

PERTH AND KINROSS COUNCIL

Lifelong Learning Committee

23 August 2017

**Transformation Report: Education and Children's Services Strategic
Commissioning Review****Report by Executive Director (Education and Children's Services)****PURPOSE OF REPORT**

As part of the Council's Transformation Programme 2015 - 2020, a review of Strategic Commissioning was approved. The purpose of this review was to ensure that commissioning from the 3rd sector and partners met the priorities of Education and Children's Services and provided effective services that would meet evidenced based need for children, young people and their families in Perth and Kinross. The Strategic Commissioning Transformation project review has now been concluded. This report provides an update on progress to date and shares the strategy and supporting implementation plan that has been developed for approval.

1. BACKGROUND / MAIN ISSUES

- 1.1 In 2015 an ambitious programme of transformational reviews was established across all Council services. One review which was identified as part of this programme was the Strategic Commissioning Review, part of Education and Children's Services (ECS) Phase 1 Transformation reviews.
- 1.2 We identified four key drivers for undertaking the review and our continued focus on improvement. These were:
 - opportunity for increased efficiencies
 - shift to outcome focused commissioning
 - increased engagement with 3rd Sector
 - shared decision making and risk management
- 1.3 By adopting a more strategic approach to commissioning with the 3rd sector across ECS we can ensure there is an appropriate standard of service being delivered, that the services we are commissioning meet service user and organisational needs, allow for future service delivery potential to be realised, and show value for money.
- 1.4 The key output of this review is the ECS Commissioning Strategy (Appendix 1). This strategy details our strategic commissioning priorities and how our commissioning arrangements with 3rd sector organisations and partners will be transformed over the next 3 years from 2017 to 2020.

- 1.5 An ECS Commissioned Services Board was established in September 2016 with representation across all ECS services and draws upon expertise from other Council services. The Board will scrutinise and manage the commissioning relationship with the 3rd sector and partners. Membership of the Board, roles and responsibilities of board members are set out in Appendix 2.
- 1.6 This Board has brought about an improvement in governance through greater transparency in decision-making, collective ownership of ECS priorities, and a more comprehensive overview of all services commissioned by ECS from the 3rd sector and partners.
- 1.7 The Board has met four times since September 2016 and in this time has:
- Overseen the development of and approved the ECS Commissioning Strategy;
 - Supported and monitored the engagement of 3rd Sector organisations with the review;
 - Worked with PKAVS to ensure that 3rd Sector organisations were trained and had increased capacity to engage in tendering and procurement processes;
 - Approved the savings required for 2017/18;
 - Agreed the 1st and 2nd Phases of Service Level Agreements (SLAs) for review under the new arrangements; and
 - Approved changes to current SLAs to meet identified evidence based needs.
- 1.7 An implementation plan to support the strategy has been developed for the next 3 years which sets out the key tasks to be undertaken and reported to the Board. This will include a comprehensive review of all current SLAs. The process of review will provide more robust qualitative information about the impact our commissioned services have on our communities.

2. CONSULTATION AND ENGAGEMENT

- 2.1 The development of the ECS Commissioning Strategy was undertaken in partnership with the 3rd sector through the National GIRFEC 3rd Sector Forum. A representative from PKAVS, as the Third Sector Interface, is a member of the Commissioned Services Board to ensure the voice of the 3rd sector is represented.
- 2.2 Throughout the duration of the project the Commissioned Services working group maintained regular contact with the forum by participating in bi-monthly meetings and holding specific training and learning workshops to support the development of strategic commissioning in Perth and Kinross.

2.3 Positive feedback has been received from chair of the forum indicating that due to continued engagement during the development of the strategy the third sector:

- Feel more connected with other organisations;
- Feel the partnership has strengthened between the forum and Perth and Kinross Council; and
- Feel more knowledgeable and able to influence public policy.

3. PROPOSALS

Further work is underway to explore wider commissioning opportunities as part of the collaborative work being undertaken with partners in Dundee and Angus and to support the implementation of the Tayside Plan for Children, Young People and Families 2017 – 2020.

The ECS Commissioning Strategy will be presented to the next full meeting of the Children, Young People and Families Partnership in September 2017 in order to explore the potential for a joint approach to strategic commissioning with partners.

4. CONCLUSIONS AND RECOMMENDATIONS

The Strategic Commissioning Transformation project review has now been concluded. The thorough process to complete the review provided a strong foundation for the ECS Commissioning Strategy. The strategy is based on assessed need and clearly identifies priorities which are in line with the Tayside Plan and the ECS Business and Improvement Plan. The strategy is responsive to meet need, dynamic and flexible.

It is recommended that the Lifelong Learning Committee:

- (i) approves the ECS Commissioning Strategy and supporting implementation plan;
- (ii) notes the conclusion of the Strategic Commissioning Transformation Review and the establishment of the ECS Commissioned Services Board responsible for implementing the ECS Commissioning Strategy; and
- (iii) request an update of progress on the implementation of the ECS Commissioning Strategy in August 2018.

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Approved

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	None
Resource Implications	
Financial	Yes
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	None

1. Strategic Implications

Community Plan / Single Outcome Agreement

1.1 This report relates to Objective No:

- (i) Giving every child the best start in life

Corporate Plan

1.2 The Perth and Kinross Community Plan 2013-2023 and Perth and Kinross Council Corporate Plan 2013/2018 set out five strategic objectives:

This report relates to Objective No:

- (i) Giving every child the best start in life;

1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Maximising Resources

2. Resource Implications

Financial

- 2.1 The ECS Commissioned Services Board is currently responsible for a budget of just over £1million for commissioned services.

The budget was agreed at a full Council meeting in February 2017. The budget for ECS commissioned services will reduce in line with the significant financial pressures identified in 2015 and agreed as part of the Council's Transformation Programme.

Savings allocated to commissioned services through the Transformation Programme in 2017/18 and 2018/19 amount to £78,000.

Workforce

- 2.2 Not Applicable

Asset Management (land, property, IT)

- 2.3 Not Applicable

3. Assessments

Equality Impact Assessment

- 3.1 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **relevant** for the purposes of EqIA

http://www.pkc.gov.uk/media/40151/ECS-Strategic-Commissioning-Review/pdf/ECS_Strategic_Commissioning_Review

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only and the Committee are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.3 Not Applicable.

Legal and Governance

- 3.4 There are no legal implications

Risk

- 3.5 At present, there are no associated risks

4. Consultation

Internal

- 4.1 Education and Children's Services SMT, Education and Children's Services Commissioned Services Board and Executive Officer Team.

External

- 4.2 Third Sector Interface Forum (PKAVS)

5. Communication

- 5.1 There will be ongoing input into the Third Sector Interface Forum hosted by PKAVS.

2. BACKGROUND PAPERS

None

3. APPENDICES

Appendix 1- ECS Commissioning Strategy

Appendix 2- ECS Commissioned Services Board- Roles and Responsibilities

PERTH AND KINROSS COUNCIL
EDUCATION AND CHILDREN'S SERVICES
COMMISSIONING STRATEGY 2017-2020



Introduction

The Education and Children's Services Commissioning Strategy sets out how the service intends to modernise and improve our approach to the strategic commissioning of services for children, young people and families. Commissioning is about enhancing the quality of life for children, young people and their families by having a vision and commitment to improve services. It involves the process of assessing needs, allocating resources, defining priorities and choices and determining how they are best delivered, monitored and evaluated.

Our ECS Commissioning Strategy 2017 -2020 provides a firm foundation for generating joint approaches to the strategic commissioning of services with partners, both locally in Perth and Kinross and Tayside wide.

We already engage regularly with the Third Sector and other public sector bodies to support and deliver vital services across Perth and Kinross through a number of specific Service Level Agreements. However, we recognise that in a climate of growing demand and reducing resources there is a need to plan more strategically and to do so in collaboration with the Third sector and other public sector bodies. This strategy supports revised arrangements within ECS for commissioning services to ensure that they are clearly aligned with our priorities and designed to meet the assessed needs of children, young people and families and to result in improved outcomes.

Our local priorities were agreed at a workshop which was hosted by the Children, Young People and Families Partnership in January 2017. These emphasise the need to shift to earlier intervention and prevention and are:

- 1. Tackling inequalities**
- 2. Strengthening families and building resilient communities**
- 3. Meeting the needs of our most vulnerable children, young people and families**

These priorities reflect local evidence-based needs identified for children, young people and families in Perth and Kinross and will guide our commissioning over the next 3 years. This strategy is also aligned to the agreed shared priorities in the Tayside Plan for Children, Young People and Families.

Partnership working will continue to underpin the delivery of our services, in line with the Government's increasing expectations for Community Planning Partnerships to work collaboratively to improve outcomes. We also recognise the importance of making connections across services and the contribution of all services to a wide range of outcomes. Key to this is the involvement of communities and a clear agenda to work with communities to assist them to achieve their own goals and aspirations and to have their voices heard in the decisions that affect them.

Personalisation is also driving the shape of all public services and we recognise the need to engage with individuals, families and communities to continue to deliver this successfully. The process of planning, securing and monitoring services is both technical and social, requiring both contractual change and a strong, shared vision which underpins strong partnership working and trusting relationships.

Executive Summary

Our vision is “that every child and young person will have the best start in life and that Tayside will be the best place in Scotland to grow up.” In order to achieve this we recognise that we need to work in partnership with a wide range of service providers to realise the outcomes we aspire to as set out in [The Tayside Plan for Children, Young People and Families](#). We acknowledge that there are a range of service providers who are better placed than ourselves to engage, involve and provide for the children, young people and families of Perth and Kinross. In order to maximise this potential it is vitally important that we are well equipped to commission services from key partner agencies through a comprehensive, robust and transparent approach to strategic commissioning. The Education and Children's Services (ECS) Commissioning Strategy has been developed to explicitly set out our objectives, processes, governance arrangements and implementation plan with regard to services we commission, being delivered on behalf of ECS over the coming years.

Education and Children's Services acknowledge that this is a unique time to fundamentally transform our approach to commissioning and providing vital services for children, young people and families. We have identified several significant drivers that have underpinned our work to develop this strategy and change our culture and approach to commissioning. These are:

- **The introduction of Public Contracts (Scotland) Regulations 2015:** This legislation has changed how public spending is regulated and there is a requirement for Perth and Kinross Council to be fully compliant with this legislation;
- [Perth and Kinross Councils Building Ambition: Transformation Programme 2015-2020](#);
- [Following the Public Pound Code of Guidance for securing Best Value](#);
- **Service design aligned with the priorities of [The Tayside Plan for Children, Young People and Families](#):** The newly agreed priorities for children, young people and families Tayside wide, places a renewed emphasis on an evidence based need for commissioned services in line with these priorities;
- **Continuous improvement in management of commissioned services:** In the context of public sector reform we recognise the need for more effective and efficient arrangements for the administration and monitoring of external funding through more streamlined and defined contractual arrangements;
- **Ensuring compliance with Getting It Right For Every Child (GIRFEC).**

These drivers confirm the need to transform our approach to strategic commissioning and create opportunities for innovation and for maximising outcomes for children, young people and families.

Background

In 2015/16 Perth and Kinross Education and Children's Services commissioned a wide and diverse range of services from 23 third sector organisations and NHS Tayside through 27 Service Level Agreements (SLAs) which are renewed yearly, contributing to an overall spend of around £1,272,000. The value of each SLA ranged from £3,600-£336,500 per annum depending upon the services being provided.

As part of the Council's transformation programme it was identified that there was a need to establish a more strategic approach to the commissioning, management and evaluation of the services purchased from partner service providers through third party payments. This included a move from Service Level Agreements managed at a divisional level within ECS to a shared strategic responsibility for the commissioning of services via the most appropriate route including publically tendered contracts. This will allow greater flexibility to respond to assessed need by specifying the outcomes to be achieved and by linking our commissioning priorities to [The Tayside Plan for Children, Young People and Families](#).

Where we are now?

The Strategic Commissioning Transformation Project commenced in 2016 and following a period of review the **Education and Children's Services Commissioning Strategy** has been developed. Key stakeholders have been involved in the production of the strategy and the roles and responsibilities of each stakeholder group in relation to strategic commissioning have been agreed. New governance arrangements have been put in place and the **ECS Commissioned Services Board** has been established to deliver upon this strategy. Clearer definitions of the roles for officers within ECS who commission services and monitor contracts have also been agreed and are set out within the strategy.

Participation in the National Third Sector GIRFEC Project in 2015 helped to provide a platform for positive partnership working with local Third Sector organisations. As a result the Perth and Kinross Strategic Forum for Third Sector Organisations was established with support from PKAVS. A recent survey in early 2017 shows that members of the forum now feel more connected to each other and partnership working with Perth and Kinross Council has improved. The forum has been involved closely in the development of the ECS Commissioning Strategy.

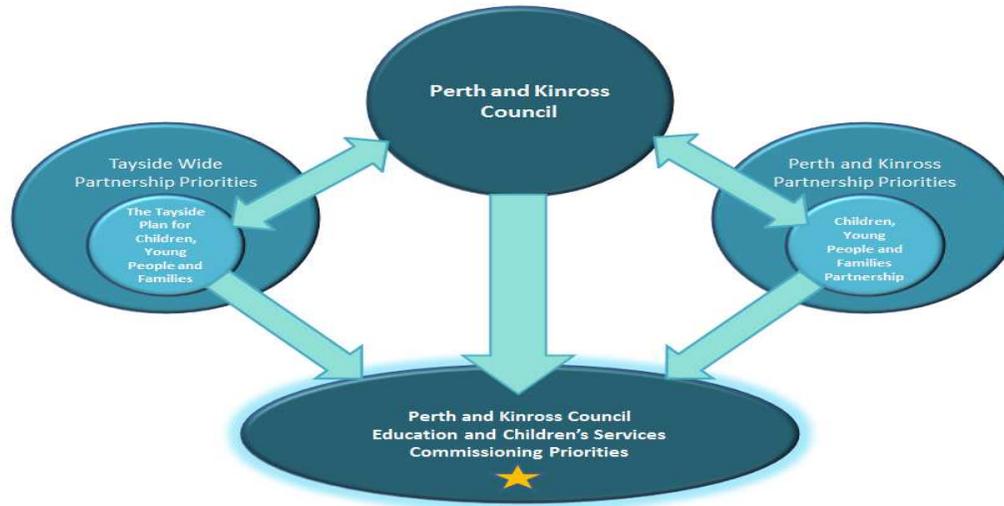
As part of the Transformation project and with the approval of the ECS Commissioned Services Board significant savings have already been realised as a result of the changes implemented. These savings followed a review process and were made with minimal impact upon front line service delivery. Future savings will be subject to a similar review process and this is built in to the implementation plan of this Strategy. This Strategy sets out a plan to review all currently commissioned services and where necessary re-commission services in line with our priorities going forward. A phased review of all commissioned services will form a major part of the strategy and will ultimately ensure ECS forms the appropriate strategic partnerships to provide the services most essential to the children, young people and families of Perth and Kinross.

Priorities for Children, Young People and Families in Perth and Kinross

The agreed priorities for all children and young people Tayside wide are outlined in the [Tayside Plan for Children, Young People and Families](#) as agreed collaboratively by Perth and Kinross, Dundee and Angus Councils. The ECS Commissioning Strategy focuses specifically on the services for children, young people and families in Perth and Kinross that the Council does not deliver directly but values as complimentary and integral to the success of directly delivered services. We believe that the services we choose to commission can be more effectively and efficiently delivered by our partners working in Perth and Kinross, and by those represented on the [Children, Young People and Families Partnership](#). Within this current context the services we commission are designed to meet needs which are grounded in a solid evidence base, articulated by data collected locally and nationally and in line with the priorities agreed in the Tayside Plan for Children, Young People and Families.

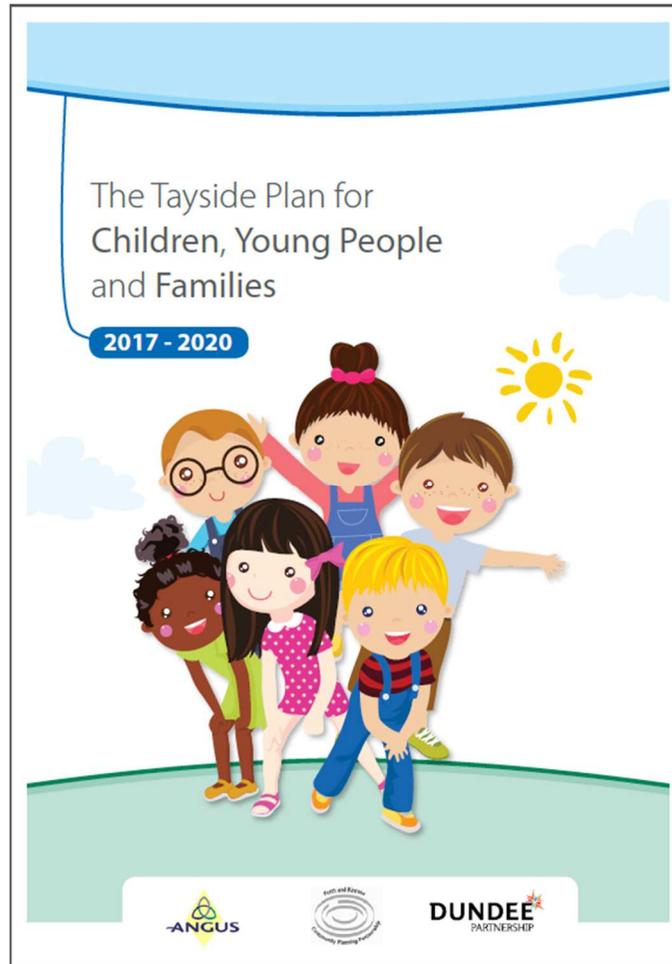
Services commissioned through the ECS Commissioning Strategy contribute to the landscape of services delivered across the region on behalf of Perth and Kinross Council. Other services are funded by PKC through direct procurement routes and corporately managed grants through the single application form.

Further information on how Council money is used to fund services in Perth and Kinross can be found in the [Following the Public Pound: Code of Guidance for Perth and Kinross](#)



Strategic Priorities for Children, Young People and Families Tayside Wide

The Strategic Priorities which underpin the ECS Commissioning Strategy are aligned to those which have been agreed in the Tayside Plan for Children, Young People and Families which can be accessed via the link below. We remain committed to optimising outcomes by ensuring that children and young people are safe, healthy, achieving, nurtured, active, respected, responsible and included and that they and their families receive the help they need, when they need it.



Where does the ECS Commissioning Strategy fit in to the wider agenda?

The diagram below shows the context of the ECS Commissioning Strategy. Whilst delivering on the priorities agreed Tayside wide for children, young people and families this strategy also ensures strong links are evident with the commissioning of adult social care services, particularly where there are synergies and opportunities for collaboration. We also recognise that to ensure we are securing Best Value and being diligent in our commissioning activity we must be wholly aligned with the procurement policies of Perth and Kinross Council, as laid out in the [Perth and Kinross Council Procurement Strategy](#).



What are our Commissioning Priorities?

An Evaluating Outcomes Workshop was held in Perth and Kinross, hosted by the Children, Young People and Families Partnership on 20 January 2017. This workshop defined our strategic priorities for improving outcomes. The following Commissioning Priorities were agreed at the workshop and these are aligned with the Strategic Priorities agreed in the Tayside Plan for Children, Young People and Families. Our Commissioning Priorities are as follows:

1. Tackling inequalities

- *Tackling the adverse consequences of poverty*
- *Closing gaps in attainment and achievement*
- *Taking forward corporate parenting responsibilities and ensuring outcomes of care-experienced young people mirror those of their peers*
- *Ensuring children, young people and families attain positive emotional and mental health and wellbeing*

2. Strengthening families and building resilient communities

- *Continued focus on the early years from pre-birth*
- *Consistent support for parenting*
- *Early intervention and strengthening universal services to promote high levels of family wellbeing*
- *Reaching out to families who need support at an early stage to build parental confidence, avoid escalation and decrease reliance on specialist support*

3. Meeting the needs of our most vulnerable children, young people and families

- *Earlier identification of children, young people and families who would benefit from personalised and more intensive support*
- *More flexible approaches to meeting needs and reducing risks including domestic violence, substance misuse and parental mental health, personal safety and sexual exploitation.*

Some key data extracted from the evidence gathered to support the identification of these priorities is included in Appendix 1 of this Strategy.

How is commissioning changing in ECS?

The introduction of the ECS Commissioning Strategy is an opportunity to transform our approach to commissioning services. During a period of increasing demand and reducing budget it is essential that we work collaboratively at a strategic level to ensure the services we deliver achieve the outcomes we aspire to and focus on the needs we know are the greatest priority from the evidence we gather.

The Strategic Commissioning Transformation project created a holistic picture of all services being commissioned from the third sector and other public sector bodies; collated the evidence supporting commissioning activity; and identified the organisations jointly funded with adult social care services. This information enabled strategic stakeholders to understand the totality of what we commission as a Council. These services are now being reviewed by the ECS Commissioned Services Board against the priorities agreed locally and Tayside wide to inform decision making for future strategic commissioning. This provides a solid foundation for building upon this approach towards joint strategic commissioning with partners locally and across Tayside.

As a result of this review process, commissioning previously undertaken in by individual services will be replaced with an approach which is outcome focused and clearly links services to our commissioning priorities. This will ensure that the services we commission maximises our impact on improving outcomes for the children, young people and families of Perth and Kinross.

How is the process for commissioning services changing in ECS?

Currently the services we commission for the third sector and partner organisations are managed as Service Level Agreements (SLAs). One of the significant changes we are making is a move towards using competitively tendered contracts when we commission services. This move is primarily driven by the recent legislative changes noted above. It will also allow for improved contract management, improved flexibility in commissioning and greater access for a wider range of organisations to support the delivery of our objectives.

Governance and Decision Making

This strategy has been put in place to ensure there is strategic control of commissioned services within Education and Children's Services and to ensure that our commissioning priorities are aligned to our strategic priorities with transparency in our decision-making.

This has required a renewed governance approach to commissioning which ensures this link is evident. As a result the **ECS Commissioned Services Board** has been established. This board has the responsibility for reviewing current commissioning arrangements and ensuring continued success of this strategy going forward. The **ECS Commissioned Services Board** has full control over the budget for services commissioned from the third sector and partners and responsibility for ensuring that commissioning is outcomes-focused and aligned to the ECS Commissioning Priorities.

Budget

The ECS Commissioned Services Board is currently responsible for a budget of just over £1million for commissioned services.

PKC agree the budget at the full Council meeting in February each year. The budget for ECS commissioned services will reduce in line with the significant financial pressures identified in 2015 and agreed as part of the Council's Transformation Programme.

Savings allocated to commissioned services through the Transformation Programme		
2016/17	2017/18	2018/19
£45,000	£41,000	£37,000

Allocation of resources by the ECS Commissioned Services Board will be aligned to the priorities agreed for Perth and Kinross guided by the Tayside Plan for Children, Young People and Families and in response to evidenced need within the region.

The ECS Commissioned Services Board comprises:

- Head of Services for Children Young People and Families (Chair)
- Head of Education: Secondary and Inclusion
- Head of Education: Early Years and Primary

It is supported by senior managers from:

- Contracts and Commissioning Services in Adult Social Care
- ECS Finance
- ECS Communications
- Legal Services
- Corporate Procurement

Perth and Kinross Association of Voluntary Service (PKAVS) is also a key member of the ECS Commissioned Services Board. As the Third Sector Interface organisation, PKAVS advocates the views of the Third Sector. To avoid conflict of interest arising it is agreed that PKAVS is not present at the board during discussions which may impact on commercial confidentiality.

Key Roles in the Commissioning Process

This strategy also defines new roles for **Commissioning Officers** and **Monitoring Officers** in the commissioning process. The role of **Commissioning Officers** is to commission the required services approved by the **ECS Commissioned Services Board**. This includes development of service specifications, evaluation criteria and preparation of individual contract strategies with support from the ECS Contracts Team. The **Commissioning Officers** will also co-ordinate the contract award process and the awarding of the contract to the successful supplier(s) in conjunction with **ECS Contracts Team**. Finally it is the role of the **Commissioning Officer** to ensure the appropriate contract monitoring arrangements are in place to enable them to report progress to the **ECS Commissioned Services Board** on the quality and level of service being provided.

The role of **Monitoring Officers** is to regularly monitor and evaluate individual contracts with the supplier(s) based on the evaluation and monitoring criteria stipulated by the contract. For each contract the **Monitoring Officer** is responsible for reporting performance against agreed criteria and any issues with the service commissioned to the **Commissioning Officer** regularly.

It is considered best practice for the role of the **Commissioning Officer** and the **Monitoring Officer** to be carried out by the same individual. However it is recognised that due to capacity the **Monitoring Officer** role can be a delegated responsibility on behalf of the **Commissioning Officer**. In such circumstances this should be recognised at the beginning of the review process and the **Monitoring Officer** should be involved in the commissioning process with the Commissioning Officer. The following guidance is available for Commissioning and Monitoring Officers:

[The Procurement Toolkit](#)

[Following the Public Pound Guidance](#)

[Following the Public Pound Toolkit](#)

Stakeholders

We recognise that commissioning services across ECS involves a number of key stakeholders. The diagram below illustrates the wide variety of stakeholders with an important role to play in the commissioning of services for ECS.



The table below briefly outlines the agreed roles and responsibilities of each of the above stakeholder groups in the commissioning process for ECS.

Stakeholder Group	Role in the Commissioning Process for ECS
Elected Members	Considering, scrutinising and approving the implementation of the ECS Commissioning Strategy.
The Executive Officer Team	Considering and approving the implementation of the ECS Commissioning Strategy and ensuring the objectives and vision are consistent with those of the Council and the Community Planning Partnership.
ECS Senior Management Team	<p>Overall responsibility for all services commissioned within Education and Children's Services.</p> <p>Responsible for monitoring the role of the ECS Commissioned Services Board through annual progress reports against the strategy.</p>
ECS Commissioned Services Board	<p>Responsibility for ensuring the delivery of the ECS Commissioning Strategy and supporting implementation plan.</p> <p>The Board is responsible for delivering the commissioning strategy and ensuring that spend on commissioned services is meeting clearly evidenced needs and is directly related to our commissioning priorities.</p> <p>The Board are also responsible for ensuring new commissioning processes within the service are suitably resourced and comply with the ECS Commissioning Strategy.</p> <p>The Board will be responsible for the scrutiny of all commissioned services through regular monitoring reports from Commissioning Officers. The frequency of monitoring reports will be dependent on the value and risk of each contract.</p>
ECS Contracts Team	Provide a comprehensive range of services and supplies in respect of commissioning, procurement and end to end contact management to all stakeholders in Education and Children's Services.

<p>ECS commissioning officers</p>	<p>To commission the required services approved by the ECS Commissioned Services Board and ensure that appropriate monitoring arrangements are in place following contract award.</p>
<p>ECS monitoring officers</p>	<p>Responsible for reporting performance against agreed criteria and any issues with the service commissioned.</p>
<p>PKAVS (Third Sector Interface)</p>	<p>Advise on third sector perspective and advocate generally for third sector interests and effective strategic planning of services based on outcomes and priorities.</p> <p>Offer support, guidance and experience in development of strategic commissioning processes across sectors.</p> <p>Work to ensure fairness and transparency in decision making and bring the Forum's specific views to the Board.</p> <p>Communicate information from the Board about process, timing, co-design, co-development and other forms of Third Sector participation in a timely manner to the Forum.</p> <p>Not to speak on behalf of any one organisation's business or agreements, but act as a liaison.</p>
<p>The Third Sector and Partner Organisations</p>	<p>Seek to maximise cross sector resources through partnership working with a view to maximising outcomes for children through a joined up approach.</p> <p>The Third Sector, like other stakeholders, provide a wide range of specialist skills in areas such as equality, diversity and social justice and it is their responsibility to feed this into the commissioning process.</p>

Education and Children's Services Commissioning Strategy

Adult Services Commissioning	Communicate and liaise with ECS Commissioning Colleagues to share best practice and synergies in commissioning where there are overlaps between adult and children's services.
Corporate Procurement	Provide guidance, define processes and deliver training on the corporate procurement procedures applicable to each contract. Support ECS Commissioners in developing use of corporate systems to manage the contracting lifecycle.

Our Ambition

Where do we want to be by implementing this strategy?

Through this strategy we aim to focus our efforts on tangible improvements in the wellbeing and outcomes of our children young people and families and:

- Commission to meet the evolving needs of children, young people and families and the key priorities that ECS can most effectively deliver on.
- Ensure that needs are met and effectiveness is tested by measuring against clear outcomes in a consistent way avoiding fragmentation.
- Design and deliver appropriate services that focus on outcomes rather than process whilst encouraging innovation.
- Ensure that challenge around what is being delivered is embedded and based on clear priorities .
- Monitor and review services consistently to ensure quality in service delivery.

We will ensure that we know that the money we spend is buying good quality, high value services which meet the needs of children, young people and families in Perth and Kinross. This will be guided by the collection of evidence of need across the region.

In order to measure the success of this project an annual review of the ECS Commissioning Strategy will be produced along with a review of the services commissioned to holistically evaluate both the process for commissioning and measure the impact the services we choose to commission are having on the children, young people and families of Perth and Kinross.

Targets

What needs to be done for us to achieve our ambition?

1. All commissioned services are compliant with the relevant standards and legislation, are showing value for money and are clearly aligned to the strategic priorities.
2. All commissioned services that are to be reviewed have been timetabled for review in priority order and this will be completed by 2019.
3. All services currently being commissioned will be reviewed in light of the evidence of need and new contracts for all services will be in place by the end of 2019/20.

Implementation Plan

What needs to be done?	Responsible?	By end of
Detailed phased review plan of all currently commissioned services developed	Commissioned Services Working Group	May 2017 COMPLETE
Detailed phased review plan approved by the ECS Commissioned Services Board	Commissioned Services Board	June 2017 COMPLETE
Savings Identified for 2018/19	Commissioned Services Board	August 2017
Regular monitoring and reporting on commissioned services to the ECS Commissioned Services Board commenced	Responsible Commissioning Officer(s)	November 2017
All phase 1 services to be re-commissioned	Responsible Commissioning Officer(s)	February 2018
Annual review of commissioned services to ECS SMT	ECS Commissioned Services Board	May 2018
Annual review of the ECS Commissioning Strategy to ECS SMT	ECS Commissioned Services Board	May 2018
Phase 2 services to be re-commissioned	Responsible Commissioning Officer(s)	February 2019
Phase 3 services to be re-commissioned	Responsible Commissioning Officer(s)	February 2020

Appendix 1: Research- What evidence do we have to base our commissioning decisions on?

Demographic



Perth and Kinross Council covers an area of around 5286km² and is the fifth largest local authority by geographical area in Scotland.

The area is largely rural with the major urban centre being Perth City. Perth and Kinross has a population of 149,930 and over the past 10 years, we have experienced a growth of 9% which is greater than the national average of 5%. Our population is projected to grow by 12% by 2039 which is greater than the predicted growth of Scotland overall (7%).

In 2015, there were 66,545 households in Perth and Kinross and it is predicted that there will be 82,869 by 2037. We therefore face real challenges to service delivery, including an increased demand for affordable housing an increase in in-migration and an aging population.

The area profile for Perth and Kinross regularly changes and is updated as and when new data becomes available. The most up to date area profile and demographic information for Perth and Kinross, along with more detailed statistics and locality data can be found on the [PKC Stories of Place](#)

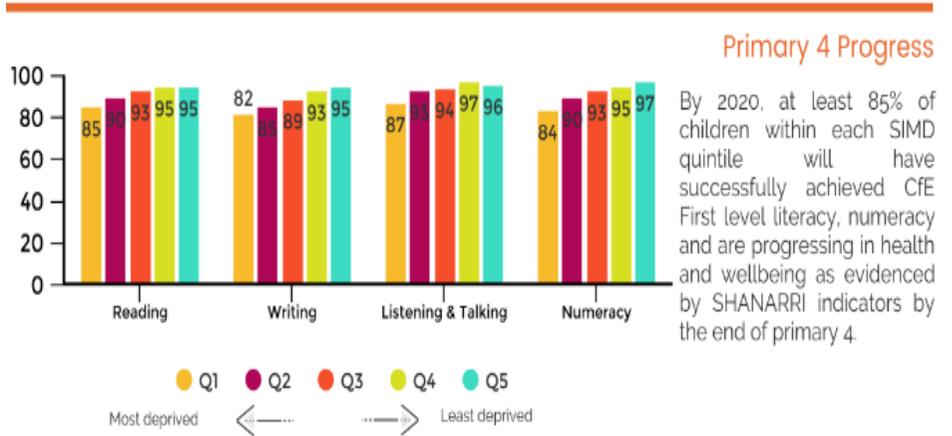
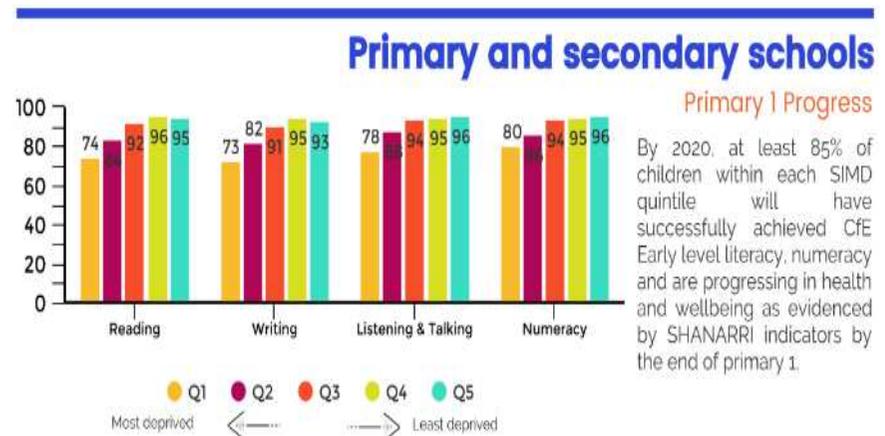
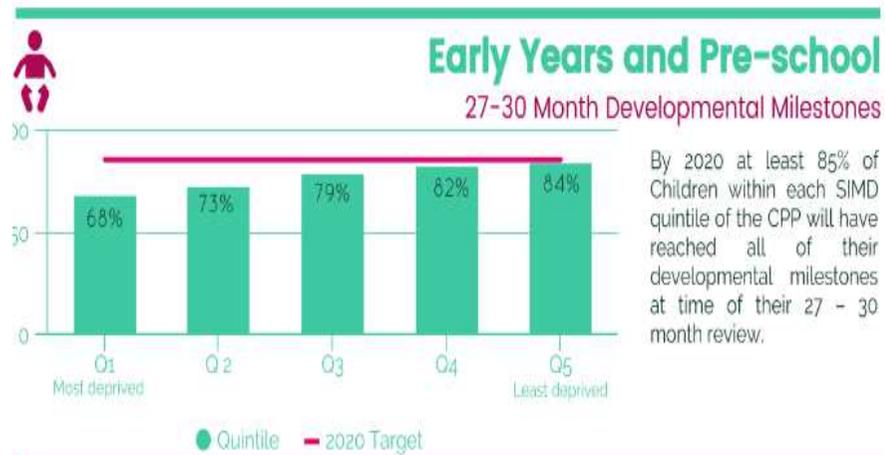
<http://pk-storyboard.org.uk/perth-kinross-overview/>

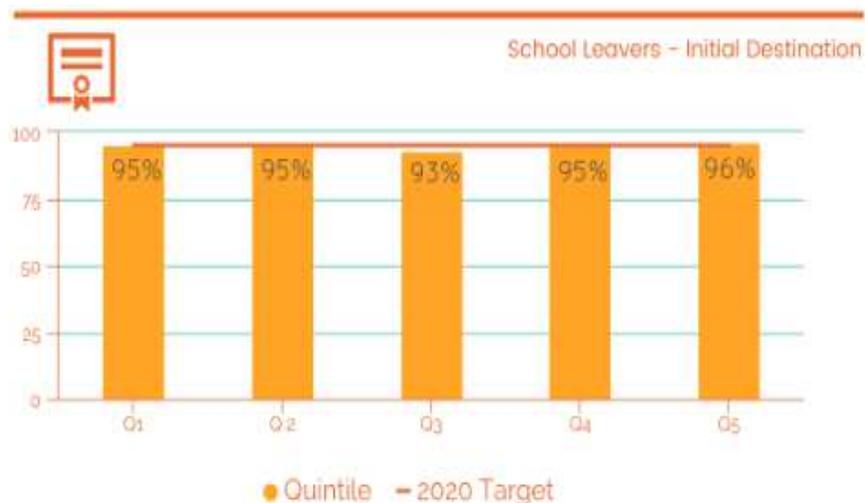
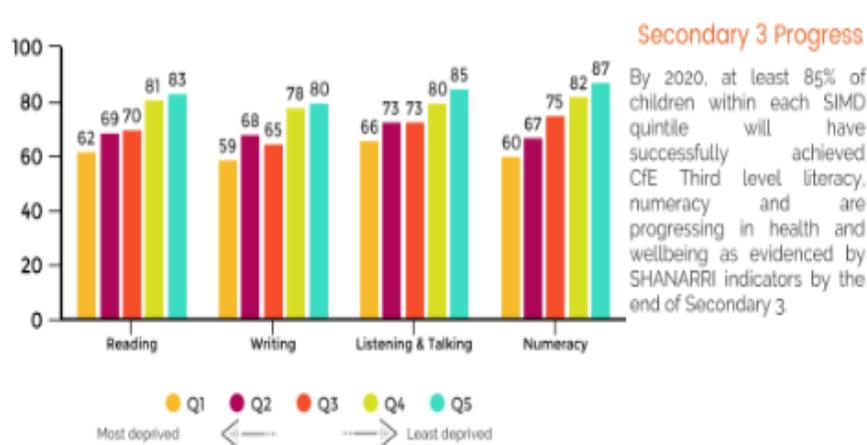
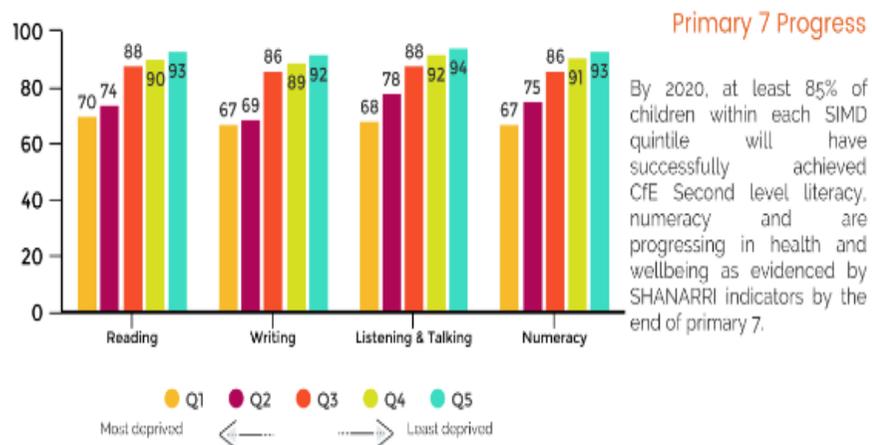
Identified Needs by Commissioning Priority

A number of varied sources provide Education and Children's Services with the evidence and data to understand the impact that the services we deliver are making. Furthermore this data allows us to pin point where the greatest need is and therefore where we require further support and resources from partner agencies best placed to work with us. The evidence below compliments each of our commissioning priorities and will help inform the services we commission going forward.

Tackling Inequalities: Tackling the adverse consequences of poverty, “closing gaps” in attainment and achievement, taking forward corporate parenting responsibilities and ensuring outcomes of care-experienced young people mirror those of their peers, ensuring children, young people and families attain positive emotional and mental health and wellbeing.

The Children and Young People Improvement Collaborative: Stretch Aims set out measurements and 2020 targets for key measures of inequality from early years to young adulthood. Across all measures, inequalities as measured by SIMD quintiles are evident.





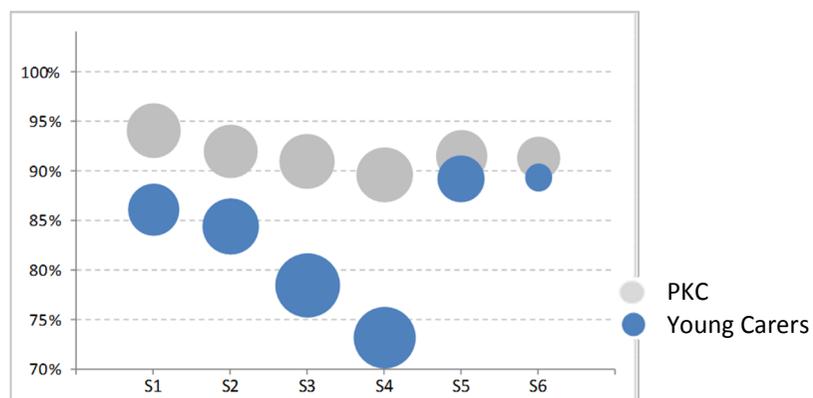
Curriculum for Excellence sets us the challenge of helping all children and young people develop the capabilities, skills and attributes required to enable them to develop as successful, responsible, effective citizens. Our continuing focus for secondary schools is the effective implementation of National 4 and 5 qualifications and implementation of the new Higher courses, and also in ensuring we support, recognise and track young people's achievements at all ages, with targeted support provided when required.

We are also working to build on our positive progress in raising attainment for all and reducing inequalities, whilst broadening the range of planned opportunities for wider achievement for all our pupils and young people.

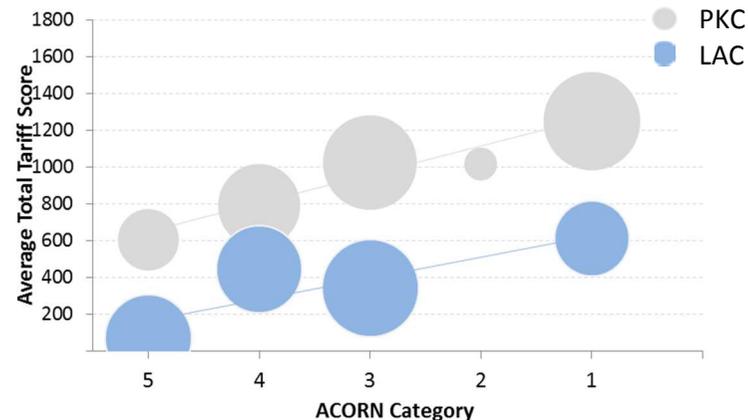
Looked after children and young people have generally poorer outcomes from school education. They are less likely to achieve literacy and numeracy qualifications at SCQF Level 4 and much less at Level 5. Even after accounting for deprivation factors, LAC leavers have lower attainment as measured by total tariff score. In 2014/15, 81% of LAC leavers were in an initial positive destination after school, compared to 93% for all leavers. Pupils who are looked after (or previously looked after) are less likely to stay on at school to S5 and S6 and have lower % attendance levels than non-LAC pupils. Over the last 3 years this was around 2 percentage points less for primary pupils and 9 points less for secondary.

Other groups such as those with additional support needs and young carers also generally have poorer outcomes in key measures such as attendance and attainment.

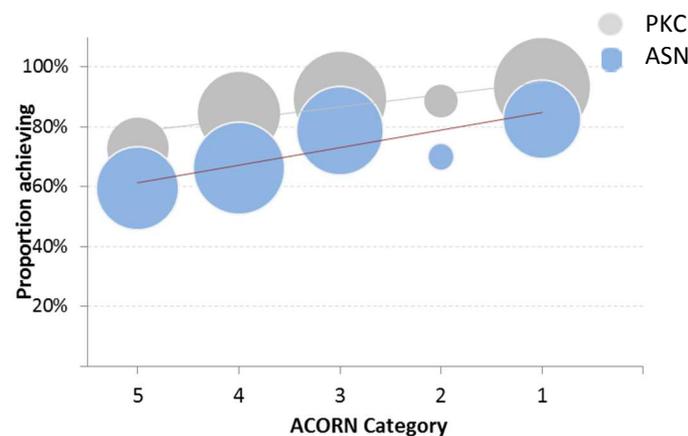
Percentage Attendance: All secondary pupils and young carers



Attainment of Looked After leavers by ACORN category, measured by total tariff score.



Proportion of Leavers with additional support needs achieving Literacy and Numeracy SCQF Level 4, by ACORN Category



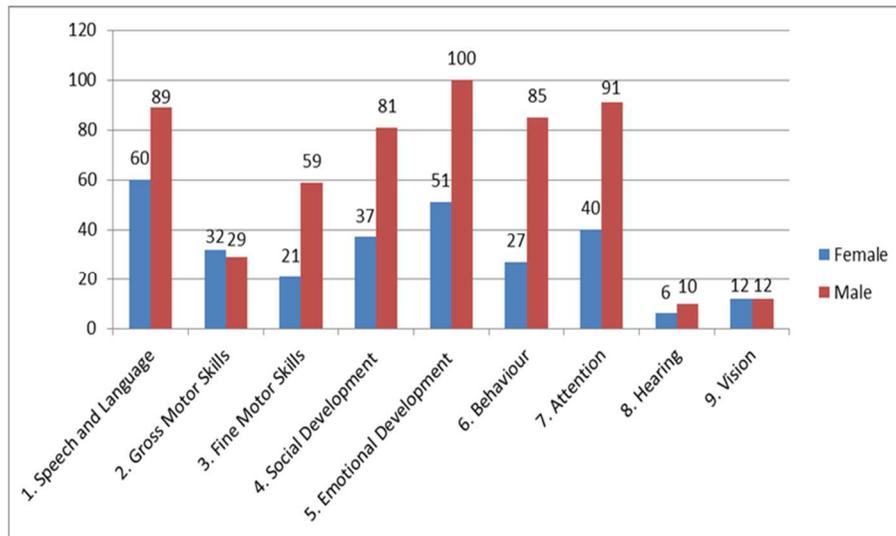
Strengthening Resilient Families and Communities: Focus on the early years from pre-birth, consistent support for parenting, early intervention and building resilient families and communities. Strengthening universal services to promote high levels of family wellbeing. Reaching out to families who need support at an early stage to build parental confidence, avoid escalation and decrease reliance on specialist support.

Estimates of Children in Poverty, after housing costs, vary across the area from almost in 1 in 4 children in Perth City and North to around 1 in 8 across more rural areas. Overall for Perth and Kinross the figure is 1 in 5 children. Around 1 in every 10 working-age households are in receipt of some form of (non-universal) state benefit.

In 2015, 17% of births in PKC were to **non-UK born mothers**. This is above the Scottish average and the highest figure out with the 4 major Scottish cities.

In The Keeping Children Safe Survey 2016, most primary school pupils felt **confident to say no if someone asked them to do something they didn't want to**, 1 in 7 (446 pupils) did not agree with the statement. This trend continues on into secondary school where the same proportion did not agree with the statement. Almost three quarters of primary school pupils responded that they use the **privacy settings provided by social networking sites and apps**, 71% of secondary school pupils also answered positively.

Pre-school developmental milestones

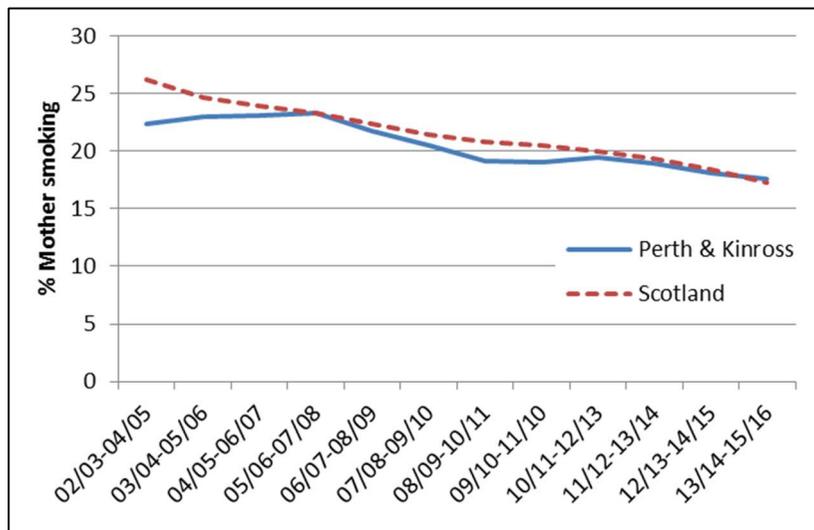


Number of P1 pupils assessed as not meeting specific **milestones**, by gender. Boys feature more highly and social and emotional development, as well as speech and language and behaviour are key.

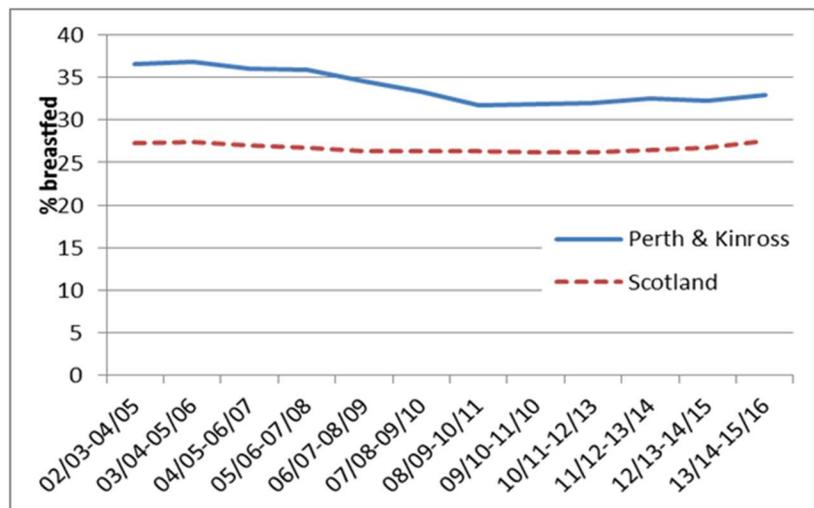
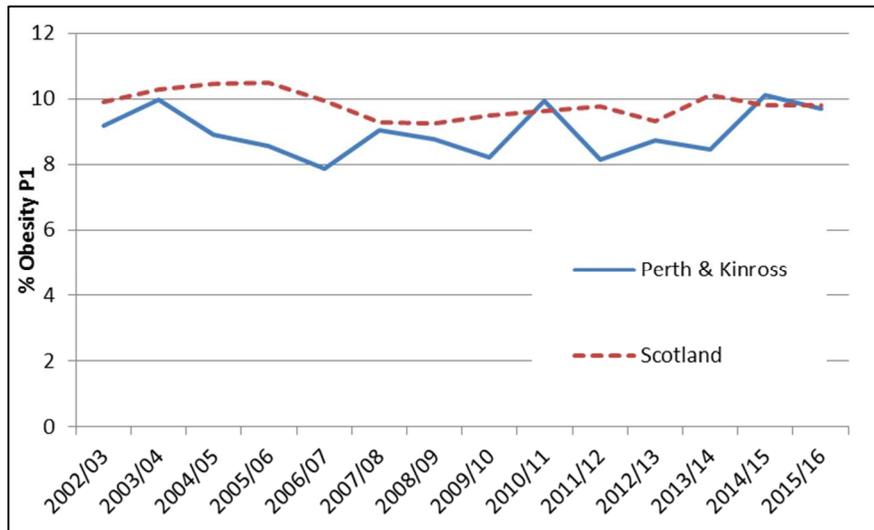
At the 27-30 month child health review, speech, language and communication are the most commonly identified concerns.

The proportion of mothers **smoking during pregnancy** (at antenatal first booking) continues to drop but is stubbornly similar to the Scottish average. Similarly, **child obesity** (measured at P1) remains similar to the national average, whereas a relatively affluent area such as PKC may be expected to perform better.

Mothers smoking during pregnancy



P1 Child Obesity

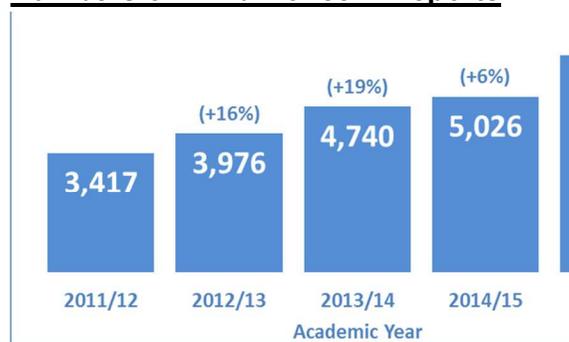


The proportion of **Babies exclusively breastfed** at 6-8 weeks has raised slightly but remains below historic levels.

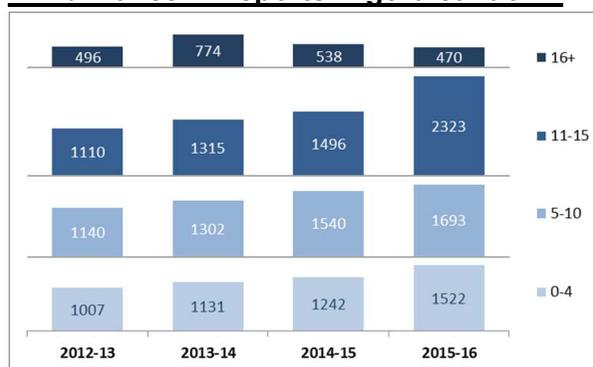


Meeting the Needs of Our Most Vulnerable Children, Young People and Families: Earlier identification of children, young people and families who would benefit from personalised and more intensive support. More flexible approaches to meeting needs and reducing risks including domestic violence, substance misuse and parental mental health, personal safety and sexual exploitation.

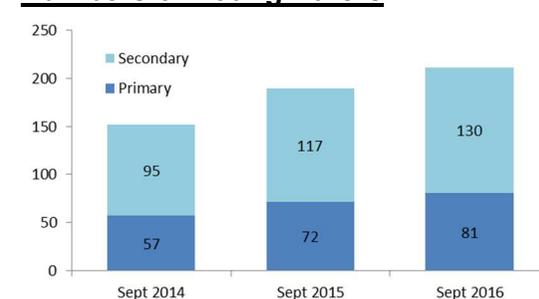
Numbers of Child Concern Reports



Child Concern Reports: Age breakdown



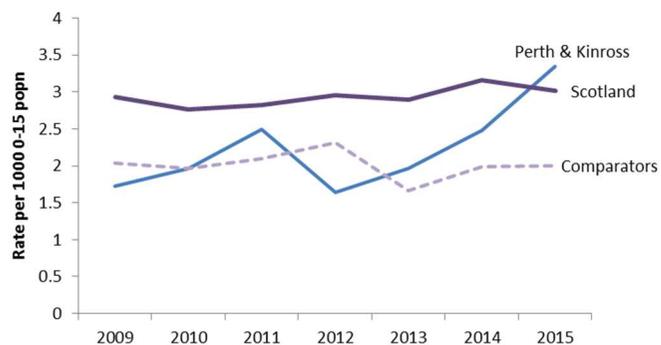
Numbers of Young Carers



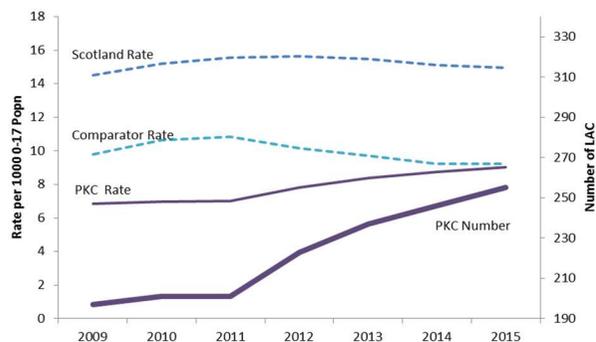
Pupils who have been identified with the Additional Support Need: 'Young Carer' at Pupil census. There are a number of reasons why this figure is likely to under-represent the true scale of young carers supported by PKAVS and PKC.

Children on Child Protection Register (rate per 1000 0-15 pop)

On 31st July 2015, there were 82 individuals registered in PKC.



Looked after Children (number and rate per 1000 0-17 pop). On 31st July 2015, there were 255 looked after children in PKC.



ECS COMMISSIONED SERVICES BOARD – ROLES AND RESPONSIBILITIES

ECS Commissioned Services Board		<ul style="list-style-type: none"> - The board will hold overall responsibility for ensuring the delivery of the Strategic Commissioning Review. - Following completion of the review, the Board will be responsible for implementing the ECS Commissioning Strategy, produced as an output of the review and ensuring strategic priorities are instilled in commissioning arrangements with the third sector and partners going forward.
Role	Officer	Responsibility
Representative: Services for Children, Young People and Families (Chair)	Jacqueline Pepper (Head of Services for Children, Young People and Families)	<ul style="list-style-type: none"> - SRO of the project and Chair of Board meetings - Representative for commissioned services within business area - Responsible for ensuring new commissioning processes within business area are suitably resourced and comply with strategic commissioning objectives
Representative: Education: Early Years and Primary	Sharon Johnston (Head of Education: Early Years and Primary)	<ul style="list-style-type: none"> - Representative for commissioned services within business area - Responsible for ensuring new commissioning processes within business area are suitably resourced and comply with strategic commissioning objectives
Representative: Education: Secondary and Inclusion	Rodger Hill (Head of Education: Secondary and Inclusion)	<ul style="list-style-type: none"> - Representative for commissioned services within business area - Responsible for ensuring new commissioning processes within business area are suitably resourced and comply with strategic commissioning objectives
Consultation and Assurance	Lorna Cameron (Head of Housing and Strategic Commissioning)	<ul style="list-style-type: none"> - Responsible for providing guidance and advice on commissioning best practice - Senior advisor to ensure there is a commissioning link between education and children's services and adult services where necessary
Financial Support	Jim Cockburn (Finance and Governance Manager)	<ul style="list-style-type: none"> - Responsible for providing financial support and strategic control of ECS Commissioned Services Board spend.
Procurement / Commissioning Support	Mary Mitchell (Corporate Procurement Manager)	<ul style="list-style-type: none"> - Responsible for providing specialist procurement advice for changes to commissioning arrangements
Legal Support	Lee Coulter (Solicitor)	<ul style="list-style-type: none"> - Responsible for providing specialist legal advice for changes to commissioning arrangements
Communications Support	Sharon Watson (Communications Manager)	<ul style="list-style-type: none"> - Responsible for providing support and advice on communications regarding changes to commissioned services