

From: Roger Gough, Cabinet Member for Children, Young People and Education
Patrick Leeson, Corporate Director, Children, Young People and Education
Vincent Godfrey, Strategic Commissioning and Corporate Services Director

To: Children's, Young People and Education Cabinet Committee

Subject: **Early Help and Preventative Services - Commissioned Services Contract Monitoring Update**

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All Divisions

Summary

This report provides an update on the Early Help and Preventative Services' Commissioned Services contract monitoring process including the performance of the contracts to date. Kent County Council has re-shaped the suite of Early Help and Preventative Commissioned Services to bring the offer in line with the restructure of the Early Help and Preventative Services offer in 2015.

The Commissioned Services are broken down into 5 main areas of provision:

1. Family Support
2. Young Carers
3. Children Centres
4. Youth
5. NEETs

With a total spend of £5.6m per annum, the monitoring of the new EHPCS contracts has been underway for six months and is linked to the key outcomes in the Early Help Performance Scorecard (see appendix 1) which is reported on and discussed at both a local and strategic level on a monthly basis. This has provided coherent and consistent monitoring across the county for all contracts. This report sets out learning and resulting actions from the contract monitoring meetings.

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. On the whole providers have responded well and we are now moving towards more detailed discussions surrounding quality of provision in addition to the quantity of activities provided. All contracts have been subject to monthly monitoring meetings that work to analyse Key Performance Indicators, local performance trends, the quality of practice and draw in stakeholder feedback at both a district and county level. When the quality of practice and outcomes are more fully developed, these meetings will move to a bi-monthly timetable to enable quality to be embedded and demonstrate impact between meeting cycles.

Recommendation:

The Children's, Young People and Education Cabinet Committee, is asked to consider and note this report. Further reports will be available on a 6 monthly basis to highlight progress and performance as requested at the Education Cabinet Committee in 2016.

1. Overview of Service Provision

1.1. The total budget for the EHPCS is £5,600,000 per annum.

1.2. The following table gives a breakdown of commissioned service area, provider, geographical provision and yearly contract value.

Service	Provider	Area	Scope	Yearly Contract Value
Family Support	Porchlight	South/East	- An extension to the provision found in Early Help Units focusing on whole family solutions to issues and challenges - Combining the work that was done by previous services into a whole family approach whilst meeting and recording TF Outcomes	£1.2m
	Project Salus	North/West	- Focusing on additional and intensive need - Commissioned services will not be taking step-downs from SCS these will be managed by the Early Help Units	£1m
NEET Service	CxK	County Wide	- A service for young people who have been NEET for 6wks+ or have multiple instances of being NEET and are NOT open to Early Help or SCS - Focusing on additional support for moving from NEET into EET	£500K
Young Carers	Imago	County Wide	- A service to identify, assess and support to Young Carers children and young people with responsibility - Workforce development, raising awareness and skills of the wider workforce to enable identification and support of young carers	£500K
Youth	Sk8side	Ashford	- Open Access Youth Provision focusing on delivering the whole district youth outcomes in partnership with the KCC internal Youth Offer	£96,000.00
	Canterbury Academy	Canterbury		£109,331.39
	Play Place	Dartford		£87,990.00
	Pie Factory	Dover		£99,980.40
	The Gr@nd	Gravesham		£100,000.00
	Salus	Maidstone		£91,700.00
	Salus	Shepway		£75,000.00
	West Kent Extra	Sevenoaks		£86,700.00
	Amicus	Swale		£133,950.00
	Pie Factory	Thanet		£136,948.00
	West Kent YMCA	Tonbridge and Malling		£83,000.00
West Kent YMCA	Tunbridge Wells	£76,000.00		
				£1,176,599.79

2. Approach to Contract Monitoring

- 1.1. Commissioning Officers in Early Help are organised by geographical area and subject lead. They are based in the four areas and offer a district specific view of each of the contracts by attending Area Management Team Meetings and gathering information from Early Help District Managers. Each officer is also a strategic lead for at least one contract area, bringing specific area expertise, having a day to day responsibility for the contract and dealing with all contractual and performance issues.
- 1.2. Monthly performance scorecard analysis meetings help inform contract monitoring meetings which bring together the intelligence from the areas, scrutiny of the data presented in the scorecard and oversight from the Early Help and Preventative services Heads of Service.
- 1.3. Contract monitoring includes oversight from both the Head of Service for Children's Commissioning and the Early Help Commissioning Manager and the Director for Early Help and Preventative Services. In addition to this the commissioning manager provides a monthly update regarding performance at the Early Help and Preventative Services management team meetings. This enables the Director for Early Help and Preventative Service and associated Heads of Service to interrogate data and give their views on service provision.
- 1.4. Further to this Members have requested that all Early Help and Preventative Commissioned Services are reported to Cabinet Committee on a six monthly basis where performance statistics will be presented as well as any associated action plans to enhance performance.

3. Progress to date

- 1.1. **Family Support:** Full County coverage is given across two providers, Porchlight; South and East and Salus; North and West
- 1.2. Both are on track to meet their targets surrounding throughput. Porchlight have a case load target to date of 581 and have accepted 719 cases, Salus have a target of 401 cases and have seen 409. However there are some areas for development in relation to quality which are being addressed as a result of the contract management process. These relate specifically to levels of engagement, recording and communication. To ensure that quality of provision is good and remains comparable with that of internal service provision, moderation of case audits is in place. This is carried out by KCC Practice Development Leads and includes sampling 20% of audited cases to develop best practice and improve outcomes for families.
- 1.3. **Young Carers:** The young carers' contract across the county is performing well. The target of Young Carers for the first year of contract being 5796, Imago are exceeding

this target by 706 young people. Although there are some local variances in levels of referrals, the contract is currently running at 12.6% over target and feedback from the districts regarding the provision is positive. Now the contract is 12 months old the Contract lead will be undertaking a Deep Dive of provision and compliance to contract.

1.4. **Children’s Centres:** KCC manage a portfolio of 85 Children’s Centres across Kent. Of these, six are commissioned Centres, provided by six different individual external organisations. The remaining 79 centres are provided directly by KCC.

1.5. The total cost of the 79 in house centres is £7,323,476. The total cost of the six commissioned centres is £1,123,830 which equates to just over twice the unit cost of the in-house centres. All six commissioned centres are currently under review as part of the commissioning cycle. Their overall performance is mixed and officers are currently analysing data quality, cost variation and engagement with the wider Early Help offer. This ongoing work will help to inform the review that will be presented to Cabinet and Strategic Commissioning Board in October 2017.

1.6. **Youth:** Nine different providers are currently working across the 12 districts. Performance and adherence to the desired model is varied and the commissioning team and Early Help Youth Hub Delivery Managers are working with all providers to ensure a consistent and integrated youth offer. We have experienced some challenges in effectively implementing the contracts and helping the providers to evidence their reach and outcomes. Commissioning officers are working closely with providers to develop agreed improvement plans to ensure priorities, targets and partnership working are robust and that outcomes and responsibilities are clearly communicated and understood.

1.7. **NEETs:** The NEETs (not in education, employment or training) figures for young people aged 16-18 across the county continue to improve. This is part of a whole county picture that has been improved by collaborative working with both internal and external partners

	Total NEET	Year 12	Year 13		Total NEET	Year 12	Year 13
May '16	4.1%	3.3%	4.9%	May '17	3.3%	2.5%	4.0%
June '16	4.1%	3.3%	4.8%	June '17	3.2%	2.5%	3.8%
July '16	4.2%	3.5%	4.8%	July '17	3.1%	2.6%	3.7%

1.8. Officers and the provider are working to develop the scope and impact of this contract, which focuses on support for more challenging young people aged 17 and over who are not engaging in education or training, by offering flexibility in approach

and working with target groups. To date the contract has been developed to include those young people who have been NEET in excess of 6 weeks - often the hardest to engage – workers are using a range of interventions and strategies including results day events to engage young people at the point of decision making regarding their future.

- 1.9. Officers from the KCC Skills and Employability team, Early Help and commissioning as well as the provider CXK are working together to maximise the local NEETs partnership meetings to ensure tracking and maximising individuals' progress and enhancing the local offer of training and employment places, including apprenticeships.

2. Next Steps

- 1.1. Commissioning officers will continue with monitoring meetings and develop practice and provision across all contracts. The model for feedback from districts will continue to develop and work with stakeholders to ensure that information and progression is communicated effectively to enhance working practices and relationships.
- 1.2. The scorecards will continue to be developed and improved to assist meetings for oversight of the contracts
- 1.3. Deep dives will be scheduled with providers once contracts are one year old and results from these will be available from March 2018.

2. Conclusion

- 1.1. The change in approach to having fewer commissioned services with larger contract value, has led to more effective monitoring and management since the implementation of the new EHPCS contracts. Overall, they are working well and achieving the expected outcomes, linking together data, practice and frontline insight, with the aim of improving integration between in-house and externally commissioned services.
- 1.2. Commissioned providers are on a journey regarding being held accountable for performance, data quality and reporting. This is currently being addressed through monitoring meetings and will continue to be improved throughout the life of the contracts.

6. Recommendations:

- 1.1. The Children's, Young People and Education Cabinet Committee is asked to note this report. Further reports will be available on a 6 monthly basis to highlight progress and performance as requested at the Education Cabinet Committee in 2016.

Children, Young People and Education Performance Management, Early Help
Commissioning Services Monthly Scorecard. July 2017 Release (June 2017 Data) –
Appendix 1.

8. Contact Details:

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Appendix 1



Early Help
Commissioning Service