

SHARED MANAGEMENT PROJECT - DRAFT TERMS OF REFERENCE

1. PURPOSE

See Project Overview, Shared Management proposal and supplementary report.

2. OBJECTIVES

To design and deliver a shared management structure for South Holland District Council and Breckland Council that meets all of the requirements set out in the original project overview*.

To ensure that the proposed structure:

- Is robust in terms of good practice in Human Resources Management
- Delivers a minimum 35% saving in overall management costs from 2011-2012.
- Enables improved service delivery and a rationalisation of commissioning/client functions
- Has a system for apportioning costs that is fair and logical, and provides on-going financial benefit to both Councils.
- Has robust mechanisms for scrutiny and governance.

3. KEY MILESTONES

The project will:

- Present detailed proposals for a shared management structure and a plan for implementing this structure for approval by both Councils by 31 December 2010.
- Draft the Heads of Terms of a Memorandum of Agreement to be endorsed by both Councils by 31 December 2010.
- Have the final Memorandum of Agreement endorsed by both Councils by 31 January 2011.
- Implement the shared management structure across both Councils by 31 March 2011.

4. SCOPE

This project includes all of the research, design, consultation and implementation aspects of the Shared Management structure, including HR, finance, governance arrangements, supporting systems, governance and communications.

The scope of the shared management structure includes all of the management posts and functions identified in the “*Scope of Project Document*”

5. CONSTRAINTS

The project must be delivered within the key milestone dates set out in the Objectives section of this document.

The project will make use of innovation and technology, such as video conferencing, to substantially reduce the necessity for travel by project team members between the two Councils, thus both minimising resource and financial impacts of the project, and demonstrating the potential of new ways of working in the long term for a shared management structure.

6. ROLES & RESPONSIBILITIES

Project Board

The Project Board members have the authority and responsibility to make decisions and provide commitment of resources (money, staff & equipment) to the project. The Project Board manage 'by exception' delegating the day-to-day running of the project to the Project Sponsor and the Project Manager. The membership of the project Board is as follows:

Leader and two members from SHDC
Leader and two members from BDC
Joint Chief Executive
Deputy Chief Executive Breckland
Directors Breckland (3)
Directors South Holland (2)

Project Sponsor (Maxine O Mahony)

The Project Sponsor provides the interface between Project Board and delivery by the Project Team. She acts as the Project boards representative in providing a single focal point of contact with the project manager for the day-to-day management of the interests of the two Councils, and will ensure that the desired project objectives are delivered.

Project Team

The Project Team is be responsible for delivering the Project in accordance with the Project Board's direction and specification.

Project Manager	-Roger Wilkin
Project Support Officer	-Chris Brooks
Administration Lead	-Tracy Miller
Legal & Governance workstream lead	-Jim Scarsbrook
Services & Systems workstream lead	-Andrew Petcher
Finance workstream lead	-Mark Finch
HR workstream lead	-Natalie King
Communications lead	-Dominic Chessum

The Project Manager is responsible for the effective working of the Project Team, for ensuring that the project Plan and Risk Register are comprehensive and effectively utilized, and for the quality and maintenance of the procedures and systems used by the Project Team in their work.

7. REPORTING

The Project Manager will report progress to the Project Sponsor on a weekly basis. Workstream leads will provide a weekly update in an agreed format to facilitate the Project Manager's weekly progress report.

The Project Sponsor will report to the Project Board at a frequency agreed with the board.

8. METHODS

The Project Support Officer will develop and provide formats for the Project Plan, Risk Register, Issues Log and other relevant documents and tools.

All documentation and data will be centrally held, managed and distributed where appropriate by the Administration Lead.

Secure shared access data folders, accessible from both South Holland and Breckland premises, will be made available to all members of the Project Team. There will be a general presumption that data will be deposited within shared folders for self-service where possible rather than being distributed via email.

Importantly, we will make positive use of the learning of others in order to ensure the success of this project

9. EQUITY OF PROCESSES

There will be a presumption that project processes such as staff consultation, other stakeholder communications, committee meetings etc will be carried out in parallel within both Councils as far as is reasonably practicable in order to ensure equity and fairness. The timetables for such processes must be agreed by the Project Sponsor prior to any such processes being implemented.

10. CONFIDENTIALITY AND DOCUMENT CONTROL

Whilst it is accepted that information that is pertinent to the project will be shared with relevant persons within both organizations as fully as possible as soon as is appropriate, members of the Project Team and Project Board will recognise that in pursuing the carrying out of the project they will be required to produce and/or discuss material and data of a confidential and sensitive nature. Members of these forums will, therefore, show an absolute commitment to the principle of confidentiality throughout the course of this project in order to protect the interests of the project, the participating councils and all persons affected by the project.

It is recognised that some material, for instance material that is in a draft form, personal or sensitive data etc should only be released more widely when there is assurance that to do so will not compromise the success of the project, the interests of either Council or their employees.

No material or data whatsoever produced as part of the project shall be shared beyond those directly involved in the Project (i.e. the Project Team and Project Board) without the prior agreement of the Project Sponsor or, in the Project Sponsors absence, another suitable person delegated by the Chief Executive.

11. SUCCESS CRITERIA

The project will be considered a success if:

- The objectives set out in (2) above are met in full, and within the milestone dates set out in (3) above.
- The project is carried out in a manner which fully reflects the principles set out in these terms of reference.

12. DEPENDENCIES

This project will depend upon members of the project team treating it as their highest work priority, and in doing so making alternative arrangements as necessary to cover the duties of their substantive roles.

A commitment to successfully utilising new ways of working is also required in order to overcome the distance between the two Councils as a potential barrier to progress.

13. COSTS

Other than the allocation of staff time no specific resources have been allocated to the project. It is anticipated that any requirements will be met through reshaping the expenditure of existing budgets.