

Appendix 11

Youth Provision District Report

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Subject: KCC Delivered and Commissioned Youth Provision in Tonbridge and Malling

Classification: Unrestricted

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

1. KCC Directly Delivered Youth Offer in Tonbridge & Malling

- 1.1. The KCC internal youth offer in Tonbridge & Malling, 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 Tonbridge:** Open Access youth work sessions, run in the Tonbridge Youth Hub. Sessions are open to all adolescent young people (11-19). However, we actively target and facilitate attendance of those most at need such as those open to Early Help and Preventative Services (EHPS), Children's Social Work Services (CSWS), and Youth Justice. There are currently two sessions per week in Tonbridge.
 - ii. **YOLO, Tonbridge Hub:** We offer a weekly drop in session for young people who are currently NEET or who are at risk of becoming NEET and would like support and guidance as to what is available for them. This includes further education opportunities, linking them to regular work experience opportunities, one to one support via the commissioned CXK service, as well as assistance with CV writing and interview skills.
 - iii. **SNAP & Unity, Tonbridge Hub:** These two targeted youth work sessions are aimed at young people who have special educational needs (SEN) or who have a disability but wish to access a youth centre, and who may otherwise struggle to access a generic youth work session. We aim to build confidence and self-esteem enabling young people to access mainstream youth provision sessions in the future. SNAP is a weekly session and Unity (which is for young people 18+), which runs monthly and ensures there is a clear pathway for the young people up to the age of 25 years.

- iv. **Girls Group, Tonbridge Hub:** A gender specific group which focusses on the specific needs of young women and girls. Sessions focus on developing self-esteem and image, building confidence and understanding the risk of violence against women and girls (VAWG). Sessions aim to ensure that young females have their voice heard and feel confident in doing so. The young females in this group have also been given the opportunity to be Young Leaders within the SNAP sessions.
- v. **Vulnerable/Wellbeing Group, Tonbridge Hub:** This session operates as a closed, targeted group, offering support for young people who are being worked with at an additional level, and who are currently unable to access other groups that we have running. The group focusses on young people's wellbeing and mental health needs and is open to young people 11-19 (up to 25 with additional needs). This group runs once a fortnight during term time.
- vi. **Junior Group Tonbridge, Tonbridge Hub:** This is an open access group, working with young people who are 8-10 years. For this age group we use a range of team and group work activities, as a way of creating opportunities for growth in confidence that leads to positive relationships with peers. There is also a focus on managing the often-difficult transition into secondary school.
- vii. **Friday Café, Tonbridge Hub:** This cafe is open on a Friday afternoon, and is not only a safe place for young people that finish school early but is also set up to run Barista training using our coffee machine. This gives young people an opportunity to not only gain a qualification, but complete volunteering sessions for their Duke of Edinburgh award.
- viii. **Duke of Edinburgh (DofE):** An accredited open award centre to support young people to gain bronze and silver DofE opportunities. Including joint work with Oakley School to support the DofE programme.
- ix. **Peripatetic Detached:** Outreach work which also responds to local need as well as Community Safety Unit (CSU) requests, where the Youth team will support community events during the year that young people attend.
- x. **Missing Return Interviews:** Missing person return interviews are carried out by the Adolescent unit staff and Youth Hub staff where necessary, for every young person not open to CSWS, to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xi. **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.

- xii. **Y2 Crew:** The Y2 is a long-established summer programme that offers young people from across the borough a range of fun, educational trips, and activity days. This operates for four weeks of the summer in partnership with Tonbridge and Malling Borough Council. This includes half term activities.
- xiii. **Residential Work:** The Youth Hub offers residential work with a focus of meeting needs while building resilience through outdoor education. This can range from weeklong residential to one night camping events.
- xiv. **Schools Work:** The Youth Hub teams will deliver programmes in school. This is to offer a 6-week programme that supports young people that have been identified as at possible NEET at Year 11. This is delivered through raising aspirations and creating opportunities to explore a range of options to support these young people. We also work with schools to promote Kent Youth County Council's elections.
- xv. **LGBTQ:** This is a targeted group, supporting young people from LGBTQ community. This is a safe space, where they can talk to others and get support from a range of professionals, such as sexual health. During this session young people can express themselves and build strategies and resilience.

2. KCC Commissioned Youth Offer in Tonbridge and Malling

- 2.1. There are 12 Youth contracts across Kent, delivered by 7 providers. Salus have been awarded the contract for Tonbridge and Malling and Tunbridge Wells. The remaining life of the contract is 40 months and the contract started on the 1st August 2018. The Youth Hub Delivery Managers have worked and continue to work with the new provider to establish a programme of delivery that meets the needs of the two districts.
- 2.2. The youth offer from Salus, includes the following programme of support:
 - i. Open access sessions in Snodland and East Malling including Junior groups and senior groups.
 - ii. Detached work in Laybourne and Larkfield, working with a range of Young people in their community.
 - iii. School work – Salus have worked with several Primary schools, they will now be delivering PSHE in secondary schools across Tonbridge and Malling - one school per term.
 - iv. Salus have delivered a comprehensive summer programme and offer half term programmes through the year.

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 Tonbridge and Malling

- 4.1. The Youth Hub Delivery Manager attends the weekly Community Safety Unit (CSU) meeting. This looks at a range of vulnerable families and information is shared regarding young people and reported issues of Anti-Social Behaviour (ASB). This creates opportunities for young people and families to access universal, additional, or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.
- 4.2. Staff within our open access youth team, work in partnership with Tonbridge and Malling Borough Council to offer a four-week summer programme to engage targeted young people in positive activities which offer a range of experiences that can build growth, self-esteem and create new friendships. This is known locally as Y2 crew.
- 4.3. The Schools Link Worker role is carried out by Youth hub staff and is in place to support schools with accessing universal, additional, and intensive family support. It also consists of regular meetings of advice and support.
- 4.4. The Youth Hub Delivery Manager works closely with both Service Managers for Open Access and Units to gather information and intelligence regarding vulnerable young people. This information is shared, at numerous meeting including adolescent risk meetings, various complex strategy meetings.
- 4.5. Youth Hub staff support Voluntary Youth Provision as required, including Olympia Boxing and drop in sessions with the Youth Engagement Officer for Kent Police.
- 4.6. Youth Justice team run the Youth Justice Panels and other meetings regarding young people from the Hub.
- 4.7. Senior Early Help Workers attend Secondary School LIFT meetings on a termly basis to discuss the needs of young people and the opportunities for young people to access universal, additional, or intensive family support.
- 4.8. The Youth Hub team attend locality based partnership meetings in Trench, Snodland and East Malling.
- 4.9. A range of parenting courses are run in partnership. Cygnet is run with specialist teaching and learning service (STLS). Understanding Your Teenager course is run by the Youth Hub staff in partnership with Adult Education.

Early Help and Preventative Services
Open Access Improvement Review Tool

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| Document Owner | Alan Collado |
| Version | 2 |
| Approval Date | October 2016 |
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Open Access Improvement Review Form

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| Dates of Review: 12 th and 13 th July 2017 | Reviewers: Debee Beale, Emma Fairbairns and Marie Boniface | Centres visited: Woodlands, Little Foxes, Snodland Youth and Children's Centre, Tonbridge Youth and Children's Centre and Hadlow outreach District: Tonbridge and Malling |
| CCDMs: Beth Hodges and Ellen Shaw District Manager: Karen Coffey | Staff and Partners Present: Various including Staff team, Volunteers (CC), Senior Members (Youth), District Advisory Board partners and various partners. | |
| Context This Open Access review was conducted to establish the Ofsted readiness of the Tonbridge and Malling District Children's Centres and how effectively they operate as part of the Early Help 0-25 Open Access offer for the District. The first four sections of the report look at and grade the Children's Centre Service Delivery under the Ofsted categories of 1) Access to Services, 2) Quality and Impact of Services, 3) Effectiveness of Leadership and Management and 4) Overall Effectiveness. Section five of the report looks at themes identified in the Review of District Based Working and section six summarises the Youth Work Observations undertaken during the review. Actions for development for both the Children's Centres and the Youth Service are listed at the end of the report. | | |
| Theme | | Score |
| 1. Access to Services The CCDM and all staff members demonstrate a very good understanding of data and it is clear that they are routinely using this to good effect to inform decision making. The staff team and partners confirm that the data pack is shared appropriately to ensure they understand priorities and targets including priority LSOA's such as Trench and Aylesford. Senior Early Help Workers accurately use the data to produce detailed reports to identify the areas for development, resulting in services reaching the appropriate people at the right time across the District. They are all aware of their target groups and areas and are knowledgeable of the families accessing services, using this knowledge to create welcoming and friendly environments. These effective and well established services ensure the large majority of the District is registered (77.5% - above Kent average). Maintaining contact with families, especially in the most deprived LSOA's, once registered is proving more challenging with lower reach figures (49.4% - still above Kent average). There is recognition that the reach figure needs to be improved with a target of 70% reach, while this is challenging the CCDM is confident with the introduced processes for New Birth data that this will be achieved. The District has produced a comprehensive summer programme covering the full 0-25 age range with a varied selection of events and services. The District has had a focus of engaging Teenage parents and has now registered 100% and is currently reaching 81.8% across 3 services delivered in the District. There is very good provision of universal services both within centres and at outreach venues to engage the community and although there are 45 hours of service delivery in 36 sessions across the District, managers are clear around the quality of their provision, and the evidence that short sharp sessions enable children to experience critical thinking and make parents more likely to arrive on time for the entire session. Along with this travel to and from areas in this largely rural District area is a challenge to longer delivery sessions. Outreach in locations to increase reach to target LSOA's is constantly being developed and staff are well aware of the needs of the communities. Partners such as Health Visitors, Midwives, Breastfeeding Support and Adult Education deliver services from the centres and effective joint working with key partners is evident through discussions with Health colleagues and partners at the DAB. | | 2 |

EStart is used effectively to monitor how many families use and continue to use services until their needs have been effectively met. There has been a significant improvement in reach figures since the previous Ofsted Inspection. Despite this reach figures for some of the most deprived LSOA's in Little Foxes, Burham and Snodland remain low. It is acknowledged that borders with Medway result in some families accessing their services, mainly due to the public transportation links available, and therefore data does not count towards Tonbridge and Malling's reach and registration figures. Improved engagement in these areas should still be a focus for the team as identified in the Action Plan.

Recommendation *Continue to improve the District reach figure especially for the most deprived LSOA's in Little Foxes, Burham, and Snodland.*

There is effective practice with regard to the take up of the free entitlement for 2 year olds (FF2) with a whole District approach. There is a FF2 champion within the district resulting in a very good understanding of the needs of the community and maximising opportunities for promoting FF2, local intelligence identifies that there is a shortfall of places for families living in the most deprived areas, and the use of childminders needs to be improved if these harder to reach families are going to take up their entitlement and the District is to achieve its challenging target of 80%. The FF2 champion recognises that there is more work to do in some wards and there are plans to promote alternative provision working with the sufficiency team, as well as continue door knocking to target families. The introduction of a tracker to monitor the contact with eligible families is an area of good practice. The whole team demonstrate an understanding of the FF2 offer and are confidently able to promote it to families.

Recommendation: *Continue to work with the Sufficiency team to promote alternative FF2 provision such as Child minders.*

There is evidence of good partnership working with both the Early Help Units and Specialist Children's Services, ensuring that there is a continuum of services for all families in Tonbridge and Malling, this is further improved by very good links with the named Social Worker, who updates on families and shares information appropriately to enhance joint working. Staff members feel that their managers allocate work priorities appropriately with regard to Additional Support but there are some issues around data input and this need to be addressed to ensure that there is correct reporting of the good work being undertaken.

Recommendation: *Improve data input with regard to Additional Support to adequately reflect work undertaken.*

Partnerships with Health are very good with Midwifery and Health Visiting teams attending local Health Liaison meetings to ensure that there is effective multi agency working to achieve shared priorities. Links with Health Visiting locally are excellent with healthy hubs being delivered to drive Public Health campaigns forward including topics such as introducing solids, their aims are to remove the focus from weighing babies at clinics to promoting the healthy lifestyles ethos. Midwifery also delivers regular clinics from the centres up to as much as daily at Little Foxes, which is helping to engage families at the earliest opportunity.

2. Quality and Impact of Practice and Services

The Staff team delivering the EYFS have very good knowledge of their target groups and are clear on which families should be accessing their services, The team approach to identifying needs means that services are developed securely linked to needs of the community. Their enthusiasm and skills were evident in the groups and services that were observed. Their delivery is of good quality and staff act as role models for parents this was an area highlighted by the Early Years advisor to be improved and all staff members are clear on this and are working towards embedding this as every day practice. It is clear that the principles of EFICL, Born to Move and healthy lifestyles are very well embedded and staff members fully understand their importance and promote this to parents with sessions

focussing on Active Movement across the wide age range. Parents were seen actively engaging with their children and encouraging them to join in with singing sessions within groups. Tracking of children is embedded with target children being tracked through universal, targeted and crèche services. There is evidence of children making positive progress in their learning and development on the Kent Progress Tracker this was seen at all sessions observed including the sensory play session where children are non-mobile and a clear 2 points of progress had been seen in the tracking.

The Mid Year review from the Early Years Advisers identifies that there are 6 trackers in place currently tracking over 200 children accessing CC services, showing some clear achievement gaps. The tracker picks up particular cohorts using school start dates so that the District are able to assess the needs of the children which are then incorporated into the play and learn programme, this is a good example of how tracking is used to inform service delivery. Processes put in place such as the Early Years Action Plan and the regular meetings to review children's progress and ensure they are being tracked, evidence that Early Years delivery takes highest priority and is of very good quality.

Delivery across the District is consistently good in its quality and all staff members are aware of health campaigns with the use of born to move and change for life at all activities seen. Staff members are motivated and enthusiastic ensuring that they showcased all their hard work. Enhancing Families' Involvement in their Children's Learning was evidenced through staff member's knowledge of the Audit and their role modelling on groups.

There is a district parenting offer which includes the Kent Parenting Programme run by the Unit staff, Confident Parent, Confident Child, /Understanding Teenagers and Managing Children's Behaviour delivered by Kent Adult Education, Freedom and Learning Links run by Children Centre Staff and plans to run Cygnet and Solihull with partner such as Health visiting and Specialist Teachers. Courses are supported by well organised crèches run by the Early Help Support Workers

Partnerships with Early Years and School Settings are excellent and the link workers for settings are proving to have a positive impact on partnership working such as settings requesting particular sessions to be delivered where they might not have access to resources or if there is need identified with the children. One nursery also commented that through the link worker they were able specifically targets individual children without anyone being singled out. The Early Help Support Worker attends every Early Years LIFT meetings and is proactive in advertising the support available to families and settings through effective communication. The introduction of the Stepping Stones groups which is specifically for children that have been identified through LIFT meetings and have personal invitations to attend the group is an excellent use of resources.

Planning of services is improving and is beginning to evidence appropriate links to children's interests and evaluation of sessions is good. Regular internal observations are now in place with 5 observation taking place each month carried out by the Leadership team and as a direct result of their Notes of Visit from the Early Years Advisor. The Staff team are knowledgeable of the children accessing their services and as a result are demonstrating how they support development within their planning.

There is a very strong Public Health Champion in place ensuring that the delivery of Public Health messages is consistent and effective across the District. Her knowledge of both the Youth and Children's Centres ensures that there is a seamless approach to Public health campaigns across the District. Plans for the coming year are strong and a programme of events is already in place. The change for life boards which can be found in all buildings are going to be designed by a group of young people who expressed that they would like to take this on and will be shared across the District.

The District also has an effective volunteer champion who is responsible for the recruitment and support of all volunteers. They reported that the new volunteer process is working well with new applicants coming through the online tool and that the process has been well received. There are currently 27 Volunteers across the District this includes 22

Breastfeeding Peer Support volunteers helping the District to achieve a breastfeeding rate of 50.7% which is above Kent and National average, although the team are aware that rates need to be improved in the Little Foxes catchment area as they are currently 28.6% in comparison to 65.7% in the Borough Green catchment. Volunteers are being tracked and there is evidence of volunteers going into paid employment as well as onto further education such as starting a midwifery course. There is a plan to improve the volunteer numbers through a recruitment drive in the near future, this would be beneficial and would support their service delivery.

Recommendation: *Implement the planned volunteer recruitment to increase the numbers of volunteers across the District*

Service Users are kept informed of how the centres keep their children safe through the use of notice boards which are bright, colourful and visually easy to read and understand. Boards are created by a Business Support Officer and resources are then shared across the District to ensure there is consistency in marketing. Facebook is used effectively to update families on services, with over 1,000 views within 24 hours of one post during the observation. They have also introduced safety messages which are themed focuses over a week. The numbers of people seeing these messages are monitored and increasing which shows they are effective.

There is robust delivery of Adult Education courses across the District, planning is completed by the SEHW and the Adult Education lead officer, the planning of courses coincides with consultation with families by having a course request list available in each centre and units through conversations around themes of cases being received. The course provision is good and the team have taken the decision to encourage more progression for families from short courses such as story Sacks onto Family English. The District achieved the target set by Adult Education for unique learners and has appropriately challenged incorrect data. The tracking of adults is good with tracking in place to accurately identify progression made and also those from target groups attending, this needs to be further developed to ensure that all elements of the tracker are completed

Recommendation: *Ensure the formal tracking process for adult learners is fully completed to effectively support ongoing personal progress.*

There are 3 YAPs services currently operating across the District supporting young parents' access to Employment, Education and Training (EET). Young Parents showed excellent engagement with these sessions and many have gone onto further education and employment as a result. The feedback to the centres from the young parents is extremely positive. Some of the young people do not want to move on from the groups and this is causing them anxiety as they are getting too old to access the sessions. Some have been going to the groups for years and a better exit process from the groups is being explored by Managers who are aware of this issue.

Recommendation: *Ensure that young people are encouraged to move on from the YAPs groups and access all of the services on offer to them within the Children's Centres.*

There is an effective NEET Lead within the Youth Service who is responsible for ensuring that the offer available to NEET young people is Good and that each young person identified on the NEET list is known and accounted for. There are currently 214 NEET young people in Tonbridge and Malling of these there are 46 that are directly being tracked, close working with the children's centre has led to 4 teenage parents being part of this tracked cohort.

The District Participation meetings are effective and the Lead works with the YHDM and Manager to ensure that each young person where applicable has a clear progression plan to College or into apprenticeships

There are good quality Service Proposals for all groups that clearly outline the needs of the centre and the outcomes they aim to achieve. The information within the Service Proposals accurately depicts the needs of the District and the justification for the delivery of specific

services, further development of EHSW's could help to ensure that they take ownership of service proposals and could form part of their professional development plan. Service proposals were not in the group folders for two sessions observed and updating of group folders needs to be consistent across the District. Service summaries are well embedded, content of the summaries seen shows that in some cases the groups were not yet reaching target communities but there had been a change and increased numbers of target groups were now accessing sessions. Families spoken to during the review expressed how much they valued the services.

Recommendation: *Consider the development of EHSW's to produce Service Proposals in line with best practice and to ensure their understanding of why a service is being delivered. Ensure that Service Proposals are available in all group folders.*

3. The Effectiveness of Leadership, Governance and Management

Centre leadership and management are good and they are using the KCC central processes and the support of the Improvement Team to implement the Performance Management cycle effectively, including the SEF, Action Plan and Annual Conversation, to set and agree relevant performance measures to improve the lives of families and young people in Tonbridge and Malling. This could further be improved by moving away from the generic target groups used historically in SureStart Children's Centres and being more specific in their action planning so that only those groups that are most in need are targeted.

Recommendation *Further improve Action Plan by targeting groups that are most in need and are evidenced as a priority for the District*

The SEF is of adequate quality, this could be further improved to remove the centralised statements to make it more specific to Tonbridge and Malling and there could be more use of "So What" impact statements. Targets set at the Annual Conversation are a true reflection of the needs in Tonbridge and Malling and managers and partners are working closely to achieve them. The removal of the generic targets to add more impact statements specific to the District will further improve the SEF.

Recommendation *Further improve the SEF by removing generic statements and adding more impact statements specific to the District*

The District Action Plan has been updated following the Annual Conversation but in some areas this is not yet complete making it more challenging for staff and partners to be clear on progress made. The Senior Leadership Team has agreed the targets for the year and now needs to add these to the Action Plan. Targets set reflect the whole District's needs and are shared across children's centres. The 2 centres that work as 0-25 provisions are a model of good practice for the County. There is still some work to be done to move into a fully 0-25 integrated model, but the work on the summer programme is going a long way to embed this. The CCDM has thought of creative ways for staff to get involved in action planning with the use of talking postcards and pinning the action plan up for staff to comment on.

The effective joint working with Youth was evident and there are relationships being built especially in the shared use of Tonbridge Youth and Children's Centre and Snodland Youth and Children's Centre where the team worked well together to transition the activity space from Children's Centre to Youth Hub in groups such as the Juniors group. Staff from CC and Youth work well together and are happy to chip in and help out in sessions where needed. The shared Senior Early Help Worker is proving effective in promoting joint working and good practice.

Membership of the DAB is very strong and partners are very aware of the priorities for the District, there are clear links between the DAB, LCPG and parents. There is outstanding joint working with Social Care, Midwifery and Health Visiting and joint delivery of services is effective. Partners spoken to during the review were very positive about the work of the District and the joint focus of targets and priority areas.

Parental engagement at the DAB is good and the recent change to the parent forum which now has 23 members is excellent. The parent in attendance at the DAB was actively engaged in conversations and was able to share the views of parents from the forum, and speak confidently about how this group will improve parental involvement. Parents are consulted with at all levels and a recent Annual Parent Survey was carried out across the district, A report on the findings was given and feedback from families is positive with 93 responses received over the week long drive. The majority of families heard about the children's centres through their Health Visitor, and 85% of those surveyed gave the Business Support staff 10/10 for friendliness and 68% gave 10/10 for the friendliness of the Early Help Support Workers. This could be improved with use of the county Viewpoint programme for satisfaction surveys to gather more accurate details of overall satisfaction.

Recommendation *Further development of an overall satisfaction survey using the county Viewpoint programme*

Staff voiced that they feel extremely supported by managers at all levels and were confident to go to their manager or more senior managers to receive a good level of support and guidance. Supervision is booked in advance and priorities discussed, ensuring everyone is motivated and enthusiastic about their roles including the managers. The KCC TCP appraisal system is followed effectively by the CCDMs and SEHW's with accurate records of supervisions and appraisals maintained. Targets are discussed at all supervision sessions and the staff members feel that managers are always available to listen to them. Information is shared in a variety of ways such as Team meetings, Supervisions and weekly e-mail updates which reduce the number of e-mails sent by including all updates in one e-mail.

Safeguarding processes are secure. ID is checked at all centres and visitors badges issued appropriately. Visitor health and safety information is available to anyone new to the centre in the form of leaflets and on well-presented notice boards. There is a good process in place for gathering and co-ordinating records of concern with a large amount of designated people in place and staff stating that they are confident to raise any safeguarding concerns and are happy to consult with any Manager including the District Manager if she is available. The Single Central Record is well maintained for the District by Business Support evidencing both safe recruitment processes and adequate Mandatory Training. Business Support reminds Managers to review their staff and provide updates for the District Manager to sign off and return quarterly to the Improvement Team. One discrepancy with regard to the Advisory Board chair is being followed up by the CCDM.

There is a named social worker agreement in place and the link social worker is actively engaged in securing families engagement with Children's Centre Services. A change in staff has meant that there has been a gap in the monitoring of cases but this is being reinstated.

Recommendation: *Reinstate the champion role for linking with social care workers to ensure that SCS families are engaging with children's centre services*

Health and safety of the centres is of a good standard with risk assessments being up to date and mostly of good quality further work is needed to ensure that group Risk Assessments are completed to the same standard as the building risk assessments and are added to the group folders. Daily checklists were seen to be routinely used for all buildings and groups these have recently been updated to reflect the hazards identified in the risk assessments. All centres are well maintained, welcoming and safe. Fire Drills and Fire Alarm testing is completed at most centres by Amey but Little Foxes tests had not been completed since May when the Business Support left post and the Fire Risk Assessment could not be located. Managers are now following up with Amey. Parents were keen to share that they felt that comfortable attending the centres and this was further evidenced by families travelling across the wide geographical area to access services.

Recommendation: *Update Group risk assessments to improve quality and ensure they are of a minimum standard and ensure that they are added to all of the Group Folders*

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| <p>Recommendation: <i>Ensure that Amey are completing Fire Tests and Fire Risk Assessments are up to date at all centres.</i></p> | |
| <p>4. Overall Effectiveness of Children’s Centre provision (including EYFS) Given the current performance, SEF and review of the District data we would agree with the current District SEF judgement in regards to an overall judgement of Good. There are some outstanding features and with an improvement in data and some further development as identified in the recommendations an overall Outstanding grade is achievable.</p> <p>Based on the evidence presented the judgement for each area is as follows:</p> <ul style="list-style-type: none"> • Access to Services – 2 - Good • Quality and Impact of Practices and Services – 2 - Good • The Effectiveness of Leadership and Management - 2 - Good <p>Note – The Early Years Advisory Team has now also graded the District as ‘Good’ in every category including tracking, quality of delivery, environments and planning. The CCDM is very experienced in Early Years and uses the experience of the Early Years Advisors effectively.</p> | 2 |
| <p>5 Review of District Based Working The District based Working Review took place on 16th June 2017 and gave the following recommendations for 0-25 Open Access.</p> <p>Priorities identified for Children’s Centres:</p> <ul style="list-style-type: none"> • Ensure that the named link worker for each school advocates the Children’s Centre offer • Children Centre staff to promote School Readiness and transition, as required, for EY settings • It was noted that there are likely to be challenges when introducing the government 30 hour funding scheme. Consideration to be given to providing capacity for more vulnerable children in general and specifically for children in Tonbridge North, Aylesford and Ditton wards • Conduct surveys to assess pre-school attendance and identification of child needs prior to transition to school • Continue to integrate Health services with EY settings, EH services and Children’s Centres • Work with partners to obtain family consent and then provide appropriate pre-school interventions such as toilet training and speech and language services at the earliest opportunity <p>Priorities identified in the 14 to 24, including NEETs and Youth Hubs:</p> <ul style="list-style-type: none"> • Further work to be done with Tonbridge and Malling schools regarding accountability for low progress measures and KS5 attainment • School Improvement, Skills and Education (SISE) to develop a matrix detailing the district A-Level offer to share with West Kent College, with a view to the College then developing an improved Level 2 and Level 3 vocational offer • Explore alternative pathway provision such as that currently implemented at Hillview School • Continue to promote apprenticeships and internships (SISE and West Kent College to link with Hayesbrook School in particular) • Further develop links between the PRUs, schools, EH and College to ensure a timely response for students at risk of becoming NEET post-16 • Develop an annual cycle of meetings, between schools and the College, to identify | |

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| <p>Vulnerable Learners (similar principle to primary transition) and plan provision accordingly</p> <ul style="list-style-type: none"> • Advise schools about information sharing guidance to enable them to liaise with College (and other providers) regarding specific pupil needs • Enhance the support available for Vulnerable Learners who wish to progress into employment without prior training <p>Recommendation: <i>Ensure that Open Access priorities identified from the District Based Working review are embedded in the District Action Plans.</i></p> | |
| <p>6 Youth Work Observations -</p> <p>Open Access Youth Café – 11-13 Years Session – Tonbridge Youth and Children’s Centre Junior Group - Snodland Youth and Children’s Centre</p> <p>1. Context – Open Access Youth Café - 2 - Good. Tonbridge Youth and Children’s Centre is a well presented building. There are a range of well-designed and appropriate posters and displays including a change for life sugar content board which was designed by Young People. The café area is welcoming and relaxed for young people whilst the hall space provides a stimulating environment for activities. The building is all on one level so is wheel-chair accessible and inclusive to all. All the items in the main hall such as pool table and table tennis are movable so can accommodate different groups with differing needs as well as the Children’ Centre element. The building is not very easy to find as it is located behind a Library and Adult Education building and signage is not accessible from the road. The Café entrance is accommodating and friendly, and although there is a children centre presence it is well adapted to multi use for young people. There are outstanding displays including a staff photo board listing all Tonbridge Early Help staff that also enables young people to know who the first aider, fire warden and designated safeguarding officer is. The resources being used for the session had been planned with young people in mind and ranged from cooking, a film and games and activities with an American theme for Independence Day. There were no risk assessments available to view for the building or for the group and no daily checklist was observed when setting up the group. Overall the youth centre context would be rated as a good with some outstanding practice with regard to the signage and displays creating a positive and safe space for young people.</p> <p>Recommendation: <i>Provide up to date risk assessments and ensure that they inform daily checklists when setting up the session and group activity</i></p> <p>Context – Junior Group – 2 – Good Snodland Youth and Children’s Centre is a well utilised shared space used for youth and children’s centre services. The buildings recent refurbishment has led to an accessible space for service delivery both inside and out. The building is open, welcoming and accessible to all users. Displays and resources are appropriate for the age ranges using the building. There is effective health and safety information shared throughout the building and signage to show which areas are for adults and which are for children, such as the Kitchen area. The transition of use from children’s centre to youth hub was seamless and staff from both services worked together to ensure that the building was ready for the next session delivery. There are good displays detailing who to go to if there is a safeguarding concern and risk assessments for the building are up to date and of a good quality as are the group risk assessments. Overall the context would be graded as good</p> <p>Recommendation: <i>Additional displays created by the young people could enhance the overall feel of the building for young people.</i></p> | <p>2</p> <p>2</p> <p>2</p> |

2. Planning – Open Access Youth Café - 2 - Good. The Session was well planned and showed that the views of young people had been considered for example the choice of food and film for the American theme. Some further evidence of individualised learning is required within plans to ensure achievement of individual outcomes. The staff clearly knew the young people that attended the session on a regular basis and planned appropriately for their needs with discussion in a well presented pre-session briefing. There were a variety of games and activities to engage young people taking into account the large numbers that sometimes attend, whilst remaining flexible as numbers do tend to fluctuate during the summer months and warmer weather. When looking at the staff planning paperwork there was evidence that the young people's feedback influenced future planning. There was evidence of a basic level of evaluation and feedback and the planning of the session did consider equality issues, such as age restrictions had been applied to the session to ensure that the younger members were not being adversely affected by the older members who had been acting inappropriately in previous sessions. Staff demonstrated that they could adjust the planned session when no young people arrived at the building and took measure to close down securely to implement outreach and engage young people in places they were likely to be frequenting. Although dynamic risk assessing took place on this change to plans, there again needs to be a risk assessment and checklist completed for outreach work, especially in light of a particular issue with a known young person which all staff were aware of.

Recommendation: *Ensure planning evidences individualised learning and how young people can achieve individual outcomes.*

2

Planning – Junior Group – 2 Good

The session planning was of good quality with the wishes and feeling of the young people threaded throughout, this was particularly evident in the changes to the session where the young people commented that they did not want to do table work on a resilience tool kit so a more active session was planned instead. The staff had excellent knowledge of the young people attending the session and used this to plan activities that they could all join in with. Throughout the session there was on going planning and this involved every young person at the group, all comments and feedback was recorded so that it could be used at a later date. Each session had been well evaluated and the feedback from young people was effectively gathered and reflected upon for the following weeks planning, there was evidence of youth work being implemented and young people's issues were carefully planned into each session. The activities planned were appropriate to the age and ability of the young people in the group and of a good length ensuring that the young people remained interested in the activity. The youth workers were clear about the outcomes these activities aimed to achieve.

Recommendation: *Ensure that planning evidences how equality is being met through session delivery.*

2

3. Quality of Relationships – Open Access Youth Café - 2 - Good. Although no young people turned up to the session initially young people were engaged through outreach and were successfully persuaded to find other young people they were aware of and encourage them back to the session. Staff demonstrated good adaptation skills with the outreach and the change to the session and activities once the young people did arrive for the last hour. Staff interacted well with the young people quickly reacting to their needs and some activities were changed e.g. 'shoot the hoop' as one young person showed a particular interest in this. On the whole behavior was challenged appropriately with good communication between staff and the young people and in addition young people challenging each other on rules especially in the kitchen area. As a visitor to the centre the young people were polite and welcoming and showed manners and respect for staff, the building/equipment and each other. Even when some older members arrived they were respectful to staff who reminded them about appropriate conversations in front of the younger members. Young people in attendance showed some real confidence and self-esteem particularly with the cooking activity where kitchen rules were adhered to

and shared with newer members. This could be further improved by displaying rules and boundaries.

Recommendation: Consider a display for a 'Respect' code of conduct and restorative approaches

2

Quality of Relationships – Junior Group – 2- Good

One young person arrived early to the group and was actively engaged in helping get set up ready for the start of the session. Young people attending the group and staff were brought together at the beginning to introduce themselves and all young people participated with most being able to share a good thing that happened that day with the rest of the group. During the introduction one member of staff needed to leave the group to meet with a parent so a member of the Children's Centre staff happily stepped in to support the first part of the session showing good joint working and positive relationships. The young people attending the group were from the younger age range and had differing levels of behaviour. The group leader was able to hold their attention, draw them into and keep them engaged in the group by using. Levels of self-esteem displayed by the young people were particularly good and the staff's knowledge of the young people was excellent. The workers used effective techniques to ensure that the behavior of the young people in attendance was challenged in an age appropriate way, the young people demonstrated good levels of communication and were able to talk confidently about the sessions.

4. Session Delivery – Open Access Youth Café - 2 - Good. As previously stated the session had to be completely adapted by staff who demonstrated a very flexible approach and excellent youth work skills to engage young people with outreach. Once young people did attend they engaged well with the activities on offer. There was some co-delivery of the cooking session with minimal staff support required. As the session was only an hour long after return from outreach there was not the opportunity to evidence young people learning new skills and developing themselves but they did show some signs of taking ownership of the session. There was some inappropriate use of the word 'gypo' which wasn't challenged but on the whole clear boundaries were enforced with proactive challenge by both staff and young people. Young people all appeared to be friendly with one another and seemed to feel safe and secure in the session. Staff showed excellent youth work skills, moving between the young people offering support and guidance and encouraging participation. The staff facilitated an informal and relaxed atmosphere to motivate the young people to participate in the activities and learn together.

2

Recommendation: Ensure all inappropriate language is proactively challenged

Session Delivery – Junior Group – 2 - Good

Staff delivering the session showed an excellent level of skill in working with a younger age group, they were able to adapt session delivery to keep young people engaged at all times in activities that built on the work from previous sessions. All young people in attendance were either open to Early Help or had been previously and demonstrated good relationships with the workers present. There was co-delivery of the session with young people taking an active role in the activities and engaging throughout. Staff were actively involved in the session and young people were keen to include them in their team during the activity. Any disruptive behavior was met with appropriate levels of challenge and young people responded well.

2

3

5. Outcomes – Open Access Youth Café - 3 – Requires Improvement. Due to the shortened session it is hard to judge whether young people were able to progress through stages of learning and recognise that this was happening. Planning paperwork could be more explanatory of the available opportunities for young people to develop and accredit capabilities when the opportunity arises, linked to the curriculum. Young people did demonstrate a responsible attitude and an awareness of the impact of their actions in a wider context with regard to some issues such as anger management and drug use and these could be further developed in future planning. More thought could be given to how the young people's achievements and outcomes are celebrated and although this would not have been possible at this

session some resource like a 'hall of fame' board where evidence of previous achievements could be displayed, may motivate newer members to identify outcomes they would like to achieve and celebrate. At debrief of the session all staff discussed the outcomes of the session and agreed that these could be celebrated in a more considered way, a 'Tryangle' Award was discussed and taken forward.

Recommendation: Consider ways to document and celebrate young people's achievements and outcomes on a regular basis

2

Outcomes – Junior Group – 2 - Good

Session evaluation is good for this group, there is clear evidence that the wishes and feelings of the young people are taken into consideration when planning the session and this is reflected in the outcomes. The staff member delivering the group knew each child individually and created certificates that represented each young person's journey at the group and highlighted their achievements. Everyone at the session got involved in celebrating each other's successes when certificates were handed out. There was a good level of young person involvement and it was clear that there has been significant development for some. The youth workers have a clear programme of learning around resilience and although the young people wanted a change from table work, the activities delivered still met the underlying outcomes.

| Actions for development for Children's Centres | Person Responsible | By When |
|---|---------------------------|--------------------|
| Continue to improve the District reach figure especially for the most deprived LSOA's in Little Foxes, Burham, and Snodland | CCDM and team | District to decide |
| Continue to work with the Sufficiency team to promote alternative FF2 provision such as Child minders | CCDM and team | |
| Improve data input with regard to Additional Support to adequately reflect work undertaken | CCDM and team | |
| Implement the planned volunteer recruitment to increase the numbers of volunteers across the District | CCDM and team | |
| Ensure the formal tracking process for adult learners is fully completed to effectively support ongoing personal progress. | CCDM and team | |
| Ensure that young people are encouraged to move on from the YAPs groups and access all of the services on offer to them within the Children's Centres. | CCDM and team | |
| Consider the development of EHSW's to produce Service Proposals in line with best practice and to ensure their understanding of why a service is being delivered. Ensure that Service Proposals are available in all group folders. | CCDM and team | |
| Further improve Action Plan by targeting groups that are most in need and are evidenced as a priority for the District | CCDM and team | |
| Further improve the SEF by removing generic statements and adding more impact statements specific to the District | CCDM and team | |
| Further development of an overall satisfaction survey using the county Viewpoint programme | CCDM and team | |
| Reinstate the champion role for linking with social care workers to ensure that SCS families are engaging with children's centre services | CCDM and team | |
| Update group risk assessments to improve quality and ensure they are of a minimum standard and ensure that they are added to all of the Group Folders | CCDM and team | |
| Ensure that Amey are completing Fire Tests and Fire Risk Assessments are up to date at all centres. | CCDM and team | |
| Ensure that Open Access priorities identified from the District Based Working review are embedded in the District Action Plans. | CCDM and District Manager | |

| Actions for development for Youth Work Observation | Person Responsible | By When |
|---|---------------------------|---------------------------|
| Provide up to date risk assessments and ensure that they inform daily checklists when setting up the session and group activity | YHDM and Team | To be decided in district |
| Additional displays created by the young people could enhance the overall feel of the building for young people at Snodland. | YHDM and Team | |
| Ensure planning evidences individualised learning and how young people can achieve individual outcomes. | YHDM and Team | |
| Ensure that planning evidences how equality is being met through session delivery. | YHDM and Team | |
| Consider a display for a 'Respect' code of conduct and restorative approaches | YHDM and Team | |
| Ensure all inappropriate language is proactively challenged | YHDM and Team | |
| Consider ways to document and celebrate young people's achievements and outcomes on a regular basis | YHDM and Team | |
| Ensure that Open Access priorities identified from the District Based Working review are embedded in the District Action Plans. | YHDM and District Manager | |