are:

- Concorde Youth Centre, Ramsgate
- Hythe Youth Centre
- Riverside Youth Centre, Canterbury
- Shepway Youth Centre, Maidstone
- Sk8side, Ashford
- The Shed, Folkestone

3. Commissioned service

3.1 KCC has a statutory responsibility to provide educational leisure-time activities for young people in Kent. It has exercised this responsibility over many years through direct delivery of a county-wide Youth Service. In doing this, KCC has become the main provider of youth service activities in the county with a strong infrastructure including youth centre premises, management systems and processes.

3.2 The alternative supply market for youth service activities in Kent has been relatively immature. The youth service transformation programme has provided an opportunity for KCC to develop the supply market for youth services to benefit young people in

¹ Work now being undertaken by the Disposals Team within Property

Kent and make effective use of the local voluntary and community sector in line with Bold Steps for Kent.

- 3.3 Officers from Integrated Youth Services have worked closely with colleagues from KCC Procurement to design a bespoke commissioning process for youth work in the county, utilising a Dynamic Purchasing System. This model was selected in order to provide a much simplified commissioning process that encouraged the development of a vibrant market through the engagement of new and emerging organisations with potential to bid for youth service contracts.
- 3.4 At Pre-Qualification stage, successful applications to join the commissioning framework were received from 124 youth organisations; the vast majority of these are local, Kent-based organisations. Following the publication of tender specifications to these organisations, tenders were received from 55 organisations.
- 3.5 The tenders were submitted through the South East Business Portal ProContract system and were evaluated via a process – led by a KCC tender evaluation team - which engaged young people, Locality Boards [using Task and Finish Groups] and Officers from KCC and Districts/Boroughs.
- 3.6 The IYS tender evaluation team presented its recommendations to the Service Transformation Project Board, chaired by the Cabinet Member for Customer and Communities, on 26 October. On 1 November, the Director for Service Improvement gave her authorisation for youth work contracts to be awarded to a total of 24 organisations. Details are provided at Appendix B.
- 3.7 The commissioning of infrastructure support for voluntary and community youth organisations across Kent will be completed over the coming weeks for implementation in April 2013.

4. Recommendations

- 4.1 NOTE the progress of the Youth Service Transformation Programme, with implementation achieved in January 2013.

5. Next Steps

- 5.1 Officers will work closely with new commissioned providers to ensure a smooth and effective period of mobilisation over the first quarter of 2013. This will include bringing together directly delivered and commissioned elements of the new service at local level to ensure a co-ordinated local youth offer for young people at district/borough level.
- 5.2 Continuing work with KCC's Communications Team to promote the launch of the new service model across the county in January 2013
- 5.3 Regular visits to new commissioned providers designed to ensure contract delivery, observe quality of youth work and assess training needs.
- 5.4 Integrated Youth Services will continue to work closely with the developing Integrated Adolescent Support Service in order to play a full part in the four pilot areas and subsequent county-wide roll out of a early intervention and prevention strategy to work with vulnerable young people in Kent.

Background Documents

N/A

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Appendix A

Directly Delivered Service

District/Borough	Building Based	School Based
Ashford	Ashford North	Towers
Canterbury	Whitstable	Canterbury Academy, Herne Bay High, Spires Academy
Dartford	The Bridge	Swan Valley
Dover	New Build, Deal	Harbour Special/St Edmund's, Sandwich
Gravesham	Northfleet	Thamesview
Maidstone	InfoZone	Maidstone Skills Centre
Sevenoaks	Swanley YC	Knole Academy
Shepway	C@fe.IT	Folkestone Academy, Marsh Academy
Swale	New House YC	Sheppey Academy
Tonbridge& Malling	Avebury Avenue, Tonbridge	Holmesdale TC, Ridgeview Special, Malling Academy
Thanet	Quarterdeck YC	Marlowe Academy, Thanet Skills Studio
Tunbridge Wells	TBC	Oakley Special, Mascalls School

In addition, there will be a full-time Street-based Project in each district/borough

Integrated Youth Services will also continue to deliver a range of county-wide services for young people:

- Residential/Outdoor Education Centres
- Youth Participation including Kent Youth County Council
- Duke of Edinburgh's Award

Appendix B

Commissioned Services

The table below shows the highest scoring tender for each lot.

Lot	Provider
Ashford	
Lot 1 – Ashford Town Centre	Sk8side CIC
Lot 2 – Street Based	CXK
Lot 3 – South Ashford	Kent Children's Fund Network
Lot 4 – Local Children's Trust Plan	Kent Children's Fund Network
Canterbury	
Lot 1 – Canterbury Town Centre	The Canterbury Academy
Lot 2 – Isolated and Rural Areas	The Canterbury Academy
Lot 3 – Deprived Areas	The Canterbury Academy
Lot 4 – Specialist Areas of Delivery	The Canterbury Academy
Dartford	
Lot 1 – Central Dartford	YMCA Thames Gateway
Lot 2 – Reducing Health Inequalities	YMCA Thames Gateway
Lot 3 – Improving Emotional Health	Walk Tall
Dover	
Lot 1 – Dover Town Centre, Tower Hamlets, St Radigunds, Aylesham and Buckland	Kent Children's Fund Network
Lot 2 – Isolated and Rural Areas	CXK
Lot 3 – Local Children's Trust Plan	South & West Kent College
Gravesham	
Lot 1 – Gravesham Town Centre	The Gr@nd CIC

Lot 2 – East Gravesham	The Gr@nd CIC
Lot 3 – Isolated and Rural Areas	The Gr@nd CIC
Maidstone	
Lot 1 – South East Urban Maidstone	Project Salus
Lot 2 – Rural and Isolated Areas	CXK
Lot 3 – Lenham and Surrounds	Switch Youth Cafe
Lot 4 - Local Children's Trust Plan	Charles Harrison Associates
Sevenoaks	
Lot 1- Edenbridge	West Kent Extra
Lot 2 – Reduction of Alcohol Consumption	West Kent Extra
Lot 3 – Isolated and Rural Areas	CXK
Lot 4 - Local Children's Trust Plan	Sevenoaks Town Council
Shepway	
Lot 1- Hythe	Cheriton Baptist Church (What 4)
Lot 2 – Rural Communities	CXK
Lot 3 - Hawkinge	Cheriton Baptist Church (What 4)
Lot 4 – East Folkestone wards of Foord, East, Harvey Central & Harbour and Cheriton, Sandgate and the Elham Valley	Folkestone Youth Project
Swale	
Lot 1- Faversham	West Faversham Community Assoc
Lot 2 - Sheerness	Restoration Youth
Lot 3 – Street based provision in Swale, mainland and hinterland	CXK
Lot 4- Street based provision in Swale, Isle of Sheppey excluding Sheerness	CXK
Thanet	
Lot 1 - Ramsgate	Pie Factory Music

Lot 2 - Broadstairs	1. St Andrew's Youth Club & Family Project 2. Voluntary Action within Kent
Lot 3 – Isolated and Rural Areas	1. CXK 2. Westgate Youth Project
Tonbridge & Malling	
Lot 1 - Young Parents and young women who are pregnant	Platform 51
Lot 2 - Hadlow	The Beat Project
Lot 3 – Wrotham and Borough Green	The Beat Project
Lot 4 – Rural Areas	CXK
Lot 5 North Tonbridge	West Kent YMCA
Tunbridge Wells	
Lot 1- Town Centre and Surrounds	West Kent YMCA
Lot 2– Southborough and High Broom and Southborough North	West Kent YMCA
Lot 3 - Sherwood	Voluntary Action within Kent
Lot 4– Broadwater and Rusthall	Kent Children's Fund Network
Lot 5– Pembury and Capel	Kent Children's Fund Network
Lot 6– St John's	West Kent YMCA