

CP 2.5 Senior Leadership Team: terms of reference

1. Purpose

1.1 The primary purpose of the Senior Leadership Team is to ensure Transport Focus delivers on its mission to be **the voice of Britain's transport users** by providing collective leadership and accountability for the direction and culture of Transport Focus;

1.2 The Senior Leadership Team is accountable to both the Board (which has constituted it and approved these terms of reference) and its sub-committees, for the delivery of annual workplans and longer term strategy;

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 work plans and associated budgets;

2.2 To provide the mechanism for and ensure the delivery of the work plan and any longer term 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 provide value for money;

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, governance and compliance structures are in place and are functioning as intended;

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 transport user and operational policy following decisions by the Board;

2.13 To have delegated financial authority as follows:

- to approve all expenditure requests over a value of £10,000 plus VAT (except where the Chief Executive has previously provided a higher delegation)
- to pre-approve in-meeting expenditure requests where the primary source of funding is the unallocated reserve, prior to formal approval out-of-meeting
- to refer any expenditure requests over £105,000 plus VAT for formal approval by the Board
- to consider and recommend to the Board all periodic budget revisions in excess of £75,000 per cost centre.
- **For the avoidance of doubt**, any expenditure request from the unallocated reserve (and not forming part of an approved annual budget) below the threshold of £10,000 plus VAT may be approved with the agreement of the Chief Executive and Chief Operating Officer; such approvals must be tabled for noting at the next SLT meeting;

2.14 To maintain a sound system of internal control, which is periodically reviewed, and subject to internal audit, and to report to the Audit and Risk Assurance 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;

2.16 To have delegated authority to create (and abolish) sub groups for specific purposes with terms of reference that are not inconsistent with these terms of reference or exceed its own delegated authority. Notes or minutes of sub group meetings must be tabled at MT meetings as soon as reasonably practicable thereafter.

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 Powers* shall apply in respect of these terms of reference (see CP 2.2)

3.3. The Senior Leadership team shall have regard to the protocol on change consultation as set out in CP 2.7

4. Proceedings

4.1 The Senior Leadership 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 edited or 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 of the Senior Leadership Team comprises:

- Chief executive
- Chief operating officer
- Director, Today
- Director, Policy (tomorrow and the future)
- Director, Nations and Regions

Interim members may be appointed per interim during transitional periods. Support to the Team shall be provided from within the Chief executives team. Other staff members may be exceptionally invited to attend meetings from time to time 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 Senior Leadership 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	New draft	Board, London	10 October 2023