

PFCC Decision Report

Report reference number: 178-22

Classification: Not protectively marked

Title of report: Management Team Terms of Reference

Area of county / stakeholders affected:
All members of the PFCC's Senior Management Team (SMT)

Report by: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

Chief Officer: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

Date of report: 21 December 2022

Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

1. Executive Summary

During the peak of the Coronavirus pandemic, the PFCC's Senior Management Team (SMT) met daily to share updates from the standing Strategic Coordinating Group (SCG) and its supporting infrastructure, to maintain an overview of the welfare of the staff team, and to manage the business of the organisation on a day-to-day basis whilst working under business continuity arrangements. As the country emerged from the pandemic, ways of working were reviewed and revised again, in order to manage the business of the organisation most efficiently and effectively going forward. This led to the creation of Corporate Management Team meetings (attended by the PFCC, Deputy PFCC and the Chief Executive and Monitoring Officer) and Management Team meetings (attended by the Chief Executive and Monitoring Officer and their direct reports) alongside the existing SMT. The purpose of this report is to agree formally the Terms of Reference for the Management Team.

2. Recommendations

That the PFCC approves the Terms of Reference for the Management Team attached at Appendix 1.

3. Background to the Proposal

As set out in section 1 above, ways of working within the PFCC's office were reviewed and revised as the country emerged from the Coronavirus pandemic, in order to manage the business of the organisation most efficiently and effectively going forward. This led to the creation of Corporate Management Team (CMT) meetings and Management Team (MT) meetings alongside the existing SMT.

4. Proposal and Associated Benefits

Prior to the Coronavirus pandemic and the subsequent creation of Management Team meetings, the Senior Management Team had been meeting weekly for up to three hours each time, which absorbed a significant proportion of the capacity of the PFCC and Deputy PFCC as well as the four most senior staff within the organisation. The creation of Management Team meetings has allowed the frequency of SMT meetings to reduce to fortnightly and assisted in better managing its agenda planning and time management, as several matters are now able either to be dealt with by the Management Team, or else to come to SMT having already been discussed by the MT and a collective view or recommendation formed.

As set out in the proposed Terms of Reference, the Management Team is the principal mechanism for:

- Developing, recommending to the PFCC and overseeing delivery of the PFCC's Delivery Plan
- Operationalising the PFCC's Police and Crime Plan, Fire and Rescue Plan and Local Business Case for Joint Governance of Police and Fire and Rescue Services
- Developing, recommending to the PFCC and monitoring spend and variances against the agreed PFCC (office) budget
- Exercising oversight of the performance of services commissioned by the PFCC and of the support provided to the PFCC by collaborated functions (e.g. 7 Force Procurement).
- Keeping existing policies and procedures under continual review and updating them as necessary in accordance with the PFCC's Policy Review Plan
- Ensuring the implementation of agreed audit recommendations
- Developing and maintaining the PFCC's Management Risk Register and Information Risk Register, recommending escalations onto the Strategic Risk Register as necessary
- Developing and maintaining the PFCC's Data Asset Register
- Undertaking and agreeing risk assessments and mitigation plans to ensure the safety and security of PFCC staff and assets
- Dealing with day-to-day staffing and volunteering issues, including overseeing the corporate approach to workforce learning and development and ensuring

that all staff have equality of access to development opportunities and comply with mandatory training requirements

- Ensuring an effective corporate response to immediate and unexpected operational pressures
- Aligning staffing resources with business requirements, considering pressure points and areas in which service areas are reliant on one another and agreeing the corporate support that different service areas will lend one another. The Management Team is the first point of contact for resolving any issues on work streams that sit across more than one portfolio / area of responsibility.
- Ensuring that equality and diversity issues are continually considered and addressed through the work of the Management Team
- Leading and cascading internal communications with the wider staff team, ensuring consistent messaging in relation to key issues.

The Terms of Reference will be reviewed no less frequently than biennially to ensure they remain fit for purpose and reflect the business needs and requirements of the PFCC.

5. Options Analysis

Various options, in terms of the PFCC's internal governance structure and frequency of meetings, were considered as part of the review described in section 1, which resulted in the proposals set out in this report. To date, these arrangements appear to be working well.

The PFCC could choose not to adopt formal Terms of Reference for the Management Team, however this would result in a lack of clarity of purpose and scope and give rise to the risks set out in section 13 below.

6. Consultation and Engagement

All members of the Senior Management Team were engaged in and consulted on the development of the proposed Terms of Reference attached at Appendix 1.

7. Strategic Links

As set out in the proposed Terms of Reference, the Management Team oversees the day to day running of the PFCC's office and staffing teams in order to ensure the delivery of established priorities and agreed actions. As such, the Management Team is the principal mechanism for operationalising (through the PFCC's Delivery Plan) the PFCC's Police and Crime Plan, Fire and Rescue Plan and Local Business Case for Joint Governance of Police and Fire and Rescue Services.

8. Police operational implications

There are no operational implications arising for either Essex Police or the Essex County Fire and Rescue Service from this report.

9. Financial implications

There are no financial implications arising directly from this report.

10. Legal implications

There are no legal implications arising directly from this report.

11. Staffing implications

As set out in the proposed Terms of Reference, the Management Team is the principal mechanism for dealing with day-to-day staffing and volunteering issues, including overseeing the corporate approach to workforce learning and development and ensuring compliance with mandatory training requirements. The Management Team is also responsible for ensuring an effective corporate response to immediate and unexpected operational pressures and for aligning staffing resources with business requirements.

12. Equality, Diversity and Inclusion implications

As set out in the proposed Terms of Reference, the Management Team is the principal mechanism for ensuring that all staff have equality of access to development opportunities and for ensuring that equality and diversity issues are continually considered and addressed through the work of the PFCC's office.

The Management Team is an open forum in which diversity of thought, experience and constructive challenge are encouraged and welcomed. Members of the Management Team are expected to champion the PFCC's agreed values and behaviours, respecting one another and the contribution that each makes, and supporting each other in the delivery of the PFCC's strategic vision.

13. Risks and Mitigations

No risks have been identified with the proposal to agree the Terms of Reference attached at Appendix 1. As set out in the proposed Terms of Reference, the Management Team is the PFCC's principal mechanism for developing and maintaining the PFCC's Management Risk Register, Information Risk Register and Data Asset Register, recommending escalations onto the Strategic Risk Register as necessary. The Management Team is also responsible for undertaking and agreeing risk assessments and mitigation plans to ensure the safety and security of PFCC staff and assets.

There would be risks associated with not adopting clear Terms of Reference for the Management Team, particularly terms of items of business being referred to multiple internal governance structures (thereby creating additional strain on leadership capacity), or matters being dealt with at an inappropriate level of the organisation's governance structure.

14. Governance Boards

The Terms of Reference attached for formal approval at Appendix 1 were approved in principle at the SMT meeting on 21 June 2022.

In consultation with the Deputy PFCC, as the Chair of CMT and SMT, the broad split of responsibilities between CMT, SMT and MT was agreed as follows:

Corporate Management Team	Senior Management Team	Management Team
<i>PFCC, Deputy PFCC, Chief Executive & MO</i>	<i>PFCC, Deputy PFCC, Chief Executive & MO, Strategic Heads</i>	<i>Chief Executive & MO, Strategic Heads</i>
Monitoring Officer / legal issues	Approval of new policies and strategies	Oversight of the Policy Review Plan & individual policy / strategy reviews
Significant staffing / employee relations issues (incl. relating to Essex Police / ECFRS)	Approval of consultation responses	Day to day staffing / resourcing issues (incl. tracking completion of training)
Oversight of high profile police / fire and rescue operations	Approval of the PFCC's Delivery Plan and monitoring of delivery by exception	Delivery Plan monitoring
Responses to complaints against the PFCC and Deputy PFCC	Strategic Risk Register Quarterly audit of data protection arrangements	Management Risk Register (incl. Information Risk Register and Data Asset Register)
Oversight of decision reports awaiting approval	Budget setting and monitoring by exception	Routine budget monitoring
	Police and Crime Plan / Fire and Rescue Plan / Local Business Case Gap Analyses – Exception reporting	Police and Crime Plan / Fire and Rescue Plan / Local Business Case Gap Analyses
	Approval of audit reports and management responses	Tracking delivery of audit recommendations
	Strategic input into commissioning activities (e.g. approval of specifications etc) and quarterly monitoring of commissioned services by exception	Full quarterly monitoring of commissioned services
	Approval of funding bids	Approval of risk assessments

15. Links to Future Plans

As set out in section 7 above and the attached Terms of Reference, the Management Team oversees the day to day running of the PFCC's office and staffing teams in order to ensure the delivery of established priorities and agreed actions.

16. Background Papers and Appendices

Appendix 1 – Management Team (MT) Terms of Reference

Report Approval

The report will be signed off by the PFCC's Chief Executive and Chief Finance Officer prior to review and sign off by the PFCC / DPFCC.

Chief Executive / M.O.

Sign:

Print: P. Brent-Isherwood

Date: 21 December 2022

Chief Finance Officer

Sign:

Print: Janet Perry

Date: 25 January 2023

Publication

Is the report for publication?

YES

NO

If 'NO', please give reasons for non-publication (*Where relevant, cite the security classification of the document(s). State 'None' if applicable*)

None

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

Redaction

If the report is for publication, is redaction required:

1. Of Decision Sheet?

YES

2. Of Appendix?

YES

NO

NO

If 'YES', please provide details of required redaction:

N/A

Date redaction carried out:

Chief Finance Officer / Chief Executive Sign Off – for Redactions only

If redaction is required, the Treasurer or Chief Executive is to sign off that redaction has been completed.

Sign:

Print:

Chief Executive / Chief Finance Officer

Decision and Final Sign Off

I agree the recommendations to this report:



Sign:

Print: Roger Hirst

PFCC

Date signed: 27 January 2023

I do not agree the recommendations to this report because:

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Sign:

Print:

PFCC/Deputy PFCC