

From: Roger Gough, Cabinet Member for Children, Young People and Education
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To: Children's, Young People and Education Cabinet Committee – 8 May 2018

Subject: Early Help and Preventative Services Commissioned Services Performance

Classification: Unrestricted

Electoral Division: All

Summary:

Kent County Council (KCC) has re-shaped the suite of Early Help and Preventative Services (EHPS) Commissioned Services, to bring the offer in line with the restructure of the EHPS offer, which took place in 2015.

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

- I. Family Support
- II. Young Carers
- III. Children Centres
- IV. Youth
- V. NEETs

The Early Help and Preventative Commissioned Services team have been organised by both a geographical and contractual basis, ensuring that quality and consistency of provision is the major focus of contract monitoring.

Each of the Early Help contracts is subject to an annual Deep Dive that evaluates the progress and identifies the areas for development of the contract. This also provides an opportunity for KCC staff and providers to consider any lessons learnt and inform the delivery of the rest of the contract.

Recommendation:

The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the Early Help and Preventative Commissioned Services in line with the contracts.

1. Introduction

- 1.1. 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. KCC has re-organised Early Help and Preventative Commissioned Services, to ensure that the totality of the offer is joined-up with internal provision following the restructure of the internal EHPS

offer.

- 1.2. The Commissioned Services are broken down into 5 main areas of provision:
 - i. Family Support
 - ii. Young Carers
 - iii. Children Centres
 - iv. Youth
 - v. NEETs
- 1.3. Early Help Commissioning Officers are organised by geographical area and subject lead. They are based in the four areas of the county 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. This enables both qualitative and quantitative information to be considered in the monitoring of these contracts.
- 1.4. Each Commissioning Officer also acts as the strategic lead for at least one provision area (from those listed in 1.2). This approach brings specific contract expertise, ensures officers have a day to day responsibility for the contract means that they are sighted on all contractual and performance issues.
- 1.5. Contract monitoring includes oversight from both the Head of Service for Children's Commissioning, the Early Help Commissioning Manager and the Director for Early Help and Preventative Services. In addition, the Commissioning Manager provides a monthly update regarding performance at the EHPS Divisional Management Team (DivMT) meetings. Thus, enabling DivMT members to interrogate data and consider their views on service provision.
- 1.6. It is recognised that the commissioned service providers are new to this level of scrutiny, accountability and performance management and are on a journey. It is also the case that some have found this journey more difficult to adjust to than others. However, both the Commissioning Officers and the providers are confident that this level of scrutiny will bring rewards in the future and any areas for development are currently being addressed through monitoring meetings. It is the aim that contract performance and outcomes will continue to be improved throughout the life of the contracts.

2. Performance

1.7. Contract Management

- 1.1.1. The following activities are undertaken as preparation for contract monitoring meetings:
 - i. Development of the Early Help Commissioned Services Dashboard that brings together data from providers, data from internal KCC systems, as well as a narrative on performance by the providers
 - ii. Data analysis of KPIs, looking at county, area and district level performance.

- iii. Qualitative information, gathered from both the commissioned provider and in-house Early Help providers, to improve the overall offer and quality of service provision.
 - iv. Narrative of the performance from the provider.
 - v. Engagement with service users
- 1.1.2. The Contract Manger for each contract has day to day responsibility for the service and contract delivery across the county, dealing with all contractual and performance issues. This is supported by the area-based Commissioning Officers, who provide a district specific view and also act to resolve any front-line provision issues (Appendix 1).
- 1.1.3. This information is gathered to form a 'whole contract' picture of provision, to inform the contract monitoring meetings. The frequency of formal contract meetings is determined by the performance of the individual contracts
- 1.1.4. Where contracts are running well, the contract monitoring meetings occur on a quarterly basis, with a monthly desk-based analysis of specific data and qualitative information.
- 1.1.5. Where contracts are moving towards good performance, meetings are bi-monthly
- 1.1.6. Where there are key areas for improvement identified as part of the contract management process, monitoring meetings remain on a monthly basis.
- 2.2 Deep Dives
- 1.1.7. Each of the Early Help contracts is subject to an annual Deep Dive that evaluates the progress of the contract. This provides an opportunity to consider any lessons learnt thus far and how this can help to develop the delivery over the remainder of the contract.
- 1.1.8. The purpose of the Deep Dives is to:
- i. evidence the quality of direct work with the child/family
 - ii. ensure that the provider and associated staff working on the contract understand what is expected of them.
 - iii. ensure that there is agreement on funding and payment mechanisms
 - iv. evidence that the service requirements within the contract are met and any shortfalls in quality and/or service delivery are explored and appropriately recorded
 - v. evidence the voice of the child/family and how the child's views, wishes and feelings have influenced service development
 - vi. evidence the quality of planning and review (e.g. of a session)
 - vii. evidence effective multi-agency working and mechanisms for effective and reflective supervision
 - viii. evidence the quality and effectiveness of management oversight of the service

- ix. discuss lessons learnt and whether any formal variation to the terms of the contract are required, whether this is possible and how that might be achieved.

1.1.9. Fig 1 demonstrates the programme of Deep Dives across the Early Help and Preventative Commissioned Services. Results and reports from all Deep dives will be available, from the end of May 2018.

Fig 1.

Deep Dive Schedule	
Provider	Status
Salus Family Support	Complete
Porchlight Family Support	Pending - May
CXK NEETs	Complete
Imago Young Carers	Complete
Sk8side (Ashford) - Youth	Pending
Canterbury Academy (Canterbury) - Youth	Complete
Play Place (Dartford) - Youth	Complete
Pie Factory (Dover) - Youth	Complete
Salus (Folkestone &Hythe) - Youth	Complete
The Grand (Gravesham) - Youth	Complete
Salus (Maidstone) - Youth	Complete
West Kent Extra (Sevenoaks)- Youth	Complete
Optivo (Swale) - Youth	Complete
Pie factory (Thanet) - Youth	Complete
West Kent YMCA (Tonbridge and Malling)	Pending
West Kent YMCA (Tunbridge Wells)	Pending
Millmead (Thanet) - Childrens Centre	Complete
Seashells (Swale) - Childrens Centre	Pending

1.2. Current Performance

- 1.2.1. A detailed breakdown of each contract can be found in Appendix 2. The KPIs demonstrated in this breakdown are the top two or three indicators that Commissioning Officers will look at to give an overall rating for the contract. Other KPIs focus on quality and are linked up to information gathered from both the provider and the districts, to give a more rounded view of performance.
- 1.2.2. Data is produced on a monthly basis against all KPIs and produced in an Early Help Dashboard. This data is gathered from both providers and KCC internal systems and enables discussions at a county level, down to a district specific view. This data is triangulated with qualitative information from the provider and district-based partners.

1.2.3. Family Support – Salus (North and West)

1.2.3.1. The overall score for the contract is rated as green with KPIs continually met across the whole county. Where there are geographical inconsistencies Salus are quick to react and are fully aware of differences in provision.

1.2.3.2. Relationships between district services and the provider are good with 'mini audits' demonstrating good practice and a strong ability to grade provision in line with Early Help / Ofsted gradings (e.g. Outstanding, Good, Requires improvement)

1.2.4. Family Support – Porchlight (South and East)

1.2.4.1. The overall score for the contract is rated as green, although as part of the contract performance management cycle some issues in relation to quality control have been identified and addressed. Porchlight have worked with staff from EHPS to share and ensure best practice, developing their internal quality control mechanisms as a result.

1.2.5. NEETs – CXK (county-wide)

1.2.5.1. The overall score for the contract is rated as amber, with a good consistency of practice across the county. The lower than anticipated performance is largely due to the referral mechanism that was in place at the beginning of the contract.

1.2.5.2. Commissioners and officers have worked with CXK to improve mechanisms surrounding the referral process. As a result, CXK have been proactive in developing the new approach to referrals and, since September 2017, have been working in partnership to generate referrals to their service.

1.2.6. Youth – Various (district-based, whole county)

1.2.6.1. Due to the number of individual contracts, a brief overview can be found in Fig. 2 (below). However, a more detailed contract by contract synopsis is available in Appendix 2.

Fig. 2

Provider and District	Overall RAG Rating	Comments
Sk8side (Ashford) - Youth	Red	<p>Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise 3open only to the current providers has been instigated to ensure continued provision in Ashford.</p> <p>A full briefing, which has been shared with local members can be found in Appendix 3</p>
Canterbury Academy (Canterbury) - Youth	Green	Provision and KPIs continue to be positive and this is matched by the qualitative information coming from the districts, in relation to delivery.
Play Place (Dartford) - Youth	Red	Play Place remain on an action plan. However, they have been keen to work with EHPS partners and both progress and the ongoing trajectory towards amber are good.
Pie Factory (Dover) - Youth	Amber	Following the instigation of an improvement plan, Pie Factory have worked hard to improve performance and provision across the district. Performance is steadily improving and is on trajectory for a green rating in the next three months.
Salus (Folkestone &Hythe) - Youth	Green	Performance has been enhanced by positive working relationships in the district, this has resulted in clear demarcation in provision which supports both internal and external partners meeting their outcomes.
The Grand (Gravesham) - Youth	Green	Provision and KPIs continue to be positive and this is matched by the qualitative information coming from the districts, in relation to delivery.
Salus (Maidstone) - Youth	Amber	Collaborative working has ensured that the whole district picture is good. While some KPIs could be improved the commissioned provider has taken greater responsibility for provision in some of the more difficult to reach rural areas of the district. In so doing they have reduced their capacity to get the higher numbers required to meet the KPIs but helped to ensure a more rounded offer across the whole district.
West Kent Extra (Sevenoaks)- Youth	Green	As a new youth provider to the whole district, West Kent Extra have worked hard to ensure that KPIs are being delivered to a good standard. The organisation has shown that, not only are they able to register the volume required in their contract, but their retention rates and other evidence indicate a high quality of service.

Optivo (Swale) - Youth	Red	The model being delivered by Optivo works with small, community-based providers. Working with these local providers Optivo have been able to improve reach, however data collection and inputting has impacted on their ability to evidence this on an on-going basis and as a result an improvement plan is being implemented to address these issues.
Pie factory (Thanet) - Youth	Green	Pie Factory have worked hard to improve performance and provision across the district. In spite of their green status Pie Factory are still striving for improvement.
West Kent YMCA (Tonbridge and Malling)	Red	Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise open only to the current providers has been instigated to ensure continuous provision in Tonbridge and Malling. A full briefing, which has shared with local members can be found in Appendix 4
West Kent YMCA (Tunbridge Wells)	Red	Despite ongoing support from Commissioning Officers and EHPS staff the provider has not been able to reach the required standard and following a formal contract warning, the provider has taken the decision to terminate their contract with KCC. A 'mini procurement' exercise open only to the current providers has been instigated to ensure continuous provision in Tunbridge Wells. A full briefing, which has been shared with local members can be found in Appendix 4

1.2.7. Young Carers – Imago (county-wide)

1.2.7.1. The overall score for the contract is rated as green with KPIs continually met across the whole county. Where there are geographical inconsistencies, Imago are quick to react, and are fully aware of nuances in provision.

1.2.8. Childrens Centres – Millmead (Thanet)

1.2.8.1. The overall score for the contract is rated as amber, although this has been green for much of the past year. Where KPIs are showing as red these are comparable with in-house provision (e.g. % of 0-5 reached 48.5% for Millmead and 48.1% for Kent). Relationships with the provider continue to be strong and provision is working well within the whole district provision.

1.2.9. Childrens Centres – Seashells (Swale)

1.2.9.1. Performance continues to be good and the contract is rated as green. With the new contract in place, KCC will be working with the provider to

ensure that service provision maintains the high-quality level of performance that has consistently been demonstrated.

2. Governance

- 1.8. Robust arrangements are in place to ensure the effective delivery of all of the Early Help Commissioned Services. Regular contract and performance management arrangements are in place which consider the need to ensure that children are effectively safeguarded, and that KCC demonstrates best value for money.
- 1.9. Internal mechanisms across KCC commissioning are in place to ensure clear and consistent commissioning practice is adhered to including regular oversight by the Strategic Commissioning Board.
- 1.10. The Commissioning Team produce a monthly scorecard to report progress and provide evidence on performance and monitoring activity.
- 1.11. Progress on contracts performance and value for money are regularly reported to the EHPS DivMT.
- 1.12. Regular updates on the implementation and effectiveness of the commissioning arrangements for EHPS contracts are given to the Director for Early Help and Preventative Services.

3. Conclusion

- 1.13. Overall, in the first year of the new contract cycle, KCC has seen improved levels of performance from services across the Early Help Commissioned Services. Continuous improvement in both the levels of delivery and the quality of provision will remain at the centre of all contract management discussions and meetings.
- 1.14. KCC will continue to contract monitor all providers, to ensure good quality services that are delivered in a timely manner to meet the needs of Kent children and young people.

Recommendation: The Children's, Young People and Education Cabinet Committee is asked to **NOTE** the performance of the Early Help and Preventative Commissioned Services in line with the contracts.

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