

North Lanarkshire Council Report

Policy and Strategy Committee

approval noting

Ref KH/GS

Date 26/09/19

ALEO Review of Routes to Work Ltd.

From Katrina Hassell, Head of Business Solutions

Email hassellk@northlan.gov.uk

Telephone 01698 302235

Executive Summary

The purpose of this report is to provide the Policy and Strategy Committee with the findings of the recent service review into Routes to Work Ltd (RtW), which has the purpose of supporting local people, often those furthest removed from the labour market, to access employment.

A multi-disciplined review team examined a range of key activities and business areas to identify whether RtW has delivered against its original objectives, whilst examining whether those initial objectives, responsibilities and requirements, and the means of delivering them, continue to remain relevant and valid.

Recommendations

It is recommended that the Policy and Strategy Committee:

- (1) Notes completion of the Routes to Work Ltd service review undertaken as part of Phase Three of the 2016/17 to 2018/19 ALEO Review Programme;
- (2) Notes that the top option identified through the options appraisal is to retain Routes to Work as an ALEO, but look to better align its activities with the council and other strategic partners via the council's wider review of employability services;
- (3) Agrees that Routes to Work should continue to operate at arm's-length, for the reasons outlined in section 2.7.5, and;
- (4) Agrees that opportunities to further align the activities of Routes to Work to the Plan for North Lanarkshire be addressed and implemented via the wider employability review (P024 in the council's Programme of Work).

The Plan for North Lanarkshire

Priority Improve North Lanarkshire's resource base

Ambition statement (24) Review and design services around people, communities, and shared resources

1. Background

- 1.1 It is recommended best practice that councils should periodically review their ALEOs to ensure that effective governance is in place and that they remain the best option for service delivery.
 - 1.2 The former ALEOs and External Bodies Monitoring Committee approved a three-year ALEO Review Programme in August 2016, with Routes to Work Ltd (RtW) included in Phase 3 of the programme.
 - 1.3 Routes to Work Ltd is a well-established ALEO of North Lanarkshire Council which seeks to support local people to progress to and access employment as a means of sustainably improving the quality of life for individuals, families, and communities in North Lanarkshire. RtW delivers a significant portion of the council's EU funded employability programmes.
 - 1.4 The review was structured to comply with the previously approved Council Review Programme and associated methodology and all ALEO service reviews follow the same process and format. Review activity was completed over five stages - scoping, analysis, assessment, findings/recommendations and reporting.
 - 1.5 The review activity was completed by a review team led by Business Solutions and supported by representatives from Enterprise and Communities and Education and Families, along with representation on behalf of the council's Section 95 Officer and the Head of Business for Legal and Democratic Solutions. The review commenced in September 2018 and concluded in early August 2019 following completion of an options appraisal.
-

2. Report

2.1 Scoping and analysis

The review team determined that all aspects of the ALEO's business were in scope for review and completed a detailed desktop analysis of all documents associated with the ALEO's formation and subsequent operations, with over 40 assessment templates completed.

2.2 Stakeholder Engagement

2.2.1 Board Workshop

A workshop was held with the Board of Directors during October 2018 to give directors/trustees the opportunity to contribute to the review process by outlining their vision and ambitions for the organisation, as well as identifying any issues or concerns they may be experiencing as a director on the Board.

Directors considered RtW's Board to be highly effective and very well organised. Special mention was made of the role of independent directors who bring a range of specialist skills and experience to the Board (e.g. solicitor, HR specialist and college principal). These levels of expertise and experience, along with independent directors' contributions to Board discussion and decision-making, are considered to be key strengths.

Directors consider RtW's performance to be very good overall and the business planning arrangements to be well developed. The largest frustration facing directors is that RtW was unsuccessful in securing the Fair Start Scotland contract (awarded to Remploy Ltd. in October 2017), and although the company has reorganised and refocused its priorities and activity areas accordingly, directors have also taken the time to reflect on lessons learned and where improvements could be made when bidding for future contracts.

Directors would be keen for RtW to redefine its relationship with the council to provide greater long term security and clarify roles, responsibilities and the council's requirements/expectations.

2.2.2 Review Stakeholder Survey

In January 2019, a short survey was issued to a number of stakeholder/partner organisations including Job Centre Plus, Skills Development Scotland, New College Lanarkshire and various council services. The survey contained 10 questions aimed at highlighting areas of good practice and identifying potential areas for improvement along with any further suggestions. The responses were shared with RtW and the findings were very positive, with all respondents confirming that RtW were meeting their expectations.

2.3 **Service User Engagement**

The review team did not engage directly with service users, however, they did consider the ongoing feedback from service users which is presented to the RtW Board on a quarterly basis (see section 2.4.6 below for details).

2.4 **Assessment Findings**

Using a four part Red, Amber or Green (RAG) assessment methodology, review team members evaluated and assessed the extent to which the externalised service delivery model is meeting its original objectives; and how the company is currently performing across the following areas:

2.4.1 Partnership Agreement, Company Objectives, Strategic Direction and Charitable Objectives

An annual Service Level Agreement (SLA) sets out the respective roles and responsibilities between RtW and the council and outlines the maximum level of funding available, as well as targets to be achieved in the coming year. The SLA ensures participants are engaged and supported towards a job, with up to six months in-work support provided to ensure sustainability of employment.

RtW's vision, values and objectives are clearly articulated within their Business Plan:

Vision:

"To reduce poverty and improve the health and wellbeing of North Lanarkshire's communities and businesses by enabling people to access, sustain and progress within employment"

Their vision is underpinned by a set of organisational core values, defining how they operate, as well as 8 supporting operational objectives. Robust evidence was obtained during the review demonstrating how the organisation is supporting its stated charitable aims:-

Charitable Aims:

- *To relieve poverty;*
- *To advance education, particularly among the unemployed;*
- *To promote training in skills of all kinds, particularly such skills as will assist in obtaining paid employment;*
- *To relieve unemployment for the public benefit, in such ways as may be thought fit, including assistance to find employment, and;*
- *To promote, operate and/or support other projects and initiatives which further similar charitable purposes.*

RtW was established by the council to meet the needs of excluded individuals and communities in the Lanarkshire labour market. This is reflected in the above values and can be evidenced in the RtW annual report, which showcases the organisation's successes and achievements.

RtW is an established partner within the North Lanarkshire Community Planning Partnership and the marketing and promotion of RtW's services is primarily undertaken within the overall North Lanarkshire's Working 'brand'.

2.4.2 Governance and Risk

The review confirmed that the company's Memorandum and Articles of Association provide sufficient levels of direction, control and guidance to provide a robust governance and decision making framework.

Routes to Work's Board of Directors consists of up to ten members – two are Category A members appointed by North Lanarkshire Council (one is an elected member and one is a senior council officer) and up to eight Category B directors, who bring specialist expertise to the company and are selected through a formal nominations procedure. The Board of Directors has responsibility for ensuring that RtW's services are delivered in accordance with approved Service Level Agreements and charitable objectives, and meets quarterly to fulfil these duties. There are also three formal sub-groups of trustees who meet regularly to focus on HR, Financial and Governance aspects of the charity's work.

The Board papers reviewed illustrated transparent, evidence-based decision-making undertaken by the Board coupled with sound governance. The minutes of the Board meetings are consistently robust with a high standard of procedural accuracy.

RtW's risk management and reporting arrangements are routinely considered to ensure any impact on service delivery, and therefore the council's reputation, is minimised.

2.4.3 Financial Performance

To satisfy the council's duty to ensure the organisation delivering employment and training services on its behalf is financially sound, the council's Section 95 Officer maintains appropriate and proportionate processes and procedures for scrutinising RtW's financial performance. The review identified that RtW satisfies the council's required oversight arrangements, and routinely submits the monitoring information expected.

The total costs included in the 2018-19 SLA were £2,518,000, comprising EU grant of £1,064,140 and match funding from the Council of £1,453,860. These costs were the maximum available for delivery of services. Final budget outcome for 2018/19 contained in the Board papers for June 2019 reported an actual surplus of £57,657 against a budgeted surplus of £22,079 with a satisfactory explanation for the variance.

Cash flow management is heavily dependent on cash received in advance from the council in one payment, typically in May/June. The review did not identify any cash flow issues and found cash flow to be well managed within tight constraints.

As of April 2019, the company held designated reserves of £354,000 in relation to potential future pension liabilities of £254,000, ICT Infrastructure spend of £25,000 and Future Development expenditure £75,000. Unrestricted reserves totalled £726,601 which is in excess of the £700,000 estimate calculated for liabilities arising in the event of company closure.

2.4.4 Service Delivery Areas and Responsibilities

The review has identified that service delivery is responsive to changing needs, with RtW having developed an alternative Business Plan in response to being unsuccessful in the Fair Start Scotland contract. They have clear referral processes in place with a number of external agencies for both inward and outward referrals and have an action within their operational plan to further develop referral links related to health services, criminal justice services and housing, concurrent to the recent Scottish Government paper 'No One Left Behind - Next Steps for the Integration and Alignment of Employability Support in Scotland'.

The Teckal status of RtW as a wholly owned ALEO provides North Lanarkshire Council with the capacity to award contracts to the company without the need for formal procurement. RtW highlight this within their Business Plan as an area which has considerable potential.

The review team identified that there are some areas of duplication with other council service areas but did not deem this to be a negative; rather these services were felt to overlap and complement each other. The team were accepting of the recent Fairness Commission report which identified a need to conduct a thorough, systematic review to ensure that the council's activities across its employability services, and those of its ALEOs and strategic partners, are aligned (P024 in the Programme of Work).

2.4.5 Operational Performance

The review confirmed that there is a robust process for setting and agreeing key performance indicators. Specific performance measures are set out within the SLA and monthly monitoring meetings are held with the Client Officer to review activity against quarterly targets.

Quarterly operational performance reports are circulated to Board members in advance of each quarterly board meeting and provide Directors with updates on progress towards the targets set out in the annual RtW Operational Plans, which in turn, aim to achieve the wider ambitions set out in the RtW Business Plan.

Where benchmarking information is available, evidence shows that Routes to Work performs very well in relation to other employability providers.

2.4.6 Service Users and Stakeholder Engagement

RtW have a well-established system for Service User Involvement (SUI), with a group of SUI focused staff who hold regular focus groups and promote the use of quarterly client surveys via questionnaires and online 'Survey Monkey' surveys. Sample survey questions include:

- How easy was it to access the service?
- Do you feel safe and relaxed in our offices?
- Does your worker understand your needs?
- Was the training you received relevant?
- Satisfaction with job opportunities?

Results, collated on a quarterly basis, are reported to the RtW Board with continued evidence of high satisfaction levels on all aspects of the service.

Focus groups are themed based on issues raised via recent client surveys or through the knowledge of the SUI group of staff. These have helped RtW to identify solutions and recommendations in cases where customer satisfaction has not been 100%. The numbers attending these focus groups have been very low, however, with an average of three clients attending over the past four focus groups. RtW have acknowledged these low attendances and have suggested recommendations to improve them.

2.4.7 Staffing

In September 2018, a total of 64.84 FTE staff were employed by RtW. The Business Plan highlights that RtW are committed to a culture of openness, involvement and ongoing support, and this is ensured through:

- A staff handbook;
- The delivery of a comprehensive induction programme for all staff, and;
- The operation of a 'reward and recognition' scheme.

RtW is an accredited Living Wage Employer. They achieved the IIP Gold standard accreditation at their three year assessment in November 2018, and have ambition to achieve the highest level of accreditation possible (Platinum) over the next three years. RtW have also recently signed up to the TUC's Dying to Work campaign.

RtW have a draft Succession Planning policy which is part of their wider three-year Talent Management Strategy. As at October 2018, 8 (62%) of RtW's Leadership Team were in promoted posts and 30% of staff were in a higher graded post than they were in on commencement of their RtW employment. Almost 2/3 of RtW staff live in North Lanarkshire, and as at October 2018, 13 of RtW's 70 staff (19%) were previous service users.

RtW has an active Employee Forum and staff Attitude Surveys are carried out on an annual basis, with results and comparisons presented to the HR Sub-Group and subsequently the Board. The 2018 survey had a response rate of 76% and identified very positive results in terms of the company as an employer:

- 96% of staff 'were proud of RtW and committed to its success';
- 92% felt they had good conditions of service, and;
- 85% felt they had the support they needed to perform well.

2.4.8 Property

The review identified that RtW has ample coverage across the North Lanarkshire area. Staff are based in 4 main offices in Airdrie, Bellshill, Coatbridge, and Cragneuk (where a new service delivery Hub opened in the summer of 2018) and outreach venues are used to engage service users within their communities. Job outcomes were evidenced across all 21 electoral wards in North Lanarkshire.

The review recommends that all future property considerations should be aligned with the community campus model within The Plan for North Lanarkshire.

2.5 **Overall Assessment Summary**

Overall, the findings from the RAG Assessment were extremely positive with all 41 questions scoring 'Green' (meeting or exceeding expectations). A small number of actions were identified along with some potential opportunities for improvement. These are outlined in Appendix 1.

Routes to Work welcomed and accepted the opportunity to review and feedback on the RAG Assessment outcomes before they were finalised.

2.6 **Gateway Reviews**

Gateway Reviews were carried out by the Transformation and Digitisation Gateway Review Panel at key stages in the review to provide an additional layer of scrutiny and challenge, as well as authorisation to progress to the next stage.

Gateway Review	Summary
31 May 2019	<ul style="list-style-type: none">Presented overview of RAG assessment findings and proposed optionsApproval granted to proceed to the options appraisal stage
20 August 2019	<ul style="list-style-type: none">Presented outcomes from options appraisal exerciseApproval granted to proceed to recommendations and reporting

2.7 **Options Appraisal**

2.7.1 The assessment confirms that Routes to Work Ltd is delivering on its key objectives and that there is scope for it to continue to operate in its current form. However, the review team was also tasked with determining whether operating at arm's-length remains the best method of service delivery.

2.7.2 To satisfy this remit, an options appraisal workshop was held on 9 August 2019. The RAG findings, coupled with opportunities through the wider employability review to enhance strategic direction around future service priorities, led to the review team identifying a very focused series of potential options, as listed below:

1. As is – retain RtW in its current form with no revisions;
2. Retain RtW as an ALEO, but look to better align its activities with the council and other strategic partners (linked to the wider employability review);
3. Dissolve RtW and bring current services in-house;
4. Dissolve RtW and cease service provision;

- 2.7.3 Each option was duly assessed and scored by the review team against a series of factors, including contribution to the council's strategic direction, potential risks and costs. A summary of the scoring outcomes is included as Appendix 2.
- 2.7.4 The highest scoring option was Option 2, to retain Routes to Work as an ALEO, but use the opportunities afforded via the wider employability review (P024 in the Programme of Work) to identify and address where RtW's activities can better align with council priorities. With Routes to Work delivering a significant portion of the council's EU funded employability programme they are already a key stakeholder within this wider review.
- 2.7.5 The review identified a number of benefits from operating at arm's length, including:-
- The company's charitable status is highly valued by clients and the perceived 'separation' from the council means many clients feel more comfortable in accessing the service;
 - RtW operates a relatively flat and flexible operational structure which enables them to respond and adapt quickly to new opportunities and changing demands in the local economy, and;
 - RtW as an ALEO are able to bid for external funding that the council otherwise would not be able to access, for example the Action Lone Parents programme was funded by the Big Lottery Fund.
- 2.7.6 Option 2 therefore provides an opportunity to conclude the ALEO review by confirming that RtW are performing well and that it is appropriate to keep the company operating at arm's length, while also enabling more detailed consideration within the context of the wider review on how activities can be better aligned to other employability related services.
- 2.7.7 The draft review outcome report was shared with Routes to Work's Board of Directors, and feedback suggests that the Board very much welcome the positive tone of the review, fully endorse the proposed outcome and look forward to working ever more closely and across a greater breadth and scope of activities in the future in support of the council and our strategic partners' ambitions for the residents of North Lanarkshire.
-

3. Equality and Diversity

3.1 Fairer Scotland Duty

The review team met on 19 July 2019 to consider the potential impact of each of the proposed options in terms of socio-economic disadvantage and the Fairer Scotland Duty. With regards to the preferred option, Option 2, there were no specific issues requiring further consideration, It was recognised however, that additional assessments may be required as part of the wider employability review process.

3.2 Equality Impact Assessment

During the above workshop the review team also completed an Equality Impact Assessment for each of the proposed options. This allowed any potential adverse

impacts to be considered as part of the options appraisal process. There were no such issues identified for Option 2.

4. Implications

4.1 Financial Impact

There would be no financial impact to the council from these proposed recommendations. North Lanarkshire Council currently pay a management fee to Routes to Work (£50,000 per annum), and this would continue under Option 2.

The review determined that the service currently provided by Routes to Work is both cost effective and affordable, and this would only improve with Option 2, as the council and RtW would work together to better align its activities to council priorities.

4.2 HR/Policy/Legislative Impact

There would be no HR or legislative impact as a result of these recommendations.

4.3 Environmental Impact

There are no environmental impacts as a result of these recommendations.

4.4 Risk Impact

The options appraisal considered risks relating to service delivery, HR, legal, finance and reputation. Option 2 overall was deemed to be a 'Minor Risk' for the council, just behind Option 1 (status quo) which was deemed to be the lowest risk option. Slight concerns related predominantly to the current unknown factors around the wider employability review and what this could potentially mean for current service provision. Consideration needs to be taken to ensure that by further aligning the activities of RtW with council priorities it does not dilute the service, or result in any loss of focus or expertise. RtW echoed these slight concerns in their review feedback.

5. Measures of success

5.1 The review has identified that Routes to Work Ltd. has clearly met the original objectives from when the charity was established in 2002. The company has a strong track record of impacting positively on people's lives, having supported circa 56,000 local people and assisted over 18,000 of these people into work.

5.2 The options appraisal identified that there is some scope to better align the activities of RtW with The Plan for North Lanarkshire and other employability services, and the wider employability review provides an ideal platform to take this forward.

5.3 The ALEO review therefore concludes that Option 2: Retain RtW as an ALEO, but look to better align its activities with the council and other strategic partners (linked to the wider employability review); appears most likely to satisfy the council's strategic goals.

6. Supporting documents

6.1 The following appendices support this report:-

- Appendix 1 Summary of Recommended Actions, Observations and Opportunities for Improvement
- Appendix 2 Summary of Options Appraisal Outcomes

A handwritten signature in black ink, reading "Katrina M Howell". The signature is written in a cursive style with a large initial 'K' and 'H'.

Head of Business Solutions

ALEO Review: Summary of Recommended Actions, Observations and Opportunities for Improvement

Recommended Actions:		Action Required By:	Status:
1.	Lizanne McMurrich took over from Shirley Linton as the council officer appointed to the RtW Board in August 2017 as a result of service changes and a shift of responsibilities and this change requires formal approval	NLC	Report approved at Full Council on 4 April 2019 clarifying the appointment of all officers to outside bodies/ALEOs
2.	It is recommended that the complaints policy is reviewed and contact details updated	RtW	Policy updated and approved by HR Sub Group at its meeting in May 2019
Opportunities for Improvement:			
1.	RtW should fully engage with the council as it finalises its plans, strategies, and frameworks to ensure effective delivery of the shared ambition for North Lanarkshire		
2.	It may be useful for RtW to look at methods of measuring Social Return on Investment (SROI) to provide a quantitative approach to understanding and managing the wider impacts/benefits that RtW brings to North Lanarkshire		
3.	Routes to Work should work with the council to further develop their risk management arrangements and strive towards 'Embedded' status		
4.	Consideration should be given to the timing of financial information being released to the council's Financial Solutions team		
5.	RtW should fully engage with the wider review of employability services which is currently underway. The review will ensure that the council's activities, and those of its arm's length external organisations, and strategic partners, are aligned to address current and future economic opportunities and maximise outcomes for young people and unemployed / underemployed adults within North Lanarkshire's communities		
6.	Although benchmarking systems and cohorts have changed considerably (out with RtW's control), it may help in future to try to capture this data in a way that enables trends to be monitored		
7.	Routes to Work's performance has been consistently above average. This should be a key message to take forward for the organisation when applying for future contracts		
8.	It is difficult to gauge if the high levels of compliance achieved by RtW are consistent across similar organisations running the same types of programmes. It may be useful for some form of benchmarking to be undertaken to put these local figures into a regional or national context		
9.	It may be helpful to provide details of service user feedback by geographic area or office to highlight any good examples of practice that can be replicated elsewhere		
10.	When providing service user feedback reports to the Board which have very small variances from quarter to quarter, it may be helpful to provide written percentages along with graphs to help track these small changes over time and identify trends		
11.	RtW should ensure they are fully engaged with The Plan for North Lanarkshire which includes the development of community hubs / integrated campuses - accessible multipurpose buildings that provide a focal point and deliver a range of facilities, services, and supports that are unique to, and meet the needs of, each community. These integrated shared public sector community hubs / integrated campuses may include, for example, health, social care, community safety, education, financial advice and information, employment support, childcare, and leisure and recreation services and supports as well as touch down centres and bases for staff and partners		
Observations:			
1.	The current Business Plan is lacking in financial data, however, it is understood that this is reflective of the timing of funding decisions		
2.	The review recognised that the SLA and associated funding is agreed on year by year basis and so the long term financial sustainability of the company cannot be guaranteed. This is linked to current Scottish Government funding processes and the council is continually seeking longer term arrangements		

Options Appraisal Scoring Summary

Appendix 2

COUNCIL'S STRATEGIC GOALS	Option 1. As is - retain RtW in its current form with no revisions		Option 2. Retain RtW as an ALEO, but look to better align its activities with the council and other strategic partners (linked to the wider employability review)		Option 3. Dissolve RtW and bring current services in-house		Option 4. Dissolve RtW and cease service provision		Comments
	Scoring	Score	Scoring	Score	Scoring	Score	Scoring	Score	
1. Alignment with the The Plan for North Lanarkshire	3.1	94	4.0	120	3.7	111	1.0	30	An annual SLA is currently in place and can be utilised by the council to set agreed targets and the direction of travel for RtW. However it was felt that services could be better aligned by either bringing the service in-house, or utilising the employability review to maximise partnership working between the ALEO and the council. Option 2 scored slightly higher than Option 3 because of the additional funding that RtW can potentially bring and the contribution this makes to 'improving North Lanarkshire's resource base'. It was widely agreed that ceasing service provision (Option 4) could negatively impact on the councils ability to increase economic opportunities for adults (ambition 11) or build a workforce for the future (ambition 23).
2. Minimise future risks to the council.	4.0	80	3.0	60	2.0	40	1.0	20	Option 1 (status quo) was deemed to be the lowest risk option as there would be no change to service delivery. Option 2 was the second lowest option with minor concerns related to the unknown factors around the wider employability review. Care would need to be taken to ensure the service does not become diluted. For Options 3 and 4 there would be legal implications with dissolving the company. Option 3 would also have significant TUPE implications while Option 4 could result in potential redundancies and would likely have a negative impact on the council's reputation.
3. Obtain cost effective and affordable service delivery.	3.4	86	4.0	100	2.1	54	1.0	25	The review determined that the service currently provided by Routes to Work (Option 1) is both cost effective and affordable, and it is believed that this would only improve with Option 2, as the council and RtW would work together to better align its activities to council priorities. There are also some financial benefits to be gained from operating as an ALEO, for example RtW's charitable status allows for 80% mandatory relief on Business Rates (circa £57,000 2018/19). If the service was bought in-house (Option 3) there would be no management fee (£50,000 per annum) and the council would be able to recover VAT (RtW are not registered to recover VAT), however there would potentially be increased staffing costs (i.e. pension liabilities) and there would be costs associated with the winding up of the company. The council would also lose the ability to bid for external funding. While Option 4 (no service proven) would result in a saving, it was noted that North Lanarkshire properties (another council ALEO) would then lose out on property rental income and there would also be company dissolution and redundancy costs to be taken into consideration. Option 4 could potentially result in a 'gap' in service delivery, and this could have much wider economic impacts if less people in North Lanarkshire are being supported into work.
4. Maintain influence over service delivery and performance.	3.4	34	3.7	37	3.9	39	1.0	10	Option 3 was the highest scoring option as in-house service delivery would give the council full control and influence (as opposed to having a separate ALEO board of directors). Option 2 scored second highest as it was felt that through closer alignment and better partnership working the council could potentially have more of an influence than the status quo. If service provision was ceased (Option 4), the council would have very limited influence, as the service 'gap' would likely be filled with third or private sector provision.
5. Obtain a trusted relationship with a proven service delivery organisation.	3.6	54	4.0	60	3.0	45	0.7	11	The review has confirmed that RtW are a proven service delivery organisation. Closer alignment and partnership working through the wider employability review should further enhance this. Involving RtW in the review, and treating them more as a partner rather than a deliverer or contractor, could also ensure a more trusting relationship (both ways), hence why option 2 scored slightly higher than option 1. In-house service delivery would involve the TUPE of existing RtW employees, and while it would be same trusted individuals delivering the service, the working practices may differ (RtW currently have a very target orientated culture) and this could potential have a detrimental impact on performance outcomes. For Option 4, there would either be no service provision at all, or at least, there would be no trusted relationship (at least initially) with any new third or private sector providers who come in to fill the void.
Weighted Totals		348		377		289		96	
Ranking of options		2		1		3		4	