# Extended Leadership Team (ELT)

# *EPRR Silver*

# Terms of Reference (TOR)

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| --- | --- | --- |
| **Version:** | **Owner:** | **Created:** |
| 1.2 | Rhys Hancock (Director of Nursing, AHPs and Governance) | 25/07/2022 |
| **Published:** | **Approving Director:** | **Next Review** |
| 16/09/2025 | Jonathan Pearce (CEO) | 16/09/2027 |

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## Purpose

The Extended Leadership Team (ELT) will hold responsibility for the safe and effective delivery of change, improvement, development and redesign of BrisDoc Services.

Service delivery, performance and assurance is the responsibility of the respective Leadership Oversight Boards (LOBs). Therefore, this group is enabled to focus on delivery and consideration of service change and improvement in the context of strategic direction and pan services collaboration.

It is important to note that ELT also forms the Silver/Tactical meeting function for EPRR purposes in the context of a major or critical incident.

## Responsibilities

The ELT will hold responsibility and perform five key functions:

### 1. Change Management

* Provide leadership within a framework of prudent and effective controls which enable risk to be assessed and managed
* Embrace and deliver a continuous improvement approach, e.g., as a result of need, incident or innovation.

### 2. Service Challenges

* Consider the implications of service changes on system relationships and performance
* Consider the impact of national and regional strategy on service delivery

### 3. Stakeholder Management

* Provide and share information on service updates, changes, key system meetings and 1 to 1 stakeholder meetings

### 4. Risk Management

* Respond efficiently to service risks and provide immediate consultation to service leads on urgent matters which have negative service delivery implications

### 5. Communication

* Ensure an effective communication channel exists between the Senior Leadership Team, staff, patients and the local health economy

## Co-owners Council Engagement

The ELT will maintain a clear channel of communication with the Co-owners’ Council as and when needed. So that both parties are able to share information and consult one another as appropriate. This will ensure that the co-owners’ council remains part of this group’s consciousness when making key decisions.

## Membership

The membership of the ELT will be comprised of;

* Director of Nursing, Allied Health Professionals and Governance (Chair)
* CEO
* Medical Director
* Commercial and Finance Director
* Programme and Service Director
* Director of People
* Head of Integrated Urgent Care
* Deputy Medical Directors
* Head of Nursing and Allied Healthcare Professionals - IUC
* Head of Practice Services

In addition, members will be co-opted into the group if particular issues or projects arise that require expertise from individuals other than substantive members.

## Frequency

The ELT will meet on a weekly basis. Additional exceptional meetings can be called by the chair as required.

## Quoracy

A minimum of four members, with at least two Directors to be present for a decision to be made.

## Reporting and Accountability

The ELT is accountable to the ELT Board. The Chair will report to the ELT Board on the activity and outputs of the ELT, providing assurance on service change and improvement.

The following groups will report to the ELT for assurance in relation to the responsibilities set out by this TOR and that of their respective TORs:

* Bronze Meeting
* Service Delivery Improvement Group (IUC) (where there are implications for other service lines only)

## Agenda

The following framework will be used to drive agenda setting that meets the purpose and responsibilities of the group.

|  |  |
| --- | --- |
| ***Section*** | ***Item*** |
| ***Standing items*** | Urgent Escalations (Silver) |
| System Updates (by exception) |
| Cross Service Risks |
| ***Focus areas*** | Service Changes |
| Cross Service Project Updates |
| ***Other Business*** | Requests for Support  Notable Incidents  AOB |
| ***Summary*** | Actions |
| Comms |

## Review

The TOR for the ELT will be reviewed annually.

### Version Control

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Date** | **Author** | **Changes Overview** |
| V1.0 | 25/07/2022 | Rhys Hancock (Director of Nursing, AHPs and Governance) | Initial TOR |
| V1.1 | 09/04/2025 | JB | RH has reviewed the TOR and is satisfied that they stand as given with Managing Director changed to CEO. happy to extend the review date by a further 3 months to allow the corporate governance review to play out and impact on the TOR can then be considered. |
| V1.2 | 22/07/2025 | RH | Updated membership and reporting structure. New Framework agenda.  Remove reference to SLT and BBM and more to ELT. |