

From: **Matt Dunkley CBE, Corporate Director of Children, Young People and Education**

To: **Sue Chandler, Cabinet Member for Integrated Children's Services**

Subject: **Young Carers - procurement of a new service. Additional information requested at Cabinet Committee**

**Summary:** This report provides the Cabinet Member for Integrated Children's Services with requested additional background information following the discussion at the Children, Young People and Education Cabinet Committee on 16 November 2021, prior to taking a Key Decision.

The voice of service users is fully embedded in contract management and will be used to reshape the development of a future specification as well as form part of the procurement evaluation.

The recommendation to reprocure the Young Carers Service is, in part, supported by the financial implications of bringing the service in house. An equivalent in house service provision would cost the Local Authority an additional £193,869 per annum, with an additional £61,400 for set up costs in year one. (See appendix 1 for full breakdown)

In addition to this, there would be the loss of Social Value that is gained by the service being provided by the Voluntary and Community Sector (VCS).

**Recommendation(s):**

The Cabinet Member for Integrated Children's Services is asked to **CONSIDER** the report in addition to the report recommending agreement for the proposed decision (attached as embedded document to this paper) to:

A) Commence formal procurement activity to tender for a service, award a contract and develop robust contract management for oversight of the contract performance.

and

B) Delegate authority for the Corporate Director Children, Young People and Education in consultation with the Cabinet Member to implement the decision.

## **1. Background**

- 1.1. Kent County Council Young Carers Service is provided by Imago. The current spend on the contract is £325,000 per annum and is currently open to 6,098 young people. The contract is due to expire 31 April 2021

1.2. The Kent Young Carers (KYC) provision has two distinct elements:

- Young Carers supports young people aged 5-24 across Kent who have a caring responsibility for an adult or sibling. Young Carers are assessed to understand how best their needs can be met and through co-design a plan is developed and agreed with actions. Plans are in place to prevent inappropriate caring and minimise the negative impact of their caring role. The primary aim of the service is to ensure Kent's Young Carers have a voice and equal opportunity for education and employment whilst maximising their potential.
- Workforce Development offers free and flexible training to schools, health practitioners and other professionals to identify and support Young Carers who may be hidden or hard to reach.

1.3. There are over 10,000 known Young Carers in Kent, research undertaken by the BBC in 2021 suggests that there could be as many as 30,000 hidden Young Carers.

## 2. Oversight and contract management

2.1. Officers also reported on the oversight and progress of the commissioned contracts to the Contract Management Review Group in March 2017. The feedback from Contract Management Review Group was positive and the overarching approach to contract management undertaken by the Childrens Commissioning Community Resilience Team was described as *'an exemplar to be shared with the wider Council'* when the youth contracts were reviewed in February 2021. Officers and Members can therefore be assured that this service is offering a good provision for our Children and Young People and that the contract management and commissioning approach is robust, meaningful and proportionate.

2.2. Kent County Council Officers reported to CYPE Cabinet Committee in May 2018 on the quality of provision of the commissioned services (paper embedded at the foot of this paper)

## 3. Delivery during Covid-19

3.1. Imago continued to deliver their support to young carers throughout Covid-19 virtually and with assessments and support undertaken over the phone or, in some cases, on doorsteps or through windows with all the necessary safety precautions in place. Young carers are statistically the most likely to be digitally excluded and therefore, operating only a 'virtual offer' would not have been suitable on its own.

3.2. Throughout the pandemic, KYC has continued to support positive wellbeing outcomes across the county. As a result, additional group work sessions via Zoom were offered to service users. These sessions have a different content to the regular monthly workshops and enable a wider participation opportunity. The virtual sessions have been well received and attended by young carers.

- 3.3. Young Carers Action Day was celebrated in a variety of ways across KYC with the young people. KYC had a positive media and social media presence on the day, with one young carer and their family being interviewed by BBC South East which was televised on 17 March 2021 and another young carer from Tunbridge Wells, being interviewed by BBC Radio Kent talking about her experience of being a young carer on 16 March 2021.
- 3.4. The overall impact across the service has been an increase in school attendances and access (when the restrictions and personal circumstances of the young carer allowed), a reduction in anxiety levels and improved mental health, increased family cohesion and wellbeing.

#### 4. Service Impact and the Voice of Service Users

- 4.1. Children, young people and families who use this service also have their views heard through the Compliments, Comments and Complaints log. This service user feedback is reviewed as part of the formal contract management process as the provider is asked to document this feedback and demonstrate how it has been used to develop their services.
- 4.2. This feedback also provides the commissioning team with an understanding of the views and perspectives of various stakeholders and provides a key source of information for decision-making. Evidence of this feedback can be found in the Compliments Comments and Complaints log (Triple 'C' log, the latest iteration of this is embedded at the foot of this paper)
- 4.3. Imago as an organisation proactively engages in understanding children and young people, including the development of an annual [Impact report](#). As part of understanding provision Imago supports various forums to promote 'Youth Voice' this includes a Young Carers shadow board. This helps to provide opportunities for young people to play a central role in influencing policy, provision, and decision-making. The intelligence from these forums is fed through to commissioners via contract management to help inform service development.

#### 5. Options Costing

**Option 1 - Do nothing:** The contract ends and KCC do not meet their statutory obligations for Young Carer Assessments.

£325,000 saving however KCC would fail to meet statutory obligations to offer all Young Carers an assessment

**Option 2 - Create a new service In-House:** KCC to deliver countywide via new Team.

As demonstrated in Appendix 1, should the Young Carers Service move to an internal provision the Local Authority would have a Salary burden of £518, 869. This

figure has been generated by comparing the roles and salary within the current provider, matching to a KCC equivalent and applying the appropriate grade. In line with other salary budgets the mid-point of the grade has been applied and 30% overheads apportioned.

In addition to the salary and overheads costs, equipment and furniture costs would need to be factored into the total estimates. As it is likely that all staff would be eligible for TUPE, calculations have maintained the staff numbers, making costs circa £61,400. This gives a total year one cost of £580,270 and an ongoing annual cost of **£518,869**.

In line with the local authority's staffing structures (Spans and Layers) by bringing the service into an internal provision it is likely that there would need to be the implementation of an additional Service Manager (KR14). This additional cost is not included in the calculations.

### **Option 3 - Externally commission a new service.**

The cost of commissioning a service not limited to an individual procurement process. Contract management, quality oversight and scrutiny continue for the life of the contract. The National Audit Office suggest that this should sit at approximately 5% of the total contract costings (circa £16,250 per annum)

As demonstrated in appendix 2, current contract management costs for the provision are estimated to be £17,817 (5.4%). The Individual procurement costs to the Local Authority is estimated to be £3,620, (1.1% of contract costs)

At this time we are unable to quantify procurement costs for VCS organisations, due to the level of variables across the market. Anecdotal evidence suggests that the average time writing a bid for procurement is two weeks. This however does not account for any time spent for additional activities e.g., setting up a consortium arrangement, going through internal governance or gathering materials to support bids (safeguarding policies, insurance docs etc)

The total costings for service delivery, externally commissioned, and associated commissioning costs are **£342,817**

## **6. Social Value**

**6.1.** The Voluntary and Community Sector are skilled in bringing in additional funding to support provision and enrich their offer. As demonstrated in the Social Value log (The latest iteration of this is embedded at the end of this report). The current provider has brought in additional funds to the delivery of the Young Carers Service in Kent totalling £456, 639 over the life of the contract

**6.2.** Most notably, this has enabled the addition of Social Prescribing and support for Siblings within the delivery of the contract totalling £300,000 across three years. This additional funding would be lost to the authority if we were not to externally commission this service.

## **7. Procurement approach**

**7.1.** The procurement will be run as an open tender and in line with Public Contract Regulations. An OJEU notice will be published prior to the publication of the Invitation to Tender and will be advertised on the Kent Business Portal.

**7.2.** The Commissioning Team will manage the advertising and submission of bids through Proactis following the development of all documents that will be co-designed with Integrated Childrens Services and children and young people. This will include, but not be limited to, an outcomes-based specification and a detailed contract management schedule that will outline Key Performance Indicators and Activity Indicators.

**7.3.** Evaluation Process: A Weighted Scoring evaluation process will be used for evaluation.

- Providers will be required to submit a detailed pricing schedule for the service provision.
- Questions will be designed to understand provision and measured against a scoring criterion that will be co-designed with Integrated Childrens Services and have a minimum pass criterion.
- A total quality will be calculated based on responses to the quality questions. The quality score calculated will then be multiplied by the weighting for that question to get a weighted score for each question. The scoring matrix used to calculate cost against quality will be included within the tender documents and has been designed to automatically calculate the winning provider.
- Evaluators will include representatives from Integrated Children's Services, Service Users and Commissioning with the moderation process overseen by a Senior Commissioner



YoungCarersReproc  
Nov2021 CabCom



May2018 CABCOM  
Report.pdf



3C's KYC July-Sept  
2021 - Anon.docx

Appendix 1

Young Carers Salary Projections for Internal Service

Job Role	Days Worked	Hours	FTE	Equiv. KR Grade*	Mid Point KCC Salary Range	Pro Rata Annual Salary	30% Overheads	Total Salary Cost	IT Costs	Phone Costs	Furniture Costs	Total Staff Cost
Service Lead	3 days	22.5	60%	11	£ 43,554.00	£ 26,132.40	£ 7,839.72	£ 33,972.12	£ 1,000	£ 750	£ 1,600	£ 37,322.12
Service Lead	2 days	15	40%	11	£ 43,554.00	£ 17,421.60	£ 5,226.48	£ 22,648.08	£ 1,000	£ 750	£ 1,600	£ 25,998.08
Locality Manager	4 days	30	100%	9	£ 32,107.00	£ 32,107.00	£ 9,632.10	£ 41,739.10	£ 1,000	£ 750	£ 1,600	£ 45,089.10
Locality Manager	4 days	30	100%	9	£ 32,107.00	£ 32,107.00	£ 9,632.10	£ 41,739.10	£ 1,000	£ 750	£ 1,600	£ 45,089.10
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	3 days	22.5	60%	7	£ 24,554.00	£ 14,732.40	£ 4,419.72	£ 19,152.12	£ 1,000	£ 750	£ 1,600	£ 22,502.12
Front Line Staff	4 days	30	80%	7	£ 24,554.00	£ 19,643.20	£ 5,892.96	£ 25,536.16	£ 1,000	£ 750	£ 1,600	£ 28,886.16
Front Line Staff	3 days	22.5	60%	7	£ 24,554.00	£ 14,732.40	£ 4,419.72	£ 19,152.12	£ 1,000	£ 750	£ 1,600	£ 22,502.12
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	3 days	22.5	60%	7	£ 24,554.00	£ 14,732.40	£ 4,419.72	£ 19,152.12	£ 1,000	£ 750	£ 1,600	£ 22,502.12
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	3 days	22.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Front Line Staff	3 days	22.5	60%	7	£ 24,554.00	£ 14,732.40	£ 4,419.72	£ 19,152.12	£ 1,000	£ 750	£ 1,600	£ 22,502.12
Front Line Staff	5 days	37.5	100%	7	£ 24,554.00	£ 24,554.00	£ 7,366.20	£ 31,920.20	£ 1,000	£ 750	£ 1,600	£ 35,270.20
Admin Support	5 days	37.5	100%	3	£ 18,425.00	£ 18,425.00	£ 5,527.50	£ 23,952.50	£ 1,000		£ 1,600	£ 26,552.50
Admin Support	5 days	37.5	100%	3	£ 18,425.00	£ 18,425.00	£ 5,527.50	£ 23,952.50	£ 1,000		£ 1,600	£ 26,552.50
Admin Co-Ord	1 day	7.5	20%	5	£ 20,308.00	£ 4,061.60	£ 1,218.48	£ 5,280.08	£ 1,000		£ 1,600	£ 7,880.08
Totals					£ 503,128.00	£ 399,130.40	£ 119,739.12	£ 518,869.52	£ 19,000.00	£ 12,000.00	£ 30,400.00	£ 580,269.52

Appendix 2

**Commissioning Costs incl Procurement**

Job Role	Days Worked	Hours	FTE	KR Grade*	Mid Point KCC Salary Range	Pro Rata Annual Salary	30% Overheads	Total Salary Cost	IT Costs	Phone Costs	Furniture Costs	Additional Costs Pro Rata	Total Costs
Commissioning Support	0.5	3.75	5%	7	£ 24,554.00	£ 1,227.70	£ 368.31	£ 1,596.01	£ 1,000		£ 1,600	£ 130	£ 1,726
Commissioner	1	7.5	20%	11	£ 43,554.00	£ 8,710.80	£ 2,613.24	£ 11,324.04	£ 1,000	£ 750	£ 1,600	£ 670	£ 11,994
Senior Commissioner	0.5	3.75	10%	13	£ 57,882.00	£ 2,894.10	£ 868.23	£ 3,762.33	£ 1,000	£ 750	£ 1,600	£ 335	£ 4,097
Totals					£ 125,990.00	£ 12,832.60	£ 3,849.78	£ 16,682.38	£ 3,000.00	£ 1,500.00	£ 4,800.00	£ 1,135.00	£ 17,817.38

**Costs of Procurement**

Job Role	Days Worked	Hours	KR Grade	Mid Point KCC Salary Range	Pro Rata Salary Cost	30% Overheads	Total Cost
Commissioning Support	4	28	7	£ 24,554.00	£ 357.33	£ 107.20	£ 464.54
Commissioner	10	70	11	£ 43,554.00	£ 1,584.60	£ 475.38	£ 2,059.99
Senior Commissioner	4	28	13	£ 57,882.00	£ 842.36	£ 252.71	£ 1,095.06
Totals					£ 2,784.30	£ 835.29	£ 3,619.59

**Total Costings**

Cost Area	Cost per annum
Service Provision	£ 325,000.00
Commissioning Costs	£ 17,817.38
<b>Total</b>	<b>£ 342,817.38</b>