**Management and Leadership Team Protocol**

* Corporate Leadership Team (CLT) is just the Corporate Directors (CD).
* CLMT is the Corporate Directors plus Statutory Officers.
* Papers that have a financial impact must come to CLMT. Those that don’t can come to CLT.
* Early concept papers and requests for steers can come to CLT.
* Statutory Officers will decide with their relevant CD (or the Chief Executive (CX), in the case of the Monitoring Officer) if it is the best use of their time to attend CLMT, dependent upon the agenda of the day.
* Papers that are due to move into the Member arena as a next stage (Mature Papers); and have financial implications; need to be detailed and to have both Legal and Financial Sign Off before they are submitted to CLT/CLMT.
* Papers need clear recommendations and points for decisions.
* All papers must reference back to their part in delivery 2040 and where the paper is a strategy/plan how it fits into the 2040 Priorities and/or the Future Ready Strategy.
* Mature Papers must have risks clearly detailed, and mitigations and solutions to deal with those risks. Where a procurement is proposed as part of the solution advice from the Council’s Procurement Team should also be documented within the report. Where there are staffing implications the HR team should be consulted and advice again documented in the report.
* Whether papers need to go through the relevant Departmental Management Teams (DMT) prior to CLT/CLMT will be determined by the relevant CD. A DMT date column has been added to the Management Forward Plan. A sign off column for HR and Finance will also be added.
* As papers are in development it should be for the report writer and their SD/CD to accept or reject suggested changes. Where not accepted a clear rationale should be given. It should not be expected for Support Services to write, or rewrite reports.
* Papers should be submitted to the Business and Member Services team by Friday Lunchtime and will be circulated to attendees on Friday afternoon, in order to enable papers to be considered properly. Any reports not submitted by the deadline will be subject to agreement with the CX. The implications for missing the deadline are for the Report Writer to manage.
* Attendees will consider the papers before the meeting and circulate any points of detail by 0900 Wednesday to enable the Report Writer to consider them prior to the meeting. This will also enable the conversation at CLT/CLMT to focus upon points of substance rather than points of detail. (RP note- I will be blocking out a 2 hour time window on either Friday afternoon/Monday/Tuesday to afford me time to undertake this).

Transformation Board

On a monthly basis we will have a Transformation Board which will consist of the CDs, SD Finance, and SD Customer and Organisation Development. The Transformation Board will be charged with overseeing the Transformation Programme at all stages of development.

An Overarching Transformation Strategy will be produced, to be agreed by the Executive, which will seek delegated approval for the draw down of Invest to Save funds, for projects that meet set criteria and also for early proposal development funds. Progress on the Transformation Programme will be report quarterly to FRG and Executive through the Quarterly Reporting.

CLT will agree the Terms of Reference of the Transformation Board.