

## Executive Leadership Team (ELT) Terms of Reference

Version date: 12 May 2023

<b>Chairs</b>	Chief Executive – Duncan Sharkey
<b>Administrative support</b>	Business Change <a href="mailto:ProgrammeManagementO@somerset.gov.uk">ProgrammeManagementO@somerset.gov.uk</a>
<b>Frequency of Meetings</b>	Weekly every Monday at 4pm
<b>Duration of Meetings</b>	60 minutes

<b>Quorum</b>	Not applicable
<b>Next review</b>	Date to be confirmed: currently review is ongoing as ELT mobilises

Core Membership	
Duncan Sharkey	Chair
Trudi Grant	Executive Director of Public Health
Mickey Green	Executive Director of Climate and Place
Chris Hall	Executive Director of Community Services
Alyn Jones	Executive Director for Strategy, Localities and Workforce
Mel Lock	Executive Director of Adult Social Care and Health
Jason Vaughan	Executive Director of Resources (s151)
Claire Winter	Executive Director of Children & Family Services
No substitutes are required in event of unavailability	

### 1. Introduction

This document details the Terms of Reference (ToR) for the Executive leadership team (ELT).

ELT is not intended as a formal forum however this ToR has been developed as a description of its intended purpose and to inform others of its role.

This is an informal meeting, for self-identified agendas/topics from ELT members which will be informed by other work and emerging topics. The scope of topics for this leadership team meeting expands to all aspect of strategy, service provision, change, service alignment/improvement and transformation across the organisation.

## 2. Purpose of the Executive Leadership Team

- To have high level strategic conversations, discuss strategic risk and opportunity, make use of strategic horizon scanning, locally, regionally, nationally.
- To provide strategic direction and culture building in the system.
- To provide a space for ELT to:
  - Grow their relationship as people, colleagues and as a team.
  - Support and enable each other as corporate leaders across the organisation.
  - Plan and develop partnerships and relationship with communities and stakeholders, shape responses to cross cutting or significant issues and determine how to lead wider debates.

## 3. Responsibilities of the Executive Leadership Team

- As a senior management team ELT will be visibly seen to work together, shaping and driving the organisation forwards in terms of its business and its culture.
- Responsibilities include:
  - Strategic horizon scanning and translation into Somerset responses (through Corporate Leadership Team).
  - Ensure Executive are being supported, advised coherently with risks and issues identified and resolved.
  - Emergent major (esp. from Executive) political and organisational issues and direction as appropriate to Corporate Leadership Team / Director Leadership Team/Boards.
  - Stakeholder management and partnerships including system leadership.
  - Foster strategic partnerships across the system e.g. health, economy, emerging Somerset Board.
  - Driving development of the values and culture of Somerset Council, modelling the behaviours expected of all staff.
  - Informal updates on critical activity from ELT members where of value.
  - Team development.
  - Consideration of long-range issues – e.g. budget, transformation plans/ideas.
  - Ensure Executive are being supported, advised coherently and issues identified and resolved.

## 4. Principles of the Executive Leadership Team

ELT will ensure that any work they do:

- Has Somerset residents' interest at heart.
- Is aligned to the Somerset Council corporate plan and operating model.
- Is evidenced- based.
- Is sustainable and productive

- Focusses on building capability and culture across the council and Somerset system
- Is outcome-focused

## **5. Review of Terms of Reference**

These terms of reference will be reviewed on an ongoing basis as the Executive Leadership Team develops.

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