



## OVERVIEW AND SCRUTINY

Notice of a Meeting, to be held in the Council Chamber, Civic Centre, Tannery Lane,  
Ashford, Kent, TN23 1PL on Tuesday, 27th March, 2018 at 7.00 pm.

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The Members of the Overview and Scrutiny are:-

Cllr. Chilton (Chairman)

Cllr. Ovenden (Vice-Chairman)

Cllrs. Bartlett, Burgess, Feacey, Hicks, A. Howard, Knowles, Krause, MacPherson,  
Martin, Miss Martin.

### Agenda

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1. **Apologies/Substitutes**

To receive Notification of Substitutes in accordance with Procedure  
Rule 1.2 (iii)

2. **Declarations of Interest**

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Declarations of Interest: - To declare any interests which fall under the  
following categories, as explained on the attached document:

- a) Disclosable Pecuniary Interests (DPI)
- b) Other Significant Interests (OSI)
- c) Voluntary Announcements of Other Interests

See Agenda item 2 for further details

3. **Minutes of the previous Meeting**

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To approve the Minutes of the previous Meeting

4. **Future Reviews and Report Tracker and Topic Selection  
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	Report on the shift from youth centres to outreach workers and the impact of budget cuts on youth work in the Borough.	
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## Declarations of Interest (see also “Advice to Members” below)

- (a) **Disclosable Pecuniary Interests (DPI)** under the Localism Act 2011, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares a DPI in relation to any item will need to leave the meeting for that item (unless a relevant Dispensation has been granted).

- (b) **Other Significant Interests (OSI)** under the Kent Code of Conduct as adopted by the Council on 19 July 2012, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares an OSI in relation to any item will need to leave the meeting before the debate and vote on that item (unless a relevant Dispensation has been granted). However, prior to leaving, the Member may address the Committee in the same way that a member of the public may do so.

- (c) **Voluntary Announcements of Other Interests** not required to be disclosed under (a) and (b), i.e. announcements made for transparency reasons alone, such as:

- Membership of outside bodies that have made representations on agenda items, or
- Where a Member knows a person involved, but does not have a close association with that person, or
- Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a Member, relative, close associate, employer, etc; OR an application made by a Member, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

### **Advice to Members on Declarations of Interest:**

- (a) Government Guidance on DPI is available in DCLG’s Guide for Councillors, at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/5962/2193362.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5962/2193362.pdf)
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, and a copy can be found in the Constitution at <http://www.ashford.gov.uk/part-5---codes-and-protocols>
- (c) If any Councillor has any doubt about the existence or nature of any DPI or OSI which he/she may have in any item on this agenda, he/she should seek advice from the Corporate Director (Law and Governance) and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.

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## Overview and Scrutiny Committee

Minutes of a Meeting of the Overview and Scrutiny Committee held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **6<sup>th</sup> March 2018**.

### Present:

Cllr. Chilton (Chairman);

Cllrs. Bartlett, Feacey, Hicks, Knowles, Krause, Mrs. Martin, Mrs. Webb.

In accordance with Procedure Rule 1.2 (iii) Cllr. Mrs. Webb attended as Substitute Member for Cllr Burgess.

### Apologies:

Cllrs. Burgess, Miss. Martin, Ovenden.

### Also Present:

Cllr. Bradford.

Chief Inspector Andy Somerville, Inspector Andy Bidmead, Inspector Jason Atkinson.

Head of Culture, Head of Housing, Health, Parking and Community Safety Manager, Community Safety Team Leader, Corporate Scrutiny and Overview Officer, Member Services Officer.

## 358 Declarations of Interest

Councillor	Interest	Minute No.
Chilton	Made a "Voluntary Announcement" as a tenant of Ashford close to Ashford Council for Kent Police	360
Feacey	Made a "Voluntary Announcement" as Chairman of the Ashford Volunteer Bureau	360
Webb	Made a "Voluntary Announcement" as Director of Ashford Volunteer Centre	360

## 359 Minutes

Cllr. Feacey informed the Committee that work was underway to arrange the Overview & Scrutiny training requested by several Members at the previous meeting.

### Resolved:

**That the Minutes of the Meeting of this Committee held on the 23<sup>rd</sup> January 2018 be approved and confirmed as a correct record.**

## 360 Ashford Community Safety Partnership Update

The Community Safety Team Leader introduced this item and gave a brief background to the Report. She advised that over the past year, the Community Safety Partnership (CSP) had worked closely with Ashford College since its opening in September 2017 and the reduction in Anti-Social Behaviour (ASB) in the Borough over the summer period could be attributed to this collaboration. In other areas, the CSP had continued to assist victims of domestic abuse and had facilitated a support group for individuals to help them understand the impact of domestic violence on their lives and their children's lives. Road Safety would no longer be a priority moving forward for the CSP since single agency work would continue to be delivered. Stakeholders would however continue to update Ashford CSP with any exceptional events. The Safeguarding working group had continued their work, which included raising awareness around child exploitation, gangs, substance abuse and radicalisation. Funding received from the Police and Crime Commissioner (PCC) had been used to support a number of projects including OP Beacon, an initiative for young offenders, and the Ashford Winter Night Shelter that provided support to the vulnerable homeless. The Community Safety Team Leader then outlined the recommended CSP priorities for 2018/2019:

- Anti-Social Behaviour
- Domestic Abuse
- Safeguarding children and young persons
- Safeguarding adults
- Serious and organised crime

The Portfolio Holder thanked the Community Safety Team Leader for her introduction and commended the CSP, its partners and Officers involved with the fantastic work that had been undertaken and achieved.

Chief Inspector Somerville added that it was very pleasing to see a downward trend in ASB following the recent arrests of certain individuals in the Borough.

The report was then opened up to the Committee and the following questions and points were raised: -

- A Member asked how the Police were dealing with the reduction to the number of Officers. CI Somerville explained that 1/3 of their staff had been relocated to

different parts of the county, but despite this reduction, there had been approximately a 10% increase in arrests and charges, demonstrating that the Ashford Officers were working even harder. The PCC had secured funding for approximately 200 additional police posts. Planning was still ongoing to decide where best to place those new resources, but it was hoped that some of them would be deployed to enhance the 101 service. The Portfolio Holder added that he expected a large number of PCSO's would apply for those new posts, but the public could rest assured that there would be no depletion in the number of PCSO's.

- In response to a question asking how often the OP Beacon group met, CI Somerville explained that they met on a six weekly basis and it provided a platform for the young people to talk candidly about their experiences in prison to dissuade and divert troubled youngsters from criminal activity. The initiative had worked extremely well and had seen an 82% success rate.
- The Committee discussed the Councils "Report it" App that was introduced in October 2016, and asked whether there were plans to publicise it further. The Community Safety Team Leader advised that Officers in Housing and the Community Safety Unit were working to publicise the app to a wider audience and Ward Members should continue to encourage residents to report all incidents. There was also a standing agenda item on the Compliance and Enforcement Board.
- A Member spoke about the need for change within the home in relation to young offenders and whether anything was in place to educate the public about the different ways in which the Police force now worked. The Community Safety Team Leader explained that several projects were in place that focussed on prevention within the home environment, to encourage positive family relationships and eliminate anger issues. The Police Youth Engagement Officer and Joint Family Officer were also on hand to offer support and advice. CI Somerville added that there were also initiatives within local schools to present a positive image of the Police to primary age children.
- In response to a query regarding organised crime recruiting youths over social media, CI Somerville explained that this was a difficult area for the Police to deal with, as technology was advancing at a rapid rate, and by the time law enforcement got control over one social media platform or app then another would appear. The Police relied mainly on educating the young around what to look out for and on the public to observe and report any concerns they had to enable the Police to investigate further.
- A Member asked whether OP Eye, the scheme that focussed on school parking issues, would continue. Inspector Andy Bidmead explained that work would continue on Road Safety and issues arising from school parking and the Community Safety Team Leader added that any problems should continue to be reported to the Civil Enforcement Officer Supervisor, Catherine Darlington.
- The Health, Parking and Community Safety Manager spoke about the Councils deployable camera and explained that it had been purchased using a £7,000

grant from the PCC. It was an effective tool for investigating ASB, but they were not allowed to use it for parking enforcement. Members agreed that they considered the deployable camera invaluable and would support the application to fund another camera via the Members grants scheme.

- A Member commented that it was important not to overlook air pollution. The Health, Parking and Community Safety Manager advised that the Committees report on Air Quality had been passed to Management Team for formulation of an action plan, but that Officers would continue to monitor air quality in relation to J10A and the A28 widening roadworks that were due to commence over the coming months.
- A Member spoke about the CSU meetings that took place each month and reminded Members that they were welcome to attend. She commented that the partnership worked very well and the progress they had made was evident in and around Ashford.
- The Committee then discussed available funding sources. CI Somerville mentioned the Community Infrastructure Levy and the ability to utilise the funds where development occurred. A Member went on to speak about working with the Met Police concerning “Safer by Design”, an initiative that looked at designing new developments in a way to minimise crime. He added that it would be useful to find out if and how the Council’s Planning Department considered this element of design and the Chairman agreed that the Committee would put forward a recommendation. CI Somerville confirmed that Kent Police already engaged in the Safer by Design principles.

**Resolved:**

- That
- i) The Report be received and noted,
  - ii) The CSU priorities for 2018/19 be supported,

**Recommended:**

That the Planning Department be asked to comment on the level of consultation undertaken with the Police in regard to Safer by Design.

## **361 Annual Safeguarding Report**

The Committee then went on to consider the Safeguarding Annual Report and the Portfolio Holder reminded Members that they needed to complete their level 1 safeguarding training via eLearning. The Head of Culture advised that the designated Safeguarding Officer, James Hann, who had since left the Council had written the report, but that she was the Management Team Champion for Safeguarding. She explained that a number of Heads of Service were supporting safeguarding across the Council, and with the replacement Designated Officer being Rebecca Wilcox (the Housing Operations Manager), the Head of Housing was also involved. A lead safeguarding officer team, of key expertise, was also co-ordinating with the work of the CSU. All staff had completed the Level 1 safeguarding awareness training, with

level 2 and 3 rolled out to Officers whose roles meant they were more likely to come into contact with those people at risk.

**Resolved:**

That the Report be received and noted,

**Recommended:**

That the Committee recommend that all Ashford Borough Council elected Members complete Level 1 safeguarding training.

## **362 Corporate Performance Report**

The Corporate Scrutiny and Overview Officer introduced the report, which demonstrated brief snapshots of the online performance dashboard. He added that the team were looking to migrate to a different operating system in the future and he would keep the Committee updated on this.

One Member commented that it was important to be mindful that the footfall rate in the town centre could be misconstrued since it looked to be reducing, but at the same time vacancy rates had also fallen.

**Resolved:**

That the Report be received and noted.

## **363 Future Reviews and Report Tracker and Topic Selection Flowchart**

The Corporate Scrutiny and Overview Officer advised efforts were being made to secure attendance by representatives from the NHS Ashford CCG at the March Overview & Scrutiny Meeting and a Member asked if it would be possible to have representation from nurses, GP's, midwives and social services. The Chairman advised that they would look into whether this was possible.

A Member asked that the actions resulting from the Report of the Budget Scrutiny Task Group discussed at the last O&S Meeting be included on tracker – these included the Chilmington Green Management Organisation model and the questions raised regarding A Better Choice for Property Ltd Company. The Corporate Scrutiny and Overview Officer advised that those topics had been recorded and would be added to the Tracker once the Committee's work programme for 2018/19 had been agreed.

Members agreed that whilst discussions with the Director for Finance and Economy during the recent budget scrutiny process had provided some reassurance to Members regarding the governance of the Property Company, they felt it was still obligatory for the Overview and Scrutiny Committee to review the company and the

Council's processes for ensuring robust accountability. A Member referred to the recent Communities and Local Government Select Committee inquiry into Overview and Scrutiny in local authorities and noted that there was an obligation on the Committee to scrutinise any matters affecting the Borough or its residents. Whilst the Trading and Enterprise Board had been set up by Cabinet to scrutinise the performance and governance of the Property Company, all Members of the Council and the Overview and Scrutiny Committee could be held accountable for any failings in governance and it was important that the Overview and Scrutiny Committee examined these matters carefully.

A Member queried what the Committee's powers were in regard to scrutiny of the Property Company, and it was confirmed that "the Overview and Scrutiny Committee had the ability to review and scrutinise activities of the Trading and Enterprise Board (TEB), and that of any established Trading companies wholly owned by the Council".

The Chairman advised that he fully supported what the Committee were saying and felt that it was important that these issues be examined sooner rather than later. The Corporate Scrutiny and Overview Officer advised that work was underway with the Director of Finance and Economy and Head of Corporate Property and Projects to bring reports to the Committee, and scoping documents would be presented to the Chairman and Vice-Chairman shortly, with Officers working on the basis of a presentation to the April Meeting of the Committee.

A Member asked that a date be set for the Clean Air Strategy to be on the agenda, and the Corporate Scrutiny and Overview Officer advised that this would be added to the work programme for the coming year.

Concerns had been raised to a Member regarding the lack of volunteers assisting in Fire Brigade Services and reassurance was required that safety was not being compromised, and Members unreservedly agreed that this issue should feature on the Tracker.

A Member referred to the planned attendance of Kent Savers at a future meeting, noting that the Group had an effective branch set up in Tenterden, and suggested that a representative from there be invited to attend.

# Overview and Scrutiny Committee

## Report Tracker – 27 March 2018

Report Title	Date due to O&S	Head of Service/ Report Author	Scope of what is to be scrutinised	Further details / current position
Youth Engagement	27 March 2018	Cultural Services	Report on the shift from youth centres to outreach workers and the impact of budget cuts on youth work in the Borough.	Agreed as part of annual work programme
Infrastructure Planning - Ashford CCG	27 March 2018	Health, Parking and Community Safety	The CCG will present updates to the Committee on its estates strategy for Ashford and Tenterden and the Sustainability and Transformation Plan, following a previous discussion on health infrastructure requirements and planning held at the July 2017 Committee	
Overview and Scrutiny 2018/19 Work Programme	24 April 2018		Committee to determine topics for inclusion in the 2018/19 work programme as suggested by Members, Management Team, Parish Councils and the public.	
The Trading and Enterprise Board & A Better Choice for Property Ltd	24 April 2018	Corporate Property and Projects/ Finance and IT	Following discussions raised during scrutiny of the 2018/19 draft budget, the report will present an overview of arms-length trading companies in local government; the progress of the Council's own trading company from inception to the present; details of the governance structures in place for the company; and information on the company's performance	

Commercial Investment by the Council	22 May 2018	Corporate Property and Projects/ Finance and IT	Following discussions raised during scrutiny of the 2018/19 draft budget, the report will present information on the Council's policies for property acquisition; the background, return, risks, due diligence and future plans for International House and Park Mall; and risk assessment for commercial investments made by the Council.	
Overview and Scrutiny Annual Report	22 May 2018		The Council's Constitution requires the O&S Committee to make an annual report to full Council. This report will summarise the Committee's work over the past year and detail its work programme for 2018/19	Statutory requirement
Presentation from Kent Savers			The O&S Committee wishes to hear from Kent Savers on the role and promotion of credit unions in the Borough. This item was identified as part of the discussion on the Housing Framework Annual Report at the October 2017 Committee.	
Report of Budget Scrutiny Task Group on Universal Credit		Housing, Finance (Revenues and Benefits)	The O&S Committee wishes to have an update report on the roll out of Universal Credit in the Borough	
Update on Implementation of Air Quality Strategy			The Committee wishes to have an update on the implementation of the Air Quality Strategy arising from the adopted Air Quality recommendations	

## Recommendation Tracker

Report		
Budget Scrutiny Task Group (2017/18 budget) – Cabinet minute 285/2/17 refers		
Recommendation	Responsibility for implementation	Achievement/Completed
(vii) The need for further consideration of cross service and strategic interdependencies to be taken forward by Management Team in liaison with the Overview and Scrutiny Committee	Management Team	
Report		

Health Infrastructure requirements for the Borough – Cabinet minute 182/10/17 refers

Recommendation	Responsibility for implementation	Achievement/Completed
(i) The Council continue close working with the CCG to ensure that the Local Plan provides the requisite opportunities to support the development of healthcare provision.	Planning Policy	This is an action that requires ongoing close working relationship with the CCG which is happening. The CCGs local care arrangements were addressed recently by the Ashford Health & Wellbeing Board. Infrastructure issues will continue to feature on the Board's agenda. The council is also now represented on the newly formed CCG Ashford Premises Group.
(ii) The Cabinet ensure that related aspects such as transport access to health care (for rural and/or elderly populations) are considered via an appropriate Task Group(s).	Cabinet, Strategic Transport Group, Ashford Health and Wellbeing Board	Access to health care is a key consideration for the CCG in developing local care arrangements as well as a section criteria for the hospital transformation programme. The Strategic Transport Group and Ashford Health and Wellbeing Board will maintain a watching brief and continue to work closely with the CCG and Hospital Trust on this issue.
P CCG in The ii) The Cabinet consider how best to work with the Ashford CCG and other Kent Local Authorities to lobby for changes in the funding allocation formula for CCGs to better reflect the projected population growth of Ashford.	Chief Executive/Leader (through Kent Chief Execs and Leaders Forum)	We are currently establishing from the CCG how this recommendation is best pursued. Further research is necessary to identify the funding allocation methodology.
(iv) The Cabinet consider how future Section 106 Agreements can be made in such ways that, so far as possible within the legal parameters, contributions relating to health infrastructure can be flexibly applied to projects across the Borough.	Planning Policy, Ashford CCG	This action is being addressed via the local plan and involvement with the CCG Ashford Premises Group.

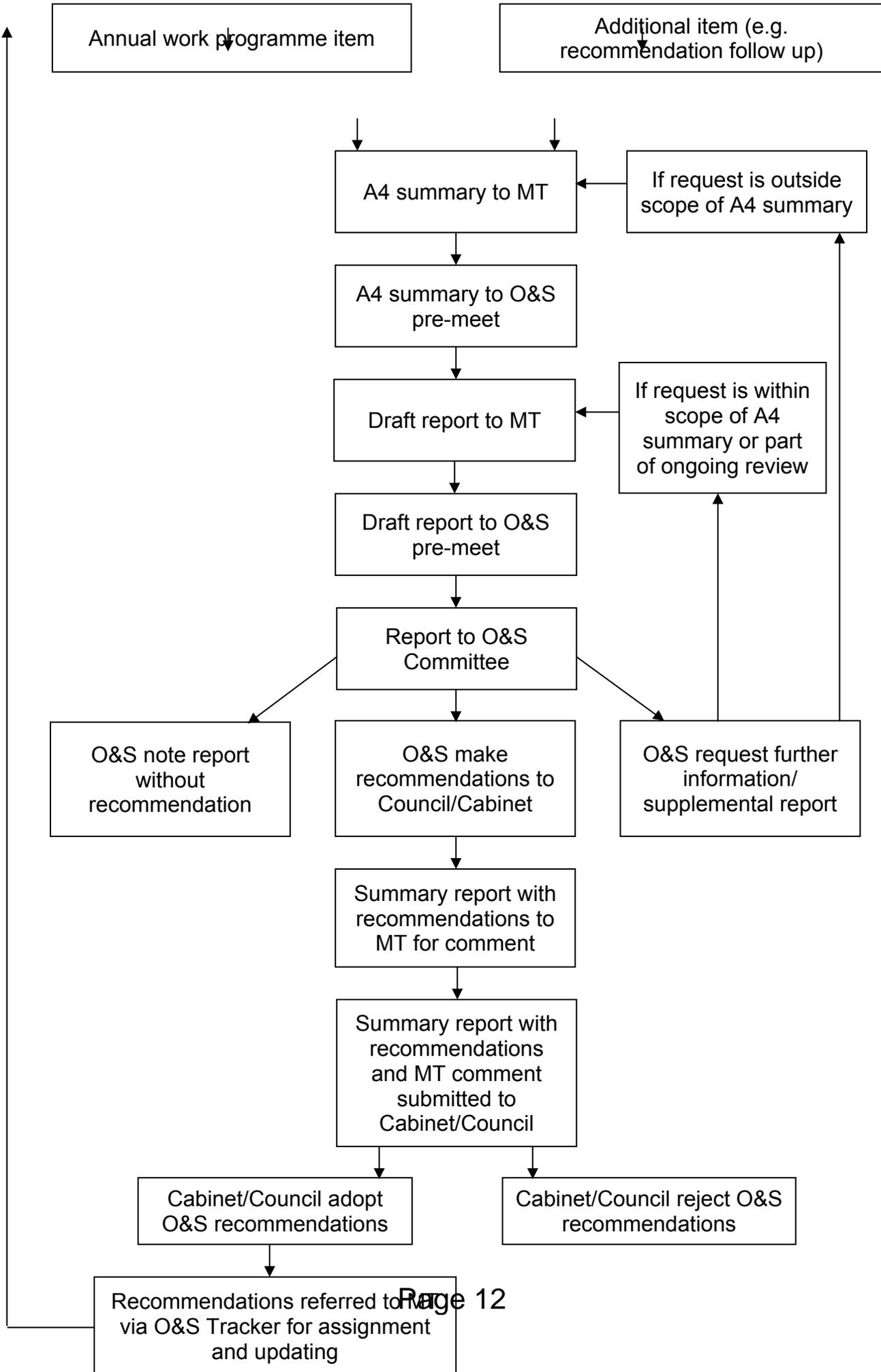
**Report**

Findings of the Air Quality Task Group – Cabinet minute 330/2/18 refers

Recommendation	Responsibility for implementation	Achievement/Completed
That the recommendations within the attached report be adopted as the basis for an Air Quality Strategy for the Borough.	Management Team	

O&S Reporting flowchart

O&S Tracker records Committee forward plan and recommendations made



## Agenda Item No: 5



Report to Overview and Scrutiny Committee

### Youth Engagement Provision in the Borough

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#### The Overview and Scrutiny Committee is asked:

1. To note the content of the report
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**Date of O&S meeting:** Tuesday 27 March 2018

**Chair of O&S Committee:** Cllr Chilton

**Relevant Portfolio(s):** Culture

**Summary:** This report explains the current youth engagement work of the Borough Council and services provided by key partners particularly Kent County Council Early Help and Preventative Services. It explains the current delivery picture focusing on local youth centres and outreach work, as Members have requested. Key challenges going forward are also highlighted to ensure young people have appropriate access to advice, guidance and positive activity outside the formal education structure.

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## **Report Title: Youth Engagement Provision in the Borough of Ashford**

### **Introduction and Background**

1. This paper provides information requested by Members concerning the current provision for youth engagement at local centres and through outreach services around the borough. It focuses on dedicated youth centres and outreach services currently supported by the Council and those directly provided and commissioned by Kent County Council Early Help and Preventative Services across the borough. However, it is acknowledged that there are many organisations including schools, parish councils, Tenterden Town Council, leisure clubs and trusts, the Police and the voluntary and uniformed sector that provide out of school sessions and activities, as well as safe spaces for young people to socialize and get advice and guidance.
2. Young people are recognised as being between 8 to 19 years of age and up to 24 for those with learning disabilities. They require a range of different services and places to support and encourage them as they mature and reach their potential as valued individuals and responsible citizens. Some young people will require specific help to enable them to reconnect with society and improve their lives. Thus youth engagement is varied and complex and requires a workforce with a mix of specialist training and skills to respond appropriately to young people's needs.
3. The mechanisms for supporting young people have had to keep pace with the changing, different and emerging problems faced by young people at a time when resources to deliver are challenging. Working in partnership with the various networks including the What Matters Youth Forum, which has over 50 member organisations helps the sector share knowledge and agree best practice. Other partnerships including the YAG (Youth Advisory Group), Local Children's Partnership Group and Community Safety Partnership, all provide support to ensure delivery adapts and grows particularly when there is a concern for young people's health and life choices.

### **Funding Context**

4. Members will be aware of the Council's Community Service Grants (part of the Single Grants Gateway) that has prioritised youth development work over the last 4 years. The projects commissioned and monitored under this funding scheme are explained below and £41,750 of Council investment per annum has been allocated to youth projects. This includes Ashford Volunteer Centre's 'Can Do Crew' project to support NEET (not in education, employment or training) young people and provide work and educational opportunities. In this current financial year 77 young people have attended the course.

5. The 2018/19 budget, recently approved by the Council, sustains this investment to allow youth organisations to work with officers and develop their programmes given the needs of current and potential participants.
6. Member grants, as well as capital and revenue grants awarded by the Council have also been helpful in supporting youth projects that aim to extend and improve spaces to support new members and 'open access' activities. Similarly, section 106 contributions have successfully created new facilities that benefit youth engagement and positive activity, particularly around sport.
7. The Council also supports delivery organisations with advice and networking opportunities as well as providing spaces free of rent and covering major maintenance costs such as at SK8side and House in the Stour Centre.
8. A new five year commissioning cycle began in September 2016 following a procurement exercise managed by Kent County Council. KCC and the Council agreed the best use of the money available.
9. Local Community Interest Company, Sk8side, was awarded the contract for Ashford, receiving £96,000 per year to deliver across the borough.
10. Kent County Council has provided in Appendix A, an overview of youth provision available in the borough of Ashford. This includes provision that is directly or commissioned by Kent County Council Early Help and Preventative Services and picks up on some of the key activity and development to date of this offer.

### **Local Delivery Structure**

11. Sk8side CIC is commissioned by Kent County Council as mentioned above and deliver a range of services across the borough. They are based at the Sk8side Youth Centre and provide a daily drop in (Tuesday to Saturday) for all to relax in the centre, access refreshments, play games and access the youth workers on issues relating to their lives. They theme weeks to provide advice on subjects such as sexual health, alcohol and self-harm and engage members in discussions, exercises and workshops.
12. In addition they have structured sessions on four evenings a week incorporating the skate/bmx/scooter project; a girls group; MotoV8 meetings (Ashford based motorbike project) and DJ workshop on a Friday evening. They also run the AQA Unit Award Scheme whereby young people can gain accreditation for various activities.
13. As part of a partnership with Kent County Council, the Borough Council provides a lease for Sk8side CIC to occupy the building at the rear of the Stour Centre for the period of their commissioned work. The building undertook major repair (new roof and redecoration) last year to ensure it is fit for purpose.

14. Ashford Skate Park (next to Sk8side) is also maintained by the Borough Council and it too has been refurbished to ensure equipment is safe and meets user's needs. Sk8side CIC provides significant support to the users of the park. They run a skate project in the centre including a skate store which offers opportunities for young people to volunteer. They also run an annual skate competition and were planning to reintroduce the Summer Jam this year after a gap of a couple of years. This involves members getting involved in a variety of ways - performing, organising, publicity, sound engineering, fundraising stalls etc.
15. 'House' is an open access space (opened in 2012) located within the Stour Centre. It is run by Uprising and delivers a range of programmes including training for young people disadvantaged and NEET, to help and support them on gaining confidence, skills, qualifications and possible work and educational opportunities. It collaborates with Sk8side to compliment opening hours and sessions to support young people throughout the week. The Council supports Uprising with a Community Services Grant (£24,750) for House and Hang 10. In this current financial year, 274 different young people have accessed the services provided in House. In this financial year 762 young people have accessed Hang 10 services.
16. Hang 10 is an outreach service, set up by the Council in 2012 which has been further developed by Uprising over the last two years. The team travels around the urban areas dealing with 'hotspot' areas (where young people are gathering), collaborating closely with the Community Safety Unit (the operational arm of the Community Safety Partnership). They encourage and sign post young people into local positive activities and spaces as well as their own garden and landscaping project involving young people that is funded by Housing.
17. The Stanhope Community Hub, has established itself during the last two years particularly supported by Moat Housing. This has provided further positive impacts in the local area of Stanhope with regular open access provision alongside specialist programmes. There is a suggestion that the building can be extended further to allow additional sessions delivered by Uprising.
18. The Waterside Youth Space, built in 2009 with S106 funding, is located adjacent to the Swan Centre in South Willesborough and is a part of the KCC children's services managed building, under a lease with the Council. The Salvation Army deliver the 'Bridge' project from here and provides a range of activities and learning for local young people, many of which come from disadvantaged backgrounds.
19. The Borough Council provides support if and when required to Tenterden Town Council on the operation of the 'youth' club at Highbury Halls. For example, officers have provided guidance on the proposals to regenerate the current building and possible expansion in the Town. Tenterden Town Council are looking at future provision of youth services and are engaging with youth providers on the way forward.

## Challenges and Work Going Forward

20. The challenges for the future include; maintaining the standard of delivery by youth leaders and practitioners, the recruitment and training of volunteers by those groups and finally the resourcing provided. For example, the facility at Waterside struggles to recruit and retain sufficient numbers of volunteers to deliver services. As noted in para 20, funding will be required to expand the current building in Stanhope operated by Uprising. Doing so would enable them to expand the services they deliver and achieve a more secure future.
21. It is extremely disappointing that Sk8side CIC do not feel they are able to deliver the KCC contract to the end of the five year term. Officers of the Borough Council are very keen to continue provision from the Sk8side Youth Centre and would wish KCC to continue support from this location.

## Conclusion

22. In addition to the services and facilities detailed in this report, there are further spaces coming on stream in the near future such as Repton Connects and Finberry Community Centre. Although they are not dedicated youth spaces they will provide focal points within their local communities where services can be delivered for and with young people.
23. Over many years the voluntary sector has provided dedicated services in the area of youth engagement from town and village centres and for outreach provision. In the main, and given professional support with some challenging youth issues, they are still well placed to deliver both 'open access' and programmes for disadvantaged young people. In order to continue with their good work, the voluntary sector will require ongoing support with recruitment, retaining staff and volunteers, training opportunities and financial support to maintain and enhance the delivery of services which Kent County Council provides.

## Contact and Email

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**By:** Louise Fisher, 0-25 Area Head of Service – South Kent  
Early Help and Preventative Services, Children, Young People and Education,  
Kent County Council

**To:** Ashford Borough Council Overview and Scrutiny Committee  
Tuesday, 27<sup>th</sup> March 2018

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

**Classification:** Unrestricted

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**Summary:** This report provides an overview of youth provision available in the district of Ashford. This includes provision that is directly delivered or commissioned by Kent County Council (KCC) Early Help and Preventative Services (EHPS) and picks up on some of the key activity and development to date of this offer.

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## **1. Context of Early Help and Preventative Services**

- 1.1 In April 2014, KCC's Early Help and Preventative Services (EHPS) were integrated and formed as a new service. EHPS are designed to provide support for vulnerable, and at risk, children, young people and families who are most likely to experience poor social, emotional and educational outcomes.
- 1.2 The vision for EHPS is that every child and young person, from pre-birth to age 25, and their family, who needs early help will receive support in a timely and responsive way, so that they are safeguarded and their educational, social and emotional needs are met with good outcomes.
- 1.3 We work to ensure that children and young people contribute positively to their communities and are actively engaged in learning and employment to achieve adult well-being and independence.
- 1.4 EHPS aims to target early help services to the most vulnerable children, young people and families with complex needs and multiple disadvantage who require additional and intensive support, with a focus on delivering better outcomes.
- 1.5 EHPS provide a range of support, across the Kent Safeguarding Children's Board Inter Agency Threshold Guidance levels of need (Universal, Additional, Intensive and Specialist). Universal and Additional specifically apply to the youth offer in Kent, delivered through Youth Hubs and outreach work, but it is recognised that these often compliment Intensive and Specialist interventions.
- 1.6 Universal services seek to meet all the needs of children, young people and families so they are happy, healthy and able to learn and develop securely. In Kent there is a good level of provision across the county, delivered where communities have the most need.

- 1.7 EHPS resource is allocated to ensure that provision is targeted to children and families known to SCS and the most vulnerable children, adolescents and families. EHPS universal services are provided to all children and young people, for example in Children's Centres and Youth Hubs, including those with additional, Intensive or specialist needs.
- 1.8 Children and families with additional needs are best supported by those who already work with them or in settings where they feel safe to make changes or resolve problems. This is often provided in universal settings or through targeted and outreach work to vulnerable communities or identified children and families.
- 1.9 The EHPS Quality Assurance Framework has been in place since November 2015 and sets out the mechanisms through which the quality of service delivery and its impact will be measured and evidenced to support the continuous improvement of working practices across EHPS. The Framework has four interlinking elements:
  - Performance data and quantitative information
  - Case work audits and qualitative information
  - Feedback from partners, children, young people and families
  - Staff competence and wellbeing
- 1.10 The EHPS Quality Assurance Framework includes Audit Processes for Additional Support and regular Youth Work Observations for all of our Universal and Targetted Open Access Activities. This programme of Quality Assurance enables a plan of continuous improvement across EHPS.
- 1.11 Following a whole-service restructure in 2015, KCC re-shaped the suite of Early Help and Preventative Commissioned Services to bring the offer in line with the internal structure and offer. This was broken down into 5 main areas of provision (Family support; Young Carers; Children's Centres; Youth; and NEETs).
- 1.12 The monitoring of EHPS Commissioned Services contracts has been underway since April 2017 and is linked to the key outcomes in the Early Help Performance Scorecard, which is reported on and discussed at both a local and strategic level, on a monthly basis.
- 1.13 Performance Scorecards for Youth provision (internal and commissioned) are provided, at District level and on a monthly basis (see appendix 1). This is also reviewed by the District Youth Advisory Group.
- 1.14 The robust performance monitoring in EHPS has provided coherent and consistent monitoring across the county for all contracts. This is a new way of working for many of the providers, many of whom have not previously been subject to this level of accountability.
- 1.15 All contracts have been subject to regular monitoring meetings that work to analyse Key Performance Indicators (KPIs), local performance trends, the quality of practice and draw in stakeholder feedback at both a district and county level.

## 2. KCC Directly Delivered Youth Offer in Ashford

2.1 The KCC internal youth offer, delivered by EHPS, in Ashford consists of a variety of key activities for young people to engage with. These include, but are not limited to, the following:

- i. **North School Group:** This is a group run for young people struggling to maintain education and focusses on raising self-esteem and confidence so young people can better engaging in education and they thrive in their wider lives.
- ii. **Work Experience, Traineeships and Apprenticeships:** We offer regular work experience for young people open to SCS, Youth Justice, Special Educational Needs (SEN) and EHPS. We also offer traineeships to young people who are NEET and have three apprentices supported in the district in Youth Work and Business Support.
- iii. **Access Club:** This is a programme run for young people who have a disability and wish to access a youth centre and who 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 disabled young person.
- iv. **Horticulture Group:** We run one session a week as an accredited programme around horticulture for young people with disabilities and an Education Health and Care Plan.
- v. **Adolescent Group:** This session is an open access youth work session open to all adolescent young people, however we actively facilitate attendance of those most at need such as those open to EHPS, SCS, and Youth Justice.
- vi. **Boys Group:** This is an open access session targeted for boys with challenges specifically relating to them again we target young people most at need of support as in those open to services.
- vii. **Girls Group:** This group is similar to the other gender specific group and focusses on the specific needs of girls.
- viii. **Wellbeing Groups:** We offer two closed groups focussed on young people's wellbeing and mental health these are open to young people 10-19 (25 with additional needs). Young people can self-refer for this group or be referred by partner agencies.
- ix. **Junior Group:** This is an open access group focussing transition from primary to secondary and addresses the needs of those children.
- x. **Community Café:** This is a group that offers opportunities for young people to engage in volunteering in a safe a supportive environment and gives back to the local community.

- xi. **Duke of Edinburgh (DoE):** An accredited open award centre that delivers currently bronze and silver DoE opportunities.
- xii. **Peripatetic Detached:** This is detached work that responds to the local need and Community Safety Unit (CSU) requests.
- xiii. **Take Up The Challenge:** This is a programme offered to young people lacking confidence and self-esteem who attend Homewood school and are failing to thrive within the school environment.
- xiv. **Missing Return Interviews:** Missing person return interviews are carried out by EHPS staff, for every young person not open to SCS to ensure we understand the reason for their missing episode and ensure their safety and wellbeing.
- xv. **Additional Support:** This support is carried out by Youth Hub staff, for young people 8-19 (25 where they have additional needs). Additional support is a one to one intervention carried out with the young people after a Signs of Safety assessment. This work is carried out over 6-8 weeks. Those young people are encouraged and supported to access the universal offer to provided ongoing support.

### 3. KCC Commissioned Youth Offer in Ashford

- 3.1. There are 12 Youth contracts across Kent, delivered by 9 providers. Sk8side CIC are currently subject to a 5-year contract with KCC to deliver universal youth provision in Ashford (let by KCC on 1<sup>st</sup> December 2016, following a competitive process).
- 3.2. The youth offer from Sk8side CIC, includes the following programme of support:
  - i. 5 day a week service of delivery at the SK8side building, focussing on informal education, delivered through drop in and activity based sessions this includes music, sports, arts and participation activities.
  - ii. Sk8side CIC also run three detached work sessions in Hothfield, Kennington and Tenterden, as well as an outreach session at the Ashford College.
  - iii. Sk8side CIC represent EHPS at the CSU meetings and offer a briefing to EHPS staff and other community partners on “hotspots” and co-ordinates our detached response to attendance at these “hotspots”, if they have young people attending them.
  - iv. Sk8side CIC run the Street Work Forum, which co-ordinates street based youth work and delivers training for staff engaging in this intervention approach.
- 3.3. As with all Early Help contracts, a robust contract monitoring process is in place for our commissioned youth services and Sk8side CIC were subject to monthly monitoring since the contract inception.

- 3.4. The contract specified that they would be required to operate under an outcomes-based model and the targets were submitted as part of Sk8side CIC's original bid. They had, along with the other successful providers, signed up to a contract to deliver specific KPIs. There was not a requirement to deliver from the building, although there is a recognised need in central Ashford.
- 3.5. The targets in the contract have been subject to scrutiny and negotiated change throughout the lifetime of the contract and are intended to compliment and improve the whole district offer, in conjunction with the Early Help in-house provision under the scrutiny of Ashford Youth Advisory Group (YAG).
- 3.6. In spite of 6-months of support and negotiation, Sk8side CIC have decided, on 6<sup>th</sup> March 2018, to withdraw as a provider before KCC took further action regarding the contract and will cease delivery of their provision in Ashford, giving 3-months' notice.
- 3.7. KCC officers are working to procure an alternative provider as soon as possible and are keen to work in collaboration with Ashford Borough Council to achieve the best outcomes for the district.

#### **4. Governance**

- 4.1. The overarching responsibility of the district YAG is to ensure that there is a good understanding of the youth offer within their respective districts and that appropriate developments are taken forward, to enable it to remain consistently of a high standard, from their perspective, for children and young people (aged 8 – 19 years and up to 25 with additional needs), living in the district. The YAG is open to both district and county Members. YAGs receive a district-level data pack with analysed performance, to inform discussions.
- 4.2. YAG meetings are convened on a quarterly basis. Councillor Mike Angell is the chair of the Ashford YAG and Simon Harris provides representation from Ashford Borough Council.

#### **5. Partnership Working in Ashford**

- 5.1. There are a number of key areas of work that KCC are involved in or leading on, alongside partners in Ashford, which have a particular focus on engaging with and supporting young people. Much of the partnership working is focussed on getting young people to access the universal provision access the district or to access the correct tier of support.
- 5.2. The Schools Link Worker role is carried out by the EHPS District Youth Hub Delivery Manger and Unit Leaders and is in place to support schools with accessing universal, additional and intensive family support and consists of a termly meeting of advice and support.
- 5.3. The Youth Hub Delivery Manager attends Headteacher and Local Inclusion Forum Team Screening meetings, to support in information advice and guidance to these bodies around

access to universal, additional and intensive family support, this is a monthly meeting.

- 5.4. The EHPS Youth Hub Delivery Manager and Senior Early Help Workers attend meetings of the Anti-Social Behaviour Panel, to discuss the needs of young people and the opportunities for young people to access universal, additional or intensive family support. This also acts as an opportunity to assess young people networks and support partners in informal education interventions with young people identified.
- 5.5. As part of the Children and Young Peoples Services Integration Programme (CYPSIP), which is focussed on maximising opportunities for greater integration between EHPS and SCS, there are four Area-based pilots, each exploring new ways of working. In South Kent, the pilot is centred around managing adolescent risk and is running in Ashford.
- 5.6. The pilot brings together partners working with young people most at risk in the district and focusses on interventions reducing the risk of these young people. It follows a contextual safeguarding model and allocates EHPS, SCS and Kent Police resources to meet the needs of young people.
- 5.7. The Youth Hub Delivery Manager attends the multi-agency, SCS led Adolescent Risk Management Panel. The Panel looks at processes that are in place, the analysis of trends and assessments of individual risk are carried out to inform individual plans to meet the needs of young people.
- 5.8. Youth Hub staff in Ashford support Highbury Hall Youth Café as required. They also offer training for Highbury staff and the designated Youth Hub Safeguarding Leads undertake consultations, on safeguarding concerns.
- 5.9. A bi-weekly meeting at the North School is supported looking at universal, additional and intensive family support for young people who have behaviour or attendance issues that need more support than what the school are able to offer.
- 5.10. HeadStart is a County programme, supporting resilience and wellbeing for young people. This programme is working with 10 primary and 4 secondary schools in Ashford, offering a range of support from counselling, mentoring, training for staff and funding.
- 5.11. Young Careers drop in sessions are run at the Youth Hub by IMAGO.

## **6. Conclusion**

- 6.1. KCC is committed to maintaining effective partnerships across all provision in EHPS and recognises the important contribution that District and Borough Councils provide to delivering meaningful support to children, young people and their families.

# Kent Youth Work Activity Summary Report

## Youth Hub

Youth Hub  
District:  
Type:

Ashford District Youth Hub  
Ashford  
Youth Hub

Average
65% or higher
50-64%
49% or lower

Target Group	Youth Hub						District						Kent					
	Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %	KCC Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %	KCC Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %
Registered* to Youth Hub - YP aged 8-19 (KCC 5% and CYH 10%)	937	1,980	759	211.3	81.0	38.3	2,811	2,289	1,087	81.4	38.7	47.5	33,050	31,055	17,682	94.0	53.5	56.9
Registered* to YH - aged 20-24 with SN/LD	17	17	8	100.0	47.1	47.1	27	27	19	100.0	70.4	70.4	199	199	117	100.0	58.8	58.8
Target Group: Outcomes	Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target		Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target		Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target	
Reach - No. of 8-19 who have been reached on 4 or more separate occasions during 12mth period (regular attendees) - 30% target	759	183	328	43.2	179.5		1,087	548	541	49.8	98.7		17,682	6,445	7,450	42.1	115.6	
Reach - No. of 20-24 who have been reached on 4 or more separate occasions during 12mth period (regular attendees) - 30% target	8	2	6	75.0	250.0		19	6	13	68.4	216.7		117	39	91	77.8	233.3	
Target Group: Outcomes	Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP		Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP		Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP	
Number of Accredited Outcomes achieved	759	28	24	3.2	1.2		1,087	422	109	10.0	3.9		17,682	1,516	856	4.8	1.8	
Number of recorded outcomes achieved	759	1,144	302	39.8	3.8		1,087	4,555	586	53.9	7.8		17,682	108,955	10,747	60.8	10.1	

Registration\*: 31/01/2018  
Reach Period: 01/02/2017-31/01/2018  
Report run date: 08/02/2018

### Notes:

Important: \* Registered criteria - Affiliated to Youth Hub and registered to Children's Centre.  
An issue has been identified with eStart affiliations which will impact on the youth work numbers. Before affiliation, ensure all family members are active, if affiliation is selected when a family/member is inactive, then these will not show in reporting.

# Kent Youth Work Activity Summary Report

## Youth Hub

Youth Hub

District:

Type:

CYH Sk8side CIC Ashford Youth Hub

Ashford

Commissioned Youth Hub

Average

65% or higher

50-64%

49% or lower

Target Group	Commissioned Youth Hub						District						Kent					
	Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %	KCC Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %	KCC Baseline	Registration	Reach	Reg/BL %	Reach/BL %	Reach/Reg %
Registered* to Youth Hub - YP aged 8-19 (KCC 5% and CYH 10%)	1,874	627	425	33.5	22.7	67.8	2,811	2,289	1,087	81.4	38.7	47.5	33,050	31,055	17,682	94.0	53.5	56.9
Registered* to YH - aged 20-24 with SN/LD	13	13	11	100.0	84.6	84.6	27	27	19	100.0	70.4	70.4	199	199	117	100.0	58.8	58.8
Target Group: Outcomes	Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target		Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target		Reached 8-19	Target 30%	Actual	Actual/Reach	Actual/Target	
Reach - No. of 8-19 who have been reached on 4 or more separate occasions during 12mth period (regular attendees) - 30% target	425	365	236	55.5	64.6		1,087	548	541	49.8	98.7		17,682	6,445	7,450	42.1	115.6	
Reach - No. of 20-24 who have been reached on 4 or more separate occasions during 12mth period (regular attendees) - 30% target	11	3	7	63.6	212.1		19	6	13	68.4	216.7		117	39	91	77.8	233.3	
Target Group: Outcomes	Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP		Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP		Reached 8-19	No. of Outcomes	No. of YP Achieving	YP Achieving / YP Reached%	Average no. of outcomes per YP	
Number of Accredited Outcomes achieved	425	394	85	20.0	4.6		1,087	422	109	10.0	3.9		17,682	1,516	856	4.8	1.8	
Number of recorded outcomes achieved	425	3,411	325	76.5	10.5		1,087	4,555	586	53.9	7.8		17,682	108,955	10,747	60.8	10.1	

Registration\*: 31/01/2018

Reach Period: 01/02/2017-31/01/2018

Report run date: 08/02/2018

### Notes:

Important: \* Registered criteria - Affiliated to Youth Hub and registered to Children's Centre.

An issue has been identified with eStart affiliations which will impact on the youth work numbers. Before affiliation, ensure all family members are active, if affiliation is selected when a family/member is inactive, then these will not show in reporting.



**Agenda Item No:**

**Report To:** Ashford Health & Wellbeing Board

**Date:** 17 January 2018

**Report Title:** Ashford Estates Technology Transformation Fund (ETTF) Scheme

**Report Author:** Louise Matthews

**Organisation:** NHS Ashford Clinical Commissioning Group

**Summary:** This briefing aims to give an update on the Ashford Estates Technology Transformation Fund (ETTF) premises scheme

**Recommendations: The Board be asked to:-**

To note the content of the report and to consider nominated an officer to join the Ashford Premises Group

## **Purpose of the report**

1. This briefing aims to give an update on the Ashford Estates Technology Transformation Fund (ETTF) premises scheme that was successful in getting through the initial NHS England funding gateway in 2016.

## **Background**

2. In Ashford Clinical Commissioning Group (CCG) area there was one successful scheme originally submitted by Kingsnorth Medical Practice which proposed significant investment and offered a range of options in terms of delivering a solution for primary medical services that responded to the predicted population growth across Ashford.
3. The original Ashford ETTF premises bid set out 3 options:
  - Option 1 – develop a new purpose built facility sufficiently large in size to accommodate the patients from the current facility at Kingsnorth as well as accommodating the new population from the Chilmington Green Housing Developments.
  - Option 2 – develop a smaller modular type branch surgery for the new population at Chilmington Green which will grow with the new population.
  - Option 3 - look to extend the current facilities at Kingsnorth to provide care for the existing patients and for the new population from Chilmington Green.

## Progress to Date

4. In December 2016, conversations took place between NHS England (NHS E) and Ashford CCG to discuss the options set out in the Ashford premises ETTF and how to secure primary medical services that meet the predicted population growth across Ashford. The CCG was advised to submit a change request application form to NHS England for the Ashford premises bid and for the scheme to become a CCG led scheme thus allowing the CCG to access pre-project costs for a full Ashford local feasibility study/options appraisal to ensure that the project delivers the transformation in the most appropriate area taking into account all the new housing developments in the Ashford locality and the subsequent increase in population of circa 40,000 people over the next ten years. Changing to a CCG led scheme would enable a closer strategic fit to both the CCG's emerging estates strategy and the Sustainability Transformation Plan (STP), thus enabling the scheme to facilitate a fundamental shift of services from secondary care to primary care with a greater integration of health and social care closer to home.
5. In January 2017, NHS England wrote to the CCG advising that £25,000 had been allocated as pre-project costs to enable the appointment of professional advisers to support the work around the project. The letter stressed that the funding of the pre-project costs do not constitute approval of the scheme or guarantee that the scheme will be given further funding. NHS England advised that the purpose of the pre-project expenses was to enable the CCG to commission an options appraisal and to develop a more detailed business case and the necessary preparation work and, to inform consideration for future funding. A business case is required for all ETTF schemes over £1 million, which includes the Ashford CCG premises scheme.
6. In discussions with the national ETTF Project Team it was very clear that NHS England were looking to the CCG to consider all the investment opportunities that were coming into the CCG boundary and to ensure that all investment sources were used to support the investment in primary medical services. NHS E were seeking confirmation that CCG would maximise the investment from Section 106 agreements.
7. In order to progress with the options appraisal in a timely manner and to avoid a protracted procurement exercise NHS England advised that the Medway LiftCo could be approached as they have a framework of suppliers the CCG could draw on. In discussion with NHS Property Services it also transpired that NHS Property Service (NHS PS) have an approved provider framework with Medway LiftCo and the CCG were able to work with NHS PS to secure a provider to complete the options appraisal/feasibility work.
8. It was anticipated that the application for housing on the Chilmington Green Housing Development site would go to Ashford Borough Council's Planning Committee for approval in late October 2017. Highways works have begun on the site in anticipation that housing approval will be given. The house build was expected to commence in Spring 2018, with the first occupation expected in Autumn 2018. It is anticipated that at the end of year 1 approximately 125 new properties will be built on the edge of the development; these are likely to be three or four bedroom family homes. Phase 1 (1500 homes) is expected to be completed by 2023/2024.

9. Under the section 106 agreement for the Chilmington Green housing development the proposal is to create a community trust “Chilmington Green Consortium”, the community hub will be gifted to the community trust. Discussions are still taking place as to whether that will be over one or two floors. For the section 106 health contributions the proposal is for 1000m<sup>2</sup> for primary medical services which will be created into 6 fully furnished GP consulting rooms in the community hub. The ownership of this space will remain with the Consortium and be offered to the CCG at a peppercorn rent in line with the Premises Cost Directions 2013.
10. This provides a solution for meeting primary medical services needs arising from the Chilmington Green Housing Development and suggests that the ETTF allocation can be used to meet needs arising from the housing growth in other parts of Ashford.
11. Due to the level of information provided by local authority relating to the local plan and proposed growth the CCG didn't commission a feasibility study across whole of Ashford rather we focused our efforts on specific geographies and maximised use of information already available to us. Our intention was to split the work across two distinct localities to understand the different pressures which led us to focus on Chilmington Green and Tenterden. We originally received a proposal from Medway Liftco to progress feasibility work around Chilmington Green, however this work did not progress once we understood how far ahead the section 106 negotiations are Chilmington Green were. We commissioned a specific piece of work looking at Tenterden, however, this piece of work was not robust enough as it only considered one option for the way forward.
12. Over the summer of 2017, the CCG officers met with the local planning officers to understand the health contributions that have been secured and those that are still being negotiated. The Ashford Local Plan has proposals for over 11,000 new homes build out proposals and there are developments across Ashford with significant planned housing growth.
13. The CCG is able to seek health contributions for all new housing developments through a section 106 agreement by negotiating with the local planning authority in order to meet the primary medical services needs arising from new populations.
  - For Chilmington Green (5750 homes), a section 106 agreement is close to being finalised with a value of approximately £4.8 million that will provide 1000 metres square space to provide 6 GP consulting rooms.
  - For Finberry (1100 – 4300 homes) the section 106 agreement was approved back in 2002 with an approximate value of £3.6 million that will provide land of 600 m<sup>2</sup> and building for the provision of primary health care.
  - For Court Lodge Farm (1370 homes) no formal discussion on health contributions have taken place and will commence as planning applications start to come forward.
  - Where a section 106 investment has been secured to provide a healthcare facility for new populations, ETTF funding will not be released by the national project team to meet the same population need.

- For new populations such as those highlighted, the CCG will need to engage local practices whose boundaries cover these locations to commission primary medical services for these new communities.

## **Moving Forward**

14. For an acceptable scheme to come forward to NHS England, the CCG needs to complete the Ashford-wide piece of work, this involves reviewing every population growth point across the borough, confirming the section 106 resources available and their attached conditions, and identify areas where section 106 resources still need to be negotiated (such as Court Lodge Farm). The CCG are expected to be able to map out the growth and the resources and identify how each investment pot will be used to the benefit of primary care across Ashford and from there make a recommendation as to where the ETTF monies will have the most impact across Ashford. This will then determine which practice(s) will benefit from the ETTF monies and take over management of the scheme(s) moving forward with business cases through gateway process. This work needs to be completed by 31 March 2018.
15. An Ashford wide premises group has been established (involving all GP practices and the Kent Local Medical Council) to take forward this piece work, and the CCG are keen to secure an Ashford Borough Council representative ideally with planning and section 106 knowledge to be part of this group.
16. The CCG are in the process of recruiting an officer to lead on this area of work and have made a temporary appointment (until 31 March 2018) whilst this takes place. This officer will lead on the production of a Primary Care Estates Strategy for Ashford CCG and on discussions with Ashford Borough Council regarding securing section 106 health contributions.
17. Meetings took place in December 2017 involving the CCG, the national project lead for the ETTF and both Kingsnorth Medical Practice and Ivy Court Surgery (Tenterden). Work is now underway to produce project initiation documents for the premises developments at both practices.

## **Conclusion**

18. The CCG needs to complete the growth mapping required across Ashford and make recommendations to NHS England how the ETTF funding can be put to best use and also how section 106 health contributions will be used to the best effect to minimise the impact of population growth on primary care.

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# Transforming Health & Care in East Kent

Ashford Health & Well Being Board

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Agenda Item 8



# What do we already know:

- **Case for Change** established – ‘do nothing’ (ie a three site option) is not sustainable. Progression of the strategic changes offers sustainable solutions to the current challenges across patient pathways such as urgent care, workforce challenges and quality of services.
- Public support for the development of new local care models that support changes of hospital care
- Public **listening events** undertaken in spring and autumn were broadly supportive of the proposed changes . Key themes to address further included: developing local care; transport and access; specialist centres
- EKHUFT has developed a strategy for the future provision of acute services on the “Keogh” model for urgent care. Across East Kent this translates to a three site proposal - a Major Emergency Centre with Specialist Services, an Emergency Centre and a Medical Emergency Centre.
- **‘New build’ offer** from Canterbury developer. Legal opinion was that this was a materially significant offer that should be considered.

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Joint Committee agreed to the continued review of elective orthopaedics



# Where are we in the process:

There is a clearly defined process that the health system across East Kent needs to follow in order to make any changes. This process starts with the case for change and progresses through to public consultation and formal decision making.



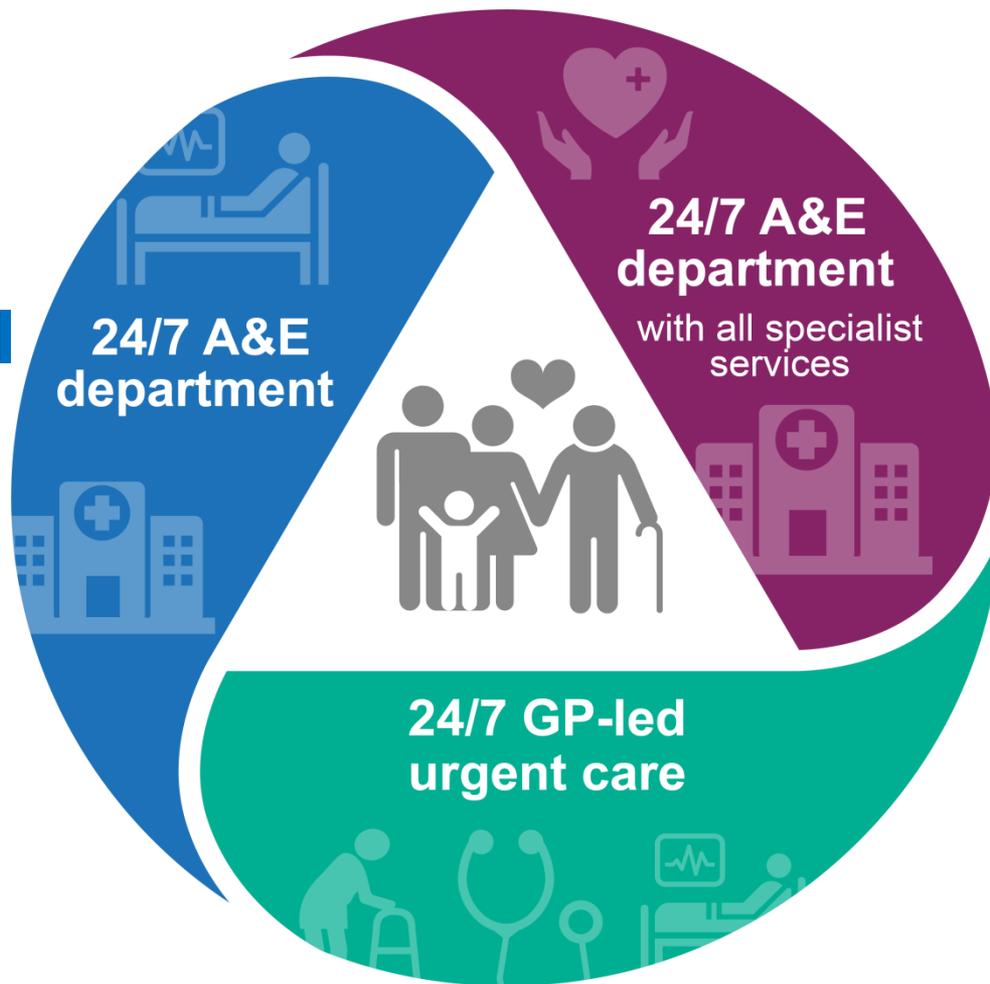
*NB - This stage involves multiple stakeholder reviews as part of the agreed evaluation process*

\*PCBC = Preconsultation Business Case

The East Kent 'medium list' has two potential options.  
Option 1 is the output from the application of the hurdle  
criteria to the long list of options

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**QEQM  
Hospital**



**William  
Harvey  
Hospital**

**OPTION 1**

**Kent and Canterbury Hospital**



Option 2 is the “developer offer” which following legal advice has been included at this stage of the process. The detail of the “offer” and what it could provide continues to be worked through.

**OPTION 2**

**A single major  
emergency hospital  
for all east Kent**

**24/7 GP-led  
urgent care**

**Other services  
could include**  
diagnostics  
(e.g. x-ray),  
day surgery,  
outpatients services  
and rehabilitation



**One 24/7 A&E  
department**

**All specialist services**

(e.g. trauma, vascular and  
specialist heart services)



**24/7 GP-led  
urgent care**

**Other services  
could include**  
diagnostics  
(e.g. x-ray),  
day surgery,  
outpatients services  
and rehabilitation



**William Harvey  
Hospital**

**QEQM Hospital**

**Kent and Canterbury  
Hospital**



**Evaluation process:** This marks a critical stage in the assessment of the underlying detail that sits behind options 1 and 2 using an agreed set of evaluation criteria.



**Evaluation Criteria:** the criteria have been developed with the support of public and stakeholder engagement. Following the Joint Committee on 30 November further amendments were suggested and further engagement is planned pre application.

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**QUALITY CARE** 

Will it improve patient care?

**STAFFING** 

Do we have the right number of staff?

**ACCESS TO CARE** 

Can patients get there?

**DELIVERABILITY** 

Is it implementable in the timeframe?

**AFFORDABILITY** 

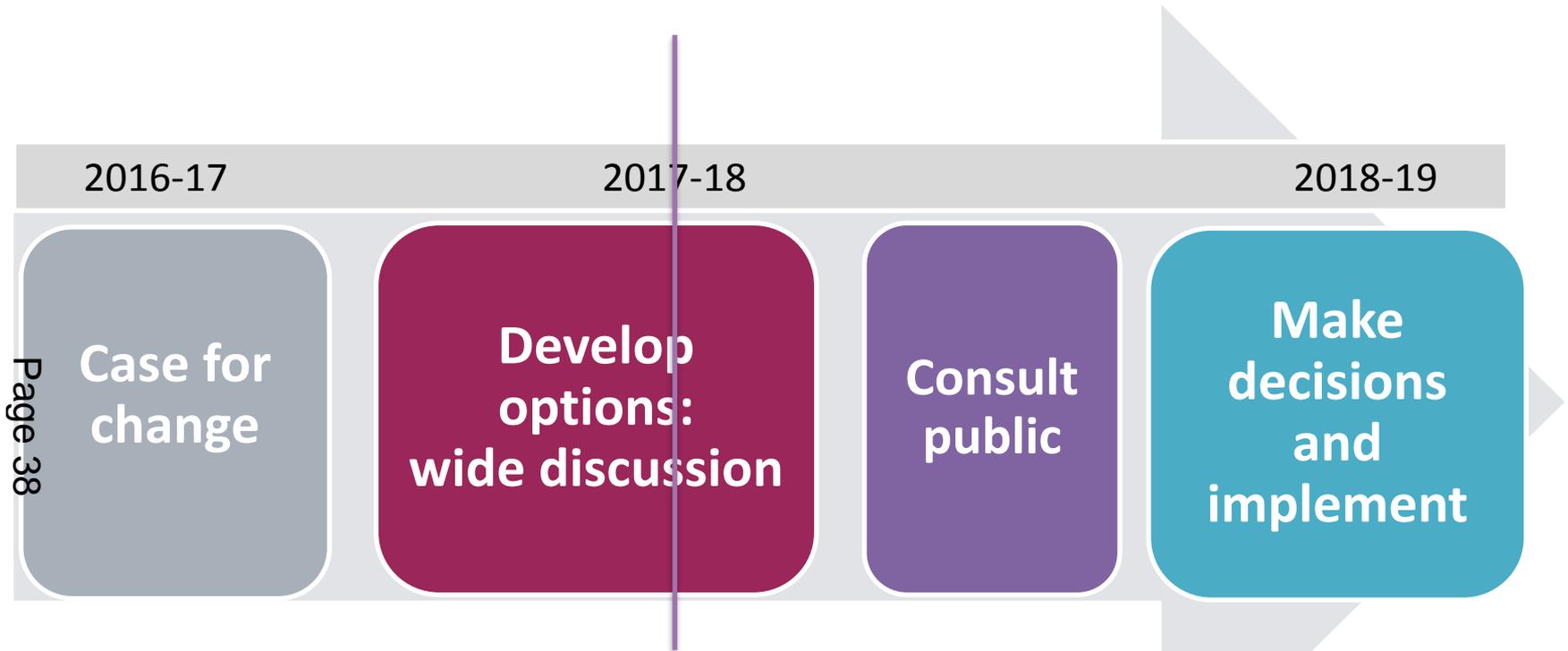
Is it affordable and good value for money?

**RESEARCH and EDUCATION** 

Will it support research and education?



# What is next....



**Next step – evaluate the medium list to develop the option(s) to consult on**



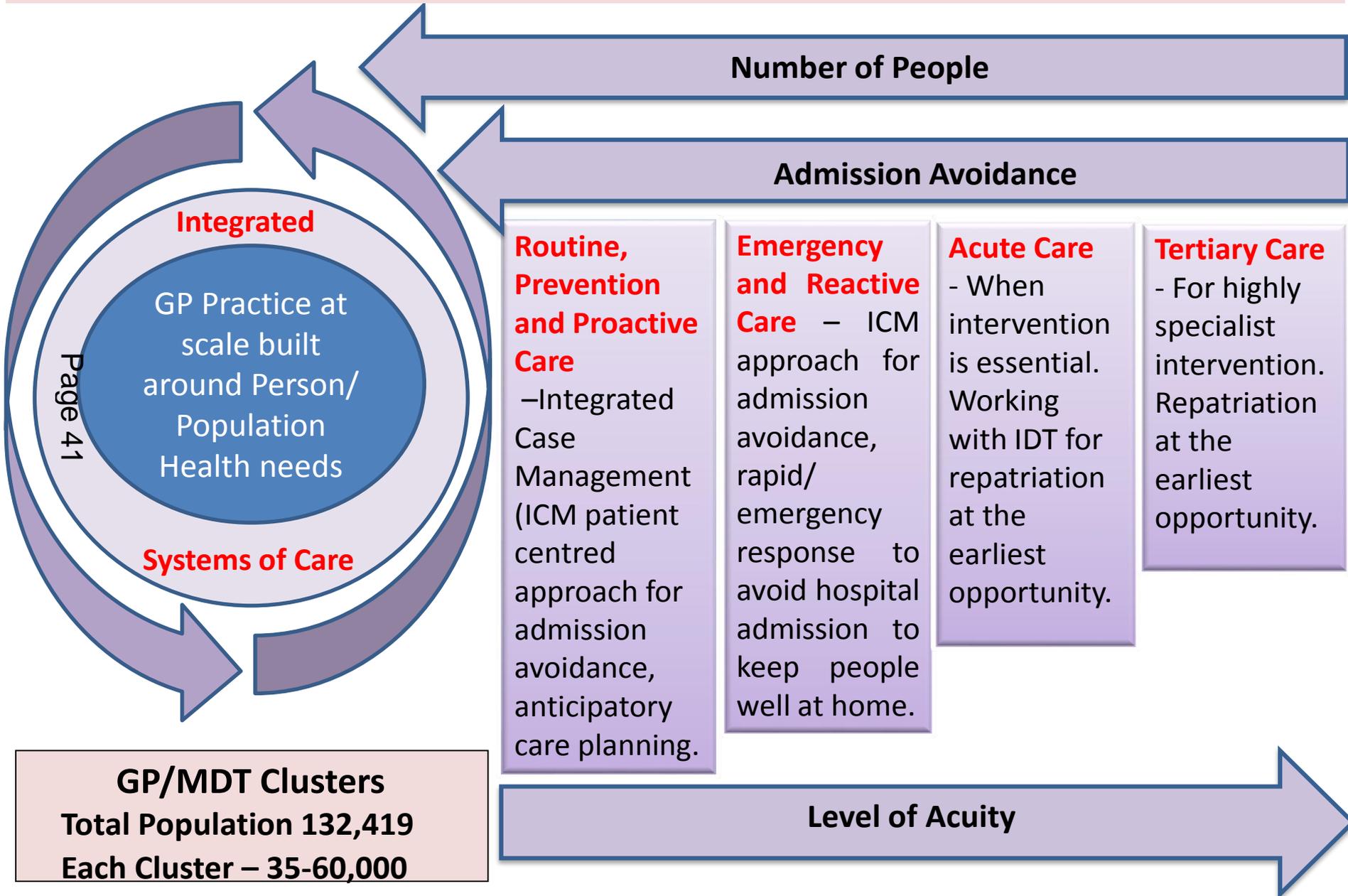
# Implementation of Local Care

Ashford CCG

# Key areas of Local Care Implementation

- The Local Care Model
- Implementation to date
- Plan for roll out across Ashford footprint
  - Detailed timelines
  - Anticipated impact
- Extended Access
- Frailty and other Tiers of Care Priorities

**Local Care Model** – Health, Social Care, Voluntary and Community involvement working together at scale – The Community Hub Operating Centre (CHOC) model



# Ashford Rural Model and Impact

- Cluster level MDT working in place since late 2016
- Shared principles with Vanguard area of
  - regular multidisciplinary/ multi agency meetings
  - Identification of complex and vulnerable patients
  - Responsive care planning to maintain community care where appropriate
- Weekend urgent care response to avoid attendances at A&E
- Activity at month 6 shows reduction of 12.8% against contract baseline for the 5 frailty specialities combined.

# Planned implementation of Local Care Integrated Case Management model to all localities

- Ashford CCG:
  - Ashford Rural Cluster *In Place*
  - Ashford North Cluster *December 2017*
  - Ashford Urban Cluster *December 2017*

# Implementation Progress

- Principles of Encompass Vanguard model agreed across Ashford CCG area and reflected in Kent and Medway Local Care model
- Detailed summary of maturity of each locality undertaken
- Detailed road map of roll out of full model undertaken per locality (ongoing)
- Detailed activity impact modelled per locality based on planned timelines

# Implementation key milestones

- Ashford Rural/ Encompass MDT model to roll out to Ashford Urban and North Clusters with initial mobilisation in November 2017 and full implementation from January 2018.
- Ashford Clusters to mobilise integrated pathways in Catheter Care, Wounds Care and Aural Care in a cluster phased approach from January 2018.

# Extended Access- Ashford

- Ashford CCG on track to deliver GPFV extended access across CCG in a phased approach by end 2018/19:
  - Development scheme in place to support practices
  - Enables Ashford practices to mobilise early with a phased approach, plan to achieve 25% of GPFV seven day access by March 2018.
  - Initial mobilisation across all three clusters planned for quarter 4 – go live achieved in December 17
  - Scaling up of provision planned to full delivery during 2018/19.

# Frailty Implementation

- Rolling out integrated case management forms the core of the local delivery of frailty intervention across Ashford
  - Identification of patient with moderate and severe frailty
  - Planned care approach to anticipatory care planning and community MDT support
  - Reactive element to initiate rapid response and facilitate discharge from hospital
- East Kent wide frailty pathway implementation linked to locality deliver via a single strategic/ clinical steering group for key elements of pathway:
  - Clinical Support to Care Homes
  - Enhanced senior clinical workforce
  - Review of falls pathway
  - Planning digital solutions/ supports to pathway (use of PTL and telemedicine).

# Tiers of Care Implementation

Planned local delivery (via Clusters) of Tier 1 and 2 elements of the East Kent Clinical Transformation Plans:

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- Cardiology – Plan to implement T2 across Ashford & Canterbury areas from April 2018
- Rheumatology – decision re: EK procurement
- Dermatology - Triage process in place in Ashford, implementation.
- Respiratory

## How is the integrated case management model supporting the Frailty Pathway:

In the following ways;

- Been part of the **pneumonia pathway** work across east Kent, which went live on the 2/10/17 (attached). This has been extensively socialised with each GP, clinical leads and practice managers
- 

- From Dec 2017, **increasing numbers going through MDTs** – risk stratified per practice using programme to identify vulnerable and at risk patients,



- Working with all partners to have a **coordinated approach** with SECAMB, to avoid hospital admissions

- From Dec 2017 have implemented **extended hours** (as per our GPFV) creating capacity for extra consultations
- 

- Part of the **urgent care pathway work** across east Kent, supporting GP pathway/access within Acute setting (to alleviate pressure on the Acute)
- 

- Linking in with the **care home strategy**- supporting care planning, early identification of the deteriorating patient and training for staff
- 

- Linking in **with New provider for OOHs/111**, as of Dec 2017 (existing provision has not met expected requirements).

# Enablers

- Digital solutions: Common digital systems and solutions being used to support consistent working at scale and integration between organisations (EMIS clinical services, Local Care PTL development)
- Alignment of CCG resources to Local Care implementation to enable rapid roll out of successful models
- Development of Alliance working with Kent Community Trust to align all partner organisations and workforce to the model of care

# Risks

- Enhanced Frailty Workforce Recruitment to deliver frailty implementation plan
- Primary Care workforce demands to deliver in hours, extended access, out of hours and support to emergency system
- Fragility of immature alliance partnerships
- Delay in NHS Digital procurement - support implementation of key milestones

# Winter Preparedness Proposals– East Kent Initiatives

- Recommission 80 health & social care beds Dec-March
- Spot purchase 10 additional packages of care for dementia/challenging behaviour patients
- Extend length of rapid response package to 5 days
- Dedicated fast track hospice beds
- Dedicated nurse practitioner for care homes
- Expansion of Care Navigator service to community hospitals
- Health Navigators in secondary care to support self management
- Additional support for non weight bearing packages