

Corporate Leadership Team Terms of Reference

Version date: 12 May 2023

Chairs	Chief Executive – Duncan Sharkey
Administrative support	Business Change ProgrammeManagementO@somerset.gov.uk
Frequency of Meetings	Third Tuesday of every month at 10am
Duration of Meetings	3 hours

Quorum	Not applicable
Next review	Date to be confirmed: currently review is ongoing as CLT mobilises

Core Membership	
Duncan Sharkey	Chief Executive
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 (Deputy Chair)
Mel Lock	Executive Director of Adult Service
Jason Vaughan	Executive Director of Resources (s151)
Claire Winter	Executive Director of Children & Family Services
Chris Brown	Service Director of Housing
David Carter	Service Director of Infrastructure and Transport
David Clark	Service Director of Government, Democratic & Legal Services
Liz Dawson	Service Director of Cultural Services
Sarah Dowden	Service Director of Regulatory and Operational Services
Paul Hickson	Service Director of Economy, Employment and Planning
Nicola Hix	Service Director of Finance & Procurement
Andy Kennell	Service Director of Information and Communications Technology
Kirsty Larkins	Service Director of Climate, Environmental and Sustainability
Sara Skirton	Service Director of Partnerships & Localities
Chris Squire	Service Director of Workforce
Jan Stafford	Service Director of Customer services
Ollie Woodhams	Service Director of Strategic Asset Management
Sara Cretney	Service Director of Strategy & Performance
Substitutes are not required however may be provided at discretion of Directors.	

Additional members may be invited to report on specific programmes of work, priority areas and/or to contribute to specialised areas of discussion depending on the agenda.

1. Introduction

This document details the Terms of Reference (ToR) for the Corporate Leadership Team (CLT).

2. Purpose of the Corporate Leadership Team

To maintain strategic conversations between the top three management tiers of Somerset Council and provide the “space” for the group to define the direction of the council. It will:

- Own, embody and develop critical ways of working to deliver for example Corporate Plan, MTFP, projects and programmes / transition and transformation.
- To discuss and shape: culture, discussions with stakeholders and Members and other things CLT can add value to together.
- To 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.
- Enable and support each other to be leaders of the entire organisation.
- Prepare for Informal Executive meetings and consider their outcomes.

The CLT will operate as a mix of formal and informal activity. Workshops on topics are encouraged and Directors asked to bring forward topics and facilitate. Where formal reports of discussions are required, these will be minuted. The purpose of bringing formal reports to CLT remains as defined in sections 2 and 3 of these terms of reference: CLT has no decision-making power.

3. Responsibilities of the Corporate Leadership Team

- Coordinate council responses to requirements / issues raised by Executive Leadership Team, Executive, Officer/Member Boards and others eg Somerset Board.
 - Working collectively to develop plans and action based on policy and strategic environment and within existing governance (eg Transition, Transformation and Change Board)
 - To lead the organisation and what it chooses to do, adding value and breaking down siloes and barriers to delivery.
 - Develop emerging strategic themes and objectives based on an understanding of the Somerset system and environment in which the council operates, for example:

- Shaping responses to cross cutting or significant issues and how to lead wider debates
 - Leading (at meetings and in-between) development of solutions and proposals to meet agreed, new, or emerging objectives.
- Driving development of organisational culture
- Developing partnerships
- MTFP development and delivery (proactively delivering sustainable budgets) alongside Performance, Risk and Budget Board and annual MTFP process.
- Foster and drive cross-system collaboration.
- Develop our “top-team” ethos.
- Formal reporting on locality issues, business planning and resource allocation.
- Collective development of Local Community Networks as we learn more about them.

4. Principles of the Corporate Leadership Team

CLT 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 Corporate Leadership Team develops.

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