



## COMMISSIONING SPECIFICATION: SPEECH LANGUAGE AND COMMUNICATION NEEDS SERVICE FOR YOUNG OFFENDERS

### Specification for Service Delivery

Expected Contract Start Date 27/03/2020

Expected Contract End Date 31/03/2021

Contract Value: Up to £100k per year for 2019/20 and 2020/21  
(with potential for 2021 monies to extend beyond 31/03/21)

## 1. INTRODUCTION AND OVERVIEW

- 1.1 Kent County Council's vision is: "Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses". This service will help to ensure that the strategic outcome that "Kent's children and young people get the best start in life" is realised.  
***Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015.***
- 1.2 Kent County Council's Youth Justice service delivers youth justice interventions and targeted support to young people within the Youth Justice system and their families. Youth Justice units within the service deliver interventions and support that are designed to reduce the likelihood of reoffending as part of a whole family approach. Early Help workers working within the Integrated Adolescent teams also work with young people who have received an out of court disposal, and for whom similar interventions and support are required.
- 1.3 Speech, language and communication needs (SLCN) can be defined as "...problems with speech, language and hearing that significantly impact upon an individual's academic achievement or day-to-day social interactions."  
(Hughes et al., 2012: p9)
- 1.4 The Royal College of Speech and Language Therapists briefing, (*Speaking Out: young offenders with communication difficulties* (Royal College of Speech and Language Therapists, 2007) indicates that young people with communication difficulties have problems with the following key competencies:
  - 1.4.1 Articulation: the ability for an individual to express him or herself effectively through speaking, writing or non-verbal communication.
  - 1.4.2 Perception: being able to recognise and understand the spoken or written word, body language and facial expressions.
  - 1.4.3 Listening skills: the ability to listen carefully to what is being said.
  - 1.4.4 Recall: being capable of remembering information that has previously been given.

- 1.4.5 Expression: being competent at expressing feelings and emotions in an acceptable manner.
- 1.4.6 Interaction: the capacity to relate to others in a socially acceptable manner plays a pivotal role in promoting social integration. (*Practice advice speech, language and communication needs (SLCN) in the youth justice system - GOV\_UK.htm [23/10/2015 16:13:36]*)

## **2. IMPACT OF UNIDENTIFIED COMMUNICATION NEEDS FOR YOUNG PEOPLE IN THE YOUTH JUSTICE SECTOR**

- 2.1 52% of parents and carers said their family's experience of speech, language and communication support was poor. The impact of SLCN is relevant to a young person's life chances. Children with poor vocabulary skills are twice as likely to be unemployed when they reach adulthood. 60% of young offenders have low language skills. (*Bercow: Ten Years On - An independent review of provision for children and young people with speech, language and communication needs in England (2018)*).
- 2.2 The current system is missing out many children known to be at high risk. In our evidence, poor identification of children excluded from school, within the care system, with mental health issues, or in contact with the youth justice system was highlighted as a significant risk to children's wellbeing.
- 2.3 In the youth justice sector – shared knowledge about SLCN makes a real difference for young people, but training cannot be a one-off. There needs to be ongoing collaboration and joint working. (*Bercow: Ten Years On - An independent review of provision for children and young people with speech, language and communication needs in England (2018)*).
- 2.4 Communication difficulties or SLCN interferes with the ability to form positive, prosocial relationships or to engage in meaningful activity such as employment, which reduces the likelihood of the young person themselves creating the right environment for desistance (*Hughes et al., 2012; Snow and Powell, 2011*).
- 2.5 Furthermore, most youth justice interventions are 'verbally mediated' (Snow and Powell, 2012) and include cognitive-behavioural approaches, anger management interventions, substance misuse programmes, or therapeutic work involving face-to-face contact and dialogue.
- 2.6 SLCN means that young people within the youth justice system may find it difficult to engage meaningfully or to obtain any benefit from these interventions (*Gregory and Bryan, 2011; Khan, 2010; RCSLT, 2012; Rucklidge et al., 2013*).
- 2.7 It is difficult to determine the exact reasons for why this specific population seems to have unidentified communication difficulties in the form of speech, language and communication needs. However, there seem to be connections with similar issues with access to identification of special educational needs in this population when they present to youth offending teams.

2.8 According to Crawford & Bull (2006), if a young person has a lack of comprehension or spoken language difficulties these can acutely affect outcomes in a court setting. It could mean the difference between finding a young person guilty or innocent and the type and length of sentence received.

### **3. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)**

3.1 Findings from surveys of youth services captured important data about how the youth justice sector in England is responding to the SEND reforms and how young people with SLCN are identified and supported.

3.2 Respondents reported that they considered almost half (42%) of their service users to have SLCN as part of other learning and/or developmental needs. Respondents also reported that they considered 30% of their service users to have SLCN as their primary need. The most prevalent type of SLCN in service users was identified as attending and listening to others, understanding what others say and being able to communicate with others. Literacy was also identified as an area of need with 30% to 60% (mean 46%) reporting reading and writing difficulties in their service users. (*SEND Reforms and SLCN in the YJS: A Survey - The Communication Trust, and Clegg, Hopkins & Turner, October 2015*).

3.3 In a study of a Youth Offending Service, all new entrants to the Intensive Supervision and Surveillance Programme (non-custodial interventions) were screened with 65% requiring speech and language therapy intervention. (*Bryan and Gregory 2009*).

3.4 These two studies suggest that around 7/10 young offenders have some degree of Speech Language and Communication needs. The SEND Code of Practice (2015) is relevant when supporting detained persons to achieve the best possible educational and other outcomes and to prepare for adulthood and independent living. These apply to children and young people with or without an Education, Health and Care Plan.

3.5 Section 10.65 of the Code of Practice cites all requirements relevant to Young Offenders with SEN and should adhere to the principles of:

3.5.1 the participation of the detained person and the child's parents in decisions relating to their individual support. Local authorities must have regard to their views, wishes and feelings and must provide them with information, advice and support to enable them to participate

3.5.2 the timely identification and assessment of special educational needs and provision of high-quality support at the earliest opportunity whether they have an EHC plan or not

3.5.3 greater collaboration between education, health and social care with a focus on continuity of provision both when a detained person enters custody and after their release. Custodial sentences are often short, it is therefore important for decisions to be made as soon as possible to ensure appropriate provision is put in place without delay.

- 3.6 Within the SEND services of KCC, there has been ongoing commitment to a specific approach to commissioning SLCN outcomes using a whole system approach from framework based on the Balanced System®. This system has been applied in some schools and settings for them to achieve accreditation as SLCN whole system approach schools.

#### **4. YOUTH JUSTICE DATA FOR KENT**

- 4.1 In Kent 2018 / 19, the total number of Court Disposals was 439 and the total number Out of Court Disposals was 445. Kent's Early Help Adolescent Units work with those dealt with through the Out of Court process (445 cases in 2018/19), whereas Youth Justice Units work with those dealt with through the Courts (439 in 2018/19). This tender seeks primarily to engage a service that will work with those young people within both services; this would have meant individuals from a total cohort of 884 in 2018/19.

- 4.2 Whilst the numbers of young people with a Court Disposal is decreasing, and projected to continue to decrease slightly, we are expecting to see a similar total cohort from Court Disposals and Out of Court Disposals in 2019/20. It is therefore possible that around 70% of the total cohort (620) would have some degree of SLCN which would greatly hinder their life chances with a higher risk of re-offending, ***Information and Intelligence, Children, Young People and Education***

#### **5. SERVICE PROPOSAL AND JUSTIFICATION**

- 5.1 West Kent Clinical Commissioning Group on behalf of Kent & Medway Clinical Commissioning Groups (CCGs) and Kent County Council in relation to the Children & Young Persons Health & Justice Workstream as set out in Schedule 3 have recently entered in to a Memorandum of Understanding regarding the commissioning of services for children and young people at risk of offending or who have previously offended.
- 5.2 As a result of this MOU, the partnership wishes to commission a new speech and language therapy service for both young people and staff within the criminal justice system, to build an approach to identifying speech language and communication difficulties, and performing/identifying the best course of action to address these
- 5.3 There is a recognised inequitable commissioning profile for health provision and services to support Speech, Language and Communication Needs. Currently this is geographically based and variable according to the specific commission arrangements between NHS CCGs. Due to the Local Area SEND Written Statement of Action, there are measures in place between KCC as the local authority and NHS partners to develop a jointly commissioned arrangement for SLCN support. This is on the basis that demand for speech and language therapy and support services to collaboratively address speech, language and communication needs has significantly increased in recent times. The current status is that there is no specialist or responsive speech and language therapy service commissioned to specifically support the Youth Justice service with either

unidentified or unmanaged needs that may have an impact on a young person's outcomes.

- 5.4 The new service will help to ensure that youth offenders with Speech, Language and Communication Needs (SLCN) are identified and receive the appropriate support, so they are less likely to re-offend and more likely to achieve positive outcomes in life.
- 5.5 The service will enable the Youth Justice workforce to understand and address communication barriers independently with a goal to enable youth offenders to engage in education, learning, work and recreational activities both within the youth justice system and beyond.
- 5.6 Access to Speech and Language therapy services for young offenders has previously had meaningful impact in Kent during previous pilot services. Commissioners have considered Standards for Youth Justice Services, CCG statutory responsibilities for youth justice service users and SEND Code of Practice responsibilities and concluded that a dedicated specialist speech and language therapy service is required to provide immediate consultative services on which to base longer term service integration and development.
- 5.7 Commissioners need to ensure a multi-agency approach is adopted and are taking steps to ensure the issue of SLCN is everybody's business, and not the sole responsibility of one organisation. This is the beginnings of a whole system approach, but it is one that needs more development to include the shaping of the longer-term outcomes through coproduction with children and young people and involved agencies. There is a need to identify shared outcomes for SLCN support for all involved supporters and partners to agree to and progress.
- 5.8 Whilst the service is predominantly being commissioned on an outcome focussed approach, it is expected that the following types of activity will take place as part of this service:
  - 5.8.1 Assessment and identification to see if young people have SLCN
  - 5.8.2 Modelling therapy activities and strategies for youth justice practitioners
  - 5.8.3 Making groups interventions more accessible (e.g. weapons awareness, substance misuse)
  - 5.8.4 Direct therapy intervention to develop young people's communication skills, from developing their vocabulary to social communication skills
  - 5.8.5 Ensuring written documents, for example, appointment letters and contracts, are easy to understand
  - 5.8.6 In the ASSET Plus (assessment and planning interventions framework) there is a tool to screen all young people to identify if they show signs of having a SLCN. To confirm if the young person has SLCN, an assessment will need to be conducted by a Speech and Language Therapist (SLT).
- 5.9 The overall vision of the service is to empower the workforce to lead on the identification of SCLN needs and identify the most appropriate response in a way that can be enshrined throughout ongoing interactions with that young offender both within and outside of the Youth Justice service.

## 6. AIMS AND OBJECTIVES OF SERVICE

- 6.1 The requirements of the 1998 Crime and Disorder Act for Health Services, and the requirements of Section 37 of the Crime And Disorder Act 1998 (Archbold 5-231), which requires the principal aim of agencies involved in the youth justice system to be the prevention of re-offending by youth offenders, will be adhered to
- 6.2 The contractor will be required to deliver an integrated SALT service with a focus on three key areas:
- 6.2.1 Workforce skill development in identifying and delivering interventions **(Universal+ Level)**
  - 6.2.2 Developing a sustainable and embedded ability within the Youth Justice service to respond to SLCN needs identified within the Youth Justice system and link the identified actions to the appropriate pathways beyond so that long term outcomes for individuals are routinely improved. **(Targeted Level)**
  - 6.2.3 Specialist Interventions and Input **(Specialist Level)**
- 6.3 The service will increase the identification and assessment of Young Offenders with SLCN in Kent and help to facilitate the delivery of direct support to these Young Offenders to achieve better outcomes and improved life quality. Workforce skill development will focus on working with agencies, volunteers and professionals in the Youth Justice setting so they are able to identify, assess and directly support their SLCN needs, whilst the Interventions and consultation element will provide specific guidance, assessment and resource enhancement. The requirement to develop sustainable capability within the service will involve, , the identification of gaps, the provision or identification of solutions to fill these gaps and improvements to current assessment processes and documentation. The provider will also be required to work flexibly in recommending and delivering responses to other issues that would help or prevent the development of this sustainable capability.
- 6.4 The provider of this service will empower the Youth Offending Teams to enable young offenders to achieve better long-term outcomes as a result of having their SLCN needs identified and responded to appropriately, whilst in most cases enabling their key worker to deliver the majority of interventions, whilst ensuring that other individuals are aware of what they need to know to take into account the individual young person's circumstances. The ability to respond appropriately will take account of the individual's previous experiences, their future likely pathway, and their interactions with a wide range of individuals – including those within the courts.

## 7. OUTCOMES – WHAT WILL SUCCESS LOOK LIKE?

- 7.1 The following outcomes are sought to indicate the delivery of a successful service:
- 7.1.1 Key practitioners within the Youth Justice Service and across a range of youth justice partner agencies routinely access information and resources relevant to understanding speech, language and communication needs in young offending environments.

- 7.1.2 All children and young people with a special educational need should benefit from the joint arrangements from joint commissioning of education, health and care provision. Children and young people with special educational needs that have not been properly identified or addressed through an EHCP or appropriate alternative response are referred to the correct pathway
- 7.1.3 Children and young people with identified SLCN will reduce their re-offending risk. Children and young people can receive quick and proportionate access to targeted and/or specialist identification of communication difficulties and speech, language and communication needs profiling, with the right response being identified and implemented.
- 7.1.4 Children and young people will have access to personalised interventions to address identified communication difficulties in the most suitable environment or setting matched to presenting issues
- 7.1.5 Children and young people will better understand their own communication strengths and weaknesses so that they feel empowered to make positive choices about their communication needs support and have a means to request help when and how they need it.
- 7.1.6 Children and young people will be enabled to understand and engage positively when they come across language, jargon and interactions that are specifically associated with the criminal justice system.
- 7.1.7 Children and young people will become more actively involved and increase their engagement with interventions associated with youth justice systems
- 7.1.8 Youth Justice Workforce will be upskilled to be able to sensitively and appropriately support communication difficulties within interventions in order to address the existing SLCN issues and prevent these from escalating.
- 7.1.9 Parents and carers of children with identified SLCN will receive specific coaching to build their confidence as key communicators and supporters of educational outcomes for their child.
- 7.1.10 Children and young people with identified SLCN and/or associate special educational needs will learn to manage these health needs as a long-term condition or disability
- 7.2 The service will be considered successful if young people in the Youth Justice system are able to communicate effectively and confidently both within the Youth Justice setting and in the outside world.
- 7.3 Success will be measured by a range of methods. These include establishing figure based Key Performance Indicators (KPIs), and feedback from Youth Justice staff, volunteers and partner agencies, KCC and / or third-party agency inspections and so on. The KPIs will be developed upon agreement as to how bidders propose to deliver the service; however, the following summary outcomes at each level will inform how these will be shaped:
  - 7.3.1 At the **Universal+ level**: All staff can confidently deliver good quality basic SLCN interventions, using tools that have been subject to expert oversight and development.
  - 7.3.2 At the **Targeted level**, There is a sustainable, responsive and embedded ability within the Youth Justice service to respond to a wide range of SLCN needs identified within the Youth Justice system, and identified actions are, where

appropriate, consistently linked to the best pathways beyond so that long term outcomes for individuals are routinely improved. .

7.3.3 At the **Specialist level**, high quality specialist assessments and interventions delivered within a defined time period, with staff empowered to deliver these wherever possible.

7.4 This service specification has been designed to allow a flexible solution to improving outcomes to be developed.

## 8. HOW WILL THESE OUTCOMES BE DELIVERED?

8.1 As per Section 6.2, the service will have three specific areas of work. It will be for the provider to determine how to realise the overall outcomes required as a result of working within these three key areas. However, some of the key activities that are likely to be required within each of these three key areas are as follows:

### 8.2 Universal+ Level - Workforce skill development in identifying and delivering interventions

Example Activities	Supporting Information
Provide initial training to help staff, volunteers and partner agencies working with young people involved in the Youth Justice System to develop an understanding of SLCNs and how to support these.	It should be noted that the majority of staff will have received training on SLCN, so any future training is likely to be for small numbers of new starters and volunteers. The provider will be expected to use their own training materials to deliver this. It is anticipated that a one-day course per quarter will need to be provided.
Support the Youth Justice service to develop a SLCN Screening Tool, that is compatible with existing assessment tools, to identify and meet young people's needs and support onward referrals for specialist support where necessary.	This will involve adapting current assessment processes; elements of the screening process are in place but will need refining.
Empower staff to carry out basic SLCN interventions with young people, their families and with partner agencies.	Empowerment means supporting staff in the delivery of interventions, with any support given with the intention of supporting learning and enabling staff to take a lead on the
To review/adapt documents and letters used with young people and families to ensure that these are suitable for young people with SLCNs.	There are in the region of 15-20 letters that need refining, which are no more than a page each.
Contribute to the design of existing parenting groups by ensuring that SLCNs are appropriately addressed within these programmes	There are twelve parenting groups and each of these will need initial input and then review over the course of a twelve-month period.
Support the development of basic awareness SLCN e-learning for the Kent children's workforce.	There is already an e-learning package in place, but this will require review and development.
Provide information (such as leaflets) for staff, young people and families about SLCNs; Specific selection of leaflets, flyers, posters to be provided which can be reused whenever needed	

8.3 **Targeted Level - Developing a sustainable and embedded ability within the Youth Justice service to respond to SLCN needs identified within the Youth Justice system and link the identified actions to the appropriate pathways beyond so that long term outcomes for individuals are routinely improved.**



<b>Example Activities</b>	<b>Supporting Information</b>
To attend Youth Justice Unit meetings in person to offer advice and guidance with Youth Justice casework.	Each month there are six Adolescent Early Help Unit team meetings and four Youth Justice Unit meetings; providers would be required to attend 10 meetings per month, for a total of two hours each
Provide telephone support and a consultation service for Youth Justice Units during normal office hours (normal office hours for the purposes of this specification are Monday to Friday from 8.30am until 5pm);	This service would need to be available throughout office hours; where a call cannot be taken, a call back would be required to be provided within 48 hours
Oversee the quality of assessments undertaken by Youth Justice staff and identify additional training/work needed to deliver the best outcomes for individuals, including whether a more specialist assessment and planning is required	
Undertake a gap analysis to determine how individuals' SLCN needs are managed both before and after any involvement with Youth Justice and provide recommendations as to actions to ensure long term sustainability,	
Develop processes to ensure that young people have a documented SLCN plan that they have agreed to, which identifies their needs, and are empowered to convey these to all relevant parties within and outside of the Youth Justice Service.	
Develop a process for ensuring that individuals are linked to the right pathways beyond the Youth Justice Service	

#### 8.4 Specialist Level - Specialist Interventions and Input.

<b>Example Activities</b>	<b>Supporting Information</b>
Provide SLCN input into Youth Justice Unit assessments, reports and intervention plans, and attend planning/review meetings for young people with SLCNs;	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.
Provide case liaison with Health services in the community and the Secure Estate.	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.
Provide case liaison with other Youth Justice teams when young people transfer to/from Kent	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.
Carry out specialist assessments of young people working with Youth Justice Units who are identified with SLCNs where a specialist assessment is required.	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.
Deliver specialist SLCN interventions to young people working with Youth Justice Units who are identified with SLCNs.	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.
Offer expert support to ensure access to community SLCN services	The numbers are not known, but providers should give consideration to the total numbers of court and out of court disposals given in this specification.

## 9. OVERVIEW OF CURRENT SERVICE AND ESTIMATED VOLUMES

9.1 The volume and demand for the service cannot be accurately predicted as the lack of consistent countywide services for adolescents in the criminal justice

system means that there is no accurate data available. Previous reports on the cohort of young people indicate that around 70% of young people may have SCLN needs.

- 9.2 In the year 2018/19 there were a total of 439 young people who received a Court Disposals and 445 young people who received an Out of Court Disposals. Using existing research, this suggests that the demand for some kind of SCLN intervention or input amongst those young people receiving a Court disposal would be around 263 young people spread across four Youth Justice teams. For those receiving Out of Court disposals, we anticipate that the proportion of young people needing some kind of SCLN intervention would be lower, being around 100 young people spread across six Early Help Adolescent Units; however, these figures are estimates. It is not clear what proportion of these young people will require a specialist intervention and how many can be supported by internal Youth Justice staff.

## **10.WHO THE SERVICE IS FOR?**

- 10.1 This KCC Commissioned SCLN service is intended for Young Offenders (both within the Youth Justice Units and Early Help Adolescent Units) and the Staff, Volunteers and Partner Agencies that support them.
- 10.2 Young Offenders are young people who are in contact with the youth justice system as a result of committing a crime. The formal youth justice system (YJS) begins once a child or young person aged 10 or over (and under the age of 18) has committed an offence and receives a reprimand or warning or is charged to appear in court. Therefore, any young person meeting these criteria will be eligible for this SCLN service support. *Kent Public Health Observatory 'Kent 'Young' Offenders' JSNA Chapter Summary Update 2015-16*
- 10.3 Staff, Volunteers and Partner Agencies will benefit from SCLN training for identification, assessment and interview. These stakeholders include (but are not limited to) Youth Justice Units, Youth Justice Teams, Early Help Adolescent Units, Health Services, Secure Estate and Charitable Organisations.
- 10.4 Young offenders are a group of young people (10 – 18) who are subject to significant disadvantage and disproportionate levels of health need. With high prevalence of mental and physical health conditions, and health harming behaviours, it is not surprising that there is a significant level of comorbidity amongst young offenders. This includes co existing substance misuse and mental ill health, and the coexistence of conduct disorders and depression and / or attention deficit disorders. ***Kent Public Health Observatory Kent 'Young Offenders' JSNA Chapter Summary Update '2015-16'***

## **11.SERVICE DESCRIPTION AND SERVICE DELIVERY**

- 11.1 Anticipated volumes of service are either stated in Section 9.2, or are unknown, and will be anticipated based on a transactional basis.
- 11.2 All services will need to be available during normal working hours, which for the purposes of this specification are Monday to Friday from 8.30am until 5pm.

- 11.3 Whilst the provider will be required to work closely with Youth Justice and Early Help staff in the first instance, they will also be required to work with Health staff and staff from the Secure Estate as appropriate to determine the appropriate response for each individual case.
- 11.4 Given the complex needs of the target demographic profile, the contractor will need to demonstrate their capability to deliver the required services. As such, the contractor will need to supply evidence that all staff are professionally qualified to deliver SLCN services, are subject to up to date enhanced Disclosure Barring Service checks and have undertaken relevant training in regard to Safeguarding and Child Protection.
- 11.5 The contractor will also need to demonstrate the ability to design methods for and consider feedback from both service users and staff to ensure that the service can be subject to continuous development during the contractual period.
- 11.6 The contractor will be required to record response times to all areas of activities; the work undertaken, and both the anticipated and realised outcomes for each intervention undertaken.
- 11.7 For the service to work effectively, it will need to be integrated within the units it supports. For this reason, it is anticipated the successful provider will have access to KCC offices and IT equipment but will need to work within the areas that it supports. It is anticipated this will mean physically working alternately within the four Youth Justice team bases (North, South, East and West Kent) in an evenly distributed manner, or in proportion to work volume and need, though may also need to work within the Early Help Adolescent teams as well Locations of Youth Justice Units and Early Help Adolescent teams are specified in Appendix A. It should be noted that these locations may change during the life of the contract and providers will be expected to adjust working arrangements accordingly.
- 11.8 The provider will be expected to engage with local forums and partnership arrangements to ensure the delivery of services is joined up across the county in a way that takes partners' needs into account. Key to this will be engagement with the Local Children's Partnership Groups and the Area Partnership Managers.

## **12. SOCIAL VALUE**

- 12.1 The provider should outline how it intends to secure improvements to economic, social and environmental wellbeing and how this will be achieved in relation to KCC's priorities and outcomes. The provider should outline how it can contribute to the wider development of SLCN priorities and outcomes within the county as a whole.
- 12.2 Providers should give consideration to the five Social Value Priorities for KCC which are as follows:
- 12.2.1 Local Employment
  - 12.2.2 Local Economy

- 12.2.3 Community Development
- 12.2.4 Good Employer
- 12.2.5 Green and Sustainable

### 13. PERFORMANCE MEASURES

No.	Service outcomes	Activities	Indicators	KPI	Monitoring Frequency	RAG rating
1.	At the universal level, all staff are able to confidently deliver good quality basic SLCN interventions, using tools that have been subject to expert oversight and development	Activities that will be delivered to achieve these outcomes	Performance indicators E.g. type of; number of; level of; whether or not.	How we will measure the change created	e.g. quarterly	e.g. 2 consecutive quarters
2.	At the targeted level a consistently responsive and high-quality service is delivered when required, in a way that identifies all appropriate actions, and provides responsive support in delivering them.	Activities that will be delivered to achieve these outcomes	Performance indicators E.g. type of; number of; level of; whether or not.	How we will measure the change created	e.g. quarterly	e.g. 2 consecutive quarters
3.	At the specialist level, high quality assessments are delivered within a defined time period, with high-quality interventions also delivered within a defined time period.	Activities that will be delivered to achieve these outcomes	Performance indicators E.g. type of; number of; level of; whether or not.	How we will measure the change created	e.g. quarterly	e.g. 2 consecutive quarters

### 14. CONTRACT PERIOD AND PAYMENT TERMS

14.1 The contract will run from 1<sup>st</sup> February 2020 until 31<sup>st</sup> March 2021 which reflects the period for which funding has been offered. This specification makes the provision for a possible one-year contract extension based on the performance of the provider and the further availability of funding to finance an ongoing service model.

14.2 Payments will be made monthly in arrears.

### 15. CONTRACT GOVERNANCE

15.1 KCC – comprising of both representatives from the Youth Justice Service and the Children's Commissioning team will be responsible for contract management.

15.2 Performance against outcomes will be reported to Divisional Team meetings (for the Early Help and Preventative Services division of Integrated Children's Services) and will also be made known to Kent County Council elected members.

Data collected from the contractor (as outlined in Section 6.6 of this specification) may also be used to inform future commissioning activity.

## **16. CONTRACT MONITORING AND PERFORMANCE MANAGEMENT**

- 16.1 The Contractor shall work collaboratively with the Council and other agencies and professionals to continuously improve the Service in order to achieve better outcomes for individuals within the Youth Justice Service. The Council will seek to engage the input of young people wherever possible, and the provider will be required to demonstrate how their input has been considered in developing the service.
- 16.2 The Contractor's performance shall be measured using the Key Performance Indicators specified in Section 8 above as well as Schedule 14 (Contract Management). In addition to the formal review meetings described in Schedule 14, the Council intends to develop a collaborative relationship between commissioners and all of our Contractors, characterised by dialogue, collaborative working between agencies and professionals and a commitment to achieving better outcomes for children.
- 16.3 Formal contract monitoring meetings will take place with both the Council's and the contractor's Contract Managers on a quarterly basis. Regular less formal meetings will take place when required between both the Council's and the Contractors Contract Managers.
- 16.4 Contractors will be required to collate and present the data collected as outlined in Section 11.6 and to comment on internal performance data collected by Youth Justice staff in relation to the quality of service; adjusting the approach to delivery as required and within the principles of developing a new service as a collaborative partnership.

## **17. KEY RISKS**

- 17.1 This is a new service for which levels of demand – and the degree to which they are split across the levels of need – are unclear. The provider will need to set out how and to what extent they could realise the outcomes required based on their knowledge of the service and the data provided herewith.
- 17.2 There is a risk that scope and reach of the intended longer term outcomes expands into ambiguity, so to mitigate this the commissioners and provider will need to work together to satisfy the commissioning partnership's purpose to fulfil statutory duties, whilst considering how best to appropriately integrate with pathways that are already in place in a way that minimises duplication and deliver better outcomes for young people.
- 17.3 Consultation with SEND commissioning colleagues identified that there is a known shortage of SALT providers with capacity for growth both nationally and in Kent. Succession planning and efficient use of resources already prone to duplication are key areas for the commissioners and providers to consider. There

is considerable risk to the service delivery timeframe if not addressed in negotiations.

17.4 It is acknowledged that provision for children with an EHCP (that SLCN may contribute to) is saturated and unable to cope with demand, meaning the focus is on children with a higher level of need or for co-existing diagnoses. Subsequently, there is a risk of the successful provider being overwhelmed by service demand once mobilised. To mitigate the risk of overwhelm, we may require flexibility in agreement of shared priorities that requires collaboration across the stakeholders. Whilst it could be one option to prioritise high levels of need cases first, this would be likely to replicate the findings of EHCP related provision and so alternatives may be considered regarding scope and reach of the service in phased stages.

17.5 The availability of tools, formal and informal assessments processes, intervention programme resources and technologies to increase engagement in activity and models of delivery that are up to date may all be potential barriers to a service that can deliver quickly from the start of the contract and commissioner and the provider will need to work closely together to mitigate this.

17.6 Data security and compliance with the GDPR (see glossary below) are key risks of any commissioned contract and the provider will be required to set out how they will ensure compliance with the regulations at all times.

## **18. END OF CONTRACT**

18.1 Tools and training developed will remain the intellectual property of KCC at the point of the contractual term ending.

18.2 The contractor shall be responsible for making arrangements to ensure that Youth Justice and Early Help staff are able to continue any incomplete interventions with young people or are aware of which actions need to be taken if they are unable to do this themselves.

## **19. GLOSSARY**

19.1 A list of terms referred to within this document that relate specifically to Youth Justice are included below, together with their definitions:

<b>Term</b>	<b>Description</b>
Court Disposals	Where an offence has been through the court process and resulted in a decision being made through the courts as to the consequences for an individual relating to that offence.
Out of Court Disposals	An out of court disposal (OCD) is a method of resolving an investigation for offenders of low-level crime and anti-social behaviour such as graffiti and low-level criminal damage, when the offender is known and admits the offence. An OCD can only be used in limited circumstances. A driving principle for OCDs is to reduce re-offending by enabling restorative and reparative justice. Nationally, there are a number of methods for dealing with suspects in this way. These are universal and include community resolutions
Youth Justice Units	Units responsible for working with Young Offenders, usually those who have been subject to a Court Disposal. Units deliver Youth Justice interventions and targeted

	support to young people within the Youth Justice service and their families, with a view to reducing the likelihood of reoffending as part of a whole families' approach.
Adolescent Early Help Units	Units responsible for working with adolescents with a range of complex circumstances, challenges or behaviours. Adolescents worked with will include those dealt with via Out of Court Disposals
Secure Estate	The secure estate is the name given to the three types of secure accommodation that are reserved for children and young people in custody.
SLCN	Speech Language and Communication Needs. Children with <b>SLCN</b> may have difficulty with only one speech, language or communication skill, or with several. Children may have difficulties with listening and understanding or with talking or both.
SALT	Speech and Language Therapy – the health provision through which Speech and Language needs are identified, and interventions are implemented to improve communication abilities for better outcomes
EHCP	An Education Health and Care Plan (EHCP) is for children and young people aged up to 25 who need more support than is available through special educational needs support. Education, EHCPs specify the provision required and how education, health and care services will work together to meet the child or young person's needs and support the achievement of the agreed outcomes. An EHCP is <b>legally binding</b> – the support detailed in the Plan must be provided.
GDPR	The General Data Protection Regulation (GDPR) is a compliance standard intended to strengthen data protection for individuals across the <u>European Union</u> . GDPR replaces the 1995 data protection directive and changes the way companies must handle the personal data of EU residents

## Appendix A – Location of Youth Justice Units and Early Help Adolescent Teams

YOUTH JUSTICE UNITS	
Area	Address
North Kent	Joynes House, New Road, Gravesend, Kent DA11 0AT
East Kent	Quarterdeck Youth Centre 15 Zion Place Margate Kent CT9 1RP
South Kent	Shepway Youth Hub Five 5 Grace Hill Folkestone Kent CT20 1HA
West Kent	Maidstone Youth Hub InfoZone 3 Palace Avenue Maidstone Kent ME15 6NF
ADOLESCENT EARLY HELP TEAMS	
Area	Address
North 1	Riverside Children's Centre, Dickens Rd, Gravesend DA12 2JY
North 2	Newhouse Youth Centre, Chalkwell Rd, Sittingbourne ME10 2LP
West	Tunbridge Wells Youth Hub 39a Grove Hill Road Tunbridge Wells TN1 1SD
East	Quarterdeck Youth Hub, 15 Zion Place Margate Kent CT9 1RP
South 1	Dover Youth Hub Park Avenue, Deal CT14 9UU
South 2	Ashford Youth Hub Mabledon Ave, Ashford TN24 8BJ