

**Report of Deputy Director of Children and Families**

**Report to Director of Children and Families**

**Date: 31.01.2018**

**Subject: To waive the requirement of the Contracts Procedure Rule(s) 9.1 & 9.2 in order to enter into a new contract with Home-Start Leeds for the delivery of Family Support services.**



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. The report seeks the approval of the Director of Childrens and Family services in waiving the requirements of the Council's Contracts Procedure Rules (CPR's) in respect of entering into a new contract with Homestart.
2. In March 2017 Children's Services Leadership team (CSLT) were asked for permission to undertake a family support review. A review was proposed as a key component of Leeds achieving the vision to being a Child Friendly City is having a robust offer of family support. Leeds currently has a vast offer of family support that has developed and strengthened over a number of years. The offer is delivered by a number of partners including the Local Authority, clusters, schools and a wide range of third sector organisations.
3. The review will look at a number of factors that impact on the delivery of services to children, young people and their families. For example:
  - statutory duties for children, young people & their families
  - feedback from Ofsted
  - assessment of need
  - roles of different services and how they fit together
  - staffing structure of services and how that impacts on delivery of services
  - identification of further opportunities for co-production and joint working

4. It is important that sufficient time is taken to undertake a robust review. A tentative timeline indicates that new arrangements will be in place for early 2019. It is important to ensure, that whilst the review is taking place, arrangements continue for delivery of family intervention support services to ensure continuity of support for families.
5. It is recommended, a new contract be issued to Home-Start for 10 months with the option to extend for 1 x 5 months. A key reason for this waiver is that Children and Families need an interim arrangement whilst the review of the Family Support Services is underway. The review will further indicate the best way forward in terms of commissioned services and family support. It is recognised that Homestart provides a valuable service, in support of the family support arrangements.
6. There is a need to ensure that the new arrangements are put in place. Home-Start will submit a service delivery model, in line with the service specification, which will be evaluated by the relevant project team before the contract award is confirmed.
7. In allowing the current provider to deliver services, Children Services will benefit in the following ways:
  - The continuation of the current provider will ensure continuity in service delivery. Contract monitoring arrangements indicate that the current provider is meeting performance objectives as they currently stand.
  - The current provider would offer the best value for money option to Leeds City Council, as an open market competition leading to a change of provider would not be possible in the timeframe available and would incur disproportionate transition costs.

## **Recommendations**

The Director of Children and Families is recommended to waive contract procedures rules 9.1 and 9.2 to award a contract, without competition, to Homestart for delivery of Family Support Service. The contract will commence on 1<sup>st</sup> April 2018 and will expire on 31<sup>st</sup> January 2019 with the option to extend for 1 x 5 month period. The contract value will be a maximum of £236,122.

## **1 Purpose of this report**

**1.1** The report seeks a waiver to CPR's 9.1 and 9.2 in respect of services for children, young people and families to be delivered by Homestart.

**1.2** The determination of funding arrangements has been the subject of extensive discussion, and the final determination has been made following detailed consultations within the Directorate.

## **2. Background information**

- 2.1 Home-Start offers a unique 'volunteer home visiting family support service'. Volunteers who are usually parents themselves are trained, supported and supervised by highly skilled paid co-ordinators to provide a home visiting family support service for young families facing difficulties and struggling to cope with the demands of family life.
- 2.2 Providing a 'whole family' approach, the service supports parents from amongst some of the most marginalised and disadvantaged communities, coping on a daily basis with issues such as poverty, isolation, poor health, disability and abuse.
- 2.3 Referrals to the service are made with the family's consent. Referrals are made where there are concerns in relation of a child or children and at least one child is subject to a plan such as an EHA (Early Help Assessment), a child protection plan, or have been the subject of support from FIS (family intensive support) and require further support following a 6 to 12 month period of support via FIS, a plan arising as a result of family group conferencing (FGC).
- 2.4 Family issues that may result in concern would include:
- Mental illness,
  - Disability,
  - Domestic abuse Substance/alcohol misuse
  - Learning difficulties
  - Very young parents/ lone parenting/social isolation
  - Poverty
- 2.5 The service provider will:
- Submit a service delivery model, in line with the service specification, which will be evaluated by a project team before contract award is confirmed.

## **3. Main issues**

- 3.1 In March 2017 Children and Family Services Leadership team (CSLT) were asked for permission to undertake a family support review. A review was proposed as a key component of Leeds achieving the vision to being a child friendly city is having a robust offer of family support.
- 3.2 Leeds currently has a vast offer of family support that has developed and strengthened over a number of years. The offer is delivered by a number of

partners including the Local Authority, clusters, schools and a wide range of third sector organisations.

3.3 The family support review will look at a number of factors that impact on the delivery of services to children, young people and their families. For example:

- statutory duties for children, young people & their families
- feedback from Ofsted
- assessment of need
- roles of different services and how they fit together
- staffing structure of services and how that impacts on delivery of services
- identification of further opportunities for co-production and joint working

3.4 It is important that sufficient time is taken to undertake a robust review. A tentative timeline for the review indicates that new arrangements will be in place for early 2019. It is important to ensure, that whilst the review is taking place, arrangements continue for delivery of family support services to ensure continuity of support for families.

3.5 Children and Family Services currently hold a contract with Homestart for delivery of Family Support Service. This contract expires on 31<sup>st</sup> March 2018. Permission is therefore being sought to establish a new contract with Homestart to commence on 1<sup>st</sup> April 2018. This contract will be for a maximum of £236,122.

3.6 Issuing a new contract to Homestart allows the opportunity to refine the service specification during this transitional period. Consideration will be taken around the ongoing developments of restorative early support teams (REST) to ensure the service delivered by Homestart is compatible with these developments. It will also be used as an opportunity to review the data captured by Homestart, as part of their family support delivery, to enable as much intelligence as possible to feed into the ongoing family support review.

3.7 Homestart have considerable expertise and a good performance history in delivering family support. Children's Services do not have any concerns in Home-Start's ability, or capacity, to deliver this interim contract.

3.8 Homestart are key stakeholder involved with the family support review.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

4.1.1 The proposal has been through consultation process involving: Children & Family Services Senior Leadership team, Executive Member for Children and Families, Head of Service Children's Social Work Services, Targeted Services Area Lead and Homestart.

4.1.2 Procurement have been consulted to ensure compliance with contract procedure rules and EU regulations.

4.1.3 A thorough stakeholder consultation has taken place as part of the Family Support review. This includes consultation with

- Children and young people.
- Families.
- Internal FIS practitioners and Managers.
- Commissioned service providers; practitioners and Managers.
- Referring agencies.

## **4.2 Equality and Diversity / Cohesion and Integration**

4.2.1 An equalities impact screening has been completed and is attached to this report.

## **4.3 Council policies and Best Council Plan**

4.3.1 This service supports the ambitions of the Best Council Plan and the ambitions of a Child Friendly City.

4.3.2 The service directly supports the following priorities of the Children and Young People's plan:

- Help children to live in safe and supportive families
- Ensure that the most vulnerable are protected
- Encourage physical activity and healthy eating
- Promote sexual health
- Provide play, leisure, culture and sporting opportunities.
- Improve social, emotional and mental health and well being
- Increase participation, voice and influence

## **4.4 Resources and value for money**

4.4.1 The maximum contract value will be £236,122. This would therefore be subject to a waiver under Contracts Procedure Rules (CPR's) 9.1 and 9.2. This would not be subject to call-in.

4.4.2 The current contract with Homestart was awarded via a waiver of contract procedure rules in 2016. At this time savings of 10% were achieved against the existing spend.

4.4.3 The quality and value for money of the service will continue to be monitored by the Commissioning and Market Management Service, Children & Families. Intelligence gained through the contract monitoring of this contract will be used to inform the family support review.

4.4.4 As part of the family support review; benchmarking will be undertaken to inform the value for money of any future commissioned arrangements.

## **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The decision to waive CPRs is a significant operational decision under CPR 27.2 and so this report will be published but 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 9.1 and 9.2, the above comments should be noted when making the final decision. The Director of Children and Family Services should be satisfied that the course of action chosen represents Best Value for the Council.

## **4.6 Risk Management**

- 4.6.1 There is a potential risk of challenge from other providers who have not been given the chance to tender for this opportunity. The Director of Children and Family Services is asked to accept this request for the reasons stated in 4.5.2.
- 4.6.2 In order to mitigate this risk, providers will be made aware of the future plans for tendering services and the opportunities this will present as well as their opportunities to contribute to the shaping of the services during consultations.
- 4.6.3 In the event this waiver to award the new contract is not approved, LCC duties will remain and therefore alternative delivery arrangements will need to be put in place. This would prove very difficult given constraints of time.

## **5 Conclusions**

- 5.1 The Director of Children and Families is asked to note the contents of this report and approve the waiver of contract procedures rules 9.1 and 9.2 to award a contract, without competition, to Homestart for delivery of Family Support Service

## **6 Recommendations**

- 6.1 The Director of Children and Families is recommended to waive contract procedures rules 9.1 and 9.2 to award a contract, without competition, to Homestart for delivery of Family Support Service. The contract will commence on 1<sup>st</sup> April 2018 and will expire on 31<sup>st</sup> January 2019 with the option to extend for 1 x 5 month period. The contract value will be a maximum of £236,122.

## **7 Background documents<sup>1</sup>**

- 7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.