Council effectiveness and development

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Type of business	For discussion
For Council only:	N/A
Issue	To discuss and give feedback on the proposed approach to delivering the Council effectiveness recommendations
Recommendation	The Council is asked to **discuss** the draft plan to implement the recommendations from the Council and Committee effectiveness review.

1.   Introduction

1.1   As part of a review of Council and Committee effectiveness in 2019, Deloitte produced 19 suggested recommendations for Council and the Executive team to consider implementing. The responsibility for design and delivery of some of the recommendations rests with Council, some were for the Executive and some were to be delivered jointly.

1.2   At the review feedback session in October 2019, Council were provided with an opportunity to discuss and challenge the contents of the report, and at this meeting there was broad agreement for the implementation of the recommendations.

1.3   Following discussions with the Chair and Chief Executive, the recommendations have been grouped into themes, and a high-level plan to support delivery of the Council-led recommendations has been shared with Council via correspondence. An overview of the themes, completed, and planned work for all recommendations is set out at **Appendix one** as a high-level plan.

2.   Council-led recommendations

2.1   A Project Manager has been assigned to support the delivery of all of the recommendations and to capture further work arising from implementation. Project documentation is currently in the process of being drawn up, and will include a summary progress overview, a draft of which can be found at **Appendix two**.

2.2   Although it is planned that the project will close out when the recommendations have been implemented, work will continue on each of the themes as part of business as usual. For example, in relation to the evaluation and development of Council members, the sessions suggested by Deloitte, and agreed with Council in October, will be delivered as part of the project plan.

2.3   However, the skills audit (designed to support recommendation nine) and discussions with Council as the work is delivered will contribute to an ongoing development programme, led by People Services and Governance colleagues. The intention is to have a number of development sessions each year, which can be adapted to the needs of the Council, including new members. This work will also feed into a new induction programme, for Council colleagues joining in 2020, 2021 and beyond. Another external review is planned for 2022.

2.4   Reviewing Council business, Committee improvements and the structure of Committees will also become business as usual, and form part of the governance team business plan. These matters will be discussed on an ongoing basis by the Chair, Executive team, the Accounting Officer (AO) and Head of Governance, and will be formally reviewed once a year, including from an AO perspective. Feedback on the quality of papers, and Committee and Council meetings generally will continue to be sought as it is now.

3.   Executive-led recommendations

3.1   The recommendations where the responsibility for design and delivery of actions will be treated as business as usual actively and delivery will be led by the Executive Director, Legal and Governance, working with the Executive team and overseen by the CEO.

4. Matters to note and discussion points

4.1   Council is asked to note the following:

- the draft plan is subject to review and change, particularly as there are three new Council members joining this year, and it would be beneficial to have them attend some development sessions.

- it is suggested that recommendation 7 (a Council-led recommendation) – for the CEO to develop the Executive team, is excluded from the project, as this is work which will need to be undertaken by the CEO, together with the new Executive team. The role of the Council in this work will be reiterated by the workshop on roles and responsibilities.

- it is also suggested that recommendation 15 (a Council-led recommendation) – to review the forward plan and agenda of SPC, is taken forward as part of the adjudications work, which the Council approved at the December 2019 meeting. It does not, therefore appear in the plan set out at **Appendix one**, and SPC arrangements and documents will be updated and amended as decisions are made as part of the separate work.

- although a new Governance team structure has been consulted upon, key posts still need to be recruited to, including a permanent Head of Governance (the interim in this role has agreed to stay on until the end of 2020), and their deputy post, Secretariat Manager. Until the team has been recruited to fully, capacity will continue to be an issue, which may have an impact on the delivery of the project.

- it is intended that recommendation 8 – to move to fewer scheduled all-day workshops – will be implemented. However, with the need to implement the recommendations in a timely way, and delivery requiring time with Council, 2020 is

likely to require a similar number of workshop sessions to 2019. Again, this will be kept under review by the Interim Head of Governance, in discussions with the Chair of Council.

3.2   Council is asked to discuss the plan to implement the recommendations, in particular if would be helpful for views on the following:

- is the suggested plan acceptable for the delivery of the recommendations?

- does the summary progress overview document provide the Council with the information required to gain assurance in relation to this project?

- how frequently would Council want an update on the progress of this project, considering that there are effectiveness or development sessions planned for most Council meetings this year? Would the summary progress overview, plus an oral discussion at each meeting suffice?

- is the December 2020 workshop an appropriate time to undertake a more thorough review of this work?

- having undertaken the skills audit, are there any areas of development which ought to be scheduled for 2020, or which should be prioritised for 2021?

Appendices

   a. Appendix 1. Overview of themes and planned implementation work
   b. Appendix 2. Summary project overview

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Appendix One

Recommendations where Council is responsibility for delivery and implementation appear in black, those for the executive in red, and shared recommendations appear in blue

Theme	Recommendation(s)	Completed work	Planned work
Review and amend the balance of Council business	R1 – remove duplication between private and public meetings R3 – explore an approach which pushes business into the public meeting R8 – move to fewer scheduled all day Council meetings. Workshops should be outcome focused – with the intended output circulated prior to the meeting	**December 2019** Council meeting trialled new agenda for public and private meetings, the same approach is being taken for **January 2020** council.	The Head of Governance will work with the Chair of Council to create a meeting review process which covers these items. Hold a short feedback session with Council in **July 2020** (when four post review Council meetings have taken place), to review the new approach, in particular: • are there any conversations being held in public which should be held in private session? • is there any duplication of papers between the two sessions? • Is workshop time being used effectively, with identified output identified and circulated in advance? Governance business planning will continue to explore the balance of meetings.

Theme	Recommendation(s)	Completed work	Planned work
Evaluation and development of Council Members	R9 – continue to use the appraisal process to evaluate and develop individual contributions, complemented by a programme of Board development – including sessions on roles, and tone of challenge and debate. R – 10 Council should set aside time in 2020 to explore its skills requirement and identify any gaps	A Board skills matrix was drafted and circulated for completion in by Council in **December 2019**.	Proposed session for the Council workshop session in **January 2020** reviewing roles. Once the skills audits have all been completed, an analysis of Council skills will be undertaken, gaps (if any) identified, and used to plan further development and support recruitment. This will link up with the Committee assurance work and the skills needed for each Committee. Proposed session for **June 2020** Council workshop – reviewing assurance v reassurance and constructive challenge Proposed session at either **July or October 2020** Council workshop on skills and team development (EMT and Council). Review of Council appraisal documentation in **Q3 of 2020** – to be led by the Executive Director, Organisational Development (and overseen by the Remuneration Committee).
Review of Committees structure/clarity	R 5 – Develop a one page escalation template to be completed by committee chairs R 11 c – consider refining the agenda of the FPC R 13 – review TOR for all Council sub-Committees and consider how we can move to		Proposed session for the Council workshop session in **January 2020** reviewing the current committee structure and re-stating what assurance Council is seeking from each Committee. This will include consideration of a continuing role for PRB. Proposed internal session for the **March 2020** Council workshop to review and test revised TORS and escalation template (prepared by the governance team).

Theme	Recommendation(s)	Completed work	Planned work
	a quarterly assurance cycle – and review workplans R 14 – consideration of standing down PRB and explore arrangements to fulfil its role at Executive level R 18 – Review Standing Orders and create a single document		Proposed workshop with Council in **June 2020** on finalising delegations from the Act, with a finalised scheme of delegation to come to Council for sign off in **July 2020.** Revised standing orders to be drafted by Governance team and brought to the **July 2020** Council for input/sign off.
Governance improvement	R2 – mechanism for scheduling, producing and quality assuring papers should be reviewed. Council should establish clear expectations regarding length, detail and quality of papers. R4 – align the Council cycle of business and public agenda to the GDC's strategic objectives headings R6 – forward agenda planning and scheduling should be more effectively steered by the governance team to promote effective upward flow of assurance	A new paper template has been drafted (**December 2019**) and will be trialled at Council in **January 2020.** The structure of the governance team has been reviewed, and consulted upon. The new structure will be implemented from **January 2020.** An interim Head of Governance has been appointed on a fixed term basis until **December 2020**, to provide continuity to the team and the service.	A short session at the **March 2020** Council Workshop is planned to consider the new template and further suggested amendments to papers. Once the new structure is fully recruited to, the improvements will be planned and delivered.

Theme	Recommendation(s)	Completed work	Planned work
	R 16 – review roles and structure in governance team to create a career development pathway/develop a development programme for the team R 17 – expand the governance handbook to become a comprehensive record of all key governance structures, processes and arrangements. R 19 – review the processes and steps required for agenda approval and assurance paper production		
Committee improvement	R 11 a – develop an over-arching performance report (FPC) R 11 b – develop more focused assurance reporting for FTP (FPC) R 12 – amend risk reporting to include a statement of assurance for each risk from ARC		The Executive Director, Registration and Corporate Resources will lead on R 11 a, and has committed to produce a tested report by **Q4 2020,** with iterations of a draft report brought to FPC throughout the year. The Executive Director, FTP Transition, will lead on R11 b, with an aim to produce revised reporting by close of **Q2 2020.**