

<b>Report To:</b>	<b>EXECUTIVE CABINET</b>
<b>Date:</b>	18 October 2017
<b>Executive Member/Reporting Officer:</b>	Councillor Jim Fitzpatrick - First Deputy (Performance and Finance) Tracy Brennand – Assistant Director (People and Workforce Development)
<b>Subject:</b>	<b>ADOPTION NoW REGIONAL ADOPTION AGENCY</b>
<b>Report Summary:</b>	This report seeks endorsement for Tameside Council to become a formal and constituent member of the Adoption NoW Regional Adoption Agency (Regional Adoption Agency) with effect from 6 November 2017, resulting in Adoption NoW becoming responsible for the delivery of the Council's statutory obligations with regard to adoption services. Adoption NoW is a partnership arrangement between ourselves, Bolton, Rochdale, Oldham, Bury and Blackburn Councils along with Caritas Care and Adoption Matters, and is in line with the Government's Education and Adoption Act 2016 which requires local authority adoption services to regionalise by 2020, with planning to have started by 2017.
<b>Recommendations:</b>	<ul style="list-style-type: none"> <li>(i) That approval is given to Tameside Council becoming a formal and constituent member of the Adoption NoW Regional Adoption Agency (Regional Adoption Agency) with effect from 6 November 2017 and that affected staff are supported to second into the Regional Adoption Agency noting the additional financial implications for the Council by endorsing such arrangement.</li> <li>(ii) That Council is recommended to approve the necessary delegations and discharge of its duties in accordance with the legal provisions set in the Local Government Act 1972 and Local Authorities (Goods and Services Act) 1970;</li> <li>(iii) That the Borough Solicitor be authorized to enter into the necessary legal agreement to effect the new arrangements.</li> <li>(iv) That a programme of review against progress is agreed and presented to Executive Board members to ensure the Adoption NoW Regional Adoption Agency partnership arrangement remains fit for purpose for Tameside Council families, children and adopters.</li> </ul>
<b>Links to Community Strategy:</b>	This development links to the aim of supporting Tameside's young people and children to grow in a stable and settled environment and for children and families in Tameside to be successful.
<b>Policy Implications:</b>	The proposal is consistent with the Greater Manchester devolution collaboration aims, the move towards increased collaboration between North West Local Authorities and the Government's agenda to establish regional adoption agencies.
<b>Financial Implications:</b> <b>(Authorised by the Section 151 Officer )</b>	<p>Section 6 of the report explains the year one financial implications for the Council should it determine to become a member of the Regional Adoption Agency from 6 November 2017.</p> <p>There will be a core financial contribution to the Regional Adoption Agency of £117,500 in year one based on the related expenditure</p>

of 2016/17. It should be noted that the Council will be the highest contributor to the Regional Adoption Agency on this basis as we spend the most.

However there will be additional cost implications for the Council in the inaugural year totaling an estimated £59,400. This is to support the financing of additional posts of the Regional Adoption Agency, a business support post and the estimated impact of additional travel related costs for the Council employees within the Regional Adoption Agency. Executive Members should note that this will be an additional cost to the Children's Service budget which is already facing significant financial implications in 2017/18 to the available revenue budget.

There will be no interagency fees payable between the six constituent local authorities within the Regional Adoption Agency and this is expected to realise savings for each local authority. However at this stage the level of savings expected is not yet known.

Executive Members should also note that future year contributions to the Regional Adoption Agency will be reviewed on an annual basis and as such the financial impact on the Council budget will need to be considered in line with available resources should the decision to become a formal and constituent member of the Regional Adoption Agency be approved.

**Legal Implications:  
(Authorised by the Borough  
Solicitor)**

This is in effect a pathfinder for what will be a statutory requirement in 2020. Given our Ofsted position we are not in a position to take our own direction. Moreover, we will need some very clear monitoring to ensure our position is enhanced. The legal powers that enable this are:

Section 101, 111, 112 and 113 of the Local Government Act 1972. S.113 allows a local authority to enter into an agreement with another authority to place its officers at the disposal of the other authority, subject to consultation with the staff concerned and negotiation about any changes to terms and conditions.

Section 1 of the Local Authorities (Goods and Services Act) 1970 enables a local authority to enter into an agreement to provide another local authority with goods and services, including administrative, professional or technical services; and

Section 2, 19 and 20 and 101(5) and 102 Local Government Act, Section 9EB of the Local Government Act 2000 the local authorities (arrangements for the discharge of functions) (England) Regulations 2012/1019 and Section 1 Localism Act 2011 and all other powers enabling the Council with this regard.


**Risk Management:**


Not proceeding with the Regional Adoption Agency proposal at this stage after 18 months of development work which has been funded by the Department for Education has the potential to cause reputational damage to the Council. The Council would ultimately be forced to join a Regional Adoption Agency by 2020 and it is better to engage in an arrangement that we have shaped and developed ourselves rather than wait until a later stage and have an arrangement forced upon us.

**Access to Information:**

The background papers relating to this report can be inspected

by contacting Bernadette Wilde, Head of HR Operations and Workforce Strategy, on:

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## 1. BACKGROUND INFORMATION

- 1.1 In its January 2013 publication: *Further Action on Adoption: Finding More Loving Homes*, the Coalition Government outlined a vision of a new adoption system, particularly focusing on the adopter recruitment challenge. It set out that a system is needed where there were fewer organisations recruiting and assessing adopters with most of these organisations operating at a much greater scale.
- 1.2 Since then, the Adoption Leadership Board and Regional Adoption Boards have been introduced; there has been a growth in regional collaboration and consortia arrangements; and a significant increase in the number of adopters approved.
- 1.3 In June 2015, the Department for Education (DfE) issued its publication: *Regionalising Adoption*. This set out the Government's aim for "*all children with an adoption plan to find a loving, stable home as quickly as possible.*" The view expressed was that the national system was not working well enough for children waiting to be adopted, particularly for children that are harder to place. Examples of the challenges being faced was that the current system was highly fragmented with around 180 agencies recruiting and matching adopters for only 5000 children per year and the majority of agencies were operating at a very small scale. In the first three quarters of 2014-15, 20 local authorities/groups of local authorities recruited fewer than ten adopters and 58 recruited fewer than 20. Similarly, six voluntary adoption agencies (VAA's) recruited fewer than ten adopters and ten recruited fewer than 20. This was determined as not an effective and efficient scale to be operating at, with the likelihood of costs increasing due to management overheads and fixed costs being shared over smaller bases. *Regionalising Adoption* also indicated that further development of the adoption support market was needed so that the right services are available to adoptive families wherever they live. The Government's stated position was that they wanted all local authorities to be part of Regional Adoption Agencies (Regional Adoption Agency's) by the end of the Parliament. £4.5m of start-up funding was made available to support partnerships wishing to take forward their proposals early.
- 1.4 In addition to the proposal for provide start-up funding, the Government indicated that it intended to bring forward legislation in the Education and Adoption Bill to compel any unwilling local authorities joining Regional Adoption Agencies to do so. In these circumstances it therefore seemed sensible to look at the development of a coalition of willing local authorities and voluntary partners in the North West.
- 1.5 The Government subsequently legislated to provide powers in the Education and Adoption Act 2016 to require local authority adoption services to regionalise where they were not making voluntary plans to do so by 2020. Planning is required to have started by 2017 with entry into a regional adoption agency being completed by 2020.
- 1.6 As a result of discussion between Adoption Leads from a number of agencies, a partnership emerged comprising two Voluntary Adoption Agencies (VAA's), Caritas and Adoption Matters North West and the Blackburn with Darwen, Bolton, Bury, Rochdale, Oldham and Tameside Local Authorities. The partnership initially operated as the West Pennine Regional Adoption Agency and following substantial consultation was rebranded as Adoption NoW Regional Adoption Agency.
- 1.7 Approval was given by the Leaders and Lead Members and Directors of Children's Services of the six Councils and the Chief Executives and Board Chairs of the VAA's for the development of a Regional Adoption Agency bid. The bid was successful and funding was provided by the DfE to promote the development of the Adoption NoW Regional Adoption Agency. The DfE grant funding totaled £390,000, devolved over a two year period. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes operational.

- 1.8 The initial Regional Adoption Agency proposal set out a plan to build on the strengths of the individual partners and on existing collaborative working arrangements. All participant agencies have been active members of Adoption 22, the consortium of North West adoption agencies which has worked together to match children and prospective adopters across the region. There have been existing collaboration arrangements within the group on recruitment, preparation and training of adopters and there are existing, productive partnerships with Caritas Care and Adoption Matters on Fostering to Adopt and Concurrent Planning. The very successful Adopt North West recruitment programme has been hosted by Bolton. Blackburn with Darwen, Rochdale and Bolton Councils have been amongst the very best performing Local Authorities nationally for performance in the proportion of children leaving care through adoption. A partnership between Caritas Care and Adoption Matters operates the successful regional Centre for Adoption Support.
- 1.9 The learning from best practice and innovation in each of the participant agencies and from other Regional Adoption Agencies will be embedded in the practice of Adoption NoW, with a particular focus on improving availability of adopters and addressing the current difficulties in placing harder to place children. In the medium term it is expected that increased efficiency in the recruitment of adopters within Adoption NoW will generate cost savings for participant Local Authorities, though the initial aim is to focus on improving quality of services.

## **2. VISION FOR THE Regional Adoption Agency**

- 2.1 The Adoption NoW Regional Adoption Agency will create a single regional service operating across six Local Authorities areas in partnership with Caritas Care and Adoption Matters.
- 2.2 The Regional Adoption Agency will provide a service which has the flexibility and resilience to adapt and manage the needs of children for adoptive placements, the supply of adopters to meet those needs and which provides placement choice and high quality adoption support services. The Regional Adoption Agency will maximise the contribution that adoption can make to achieving legal permanence and the best possible outcomes for children by building on partners' individual and collective expertise and strengths. The vision is to "achieve timely adoption for each child with an adoption plan, regardless of age, ethnicity, disability or sibling status; promote identity and provide lifelong support to everyone involved in the adoption".
- 2.3 The Regional Adoption Agency aims to create a distinct regional agency, focusing on positive approaches to permanence; building on existing excellent practice and innovation; driving outstanding performance; ensuring that the voice of adopted children and of adopters shapes the service design and delivery. The Regional Adoption Agency will achieve and support as many adoptions as possible within the region; maximise flexibility, effectiveness, and efficiency of resource use; and ensure the quality and sustainability of adoption services in the sub region.
- 2.4 The Regional Adoption Agency's initial focus will be recruitment, assessment and training of adopters, improving family finding and matching, including maximising opportunities through concurrent planning and fostering to adopt and developing an improved range of post adoption support.

## **3. PRINCIPLES OF THE Regional Adoption Agency**

- 3.1 In order to oversee the development and set up of the Adoption NoW Regional Adoption Agency arrangements Board ('the Board') was established at the beginning of the Regional Adoption Agency application process. This was chaired by the Director of People Services

in Bolton Council and attended by the Assistant Directors in each of the six local authorities and the two chief executives for Adoption Matters and Caritas Care. This Board agreed the following set of principles when considering the proposed development arrangements:

- The Board will be innovative and creative in its approach and be open minded to new ways of working and potential growth. It will be open to debate and discussion around this.
- The Regional Adoption Agency will provide a consistent, high quality service across the region, which is responsive, flexible and accessible to service user needs.
- The Board will make design decisions based on the best evidence-based outcomes for children and families, ensuring its work does not become detached from the care planning process.
- The Board will ensure the right back office structure is put in place to support the Regional Adoption Agency (e.g. IT, administration, etc.).
- The Regional Adoption Agency will be accountable to all partners in a fair and appropriate way.
- Staff will be skilled, experts in their field, supported and engaged.
- The Board will involve staff and service users in the design phase, and continue to seek feedback and challenge post implementation.
- The Board will minimise disruption to staff and service users during the period of change.
- The Board will focus on outcomes and not processes and this will govern everything the Board does.
- The initial two years of the Regional Adoption Agency arrangement will focus on improving quality and as such there is no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time.

#### **4. CORE SERVICES AND FUNCTIONS OF THE Regional Adoption Agency**

4.1 The core business of the Regional Adoption Agency will be to deliver the following services on behalf of the partner organisations:

- Provide a high quality and efficient family finding service for children who have a plan for adoption.
- Services for adopters to include:
  - a. Delivery of an effective recruitment strategy for adopters that results in a supply of adopters to meet the needs of 60% rising to 80% of the Regional Adoption Agency's children.
  - b. Prepare, assess and approve prospective adopters in line with statutory timeframes.
- Provide adoption panels to meet the need of the six local authorities.
- Support the panels through the role of a panel advisor and advise and support the Agency Decision Maker in each authority in the process of deciding that a child should be placed for adoption and matching a child with adopters.
- Provide adoption support services for adopters and adopted children / adults.
- Host regional adoption agency commission for birth parent support.
- For those authorities who hold children's adoption cases in their adoption teams then to support them to continue to do so within the Regional Adoption Agency.
- Support each of the six local authorities in care planning and considering adoption as a permanent option for children at the earliest opportunity.

4.2 These service will be delivered under three work streams:

- Care planning / family finding

- Adoption support
- Adopter assessment and recruitment

4.3 The main tasks within these areas will be as follows:

#### **Care planning / family finding**

- Find families for all the children who have a plan for adoption.
- Utilise the Regional Adoption Agency IT system to link potential families with children.
- Utilise national and local methods for family finding such as activity days, exchange days, Linkmaker, National Adoption Register etc. Prepare and support children in these events as required.
- Provide support to help social workers prepare children for adoption and in some cases provide a worker to do that preparation.
- Provide a worker to attend early care planning meetings in each local authority to advise on permanence options and in particular in relation to early permanence.
- Advise children's social workers in the process of preparing paperwork for SHOBPA and matching.
- Provide a duty system to ensure that there is always advice available on issues relating to adoption.
- For those authorities that hold children's adoption cases, supporting them to continue to do so.
- Provide information and court statement (as required) to advise courts about availability of families and prospects of successful adoption for children.

#### **Adoption Support**

- Respond to all requests for support received from adopters – this may be to offer advice; signpost to another service; provide a short intervention; or provide a full assessment of need that may lead to therapeutic work or other forms of support being offered.
- Support the process of 'adoption support fund' applications.
- Support staff with therapeutic skills to utilise those skills effectively within the Regional Adoption Agency.
- Provide a range of adoption support events across the Regional Adoption Agency including social events, training events, groups for children and adopters.
- Commission some therapeutic support services (on a case by case basis).
- Ensure that referrals to local authorities are made when thresholds are met for 'child in need' or 'child protection'.
- Provide support to adult adoptees seeking information about birth relatives and / or wishing to access their adoption records.
- Support birth parents with letter box arrangements and promoting access to independent birth parent provision.

#### **Adopter assessment and recruitment**

- Deliver against an effective adopter recruitment strategy.
- Build on existing data and develop Regional Adoption Agency data to evidence 'what works' in recruitment across the region.
- Develop specialist recruitment services for Asian heritage adopters.
- Provide recruitment events, activities and advertising campaigns.
- Develop and maintain an effective web site for the Regional Adoption Agency.
- Provide a duty system to respond effectively and efficiently to prospective adopters.
- Provide preparation groups for prospective adopters.
- Assess and approve adopters within the required timeframe.

- Support adopters through the process of being approved at panel, finding a child and that child being matched and placed through to the making of the adoption order.

## 5. DELIVERY OPERATING MODEL

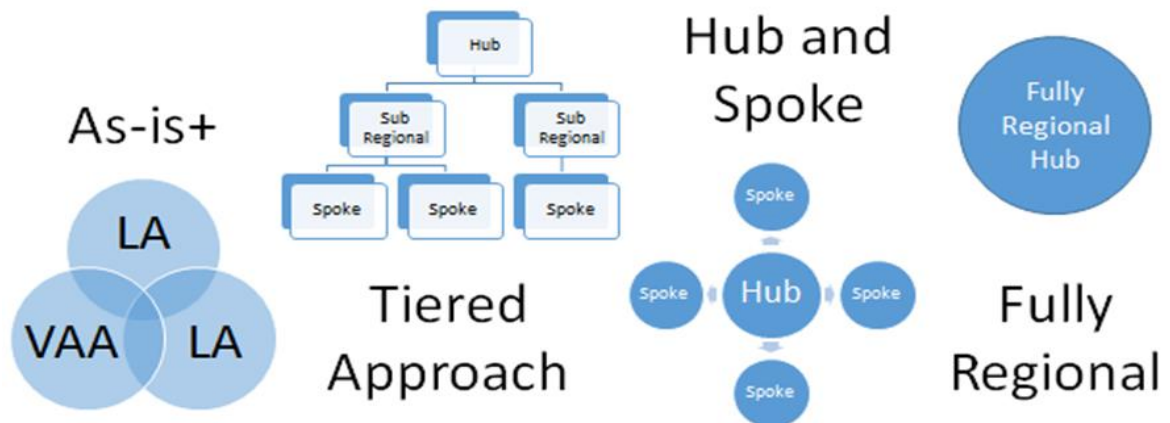
5.1 In overseeing the development of the Regional Adoption Agency the Board considered a range of options for its delivery mechanism:

- Joint venture
- Local authority limited company
- Local authority hosted model
- Voluntary sector hosted model

The Board determined that their preference was for adoption services to remain within a local authority hosted setting and expressions of interest were considered with regard to who would host this. Bolton Council was felt best placed to deliver this service as host as a consequence of previous good record of delivering adoption services, financial stability and a desire to do so.

5.2 Model of operating delivery were carefully considered and a number of initial options were presented to the Board in January 2016. These were:

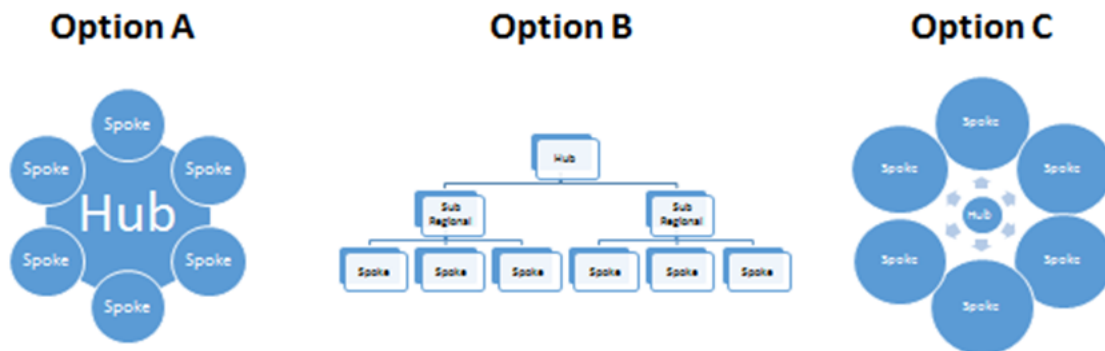
**Figure 1: Initial operating delivery model options**



5.3 The Board, in consultation with the DfE coach, decided that the 'As is' model was not sufficient to satisfy the requirements of the DfE as it was not sufficiently different to how services are currently being run. Equally the Board eliminated the fully regionalised (central) model as it did not take into consideration the fact that adoption links very closely with children's services teams within each authority and the Board members still wanted some adoption presence in individual authorities. Consequently the Board considered a number of refined and reduced options:

**Figure 2: Refined operating delivery model options:**





5.4 The idea of more than one hub or a hub and two sub hubs was considered, however there were issues about not being able to identify another possible office space in one of the other six local authorities. In addition to this the geography of the Regional Adoption Agency is such that it is possible to have one central hub and continue to operate some of the core services and functions from spokes via a central management system. The Board considered that in order to achieve as much consistency as possible and to spread good practice, then one management team with one hub would best facilitate this and be most economical. Accordingly option B above was ruled out and discussion resulted in a model somewhere between option A and C being agreed, with some core services and functions being based in a hub, based in Bolton as the host, with some core services and functions being based in spokes sited within each of the six local authorities, but with a centralised management function overseeing both the hub and spokes to ensure consistency of practice.

## 6. FINANCIAL IMPLICATIONS

- 6.1 The Board oversaw a financial bid which was successful in securing funding from the DfE to promote the development of the Regional Adoption Agency. The DfE grant funding totaled £390,000, devolved over a two year period. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes fully operational.
- 6.2 A set of Regional Adoption Agency financial principles were agreed at the Regional Adoption Agency Board meeting in May 2017, the details of which are provided in **Appendix 2**.
- 6.3 At the start of each financial year each of the six local authorities will agree a minimum amount to be paid into the Regional Adoption Agency ensuring the Regional Adoption Agency has sufficient monies to operate. In the first year this will be no less than the previous financial year's (2016/17) expenditure on adoption services. This equates to a year one core contribution of £ 117,528 (details provided within **Appendix 3**) for the Council which will be pro-rated for the remaining period within 2017/18 from the proposed commencement date of 6 November 2017 i.e. £48,970.
- 6.4 **Appendix 4** provides details of each constituent local authority year one core contribution where it should be noted that the Council is the largest contributor at 21% of the total.
- 6.5 In addition to the core contribution detailed in section 6.3, each Council has also been requested to contribute towards the financing of three new positions with the Regional Adoption Agency (two Recruitment Officers and one Marketing Officer). The year one contribution for the Council will be £15,000. Table 1 below provides details of the respective contributions of each local authority (total of £85,000).

<b>TABLE 1 - Local Authority</b>	<b>(£'000)</b>
BwD	15
Bury	15
Bolton	15
Oldham	15
Rochdale	10
Tameside	15

- 6.6 The Council will also be expected to transfer the financial value of a business support position to the Regional Adoption Agency (Grade C) as referenced in section 7.15 of the report. The year one value of this including oncosts will be £21,438.
- 6.7 Section 12.6 of the report explains details of consultation feedback from Council employees effected by the construct of the Regional Adoption Agency, one of which relates to additional travel related expenditure due the location of the Regional Adoption Agency hub at Bolton. It is currently estimated there will be additional travel related expenditure for the Council of £23,000 under this arrangement.
- 6.8 Quarterly financial reports will be provided to the Regional Adoption Agency board, including year-end projections. The Regional Adoption Agency board will agree financial arrangements, in consultation with their respective local authority finance departments on the financing or distribution of any projected year end deficit or surplus that may arise.
- 6.9 There will be no interagency fees between the six local authorities which is expected to realise savings for the constituent local authorities. However interagency fees will continue to be paid to the Regional Adoption Agency's voluntary agency partners for placing our children with their adopters.
- 6.10 Overhead costs (i.e. HR, ICT accommodation etc.) will be financed by the six local authorities to ensure fairness and equity and that the burden is not placed solely on the host authority should the Regional Adoption Agency not be able to absorb this expenditure. However, under the initial model, LAs will not be asked to contribute to the Regional Adoption Agency's overhead costs for the first two years of the Regional Adoption Agency.
- 6.11 The Regional Adoption Agency will not be bound by any cash savings targets until at least April 2020, however an income and savings projection report is being presented to the Regional Adoption Agency board on 19 October 2017.
- 6.12 Table 2 provides details of the estimated additional year one liability for the Council to the core contribution as detailed in section 6.3. It is envisaged that the total sum will be pro-rated for the remaining period within 2017/18 from the proposed commencement date of 6 November 2017.

<b>TABLE 2 - Expenditure – Year One</b>	<b>£'000</b>
Core Contribution	117.5
<b>Additional Liability</b>	
Contribution To Three Regional Adoption Agency Positions (details within section 6.5)	15.0
Business Support Post (details within section 6.6)	21.4
Estimated Additional Travel Related Expenditure (details within section 6.7)	23.0
<b>Total Estimated Additional Liability</b>	<b>59.4</b>

6.13 All local authority contributions to the Regional Adoption Agency will be reviewed on an annual basis.

## 7 PROPOSED STAFFING MODEL AND STRUCTURE

### ***Proposed secondment arrangements***

7.1 With Bolton Council proposed as host for the Regional Adoption Agency a variety of proposals were considered with regards to how the Regional Adoption Agency would combine six local authority staffing teams into the one new agency. The following table shows the pros and cons of the different models that were considered:

Description of staffing model option and its features	Pros	Cons
<p><b>TUPE:</b></p> <ul style="list-style-type: none"> <li>• Permanent arrangement.</li> <li>• Day to day management by the host.</li> <li>• The host is the employer.</li> <li>• The host has all employment liabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• New complete identify for the Regional Adoption Agency.</li> <li>• The host controls.</li> <li>• Gives opportunity for organisational restructuring, subject to TUPE obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Lengthy process.</li> <li>• Staff would have no substantive post should the Regional Adoption Agency fail or staff feel the arrangement is not for them.</li> <li>• The host would take on all the risks associated with setting up a brand new organisation.</li> </ul>
<p><b>FORMAL SECONDMENT:</b></p> <ul style="list-style-type: none"> <li>• Fixed period of time.</li> <li>• Day to day management by the host.</li> <li>• The partner local authority remains the substantive employer.</li> <li>• The partner local authority has the employment liabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible arrangement.</li> <li>• The employee retains links with its own substantive employer.</li> <li>• Easier to get in place if unable to undertake TUPE arrangements in timeframes available.</li> <li>• Provides best balance of establishing a new identity for the Regional Adoption Agency with security for staff should the Regional Adoption Agency fail or staff feel the arrangement is not for them.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Adoption Agency staff will remain on different terms and conditions of employment.</li> <li>• Temporary arrangement with the host only in part control of the staff, including performance issues.</li> </ul>
<p><b>CONTRACT CHANGE, SECTION 113 OR FLEXIBLE SECONDMENT:</b></p> <ul style="list-style-type: none"> <li>• ‘Lending’ staff to each other.</li> <li>• Adhoc basis</li> <li>• Day to day management remains with the partner local authority.</li> <li>• The partner local authority remains the substantive employer.</li> <li>• The partner local authority has the employment liabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Flexible arrangement.</li> <li>• Minimum disruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of central management by the host.</li> <li>• Lack of identity for the Regional Adoption Agency.</li> <li>• Does not fulfil the DfE requirement in that the Regional Adoption Agency must be a new adoption agency covering a wider geographical area and combining a number of local authority adoption services.</li> <li>• Staff will remain on different terms and conditions of employment</li> </ul>

7.2 Following consideration of the options above the Board preferred a formal secondment arrangement for the establishment of the proposed staffing model, for the following reasons:

- The progression of TUPE would not allow the Regional Adoption Agency to meet the DfE deadlines for 'Go Live'.
- TUPE would result in the transfer of all risks to Bolton Council from the outset and as the Regional Adoption Agency would be a new entity it was felt that a period of secondment would offer Bolton Council and all staff concerned across the six partner local authorities' greater security.
- Less than secondment arrangements would not meet the requirements of the DfE as the Regional Adoption Agency would be a new agency providing adoption services across all partners and staff would be required to complete duties for the Regional Adoption Agency as a whole, not just for their own local authority.
- Identifying staff as being part of the Regional Adoption Agency would be hard to establish if anything less than secondment arrangements were in place, feeling that staff would consider themselves continuing to work solely for their own Council.
- Central management of the Regional Adoption Agency was essential to ensure consistency and improvement of practice.

7.3 Having agreed that formal secondment arrangements would be the preferred option for the deployment of staff from the partner authorities into the Regional Adoption Agency, there was recognition that this would bring some complexities associated with staff being subject to different terms and conditions. The differences in terms and conditions of employment include:

- Staff being paid on different pay scales for undertaking similar job roles.
- Annual leave entitlements.
- Weekly working hours.
- The management of flexible working.
- Excess travel arrangements.
- Different employment policies and procedures.

7.4 Whilst there are no proposals to alter substantive terms and conditions of employment for seconded staff, it is proposed that a working group be established to consider the alignment of some employment policies, such as supervision and annual review processes. Staff will continue to be paid via Tameside Council's payroll systems.

7.5 All other employment processes will continue to be managed in accordance with the staffs substantive terms and conditions of employment, albeit some staff may find themselves being line managed by someone seconded to the Regional Adoption Agency from a different partner authority, dependent on what team they are placed within across the three work streams identified in point 4.2 of this report.

#### ***Proposed staffing structure***

7.6 The proposed staffing structure (**Appendix 1**) was developed on the agreed principles of the Board, taking into account the three work streams of a) Care planning / family finding; b) Adoption support; and c) Adopter assessment and recruitment. Some of the six local authorities already align their existing staffing structures to these work streams, and Tameside Council is one of those authorities.

7.7 The rationale for a three work stream structure is that being a larger organisation it will be much easier to ensure each work stream receives the level of priority it deserves to improve practice. It is also deemed a more efficient way of working in the family finding arena in that multiple children can be considered when attending events or making telephone calls.

- 7.8 It was agreed there were to be no job losses as a consequence of setting up and moving into a Regional Adoption Agency arrangement, as the focus of the Regional Adoption Agency is to improve the services provided to children and families and to get teams together to work more consistently, ensuring that best practice is spread more widely. Accordingly the proposed structure is based on resources currently committed across the existing partners.
- 7.9 The proposed structure maintains current job titles, however it is recognised that Family Support or Child Support Officer roles exist in some local authority structures, but not in others. These posts have been aligned to certain areas of business within the Regional Adoption Agency, however these roles may be utilised flexibly across more than one work stream.
- 7.10 For those local authorities whose adoption team already operates under the proposed three work stream model staff will be seconded into the area they presently work within. In respect of the other local authorities that are not presently structured in this manner, they are being asked to nominate workers across the three work streams in advance of the Regional Adoption Agency 'Go Live', ensuring that each council puts in sufficient resource in each of the three work streams to meet its own needs.
- 7.11 Opportunities will arise for staff to work more flexibly across the three work streams if they wish to do so, as pressures within the areas of adoption work shifts. Equally this opportunity will arise when posts become vacant and normal recruitment activity is undertaken. Recruitment activity whilst being overseen by Regional Adoption Agency central management, will remain the responsibility of the substantive employer, with any vacant posts remaining on its existing terms, conditions and post grade.
- 7.12 The proposed structure has introduced 5 new posts, funded by the DfE set up monies:
- 1 x Senior Team Manager
  - 1 x Agency Advisor
  - 1 x Marketing Officer
  - 2 x Recruitment Officers
- 7.13 The new post of Senior Team Manager has in recent months been appointed to following an external recruitment campaign and is employed by Bolton Council and will be based in the Hub at Bolton. This postholder is now instrumental in driving forward the day to day development and implementation activity of the Regional Adoption Agency. The other four new positions will also be based at the Hub and will provide opportunity for career development for some staff seconded to the Regional Adoption Agency. Where ringfenced recruitment activity across the Regional Adoption Agency does not achieve successful appointment the posts will be advertised as Bolton Council positions.
- 7.14 Each local authority has agreed to provide business support resource to the Regional Adoption Agency, amounting to 8 FTE's across the six authorities. It has been agreed this resource can either be in the form of seconded staff or a monetary resource to allow funding for recruitment to the required 8 FTE allocation, with the successful applicant being a substantive employees of the local authority that has provided the monetary resource.
- 7.15 It is proposed that Tameside Council will provide business support equivalent to 1 FTE post (Grade C), with our resource being one of monetary value, not transferred staff.
- 7.16 Wherever possible work will be allocated to people best placed geographically to do the work as it will make sense to allocate work to staff that live and are familiar with a specific locality wherever possible. Staff will be able to touch down in any of the local authority based spokes when working in that locality and it is still the expectation that support will be

delivered locally, with staff able to be based in the local authority spoke when they are mainly working with families of a particular locality.

- 7.17 Team Managers will be based in the Hub at Bolton although they will spend considerable amounts of time in the spokes. Deputy Managers (and equivalent) will have a base in the Hub as well as the local authority spoke to ensure management offers consistency. This arrangement will result in staff based in the spokes not always having a manager on site with them. However normal management support systems will remain in place through monthly supervision, monthly team meets, annual review and on a day to day basis managers will remain contactable through e-mail and telephone.
- 7.18 Support staff will also have a base in the Hub; however it would not mean they are required to work from Bolton each day. There will be opportunity for them to also work from the spokes.

## **8. GOVERNANCE FOR THE Regional Adoption Agency**

- 8.1 As already presented, a Regional Adoption Agency Board ('the Board') which includes the six Local Authority Children's Services Assistant Directors and the Chief Executives of the two Voluntary Adoption Agencies was established at the beginning of the Regional Adoption Agency application process, and has overseen the development of the Regional Adoption Agency. It is proposed that this Board will continue to be responsible for the strategic development, leadership, performance and evaluation of the Regional Adoption Agency and the co-ordination of appointment of staff.
- 8.2 It is further proposed that a Regional Adoption Agency Steering Committee is established to oversee and monitor the development and progress of the Regional Adoption Agency. The Steering Committee will comprise of one representative from each Voluntary Adoption Agency (Caritas Care and Adoption Matters) and the Lead Member for Children's Services from each Local Authority (or their designated deputy). The Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 8.3 A legal agreement has been developed which the Council will be expected to sign up to on an individual basis and which sets out the arrangements for the provision of Tameside Council adoption services within the Regional Adoption Agency.

## **9. OFSTED INSPECTION REGIME**

- 9.1 Presently Ofsted's position is that it will not inspect Regional Adoption Agencies in their own right and that adoption services will continue to be inspected through the eyes of each local authority.
- 9.2 Prior to November 2013 local authority adoption services were subject to their own individual Ofsted inspection. From November 2013 Ofsted inspections of local authority services for children in need of help and protection, children looked after and care leavers included inspection of local authority adoption agencies and fostering services. Accordingly the Council's 2016 Ofsted inspection for our Children's services included the adoption service and responsibility for that would remain with the Council under these Regional Adoption Agency proposals.

## **10. TIMEFRAMES FOR IMPLEMENTATION AND REVIEW**

- 10.1 'Go Live' for the Regional Adoption Agency is aimed for Monday 6 November 2017.

- 10.2 Point 6.2 of this report has already presented that at the start of each financial year each of the six local authorities will agree a minimum amount to be paid into the Regional Adoption Agency ensuring the Regional Adoption Agency has sufficient monies to operate.
- 10.3 Point 8.2 of this report has already presented the proposal for the establishment of a Regional Adoption Agency Steering Committee to oversee and monitor the development and progress of the Regional Adoption Agency, with the Steering Committee to comprise of one representative from each Voluntary Adoption Agency and the Lead Member for Children's Services from each Local Authority (or their designated deputy). It is proposed this Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 10.4 It is envisaged that these proposed arrangements will be in place for an initial two year period, following which further proposals will be presented as to the future of the Regional Adoption Agency as a consequence of its progress and success against its planned aims and objectives.

## 11. IMPLICATIONS OF THESE PROPOSALS ON TAMESIDE COUNCIL STAFF

- 11.1 Tameside Council Adoption Services team consists of the following:

Post Title	Grade	Salary Range (£)	Total no. of posts	Full Time Equivalent (FTE)	Permanent/ Temporary
Team Manager	Grade J	£38,237 - £41,025	1	1	Permanent
Practice Manager	Grade I	£33,437 - £36,379	1	1	Permanent
Social Worker	Grade H	£29,323 - £32,496 Plus discretionary market supplement	11	8.5	10 Permanent 1 Temporary (Maternity leave cover)
Family Support Worker	Grade F	£21,962 - £24,964	2	2	Permanent
<b>TOTALS</b>			<b>15</b>	<b>12.5</b>	

- 11.2 All employees above are in scope to become part of the Regional Adoption Agency arrangements. In addition, and as already presented in point 7.15 of this report, business support equivalent to 1 FTE post will also be included, with our resource being one of monetary value as opposed to a person due to our business support post presently being vacant.
- 11.3 A main implication of this arrangement is that five members of the team (Team Manager, Practice Manager, some social workers along with business support post once resourced) are expected to predominantly work from the Hub based in Bolton Town Centre, with the remainder of staff (social workers and Family Support Workers) continuing to be based at the Linden Centre, Denton, which will become a 'spoke' and which will have significant links into the Hub.
- 11.4 Employees who are to work from the Hub will not necessarily be required to travel to Bolton each working day, and the Regional Adoption Agency Senior Team Manager is keen to promote an agile/flexible working environment whereby staff can make best use of their time and avoid additional travelling time wherever possible. This approach is not dissimilar to the agile working environment the Council has been promoting since the decant from TAC offices.

- 11.5 It is proposed that our staff will second into the Regional Adoption Agency under these arrangements, with the secondments being reviewed on an annual rolling basis from the 'Go Live' date.
- 11.6 As already presented in this report under section 7, the proposed secondment arrangements do bring some complexities, particularly surrounding our staff potentially being line managed by someone seconded to the Regional Adoption Agency from a different partner authority and our staff working alongside other staff in similar roles that are subject to different terms and conditions; e.g. different salaries, different working week times and different holiday arrangements. However the Council is familiar with joint working arrangements, as they already exist in other areas of the council and therefore officers feel able to support staff appropriately under these circumstances. In addition it has been proposed that a working group be established to consider the alignment of some employment policies, such as supervision and annual review processes, with our staff continuing to be managed across all other employment processes in accordance with their existing substantive terms and conditions of employment they presently hold with the Council.
- 11.7.1 A fundamental principal of the Regional Adoption Agency is its commitment to focus on improving quality during the initial two year period with no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time. Accordingly there are to be no reduction in post levels at this time and the Board is committed to minimising disruption to staff during this period of change.

## **12. STAFF CONSULTATION AT BOTH A REGIONAL AND LOCAL LEVEL**

- 12.1 Throughout the development of the Adoption NoW Regional Adoption Agency, updates on progress have been provided to staff in a variety of settings, such as team brief, workforce development sessions. More detail on the proposed arrangements were formally launched with affected staff at the end of June 2017, where staff across the 6 partner local authorities were invited to an initial staff briefing session, held on Friday 30 June 2017. This session provided further clarification on the wider context of the Government's drive to move to regional adoption arrangements and gave the first opportunity for staff to see how the proposed Regional Adoption Agency arrangements would affect them personally from an employment perspective. A number of Frequently Asked Questions (FAQ's) were produced as a consequence of this initial staff briefing session and responses have since been circulated to staff.
- 12.2 Around this same time and to assist in the regional consultation process, a HR working group was established, with each of the 6 local authority partners asked to nominate a HR representative who would act as a link during the consultation period between the Regional Adoption Agency Senior Team Manager and affected staff and their local trade union representatives. The first meeting of this group took place on 27 June 2017 and the group was subsequently provided with a consultation pack that was to be launched individually by each local authority. The use of the same consultation pack ensured consistency of approach across all partners, ensuring all affected staff received the same messages.
- 12.3 The launch of formal consultation with Tameside Council staff commenced with the proposals being presented to our local trade union representatives at the Council's Employment Consultation Group on 18 July 2017. Following this an initial staff consultation session took place on 25 July 2017. At that time it was presented that the formal consultation period with staff would close on 21 August 2017, with 'Go Live' aimed for the beginning of October 2017.



- 12.4 These initial consultation meetings gave staff their first opportunity to see the proposed staffing structure (as already referenced at Appendix 1), which identified the proposed team split across the three work streams and the proposed daily work base for each of these three work streams (i.e. whether the team was proposed to work primarily based from the Hub in Bolton, or primarily based in a spoke within their existing local authority locality, or an amalgamation of the two). Since the launch of formal consultation at a local level a number of subsequent consultation meetings have taken place with our staff and their local trade union representatives and a number of local FAQ's have been developed and responses have been circulated.
- 12.5 Whilst local consultation with staff continued to take place during July/August 2017 the Regional Adoption Agency Board members received formal communications from various local trade union representatives, stating they did not accept consultation being undertaken at that time was at any formal stage. They requested a meeting with representatives from the Regional Adoption Agency Board and employers. A meeting was arranged for 1 September 2017 and both our local UNISON and GMB full time representatives attended this meeting. The outcome of this meeting was agreement for the consultation process to be paused until all local trade union representatives had received sight of a number of key documents relating to the background and governance of the Regional Adoption Agency, enabling trade union representatives to have a more informed and considered dialogue with their members and to assist a smoother consultation process. A follow up meeting was arranged with the trade unions for 15 September 2017 and this resulted in a revised consultation pack being circulated to all affected staff across the region. The timeline was also amended to reflect re-commencement of formal consultation, to go up to mid October 2017, with a revised 'Go Live' date of Monday 6 November 2017.

***Main issues raised by Tameside Council staff with regard to the proposals for Regional Adoption Agency implementation***

- 12.6 Tameside Council staff affected by the Regional Adoption Agency proposals realise the proposed changes are as a consequence of Government legislation and remain very committed to the success of the Regional Adoption Agency in an effort to ensure provision of a continued and successful adoption service for Tameside children and families and adopters. However there are some practical day to day issues that are of concern to staff which are detailed below, along with proposed responses provided by management in an effort to remedy their concerns:

Details of the issue	Management response
<b>Additional travelling costs and travelling time employees will incur as a consequence of the Regional Adoption Agency proposals</b>	
Some staff will be expected to be based at Bolton under these proposals for either part or whole of their working week. Other requirements will include some staff undertaking regular travel across the region covering the other 5 partner authorities, due to the way the Regional Adoption Agency will operate. The question has been posed as to whether business car mileage is eligible for payment otherwise the proposed arrangements would be at an additional cost to the individual employee, through no choice of their own. In addition there is no provided car parking arrangements at the Hub base at Bolton and public car parks are the only source of parking	It is recognised that the proposed changes place an obligation on staff to transfer under the Regional Adoption Agency arrangements which will impact on everyday activity for them on an individual basis and could potentially be an additional cost to them personally with regard to fuel costs and car parking fees. Accordingly it is proposed that the wording of the secondment agreement for our staff will continue to reflect that their normal working base remains within Tameside, with the expectation that for some of their working week they may also have temporary bases within Bolton. This wording will result in staff satisfying the requirements for being able to claim business mileage in accordance with the Council's Claiming for

<p>available, at a cost. Furthermore, the travelling time to and from Bolton at the start and end of the working day is likely to extend the day for staff travelling to and from home, with employees stating this will have an impact on personal caring responsibilities, such as collecting children from local nurseries before closing times. Staff has asked whether car parking fees can be reimbursed and whether travelling time can be allocated as part of their normal working day to attend work at the beginning of the working day and leave work at the end of the working day.</p>	<p>Travel Policy, both with regard to being able to claim additional mileage undertaken in their working day and to claim for car parking fees in Bolton or elsewhere across the other five partner authorities where appropriate. These arrangements however will still require employees to seek the most cost effective method available, including assessing the availability of off road parking. Affected employees are already familiar and supportive of their ongoing requirement to work in a cost effective manner and understand these requirements would continue under the Regional Adoption Agency arrangements.</p> <p>Commitment has also been given to undertake a review of all employees' business mileage after 6 months of operation to ascertain whether any employee meets the criteria for access to essential user car allowance. This review facility is already a feature of the Council's Claiming for Travel Policy for employees who transfer post within the Council.</p> <p>With regard to providing travelling time to and from Bolton or any of the other 5 regions at the start and end of a working day, unfortunately this cannot be accommodated. Employees are required to work their normal contracted working week for which they are remunerated and this requirement will remain in place to ensure parity with all other council staff. However there is a high level of commitment from all senior managers responsible for the development and implementation of the Regional Adoption Agency that flexibility of approach will be supported with regard to agile working opportunities, suitable start and finish times for team meetings and flexibility in how duty rota arrangements would be carried out. The aim will be to minimise travelling time for staff.</p>
<p><b>Pay differentials across the 6 partner local authorities for undertaking similar roles</b></p>	
<p>Key documents provided to all staff across the region as part of the consultation process has identified the pay levels in place for the job roles across the partner authorities. This has highlighted some pay differentials, particularly across the team manager and practice manager (deputy team manager) roles, with our own employees having been disappointed to learn that</p>	<p>Council posts to be placed within the Regional Adoption Agency are generic job roles that are also in place in other teams across both Childrens and Adult Services social work teams. Consequently the Regional Adoption Agency arrangements could not result in the Council reviewing the pay level of the particular roles being seconded into the Regional Adoption Agency in isolation, as any review would impact on</p>

<p>their pay levels are lower in comparison to the majority of their partners under the Regional Adoption Agency arrangements for undertaking almost the same duties and responsibilities. Employees have requested whether this position can be reviewed.</p>	<p>all similar job roles remaining across the Council. To undertake a review solely on the roles being placed within the Regional Adoption Agency would bring risk to the Council with regard to pay inequality and potential claims for discrimination. However completely separate to these Regional Adoption Agency proposals, the Council has already undertaken a commitment to review job roles across pay grades H, I and J within the Council's pay structure as part of its recruitment and retention strategy. Any outcomes of this review would also impact on some of the job roles the Council is considering seconding to the Regional Adoption Agency. This is in addition to the recent market forces pay supplement that has been put in place for a 2 year period specifically for Children's social worker posts, of which some of these social worker posts are covered by these secondment arrangements.</p>
<p><b>Wording contained within the secondment agreement</b></p>	
<p>Staff have requested clarification around some of the wording relating to the secondment agreement, in particular where it stipulates them taking instruction from the Host management, reference to Hosts policies and procedures, and then agreeing to a variance to their existing contract of employment.</p>	<p>Clarification has been provided to staff on the relevant parts of the secondment agreement that have been questioned. The secondment agreement to be used is a standard draft that has been used by the Council for a number of years and has served a number of other secondments well. It has also been agreed as a model of good practice across the GM Local Authority region. However some tweaks of wording will occur to suit the Regional Adoption Agency working arrangements, in particular the section relating to health and safety in an effort to continue protection for staff. It is not envisaged the secondment agreement will be an issue at the time of signing, albeit staff will have to accept that the secondment arrangement in itself does form a variance to their current contract of employment with the Council and accordingly they will need to sign acceptance to a variance to their existing contract of employment with the Council.</p>

12.7 Whilst the Council has worked well with the affected staff and their local trade union representatives and continues to do so in an effort to provide clarity and reassurance on any issues raised, commitment has also been provided that should any member of staff not want to second into the Regional Adoption Agency arrangements at the outset then the Council will do all it can to seek alternative employment for them as part of the Council's at risk/ redeployment process. The majority of job roles covered by these arrangements are children social work positions and there remain a number of posts in that service area presently vacant or being undertaken by agency workers. It is envisaged therefore that suitable alternative employment could be sought, albeit it would be in another team outside of adoption services. Clearly this is an individual employee's personal choice. However

most of the affected employees are committed to continuing to work within adoption services and so the expectation is that most staff would choose to second into the Regional Adoption Agency.

- 12.8 The terms of the secondment agreement also allows opportunity for a secondee to give appropriate notice should they wish the secondment arrangements to cease for them at any time and return to their substantive employer. Therefore this option also remains available to affected staff, upon which as similar to point 11.6 above, the Council would do all it can to seek alternative employment for them under the Council's at risk/redeployment process.

### **13. SUMMARY AND TIMEFRAMES**

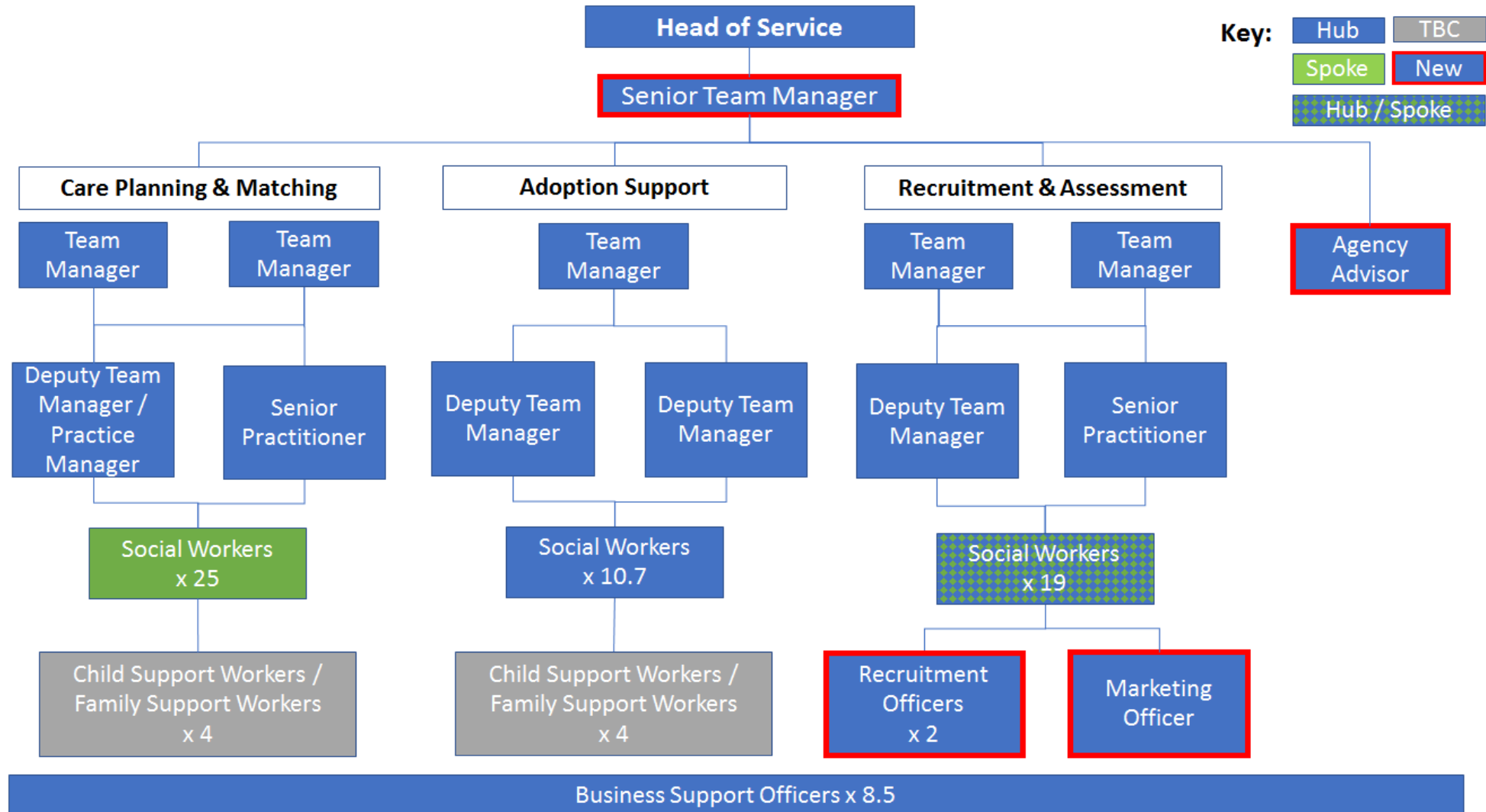
- 13.1 In January 2013 the Coalition Government outlined a vision of a new adoption system where there were fewer organisations recruiting and assessing adopters with most of these organisations operating at a much greater scale.
- 13.2 The Education and Adoption Act 2016 required local authority adoption services to regionalise where they were not making voluntary plans to do so by 2020, with the expectation that planning was to have started by 2017, with entry into a regional adoption agency being completed by 2020.
- 13.3 This resulted in a partnership emerging now branded as the Adoption NoW Regional Adoption Agency., comprising of ourselves along with five other local authorities (Blackburn with Darwen, Bolton, Bury, Rochdale, Oldham) and two Voluntary Adoption Agencies (Caritas and Adoption Matters North West). A Regional Adoption Agency bid was developed and successful, with funding provided by the DfE totalling £390,000 to promote the development of the Regional Adoption Agency, devolved over a two year period,. This is set up funding only and will cease at the point that the Regional Adoption Agency becomes operational.
- 13.4 Development work has been ongoing by the Adoption NoW Regional Adoption Agency Board members to design the overall vision, aims and principles for the Regional Adoption Agency arrangement, with Bolton Council being determined as Host for the arrangements. More recent developments have produced a Hub and Spoke preferred delivery operating model, with the proposal that existing staff across the six local authority adoption teams be placed in the Regional Adoption Agency through a secondment arrangement.
- 13.5 The initial two years of the Regional Adoption Agency arrangement will focus on improving quality and as such there is no intention to achieve savings from the formation of the Regional Adoption Agency, with each local authority committing to maintain staffing levels and operational budgets during this period of time.
- 13.6 The future governance arrangements are proposed as a Regional Adoption Agency Steering Committee being established to oversee and monitor the development and progress of the Regional Adoption Agency. The Steering Committee will comprise of one representative from each Voluntary Adoption Agency (Caritas Care and Adoption Matters) and the Lead Member for Children's Services from each Local Authority (or their designated deputy). The Steering Committee will meet quarterly and the Regional Adoption Agency Board will provide progress reports to the Committee on all aspects of the Regional Adoption Agency.
- 13.7 A legal agreement has been developed which the Council would be expected to sign up to on an individual basis should it agree to the Regional Adoption Agency arrangements and which sets out the arrangements for the provision of Tameside Council adoption services in the Regional Adoption Agency.

- 13.8 Ofsted's position is that it will not inspect Regional Adoption Agencies in their own right and that adoption services will continue to be inspected through the eyes of each local authority.
- 13.9 Staff consultation commenced on 25 July 2017 with council staff affected by the Regional Adoption Agency arrangements. This consultation process was put on pause at a regional level following feedback from trade union representatives and was recommenced on 18 September 2017. The consultation period is due to close mid October 2017.
- 13.10 The main issues identified to date during staff consultation at a local level cover the areas of increased travelling costs, car parking and pay parity. Responses have been provided to staff. Where staff remain unable to accept any secondment arrangement within the Regional Adoption Agency a commitment has been given to to seek suitable alternative employment for them as part of the Council's at risk/redeployment process.
- 13.11 It is proposed that the Regional Adoption Agency will 'Go Live' with effect from Monday 6 November 2017, on an initial two year basis, with annual reviews of both the Regional Adoption Agency outcomes and the secondment arrangements taking place.

#### **14. RECOMMENDATIONS**

- 14.1 As stated on the report cover.

## PROPOSED STRUCTURE





## APPENDIX 2

### FINANCIAL PRINCIPLES AGREED AT THE REGIONAL ADOPTION AGENCY BOARD IN MAY 2017

Principles:	What this Means:
We will commit to a minimum amount for the budget on an annual basis to give stability.	LAs will pay a minimum amount to the Regional Adoption Agency every year to ensure the Regional Adoption Agency has enough money to run. In the first year this will be no less than the current spend.
Annual commitment to number of posts in teams and that vacancies will be filled.	LAs will commit to dedicating a specified number of posts to the Regional Adoption Agency. There will be no staffing reductions in the first two years we form the Regional Adoption Agency.
We will put transitional arrangements in place to accommodate for a part-year start to the Regional Adoption Agency	We will adopt an interim model for ease and practicality due to the Regional Adoption Agency going live in the middle of the 2017/18 financial year.
There will be no interagency fees between Local Authorities who are members of the Adoption NoW Regional Adoption Agency.	The six LAs will not pay or receive income for interagency fees for placing children with adopters with each other from October 2017 onwards.
There will be interagency fees paid to our Voluntary Sector Partners.	We will continue to pay our voluntary agency partners interagency fees for placing our children with their adopters.
Overhead costs of running the service will need to be shared amongst members of the Regional Adoption Agency on an agreed basis.	We will agree to split overhead costs (i.e. HR, ICT, accommodation, etc.) between the six LAs to ensure this is shared fairly and the host does not single headedly carry this burden.



## APPENDIX 3

### TAMESIDE COUNCIL YEAR ONE CORE CONTRIBUTION (PER 2016/17 EXPENDITURE)

	£
<b>Training</b>	<b>5,616</b>
Training	2,107
Specialist Staff Training / Course Fees	3,189
Conference / Training	320
<b>Panel Costs</b>	<b>22,985</b>
Courier / paperwork / postage / envelopes	931
Panel chair (fees & mileage)	11,141
Independent member costs	6,931
Panel iPads & Accessories	3,982
<b>Other Adopter Services</b>	<b>22,576</b>
DBS Checks - Services - not Staff	2,693
Medicals	
Dog assessments	11,488
Professional Child Services	
Settling in / Set Up Fees	5,195
Contact Fees	60
Court Fees	2,720
Adopter Court / Application Fees	420
<b>Operational Budgets</b>	<b>8,902</b>
Printing & Stationery	4,303
Other	140
Catering (Food)	488
ICT Equipment, Comms & Computing	3,971
<b>Adoption Support</b>	<b>25,291</b>
Adoption Support Costs	7,389
Adoption support group	239
Group refreshments	488
Adopter training / workshops	885
After Adoption	15,000
Activity Day Costs	1,290
<b>Prep Group</b>	<b>500</b>
Prep Group / catering	500
<b>Recruitment costs</b>	<b>3,983</b>
Marketing and advertisement	2,150
Adopter Training Reimbursement	73
Adopter Mileage & Accommodation	1,350
Good practice guide	410
<b>Licences, subscriptions &amp; memberships</b>	<b>12,007</b>
Link Maker	4,580
Coram Baaf licence / memberships fee	5,880
Ofsted	1,547

<b>Commissioning Budgets</b>	<b>15,668</b>
(Tameside) Adoption 22	3,102
Adopt North West	12,049
Inter-country adoption	517
<b>TOTAL:</b>	<b>117,528</b>

