

CABINET

12 JANUARY 2016

FUTURE INTEGRATED YOUTH SUPPORT SERVICES DELIVERY

Portfolio Holder: Councillor Mike O'Brien, Children's Services

Report from: Pauline Maddison Assistant Director, School Effectiveness and Inclusion (Interim)

Author: Dave Dowie, Head of Integrated Youth Support Services

Summary:

This report seeks Cabinet approval to prepare Medway Integrated Youth Support Services (IYSS) for future outsourcing. It requests Cabinet approval to commission out these services and commence the development of a specification of an IYSS delivery model that will provide the council with savings when outsourced to an appropriate third party provider early in 2017.

1. Budget and Policy Framework

- 1.1 The decision to reconfigure and or outsource executive functions like the Youth Service and Youth Justice Service is a matter for Cabinet, subject to Budget and Policy Framework Rules
- 1.2 The Council Plan 2015-16 has as one of its four priorities: Children and Young People have the best start in life. The Youth Justice Plan is required under the provisions of the Crime & Disorder Act 1998 and also forms part of the Policy Framework. Any changes to the Youth Justice Plan required as a consequence of the reconfiguration of the IYSS would need to be agreed by Full Council at the appropriate time.
- 1.3 The budget reductions envisaged in this report would also need to be reflected in the Council's Revenue Budgets for 2016/2017, 2017/18 and future years.
- 1.4 The Cabinet is asked to consider this as an urgent report. It had not been possible to circulate this report earlier as the proposal to reconfigure and outsource the IYSS with effect from 2017 has been formulated in the context of work to develop 2016/17 Revenue Budget proposals during late December. The item is submitted to this meeting of the Cabinet to enable the completion of the commissioning process and implementation by January 2017.

2. Background

- 2.1 Nationally, many young people's universal services have been lost since 2010 as a result of central government grant reductions to local authorities. In Medway we still have a Youth Service and unbiased Information, Advice and Guidance (IAG) services that are highly considered. These IYSS provide an important early help and prevention 'safety net' to vulnerable young people and young people on the edge of care.
- 2.2 The Chancellor of the Exchequer highlighted in his financial statement in May 2015 the need for discretionary youth services to be delivered and resourced differently in the context of reduced national funding to local government. Officers had already been considering the best way to deliver IYSS in order to sustain provision and models, including outsourcing, had been discussed. Unlike in some local authorities, Medway has been well positioned to have these discussions and prepare for changing delivery models as IAG has already been outsourced and there are close working relationships with Medway Youth Trust as a third party provider of youth services.
- 2.3 Officers have visited a number of local authorities which provide these services through different delivery models, considering sustainability of provision and service quality and assurance. The vulnerability of the discretionary youth service in the current economic climate has been of particular concern. Whilst there are specialisms across the individual components of IYSS, there is also overlap and congruence of activity and the enormous range of skills have been deployed most effectively in an integrated model rather than separate services. In Medway already there is increasing integration between the Youth Service and the Youth Offending Team and a future delivery model needs to enhance the integration to effect the significant budget savings required
- 2.4 The packaging together of these young people's services will provide an opportunity for the council to make savings linked to economies of scale, which would not be available if outsourced individually. It is anticipated that a £390k saving could be delivered in 2016-17, with a full year saving of £1.56m in 2017-18. It also offers a new provider an opportunity to be innovative and creative in the delivery of these young people services, as for the first time there will be a single strategic management structure enabling better information sharing and partnership working.
- 2.5 With diminishing resources, it is vital to secure more external funding for youth services to maintain provision. This can be done by the charitable sector but the opportunities are very limited for local government. Consequently models have been analysed which best would provide opportunities for enhancing resources for youth services to offer sustainability. As a result, it is proposed to outsource these young people's services, which will provide an opportunity for a new provider to access additional grants and funds which would not be available to the local authority.
- 2.6 The work of the Youth Offending Team (YOT) is monitored by the Youth Justice Board and the Youth Justice Plan is a statutory plan. The Youth Justice Board has supported the model of delivery in Oldham where their YOT is outsourced to a local third sector provider in an integrated model like

IYSS. Following a visit to Oldham, the integrated outsourced model is recommended.

- 2.7 Two key areas for consideration which some local authorities retain centrally and others outsource or deliver outside of the traditional model are the Duke of Edinburgh (DofE) award scheme and the Youth Parliament. Both are universal services currently managed by the Youth Service. Participation is relatively high and the DofE scheme is popular amongst young people and schools. Consideration of the best management of such activity to achieve sustainability within a reduced budget envelope has led to the view that the DofE scheme should be retained centrally but the Youth Parliament should be included in an outsourced model.

3. Options

- 3.1 Several models of delivery have been considered during this exercise, including the Cabinet Office promoted 'Mutuals' and Social Enterprises, as well as outsourcing. Discussions have taken place with Medway senior staff on the various models and visits have been made to Oldham, Kent, Wandsworth and Richmond/Kingston.
- 3.2 With the social enterprise model, a partnership arrangement between local authorities requires Councils to work together to streamline management, capital and administration costs. This works most effectively where Councils share boundaries and are in close proximity to one another. In Medway's case that would be best developed with Kent County Council. Whilst a lot of Kent's services incorporate Medway into their geographical boundaries, the concern would be whether Medway would receive a fair share of the resources and how influential Medway would be, strategically, in determining future funding to service delivery.
- 3.3 DofE and Medway Youth Parliament could be in or outside an outsourced package. Discussions have been held with the national Duke of Edinburgh Award scheme (DofE) regarding the future delivery of universal DofE programmes in Medway. The national DofE are aware of Medway's plans to consider outsourcing their young people's services. The national DofE will not allow council wide responsibility (Council License) to be delegated to any third party organisations. Only Medway Council or National DofE can hold this license. Whilst the universal DofE could be transferred to National DofE, the only way of absolutely securing the current delivery model is to retain it centrally. For the Youth Parliament, there is no reason for that engagement to change if outsourced provided that specification and outcomes are clear. The management of Youth Parliaments is usually held within services relating to youth provision because of the youth engagement skills of staff.

4. Advice and analysis

- 4.1 The national and local economic situation points to the need to radically change the delivery model of IYSS as it increasingly will rely on external funding to sustain services. Many local authorities have already taken action to outsource youth services in some form. Discussions have been taking place with staff for some time on future delivery possibilities for these services and there is no appetite for the staff led mutual which some youth services have favoured. There have also been discussions with the 'chairs' of

local voluntary Youth Centre management committees during this time. There is now general agreement amongst these groups that the continuity and sustainability of these services would be best secured in an integrated commissioning package. Initial market testing suggests that an integrated package would be well received. Furthermore such a package would offer the opportunity for significant savings in comparison to addressing each service separately.

4.2 It is however proposed that DofE does not form part of the integrated commissioning package. In order to maintain this successful and highly regarded programme, it would be best to keep the administration and liaison functions with Medway schools within the council. Medway would then still be able to offer a universal service and prevents the risk of schools failing to individually purchase licenses of £1000 each or engaging generally in the programme if it were to be transferred to National DofE. The programme is relatively costly at £92k and it is proposed to reduce the envelope of DofE to £50k, thus finding savings whilst maintaining the integrity of the programme and satisfying the national DofE requirements.

4.3 A condition of delivery of any new IYSS provider will be that they actively listen and support young people to have a voice and participate meaningfully in the new service. Medway Youth Parliament is part of Medway Youth Service and as such can be included in the commissioning specification. It is proposed that the Medway Youth Parliament be included in the outsourcing arrangements and that young people play an active part in drawing up the specification and in selecting preferred providers. Discussions have been held with Medway Youth Parliament on the possible outsourcing of the Youth Service.

4.4 A concern exists around the timing of the proposed outsourcing. A funding envelop is required to outsource these services. If Medway waits until the expiry of the YES (Connexions) contract in September 2017 the demand for savings may be so great that this funding is lost to other spending priorities within the council. Bringing forward, to January 2017, the implementation of the outsourcing to a new provider may mitigate this risk and deliver savings to the Council in 2016-17. Discussions will be organised with Medway Youth Trust about the early termination of the YES contract.

4.5

Category management confirm that the timeline for specification, tender and contract completion could be achieved for January 2017. Below is an approximate timetable:			
	Working Days	Start Date	Closing date
Cabinet	4	12/1//2016	12/1/16
Local and Staff Consult	30	4/1/16	14/2/16
Gateway 1 report/outcome of consultation to Cabinet		8/3/16	
Tender	25	1/4/16	1/5/16
Evaluation	15	2/5/16	17/5/16
Alcatel	10	18/5/16	28/5/16
Gateway 3 report			
Contract Award	1	1/7/16	1/7/16
Transition		1/9/16	31/12/16
Contract Start	1	1/1/17	1/1/17

4.6 Taking account of the above, it is proposed that the implementation of the outsourcing date be 1st January 2017, which would enable a period of four months mobilisation to the new provider to secure effective transition and contract implementation.

4.7 It is proposed that the commissioned model includes the following work programmes:

- Youth Justice Programmes
- Open access Youth Centre provision
- Detached Youth Work programmes
- Outreach work
- Targeted Youth Work – Primarily Youth Justice Support
- Targeted Information advice and guidance
- Mainstream information advice and guidance

To achieve significant savings, a reduction in the current provision is inevitable. A possible integrated delivery model is attached is in the exempt Appendix. Whilst the third party provider would determine the final method of delivery, this model would maintain some level of activity across 80% of current youth centre provision

5. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
1 Reputation to Council	The Council will carry the statutory responsibility for a third party partner's service delivery of Medway Youth Justice Work. This may not meet HMIP inspection standards.	This can be mitigated through a tight specification and contract	C2
2 Reputation to Council	Schools may opt out of the DofE membership / licence and as a result the size of the programme and thus its success would be diminished	DofE continues to be managed by the Council	C3
3 Financial constraints of local groups/ orgs	TUPE legislation may be a barrier to smaller local voluntary and community sector organisations intention to tender	Market warming and prior information notification to potential providers	B3
4 Medway Staff retention	Key staff may leave due to concerns about services being outsourced	Regular consultation with staff and stakeholders	B2
5 MYT Reputation	Failure to agree early termination of YES contract for January 2017	Two phase commissioning process will be prepared	B2
6 YJB and PCC grant funding is reduced	YJB and PCC funding is expected to reduced year on year and may have an impact on service delivery.	This grant support accounts for less than 28% of total budget in 2016-17. The specification and contract will take account of this funding impact	C2

6. Consultation

- 6.1 The possible models of future delivery have been discussed with IYSS staff and there is general recognition that the outsourced model would provide the opportunities for greater security of service delivery.
- 6.2 Discussions have taken place with chairs of voluntary management committees of Youth Centres about how best they can influence and sustain local delivery and they have indicated their general support for the integrated commissioning arrangement.
- 6.3 The YJB has been consulted and the YOT Board, which the YJB advises, have been updated on these discussions. The YJB has indicated its support for an integrated outsourced model provided that the third party provider has charitable status and the governance arrangements are maintained. This would be achieved by retaining the YOT Board, chaired by the Chief Executive, with a place on the Board for the provider.
- 6.4 The Medway Youth Parliament has been informed of the possible model, and had representatives at the initial market testing event. It is now proposed that, subject to Cabinet approval to the recommendations in this report, detailed discussions be held with young people and local residents on the proposals to ensure that their views are considered in the development of the specification for the new service. [This consultation would take place in January and early February and reported back to Cabinet in March 2016 at the first stage of the procurement exercise.]

7. Financial implications

7.1

- a) The current budgets of IYSS are as follows:

Service	Budget 2015-16
Youth Service	£1m
Youth Offending Service	£810k
YES / MYT	£1.193m
Total	£3.003m

- b) The current funding sources of IYSS are as follows

IYSS funding Contributions 2015-16	Amount
Medway Council	£2.572m
Youth Justice Board (YOT)	£338k
Police and Crime Commissioner (YOT)	£93k
Total	£3.003m

- 7.2 Medway Council is the principal funder of these services contributing £2.572m and the sole funder of the Youth Service and the YES, IAG Contract.
- 7.3 The Youth Justice Board grant is likely to be subject to annual reductions of approximately 10% and the Police and Crime Commissioner grant is only guaranteed to 2017
- 7.4 The funding envelop for the future model of IYSS delivery in 2017 is proposed at £1.4m. This includes grant contributions from YJB and Police and Crime of £390k. The cost to the Council in the first year will be £1,000,010 against a current spend of £2.57m in 2015-16. If January 2017 is agreed as the implementation date for the new contract a saving of £390k will be delivered in 2016 – 17.

8. Legal implications

- 8.1 The Local Authority has a statutory duty to provide Connexions, Youth Offending Service and the Youth Service.
- 8.2 The Education and Skills Act 2008 places a duty on Local Authorities to ensure that young people participate in learning post 16 and to provide the support services, currently known as Connexions (section 10). This statute also places the Local Authority under a duty to assess the education and training needs of young people aged 16-19 with special educational needs.
- 8.3 The Local Authority has a duty to secure that, to such extent as is appropriate for their area, all youth justice services are available along with the police, local probation board and Health Authority in the area (s38 Crime and Disorder Act 1998).
- 8.4 Medway Council has a legal obligation under section 149 Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it. Once a decision is made diversity impact assessments of the proposed change will be produced.
- 8.5 The Local Authority will need to fully comply with the requirements of TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) if any employee's move to a new employer.
- 8.6 **Connexions / YES** - Part 1 of the Education and Skills Act 2008 places a Duty on all young people to participate in education or training until their 18th birthday. From summer 2013, young people will be required to continue in education or training until the end of the academic year in which they turn 17. From 2015, they will be required to continue until their 18th birthday. The Education and Skills Act 2008 places Duties on local authorities in relation to Raising Participation Age (hereafter referred to as RPA). Local authorities are required to: Promote the effective participation in education or training of all 16 and 17 year olds resident in their area; and make arrangements to identify young people resident in their area who are not participating. These

Duties complement the Duties that require local authorities to secure sufficient suitable education and training provision for all young people aged 16-18 (inclusive) in their area under sections 15ZA and 18A of the Education Act 1996 as inserted by the Apprenticeships, Skills, Children and Learning Act 2009. Further local authorities are required under section 68 of the Education and Skills Act 2008 to make available to young people aged 19 and below support that will encourage, enables or assist them to participate in education or training. The Government's approach is to give local authorities freedom and flexibility to decide how to fulfil its statutory Duties but there is statutory guidance (April 2011) issued which will be reviewed by the Government by June 2014. The Youth & Employment Service forms part of Medway Council meeting its Duty.

- 8.7 **Youth Offending Service** - The Youth Justice System was set up under the Crime and Disorder Act 1998. The aim of the Youth Justice System is to prevent offending by children and young people aged 10 to 17 years. As part of that Act, local Youth Offending Services were set up and are regularly monitored by the national Youth Justice Board. The role of the national Youth Justice Board is to: Oversee the youth justice system in England and Wales. Work to prevent offending and reoffending by children and young people under the age of 18 Ensure that custody for them is safe, secure, and addresses the causes of their offending behavior The Youth Justice Board will also support local Youth Offending Services to deliver against three outcomes which have been set by central government, these are to:
- Reduce the number of first time entrants to the youth justice system
 - Reduce re-offending of those young people already within the youth justice system.
 - Reduce the number of young people receiving a custodial sentence.

- 8.8 **Youth Service** - There is a statutory duty on local authorities under the Education and Inspections Act 2006 to provide services for young people outside of the school day. The duty states that, for young people aged 13 to 19 and young people aged 20 to 25 with learning disabilities:
- Sufficient educational leisure-time activities, which are for the improvement of their well-being, and sufficient facilities for such activities; and
 - Sufficient recreational leisure-time activities, which are for the improvement of their well-being, and sufficient facilities for such activities.

It stipulates that local authorities may either, provide facilities for such activities, and assist others in the provision of such activities, or make arrangements for facilitating access to such facilities

9. Recommendations

- 9.1 Cabinet approves the three Medway young people's services, Youth Service, Youth Offending Service and YES IAG service being commissioned out in a package from January 2017.
- 9.2 Cabinet delegates to the Director of Children and Adults in consultation with the Portfolio Holder for Children's Services the commencement of a consultation process with young people and local residents to inform the

specification of this new service.

9.3 Cabinet delegates to the Director of Children and Adults in consultation with the Portfolio Holder for Children's Services and the Monitoring Officer to hold discussions with Medway Youth Trust about the early termination of the YES contract.

9.4 Cabinet receives a report in March 2016 on the outcomes of consultation with young people and local residents and the outline specification in accordance with procurement arrangements

10. Suggested reasons for decision(s)

10.1 The outsourcing will provide security and continuity for these young people's services for the next 5 years.

Lead officer contact

David Dowie –

Head of Integrated Youth Support Services

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Appendices – Appendix 1 – IYSS Outsourcing DIA

Exempt Appendix

Background papers

None

Diversity impact assessment

Appendix 1

TITLE <i>Name/description of the issue being assessed</i>	Integrated Youth Support Service – Future Outsourced Delivery
DATE <i>Date the DIA is completed</i>	December 2015
LEAD OFFICER <i>Name of person responsible for carrying out the DIA.</i>	David Dowie

1 Summary description of the proposed change

Nationally, many young people's universal services have been lost since 2010 as a result of central government grant reductions to local authorities. In Medway we still have a Youth Service and an unbiased Information, Advice and Guidance (IAG) service that are highly considered by members and council officers. However, with expected budget pressures and ongoing reductions in funding from central government, their continued existence is very much at risk. These IYSS services provide an important early help and prevention 'safety net' to vulnerable young people and young people on the edge of care.

The safest option to ensure continued IYSS future delivery is to package the Youth Service and the Youth Offending Service with the YES IAG (Connexions) contract into a commissioning package that is offered out to the voluntary and community sector to an organisation with charitable status. This would enable a new provider to secure external funding through grants and sponsorship that is not available to local authorities.

2 Summary of evidence used to support this assessment

Full Diversity Impact Assessments were completed on the following IYSS agencies:

- **MYT – YES Contract 2012-17 – Full DIA completed February 2014**
- **Medway Youth Service – Full DIA completed May 2014**
- **Medway Youth Offending Team – Full DIA completed July 2014**

Diversity impact assessment

3 What is the likely impact of the proposed change?

Is it likely to :

- Adversely impact on one or more of the protected characteristic groups?
 - Advance equality of opportunity for one or more of the protected characteristic groups?
 - Foster good relations between people who share a protected characteristic and those who don't?
- (insert ✓ in one or more boxes)

Protected characteristic groups	Adverse impact	Advance equality	Foster good relations
Age	x		
Disability	x		
Gender reassignment			
Marriage/civil partnership			
Pregnancy/maternity			
Race	x		
Religion/belief			
Sex	x		
Sexual orientation			
Other (e.g. vulnerable or disadvantaged groups)	x		

4 Summary of the likely impacts

AGE

IYSS have varying age ranges in the age group definition 10-19 but work outside this where need occurs. Statistics are collected monthly for MIS performance data. Medway YOT works with the 10-17 age group, YES works predominantly with the 13-19 age group.

The legacy of support from European money between 2012 -15 to fund accredited vocational programmes has enabled an increase in the participation rates of young people 16-19 years within the Youth Service. This has not been to the detriment of young people in the 10-15 age groups.

The commissioning out of these IYSS services from 2017 will have limited impact on young people due to age as the contract and specification will require new providers to deliver programmes and services to young people in the 10-19 age groups and to 25 years with additional needs. Some geographical areas of Medway will have reduced universal provision of Youth Work programmes and unbiased information, advice and guidance provision. YES contract Q4 2014-15 reported 1139 contacts of a total of approx.4473 IAG interventions in 2014-15 with young people. Medway

Diversity impact assessment

Youth Service reported contact with 5734 young people 10-19 years in 2014-15.

Disability

The IYSS service is open to young people regardless of disability. We promote activities with disability groups – Special Needs Club exist at Parkwood and Woodlands YC and action plans are in place for DDA building compliance. Statistics are collected monthly for MIS performance data. A focus of the YES contract is to provide high quality support to young people with Education and Health Care Plans (EHP)

In 2014 Medway Youth Service worked with 319 young people 10-19 years who were identified as having a disability. This equates to 4.8%

In 2013 the YES contract was accessed by 18.2% young people identified as SEND The commissioning out of these IYSS services will have an impact on young people due to disability as the contract and specification will require new providers to deliver programmes and services to these young people in the 10-19 age groups and to 25 years with additional needs. However, elements of this support service will be reduced in terms of unbiased information, advice and guidance as the funding available from 2017 will be significantly reduced on current budget levels. This will have an adverse impact on our Not in Education, Employment and Training (NEET) levels from 2017.

Race

The Integrated Youth Support service is open to all young people including all BME groups. The Youth Service and YES contract supports positive activities with BME groups – Statistics are collected monthly for MIS performance data.

In 2014 the Youth Service had a participation rate of 9.4% which is inline with the Medway Council BME population which stands at 10.4% of the population

In 2014 Medway YOT had a BME population of 13%

In 2013 the YES Contract was accessed by 10.8% young people from BME backgrounds

The commissioning out of these IYSS services in 2017 will have limited impact on young people due to race as the contract and specification will require new providers to deliver programmes and services to BME young people in the 10-19 age groups and to 25 years with additional needs. However, young people's support services in some Medway deprived areas will be reduced due to general local and national funding reductions.

SEX

The Integrated Youth Support Service conducts itself within equal opportunity principles – access and training.

Statistical returns indicate a positive engagement with both genders. Statistics are collected monthly for MIS performance data

In 2014 The Youth Service had a participation rate of 43.1% of girls and young women against a total Medway female population of 48.37 % for the council.

In 2013 46.3% of young people who accessed the YES contract were female

In 2013-14 the Medway YOT had 27% of its client cohort comprising the female gender

The commissioning out of these IYSS services will have an impact on young people due to gender as the contract and specification will require new providers to deliver programmes and services to all young people in the 10-19 age groups and to 25 years with additional needs. However, young people's support services in some areas of deprivation will be reduced due to general funding reductions.

Diversity impact assessment

Other (Disadvantaged and vulnerable groups)

IYSS support to young people in Medway Council has traditionally focused on vulnerable and disadvantaged groups of young people. This targeting of service delivery has been across both statutory and discretionary services and included young people with special needs, looked after children and young people from areas of the council with high deprivation indicators.

80% of the YES contract work is targeted at vulnerable groups of young people. In Q4 of 2014-15, only 250 (21.9%) of 1139 (100%) YES interventions with young people were identified as universal or mainstream. The numbers of these vulnerable young people worked with is likely to reduce significantly. However the % of those young people worked with who are identified as vulnerable is unlikely to change.

5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- Are there alternative providers?
 - What alternative ways can the Council provide the service?
 - Can demand for services be managed differently?
- *The future commissioning out the IYSS services as a package will provide the Council with some efficiency savings. Outsourcing a package of IYSS services could take place in January 2017 and provide some savings in 2016-17*
 - *The safest option to ensure continued IYSS future delivery is to package the Youth Service and the Youth Offending Service with the YES IAG (Connexions) contract into a commissioning package that is offered out to the voluntary and community sector*

6 Action plan

- *Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence*

Action	Lead	Deadline or review date
1. CADMT support for outsourcing IYSS	DD/PM	Aug 15
2. Political support for outsourcing IYSS	DD/PM	Oct – Dec 15
3. Consultation with young people and residents	DD/PM	Jan - Mar 16
4. Review DIA in light of IYSS specification	DD/PM	March-April 16
5. Tendering IYSS services	DD/PM	April 16
6. New Contract awarded	DD/PM	July 16
7. Transition and mobilisation	DD/PM	Sept – Dec 16
8. Implement new contract	DD/PM	Jan 2017

Diversity impact assessment

7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change implementing action plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

In the knowledge that Council budgets are going to come under increasing pressure over the next couple of years, it is recommended that:

1. IYSS services be offered to the community and voluntary (charity) sector and private sector with a charitable arm as a commissioned package to include:
 - i. YES (Connexions)
 - ii. Youth Service
 - iii. YOT
 - iv. Medway Youth Parliament
2. Duke of Edinburgh programme is kept within the Council
3. The commissioning date be brought forward from September 2017 to January 2017

8 Authorisation

The authorising officer is consenting that:

Assistant Director

Pauline Maddison

Date

December 2015

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC: phone 2443 email: annamarie.lawrence@medway.gov.uk

C&A: (Children's Social Care) contact your normal P&I contact

C&A (all other areas): phone 1481 email: paddy.cahill@medway.gov.uk

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