

## Appendix 2: Detailed description of five shortlisted ADMs

Name	Description	Ownership	Commissioning arrangements
Strategic Partnership with another Local Authority (LAs)	<p>Another 'Good/Outstanding' Local Authority would take over the management and delivery of Worcestershire's Children's Social Care Services.</p> <p>There would be a single joint Director of Children's Services across both LAs (this would most likely be the DCS from the partner Local Authority)</p> <p>Staff, including the management team, would TUPE transfer over to the partner Local Authority</p>	There would be no formal ownership arrangement, it would be governed via a partnership board which would include Chief Executives and Lead Members from each LA	<p>There would be no formal procurement exercise.</p> <p>Worcestershire County Council would enter into a formal contract with the partner Local Authority and would hold the chosen LA to account via reporting from the joint DCS to WCC's Chief Executive and Cabinet.</p> <p>It will require a commissioning (intelligent client function) to contract manage the partnership day-to-day.</p>
Joint Venture with another Local Authority	<p>Worcestershire County Council and one or more Council create a new joint delivery vehicle (company) to deliver their Children's Services.</p> <p>The Councils would jointly appoint a Director of Children's Services, who could act a Chief Executive of the new company and would be accountable to each Council's Chief Executive.</p> <p>Staff would TUPE transfer from WCC and the other Council(s), and would be employed directly by the new company.</p>	<p>The new company would be jointly owned by the Councils and each Council would have an equal stake in the organisation.</p> <p>Council would exercise control by directly appointing an equal number of Executive and Non-Executive Directors to the Board of the new company. Whilst under direction the Secretary of State would appoint the Chair.</p> <p>The Councils would be the only 'members' of the company and would therefore have ultimate control of the organisation and responsibility for major policy decisions. Each Partner LA would retain reserved matters (Articles of Association)</p>	<p>As an organisation satisfying the Teckal exemption, the new company would be granted a contract to deliver services by each Local Authority without undertaking a full procurement exercise.</p> <p>A contract would be in place between each Local Authority and the new company for the delivery of Children's Services.</p> <p>Each LA would need its own intelligent client function for contract management</p>

Name	Description	Ownership	Commissioning arrangements
Wholly Owned Company	<p>Worcestershire County Council's (WCC) Children Social Care Services would transfer to a newly formed company, which would be established as an Local Authority Owned Company.</p> <p>The Director of Children's Services would either be retained within the Council as Strategic Commissioner or be seconded to the new company as its chief executive.</p> <p>Staff would TUPE transfer from WCC to be employed directly by the new company.</p>	<p>The company would be owned by Worcestershire County Council but would be operationally autonomous.</p> <p>The Council would exercise control by either appointing, or having a right to veto appointments to, the Board of Directors. Whilst under direction, the Secretary of State would appoint the Chair.</p> <p>The Council would be the only 'members' of the company and would therefore have ultimate control of the organisation and responsibility for major policy decisions. The Council would also retain reserved matters (Articles of Association)</p>	<p>As an organisation satisfying the Teckal exemption, the new company would be granted a contract to deliver services by each Local Authority without undertaking a full procurement exercise.</p> <p>A contract would be in place between Worcestershire County Council and the new company for the delivery of Children's Services.</p> <p>It will require a commissioning (intelligent client function) to contract manage the company day-to-day.</p>
Independent Organisation	<p>WCC's Children Social Care Services would transfer to a new "not for profit" independent which could be established in a number of forms (e.g. Company Limited by Guarantee, as a charity or Community Interest Company)</p> <p>WCC would retain the statutory duty of the Director of Children's Services. The DCS role principally would then become one of commissioning, assuring the quality of provision and holding the new independent company to account</p> <p>Staff would TUPE transfer from WCC to be employed directly by the new company.</p>	<p>The company would be owned by the Independent Trustees/Directors appointed to govern it</p> <p>At the point of set up, the Council would be involved in the appointment of the new Board. It would be normal for the future appointments/removals from the Board to then be the remit of the Company's Board.</p>	<p>As the company would be independently owned the "Teckal exemption" to public sector procurement would not apply. However, it is understand that another exemption, the Hamburg exemption, has been successfully argued to award a contract without the need for open procurement. This would need to be confirmed through legal advice at a later stage.</p> <p>A contract would be in place between Worcestershire County Council and the new independent company for the delivery of Children's Services.</p> <p>It will require a commissioning (intelligent client function) to contract manage the company day-to-day.</p>

Name	Description	Ownership	Commissioning arrangements
Outsource	<p>A third party provide is commissioned to operate children's social care services. The provider must be a "not for profit" entity to deliver statutory children's social care.</p> <p>WCC would retain the statutory duty of the Director of Children's Services. The DCS role principally would then become one of commissioning, assuring the quality of provision and holding the third party to account.</p> <p>Staff would TUPE transfer from WCC to the third party provider.</p>	No Council ownership, the provider will be an established independently owned entity.	<p>A competitive procurement process would be required.</p> <p>A contract would be in place between WCC and the third party provider</p> <p>It will require a commissioning (intelligent client function) to contract manage the provider day-to-day.</p>