

Waste and Street Cleansing Shared Service – East and North Herts Councils

Governance and Management Arrangement

Shared Service Roles and Responsibilities

Shared Waste and Street Cleansing Services Manager

The service would be managed by a single 'Shared Waste and Street Cleansing Services Manager'. This person will manage a team of specialist waste management staff recruited from the existing client teams of the two authorities. This 'Shares Service Commissioning Team' could include customer contact and contract inspection staff or these could be 'procured' from and delivered by partner authorities specialist teams under a service level agreement. Support services functions (HR; Legal; Procurement; Finance etc..) would be 'procured' from partner authorities back office teams as they are now. The roles and responsibilities of the manager and team would be set out in the Inter Authority Agreement and in job descriptions.

Shared Waste and Street Cleansing Service would manage the main collection contract and street cleansing contract and commission other waste related services for both authorities from external contractors and other local authorities (e.g. Herts Waste Partnership consortium contracts).

Senior Client Role

Each partner would nominate a senior manager to act as the 'senior client officer' for its authority. In practice this would be the Heads of Leisure and Environmental Services (or equivalent). The two senior client officers would meet regularly with the Shared Waste and Street Cleansing Services Manager to provide senior management oversight and support. In practice one authority would be the 'employer' for administrative purposes.

The senior client officers would report performance to their respective senior management teams of the two authorities as appropriate, for example agreeing the allocation of resources to projects; liaising senior managers providing support services.

The Shared Waste and Street Cleansing Services Manager would be required to attend senior management meetings of each authority (by invitation) as required by the senior client officers.

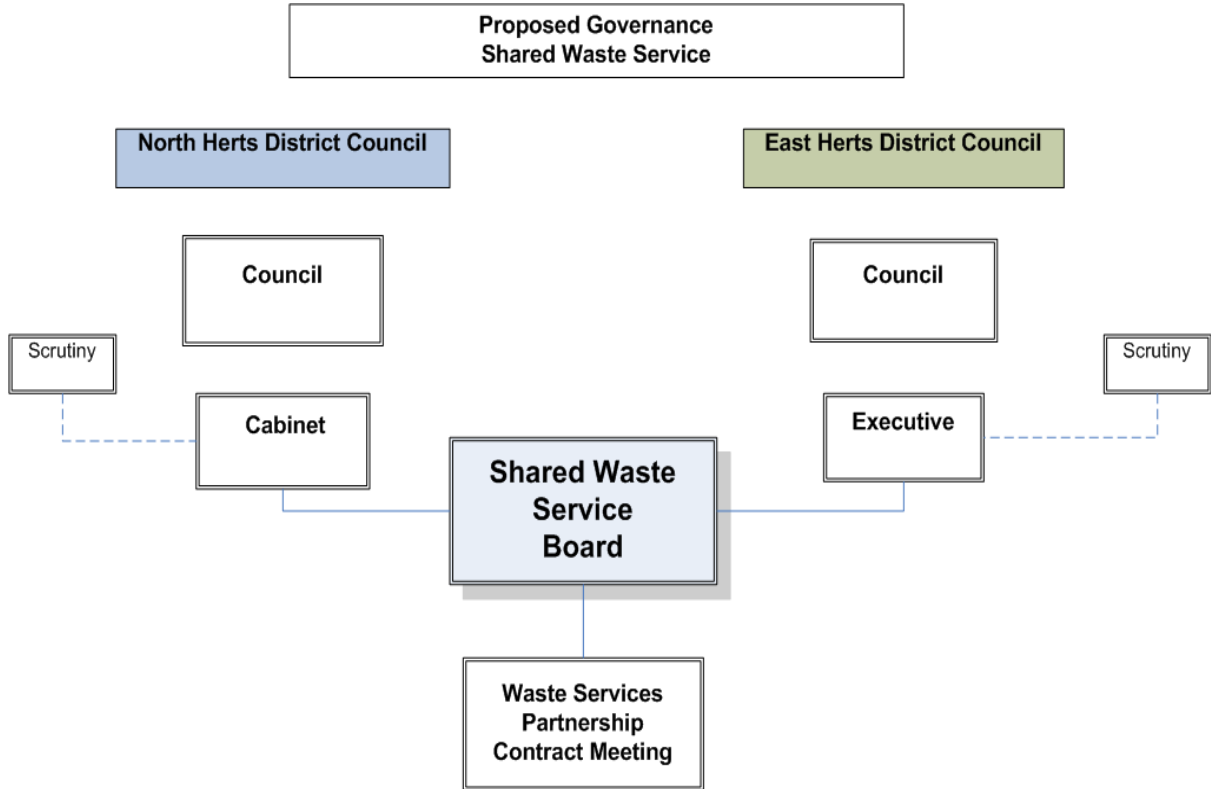
Member Roles

Executive Member responsibility for the service would be shared and delivered through a Joint Member Board (see Appendix B). This would meet regularly as required to ensure the strategic management of the service, consider change management requests and options for future service design and delivery. The Board would consist (as a minimum) of the Portfolio Holder and senior client officers from both authorities. Shared Waste and Street Cleansing Services Manager would report performance to the meeting. Additional partnership meetings would also be held with the main contractor's senior representative in attendance.

It is envisaged that the Joint Member Board will be an advisory Board and also act as consultee for the Councils' respective Executive Members. In this respect, the Board should provide an appropriate forum to align strategic direction and partnership working.

For operational requests Ward Councillors would access the Shared Service Commissioning Team through agreed contact protocols as at present. Formal complaints about service delivery or policy issues would be dealt with by the Shared Services Manager in the first instance, with escalation to the Senior Client Officer of the respective Council.

Appendix A – Proposed Member Governance Arrangements



Appendix B – Proposed Officer Governance Arrangements

