

Appendix 8

Youth Provision District Report

By: Christine Kiely, Service Manager, Area Open Access - North Kent
Integrated Children's Services, Children, Young People and Education
Kent County Council

Ben Rose, Youth Hub Delivery Manager – Swale
Integrated Children's Services, Children, Young People and Education
Kent County Council

Subject: KCC Delivered and Commissioned Youth Provision in Swale

Classification: Unrestricted

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

1. KCC Directly Delivered Youth Offer in Swale

- 1.1. The KCC internal youth offer in the Swale District consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:
- i. **Senior Night at New House:** This is an Open Access session for young people aged 13-19, focussing on a wide range of targeted themes. Whilst this is an open access session, attendance is from the most vulnerable. Such as, young people open to Children's Social Work Services (CSWS), Early Help and Preventative Services (EHPS) and Youth Justice. We also have a cohort from the local traveller community.
 - ii. **Additional Needs Session (Friends Club):** This session is targeted towards young people who have an Education, Health and Care Plan (EHCP); vulnerability relating to any diagnosis; open to CSWS or EHPS; young carers, or young people in care. These young people have full access to other age-related groups along with being able to attend this session. This session run in exactly the same format as any other session.
 - iii. **Junior Club at New House:** This is an Open Access session for young people ages 8-12 years, focussing on a wide range of targeted themes. Whilst this is an open access session attendance is from those most vulnerable such as young people open to CSWS and EHPS. We also target young people who are below the age of criminal responsibility and have active Acceptable Behaviour Agreements with Kent police. This offer is given in partnership with the Youth Engagement Officer to engage young people into more positive activities.
 - iv. **Duke of Edinburgh (DofE):** An accredited open award centre that delivers Bronze, Silver and Gold DofE opportunities.
 - v. **After School Activities:** For young people aged 5-10 who are open to Early Help. Activities include sport, music, art activities, and games.

- vi. **Junior and Senior Clubs at Minster Youth Club:** These sessions follow the same format and age range as the ones based at New House to fall in line with a joined-up approach across the session on age ranges and activities offered. These run at the New Road community centre; Junior night is on a Monday and Senior night a Wednesday.
- vii. **Detached Youth Work – Rushenden:** This is a mixture of building and street based delivery. This estate is one of Kent’s more deprived areas and local issues range from high worklessness to poor living conditions.
- viii. **Detached Youth Work – Milton Creek:** This area was identified as it is serving some areas targeted by the local Community Safety Partnership as having high levels of need.
- ix. **Swale Youth Forum:** This is a project that Early Help Youth Workers support and is delivered by Swale Borough Council. Currently attending are 6 secondary schools giving a wide range of young people a voice and exposure to local politics. The Youth Hub role is to support technically and help facilitate the groups.
- x. **NEET Support:** The Youth Hub team engages in reactive measures such as, door knocking and attending tracking meetings. Proactive and preventative measures include, purpose-built programmes for young people in school years 10 and 11, these have been delivered in Sittingbourne Community College and Oasis Academy. Working in partnership with CXK and the Pyramid project.
- xi. **Re-engagement Programme:** This programme is for NEET young people who have not been able to access any other provision. It combines the senior member training programme with an ASDAN and a Bronze or Silver Duke of Edinburgh Award. The Youth Hub offers between 5 and 13 hours of training mixed in with work placement activities, taking these young people to meetings events and supporting them to be able to engage in the wider Youth and Community Work.
- xii. **Anxiety Work:** The Youth Hub works with a Yoga therapist who can provide tailor made programmes for small groups of young people who need practical support with their anxiety.
- xiii. **Targeted Holiday Programmes:** During the summer holidays, Early Help Workers Youth, deliver Arts and Sports based programmes focusing on leadership and development. These six-week programmes include workshops and trips to relevant places, such as sports venues or Art Museums.
- xiv. **Residential Work:** The Youth Hub Team engages in multiple residential experiences, including overnight stays at Bewl Water, Swattenden Centre and camping experiences across Kent. Trips also include the use of Kent Mountain Centre in Wales.
- xv. **Low Risk Missing Return Interviews:** Low risk 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 and any ongoing support explored as appropriate.
- xvi. **Additional Support:** This support is carried out by Youth Hub staff, for young people aged 8-19 (25 where they have additional needs). Additional support is a one to one intervention carried out with the young people using a Signs of Safety Tool Kit and plan carried out over 6-8 weeks. Those young people are encouraged and supported to access the universal offer to provided ongoing support.

- xvii. **Aspiration Programme:** Targeted at young people with low level anxiety and depression, referred onto the programme via Additional Support. Helping young people develop coping mechanisms and aspirations for the future.
- xviii. **Project 12:** 12-week programme to engage young people who have been referred for a variety of additional support needs and includes the involvement of parents.
- xix. **Targeted Behaviour Management programme:** Working with young people to look at ways to manage behaviour in a positive way.
- xx. **YOS Reparation Programme:** Supporting young people who are involved with our YOS colleagues in engaging in positive community activities (gardening, building services etc).

2. KCC Commissioned Youth Offer in Swale

- 2.1. There are 12 Youth contracts across Kent. Optivo are currently subject to a 5-year contract with KCC to deliver universal youth provision in Swale started on 1st December 2016, following a competitive process.
- 2.2. The youth offer from Optivo, includes the following programme of support:
 - i. Faversham Senior Night
 - ii. Faversham Junior Night
 - iii. Faversham Additional Needs Night
 - iv. Newnham and Doddington Detached Session
 - v. Iwade Junior Session
 - vi. Thistle Hill Community Project
 - vii. East Church Project
 - viii. Sheerness Children's Centre Support
 - ix. Sheerness NEET project
 - x. Schools peer mentoring programme
 - xi. Sheerness Arts Programme
 - xii. Sheerness Junior Youth Club

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 Swale

- 4.1. **Community Safety Unit (CSU):** Partnership with the CSU facilitates the delivery of proactive and reactive work. Currently the Youth Hub have engaged in several ABA (Acceptable Behaviour Agreements) support. It is also supporting in setting up delivery in two high anti-social behaviour hot spots, Murston, and Thistle Hill.

- 4.2. **Kent Police:** The Youth Hub Delivery Manager attends the Organized Crime Group (OCG) Forum. This is an information sharing forum that targets the identified OCG's in Swale and addresses the risks they pose to the wider community.
- 4.3. **Children's Social Services:** The Youth Hub Delivery Manager attends key briefings to staff. The YHDM also attends the Adolescent Risk Management (ARM) Panels. These panels are a multi-agency approach for Swales most vulnerable young people linked to Child Sexual Exploitation (CSE), gangs or other behaviours that pose a risk to their safety.
- 4.4. **Kent Wildlife trust:** The Youth Hub Delivery Manager supported in a funding bid for local nature reserves to be used more within the community. Recent programmes supported by Early Help workers include coppicing trees, bush skills day and building kissing gates. The Area is also used for DofE.
- 4.5. **Swale Borough Council.** The Youth Hub works in partnership on funding bids, events such as the annual volunteer awards and other local projects.
- 4.6. **Parish Councils:** This work is specifically around maintaining and running youth provision such as in Minster on Sea. Workers communicate directly with Members of the New Road Community Centre Board and in turn feedback to the Parish Council.
- 4.7. **Community Groups:** These include groupings of churches where Open Access Youth use their facilities and support work being carried out in their parish areas, local community halls, where youth provision is being encouraged. This work includes training trustees and helping support the group build good governance.
- 4.8. **Philanthropy Groups:** This work is in partnership with the Rotary Club and the Lions Club. The Youth Hub Team engage in projects involving young people at their events.
- 4.9. **Optivo:** This is Swale's housing association. They are also part of the commissioned provider. However, outside of this contract partnership work also happens. This is in areas not covered by the commission. These include community days and targeted projects.
- 4.10. **Sheppey Matters:** This group is also part of the commissioned provider; however, we also work in partnership with them outside of this work on projects such as additional needs club in New House and Arts projects. They also make up parts of the district's additional needs offer.
- 4.11. **Sports Clubs:** Several sporting clubs that support young people to engage in their sport but also improve their personal and social development. These clubs include a table tennis clubs, boxing, basketballs club, netball club and football club and multisports.
- 4.12. **Crossroads Young Carers:** Deliver a group for young carers based in Swale.
- 4.13. **Young Lives Foundation:** Deliver a targeted youth group for young people waiting for a mentor for 1:1 support.
- 4.14. **Porchlight:** BeYou LGBTQ+ weekly young group sessions.
- 4.15. **Swale Action to End Domestic Abuse (SATEDA):** Deliver support sessions to young people and families affected by Domestic Abuse through their Switch Up group.
- 4.16. **Virtual School Kent:** Offer 1:1 support to young people referred to their services.

4.17. **Children and Adults Talking Therapy Service (CHATTs):** CHATTs deliver health support sessions to young people and their families.

Early Help and Preventative Services
Open Access Improvement Review Tool

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Open Access Improvement Review

Dates of Review: 12 th and 13 th February 2019	Reviewers: Debee Beale Jo Galvin	Centres visited: New House Youth Hub, Rushden Street Based, Milton Court CC, Beaches CC, Woodgrove CC, St Mary's CC District: Swale
Managers Present: Joe Terry - District Early Help Manager (DEHM) Ben Rose - Youth Hub Delivery Manager (YHDM) Mags Windeatt - Children's Centre Delivery Managers (CCDM)		Staff and Partners Present: Various staff and partners from both the Youth Hub and Children's Centres

Context: This Open Access Improvement Review was conducted to establish if Swale District 0-25 Open Access Provision has made improvements since the last review in June 2017, when a grade of Requires Improvement with some elements of good was achieved, 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:

- 1) Access to Services,
- 2) Quality and Impact of Services,
- 3) Effectiveness of Leadership and Management and
- 4) Overall Effectiveness.

Meetings were held with the Senior Management Team, staff, partners, volunteers, parents and young people to provide evidence, as well as reviews of documents including the joint Children's Centres (CC) and the Youth Hub (YH) Action Plan, the Universal Data Pack, Service Proposals, Service Summaries and Risk Assessments. Service Delivery was observed in both the CC and YH including a formal Early Years and Youth Work Observation. A detailed discussion in the initial context meeting established the successes, challenges and priorities for the District and within this meeting the CCDM and YHDM demonstrated that they used data and local knowledge to good effect to prioritise and target their offer. They identified challenges with resourcing services that cover Swale's very high level of need with 18 LSOAs in the top 10% most deprived in Kent and being the 2nd most deprived District in Kent. In addition to the high levels of deprivation, the geography of Swale covering a large area with the very separate communities of Faversham, Sittingbourne and the Isle of Sheppey, as well as large rural areas, provides challenges with regard to reaching the most vulnerable with appropriate services in the right places. These challenges are being overcome through excellent partnerships with Health Visiting, Midwifery, Police, Swale Borough Council, Schools and Early Years Settings, as well as commissioned services, which has led to the District registering and reaching those most in need, with targets achieved for under 2's and 8-19's in the top 10 most deprived LSOAs in the District. There is still some work needed with the Commissioned Providers to improve Reach and Registration in some rural LSOAs. A particular success noted is the 0-25 teamwork, described as '1 team with 2 Managers', and the more joined up approach to the previous 3 distinct areas in the District. The introduction of the 5-10 club has given the opportunity for the staff to share good practice from the EYFS and Youth Work to gain new skills and bridge the gap for this age group. There is a strong Parenting Offer delivered in partnership with the Unit staff, lead by a Unit Lead, this addresses the high level of demand for parenting support in the District, especially for parents with children on the Autistic Spectrum or awaiting diagnosis. The new District Conversation process is embedding well with Early Help Unit leads identifying requests from schools appropriate for Additional Support which has seen a slight reduction in the level of 1-1 work required, but there is concern about the possible loss of this positive partnership with the Units as a result of the proposed new structure. There are also concerns that the loss of the 25hr Additional Support post will impact adversely on the team's ability to provide the level of Open Access and Additional Support required with the already low resources available. Links with Social Care to identify those open and engage them with open access remains a challenge with the 8-19 age group.

Category	Score
<p>1. Access to services by children, young people and families</p> <p>There is a comprehensive package of universal and targeted support across the District covering the whole 0-25 age range, with a particular focus on filling the gap for 5-10-year olds, which is bringing the CC and YH service together with a co-ordinated approach. There are challenges with the more rural areas where there are no local services to build on, particularly on the Isle of Sheppey such as Eastchurch. Establishing outreach services is a priority but also a challenge with a lack of resources so funding has been identified to run Easter Events and games groups in target schools with low GLD schools, including St Clements and Eastchurch Primary, with funding from the Big Eastern Local Community Group. There has been a real effort to have District Planning Meetings to bring the three 0-25 cluster teams together to identify targets and priorities and review current service provision as a whole team. There are 9 Children's Centres, one Commissioned Children's Centre and a Youth Hub in Swale delivering co-ordinated service provision across the district for families, young people and children. The registration and reach of 0-19 is good and consistently above target for the top ten LSOA's in Swale, this is due to strong joint working with partners to overcome some of the low levels of staffing across the District. There is a good working relationship with Midwifery and Health Visitors helping to maintain the 0-2 yr. target and partnerships with Swale Borough Council and the Police Youth Engagement Officer help the 0-19 target to be achieved. The 0-7 reach is slightly below the other 2 categories and this is a priority for the District with the development of the 5-10 club which is a joint project between CC and YH staff helping to share good practice and skills across the team. Repeat attendance data is consistently good demonstrating that once identified target audiences continue to attend appropriate services. The accredited outcomes are currently below target at 29 but there are 70 awards currently underway including ASDAN, DoE and Peer Mentoring which will see them reach their target in the next few months. The reach of the 0-7 age group in some LSOA's in the Top 10 most deprived needs to be targeted to increase engagement such as Murston, Sheerness West, Sheppey Central, Queenborough & Halfway and Davington Priory, and it is hoped that the 5-10 club can be extended to achieve this. Staff confirm that the senior management team use data well and that it is regularly discussed at team meetings and in supervision. Service Summaries are regularly completed to a high standard in CCs and are developing in the YH. Regular service user feedback is gained through end of session evaluations, comments cards, suggestion boxes and polls on Social Media and this is used to effectively review service delivery. A seamless 0-25 Early Help Offer for the District is co-ordinated through strong and well-established links between the CCs, YH and Units. There are good partnerships between CCs and CSWS, but there is not the resource in the YH to consistently check the 8-19s open to CSWS and implement the recommended process to link to these young people.</p> <p>Recommendation: Consider extending the 5-10 club to increase the reach of the 0-7 age group in Murston, Sheerness West, Sheppey Central, Queenborough & Halfway and Davington Priory.</p> <p>Recommendation: YHDM to consistently check the 8-19s open to CSWS and implement the recommended process to link to these young people.</p> <p>Universal CC provision was observed at Rhythm, Rhyme and Story Time (RRST) at Beaches on the Isle of Sheppey and Little Voices at Milton Court CC in Sittingbourne. Both services were well attended by a good mix of target families. Little Voices supports EAL families, with Asian, Eastern European and multiple cultures represented. Relationships were outstanding between staff and families and parents commented that the groups had helped them make friends and reduce their isolation. The Summary of Services for both groups show good take-up from targeted groups with 26 children attending Little voices over the last 12 months, and 87 attending RRST. One father who attended Little Voices with his wife and son explained how much his son benefitted from coming to the group to socialise and make friends and improve English skills for the whole family. Beaches is an isolated rural community where access to the town is difficult without a car. Families were keen to share how the RRST group gave them a safe, accessible space where their children enjoyed the activities on offer,</p>	<p>2</p>

especially the outside play where children were actively encouraged by the Early Help Worker to access the excellent provision. The RR&ST group could benefit from having additional staff or a volunteer, as it is popular and currently there is only one EHSW in place, which may impact on their ability to engage with all of the families attending. The environment in both of the groups was welcoming with very good resources and activities on offer to engage children in the 7 EYFS areas of learning.

The quality of the relationships between staff and young people were also outstanding. This was evident at the Rushenden Street based group held at the Optivo Community House on a social housing estate in a deprived rural area on the Isle of Sheppey. The house is not specifically designed for Youth Work, but the space is used well to achieve outcomes. The location does mean that the most vulnerable young people are attending rather than being out on the street, so the suitability of the venue gives way to the fact it is in the right place for the right young people to attend. The activities of arts and crafts, cooking, gaming and chill out are delivered in the four rooms on the lower floor of the house meaning that they are all accessible to all of the young people attending. The resources provided were suitable for the aims of the group in line with the planning for each individual activity. All young people were welcomed individually into the session and it was clear that the staff had a very good knowledge of everyone attending and what their specific needs were. There was a risk assessment in place and health and safety was considered throughout especially when cooking was taking place, with only the young people cooking being allowed in the kitchen. The chill out room was used appropriately for anyone who became boisterous due to the limited space available. Staff and young people clearly knew each other extremely well and demonstrated a high level of trust and respect for each other. Young people were able to share their thoughts and feelings confidently as demonstrated with the very effective 'Hands of Inclusion' activity where young people were able to share their differences in a safe environment. This provided staff with valuable insight into how the young people viewed themselves and others and also how this might affect the group dynamics, which in turn helped with managing behaviours. Senior Members were also seen providing leadership in challenging unacceptable behaviour and promoting a positive atmosphere. There was also a good use of the chill out room when young people became boisterous which again the young people fully respected and understood.

The District leads for Free Early Education (FEE), including the commissioned centre, demonstrate a consistent and improved approach to the monitoring and management of FEE across Swale. Most centres display the FEE maps to good effect to provide information for parents on Early years provisions both in nursery and childminder settings. In some centres there are challenges with space, and this has led to maps being confined to spaces for staff not parents, but information is displayed in every centre in some way giving a clear and consistent message about the offer. All staff (including business support) are confident in promoting and talking to parents about FEE and it is a regular agenda item at meetings. There are good links with EY settings through termly visits by EHWs and EHSWs who have link settings that they visit regularly to promote FEE and ensure that settings are entering their claims. The FEE leads make good use of the new termly report to contact families who have applied but have not taken up their FF2 offer and this too has helped with the identification of settings not submitting claims. At the end of the Autumn term take-up in Swale for FF2 was 72% which is a 5% increase on the same point last year. Staff actively promote FEE at groups and with partners, but staff are unable to check eligibility with families at outreach sessions as they do not have access to a working I-Pad.

Recommendation: Liaise with ICT to ensure I-Pads are working to check FEE eligibility with families at outreach sessions.

Good quality, informative displays were seen in all centres visited and good use had been made of most of the Public Health resources in the CC's. The YH needs to update some of their displays and some Public Health resources had not been used to full effect i.e. Sugar Swap resources in the YH and Start4Life resources in the CCs. The key Born to Move messages were on display in all CC creche rooms for Parents to engage with and key sexual health message were available at the YH. An up to date wall of fame at the YH celebrates the achievements of young people and in CCs children's artwork is displayed and parents contribute by adding key WOW moments.

The Adult Education offer in Swale is good and has reached 116 unique learners to date out of the target of 150 with 18 courses still to run. Retention of learners is good, particularly at Ladybird CC where they have just completed the 'Managing Children's Behaviour' and 'Confident Child, Confident Parent' courses and the same cohort are now moving on to Chatter Matters. To engage more families, Christmas Craft workshops were run alongside Play and Stays with positive results. They now need to build on the availability and sign up to accredited programmes and develop the tracking of parents attending the Adult-Ed programme to evidence positive outcomes and impact. They have amended their programme to run on when staff are available to run creches if needed in line with a recommendation from the previous OAIR. A co-ordinated approach to planning the programme with the commissioned provider ensures that there is not duplication, as well as working with EH Units and making good use of data, such as the GLD scores, to ensure the programme reflects the needs of the District. The Parenting Programme in Swale is strong and co-ordinated by an EH Unit lead with a background in delivering Parenting. The offer includes Understanding Yourself: Understanding Your Child, delivered by Early Help Workers from Open Access and Units as well as Solihull, Cygnet and an additional programme for autism delivered by MIDAS. They have also developed a drop-in group for parents called 'Understanding Me' for those who are not ready to attend a course but still need some support.

Recommendation: Build on the availability and sign up to accredited programmes and develop the tracking of parents attending the Adult-Ed programme to evidence positive outcomes and impact.

There are currently 147 Young Parents identified in the District and 124 (84%) of these are being reached. The Young Parents' group (YAPS) is run by Kent Creches as an accredited programme of weekly drop in sessions and is delivered in Ladybird CC (Isle of Sheppey) and Woodgrove CC (Sittingbourne). There has been a challenge recruiting to the group in Faversham, so this has been withdrawn currently. A programme of Life Skills is delivered with partners such as Health and Dental Services to give added value. The District are currently working with Adult Ed to bring in shortened parenting programmes such as 'Managing Childrens Behaviour' and First Aid to engage the young parents with Adult Ed. Children's progress is tracked using KCC paperwork and then added to the Kent Progress Tracker. Effective liaison with the Youth Hub ensures that any NEETs attending this service are removed from the NEET List, with 3 being removed from the recent cohort. There are quarterly review meetings held with the CC Management and any concerns are raised with CCDM. Consideration could be given to having more formal tracking of the young people attending so that impact and progress can be reviewed and shared in the District.

Recommendation: Consideration to be given to having more formal tracking of the young people attending YAPs so that impact and progress can be reviewed and shared in the District.

Swale currently have 116 young people Not in Education, Employment or Training (NEET) and 111 Not Knowns, meaning they are slightly above their stretch target of 3.04% at 3.51% and are placed 11 out of 12 in the County Table. There has recently been a change in the Post 16 Progression Manager (PPM) impacting on Partnership work towards reducing the NEET figures, but this is now back on track and Participation Meetings are ongoing with the appropriate partners attending, including CXK and the Education People. There is only one FE provider (Sheppey College – a satellite of Canterbury College) in the Swale District meaning that the District is very reliant on young people staying in schools for 6th form which is not always the best option for them. There is a good 12-week work place course on offer at Mid Kent college in Gillingham but there are transport issues with attending this provision. There are good links with CXK and some joint working with regard to door knocking and support for schools. The re-engagement programme includes the YAPs course run by Kent creches which has seen 3 young people removed from the NEET list.

Recommendation: Continue to work with PPM and local partners to improve NEET figures and reduce Not Knowns.

<p>There are effective Midwifery Hub meetings held bi-monthly with CC, HV, Midwifery, CSWS and police to discuss and raise awareness of target families and how their needs can be met. There is a robust offer with Health Visiting in the District providing Parent Education Programmes through the Baby Hub, You and Your Baby, Child Health Clinics and Breastfeeding Support delivered with Breastfeeding volunteers. The Youth and CC Public Health Leads work to ensure that the appropriate Public Health messages are delivered and liaise when delivering services together. A co-ordinated approach to completing the Bi-Annual Public Health Report is now needed to facilitate a more joined up approach to Public Health across the 0-25 age range. All YH staff are 'get it' trained and this is having a positive impact on reducing chlamydia rates in young people in Swale which is now below the Kent average.</p> <p>Recommendation: The CC and YH Public Health Leads to complete the Bi-annual Public Health Report together to reflect the joined-up work of the District and facilitate a more joined up approach to Public Health across the 0-25 age range.</p> <p>The 0-25 Open Access Services in Swale are clearly appreciated by parents, children and young people who readily shared that they value the support they receive. One mother whose children are currently being tracked was keen to share how her son had progressed with signing since coming to the CC groups. A father attending groups to support his family's EAL needs reported that his son was better able to socialise and make friends as a result. Targeted young people were able to articulate clearly the difference attending the youth sessions made to their lives, with one young person continuing to attend the group despite moving out of area because of the support she received. Partners are fully engaged with delivering services that meet joint targets and are key in the 0-25 service achieving the strong reach and registration figure. They recognise that being able to share resources and work so closely together enables all agencies to access families they may not otherwise have engaged with and improve outcomes for all.</p>	
<p>2. Quality and Impact of Practice and Services</p> <p>Early Help staff across 0-25 Open Access offer high quality practice and service to ensure that provision for families is targeted and appropriate to the high level of need in the District. There are targeted Open Access groups as well as Universal Services to ensure that all families are supported. There are 4 Level 2 YH programmes being developed targeted around the main Additional Support referrals of Anger Management, ASB, Anxiety and Mental Health & Wellbeing to help reduce the high level of 1-1 Additional Support work previously in the District. This has helped to release staff time to deliver a more comprehensive and far reaching Open Access Offer. A new Expectant Fathers Course is being run in partnership with 'Working with Men' to increase the competence and confidence in fathering skills. Swale has a high level of CSWS involvement with families and fathers are referred to this programme via CC, YH's and CSWS. The CC makes good use of the data from the Kent Progress Tracker to formulate a tracking analysis report, which summarises the findings and identifies themes for children's development to embed in delivery, e.g. on the Isle of Sheppey Communication and Language Skills were identified as a need and RR&ST was moved from Sittingbourne to Beaches CC as a result. The 5-10 club was developed as a result of a gap in services for this middle age range. The curriculum was developed based on GLD scores and as a result of the success of the service it was identified at Annual Conversation to expand to Seashells CC on the Isle of Sheppey and to St Mary's CC or Bysing Wood CC in Faversham, so more families can benefit. Summary of Services are used to evidence the quality and impacts of groups using evaluation and feedback and this is now being fed into future planning to make changes to improve quality and impact.</p> <p>Staff were keen to share that the senior management team communicate effectively with them on a team and individual basis, so they understand what their roles and responsibilities are when delivering services. Managers effectively use team meetings, supervision and the TCP appraisal system across the Open Access team to improve quality and impact, although some concerns were raised about the level of support for the Business Support Staff. District Planning days and quarterly reviews enable staff to deliver a high-quality targeted service based on needs and identified priorities, and this is reinforced by the quality of the Service</p>	<p>2</p>

Proposals produced by all staff.

Health messages are delivered across the 0-25 age range with good quality resources, leaflets and displays in most settings and the YH would benefit from further work to co-ordinate these messages. Partnership work with Heath Visitors is ensuring that the Born to Move (B2M) message is consistently delivered across all of the Children's Centre services with information available for parents to help them understand their developing child. Sexual Health messages are clearly communicated in the Youth Settings and this is one of the improving Public Health priorities for the District. At the Annual Conversation the Delivery Managers used the Public Health Profile to identify need and set relevant targets which are monitored in the 0-25 action plan.

Recommendation: YH and CC Public Health Leads to co-ordinate use of resources for a more consistent Public Health message particularly for the older age range.

The team make good use of the data available, including GLD, data packs and new birth data to help inform service delivery and priorities. Building on the recommendations from a previous OAIR the team now have quarterly District planning days, which has improved consistency across the District and helped develop effective processes for monitoring and reviewing data. For example, as a result of feedback from a team day CC SEHW's developed a tool to help summarise and review the information from the Kent Progress Tracker ensuring the services reflect the needs of the families and the emerging themes for child development, and this helps inform service delivery at District and cluster level. Parental feedback obtained through the Parents Forum Facebook page and through Polls on the CC Facebook site is fed into the District Planning to help inform service delivery. Good use has been made of data to identify targets schools with low GLD scores, and funding has been secured with the Big Eastern Lottery to bring a Games Group into St Clements and Eastchurch to engage with the 5-10 age group and improve literacy and communication skills. The District in partnership with the LCPG School Readiness working group have worked across target schools to bring together Early Years Settings, Schools, Units, CCs and YH to share data and tracking, as well as information on the Kent Front Door Process to help children get the best start at school.

Swale CCs currently have 4 volunteers and 4 student placements with 2 volunteers now ready to move into employment and actively looking for work and one University Student now employed as a full-time member of CC staff. Currently volunteers do not attend the District planning days but attend team meetings and can use this opportunity to feedback and make suggestions for amendments to services. A Volunteer champion has recently been appointed as recommended in the previous OAIR and a nominated lead from BS is responsible for keeping the volunteer tracker up to date. Work is ongoing to improve the information held on the tracker. Advertising for volunteers is via word of mouth and Facebook but the team recognise the benefits of the KCC volunteer web pages and will be seeking to promote further vacancies via this route. Volunteers are supported to access training, for example two volunteers were recently supported to undertake their Food Hygiene award via CVS. The 2 volunteers spoken to during the visit talked about how being a volunteer had helped improve their confidence and reduced isolation as well as enabling them to learn new skills. The commissioned centre has approximately 12 volunteers with a volunteer in every group. Breastfeeding volunteers are now the remit of the Health Visiting Infant Feeding Coordinator and it is hoped these will increase in number. The Youth Hub also has 4 volunteers as well as senior members at various stages of completing their senior member training to gain their ASDAN qualification and assist with various Open Access sessions.

Recommendation: Consider promoting further Volunteer vacancies via the KCC Volunteer web site to assist with resourcing Open Access services.

Consistency in planning, evaluation and monitoring has been improved by the development of Service Folders in both the CC and YH that have the same layout and contents list, and this has further improved the quality of Services Proposals. Summary of Services could be more consistent across the District and could be further improved by ensuring impact and outcomes of individuals are evidenced and consistently signed off by Managers. CCs have further enhanced service folders with the development of Audit Logs in the front of all their folders

ensuring staff are keeping contents up to date. Planning in the folders is of a good quality and there are good links between the planning and assessment of target children's learning in CCs, and this clearly informs future sessions for individual tracked children as well as the universal offer. The YH could now further improve their planning by ensuring young people feedback from sessions informs changes to future sessions and this is added to the planning weekly after evaluation. Times of sessions are changed according to feedback from comments cards, Facebook Polls and termly evaluation. Key achievements of young children were observed in the planning and are celebrated by parents using a 'WOW' board in the creche room. Achievements of young people are displayed on the 'Wall of Fame' in the YH. Summary of Services reviewed were of a good quality and these could be further enhanced by ensuring impact and outcomes by individuals are evidenced. Tracked children attended all the CC groups observed and the EHSW's were clearly able to identify who these children were and give an update on their progress. The folders for recording tracked children's progress included 'All About Me' forms completed by parents and EHSW's were observed talking with parents about their child's development. Data from eStart is used effectively in Summary of Services with the help of Business Support.

Recommendation: Summary of Services could be further enhanced by ensuring impact and outcomes by individuals are evidenced and consistently signed off by Managers.

Recommendation: Further improve planning by ensuring evaluation and feedback from sessions informs changes to future sessions.

Target and priority areas are identified in the Action Plan and the use of quarterly district planning and review meetings has helped all staff to feel confident that they are working towards these. SEHW and EHW's undertake the EFICL audit annually and use the information from the Progress Tracker to identify emerging themes and areas for improvement and these are then brought to the Quarterly district meetings for all to discuss and review and embed into service delivery. The Early Years review dated August 2018 graded provision as good and recognised the improvement in systems for monitoring, review and evaluation since the mid-year review. Approximately 58 children are being tracked on the progress Tracker and this data is used to develop a comprehensive tracking analysis report for each cluster ensuring that the differing needs of families attending individual Children's Centres is recognised. For example, it is recognised that communication and language skills are needed across the district, but while on the Island the needs are met with Rhythm, Rhyme and Story Time as the demographics are largely English-speaking families, in Sittingbourne Little Voices has been developed to meet the needs of the EAL community to great success with parents from a diverse and wide range of cultures including Asian and Eastern European.

Tracked children are from a variety of backgrounds, including the top ten LSOA's, staff have used the tracking analysis to identify challenges for example it is recognised that some children have been lost due to moving on to nursery or school changes and there are not enough identified SEN children being tracked and so this is a target group for the district to engage with. EH staff plot the progress of all the children they are tracking onto the Progress Tracker themselves, with Seniors summarising the data into a quarterly report for each cluster that is then used to inform service planning and delivery. The supervision template has been amended to include tracking and observations are undertaken prior to staff supervision to help inform and improve practice. All folders are consistent and templates for all documentation is available on the S: drive that all staff have access to including the EY paperwork, audits in each service folder ensure that paperwork is kept up to date. Service folders are also taken into supervision for discussion and to identify areas for improvement, e.g. planning. Observations are unannounced and undertaken by both the SEHW's and the CCDM. Relevant staff have attended the training to use the new EY Observation Firm Step tool. Nine observations are scheduled over the coming year to ensure services in all the Districts centres are reviewed. Previously SEHW's only observed services in the clusters they managed but there are now plans to observe in each other's areas as well to bring a 'fresh pair of eyes' to the service delivery. EH staff have attended a Schema workshop and feel confident in talking to families about children's patterns of play and parents have reported how beneficial they found this.

Kent Creches provide the Young Parents Group and creche in Woodgrove and Ladybird CC ensuring the needs of young parents on the Island and in Sittingbourne are met. Provision had been made for young parents in Faversham but due to low take-up this service was stopped. Data shows that parents from this area are attending the provision in Herne Bay. There are 147 Young Parents identified in the District and 124 (84%) of these are being reached, 51 of these (35%) have been attending the Young Parents Group. The young parents are reluctant to engage with Adult Education so there are plans to introduce some short courses around managing children's behaviour and first aid to the YAPS group to introduce them to Adult Education and to improve engagement. To date 6 young people across the two groups are engaged with driving tuition, while one has passed her test, 2 have gone on to higher Education and one has gone into employment. Quarterly meetings with the CCDM are used to provide regular updates and this could be further enhanced by putting in place a system for tracking individual progress and achievement to share at these meetings. Children attending creche are tracked using the KCC paperwork and their progress is entered on the Kent Progress Tracker.

Recommendation: Consideration could be given to more input from the Kent Creches tutor on the outcomes for individuals in the quarterly meetings with CCDM.

The quality of relationships with EY settings is good. EHSW's link with nominated EY settings termly to offer information and guidance. Flyers are sent to all settings giving details of their link workers and relevant updates. Target settings are visited termly and offered workshops on Rhythm & Rhyme and Story Time, Messy Play and Community Chef. Some settings are supported to make good use of the Children's Centres, for example it had been noted that some children attending Grove Park achieved low GLD scores in Yr. one. The school are now able to use the Children's Centres garden and creche room for this target group to take them back to the basics of Early years Development and the EHSW's are attending the feeder EY setting (Evolutions) to work with staff and the children to improve their communication and language skills. SEHW's all attend Lift meetings on a rota basis. The work to promote childminders as an option for parents has improved and Childminder Boards are on display in centres.

The Parenting offer lead is a unit Lead who has a background in parenting programmes, and this has helped to bring a coordinated approach to the offer. There are good links between the Units, Children's Centres (including the commissioned centre) and CLS to ensure there is a full district offer and to avoid duplication. The Parenting lead attends the County meetings where the evaluation of the programmes is discussed and reviewed. A quarterly meeting in the District gives the opportunity for staff who deliver the Kent Parenting Programme to review the manual, discuss any challenges and areas for development from previous cohorts to improve delivery and retention rates. As a result of feedback received a drop-in group called 'Understanding Me' has been developed and is facilitated by EHW's and EHSW's to support parents who are unable to commit to a full parenting programme at the present time. Previous challenges identified had been the numbers of staff delivering the programme and a new rota has been put in place to ensure a more equitable balance with staff from both Units and OA all taking a turn.

Relationships with young people are outstanding and the staff act as excellent role models. They demonstrated a high level of trust and respect for each other as well as to visitors. Young people were able to share their thoughts and feelings confidently as demonstrated with the very effective 'Hands of Inclusion' activity where young people were able to share their differences in a safe environment. They celebrated their differences and similarities creating a safe ethos and atmosphere. This provided staff with valuable insight into how the young people viewed themselves and others and also how this might affect the group dynamics on an ongoing basis, which in turn helped with managing behaviours. The staff commanded the respect of the young people throughout the session observed which was essential due to the lack of space and low number of staff members. The young people shared their achievements and how much the group meant to them confidently. They were also confident to challenge each other with regard to any inappropriate behaviour, ensuring that they were respectful to staff and each other, as well as the building and resources available to them. One young

person had a large amount of Coca Cola removed until the end of the group. Other young people were able to explain why this was a positive move and it was accepted. The Senior Members were also seen providing leadership in challenging unacceptable behaviour and promoting a positive atmosphere. The District have completed 16 Youth Work Observations since December 2017, which is in line with the County average. The results of the completed observations show that Context, Session Delivery and Quality of Relationships were mainly good and outstanding, whilst Planning and Outcomes were mainly good and requires improvement with no inadequate judgement in any of the Youth Hub observations, this is in line with the findings of the observation across the County.

Adult Education courses are agreed a year in advance and bi-monthly meetings review and monitor progress to ensure the courses are responsive to emerging need and demand. For example, parenting was a need identified by Unit leads and there are now plans to introduce a parenting programme in YAPS. Currently the focus of the courses has been on WAFL (92 participants) with the remainder being taken up by FEML (14 participants) and Parenting (10 participants) with 116 unique learners to date and another 18 courses planned so the district is on track to achieve the target of 150 unique learners. Retention of programmes is good, with one cohort in Ladybird who completed two parenting programmes now moving on to a third, the benefit of this is the support participants are able to give each other and the commitment to the programme. There is an identified challenge in providing accredited courses and this is an area the District are working with CLS to address. The tracker for adult education is in its infancy and considerations should be given to develop the tracking of parents to evidence positive impact and outcomes. There is a good accredited offer for young people including Asdan Activities and Art Awards as well as Asdan Awards for Senior Members. There is good engagement with the DofE programme with 5 young people currently completing and 1 completed their gold award by being involved in the recent successful pantomime at the New House Loft Theatre. There are also 15 young people completing their bronze award. According to the data pack 29 young people have currently achieved accredited outcomes with 45 more expected to achieve imminently including 10 young people completing a Royal Yachting Association residential award. Along with the commissioned provider's contribution the District are expected to exceed the target of 100 accredited outcomes. The recent successful District Tryangle Awards were attended by over 100 people and young people are also recognised with the Wall of Fame which is regularly updated, as per a recommendation from the previous OAIR, and contributed to by the young people themselves.

3. The Effectiveness of Leadership, Governance and Management

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Leadership, governance and management of Swale 0-25 Open Access is good. Leaders identify appropriate targets and priorities in a 0-25 Action Plan formulated at a joint Annual Conversation. This has resulted in a comprehensive universal and targeted service offer that meets the needs of the District. Staff are committed to making a difference to people's lives and talk confidently of knowing how they fit into the District plans to ensure all families can access the services they need. Staff are valued and informed by good supervision, TCP and team meetings and understand the need for more targeted services alongside the universal open access they provide. They are helping to develop Level 2 services that enable more people to be seen in groups relieving pressure from the high level of 1-1 support needed with limited staff resources particularly in the Youth Service. The District data is evidencing that they are consistently reaching their target groups apart from those open to CSWS where there is some work to be done to improve engagement. Particularly with the 8-19 age range. The 0-25 District Action Plan is comprehensive with SMART targets set from a joint Annual Conversation with partners that are linked to the Staff TCP and appraisal processes. DAB and YAG Meetings are in place to monitor and challenge progress towards achieving the set targets and priorities. The County governance processes and paperwork are used effectively to inform service delivery and prioritise target groups. The large area split into 3 distinct communities provides some challenge on delivering a joined-up service, but this is much improved from the last OAIR

Although the DAB is well established there has been some difficulty in retaining an independent chair so the DEHM and CCDM are currently chairing the meeting which will help to merge into the planned new governance processes. Partners including the commissioned CC are engaged in the DABs and Annual Conversations, ensuring that Action Plans remain relevant to the District needs and priorities. The YAG has good engagement from partners particularly Swale Borough Council and the Police Youth Engagement Officer who are both very effective in championing the work of the Youth Hub and including the voice of young people in Swale in governance arrangements to ensure their needs are being met. Swale Borough Council run a youth forum with reps from all secondary schools taking part of influence strategy and policy. Feedback is communicated between the forum and the YAG to ensure the young people's views are heard. There are proposed changes in the Governance model and Delivery Managers are looking to use this as an opportunity to engage more partners and improve parental and youth engagement.

There are good communication links between unit Staff and open Access. Unit staff actively promote Open Access and encourage families to register with their local Children's Centre or Youth Hub. The Units Leads, CCDM, YHDM and DEHM meet regularly to review cases stepped up from L2 support to L3 and joint home visits take place between Unit and OA staff to ascertain needs with teams working together to provide positive outcomes for the family. Since the change to the Front Door the District has introduced a new process where all level 2 requests for support by Schools are first reviewed by a Unit Lead to ascertain what support is required and this has seen referral rates for Additional support reduce considerably to more manageable levels. There are very good working relationships between Open Access and the Units. Open Access staff attend unit meetings to promote the OA offer and support unit staff to complete the Personal Independence Plans for children and young people. Unit leads provided support in the Schools Transition workshops for professionals and provided the Support levels training for OA staff. A central tracker is in place to record all District Conversations and final destinations and an excellent piece of work is the creation of an electronic resource folder that staff, and partners can use to identify all the differently types of support available and how to access it. This has been promoted widely at headteachers' meetings to good effect. The Additional support process in Swale could be improved with 46% of 0-7 request being assigned within the required 10 days and 33% of 8-19, both figures are slightly below the Kent average. The numbers of request being closed is considerably lower than the Kent average with only 4 out of the 27 cases opened in the last 3 months being closed. Audits have shown that the quality of Additional Support work is improving and the YH Delivery Manager attending the County Moderation Meeting has ensured that District better understand the process and are able to implement change in both quality of recording and input on eStart. Business Support are making the Delivery Managers aware of data quality issues and work has started on removing historic errors.

Recommendation: Continue to resolve data quality issues with Additional Support on eStart and improve the process for closing Additional Support requests.

Strong Partnerships are evident within the district, both with internal teams such as Units, and CSWS but also with external agencies such as MIND, Health, Midwifery, CLS, Schools, Early Years Settings, Swale Borough Council and Police Youth Engagement Officers. Links to the LCPG are provided by the DEHM with a focus on improving health outcomes such as healthy weight and smoking cessation. MIND provide a range of over 25 programmes across the Children's Centres and within schools for parents with mental health issues, ranging from 1-day workshops to full courses. The content of the programmes is decided at the LCPG board attended by the DEHM ensuring that provision is catered to the needs of the families in the community. MIND also provide training to OA staff, the most recent being Suicide Awareness and Mental Health first Aid. As well as providing the Youth Forum Swale Borough Council provide funding and joint initiatives such as the Milton Street Based activity and the expectant father's programme to increase father involvement from targeted families. The Youth Engagement Officer and YHDM have worked closely on projects to reduce ASB such as the 'Your Choice' sessions where ex-offenders, drug users and gang members help targeted young people to make more positive choices and improve relations with the Police.

A strong link with midwifery has seen Swale achieve the second highest registration of 0-2 yr.

<p>olds in the County (76%) and the highest reach figures of this target group (65%). As well as making good use of the midwifery links to register and reach most of the families in the District there is an effective bi-monthly meeting with Midwifery, CC's, Police and CSWS to identify and share information on vulnerable families to ensure they are receiving the right level of support from everyone involved in their care. Each centre has an allocated midwife who links with staff further strengthening and improving partnership working and there are strong links to the Smoking in Pregnancy Coordinator who works alongside the midwife in Milton Court. Partners reported that the strong integrated working in Swale enabled all partners to work more holistically and to access families they may not otherwise see. The FEE lead in the district has worked hard to ensure that the offer is fully embedded, and all staff are trained to support parents to access FEE funding. FEE is an agenda item on team meetings and all staff feel able to support parents to check their eligibility and find an EY place. Boards in the centres effectively promote the location of EY settings and centralised files and business processes ensure the provider lists are kept up to date and that staff are able to quickly locate information on providers.</p> <p>Each centre visited had clear signage on Fire Marshalls, First Aiders and safe exits from the building. There was clear signage on who staff, and families could report concerns to and safeguarding boards were on display in all centres visited. Badges were checked at all sites visited and Visitor passes were handed out. All folders viewed in the CC had current and up to date Risk Assessments in place that were specific to their environment. Staff undertake Daily checklists that took into consideration all available space, with the current ones on display in the room the service was taking place in. External provision was not observed and so there was no opportunity to see if external providers undertake risk assessment and daily checklists as well. Safeguarding processes are secure with safeguarding leads clearly identified and a flow chart detailing who these are and relevant contact numbers and procedures for staff to follow are displayed in all buildings. All staff were clear on who to contact if they had a safeguarding concern and felt supported to share any concerns they may have.</p> <p>The Children's Centre use Facebook effectively to promote their groups and services and also to undertake polls to gain parental feedback. There is also a new Facebook site set up as a parents Forum and this is a growing resource. Comments are fed back into the 'You Said, We Did' boards that are on display in the centres although the information on those seen was limited and would benefit from being updated.</p>	
<p>4. Overall Effectiveness of 0-25 provision</p> <p>Given the current co-ordinated provision of integrated 0-25 Open Access Services to meet the needs of the Swale 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 relationships with service users and partners, and with some further development as identified in the following 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 • Overall Effectiveness of 0-25 provision – 2 – Good 	<p>2</p>

<p style="text-align: center;">Actions for development</p>	<p style="text-align: center;">Responsible - To be decided by District unless stated otherwise</p>	<p style="text-align: center;">By When – To be decided by District unless stated otherwise</p>
<p>Consider extending the 5-10 club to increase the reach of the 0-7 age group in Murston, Sheerness West, Sheppey Central, Queenborough & Halfway and Davington Priory.</p>		
<p>YHDM to consistently check the 8-19s open to CSWS and implement the recommended process to link to these young people.</p>		
<p>Liaise with ICT to ensure I-Pads are working to check FEE eligibility</p>		

with families at outreach sessions.		
Build on the availability and sign up to accredited programmes and develop the tracking of parents attending the Adult-Ed programme to evidence positive outcomes and impact.		
Consideration to be given to having more formal tracking of the young people attending YAPs so that impact and progress can be reviewed and shared in the District.		
The CC and YH Public Health Leads to complete the Bi-annual Public Health Report together to reflect the joined-up work of the District and facilitate a more joined up approach to Public Health across the 0-25 age range.		
YH and CC Public Health Leads to co-ordinate use of resources for a more consistent Public Health message particularly for the older age range.		
Consider promoting further Volunteer vacancies via the KCC Volunteer web site to assist with resourcing Open Access services.		
Summary of Services could be further enhanced by ensuring impact and outcomes by individuals are evidenced and consistently signed off by Managers.		
Further improve planning by ensuring evaluation and feedback from sessions informs changes to future sessions.		
Evaluation to be enhanced by being more specific to the service being delivered and being planned for in advance		
Consideration could be given to more input from the Kent Creches tutor on the outcomes for individuals in the quarterly meetings with CCDM.		
Continue to resolve data quality issues with Additional Support on eStart and improve the process for closing Additional Support requests.		

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