

Appendix 1: Overview of 16 alternative delivery models

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	Improvement board / advisors	Bring in external advisors who provide advice to management about the best running of the service
3	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
4	Executive Commissioners	Political control and executive authority rests with these individuals, service delivery is still through LA
5	Collaborations with other local authority	Each Local Authority is responsible for their own service delivery but share some aspects e.g. training
6	Joint delivery	A partnership with another organisation e.g. another Local Authority where each partner provides services to both under agreement or contract
7	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.
8	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
9	Wholly owned public sector Joint Venture	The Council and another public sector form a new jointly owned company to sell and deliver the service.
10	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
11	Joint venture between LA and another provider	New entity established in partnership with a partner organisation. The new entity must be a “not for profit” company but the partner could be from the public, private or not for profit sector.
12	Joint venture with staff	A new mutual company established as a joint venture between the Council and staff. The Council retains a share holding alongside staff or an employee benefit trust
13	Multi-party joint venture	New entity established with bodies from across the public, private and voluntary sectors
14	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
15	Commission parts or whole service by grant	Commissioning of parts or whole of the service to another existing entity by grant
16	Joint commissioning	Commissioning of outcomes/delivery together with another body (e.g. Health) to commission outcomes/delivery