

## Appendix 10

### Youth Provision District Report

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

**Classification:** Unrestricted

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

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

- 1.1. The KCC internal youth offer in Thanet, consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following.
- i. **Open Access Youth Club:** This group runs Tuesday and Friday evenings for all young people in school, years 7 to 13. We aim to build confidence and self-esteem for all young people by creating personal development opportunities. The offer in all programmes includes, sport and fitness, art, cooking, information advice and guidance, music and dance.
  - ii. **Cool Crew Access Club:** This programme runs on a Thursday for young people who have additional needs and may struggle to access a generic youth work session. We aim to build confidence and self-esteem for young people to access mainstream youth work sessions, or offer bespoke informal education tailored to the needs of the young person with additional or complex needs.
  - iii. **Change4Life Programme:** We run a weekly session for children in school years 4, 5, and 6 on a Wednesday evening. Change4Life aims to help families lead healthier lives by eating well and moving more. This Public Health national campaign supports healthy choices including better diets and increased mobility. Nutrition, the reduction of sugar and 10-minute shake ups are all integrated in the sessions with the young people.
  - iv. **6 Ways to Wellbeing:** This group has been established to deliver a group work approach for young people ages 11 to 18. Allowing for 1 to 1 support within the session, professionals are requesting service to support casework to assist in improving outcomes of the young people.

The 6 Ways to Wellbeing focusses on friendships, feeling secure, education, health, emotions and behaviours, talents and interests.

- v. **Girls Group:** We run a weekly girl's group on a Friday after school for girls who have low level anxiety, confidence and low self-esteem. Due to the waiting times for the PAWS programme (Porchlight Adolescent Wellbeing Services) the level of young girls with anxiety issues the Girls Group was set up to help with this locally.
- vi. **Duke of Edinburgh's Award (DofE):** An accredited open award centre that currently delivers bronze and silver DofE opportunities. Thanet Youth Hub is an accredited open award centre that delivers currently Bronze and Silver DofE opportunities. The young people have completed both Bronze and Silver Awards this year and passed with amazing assessors' comments.
- vii. **Peripatetic Detached:** This is street-based work that responds to local need and Community Safety Unit (CSU) requests.
- viii. **Missing Return Interviews:** These are carried out by Youth Hub staff for every young person who has been reported missing that is not open to CSWS, to ensure we understand the reason for their missing episode and ensure their safety and wellbeing. To ensure the young people are listened to and reflecting a clear account of their views, to introduce the young people to the activities available to them across Thanet, and to offer them positive activities in a safe environment.
- ix. **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.
- x. **Holiday Programmes:** A variety of activities are provided in holiday periods. These include day trips, Carnival Week (Annually), Residential experiences, and workshops.
- xi. **Sense of Belonging:** This is a programme delivered in partnership with KCC's Outdoor Education Centres, CSWS, and Fostering for Looked After Children in the county. Thanet, along with Swale and Canterbury, has led the way on this initiative over the last twelve months.
- xii. **Detached Youth Work:** Outreach services are provided in Millmead and Newington to further support areas of deprivation. We support Newington Youth Club with a member of staff on a Monday evening. This project is run by Newington Big Local & Children in Need. They support local community engagement and develop the local woodlands with young people. We support Millmead with staff who offer 2 evenings a week where young people can take part in positive activities in their local community.

- xiii. **Safety in Action:** This was organised to engage all Thanet Primary Schools in a Safety Event, to equip children for the transition to secondary school. Youth Hub staff were lead partners in organising and delivering this.
- xiv. **Yostreetzone:** This session is run by a local Youth Worker who engages local young people in positive activities; predominantly football. 3 football competition have been organised for over the summer months, with one already taken place with high volumes of young people.
- xv. **Realise and Achieve:** This is a 12-week programme funded by the Community Safety Unit (CSU) and delivered by the Youth Hub, to support young people moving into school years 8 to 11 who are at risk of becoming Not in Education Employment or Training (NEET), vulnerable, low school attendance or involved in Anti-Social Behaviour (ASB). The aim is to engage 12 young people and support them throughout the summer holidays and encourage good attendance in the beginning of the new school term.

## **2. KCC Commissioned Youth Offer in Thanet**

- 2.1. Pie Factory Music are a Commissioned Service and are currently delivering a five-year contract with KCC to deliver universal youth provision in Thanet.
- 2.2. The youth offer from Pie Factory Music, includes the following programme of support:
  - i. Five days a week service of delivery at the Ramsgate Youth Centre building and The Pavilion Youth Café in Broadstairs (this work is sub-contracted to The Zone). Focusing on informal education and delivered through drop in and activity-based sessions. This includes music, sports, arts, and participation activities.
  - ii. Pie Factory Music runs outreach sessions in local schools and at community events. Responsive street-based sessions are utilised in partnership with the CSU and partner organisations to tackle seasonal “hotspots”.
  - iii. Pie Factory Music offer 1 to 1 and small group creative interventions for those young people who are not yet ready to engage with open-access provision.
  - iv. They have taken the lead on the provision of a Youth Forum that is called “Here Me Now”.
  - v. The Pavilion in Broadstairs, is subcontracted to Pie Factory and provide a full programme of activities in Broadstairs. They also deliver DofE as part of the Thanet Offer.

## **3. Governance**

- 3.1. The 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 Thanet

4.1. **Thanet Street Week:** Youth Hub staff participate in the Thanet Street Week. Residents are asked what is good, bad, or could be better. Surveys are completed, and referrals or follow ups are made with other agencies as appropriate. Professionals come together to speak with all residents in the community about cohesion, ASB, Thanet District Council priorities. The views are heard by all the community; each professional ensures this is included in their future planning and targets

4.2. **Margate Task Force Adolescent Work:** This is a piece of work under development driven by changes in the Task Force, capacity within EHPS and Youth Hub and issues of adolescent risk raised at Adolescent Risk Management panel and other forums Consideration for Street week (two per month) to include PRU Inclusion and Attendance Service for attendance Sweep, Youth Justice desistance work and PCSOs in reducing vulnerability – added to this detached youth work and current youth offer.

4.3. **Young Healthy Minds:** A mentoring service providing 1 to 1 and group mentoring programmes equipping young people with diversionary techniques, informal education and strategies to support them growing up in safe families and communities. Various techniques to improve emotional resilience; help anger management; increase positive engagement in the community and reduce risk taking behaviours will be employed.

4.4. **Pipeline Youth Initiative:** This is delivering the “Aspire Streamline Course” which is a 12- week educational course of weekly workshops, personal development, and weekly mentoring sessions for NEET 16-19 year-olds. The aim of the course is to help each individual re-engage with education or employment, giving them the opportunity to learn new skills, gain qualifications and enabling them to have a greater sense of confidence and aspiration. The course will focus on 10 areas which will improve employability skills and qualifications. Students will also follow a programme of work experience.

4.5. **Just So You kNOw:** Oasis is delivering the “Just So You kNOw” project, an early intervention and prevention programme developed to end violence and abuse. The programme uses a range of interactive resources to promote discussion aiming to raise awareness around issues of consent, grooming, online safety, healthy relationships and assertive communication. Oasis are delivering five courses made up of three year 9 courses, one year 6 transition courses with Drapers Mill School, and one Early Years course.

4.6. **The Freedom Programme:** Oasis is delivering the Freedom Programme which aims to help victims of abuse understand the beliefs held by abusers and the effects upon children. It also works to build confidence and identify the local resources that can help. It is a free 12-week course run for two hours per week and are run periodically in different locations throughout Thanet and Kent. All venues are accessible for people with mobility issues.

- 4.7. **Roma In the Lead:** The project works across five districts in Kent and Medway including Thanet. Three Roma Development workers, of Roma heritage work with young people in the local community. The aim is to enable more Roma led initiatives and activities and to build leadership skills in the community, to develop a bridge between agencies and local communities and Roma, and to ensure services understand Roma culture and what works well for Roma. The Roma workers have a meeting within St Pauls Church which offers language courses, help with DWP and support families in Need. They also run a Thursday session at Quarterdeck for families wanting to participate in activities, supported by Red zebra.
- 4.8. **NEET Drop in Service:** A service offered by CXK young people who are NEET, attend the Youth Hub and work with their advisors on breaking down barriers to accessing Education, Training and Employment.
- 4.9. **Independent Police Advisory Group:** Independent Police Advisory Group. Young people from The Quarterdeck meet with Kent Police and other Multi Agency Partners 4 times per year to look at Police issues. Young people can express what is good about Kent Police and how relationships between staff and young people can be improved. Recent focus has been on “Stop and search”, new technology such as “facial recognition”, “hate crime” and more Police Officers attending Youth Groups.
- 4.10. **Thanet NEET Meetings:** These meetings are a chance to discuss young people who may be engaging in other services or involved in CSWS, EHPS, or attended any of the universal services.
- 4.11. **Young Carers Sessions:** These sessions are run out of the Youth Hub and delivered by IMAGO once a month offering targeted young carers the opportunity to mix and socialise with other young people, build social and communication skills, and have fun. They also offer advice and guidance for parents that support the individual throughout their time as a Young Carer.
- 4.12. **Power of Women (POW!):** This is an Arts project in Thanet. POW! is held annually over a 7 to 9-day period to coincide with International Women’s Day on 8<sup>th</sup> March, with the goals of encouraging community involvement in local arts and cultural activities and profiling the work of local female artists. This year the young people attending the workshops and attended the parade along the seafront.
- 4.13. **Music for Change:** Music for Change are working with young people for a year on Music Technology, learning new music techniques, and using recording equipment shown by professionals, with the end goal being a performance in the community.
- 4.14. **Redeeming our Communities:** Community Organisations and Youth Groups meet 4 times per year to share good practice, resources, and problems affecting their communities. Organisations involved include churches, Thanet District Council, Margate Task Force, Voluntary Sector Youth Groups, Salus and Commissioned Providers.
- 4.15. **Young Lives Foundation:** The group is used as a hub for our 2 mentoring services in Thanet. YLF offer 1 to 1 volunteer mentoring service on a 3-6-month basis. This is where we offer a young

person either school based or community-based mentoring. This entails meeting with a mentor once every week/two weeks, in a befriending capacity, and they work towards completing goals set on their referral forms. Goals are usually based on emotional or social achievements. This is for young people with 'milder' needs for a mentor as our mentors are trained in house, but they are volunteers and not professionals. They also run group mentoring. This is based at the Quarterdeck in Margate and currently runs from 18:15 – 20:00 on a Monday night.

- 4.16. **Public Health:** The Two Public Health Leads meet quarterly to write the Public Health report for the Thanet District, writing a clear account of what has been achieved at both the children's centre and the Youth Hub. The Public Health leads also ensure that all relevant campaigns are displayed and up to date including staff training, planning and evaluations of sessions delivered by Youth Hub staff. The leads are responsible for the new campaigns, for the Youth Hub Change 4 Life, Stoptober, Release the Pressure and Rise Above are all embedded in our work.
- 4.17. **METRO:** Quarterdeck is a contact and access point for young people to access the GET IT service. We offer information, advice and guidance. METRO outreach sexual health workers regularly attend all sessions adapting to the target audience.
- 4.18. **Charlton Athletic Community Trust (CACT):** We have a supporting partnership in working with young people in open access and 5 hours of staffing is provided to deliver activities for young people. CACT are a mentoring service which support young people who are NEET and at risk of becoming NEET, who require a little extra support.
- 4.19. **Addaction:** Young Addaction Kent provides friendly, confidential, and expert advice on drugs and alcohol and provide information, support, and advice for young people and their parents/carers. They offer the chance to speak to someone about how drugs and alcohol affect people and others around, help to make decisions about lifestyle, and links to other support services. The local Addaction worker attends youth work sessions and offers group sessions and 1 to 1 support. Information, advice, and guidance is given in these sessions. All staff have been trained on how to complete the DUST referral if required to do so.
- 4.20. **HeadStart:** HeadStart is now embedded in work in Thanet and in the Hub. Using the resilience conversation tool, staff can identify the opportunities available to support young people on the areas they would like to improve, building on their strengths. We have worked in partnership with the staff developing a Girl's Group 10-week programme. Staff are based at Quarterdeck and are often in sessions speaking to young people, ensuring the voice of the child is heard. We have successfully secured funding to offer a safe space for Young People with KOOTH.
- 4.21. **Porchlight Adolescent Wellbeing Service:** We regularly refer young people to the service, and the course they offer is a lifeline for some young people and their families. Listen to You, Listen to Me and stress busters are very popular. They enable a safe place with a mental health nurse and a porchlight worker in a place which is neutral to the young person.
- 4.22. **Kent School Health Team:** Attend sessions to give guidance to young people and are a referring partner.

- 4.23. Youth Hub staff have also Worked with artists on Mental Health awareness week, International Women's Day, and Refugee Week.
- 4.24. **Open School East:** A textile and spatial intervention by designer Yemi taking place in public, private, and indoor and outdoor spaces on a stretch of Hawley Square, including KCC Library, the Margate Adult Education Centre, and Theatre Royal Margate.
- 4.25. **Hannah & Jimmy:** Filming sessions with young people producing a documentary on young people in Thanet.
- 4.26. **My Happy Place:** Journal writing with Yasmin at Alchemy Arts Collative, to inspire, create, transform, around mental health and anxiety coinciding with Mental Health Awareness Week.
- 4.27. **Healthy Communities Programme:** Kent Community Health NHS Foundation have been working on a new project called healthy communities and have been engaging with young people in our open access sessions. This project is focusing on improving the health of those from migrant communities.
- 4.28. **Rotary Club:** We have built a strong relationship with the rotarians and have taken young people to one of their meetings where we completed a presentation of all the work we do at Quarterdeck. We have invited both Margate and Ramsgate for a meal in which the young people helped prepare and serve. In return for this they have supported the project and helped subsidise the DofE and activities for young people planned for the autumn.

**Early Help and Preventative Services**  
**Open Access Improvement Review Tool**

<b>Document Owner</b>	Alan Collado
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## Open Access Improvement Review

<b>Dates of Review:</b> 18 <sup>th</sup> and 19 <sup>th</sup> Sept 2018	<b>Reviewers:</b> Debee Beale Jo Galvin	<b>Centres visited:</b> Priory CC, Six Bells CC, Cliftonville CC Quarterdeck YH,  <b>District:</b> Thanet
<b>Manager's Present:</b> <b>Vicky O'Riordan</b> - Children's Centre Delivery Manager (CCDM) <b>Justin Wanstall</b> - Youth Hub Delivery Manager (YHDM) Apologies (A/L) from District Manager – <b>Sharon McLaughlin</b>		<b>Staff and Partners Present:</b> Various staff and partners from both Youth and Children's Centres
<b>Context:</b> This Open Access Improvement Review was conducted to establish where Thanet District 0-25 Open Access Provision has made improvements since the last review in November 2016, 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"> <li>1) Access to Services,</li> <li>2) Quality and Impact of Services,</li> <li>3) Effectiveness of Leadership and Management and</li> <li>4) Overall Effectiveness.</li> </ol> <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 verbal feedback on challenges, successes and priorities from the CCDM, YHDM and Senior Early Help Workers (SEHWs). Collectively they demonstrated excellent joint working and knowledge to ensure that the needs of the District had been identified and addressed with appropriate 0-25 universal and targeted services. Senior Managers were able to articulate challenges such as the high level of deprivation and need on a scale in excess of any other District in the County. This in turn leads to a complexity of Additional Support work over and above that suggested by the County guidance, resulting in a difficulty to keep to recommended timescales. It was felt that some strategic decision making is impacting on the ability to deliver consistent services operationally i.e. Support Levels and Mispers processes. An excellent team spirit and collaborative 0-25 approach were seen as strengths with the 2 Delivery Manager working well together to address the challenges identified. The challenge of trying to maintain a Universal Open Access service alongside a more targeted programme of activities and courses in an area of such high need is being helped by strong partnerships with Adult Ed, Health, Children's Social Care and the Early Help units. Priorities for the District were described as the top 6 most deprived LSOA's, addressing the high levels of anxiety, mental health and wellbeing and anger issues, as well as an increase in support needed for pre-diagnosed ASD and ADHD. A particular success for the Children's Centres has been achieving a 'good' grading from the Early Years Advisory Team at the end of Year Review and for the Youth Hub the success of the Sense of Belonging Pilot which is now being rolled out across the County, as well as exceeding their accredited outcomes for young people target and their Learner numbers for Adult Education.</p>		

Category	Score
<p><b>1. Access to services by children, young people and families</b></p> <p>Delivery Managers and Senior Early Help Workers (SEHWs) demonstrate that they are using local knowledge to inform decision making and there are robust Early Help Action Plans in place to influence the provision of services based on need. The last Annual Conversation was a joint 0-25 one which helped partners have a full understanding of the whole Open Access offer and helped identify joint priorities and targets. The District Advisory Board and Youth Advisory Group are in place and well attended by partners and there is a robust monitoring process in place to ensure that Actions and Targets are SMART and linked to evaluation and identified need as well as data. The Delivery Managers work well together to identify need and delivered a comprehensive review of Open Access services in February 2018 that helped inform direction of travel for the year ahead. While it is recognised that the majority of Thanet is an area of high need the Delivery Managers have been realistic in what can be achieved and with staff consultation and involvement identified 6 key LSOAs to focus service delivery and adjusted services and timetables accordingly. Children's Centre Early Help Support Workers have taken lead roles in either group or targeted work following the evaluation of Service Delivery. Universal access has been maintained by the provision of a rolling programme of Family Time in every Children's Centre and the use of partner led services in some areas of less need. Similarly following the return of Senior Early Help Workers to the youth service a review has ensured that appropriate services for young people are delivered 5 days a week as well as targeted and accredited services such as DofE and Asdan. Staff felt fully supported and involved by the Delivery Managers in service review and delivery changes ensuring that they are motivated and enthusiastic to improve the lives of children and young people.</p> <p>All staff observed were aware of their target groups and areas and were knowledgeable of the families and young people 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 Thanet. The use of data is well established with all staff and regularly discussed at team meetings and reviewed when evaluation is being undertaken. The staff team feel supported in working to their strengths and have clear identified lead roles that help in the development of services with identified needs, creating outstanding relationships with children, young people and families.</p> <p>The District offers a comprehensive package of universal and targeted 0-25 services delivered from 9 Children's Centres (including 3 part time, and 1 commissioned) and The Quarterdeck Youth Hub as well as various outreach venues. There is a very good partnership with the Commissioned Millmead Children's Centre. They attend various meetings including the District Advisory Board and liaise on Public Health Campaigns. They have taken part in various joint training sessions including domestic abuse and speech and language. Many events are shared as well as details of families of concern (e.g. LIFT, SCS etc.) The District has worked hard to ensure that they are reaching the most vulnerable families and reach figures for Under 2 and 8-19 Yrs. in the top 10 most deprived LSOAs in the District are mostly good apart from Cliftonville West, Eastcliffe, Northwood and Margate Central. Reach could be improved for the 3-7 yrs. in the top 10 LSOAs and plans are already in place to extend the age range of the successful 'Change for Life' group at the Youth Hub to include 6-8-year olds. Recognising the increasing demands of Additional Support and capacity the District has targeted two of the priority LSOAs (Cliftonville West and Eastcliffe) for focus as these are areas of particular high need and improving outcomes for families and young people living here would have significant impact.</p> <p>Although Reach figures for the District are not yet good overall, they have shown improvement and are only slightly below the Kent average. A high percentage of children (0-7) open to social services are known by Open Access (65%) but the numbers being reached (55%) could be improved. The percentage of children 8-19 open to Social Services and known to Open Access is lower in registration (35%) but similar in reach (52%). The SCS process and the sharing of the SCS list which is received monthly could be strengthened between the CCDM and YHDM and this could improve registration and reach of the SCS target groups.</p>	<p>2</p>

Although the process for allocating Additional Support Requests is strong and undertaken jointly with management the percentage of requests assigned within 3 days and assessed within 10 days is low in all age categories and lower than the Kent average, so this is an area for improvement. Most cases are closed within 8 weeks and the numbers closed without an outcome are below the Kent average. The numbers of Additional Support Requests for those 25+ or unattached is low and below the Kent average showing that good business support processes are in place for recording requests.

Partners such as Health Visitors, One You Advisers, Insight, SCS, Schools, CXK, Pie Factory, Porchlight, PCSOs and the Thanet Multi-Agency Task Force deliver services from the centres and outreach venues and effective joint working with key partners is well established and described as 'positive and effective' by those partners seen. The Managers make effective use of the settings in both the Children's Centres and Quarterdeck Youth Hub where partners can make full use of the facilities at evenings and weekends, extending the services available to families. For example, Partners are used to facilitate some services delivered on a Monday in the Children's Centres enabling dedicated time for CC staff to undertake meetings, training and evaluation while maintaining a full offer for families. The Quarter deck Youth Hub is a busy well used space often providing an alternative venue for local Schools and PRUs. Comprehensive booking systems have been put in place by the Delivery Managers, facilitated by Business Support, to enable the use of the Centres out of hours ensuring all safeguarding and health and safety policies and procedures are followed. The presence of Business Support at the Youth Hub is extremely important to manage the volume and vulnerability of those accessing the building at all times. EStart is used to monitor how many families and young people use and continue to use services until their needs have been met. Effectiveness of services is further evaluated in a robust schedule of evaluation in the Children's Centres and a developing one in the Youth Hub.

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

**Recommendation:** Improve the sharing of the SCS data between CCDM/YHDM and increase registration and reach of SCS children and young people.

There is a very strong and robust system in place to increase the take up of Free Early Education (FEE). Thanet has the highest number of 2yr. olds eligible for Free for 2 (FF2) in the County so there are two FEE leads with responsibility for four CC catchment areas each. Dedicated business support coordinates the cross checking of the DWP list with eStart and the upkeep of central files. This process ensures that staff are fully informed of key FEE updates and take-up is effectively monitored. Recently links have been made with JCP to work together to inform families of FEE and support them back into work or training and this is a key achievement. FEE forms part of the agenda at team meetings to inform staff of current take-up rates for FF2 and where to find information on eligibility criteria and providers. Currently Thanet has second highest FF2 take-up at 67.92% which is a real achievement with the highest numbers of eligible 2 yr. olds. The leads have a good awareness of the barriers to take-up, actively chasing the production of the FEE leaflets in other languages to support take-up. Thanet were the first district to have a Childminder Lead linked to FF2 and the Childminding Collaboration. There are notice boards in each centre and all staff wear badges inviting parents to talk to them about FEE. Health Visitors and Unit staff are aware of who to refer parents to for further advice. Further training for some CC and Unit staff and better use of HV development checks to speak to parents could further improve take-up.

**Recommendation:** Provide further FEE training for some CC and Unit Staff and share HV development check list with reception to cross check with DWP list to target FEE families.

There are 3 young parent groups running in Cliftonville, Newington and Priory CC's delivered by Kent Creches and supported by Early Help Support Workers who have clear guidance on their roles and responsibilities. 57 young parents have been reached at these groups since January 2018 and they feedback positively about how they have been supported to not feel 'alone' and have a safe space to talk about their concerns and issues. A creche is provided and the progress of the children attending is targeted with the progress tracker. Incentives to

support and improve attendance are offered such as driving lessons and a healthy lunch. One parent was observed taking food to the Creche for her child. Recommendations around this practice were made by the EY advisor (NoV - 31/07/18) so this needs to be followed up. There are good links between the CC and YH team as well as health and the NEET team to ensure relevant young parents are signposted and targeted to attend. Positive outcomes have included the transitioning of 7 young parents into further education and a further 6 back in to work. One young parent is intending to become a breastfeeding peer supporter which is positive when breastfeeding rates among young mothers is low. The young parents spoke positively about the benefits of attending each themed week. The tracking of the progression for young people by Kent Creches and them sharing this with the Children Centres could be improved.

**Recommendation:** Work with Kent Creches to improve the tracking and recording of achievements by young parents.

Despite there being effective partnerships in place with the Participation Manager, CXK (who are co-located at the Youth Hub), Schools and local further education providers the number of young people that are Not in Education Employment or Training (NEET) remains high in Thanet and there is a feeling of 'treading water'. It is felt that as soon as partners support young people into EET more become NEET due to the level of need and barriers, including SEND, anxiety, depression and travel difficulties in the District. Young people do not want to leave the home so there has been an increase in the need for home visits and door knocking undertaken by the YH and CXK. The NEET list is discussed at monthly meetings and at Participation and Pathway Meetings three times a year to ensure that the NEET agenda is everyone's business. There are very good links with the three Young Parent Groups run in Children's Centres which includes a re-engagement programme for NEET young parents making them EET. There are also opportunities for accreditation for young people who have low educational attainment due to SEND as well as the 'Realise and Achieve' programme for those at Risk of becoming NEET.

There is clear evidence of strong partnership working and collaboration between CC and HV staff, for example in resourcing and delivering the new Baby Hubs, Health Visitor Drop-in and Breastfeeding Groups at Priory and Six Bells. CC's have in consultation with Health Visitors provided a range of resources to support the Parent Education programmes in the Baby Hub including themed portable boards with clear, current and consistent information at each workshop. Early Help Support Workers support the delivery of the Hubs by engaging with the parents attending and co-delivering some of the workshops and this has supported an increase in registrations and appropriate referrals for targeted and additional support. A useful leaflet for parents detailing the locations and times of Healthy Child Clinics and Baby Hubs and giving the Health Visiting Advice Line is available for parents. You and Your Baby has not yet started, and the aim is to run this in the evenings as take-up is likely to be better, midwifery is also keen to be involved with delivery and positively a meeting with HV and midwifery has been set up to facilitate this.

There are strong links between the CCs, YH, Units and SCS but this could be further improved with effective sharing of the SCS data between CC and YH. The Delivery Managers work well together to deliver a good 0-25 offer to families across all levels of support, but communication on strategic changes could be improved where service delivery is affected adversely with regards to capacity and resourcing. There is excellent work with Thanet Multi-Agency Task Force Partners ensuring a real focus on the areas of highest need, this includes involvement with the 'Street Weeks' which identify highly vulnerable families and some unknown NEETs.

**Recommendation:** Improve consultation and communication with the Delivery Managers of strategic change that affects service delivery.

## 2. Quality and Impact of Practice and Services

The staff team delivering the EYFS are very clear on their target and priority groups. An outstanding example of good practice was encouraging the Staff to identify their strengths and use robust data and local intelligence to tailor services to identified priorities. This has resulted

in targeted service delivery aligned to need with clear defined roles for staff linked to the Action Plan and the TCP and appraisal process. Service Proposals are now clear, and staff have ownership of a strong evaluation (termly) schedule where Summary of Services are discussed in supervision to inform service delivery. Planning is embedded in all groups and has a very clear link to the Service Proposal and Summaries. Although staff were able to verbally demonstrate how their observations of children in groups informed planning and service delivery the link to this was not always clear on the planning paperwork, in the folder seen and this could be improved. A session evaluation form is in place for staff to complete at the end of every group which informs the termly summary of service and supports the identification and tracking of children's development. This reflective tool also enables the staff member to keep an account of outcomes achieved and 'wow' moments to capture when reviewing and evaluating the service. Staff were keen to share their paperwork during the review and all folders seen had Service Proposals, Summary of Services evaluations and risk assessments in place.

Early Help Support Workers have taken lead roles in either group or targeted work following the evaluation of Service Delivery which means that 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. Staff are enthusiastic and proactive in seeking creative ideas for new services and make effective use of Social Media such as Facebook, Twitter and Bloggs to gain feedback to inform and develop services such as the Parenting Drop-in sessions and the Fresh Hope Saturday Group. The enthusiasm and skills of staff were evident in the groups and services that were observed, and it was clear that staff had developed very good relationships with the families, children and young parents observed accessing the services during the visit. Principles of Born to Move and EFICL were seen in all settings and observed in all groups and all staff observed were able to confidently talk about the developing child and how the activities and services supported parental development too.

There is outstanding engagement of young people from very diverse and challenging backgrounds in the youth services provided. The youth staff observed were able to talk confidently about how their services are planned with young people according to changing needs and vulnerabilities, and how good outcomes are being achieved as a result. They act as good role models and challenge unacceptable behaviour appropriately in line with the clear boundaries set and displayed. This ensures that their relationships with young people are outstanding and effective. The young people spoken to confidently voiced the difference attending the YH had made to them and the fact that such a diverse cross section of young people come together in one space indicates how secure they are with the staff and the environment. The phrases 'safe place' and 'somewhere safe to talk about worries' were constantly referred to by young people. One young person particularly spoke about how the youth service had changed her life following being bullied by providing her with a safe place and the support and guidance to have confidence in herself. She has gone on to be a nationally acclaimed sports person and says she still uses the skills gained from the YH to address ongoing challenges in her life. The number of attendees at the centre is usually between 60 and 80 young people, these high numbers as well as the high-level issues such as substance misuse and exploitation in the District, results in some very challenging situations for the staff team who have to adapt their planning on an ongoing basis to deal with 'crisis'. Staff were observed to quickly identify the issues and deal with them so professionally no-one noticed any deviation from the planned activities. Young people have some excellent ideas to further improve the services and were keen to be involved in a Youth Forum.

Parents at Family Time were seen actively engaging with their children and encouraging them to join in with the varied activities on offer. All of the parents spoken to felt supported by staff and spoke positively about how the services had helped them to find new friends and given them confidence to try out different activities at home. Two of the parents spoken to lived in flats and talked about how much their children enjoyed coming the centres and being able to play safely outside. Children clearly felt safe and secure in the groups they attended, they actively engaged well and were confident in approaching staff, who were observed involving children in the activities and making good use of all resources, for example using a paint tray rather than a pot so children could use a variety of materials to explore painting.

All YH and CC Groups and Services have Service Proposals and those observed in folders

were clear and comprehensive and all staff had a clear understanding of how they linked to planning and evaluation. All staff are aware of their role in evaluations and a robust Summary of Service schedule is in place for CCs, although these require some work at the YH. The YHDM is aware of this and the SEHWs have plans to make their system more robust as a result of recent Planning training delivered by the I&I team. Summary of Services in the CC's are reviewed and discussed in supervision and play a key role in the review and planning of service delivery resulting in evidence that the right families are being reached. The YH would benefit from implementing this process.

Early Help Support Workers have taken lead roles in either group or targeted work following the evaluation of Service Delivery, this process has developed the EHSW role and increased the capacity and the skills of staff ensuring there is a robust Universal and Targeted programme of services on offer for families and young people.

Early Years Leadership is strong, and tracking of children is very good. Around 150 children are tracked in the district and all are from target groups and show evidence of making good progress. Notes of visit are shared and are used to help identify training requirements and staff development. The end of year Early Years review shows that good progress has been made in all recommendations and that staff have continued to engage well to secure improvements to their Early Years provision. Staff recognised that the need to improve the accuracy of data as some children on the progress tracker had stopped accessing services. A strength is the use of sessional evaluation to monitor and track those children who are not on the tracker but who could warrant being added later, this ensures staff have a clear focus of the individual needs of most children accessing their services and can quickly move to track any that are an area of concern. Monthly Early Years' meetings ensure that environments are of good quality with provide continuous provision, and an Early Years champion improves consistency and communication. An annual audit of EFICL is due in October and this will inform service planning and the Annual Conversation.

12 Youth Work Observations have been completed in the District since December 2017, including a number of the commissioned service, which is slightly below County average. The YHDM is aware of this and has plans to implement a schedule of observations to increase the number of observations now the SEHWs are established in post. Results of the completed observations show that Context, Session Delivery and Quality of Relationships are mainly good and outstanding whilst Planning and Outcomes require some improvement, this is in line with County trends and the recent Planning and Evaluation Training has taken place to address the areas identified for improvement.

**Recommendation:** Consider engaging the young people from the Review Focus Group as a Youth Forum to link to the YAG

**Recommendation:** YH to review Service Summaries process in line with CCs

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

A wide range of parenting programmes are delivered across the district with CLS, Health and Early Help Staff and Units, these include Solihull, Understanding Yourself, Understanding Your Child (UY, UC), Managing Child's Behaviour, Cygnet and Learning Links. Understanding Yourself, Understanding Your Child is led by a Unit lead and Solihull by a Senior Early Help Worker who meet regularly and liaise closely to ensure parents access the right course. Previous feedback from parents and staff suggested that families were not always being referred to the right course and so a new referral route ensures referrals are screened and parents are allocated to the right programme based on their needs, which is likely to lead to improved outcomes. Evaluation is robust for the parenting programmes with additional questions added to the Solihull questionnaire to gain parental feedback. All children attending the UY, UC or Solihull are tracked with the progress tracker and there are strong links between the facilitators and creche staff to ensure children's individual needs are being recognised. Longitudinal evaluation is taken after 3 months to see measure parents progress and outcomes. Cygnet is delivered via Forelands School and Greenbank's MASH and this is

working well but demand is rising, and the criteria (imposed by the school) requires parents to have had an ASD diagnosis, staff have identified a gap for parents awaiting diagnosis and are looking to develop a programme to address this. A new parenting advice 'drop-in' group is being set up in response to feedback from parents via evaluations and a recent Facebook poll. An EHSW has been given the lead for the LIFT meetings which has improved consistency in attendance and has helped to build positive relationships with services such as S&L and Specialist Teachers. There is robust tracking in place for all children discussed at LIFT and monitoring of the needs and outcomes for families has helped inform new service provision such as a coffee morning at Six Bells run by 'Fresh Hope' and the Saturday Group run by Thanet Autistic Parent Support group. Strong links with Early Years settings facilitates a robust range of support for families and avoids duplication of work. A comprehensive leaflet on the Thanet parenting offer has been produced for parents and partners.

The target for accredited outcomes for young people for the year has already been exceeded by 59 and there is a good range of accreditation opportunities, such as Asdan and Art Awards available. There is good engagement with the D of E programme and extremely vulnerable young people are being engaged in opportunities that would not ordinarily be available to them with excellent outcomes. There is clear evidence that young people are being developed over time with some currently working, volunteering and becoming senior members for the service. The achievements of the young people are clearly celebrated with a recent win at the Thanet Carnival with the 'Little Monster' float being celebrated with Art Work to display, as well as this being used as evidence for the Asdan Award. Thanet also made the most nominations for Young People (78) to receive Try Angles Awards in the County, demonstrating a recognition and appreciation of the achievements of the young people in one of the most challenging areas in Kent. A particular area of good practice is the 'Realise and Achieve' Group which targets vulnerable young people who may be at risk of NEET and engages them in accredited activities to improve their aspirations and choices for academic or vocational achievement, leading to an Asdan qualification.

An effective process is in place for the planning and delivery of courses across the District and a recent review of the Open Access offer has seen courses refocussed to take place in the areas of higher need. This has reduced the number of EH staff who lead on Adult Education and enabled more focussed recruiting to the courses from target groups such as BME for the Family Language Courses and families open to SCS or Early Help for Managing Child's Behaviour. Data on attendance and attainment is analysed and reviewed to help inform planning and service delivery, for example it has been noted that the number of parents attending courses open to EH is low although parenting is one of the highest reasons for EH referral. Developing better links with Units has been included in the District Action plan. Analysis of data shows target families are accessing Maths, English, Family Learning and Managing Childs Behaviour programmes but the First Aid courses while popular are not being accessed by target families, so this may be an area to review. Thanet have exceeded their Adult Ed target by 49 learners and reached their target for adult learner claims. There are plans in place to run a joint event on the 8<sup>th</sup> October with JCP for women who are on Universal Credit to inspire them to get back into education or work. All achievement is recorded on a Tracker and learners are also contacted post-course to see what the impact has been on their daily lives. The evaluation for this needs to have a disclaimer added so families are aware of how the information is being used.

The Children's Centres also have effective partnership working with East Kent College and this has enabled an opportunity to generate an income to support crèche facilities for further courses.

**Recommendation:** Review First Aid Courses as part of Adult Ed offer to understand why target families are not attending.

**Recommendation:** Add a disclaimer to the course evaluations which details how the information gathered is being used.

Partnerships with Early Years and School Settings are positive, and staff talked about having Link settings. The EHSW who attends LIFT engages with all nurseries where Open Access

are also providing support to ensure there is joint working. Feedback from an EY partner has been that the Link role has been diluted over recent months due to pressures on staff capacity and this could be improved. In discussions throughout the two days staff talked about their link role and recognised that it had slowed somewhat, and plans were in place to re-look at this and re-establish relationships. The EY provider who attended the partnership meeting did feel they had a good relationship with the Centre Manager and were able to give their views and contribute to the DAB, Annual Conversation and Action Plan. A particular piece of outstanding work with EY settings and childminders was the identification via the District Review of a need to support training in EY staff and deliver an Engagement Event; 'Working Together to Improve School Readiness'. A programme was developed by the EH staff and partners from Health, EY Advisory Team, and Specialist Teaching Service that covered Communication & Language, EFICL, Born 2 Move, Emotional Wellbeing and Toileting. This was delivered in the evenings to EY staff and Childminders across the district. There has also been a subsequent event; 'Working Together to Keep our Families Safe and Well', following feedback from the settings and childminders, that focused on Safeguarding, E-safety, Poverty and Neglect, Emotional Resilience and the Early Help Offer. This was supported by EH, Health and the CCG, EY Safeguarding Team, Save the Children, Margate Taskforce and the Early Years Inclusion Team.

The two Public Health leads in place across the Children's Centres and Youth Hub work together extremely effectively to ensure that the delivery of Public Health messages is consistent and effective across the District and age range. Their strong joint working ensures that Public Health Display Boards are consistent, clear and well maintained with relevant key messages such as Sugar Smart, Sexual Health and Emotional Health and Wellbeing. The staff articulate that although young people do not necessarily take in all of the information displayed, they are able to take them to the relevant board when an issue is raised and provide the young people with the resources needed as a result. The public health report is completed effectively to identify the good work taking place in the District and the two leads meet or communicate regularly to ensure the information provided is relevant and up to date.

The District has effective volunteer champions who are responsible for the recruitment and support of all volunteers. The volunteer process is working well with new applications coming through the online tool. The process for recruiting volunteers has changed and is now more focussed on where volunteers are needed and then advertising accordingly and there are currently 10 volunteers waiting to be interviewed as part of a recent recruitment drive. There are currently 8 Children's Centre volunteers across the District with an additional 12 breastfeeding volunteers. One Volunteer has recently gone into employment. The volunteer tracker is used effectively and kept up to date and there is good monitoring and support in place for volunteers. In addition, the District has a very good placement scheme in place offering placements to students from schools and colleges and have recently received awards for Outstanding Employer Contribution for Six Bells and Cliftonville Children's Centres from the Education Business Partnership Kent. There are plans to pilot a Community Week with Health & Social Care Students from a local college to have a week's placement in Children's Centres as part of their mandatory placement, although this will need to be carefully managed to ensure the centres are not flooded with students. There are currently 5 Senior members who have been developed by the Youth Hub and these have all had the opportunity to complete an accredited Asdan award. There is also currently 1 youth volunteer (adult volunteer as opposed to Senior members who are young people).

Service Users and young people are kept informed of how the centres keep them and 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. Staff undertake Champion roles in all areas of delivery including the creating and upkeep of notice boards and displays and the positive impact of this is very evident in the quality and consistency of the information that is displayed in all the settings. The District effectively uses social media including Facebook, Twitter and Blogs to inform parents, young people and children and to gather feedback on future services and activities, for example using social media to undertake a straw poll from parents on a new service for parenting. One Partner noted that the Youth Hub was the only one in the County that they could find information about on Twitter. A

quarterly news letter is produced for families and this includes updates on suggestions made by service users. An Early Help Worker from the Children's Centre writes an article termly for the Educational Life magazine and this is sent to all Schools, Community Groups and Children's Centres in East Kent and is shared on Facebook.

The one to one work with families and young people is outstanding, all service users spoken to during observations spoke enthusiastically about the support they had received from staff. One parent with complex family needs was supported to access a parenting programme by a SEHW, the invaluable support and advice received during the course and with 1:1 support has enabled this parent to have improved relationships with their teenage step-children and improved parenting skills with their toddler. The young people spoken to in the Young Parents group spoke with enthusiasm about the impact of coming in to the Young Parents group in reducing their isolation and widening their options. One young parent is now training to be a Peer Support Breastfeeding volunteer.

There is currently a One Stop Shop running in Six Bells and this is well resourced with solicitors, Oasis, Police and Health visitors attending. A Unit worker is linked to this to offer referral to EH if required. This is well used services and plans are in place to deliver another one in Ramsgate as a need has been identified there. Margate Taskforce is a multi-agency group of Fire, Police, Health Visitors, JCP co-located in the council offices in Town. Early Help attend meetings and undertake 'street weeks' with the task force which helps identify families in need referrals for vulnerable young people are also made through the Taskforce.

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

**2**

The Children's Centre and Youth Hub Leadership and Management is very strong. There is clear evidence that the CCDM, YHDM and the SEHW's use available data to identify priorities that inform Action Plans and the delivery of services. Using information from the first district review and the updated Open Access Offer the Delivery Managers and SEHW's consulted with the staff team and discussed the new offer and priorities based on available data and local knowledge. From this EHSW's were encouraged to identify their own strengths and how they could support achievement of the targets and as result staff have clearly defined roles, with some focus solely on group work while others have a focus on 1:1 and targeted work. Clear priorities with SMART targets are set in the action plans and linked to the Staff TCP and appraisal process. This is a piece of outstanding work which has enabled staff to fully buy in to the changes to services and has a clear link to their performance. Once the priorities had been identified and the Action Plans developed they were taken to the Annual Conversation for sign off and agreement and these are updated at every DAB/YAG. It is clear the District are using central processes effectively to inform service delivery. The findings from the staff away day were jointly prepared and presented by the CCDM and YHDM at the District Review in February 2018. Staff felt supported to work together and understand each other's roles with CC staff attending a Youth Hub residential and co-delivering the Youth Change4Life programme.

Additional Support has a whole district approach, joint reflective practice and mapping was in place between YHDM and CCDM, but this has had to be reviewed and is now separate due to difficulty in getting staff from the two teams together, joint audit meetings still take place. Recently the Delivery Managers have been advised that CCs will need to support the 8-10 age range for Additional Support and Open Access due to the Coastal Academies Pilot, further discussion would be beneficial on how resources will be allocated to enable this change without affecting existing service delivery. This will benefit from further consultative conversation to see how these changes have worked.

The Delivery Managers keep a spreadsheet on Additional Support to enable better monitoring and management oversight. While in some cases this is a duplication of work it will prove very useful with the new Front Door process and could be adopted County wide. The data pack shows that Thanet are low in the numbers of Additional Support Requests assigned within 3 days and assessed within 10 days, the Delivery Managers recognise this problem but articulate that this is due to capacity to allocate any quicker and for staff to make first contact.

There was a previous process to hold a pending list, but this was removed, there is concern about the impact of the allocation of work below Tier 3 once the new Front Door process is in place.

Staff feel fully supported as they have regular reflective practice meetings and dedicated time in supervision where they discuss all the cases they have been allocated. The ACORDS process is embedded, and all staff use this when note taking and have felt it a very useful tool. Staff and Managers feel the RAG dashboard is a barrier and does not take in to account the time required to establish relationships before effective outcomes can be achieved, but staff feel supported by the Delivery Managers in approaching this.

The EHN and SCS lists are used effectively and there is a clear and well-established process in place for handover from SCS or EH when a case is stepped down to Additional Support. There is a good process in place to ensure that referrers to Additional Support are kept informed of when a request is closed and any outcomes that have been achieved. Staff feel supported and enabled to refer cases back up when they undertake an assessment and identify complex needs.

**Recommendation:** I&I team to consider if the Additional Support Spreadsheet could be adopted County wide.

There is strong evidence of outstanding partnership working with a range of partners delivering services across the 0-25 Open Access. All partners spoke positively about the joint services being delivered and developed through involvement with both the DAB and the YAG and the Annual Conversation. Partners feel that there are very good working relationships on the ground and are keen to develop this further at every opportunity.

The Delivery Managers make good use of the Children's Centres and Youth Hub, offering them to partners to use out of service delivery hours to capitalise on the use of the Centres and increase engagement with target families and Young People who may not otherwise engage with the Centres, for example, the MIMHS and the PRU Services. This partnership working also frees up Early Help Staff to work with the highest need. At both the CC and YH partnership meetings it was clear that there are outstanding and established relationships from a wide range of partners with both the SEHWs and the Delivery Managers and partners indicated readily that they feel listened to and able to contribute to the District Action Plans and meetings. Partners felt that while local relationships are good there could be an improvement in and understanding of each other's services and what is available, this will be even more pertinent with the new Front Door process. The EH District Leadership Team are looking to develop a networking event, so providers are aware of what is available. While partners felt fully engaged and supported by the Delivery Managers there was a recognition that information sharing could still be improved. Regular attendance at DAB and YAG could improve this and the YHDM is looking to review the YAG to improve partner attendance. All partners were keen to reiterate that strong partnership links with the Children's Centres and Youth Hub were improving outcomes for children, young people and families.

**Recommendation:** Develop regular networking events for providers to meet and engage and share information.

**Recommendation:** Review YAG to improve Partner attendance

The YAG chair is relatively new and was keen to explain that she is passionate about making a difference to the lives and outcomes for young people. As stated above partner attendance at recent meetings has been inconsistent and both the YHDM and the Chair are keen to review the purpose of the meeting and ensure that young people have the opportunity to influence services on offer to them across a wide range of partners. The youth partner meeting was very positive and if this could be replicated at YAG with the young people who were interested in developing a Youth Forum the meeting could be very productive.

It was evident throughout the review that Parents, young people and children show their satisfaction through their continued engagement with services and repeat attendances across

the 0-25 age range exceed targets. Young people are clearly consulted regularly about their needs and which services should be provided with recent consultations on Active Travel, Community Safety, Detached Work, Health Services, KYCC and the Police. Young person evaluations are available at the end of each session and there are 'you said, we did' boards displayed in centres.

Staff were keen to share that they feel extremely supported by their managers and were keen to highlight that they could not sustain working with such high levels of need without the level of support they receive both formally and informally. Supervision provided by the Delivery Managers and SEHWs is regular and consistent, ensuring a high level of motivation and enthusiasm is maintained across the staff team. The KCC TCP appraisal system is followed effectively and targets and priorities are discussed during this process as well as at supervision. There was a sense that the District Early Help Manager was more available to the Youth Team, but this may be due to being co-located in the Youth Hub.

Training is closely linked with supervision and clearly recorded on the Single Central record which Thanet have continued to maintain and which is clearly reviewed and updated regularly by the Delivery Managers. Training is clearly linked to identified need, for example there is a high incidence of parents needing support to manage children's behaviour and so a SEHW will be training staff on Solutions Focus methods, so they can help parents to identify and implement solutions for positive change. Training is extended to Business Support who feel supported to access all training that Early Help workers access. Born 2 Move training was delivered to Breastfeeding Volunteers to improve support for new mothers.

Safeguarding processes are very secure across the District with ID being checked at all centres and visitor badges being issued appropriately. A visitor health and safety leaflet is available to anyone new to the centre and safeguarding information for staff and service users is available on well-presented notice boards. Safeguarding Audits for all of the centres were submitted on time and demonstrated compliance with the requirements. Safeguarding incidents are dealt with effectively and appropriately and conversations with parents and young people around any concerns take place with thresholds being observed and appropriate escalations taking place. One serious safeguarding incident was appropriately dealt with during the review at the Youth Hub and the member of staff demonstrated an excellent understanding of process, as well as skill in dealing with the 'fallout' for the young people involved. All staff 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. The need for a named social worker agreement has been superseded by comprehensive liaison between various Social Workers, Early Help Units, Youth Hub and Children's Centres who work in a fully integrated way, with regular meetings, joint visits and delivery of services to ensure that families get the most appropriate support.

Health and safety of the centres is of a very good standard with all risk assessments being up to date and displayed appropriately. The Risk Assessment content at the Youth Hub is a little limited and sometimes non-specific, this could be improved by staff accessing some support from I&I in further developing the assessments. All centres, including the outside areas are well maintained, welcoming and safe contributing to good environments that improve outcomes for children, young people and families.

**Recommendation:** I&I to consider removing the requirement for a Social Work Agreement in recognition that integrated working had superseded this.

**Recommendation:** I&I to provide support for Youth Hub staff team to further develop the Risk Assessments in place.

#### 4. Overall Effectiveness of 0-25 provision

2

Given the current provision of integrated 0-25 Open Access Services to meet the needs of the Thanet District, the evidenced quality and performance of the 0-25 services and the effective

<p>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 evidencing performance, 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"> <li>• Access to Services – 2 - Good</li> <li>• Quality and Impact of Practices and Services – 2 - Good</li> <li>• The Effectiveness of Leadership and Management - 2 – Good</li> </ul>	
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<b>Actions for development</b>	<b>Responsible -</b> To be decided by District unless stated otherwise	<b>By When –</b> To be decided by District unless stated otherwise
Work to improve the number of Additional Support Requests being contacted to begin assessment within 10 working days	CCDM/YHDM	
Improve the sharing of the SCS data between CCDM/YHDM and increase registration and reach of SCS children and young people.	CCDM/YHDM	
Provide further FEE training for some CC and Unit Staff and share HV development check list with reception to cross check with DWP list so they can target eligible FEE families.		
Work with Kent Creches to improve the tracking and recording of achievements by young parents.		
Improve consultation and communication with the Delivery Managers of strategic change that affects service delivery		
Consider engaging the Young People from the Review Focus Group as a Youth Forum to link to the YAG		
Review YH Service Summaries process in line with CCs	YHDM	
Implement schedule to increase number of Youth Work Observations taking place in line with County Guidelines	YHDM	
Review First Aid Courses as part of Adult Ed offer to understand why target families are not attending.		
Add a disclaimer to the course evaluations which details how the information gathered is being used.		
I&I team to consider if the Additional Support Spreadsheet could be adopted County wide.	I&I team	
Develop regular networking events for providers to meet and engage and share information.	CCDM/YHDM	
Review YAG format to improve Partner attendance	YHDM	
I&I to consider removing the need for a Social Work Agreement in recognition that integrated working had superseded this.	I&I team	
I&I to provide support for Youth Hub staff team to further develop	I&I team	

the Risk Assessments in place.		
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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.