Report on Proposal to Establish a Managers' Group

Meeting date: QSMTM 20 January 2026

Report by: Lynn Balfour, Head of Business Support

1. Purpose of report

To formally consider the establishment of a Managers' Group in OSIC.

2. Recommendations for SMT

(i)   Review and agree the content of the report including terms of reference
(ii) Discuss next steps for implementation
(iii) Consider whether this report should be published in full

3. Report

Proposal to Establish a Managers' Group

Following a previous SMT discussion this is a formal proposal to establish a Managers' Group for all staff with line management responsibility across all teams within the organisation, with the aim of holding regular meetings.

The purpose of the group would be to provide a dedicated space to:

- Discuss line management related training and development needs
- Undertake short and focused training sessions
- Raise and explore staff related issues and concerns
- Share best practice and practical approaches
- Work towards a more consistent approach to line management across teams

This will be a valuable opportunity for less experienced line managers to learn from those with more experience, and for everyone to have a forum to share ideas, seek advice, and support one another in their roles.

This also responds to the requests for line management training and development highlighted through annual appraisal forms and feedback from the staff survey.

A draft Terms of Reference is below for consideration.

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OSIC Managers' Group: Draft Terms of Reference

1. Purpose

The Managers' Group exists to support staff with line management responsibility by providing a forum to develop skills, share best practice, discuss challenges, and promote a consistent and effective approach to line management across the organisation.

2. Objectives

The group will aim to:

- Support the development of effective line management practice
- Identify and address common line management challenges
- Share knowledge, experience, and best practice across teams
- Provide opportunities for training and learning on management-related topics
- Promote consistency, fairness, and good practice in managing staff
- Offer a safe and supportive space to raise issues, test ideas, and seek advice

3. Scope

The group will focus on:

- Day to day line management issues in the general sense (e.g. wellbeing, absence, development, communication)
- Training and development needs for managers
- Implementation of organisational policies and procedures related to staff management
- Sharing practical tools, resources, and approaches

The group is not a decision making body for individual staffing cases but may identify themes or issues that need to be escalated through appropriate channels.

4. Membership

- Open to all staff with line management responsibility
- Attendance is encouraged but recognised as subject to operational pressures
- The group by default will include a mix of experienced and less experienced managers to support peer learning

5. Chairing and Facilitation

- Meetings will be chaired or facilitated by the Head of Business Support with responsibility for setting agendas and ensuring meetings are focused and productive
- Responsibility for chairing or contributing agenda items may be shared or rotated

- As the group has no decision making function, formal minutes will not be taken. Instead, any agreed actions will be followed up informally by email

6. Frequency and Format

- Meetings will take place monthly
- Sessions may include a mix of discussion, training input, and peer support
- Meetings may be held in person, online, or in a hybrid format

7. Confidentiality

- Discussions will be treated as confidential and handled sensitively
- Individual staff matters should not be discussed in a way that identifies individuals
- The group will operate in line with organisational policies on confidentiality and data protection

8. Outputs

The group may:

- Identify training needs and recommend learning opportunities
- Develop shared guidance or good practice notes
- Feed themes or recommendations to the Senior Management Team where appropriate

9. Review

- The Terms of Reference and effectiveness of the group will be reviewed after an initial 6 months and updated as required

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