

Terms of Reference

1. Purpose

1.1 The Executive Management Team (EMT) provides leadership to the KLTR Office, contributes to the KLTR's strategy and ensures effective delivery of the operations and strategic objectives.

2. Authority

2.1 EMT operates with delegated authority from the Chief Executive in accordance with the Terms of Reference.

3. Membership

3.1 The EMT will be chaired by the Chief Financial Officer (CFO) and Deputy Accountable Officer.

3.2 The members of the EMT will be the Chief Executive and the Band G team leads for the time being. A member may send a deputy if they are unable to attend, with the Chief Executive's agreement.

3.3 If the CFO is unable to attend a meeting, the CE will Chair for that meeting.

3.4 Other external and internal individuals may be invited to attend all or part of a meeting, at the Chair's discretion, for specific items under discussion and in an advisory capacity.

4. Responsibilities

4.1 The responsibilities of the EMT are to:

4.1.1 make decisions about the strategic priorities and, as and where appropriate, to make decisions on key operational matters, processes, policies, new projects and schemes.

4.1.2 provide advice to the Chief Executive on resourcing and resource allocation.

4.1.3 provide advice to the Chief Executive on other matters and topics as may be requested from time to time by the Chief Executive.

4.1.4 provide advice and recommendations to the Chief Executive regarding the agenda for the Advisory Board.

4.1.5 be responsible for Risk Management within KLTR.

4.1.6 At an agreed meeting date falling after the end of the previous quarter, team leaders will be expected to provide written updates in advance on the following topics, for noting and discussion by the other members:

- progress against the strategic and business plan and day-to-day operational delivery.
- performance against KPIs and balanced scorecard
- Report on significant or otherwise material changes to risks and/or the risk register.



5. Quorum

5.1 At least one half of the members must be present, in person or virtually, one of whom is Chair.

6. Meetings

6.1 The EMT will aim to meet every 6-8 weeks with additional meetings called to discuss specific matters at the request of an EMT member.

7. Reporting

7.1 Minutes of each meeting, together with an updated actions log, will aim to be circulated by the Chief Executive's Office within 10 working days following the meeting for review and approval by the attendees of that meeting.

8. Review

8.1 These terms of reference may be reviewed from time to time and may only be changed with the Chief Executive's approval.

These terms of reference were approved by the EMT on 11 September 2024.