

**EXECUTIVE MANAGEMENT/LEADERSHIP TEAM**

**TERMS OF REFERENCE TEMPLATE/S**

# **Overview**

These templates are to assist Chief Executive Officers (CEOs) and senior leadership to develop terms and guidelines for their high-level management meetings.

Often referred to as Executive Management Team (EMT) or Executive Leadership Team (ELT), this group is made up of the CEO and their direct reports (i.e. Directors). On occasion, the HR and Safety Managers are regular attendees to provide strategic advice relating to their specific fields of expertise.

Depending on the level that the CEO and/or senior leadership team determine to operate their engagement, be it formally or informally, two template options are provided in the following pages for consideration as a guide to develop their purpose and function. These are:

* EMT/ELT Meeting Terms of Reference (page 2); or
* EMT/ELT Charter (page 5).

The templates are not exhaustive, and each council will have its own variances on how it will operate its EMT/ELT meetings.

# **Related templates**

* EMT/ELT Action Register template

*This resource has been prepared in partnership between LGMA and the Department of Housing, Local Government, Planning and Public Works through the Governance Advisory Service.*

# **TEMPLATE – MEETING TERMS OF REFERENCE**

It is acknowledged that councils will format to their own inhouse style guide when converting this template.

# **EXECUTIVE MANAGEMENT TEAM / EXECUTIVE LEADERSHIP TEAM MEETINGS TERMS OF REFERENCE**

Select or insert correct name of senior leadership team.

# Purpose

The Executive Management Team (EMT) is a forum that supports the effective operations of council in its strategic and operational obligations, where members obtain information, briefings, and an opportunity for officers to bring matters for workshopping purposes, with a view to make administrative decisions or to progress for executive arm considerations.

EMT meetings provide a forum for information sharing and forward planning by senior officers on matters impacting the region, community, and the organisation, to enhance and support future decision making.

# Scope

The scope of the EMT activities relate to the strategic and operational functions of <Council>.

The EMT is focused on strategic, operational and management matters with respect to preparedness and response to the effective running of the operations of the organisation and implementation of decisions of council, including the priorities of council set out in the corporate and operational plans and policies, and other adopted strategies.

# Membership

EMT meetings are closed to the public and will be officially chaired\* by the CEO.

|  |  |
| --- | --- |
| Chairperson\* | Chief Executive Officer |
| Members | All Executive Leaders (Directors) <list out positions> |
| Attendees/Contributors | As required:  Human Resources Manager  Workplace Health & Safety Manager  Governance Manager |

If a director or required attendee is absent, the officer appointed as Acting is expected to attend. It will be assumed that the officer has briefed his or her delegate before their attendance at an EMT meeting.

Meetings would be attended by relevant managers and technical officers, as appropriate.

\*The position of Chairperson will be on a rotational basis for each meeting.

# Accountability

All members must demonstrate a commitment to the EMT meetings by active participation in the group meetings, sub-groups, progressing actions and bringing issues and solutions to the table. It is expected that positive participation will form part of the roles and responsibilities assessments under the <Executive Performance Management>.

# Governance arrangements & meetings

## Frequency

Meetings will be held <weekly/monthly> on <e.g. Monday>, commencing at <e.g. 1pm>, or as determined by the CEO.

The CEO may reschedule or cancel a meeting due to lack of items, unavailability of members, or conflicting/emergent issues.

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| *Options: CEO/EMT may determine to have different meetings and formalities to these meetings.*  *Example 1 - 2 x meetings per month focused on operational coordination/reviewing efficiency/ budgets etc.  1 x meeting a month with only 1 or 2 items on the agenda focused on big picture strategic issues e.g. economic development policy, Housing strategy, strategic risk reviews, developing the organisational culture etc.*  *Example 2 – 1 fortnight have a formal meeting, 1 fortnight have an informal meeting.* |

## Agendas

The CEO, in consultation with the Executive Team, will be responsible for developing and distributing the agenda. Managers are invited to request items for the agenda for discussion or for information, which will be included at the discretion of the CEO, noting that other methods of responding may be appropriate.

Such items are to be forwarded to the CEO’s PA/EA in sufficient time for the agenda to be prepared and distributed to committee members and any relevant stakeholders.

EMT agendas are to be made available to each member at least two business days before the scheduled meeting.

Standing items on the agenda include, but not limited to:

* Confirmation of minutes from the previous meeting
* EMT Action Register Update (Business arising)
* Risk Registers/internal audit (usually only be quarterly)
* Budget reports/financial position.

Information sharing and co-ordination:

* Discussion on emerging external trends
* Discussion on emerging trends in the organisation
* Policy development/reviews
* Topics for discussion – it is good practice to include one major strategy issue on each agenda.

Other ad hoc standing items/topics, include but not limited to, as and when required:

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| --- | --- | --- |
| *Business Continuity Plan* | *Emergency/Disaster Management* | *Workplace Health and Safety trends/information/updates* |
| *Project Management oversight (Capital/Operational)* | *Organisational planning/development* | *HR Strategy*  *HR/IR trends/information/updates* |
| *Strategy Development* | *Strategic Policy* | *Compliance* |

## Minutes

Minutes of each meeting are to be taken by the <xxxx>

Actions captured during the meeting will be recorded on the Actions Register, which will form a standing item on the agenda.

Minutes are to be sent to members via email no later than two days after the meeting.

Members are responsible for capturing actions for their attention at the meeting and ensuring they are progressed as soon as practicable.

## Location

The <council chambers/CEO’s office> or other locations as required/determined.

It is preferred that the meetings be held in person, however when required, they may be held virtually.

## Review

The effectiveness of, and Terms of Reference (TOR) developed for the EMT meetings, will be reviewed at least annually.

## Records

All minutes must be filed with councils corporate records system and distributed to members and relevant stakeholders (the latter may only receive the actions or extract of the minutes of their item).

Option – a copy of the EMT meeting minutes are made available to all staff for information (excluding any confidential HR type issues).

## Administration

The CEO/CEO’s Office will facilitate all governance and meeting requirements for the ELT meetings, including the scheduling of calendar invites.

# Version control

|  |  |  |  |
| --- | --- | --- | --- |
| **Version No.** | **Date** | **Approved** | **Amendment** |
| 1.0 | dd/mm/yyyy | [officer name] | [brief description] |
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|  |  |  |  |

# Approval

|  |  |  |  |
| --- | --- | --- | --- |
| EMT | |  | |
| Date: | dd/mm/yyyy | Next review date: |  |

# **TEMPLATE - CHARTER**

It is acknowledged that councils will format to their own inhouse style guide when converting this template

Acknowledgement to Mornington Shire Council

# **<COUNCIL NAME> EXECUTIVE MANAGEMENT TEAM / EXECUTIVE LEADERSHIP TEAM CHARTER**

Select or insert correct name of senior leadership team.

Our charter sets out how we work together as an Executive Management Team (EMT).

# Our shared vision: -

We believe that leadership matters.

We believe that: -

* the role of the Executive Management Team is to provide leadership and clear direction for the council organisation;
* good leadership builds confidence and trust that the council can deliver great outcomes for the <community>; and
* a united and cohesive Executive Management Team will provide the council with much needed stability.

# Our shared values: -

* Trust
* Honesty

Personalise these to your senior leadership team and council

* Mutual support
* Respect
* Courtesy

# Our shared commitments: -

* we commit to open and honest communication with each other
* we commit to working together in a respectful and courteous way
* we commit to trusting and supporting each other
* we commit to finding positive solutions for the benefit of the council and community
* we commit to getting things done quickly and effectively.

# Our meeting structure: -

We have <number of meetings> EMT meetings per month, each with a different focus.

## Strategic meeting

This meeting will generally only have two items on the agenda – both of which need to be strategic in nature. This will allow the EMT to step back from the day-to-day business of council and focus on long-term planning and big picture issues. As a general rule, one of the strategic issues will be about the community and the other about the council as an organisation. A forward program of strategic issues for both council and the community will be used to plan monthly strategic discussions. A member of the EMT will take the lead for each of the nominated strategic issues.

## Information sharing meeting

This meeting will provide an opportunity for members of the EMT to share what they are currently working on, and this will help improve coordination across the organisation. Further, day-to-day council issues that arise can be addressed at this meeting to ensure issues are dealt with quickly and effectively. Each EMT member should share key issues they are working on, particularly where there are likely to be issues that affect different parts of the organisation.

## Problem solving meeting

The purpose of this meeting is to provide an opportunity for the collective wisdom and intellect of the ELT to work on key issues identified by ELT members. This meeting will have 3 potential focus areas: –

1. to allow EMT member to bring a thorny or difficult problem to the meeting and to seek assistance from EMT colleagues to help solve the problem;
2. to look at systematic improvement in council operations by undertaking a “deep dive” into council processes and practices that need to be improved to make us more efficient; and
3. to provide an opportunity for mutual support – to check in with each other on how we are doing.

# Version control

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| --- | --- | --- | --- |
| **Version No.** | **Date** | **Approved** | **Amendment** |
| 1.0 | dd/mm/yyyy | [officer name] | [brief description] |
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# Approval

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| --- | --- | --- | --- |
| CHIEF EXECUTIVE OFFICER | |  | |
| Date: | dd/mm/yyyy | Next review date: |  |