Appendix 3

JOINT MEMBER WORKING GROUP on SHARED ARRANGEMENTS

DRAFT TERMS OF REFERENCE

OBJECTIVES
- Oversee the development and subsequent delivery of a business case for the creation of a single senior management team (Chief Executive, Directors and Heads of Service) to serve the three districts of Chiltern, South Bucks and Wycombe and present conclusions and recommendations to the Councils both initially and on an ongoing basis.

- Understand the benefits gained and lessons learned from other similar successful and also failed attempts to integrate District Councils and present the findings to the Councils.

- Recommend a mechanism/formula for the allocation of associated costs and efficiencies across the three organisations.

- Detail the risks, dependencies and resource and policy implications to the three Councils of taking this step and recommend any mitigating actions.

- Propose a communications plan to inform elected members, staff and managers in the Councils, the media and (where and when appropriate) to residents in the three Districts.

- Subsequently, consider the next stages of delivering efficiencies through service integration, make any necessary recommendations on the future governance of that process and if requested identify suitable services and a timetable for integration and report accordingly.

MEMBERSHIP
- Four elected members from each Council, each block to be proportional to political composition of that Council.

- Substitute members to be appointed to ensure attendance where possible.

OFFICER SUPPORT
- Three Chief Executives (or Directors as substitutes)

- and other officers as and when required

- A named Administrative Support Officer

COMMUNICATION

A Communications Plan must be drawn up at a very early stage and agreed by the Leaders to ensure :
1. regular and effective communication with potentially affected staff.
2. good communication with staff in general, with unions and staff reps.

3. regular updates and involvement as appropriate with managers.
4. relevant information and communication with councillors in each Council.
5. involvement of Heads of HR, Monitoring and Legal Officers, Finance Officers as required.

QUORUM

The Working Party meetings will be considered quorate if two elected members from each Council are present.

DECISION-MAKING POWERS

Decisions on the implementation of any recommendation from the Group rest separately with each Council. The Working Group will report to the Joint Leaders of the three Councils who will monitor progress against a timetable and will be responsible for reporting as necessary to their respective Councils using information supplied by the Group.
It is anticipated that the Leaders will wish to keep their Councils informed on a frequent and regular basis as well as seeking the appropriate decisions as and when needed.

It is hoped that recommendations to the Leaders can be made with a consensus view but in the event of disagreement it is the Working Group's role to highlight the issues and differing views to the Joint Leaders as soon as possible.

BUDGETS and RISKS

The working Group has no power to commit any of the Council's financially but will be allocated a budget to allow its efficient and timely working. It will however be responsible for alerting Leaders to the costs of the project on an ongoing basis.
It must prepare and maintain a risk register which accurately and sensibly reflects the risks, both collectively and where possible, for each Council and report to each meeting. However, the Group will not be seen as taking the responsibility for identifying individual risks for each of the Councils.

METHOD OF APPROACH

The Working Group must update the Joint Leaders after every meeting and at other times as required.
Meetings will alternate between the three sets of offices.
Officers will facilitate an agenda for the meetings and maintain a record of decisions and actions, together with a risks, actions and issues log which will be updated in time for each meeting.

TIMETABLE

The three Councils have agreed a timetable and it is the Working Group's responsibility to ensure that the project is delivered on time and budget and to alert the Leaders to issues and factors which may affect such delivery.

14/3/11 v3