

From: Patrick Leeson, Corporate Director, Education and Young People's Services

To: Education and Young People's Services Cabinet Committee: 22 September 2016

Subject: **Decision number: 16/00059 - Early Help and Preventative Services – Procurement of Youth Services**

Classification: **Unrestricted**

Future pathways: Cabinet Member for Education and Health Reform decision

**Summary:** Following an open and competitive tender process, we are now at a stage where a decision can be taken to award the contracts for commissioned youth services.

**Recommendation(s):** The Education and Young People's Services Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community Services on the proposed decision to:

- (i) agree that the contracts for the delivery of commissioned youth services across Kent be awarded on the terms and for the duration set out below and in the accompanying recommendation report and exempt appendix; and
- (ii) the Head of Strategic Commissioning - Children's, will on behalf of the Corporate Director of Education and Young People's Services take all such steps as are necessary to implement the decision.

## 1. Introduction

1.1 The commissioned Youth Services provision was previously let by Kent County Council (KCC) through a dynamic purchasing arrangement (DPS) following a review of the in-house youth service provision in 2012. The DPS was chosen by KCC because it was recognised that the majority of youth work in Kent, and nationally, is delivered by SMEs (small to medium-sized enterprises) so using the DPS encouraged the engagement of the Voluntary Youth Sector in commissioning.

1.2 The DPS was set up in 2012 for a 3 year period with 49 contracts awarded to 22 providers under the DPS arrangement across all 12 districts via a mini-competitions process. Overall the DPS worked well to encourage the market place and the Council has built in the lessons learnt into the new procurement process to ensure:

- Rationalisation of the current supply base

- Development of partnership working with a fewer number of providers which will increase, improve and enhance delivery of service
- Development of stronger contract management from 49 Contracts to 12 District Contracts
- Strengthening of the delivery of outcomes and improved accountability
- Increased efficiency of process and performance monitoring by including clear KPI's and Management Information requirements
- Re-alignment of services to the most vulnerable areas
- Enhancement of the opportunities for collaboration between Voluntary Youth Sector organisations

1.3 Cabinet Committee on the 12th October 2015 endorsed the decision to proceed with procuring a new set of contracts.

1.4 The contracts will be awarded for a term of 5 years. The contract start date is 1st December 2016.

The recommendation is based on the results of the tender evaluation exercise carried out by Strategic Commissioning (Children's) during the period 8<sup>th</sup> July 2016 to 18<sup>th</sup> July 2016. The process sought to identify the organisations that offered the Most Economically Advantageous Tender.

1.5 Early Help and Preventative Services DMT and the Corporate Director for Education and Young People's Services have been consulted and confirm that the decision to award the contracts based on recommendations in the Award Report (exempt Appendix 1) should be taken.

## **2. Procurement process**

2.1 Analysis of the market demonstrated that there were a small number of suitable suppliers who were able to provide all the elements of the service across a district. Therefore, the procurement route allowed for consortium bids and for small and medium sized organisations to tender.

2.2 Following the recommendation to Procurement Board in January 2016, it was agreed that 12 district contracts would be the most appropriate outcome. Further it was agreed that this would be delivered by carrying out a competitive procurement process with the open market, thus giving further opportunities to seek savings.

2.3 The Children's Commissioning Unit ran the procurement process with Strategic Procurement operating a quality assurance function.

2.4 The details of the outcome of the procurement process are given in the exempt Appendix 1.

## **3. Overview of service model**

3.1 The new Youth Services contracts will deliver a broad curriculum of activities including (but not exclusively) healthy choices, participation, challenging

prejudice, sports, art and cultural activities, creativity and information and guidance.

3.2 The service is expected to support the role of the Early Help and Preventative Services to deliver effective early help and prevention to achieve improved outcomes for vulnerable children, young people and families and reduce demand for social care services (as outlined in the Education and Young People's Services, Vision and Priorities for Improvement, 2015 -18).

3.3 The service is expected to adhere to the youth work principles and will raise the aspirations of children and young people aged 8-25, with a focus on 8-12 and 13-19 year olds (and up to 24 for those with learning difficulties and/or disabilities) and support them in achieving their potential by ensuring that activities:

- Provide information, advice and guidance within the urban and rural communities of each district
- Demonstrate that youth work activities are intelligence led based on district needs, including liaison with the Early Help and Preventative Services Youth Hub Delivery Managers and Community Safety Units
- Offer a broad curriculum, engage with the local community and are aligned to the principles of community development work
- Contribute to geographic and thematic priorities which have been identified through local needs assessment including work with the 12 Districts and Boroughs.

3.3 The service will also support the Outcome for Children and Young People (as detailed in the Council's Strategic Vision and focus), Early Help and Preventative Services focus on the following key outcomes (Education and Young People's Services, Vision and Priorities for Improvement, 2015 – 2018) and commissioned providers will be expected to work in support of:

- Reducing need for statutory social care and more effective support for children and young people on the edge of care so that there are reduced numbers of children in care, child protection cases and children in need
- Increasing numbers of children and young people who are stepped down safely from social care and who are not re-referred
- Increasing use of the Kent Family Support Framework and more successful outcomes as a result of KFSF interventions
- Reducing days lost to education through exclusion and absence, and in the number of permanent exclusions and rates of persistent absence from school
- Reduction in youth crime, re-offending and antisocial behaviour
- Reduced NEETs (Not in Education, Employment and Training) and improved participation in learning and training to age 18
- Improved readiness for school by vulnerable children at age 5
- Improved participation in 14-19 vocational pathways including increased take up of employment with training, apprenticeships and traineeships by vulnerable groups
- Reductions in substance misuse and teenage pregnancy

- Increased breast feeding and reductions in smoking by pregnant women and mothers
- Improved resilience and well-being for children and young people with reduced mental and behavioural problems and less demand for CAMHS (Child and Adolescent Mental Health Services)

#### **4. Service Transition and Mobilisation**

- 4.1 Service transition and mobilisation planning will be completed prior to the service commencing on 1st December 2016. This will be overseen by the Head of Strategic Commissioning - Children's, but will be informed by representatives from the existing service providers and the prospective new providers. The current contracts have been extended until the end of November 2016 to ensure there are no gaps in service.

#### **5. Consultation and Communication**

- 5.1 Representatives from a range of stakeholders including the current service providers, the Voluntary Youth Sector, Districts, Public Health, Social Care, Education, Arts and Culture and Quality Assurance teams were approached to seek their views on the existing service model and to identify any improvements required, gaps in the existing provision and better ways of working between the Council and any external providers. All results were used to shape the new service.

#### **6. Financial Implications**

- 6.1 The annual contract value for Youth Services is £1.2m per annum for 5 years.

#### **7. Equality Impact Assessments**

- 7.1 Following an initial Equality Impact Assessment no negative impacts have been identified.

#### **8. Sustainability Implication**

- 8.1 There are no significant sustainability implications.

#### **9. Conclusion**

- 9.1 Strategic Commissioning has undertaken a robust commissioning and procurement process on behalf of Early Help and Preventative Services for 12 District Youth Services. This will offer a range of open access youth services which will raise the aspirations of children and young people aged 8-25, with a focus on 8-12 and 13-19 year olds (and up to 24 for those with learning difficulties and/or disabilities) in Kent.
- 9.2 The Education and Inspections Act 2006 (Section 6) places a duty on local authorities to provide for children and young people aged 13-19 (and up to 24 for those with learning difficulties and/or disabilities) sufficient recreational and

educational leisure time activities and facilities for the improvement of children and young people's wellbeing and their personal and social development.

## 10. Recommendations

10.1 The Education and Young People's Services Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Community Services on the proposed decision to:

- (i) agree that the contracts for the delivery of commissioned youth services across Kent be awarded on the terms and for the duration set out below and in the accompanying recommendation report and exempt appendix; and
- (ii) the Head of Strategic Commissioning - Children's, will on behalf of the Corporate Director of Education and Young People's Services take all such steps as are necessary to implement the decision.

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Background Documents: None

Appendix 1: Exempt Tender Award & Process Report

Appendix 2: Proposed Record of Decision

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

**Mike Hill,  
Cabinet Member for Community Services**

**DECISION NO:**

**16/00059**

**For publication**

**Subject: Procurement of Youth Services**

**Decision:****As Cabinet Member for Community Services I agree to: award to**

- (i) Agree that the contracts for the delivery of Youth Services across Kent be awarded on the terms and for the duration set out below and in the exempt appendix.
- (ii) The Head of Strategic Commissioning - Children's, will on behalf of the Corporate Director of Education and Young People's Services, take all such steps as are necessary to implement the decision.

**Reason(s) for decision:**

- 1.1 The commissioned Youth Services provision was previously let by Kent County Council (KCC) through a dynamic purchasing arrangement (DPS) following a review of the in-house youth service provision in 2012. The DPS was chosen by KCC because it was recognised that the majority of youth work in Kent, and nationally, is delivered by SMEs (small to medium-sized enterprises) so using the DPS encouraged the engagement of the Voluntary Youth Sector in commissioning.
- 1.2 The DPS was set up in 2012 for a 3 year period with 49 contracts awarded to 22 providers under the DPS arrangement across all 12 districts via a mini-competitions process. Overall the DPS worked well to encourage the market place and the Council has built in the lessons learnt into the new procurement process to ensure:
  - Rationalisation of the current supply base
  - Development of partnership working with a fewer number of providers which will increase, improve and enhance delivery of service
  - Development of stronger contract management from 49 Contracts to 12 District Contracts
  - Strengthening of the delivery of outcomes and improved accountability
  - Increased efficiency of process and performance monitoring by including clear KPI's and Management Information requirements
  - Re-alignment of services to the most vulnerable areas
  - Enhancement of the opportunities for collaboration between Voluntary Youth Sector

organisations

1.3 The contracts will be awarded for a term of 5 years. The contract start date is 1st December 2016.

The recommendation is based on the results of the tender evaluation exercise carried out by Strategic Commissioning (Children's) during the period 8<sup>th</sup> July 2016 to 18<sup>th</sup> July 2016. The process sought to identify the organisations that offered the Most Economically Advantageous Tender.

**c. Financial Implications**

The annual contract value for Youth Services is £1.2m per annum for 5 years.

**Cabinet Committee recommendations and other consultation:**

Education and Young People's Services Cabinet Committee – 22 September 2016

**To be added after Committee meeting**

**Any alternatives considered:**

Strategic Commissioning has undertaken a robust commissioning and procurement process on behalf of Early Help and Preventative Services for 12 District Youth Services. This will offer a range of open access youth services which will raise the aspirations of children and young people aged 8-25, with a focus on 8-12 and 13-19 year olds (and up to 24 for those with learning difficulties and/or disabilities) in Kent.

**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

None

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**Signed**

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**Date**