

Appendix 7

Youth Provision District Report

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Subject: KCC Delivered and Commissioned Youth Provision in Maidstone

Classification: Unrestricted

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

1. KCC Directly Delivered Youth Offer in Maidstone

- 2.1. The KCC internal youth offer in Maidstone consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:
- i. **Senior Members:** We offer training and guidance for those young people that wish to take more of a leadership role within the youth hub. The young people can gain an ASDAN certificate and have the opportunity to take part in planning, organising and running of the youth sessions as well as representation of the hub at local events.
 - ii. **Tuesday Night Group (TNG):** This session is an open access youth work session open to all adolescent young people age 11-19 (up to age 25 for those with SEN), however we actively facilitate attendance of those most at need such as those open to Early Help and Preventative Services (EHPS), Children's Social Work Services (CSWS), and Youth Justice.
 - iii. **Harrietsham Youth Club:** This is outreach work that caters for the large number of young people in the ever-expanding village of Harrietsham. We work with Units and CSWS to ensure they are aware of the provision so young people can be referred.
 - iv. **LGBTQ group:** This group is for young people that need a safe space to explore their sexuality and/or identity. This is in partnership with the Be You project.
 - v. **Parkwood Youth Club:** This is outreach work that caters for the large number of young people in the estate of Parkwood, which has been identified as a high area of need in Maidstone.
 - vi. **Junior Group:** This is an open access group focussing on transition from primary to secondary school and addresses the needs of those children.
 - vii. **Creation Station:** A group for young people aged 11-19 that are suffering with low level mental health. The group uses arts and crafts as a way of engaging the young people to help

them explore their feelings and discover coping strategies.

- viii. **Multi Agency Outreach Group:** This is detached work that responds to intelligence given by the police, targeting young people involved in Anti-Social Behaviour (ASB), on the edge of gang involvement or at risk from CSE. The staff team are made up from Early Help Unit, Open Access Youth Team, Switch Youth Café, Salus and the police.
- ix. **Crisis Drop In:** A drop in for young people age 15 to 19 that are homeless, in crisis, or in need. The drop in offers food, refreshments, advice and guidance for young people in crisis as well as input from someone from the National Careers Service if required.
- x. **School Workshops:** This is a variety of programmes offered to young people based on the most frequent issues we see in open access such as healthy relationships, confidence and self esteem, sexual health, drugs and alcohol awareness, and life skills.
- xi. **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.
- xii. **HeadStart:** Speakout groups for young people, training opportunities, online counselling and other forms of support for young people all around mental health and emotional wellbeing.
- xiii. **Duke of Edinburgh Award:** Monthly session run by a DofE practitioner that supports young people through their award.
- xiv. **School Holiday programmes:** During the school holidays Infozone offers afternoon youth group every Tuesday for all age groups, incorporating a specific activity such as circus skills, trips to places that encourage team building and increased confidence such as Outdoor adventure activities, things that the young people have asked for and places of culture/opportunity such as London theatre.

2. KCC Commissioned Youth Offer in Maidstone

- 2.1. There are 12 Youth contracts across Kent, delivered by 7 providers. Salus are currently subject to a 5-year contract with KCC to deliver universal youth provision in Maidstone (let by KCC on 1st December 2016, following a competitive process).
- 2.2. The youth offer from Salus, includes the following programme of support:
 - i. **Sutton Valence Youth Club:** Youth Club located in Sutton Valence Village Hall. Young people have access to a wide range of different sports and activities, information on drugs, sexual health, and employment opportunities.
 - ii. **Shepway Junior Youth Club** (Tuesdays and Fridays): A youth club for children aged 8-11 years to build their confidence levels, giving them the chance to try new activities, socialise with other young people, and have fun.

- iii. **Shepway Youth Club** (Tuesdays and Fridays): An open access provision for young people aged 11 - 19 years for the area of Shepway Estate and surrounding areas, to take part in the wide range of activities on offer including cooking, accreditations, and sports.
- iv. **Girls only Club**: Shepway Manor, similar to the Girls Group at Infozone.
- v. **Coxheath Youth Group**: Similar to Sutton Valence but based at Coxheath Village Hall.
- vi. **Parkwood Junior Club**: A club for those aged 9-14 years from the Parkwood area to prepare them for secondary education and transition into universal youth groups. A wide range of activities and trips are on offer, tailored to the younger age group.
- vii. **Outreach at Mangravet**: Outreach work in the high need area of Mangravet which aims to encourage young people to the range of youth provision on offer in Maidstone.
- viii. **Safety in Action**: Project Salus co-ordinates the youth services side of the Safety in Action events which see in excess of 800 young people and educates them through talks and activities on a wide range of safety issues from fire, rail and road. These are age appropriate and serves as a dual role as we also promote youth services at these events.
- ix. **Generation Code**: This is a project that works with young people from the Junior age group to help build skills around computer coding including building Apps. These young people have the opportunity to take part in competitions and to develop their skills further.

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

4. Partnership Working in Maidstone

- 4.1. There are a number of key areas of work that KCC are involved in or leading on, alongside partners in Maidstone, 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.
- 4.2. The Youth Hub Delivery Manager for Maidstone attends the Youth Safety Meetings at the Police Station along with a number of other professionals to share information and identify possible support for vulnerable young people. From this, the Multi Agency Outreach Session which takes place on a Friday evening, was set up to target vulnerable young people and areas where ASB is known to happen (such as Brenchley Gardens). This is now happening in Ringlestone. The Multi Agency Outreach was set up by and is managed by the Youth Hub Delivery Manager.

- 4.3. The Youth Team meet regularly with the Adolescent Support Team to share information about young people, build relationship with colleagues and to share learning. The Youth Hub and AST team also work together on the Joint Housing Protocol to support homeless young people age 16/17.
- 4.4. Young Carers drop in sessions are run at the Youth Hub by IMAGO. Virtual School Kent (VSK) run sessions at the Youth Hub. The Youth Hub runs the Crisis Drop in, in partnership with NCS. Addaction run Mind and Body courses for young people who are self-harming, from the Youth Hub. The Children and Young People's Mental Health Service (CYPMHS) use the Youth Hub to deliver counselling for young people at Level 1 or 2.
- 4.5. The Senior Early Help Youth Worker holds multi-agency NEET meetings to look at those on the NEET list, and the Unknowns to find out who they may be working with in EHPS or CSWS and to contact them to offer packages of support into EET.

Early Help and Preventative Services
Open Access Improvement Review Tool

Document Owner	Alan Collado
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Open Access Improvement Review

Dates of Review: 16 th and 17 th July 2018	Reviewers: Debee Beale Emma Fairbairns	Centres visited: Westborough CC, Eastborough CC, Marden CC, Greenfields CC, Oakfield CC, Meadow CC, Sunshine CC, Infozone YH, Fusion, Christchurch District: Maidstone
Manager's Present: Kareen McKeown - Children's Centre Delivery Manager (CCDM) Natalie Penfold - Youth Hub Delivery Manager (YHDM) Hema Birdi - District Manager (DM)	Staff and Partners Present: Various staff and partners from both Youth and Children's Centres	
Context: This Open Access Improvement Review was conducted to establish where Maidstone District 0-25 Open Access Provision has made improvements since the CC Ofsted Inspection of 2015 and how effectively they operate as the Early Help 0-25 Open Access offer for the District. The first four sections of the report look at and grade the 0-25 Open Access Service Delivery under the categories of: <ol style="list-style-type: none"> 1) Access to Services, 2) Quality and Impact of Services, 3) Effectiveness of Leadership and Management and 4) Overall Effectiveness. <p>Recommendations for development are listed at the end of the report. Various documents were reviewed including the Action Plans for both the Children's Centres and the Youth Service, the Universal Data Pack, Service Proposals, Service Summaries and Risk Assessments. Service Delivery was observed, and meetings were held with staff, partners, volunteers, parents and young people to provide evidence to support the review. The initial context meeting included a comprehensive presentation delivered by the District Manager, CCDM, YHDM and Senior Early Help Workers (SEHWs) demonstrating a collaborative approach to identifying and understanding the needs of the District to coordinate a comprehensive 0-25 universal and targeted service. A clear knowledge of the successes and challenges of the District was demonstrated, showing that strategic planning informs services delivered on a basis of need. Attention is being given to the increase in housing in the District and the possible impact this may have to resources especially in the Rural areas. Staff at all levels are aware of this emerging challenge.</p>		

Category	Score
<p>1. Access to services by children, young people and families</p> <p>Senior Managers and Senior Early Help Workers demonstrate that they are using local knowledge to inform decision making and there is an Early Help District Action Plan in place to influence the provision of services based on need. This does not follow the County performance management process and Senior Managers articulate that they prefer to use local intelligence to influence their strategic decisions. Senior Managers explain that the Children’s Centre District Advisory Board (DAB) and Annual Conversation are not currently taking place as they are awaiting the results of the governance review. The Youth Advisory Group (YAG) is currently running, and the Youth Service has identified their priority groups well with partners. The Youth Annual Conversation informed a Youth Team Action Plan with SMART targets that partners engage well with. Reinstating the DAB meetings along with 0-25 Annual Conversation and 0-25 Action Plan with SMART targets could ensure that performance management processes are more consistent across the 0-25 Open Access Services in line with County guidance, ensuring all partners are aware of shared priorities to improve access to services and reach data which currently requires improvement.</p> <p>All staff are aware of their target groups and areas and are knowledgeable of the families accessing services, using this knowledge to create welcoming and friendly environments that make a difference to the lives of parents, young people and children in Maidstone. The use of data is becoming more established within the Youth Service and the Delivery Manager expressed satisfaction with the new Data Pack format and felt that this would help with more effective monitoring and targeting of their services.</p> <p>The District offers a comprehensive package of universal and targeted 0-25 services delivered from 8 Children’s Centres (including 3 part time, 2 virtual and 1 outreach) and The Infozone Youth Hub as well as various outreach venues. The District has worked hard to ensure that they are reaching the most vulnerable families and reach figures for the top 10 most deprived LSOAs in the District are good apart from High Street and East where there needs to be a focus. Although Reach figures for the District are not yet good overall, they have shown improvement and are only slightly below the Kent average. Under 8’s open to SCS are known to Open Access and there is now a need to improve the registration of 7-19s and the reach of all of those families known to Specialist Children’s Services (SCS) which requires improvement despite excellent communication between the teams. Additional Support Requests are overall being assigned within 3 working days and closed with an outcome for under 8’s with some improvement needed for 8-19’s. Some improvement is also needed across the age range on making initial contact to begin assessment within 10 working days as this is below the Kent average although it should be noted that Maidstone has a high volume of Additional Support requests.</p> <p>There is very good provision of 0-25 universal services both within centres and at outreach venues to engage both the town and rural communities with a Rural Action Plan developed following a specific project to promote engagement in the Rural areas of the District. Partners such as Health Visitors, One You Advisers, Maidstone and Mid Kent MIND, SCS, Schools, Project Salus and PCSO’s, deliver services from the centres and outreach venues and effective joint working with key partners is well established and described as ‘positive’ by those partners. EStart is used to monitor how many families and young people use and continue to use services until their needs have been met. Reach in the most deprived LSOA’s is mostly good across the top 10 LSOA’s particularly in the 0-2 years category. Reach is good across the 0-2 and 8-19 age ranges in the top 4 most deprived LSOAs which shows that the services that the District provides are meeting the right families and young people.</p> <p>Recommendation: Consider reinstating the DAB (pending results of the current governance review) and holding a 0-25 Annual Conversation to develop a 0-25 Action Plan with SMART targets for the District, so that both the Children’s Centre and Youth Hub partners are aware of priorities to improve access to services and increase reach.</p> <p>Recommendation: Focus on increasing the reach in the High Street and East LSOA’s in the top 10 most deprived LSOAs</p>	<p>2</p>

Recommendation: Work to improve the number of Additional Support Requests being contacted to begin assessment within 10 working days

There is an effective District approach to the take up of the free entitlement for 2-year olds (FF2). District FF2 champions maximise opportunities for promoting FF2, and there is a robust process for contacting families from the DWP list. The FF2 champion recognises that there is more work to do to increase figures. The champion has identified some sufficiency issues especially around The Meadows catchment area where the nursery is struggling with recruitment which is impacting on them being able to take more children. The team have also identified that with the change in demographics, there has been an increase in ethnic minority groups within Maidstone and have identified this as one of the areas where there is lower take up. The whole team are confident to promote FF2 to families.

Recommendation: Use the area JAG meetings to raise concerns around sufficiency and identify what is working in other areas to help improve take-up.

There are effective partnerships and processes in place with the Participation Manager, CXK, KT&A and local further education providers to ensure that there is support available for those Young People that are Not in Education Employment or Training (NEET) such as drop in sessions and door knocking to family homes. There are currently 96 NEETs, down from 108 last year and 88 Unknowns, down from 118 last year. The NEET list is discussed at whole management team meetings to ensure that the NEET agenda is everyone's business. There are very good links with the Teenage Parent Midwife and the Teenage Parent group Bumps to Babes is run at the Youth Hub achieving excellent outcomes for Young Parents which could now be further improved with the introduction of a re-engagement programme.

Links with Health Visiting are excellent with frequent meetings to communicate any issues such as resourcing some of the new services being introduced. Baby Hubs including 'preparing for parenthood' and 'introducing solids' workshops are now being delivered at Sunshine CC and there are plans to expand this to 2 more centres in time. The changes to the Breastfeeding Support delivery and the transition to the new services have been well managed in the District through effective joint working. Universal Plus processes are being discussed ready for the County launch. There are effective partnerships with Maidstone and Mid Kent Mind and the One you Service to deliver Mental Health Services for Young People and Stop Smoking Services.

There is outstanding working between Youth Hub, the commissioned provider Project Salus, Switch, Units and the local PCSO, this collaborative working has been put to good use by setting up a Multi-Agency Outreach Session working in and around the Brenchley Gardens area where there is known gang activity, this project is making a difference to young people who are at risk of being inducted into gangs, they were able to evidence a number of young people having recently taken up training courses to gain their CSCS cards and others having started employment. There is also a joined-up approach to training and staff from Infozone and Project Salus have attended joint training programmes.

There are very good links between the CCs, YH, Units and SCS giving a seamless 0-25 offer to families across all tiers of need, resulting in families accessing whichever part of the service needed at the relevant time without following lengthy processes. Partners involved in the new specific action plan focusing on rural priorities are very complimentary of the work being undertaken by the SEHW, describing it as 'valuable' and 'ambitious' in achieving the best outcomes for rural families, especially those moving into the new social housing in the area. Senior Managers recognise that the level of Open Access Universal Services currently being delivered may be difficult to sustain with increases in Additional Support work and the high number of new housing developments being proposed.

Recommendation: Consider the implementation of the re-engagement programme at the Teenage Parent Group 'Bumps to Babes' to enable better links with reducing the NEET agenda and support young parent's development.

Recommendation: Senior Managers to monitor the level of Additional Support work and possible impact on Open Access Universal provision in line with the increased housing

proposals across the District.

2. Quality and Impact of Practice and Services

The Staff team delivering the EYFS have very good knowledge of their target groups and are clear on which families should be accessing their services. They are enthusiastic and proactive in seeking creative ideas for new services, such as the New Parents Group and the Under 1's Group which help to engage families with popular sessions, such as save a baby's life. Parents feedback that these groups have helped to reduce their social isolation. Their enthusiasm and skills were evident in the groups and services that were observed. Their delivery is of very good quality and staff act as role models for parents. Planning is well embedded in all groups and staff were keen to share their paperwork during the review. All planning was of a good quality and clearly showed how children's interests and needs were used to inform continuous service delivery that met the children's needs. Principles of EFICL, Born to Move and healthy lifestyles are well embedded and staff members fully understand their importance and promote this to parents and Workers were observed utilising tummy time in creches. Early Help Support Workers were keen to share with officers the work they have been doing to support the integration of more multi-cultural events within their services, their motivation for their role was a pleasure to see and should be commended.

The engagement of young people in the Youth Services provided is well established. Every staff member was able to talk confidently about how their services are planned with young people and how good outcomes are being achieved as a result. They act as good role models and their relationships with young people are outstanding as a result. The Young People confidently voiced the difference attending the groups had made to them, particularly one young person who spoke about how the Youth Service had changed her life and provided her with a safe place and support to be herself.

Parents at Stay and Play were seen actively engaging with their children and encouraging them to join in with the varied activities on offer. Children were visibly seen to be confident and secure in the groups observed and parents were relaxed and spoke positively about the groups. Children clearly felt safe and secure in the groups they attended and were witnessed approaching staff for help with tasks or activities. All groups and services are effectively evaluated using Service Proposals to identify need. Every service is reviewed regularly through use of the Summary of Service evaluation tool and this is used to identify any changes required to service provision to meet the needs of the service users. Evidence from these summaries clearly shows that the groups main attendees are those from the Districts target groups and attendance is high. While the service proposal and summary of services are being completed some are still using the old paperwork and should be transferred over to the newest documents to ensure all information is captured.

The District have effectively developed the EHSW role which in turn has developed and increased staff skills, EHSW's hold Additional Support requests and carry out home visits, they also complete joint visits with colleagues in Specialist Children's Services.

There is a very strong Early Years Leadership and tracking of children is good and improving. There is evidence of children making positive progress in their learning and development on the Kent Progress Tracker. Recent notes of visits and observations from the Early Years Advisers identify that the service provision is 'good' and improving. Early Years Staff know the areas for improvement including Speech, Health and Self Care and Managing Feelings and support settings with training in these areas. There are bi-monthly Early Years' meetings ensuring that environments are of good quality and that there is continuous provision

Recommendation: Update service proposals to the most current version for all services I&I team to provide planning training to staff team to support this

Youth Work Observations are routinely completed and there have been 11 undertaken since December 2017 which is slightly below County average, the YHDM recognised this and has a schedule of observations planned to improve this figure. Those completed show that Context, Session Delivery and Quality of Relationships are mainly good and outstanding whilst Planning and Outcomes require some improvement. There is an Observations Action Plan in place looking at emerging themes from observations, identifying areas of development and what needs to change. Reviewers considered this to be an area of good practice

2

Recommendation: YHDM to Implement schedule to increase number of Youth Work Observations taking place in line with County Guidelines.

There is a comprehensive range of parenting programmes being delivered across the District by Open Access and Units jointly which range from locally delivered services such as Non-Violent Resistance for Parents and the Kent Parenting Programme, to services delivered by Kent Adult Education such as Managing Children's Behaviour and Understanding Teenagers. The programme is co-ordinated enthusiastically across Open Access, Units and partner agencies which is a good example of integrated working. There is a good range of accreditation opportunities for Young People such as Asdan Awards, and Art Awards available, although D of E has proved challenging under the new process. The target for accredited outcomes for the year has also already been exceeded. Young People have also been developed over time and currently work for the service.

There is a very good process for delivery of CLS courses across the District, planning is effectively co-ordinated with the curriculum lead from CLS and is based on need, so courses are not commissioned until there are enough people on the waiting list, by doing this they are less likely to have any course cancellations, this has been proven by achieving the District allocated unique learner figure. The Centre has identified that at this time they do not require the use of the funded courses. There is anecdotal tracking of adult learners and staff were able to evidence that there has been some impact in terms of parents returning to work or training. This could be further improved by introducing a more formalised approach to adult learner tracking to identify where learners want to progress to and a more tailored approach put in place to help them achieve this.

Recommendation: Further develop adult learner tracking process for adult learners to ensure that their effectively supported ongoing personal development journey is evidenced.

Partnerships with Early Years and School Settings are well established, there is a good working relationship between the Children's Centre Delivery Manager and the Manager of the Nursery on site at the Meadows CC and it is clear that they are working collaboratively to support the uptake of Free Early Education places in Maidstone.

There are two Public Health leads in place across the Children's Centres and Youth Hub and these now need to ensure that the delivery of Public Health messages is consistent and effective across the District. Display Boards are clear and well maintained with relevant key messages such as Sugar Smart and sexual health messages. The public health report could be used more effectively to identify the good work taking place in the District and the two leads need to meet regularly to ensure this happens. This had already been identified by the Leads as an area for improvement. The Public Health Leads would benefit from working more collaboratively to promote the Public Health agenda across the 0-25 age range.

Recommendation: Public Health Leads to work more collaboratively to deliver the Public Health agenda and ensure that the Public Health audit evidences the good work happening across their district as part of a joint 0-25 Action Plan.

The District has an effective volunteer champion who is responsible for the recruitment and support of all volunteers. The volunteer process is working well with new applications coming through the online tool. There are currently 20 Children's Centre volunteers across the District with a good number of breastfeeding volunteers included in this figure. A volunteer attended the review, she shared that she has been volunteering for a number of years and this has significantly helped her self-esteem, she has a visual impairment and since undertaking this role her confidence has grown that much that she is going to apply for a vacancy within the children's centre, this shows outstanding support for volunteers. Volunteer numbers are good, and the process could be further improved by utilising the Volunteer Tracker process to enable them to evidence progression and distance travelled such as into paid employment as well as onto further education. There are 6 Senior members currently being developed by the Youth Hub and these 6 have either completed or are completing the accredited Asdan award for Senior Members. There are 5 fully involved youth volunteers (adult volunteers as opposed to

Senior members who are young people) and although there is good joint work on volunteering across the District, some youth volunteers come into the Hub directly, including previous session attendees that have grown up and are now wanting to give back into the service.

Recommendation: Ensure that the volunteer tracker is kept up to date and completed fully to evidence the progression of volunteers

Service Users are kept informed of how the centres keep their children safe using notice boards which are bright, colourful and visually easy to read and understand. All buildings have good notice boards and displays that provide relevant and up to date information and contribute to a good environment for service users. The District effectively uses social media with the Districts Facebook page having 2630 followers which is the highest in the county and there are regular updates on key messages. They also use Social Media effectively to advertise services.

There is an effective young parents group called Bumps to Babes where young parents articulate the difference engaging with the group has made to their lives, for example one mum who left an abusive relationship with no self-confidence and is now going to University. The implementation of the re-engagement programme into this group as per the previous recommendations would benefit these young parents and contribute to the reduction of the NEET figure. Some of the parents would benefit from individual development plans.

The one to one work with families and young people is outstanding, it is clear that the staff passion and motivation to support improved outcomes for children, young people and families takes highest priority, one parent attended the review to share with officers her journey, the way in which the Senior Early Help Worker supported this young parent was outstanding with the parent commenting that “without her she wouldn’t be here now, and she wouldn’t have the freedom to do all the things she does with her son”. There were also two young people who spoke confidently to the reviewers about the impact on their lives with one having been involved with Youth Justice now volunteering for Children’s Centres. This also demonstrates that Senior Management ‘think outside the box’ in finding solutions to challenges using all 0-25 services available across the District.

Domestic Abuse has been highlighted as one of the key priorities for Maidstone, based on the evidence presented this is a relevant priority with a large amount of District time allocated to it. Services for victims of Domestic Abuse are outstanding, comprehensive services are available with close joint working with partners from Choices and Specialist Children’s Services to ensure there is effective delivery of the Freedom Programme, even with this level of intervention there remains a waiting list of over 30 women which the District are working hard to reduce.

The work that the Youth Hub have implemented in schools has been well received and is also an area of outstanding practice, the focus on healthy relationships, specifically the courses that were delivered to teenage girls in school and then repeated with their boyfriends should be commended, this work highlighted some issues around consent which were dealt with well by the Early Help Worker, who was well supported by the School and Youth Hub Delivery Manager.

3. The Effectiveness of Leadership, Governance and Management

The District leadership and management are not using all of the central processes available to them, preferring to use local knowledge to decide priorities that improve the lives of families and young people in Maidstone. Some of the senior management team voiced frustration that the data did not seem to reflect the level of effective work taking place and reviewers agreed. It was suggested that more support from the Improvement Team should be sought to implement the Performance Management cycle, including reinstating the DAB (or alternative pending the results of the governance review), 0-25 SMART Action Plan and 0-25 Annual Conversation, to set and agree relevant performance measures that all partners could sign up to, to improve access to services and increase the reach data.

Recommendation: Delivery Managers to arrange quarterly meetings with the Improvement Manager as and when necessary to seek relevant support from the Improvement team and to

2

share the areas of good practice evident in the District.

The partnership working across the 0-25 Open Access is good and partners spoke positively about the joint services being delivered and developed through involvement with the YAG. Children's Centre Partners were aware that there are shared priorities set for the year but were not able to give specific details on what these were. This could be improved by making partners aware of all targets where there are more opportunities for joint working with a joint 0-25 Annual Conversation and Action Plan. Partners feel that there is a very good working relationship on the ground and are keen to develop this further.

The Youth Team Action Plan is of good quality and shows the level of work being undertaken in Maidstone. The targets set at the YAG Annual Conversation are a true reflection of the needs in Maidstone and Managers and partners are working closely to achieve them, Senior Managers explained their vision for the District Open Access action plan was to focus on specific areas of need, for Maidstone these areas are Parenting, Domestic Abuse, Healthy Lifestyles, Young people's Development and Rural Plan. This means that those agreed targets as set out in the County Open Access offer are not included. Managers were able to explain the justification for their chosen targets, giving legitimate reasons for why some targets groups were not included. While incredibly comprehensive the new draft integrated District action plan does not offer SMART targets, and although endorsing targets is addressed in other ways locally, these could be included in the plan to support the District in evidencing the impact of their good and outstanding work and improving their data.

Membership of the YAG is strong, and partners are very aware of the priorities for the District. The YAG chair is passionate about young people and inclusion of young people attending the YAG and recently the young person from KYCC who attends the YAG was appointed as co-chair. There is excellent joint working with partners attending including Mid Kent College, KCC Participation Manager, My Trust, Switch Youth Café, The Vine, St Giles Trust, Maidstone District Council, County Members, and SCS. Partners spoken to during the review were very positive about the work of the District and the joint focus of targets and priority areas.

Parents, young people and children demonstrate their satisfaction through their interaction and engagement with services which was evident during the review. Young People are clearly consulted regularly about their needs and which services should be provided. Young Person evaluations are completed at the end of each session and a suggestions box is regularly used. Feedback is provided on what has been asked for and how this has been responded to and this is also used to update Service Summaries and Service Proposals.

Staff voiced that they feel extremely supported by their managers and were keen to highlight that they could not work to the high levels achieved without the level of support they receive both formally and informally. One member of the CC team specifically wanted to share how much they had been supported by the Delivery Manager. Supervision is booked in advance and priorities discussed, ensuring everyone is motivated and enthusiastic about their roles including the managers. The KCC TCP appraisal system is followed effectively by the Delivery Managers and SEHW's with accurate records of supervisions and appraisals maintained, newly introduced supervision templates linked to the new process for appraisal have been implemented and well received by staff. One staff member even commented that at their first supervision the first thing asked by the manager was "how are you?" this was not something they had ever had before. Targets are discussed at all supervision sessions and the staff members feel that managers are always available to listen to them. The support available to the Delivery Managers is good with the DEHM always being available and described as being very hands on which ensures she has a good understanding of where the staff team are and understands their needs and work constraints.

Safeguarding processes are secure. ID is checked at all centres and visitor's badges issued appropriately. Visitor health and safety information is available to anyone new to the centre both with a leaflet and safeguarding information on well-presented notice boards. Safeguarding Audits were submitted on time and were compliant. Safeguarding incidents are dealt with effectively and appropriately and conversations with parents around any concerns take place with thresholds being observed and appropriate escalations taking place. Staff

<p>members were confident about the process to raise any safeguarding concerns when asked. Trained Designated Persons are in post and contact details displayed appropriately and there is central recording of safeguarding incidents. There is a named social worker agreement in place for District and the agreement has been developed locally to exemplary practice where the Social Workers, Early Help Units, Youth Hubs and Children's Centres work in a fully integrated way, there are regular meetings, joint visits and delivery of services to ensure that families get the most appropriate support. This level of communication is exceptional.</p> <p>Health and safety of the centres is of a good standard with all risk assessments being up to date and displayed appropriately. Risk Assessment content is limited and could be improved by staff accessing some training in the completion of risk assessments. Daily checklists were seen to be routinely used for all buildings and groups and are linked to the existing risk assessments. All centres, including the outside areas are well maintained, welcoming and safe contributing to the good environments.</p> <p>Recommendation: I&I to provide training for 0-25 staff team on completion of Risk Assessments to update and improve on those in place.</p>	
<p>4. Overall Effectiveness of 0-25 provision</p> <p>Given the current provision of integrated Open Access Services to meet the needs of the District, the evidenced quality and performance of the 0-25 services and the effective leadership and governance demonstrated, we would consider an overall judgement of Good appropriate. There are outstanding features evidenced in most areas and with an improvement in reach data and performance management, as well as some further development as identified in the recommendations, an overall Outstanding grade is achievable.</p> <p>Based on the evidence presented the judgement for each area is as follows:</p> <ul style="list-style-type: none"> • Access to Services – 2 - Good • Quality and Impact of Practices and Services – 2 - Good • The Effectiveness of Leadership and Management - 2 – Good 	<p>2</p>

Actions for development	Responsible - To be decided by District unless stated otherwise	By When – To be decided by District unless stated otherwise
Consider reinstating the DAB (pending results of the current governance review) and holding a 0-25 Annual Conversation to develop a 0-25 Action Plan with SMART targets for the District, so that both the Children's Centre and Youth Hub partners are aware of priorities to improve access to services and increase reach.		
Focus on increasing the reach in the High Street and East LSOA's in the top 10 most deprived LSOAs.		
Work to improve the number of Additional Support Requests being assessed within 10 working days.		
Use the area JAG meetings to raise concerns around sufficiency and identify what is working in other areas to help improve take-up.		
Consider the implementation of the re-engagement programme at YAPS group 'Bumps to Babes' to enable better links with reducing the NEET agenda and support young parent's development.		
Senior Managers to monitor the level of Additional Support work and possible impact on Open Access Universal provision in line with		

the increased housing proposals across the District.		
Update service proposals to the most current version for all services. I&I team to provide planning training to staff team to support this	Debee Beale & Jo Galvin	End of July
YHDM to implement schedule to increase number of Youth Work Observations taking place in line with County Guidelines.	YHDM	
Further develop adult learner tracking processes to ensure that their ongoing personal development journey is evidenced. Consider Case Studies		
Public Health Leads to work more collaboratively to deliver the Public Health agenda and ensure that the Public Health audit evidences the good work happening across their district as part of a joint 0-25 Action Plan.		
Ensure that the volunteer tracker is kept up to date and completed fully to evidence the progression of volunteers.		
Delivery Managers to arrange quarterly meetings with the Improvement Manager as and when necessary to seek relevant support from the Improvement team and to share the areas of good practice evident in the District.	EHDM	
I&I to provide training for 0-25 staff team on completion of Risk Assessments to update and improve on those in place.	Emma Fairbairns	End of August

Completed versions of this form will be sent to the Children's Centre/Youth Hub Delivery Manager and copies to their District Manager and held by Information and Intelligence.