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Kent's Children's Centres

Outcomes Framework for Commissioned Services

1.0 Introduction

The DfES has reviewed and redefined the Core Purpose for Children's Centres (Appendix 1.) Running along side this, KCC, at a time of considerable pressure on our specialist services, has reprioritised targeted early interventions as described in our draft Early Intervention and Prevention Strategy. *(Link to be inserted when available.)*

Integrated support in the early years plays a vital role in ensuring that children's needs are met at the earliest opportunity and families get the support they need quickly. Children's Centre services across Kent will be refocused to ensure that the most vulnerable families are targeted and efficiency savings are met. Services will be flexible and responsive to emerging needs in order to further integrate children centres into the continuum of family support.

2.0 Purpose of Framework

The Outcomes Framework for Commissioned Services provides an overview of strategic outcomes **to guide and support commissioners in developing services** within Children's Centres in Kent. These strategic outcomes will not be achieved solely by Children's Centre services.

In order to commission high quality, evidence based, user led services, that deliver the key outcomes for young children and their families the Children's Centre Commissioned Services Outcomes Framework should be used in conjunction with;

- A robust needs assessment that draws on a number of sources including local intelligence, joint strategic needs assessments, consultation and equalities impact
- A detailed service specification that includes service outcomes and service performance measures. (A template and guidance is available from the commissioning unit at commissioning@kent.gov.uk)
- Kent's Principles for Commissioning Quality Children's Centre Services (Appendix 2)
- The Early Intervention and Prevention Multiple Supplier Framework
- Spending the Council's Money
- The Kent Compact

To support access to and delivery of services Children's Centres will continue to embed multi-agency implementation of the Common Assessment Framework and Team around the Child/Family including the Lead Professional role.

The framework does not include the holistic outcomes, judged by Ofsted, which Children's Centre provision should achieve. (<http://www.ofsted.gov.uk/resources/childrens-centres-evaluation-schedule-and-grade-descriptors>)

2.0 Children's Centre Commissioned Services Outcomes Framework

2.1 Universal Services (Core Purpose Universal Theme 1, 2, 3 and 4)

Children's Centres provide (directly or indirectly) early childhood services in an integrated manner within their catchment area. In Kent, the establishment of children centres throughout the county has enabled services to be targeted at those most in need whilst maintaining availability to all.

As recognised by Ofsted, groups most in need include;

- Teenage mothers and pregnant teenagers
- Lone parents
- Children in workless households
- Children in Black and Minority Ethnic groups
- Disabled children and children of disabled parents
- Other groups which are priority vulnerable groups in children's centre area.

Outreach is provided to those families who are disengaged from services because of isolation, language or multiple problems.

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UNIVERSAL SERVICES CORE PURPOSE THEME 1 - High quality, inclusive, early learning and childcare

Link to Kent Strategic Outcome¹	Intended Outcomes from Commissioned Services	Examples of Performance Measures <small>(Service performance measures to be agreed locally)</small>	Examples of types of services
<p>Children entering school are ready to learn and have sufficiently developed social and emotional skills for their age group.</p> <p>Children are able to achieve their full potential. Achievement in the early years contributes to children's outcomes throughout primary learning.</p> <p>Children and families feel positive about learning and actively seek ways to learn together.</p>	<p>Parents are provided with information and advice on childcare, early years provision and education services.</p> <p>All children have access to and experience the highest possible quality of childcare and early years education.</p> <p>Children engage in a variety of early learning activities that develop good learning skills, improve their interpersonal skills, sense of wellbeing, levels of resilience.</p> <p>Parents value early years education and are engaged in their child's personal and social development to ensure they develop skills for the future.</p> <p>Language for life is promoted in all early years settings.</p>	<p>Outcome Indicators: NI72: Achievement of at least 78 points across EYFS including at least 6 points in both PSED and CLL.</p> <p>NI92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile.</p> <p>Performance Indicators: Early Years Settings Ofsted inspections</p> <p>Take up of free 2 year old places for vulnerable children.</p> <p>Demand and supply of high quality early years provision.</p> <p>Take up of early years education</p>	<p>Part of the Multiple Supplier Framework: Early learning activities Play interventions</p> <p>Not part of the Multiple Supplier Framework: Early Years Provision including targeted free learning for two year olds. Childcare Childminders and childminder networks Childcare information service</p>

¹ Sources: Bold Steps for Kent, Children's Services Improvement Plan 'Putting Children First', Kent's Early Intervention and Prevention Strategy, Kent Strategic Planning Framework to Support Positive Outcomes for Children and Young People.

UNIVERSAL SERVICES CORE OFFER THEME 2 - Information and activities for families

<p>Link to Kent Strategic Outcome</p>	<p>Intended Outcomes from Commissioned Services</p>	<p>Examples of Performance Measures <i>(Service performance measures to be agreed locally)</i></p>	<p>Examples of types of services</p>
<p>Parents are able to make informed decisions and recognise the impact of those decisions.</p> <p>Children and families feel positive about learning, develop good learning skills and actively seek ways to learn together (also linked to 1).</p> <p>Parents actively participate, lead and/ or deliver local community service.</p> <p>Parents feel empowered and supported to seek guidance and advice to represent their needs and the needs of the child.</p>	<p>Parents are aware of the help available to them and are able to keep their children safe and protected.</p> <p>Local families interact with each other to improve interpersonal skills, sense of wellbeing and build resilience.</p> <p>Child development needs are diagnosed early.</p> <p>Parents are empowered and understand their influence in their child's development.</p> <p>Parents are confident in supporting their children to achieve their full potential.</p>	<p>Performance Indicators: Participation rates by the target groups of families (including outreach)</p> <p>The percentage of families that say and/or show that they feel safe and are confident to share concerns with staff. (Ofsted Assessed)</p> <p>Number of appropriate referrals e.g. speech and language, CAF</p> <p>The percentage of families using the centre that are involved in additional community-based development activities and projects.</p>	<p>Part of the Multiple Supplier Framework: Play interventions Parent and toddler groups Early learning activities Parent – child home programmes Recreational activities Support groups Good quality guidance and advice e.g. benefits, housing, child development</p>

UNIVERSAL SERVICES CORE PURPOSE THEME 3 - Adult learning and employment support

<p>Link to Kent Strategic Outcome</p>	<p>Intended Outcomes from Commissioned Services</p>	<p>Examples of Performance Measures <i>(Service performance measures to be agreed locally)</i></p>	<p>Examples of types of services</p>
<p>All children achieve their full potential.</p> <p>Reduced levels of children and young people living in poverty.</p>	<p>Parents are inspired to achieve their full potential.</p> <p>Parents have improved levels of literacy and numeracy.</p> <p>Families (including teenage parents) are engaged in training, adult learning or relevant activities that lead to suitable employment.</p> <p>Local families have improved economic stability and independence and parents are aware of the options and help available to them.</p>	<p>Outcome Indicators:</p> <p>The percentage of parents from the target group engaging in activities that progress to employment or further learning opportunities.</p> <p>The percentage of teenage mothers aged 16-19 in education, employment or training.</p> <p>The percentage of children aged 0-4 living in households dependent on workless benefits (NI 116).</p> <p>Performance Indicators:</p> <p>The number of accredited courses run, attended and completed by target families.</p> <p>Average length of time targeted parents waited to access an accredited course following identification of need.</p> <p>The assessment of learners' performance, standards and progress based on initially identified needs.</p>	<p>Part of the Multiple Supplier Framework:</p> <p>Return to work activities</p> <p>Family literacy and numeracy</p> <p>Family learning activities</p> <p>Basic skills</p> <p>Signposting to opportunities e.g. Job Centre Plus, CAB</p> <p>Advice and guidance e.g. debt</p> <p>Creches</p>

UNIVERSAL SERVICES CORE PURPOSE THEME 4 - Integrated child and family health services

Link to Kent Strategic Outcome	Intended Outcomes from Commissioned Services	Examples of Performance Measures <i>(Service performance measures to be agreed locally)</i>	Examples of types of services
<p>Infants are born healthy and receive the best start in life during their early years.</p> <p>Reduced health inequalities.</p> <p>Children and young people are a healthy weight and lead active lifestyles.</p>	<p>Antenatal support results in low infant mortality rates and healthy weight babies.</p> <p>Post natal support, information and guidance improves the health and wellbeing of babies and young children aged 0-5.</p> <p>Children and families are able to make healthy lifestyle choices and lead healthy lifestyles.</p> <p>Mothers are emotionally, mentally and physically healthy, and are able to form strong attachments with their infant and meet their needs.</p>	<p>Outcome Indicators:</p> <p>CT3: The percentage of mothers smoking during pregnancy</p> <p>CT11 Infant mortality rates</p> <p>CT13: Low birth weights</p> <p>NI70: Hospital admissions caused by unintentional/deliberate injuries (0-5 year olds.)</p> <p>The percentage of mothers initiating breastfeeding</p> <p>The percentage of mother's sustaining breastfeeding post 8 weeks from birth</p> <p>NI53: Prevalence of mothers breastfeeding at 6 – 8 weeks from birth</p> <p>CT4: Proportion having MMR immunisations by 2nd birthday</p> <p>National Child Measurement Programme (Healthy Weight)</p> <p>NI55: Obesity among primary school children in reception year</p> <p>Performance Indicators:</p> <p>Ability to meet different levels of need and risk (HCP progressive universalism.)</p>	<p>Part of the Multiple Supplier Framework:</p> <p>Universal family and parenting support e.g. smoking cessation, health eating, exercise, safer choices</p> <p>Peer support schemes e.g. breast feeding</p> <p>Not part of the Multiple Supplier Framework:</p> <p>Healthy Child Programme including:</p> <ul style="list-style-type: none"> • Immunisation, • Antenatal and newborn screening, • Breastfeeding, • National Child Measurement Programme (Healthy Weight), • Emotional health and well being • Sexual health.

2.2 Targeted Services (Core Purpose Targeted Theme 1 and 2)

Targeted services are short term interventions that are reviewed on a regular basis to enable the child and family to move back to universal services support. A child and family may need a number of these short term supports as their needs change.

Initially targeted children's centre services will be accessed through escalation from universal services and via specialist services.

Service users are likely to be children needing some additional support without which they would be at risk of not meeting their full potential. Their identified needs may relate to their health, educational or social development. In Kent, service users are likely to be families who experience²:

- Poverty;
- Domestic violence;
- Housing difficulties including homelessness
- Teenage pregnancy
- Child or parental disability, illness or mental health problems; and
- Parental substance misuse.

As Kent children's centre services move towards aligning with the Early Intervention and Prevention Strategy, targeted service will prioritise at **Tier 2.5 and above**. Targeted services will be increasingly accessed through the Common Assessment Framework and Team around the Child/Family.

² CYPP Root Cause Analysis 2010

TARGETED SERVICES CORE PURPOSE THEME 1 - Parenting and family support

Link to Kent Strategic Outcome	Intended Outcomes from Commissioned Services	Examples of Performance Measures (Service performance measures to be agreed locally)	Examples of types of services
<p>Effective early intervention prevents escalation of need and reduces the number of children in need.</p> <p>Effective interventions enable children and families in need to move back to universal support services.</p> <p>Coordinated support for families in greatest need is provided at the earliest point in order to prevent crisis situations.</p> <p>The developmental needs of babies and children are met.</p> <p>Children are safe and protected from harm and are better able to form and manage healthy relationships.</p> <p>Parents, carers, and children are less likely to engage in an abusive relationship.</p> <p>Fewer infants are born to teenage parents.</p>	<p>Parents are supported to provide basic care, safety and protection for their children.</p> <p>Targeted family support meets the needs of individual families.</p> <p>Fathers are engaged in their children's lives.</p> <p>Vulnerable families are increasingly engaged with children's centres.</p> <p>Negative effects of childhood adverse experiences are reduced.</p> <p>Parents establish and retain clear boundaries with their children.</p> <p>Parents are enabled to build resilience.</p> <p>Improved levels of attachment between parent and child.</p> <p>Parents have improved self esteem and levels of confidence.</p> <p>Teenage parents are supported to raise physically, mentally and emotionally healthy children</p> <p>Fewer teenage mothers have subsequent pregnancies.</p>	<p>Outcome Indicators: Hospital admissions caused by unintentional/ deliberate injuries</p> <p>Number of children and families in need of targeted support that are enabled to move back to universal support services.</p> <p>Under 18 conception rate</p> <p>Repeat incidents of domestic abuse</p> <p>Performance Indicators: Number and percentage of children using the service who have a family CAF initiated.</p> <p>Number of vulnerable families accessing services/ reach of service.</p>	<p>Part of the Multiple Supplier Framework: Family support service Emotional support services Outreach services Relationship counselling/ mediation Support services for young parents Support groups</p> <p>Targeted support services where there is:</p> <ul style="list-style-type: none"> • A parental physical disability/ parental illness • Housing issues • Parental Substance misuse • Parental mental health issues • Domestic abuse

TARGETED SERVICES CORE PURPOSE THEME 2 - Targeted evidence-based early intervention programmes

<p align="center">Link to Kent Strategic Outcome</p>	<p align="center">Intended Outcomes from Commissioned Services</p>	<p align="center">Examples of Performance Measures <small>(Service performance measures to be agreed locally)</small></p>	<p align="center">Examples of types of services</p>
<p>Parents and carers are able to provide good parenting.</p> <p>Reduce negative intergenerational parenting practices.</p> <p>Health and attainment inequalities are reduced.</p>	<p>Parents have good relationships with their children and family</p> <p>Parents promote their child's learning and involvement in education.</p> <p>Parents promote resilience in their children and young people</p> <p>Parents empathise with their child and communicate respectfully and effectively</p> <p>Parents feel in control and remain calm when facing difficulties and find ways to avoid conflict</p> <p>Parents establish and retain clear boundaries and successfully manage behaviour issues.</p> <p>Parents effectively manage the pressures of parenting</p> <p>Parents make informed choices and decisions to support positive outcomes for their child</p> <p>Parents provide stimulation and support their child to develop.</p> <p>Parents provide emotional warmth and stability for their children.</p> <p>Parents have improved self esteem and levels of confidence.</p>	<p>Performance Indicators: Within the target group: Number and percentage of parents / carers who have completed validated parenting programmes</p> <p>Average length of time parents have waited to access a programme following identification of need.</p> <p>Percentage of parents reporting programme has met their needs.</p> <p>Percentage of parents reporting an improvement in their parenting ability/ skills.</p> <p>Improvements in the quality of a parent-child relationship during the course of a programme, as measured by the Parent Child Relationship Inventory (PCRI).</p>	<p>Part of the Multiple Supplier Framework: e.g. Strengthening Families, Strengthening Communities, Incredible Years Mellow Parenting Incredible Babies Mellow Babies Direct instruction Early Literacy and Learning Model Even Start</p>

2.3 Links with Specialist Services (Core Purpose Targeted Theme 3)

Some service users will require longer term interventions and specialist support. In these instances Children's Centres will continue to provide appropriate links with specialist services.

These children will be those who are highly vulnerable or experiencing the greatest level of adversity. This will include Children in Need. Only a small fraction of children will fall in this band.

Further information on threshold criteria and/ or the common assessment framework is available at:

http://www.kenttrustweb.org.uk/UserFiles/CW/File/Childrens_Services/Kent_Childrens_Trust/CAF/KM_Eligibility_and_Access_FINAL_Electronic_March_2011.pdf and
http://www.kenttrustweb.org.uk/Children/kct_CAF.cfm

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TARGETED SERVICES CORE PURPOSE THEME 3 - Links with specialist services

Link to Kent Strategic Outcome	Intended Outcomes from Commissioned Services	Examples of Performance Measures (Service performance measures to be agreed locally)	Examples of types of services
<p>Children are appropriately referred to children’s social care (reducing re-referrals and increasing the number of initial assessments.)</p> <p>All children in need of safeguarding and protection receive appropriate services as and when they most require them.</p> <p>Parents are supported to raise emotionally and mentally healthy children, reducing adverse childhood experiences (e.g. parental substance misuse.)</p> <p>Children and young people can access emotional health and wellbeing support at the earliest possible stage.</p> <p>All children and young people have adequate communication and interaction skills to enable them to learn and develop social relationships.</p>	<p>In times of crisis and transition, families feel confident in turning to the Children’s Centre.</p> <p>Parents are supported to build and maintain positive relationships with responsive personalised services that meet individual needs.</p> <p>Families are continually supported through and after their engagement with specialist services.</p> <p>Parents are empowered and supported to seek guidance and advice to represent their individual needs and the needs of their child.</p> <p>Children’s disabilities or learning difficulties are diagnosed early and services are provided to prevent escalation of need.</p>	<p>Outcome Indicators: Numbers of children with a CP Plan per 10,000 population</p> <p>Performance Indicators: Number of referrals from children centres to CSS that go on to initial assessment.</p> <p>Percentage of families with CP plan or CHIN plan that are being supported by Children’s Centres</p> <p>Number of family CAFs initiated or supported</p> <p>Number of practitioners that are involved regularly in TAC</p> <p>Number and percentage of children who receive timely access to specialist services where required (e.g. children’s social care, tier 3 health services)</p> <p>Number and percentage of children supported who are referred to the service by specialist services</p> <p>Levels of practitioner confidence in their skills and abilities (e.g. safeguarding, disability awareness, Common Assessment Framework)</p> <p>Parental satisfaction</p>	<p>Part of the Multiple Supplier Framework: Family Support Service Other support services EWMH services e.g. normative behaviour activities Speech and language support services Parent Advocacy Counselling Mediation</p> <p>Not part of the Multiple Supplier Framework: Family contact services Portage Educational Psychology Workforce development/ training services Referral service e.g. to CSS, community CAMHS/ EWMH, services not deliver by Children’s Centre e.g. bereavement and loss, specialist support, DCS, KDDAT, adult MHS</p>

3.0 Performance Management

3.1 Performance Management of Commissioned Services

Services will be specified, contracted and performance managed as appropriate.

All service specifications will outline the purpose of a service, what it aims to achieve and how we will measure progress towards meeting the outcomes of the individual service. This will include a range of Outcomes Based Accountability Measures:

- How much did we do? e.g. levels of activity
- How well did we do it? e.g. parental satisfaction
- Is anyone better off?
- Was this the best use of our resources?
- Could we have used the resource more effectively?

The commissioning outcomes framework outlines ways in which performance against strategic outcomes could be measured, and provides context to the core areas for consideration when a service's outcomes measures are established. Where appropriate, measures will be specific, measurable, achievable and time specific.

3.2 Performance Management of Children's Centres

Inspectors will continue to judge children's centre provision through Ofsted Inspections. Performance of services will contribute in part to this assessment.

<http://www.ofsted.gov.uk/resources/childrens-centres-evaluation-schedule-and-grade-descriptors>

Performance management in children's centres will adhere to KCC's Standard of Required Practice (SORP) for performance management. <http://knet/Change/Documents/sorp-1-final.pdf>

Appendix 1 - The Department for Education Children's Centre Core Purpose

In July 2011, the Department for Education published a Children's Centre Core Purpose, and this was defined as:

Improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in child development and school readiness.

The Core Purpose maintains a focus on Children's Centres providing both Universal and Targeted services, whilst providing the guidance that Children's Centres should also be:

- 1) Acting as a hub for the local community, building social capital and cohesion.
- 2) Sharing expertise with other early years settings to improve quality.
- 3) Respecting and engaging parents
- 4) Partnership working

The Core Purpose for Children's Centres outlines 7 key areas for focus, 4 of which are described as 'universal' and three of which are described as 'targeted'. Children's Centres must ensure that they provide services from all seven strands of the Core Purpose to ensure a high standard of provision, and to ensure that they are able to reduce inequalities in child development and to ensure that when children start school, they are ready to achieve. When Ofsted Inspect Children's Centres, they will be assessing how well the Centre delivers the core purpose, as this will give a clear indication as to the success of centres in improving outcomes for children and their families.

Universal Services

1. High quality, inclusive, early learning and childcare
2. Information and activities for families
3. Adult learning and employment support
4. Integrated child and family health services

Targeted Services

1. Parenting and Family Support
2. Targeted evidence-based early intervention programmes
3. Links with Specialist Services

Appendix 2 - Kent Principles for Commissioning Quality Children's Centre Services

Within Kent, we are committed to delivering quality Children's Centre Services. Kent's principles for commissioning quality children's centre services have been drafted in line with Bold Steps for Kent, Spending the Council's Money and the Kent Partners Compact.

<https://shareweb.kent.gov.uk/Documents/priorities-policies-plans/Bold%20Steps%20for%20Kent/Bold%20Steps%20for%20Kent%20Dec%202010.pdf>

<http://knet2/policies-and-procedures/finance-and-procurement/procurement/spending-the-councils-money>

<https://shareweb.kent.gov.uk/Documents/community-and-living/volunteering/kent-partners-compact-2009.pdf>

We will:

1. Safeguard children.
2. Target the most vulnerable families, aiming to reduce inequalities in outcomes for parents and children.
3. Commission services based on a robust needs assessment.
4. Commission outcome and evidence based services.
5. Engage service users and key stakeholders in commissioning arrangements.
6. Provide clear access routes to all services. We will actively seek to mitigate against access inequality.
7. Seek to ensure a continuum of support services to the whole family.
8. Sustain and develop effective partnerships with all stakeholders.
9. Develop and support the market to ensure that we have a range of high quality providers.
10. Deliver services that are cost effective, demonstrating efficiency through robust performance monitoring and contract review.
11. Secure a high quality work force and ensure that there is continuous workforce development, support and supervision.