

	<h2>CHIEF OFFICER IN CONSULATION WITH COMMITTEE CHAIRMAN DELEGATED POWERS REPORT</h2>
Title	Authorisation for single source contract award with the Institute of Family Therapy for training services
Report of	Strategic Director, Children and Young People Chairman of the Children, Education and Safeguarding Committee
Wards	All
Status	Public
Enclosures	None
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Summary

This report seeks authorisation to enter into a contract with single source supplier, the Institute of Family Therapy for training services.

Systemic Social work (SSW) Practice Training has been identified as a key requirement for workforce development, to support the Resilience model.

The Institute of Family Therapy was commissioned to deliver a training programme in 2017 to Senior Social Work Team Managers. This training underpins the Framework for Social Work which is being implemented to improve social work practice in Barnet.

Based on the quality and outcomes from the initial cohort trained, Family services has taken a decision to roll out this training programme across the service. Consistency of provider is required to ensure that the approach and model will be applied in the same way across the service, so as to deliver the best outcomes for children and young people.

The cost to the Council will be £254,520 for a 5 year rolling programme and will be spent between 2018-2023 against the agreed budget for workforce, learning, and development. A 10% discount has been negotiated with the provider to deliver value for money to the Council.

Decisions

1. To enter into a to enter into a 5 year contract with single source supplier, the Institute of Family Therapy for training services.

1. WHY THIS REPORT IS NEEDED

- 1.1** This report seeks authorisation to enter into a contract with single source supplier, the Institute of Family Therapy for training services.
- 1.2** Systemic Social work (SSW) Practice Training has been identified as a key requirement for workforce development, to support the Resilience model.
- 1.3** The Institute of Family Therapy was commissioned to deliver a training programme in 2017 to Senior Social Work Team Managers. This training underpins the Framework for Social Work which is being implemented to improve social work practice in Barnet.
- 1.4** Based on the quality and outcomes from the initial cohort trained, Family services has taken a decision to roll out this training programme across the service. The previous contract with the Institute for Family Therapy to deliver this training programme was only for one year. Consistency of provider is essential to ensure that the approach and model will be applied in the same way across the service, so as to deliver the best outcomes for children and young people.

2. REASONS FOR RECOMMENDATIONS

- 2.1** Following a review of training and development in 2017, Family Services made a decision to prioritise Systemic Social work (SSW) Practice Training as a key requirement for workforce development, to support the Resilience model.
- 2.2** SSW training includes an accredited training programme for staff on theoretical models and ways of thinking and working that enhance ability to intervene in the lives of families and promote change positively. IFT are the market leader in Systemic Social work and currently deliver this model to Tri Borough and Essex.
- 2.3** Barnet commissioned The Institute of Family Therapy to deliver an accredited course of Systemic Approaches to Leadership and Management to the Senior Management Team managers in 2017-18. The training delivered is of a high standard and underpins the Social Work Practice Framework, which is being implemented to improve social work practice in Barnet.

- 2.4** As part of our Improvement Journey Family Services has taken the decision to roll out the systemic training programme to social work managers and practitioners to embed the systemic approach to social work practice to ensure excellent delivery of services to children and families. Systemic social work approaches are evidence based and demonstrate positive outcomes for vulnerable children and their families and it is crucial the workforce development strategy provides the training to strengthen and enhance social work practice.
- 2.5** To enable sufficient flexibility for course programmes and to maximise staff attendance, the training will be commissioned as a 5-year rolling programme.
- 2.6** A single source approach is required to purchasing training to ensure that all social work teams receive consistency in practice methodology, tools and approach from that delivered in 2017-18 to senior managers.
- 2.7** The training incorporates a specific suite of modules and courses for social workers, leaders and managers including in the children and Families services:
- Introductory session to core concepts (1 day)
 - Advanced Certificate in Systemic Practice social workers (15 days)
 - Diploma in Systemic Supervision for Social Care contexts (15 days)
 - Systemic Approaches to Leadership and Management (8 days)
- 2.8** The Institute of Family Therapy is the only accredited provider currently in the market that can deliver the following suite of training to able consistency of training and practice approach for the London Borough of Barnet. The provider was competitively sourced in 2017 to deliver a role out of Systemic training for leaders in the council and continuity of delivery is paramount for the rest of the work force.
- 2.9** The total contract value is £254,520 and will be spent between 2018-2023 against the agreed budget for workforce, learning, and development.
- 2.10** This specific training package supports the service's vision of Family Friendly Barnet: Resilient Families: Resilient Children, and one of the three core pillars of the Practice Improvement Plan, all of which aim to improve outcomes for children.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Tender.** The Institute of Family Therapy is the only accredited provider currently in the market that can deliver the suite of training required to able consistency of training and practice approach for the London Borough of Barnet Family services. The provider was competitively sourced in 2017 to

deliver a role out of Systemic training for leaders in the council and continuity of delivery is paramount for the rest of the work force.

- 3.2 Internal staff to deliver this training to the workforce.** Senior staff within the service that have been trained in 2017-18 have not been trained in such a way to be able to train the rest of the workforce effectively so this is not an option at present. This option would not enable accreditation for staff – a key incentive for those undertaking training. The new training programme specification does include a requirement for the provider to equip and enable practitioners to facilitate future cohorts from year 3 onwards. This ensures a sustainable and cost and resource effective training model for the future with a strong focus on peer support.

4. POST DECISION IMPLEMENTATION

- 4.1** Once the decision has been approved a legal contract will be issued to the provider. Training courses will follow the academic year- each running from September to July.
- 4.2** Contract implementation sessions with the provider will be held to confirm the contract delivery requirements, the schedule of training, locations and key milestones, along with key cohorts to be trained. Reporting and contract performance monitoring arrangements will be agreed and will form part of the contract.
- 4.3** The contract includes the requirement for the provider to deliver action learning sets, to embed learning into practice. Timing and frequency of learning sets will be agreed with the provider as part of implementation planning.
- 4.4** In addition to the core course session dates, the provider is required to deliver up to 10 workshops as an induction for each new cohort and as briefing sessions for the wider workforce on introduction to systemic ideas. These sessions will deliver an overview of systemic training social workers and other practitioners.
- 4.5** On completion of the qualification, the training contractor shall be responsible for providing certificates from the awarding body and returning all files, workbooks and portfolios directly to candidates.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** The implementation of Barnet Children's Services Improvement Action Plan is a key mechanism through which Barnet Council and its partners will deliver the Family Friendly Barnet vision to be the most family friendly borough in

London by 2020.

5.1.2 This training is one of the three core pillars of the **Practice Improvement Plan**, all of which aim to improve outcomes for children.

5.1.3 By enabling practitioners to embed a systemic approach to social work practice, this service supports key outcomes within with the Children and Young People's Plan 2016 – 2020:

- **Resilience:** Outcome 2 of the Children and Young people's Plan is to ensure that Families and children achieve their best. High quality delivery of this service is fundamental to achieving the Family Friendly Barnet vision of Resilient Families: Resilient Children, and to delivering against Barnet Children's Services Improvement Action Plan, which aims to improve outcomes for children. This includes supporting young people in achieving successful outcomes, and hearing the voice of the child.

5.1.4 This training also supports the following Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place;

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The total contract value is £254,520 and will be spent between 2018-2023 against the agreed budget for workforce, learning, and development.

5.2.2 A 10% discount was negotiated with the training provider (Institute for Family Therapy) to deliver the Systemic Training programme, therefore ensuring value for money to the Council.

5.2.3 A breakdown of costs per year of the programme is as follows:

- Year 1 – Cohort 1 foundation 2018-19 £30,015, after 10% discount
- Year 2 – Cohort 1 intermediate, Cohort 2 foundation 2019-20 £63,630, after 10% discount
- Year 3 – Cohort 2 intermediate, Cohort 3 foundation 2020-21 £63,630
- Year 4 – Cohort 3 intermediate, Cohort 4 foundation 2021-22 £63,630
- Year 5 – Cohort 4 intermediate 2022-23 £33,615, after 10% discount

5.3 Staffing

- 5.3.1 The specification outlines the Council's requirements for provider staffing arrangements, including quality and experience of staff, supervision and quality assurance, capacity and sickness cover and employment law regulations.
- 5.3.2 The training provision will be overseen by a manager or senior coordinator within the provider's service. The person will act as a contact point for the Council for all matters relating to the delivery of the service.

5.4 Procurement

- 5.4.1 The Council's Contract Procedure Rules (CPRs) set out limited circumstances where the Council can proceed with a single tender action. These are set out in paragraph 9.1 of the CPRs.
- 5.4.2 Having considered alternative means of procuring the service (as per section 3), it has been determined that the Council may enter a 5 year single source contractual agreement with The Institute for Family Therapy to CPR 9.1.

5.5 Social Value

- 5.5.1 This contract includes a 'train the trainer' model which contributes to social value.

5.6 Legal and Constitutional References

- 5.6.1 The Council's Contract Procedure Rules (CPR 6.1) set out limited circumstances where the Council can proceed with a single tender action. A single tender action or commitment is not allowed unless it is in compliance with the Law and approved in advance by the Director of Commercial Services. This contract award is not subject to the Public Contracts Regulations 2015 and is therefore lawful and The Director of Commercial Services has approved the direct contract award to The Institute for Family Therapy. Given the value of the contract, the appropriate decision document is a Full Officer DPR in consultation with the relevant Chairman.
- 5.6.2 Under the Council's Constitution - the Family Services Scheme of Delegation - the Commissioning Director, Children and Young People, has authority to 'Sign off of single source tender action'.

5.7 Risk Management

- 5.7.1 High quality delivery of this service is fundamental to achieving the Family Friendly Barnet vision of Resilient Families: Resilient Children which aims to improve outcomes for all children and young people. The risks of not

implementing this recommendation would include:

- Risk that Barnet Family Services would not be able to achieve a key part of the Practice Improvement Plan- which was developed in response to the latest Ofsted inspection.
- Risk of not achieving consistency in training approach and therefore having practice that is inconsistent across social work
- Risk of social work teams not being equipped with the best practice skills and tools to embed a resilience model throughout all aspects of practice.

5.8 Equalities and Diversity

5.8.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.8.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

5.8.3 The training programme will be rolled out to all social work teams who work with the diverse needs of Barnet's communities.

5.8.4 Equalities data for training attendees can be used for equalities monitoring purposes.

5.9 Corporate Parenting

5.9.1 Training social work teams to embed a systemic approach to practice, this contact enables front line practitioners to deliver corporate parenting duties effectively and holistically, in line with best practice.

5.10 Consultation and Engagement

5.10.1 This training programme forms part of the Social Care improvement programme, in line with Ofsted recommendations. The decision to roll out this training programme to social work teams was informed by feedback from social care teams on the positive impact that this approach has made to practice and delivery.

5.10.2 There are a number of forums for practitioners and children and young people

to share their views and experiences of Barnet's services, these include,

- Youth Board
- Barnet on Point (Children in Care Council)
- CPOG (Barnet's Corporate Parenting Group)

5.10.3 Improvements to social work practice have been informed by feedback from young people and from Ofsted recommendations for practitioners to focus more attention on child centred practice.

5.10.4 The voice of the child is a key priority for the service and Systemic Training will enable Social Workers to embed a child and family centred approach to practice and continual service development.

11. BACKGROUND PAPERS

11.1 None

Chairman: Councillor David Longstaff
Has been consulted

Signed

Cllr. David Longstaff

Date 2.08.2018

Chief Officer: Chris Munday, Strategic Director- Children & Young People
Decision maker having taken into account the views of the Chairman