

## Appendix 6

### Youth Provision District Report

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

**Classification:** Unrestricted

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**Summary:** This report provides an overview of youth provision available in the district of Gravesham. This includes provision that is directly delivered or commissioned by Kent County Council (KCC).

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

- 1.1 The KCC internal youth offer in Gravesham consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:
- i. **Older Youth Club:** A generic youth session open to young people in school years 10-13. Activities on offer include structured sports, arts and craft, social area with pool tables, HeadStart Safe Space, and Change 4 Life healthy living activities. Young people from Early Help and Preventative Services (EHPS), Children’s Social Work Services (CSWS), and Youth Justice are actively targeted and encouraged to attend.
  - ii. **Music Tuition:** A referral-based session, open to young people aged 11-19 years, whereby young people can access 1:1 or group tuition, dependant on need, in drums or guitar. Referrals can either be self or practitioner. Currently referrals are from CSWS, EHPS, HeadStart, and self-referrals.
  - iii. **5-A-Side-Football:** Open to young people aged 11-16 years, skills-based sessions followed by football games. Young people are encouraged to take lead and work towards sports accreditations.
  - iv. **Wheelchair Rugby:** In conjunction with a local Wheelchair Rugby sports club, this session is offered to young people aged 14+ years. Aimed at both able bodied and disabled young people, the session includes skills based and game activities.
  - v. **Accreditation Night:** A session that focuses on supporting young people aged 11-19 years (up to 25 years with additional needs), to undertake a variety of accreditation opportunities, including ASDAN Short Courses and Duke of Edinburgh Award. This session includes the Duke of Edinburgh Open Award session, which is offered at Bronze and Silver level.

- vi. **Peripatetic Detached:** A detached work session that is intelligence led by Community Safety Unit and local needs, and focuses on hot spot areas in the district, for short periods of work, with an aim of engaging young people into positive and structured activities.
- vii. **Accessibility Club:** Open to young people aged 11-25 years, who have additional needs, and whom may struggle to engage within a generic youth session. Supported by local SEND schools – Helen Allison and Ifield, who actively bring and support their students to participate. Activities offered include sports, arts and crafts, creative music, social area with pool tables, HeadStart Safe Space, and Change 4 Life healthy living activities.
- viii. **Junior Club:** In partnership with the district commissioned provider, The Grand, this session is delivered to young people in school years 4-6. Activities offered include structured time bound activities in sports, healthy eating, and arts and crafts.
- ix. **Horses 4 Health:** An externally funded 12-week referral-based project, aimed at young people who are struggling with their emotional wellbeing, including self-harming or exhibiting suicidal idealisation. This programme aims to support and assist the young people to identify their triggers/ rationale for their feelings, identifying positive healthy coping strategies and ongoing support. This is delivered in partnership with Squirrels Riding Centre delivering an accredited British Horse Society Changing Lives programme.
- x. **Younger Youth Club:** A generic youth session open to young people in school years 7-9. Activities on offer include structured sports, arts and craft, social area with pool tables, HeadStart Safe Space, and Change 4 Life healthy living activities. Young people from EHPS, CSWS, and Youth Justice are actively targeted and encouraged to attend.
- xi. **BeYou LGBTQ:** This programme is delivered in partnership with Porchlight, who have been commissioned by the CCG to deliver a support session in the district. BeYou LGBTQ+ drop-in sessions are open to young people who are both looking for support and wanting to support other young people in this cohort.
- xii. **Emotional Wellbeing Group:** A monthly session open to young people aged 10-16 years. In partnership with Emily Upfield, Emotional Wellbeing Participation Worker, who is funded by Dartford, Gravesham and Swanley Clinical Commissioning Group to gain young people's voice in North Kent who have experienced mental health services in order to shape future services.
- xiii. **Aloud to Laugh:** In partnership with the local commissioned youth provider, The Grand, four events have been funded by Police and Crime Commissioner (PCC) funding to increase awareness of young people in Gravesham of how to report crimes and say no to serious youth violence. This is hosted at Blakes Nightclub and supported by Kent Police.
- xiv. **Refocus Mentoring:** Hosted by the Youth Hub on a weekly basis delivered by Refocus, offering 121 Mentoring for young people identified as involved in/at risk of serious youth violence.
- xv. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to CSWS, 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. **Targeted Holiday Programmes:** During the school holidays, a targeted programme of activities is delivered to offer young people opportunities to engage within structured positive activities, these include Hub activity days, a Thorpe Park trip, Gliding, and Senior Member days. Young people from EHPS, CSWS, residentials, and Youth Justice are actively targeted and encouraged to attend.

## 2. KCC Commissioned Youth Offer in Gravesham

- 2.1. There are 12 Youth contracts across Kent, delivered by 7 providers. The Grand CIC are currently subject to a 5-year contract with KCC to deliver universal youth provision in Gravesham (let by KCC on 1<sup>st</sup> December 2016, following a competitive process).
- 2.2. The youth offer from The Grand CIC, includes the following programme of support:
- i. 5 day a week service of delivery at The Grand, located in Gravesend town centre, focussing on information, advice, and guidance. Including access to smoking cessation, Get It Card, and informal education, including accredited ASDAN opportunities.
  - ii. **Active Listening Service:** Referral based session open to young people aged 11-19 years, who need support around emotional wellbeing, facilitated by qualified counsellors, with 6 weekly sessions offered to young people.
  - iii. **Young People's Job Search:** Open to all young people 16+ years, who want support around writing CV's and job searching.
  - iv. **GYG Committee:** Open to young people aged 16+ years, to learn how to become peer mentors and support other young people whilst raising awareness about well-being. H4U supports young people tackle any challenges they may face, from relationship advice to bullying. Currently the group are working with Kent Police to raise the profile of reporting Hate Crime.
  - v. **Gifted Young Generation:** A committee of young people who meet to raise funds and organise workshops for other young people in creative art mediums, such as photography, filmography, theatre make-up, digital design, committee skills, publicity, stage lighting and technical, dance, vocal coaching, and stage presence. This culminates in a professional showcase event in November 2019 that will engage approximately 100 performers. Bronze and Silver Arts Awards are delivered to all participants on Gifted Young Gravesham.
  - vi. **Gravesham Youth Council:** Monthly youth participation session open to young people who want to be involved in youth democracy in the district.
  - vii. **Don't Sit Get Fit:** A whole family healthy weight programme, targeting young people with high BMI or unhealthy lifestyles, supported by a Nutritionist and a Personal Trainer. Engagement is in target primary schools.
  - viii. **Powerwave Active:** An 8-week project targeting students in at St Johns RC School, Northfleet School for Girls and Gravesend Grammar School for Boys. Aimed at students who have been identified as hard to engage in education, using the functional fitness project 'Powerwave' as an engagement tool.

- ix. **Junior Club:** In partnership with the Youth Hub, this session is delivered to young people in school years 4-6. Activities offered include structured time bound activities in sports, healthy eating, and arts and crafts.
  - x. **Aloud to Laugh:** In partnership with the Youth Hub, four events have been funded by the PCC to increase awareness of young people in Gravesham of how to report crimes and say no to serious youth violence. This is hosted at Blakes Nightclub and supported by Kent Police.
- 2.3. In addition to the above work, The Grand have secured additional funds for 'added value' work, which includes the following:
- i. **Higham Youth Club:** A session delivered from Higham Memorial Hall, funded by a Parish Council. Open to young people aged 8-14, with cooking, Arts Award Accreditation, sports, and generic youth activities offered.
  - ii. **Higham Outreach:** A session funded by a Parish Council, aimed at engaging young people within activities at Higham Pavilion, peripatetic throughout Higham Parish, targeting young people aged 14+ years.
  - iii. **The Grand Late:** Funded from the Home Office due to the number of young people involved in Anti-Social Behaviour/criminal activities within the town centre on Friday evenings. Open to young people aged 14-19 years old every Friday 7-10pm, universal youth club with structured activities, with music studio and tuition.
  - iv. **Inspire:** LCPG funded project to work with a cohort who have been identified as 'at risk' due to their vulnerabilities i.e. NEET, Children Missing Education, Child Criminal Exploitation. Offering support Monday to Friday, to engage young people in informal education, positive activities, specific topic-based sessions and functional skills. Where identified external specialist agencies are involved to address issues/areas of concern.

### 3. Governance

- 3.1. The overarching responsibility of the district Young Person Partnership Conversation (YPPC) is to ensure that there is a good understanding of the youth offer within their respective districts and for this to inform the Local Children's Partnership Group (LCPG). This enables youth work to remain consistently of a high standard for children and young people (aged 8-19 years and up to 25 with additional needs) living in the district. The YPPC's is open to both district and county Members.

The YPPC's take place three times a year within an agreed timetable that runs alongside the LCPG.

### 4. Partnership Working in Gravesham

- 4.1. There are several key areas of work that KCC are involved in or leading on, alongside partners in Gravesham, 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 level of support.
- 4.2. The Schools Link Worker role is carried out by the Senior Early Help Workers and Early Workers across Open Access and Units. It is in place to support schools with accessing universal, additional, and intensive family support and consists of a termly meeting of advice and support.

- 4.3. A Senior Early Help Worker from Youth Open Access is based in Thamesview School 40% of the time. This is a long-established partnership, with work focussed on coordinating the schools Duke of Edinburgh Award, School Council, Young Carer's, Fishing for Schools, and helping to staff a Nurture and Support Area (NASA) within the school for young people who need additional support throughout the school day.
- 4.4. The 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.
- 4.5. The Youth Hub Delivery Manager works closely with Kent Police's Youth Engagement Officers and Community Safety Unit, to address emerging issues of challenging behaviour and youth violence in the district to support young people and their families at an appropriate intervention level.
- 4.6. The Youth Hub Delivery Manager attends a Serious Youth Violence group, alongside colleagues from Youth Justice, CSWS, Schools and the Community Safety Unit.
- 4.7. HeadStart is a County programme, supporting resilience and wellbeing for young people. This programme is working with 9 primary and 4 secondary schools in Gravesham, offering a range of support from counselling, mentoring, training for staff, and funding.
- 4.8. Young Carers sessions are run at the Youth Hub by IMAGO, monthly.
- 4.9. Youth Café sessions are run on a weekly basis at the Youth Hub by IMAGO targeting young people with Education, Health and Care Plans.
- 4.10. Young Lives Foundation run a weekly mentoring group from the Youth Hub, which is funded by the LCPG.

## Early Help and Preventative Services

### Open Access Improvement Review Tool

<b>Document Owner</b>	Alan Collado
<b>Version</b>	1
<b>Approval Date</b>	
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<b>Review Date</b>	

## Open Access Improvement Review Form

<b>Dates of Review:</b> 19 <sup>th</sup> - 20 <sup>th</sup> January 2016	<b>Reviewers:</b> Debee Beale, Emma Fairbairns and Marie Boniface	<b>Centres visited:</b> Riverside, Bright Futures and Little Gems CCs and Coldharbour Library Northfleet Youth Hub District: Gravesham
<b>Delivery Managers:</b> Becca Spencer Jodie Hamilton <b>District Manager:</b> Jo Hook	<b>Staff and Partners Present:</b> Various including Staff team, Volunteers (CC), Senior Members (Youth), District Advisory Board Chair and members and various partners.	

### Context

This Open Access review was conducted to establish the Ofsted readiness of the Gravesham District Children's Centres and how effectively they operate as part of the Early Help 0-25 Open Access offer for the District. The first four sections of the report look at and grade the Children's Centre Service Delivery under the Ofsted categories of 1) Access to Services, 2) Quality and Impact of Services, 3) Effectiveness of Leadership and Management and 4) Overall Effectiveness. Section five of the report looks at themes identified in the Review of District Based Working and section six summarises the Youth Work Observation undertaken during the review. Actions for development for both the Children's Centres and the Youth Hub are listed at the end of the report.

Theme	Score
<p><b>1. Access to Services</b></p> <p>There is evidence of effective and well established partnership working to identify and provide services to the families and young people in Gravesham. This is further evidenced with the large majority of the District being registered (84%), which is above the Kent average. Maintaining contact with families, especially in the most deprived LSOA's once registered, is proving more difficult with low reach figures (50%), especially in the second most deprived LSOA – Northfleet North in Little Gems catchment area (49%). The District has identified and registered more BME families than the KCC baseline and is reaching the majority of these (62%). This has been achieved with the use of other language speaking volunteers and staff.</p> <p><b>Recommendation</b> <i>The District reach figure needs to be improved especially for the targeted LSOA's. Look at reducing the number of targeted LSOA's to make this more achievable.</i></p> <p>The District Action Plan has been recently updated following the annual conversation and the Delivery Manager and Independent Chair have agreed the targets for the year, the targets have been set to make them more achievable. There is a clear action plan and examples of good practice with regards to take up of free entitlement for 2 year olds which has shown good improvement despite remaining below the County average and target.</p> <p>Senior Managers and the District Advisory Board (DAB) Chair have a good understanding of data and it is clear that they are routinely using this to inform decision making. They share the data pack with the team appropriately to ensure they understand priorities and targets including the priority LSOA's.</p> <p>There are clear and effective processes in place to facilitate arrangements for targeted children to take up the free entitlement (FF2) to early education which currently stands at 54.65% for the district, with all centres showing an improvement. The whole team demonstrate an understanding of the barriers and reasons for low take up and the part they play in the action plan to improve this. A waiting list process has been established where if enough parents show an interest in a Nursery they recruit more staff to accommodate these places. Barriers have been identified with parents travelling outside their immediate area and cultural reluctance of BME families to allow young children to access early education.</p>	3

**Recommendation:** *Look at further developing one to one work with families to encourage take up in wider geographical areas and promote educational benefits to BME families.*

Information and data on FF2 is shared very effectively throughout Gravesham via the FF2 champion, who shares the list of eligible children at Team Meeting and directly via e-mail to the team. The FF2 champion has worked closely with Health Visitors to raise the profile of FF2 and ensure the wider audience are aware of the programme. The Childminder link attends the FF2 Joint Action Group (JAG) along with local nurseries and this is helping to overcome some challenges with engaging local childminders to provide FF2 places. The team have also raised that the DWP letter with regard to eligibility is in English which is a barrier to the high BME population. This has been raised at the Gravesham Early Years Task Force which is looking at increasing take up of places.

There is good provision of universal services both within centres and at outreach venues to engage the community. Partners such as Health Visitors, Midwives, Breastfeeding Support and Housing also deliver from the centres.

There is also a targeted service offer and a new additional support offer which provides one to one targeted work to meet specific needs and evidence good outcomes. This sits alongside and works closely with the Early Help Unit offer and Specialist Children's Services offer, ensuring that there is a continuum of services for all families in Gravesham. The demand for Additional Support is high and there is a concern that this may affect the Universal Service offer with a risk of further affecting reach figures.

**Recommendation:** *Investigate the level and intensity of Additional Support work to ensure that this does not affect the Universal Offer.*

EStart is used effectively to monitor how many families use and continue to use services until their needs have been effectively met. A well-attended summer activity programme was started last year to specifically cover the target LSOA's with the lowest reach, especially at the Hive (Little Gems catchment). The plan is to continue the programme this summer, linking up with Lawn school. Despite this reach for the Little Gems catchment area on the whole remains low and improved engagement in this area should become a focus for the team.

**Recommendation:** *Look at strategies to increase reach in the Little Gems catchment area in particular the most deprived LSOA's.*

## **2. Quality and Impact of Practice and Services**

Staff delivering the EYFS offer have worked hard to improve the environments within the Crèche rooms working closely with and listening to the recommendations from the early years advisor for the District. The Delivery Manager has implemented an Action Plan based on the recommendations from the Notes of Visits of Observations by the Early Years Adviser, and this is showing success in leading improvement. Consistency across the district in terms of delivery appears to be a challenge and not all staff are working at the same level yet. Tracking of children's development requires improvement as currently only those children who attend crèches are being tracked and this needs to be further developed so that more children can be supported to improve their starting points within the EYFS. Understanding of tracking needs to be improved from Managers through to Early Help Support Workers to ensure consistency.

**Recommendation:** *Improve consistency in the Early Years Delivery across the District and further develop the tracking of children at all EYFS activities in line with the Action Plan to improve from Requires Improvement to Good.*

There have been many changes recently to group delivery to increase attendance of families. A lack of evidence of staff and parental consultation on these changes could have an impact on numbers accessing the centres and their impact on further involvement in service delivery. These changes include the Baby Talk groups which now run alongside the

Health Visitor (HV) clinics, HV's are mostly very good at working with the staff to direct parents to the groups when attending the clinics. The Baby Talk group at Little Gems was not well attended and staff need to do more to engage families in this centre as there was little evidence of their input into service delivery.

Groups are also successfully delivered in outreach locations such as the Coldharbour Library where the group is extremely popular with families. The Delivery Manager is currently looking to further develop the Outreach delivery to improve reach in the most deprived and isolated areas.

**Recommendation:** *Improve staff and parental consultation with regard to changes to service delivery to improve attendance and community engagement.*

The District has a healthy number of volunteers and has recruited over 20 in the last 12 months with all receiving training from the committed Senior Early Help Worker. The volunteers across the District are a good representation of the diverse community within Gravesham. For the most part they have a good experience with only one expressing some dissatisfaction at her placement within the Business Support part of the service, although this is being addressed. There is a lack of volunteers in the Little Gems area which is one of the District's most deprived catchments and would therefore benefit from some local volunteers to encourage more families to engage in services.

**Recommendation:** *Increase the number of volunteers from the Little Gems catchment area to encourage more families to engage in services*

The quality of Service Proposals for all groups needs to be strengthened with staff training on how to complete them appropriately recommended. Service Summaries are not yet fully embedded as part of the everyday practice with the most recent summaries completed in September containing only limited information within them.

**Recommendation:** *Consider a review of all Service Planning paperwork to ensure planning is consistent for all services across the District and ensure that Service Summaries are used effectively to further develop services and introduce new sessions based on need. Improvement Team to provide training with regard to this.*

Service Users are kept informed of how the centres keep their children safe through the use of some recently updated notice boards which are bright colourful and visually easy to read and understand, some centres have introduced "You said, We Did" boards and should be replicated across all centres within the District.

There is a consistent approach to engaging with Specialist Children's Services ensuring that families are engaged in Children's Centre activities, managers are clear that all families that step down from SCS will either be worked within the Early Help Units or through Additional Support ensuring that there is appropriate engagement.

Overall the Performance Indicators for the District are moving in the right direction and in many cases there is a positive 3 year trend of improvement. The district has used their public health report to help inform their targets for the coming year.

Links with partners such as Job Centre Plus and Community Learning and Skills (CLS) are strong and a robust process for coordinating course delivery is in place across the District although the offer has been reduced recently due to capacity and the introduction of the new Kent Parenting Programme. Tracking of attendees' progress is limited and although the current process is beginning to take shape, it needs to be further developed to understand and establish the long term impact of the courses accessed.

**Recommendation:** *Further develop tracking of course attendees' progress to establish the long term impact*

Families spoken to during the review expressed positive view of the work of the centres and

how they feel comfortable and confident to share their views and needs. Families feel safe in the centres stating that the staff are observant and well equipped to support families in a caring and professional manner. Service Users are informed of how the centres keep their children safe and are encouraged to take responsibility for their own and their children's safety.

There is good partnership working with Early Help Units and Specialist Children's Services to provide intervention and prevention work to secure children's well-being from Step down and Additional Support request processes. Parenting guidance is delivered through a range of services including specific courses such as Kent Parenting Programme and Cygnet as well one to one additional support for families. Healthy Lifestyles are promoted through activities such as Moving and Grooving and Active Learners are promoted in all activities.

### 3. The Effectiveness of Leadership, Governance and Management

Centre leadership and management are using the KCC central processes and the support of the Improvement Team to implement the Performance Management cycle effectively, including the SEF, Action Plan and Annual Conversation, to set and agree relevant performance measures that improve the lives of families and young people in Gravesham.

There is a District Advisory Board (DAB) with an Independent Chair, which meets Quarterly in line with the Performance Management Cycle. Volunteers are engaged in the DAB and are encouraged to attend to learn more about how the centres work.

There are many strong partnerships that attend the DAB particularly SCS, HV, Midwifery, JCP and Adult Education. Partnerships with schools need further development as although there are schools attending they are not necessarily from where there is the greatest need such as Lawn which has some of the lowest GLD scores in the District.

The SEF is starting to be a true reflection of the needs and challenges of the District and needs further development to inform the District Advisory Board on a quarterly basis as well as to provide a challenging set of targets for the Action Plan. There is now a need to update this more robustly to reflect some of the changes and to evidence more impact in its statements.

**Recommendation:** *Further update the SEF as a result of the Annual Conversation to provide an accurate reflection of progress against District Priorities.*

Health and safety is a priority of the centres and the district has benefited from recent Risk Assessment training for the team, some centres now need to update their risk assessments to make them specific to the hazards of the centre. Daily checklists are used for all groups and are available within the crèche rooms, these only include a date making them easy to simply tick for the whole week and there is no evidence that they are reflective of the group's overall risk assessments.

**Recommendation:** *Update Risk Assessments to make them specific to the hazards of the centre and ensure daily checklists are updated to reflect the specific areas identified on the Risk Assessment. Include the name of session and staff member completing the daily checklist.*

The Single Central Record (SCR) evidences that staff are vetted and recruited safely and that mandatory training for staff and volunteers is completed and updated regularly, this now needs to be updated to Version 7 and submitted to the Improvement Team as soon as possible. Having moved to a District model, careful monitoring is needed to ensure Youth and Unit staff information is correct and up to date. It was noted that safeguarding training needs to be updated for the Designated Person and Deputies and this should be booked as soon as possible.

**Recommendation:** *Ensure that a high standard is achieved with the production of the*

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<p><i>Single Central Record as it is moves to a District Model to include Youth and Unit staff. SSO to transfer to version 7 and submit to Improvement Team as soon as possible.</i></p> <p><b>Recommendation:</b> <i>Designated Person and Deputies to update training as soon as possible</i></p> <p>The recent safeguarding audits submitted for each centre demonstrate evidence of effective policies and procedures that promote the welfare of both staff and children and young people. When questioned Staff members are confident about safeguarding procedures and processes to raise concerns and the Designated Person process is fully embedded. It was noted that Home Visit Risk Assessments were not being completed in line with the Lone Working Policy and this should be implemented as soon as possible. Named Social Worker contacts for both Children’s Centres and Youth have recently been updated and the signed agreement needs to be updated and signed to reflect these changes.</p> <p><b>Recommendation:</b> <i>Home Visit Risk Assessments should be completed in line with the Lone Working Policy as soon as possible.</i></p> <p><b>Recommendation:</b> <i>Named Social Worker Agreements to be updated and signed to reflect recent changes.</i></p> <p>Staff members shared that they have varying experiences of support for their roles. Reflective Group Practice supervision from the Practice Development Leader is considered effective and supportive. Some staff members feel that there are conflicting messages with regard to their roles and senior managers need to ensure that consistent messages are delivered to all staff groups through strong guidance for champion roles.</p> <p><b>Recommendation:</b> <i>Improve communication from senior management team to champions to ensure that they give consistent messages to inform staff of their roles and responsibilities.</i></p> <p>Leaders and managers are knowledgeable of the needs of the area and now need to create new and exciting ways in which to engage families in services, particularly in the Early Years delivery, using the skills and knowledge of their staff. Tracking of children and adults is in its infancy and further development is needed to ensure that outcomes and progress being made is positive and recorded to reflect this.</p>	
<p><b>4. Overall Effectiveness of Children’s Centre provision (including EYFS)</b></p> <p>Given the current performance, SEF and review of the District data we would agree with the current District SEF judgement in regards to an overall judgement of Requires Improvement. Based on the evidence presented the judgement for each area is as follows:</p> <ul style="list-style-type: none"> <li>• Access to Services - 3 -Requires Improvement.</li> <li>• Quality and Impact of Practices and Services – 3 - Requires Improvement</li> <li>• The Effectiveness of Leadership and Management - 3 - Requires improvement (with some aspects of good)</li> </ul> <p>Note – The Early Years Advisory Team has graded the District as Requires Improvement whilst recognising that they are making progress towards a good grading. The Delivery Manager uses the experience of the Early Years Advisor effectively and has developed an Action Plan based on the recommendations from observations, which is showing progress on improvements.</p>	3
<p><b>5. Review of District Based Working</b></p> <p>The District based Working Review highlighted Children’s Centres development areas as:</p> <ul style="list-style-type: none"> <li>• Ensuring that the Gravesham Taskforce addresses the low Good Level of</li> </ul>	

Development (GLD) for boys in Gravesham and low number of schools working with the Early Years (EY) team.

- Continuing to develop Free for Two provisions in the areas of highest deprivation and encourage take up by improving community links and parental understanding of the benefits of quality EY education
- Delivering further work to better understand the reasons why some families choose not to access a FF2 place
- Reviewing the current County Wide parenting offer and implement the new parenting offer

These appear to have been addressed over the last year with improved GLD scores and increased FF2 take up and the implementation of the Kent Parenting Offer. Further recommendations are included at the end of this review to build on this progress.

## 6. Youth Work Observation

The Youth Work Observation conducted in line with this Review showed that the provision had elements of 'Good' and 'Requires Improvements' as follow:

### 1. Context – 2 - Good

The youth hub is a large building beside the local leisure centre and internally is a modern and well equipped youth centre with a large sports hall, kitchen, office, large social area and some small break out rooms. Externally it is difficult to recognise as a youth centre as there is no clear signage, despite this being an ongoing issue raised in the safeguarding report and by the YHDM for many years. The youth session operates in all areas of the hub and young people can move through the spaces to access the different activities on offer. There is a buzzer entry system which was locked at 7.30pm once the majority of the young people had arrived and there was a pleasant greeting from the staff. Securing the building seemed to work well as parents/carers knew their young people were safe and it also helped the staff manage the high number of young people accessing the session. The programme on the evening was fairly generic; activities included pool, art and crafts, sports (cricket, badminton and football) and a healthy eating cookery session that was shared with everyone when it was cooked. There was no issue based youth work on offer and there did not seem to be a habit of this in previous planning and evaluation forms. The group was made up of 51 young people aged between 11 - 25 years old with a wide range of disabilities and a variety of ethnic backgrounds that appeared to represent the local community. Staff reported that this was actually a quiet night and numbers can go up into the seventies, with young people travelling to the session from Medway, Dartford and other surrounding areas. Facilities and resources were of good quality and were clearly respected by the young people and they were thoroughly engaged in the whole session. There was an effective signing in process for staff, visitors and young people which was used during the session. The staff advised that there were risk assessments completed for the sessions however, they were not visible as they are kept in a folder in the office and despite the staff being very experienced there was no clear evidence that they had considered the risks identified in the risk assessments when carrying out their sessions, for example the senior early help worker allocated the youth workers areas of responsibility ten minutes before the session started and none of the staff then made themselves familiar with the corresponding risk assessments. Notice boards were up to date and there was a good variety of displays with a particular focus on healthy eating, safeguarding and general information and advice. The display boards while clear appeared to have been created by staff and it would be good to see more input from young people into the design of the space. The internal doors were clearly signposted and these were also written in Braille to support visually impaired young people to access the building. There was also a lift so young people can access the sports hall and all other areas of the centre.

### 2. Planning – 2 - Good

It was evident that the sessions were well planned and had been done so with the young people's needs in mind. Staff were trialling the new county planning paperwork with mixed levels of success although it was clear why some activities were different to those that had been planned. The service proposal was completed and outcomes had been clearly set for

the session. Planning paperwork was not able to reflect the young people and their individual needs and staff need to find a way to incorporate individual development needs so that all young people are developing in the sessions. It may be difficult for some young people that attend the session to engage in discussions and planned issue based youth work but with others this clearly would have been possible. It was clear that staff had a very good knowledge of the young people that were present and their comfort zones and they were able to adapt activities to individual needs, although this was reactive rather than planned. Good quality learning was observed in the cookery and sports session however, this could have been further enhanced through more thorough planning of sessions particularly around accreditation and issue based youth work. Young people spoke about wanting to influence the planning process for the sessions and they shared what they liked doing freely with the staff. There are some missed opportunities of co-production and the senior members and many of the other young people were openly keen to organise their own activities and could take more ownership of the club with staff support. There were some issues raised during the evening around pornography, homophobia and self-harm that although are challenging subjects should be discussed with young people at the session or added to future plans.

### **3. Quality of Relationships – 2 - Good**

The interactions of young people and staff were very good. As a visitor to the centre the young people were very polite and welcoming and showed respect for staff, the building/equipment and each other. It was very evident that the staff were able to motivate young people to achieve outcomes. The staff were very professional in their work, friendly with clear boundaries which the young people respected. There were four senior members in attendance who were able to mix with all young people. Young people in attendance showed real confidence and good self-esteem which appeared to be gained through the activities and the youth work that takes place at the hub. They trust the staff and there is a good level of respect. There are some examples of outstanding relationships within the session. Of the 51 young people that were present there was a wide range of age groups, ability, ethnicity, and a good gender split. Senior members were seen as positive role models to the younger group and as an aspirational aim for the other members. However, this should be inclusive to all members, for example, some young people were given 'fake' walkie talkies and lead to believe that they were working towards becoming a senior member but were not included in the senior member de-brief. Could these young persons be given a real role with staff support so this is a more meaningful experience? Although the label of senior member were given to the four young people there is no co-production and staff were telling them what they want them to do each week. The young people seemed to see their role as monitoring behaviour and telling others off rather than developmental. These young people do not appear to have any real level of responsibility other than keeping an eye on the other young people. They do not plan or prepare for the coming week or take ownership of the delivery of any sessions and staff do not plan for their development and progression in the planning forms.

### **4. Session Delivery – 3 – Requires Improvement**

The young people were engaged in the programme on offer. However, when looking at levels of participation there were some aspects that need to be developed to progress to a level of co-production. The senior members are taking an excellent supporting role and it would be good to see them progress into a leadership role in the session, with evidence of their decision making and progression over time. Activities were fairly general, such as sports, cooking, pool and it would have been good to see some innovative and creative practice. This could have included some issued based youth work with a small group of young people, such as independent living, relationships, employability etc. that was planned into the session rather than relying on ad hoc conversations to arise. Some young people were not positively engaged in the activities on offer and at times seemed to be 'forgotten' – which is always the risk of such a large group, many of whom have a high level of demands. There were young people that were discussing pornography on a mobile phone with a twelve year old and a vulnerable girl in an unsupervised room that the senior members overheard and did not approach staff until the end of the session, this should be followed up. The sports session had been designed to encourage young people to try new sports as they tend to want football. This session was well attended – even though the sports hall

was very cold. Staff offered good support and encouragement. It would be good to see some alternative sports such as Zumba, silent disco, archery, wheelchair basketball, or accessible bikes etc. planned within the sports curriculum if possible as many of these resources are already available in the sports hall. Art and crafts was good however, the senior members wanted to develop this more themselves. There are clearly some really talented artists in the group that could be challenged to teach others and share their skills and it would also be good to display artwork that is made. The youth worker leading this was very proud of the young people achievements and got excellent involvement. Cooking was based on a healthy 'Change for Life' initiative and the staff member talked about encouraging independent living skills which could be developed into an accredited course. The session could be built on by encouraging young people to follow a written recipe themselves, or have a discussion around budgeting while the food was cooking. Pool was very popular and the senior members could organise a competition or league and take some ownership of an area. There was also a dance session at the end of the evening that was very good and everyone seemed to enjoy this. The senior members were able to take some ownership of this part of the evening although it was not written up as part of the plans for the evening. The senior members choose the music and tried to engage the other members in dancing. Unfortunately there was no accreditation in the evening's planning. Senior members raised important issues in de-brief that were recorded as safeguarding concerns appropriately. Youth workers used restorative approaches to ensure any issues were resolved and young people were supported in their decision making abilities. It would be good if the senior members could keep a log of their experiences e.g. lessons learnt, what they enjoyed, how they could develop and link this to an accreditation.

**5. Outcomes – 2 - Good**

There was a wide range of opportunities for young to participate within and young people were clearly developing in confidence and social skills. The sports session linked to further development opportunities as there was a follow up session planned for the next week with a planned local cricket organisation and it would have been good to see similar links in the cooking, arts and social activities. Other than the senior members, young people were not asked to feedback on the service that they are receiving and this lack of evaluation means that staff continued to do the same as they have always done. Feedback with young people could be carried out by each staff at the end of their respective sessions in creative ways and this could then be used to inform future planning. Staff wrote up individual outcomes sheets in the office after the session but it was not clear if these outcomes were discussed with the young people so that they knew that their improvements were being recognised and this could be a way of celebrating development with young people. Staff completed the evaluated session on new paperwork and there needs to be some time to embed the new process. Staff could consider using the grade descriptors in this observation process as a guidance for where they could develop, as the risk is the process becomes descriptive sentences of one person writing rather than reflective group evaluation and some of what happened in the evening therefore would not get recorded.

Actions for development from the Observation are listed at the end of this report.

Actions for development for Children's Centres	Person Responsible	By When
Improve the District reach figure especially for the targeted LSOA's. Look at reducing the overall reach figure target and the number of targeted LSOA's to make this more achievable.	Becca Spencer/ Team	To be decided in District
Look at further developing one to one work with families eligible for FF2 places to encourage take up in wider geographical area and promote educational benefits to BME families.	FF2 champion and team	
Investigate the level and intensity of Additional Support work compared to other Districts to ensure that this does not affect the Universal Offer	Improvement Team	
Look at strategies to increase reach in the Little Gems catchment area	Becca Spencer/	

in particular the most deprived LSOA's	Team	
Improve consistency in the Early Years Delivery across the District and further develop the tracking of children at all EYFS activities in line with the Action Plan to improve from Requires Improvement to Good.	Becca Spencer/ Team	
Improve staff and parental consultation with regard to changes to service delivery to improve attendance and community engagement.	Becca Spencer/Team	
Increase the number of volunteers from the Little Gems catchment area to encourage more families to engage in services	Becca Spencer/Team	
Consider a review of all Service Planning paperwork to ensure planning is consistent for all services across the District and ensure that Service Summaries are used effectively to further develop services and introduce new sessions based on need. Improvement Team to provide training with regard to this.	Becca Spencer/Team/ Improvement Team	
Further develop tracking of adult course attendees' progress to establish the long term impact	Becca Spencer/Team	
Further update the SEF as a result of the Annual Conversation to provide an accurate reflection of progress against District Priorities.	Becca Spencer/Team	
Update Risk Assessments to make them specific to the hazards of the centre and ensure daily checklists are updated to reflect the specific areas identified on the Risk Assessment. Include the name of session and staff member completing the daily checklist.	Becca Spencer/Team	
Ensure that a high standard is achieved with the production of the Single Central Record as it moves to a District Model to include Youth and Unit staff. SSO to transfer to version 7 and submit to Improvement Team as soon as possible.	Becca Spencer/Team	
Designated Person and Deputies to update Safeguarding for Designated Persons training as soon as possible	Becca Spencer	
Home Visit Risk Assessments should be completed in line with the Lone Working Policy as soon as possible.	Becca Spencer	
Named Social Worker Agreements to be updated and signed to reflect recent changes.	Jo Hook	
Improve communication from Senior Management Team to champions to ensure that they give consistent messages to inform staff of their roles and responsibilities.	Becca Spencer/ Senior Management Team	

<b>Actions for development for the Youth Hub</b>	<b>Person Responsible</b>	<b>By When</b>
Risk Assessments for activities and sessions need to be visible.	Youth team	1 <sup>st</sup> March 2017
The building needs clear signage from outside.	Jo Hook	1 <sup>st</sup> March 2017
Planning needs to be better informed around individual young people to ensure that sessions are challenging and creating development opportunities for young people.	Youth team	1 <sup>st</sup> March 2017
Staff need to differentiate their planned sessions so that there are development and learning opportunities for all those that attend.	Youth team	1 <sup>st</sup> March 2017
Development of co-production with the session so that senior members and others take real ownership.	Youth team	1 <sup>st</sup> March 2017
Issue based youth work to be considered when planning sessions	Youth team	Next planning event
Consider developmental youth work that builds on young people's capabilities over time rather than stand-alone activity based youth work.	Youth team	Next planning

		event
Accreditation to be considered within the planned program.	Youth team	Next planning event
Evaluation needs to be consistent to capture the individual voice of the young people rather than the groups as a whole.	Youth team	1 <sup>st</sup> March 2017
Address issues of pornography, homophobia and self-harm.	Youth team	Where and when staff feel it is appropriate.