

**(A) Statement of Purpose, Strategy and Principles**

The Midlands Shared Services Forum has been established to promote shared services knowledge and information sharing, and thus provide support to its member organisations in improving their Shared Services operations. The purpose of the Forum steering group (“board”) is to set the strategy and define the direction of the network, in support of this overall goal, and to manage the network accordingly.

**Forum Principles.** The key principles for this forum are as follows:

- (1) Open sharing of knowledge, wherever commercially practical and acceptable,
- (2) Support of other member organisations with knowledge, expertise, and resources,
- (3) Constructive collective challenge to help make the forum the best it can be,
- (4) Promotion of the forum and its goals to maximise its impact and benefit to the shared services community generally.

**(B) Board Structure, Composition, Roles and responsibilities**

The role of the board is to set the long-term strategic direction of the forum and to plan the annual (and longer-term) activities in support of the overall goals of the forum.

It also manages the delivery of the (currently quarterly) forum events, with support from member organisations and from external experts (including Robert Walters and Act Lean) when required. In discharging these responsibilities the Board has regard to the purpose and principles of the Forum.

The Board will also approve any projects and programmes considered beneficial to members, and reports back to membership at quarterly events with recommendations for action.

**(1) Board Roles – current for 2015/16**

**(a) Chair:** Andrew Parris (Tarmac)

**(b) Deputy:** Scott Brown, (Britvic)

**(c) Board members** (7 at present, with a maximum of 8): at present these are all general roles.

Glenn Collins (Interserve FM),

Silvano Bisconti (NCH),

Sharon Walton, (Bilfinger GVA),

Ian English (Halfords),

Linda O’Connor (McDonalds)

Ruth Jones, (Rentokil Initial)

Vicki MacIntosh (BT)

**External members:**

1 – Habiba Khatoon, (Robert Walters), specialist SSC HR market support, & website sponsor.

2 – Stephen Duffy, Director, Act Lean Ltd, SSC expert adviser to the Board & forum.

**(2) Forum and Board Decision-making process**

The board will meet, as a minimum, after each quarterly forum event. Additional meetings (face-to-face or via concalls) may be called to discuss specific issues. These may be delegated to a subset of the board for specific topics to review and report back for a board decision.

**Board decision process.** The members appoint the board to make decisions on the running of the forum, and any such decisions will be taken by majority of board members present. In the event of no majority, the chair of the board will not have a casting vote. External members will not vote on decisions in which they may have a commercial interest.

**Quorum and delegation.** A minimum of 4 board members plus both external appointees (on an advisory basis) will be required for decisions on any operational matter/event. In the absence of the chair, a nominated deputy will chair the board meetings. Minutes of discussions and recommendations will be made available through RW to members (via SSC leaders) following these meetings.

**Board nomination.** Members are invited to nominate forum members to join the board, and the board may invite members to join the board. Board membership will be reviewed biannually with a view to keeping the constituency of the board relevant to the developing aims and focus of the forum. Board roles (including chair) and changes will be decided by majority vote of the board.

**( C ) Forum Processes: events, member involvement and confidentiality and feedback**

**(1) Membership.** Membership of the forum is open to any organisation with an operational interest in shared support services. This includes organisations that are considering setting up SSCs, as well as those with SSC operating units. Membership is not available to service providers to SSCs, except those partners invited to participate, either as board advisers, or event topic experts.

The board reserves the rights (in the unlikely event this be required) to exclude an organisation, if they collectively feel that organisation's participation is to the detriment of the goals and principles of the forum.

**(2) Membership events.**

Forum events will take place quarterly, with dates advised for the year in advance, and topics published in outline for at least two future sessions. Member organisations are expected to "share the load" of both hosting quarterly events and contributing as speakers at appropriate events where they can make a leading contribution.

**(3) Forum discussions and confidentiality.**

From time to time, at both board meeting and forum events, it is possible that information which is sensitive or confidential may be discussed. Board and forum members are expected to respect this, and refrain from disseminating or repeating such information outside the forum event or meeting. Feedback on the workings of the forum is actively encouraged informally from members, and may be formalised from time to time through member surveys.

**(4) Forum communication**

At this stage of the forum development, communications is expected to remain relatively informal, and essentially threefold:

(1) Notification of events through the RW-managed forum webpages

(<http://www.robertwalters.co.uk/shared-service.html>) and

(2) Two-way open discussion with members at forum quarterly events (breakfast briefings).

(3) Through the forum's Linked In page

(<https://www.linkedin.com/grp/home?gid=8327313&sort=POPULAR&trkInfo=clickedVertical%3Agroup%2CclickedEntityId%3A8327313%2Cidx%3A2-1-2%2CtarId%3A1445362096074%2Ctas%3Abirmingham+and+midlands&trk=tyah>)

Presentations from the forum events will be made available to members and the general public via the forum webpage without limitation.

**E - Funding of the Forum.**

The forum is a virtual organisation, has no day-to-day running costs, and as such there are no ongoing funding requirements, or membership fees. Any one-off costs (e.g. Christmas events, surveys, benchmarking, etc) will either be funded by board member's organisations, or voted on by members following board recommendations.

**F - Governance changes.**

Any changes to the governance model, proposed by either board or forum members will be considered by the board and ratified following forum events.