PROJECT ROLES AND TERMS OF REFERENCE

IMPROVING CUSTOMER SERVICES BOARD

Logistics

Homeworking / Innovative Ways of Working

E Governance Group

Office Centralisation Staff Focus Group

Office Project

Client Steering Group

Wiltshire & Swindon Customer First Partnership

Office Project
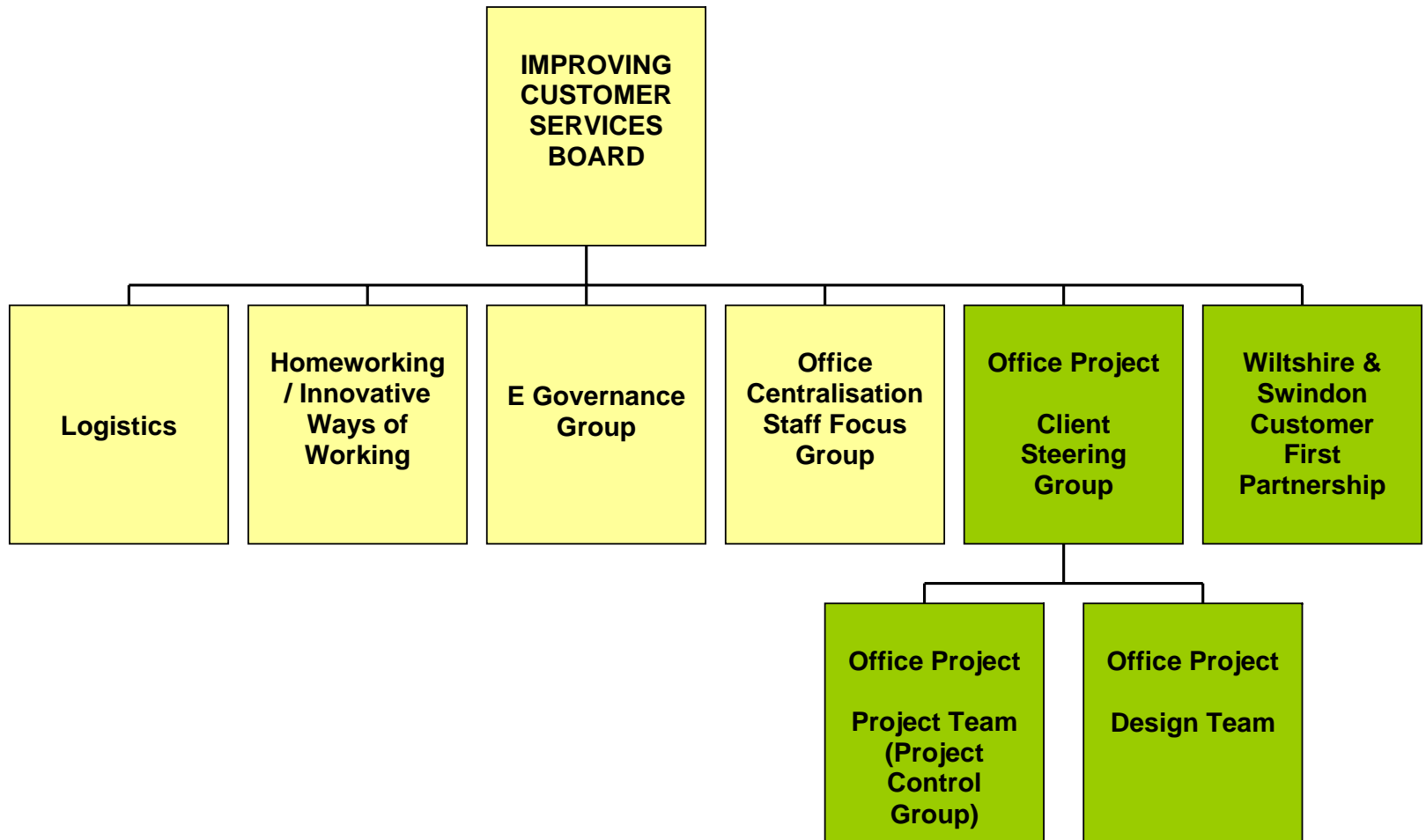
Project Team (Project Control Group)

Office Project

Design Team

Led by SDC

Led by Partners

IMPROVING CUSTOMER SERVICES BOARD

TERMS OF REFERENCE

1. Lead overall delivery of 'Improving Customer Services' political priority.
2. Ensure integration of three major themes of the programme (customer contact, office centralisation and e-govt) to maximise benefits to the community.
3. Ensure that the programme goals are aligned with work to build the capacity of the organisation.
4. Champion, promote and communicate the priority internally and externally.
5. Allocate funding to project streams.
6. Evaluate and manage risks.
7. Recommend major milestones for Cabinet/Council approval.
8. Act as consultee for Wiltshire Wide Customer First Board matters.
9. Monitor progress and trouble shoot.
10. Consider views of Staff Focus Group/Trade Union.

Membership / Roles

Cabinet Lead:
Cllr Fred Westmoreland – Deputy Leader
Cllr Don Culver – Portfolio Holder for Resources

Programme Sponsor:
Debbie Dixon – Policy Director

Programme Managers:
John Crawford – Head of Legal & Property Services*
Helen Frances – Head of Customer Services
Les Wright – Head of ICT

Board Members:
Councillors:
Cllr Margaret Peach – Planning & Economic Devt Portfolio Holder
Cllr Bobbie Chettleburgh – Vice-Chair Planning & Economic Devt Scrutiny Panel and ward councillor
Cllr Paul Clegg
Cllr Josie Green
Cllr Paul Sample
Officers:
Graham Creasey – Property Services Manager
Carolyn Johannesen – Marketing & Communications Manager
Alan Osborne – Head of Financial Services
Phil Ruddle – Head of Revenue & Benefits
Derek Streek – Head of Housing Management
Anne McConkey – Head of Personnel and Training
Derek Streek – Head of Housing Management
Mark Wareham – UNISON
John Rogers – Customer First Programme Manager

External Partners:
Peter Nicol / Cliff Barnes – Nisbet LLP (Project Managers)
Alan Stanton / Stephen Hadley – Stanton Williams (Architects)

Frequency of Meetings:
Alternate months

LOGISTICS

TERMS OF REFERENCE

Decant:
1. To manage, at a corporate level, the programme of moves from Bourne Hill, including the following tasks:
2. To agree accommodation requirements based on numbers of staff, premises available and business needs.
3. To identify and commission the infrastructure works required to make premises fit for purpose, particularly those identified through Service Unit risk assessments.
4. To encourage managers to put in place initiatives to build relationships between decanted and host units and to make best use of common processes and equipment.
5. To arrange for the procurement of additional equipment required as a result of decant (bearing in mind longer term requirements of office centralisation) and the disposal of surplus equipment.
6. To establish move guidelines for decanting staff.
7. To agree a decant action plan within the overall office centralisation project plan.
8. To provide Service Unit Heads with the tools, training and guidance to enable them to undertake decant of their units effectively and within the plan timetable, including business continuity arrangements.
9. To agree changes to corporate processes required by decant.
10. To identify arrangements for public facilities during decant.
11. To agree a communication strategy (both internal and external).
12. To ensure that the decant arrangements support "new ways of working".

Logistics:
1. To ensure that equipment, processes and management arrangements are in place to support the effective and efficient use of the new offices, including the following tasks:
2. To agree, in consultation with Service Unit Heads the location and space available for Service Units within the centralised offices.
3. In liaison with the Architects and Project Manager to arrange for the completion of room data sheets.
4. To ensure the maximisation of storage available within the centralised offices, particularly through electronic storage of documentation.
5. In consultation with the Staff Focus Group to arrange for the provision of:
   - Furniture.
   - Kitchen equipment and vending machines.
   - IT equipment (both desk top and in meeting rooms).
   - Communal equipment and facilities e.g. printers/photocopiers/scanning/library.
6. To ensure that any equipment or furniture procured meets space requirements, provides value for money, supports new ways of working and meets branding and health and safety requirements (as applicable).
7. To arrange for the disposal of any surplus furniture and equipment and to ensure that any replacement programmes scheduled between now and 2008 work support the office project.
8. To develop signage into and within the building in accordance with the branding guidelines and aimed at meeting the needs of people with disabilities. Signposting council offices on all major routes.

Organisational Change
1. To propose a comprehensive approach to the facilities management of the new building including cleaning, room bookings, security, (including CCTV, combined clocking in/ID and flexi system).
2. To support the Innovative Ways of Working project.

3. To ensure that any organisational changes within the council are reflected in decant and logistics activities.

Membership / Roles

Programme Sponsor:
Debbie Dixon – Policy Director
John Crawford – Head of Legal & Property Services (Joint Project Manager and Chair)
Phil Bellas – Senior Democratic Services Officer (Joint Project Manager and Chair)

Group Members:
Kevin Butcher – Repairs Inspector
Debbie Cameron – Business Improvement Manager, Customer Services
Graham Creasey – Property Services Manager
Clare Dunwell – Procurement & Sustainability Officer
Andrea Glover – Workforce Planning Manager, Personnel
Glen Holmes – IT Service Manager
Carolyn Johannesen – Marketing & Communications Manager
Steve Milton – Principal Democratic Services Officer
Peter Nicol – Nisbet & Partners

Standing Invitation:
Mark Wareham – UNISON

Frequency of Meetings:
Ad hoc but likely to be once per month

HOMEWORKING / INNOVATIVE WAYS OF WORKING

TERMS OF REFERENCE

1. Analyse roles suited to home/mobile working.
2. Consider financial impact of innovative ways of working for the organisation and individual employees.
3. Design, build and implement technological infrastructure and identify hardware.
4. Identify and agree with managers pilot home-working arrangements.
5. Identify policies/procedures in need of review or needing to be produced.
6. Undertake benchmarking exercise to determine best practice in other authorities, summarise results and feed into project.
7. Design and implement communications strategy (internal and to manage the public perceptions).

Membership / Roles

Programme Sponsor:
Debbie Dixon – Policy Director
Anne McConkey – Head of Personnel (Project Manager and Chair)

Group Members:
Andrea Glover – Workforce Planning Mgr, Personnel
Graham Creasey – Property Services Manager
Helen Frances – Head of Customer Services
Malcolm Lewin – Business Support Manager
Alan Osborne – Head of Financial Services
Andrew Reynolds – Head of Strategic Housing
Phil Ruddle – Head of Revenue & Benefits
Steve Thorne – Head of Development Services

Frequency of Meetings:
Monthly

E GOVERNANCE GROUP

TERMS OF REFERENCE

1. Lead delivery of e-Government/ICT theme of Improving Customer Services political priority.
2. Champion the use of ICT to improve business efficiencies and customer choice of access channel.
3. Direct and recommend to Cabinet the council's IEG Statement.
4. Direct and recommend to Cabinet the council's ICT, Information Management and e-Government Strategies and Project Plan.
5. Approve and prioritise all ICT related projects across the council ensuring that a corporate integrated approach to ICT systems is maintained.
6. Maintain the ICT Project Plan and monitor progress against key deliverables and objectives.
7. Identify opportunities for partnership working on ICT related projects.
8. Approve SDC's involvement in all ICT related partnership projects.
9. Allocate and authorise spending on ICT projects and monitor efficiencies in line with the Procurement Strategy/Gershon Review.
10. Monitor usage and take-up of e-Govt channels and recommend campaigns to the MED&T Unit as necessary.

Membership / Roles

Cllr Jeremy Nettle (Chair)
Cllr Fred Westmoreland – Deputy Leader
Debbie Dixon – Policy Director and e-Govt Officer Champion
Cllr Ted Draper – Leader Independent Group
Cllr Peter Edge – Lib Dem Representative
Cllr Susan Mallory – Labour Representative
Les Wright – Head of IT Services
Malcolm Lewin – IT Business Support Manager
Tom James – e-Government Business Analyst
Helen Frances – Head of Customer Services
Alan Osborne – Head of Financial Services
Wendy Lawrence – Office Manager, Environmental Services
Steve Thorne – Head of Development Services

Frequency of Meetings:
Alternate months

OFFICE CENTRALISATION STAFF FOCUS GROUP

TERMS OF REFERENCE

1. Represent the views and needs of staff.
2. Act as consultees on 'Improving Customer Services' priority.
3. Champion, promote and communicate the priority to Service Unit colleagues.
4. Make recommendations to the Improving Customer Services Board.

Membership / Roles

Programme Sponsor:
Debbie Dixon – Policy Director (Chair)
Graham Creasey – Programme Manager

Group Members:
Sherree Berzins – Team Leader, Strategic Housing
Penny Bradbury – Admin Assistant, Democratic Services
David Carter – Housing & Community Support Worker
Sasha Grandfield – Admin Assistant, Transportation Services
Michael Hornby – Planning
Kevin Humphries – Recycling Officer
Carolyn Johannesen – Marketing & Communications Manager
Jo King – Senior PA to Chief Executive
Wendy Lawrence – Office Manager, Environmental Services
Malcolm Lewin – Business Support Manager
Marisa Maple – Business Support Manager
Steve Milton – Principal Democratic Services Officer
Pauline Mundy – Payroll Officer
Elaine Waite – Customer Services
Mark Williams – Investigation Officer, Revenue & Benefits
Reg Williams – Parks Manager

Frequency of Meetings:
Alternate months

OFFICE PROJECT
CLIENT STEERING GROUP

TERMS OF REFERENCE

1. Review the objectives of the project against Client priorities.
2. Progressively identify and agree the specific requirements for the project.
3. Co-ordinate the work of the Design Team and the Project Manager with Client aspirations.
4. Evaluate and manage risks.
5. Confirm priorities and resolve problems.
6. Develop and monitor funding strategy.
7. Monitor budgetary situation.
8. Develop procurement strategy.
9. Monitor contract strategy.
10. Develop decanting strategy.
11. Develop disposal strategy.
12. Recommend major milestones for Cabinet/Council approval and provide feedback on approvals.
13. Monitor progress against the management Control Plan contained within the Project Execution Plan.
14. Monitor the performance of external consultants.
15. Monitor interdependencies with related project work e.g. Churchfields, City Hall, Guildhall and Arts Centre.
16. Carry out post project review.

Membership / Roles

Programme Sponsor:
Debbie Dixon – Policy Director

Project Liaison Officers:
John Crawford – Head of Legal & Property
Alan Osborne – Head of Financial Services

Client Representative:
Graham Creasey – Property Services Manager

Design Team:
Stephen Hadley – Stanton Williams (Architects)
Alan Stanton – Stanton Williams (Architects)

Project Manager:
Peter Nicol (Chair) – Nisbet LLP (Project Managers)

Frequency of Meetings:
Monthly

WILTSHIRE & SWINDON CUSTOMER FIRST PARTNERSHIP

TERMS OF REFERENCE

Steering Board
1. Set the overall direction of the partnership.
2. Agree the annual programme of work, its business case (i.e. benefits and RoI) and budget.
3. Provide accountability to electorate regarding the scope, scale and pace of partnership working in order to deliver a better service to them.
4. Provide accountability to the partners regarding their investment.

Officer Board
1. Monitor the overall direction of the partnership as agreed by Steering Board.
2. Provide accountability to the partners regarding their investment.
3. Lead the design of and recommend the annual programme of work, its business case (i.e. benefits and RoI) and budget.
4. Mandate feasibility studies by the programme.
5. Authorise business cases and solution designs for projects joining the programme portfolio.
6. Authorise or ensure release of resources for programme work.
7. Undertake governance of programme delivery, expenditure, risk management and issue resolution.
8. Sign off completed projects.
9. Stakeholder management within their authority: in preparation for change, in the event of blockages and to ensure benefits realisation.

Membership / Roles

Steering Board

Kennet District Council	-	F Marshall
		Cllr T Molland
		Cllr Chris Humphries
North Wiltshire District Council	-	N Fenwick
		Cllr D Evans
Salisbury District Council	-	Debbie Dixon
		Cllr Fred Westmoreland (Vice Chair)
West Wilts District Council	-	T Darsley
		Cllr T Carbin
		Cllr R While
Wiltshire County Council	-	Cllr J Scott (Chair)
		Cllr M Baker
		J Relfe
		S Gerrard
Partnership Manager	-	J Rogers

Officer Board

Kennet District Council	-	F Marshall
North Wiltshire District Council	-	N Fenwick
Salisbury District Council	-	Debbie Dixon
West Wilts District Council	-	T Darsley
Wiltshire County Council	-	S Gerrard (Chair)
Partnership Manager	-	J Rogers

Frequency of Meetings: Steering Board – Quarterly / Officer Board – Monthly

OFFICE PROJECT
PROJECT TEAM

TERMS OF REFERENCE

This Group has not been utilised, considered to be too much duplication

1. Develop Project Execution Plan.
2. Co-ordinate the work of the Project Team and the Design Team.
3. Provide feedback on Client approvals to the Design Team.
4. Consider approval requests from the Design Team.
5. Record progress of design/production information.
6. Consider costs information.
7. Review critical design issues.
8. Review progress against work programme.
9. Agree actions for team members.
10. Develop contract strategy and determine correct procurement procedures.
11. Make recommendations to the Client Steering Group.

Membership / Roles

Peter Evans   – Adams Kara Taylor (Structural Engineers)
Jessica Brew

Graham Creasey – Property Services Manager

Mark Skelly   – Max Fordham (Services Engineers)
Matt Oliver

Jo Gibbons – J&L Gibbons (Landscape Architects)

Andrew Burgess – Turley Associates (Planning Consultants)

Anthony Peers
Mark Balkham   – Rodney Melville & Partners (Conservation Architects)
Dave Cattell

Peter Nicol (Chair)   – Nisbet LLP (Project Managers)
Cliff Barnes
Peter Snyman – Davis & Langdon (Quantity Surveyors)

Alan Stanton   – Stanton Williams (Architects)
Stephen Hadley

Frequency of Meetings:
As and when

OFFICE PROJECT DESIGN TEAM

TERMS OF REFERENCE

1. Develop design proposals from outline design to detailed design.
2. Check design against specification.
3. Make recommendations to the Client Project Group.

Membership / Roles

Alan Stanton (Chair) ⎫ – Stanton Williams (Architects)
Stephen Hadley ⎭

Graham Creasey – Property Services Manager

Peter Nicol – Project Manager

Mark Skelly ⎫ – Max Fordham (Services Engineers)
Matt Oliver ⎭

Jo Gibbons – J&L Gibbons (Landscape Architects)

Andrew Burgess – Humberts (Planning Consultants)

Anthony Peers ⎫
Mark Balkham ⎬ – Rodney Melville & Partners (Conservation Architects)
Dave Cattell ⎭
Peter Snyman – Davis & Langdon (Quantity Surveyors)

Peter Evans ⎫ – Adams Kara Taylor (Structural Engineers)
Jessica Brew ⎭

Frequency of Meetings:
Every other week