

Report of: The Chief Officer Partnership Development and Business support

Report to: The Director of Children's Services

Date: 4th November 2015

Subject: Waiver of the Contracts Procedure Rule(s) in order to enter into a contract with Triangle Consulting Social Enterprise Limited for Outcomes Star



Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. We do not currently have a system in place that allows us to work collaboratively with families to identify outcomes, track progress and measure impact.
2. Discussions with our Evaluation Partners for the Family Valued Programme have also identified the need for a suitable product to support the detailed assessment and monitoring of impact of targeted family support, which forms part of the wider external evaluation of the Family Valued Programme.
3. Our conversations with other Local Authorities have identified Outcomes Star as the only suitable product for this type of outcomes measurement work with families. It is a restorative approach which supports positive engagement with families as well as accurate reporting.
4. Use of the tool would support outcomes monitoring for both the Family Valued and Families First programmes in the first instance and could be rolled out more widely once embedded.

Recommendations

5. The Director of Children's Services is recommended to approve the waiver of contracts procedure rule (CPR) 8 to purchase and implement the Outcomes Star suite of tools without competition from Triangle Consulting Social Enterprise Limited (TCSEL) to measure outcomes for families as part of the Family Valued and Families First programmes.

1 Purpose of this report

- 1.2 To seek approval to waive CPR 8 to purchase the Outcomes Star suite of tools to measure outcomes for families as part of the Family Valued and Families First programmes without competition from TCSEL .

2 Background information

- 2.1 The Outcomes Star suite of tools was developed by TCSEL and is an evidence-based tool for supporting and measuring change when working with individual people or families.
- 2.2 The Outcomes Star both measures and supports progress for service users towards self-reliance or other goals. It has also recently been adapted for use by the Troubled Families Programme. The stars fit well with the ethos in Leeds of an outcome based accountability approach and working restoratively with children young people and families as the stars are designed to be completed collaboratively as an integral part of work with families.
- 2.3 The model works with Licensed Trainers (LT) trained and licensed by Triangle so they can train our staff as needed in the relevant stars. The LT course is 2 days and it can be run in Leeds to limit additional costs.
- 2.4 We would like to train 150 people to use the Star and train 6 people to be Licenced Trainers.

The following areas would be in scope to use the Outcomes Star

Family Intervention Services:

- In-house Family Intervention Service (FIS) teams
- Commissioned FIS (Health for All)
- Multi Systemic Therapy teams
- Signpost
- Commissioned Families First Third Sector family support workers

Family Valued Programme:

- Family Group Conference Service

- New services commissioned through the Family Valued programme

There is also potential to use the Star in a wider context with families receiving support and involved in less formal family group decision making.

3 Main issues

- 3.1 One of the ambitions stated in the Children and Young People's Plan and which underpins the Family Valued Programme, is that the default behaviour of children's services in all its dealings with local citizens/partners and organisations is restorative - high support with high challenge. We need to be able to engage with families in this way and measure the impact of doing so. Whilst we have a wealth of performance management data, we do not have a robust system in place for measuring impact of work with families. The Outcomes Star would facilitate this and, as it is completed in collaboration with families, would be a restorative approach to outcome monitoring.
- 3.2 In addition families with multiple needs are receiving targeted support from across a range of key agencies as part of the Families First Programme. Use of the Outcomes Star would enable us to more closely monitor outcomes for families receiving support through the Families First programme, which would also support the national expectations of Troubled Families Programmes to clearly measure and demonstrate impact against the agreed Outcomes Plan and maximise Payment By Results income.
- 3.3 There is also scope to use the Star as part of the Reunification Pilot and therefore start to bring outcome and impact monitoring across a wide range of activity with families into a consistent approach.
- 3.4 Our conversations with other Local Authorities have identified Outcomes Star as the only suitable product for this type of work with families. Other products such as Rickter Scale and Strengths and Difficulties questionnaires have been explored but found to not provide the level of detail and interaction with families required for this programme.
- 3.5 An Outcomes Star reading is taken by the worker and family at or near the beginning of start of the piece of work with them. Using the ladders or other scale descriptions, they identify together where on their ladder of change the service user is for each outcome area. Each step on the ladder is associated with a numerical score so at the end of the process the scores can be plotted onto the service user's Star. The process is then repeated at regular intervals (every three, six or 12 months depending on the work) to track progress. The data can be used to track the progress of an individual service user, to measure the outcomes achieved by a whole project and to benchmark with a national average for similar projects and client groups.
- 3.6 Discussions with our Evaluation Partners for the Family Valued Programme have also identified Outcomes Star as the only suitable product to support the detailed assessment and monitoring of impact of targeted family support that is required.

3.7 As the outcomes star is the product most utilised by local authorities then it is a robust benchmarking tool to measure impact against, added to that, because it has been so widely adopted the support available to users is more comprehensive than for other providers.

3.8 The Outcomes Star suite of tools is compatible with Mosaic, the system which will replace Frameworki in the coming months. Triangle Consulting are currently talking to Core Logic regarding the integration of the Outcome Star into Mosaic. The original application for funding for this initiative was for a 12 month pilot period. This document seeks to agree funding in principle for 2 years. This on the basis that the Star on-line system will be used to support, measure and monitor our work with families for a one year pilot,. Assuming the pilot is successful, a second year's funding agreement at this stage would allow for seamless incorporation to the new system with minimum disruption. It also places the authority in a better position to negotiate costs, which have been kept lower on the basis of a two year commitment.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This decision is supported by subgroups of the Family Valued programme and the external evaluation team.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 Screening form attached

4.3 Council policies and Best Council Plan

4.3.1 This proposal supports the ambitions of Family Valued Programme and outlined in the Children and Young People's Plan by supporting children's services staff to work collaboratively with families. The Star supports a high challenge, high support approach to identifying and measuring outcomes and impact.

4.4 Resources and value for money

4.4.1 The cost to train 6 people as licensed trainers is £9800.

4.4.2 The cost for licences for 150 people is £4950, a cost of £33 per person. The total cost for the year therefore would be £14,750

4.4.3 The costs for the licences for a second year would be a further £12,300.

4.4.4 This brings the total cost to £36 850.

4.4.5 Work has been undertaken to explore other options and seek an equivalent product – however we are unable to identify any other appropriate tool and so have not sought additional quotes on the basis that this is the only suitable provider.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The value of the contract detailed within this report are below the level for key decisions as prescribed within the council's constitution and therefore this decision is not subject to call-in.
- 4.5.2 Giving the work to this provider without competition could leave the Council open to a potential claim from other providers, to whom this contract could be of interest, that it has not been wholly transparent. In terms of transparency it should be noted that Contracts Procedure Rules suggests that contracts of this value should be subject to a degree of advertising. It is up to the Council to decide what degree of advertising is appropriate. In giving the work to this provider without competition there is a potential risk of challenge from other providers who have not been given the chance to tender for this opportunity.
- 4.5.3 Whilst there is no legal obstacle preventing the waiver of CPR 8. the above comments should be noted when making the final decision, the Director of Children's Services should be satisfied that the course of action chosen represents Best Value for the Council.

4.6 Risk Management

- 4.6.1 The Family Valued Programme is a 1 year funded programme which aims to embed significant changes in practice and embed family group conference and family group decision making as core practices. It is essential that we are able to capture the impact of this type of work; this suite of tools would enable us to do so, working restoratively with families. The risk of not implementing the approach would be that we are unable to do so which would impact significantly on embedding the approach and on any future funding applications.
- 4.6.2 The ability to clearly monitor outcomes is crucial to securing Payment By Results (PBR) income for the Families First programme and outcome monitoring for the programme is now subject to significant scrutiny. If we do not have a suitable outcome monitoring tool in place this may limit the amount of PBR income we are able to achieve.

5 Conclusions

- 5.1 It is important to the success of the evaluation of the Family Valued Innovation Programme that a system is in place to work with families in this way. The only system available that can provide this level of detail and accuracy is the Outcomes Star.

6 Recommendations

- 6.2 The Director of Children's Services is recommended to approve the waiver of contracts procedure rule (CPR) 8 to purchase and implement the Outcomes Star suite of tools without competition from Triangle Consulting Social Enterprise Limited (TCSEL) to measure outcomes for families as part of the Family Valued and Families First programmes.

7 Background documents¹

¹ The background documents listed in this section are available to download from the Council's website,

7.1 None

unless they contain confidential or exempt information. The list of background documents does not include published works.