

## Alternative Delivery Model Options

No	ADM	Brief Description
1	Continuation of current service arrangements	Do nothing. Services remain in their current form with the continuation of the in-house improvement activity
2	Joint delivery	A partnership with another organisation e.g. another Local Authority where each partner provides services to both under agreement or contract
3	Collaborations with other local authority	Each Local Authority is responsible for their own service delivery but share some aspects e.g. training
4	Managing agent	Individuals, company or another local authority manage the service, but the services are still delivered in their current format. The Council has a contract with the 'Managing Agent' to manage the service on behalf of the Council. If the agent is a private company this would have to be tendered, if it is another council the arrangements would be made directly. In either event the Council would enter into a contract for services
5	Outsource through full tender process (either parts or the full service)	Through a full tendering process source an external organisation to deliver parts or whole of the service. The Council will enter into a contractual relationship with the successful organisation
6	Strategic Partnership with another Local Authority or Organisation	The Council joins forces with another Local Authority/third party provider to provide children's services. This differs from outsourcing or the managing agent model as it would be a partnership with a chosen provider over a number of identified services rather than outsourcing of a contract through a full tender.
7	Independent Organisation – Separate Entity	A separate entity from the Council that is formed to have a single focus on children and young people. There are a number of different models for this see options 8 – 13
8	Joint Venture with a private sector company and/or public and voluntary sector bodies	The Council and a private sector company and/or another public sector and voluntary sector body form a new jointly owned company to sell and deliver the service. Selection of a private sector joint venture partner would have to be tendered. If the Council does not exert significant control over the company any subsequent contract for services would also be subject to tender
9	Wholly owned council company	New company is set up with the Council as the single shareholder. The operational oversight of the company is managed by a Board of Directors. The Council would not have to tender for services as long as it remains the owner of the company and could make a direct award
10	Staff owned mutual	New company is set up taking the form of a mutual or management buyout.
11	Independently owned limited company (i.e. owned by the Board)	New company is set up which is limited by shares or guarantee and is not wholly owned by a public sector entity. The Council would not be able to make a direct award of a contract for services without going through a competitive tender
12	Community interest company	The company is established to protect the assets / services for the public good.
13	Charity	The company seeks charitable status. This could apply to any of 8-11 but does not have any impact on the tender route required.