

The Report of the Executive

The Executive met on Tuesday, 26 February 2013. County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

Also in attendance: County Councillors David Jeffels and Liz Casling.

The Executive met on Tuesday, 19 March 2013. County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

The Executive met on Tuesday, 9 April 2013. County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

The Executive met on Tuesday 30 April 2013. County Councillor John Weighell in the Chair. County Councillors Arthur Barker, Gareth Dadd, Tony Hall, Carl Les, Chris Metcalfe, John Watson OBE, and Clare Wood.

1. Changes to the Constitution: On 20 February, 2013 the Council accepted recommendations of the Constitution Working Group and the Executive on changes to the County Council's Constitution, to reflect the legislative changes brought about by the 2012 Act, particularly concerning public health, health and wellbeing and the Health and Wellbeing Board (the 'Board'). It was indicated, at the time, that further changes would be necessary once expected Regulations were brought in to effect.

The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 came into force on 1 April 2013. The Regulations clarify the status of the Board and also change the current requirements as to the scrutiny of health by local authorities. The Board in shadow form operated in accordance with draft terms of reference. In light of the Regulations, proposals are attached to revise the terms of reference to accord with the legislation and regulations. The revised terms of reference, agreed by the Constitution Working Group at its recent meeting and recommended by the Executive, are attached as Appendix 1 to this report. The Council will note from the terms of reference that all Members of the Board are considered to be voting members, unless the Council decides otherwise. Under the terms of reference of the *Shadow* Board, the two co-opted Members, the Mental Health Trust representative and the Acute Hospital representative, were non-voting. The Constitution Working Group expressed the view that these representatives should be voting Members, but the Executive believes that the Health and Wellbeing Board should give further consideration to the position of the non-voting co-opted members.

Specific consideration was also given to the interaction of the roles of health scrutiny and the Board. The Constitution Working Group noted that the review and scrutiny of decisions made, or other action taken, by the Board, in connection with discharge of the functions of the Local Authority should not be undertaken by any Member who is involved in the decision making or actions of the Board. Accordingly it was proposed that Members of the Board should not also be Members of any Overview and Scrutiny Committee undertaking scrutiny of the work and decisions of the Board. The Constitution Working Group carefully

considered this issue and whilst they were not unanimous in their conclusion, the majority of the group concluded that Board Members should not also be involved in Scrutiny Committees undertaking scrutiny of the work of the Board. The proposed terms of reference reflect this approach.

Under the 2012 Act it is now for local authorities to decide how they want to exercise the scrutiny of health powers. It is no longer necessary to have an overview and scrutiny committee, as such. The options are:

- setting up an overview and scrutiny committee (which reflects the Council's current arrangements);
- setting up joint overview and scrutiny committee with one or more other local authorities;
- setting up a committee or sub-committee. (The powers could be passed to each area committee)
- delegating the function to another local authority or an overview and scrutiny committee of that other local authority.

The powers of health scrutiny continue to be:

- reviewing and scrutinising any matter relating to the planning, provision and operation of health services in the local authority's area;
- requiring NHS bodies to provide information within 28 days to and attend (through officers) before meetings of the committee to answer questions necessary for the discharge of health scrutiny functions;
- making reports and recommendations to local NHS bodies and to the local authority on any health matters that they scrutinise;
- requiring NHS bodies to respond within a fixed timescale to the health scrutiny reports or recommendations;
- requiring NHS bodies to consult health scrutiny on proposals for substantial * developments or variations to the local health service;
 - * What constitutes a substantial change is a matter on which NHS bodies and health scrutiny to reach a local understanding. The Department of Health has not provided any guidance on this issue.
- referring contested proposals to the Secretary of State for Health

All NHS Commissioners and providers of NHS services have complementary duties, although it is not clear at the moment whether these duties will cover commissioning support organisations, which are not part of the NHS. Health and Wellbeing Boards are subject to scrutiny. A new obligation with regard to health scrutiny arises when a health service matter is referred to the local authority by an NHS body. The local authority must acknowledge receipt of the referral within 20 working days and keep the referrer informed of any action taken in relation to the matter. In relation to co-option, a county council may arrange for one or more of the members of an overview and scrutiny committee of a district council in the county council area to be appointed as a member of an overview and scrutiny committee of the county council. This arrangement already operates with the County Council's existing Scrutiny of Health Committee. Each borough or district council in North Yorkshire has a seat on the committee with full voting rights.

The Constitution Working Group noted that:

- Scrutiny by local authorities is an important part of ensuring there is democratic accountability in the NHS.
- The NHS has a duty to consult and involve the public in the planning, commissioning and delivery of health care services. A designated committee provides a single point of reference to help the NHS fulfil this duty.
- Health changes are frequently high profile and can attract much public interest/concern. The public of North Yorkshire, since the North Yorkshire Scrutiny of Health Committee was established in 2003, have looked to that committee to provide a forum for their views to be heard and to provide leadership.
- In exercising a scrutiny function is important to ensure there is a local and pan-county perspective.
- The boundaries of the Clinical Commissioning Groups and the location of the hospitals serving North Yorkshire would complicate issues and could lead to duplication if the scrutiny function was vested totally in the area committees. There would be many cross boundary issues. The area committees do not reflect the political balance of the County Council. The Scrutiny of Health Committee does, however, work closely with each of the area committees to ensure local issues are resolved at that level as much as possible.
- The Francis report highlighted there can be difficulties in terms of who is actually taking on the scrutiny function and ensuring there is a robust challenge to the NHS when the function has been delegated from the county to district level. The Francis report also highlighted the importance of building up knowledge and expertise amongst members involved in health scrutiny. Vesting the power in a designated Scrutiny of Health Committee facilitates that being the case and the Constitution Working Group and Executive concluded that the current arrangements, under which the Council has a Scrutiny of Health Committee, present the best option for ensuring that the scrutiny function is effectively undertaken and agreed to recommend that option.

A paper was presented to the Constitution Working Group setting out the current position on co-optees to the Overview and Scrutiny Committees. The Paper is attached as Appendix 2 to this report. The Council must make appointments to its relevant Overview and Scrutiny Committee (Young People) of two parent governor Members, and three Church representatives, all of whom can vote on matters relating to education. It was noted that the term of office of two of the Church representatives is nearing an end and that re-appointment will be necessary. There are, in addition, the following non-voting co-opted Members of Scrutiny Committees:

- a) Young People Overview and Scrutiny Committee: two voluntary sector representatives and two school representatives; and
- b) Care and Independence Overview and Scrutiny Committees: two voluntary sector representatives, and one independent care group representative.

The Constitution Working Group and the Executive recommend that a further report on non-statutory co-opted Members should be brought to the Council following the election of the new Council and any re-appointments should be held in abeyance until then.

The Standards Committee recently considered a report from the Committee on Standards in Public Life which had produced a revision of the seven Principles of Public Life. The Standards Committee recommends, and the Executive concurs, that the principles which are appended to the Council's Code of Conduct be amended to reflect the changes. The amendments are set out in Appendix 3 to this report. Appendix 3 also contains a proposed consequential amendment to the Head of Paid Service's statutory duties in the Officers' Delegation Scheme, to reflect the statutory position that functions relating to the granting of exemptions from political restriction of employee posts are now the responsibility of an authority's Head of Paid Service, rather than standards committees. Other consequential amendments are also set out in the chart in Appendix 3, and are recommended in order to keep the Constitution up to date.

The Executive RECOMMENDS:

- a) That the terms of reference for the Health and Wellbeing Board, as set out in Appendix 1 to this report, be agreed and be included in the Constitution, subject to further consideration by the Health and Wellbeing Board of the position of the non-voting co-opted members;
- b) That the Council should continue to have a Scrutiny of Health Committee for the exercise of its scrutiny of health powers as set out in above;
- c) That a further report on non-statutory co-opted Members of Overview and Scrutiny Committees should be brought to the Council, following the election of the new Council, and any re-appointments should be held in abeyance until then;
- d) That the Members' Code of Conduct is amended to reflect the proposed changes to the Principles of Public Life set out in Appendix 3 to this report;
- e) That the consequential amendment to the Head of Paid Service's statutory duties in the Officers' Delegation Scheme, regarding the granting of exemptions from political restriction of employee posts, and the other consequential amendments set out in Appendix 3 to this report, be approved and be included in the Constitution;
- f) That the County Council's Constitution be amended by the inclusion of the PATROL (Parking and Traffic Regulations Outside London) Adjudication Joint Committee as an outside body to which the Executive appoints as listed at Category 1 of Schedule 5 to Part 3.

2. North Yorkshire County Council and Selby District Council Collaboration

Project: The County Council has a number and variety of shared service arrangements with different Councils, including District Councils within the county area. Over recent years there has been considerable discussion to look at further opportunities for enhanced working between the tiers of Local Government. Some opportunities have been developed but many, for various reasons, have not.

All Councils face considerable financial challenges, not least the County Council which is part way through a programme to save £92 million in a four year period. Working together with partner organisations provides an opportunity to help deliver financial savings that would not otherwise be found and, in addition, to help provide resilience to areas that have already been reduced as a consequence of savings programmes. There may also be an opportunity to enhance services and to make them more understandable to the public that we share with District Councils.

Since January of this year, detailed discussions have been taking place with Selby District Council about the opportunity for closer collaboration between the two Councils. Discussions have taken place between the respective Leaders of the two Councils and a close and constructive dialogue has been on-going between the two Chief Executives. Since January, Martin Connor, the Chief Executive of Selby District Council, has been seconded to work for two days a week with North Yorkshire County Council on examining the potential for closer collaboration. Appendix 4 to this report is a report produced by Martin Connor, with the assistance of officers across the County Council. This report sets out an outline model for how collaboration between the two Councils could work and identifies some possible early opportunities from the joint work.

This is a significant project, but the work to underpin the report has only been on-going for a matter of weeks and, as a consequence, there has not been the opportunity to set out a more detailed design. At the heart of the proposed approach, set out within the report is recognition of the importance of maintaining the separate sovereignty of each Council and its own decision making processes. It is proposed in the report that there will be the opportunity for a greater level of shared leadership through the joint appointment of a post that will act as both Chief Executive for Selby District Council, for three days a week, and as Assistant Chief Executive for the County Council for the remaining two days a week. This post will provide oversight and coordination of County Council services within Selby, general senior management support and, in addition, it is proposed that the post will carry the responsibility of managing the function of library, customer and community services across the County Council. It is felt that these services provide a particular opportunity for joint working with Selby District Council and, therefore, have a natural synergy with this post. In addition the Chief Executive of North Yorkshire County Council will have a role to work with the Leader of Selby District Council to help oversee management arrangements. The model outlined in the appendix assumes that all of the services provided by the County Council in Selby, and by Selby District Council itself, will be considered through an implementation programme, to identify which services should become shared services and whether there are opportunities for any one of the Councils to provide the services on behalf of the other, through clear commissioning arrangements. The project provides the County Council with an opportunity to challenge the existing provision of services and to identify new ways of working which could lead to financial savings, better customer service, greater resilience or any combination of these three.

If the County Council is minded to support the appended report, the specific commitments that will be made by the County Council would be limited to the part funding of a joint post shared with Selby District Council, as described above. In addition, the County Council would be committing to undertaking more detailed redesign work of service provision in Selby with Selby District Council.

In the long term it is envisaged that there will be potential through greater collaboration with Selby District Council for financial savings to be achieved. Without further work being undertaken it is unwise to speculate what these may be. As well as the on-going costs of the shared post there will, in the short term, be some initial one-off costs to the Council in terms of implementation. It is envisaged that the majority of the implementation work will be undertaken by existing staff with both Councils. If the back filling of posts is required, or external spend needed, it is envisaged that this will be contained within the existing arrangements set out for change management spending within Central Services. Should it be necessary to access further funds, then this will be done in line with previous arrangements for One Council related work, whereby the PIP is used and reports are made to the Executive where spend is less than £50,000 and Executive approval is sought for any items above that threshold

There are no immediate HR implications in the proposal. The new postholder will be appointed on a Selby employment contract for both organisations and, in effect, seconded to NYCC two days a week. If, in the future, the move to shared services does not progress or is short lived, the post can be reconfigured relatively easily to be full time as Selby Council's Chief Executive and drop the content relating to the County Council. There is no liability to the County Council in relation to, for example, severance arrangements or payments.

The County Council has various powers which may facilitate working in conjunction with other authorities and public bodies:

- The Localism Act 2011 – the general power of competence provides that (subject to some limitations) authorities can do anything that individuals generally may do. The guidance on this provision states *“The new, general power gives councils more freedom to work together with others in new ways to drive down costs. It gives them increased confidence to do creative, innovative things to meet local people’s needs.”*;
- The Local Authorities (Goods and Services) Act 1970 – Authorities and public bodies may enter agreements for the provision of goods and services;
- Local Government Act 1972, Section 113 – an authority can enter into an agreement with another authority to place at the disposal of the latter for the purposes of their functions of the services of officers employed by the former, following consultation with the officers involved.

If the County Council approves the proposal, an agreement will have to be entered into with Selby District Council under Section 113 of the Local Government Act 1972 in relation to the secondment of the Chief Executive/Assistant Chief Executive post to the County council on a two day week basis. As further work is undertaken on the precise design of the project, further consideration will have to be given to putting in place appropriate governance arrangements to ensure proper accountability for the two authorities, and also to the powers for the arrangements, and appropriate agreements will have to be entered into.

Approval to move forward with this project is needed from the County Council. Selby District Council considered the proposal at its full Council Meeting on the 23rd April 2013. If the County Council agrees to move forward with this project, an immediate recruitment campaign will be launched for the new joint post of Chief Executive of Selby District Council and Assistant Chief Executive of the County Council. Any work around implementation of this project will start as soon as possible. This will involve the development of an early implementation plan and the development of shared Governance arrangements at both officer and member level.

It is recognised that the initial research into the feasibility of closer collaboration between the County Council and Selby District Council has only been on-going for a short period and, as a result, the amount of detail that has been produced in terms of the nature of any further collaboration is limited. It is, however, felt that sufficient opportunity has been identified to justify a limited commitment by the County Council to move forward with this project to the next stage. There is a time imperative for Selby District Council to look to recruit a new Chief Executive, following the announcement by Martin Connor that he will retire at the end of the summer. The way that it is proposed to move forward with the collaboration project would enable recruitment to the new joint post to take place and for work to commence with at least some involvement from Martin Connor before his retirement.

The Executive RECOMMENDS:

That the County Council agrees to:

Working in partnership with Selby District Council on closer collaboration in line with the attached Appendix 4 to this report, subject to further work being undertaken on the development of the project as a whole and a decision to proceed with implementation, to be taken by the Chief Executive in consultation with the Leader of the Council.

The appointment of a joint post of Chief Executive of Selby District Council and Assistant Chief Executive of North Yorkshire County Council.

Entering into an agreement with Selby District Council for the secondment of the post to the County Council on the basis set out in this report.

JOHN WEIGHELL
Chairman

County Hall,
NORTHALLERTON.
7 May 2013

North Yorkshire Health and Wellbeing Board

1. Membership

County Councillors (3)		
1	\$ (Chairman)	Leader North Yorkshire County Council
2	\$	Executive Member for Children and Young People's Services
3	\$	Executive Member for Health and Adult Services
Elected Member District Council Representative (1)		
4	\$	
Local Authority Officers (4)		
5	FLINTON, Richard	North Yorkshire County Council Chief Executive
6	TAYLOR, Helen	North Yorkshire County Council Corporate Director, Health and Adult Services (Statutory)
7	DWYER, Peter	North Yorkshire County Council Corporate Director, Children and Young Peoples Services (Statutory)
8	\$	Chief Officer District Council Representative
9	Dr. SARGEANT, Lincoln	North Yorkshire County Council Director of Public Health
Clinical Commissioning Group (5)		
10	Dr. RENWICK, Colin	Airedale, Wharfedale & Craven CCG
11	Dr. PLEYDELL, Vicky	Hambleton, Richard-Richmondshire & Whitby CCG
12	BLOOR, Amanda	Harrogate & Rural District CCG
13	Dr. HAYES, Mark	Vale of York CCG
14	COX, Simon	Scarborough and Ryedale CCG
Other Members (4)		
15	LONG, Chris	NHS Commissioning Board
16	SALKELD Rob (interim appointment)	HealthWatch
17	BIRD Alex	Voluntary Sector Representative
Co-opted Members (2) – Non-Voting		
18	BARKLEY, Martin	Mental Health Trust Representative (Chief Executive, Tees, Esk and Wear Valleys NHS Foundation Trust – Mental Health Services)
19	ORD, Richard	Acute Hospital Representative (Chief Executive Harrogate and District NHS Foundation Trust)(Interim Appointment)

Named Substitutes are as follows: (INSERT)

Notes:

1. The Health and Wellbeing Board is exempt from the requirements as to political balance set out in Sections 15-16, Schedule 1 Local Government Housing Act 1989

2. The Councillor Membership of the Board is nominated by the Leader of the Council. In the event that the number of portfolio holders responsible for health and well related issues increases, the additional portfolio holders will also be a Member of the Board.
3. All members of the Health and Wellbeing Board or any sub committees of the Health and Wellbeing Board are voting Members unless the Council decides otherwise.

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North Yorkshire County Council Health and Wellbeing Board

Terms of Reference

1. Core Functions

- 1.1 The Health and Social Care Act 2012 requires the Council to establish a Health and Wellbeing Board (the Board) for its Area to encourage the improvement and integration of working of health and social care for North Yorkshire.
- 1.2 To promote integration and partnership across the Council's area including promoting joined up commissioning plans across the NHS Social Care and Public Health.
- 1.3 To support joint commissioning and pooled budgets.
- 1.4 To assess the needs of the population in the Council's area and lead the statutory ~~joint~~ [Joint strategic Strategic needs Needs \(JSNA\)](#) assessment ~~and the~~ [Joint Health and Wellbeing Strategy \(JHWS\)](#).

2. Key responsibilities

The main responsibilities of the Board are:

- a) to prepare and implement the Joint Strategic Needs Assessment [\(including the Pharmaceutical Needs Assessment\)](#) based on the needs of the population in the Council's area with the aim of improving healthy life expectancy and reducing health inequalities and to undertake an annual review;
- b) to determine priorities, prepare and publish the ~~Joint Health and Wellbeing Strategy~~ (JHWS) for North Yorkshire, and undertake an annual review;
- c) to be mindful of, and include throughout its activities a concern for both adults' and children's health and well-being;
- d) to encourage integrated working between health and social care commissioners including the provision of advice, assistance or other support to encourage arrangements under Section 75 National Health Service Act 2006, such as leading commissioning, pooling budgets and or integrated provision in connection with the provision of Health and Social Care Services;
- e) to encourage closer working between commissioners of health related services and the [HWWBBoard](#);
- f) to encourage closer working between the commissioners of health related services such as housing and other local government services and the commissioners of health and social care services;
- g) to provide strong leadership, system leadership and direction to the health and wellbeing agenda by agreeing priority outcomes for the health and wellbeing strategy;

- h) to provide a platform for partners to work together to ensure the people of North Yorkshire are able to benefit from improvements in health and wellbeing;
- i) to undertake any other functions that are delegated to the Board by the Council under Section 196(2) Health and Social Care Act 2012;
- j) to advise all health and social care commissioners as to whether their commissioning plans observe the JHWBS and to express concerns to:-
 - the NHS Commissioning Board if the content of CCG commissioning plans and/or
 - the local authority if local authority commissioning plans deviate from JHWBS;
- k) to engage with health commissioners in relation to the requirement upon them to agree local priorities with the Board as stated in the NHS planning framework;
- l) to engage with the public health service ~~provider commissioners~~ to ensure the effective commissioning of ~~public health~~ services to help to deliver the priorities of the JHWBS and to achieve public health outcomes.
- m) to provide advice to commissioners of health related services on meeting the assessed needs of the population through effective interventions to improve health:
- n) to receive reports annually through arrangements agreed by PHE centres and the Director of Public Health on health protection arrangements, including the local agreement of health protection priorities, and to receive such other reports as are necessary for the reporting of serious incidents or areas of concern with a view to ensuring acute and longer term health protection responses and strategies delivered by Public Health England are delivered to properly meets the health needs of the local population, ~~to receive a reports annually through arrangements agreed by PHE centres and the Director of Public Health on health protection arrangements, including the local agreement of health protection priorities, and to receive such other reports as are necessary for the reporting of serious incidents or areas of concern.~~
- m) to report annually to the NHS Commissioning Board as part of their annual assessment of CCGs as to how the CCGs have helped to deliver JHWBS;
- o) to receive the Annual Report of the Director of Public Health and to consider its recommendations in reviewing the priorities for improving population health and reducing health inequalities

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3. Governance and Accountability

- 3.1 The Board will be accountable for its actions to its individual member organisations.
- 3.2 The Board will liaise with key statutory and non-statutory national and local organisations which have a remit to improve health & wellbeing in North Yorkshire. These will include Local Government North Yorkshire and York

(LGNYY), the North Yorkshire Children's Trust and the Community Safety Forum.

- 3.3 The representatives of the Board will be accountable through their own organisations decision making processes for the decisions they take. It is expected that members of the Board will have delegated authority from their organisations to take decisions within the terms of reference of the Board.
- 3.4 Subject to 3.5 below, decisions within the terms of reference will be taken at meetings and will not normally be subject to ratification or a formal decision process by partner organisations (provided that at least 10 days notice of forthcoming decisions have been given). However, where decisions are not within the delegated authority of the Board members these will be subject to ratification by constituent bodies.
- 3.5 The Joint Health and Wellbeing Strategy will be referred to the Council for approval as part of the Council's Policy Framework.

4. Conduct of Meetings of the Board

- 4.1 Meetings of the Board will take place four times each year, and will [usually](#) be conducted in public [subject to the provisions as to exempt information](#). In addition two seminars will take place each year. Additional meetings of the Board may be called if agreed by the Chairman to be essential to the effective transaction of business.
- 4.2 The meetings will be chaired by the Leader of the Council, or the relevant portfolio holder nominated by him, and the Deputy Chairman will be appointed by the Board.
- 4.3 The quorum for meetings shall be 50% of its statutory membership.
- 4.4 Decisions shall be made on the basis of a show of hands of a majority of members present.
- 4.5 Each meeting will have an open forum session where members of the public may ask questions.
- 4.6 Minutes of meetings will be available on the websites of the Council and partner agencies.
- 4.7 The Chair shall sign the minutes as a true and accurate record of the meeting.
- 4.8 The Board may establish sub committees to undertake any of their functions.
- 4.9 The Board may set up strategy groups or task groups to assist in the undertaking of their functions, but such strategy or task groups will not have decision making powers, and terms of reference for each group will be agreed.
- 4.10 The Board may hold informal seminars or public engagement conferences to facilitate the environment of the public in their work.

5. Codes of Conduct and Conflicts of Interest

- 5.1 All non Councillor Members of the Board who are entitled to vote are governed by the County Council's [Members' Code of Conduct](#) and will be required to [sign an undertaking to comply with the Code and](#) complete a register of interests, and observe requirements as to the disclosure of pecuniary and other interests. Members of the Board are prohibited from participating in discussion or voting on any matter relating to an interest contained in their register of interests.

6. Scrutiny

- 6.1 The discharge of functions by Board falls within the remit of scrutiny, but the core functions are not subject to call-in as they are not Executive functions.
- 6.2 The review and scrutiny of decisions made or other action taken by the Board in connection with discharge of the functions of the Local Authority should not be undertaken by any Member who is involved in the decision making or actions of the Board. Accordingly Members of the Board should not also be Members of any Overview and Scrutiny Committee undertaking scrutiny of the work and decisions of the Board.

Members' Working Group on the Constitution**22 March 2013****Review of Overview and Scrutiny Committee Co-optees**

Young People Overview and Scrutiny Committee		
Parent Governors: Statutory, x2, vote on Education matters Term of Appointment – Max 4 years CYPs manage the appointments process.		
Current Rep	Date of Appoint.	Comments
1. Rachel Newman	October 2012	Expiry: October 2016 (We do not need to re-appoint yet)
2. Graham Crerar	October 2012	Expiry: October 2016 (We do not need to re-appoint yet)
Church Representatives: Statutory, x3, vote on Education matters The Local Authorities (Alternative Arrangements) (England) Regulations 2001 Term of Appointment – Max 4 years Legal and Democratic Services contact the church groups		
Current rep	Date of Appoint.	Comments
3. Graham Richards, Church of England	May 2011	Expiry: May 2015 (We do not need to re-appoint yet)
4. Jos Huddleston, Methodist	November 2007	Expiry: November 2011 (We need to re-appoint)
5. Helena Gouran, Roman Catholic	July 2009	Expiry: July 2013 (We need to re-appoint)
Voluntary sector representatives: Non Statutory, x2, non-voting Term of appointment – 4 years		
Current rep	Date of Appoint.	Comments
6. Judith Bromfield	June 2009	Expiry: July 2013 (Should we re-appoint?)
7. Bjorn Risi	June 2009	Expiry: July 2013 (Should we re-appoint?)
School representatives: Non statutory, x2, non-voting Legal And Democratic Services contact the Panel of NY Teachers Association		
Current rep	Date of Appoint.	Comments
8. Michael Clarkson (Primary)	July 2009	Expiry: July 2013 (Should we re-appoint?)
9. Chris Head (Secondary)	July/October 2012	Expiry: July/October 2016 (We do not need to re-appoint yet)

Care and Independence Overview and Scrutiny Committee		
Voluntary Sector: Non-statutory, x2, non-voting Independent Care Group: Non-statutory, x1, non-voting		
Current rep	Date of Appoint.	Comments
Alex Bird, Voluntary Sector	May 2009	Expiry: May 2013 (Should we re-appoint?) Appointment carried out by North Yorkshire and York Forum.
Bridget Hardy, Voluntary Sector	May 2009	Expiry: May 2013 (Should we re-appoint?) Appointment carried out by North Yorkshire and York Forum.
Mike Padgham, Independent Care Group	Agreed by County Council 12 October 2011	(Should we re-appoint?) Appointment made direct by Independent Care Group on condition to be reviewed by C&I O&S Committee prior to 2013 Elections. (On agenda for April meeting)

Health and Wellbeing Board		
Voluntary Sector: Non-statutory, x1, voting		
	Date of Appointment	Comments
Kate Taylor (NY&Y Forum)/Alex Bird (Age UK)	April 2012	Expiry: 31 March 2013 This has appointment has applied whilst the H&WB has been in "shadow" form. (We need to re-appoint)

APPENDIX 3

Proposed Amendments to Constitution - May 2013

Where amendments are suggested to part of a paragraph, only the relevant part is replicated in the amendment chart below.

Provision in Constitution	Current Wording	Proposed Amendment	Reason(s)
Part 3 Responsibility for Functions 5. DELEGATION OF FUNCTIONS BY THE COUNCIL	5.4 The Council delegates to Scarborough Borough Council certain functions in relation to highways which are functions of the full Council. This delegation operates within the areas, and in relation to the powers, specified in an agency agreement between the Council and Scarborough Borough Council.	5.4 [Not used]	To update the Constitution to reflect that the Highways Agency Agreement between North Yorkshire County Council and Scarborough Borough Council terminated on 31 March 2011.
Part 3 Responsibility for Functions Schedule 2 - the Executive Delegation of Executive Functions	5. Other local authorities 5. The Executive delegates to the Executive of Scarborough Borough Council certain functions in relation to Highways which are functions of the Executive. This delegation operates within the areas and in relation to the powers, specified in an agency agreement between the Council and Scarborough Borough Council.	Delete paragraph '5.' and re-number existing paragraph 5.2 to read 5.1.	To update the Constitution to reflect that the Highways Agency Agreement between North Yorkshire County Council and Scarborough Borough Council terminated on 31 March 2011.
Part 3 Responsibility for Functions Schedule 4 – Officers' Delegation	1.1 The Head of Paid Service – The Chief Executive (s4 Local Government Housing Act 1989) Duty to prepare a report regarding proposals as to the co-ordination of the authority's functions	1.1 The Head of Paid Service – The Chief Executive (s3A Local Government and Housing Act 1989) Functions relating to the grant and supervision of exemptions from political restriction.	To reflect the statutory position that functions relating to the granting of exemptions from political restriction of employee posts are now the responsibility of an authority's Head of Paid Service, rather than standards

Appendix 3

Provision in Constitution	Current Wording	Proposed Amendment	Reason(s)
Scheme 1. The Statutory Officers	and the number and grades, the organisation, and the appointment and proper management of the authority's staff.	(s4 Local Government Housing Act 1989) Duty to prepare a report regarding proposals as to the co-ordination of the authority's functions and the number and grades, the organisation, and the appointment and proper management of the authority's staff.	committees.
Part 5 Codes and Protocols Members' Code of Conduct	<p><u>GENERAL PRINCIPLES OF PUBLIC LIFE</u></p> <p>Selflessness</p> <p>1. You should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.</p> <p>Honesty and Integrity</p> <p>2. You should not behave improperly, should not place yourself in situations where your honesty and integrity may be questioned; and should on all occasions avoid the appearance of such behaviour.</p> <p>Objectivity</p> <p>3. You should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.</p> <p>Accountability</p> <p>4. You should be accountable to the public for your actions and the manner in which you carry out your responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to your office.</p>	<p><i>Replace existing appended principles and substitute the revised General Principles of Public Life:</i></p> <p><u>GENERAL PRINCIPLES OF PUBLIC LIFE</u></p> <p>Principle <i>Preamble</i></p> <p>Revised description The principles of public life apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the civil service, local government, the police, courts and probation services, NDPBs, and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also have</p>	<p>To reflect changes to the General Principles of Public Life appended to the Members' Code of Conduct, recommended by the Standards Committee.</p> <p>The Committee on Standards in Public Life has recently published its 14th report, "Standards matter - A review of best practice in promoting good behaviour in public life". The Committee has revised the seven principles of public life, which previously informed the statutory General Principles (repealed by the Localism Act but currently appended to the Council's new Code of Conduct for Members). The new principles which the Committee will use in all future publications are recommended by the Standards Committee to be appended to the Members' Code of Conduct in place of the currently published principles.</p>

Provision in Constitution	Current Wording	Proposed Amendment	Reason(s)
	<p>Openness</p> <p>5. You should be as open as possible about your actions and those of the County Council, and should be prepared to give reasons for those actions.</p> <p>Personal Judgment</p> <p>6. You may take account of the views of others, including your political group, but should reach your own conclusions on the issues before you and act in accordance with those conclusions.</p> <p>Respect for Others</p> <p>7. You should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. You should respect the impartiality and integrity of the authority's statutory officers, and its other employees.</p> <p>Duty to Uphold the Law</p> <p>8. You should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in you.</p> <p>Stewardship</p> <p>9. You should do whatever you are able to do, to ensure that the County Council uses its resources prudently and in accordance with the law.</p>	<p>application to all those in other sectors delivering public services.</p> <p><i>Selflessness</i></p> <p>Holders of public office should act solely in terms of the public interest.</p> <p><i>Integrity</i></p> <p>Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.</p> <p><i>Objectivity</i></p> <p>Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.</p>	

Provision in Constitution	Current Wording	Proposed Amendment	Reason(s)
	<p>Leadership</p> <p>10. You should promote and support these principles by leadership, and by example, and should always act in a way that secures or preserves public confidence.</p>	<p><i>Accountability</i></p> <p>Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.</p> <p><i>Openness</i></p> <p>Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.</p> <p><i>Honesty</i></p> <p>Holders of public office should be truthful.</p> <p><i>Leadership</i></p> <p>Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.</p>	

Provision in Constitution	Current Wording	Proposed Amendment	Reason(s)

Selby District Council and North Yorkshire County Council Collaboration Project



Making the most of two tier collaboration

Martin Connor

March 2013

Selby DC and North Yorkshire County Council Collaboration Project

1. Introduction

- 1.1 Improved two-tier working in North Yorkshire has had rather a chequered history with some good examples of collaboration but no comprehensive integration of services to date. With increasing pressure being placed on local government to reduce expenditure the two Chief Executives of the respective authorities felt that the time was right to explore how County and District might collaborate in service delivery to the benefit of both organisations and the public they serve.
- 1.2 Both authorities are currently financially sound and have made significant strides in reducing costs whilst maintaining front line services. Selby District Council has made a novel departure from the traditional local government service model whilst North Yorkshire County Council has, thus far, pursued savings and efficiencies within departmental structures but has now adopted a “one council” approach to its operations which might lead to a more radical review of service delivery mechanisms and costs.
- 1.3 After a number of years of financial constraint, the opportunities for savings have become harder to find and, with the predictions of further funding cuts, collaborative working is viewed as a logical step to secure financial viability for the future. For both organisations there is a real sense that the time to explore these options is now rather than when the need for immediate savings is upon us.
- 1.4 Though there are several examples of shared service provision and shared management between districts (both successful and not), collaborative working across the two tiers of local government is not well developed nationally. There are examples of shared services, particularly back office services, but efforts so far seem to stop short of integration.
- 1.5 The Chief Executive discussions saw closer integration as a goal at both operational and strategic levels and an initial concept was proposed which envisaged:
 - Retaining the political and democratic sovereignty of the two authorities
 - A place on the North Yorkshire County Council Management Board for the District Chief Executive with the designation of Assistant Chief

Executive

- The development of a working relationship between the County Chief Executive and the Leader, Executive and Council at Selby

- 1.6 During the project period, Selby District Council assigned two days per week of Chief Executive Martin Connor's time.
- 1.7 It was agreed that the closer integration of County and District services would have as its intended overarching outcome:
"The most effective use of the joint resources of the two organisations in providing services to our shared client base."
- 1.8 In delivering the intended outcome, closer collaboration would include the following elements:
- Increased resilience in service delivery by the sharing of resource and the development of expertise
 - A more focussed delivery of services at a community level
 - Sharing of back office services in an appropriate and sustainable manner
 - A seamless delivery of front facing services using appropriate resources in a manner which does not require the recipient to determine whether the service is a District or County function
 - A reduction in the overall cost of service delivery to the benefit of both organisations
- 1.9 The concept and intended outcomes received broad support when tested at senior management and Cabinet/Executive levels at both authorities.
- 1.10 The Chief Executive post at Selby District Council will become vacant during 2013 with the retirement of Martin Connor. If this post is to be a joint appointment by Selby District Council and North Yorkshire County Council, clearly there was some sense in testing the collaboration concept quickly so that the appointment could progress with as little delay as possible. The aim, therefore, was to provide proof of concept by the end of March 2013.
- 1.11 This timescale required concentrated effort and, in addition to the time allocated by Martin Connor, Selby District Council and North Yorkshire County Council placed resource at the disposal of the project both at central and localised sites.
- 1.12 In order to explore the implications of more collaborative working, a reasonable starting point is to formulate a potential model and describe how it would be intended to make it work. Any potential issues can then be explored but, more importantly, all parties have a clear understanding of the intended

form of the collaboration mechanism and can express any concerns at an early stage.

- 1.13 Ideally, the potential model would have been described at an earlier stage but, inevitably, with two such different organisations, a fair degree of exploration preceded the postulation of the model.
- 1.14 What follows is an attempt at describing the model and its operation.

2 The model

- 2.1 As anticipated in the project inception document, the collaborative working aim could be divided into two parts:

- Those services which can best be delivered at a local, customer facing level, and
- Those services which are essentially back office and could be brought together to achieve resilience and economies of scale

In addition, there may be some services which are large scale or strategic in nature which would continue to be delivered on a countywide basis.

- 2.2 Martin Connor and Justine Brooksbank took the current Selby model and had an initial attempt at mapping on to it both County services which could be provided from a local base and services which could be regarded as back office or large scale services for the purposes of this project.
- 2.3 It became apparent that, for ease of better conveying the concept of the collaboration, seeing Selby as a “branch” of local government in the locality and North Yorkshire County Council as the HQ for local government services, this could be accepted as a rough proxy for what the project was trying to achieve.
- 2.4 Appendix A sets out an indicative model and, although lacking detail at this stage, starts to set the scene for what might be delivered.

3 HQ Services

- 3.1 All local authorities have services which support front line provision but, for the most part, do not interface directly with the public. These are collectively known as back office services and include:
 - Finance
 - Legal
 - Human Resources
 - IT

- 3.2 These are the services I would identify under the heading “HQ services” which might be included in the collaboration arena. In addition, there are other services which could be combined under the HQ heading, such as a call centre serving both authorities, and others which could be delivered on a “hub and spoke” arrangement, such as communications. Again, I exclude those large scale services which would continue to be delivered on a countywide basis.
- 3.3 Traditionally, it was possible to draw a line around each of these HQ services and treat them as stand-alone units. Selby District Council has forgone this type of structure and consolidated the administration and “non-professional” staff into business support units. The professional elements of Finance, for example, are still recognisable but internal resilience has been improved by the creation of a more generic business support function. North Yorkshire County Council has adopted a similar principle, though the business support function is currently a mixture of centralised and dispersed provision (“hub and spoke”).
- 3.4 In terms of impact, perhaps the easiest impact to explore is in relation to these HQ services. The services could be provided by North Yorkshire County Council on a contractual basis to Selby District Council (Access Selby). A specification could be agreed (probably on a service by service basis); a price for services reached; some agreement formulated on the location of staff and a set of performance indicators determined.
- 3.5 The arrangement would provide increased resilience and produce some immediate savings whilst providing a model for further expansion should other partners wish to take up a similar arrangement.
- 3.6 The mechanics of the operation could be a service level agreement (SLA) with North Yorkshire County Council offering a price for the delivery of a combined back office package to Selby.
- 3.7 The SLA could be delivered using the combined resources of North Yorkshire County Council and Selby District Council without major issues of relocation and without unwarranted travelling between Northallerton and Selby.
- 3.8 Perhaps of greater potential impact for both the organisations and the communities served lies in the locality service delivery described next.

4 Locality services

- 4.1 One of the strengths of the Selby model is its move towards generalists working in communities and developing close links with their patch. This could

be dismissed as merely a walking one-stop-shop but actually presents some real opportunities for joined up, relevant services to the community served by both organisations.

- 4.2 Where work can be carried out by generalists, a number of advantages can be attained:
- Service economies
 - Job enrichment for individual members of staff
 - Resilience
 - A sharing of expertise
 - A more joined up experience for the client
- 4.3 I am not advocating that there is a forced fit into generalist posts but I genuinely believe that the generalist is an important, and often undervalued, part of the team.
- 4.4 The generalist Community Officers in Selby already deal with a whole range of services to residents and businesses (in addition to providing a local resource for elected members). I believe that there is tremendous potential to increase their number and scope by combining them with a County resource already on the ground in Selby.
- 4.5 Some work has already been undertaken on candidates for generic working and there is evidence that a worthwhile proportion of current North Yorkshire County Council activity on the ground could fall into this category. Appendix B identifies some examples of work which could lend itself to generic working.
- 4.6 Exploration is also being undertaken on how these remote workers can best be supported via IT solutions. If we can support our staff in the field and take advantage of the economies of joint working I would suggest, based on evidence of the Selby District Council restructure, that it could be possible to release 20% or more of the current staffing costs either as a saving or to be reassigned to other work. North Yorkshire County Council currently spends over £20m on staffing in Selby District.
- 4.7 The Selby Community Officers are currently supported by specialists and professionals. An expanded community team could equally be supported by a wider range of specialists who could be either County or District employees.
- 4.8 For professional/specialist staff retained within the County structure, I envisage that Access Selby could commission these support services as they would for any other HQ services such as Legal and Finance. Again, I exclude those large scale services which would continue to be delivered on a countywide basis.

- 4.9 I would also expect that work commissioned from Access Selby by the County would be subject to a specification or service level agreement and be monitored through relevant but, hopefully, a limited number of key indicators which would be outcome based wherever possible.
- 4.10 A question to be addressed is whether the monitoring would be done from the centre or by the joint appointment... the County's "branch manager" on the ground.

5 What have we tested so far?

- 5.1 In the limited time available, fully testing every element of the concept has not been feasible. We have, however, been able to explore the practicalities of some of the elements as a proxy for the model as a whole.
- 5.2 In relation to back office, or HQ services, we have made headway in the following:
- Financial Services – exploring the provision of technical accountancy support from North Yorkshire County Council which could be a pre-cursor to the provision of a unified finance function by North Yorkshire County Council using staff based at Northallerton and Selby.
 - Legal Services – a jointly appointed legal manager at Selby which, again, could be a pre-cursor to the provision of a unified legal function by North Yorkshire County Council using staff based at Northallerton and Selby.
 - Communications – an initial commitment to joint web site hosting; a longer term potential for a shared content management system; a centralised web design resource and a hub and spoke arrangement for general communications.
 - Contact Centre – a potential easy win. Exploring the option of using the County customer relationship management (CRM) system to provide a single contact centre serving Selby and the County. The provision of a single number for local government services in Selby would be seen as a major improvement for our residents. The move would also enable a reduction in the total numbers of FTE staff engaged.
 - Income collection – exploring if the County Council and Selby District Council would benefit from some form of shared service arrangements around income collection - in particular Internet Payments and Telephone Payments processed through the Customer Contact Centre.
 - Planning policy – exploring the potential for closer working on shared evidence base, strategic planning applications, use of enforcement function and more joined up input to local plans and strategic planning.
- 5.3 In relation to locality services, two strands have been pursued. The first is a desk top analysis of North Yorkshire County Council staffing resource on the ground in Selby and a mapping exercise against a generic job description.

This work is at an early stage. The second strand was to work with North Yorkshire County Council staff in the Selby locality to elicit practical examples of potential improvements through collaborative working. Part of this exercise included job shadowing by some staff at a local level. There has been an encouragingly positive response from staff in this respect and, to give a flavour of the perceived potential, I have included some of the comments and suggestions received from staff at Appendix C.

6 The story so far

6.1 For ease of reference, the main points of the proposal so far are:

- HQ services to be provided by North Yorkshire County Council
- Large scale services to continue to be provided on a countywide basis
- Expansion of the Community Officer team to take in North Yorkshire County Council generic functions
- Robust challenge to maximise generic activities
- Retention of specialist/professional roles (focussed use)
- Specialist/professional roles could be Access Selby or HQ based
- Commissioning of HQ and specialist services by Access Selby as appropriate
- Service commissioning by North Yorkshire County Council from Access Selby as appropriate

7 The role of the Chief Executives

7.1 In a new joint working relationship between North Yorkshire County Council and Selby District Council there would be the opportunity for innovative joint leadership arrangements. The new Selby District Council Chief Executive post would be part time with the balance of the post holder's time being incorporated into a new role of Assistant Chief Executive within the County Council with an assigned portfolio of service responsibilities. It is envisaged that the Chief Executive of the County Council would work closely with the post holder in both of these roles. The County Council Chief Executive would work closely with the District Council Chief Executive to provide shared Executive Leadership of Place i.e. Selby District. The County Council Chief Executive will also be well placed to help provide guidance, advice and development opportunities for a new post holder in the position of Selby District Council Chief Executive.

7.2 It would be envisaged that the Chief Executive of the County Council would from time to time hold meetings with the Leader of Selby District Council (and other senior politicians when necessary) to help provide an additional senior management view on on-going issues within the District and in terms of broader strategic threats and opportunities. This type of engagement would also provide the opportunity to ensure that the political leadership of both

Selby District Council and the County Council had a similar view of issues that affected the communities of Selby District and that there was the opportunity for politicians from both organisations to identify opportunities for more effective working arrangements between the two Councils. On-going dialogue of this nature would also provide opportunities to keep the partnership under on-going review, to prevent difficult issues from getting out of proportion and to provide early resolution to any points of conflict that could arise.

8 How does this fit in to our direction of travel?

- 8.1 Examination of the Corporate Plans for both organisations show a high degree of similarity of purpose. From the mission statements:

North Yorkshire County Council

"We want North Yorkshire to be an even better place for everyone to live, work or visit"

Selby District Council

"To improve the quality of life for those who live and work in the district"

Through to individual objectives:

- good access for all
- safe communities
- flourishing economy
- supporting vulnerable people
- improved health and wellbeing

There is a commonality which is clear.

- 8.2 Further similarity of purpose can be detected in the themes chosen by Selby District Council in its Programme for Growth:

- Jobs
- Housing and infrastructure
- Leisure and well-being
- Retail

There is a real opportunity to ensure that the actions of each organisation are co-ordinated to achieve the greatest impact for the community given these shared objectives.

- 8.3 Though community budgeting has enjoyed varying degrees of support under various guises by successive governments, I can't help but feel that this collaboration project has the opportunity to form a practical start to community budgets in this locality. Encouraging other partners to come on board will be much easier if we can demonstrate that two local government bodies can not only make it work but also deliver a better result for the community as a consequence.

9 Is it worth pursuing?

- 9.1 The short answer is an unequivocal Yes. There is sufficient to be gained for our community and the two organisations to press ahead with this initiative without delay.
- 9.2 There are savings to be made from both the back office and localities which could either be used to address budget cuts or be reallocated to other services or activities.
- 9.3 The only things that will hold us back are lack of ambition or lack of commitment. If we are determined to make it happen we will achieve our goal. That is not to say that the project is without its risks and these are covered in the next section of this report.

10 The risks

- 10.1 In testing out the concept, I have deliberately avoided starting from the identification of risks, problems and potential barriers. This is a debilitating approach which can result in a list of reasons why you should never try anything.
- 10.2 Nonetheless, the following issues, in particular, would have to be addressed as part of the implementation stage:

HR

- Staff resistance
- Terms and conditions
- Potential redundancies
- Impact for the rest of County outside of Selby

Accommodation

- Dealing with redundant resources
- Location issues
- IT support

Inter-authority charging

- SLA creation, refinement and monitoring
- Sharing savings
- Management costings
- Sharing capital expenditure

Timescale

- Speed of implementation
- Resources allocated

Accountability

- Who manages a joint resource?
- How are they held accountable?

Governance

- Reporting lines
- Key indicators
- Joint boards?

10.3 None of these issues need be deal breakers. If the commitment is there to make it work, a solution can be found to each of the issues.

11 The implementation

11.1 If the two authorities sign up to the collaboration, I would suggest the following pre-requisites for a successful implementation:

- A short timescale – we need to show that this is for real and that we will not let it drag out and/or be kicked into the long grass
- A dedicated resource – we should put our best people on this and backfill temporarily. This will underline our commitment, concentrate minds and secure the best result. The stance should be that this is a team effort and we should ensure the team has the requisite skills to deliver.
- Commitment from the top – success will require political and managerial will to be unwavering.
- Leadership – the practical implementation will require the Chief Executives of both authorities to be personally and actively involved. This will involve not just talking the talk but walking the walk. Daily involvement and direction by the Chief Executives will be essential... not just a nice to have.
- Pragmatism – aiming for perfection is aiming to fail. We need something that works rather than conforms and not everything will work perfectly first time. We should be willing to learn from experience and refine the model.
- Inclusivity 1 – we should start from the position that all elements of all services can be included in the collaboration and add to the exclusions list only after rigorously testing the options and sign off by the Chief Executives.
- Inclusivity 2 – improvements can be generated from all parts of the organisation. There is a real benefit to be had from tasking smaller working groups with brainstorming solutions.
- Sustainability – whatever we do in the implementation has to produce long term sustainability. Workarounds are fine but a longer term solution has to be planned.
- Expandability – the current project involves North Yorkshire County Council and Selby District Council. The longer term aim must be to include other districts and this should be borne in mind during this

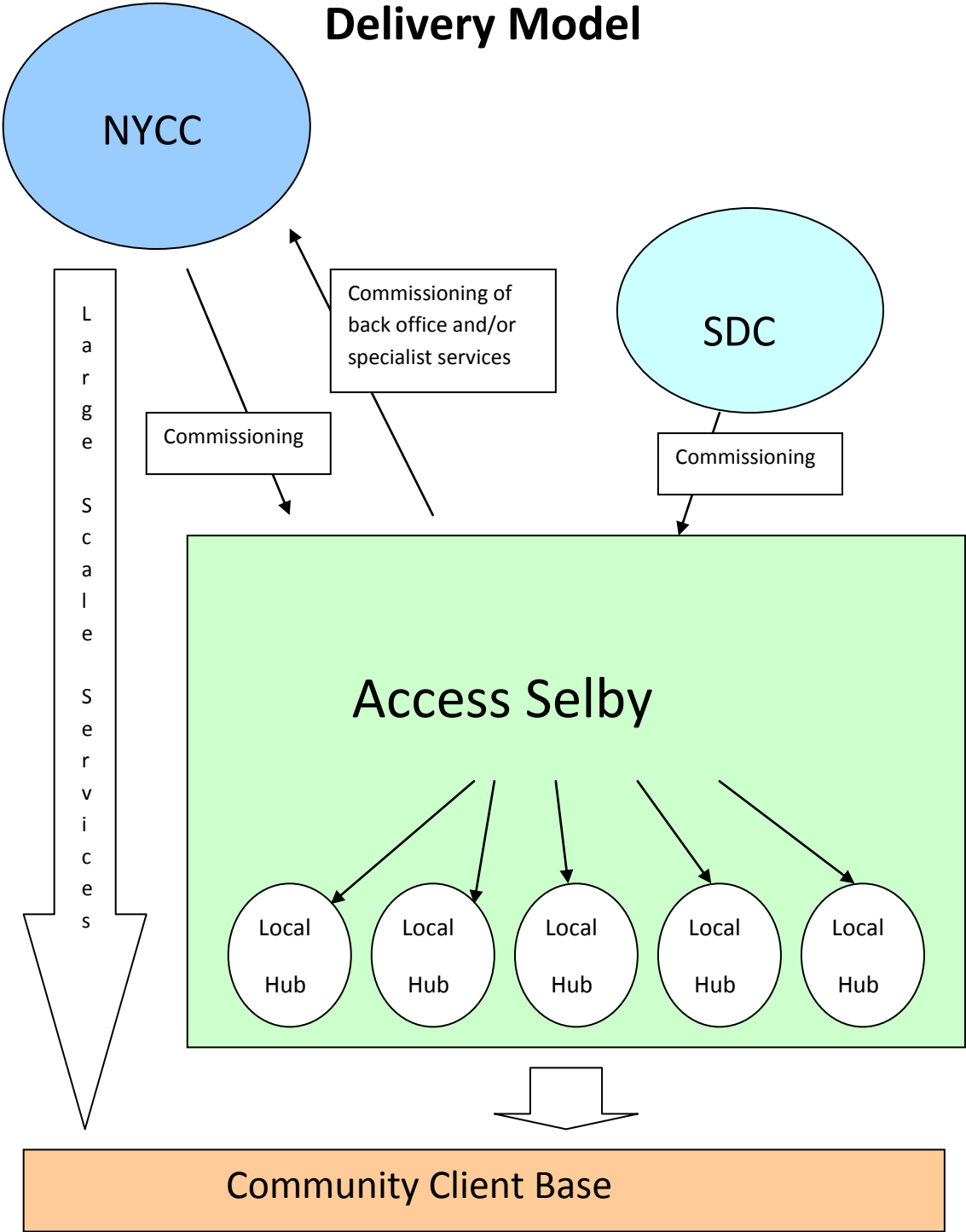
implementation. Everything we do must be scalable.

12 The appointment

- 12.1 If the two councils commit to taking the project forward, the replacement for Martin Connor will be a joint appointment. A job description for this post is included at Appendix D.
- 12.2 SOLACE Enterprises have been engaged for the recruitment process and Richard Flinton, North Yorkshire County Council Chief Executive will join three Councillors from Selby on the appointment panel.

13 Recommendations

- 13.1 Selby District Council and North Yorkshire County Council are recommended to accept that the concept of collaboration between the two organisations is proven and to commit to its implementation on the lines set out in this report.



Potential Areas for generic joint working

Contact Centre – combined provision

Community Officer Teams - expanded

CEF Community Hubs – expanded to include:

- Libraries
- Children's Centres
- Youth Support Centres
- Leisure Services
- HAS/Voluntary Drop in/Day Centres

Housing Support

Benefits & Financial Assessment

START Teams

Targeted/prevention services

Youth Services

Homelessness Prevention

Equipment & Adaptations

Personal Care at Home

Parent Support

Family Support

Fly Tipping

Highways – reporting and monitoring

Trading Standards – non-professional

Staff suggestions and comments

The following suggestions came forward from staff in the two authorities. Some of the suggestions have already been taken up and some are more practical, or would make a greater impact, than others. They are largely unedited but, importantly, reflect the level of enthusiasm by the staff engaged in the project for more collaborative working between the two organisations to the benefit of our community.

Buildings and accommodation

- Shared accommodation could be a possibility
- Services could be better placed and/or distributed with access to both teams' premises
- Store sand and sandbags in one location
- Basic repair work to buildings can be expensive and time consuming. There may be some mileage in linking into Selby District Council contracted services

Systems and support

- Use of North Yorkshire County Council electronic diary system could help District staff to manage room lettings.
- 'Tell us Once' service which North Yorkshire County Council now offer to anyone who registers a birth or death could be expanded to district services
- Both local North Yorkshire County Council and Selby District Council teams should be given really good quality, accessible information
- Creation of a sub-site for Selby's web site using North Yorkshire County Council's contract
- Using customer insight information to help in terms of Selby website design
- Sharing of IT equipment and stationery requirements, and possibly IT systems
- Customer Contact Centre integration

Non-staff resources

- Buying and storing salt for Selby District Council

Services

- Coordinate street cleansing in the urban areas
- Liaise with Access Selby over any traffic management North Yorkshire County Council might be putting up so they can clean difficult areas of road
- Selby Council could develop facilities for disabled children in the Selby area (at the leisure centre for example), then the travel costs will reduce and North Yorkshire County Council could support Selby District Council through purchasing the facilities from them rather than from other external providers.
- Public Rights of Way work and potentially some Trading Standards duties (e.g. no cold-calling, checking local shops/premises selling to under age) is possible.
- Combine the planning services with consideration needed as to what element would remain local, based in Access Selby and what would be a HQ function.
- Shared service arrangements around income collection pulling together the methods by which customers can pay by electronic means
- Benefits Advice and Financial Assessment work could be integrated. NY currently employs 1 x Benefits Advisor. Access Selby's Community Officers currently provide general Benefits Advice and assistance in addition to making specific visits to people to identify whether they qualify for a Taxation Disabled down Banding
- Equipment Fitting - both organisations have separate people fitting equipment
- Adaptations referrals – Currently all adaptations referrals are sent directly to NY. The Community Officers could carry out an initial assessment and signpost the customer better and reduce double handling.
- Assessment referrals – Currently all assessment referrals are sent directly to NY. The Community Officers could, where possible, carry out a 'pre-assessment' with clients they are already dealing with prior to referral. Again reducing double handling.
- Disabled Facilities Grants – these Mandatory Grants are administered by the Council (as the Local Housing Authority). Grant approval is made with support from the Home Improvement Agency and North Yorkshire's Occupational Therapy Team –further investigation work is required to determine whether this could be processed differently and thereby reducing the need for Access Selby's involvement.
- Out of Hours Service
- North Yorkshire's START and Access Selby's Housing Support Officers currently duplicate a great deal of work – they share the same clients and both carry out Risk and Needs assessments. The Support Officers are partially funded by Supporting People and install

Telecare on behalf of North Yorkshire. Supporting this, demand for START is unmanageable in the team and has resulted in the Social Care Coordinators assisting to carry out this work and thus impacting on their own delivery of work.

- The Community Officers and the Social Care Coordinators both deal with clients in a front line capacity and seek support from area specialists when dealing with more complex matters. This could be integrated into one team.

Staff and training

- Joint meetings and training
- Sharing some training courses
- Can Selby District Council workforce salt P1 footways?
- Can Selby District Council drivers drive North Yorkshire County Council gritters?
- Could Selby District Council refuse collection teams check whether North Yorkshire County Council salt bins need refilling?
- Put North Yorkshire County Council Development Control Engineer in Selby District Council's offices a couple of days a week
- Community Officers – get them to work closely with North Yorkshire County Council Highway Inspectors
- Get the Highway Inspectors out “on the beat”
- Community Officers – could identify dangerous defects, unlicensed skips (income), unlicensed scaffold (income), illegal signs
- Instruct staff not to say “That’s not us, it’s a Selby District Council issue” or “that’s not us, it’s a County issue”
- Staff having a co-ordination role across the two authorities so that rather than us passing the contact details on to the public about Selby District Council services, North Yorkshire County Council take responsibility to ensure that issues are picked up and dealt with, and vice versa
- Develop local services with the voluntary sector and others.
- Shared staffing of activities and shared resources

Draft Job Description

EMPLOYER SELBY DISTRICT COUNCIL

JOB DESCRIPTION

JOB TITLE:

- Chief Executive Selby District Council
- Assistant Chief Executive (Customer Services)

ACCOUNTABLE TO:

- Leader Selby District Council (on behalf of the Council) and
- Chief Executive North Yorkshire County Council

RESPONSIBLE FOR:

- Selby District Council
- Customer Services for North Yorkshire County Council

JOB PURPOSE

Selby District Council

- To act as the Council's Head of Paid Service and fulfil the statutory responsibilities required of this role.
- To provide strong, inspirational and effective leadership and direction to the Council's Strategic Management Team and to all Council employees, promoting and facilitating joined up working across the Council.
- To manage the interface between Elected Members and Officers, support the democratic processes, and act as the Council's principal advisor on policy options and professional matters.
- To secure the staff and other resources needed to deliver high quality, cost effective services.

- To promote the effective management and development of all the Council's employees and ensure they are consulted, empowered and valued.
- To ensure the Council fulfils its role as Community Leader through determining, in partnership with Elected Members, the LSP and others, the key priorities for the local community.
- To lead the development of a Sustainable Community Strategy which will address those priorities and realise Selby's full potential.
- To develop a strategic vision and key priorities for the authority which will guide its work, assist the Council to allocate resources effectively, and deliver its agreed contribution to the Sustainable Community Strategy.
- Ensure the development, implementation and monitoring of robust financial planning processes in order to meet the Council's priorities and achieve a balanced budget.
- To work closely with Elected Members and Officers to ensure that the Council's vision and priorities are achieved through developing appropriate strategies, policies and plans and translating these into effective action.
- To embed a performance management culture throughout the organisation, driving the continuous improvement of services
- Ensure effective scrutiny arrangements are in place in accordance with statutory requirements and regulation.
- To champion a customer-focussed ethos within the Council and ensure effective and efficient service delivery against agreed standards.
- To ensure there is an effective internal and external communication strategy in place.
- To ensure that internal and external communications are consistent and effectively managed
- To represent the Council and act as advocate and ambassador for Selby District Council in all external relationships

North Yorkshire County Council

- Have professional responsibility for the leadership, strategy and effectiveness of (TBC) for North Yorkshire County Council. Responsible for providing and securing the provision of services which address the needs of customers of Selby District Council and North Yorkshire County Council working closely with other local partners to improve the services for communities.
- As a member of North Yorkshire County Council Management Board and individually, have corporate responsibility for services, assist corporate leadership and strategic direction and actively support the development and delivery of the vision and objectives of both councils.
- Drive and deliver change to achieve continued excellence, efficiency and improved customer service.
- Promote diversity and inclusion across the services of Selby District Council and (TBC) for North Yorkshire County Council in terms of service delivery, policy development, partnership working and staff management.
- Lead the North Yorkshire County Council's (TBC)

ACCOUNTABILITIES / MAIN RESPONSIBILITIES

<p><u>Corporate Leadership & Management</u></p>	<p>In order to ensure the corporate management of the authorities at a senior level and in the execution of the Selby District Council and North Yorkshire County Council functions:-</p> <ul style="list-style-type: none"> • Serve as a member of the Management Board/Management Team, delivering to the corporate agenda of the two authorities • As a member of the Management Board/Management Team to be accountable for the overall management, resources and performance of the Councils. • Lead on Selby District Services and Customer Services and other related strategies on behalf of North Yorkshire County Council; • Manage a portfolio of North Yorkshire County Council services and functions to be high performing and deliver excellent customer service engendering an approach of continuous improvement. • Develop and implement service and financial plans to provide cost effective services which deliver agreed objectives, priorities and improvements in the context of both Councils' strategies and plans. • Ensure stretching targets and measurable outcomes are agreed with the Chief Executive North Yorkshire County Council and Leader of Selby Council and that these are properly and regularly monitored and managed. <p>As a member of North Yorkshire County Council's Management Board and lead officer for Selby District services have responsibility to:-</p> <ul style="list-style-type: none"> • Support both Councils and their Executives in improving services to people in North Yorkshire and prioritising the use of resources. • Lead the development and implementation of strategies to ensure the achievement of the corporate objectives and performance targets in the Council Plans, and actively promote and develop the Council Plans. • Be accountable for the overall management, resources and performance of the County Council, Selby District Services and Customer Services. • Ensure management plans and strategies are regularly reviewed and updated to support performance improvement. • Ensure the policies and services provided or commissioned by the County Council and Selby District Council are fit for purpose. • Monitor the performance of the County Council's and
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	<p>Selby District Services and lead on corrective action where performance falls short of policy objectives and service needs.</p> <ul style="list-style-type: none"> • Develop, deliver and support the County Council and Selby's change programmes • Develop and sustain effective working relationships and partnerships with significant local and regional partners • Keep the Leader and Executive of Selby District Council and Board of Access Selby informed of matters affecting the performance of Selby District Council • Keep the North Yorkshire County Council Chief Executive informed of all matters affecting the performance of his role as Chief Executive of the County Council, including giving advance notice of Executive business. • Keep the Councils' Executive and Management Boards/Management Teams informed of proposals which have significant financial and service implications for the County Council and Selby District. • Keep the Leader of Selby District Council, Executive Members and relevant Group Spokespersons apprised of matters within the post's responsibilities which are particularly sensitive or controversial in nature. In particularly form strong partnerships with the Lead Members. • Ensure services are reviewed and opportunities taken to promote continuous improvement and realise greater efficiencies
<u>Leadership & Management</u>	<ul style="list-style-type: none"> • To support both Councils, Executives and Access Selby Board in improving services for Selby and (TBC) for North Yorkshire County Council • Take responsibility for the services and functions of Selby District Services and allocation of (TBC) for North Yorkshire County Council • Work with Local Government North Yorkshire and York (LGNYY), the LEPs and other strategic partners and lead partnership working for areas of service • Lead and coordinate both Councils' delivery of the Selby District Services and (TBC) for North Yorkshire County Council • Work in partnership with colleagues in Selby District Council and key delivery partners in ensuring the best possible impacts from Council resources • Establish a culture and approach that encourages and

	promotes performance management and improvement.
<u>Health & Safety</u>	<ul style="list-style-type: none"> • Be aware of and implement your health and safety responsibilities as an employee and, where appropriate, any additional specialist or managerial responsibilities as defined in the Health & Safety policies and procedures.
<u>Equal Opportunities</u>	<ul style="list-style-type: none"> • Promote, implement and monitor the operation of both Councils' Equal Opportunities policies, practices and procedures.

This is a politically restricted post as defined by the Local Government and Housing Act 1989.

Local Government in North Yorkshire is dynamic which recognises the need to respond flexibly to changing demands and circumstances. Whilst this job outline provides a summary of the post, this may need to be adapted or adjusted to meet changing circumstances. Such changes would be commensurate with the grading of the post and would be subject to consultation.

In relation to Data Protection, Information Security and Confidentiality, all staff are required to comply with the Councils' policies and supporting documentation in respect of these issues.

Date Issued:

PERSON SPECIFICATION

CRITERIA	ESSENTIAL	DESIRABLE
Qualifications & Training		
- Degree or equivalent	✓	✓
- Relevant professional and/or managerial qualification		✓
Experience		
- Able to demonstrate significant management experience at a senior level in a major public, private or voluntary organisation	✓	
- A proven track record of significant achievement in delivering service(s) in a local authority	✓	
- Significant experience of working in a political environment	✓	
- Significant experience of managing services / functions at a senior level within large, complex public sector organisations.	✓	
- A proven track record of achievement, exploiting new opportunities and winning commitment as a leader in a large, complex and challenging organisation. To include experience of leading service delivery for local communities.	✓	
- Significant experience of budgetary responsibility including the successful management of large and complex budgets, and the delivery of savings.	✓	
- Successful strategic and operational budget and staff management in a large complex organisation.	✓	
- Successful strategic leadership and a proven track record of delivering tangible results and value for money services operating in a corporate as well as service specific context.	✓	
- A demonstrable track record of leading, motivating and inspiring large multi-disciplinary teams to achieve success.	✓	
- A record of working successfully with partners, both		

internally and externally, to achieve common goals.	✓	
- A track record of working to manage conflicting national and local priorities.	✓	
- A track record of leading successful major organisational and culture change including effective industrial relations to put the customer at the heart of service delivery.	✓	
- Evidence of building and maintaining reputation management.	✓	
- Able to work corporately for the benefit of the wider authority	✓	
Skills & Knowledge		
- Strategic planning skills and the ability to set high quality goals, objectives and priorities and the determination to secure their achievement.	✓	
- Highly competent in strategic management with the ability to interpret management information and develop strategy.	✓	
- An effective and persuasive communicator with the ability to relate to people at all levels including the media.	✓	
- Able to work effectively with others, managing performance and promoting team working and co-operation within both Councils as a whole and across partners/providers.	✓	
- Clearly demonstrate leadership qualities and be capable of taking a leading role in initiating action and making decisions.	✓	
- Able to demonstrate a high degree of probity and work within the constraints of a publicly funded service	✓	
- Able to display commercial/business awareness and the ability to gain and sustain customer confidence	✓	
- Ability to successfully work corporately across all service areas	✓	
- Good understanding of effective governance within a large organisation	✓	

<ul style="list-style-type: none"> - Ability to work effectively with members - Ability to work jointly in a proactive and positive way with partners - Significant understanding of the national agenda influencing Local Government and the wider public sector. - Understanding of issues affecting local communities and the ability to develop local strategies and solutions to respond to these. - Ability to work with communities and other stakeholders including partners and elected members to deliver community-based solutions. - Knowledge and understanding of the legislative framework within Local Government and issues relevant to the service responsibilities. 	<div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div> <div>✓</div>	
Other Requirements		
<p>A thorough understanding of:</p> <ul style="list-style-type: none"> • the workings of Local Government finances and including knowledge of related legislation and funding arrangements • <ul style="list-style-type: none"> ○ wider issues facing Local Government, at a time of intense change 	<div>✓</div> <div>✓</div>	

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Selby District Council

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 - Mark Steward
 - Janette Barlow
 - Keith Dawson

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Simon Parkinson

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For keeping me on the straight and narrow