

## Executive Leadership Team (ELT)

---

### TERMS OF REFERENCE

#### 1. Scope

##### 1.1. Purpose

ELT, led by the Chief Executive, is responsible for the oversight and implementation of the corporate strategy, in accordance with Society policies.

##### 1.2. Authority

ELT operates with delegated authority from the Board of Trustees in accordance with the terms of reference and the Decision-Making Matrix.

##### 1.3. Reporting

ELT reports to the Board via the Chief Executive.

#### 2. Membership

##### 2.1 Chair

ELT is chaired on a rotated basis by all the members stated below, although overall accountability lies with the Chief Executive.

##### 2.2 Members

- Chief Executive
- Chief Operating Officer
- Chief Financial Officer
- Chief Supporter Officer
- Executive Director Communications and External Affairs
- Executive Director International
- Executive Director UK Operations

##### 2.3 Other attendees

The Chief of Staff will attend ELT meetings in an advisory capacity.

The CEOs Business Manager will attend ELT meeting as the appointed secretariat.

Other attendees may join to act in an advisory capacity, as deemed necessary.

A member may send a deputy if they are unable to attend, with agreement of the CEO. If the CEO is unable to attend a meeting, the CEO or Chief of Staff will agree a lead for that meeting.

## **2.4 Term of office**

Membership of ELT is co-terminus with the period of employment of each member in an ELT position.

## **2.5 Quorum**

Quorum is set for at least half of the membership of ELT, one to be Chair. If the Chair is unable to attend a meeting, they may appoint a deputy, who will count towards the quorum.

# **3. Responsibilities**

## **3.1 The overarching purpose of ELT is to:**

- Provide clear and focused leadership of the whole organisation; and to
- Ensure financial sustainability.

## **3.2 The responsibilities of ELT shall be to:**

- Make key corporate decisions about direction, strategy implementation, major projects and resource allocation.
- Focus on activities that affect a large number of stakeholders; with a focus on high risk, high cost and high impact items which are significant in achieving strategic aims; and/ or involve significant investment.
- Consider the external environment, adapting to changing needs, pressures and opportunities.
- Nurture the long-term values, reputation and resources of the organisation.
- Manage the performance and impact of the organisation. This includes review and monitoring implications and interventions relating to: management accounts, quarterly corporate performance monitoring, and KPI scanning in ensuring clear line of sight and delivery for the corporate strategy.
- Value and inspire the commitment of our people.
- Ensure appropriate checks and balances are in place for all major items of expenditure and agreeing as appropriate.
- Oversee and ensure the effectiveness of the Society's risk management systems, practices and procedures; and provide reports to the Board and its committees.
- Discuss proposed corporate policies, related to the above matters, before submission to the Board for approval.

# **4. Management**

## **4.1 Secretary**

The CEO's Business Manager is appointed as the meetings secretariat and will arrange, convene, attend and record all meetings. If the CEO's Business Manager is unavailable, then a deputy will be appointed in their place.

#### **4.2 Papers/agenda**

The CEO's Business Manager will ensure ELT workflow is aligned within the Society's structures and processes and provide advice and support for the meetings.

The Secretary is responsible for circulating papers for the meetings. Agenda and papers will be circulated to all members at least 2 working days before the meeting.

#### **4.3 Meetings**

Formal ELT meetings are held once a fortnight. Additionally, ELT also take part in joint activities including bi-monthly strategic sessions, planning days and development days. Any other additional meetings may be scheduled at the request of the CEO, with notice of at least 24 hours.

#### **4.4 Attendance**

Members are expected to attend all meetings unless agreed by the CEO.

It will be specified by the CEO's Business Manager whether the meeting is to be held in person or virtually and all attendees are expected to comply with the stated arrangement.

#### **4.5 Minutes / reporting**

The CEO's Business Manager shall distribute minutes of each meeting to ELT members within five working days.

Minutes of ELT meetings, suitably redacted to protect commercially and otherwise sensitive information, will be shared with the Internal Communications team for incorporation into relevant organisation wide communications.

### **5. Version control**

#### **5.1 Approval**

These terms of reference were approved by ELT on Tuesday 21 March 2023.