

Executive Leadership Team (ELT)

TERMS OF REFERENCE

1. Scope

1.1. Purpose

ELT, led by the Chief Executive, is responsible for the development of the corporate strategy for approval by the Board and oversight of its implementation, 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 will be chaired by the Chief Executive.

2.2 Members

- Chief Executive
- Chief Financial Officer
- Chief Information Officer
- Executive Director Communications and Engagement
- Executive Director Fundraising
- Executive Director People and Learning
- Executive Director International
- Executive Director UK Operations

2.3 Other attendees

The head of governance and chief executive's office will attend ELT meetings in an advisory capacity.

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 meeting 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.
- 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 of the organisation.
- Value and inspire the commitment of our people.
- Review and monitor 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.
- 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

A secretary shall be appointed who will arrange, convene, attend and record all meetings.

4.2 Papers/agenda

The governance support unit will ensure business is aligned within the business structures and processes, and provide business 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 5 working days before the meeting.

4.3 Meetings

The committee will normally meet every calendar month. Additional meetings may take place at the request of the chair.

4.4 Attendance

Members are expected to attend all meetings unless agreed by the chair. Attendance by tele/video conference can be agreed with the chair.

4.5 Minutes / reporting

The Secretary shall distribute minutes of each meeting to ELT members within ten working days.

Minutes of ELT meetings, suitably redacted to protect commercially and otherwise sensitive information, will be published on the intranet to be shared with our people.

5. Version control

5.1 Approval

These terms of reference were approved by ELT in November 2017.