

Management Board - Terms of Reference

Membership

Chief Executive and Clerk (Chair)

Directors

Heads of Service Commission and Member Support service will provide the Secretariat to the Board.

Board Objectives

The Chief Executive and Directors, who are executive, non-voting members of the Commission, will set direction, maintain overall stewardship and governance, and ensure our overall capacity to deliver. They will:

- deal with business and decisions of a strategic, broad nature; these are likely to be issues that have implications beyond the immediate year;
- take stock and consider the implications or impact of a broad range of factors on our future role, including external influences, key stakeholders, horizon scanning;
- drive the framework for future corporate planning, determining themes and priorities, reviewing our role, long term aims and priorities;
- complete processes for formal governance requirements such as the Governance statement, annual report;
- adjust the organisational structure so that it remains fit for purpose and that we have the right people, with the right skills, in the right place.

The Management Board is a decision making body, as well as a forum for exchange. They will deal with management, operational and policy matters relating to all our services. They will:

- take decisions about issues and policy with short or medium term impact (e.g. within an annual planning cycle);
- review performance and initiate appropriate action by Directorates;
- stimulate and consider new ideas and ensure that they are taken forward in the most effective way by Directorates;
- give consideration to the delivery and future development of corporate strategies such as HR, Marketing and ICT;
- maintain an overview of communications right across service areas and drive improvements, including senior management visibility and accessibility;
- consider matters where service areas are reliant on one another and agree the corporate support that different service areas need to give one another;
- ensure that the work of the Management Board is disseminated effectively to all service areas.



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In doing this work, they will:

- have a clear delivery focus;
- work on organisational challenges;
- ensure that priorities in different areas of the organisation are understood;
- strengthen synergies.

Across all the Directorates and Service Groups, the Management Board will:

- review previous month and quarter performance and highlight any actions to be taken;
- look forward over the next quarter and consider any factors which will affect the running of the organisation;
- ensure that the organisation is improving the delivery of its services to customers and meeting their needs;
- ensure the organisation is driving improvements in efficiency;
- consider critical and high level risks to the achievement of business objectives;
- ensure performance, improvements and actions are in line with our vision and values.

Management Board Meetings

Standing Items

The following standing items will be considered at regular intervals:

- Corporate Risk register
- Financial Management Report
- Investment Board activities

Behaviour in Meetings

The Management Board is an open forum where discussion and constructive challenge is encouraged. Discussion will be focused on the papers being considered and other agenda items which should be read prior to the meeting.

Frequency of Meetings

The Management Board will meet on a monthly basis or more frequently as required to support the requirements of the organisation and to facilitate the development and presentation of strategic recommendations, activities and projects to the Commission for information or decision-making.



Management Board Papers

Papers for the meeting should be prepared along the agreed guidelines and on an agreed template.

Papers will be issued at least three days in advance of the meeting.

Papers (except those deemed as unsuitable for publication) will be published on the Intranet within six weeks of a meeting.

Review

These Terms of Reference will be reviewed from time to time.



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