

APPENDIX 1

Management Options – Key Features

Area	In House	New NPDO	Existing NPDO/Hybrid Trust	Private Sector
Governance	<ul style="list-style-type: none"> • Part of Council 	<ul style="list-style-type: none"> • A Company Limited by Guarantee • Independent Board of Directors (less than 20% Council). • A charity 	<ul style="list-style-type: none"> • A separate company (charitable structure in place) • Board are unlikely to be local people • No Council representation 	<ul style="list-style-type: none"> • Corporate Entity – distribute profit • No Council Representation
Council Control	<ul style="list-style-type: none"> • Direct control 	<ul style="list-style-type: none"> • Lease of the buildings • Management Agreement includes service standards and development plan with associated management fee paid by Council 		
Service Delivery	<ul style="list-style-type: none"> • Council fully responsible • operational risk 	<ul style="list-style-type: none"> • Council specifies prices, outcomes and service quality through specification and contract • Operational risk sits with Partner 		

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Staffing	<ul style="list-style-type: none"> • Directly employed (Council terms and conditions) • Council - pension deficit 	<ul style="list-style-type: none"> • Partner employs staff, after an initial TUPE transfer, including pension. • Pension to be admitted body status or similar. • Council – pension deficit liability. 		
Support Services	<ul style="list-style-type: none"> • Council determines level of support services • No savings from Central Support 	<ul style="list-style-type: none"> • NPDO decides on support services • services from Council through SLA • Savings in the central support services 	<ul style="list-style-type: none"> • Existing NPDO will have their own central support services – thus no option for continued provision by Council 	<ul style="list-style-type: none"> • Partner will have their own central support services – thus no option for continued provision by Council