

Report of Commissioning Manager - Children & Families

Report to Director of Children & Families

Date: 29th April 2019

Subject: Earned Autonomy commissioning implementation decisions



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: 10.4 (3) Appendix number: 2	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report is a consequence of the Earned Autonomy Implementation report dated 8th January 2019 and subsequent signed DDN dated 14th February 2019.
2. The report seeks to progress the implementation plans within the above report by seeking approval to vary contracts held with:
 - Humankind Charity (formerly DISC) for the Community Drug and Alcohol Prevention, Treatment and Recovery Service (known as Forward Leeds).
 - Touchstone - Leeds for the Community Based Mental Health Service (known as Live Well Leeds).
 - Leeds Women's Aid for the Domestic Violence and Abuse Services (known as Leeds Domestic Violence Service).

to include additional Children & Families EA (Earned Autonomy) investment for the purposes of specialist consultancy roles in the Early Help Hubs. The contracts have all been commissioned by Adults & Health.
3. The variations will enable specialist consultancy roles within each of the three Early Help Hubs around mental health, substance/alcohol misuse and domestic violence.
4. The key functions of the consultancy roles is to:

- To upskill the workforce around their approach to working with families experiencing mental health, domestic violence and/or substance/alcohol misuse.
 - To act as a single point of contact within the hub regarding advice and support to practitioners around their specialist area including hosting surgeries for practitioners.
 - Utilising, sharing and growing skills, knowledge and expertise across the partnership.
 - Act as a conduit between the EH Hubs and the consortium/range of providers within their specialist area.
 - To act as a champion for the Think Family approaches.
 - Provide expertise on complex cases
5. Approving the variations will support implementation of Earned Autonomy and support the ongoing developments within the Early Help Hubs.
6. The report also seeks permission to procure a programme of training around Motivational Interviewing via competitive tender. The training will be delivered to practitioners and leaders to ensure motivational interviewing is embedded within day to day practice and aligned with restorative practice approaches and Leeds practice Principles.

7. Recommendations

7.1. The Director of Children & Families is recommended to approve:

- 7.1.1. Variation to the contract awarded to Humankind Charity (YORE-9F7N76) for the Community Drug and Alcohol Prevention, Treatment and Recovery Service (known as Forward Leeds) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 7.1.2. Variation to the contract awarded to Touchstone – Leeds (DN325642) for the Community Based Mental Health Service (known as Live Well Leeds) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned Autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 7.1.3. Variation to the contract awarded to Leeds Women’s Aid (DN194503 - CONTRACT-9Y9N-Z2LOII) for the Domestic Violence and Abuse Services (known as Leeds Domestic Violence Service) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned Autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 7.1.4. Permission to procure a programme of training around Motivational Interviewing via competitive tender in accordance with Contract Procedure Rule 8.1. The contract will commence on 1st September 2019 for a period of 2 years. The maximum contract value will be £45k.

1 **Purpose of this report**

1.1 This report is a consequence of the Earned Autonomy Implementation report dated 8th January 2019 and subsequent signed DDN dated 14th February 2019.

1.2 The report seeks to progress the implementation plans within the above report by seeking approval to vary the below contracts to include additional Children & Families Earned Autonomy investment for the purposes of specialist consultancy roles in the Early Help Hubs:

- Humankind Charity (formerly DISC) for the Community Drug and Alcohol Prevention, Treatment and Recovery Service (known as Forward Leeds).
- Touchstone - Leeds for the Community Based Mental Health Service (known as Live Well Leeds).
- Leeds Women's Aid for the Domestic Violence and Abuse Services (known as Leeds Domestic Violence Service).

1.3 The report also seeks permission to procure a programme of training around Motivational Interviewing via competitive tender.

2 **Background information**

2.3 The Earned Autonomy Implementation report dated 8th January 2019 provided the proposals for implementing Earned Autonomy in Leeds. Part of the implementation is the establishment of Early Help Hubs (EHH).

2.4 EHH will be established in each of the three areas of the city. The hubs will be multi-disciplinary teams and will act as a single point of contact across the area and build capacity across the partnership supporting a getting it right first time approach. The will also work with cluster partners to enhance confidence, knowledge and skills in key areas.

2.5 It is widely known that families requiring early help face a number of challenges including mental health, substance/alcohol misuse and/or domestic violence. There is a need to provide expert advice and support to practitioners working with these families to ensure they can safely and appropriately support these families to improve outcomes for the whole family.

2.6 Adults & Health commission citywide contracts for community mental health, substance/alcohol misuse and domestic violence. The Earned Autonomy Steering Group made the recommendation to explore securing additional expert resource for the EHH via these contracts.

2.7 The benefits of securing resource via these contracts is:

- The specialist workers will be experienced and knowledgeable in their area of expertise: mental health, domestic violence, substance/alcohol misuse.
- The workers will be familiar with the swiftest referral mechanisms for cases that require a greater level of intervention.

- An ongoing conduit with the EHH and their employing organisations to share the latest knowledge, information and best practice.
- Think Family approaches/methodologies can be shared back with their employing organisations to improve practice around work with whole families.
- Provide evidence regarding impact and outcomes and inform future service development.

2.8 The Directorate has identified a need for motivational interviewing training across the workforce and this formed a key part of our submission for Earned Autonomy. The theory that motivational interviewing empowers parents to accept the help on offer to overcome their challenges and achieve better outcomes for their children.

3 Main issues

3.1 Variations:

3.1.1 The Director – Children & Families is requested to provide approval to invest Earned Autonomy funding to vary the following contracts in order to secure specialist consultancy provision in the Early Help Hubs.

- Humankind Charity (formerly DISC) for the Community Drug and Alcohol Prevention, Treatment and Recovery Service (known as Forward Leeds).
- Touchstone - Leeds for the Community Based Mental Health Service (known as Live Well Leeds).
- Leeds Women’s Aid for the Domestic Violence and Abuse Services (known as Leeds Domestic Violence Service).

3.1.2 The variation would be up to £120k p.a. per contract commencing on 1st July 2019 for a period of 2 years.

3.1.3 The purpose of the consultancy roles is to:

- To upskill the workforce around their approach to working with families experiencing mental health, domestic violence and/or substance/alcohol misuse.
- To act as a single point of contact within the hub regarding advice and support to practitioners around their specialist area including hosting surgeries for practitioners.
- Utilising, sharing and growing skills, knowledge and expertise across the partnership.
- Act as a conduit between the EH Hubs and the consortium/range of providers within their specialist area.
- To act as a champion for the Think Family approaches.
- Provide expertise on case work

3.1.4 The commissioned providers will support delivery against the Earned Autonomy Outcomes as detailed in appendix 2.

3.1.5 The commissioned providers will play an integral role in continuous review of the consultancy provision, alongside the Early Help Hub Managers to ensure the EA outcomes are being achieved.

3.1.6 The scope and nature of the overall contracts are not impacted by this additional funding.

3.2 Permission to Procure:

3.2.7 The Director – Children & Families is requested to provide permission to procure a contract for delivery of a Motivational Interviewing training programme.

3.2.8 The contract will be for two years; commencing on 1st September 2019, expiring on 31st August 2021 with no options to extend.

3.2.9 The contract will be scored on 40% price. Bidders will be asked to submit unit prices for the different components of delivery i.e. 2 day course, 1 day leadership session with bidders invited to bid their best price against a price cap for each component. The maximum contract value will be £45k.

3.2.10 The tender evaluation will comprise of:

- Price: 40%
- Quality: 60% which will be scored based on written tender questions.

3.2.11 The evaluation panel will comprise of representatives from:

- Families First – Children & Families Services
- West Yorkshire Police – Early Help
- Health
- Leeds Safeguarding Children's Partnership

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 An Earned Autonomy Steering Group is in operation, reporting to the Early Help Board, which includes representatives from:

- Early Help
- Families First
- Front Door
- Youth Offer
- Multi-Systemic Therapy
- Commissioning & Market Management

4.1.2 Consultation has taken place with the commissioners of the contracts held with Adults & Health and initial discussions have been held with the commissioned providers who have confirmed they will have the capacity & ability to deliver in line with the proposed variation.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 An equality impact screening form has been completed for the EA programme and is attached as appendix 1.

4.3 Council policies and Best Council Plan

4.3.1 These proposals provide strong support for the refreshed Children and Young Peoples Plan and the Council's ambition to be a Child Friendly City. In addition these proposals will continue to build good locality working between clusters and early help services and wider community strategies and public service work – e.g. around youth crime. Finally these proposals are in line with central government's policy and strategy.

4.4 Resources and value for money

4.4.1 The recommendations in this report are a direct consequence of the Earned Autonomy Implementation report dated 8th January 2019 and subsequent signed DDN dated 14th February 2019.

4.4.2 The proposals have been developed by Finance and service managers and approved by central government and the Council's Executive Board. All financial issues have been considered and will be managed within the Troubled Families' existing allocated funding.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This is a significant operational decision as a direct consequence of the Earned Autonomy Implementation report dated 8th January 2019 and subsequent signed DDN dated 14th February 2019. The decision will be recorded and published. The decision is not subject to call-in.

4.5.2 In varying these contracts there is a potential risk of challenge from other providers who may feel that this represents a material change to the contract and which may have affected their decision on whether to bid for the contract when it was tendered competitively. It should be noted that the main contracts are all significant contracts. The variations are time limited and represent a minor part of the overall contract value. The Director – Children & Families should be satisfied that the recommended course of action provides best value.

4.6 Risk Management

4.6.1 Risks have been considered throughout the national bidding and planning process for Earned Autonomy. Implementation risks will be managed by the Service Development Manager with oversight from the Early Help Board.

4.6.2 We are under scrutiny from the MHCLG regarding progress on Earned Autonomy so these plans are critical.

5 Conclusions

- 5.1 The Director of Children & Families is requested to note the content of this report and approve the recommendations contained within it that support the implementation of Earned Autonomy and development of the Early Help Hubs.

6 Recommendations

- 6.1 The Director of Children & Families is recommended to approve:
- 6.1.2 Variation to the contract awarded to Humankind Charity (YORE-9F7N76) for the Community Drug and Alcohol Prevention, Treatment and Recovery Service (known as Forward Leeds) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 6.1.3 Variation to the contract awarded to Touchstone – Leeds (DN325642) for the Community Based Mental Health Service (known as Live Well Leeds) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned Autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 6.1.4 Variation to the contract awarded to Leeds Women’s Aid (DN194503 - CONTRACT-9Y9N-Z2LOII) for the Domestic Violence and Abuse Services (known as Leeds Domestic Violence Service) in accordance with Contract Procedure Rule 21.7 to include additional Children & Families Earned Autonomy investment of up to £120k p.a. to commence on 1st July 2019 for 2 years for the purposes of specialist consultancy roles in the Early Help Hubs.
- 6.1.5 Permission to procure a programme of training around Motivational Interviewing via competitive tender in accordance with Contract Procedure Rule 8.1. The contract will commence on 1st September 2019 for a period of 2 years. The maximum contract value will be £45k.

7 Background documents¹

None

¹ 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.