

### **Terms of Reference Joint Officer Board**

Shared Service arrangements between Cheshire East and Cheshire West and Chester continue to develop and to reflect this it has been necessary to review the operation of the Joint Officer Board (JOB) to ensure that this continues to respond to these developments in an appropriate and timely way.

One of the main areas to be progressed is the development of a Separate Legal Entity (SLE) for the ICT and HR and Finance Shared Services. Prior to formal decision on this issue it was necessary to initiate separate Executive Board and Client arrangements on which future working relationships would be established. The JOB Terms of Reference were amended to reflect this development

Formal decisions to progress with an SLE were agreed by CWAC and CE in January and April 2013 respectively and processes are now being put in place to progress the delivery of the SLE. The JOB Executive Board and Client Boards will cease. The following new arrangements will be put in place:

**SLE Executive Board** - with delegated powers from the Joint Committee to oversee the strategic delivery of the SLE this body will consist of Members and Officers and will meet monthly.

**SLE Programme Board** – this officer body will project manage the delivery of the SLE and will meet fortnightly

There is still a requirement for the Joint Officer Board to meet to respond to formulate the strategic direction for remaining shared service and as such the current Terms of Reference continue to be fit for purpose. **Regular JOB** will continue to meet on a monthly basis as business requires.

Core membership of each Group is contained in the appendix. Other officers, including Shared Service managers will be invited to attend as and when required.

A Forward Plan will be developed to assist the management of agendas and timed slots will be introduced to manage attendance.

## **Joint Officer Board Terms of Reference**

### **1. Purpose of Group**

- 1.1 The Joint Officer Board's role is to support the Joint Committee in overseeing the management of Cheshire Shared Services, helping ensure the effective delivery of such service and helping to provide strategic direction

### **2. Specific Responsibilities**

#### **2.1 The Responsibilities of the Joint Officer Board include:**

- 2.1.1 Considering proposed budgets, Business Plans, Service Deliver Statements, Business Cases and other key documents relating to the delivery of the services
- 2.1.2 Monitoring the performance and financial position of the services and reporting accordingly to the Joint Committee
- 2.1.3 Reviewing the end of year accounting statements, including the cost sharing proposals
- 2.1.4 Making recommendations, providing advice and where required, referring matters for resolution to the Joint Committee in a timely and efficient manner
- 2.1.5 Ensuring effective link and liaison with the Chief Officers in Cheshire East (CE) and Cheshire West and Chester (CWAC) responsible for the services
- 2.1.6 Considering issues referred to the Joint Officer Board, resolving where possible and appropriate and escalating to the Joint Committee where appropriate
- 2.1.7 Confirming the appointment of Service Managers and dealing with other HR related work referred to the Joint Officer Board
- 2.1.8 Acting as the central focal point for all matters relating to shared services
- 2.1.9 Ensuring consistent and effective communications in both Councils on all matters relating to shared services
- 2.1.10 Supporting the Joint Committee in developing the strategy and long term vision for Cheshire Shared Services
- 2.1.11 Promoting Cheshire Shared Service in CE, CWAC and in the external environment

- 2.2 Sub Sets of Joint Officer Board and Joint Committee will act as the SLE Executive Board and the SLE Programme Board to facilitate the transition of the ICT and HR and Finance Shared Services to a Separate Legal Entity.

### **3. Membership**

- 3.1 Core members have been identified for each grouping in the Terms of Reference but other officers may be invited to attend as appropriate. membership for each sub group of the Joint Officer Board will vary according to which of the board is meeting. Section 151 Officers will be core to JOB and the SLE Executive Board

#### 4. Quorum

##### 4.1 Deputies for the Joint Chairs are as follows:

4.1.1 Mark Wynn – CWAC

4.1.2 Chris Mann – CE

##### 4.2 In the event that one of the Joint Chairs is unavailable for a planned meeting but the deputy is able to attend, then the meeting can go ahead or be re-scheduled. In the event that neither of the Joint Chairs, not their deputies are available, then the meeting will be re-scheduled

#### 5. Reporting Lines

5.1 The Joint Officer Board will report to the Joint Committee

5.2 The SLE Programme Board will report to the SLE Executive Board

5.3 The Shared Service Liaison Meetings will report to Regular Joint Officer Board

##### Frequency of Meetings

6.1 The Joint Officer Board will normally meet monthly

6.2 The SLE Executive Board will meet monthly

6.3 The SLE Programme Board will meet fortnightly

##### Secretariat

7.1 This will be provided jointly by CWAC and CE in accordance with arrangements agreed by the Joint Chairs

#### 6. Decision making

8.1 Decision will be formalised through the agreement of both Joint Chairs in each case, advised by other members of the appropriate group

## **APPENDIX 1 – Membership of Boards**

### **Regular Joint Officer Board**

#### **Core membership**

<b>Name</b>	<b>Role</b>
Julie Gill	Joint Chair and Section 151 Officer for CWAC
Vivienne Quayle	Joint Chair and Section 151 Officer for CE
Miec Sullivan-Gould	Legal CWAC
Julie Openshaw	Legal CE
Mark Wynn	Finance (Deputy for Julie Gill as required)
Christine Mann	Finance (Deputy for Vivienne quayle as required)

#### **Support**

<b>Name</b>	<b>Role</b>
Jackie Gray	Shared Service Manager
Sharon Barclay	SLE Programme Manager

#### **Invited to Regular Joint Office Board if required**

<b>Name</b>	<b>Role</b>
John Callan	ICT Shared Service Manager
Vanessa Griffiths	HR and Finance Shared Service Manager
Eric Burt	OHU Shared Service Manager
Sue Eddision	Specialist Shared Service Manager
Jonathan Pepler	Archive Shared Service Manager
Chris Samuels	Emergency Planning Shared Service
Ian Marshall	Archaeology Shared Service
David Job	Farms Estates
Kathryn West	Rural Touring Network
CE Service Managers	
CWAC Service Managers	

### **SLE Executive Board**

#### **Core membership**

<b>Name</b>	<b>Role</b>
Councillor David Brown	Joint Committee Member
Councillor Les Ford	Joint Committee Member
Julie Gill	Section 151 Officer for CWAC
Vivienne Quayle	Joint Chair and Section 151 Officer for CE
Miec Sullivan-Gould	Legal CWAC
Julie Openshaw	Legal CE

#### **Support**

<b>Name</b>	<b>Role</b>
Sharon Barclay	SLE Programme Manager
Rachel Graves	Democratic Support

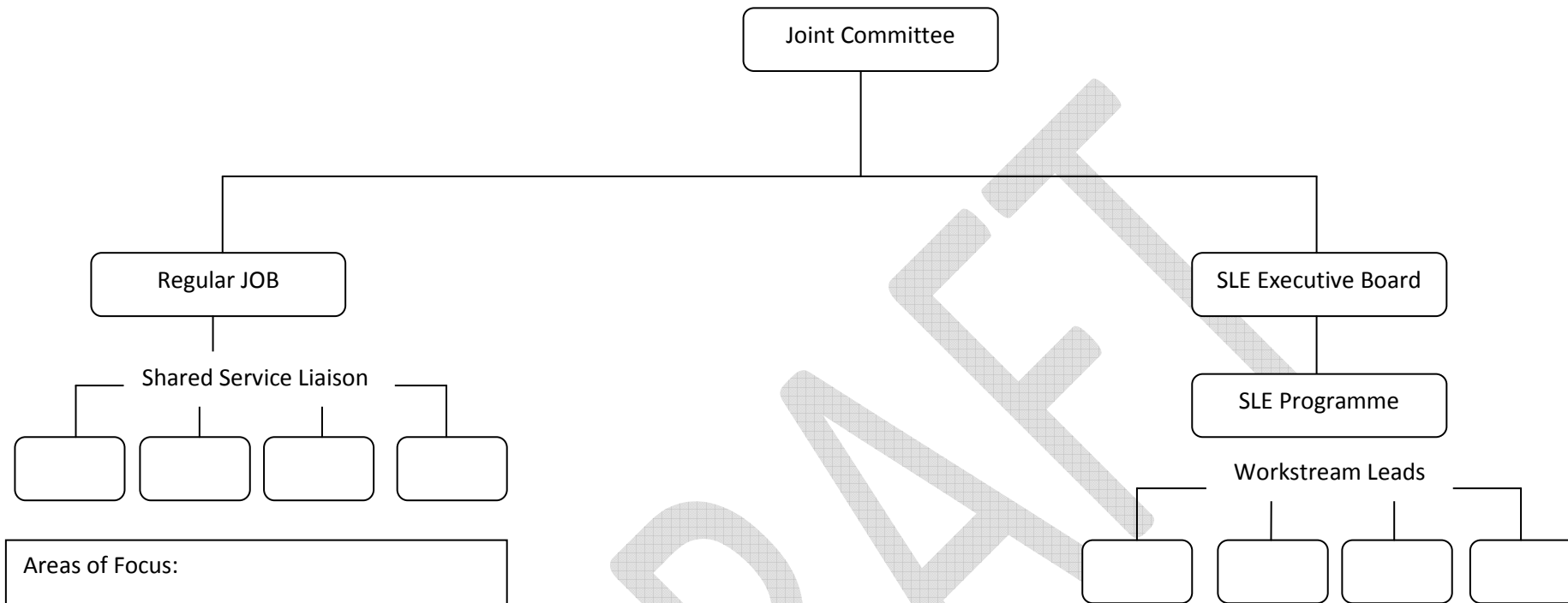
### **SLE Programme Board**

#### **Core membership**

<b>Name</b>	<b>Role</b>
Mark Wynn	Joint SRO CWAC
Chris Mann	Joint SRO CE
Sharon Barclay	SLE Programme Manager
Jackie Gray	Business Change Manager

#### **Optional Workstream Leads**

Sam Brousas	Staff & Stakeholder Engagement
Steve Wilcock	Company Formulation & Governance
Karen McIlwaine	Client Operations- Commissioners
John Callan	SLE Operations – Suppliers
Graham Gresty	Contract & Performance Management
Angela Davies	Business and Development Plan



#### Areas of Focus:

- Strategic direction of current Shared Services and potential new opportunities
- Resolution of Shared Service operational Issues and policy development (excluding those in the SLE)
- Shared Service financial and non-financial performance (excluding those in the SLE)
- Joint Committee Business
- Communications (internal and

#### Areas of Focus:

- Establishing the the ICT and HR and Finance shared services as an SLE
- Stakeholder & employee engagement
- Company formation and governance
- Client Operations – commissioners
- SLE operations – suppliers
- Contact and performance management
- Business and development Plan
- Developing Commercial Business Model with fully costed Service catalogue/s
- Increasing partner base and developing trading model