

READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR FOR PROCUREMENT & CONTRACTS

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| TO: | POLICY COMMITTEE (ACTING AS SOLE MEMBER FOR BRIGHTER FUTURES FOR CHILDREN) | | |
| DATE: | 26 SEPTEMBER 2019 | | |
| TITLE: | BRIGHTER FUTURES FOR CHILDREN CONTRACTS UPDATE | | |
| LEAD COUNCILLORS: | CLLR BROCK CLLR TERRY CLLR PEARCE CLLR EMBERSON | PORTFOLIOS: | LEADERSHIP CHILDREN EDUCATION CORPORATE AND CONSUMER SERVICES |
| SERVICE: | PROCUREMENT & CONTRACTS | WARDS: | BOROUGHWIDE |
| LEAD OFFICER: | KATE GRAEFE | TEL: | 0118 937 4132/ 74132 |
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report seeks approval from Policy Committee, in its capacity as sole member for Brighter Futures for Children Limited (BFfC/ "The Company"), to note the key performance indicators (KPIs) and management information (MI) metrics for the Service Delivery Contract.
- 1.2 This report also seeks delegation for the authorisation of any changes to the Support Service Level Agreements which form part of the Support Services Agreement between the Council and BFfC.

2. RECOMMENDED ACTION

It is recommended that Policy Committee, in its capacity as sole member for BFfC:

- 2.1 Note the final BFfC Contract KPIs and performance metrics for FY2019/20 proposed jointly by the Council and the Company
- 2.2 Agree delegation to the Executive Director of Resources for the agreement and authorisation of any non-material operational amendments to Support Services Service Level Agreements (SLAs), which form part of the Support Services Agreement between the Council and BFfC.

3. BACKGROUND AND WORK TO DATE

- 3.1 At Full Council on the 16th October 2018, it was agreed to transfer the delivery of the Council's children's services to a newly established, wholly owned subsidiary Company of the Council, Brighter Futures for Children Limited ('BFfC'/the 'Company'). Following this decision, the Service Delivery Contract and other relevant arrangements were finalised to allow the transfer of Children's Services (excl. Fostering) to BFfC on the 1st December 2018. Fostering subsequently transferred on

the 1st March 2019 following the Company's successful registration with Ofsted as an IFA (Independent Fostering Agency).

KEY PERFORMANCE INDICATORS AND MANAGEMENT INFORMATION (FY2019/20)

- 3.2 As part of the overall Services Contract with BFfC in November 2018, it was agreed that the contract KPIs included within the contract drafting were provisional as both the Council and the Company recognised that the KPIs included did not fully reflect the intended outcomes from the contract desired by both parties and additionally, not all transferred services were adequately covered (specifically Education and Early Help). It was intended that the KPIs be reviewed and revised prior to the end of March 2019 in time for implementation in Year 1 of the contract (FY19/20), as reflected in the drafting of the final executed Services Contract.
- 3.3 The Company Business Plan for 2019-2021 included revised KPIs, which were received by the Council at the Contract Management Group (CMG) meeting, held on the 26th March 2019. Further to this meeting, the Council considered the proposed KPI revisions and indicated that all were acceptable with the exception of the two proposed Education KPIs.
- 3.4 In April 2019, Policy Committee, in its capacity as sole member for the Company and in line with relevant matters reserved to it as contained in the Company Articles of Association, approved the BFfC Business Plan on the basis of the majority of the KPIs being agreed. To manage the finalisation of the Education KPIs, Policy Committee also agreed a recommendation to delegate finalisation and of the Education KPIs to the Council Chief Executive and the Company Managing Director in consultation with the Lead Members for Children's and Education. Following this, a report was to follow to Policy Committee (again, acting as sole member for the Company) to confirm and note the finally agreed metrics, this being that report.
- 3.5 In discussing measures for FY19-20, consideration has been given to the categorisation of measures around education in particular, where the company can, in many cases certainly influence performance but not directly control it (for example educational outcomes measures). It would be inappropriate for under-performance on such measures to be capable of leading to company default under the contract's performance mechanism. However, the Council wish to remain assured that the Company are still seeking to positively influence such measures as part of their holistic approach to all children's services in the borough.

3.6 The table below identifies the KPI and MI metrics recommended by the Council and the Company, for noting and ratification by members.

| KPI ref | Description | Children's (Y/N) |
|---------|-----------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | Timeliness of contact decision making (early help). Decision within 24 hours | Y |
| 2 | % of referrals with a decision made within 24 hours | Y |
| 3 | % of children who become subject of child protection plan for second or subsequent time within the last two (2) years | Y |
| 4 | % of referrals which are re-referrals within 12 months | Y |
| 5 | % children in care (CLA) who have been looked after for 2+ years in the same placement | Y |
| 6 | CLA who have experienced 3+ placements in last 12 months | Y |
| 7 | % of CLA placements more than 20 miles from Reading (i.e. from home address of child) | Y |
| 8 | % care leavers who are not in education employment or training (NEET, 17-21 year olds) | Y |
| 9 | Voice of the child | Y |
| 10 | Social worker turnover | Y |
| 11 | Social work agency staffing rate | Y |
| 12 | Percentage of days lost to sickness | N |
| 13 | % of families who achieve sustained improved outcomes (and secure a Payment By results (PBR) | N |
| 14 | % Pupils provided with a school place on offer day (primary) | N |
| 15 | % Pupils provided with a school place on offer day (secondary) | N |
| 16 | % Education, health care plans completed within 20 weeks | N |
| 17 | Re-offending rate | N |
| 18 | Reduction in secondary school fixed term exclusion | N |
| 19 | Key Stage 2 results (R,W,Ma expected level+) - gap in attainment for disadvantaged pupils | N |
| 20 | Key Stage 4 results (Attainment 8) - gap in attainment for disadvantaged pupils | N |
| 21 | Increased percentage of schools rated good or outstanding (LA maintained only) | N |
| 22 | SEND: number of successful appeals against number of EHC plans | N |

DELEGATION FOR AMENDMENTS TO SUPPORT SERVICES SLAS

- 3.7 In addition to the Service Delivery Contract between the Company and the Council, there is an overarching Support Services Contract which sets out the support services the Company 'buys back' from the Council for a minimum initial two year term. All 15 services provided under the Support Services Contract are detailed as specific Service Level Agreement (SLAs) schedules to the main Support Services contract.
- 3.8 The initial drafting of the SLAs was intended to reflect the delivery of support services on an 'as is' basis for the Company go live. However, as both the Council and the Company seek to improve service delivery overall, it is expected that a number of these SLAs will require changes, which would currently require approval from Policy Committee.
- 3.9 Approval is sought from members to delegate responsibility for approving operational non-material amendments to these SLAs (once agreed between the Council and the Company through the Contract Management Group) to the Executive Director of Resources. As and when this delegation is enacted, the lead members for Children's, Education and Corporate & Consumer Services will be made aware of the amendments to be made.

4. NEXT STEPS

- 4.1 Once agreed, the Service Delivery contract will be formally changed to reflect the agreed key performance indicators (KPIs) and management information (MI) metrics, by completing and sign off of a Fast Track Contract Change, in line with the Service Delivery contract Change Control procedures.
- 4.2 The KPIs for 2019/20 will continue to be monitored as part of the performance framework within the contract. The Council and the Company will review and where relevant revise the indicators periodically, and present any amendments to Policy Committee as required.

5. CONTRIBUTION TO STRATEGIC AIMS

- 5.1 All elements within this report are focused on the Corporate Plan priorities of: Ensuring the Council is fit for the future and Protecting and enhancing the lives of vulnerable adults and children.

6. COMMUNITY ENGAGEMENT AND INFORMATION

- 6.1 No community engagement has been carried out or is required in the creation of or as a result of this report.

7. EQUALITY IMPACT ASSESSMENT

- 7.1 An Equality Impact Assessment (EIA) is not relevant to the report or its recommendations.

8. LEGAL IMPLICATIONS

- 8.1 Any revisions agreed to the current contract KPIs require recording as a formal contract change, in accordance with the processes and procedures within the BFfC Services Contract, as outlined in 4.1, above.

9. FINANCIAL IMPLICATIONS

- 9.1 There are no specific financial implications arising from this report.

10. BACKGROUND PAPERS

10.1 16 October Full Council Report - Establishment of BFfC