

**Police, Fire and Crime Commissioner for Essex
Senior Management Team (SMT)**

Terms of Reference

PURPOSE

SMT will provide strategic leadership, management and support to the Police, Fire and Crime Commissioner and the running of the Office, the delivery of established priorities, recommendations on decisions and the scrutiny of performance.

MEMBERSHIP

SMT will comprise of:

- The Police, Fire and Crime Commissioner for Essex ('PFCC')
- The Deputy Police, Fire and Crime Commissioner for Essex ('DPFCC')
- The Chief Executive Officer and Monitoring Officer of the PFCC's office ('CEO')
- The Head of Finance and S.151 Officer
- The Strategic Head of Policy and Public Engagement ('Deputy Monitoring Officer')
- The Strategic Head of Partnerships and Delivery
- The Strategic Head of Performance and Resources

Chair

SMT will be chaired by the DPFCC on behalf of the PFCC. If the DPFCC is unavailable to Chair the meeting it will be Chaired by the PFCC.

Quorum

A minimum of 4 members must be present for the meeting to be deemed quorate; one of whom should be either the PFCC or the DPFCC and one of whom should be the Monitoring Officer or Deputy Monitoring Officer.

Decision-making

The PFCC or DPFCC will take a decision on individual agenda items once discussion has concluded.

SMT may make recommendations for decisions to be taken by the PFCC. These will be subject to the completion of a formal decision sheet for submission and sign-off.

Attendance

Members will prioritise attendance at SMT meetings if possible, with apologies being notified to the secretariat at the earliest possible opportunity.

Authors of reports or subject expert leads will be invited to join for the associated agenda items.

ROLE AND RESPONSIBILITIES

SMT is the principal mechanism for identifying, developing, agreeing, monitoring and reviewing:

- Governance arrangements, including but not limited to:
 - PFCC Constitution and all Articles identified under Schedule 15
 - Police, Fire and Crime Commissioner Fire and Rescue Authority (Fire and Rescue) Constitution
 - Treasury Management Strategy
 - Annual Reports and Statement of Accounts
 - PFCC Ethics & Integrity Framework
- Policy and Strategy development, including but not limited to:
 - Commissioning intentions and delivery programme
 - Strategic communications and engagement programme
- Business priorities and their delivery, including but not limited to the:
 - Police and Crime Plan
 - Fire and Rescue Plan
 - Joint Governance Local Business Case
 - PFCC Business Plan
- Risk Management, including and not limited to:
 - defining the risk appetite of the PFCC
 - identifying risks
 - risk management and mitigation plans
- Financial and resource management to ensure the office has the capability and capacity to deliver and to plan to meet current and future needs, including but not limited to:
 - budget setting
 - resource allocation
 - business prioritisation
 - staffing establishment
- Scrutinising performance and achievement of agreed operating and financial performance targets against strategies, policies and plans, including and not limited to:
 - The Police and Crime Plan
 - The Fire and Rescue Plan
 - Joint Governance Local Business Case
 - the consultation tracker
 - complaints and correspondence
 - complaint Appeal Reviews
 - the transparency Audit
 - Internal Audit Report
 - External Audits
 - Inspections

This scrutiny will complement the formal meeting structure, as set out in the Constitution, within which the PFCC holds the Chief Constable (Essex Police) and the Chief Fire Officer (Essex County Fire and Rescue Service) to account.

- Ensuring clear, consistent and comparable information is used to support the decision-making process and drive improvements, including but not limited to oversight of:
 - an effective and efficient decision-making process
 - the decision sheet tracker

MEETINGS

Frequency

SMT will meet on a fortnightly basis, but extra-ordinary meetings may be convened as necessary in liaison with the Chair.

Fortnightly meetings will be supplemented by more regular SMT virtual calls to provide ongoing operational leadership to the priorities of the PFCC and to discuss urgent matters. For this purpose, urgent is defined as a matter that has arisen between fortnightly SMT meetings that needs an immediate steer, discussion or resolution. For these meetings an action log will be taken and maintained by the PFCC's PA or the DPFCC's PA in her absence.

Meetings will be conducted in person, by video or conference call, whichever best meets the needs of the business at any given time.

Conduct

SMT members will promote the PFCC agreed values and behaviours, respecting one another and the contribution that each makes. They will operate collectively and supportively for the greater good in the delivery of the PFCC strategic vision. In so doing, they will take personal responsibility for the corporate contribution they make, thinking and operating beyond the portfolio's that they hold; for example, compiling the SMT weekly e-mail on a rota basis to keep the wider PFCC Team informed of the work of SMT and it's members.

Conflicts of Interest

SMT members will advise of any external interests that may conflict with their duties and responsibilities.

SECRETARIAT SUPPORT

The DPFCC's PA (or the PFCC's PA in her absence) will provide secretariat support to SMT meetings.

Notice of Meetings

For each meeting of SMT, the DPFCC's PA will prepare a draft agenda using the SMT Forward Plan as the basis for this. The DPFCC will agree final agendas for distribution.

For each meeting, agendas and papers will be disseminated 3 clear working days in advance of SMT meetings.

The SMT Forward Plan will be available in the SMT restricted folder on the shared drive for members to populate with future items. This Forward Plan will be reviewed monthly at an SMT meeting.

Minutes of Meeting

The business conducted at the meeting, and actions required, will be recorded in an action log prepared by the secretariat. Draft SMT action logs will be circulated within 5 working days of the meeting to the members and agreed at the next meeting of SMT.

Record Retention

The forward plan, agendas, associated papers and action logs will be in the SMT restricted folder on the shared drive.

Records and papers being stored will be destroyed in accordance with the Records Retention Policy and in accordance with Classification marking.

REVIEW OF TERMS OF REFERENCE

These Terms of Reference will be reviewed annually by SMT to ensure they remain fit for purpose and reflect the business needs and requirements of the PFCC.

DOCUMENT CHANGE CONTROL

DATE	VERSION	AUTHOR	DISTRIBUTION	PURPOSE
7/10/20	V.01	Jane Gardner	SMT	Draft prepared
12/10/20	V.01	Jane Gardner	SMT	Agenda Item for discussion
26/10/20	V.02	Jane Gardner		Refresh to include SMT revisions
5/11/20	V.03	Jane Gardner	Roger Hirst Pippa Brent Isherwood Elizabeth Helm	Final Decision Sheet sign-off
7/10/21				Annual review due