

# Adoption Tees Valley

## Full Business Case (FBC)

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## 1. EXECUTIVE SUMMARY

This Full Business Case (FBC) recommends that a new Regional Adoption Agency (RAA) is created through combining the adoption services of the Tees Valley Authorities of Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees Borough Councils.

Adoption Tees Valley has a clear vision 'To achieve the best possible adoption outcomes for children and adopters, through the provision of high quality and timely services delivered by an effective and financially sustainable organisation.'

It further recommends that it is initially a lead authority model hosted by Stockton BC.

The RAA will be branded as Adoption Tees Valley with a distinct identity.

To support the vision, Adoption Tees Valley has used the ideal experience and journey from the perspective of children and adopters to re-design the service and set its strategic objectives.

An initial funding model based on current budgets is proposed which is within the combined current budgetary envelope.

A review of performance against the objectives detailed in the Business Case will be undertaken after three years.

## **2. INTRODUCTION AND OVERVIEW**

### **2.1 Background**

In June 2015, the Department for Education (DfE) published 'Regionalising Adoption' and asked all adoption agencies in England to consider how to work much more closely together on a regional basis. This was enacted as the Education and Adoption Act 2016 which advised authorities and voluntary adoption agencies to join together to form Regional Adoption Agencies (RAA). The Act also gives the Secretary of State a new power to direct one or more named local authority to make arrangements for any or all of their adoption functions to be carried out on their behalf by one of the local authorities named, or by another agency.

The Government's view is that structural change will improve the process for children and adopters leading to improved numbers of children being adopted, an improved experience for adopters and improved timeliness overall. The DfE expects the RAA programme to deliver consistently good and innovative adoption practice that ensures improved life chances for children.

Adoption Tees Valley covers the boroughs of Darlington, Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton. It has an area of 304 square miles with a population of around 670,000 of whom, 129,000 are children aged 0-15.

### **2.2 Purpose of this Document**

This full business case (FBC) outlines how Adoption Tees Valley will deliver the Government agenda in relation to adoption, the benefits of the new service delivery model for children and adopters, and makes recommendations for the decision to progress with the creation of the Adoption Tees Valley service delivering adoption agency functions on behalf of the five partner local authorities.

The business case includes detailed project goals, performance measures, assumptions, constraints, and alternative delivery options considered. The FBC follows on from the Outline Business Case (OBC) which was approved by Management Board in autumn 2016 and subsequently reported to local authority democratic processes in early 2017.

### **2.3 Project Governance & Management**

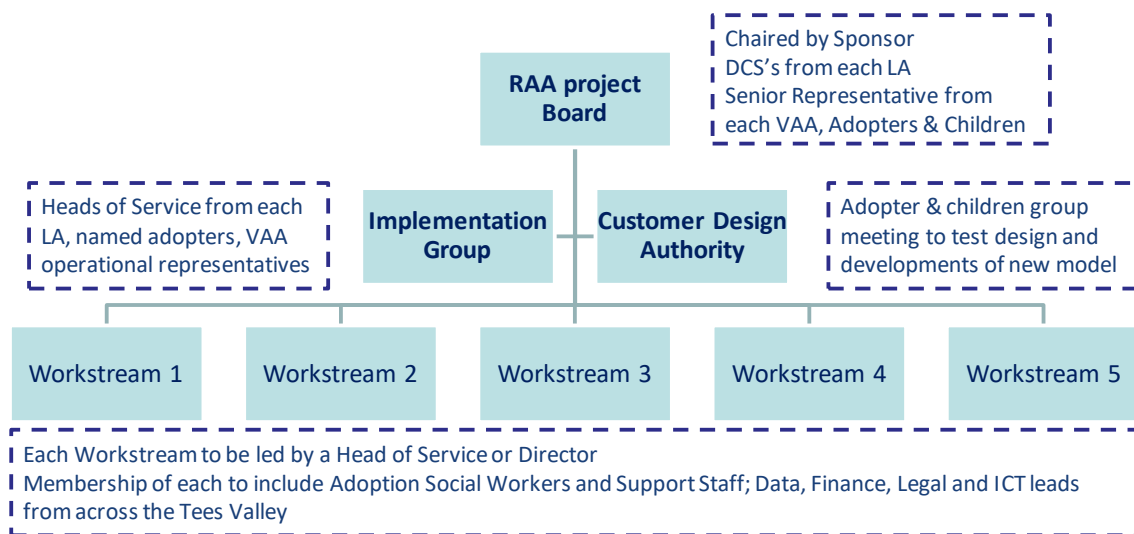
The development of Adoption Tees Valley is overseen by a Management Board comprising of the five Directors of Children's Services and senior representatives from the five Voluntary Adoption Agencies (VAA) that operate in the local area. The board is chaired by Sally Robinson, Director, Child and Adult Services at Hartlepool Borough Council who acts as sponsor.

During 2016 the work of the Management Board focussed on the design detail for Adoption Tees Valley, developing the ideal adopter and child journey. It also agreed the strategic objectives and scope of the new service which are set out later in this document.

A report for information was presented to the five local authority democratic decision making bodies (cabinet/committee) in January/February 2017. This report provided details of the work to date, shared the Outline Business Case and noted the need for further key decisions to be taken by local authorities during 2017.

Effective governance processes, with Director-level involvement and oversight, have already been established through the current project as demonstrated by the chart below.

Figure 2.3.1 Governance structure



The key roles and responsibilities of each group are set out below:

Table 2.3.2 Adoption Tees Valley governance – key roles and responsibilities

Roles	Responsibilities
<b>ATV Project Board</b>	<ul style="list-style-type: none"> <li>• Sign off of strategy, plan, timelines, resources and costs</li> <li>• Meet monthly to ensure Adoption Tees Valley Implementation is on track against plan</li> <li>• Responsible for sign off of key decisions and designs</li> <li>• Responsible for decisions regarding risk, issue and dependency management</li> <li>• Standard agenda includes adopter voice to ensure Adoption Tees Valley remains responsive to adopter needs</li> </ul>
<b>Customer Design Authority (CDA)</b>	<ul style="list-style-type: none"> <li>• Regular meeting of adopters and children to test ideas and pathways for Adoption Tees Valley to ensure it is focusing on customer needs.</li> <li>• Key role in Implementation and Transition phase to ensure design principles flow through into detailed practice design.</li> </ul>
<b>Implementation Group</b>	<ul style="list-style-type: none"> <li>• Operational group responsible for ensuring detailed activities to set up Adoption Tees Valley are underway and dependencies are tracked</li> <li>• Reporting up to Project Board and LA Sponsor on progress &amp; for key decisions</li> <li>• Overseeing outputs from Workstreams to ensure fit for purpose</li> </ul>
<b>Workstreams</b>	<ul style="list-style-type: none"> <li>• Action-owning groups responsible for specific aspects of setting up Adoption Tees Valley, per the detailed Workstream plans</li> <li>• Leads for most Workstreams identified, members to be drawn from adoption teams and support workers</li> <li>• Leads report into Implementation Group to update on actions and identification of any risks, issues and dependencies</li> </ul>

This governance approach has been effective in progressing the project to this key phase, the development of the full business case. Going forward, an updated approach is recommended for the transition and implementation phases. This is set out in Section 4 – Plan and Next Steps.

## 2.4 Adoption Tees Valley - Vision

A draft vision for Adoption Tees Valley was developed in March 2016 based on engagement with adopters, staff and VAAs:

**‘To achieve the best possible adoption outcomes for children and adopters, through the provision of high quality and timely services delivered by an effective and financially sustainable organisation.’**

This is further developed in section 3.1.

## 2.5 Delivery Model

The Outline Business Case (OBC) considered seven delivery options for Adoption Tees Valley, and concluded that a separate legal entity such as a Local Authority Trading Company was the preferred option.

However, since the approval of the OBC, a review of the delivery vehicle has been undertaken. This involved the Directors of Children’s Services and Directors of Finance from the five Tees Valley local authorities. The review, endorsed by the five Chief Executives, concluded that there will initially be a shared service hosted by a local authority for the following reasons:

- Ease of implementation – focus should be on service delivery rather than the complexities of setting up a legal entity.
- Cost – allowing ATV to commence business without the overhead of creating and running a company.
- Risk – allowing the service to commence activity and stabilise within a local authority framework.

Stockton emerged as the preferred organisation to host the new service. It is the biggest authority with the greatest capacity and is centrally located in the Tees Valley. Ofsted rating for Children’s Services overall and for Leadership, Management & Governance is good.

The ambition is that the hosted service will be designed and governed in a way that has all the benefits of a separate entity but without the organisational complexities and challenges. Service design principles are that:

- Stockton will be the host authority for ‘pay and rations’ purposes only and a governance model will be in place which ensures all five local authorities have an equal say in the running and future development of the Tees Adoption Service;
- Adoption Tees Valley will have its own identity, branding, and discrete location; and

- Adoption Tees Valley will use Stockton’s organisational policies and procedures as the employing authority, however new service specific policies and procedures will be developed which govern service delivery.

Once the service has gone live, a review will be undertaken after approximately 18-24 months of operations to consider whether moving to a separate legal entity would be appropriate.

## **2.6 Overview of the Operating Model**

Colleagues from all five Local Authorities and from Voluntary Adoption Agencies (VAAs) were involved in planning ideal ‘journeys’ for the child, adopter and birth parent. A summary of the ideal experiences for these three service user groups are detailed in Section 3 below and form the key principles which will underpin the Adoption Tees Valley service. Adoption Tees valley will be led by a Service Manager who will work to create a culture of openness and honesty throughout the adoption process with all service user groups at the heart of the process. Relationships and close working between the Adoption Tees Valley team and the social work teams in the local authorities will be crucial in order to make this a success.

### **2.6.1 Strategic risks**

Risks have been monitored and managed throughout the project this far with a report to Management Board on a monthly basis. The risk log has now been reassessed as the project moves from FBC into transition and implementation phases. A schedule of the risks is attached at Appendix A.

### **2.6.2 Stakeholders and consultation**

The Management Board is the key forum to ensure stakeholders have a voice and input in the creation of the Adoption Tees Valley service. The Board is made up of the five TV local authorities, five Voluntary Adoption Agencies, Adopters, education and health partners.

Heads of Service, Service Leads, Team Managers and Social Workers from all five Local Authorities and Voluntary Adoption Agencies have been involved throughout the planning and development process. The voice of adopters and adopted young people is also critical to the success of the project. To ensure the experiences of those who are experts in adoption are understood, significant consultation on the ideal child, adopter and birth parent journey took place in the summer of 2016 and these informed the Outline Business Case.

In addition to service design, workstreams focusing on workforce, staffing and practice and design have been led by operational experts in adoption from each of the all five Local Authorities and Voluntary Adoption Agencies.



### 3. ADOPTION TEES VALLEY – OPERATING MODEL

#### 3.1 Adoption Tees Valley - Vision, Strategic Objectives and Scope

##### 3.1.1 Vision

The vision for Adoption Tees Valley was developed in March 2016 based on engagement with adopters, staff and VAAs:

**‘To achieve the best possible adoption outcomes for children and adopters, through the provision of high quality and timely services delivered by an effective and financially sustainable organisation.’**

##### 3.1.2 Strategic Objectives

Objective 1 – To Deliver Better Outcomes for Children and Families

To be measured by:

- Improved timeliness of adoption
- Ensure a broader range of children can be adopted (including older children and those with more complex needs)
- Expand the number and choice of adopters, and the range of families who adopt
- A reduction in the number of adoption breakdowns
- Effective support for children and families throughout the adoption journey
- Children’s views, feelings and wishes are central to the decision making process
- Children’s identity and diversity are valued
- Children are safe and supported to reach their potential
- Adopters are listened to and their needs are met

Objective 2 – To Deliver Improved Value for Money

To be measured by:

- Achieving financial robustness and sustainability
- Realising medium to long term potential for cost savings
- Maximise the opportunity for income including accessing government grants
- Success at recruiting Adopters that can meet the needs of children to be placed for adoption.

### Objective 3 – Establish a Strong and Sustainable Services

To be measured by:

- Meeting the partnership’s strategic priorities, as agreed by the Board
- Effective governance, accountability and control
- Attract and retain the best staff
- The creation of opportunities for innovative practice and skill development
- Effective promotion of the business

### Objective 4 – Ease of Implementation for the new Partnership

To be measured by:

- Cost of implementation
- Timescales for implementation
- Legal and procurement implications

Objective 4 will be reviewed as part of the programme of implementation and through a Post Implementation Review. Objective 4 will not be carried forward once the service is live, when the success of implementation will be measured by Objective 3, the sustainability of the organisation.

Objectives one, two and three will be measured through the Balanced Scorecard and performance management and report processes.

A review of performance against the objectives detailed in the Business Case will be undertaken after three years.

### 3.1.3 Scope

Through the development of the Outline Business Case and further refinement, agreement has been reached on the functions that could be within and outside of scope of Adoption Tees Valley. The table below sets out how the organisation and local authorities will work together, summarising roles and responsibilities for each:

Table 3.1.3.1 Adoption Tees Valley Scope

Function	Regional Adoption Agency	Local Authority
<b>RECRUITMENT AND ASSESSMENT</b>		
Marketing and Recruitment Strategy	√	
Adopter Recruitment and Enquiries	√	
Assessment of Prospective Adopters – all Stage One and Stage Two functions	√	
Pre-approval training	√	
Completion of Prospective Adopter Report	√	
Panel	√	
Agency Decision Maker for approval of adopters	√	
Post approval training	√	
Matching	√	
Post Placement training for Prospective Adopters	√	
<b>PERMANENCE PLANNING</b>		
Relinquished babies	√	
Early identification of a child possibly requiring adoption		√
Tracking and monitoring the child possibly requiring adoption	√	√
Support and advice to child care social worker on the adoption process	√	√
Sibling or other specialist assessments if commissioned by LA	√	
Direct work to prepare child prior to placement	√	√
Preparation of the Child Permanence Report		√
Agency Decision Maker for “Should be placed for Adoption” decisions		√
Case management prior to the point agreed by the LA ADM		√
Case management from point agreed by the LA ADM	√	
<b>MATCHING AND PLACEMENT</b>		
Family finding	√	√
Looked After Child reviews	√	√
Shortlist and visit potential families	√	
Organising child appreciation day	√	
Ongoing direct work to prepare child prior to placement	√	√
Adoption Panel administration and management	√	
Agency advisor role	√	

Function	Regional Adoption Agency	Local Authority
Agency Decisions Maker for Matching prospective adopters and child	√	√
Placement Planning meeting administration and management of introductions	√	
Support to family post placement and planning and delivery of adoption support	√	
Ongoing life story work and preparation of Life story book	√	√
Independent Review Officer monitoring of quality of child's care and care plan		√
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	√	
Preparation of later life letter	√	√
<b>ADOPTION SUPPORT</b>		
Assessment for adoption support	√	
Developing and delivering adoption support plans	√	
Agree and administer financial support to adoptive families pre and post Adoption Order		√
Adoption support delivery including: <ul style="list-style-type: none"> <li>• Support groups</li> <li>• Social events</li> <li>• Post adoption training</li> <li>• Independent Birth Relative services</li> <li>• Support with ongoing birth relative contact</li> <li>• Specialist Life Story practitioners</li> <li>• Adoption counselling and training</li> <li>• Access to records</li> </ul>	√	
Financial support to adopters including adoption allowances		√
<b>NON-AGENCY ADOPTIONS</b>		
Step parent/parent adoption assessments	√	
Inter-country adoption assessments and post approval and post order support	√	

### 3.2 Ideal experience from child, adopter and birth parent perspective

As the starting point for developing the new service able to deliver the agreed vision and strategic objectives, a range of local authority and voluntary adoption agency staff were engaged through workshops in August and September 2016 to identify the ideal experience and journey through the service from the perspective of children and adopters.

This aimed to ensure that the principles and practice underpinning the new organisation are based on collaboration between professionals, and harness the collective knowledge and expertise of those delivering adoption services and other, inter-dependent services for children and families.

At the service design workshops a range of professionals (including VAAs, adoption service and children’s social worker representatives) developed the ideal experience for each key stage of the journey to adoption, from the perspective of children and adopters. To do this the group drew on findings from the adopter survey completed in March 2016 and the adopter focus groups completed in May 2016.

This has provided the basis for the design of Adoption Tees Valley processes, pathways, roles and functions set out in this document and appendices.

To capture and communicate the ideal experience ‘pen pictures’ were developed for children, birth parents and adopters. In the sections below the ideal experience of each stage in the journey for each stakeholder is distilled into a number of key principles which have guided and informed the development of processes, roles and functions.

### 3.2.1 Ideal child experience and key principles

Table 3.2.1.1

Stage		Key principle
1	Child becomes known to social care	<ul style="list-style-type: none"> <li>• Talk to and listen to me about what I want/ don’t want</li> <li>• Check back what you have written about me with me</li> <li>• Do all possible to make me feel supported and safe</li> <li>• Give me the right information about how you are helping them and what this might mean in the future</li> </ul>
2	Pre-care proceedings and planning initiated	<ul style="list-style-type: none"> <li>• Make sure I have a say in my future</li> <li>• Keep explaining to me what is going on with me and my family and what my options are</li> <li>• Make me feel safe and reassured</li> <li>• Keep me with my sibling</li> </ul>
3	Care proceedings and planning	<ul style="list-style-type: none"> <li>• Make sure my foster parents can support me and listen to me</li> <li>• Let me know what is happening to my family/ parents</li> <li>• Reassure me that what is happening to me is not my fault</li> <li>• If I’m confused, angry or frustrated understand why and help me to deal with this</li> </ul>
4	Family finding	<ul style="list-style-type: none"> <li>• Try to find me a forever home where this is possible and appropriate</li> </ul>

Stage		Key principle
		<ul style="list-style-type: none"> <li>• Keep me together with my brother or sister if this is what I want</li> <li>• Help me to carry on writing my life story</li> <li>• Support me to keep in touch with my foster carers if this is important to me</li> <li>• Explain what adoption is and what it could mean for me and manage my expectations.</li> </ul>
5	Matching	<ul style="list-style-type: none"> <li>• Make sure I'm well prepared for events and activities where I could meet a forever family</li> </ul>
6	Placement and post adoption support	<ul style="list-style-type: none"> <li>• Give me the chance to meet and get to know my adoptive family before I move in</li> <li>• Ask me whether I'm happy with my new adoptive family</li> <li>• Be there for me to talk to if I have any worries or concerns or want to talk to someone outside of my family</li> <li>• Let me know how my birth parents and foster parents will be told about how I'm doing</li> <li>• Let me speak to the worker who took me through the process when I want to and don't forget about me</li> <li>• Help me to deal with my feelings, issues and emotions now and in the future.</li> </ul>

### 3.2.2 Ideal adopter experience and key principles

Table 3.2.2.1

Stage		Key principle
1	Pre enquiry	<ul style="list-style-type: none"> <li>• Provide information on adoption in different ways and through different media</li> <li>• Make sure information available online directly addresses my concerns and queries</li> </ul>
2	Enquiry	<ul style="list-style-type: none"> <li>• Make RAA website and webpages easy to find and navigate</li> <li>• Make sure information about next steps and contact details is clear</li> <li>• When I call through make sure I don't have to wait for long and that my call isn't passed around</li> <li>• Be friendly and warm when you take my call</li> <li>• Have answers ready for the sort of questions I'm likely to ask</li> <li>• Reassure me if I have any concerns.</li> </ul>

Stage		Key principle
3	Preparation for training and assessment (Stage 1)	<ul style="list-style-type: none"> <li>• Give me and my family a clear overview of timescales, processes etc from the outset</li> <li>• Help me to prepare for adoption process e.g. with reading</li> <li>• Be sensitive, honest, open and transparent about the process with me</li> <li>• Challenge my assumptions and preconceptions about the sort of child/ children I'm looking for.</li> </ul>
4	Training and assessment (Stage 2)	<ul style="list-style-type: none"> <li>• Make me involved and part of the process throughout and update me regularly</li> <li>• Make sure training is useful and relevant, involves adopters and is delivered by experienced, insightful trainers</li> <li>• Help me to challenge my assumptions (or thinking?) about adoption and consider all of the options open to me</li> <li>• Ensure assessment is managed sensitively and that my worker can support me through it</li> <li>• Make me fully aware of the type of questions I'll be asked at panel</li> <li>• Make me feel comfortable and welcome at panel meeting.</li> <li>• Fully prepare me for being an adopter</li> </ul>
5	Matching	<ul style="list-style-type: none"> <li>• Give me clear and detailed information about the matching process and what I can expect</li> <li>• Give me the opportunity to speak to people who have been through a similar experience</li> <li>• Give me the opportunity to meet with potential matches face to face where possible/ appropriate</li> <li>• Give me further opportunities to get to know prospective matches, find out about them and their story and meet their foster carers and social workers.</li> </ul>
6	Placement and post adoption support	<ul style="list-style-type: none"> <li>• Be clear and upfront with me about the sort of challenges I could face now and in the future and how to pre-empt these</li> <li>• Give me support and advice on what the needs of my child may be and how to meet these particularly in relation to attachment and emotional health</li> <li>• Give me a support package which is tailored to the needs of me and my family</li> <li>• Be there to support me if I have problems or concerns in the future</li> <li>• Give me the chance to access support and advice from other adopters who have been through similar experiences.</li> </ul>

### 3.2.3 Birth parent experience and key principles

Table 3.2.3.1

Stage		Key principle
1	Child becomes known to social care	<ul style="list-style-type: none"> <li>• My consent has been given</li> <li>• I am kept informed of what is going on</li> <li>• I have a worker who advocates for me</li> </ul>
2	Pre-care proceedings and planning initiated	<ul style="list-style-type: none"> <li>• Good relationships are maintained throughout the process</li> <li>• My strengths as a parent are recognised during assessment</li> <li>• I know what to expect and who can help me</li> <li>• I have shared with my worker who in my family may be able to look after my child if I can't</li> </ul>
3	Care proceedings and planning	<ul style="list-style-type: none"> <li>• I am prepared and am told straight away when the judge agrees that adoption is going to happen</li> <li>• Workers are always open and honest with me</li> <li>• I know who my child is living with, I have met them and told them what my child likes and needs</li> <li>• I have a consistent worker who can tell me how things are for my child</li> <li>• I am involved in the CLA review process and share my views which are heard</li> <li>• All those involved in my child's adoption know that my actions may be as a result of the pain that I am feeling</li> </ul>
4	Family finding and matching	<ul style="list-style-type: none"> <li>• I contribute to my child's Life Story</li> <li>• My views of who can care for my child are listened to</li> </ul>
5	Placement and post adoption support	<ul style="list-style-type: none"> <li>• I am aware of what needs to happen to avoid losing future children</li> <li>• I understand what contact will happen with my child and how who and how this will be arranged</li> <li>• I am offered support with grieving and the door will always be open to me for help and support</li> </ul>

### 3.3 Adoption Tees Valley - Processes and Pathways

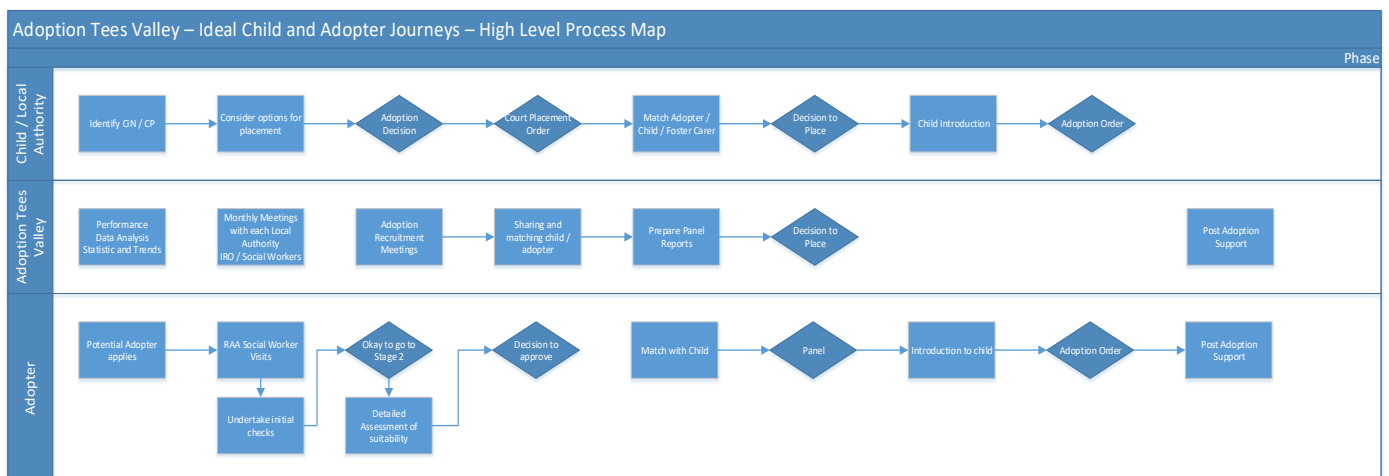
In the service design workshops in August and September 2016 attendees used the agreed 'ideal' child and adopter experience to map the activities, pathways and processes which Adoption Tees Valley will be required to deliver.



These involved practitioners working through the ‘pen picture’ for each stage and identifying the ideal pathway and best practice needed to deliver that experience across the child, adult and birth parent journey.

The map in Appendix C sets out the detailed activities and processes proposed to support the child and adopter journey and the links/ dependencies across both. The figure below summarises this.

Figure 3.3.1 : Adoption Tees Valley process map included in Appendix C,



### 3.3.1 Development of ideal child and adopter journey

The development of this map required LA representatives from children’s social work and adoption teams, and representatives from VAAs to establish a common process for supporting children and adopters through adoption to deliver the identified optimum experience.

The map in the top half of Appendix C provides a detailed ‘blueprint’ for key activities and processes needed to deliver the ideal journey to adoption from the perspective of a child, from pre-care proceedings to placement and post adoption support.

The map in the bottom half of Appendix C provides a detailed ‘blueprint’ for key activities and processes needed to deliver the ideal journey to adoption, from the perspective of an adopter, from pre-enquiry through to post adoption support.

The area in the middle of Appendix C provides proposed pathways, processes and activities to manage the links and dependencies between the child journey and adoption journey, and between Adoption Tees Valley and LAs / VAAs.

The whole map provides a procedural ‘blueprint’ for Adoption Tees Valley and the basis for the development of the detailed Adoption Tees Valley service delivery model

(from process/policy documents to ICT requirements) which is directly informed by and built around the needs of children and adopters.

Further detailed work will be undertaken during the Implementation and Transition phase to further refine and streamline this work with a series of Lean reviews.

### 3.3.2 Adoption Tees Valley - Roles and Functions

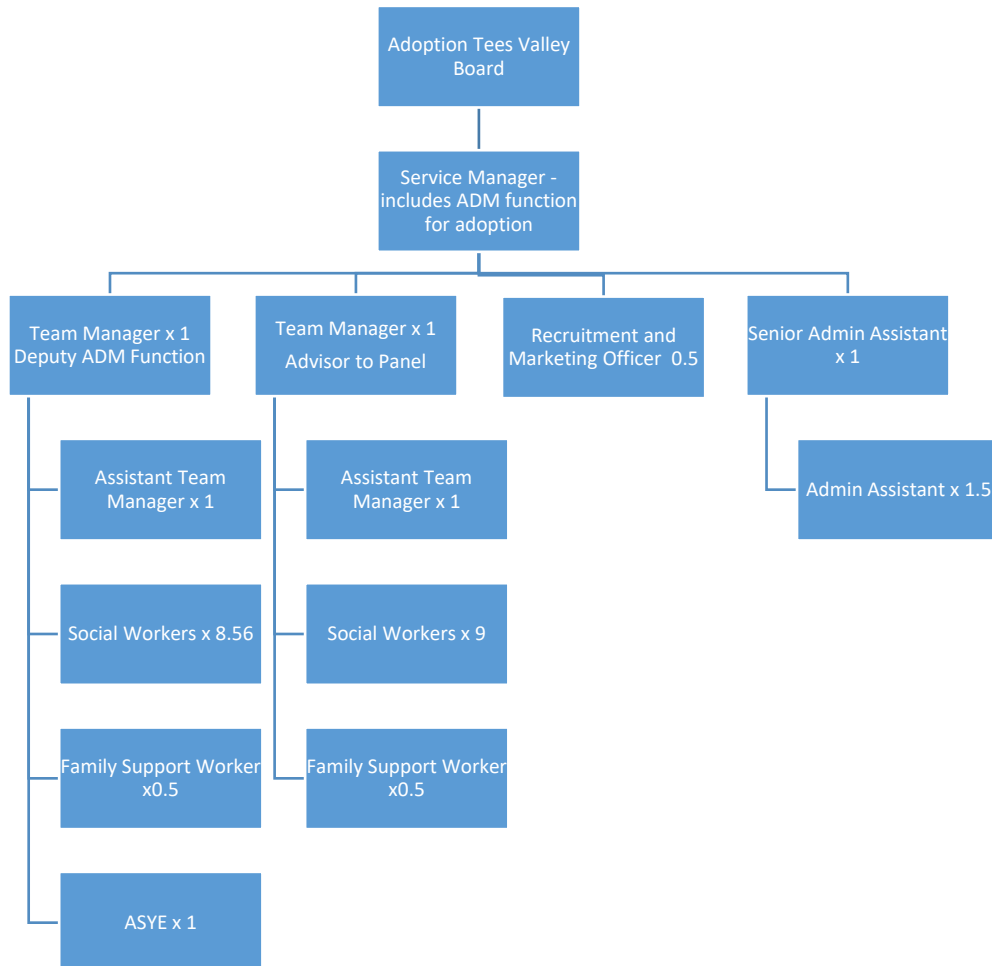
Based on the agreed activities, processes and pathways, the key roles and functions of the Adoption Tees Valley service were identified. This is set out in the section below and annotated on the adopter journey detailed in Appendix C.

Table 3.3.2.1 Proposed Functions - Adoption Tees Valley

Proposed functions - Adoption Tees Valley	
1. Advertising and marketing to generate adopter enquiries	12. Monitoring Post Adoption Support
2. Managing initial enquiries and contact	13. Collaborating with LAs / VAAs on forecasting, matching and panel process
3. Assessment and training of adopters	14. Administering and coordinating Panel meetings
4. Collaborating with LAs / VAAs on adopter recruitment	15. Collaborating with LAs / VAAs on Post Adoption Support
5. Supporting adopters through the assessment process (including assessment)	16. Providing training and support to LAs / VAAs
6. Coordinating adopter peer support	17. Managing and supervising ATV teams and individuals
7. Finding and matching families and children	18. Managing performance of teams and service
8. Managing matching, panel and placement process	19. Managing, supporting and coordinating ATV Board
9. Managing approval process	20. Managing case recording systems, appointments and administration
10. Assessing needs for Post Adoption Support (including financial allowances)	21. Managing staff recruitment, retention and workforce development
11. Delivering / commissioning / brokering post adoption support	22. Managing ATV financials.

The Practice and Organisation Design Group then translated the functions of Adoption Tees Valley into operational roles that will be required to deliver the functions and developed a new organisational structure.

Table 3.3.2.2 Proposed Structure - Adoption Tees Valley



A number of staffing options have been discussed within the Practice and Organisational Design work stream. The finalised agreed budget for staffing is £1,202,205. The structure indicated in table 3.3.2.2 is calculated to cost £1,213,087, a budget increase of £10,910. There is also expected to be salary protection payments of approximately £5,000 pa in the first two years. A salaries savings target of around £16,000 will therefore be needed to ensure ATV manages within the agreed staffing budget. It is expected that this can be achieved as all posts have been budgeted for at the top of the grade and through savings from staff turnover. The structure includes:

- A Service Manager: provision of ADM function, reports directly to the Adoption Tees Valley Board
- Two Team Managers: one to provide ADM resilience and one to act as advisor to panel; supervision of all Social Workers and management oversight of their cases

- Two Assistant Team Manager : to provide additional management capacity to Team Managers
- 17.56 Social Workers plus 1 ASYE
- Two (1 FTE) Family Support Workers to support Life Story Book work
- A part time (0.5 FTE) Recruitment and Marketing Officer: responsible for co-ordinating recruitment of adopters including liaison with fostering teams in each LA for joint recruitment opportunities
- One Senior Admin Assistant: co-ordinating panel process together with oversight of general administrative duties
- 1.5 Admin Assistants: providing preparation and support to Panel.

### 3.4 Property

The preferred location for a property is in Stockton. This is due to its central location within the Tees Valley, proximity to Stockton support services and ICT connectivity. A specification has been developed and a search for an appropriate property is being conducted within a review of all property with the Stockton Borough Council portfolio. An allowance for the costs of property has been costed for within the overall total for support services.

Key features for the property are:

- It is assumed all the team will use one base.
- A front reception for the public.
- A training room.
- Ideally two meeting / waiting rooms.
- Space to hold confidential files – this will need to meet security and regulatory requirements as data is highly confidential.
- Ideally set up for flexible working.
- Car parking for visitors and if possible staff.

### 3.5 ICT

A full assessment of ICT business case implications is attached at Appendix B. There are still several issues to be determined which will direct the ICT implementation, these are:

- **Accommodation** – once the building is determined then the extent of connectivity issues can be assessed.
- **Client system** – a decision has yet to be made on which system will best support adoption agency practice. Work has commenced on application assessment

which involves representatives from Hartlepool and Middlesbrough and is being led by an ICT Project Manager/Business Analyst from Xentrall Shared Services. A Lean Review of the detailed working practices for Adoption Tees Valley will take place during September and October 2017. From this a requirements specification will be developed, followed by market testing, procurement, evaluation etc. There is a possibility that the line of business system will not be fully implemented at the time the ATV goes live but this is not considered to be a major risk to the business and alternative ways of working will be implemented at initial go live.

- **Work styles** – the Lean reviews will determine the optimum work style for each role within the organisation. The equipment for each worker will then be able to be ordered and configured.

### 3.6 HR

A workstream has been established to manage all HR issues arising from the creation of the Adoption Tees Valley service. It has representatives from all five Tees Valley Borough Councils and is led by Stockton. The impact for individual members of staff is still being assessed and full consultation will take place once this is formulated. Adoption social work is undertaken as part of a number of people’s role so the potential number of staff impacted is disproportionately high. This is demonstrated by the table below:

Table 3.6.1 Staffing Numbers

Council	Potential no. of Staff Impacted	Baseline FTE
Darlington	17	3.00
Hartlepool	7	3.30
Middlesbrough	13	10.23
Redcar & Cleveland	9	5.86
Stockton	22	5.64
<b>Total</b>	<b>68</b>	<b>28.03</b>

The detailed workplan and timescale will form a key part of the Transition and Implementation stages. Key tasks include:

- Staff and Union consultation
- Baseline current staffing structures (completed)
- Agree the principles to be adhered to in the management of change
- Former DBC staff pensions transfer

- Develop outline staffing structures / Job Descriptions / Person Specifications and Job Evaluation
- Agree those employees who have a right to be transferred under the TUPE Regulations to the new service. Agree terms and conditions of service.
- Recruit Service Manager - Adoption Tees Valley
- Recruit into remaining posts / TUPE transfer
- Training and development

### 3.7 Performance Management and Information Governance

#### 3.7.1 Performance Management Framework

The performance management strategy is designed to provide a clear framework on how Adoption Tees Valley will manage its business and be accountable to the Board on the delivery of the agreed business and performance improvements.

The diagram below shows the different stages of performance management and how they link together in a continuous cycle:



Performance management is ultimately about ensuring the delivery of efficient, high quality, value for money services for customers which are the five local authority delivery partners, the voluntary adoption agencies and everyone who uses the service especially prospective Adopters, Adopters, Children and Young People.

There will be a clear set of performance indicators that will support Adoption Tees Valley and the Strategic Management Board to assess how well the service is performing against the strategic objectives at each level of the organisation from the high-level objectives to objectives for teams and individuals. The key performance indicators must give a balanced picture of performance that reflects all aspects of the service. Adoption Tees Valley will use the Balanced Scorecard approach to make sure there is a comprehensive and detailed picture of performance including both quantitative and qualitative measures.

The scorecard covers four key aspects of performance:

- **Customers** – this looks at the impact of the Partnership in terms of the community, services users and customers. It involves looking at how well Tees Valley Adoption has met the needs of service users and the perception of the organisation from the viewpoint of the community / service user which will include outcome indicators like customer satisfaction, and other feedback from users such as compliments and complaints.
- **Business** – this focuses on how well the processes which are critical to effective service delivery are working, for example it might involve looking at aspects such as speed of response. This encourages managers to identify what the key business processes are, to look at performance in carrying out those processes and to establish targets for improving performance.
- **Resources** – these indicators focus on how well the Partnership's resources are being used and might include finance, equipment or other physical assets.
- **People** – indicators in this aspect focus on actions or initiatives intended to deliver service improvements, these might for example include employees training and development.

<p><b>Finance Measures</b></p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Net adoption position (number of placements with Tees Valley Adfoption adopters and number of placements outside the service)</li> <li>• Cost of Adoption</li> </ul>	<p><b>Business Measures</b></p> <ul style="list-style-type: none"> <li>• 13 DfE Adoption Scorecard indicators: <ul style="list-style-type: none"> <li>○ Some will be the responsibility of the LA</li> <li>○ Some will be joint</li> <li>○ Some will be TVA</li> </ul> </li> <li>• Outcome measures as identified in adoption national standards</li> </ul>
<p><b>Employee Measures</b></p> <ul style="list-style-type: none"> <li>• Employee satisfaction (annual survey)</li> <li>• Employee training / workforce development (CPD)</li> <li>• No of days sickness</li> <li>• Annual Turnover</li> </ul>	<p><b>Customer Measures</b></p> <ul style="list-style-type: none"> <li>• Adopter satisfaction</li> <li>• Adoptee satisfaction</li> <li>• Partner local authority Children’s Social Care satisfaction</li> <li>• No. of Complaints / Compliments / Comments</li> <li>• No. of FOI requests</li> </ul>

### 3.7.2 OFSTED and Regulatory Framework

Adoption services are inspected by Ofsted through their inspection framework. The advice that has been given by OFSTED is that the inspection framework (from January 2018) will consider the child’s experiences in relation to adoption through the local authority inspection framework.

The RAA will need to provide information to the local authority in relation to adoption activity for children placed by the respective Council in particular information in relation to the timeliness and quality of service. The Local Authority will need to demonstrate how it is ensuring itself of the quality of the adoption service delivered by Tees Valley Adoption on its behalf.

If ATV becomes a legal entity in the future it will be a classified as a VAA and OFSTED have advised that it may be inspected in its own right, however, the VAA would need to take its own legal advice on this matter.



### 3.7.3 Information Governance

Information governance protocols will ensure that outcomes are delivered with regards to:

- Data Protection registration
- Privacy Impact Assessment
- Information Sharing Agreements
- Records Management / Storage / retention
- Information and Data ownership
- Freedom of Information
- Complaints / customer feedback / escalation policy / role of Adoption Tees Valley Board
- Training and Awareness
- Lone Working policy
- IG policies and procedures

And compliance with:

- ISO27001 Information Security Management System standard,
- PSN and PCIDSS requirements,
- ISO9001 Quality Management System standard
- Compliance with HSCN connection requirements
- Adoption Agencies Regulations and National Minimum Standards

### 3.8 Communications and Marketing

Adoption Tees Valley will have its own identity and its own brand. Part of the implementation project will include developing a logo and design for the organisation which is in keeping with its principles and vision. Adoption Tees Valley will have its own:

- Website and URL [www.adoptionteesvalley.org.uk](http://www.adoptionteesvalley.org.uk)
- Email addresses will be [an.other@adoptionteesvalley.org.uk](mailto:an.other@adoptionteesvalley.org.uk)
- Letterheads

The organisation needs to have a recognised and trusted brand with a high profile with all key stakeholders, local people and other Adoption Agencies who may want to work with it.

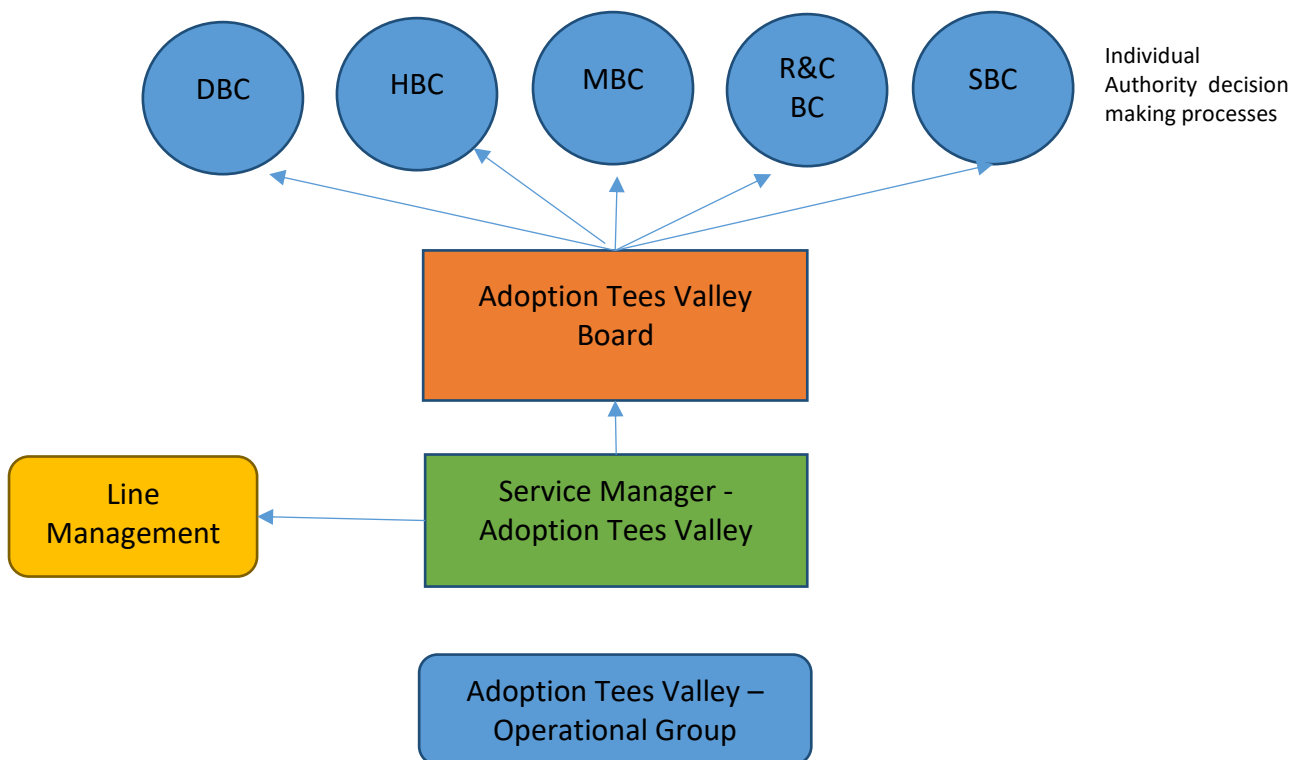
Local authorities will amend all their existing Adoption marketing material, including websites and leaflets, so that they are signposting people to the new organisation.

Marketing and recruitment campaigns will be a major activity for Adoption Tees Valley and it needs to build on the best practice which is in place across the partnership.

### 3.9 Governance Arrangements and Legal Implications

As described in section 2.5 (Delivery Model) it is proposed that Stockton BC will host the Adoption Tees Valley service for the purposes of pay and rations. The diagram below shows the governance framework for the organisation with the Board holding a pivotal role and being the accountable body for performance, practice and operations. The Authorities will enter joint arrangements under Section 101 of the Local Government Act 1972.

Figure 3.9.1 Governance Model



#### Adoption Tees Valley Board

The purpose of the Board is to be responsible for the strategic oversight of Adoption Tees Valley.

The principle functions of the Board are to:

- Agree the Balanced Scorecard

- Agree the budget and recommend to the authorities the appropriate financial contributions
- Monitor performance and volumetric data
- Develop strategy and set strategic direction for the organisation
- Evaluate the impact of legislation and ensure implementation as appropriate
- Evaluate the effectiveness of the service in meeting strategic objectives
- Agree changes to service design and delivery

Board Membership will be:

- Directors of Children’s Social Care or their representatives (Authorised Officers) for Darlington BC; Hartlepool BC, Middlesbrough BC, Redcar and Cleveland BC, Stockton BC
- Voluntary Adoption Agencies
- Adopters and Adoption experienced individuals
- Health partners
- Education partners
- Additional stakeholder representatives with specific remits as determined by the Board

The Board will be responsible for appointing the chair of Adoption Tees Valley Board.

### **Service Manager - Adoption Tees Valley**

The Service Manager will be responsible for the strategic development and operational management of Adoption Tees Valley, reporting to the Adoption Tees Valley Strategic Management Board. Specifically:

- Managing Adoption Tees Valley on behalf of the Authorities
- Delivering the service in line with the agreed design and ambition as set out by the Board
- Managing performance of Adoption Tees Valley Service
- Managing expenditure from within the budgets set by the authorities and in accordance with the agreed Service Plan
- Submitting quarterly reports and an annual report to the Board to enable them to monitor the success of Adoption Tees Valley

Line management and supervision, of the Service Manager, it is proposed that either:

- a. Independent supervision is provided (preferred, but budget dependent)
- b. A partner Council provides supervision

HR matters would be dealt with by Stockton Council as the employer, but under guidance from the Board.

## **Local Authority Members**

The Director of Children's Services (DCS) for each Local Authority will be responsible for ensuring that the requirements of local authority democratic processes are met through reporting to Elected Members / Portfolio Holders. There will be an opportunity for Lead Members to meet on a regular basis to receive updates on the RAA and visit the service. Under the National Minimum Standards for Adoption, there is a requirement that the executive side of the local authority receives six monthly reports detailing the management outcomes and functioning of the adoption service.

The DCS will appraise Members and Directors of Finance, of any financial or budget implications for Adoption Tees Valley which has an impact on the Local Authority, seeking authority to proceed with any changes which are recommended by the Board. This recognises that financial decisions outside the normal / agreed budget, will need to be approved by all five Local Authorities.

It is proposed that each Council reviews their Scheme of Delegation to support this arrangement

## **Voluntary Adoption Agencies**

It is proposed that the VAAs continue to be partners in Adoption Tees Valley in an advisory capacity. They may be invited to attend Board meetings or the Board may want to set up a separate Forum for the VAA to ensure its views and issues are taken into consideration.

## **Customer Design Group**

A Customer Design Group will be established as a reference group once Adoption Tees Valley is live. The Voice of the Adopter and the Voice of the Children and Young people will be considered through this group.

## **3.10 Finance**

### **3.10.1 Approach**

The Finance Workstream consisted of representatives of all five councils and has collected and modelled data to create an acceptable funding model. The Finance Workstream has used the existing Tees Valley Directors of Finance Group as a reference point. The recommendation contained in the FBC has been ratified by the Directors of Finance Group.

### 3.10.2 Baseline costs

Baseline financial information has been collected for the five local authorities. The purpose of collecting base line data is to provide a comparator to the proposed budget for ATV, allowing the proposed budget to be compared against the cost of current arrangements. The base line information also allows comparison to the proposed split of the cost of ATV budget between the five Councils to allow each authority to consider their resource position.

The collection of baseline data has involved the investigation of spend at each Council on the work areas that are included within scope for ATV. Not all of the five Councils have a separate team for adoption services (there are Family placement teams at a number of the Councils that cover both fostering and adoption) therefore an estimation of the split of costs between the services has had to be taken.

A number of alternative methods of putting together baseline financial information were considered in creating the final baseline position; for example, current year's budget, previous years spend, average spend over three years. Each methodology was tested within the finance group to ensure that the most reliable/accurate data could be produced for the baseline. The final baseline figures were agreed as follows.

**Staffing** - the most appropriate data to use was the 2017/18 (current) budget. Both the average spend and actual spend figures produced some large variances as Councils have experienced staff turnover/changes during those years. It was felt that the current budget accurately reflected what resources were available to each Council with regard to staffing budgets and therefore this should be the baseline used. Several Councils have a budget allocation for staff turnover within their budget (i.e. budgeting for vacant posts); this has been included in the base line for determining the total cost of the ATV budget.

**Running costs and Inter-Agency Fees** - the most appropriate data to use was the average spend for the last three years. This method was chosen rather than using current budgets as it ensures that the resources reflected the demands rather than budgets that could be either over or under provided for. A three-year average was used to provide a more typical level of spend rather than capturing a year where expenditure was particularly high or low for any Council(s).

Baseline	D'ton	H'pool	M'bro	Redcar	S'ton	TOTAL
Staffing baseline cost (2017-18 Budget)	£153,549	£157,948	£402,337	£237,658	£250,713	<b>£1,202,205</b>
Running Costs (3 year average)	£72,147	£29,725	£47,686	£22,650	£55,992	<b>£228,200</b>
<b>Baseline Cost (excluding Inter-agency Fees)</b>	<b>£225,696</b>	<b>£187,673</b>	<b>£450,023</b>	<b>£260,308</b>	<b>£306,705</b>	<b>£1,430,405</b>
<b>Baseline Cost (excluding Inter-agency Fees)</b>	<b>15.8%</b>	<b>13.1%</b>	<b>31.5%</b>	<b>18.2%</b>	<b>21.4%</b>	<b>100%</b>
<b>Net Inter-agency Fees (3 year average)</b>	<b>£90,038</b>	<b>£37,305</b>	<b>£228,893</b>	<b>£58,774</b>	<b>£195,054</b>	<b>£610,064</b>
<b>Total Baseline Cost</b>	<b>£315,734</b>	<b>£224,978</b>	<b>£678,916</b>	<b>£319,082</b>	<b>£501,759</b>	<b>£2,040,469</b>
<b>Total Baseline Proportion</b>	<b>15.5%</b>	<b>11.0%</b>	<b>33.3%</b>	<b>15.6%</b>	<b>24.6%</b>	<b>100%</b>

### 3.10.3 ATV Budget and funding options

An overriding principle of the business case development is that ATV can cost no more than current baseline costs

There are many methods that can be used to allocate a share of the costs to each partner Council. These include allocating the shares based on one or more of a number of metrics. In addition, different elements of the cost of the service could be charged differently, and there could also be a combination of fixed and variable elements within the contributions.

It is the preference of the contributing councils that the method should be as simple as possible whilst also being fair and equitable and minimising financial turbulence.

A number of metrics have been considered regarding the allocation of the costs.

These are:

Current baseline costs

Number of adoptions

Number of Care Applications received

Number of Placement Applications received

Total Population

Population 0-15 years

Population 0-10 years

Number of LAC children

Exemplifications were produced for each of the above metrics. The outcome was considered by the Tees Valley Directors of Finance who concluded that these costs will be split on the

basis of the current budgets. The budget allocation of £1.43m being split as detailed in paragraph 3.10.2 and in summary results in the following contributions.

Darlington	£226k (15.8%)
Hartlepool	£188k (13.1%)
Middlesbrough	£450k (31.5%)
Redcar & Cleveland	£260k (18.2%)
Stockton	£307k (21.4%)

The above funding formula will be fixed for future years to provide a stable financial base for the RAA and the five local authorities. . Any savings/overspends will be split between the five Councils on the same percentage basis as they have put in. No savings target is set for year one, however future savings / increased adoptions will be expected as the service benefits from efficiencies/economies of scale.

### 3.10.4 Inter-agency Fees

Inter-agency fees can vary significantly year on year based on demand, the level of in-house capacity to meet that demand, and the specific matching requirements of children being placed for adoption. Over the last three years spend has been fairly consistent across the Tees Valley, not varying too widely from the three-year average of £610k. However, there are ups and downs within this position for individual councils. A three-year average has been used to provide a more 'typical' level of spend rather than capture a year where expenditure was particularly high or low for any council(s). The Tees Valley Directors of Finance have concluded that:

- ATV will not be provided with the resource for inter-agency fees, the funding will stay with each Council.
- ATV will be set a target spend in year one of no more than £500k (net).
- It is expected that spend on inter-agency fees will decrease with a view to a nil net spend in future years. Year two onwards targets to be set at a future date.
- Any spend in year one will be charged to the five Councils on a split based on their share of the total average number of adoptions (ie. the total number of adoptions being the sum of both inter-agency and non inter-agency adoptions) over the last three year period. This element of the funding formula will also be fixed for future years and will reflect the following percentage contributions:

	Percentage contributions (based on average annual adoption numbers 2014/15 to 2016/17)
Darlington	20.2%
Hartlepool	14.0%
Middlesbrough	27.2%
Redcar and Cleveland	14.0%
Stockton	24.7%
	100.0%

### 3.10.5 Support Services

Support Services are to be provided by Stockton Council. These have not been finalised as yet, but an upper working estimate of £0.180m is being used. This is made up of Premises (£0.080m), ICT (£0.070m), and Finance/HR/Legal (£0.030m). These costs have not been included in baseline costs. Once the actual budget is agreed, this will be split between each Council on an equal share basis.

### 3.10.6 Set Up Costs

ATV will have some one off set up costs, in particular for the premises, ICT and project management requirement. These are yet to be fully quantified as some of these are dependent on decisions around working practices.

Set-up costs will be funded by the grant held by HBC until this is exhausted and only if this insufficient should any remaining costs be shared between the five councils.

### 3.10.7 Redundancy Costs

The position regarding redundancies will not be known until the final structure has been agreed and TUPE arrangements completed.

The ATV budget has no provision for redundancy costs incurred upon set up. It is expected that an effective management of change process will minimise redundancies. However, it is proposed that any redundancy costs that are incurred upon set up will be shared equally amongst the five Councils

No provision has been built into the ATV budget for any future redundancies that may arise within ATV after inception. It is expected that any redundancies would occur either from a reduction in service requirement (i.e. less demand) or as a result of efficiencies within working practices. Both of these situations would create a saving within the ATV budget, therefore it is proposed that future redundancies would be picked up with the ATV budget, pre-the return of any savings to the contributors.



## 4. PLAN AND NEXT STEPS

There are five stages to the project:



The current phase of the project has seen the formulation of this Full Business Case document. Attached at Appendix D is an updated overall project plan which shows that the Business Case will be developed for initial approval at the Board meeting in September 2017 and submitted to each local authority for full sign off and approval in October/November 2017.

Once the Full Business Case is complete the project will move into the implementation phases. Set out in Figure 4.1 is a diagram of each of the phases and the proposed timelines (high level) for each phase.

**Implementation** – the establishment of Adoption Tees Valley.

**Transition – Local Authorities** – looks at the reorganisation of the Local Authority services. This is particularly important for those LA’s where Fostering and Adoption are currently combined services.

**Infrastructure Live** – this is the milestone in January which needs to be achieved to ensure a go live for the full service in April 2018. The milestones are set out below.

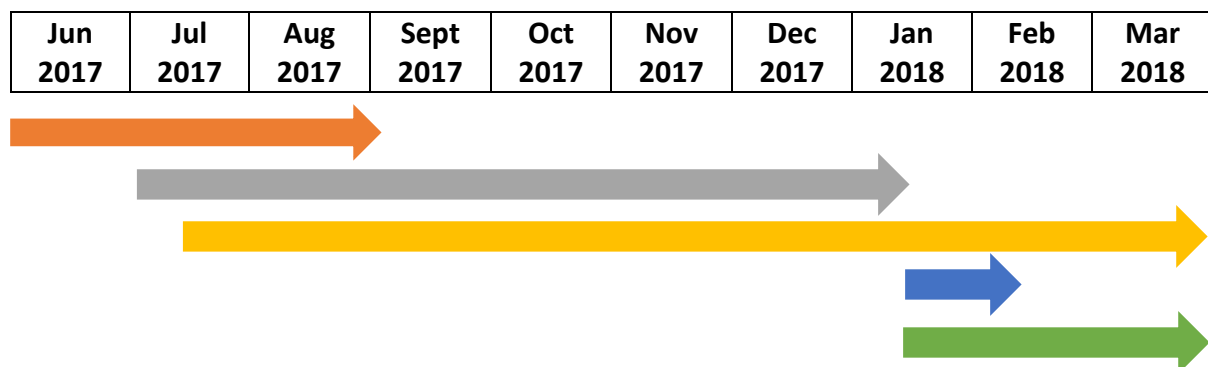
**Transition to Adoption Tees Valley** – this will be the period from January to April 2018 when the work of the new organisation takes over from the existing local authority arrangements. It also takes account of all the workforce development / team building and culture issues.

It is proposed that the initial work for Transition and Implementation commence as soon as possible to ensure a timely implementation. The impact of change on the local authorities cannot be underestimated. Additionally, go live is fully dependent upon a number of critical milestones being met:

- Service Manager - Adoption Tees Valley recruited and in post
- Accommodation identified and made ready
- ICT system purchased and installed
- ICT networks established
- Staffing structure in place and recruitment completed
- Information governance issues resolved, including Data Protection registration and Information Sharing Agreements all signed off by the Caldicott Guardians
- Memorandum of Understanding / S101 agreement signed off by all five local authorities

Figure 4.1 Project Phases

Full Business Case	Implementation	Transition - LA's	Infrastructure Live	Transition to RAA
<ul style="list-style-type: none"> <li>•Service Design</li> <li>•Customer Interface</li> <li>•HR Staffing</li> <li>•Accommodation proposal</li> <li>•ICT and Systems proposal</li> <li>•Governance Model</li> <li>•Critical Success Factors</li> <li>•Overall business benefits / outcomes</li> <li>•Financial Business Case</li> </ul>	<ul style="list-style-type: none"> <li>•Legal</li> <li>•Finance</li> <li>•Performance Management</li> <li>•HR &amp; Staffing</li> <li>•ICT purchase and install</li> <li>•Brand</li> <li>•Information Governance</li> <li>•Accommodation</li> <li>•Communications and Engagement</li> <li>•Design - policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>•New Ways of Working</li> <li>•New Staffing Structures</li> <li>•Redesign of services (where fostering and adoption combined)</li> <li>•Contracts</li> <li>•Revised ICT</li> </ul>	<ul style="list-style-type: none"> <li>•ICT</li> <li>•Accommodation</li> <li>•Head of RAA</li> <li>•Transitional Budget</li> <li>•Staff Structure</li> <li>•Information Governance</li> <li>•Legal / MoU</li> </ul>	<ul style="list-style-type: none"> <li>•Set up ICT system / test</li> <li>•Staff training / Workforce development</li> <li>•Team Building</li> <li>•Records Transfer</li> <li>•Organisational Development / Culture</li> <li>•Establish the business</li> <li>•Logistics</li> </ul>



**Next Steps**

The immediate next steps are:

- The Board to approve the financial business case and the HR staffing proposals **July / Aug 2017**
- The Full business case to be approved by Board **Sept 2017**
- Decision to proceed to be approved by all five Local Authorities **Oct / Nov 2017**

## APPENDIX A – RISK MANAGEMENT

Through the service design workshops and development of the business case, a range of risks were identified in relation to the development and implementation of the Adoption Tees Valley service. These are set out in the table below. For each risk the following is provided:

- Rating based on impact and likelihood (1=low, 5=high)
- Mitigating actions.

### Risk matrix

Risk	Impact	Likelihood	Score	Mitigation
<b>Performance and finance</b>				
Unable to secure children or adopters to sustain model	5	2	10	Best practice activity to secure and forecast potential adopters and children as early as possible has been built into processes
Demand continues to fall as courts are seen to increase evidence threshold for placement orders and / or lose confidence in ability of TV LAs to find and support appropriate and stable placements	5	2	10	Build relationships with the courts; build a good track record with of achieving good outcomes for children and monitor trends carefully
Rise in adoption breakdowns	5	2	10	Best practice, experience and expertise has been built into service model
Costs of the new service are too high and or unsustainable	5	2	10	Detailed financial plans and close monitoring of both finance and performance.
ICT systems cannot be aligned impacting on delivery	4	2	8	Transition and Implementation phases will test feasibility of aligning ICT systems and establish a method for this.
Sharing risk and gain - there is a risk that one or more TV authorities might not commit due to lack of assurance on cost / benefit	4	2	8	Transparency and open dialogue about the potential risks and gains between authorities
The different Workstreams are dependent on each other and the sequencing of	4	2	8	Programme approach to co-ordinating the change work

Risk	Impact	Likelihood	Score	Mitigation
activity (e.g. design of Performance requirements and spec IT requirements) which could impact on the timely delivery of the new service.				
Under the Adoption Tees Valley model the LA (who has first contact with children) and Adoption Tees Valley (who will recruit adopters) will be split which could impact on process and relationships required for successful matching and timescales	4	2	8	Well-designed and effectively implemented pathways should mitigate this risk
<b>Workforce</b>				
Unable to transfer LA / VAA staff resource to Adoption Tees Valley where currently held across service areas	5	2	10	Develop and agree an approach to reconfiguring resource in each organisation to allow resource to be transferred Transition and Implementation phase
Unable to attract and retain the best adoption staff	5	1	5	Ensure Adoption Tees Valley provides an attractive and supportive offer to existing and prospective staff
Adoption Tees Valley fails to secure consistent high quality of service across internal and external workforce	5	1	5	Plan includes an Optimisation stage to support Adoption Tees Valley to achieve the practice model
Workforce and / or performance issues arising from 'culture clash' or failure to implement new processes and systems effectively	5	2	10	Include staff throughout the design and set up of the new service, ensure there is sufficient training on new processes
<b>Wider stakeholders</b>				
Fail to achieve buy in from Adoption Tees Valley staff	5	2	10	Ensure model and implementation is co-produced with staff
Fail to achieve buy in from adopters / children	5	2	10	Ensure design, implementation and delivery is developed in collaboration with adopters and children

Risk	Impact	Likelihood	Score	Mitigation
Fail to achieve buy in of LA / VAA operational staff (e.g. Children's Social Workers)	4	2	8	Ensure model and implementation is co-produced with LA / VAA staff, and regular formal + informal lines of communication/ feedback
VAA presence in region is threatened destabilised	5	2	10	Ensure VAA role is clearly clarified and formalised in the design phase

## APPENDIX B - ICT

### Adoption Tees Valley BUSINESS CASE

#### ICT STRAND

##### 1. Scene Setting

In the absence of final decisions and information in other key areas which impact on the ICT service provision, this proposal is based on the following assumptions and in the case of some, contains some options in light of these:

1. A team of around 30 staff.
2. Using a single office as a base which is connected to the Xentrall ICT network.
3. Working mobile and in other locations around the Tees Valley as and when necessary. Other locations may include; at home, at other Council offices, in client's homes, in public spaces, cafes and on the move.
4. Requiring suitable computing and fixed/mobile telephony provision.
5. Requiring the standard Microsoft Office suite of desktop software for email, word processing, internet etc.
6. Requiring access to a RAA specific adoption application for the management of caseloads.
7. Requiring the RAA adoption application to import and export records to the relevant Authority or organisation as necessary.
8. Requiring access to Stockton Council standard ICT services which are available to the typical Stockton Council ICT user e.g. Intranet, file storage.
9. Using the domain name [www.adoptionteesvalley.org.uk](http://www.adoptionteesvalley.org.uk) for web and email presence.
10. Having a simple sign-posting and information giving, non-transactional RAA website ([www.adoptionteesvalley.org.uk](http://www.adoptionteesvalley.org.uk)).
11. Requiring access to the Xentrall ICT supporting infrastructure and ICT services as with any other service of the Stockton Council.

##### 2. RAA Office

The RAA office will require a network connection to Xentrall's ICT network and will also need a local area network installing around the office. A Wi-Fi service will also be installed for use by mobile devices e.g. smartphones, tablets and laptops, and will provide both corporate (for RAA devices) and public (for personal and visiting devices) Wi-Fi services.

Ideally the office will be an existing networked Stockton Council site. If not, for simplicity, a site/discrete office independent of any other existing organisation with ICT provision would be the next preference.

The following is a summary estimate of costs and all assume the office is not located in an existing networked Stockton Council building and displacing existing Stockton Council ICT users:

<b>Network Item</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
100Mbps network link	£0	£8,000	Subject to survey and installation.
48 port network switch	£1,600	£0	
Office network cabling and cabinet	£2,500	£0	Assuming 30 network points.
Wi-Fi access points (x2)	£275	£0	Assuming 2 points are sufficient for the office area chosen.
Multi-Function Printing Device	£2075	Based on use	Canon C3520i £0.0157 per A3/4 b&w click £0.0571 per A3/4 colour click £0 per scan A4 paper £3.89/1000 sheets
<b>Total</b>	<b>£6,450</b>	<b>£8,000</b>	+ click and paper usage

### 3. RAA Application

A procurement exercise will be undertaken with RAA representatives and Xentrall ICT to identify a suitable adoption application for use by the RAA. Currently the ICT team are aware of at least two products in this area (Link Maker and Charms) and possibly a third (Liquid Logic). This sub-project is about to commence with requirements definition and market assessment.

In addition to the procurement of a suitable application, there is the initial upload of data and the on-going sharing of data between the RAA and the five Authorities to consider, and presumably reporting to Government and possibly other bodies. Discussions to date have indicated that the data volumes may be such that a manual initial load of data to the new application may be possible and a data cleanse may form part of this? Similarly, the future transfer of adoption records between the RAA and Authorities needs consideration

(automatic/manual?). All this should become clear once suppliers have been engaged as part of the procurement process.

In the absence of the results of the procurement exercise, the following are indicative costs provided by the suppliers of the two known main applications in this market area. It is anticipated that only one application will be required. There may also be remote hosting options available as well as server provision from Xentrall ICT. On-site provision will be reflected in the management fee (see below). Final costs will only be known once the size and makeup of the adoption team is known and a formal application procurement exercise undertaken.

<b>Application Item</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
Link Maker	£TBC	£14,067	There may be installation costs also, but information currently not available.

Charms	£31,850	£9,048	Other payments options exist e.g. build install cost into monthly/annual fee.
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#### **4. RAA ICT Users**

There are a variety of ICT options available to the modern ICT office worker, whether they work traditionally at a fixed desk or work flexibly in various locations and possibly outside of standard office hours. Subject to cost, there are benefits in equipping perceived fixed desk workers with some mobile capability. Enabling flexible working when required can have the following benefits:

Enables flexible working when required:

- Ability to work occasionally from home for whatever reason (family commitments, adverse weather, tradespeople appointments).
- Working out of hours without access to the office.
- Ability to work away from the office at no notice e.g. any future temporary role, covering for others.
- Ability to support business continuity arrangements should these be invoked e.g. unable to access the office, working from another location, remote access to central records.



- Can aid recruitment and retention as part of modern flexible working practices

As a consequence, the estimated costs shown below show different options for mobile and fixed office workers. These can be blended to mirror the anticipated working arrangements for the RAA and can be changed in the future as work patterns shift.

Note also that subject to these future working arrangements, the existing ICT equipment of the Stockton and Darlington adoption staff who will form part of the RAA is likely to be suitable for continued use in the RAA as it already forms part of the overall Xentrall managed ICT estate. It is also assumed that due to compatibility and future support issues, none of the existing ICT equipment of the other three Authorities will be transferred into the RAA. Therefore, the existing SBC/DBC equipment can be pooled and considered as part of an overall view of how the team should be equipped.

There will be a requirement to transfer a user's emails and documents from their original Authority's ICT systems into Stockton's systems. Arrangements will also be needed to ensure future contact is signposted to the RAA. Any GCSx email accounts will also need migrating.

<b>#1 Fixed Desk Worker</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
Microsoft Office 365 Business Premium		£113	
SAM Asset Management Licence	£13		
PC Base Unit	£374		
24" Monitor	£92		Multiple screens can be provided.
Keyboard & Mouse	£10		Standard version. Can be upgraded.
Lead(s)	£5		
<b>Total</b>	<b>£494</b>	<b>£113</b>	Subject to any additional options.

#2 Mobile Worker (Laptop)	Initial Cost	Annual Cost	Comment
Microsoft Office 365 Business Premium		£113	
SAM Asset Management Licence	£13		
Laptop	£432		
Encryption Licence	£150		
24" Monitor	£92		Multiple screens can be provided.
Keyboard & Mouse	£10		Standard version. Can be upgraded.
Lead(s)	£5		
Docking Station	£87		
Carry Case	£14		
Car Charger	£15		Optional
<b>Total</b>	<b>£818</b>	<b>£113</b>	Subject to any additional options.

#3 Mobile Worker (Tablet)	Initial Cost	Annual Cost	Comment
Microsoft Office 365 Business Premium		£113	
SAM Asset Management Licence	£13		
Hybrid Tablet	£635		
Encryption Licence	£150		
24" Monitor	£92		Multiple screens can be provided.
Keyboard & Mouse	£10		Standard version. Can be upgraded.
Lead(s)	£5		

<b>#3 Mobile Worker (Tablet)</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
Docking Station	£87		
Carry Case	£14		
Car Charger	£15		Optional
<b>Total</b>	<b>£1,021</b>	<b>£113</b>	Subject to any additional options.

Note, with regard to all ICT equipment, a financial model is required which builds in equipment refresh over suitable periods. A five year refresh can be applied to on-site network and end-user computing equipment.

In addition to the user's computing needs, there are telephony options to consider. The above observations relating to flexible working can be repeated here for telephony provision. In addition, even if a worker is considered to be fixed desk based and a PC user, there still may be some merit in providing them with a smartphone to enable out-of-office contact and some phone-based application functionality.

A Stockton Council smartphone user has unlimited calls and texts and a reasonable use policy pertaining to data.

<b>#1 Standard Desk Phone</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
Cisco Handset	£100	£0	
Call Charges	£0	TBC	A proportion of the SBC bill will be applied.
<b>Total</b>	<b>£100</b>	<b>£0</b>	+ call costs

Individual direct dial extension numbers will be assigned to each Cisco handset and this service will form part of the main Stockton Council telephone system. Hunt groups and other telephony facilities e.g. voicemail, can be set up as part of the creation of the RAA.

#2 Smartphone	Initial Cost	Annual Cost	Comment
iPhone SE	£230	£102	Mobile Device Management cost already covered. Larger and higher specification iPhones also available at increased cost.
<b>Total</b>	<b>£230</b>	<b>£102</b>	

There also exists a lone worker monitoring application that is managed by the Security Centre at Stockton. This costs £10/month/user.

Note #1 - With regard to all ICT equipment, a financial model is required which builds in equipment refresh over suitable periods. A three year refresh should be applied for any smartphones.

Note #2 – Equipment pricing is subject to variation due to exchange rates and other factors. The above are current prices and should be used as a guide as actual pricing at the time of purchase may differ.

## 5. RAA Website

On the assumption that the RAA will require a web presence, Xentrall ICT can initially develop a simple sign-posting and information giving, non-transactional website ([www.adoptionteesvalley.org.uk](http://www.adoptionteesvalley.org.uk)) which can complement the creation and launch of the RAA. It is envisaged that a website similar to the Yorkshire & Humber example (<https://www.oneadoption.co.uk/>) is required.

A requirements and design exercise needs to be undertaken with the RAA to define the look, content and functionality of this new website. The estimate below is for the design and the website itself, with the RAA providing the content.

Nominated RAA team members will be trained to be able to amend the RAA website text.

<b>RAA Website</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
Domain Name Registration	£29	£0	Five year registration for <a href="http://www.adoptionteesvalley.org.uk">www.adoptionteesvalley.org.uk</a> completed.
Website Development	£1,402	£0	On-going support will form part of the overall ICT support within the management fee.
<b>Total</b>	<b>£1,431</b>	<b>£0</b>	

Further development e.g. transactional capability, will be subject to agreement between Xentrall and the RAA at that time and may be subject to additional costs, depending upon complexity and effort required.

## 6. Xentrall ICT Implementation and On-Going Support & Maintenance

There are a number of activities and ICT resources required to set up the RAA and also maintain and support its ICT service as part of, and in some aspects alongside the overall Stockton ICT service. The managed service fee below is based upon 30 PCs/Laptops/Tablets.

It is proposed that the initial project management, business analysis, technical set-up and configuration effort will be met by Xentrall. This on the basis that other RAA set-up activities are also being absorbed by services. If this isn't the case, then a fee will be applied.

<b>ICT Managed Service</b>	<b>Initial Cost</b>	<b>Annual Cost</b>	<b>Comment</b>
ICT Managed Service	£0	£22,020	Based on an estimate of 30 devices.
<b>Total</b>	<b>£0</b>	<b>£22,020</b>	Set-up effort waived, subject to common approach.

Ian Miles

RAA ICT Strand Lead

Assistant Director – Xentrall Shared Services

## APPENDIX C – ADOPTION TEES VALLEY - PROCESS MAP



HBC - TV RAA -  
Process maps (with i

## APPENDIX D – PROJECT IMPLEMENTATION PLAN



High Level  
Implementation Proj