

# CP 2.5 Management Team terms of reference

## 1. Purpose

1.1 The primary purpose of the Management Team is to **get the best deal for passengers and road users** by providing collective leadership and accountability for the direction, **management**, and culture of Transport Focus;

1.2 The Management Team is accountable to both the Board (which has constituted the management team and approved these terms of reference) and its sub-committees for the delivery of the strategic and business plans;

1.3 Nothing within these terms of reference should be construed as obstructive of the proper functioning of line management relationships within Transport Focus, or of the right and responsibility of the Chief Executive to manage the organisation within the freedom conferred upon him as Accounting Officer and by the Board.

## 2. Key tasks and responsibilities

2.1 To advise the Board on strategy, priorities and resources for the organisation through the development of the strategic plan, business plans and associated budgets;

2.2 To provide the mechanism for and ensure the delivery of the strategic and business plans;

2.3 Provide collective leadership and responsibility for the direction and culture of the organisation

2.4 To ensure that resources are deployed effectively **and deliver taxpayer value**;

2.5 To hold the budget holders and work stream leaders to account for delivery of their team plans and budgets;

2.6 To approve and track major cross team projects and to assume or assign responsibility for these where appropriate;

2.7 To ensure that effective management and legal compliance structures are in place;

2.8 To ensure effective internal and external communication;

2.9 To develop and nurture strategic relationships which will develop the reputation of Transport Focus and facilitate the delivery of its mission:

2.10 To respond to strategic or major programme opportunities and threats by managing risk, and in particular information risk, effectively; to maintain and periodically review a system through which most programme and operational risk is managed at team level.

2.11 To receive reports and recommendations from staff as appropriate, and to make determinations on any matter except those matters reserved to the board (and as set out on annex A to these terms of reference)

2.12 To frame recommendations requiring Board approval and to implement user and operational policy following decisions at Board:

2.13 To have delegated authority to approve project briefs and / or expenditure requests up to a value of £75,000 including VAT providing that such requests relate to work considered 'core'; any request for work considered 'incidental' must be approved by the board on the recommendation of the management team. In addition, management team is required to consider and recommend to the Board all periodic budget revisions in excess of £50,000 per cost centre.

2.14 To maintain a sound system of internal control, which is periodically reviewed, and report to the audit committee as required;

2.15 To develop and maintain a suite of key performance indicators through which the business of Transport Focus is, and is seen to be, effectively managed.

### **3. Reservations and qualifications**

3.1 Part 2 of Transport Focus's *Constitution General* shall **not** have effect in respect of these terms of reference

3.2 The provisions of the *Board Reserved Matters* (annex A) shall apply in respect of these terms of reference (see CP 2.2)

3.3. The management team shall have regard to the protocol on change consultation (annex B) as set out in CP 2.7

#### 4. Proceedings

4.1 The Management Team will normally meet monthly, and / or as otherwise required. The meetings will usually be chaired by the Chief Executive; in his absence a nominated deputy will chair.

4.2 Minutes will be taken and confirmed at a subsequent meeting; unless any part of the proceedings is so confidential that they should be redacted, the minutes shall be published in full on Connect no later than six months after confirmation, and marked for publication accordingly.

#### 5. Membership

Membership comprises the direct reports of the Chief Executive (excluding his PA), plus other members as determined from time to time by him **and** agreed with the **Chair**. Other individuals may be invited to attend the meetings as required.

#### 6. Quorum

No quorum applies to the meetings of the management team. If the Chief Executive considers there are too few (or inappropriate) members of the management team present to deal with any matter, he may take whatever action he considers necessary including, but not limited to, determining the matter himself.

#### Document history

Version	Author	Comments	Approved by	Date
V1	Jon Carter	Original draft	Board, London	23 July 2005
V2	Jon Carter	General update	Board, Edinburgh	13 May 2008
V3	Jon Carter	FOIA 2000 provisions and related amends	Board, London	14 September 2011
V4	Michelle Calvert	Rebranding to Transport Focus	Board, London	11 March 2015
V5	Jon Carter	Core vs incidental and update	Board, Newcastle	12 November 2015