

**From:** Roger Gough, Cabinet Member for Education and Health Reform  
Patrick Leeson, Corporate Director, Education and Young People's Services

**To:** Education and Young People's Services Cabinet Committee  
30 March 2017

**Subject:** The HeadStart Programme in Kent

**Classification:** Unrestricted

**Past Pathway of Paper:** Not Applicable

**Future Pathway of Paper:** Cabinet Member Decision

**Electoral Division:** All

### **Summary**

Kent County Council (KCC) is one of six local authorities approved by the Big Lottery Fund to deliver the HeadStart Programme. A total investment of £9.99m has been secured for HeadStart in Kent over the next five years.

The Programme aims to improve the mental health and emotional wellbeing of young people aged 10 to 16 years who are at risk of emotional and mental health difficulties. The programme aims to increase their resilience and promotes a preventative and early intervention approach.

This report sets out the background to the Programme and its implementation in Kent, including its commissioning requirements.

### **Recommendations**

Education and Young People's Services Cabinet Committee is asked to note the report, consider and endorse decisions by, or make recommendations to, the Cabinet Member for Education and Health Reform to ensure

1. The HeadStart Kent programme is implemented in line with the requirements of the Big Lottery Grant Agreement and as set out in the report.
2. The necessary procurement exercises be undertaken for goods and services required to deliver the programme.
3. Authority is delegated to the Corporate Director of Education and Young People's Services to award the necessary contracts for HeadStart Kent to providers selected through the procurement process and to award the HeadStart Kent grants to selected schools to deliver the HeadStart Programme in accordance with the Big Lottery Grant Agreement.

## 1. Introduction

- 1.1 During 2014, KCC was one of twelve local authorities which were awarded £895,000 from the Big Lottery Fund, to deliver a two year pilot project that aimed to improve the emotional wellbeing and resilience of children aged 10 to 14.
- 1.2 Building on the learning from the pilot phase, KCC submitted a detailed case for investment in February 2016 and was one of six local authorities that secured funding in the summer of 2016 to develop the programme further over the next five years.
- 1.3 The aim of the HeadStart Kent programme is to improve the mental wellbeing of 10 to 16 year-olds in Kent who are at risk of emotional and mental health difficulties, as well as work with 5 other local authorities who have also received investment. The investment aims to facilitate and support:
  - the implementation of a locally developed, cross-disciplinary, multi-layered and integrated prevention strategy, with the young person and their needs at its core
  - the development of the necessary local conditions to enable that strategy to become sustainable in time
  - the development of a robust evidence-base around 'what works' in the area of mental wellbeing to be proactively shared beyond HeadStart, with the aim of contributing to the national and local policy debate.
- 1.4 HeadStart Kent's aim is to ensure that 'By 2020 Kent young people and their families will have improved resilience, by developing their knowledge and lifelong skills to maximise their own and their peers' emotional health and wellbeing; so as to navigate their way to support when needed in ways which work for them'.
- 1.5 HeadStart Kent will focus on building a sustainable system where every young person in Kent will be able to say with confidence:
  - "People around me understand wellbeing and how to promote it";
  - "My overall wellbeing is not impacted by the pressure to achieve and to 'be perfect'";
  - "There is always someone for me to talk to".
- 1.6 With the Big Lottery investment, the Council aims to collaborate with schools and the voluntary sector to further build on current services that support young people's emotional resilience and mental health
- 1.7 The successful HeadStart Kent Case for Investment was developed within a county-wide HeadStart Kent partnership, led by the Director of Early Help and Preventative Services, Public Health and the Kent and Medway Domestic Abuse Partnership, alongside Commissioners and Service Providers for Women's Refuges and Domestic Abuse Services.
- 1.8 The HeadStart Kent activities proposed are new and additional to current services being procured and are designed to improve the emotional wellbeing and resilience of the young people identified and supported through the Programme. It will not

duplicate what is already offered by current services. A key requirement of The Big Lottery Fund is that the funding is additional to what is already resourced in the area.

- 1.9 HeadStart Kent School Grouping areas will be resourced for a period of 18 months to 2 years within certain geographical groupings around schools. Over the 5 years, 9 groupings, covering 134 schools, will benefit from the additional resources of HeadStart within Level 2 and Level 3 (both detailed in section 3 of this report). These decisions have been based on levels of need.

## **2. Background**

- 2.1. HeadStart Kent has undertaken a review of the evidence and support services for young people's emotional health and has identified the need to significantly ensure that emotional health and wellbeing becomes "everybody's business". This is contained within the Case for Investment (Appendix 1) that describes the interventions and the evidence base.
- 2.2. Through this analysis of evidence based approaches, learning from HeadStart Phase 2 and analysis from the KCC Research and Evaluation team, HeadStart Kent has developed a detailed Theory of Change, which is supported by a number of interventions which have been approved for funding by the Big Lottery.
- 2.3. HeadStart Kent is a core partner for the effective delivery of the universal and targeted elements of '*The Way Ahead, Kent's Emotional Wellbeing Strategy for children, young people and young adults in Kent*', and the interventions identified by the Programme contribute to the outcomes within this strategy and associated action plans.
- 2.4. The HeadStart Kent Lead Officer and Programme Manager are members of the Kent Children and Young People Mental Health and Wellbeing Transformation Board, which ensures the collaboration and collective approach to transforming young people's emotional wellbeing services, through universal and additional provision.
- 2.5. The workforce, schools, community and young people themselves are playing an active role in improving outcomes, and identifying needs. The planned interventions are intended to reduce the need for, and therefore demand on, more expensive specialist services. The commissioning plan will add value to the services being offered through the emotional wellbeing services, ranging from Tier 1 to Tier 4. The main aim of HeadStart Kent is to prevent poor mental health and sustain good emotional health and wellbeing through developing a resilient environment for young people in relation to their interaction with: family, school, community, peers, digital and online world
- 2.6. Our approach will be measured through a population and individual level impact evaluation led nationally by the Anna Freud National Centre for Children and Families, Manchester University, and the Child Outcomes Research Consortium.
- 2.7. HeadStart Kent is fully aligned with the Kent's Emotional Wellbeing Strategy and is one of the delivery mechanisms for the transformation of services across the county. The HeadStart approach is aligned and collaborating with the new School Public Health Service contracts funded from Kent's Public Health grant.

## **3. HeadStart Kent Offer**

3.1 The Programme is underpinned by a theory of change and the Programme consists of three Levels:

- **Level 1 Kent Wide:** A Universal element will include a Virtual Resilience Hub to provide information, knowledge, useful tools for schools, communities, parents and young people. This Hub will also promote a shared language across the system, workforce development opportunities, an academic resilience approach and user-led design of services.
- **Level 2 Universal Plus:** Priority School Groupings have been identified based on an analysis of: Domestic Abuse Notifications and community profiles as well as Secondary schools, feeder Primary schools, nearest alternative curriculum, Grammar and Special Schools and Areas/neighbourhoods. The Programme's targeted offer includes training on Mindfulness, Resilience Domains, Youth Mental Health First Aid, On-line Counselling and Support, Peer Mentoring and providing Safe Spaces.
- **Level 3 Additional Support:** In the School Grouping areas, the targeted approach will focus on young people who are currently suffering trauma or have suffered trauma in the past. It is known that adverse childhood experiences and exposure to domestic abuse, parental mental ill-health and substance misuse are key factors in children entering or being at risk of entering the care system. The Programme's targeted offer includes intensive one to one support, family work, volunteer mentoring, local need led domestic abuse support.

3.2 The roll out of targeted intensive support to the 9 School Groupings is phased. The targeted support lasts at least 18 months and begins in each district as follows:

2016	-	Swale and Gravesham
2017	-	Ashford Shepway and Canterbury
2018	-	Thanet and Maidstone
2019	-	Tonbridge & Malling and Dover

## 4. Progress

- 4.1 Kent County Council was informed of the approval of the Phase 3's Case for Investment by the Big Lottery in June 2016. The Grant Agreement was signed with the Big Lottery in January 2017 and sets out the Programme requirements and responsibilities.
- 4.2 The mobilisation of the Programme is has progressed well. The initial phase of the Level 1 Kent Wide Resilience Hub has been launched. Other activities have included recruiting staff, successfully engaging schools and wider stakeholders, and establishing the School Grouping in Swale and Gravesham.
- 4.3 In addition, a commissioning plan was developed and agreed, and a market event was held with potential providers on 23rd February.
- 4.4 The Procurement Plan has been developed and funding agreed by the Big Lottery Fund.

4.5 The table below sets out the future timetable for the procurement process.

<b>Proposed Procurement Timetable</b>	
Issue mini-competition ITT documentation on the Kent Business Portal to providers currently on DPS	3 <sup>rd</sup> April – 27 <sup>th</sup> April 2017
Deadline for Tender Responses	Thursday 27 <sup>th</sup> April 2017
Contract Award & Issuing successful/unsuccessful letters to providers	w/e 31 <sup>st</sup> May 2017
Service Mobilisation	3 <sup>rd</sup> July – 31 <sup>st</sup> July 2017
Contract Commencement Date	1 <sup>st</sup> August 2017

## 5. Financial Implications

5.1 HeadStart's activities are funded by the Big Lottery Fund.

5.2 The table below illustrates how the investment will be utilised until July 2021

<b>Description of Service or Activity</b>	<b>Mechanism</b>	<b>TOTALS</b>	<b>SUB TOTALS</b>
Volunteer mentors	Procured	625,000	
Online counselling	Procured	900,000	
Resilience domains	Procured	76,900	
Intensive support	Procured	775,000	
Mindfulness Training	Procured	339,050	
Social Marketing	Procured	170,000	
Youth mental first aid	Procured	75,605	
Family Work	Procured	470,000	
Bespoke domestic abuse	Procured	180,000	
			<b>£3,611,555</b>
School and community Grants	School Grants	1,546,000	
Pay it forward	Grants	130,000	
Talents and interests	Grants	165,000	
			<b>£1,841,000</b>
KCC Programme Coordination and Evaluation	In house	1,436,305	1,436,305
KCC staff costs (local groupings)	In house	2,079,055	2,079,055
Resilience Hub Public Health	In house	900,000	900,000
Awareness raising, digital & youth conferences In house		121,667	121,667
			<b>£4,537,027</b>
		<b>TOTAL</b>	<b>£9,989,582</b>

## **6. Risks**

- 6.1 The current risks that are being managed are the commissioning of external delivery partners (providers).
- 6.2 The Bidders will submit mobilisation plans as part of their tender. The Headstart Kent Programme Team will contract manage the providers' performance, finances and key risks through the contract monitoring process in order to mitigate any significant risks to service delivery. HeadStart Kent will also encourage and support collaboration between providers, schools and other partners to help ensure that services make best use of the full assets and knowledge that are available across the county.

## **7. Conclusion**

- 7.1 The Programme Team was subject to its end of year review on 27 February 2017 by the Big Lottery. Roger Gough, the Cabinet Member for Education and Health Reform, was part of the Review meeting and the Big Lottery expressed confidence in the capacity of the HeadStart Kent programme to deliver the agreed outcomes.
- 7.2 A Record of Decision has been included as an accompanying paper to this report.

## **8. Recommendations**

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### **Background Documents:**

- Case for Investment 26 February 2016

### **Report Authors:**

- David Weiss, Head of HeadStart Kent
- Angela Ford, Programme Manager HeadStart Kent

### **Relevant Director**

- Stuart Collins, Interim Director of Early Help and Preventative Services