

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

---

**REPORT TO:** Leader and Cabinet  
**AUTHOR/S:** Chief Executive

22nd January 2004

---

**MANAGEMENT TEAM - TERMS OF REFERENCE**

Purpose

1. To enable the Cabinet to approve terms of reference for Management Team

Effect on Corporate Objectives

2	Quality, Accessible Services	The proposals in the report clarify and give emphasis to the role of Management Team in supporting the Corporate Objectives by giving strategic advice to the Council and ensuring delivery of the objectives through addressing performance management and capacity.
	Village Life	
	Sustainability	
	Partnership	

Background and Considerations

3. The Council's Chief Officer Management Team has no formal status within the Council and no terms of reference. In order to clarify its role, Management Team has given consideration to its terms of reference. It is therefore recommended that the following role be recommended to Council for inclusion in the Constitution under Part 5 – Codes and Protocols.

“Management Team – Terms of Reference

***Strategic Policy Role***

- a) *The main focus of the work of Management Team is to support the work of the Cabinet - in its role of developing and ensuring the delivery of Council policy and objectives.*
- b) *Management Team will be proactive in giving advice and options for the future direction of the Council, taking into account the views of the public, government priorities, statutory requirements and the needs of the district. In particular, Management Team will make recommendations on the Corporate Strategy, Community Strategy, Best Value Performance Plan, Financial Strategy and other major strategies to reflect Council aims.*

***Performance Management Role***

- c) *Management Team will ensure delivery of Council objectives by:-*
  - *ensuring that corporate policies and plans are converted into clear programmes and targets with clear responsibilities and resources;*

- *monitoring performance in delivering on those targets,*
- *alerting Cabinet of potential issues and problems and giving appropriate advice.*
- *ensuring that all major corporate policies have appropriate commitment (together with necessary resources) from all appropriate departments.*

### ***Developing Capacity Role***

- d) *Management Team has the role of ensuring that the capacities and capabilities of the Council match up to the ambitions and programmes of the Cabinet and Council – in terms of financial resources, staffing numbers and skills, communications etc. MT will develop programmes to enhance the Council’s capacities and report on a regular basis to Cabinet on any identified problems.*

### ***Leadership Role***

- e) *Management Team will act as champions of the Corporate Objectives and Values within the workforce and seek to ensure commitment to those objectives and values. Relevant Management Team decisions will be effectively communicated to employees.*

### ***Operational Role***

- f) *Management Team will ensure that there are appropriate frameworks and policies to ensure that consistent management and operational practices; consistent standards of customer service, value for money etc are appropriately applied across the Council, but will not generally be involved in matters relating to the application of those systems and standards in individual departments.*

*When attending Management Team, the Chief Executive and Directors’ primary responsibility is not to their particular service but to the interests of the Council as a whole. Management Team will operate collective responsibility*

Note: Management Team is a mechanism adopted by the Chief Executive supported by the other Chief Officers to manage the Council and its business most effectively. It is for the Chief Executive to choose the composition of the team. A Management Team is not a requirement in constitutional or indeed management terms and can, at the option of the Chief Executive, be disbanded or substituted by any other mechanism or inter-relationship which ensures a co-operative and corporate approach to management”

### **Legal Implications**

4. The above terms of reference give a clearer role for Management Team, but as a body it will still have no formal decision making powers. All delegated authority is to the Chief Executive and individual Directors.

### **Recommendation**

5. Cabinet is recommended to approve the above terms of reference for recommendation to Council for inclusion in the Constitution.

**Background Papers:** no background papers were used in the preparation of this report:

**Contact Officer:** John Ballantyne, Tel: (01223) 443011