

Agenda

Cabinet

Thursday, 14 December 2017, 10.00 am
County Hall, Worcester

This document can be made available in other formats (large print, audio tape, computer disk and Braille) on request from Democratic Services on telephone number 01905 843579 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Cabinet

Thursday, 14 December 2017, 10.00 am, County Hall, Worcester

Membership: Mr S E Geraghty (Chairman), Mr A T Amos, Mr A I Hardman,
Mr M J Hart, Mrs L C Hodgson, Ms K J May, Mr A P Miller,
Dr K A Pollock, Mr A C Roberts and Mr J H Smith

Agenda

Item No	Subject	Page No
9	Children's Social Care Services Alternative Delivery Model - Options Appraisal and Model Recommendation – Appendices 2 – 4 of Appendix 2 to the report (Please note that Appendix 5 is not available electronically but a hard copy version can be provided on request)	257 - 264

NOTES

- **Webcasting**

Members of the Cabinet are reminded that meetings of the Cabinet are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP

To obtain further information or a copy of this agenda contact Nichola Garner, Committee & Appellate Officer on Worcester (01905) 843579 or email: ngarner2@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's website.

Date of Issue: Tuesday, 5 December 2017

This page is intentionally left blank

Services	Service Description	Scoping Category	Budgeted FTE	Gross Budget				Funded by Grants			Total Income	Controllable Base Budget
				£000	Central Support Services £000	DSG £000	PHRG £000	PFI £000	CCG £000	Other Grants £000		
Shaded services are not part of CFC Budgets												
Childrens Social Care												
Independent Review and QA	Child Protection Conference Chairs and Independent Reviewing Officers who lead the Looked after Children case reviews.	1	32	1,582	155	0	0	0	0	0	0	1,427
Children with Disabilities	Social Care Team dedicated for children with disabilities. Closely connected to SEN an Health team in relation to Education, Health and Care Plans for C&YP up to age of 25	1	19	871	61	0	0	0	0	0	0	810
Principal Social Worker	Practice champions of social work and key to workforce development and engagement. Connecting the frontline to senior management	1	9	679	30	0	0	0	0	0	0	649
Locality Teams	Long-term intensive child in need, child protection interventions with the most disadvantaged families. Also includes children in care teams which support children in care into permanency or return home, includes family court process.	1	145	7,576	470	0	0	0	0	0	0	7,106
Specialist Services (incl CSE, HIT, EDT)	Emergency Duty Team, Specialist Family Support Teams, Child Sexual Exploitation Team, No recourse to public funds teams including Homeless Intervention Team	1	16	816	57	0	0	0	0	0	0	759
Contact & Referral	Single point of entry for all contact and referrals into children's social care. Includes the Multi-Agency Safeguarding Hub Function	1	24	1,082	57	0	0	0	0	0	0	1,025
Community Function	The Community Social Work Team is resourced to support partner agencies to understand and apply the LSCB Levels of Need Guidance and provide the interface between social care and a range of early help services	1	10	518	31	0	0	0	0	0	0	487
Safeguarding Teams & Group Manager	Good timely assessment of need of those referred and short-term solution focused help to children and families	1	50	2,026	100	0	0	0	0	0	0	1,926
Young Adults Team	Social Care Team supporting disabled young people's transition into adult services	1	14	501	60	0	0	0	0	0	0	441
Worcestershire Safeguarding Children Board	Support to the Board	1	5	123	0	0	0	0	0	0	0	123
Childrens Social Care Provider Services												
In House Residential & Short Breaks - Non CWD	Residential homes inspected directly by Ofsted	1	147	5,114	260	0	0	0	0	0	0	4,854
Supported Living - Non CWD	Direct provision for 16-19 Care leavers and UASC	1	8	474	20	0	0	0	0	0	0	454
In House Residential & Short Breaks - CWD	Residential homes inspected directly by Ofsted	1	23	1,550	102	0	0	0	0	0	0	1,448
Supported Living - CWD	Direct provision for 16-19 young people with disability	1	0	0	0	0	0	0	0	0	0	0
Equipment for CWD	Budget to purchase equipment for CWD	1	0	30	0	0	0	0	0	0	0	30
Domiciliary Care for CWD	Budget to purchase dom care for CWD	1	0	605	0	0	0	0	0	0	0	605
Adoption - in scope for ACE		1	21	1,066	0	0	0	0	0	0	0	1,066
Adoption - out of scope for ACE		1	8	930	99	0	0	0	0	0	0	831
Fostering & Kinship	Service that supports our internal foster carers	1	42	7,669	94	0	0	0	0	0	0	7,575
Outreach Service	team provides support to young people in supported living accomm (internal and ext) to get them ready for independence and transition to adult life	1	20	660	45	0	0	0	0	0	0	615
Health & Well-being	Team of health practitioners supporting looked after children and foster carers	1	7	200	24	0	0	0	0	0	0	176
Contact Service	Supports children to have supervised contact with their families	1	11	438	29	0	0	0	0	0	0	409
External Placements	Budget line for placements	1	0	14,211	0	(416)	0	0	0	(36)	(452)	13,759
Care Leavers	Team of personal advisers support care leavers	1	21	714	48	0	0	0	0	0	0	666
Section 17 & Section 20 Support	Budget line	1	0	990	0	(150)	0	0	0	0	(150)	840
Special Guardianship, Direct Financial Support & Residence Orders	Budget line	1	0	1,271	0	0	0	0	0	0	0	1,271
Adult Services Support for Care Leavers		1	0	170	0	0	0	0	0	0	0	170
Early Help & Prevention												
Targeted Family Support (includes Stronger Families)	Family support provision at tier 3 and 2. Lead professional completing early help assessments	2	37	3,827	51	(1,499)	(650)	0	0	(777)	(2,926)	850
Parenting Support & Community Capacity Building – links to Starting well work	Commissioned service delivering evidenced based parenting programmes and developing community 'self-help' groups	3	0	1,500	0	0	(1,500)	0	0	0	(1,500)	0
Childrens Centre Premises	Budget line	3	0	255	0	0	0	0	0	0	0	255
Housing Support	Commissioned service with a range of providers delivering housing support to care leavers and vulnerable families.	3	0	710	0	0	0	0	0	0	0	710
Positive Activities	Commissioned provision for young people (youth groups)	5	0	600	0	0	0	0	0	0	0	600
Early Help Commissioning	Internal commissioning unit responsible for commissioning range of provision for vulnerable children and families. Doesn't include commissioning of public health services	3	13	436	59	0	0	0	0	0	0	377
Participation and Engagement	Team supporting participation and engagement of children and young people inc. facilitating specific groups (e.g. children in care council)	3	2	125	15	0	0	0	0	0	0	110
Duke of Edinburgh	Registered provider for DoFE	5	3	1	7	0	0	0	0	0	0	(6)
SENDIAS	Special Education Needs Disabilities Information Advice and Advocacy Service	3	4	127	9	0	0	0	0	0	0	118
Public Health Nursing Contract	Commissioned service delivering the health childhood programme e.g. health visitors and school health nurses	3	0	7,717	0	0	(7,717)	0	0	0	(7,717)	0
Education & Skills												
Provision & Place Planning	School place planning	4	6	354	14	(109)	0	0	0	(42)	(151)	189
Business & Investment	Skills team	5	1	74	9	0	0	0	0	0	0	65
SEND Services	SEND team leading on EHCPs	3	28	1,878	127	0	0	0	0	(372)	(372)	1,379
Virtual Headteacher	Virtual Headteacher (and support) for looked after children	2	7	77	0	0	0	0	0	0	0	77
Commissioning Client Unit - GM	Teams leading on commissioning of education and skills provision	4	7	90	0	0	0	0	0	0	0	90
Commissioning Client Unit - Commissioners		3	14	197	18	(18)	0	0	0	(84)	(102)	77
Commissioned Services to Babcock	Commissioned service providing a range of education provision for children and young people	3	0	1,855	0	(376)	0	0	0	(390)	(766)	1,089
NEET Prevention	SFA/EFA funded provision - foundation learning etc. inspected under Further Education and Skills framework	3	0	3,176	33	0	0	0	0	(3,143)	(3,143)	0
Home to School & College Transport - Management	budget line	3	0	1,165	0	0	0	0	0	0	0	1,165
Home to School & College Transport - SEND	budget line	3	0	6,798	0	0	0	0	0	0	0	6,798
Home to School & College Transport - Mainstream Schools	budget line	3	0	4,400	0	0	0	0	0	(325)	(325)	4,075
Home to School & College Transport - Looked After Children	budget line	3	0	309	0	0	0	0	0	0	0	309
WCC Contribution to West Mercia Youth Offending Service	Budget line - service is delivered by the Office of the PCC across the west mercia region. Governed through separate board with Council reps on. Out of scope but need to identify relationship with ADM	5	0	468	0	0	0	0	0	0	0	468
Finance Resources and Dedicated Support Services												
Placement Team	Brokerage team who source placements on behalf of childrens social care, organise the contracts with the placement providers and complete the placement financial analysis on a weekly basis. they also undertake	2	10	285	33	0	0	0	0	0	0	252
Central Administration	Team directly providing admin support to children's social care	2	12	235	42	0	0	0	0	0	0	193
Business Development	operational and development activities across CFC. These include supporting the operation of the single view of the child, tracking children missing education and 16+ unknowns and ensuring nursery education funding payments are made.	3	8	260	34	0	0	0	0	(54)	(54)	172
Other Finance and Resources		3	11	8,063	1,916	(263)	0	(4,695)	0	(289)	(5,247)	900
Family Court Work - Ch Legal Service		4	0	723	723	0	0	0	0	0	0	0
Social Care Workforce Development		2	0	144	0	0	0	0	0	0	0	144
DSG Budgets other than those included above												
School Formula Budgets	Budget line	4	0	183,116	0	(168,630)	0	0	0	(14,487)	(183,117)	(1)
High Needs	Budget line	4	0	38,625	0	(38,625)	0	0	0	0	(38,625)	0
Early Years	Budget line	4	0	358	0	(358)	0	0	0	0	(358)	0
Statutory & Historic	Budget line	4	1	1,833	0	(1,833)	0	0	0	0	(1,833)	0
De-delegated Services	Budget line	4	0	683	0	(683)	0	0	0	0	(683)	0
Section 75 Agreement - Future to be determined by CCG's												
Commissioning	Team leading commissioning of community health services	5	5	301	0	0	(100)	0	(73)	0	(173)	128
Service Delivery	Budget line - commissioned provision	5	0	18,197	0	0	(1,017)	0	(14,831)	0	(15,848)	2,349
Community Services												
Libraries		5	91	3,425	673	0	0	0	0	0	0	2,752
Hive		5	27	4,884	71	0	0	(3,381)	0	0	(3,381)	1,432
Adult Learning		5	4	1,009	187	0	0	0	0	(707)	(707)	115
Support for the Arts		5	3	117	6	0	0	0	0	0	0	111
Joint Museum Service		5	0	364	0	0	0	0	0	0	0	364
WCC Museum		5	28	123	77	0	0	0	0	0	0	46
Countryside Greenspace and Gypsies		5	34	627	69	0	0	0	0	(158)	(158)	400

Services	Service Description	Scoping Category	Budgeted FTE	Gross Budget	Central Support Services	DSG	PHRG	Funded by Grants		Other Grants	Total Income	Controllable Base Budget
				£000	£000	£000	£000	PFI	CCG	£000	£000	£000
Shaded services are not part of CFC Budgets												
Strategic Music Education		5	20	713	42	0	0	0	0	(739)	(739)	(68)
Grand total			1,008	352,090	5,957	(212,960)	(10,984)	(8,076)	(14,904)	(21,603)	(268,527)	77,606

Scoping Category												
1 Within Statutory Direction		632	51,866	1,742	(566)	0	0	0	0	(36)	(602)	49,522
2 Closely linked to Statutory Direction /Essential to improvement		66	4,568	126	(1,499)	(650)	0	0	0	(777)	(2,926)	1,516
3 Adds value or supports improvement		80	38,971	2,211	(657)	(9,217)	(4,695)	0	0	(4,657)	(19,226)	17,534
4 Advise retain within WCC		14	225,782	737	(210,238)	0	0	0	0	(14,529)	(224,767)	278
5 Out of scope		216	30,903	1,141	0	(1,117)	(3,381)	(14,904)	0	(1,604)	(21,006)	8,756
Grand total			352,090	5,957	(212,960)	(10,984)	(8,076)	(14,904)		(21,603)	(268,527)	77,606

Control document - Assessment Criteria

Version	Source of change	Amendments made	Date of change	Approvals
Version 1	MV sourced WCC criteria from the ADM PID, cabinet reports, CYPP, and overlaid experience from previous criteria used in other children's ADMs	N/A	Created on 30th October for 1st November workshop	N/A
Version 2	Developed and refined in conjunction with SLT and corporate colleagues during a 3 hour workshop on 1st November. This included some additions, removals, refinements and weightings		Wednesday 1st November	SLT and some corporate colleagues approved the criteria subject to final feedback
Version 3	Feedback from workshop attendees (given two days following the workshop to provide final feedback). Feedback received from Hannah Needham and Luke Willets.	Financial liabilities weighting changed from 4-7, to 10, and a few minor wording changes made	Monday 6th November	
Version 4	Feedback from members during Workshop 4 - Cabinet Briefing	1. 'Democratic accountability' weighting changed from 7, to 10 2. On the 'Support improvement' criteria the description changed from 'Does not disrupt' changed to 'minimises'	Tuesday 7th November	Cabinet member approval subject to final feedback
Version 5	Feedback from members via email following the briefing (attendees given two days to provide final feedback)	No feedback received	N/A	
Version 6	Feedback received from David Scott	1. 'Implementation timescales' criteria changed to state 'in go-live form' instead of 'shadow form'. 2. Provided challenge regarding similar criteria and therefore duplicating scores. Following another review from MV the criteria was determined to be appropriate for WCC based on the process of creating it with SLT and what is important for WCC	Wednesday 8th November	David Scott approval subject to feedback being incorporated
Version 7	Feedback received from Trevor Doughty	1.'DfE Expectations' criteria changed to 'Compliant with order of the Secretary of State' 2. New criteria added titled 'Meets expectations of DfE Commissioner', which was weighted 10 3. 'HIGH' score for the 'Enhance Partnership Working' criteria changed to include 'integration of services'	Wednesday 8th November	Commissioner approval subject to feedback being incorporated
Version 8	Amendments by MV, during the scoring	Throughout the scoring process it became apparent that some scoring approaches required a 'MEDIUM'. Therefore a MEDIUM was added to 'Contract Management'	Thursday 9th November	
Version 9	Final amendments due to a thorough sense check	MV conducted a final grammar and wording sense check and made very minor amendments of this nature, but did not change anything material	Friday 10th November	

1. 'Access to LGPS/TPS' - low changed to 'the model cannot guarantee' instead of 'unable to'.
2. MTPS - Medium added 'a degree of influence'
3. Implementation costs - not 1 model only, changed

Version 10

Process for change control following final amendments

1. Report to Hannah Needham
2. Escalate to Catherine Driscoll and / or Steve Stewart if necessary (i.e. contentious and material change)
3. MV to assess impact of change
4. Take to programme board for approval or rejection

Scoring

Version	Source of change	Amendments made	Date of change	Approvals
Version 1	First scoring completed by MV based on scoring approach	First draft	Friday 10th November	N/A
Version 2	Workshop 5 - ADM Steering Group	<ol style="list-style-type: none"> 'Prevents service fragmentation' Strategic partnership changed to 5 'Supports improvement activity' JV changed to 5 'Improves social work practice' and 'Staff retention/attraction' for Outsource changed to 10 'Democratic Accountability' WOC changed to 10 'Enhance partnership working' IO and Outsource changed to 5 'Income generation' Outsource changed to 5 'MTPF savings' Outsource changed to 5 'Implementation costs strategic partnership' changed to 5 	14th Nov	
Version 3	Feedback from David	<p>A number of key rationale added:</p> <ol style="list-style-type: none"> Commissioner's view to revisited following OA submission, and at each decision-point. The criteria has been scored based on current approval to proceed to investigate the 5 shortlisted options. 'Implementation costs' - DfE funding not likely to fund partner costs. Regarding 'Supports improvement activity' - Essex improvement partnership and plans to be taken into consideration regarding any potential partnership model with a different authority 'Staff retention/attraction' - note that the current improvement plan states a requirement for further social workers, therefore a reduction in staff through a partnership is unlikely 'Income generation' - bring out the key differences in rationale between the WOC and the IO further 'Support services -WCC' - same as above 	14th Nov	
Version 4	Feedback from Trevor	No changes made, however rationale was explained in more detail during a phone conversation	14th Nov	
Version 5	Feedback from Hannah	Strategic partnership = 5 (instead of 10) for 'Use of surpluses', as the partner shares the agreement of how these are distributed/used.	14th Nov	
Version 6	Feedback from Sarah Wilkins	<ol style="list-style-type: none"> Same point regarding 'Use of surpluses' as Hannah's feedback above. This was not applied to the JV as the JV is entered into in equal partnership across two authorities who have control over their respective ownership shares 'Procurement' of Independent Organisation changed to '5' as there is a small risk of a procurement process Further rationale provided for strategic partnership timescales. 	15th Nov	
Version 7	Feedback from Simon Mallinson	<ol style="list-style-type: none"> Similar feedback regarding surpluses. Financial liabilities - updated independent organisations which had an error stating 'with partner council' Updated tendering rationale to understand 	15th Nov	
Version 8	Final amendments from MV sense check for spelling/grammar	Minor errors amended	15th Nov	
Version FINAL	Amendments by CBB	<ol style="list-style-type: none"> D10 - Strategic Partnership increased to 10, Outsource decreased to 5 V6 - WOC decreased to 5, instead of 10 	27th Nov	Programme Board

Process for change control following final amendments

1. Report to Hannah Needham
2. Escalate to Cathering Driscoll and / or Steve Stewart if necessary (i.e. contentious and material change)
3. MV to assess impact of change
4. Take to programme board for approval or rejection

Options Appraisal Report

Version	Source of change	Amendments made	Date of change	Approvals
Version 1.0 171117	Mutual Ventures final draft pre-review			
Version 1.0 201117	Comments from Amanda Berry/Hannah Needham regarding appendix and figure references	Appendix numbers and figures amended	20/11/2017	
Version 1.0 211117	Comments incorporated from Sarah Wilkins, Simon Mallinson, Steve Stewart, Simon Geraghty	1. Reference to ACE programme/adoption in scope and salient issues 2. Add Ofsted line to each proposition 3. Note role of Scutiny in holding SMT to account in each proposition 4. Add in that legal advice is required to confirm exemptions that apply to WCC's ADM 5. Note that legal advice is required to confirm the restrictions regarding delegation of statutory responsibilities to an new entity/partner 6. Add the potential maximum score to the overall ranking table 7. Add the potential maximum score per row / criteria within the RAG breakdown table 8. Define 'high', 'medium' and 'low' in the scoring 9. Define 'significant' in the scoring differences 10. Add another salient issue regarding that options may be able to morph into another ADM 11. Bring out the VAT avoidance issue more clearly and quantify the threshold throughout the propositions/salient issues 12. Add in the context section, that the ADM is a vehicle and not an improvement of outcomes for children in itself 13. Change all 'children's services' to 'children's social care services' 14. Typos amended across pages 11, 12, 15, 27, 37 15. Change all LAOC/LATC to WOC	21/11/2017	Programme Board
Version 1.0 271117	Comments incorporated from CBB that were agreed at the Programme Board on 23rd November 2017. Note: not all CBB comments were agreed in the Programme Board.	In Section 8.1 in the Assumptions: Service Phasing: • Remove: 'It is assumed'. • Remove: 'services are likely to transfer into the ADM' and replace with 'services may transfer into the ADM'. Fragmentation: • Remove '...that all the options will add some level of complexity' and replace with '...that all the options are inherently disruptive'. DfE Funding: • Add additional sentence 'and DfE funding related to WCC's ADM development also needs to be agreed in the next phase'. • Add new assumption that if a partnership is chosen it will only be with a 'good' or 'outstanding' partner. Remove these references from the scoring rationale • Add new assumption that if the DfE approve, a twin-track business case may be taken forward to fully explore two options In Section 7 in the financial differences conclusion: • Remove 'motivated and focused' from the 3rd bullet. No replacement required. In Section 8.2 Application of the assessment criteria: • D10 changed to increase Strategic Partnership to 10, and reduce Outsource to 5 • V6 changed to reduce WOC to 5 instead of 10	27/11/2017	Programme Board

Process for change control following final amendments

1. Report to Hannah Needham
2. Escalate to Cathering Driscoll and / or Steve Stewart if necessary (i.e. contentious and material change)
3. MV to assess impact of change
4. Take to programme board for approval or rejection

This page is intentionally left blank

Stakeholder	Programme Board
Trevor Doughty – DfE Commissioner	Y
David Scott – DfE Intervention Unit	Y
Steve Stewart – WCC Interim CEx	Y
Andy Roberts – CMR for Children and Families	Y
Karen May – CMR for Transformation and Commissioning	Y
Marcus Hart – CMR for Education and Skills	Y
Catherine Driscoll – Director of Children, Families and Communities	Y
Sue Alexander – Chief Finance Officer	Y
Hannah Needham – Programme Lead	Y
Luke Willetts – Transformation Lead	Y
Richard Taylor – HR / OD	
Richard Keble – Adult Social Care	
Nick Wilson – AD Education and Skills	
Sarah Wilkins – SEND/CWD	
Liz Altay – Public Health	
Tina Russell – AD Safeguarding Services	
Simon Mallinson – Legal / Governance	
Jo Charles – Commercial / Procurement / Property / Performance	
Darren Cole – IT / Info Governance	
Jo Dalton – Communications & Engagement	
Chris Bird - Finance	
Mutual Ventures - external support for the ADM programme	
Sharon Moore - Interim Improvement Manager	
Jake Shaw - AD Provider Services	
Stephanie Simcox - Head of Strategic Infrastructure Finance and Financial Recovery Children's Services	
ADM Programme Board	
ADM Programme Steering Group	
Emily Merrell - Transformation Team member	
Simon Geraghty - Leader of the Council	
Children's Services Senior Leadership Team	
C&F Overview and Scrutiny Panel	
ADM Partnership Reference Group	
Staff within Children's Services	
CCG	
Improvement Board (Essex involvement)	
Amanda Berry (Project support)	
Cipfa C.Co - Commercial workstream support for Business Case phase	
Bevan Brittan - Legal workstream support for Business Case phase	
Users of the service	
Families	
Communities	

