Oldham Children's Centres
Implementing Payment by Results

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What does this mean?

- Nothing new
- What do we want to achieve?
- What needs to change?
- Based upon entitlements and individual as well as collective responsibility and accountability

Developments Underway: Oldham's Targeted Intervention and Prevention Strategy

- Define entitlements:
  - ***0-4 offer "ready for learning"***
  - *5-11 "ready for life"*
  - *12-19 "ready for work and parenthood"*
- Early intervention programme of **troubled families**
- Tracking child development – single assessment pathway – Even earlier identification
- District delivery model and cluster inspections
- Payment by Results linked with robust joint commissioning strategy

What will make this happen?

- Ownership of the changes needed – Co-production with providers and partners
- Commitment of resources to enable change
- Cost benefit – stops being a phrase we use and becomes the way we work
- Accountability – children’s trust

The story so far…

- “Through the door first” model introduced 2011 when…
  - 49% families in “greatest need” engaged with centres
  - 50% families living in deprivation (IMD 30% LSOA) engaged with families
- April 2011 – Financial incentives and measures introduced aligned to the TTDF model
- By end Q4 2012…
  - 84% families in “greatest need” engaged with centres
  - 75% families living in deprivation (IMD 30% LSOA) engaged with families

Measuring performance

First trial year - Contracts

What are we measuring?

- Suite of performance measures with interactive dashboards
  - Core purpose/Ofsted framework aligned
  - Matching EYFSP data to CC engagements to breastfeeding data to healthy child programme data to social care data to…..
  - What VALUE is added by the centre?
- ICT – Linking systems, evidencing impact
- What does a provider want to know? “Am I going to achieve the PbR thresholds and generate the income?”

Measuring LIVE performance

An example…

"The % of children in greatest need having sustained contact with children's centre services"

Welcome - Authority User

Payment by results

Oldham Council

Authority | Portfolio | District | Centre | Everyone

Reporting

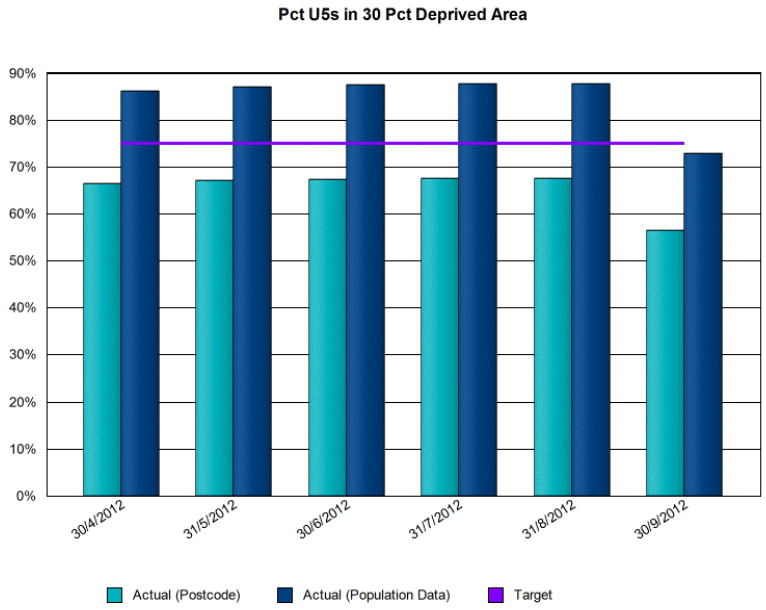
Authority Reports

Pct 'In Need' Registered on eStart
Pct U5s in 30 Pct Deprived Area
Pct with Sustained Family Contact

Summary of Measures (PDF)

Miscellaneous Reports

Missing Post codes
My Children Report



What do we pay? When do we pay it?

- Contracts in place for delivery of CC offer
- Agreement in contracts to “co-produce” what PbR looks like
- % of contract value withheld in subsequent years and released pending evidence of impact.
  - Weighted against individual measures
  - E.g. achieving Good or Outstanding at Ofsted may attract more than increasing overall registrations
- Must get the balance right
  - If PbR is too high, may exclude smaller providers from the market as the infrastructure is not there

Challenges (big problems!)

- **The trial brings many!**
  - Information sharing
  - Integration of information and quality of information
  - Change of practice and culture
  - Perverse/negative incentives
  - How much do we pay? When do we pay? Are we excluding future providers from the marketplace?

Next steps..

- **Local developments utilising learning from trial**
  - Early childhood services – partnership agreements
  - Investment agreements linked Troubled Families
  - Integrated assessment
  - Integrated outcomes
  - Integrated PbR
  - Integrated accountability