

Business Case

Future Health & Safety Organisation for City of York Council and North Yorkshire County Council

Executive Summary

Background

Local authorities are being encouraged to challenge traditional methods of service delivery in order to reduce waste and improve outcomes. There is recognition that to achieve such improvements, authorities need to work more closely together so as to optimise economies of scale and maximise service efficiencies.

Since December 2014, City of York Council (CYC) and North Yorkshire County Council (NYCC) have been sharing a Head of Health and Safety. This arrangement has worked well for both organisations. Consequently consideration has been given as to how the two teams delivering health and safety services for the respective councils may work closer together. The objective of this working together is to deliver a number of significant benefits for both councils including: greater resilience and capacity, increased flexibility to respond to changing priorities, improved efficiency and economies of scale, reduced reliance on key members of staff for service continuity and greater opportunity to develop in-house specialist skills. In order to prepare for any such change Members initially approved the secondment of 5 CYC staff to NYCC to allow for the benefits of the creation of a shared service to be assessed.

The secondment arrangement has demonstrated that there are positive benefits which would justify more long term collaboration and as such the Project Board considered the various options for a shared service. Following this consideration a number of options of particular benefit were identified as the most appropriate. This options appraisal was then developed into a Business Case which included consideration of the different options for the long term organisational structure for the shared service.

Each of the options was assessed in detail against a series of predetermined criteria. One of the key determinants in the assessment process was the degree to which each council would be able to exercise control and influence over the services in the future. Both councils also

wanted to retain sufficient and continuing access to the services concerned. It was also considered essential that the chosen option would represent a genuinely equal partnership between the councils.

The preferred option offers the required long-term resilience and is most likely achieve the expected efficiencies and economies of scale set out in the vision and objectives for the shared service.

The Project Board's proposals include the following key elements:

- The scope of the project identified those services which would form the Shared Service to include health and safety advisory services to both councils, client organisations and schools.
- The identified staff to be transferred from CYC to NYCC and who would act as host to the new shared service from 1 May 2017;
- Each council to nominate a client officer to oversee the delivery of services under its Service Agreement with the shared service;
- Each council to provide serviced office accommodation and certain agreed support services to the shared service;
- Staff currently employed in or carrying out the existing services to transfer to NYCC in accordance with the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

Business Case

Purpose

The purpose of this Business Case is to set out the decision-making and options appraisal to support the establishment of a shared Health & Safety (H&S) service for NYCC and CYC. It also outlines the strategic aims and objectives of the shared service, and the anticipated outcomes which the combined service is expected to deliver to both councils. The Business Case also details the resources available and implications of the various options for the long term organisational structure for the service.

Background

The Government White Paper 'Strong and Prosperous Communities' encouraged local authorities to challenge traditional methods of service delivery in order to reduce waste, identify efficiencies and improve outcomes for local people. A strong message in the White Paper was that one of the means for local authorities to achieve such improvements would be through greater joint working to optimise economies of scale and maximise service efficiencies.

Officers from City of York Council (CYC) and North Yorkshire County Council (NYCC) commenced preliminary discussions in 2014 to explore the potential benefits of collaboration and as a result of this work there have been some very positive outcomes. Following a vacancy at CYC of the manager in the health and safety team discussions were held with NYCC regarding sharing a manager so both organisations could attract the right calibre of applicant who could drive both organisations forward as regards health and safety performance. This arrangement culminated in the current Shared Head of Health and Safety in December 2014. These discussions and successful outcome demonstrated that there was a mutual desire to identify suitable options for greater joint working and a clear commitment to deliver greater efficiencies across both authorities. The Shared Head of Health and Safety undertook a review of the current health and safety services and identified that there were areas of duplication, some key strengths but also areas where each council could improve. Following this review it was identified that by combining the two services the key strengths could be shared and also address the areas for improvement.

A strategic business case was prepared for the development of a shared service solution covering the provision of the health and safety advisory service to both councils. The strategic business case set out the main drivers for change and the potential benefits of collaboration. However, as a number of models exist for shared service provision it was agreed that further work was required to fully understand the legal, financial and staffing implications of each model before any decisions could be made on the most appropriate way forward.

Both councils have committed to the successful achievement of a long-term shared service which would add value and deliver benefits to both organisations, on an equal basis. It was also recognised that in developing the appropriate long term organisational structure, account would need to be taken of the respective aims and values of both organisations.

It was agreed that an initial stage of an informal shared service would be implemented and would be treated as a pilot exercise so as to enable the benefits of such an approach to be properly assessed in a managed and low risk way. This would enable both authorities to evaluate the risks and benefits of sharing health and safety advisory functions before considering a more permanent solution. The relevant staff groups at both councils, together with local representatives from Unison and GMB were also consulted.

In May 2016 Members approved the secondment of the five staff from CYC to NYCC to create an informal shared service. This informal shared service was overseen by a Project Board to coordinate the development and implementation stages of the project, comprising the Assistant Director Resources (Customer and Digital Services) – CYC, the Assistant Director (Central Finance) – NYCC, the Shared Head of Health and Safety and the CYC Programme Manager (Place & Economy) who would ensure the project specification and associated timetable were maintained.

At this stage, several options exist in respect of the future scope, scale and direction of the project, as detailed below. These options were fully evaluated by the Project Board who after careful consideration chose three appropriate models to consider in more detail. The original 5 options are summarised in **Appendix 1** and the options appraisal of the final 3 options is detailed in **Appendix 2**.

Summary of Options 1,2 and 3

Option 1 (Internal Shared Service with options for trading) To TUPE transfer the CYC staff to NYCC and the health and safety services are provided on a service level agreement to each council and use this knowledge and experience to provide services to fee paying organisations such as academies, public bodies, publically owned companies and potentially other organisations. This option deals with the need to develop a resilient service as it addresses some of the funding issues as it allows additional sources of funding to be achieved by selling services. It also provides opportunities for growth. This would be subject to a surplus share agreement based on the level of investment by each council into the shared service.

Option 2 (Separate Organisation for Trading) To create a vehicle such as a publicly owned trading company to deliver the services and TUPE transfer the staff into this new vehicle. The company would be wholly owned by the two councils, with a board of directors responsible for strategic decision making and policy setting. Operational decisions would be taken by company management. The company would be able to own assets, enter into contracts and employ staff in its own right. Staff from both councils would be subject to a TUPE transfer to the company. Both councils would be able to receive dividends from the company.

Option 3 (Remain As Is) To continue with the secondment arrangements indefinitely. This option realises some potential in that some joint working can be achieved which has been demonstrated in the time it has currently been in place. However it would not achieve the benefits from creation of a permanent structure to work across both councils, rationalising systems and the creation of a resilient service which can plan for the future and take advantage of commercial opportunities as they arise.

Recommended Option

Option 1 is considered to be the preferred option as it carries the least risk. It provides opportunities to deliver efficiencies through the creation of a coherent structure. This option also provides opportunities for growth by increasing funding sources through the provision of services to others on a commercial basis. This approach is considered the most likely to deliver the significant benefits of collaboration. These benefits could not easily be achieved by either council continuing to operate in isolation or continuing with the current arrangements. In addition the

problems caused by lack of capacity and resilience would not be addressed and the resource pressures on both councils would only continue if changes to the existing service provision were not made.

Vision and Objectives of the Shared Service

Vision

To deliver a shared service solution which provides an efficient, effective and professional health and safety service which are both responsive to the needs of the two councils and clients and is held in high esteem by all stakeholders.

Objectives

The project aims to provide a shared service solution which supports this vision by focusing on a series of identifiable and measurable objectives. The Project Board has identified the following objectives for the future shared service.

To provide a service which:

- has a clear identity and stated purpose;
- is affordable and which represents value for money;
- can provide continuity of service to both councils in the long term, irrespective of short-term pressures and issues;
- enhances the professionalism and quality of health and safety related services provided to the two councils through shared knowledge and best practice;
- increases the operational capacity and resilience of the service so that it can more easily respond to resource pressures, including staff vacancies and/or unexpected service demands;
- is flexible and can respond promptly to changing service requirements and priorities;
- reduces the need to use expensive agency staff and/or to buy-in specialist health and safety related services;
- delivers efficiencies and economies of scale which can then be reinvested in improved service delivery;
- improves investment in staff training and development;
- improves the opportunities for career progression for staff within the service;

- improves the recruitment and retention of professional staff within the service;
- reduces the existing reliance on key members of staff for the continuity of the service;
- provides improved succession planning arrangements;
- generates income from selling health and safety related services to other public, voluntary and third sector bodies, where appropriate;
- which can be expanded to provide additional professional support services to both councils in the medium to long term, if required.

Financial Resources

The current budgets for the two services have been analysed using 2016/17 information. These budgets have been aligned to create a consistent approach and where necessary assumptions have been made to include support service and corporate recharges from this analysis. The budget information is therefore based on the direct costs and overheads for the services concerned.

It is also assumed that there would be no significant change in the overall level of recharges across both councils.

Both health and safety services teams also provide services to a significant number of existing external customers. The income received from this work has been included as part of the budget shown in Table 1.

Table 1 - Respective Council Budget 2016/17

Council	Budget in £'000s (Gross)	Income	Budget in £'000s (Net)
North Yorkshire County Council	768	366	402
City of York Council	292	82	209
Combined service budget	1060	448	611

Staffing Resources

At CYC there are currently 5FTE who deliver health and safety services and these from part of the Customer and Corporate Services Directorate. Following the implementation of the revised structure it is proposed to ensure that CYC receive the equivalent level of support as to that which is currently delivered subject to any efficiency which can

achieved through collaboration. In NYCC there are 16 FTE staff who provide similar services - the Health and Safety Service forms part of the Central Property Service Unit, within the Central Services Directorate and as based in the Corporate Services Directorate. The combined establishment is therefore 21 FTE's. Copies of the structure charts for the two councils' existing services are given in **Appendix 3**.

Human Resource Implications

Should options other than Option 3 be approved then it is proposed to transfer the existing staff from CYC to NYCC on 1 May 2017. In accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE), all employees assigned to the transferring services will automatically transfer to NYCC. From the date of transfer, the terms and conditions of employment, plus any existing collective agreements and relevant company policies relating to terms and conditions of employment, such as maternity and paternity leave, will automatically be taken over by NYCC as the new employer.

Staff from both councils, together with representatives from Unison and GMB, have been kept informed of progress with the development of the shared service. Regular staff briefing sessions have been held. Once the creation of the Shared Service has been agreed in principle then a TUPE consultation timetable will be circulated to staff and the trade unions.

Service Performance and Agreement

The current Service Level Agreement has clear performance standards expected by CYC, these standards are shown in **Appendix 4** with current performance shown. This would provide the basis of any future SLA with additional inclusion of income target setting and surplus sharing agreements.

Support Services

Discussions have taken place between officers at both councils regarding the future provision of support services to the shared service. It is proposed that each council will provide support services in accordance with Service Level Agreements to be agreed between each council. It is also proposed that the method for calculating any recharges will be identical to those currently used for internal departments.

Scope of the shared service

In preparing the Business Case, the Project Board has kept the scope of the project under review. The Project Board has also undertaken a further review to determine whether the preferred option of transferring CYC staff to NYCC who will act as the host organisation to deliver services to the two councils, still best serves the interests of both councils.

During the Project the Occupational Health service and YorSafety H&S IT system were excluded from the scope of the shared service proposal and will managed separately through CYC Human Resources and ICT services respectively.

There is a close synergy between the health and safety functions which are currently included in the shared service. There are considered to be no significant advantages in extending the scope of the project further to include additional service areas. Any such change might reduce the clear focus that the shared service will have on providing health and safety related services to the two councils, as well as increasing the risk of delays in implementing the long term structure.

Appendices

- Appendix 1 Summary Original Options Analysis
- Appendix 2 Detailed Assessment of Options 1, 2 and 3
- Appendix 3 Existing Structure Charts
- Appendix 4 Current SLA Performance Standards

Summary Original Options Analysis

The Project Board assessed each possible long term 'delivery vehicles' against a series of agreed key criteria linked to the ✓ vision and objectives of the shared service. The results of this analysis are given below:

- Option 1 Internal Shared Service with options for trading
- Option 2 Separate Organisation such as company guaranteed by shares
- Option 3 Informal Shared Service (remain as is)
- Option 4 Internal Shared Service with no option for trading
- Option 5 Return to previous arrangements (prior to collaboration)

Criteria	Option				
	1	2	3	4	5
OWNERSHIP AND VISION					
Will this option be able to deliver the vision for the shared service and are there clear links to both councils' Corporate Objectives?	✓	✓	✓	✓	
Will the service be perceived as a genuine equal 'partnership' between the two councils?	✓	✓	✓	✓	
Will both councils have sufficient control and influence over the strategic direction and future development of the service?	✓	✓	✓	✓	✓
Would this option avoid the need for one or both councils to establish a separate 'client' structure to monitor the contract?	✓		✓	✓	✓
IDENTITY					
Will this option allow the service to develop its own identity?	✓	✓			
AFFORDABILITY					
Are the set up costs / required investment for this option likely to be affordable?	✓	✓	✓	✓	✓
COST EFFECTIVENESS					
Is this option likely to be affordable on an ongoing basis, and does it represent value for money?	✓	✓			
Will this option achieve economies of scale and deliver the expected efficiencies in service delivery?	✓	✓			

IMPLEMENTATION					
Are the skills and resources readily available to implement the proposed option?	✓	✓	✓	✓	✓
Is there general support from within both councils to implement this option?	✓				
Would both councils be able to support the change management needs associated with this option?	✓	✓			

Criteria	Option				
	1	2	3	4	5
SERVICE AND CAPACITY IMPROVEMENTS					
Is this option able to provide continuity of service in the long-term, irrespective of short-term problems and/or changes in key personnel?	✓	✓			
Is this option likely to deliver the required improvements in operational capacity?	✓	✓			
Is this option likely to achieve the required focus on quality and enhance the professionalism of the service?	✓	✓			
FINANCIAL / BUSINESS OPPORTUNITIES					
Does this option allow external income to be generated by selling services to other public sector bodies?	✓	✓			
Does this option offer the capability and capacity to identify and develop other business opportunities?	✓	✓			
LEGAL CONSIDERATIONS					
Do both councils have the legal powers to implement the proposed option?	✓	✓	✓	✓	✓
Does this option avoid the need to undertake a EU compliant tender exercise?	✓	✓	✓	✓	✓
RISKS					
Are the financial risks associated with this option considered to be acceptable to both councils?	✓	✓			

Detailed Assessment of Options 1, 2 and 3

<p>Option 1 – Internal Shared Service</p>
<p>Description and Overview</p> <p>The creation of a formal shared service where NYCC would host the shared service to NYCC but with a formal agreement between the two councils to ensure no dilution of services to CYC. The agreement would set out the parameters for future collaboration in service delivery. The service would be lead by NYCC but would involve CYC as a joint stakeholder through the new permanent version of the joint Board. Staff would TUPE transfer to NYCC who would become the employer. However the services to CYC would still continue to be delivered locally. The agreement would provide an opportunity to share best practice, skills and directed to meet peaks in workload or other demands.</p>
<p>Financial Implications</p> <p>NYCC would take on liability for the staff delivering the services to CYC for which CYC would pay NYCC an amount equivalent to current budget for the delivery of the service. Additional work over provided to CYC beyond the service level agreement would be charged between the two councils at agreed rates. There would be no additional tax liabilities or changes in VAT arrangements.</p>
<p>Staffing Implications</p> <p>5 FTE staff would be TUPE transferred from CYC to NYCC who would become the employer with appropriate consultation and engagement undertaken. There would be greater opportunities for personal and career development, and project work across a wider geographical area.</p>
<p>Legal Implications</p> <p>There are no significant legal implications. Both councils have the necessary powers under the Local Authorities (Goods and Services) Act 1970 and the Localism Act 2011 to enter into such an agreement. The partnership would not be a legal entity in its own right. Each council would need to maintain its own contracts for the supply of goods and services. Similarly, any contracts to supply health and safety services to external customers would need to be in the agreed in the income sharing agreement.</p>
<p>Governance Arrangements</p> <p>The agreement would be permanent subject to either council wishing to terminate the arrangement as there would be break clauses to enable the agreement to be terminated early. The agreement could also be varied to enable the scope of services to be changed in the future. The existing client arrangements operated by the two councils would continue.</p>

Service and Capacity Improvement

This option would deliver the necessary step change in service delivery. It would also provide opportunities to share expertise and best practice, this arrangement is considered likely to fully exploit all the potential service efficiencies and capacity improvements on offer.

Innovation and Service Transformation

The agreement could be extended to include other local authorities.

Financial and Business Opportunities

There would be the ability for the organisation to sell services to other public bodies and, or other voluntary or charitable bodies thus offsetting the costs of delivering the service.

Organisational Impact

Although the service would be lead by NYCC internal customers and stakeholders in both councils are unlikely to notice any significant changes in the service currently being provided.

Resilience and Sustainability

This arrangement offers a sound basis to develop the current arrangements to realise the potential for collaboration and the efficiencies that this would generate. There is a risk that the partnership would fail in the event that there was any dispute between the two councils and / or certain key staff left.

Key Advantages

Set up costs low.
 No significant change in ongoing operational costs, for either Council.
 Relatively straightforward to operate albeit with some TUPE implications
 Medium risk – both Councils could easily revert to the arrangements operating prior to the agreement.
 Achieve efficiencies and economies of scale.
 Provide greater resilience, access to a pool of wider professional, specialist advisors who can be deployed rapidly to address specific areas of concern

Key Disadvantages

The partnership could not easily market services to potential customers in its own right. Any existing or future contracts would need to be with one or other Council.
 Arrangement may be threatened by any disputes between the member council's
 May not be suitable for extending the scope of services to be delivered in the future.

Option 2 – Separate Organisation such as company guaranteed by shares

Description and Overview

The two councils enter into a formal arrangement to establish a company limited by shares or guarantee. The company would be wholly owned by the two councils, with a board of directors responsible for strategic decision making and policy setting. Operational decisions would be taken by the company's management. The company would be able to own assets, enter into contracts and employ staff in its own right. Staff from both councils would be subject to a TUPE transfer to the company. The two councils, as shareholders would be able to receive any surplus profits in the form of dividends. The company could obtain support services (HR, legal, finance and IT) from one or other council.

Financial Implications

Set up costs

There will be legal costs arising from the need to obtain advice on the transfer of staff to the company. There will also be legal costs associated with the company formation. It is expected that some of this work would be undertaken in-house. The cost of external legal fees is estimated to be £10k.

The company would be responsible for the payment of all salaries, and for goods and services. The company would also be responsible for accounting for VAT and other payroll related taxes. In addition, the company would be subject to corporation tax.

The company would need to apply to be granted admitted body status to the North Yorkshire Pension Fund . It is also considered unlikely to require a bond. The employer pension contribution rate payable by the company would be determined by an actuarial assessment, which would produce a single rate for all staff. This rate would represent the future service costs of the staff transferred from the two councils. The deficit element of the existing contribution rates for these staff would need to continue to be paid by the two councils. The total cost of employer's pension contributions is therefore unlikely to be significantly different as a result of the TUPE transfer.

The company would need to recharge the two councils for health and safety services provided. The charging mechanism would need to be set up. The additional cost of IT access charges and licence fees would need to be addressed.

To enable it to deliver its services, the company would be provided with serviced accommodation by each council. The company would be able to receive support services from one or other council. However, the company would need to arrange its own insurance cover. The cost of this would be partially offset by the savings each council would make on

their own policies.

The company would be a separate legal entity and would therefore need to prepare its own accounts. As the company is likely to be classed as a 'small company' then it would only need to prepare abbreviated accounts. Similarly, the company could claim exemption from the requirement for an audit. However, it is recognised that both councils would probably wish to elect for an audit to be undertaken. The company would appoint its own auditors. Additional audit and accountancy fees of approximately £5k pa would be incurred as a result.

There may also be some additional costs for company administration. These costs are estimated to be approximately £1k pa.

Staffing Implications

Staff would be employed by the company. The staff in both councils would be transferred to the company under TUPE, and would remain on their own sets of current terms and conditions unless electing to transfer to a new set of company terms and conditions. The company would be responsible for all disciplinary matters, training and staff development. If secured, staff would remain members of the NY Pension Scheme. New staff employed by the company would also be offered membership of the North Yorkshire Pension Scheme, if the application is successful and would be recruited on the new sets of company terms and conditions

Legal Implications

Both councils have the necessary powers under the Local Government Act to enter into a partnership agreement to share services. The company would be set up in accordance with the Companies Act and would need to comply with the Local Government and Housing Act 1989. The company would be wholly owned by the two councils, with each owning an equal share.

The company would be a legal entity in its own right. It would need to appoint directors and to file annual returns with Companies House. The service would be provided to both councils in accordance with a contract.

The company could be wound up in the event that one or other council wished to leave the partnership. Other public sector partners could in the future take a share in the company.

Governance Arrangements

Strategic and policy decisions would be taken by a board of directors, which would probably meet at least quarterly. The formation and operation of the board would be undertaken in accordance with the Companies Act. The directors would be appointed by the shareholders (ie the two Councils). At CYC the Shareholder Committee function is undertaken by a sub committee of Executive for all such external trading bodies.

Service and Capacity Improvement

This option would provide both councils with a health and safety service which benefited from greater resilience and capacity. The shared service could also deliver the expected efficiencies and economies of scale, achieved through sharing best practice, improved resource allocation and the integration of systems and processes. It is feasible for a business model to be developed for the service to become self funded in the long term saving eg CYC £292k in costs and derive further benefits from expansion of the business.

Innovation and Service Transformation

This option can be extended in the future to include other local authorities, and other public sector bodies such as the NHS and housing associations. This option also provides increased flexibility and freedom, which would encourage innovation.

Financial and Business Opportunities

The company offers an appropriate model to provide services to other public sector bodies and third sector organisations on a commercial basis.

Organisational Impact

The company would also be able to develop its own identity and image. Customers and staff would clearly associate the company with the service.

Resilience and Sustainability

This option would offer sufficient long-term resilience.

Key Advantages

A company would be relatively straight forward to set up and the set up costs relatively low.
 There would be no significant change in ongoing operational costs, for either council.
 Relatively straightforward to operate.
 Other local authorities and public sector bodies could join in the future.
 Will achieve the expected efficiencies and economies of scale.
 Offers long-term resilience.
 Both councils will be able to exercise control and influence over future direction of the service.

Key Disadvantages

There would be additional business support costs including IT in setting up the service and ongoing licence fees. There would also need to be investment in marketing to identify place in a commercial environment.
 There would be a need to ensure customers understood the change, achieve brand recognition and then compete in the open market for existing and new business.

<p>The risks and rewards associated with the partnership would be shared between the two councils. The service will be able to develop its own identity. Would allow easy expansion of the scope of services to be delivered in the future.</p>	
---	--

<p>Option 3 – Joint Working Arrangement (Remain As Is)</p>
<p>Description and Overview A continuation of the existing shared management arrangement with staff seconded from CYC to NYCC. The current agreement sets out the level of health and safety service required to be delivered in CYC. Decision making is primarily limited to operational issues. Staff remain employed by their respective councils and operate from their existing office bases. The agreement provides a limited opportunity to share best practice and address peaks in workload or other demands.</p>
<p>Financial Implications CYC continues to pay their staff and any other work undertaken by NYCC for CYC would be charged at agreed day rates. There would be no additional tax liabilities or changes in VAT arrangements.</p>
<p>Staffing Implications Staff would be employed by their existing councils, and remain on their current terms and conditions. There would be opportunities to lend or second additional staff between councils to meet peaks in workload subject to agreement. Any such secondment would require the agreement of the member of staff concerned. The partnership could not employ staff in its own right for example, in the event that services were to be provided to new external customers. There would also be potential issues with cross boundary working.</p>
<p>Legal Implications There are no significant legal implications.</p>
<p>Governance Arrangements The Service Level Agreement would be time limited and there would be break clauses to enable the agreement to be terminated early. The agreement could also be varied to enable the scope of services to be changed in the future. The existing client arrangements operated by the two councils would continue.</p>
<p>Service and Capacity Improvement This option is the least likely to deliver the necessary step change in service delivery. Whilst there have been opportunities to share</p>

expertise and best practice, this arrangement is considered unlikely to fully exploit all the potential service efficiencies and capacity improvements on offer. Any efficiency gains that do occur would also not be easily identifiable.

Innovation and Service Transformation

Generates some local benefits of sharing best practice.

Financial and Business Opportunities

Each council continues to develop own commercial offer with limited opportunity for growth for CYC. NYCC are committed to developing a commercial model and this option only partially meets this need.

Organisational Impact

Staff within the services concerned are also less likely to recognise the fact that they are part of a partnership.

Resilience and Sustainability

This arrangement does not offer a sufficiently sound basis to develop the shared service in the future. There is a risk that the partnership would fail in the event that there was any dispute between the two councils and / or certain key staff left.

Key Advantages

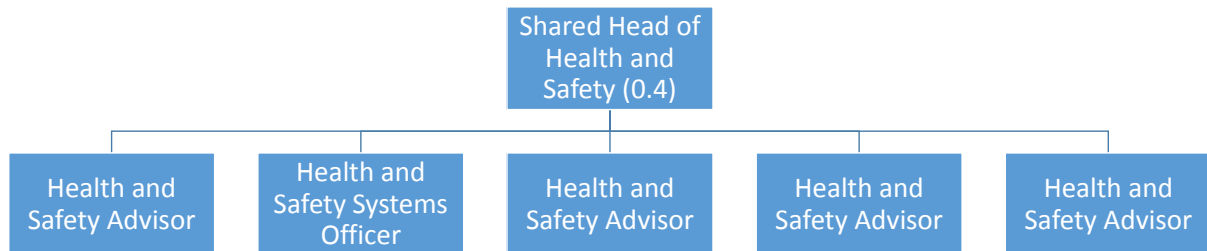
Set up costs low.
 No significant change in ongoing operational costs, for either council.
 Relatively straightforward to operate
 Low risk – both councils could easily revert to the arrangements operating prior to August 2016.
 May achieve some of the expected economies of scale.

Key Disadvantages

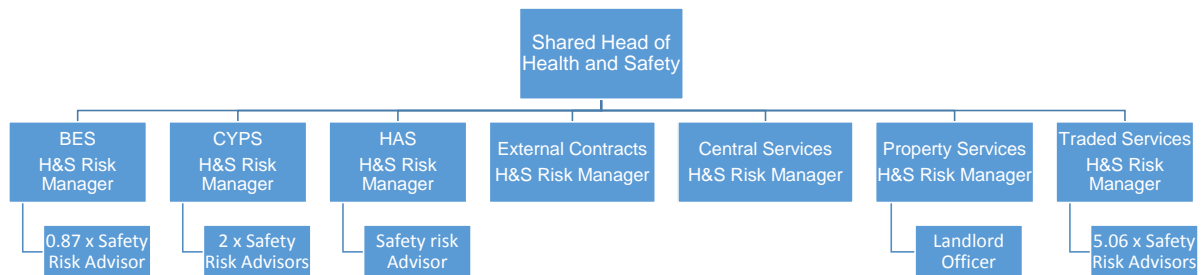
Service will not have its own identity.
 Customers and staff are therefore less likely to perceive any change. Management less likely to be able to address any cultural differences between the two staff groups.
 The partnership could not easily market services to potential customers in its own right. Any existing or future contracts would need to be with one or other council.
 Arrangement lacks resilience and is more likely to be placed at risk as a result of disputes or changes in key personnel.
 Offers significantly less opportunity for service improvement and development.

Existing Structure Charts

City of York Council – Health and Safety Service (as at 31st December 2016)



North Yorkshire County Council - Health and Safety Service (as at 31st December 2016)



Current SLA Performance Standards at November 2016

Performance Standard	Current Position
Promotion of a Health and Safety Culture in CYC	Ongoing including planned leadership sessions and attendance at Corporate Management Team
Assistance and support in accident and incident investigations including RIDDOR reporting and liaison with regulators and other agencies (including HSE, Fire and Rescue Services and Police)	Achieved in 100% of reported cases
Advice on local policy and procedure development	All significant changes have continued to be reported through the CYC Joint H&S Committee
Health and safety advice and guidance	No reported reduction in service or complaints
Assistance to managers in the conduct of risk assessments Assistance in completion of Fire risk assessments	Members of the Health and Safety Service provide assistance or undertake fire risk assessments across the city. The risk assessment template developed by CYC is now used across NYCC and beyond. Independent checks by the North Yorkshire Fire and Rescue Service at some locations has confirmed the assessments are satisfactory
Asbestos Management Reviews	On track
Assistance with training identification and delivery through WDU	On track
Audit and monitoring of services	On track
Assistance with measuring and reviewing H&S performance	The CYC H&S Team recently awarded Team of the Month

Oversight of the Occupation Health, Osteopath and Employment Assistance Programme Agreements	Ongoing, including a review of the service to feed into the Exec Report in January
Developing a traded service with schools and others	Currently delivering services to over 70 schools, academies and other organisations
Educational Visits Authorisation and support	69 trips approved since the new arrangements introduced
Advice to the CYC Safety Advisory Group (SAG) regarding Event Safety	Yorfest 2016, World Ploughing Championship, York Food Festival, Its a knockout
Water contract management	Ongoing
Presence at DJCCs quarterly	Achieved to date
Working with Public Health on Wellbeing	Working on Wellbeing Charter and single Wellbeing Portal
Line Management of SHSS which includes	
Having a rigorous appraisal, mentoring and monitoring arrangements for all staff within the SHSS in CYC	All staff have had PDR's
Agreeing development plans which includes ensuring all staff participate in Continuous Professional Development	as above
Ensuring the promotion of good attendance at work, including the reporting of sickness absence	Ongoing
Good Budget Management	Achieved to date and ongoing with oversight from client AD
Holding regular meetings with staff, both 1to1s and monthly team meetings, cascading information to staff as appropriate about changes in the organisations	Achieved to date

In addition to the above the SHSS will do the following	
Contribute to CYCs business planning	Occurring now
Attend Departmental Management Team and Council Team Meetings as required	Ongoing
Attend Joint Health and Safety Committee meetings	Achieved and ongoing
Contribute as a Member of the From Service to City cohort	Achieved and ongoing
NYCC will provide a minimum of 2 days a working week of the SHHS time to CYC. Such times will be decided on a periodic basis by the Authorised Officer and the Nominated Officer. The parties recognise that in the interests of efficient service delivery these times will be adhered to where possible but can be averaged over a number of weeks, such as the SHHS working one day for CYC during one week and three days the following week	Achieved to date and ongoing
NYCC will provide 6512 hours of HSA Time per annum (pro rata) and 814 hours of HSSO which reflects the total seconded hours from CYC	Achieved to date and ongoing
Additional Chargeable Services	None
The staff delivering the service will work flexibly across both local authorities in terms of organising his/her time and commitments within the timeframe	Ongoing and working well
NYCC will sufficiently cover minimum duties to meet legislative responsibilities and respond to emergencies in accordance with agreed protocols	None to date
No charge will be made by NYCC for use of office space or equipment	As stated