## Objectives

- This project will deliver the 13 (tbc) Council led (including joint recommendations) made by Deloitte ref Board (Council and Committee) effectiveness and capture further governance improvement work arising from implementation.
- The recommendations have been grouped as below:
  - Review & amend the balance of Council business
  - Evaluation and development of Council members
  - Review of Committee structure/clarity
  - Governance improvement
  - Committee improvement

## Benefits

- More Council business will be conducted in public, increasing transparency of how the GDC operates – increasing confidence of the public in the GDC.
- Better use of Council members & EMT time due to less duplication of business and reduction in costs
- There will be a rolling programme of Council evaluation and development which supports continuous improvement.
- SLT, Committees and Council will understand their roles and remit and will be provided with clear papers on key business only.
- The governance structure and documentation will be clear, efficient and effective.

## Key Proposals/Risks/Issues

- **PROPOSAL:** Recommendation 7 ‘CEO to develop Exec team’ (suggest excluded from project as will be done by CEO & new Exec team)
- **PROPOSAL:** Recommendation 15 ‘to review the forward plan and agenda of SPC’ – propose this is taken forward as part of the adjudications work.
- **ISSUE:** Governance - until new team structure is fully recruited, capacity will continue to be an issue. Resolution: New Governance team structure consulted upon and recruitment underway.
- **RISK:** Legislative reform i.e. FtP rules and/or Governance structure may impede Council’s ability to deliver the Deloitte recommendations as planned. Mitigation: 1) Key dependencies to be managed between Legislative reform and Board effectiveness project with issues escalated for review/approval

## Progress this period

- **Project** - a Project Manager has been appointed and a draft high level project plan has been developed covering all of the Deloitte recommendations.
- **Review and amend the balance of Council business**
  - December 2019 Council meeting trialled new agenda for public and private meetings, the same approach is being taken for January 2020 council.
- **Evaluation and development of Council Members**
  - A Board skills matrix has been drafted and circulated for completion by Council in December 2019
- **Governance improvement**
  - New paper template has been drafted (December 2019) and will be trialled at Council in January 2020.

## Planned for next period

- **Project** - develop further the overall project plan and key timelines for delivery
- **Review and amend the balance of Council business**
  - The Head of Governance will work with the Chair of Council to create a meeting review process which covers the key recommendations.
  - Governance business planning to continue to explore the balance of meetings
- **Evaluation and development of Council Members**
  - Council workshop session in January 2020 reviewing roles and responsibilities
  - Council skills gap analysis and development plan drafted
- **Review of Committees structure/clarity**
  - Council workshop January 2020 - review current committee structure and re-state what assurance Council is seeking plus consideration of future for PRB.
  - Proposed internal session March 2020 Council workshop – review and test revised TORs and escalation template
- **Governance improvement**
  - March 2020 Council Workshop - planned to consider the new template and further suggested amendments to papers.
- **Committee improvement**
  - Start development of an over-arching performance report (FPC)
  - Start development of a more focused assurance reporting for FTP (FPC)
**Board Effectiveness Project**

**Legal & Governance Directorate**

**Operational Excellence**

**Board Effectiveness Project**

**Planned Start:** 01/12/19

**Planned Finish:** 30/06/21

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**GDC Council & committees effectiveness review - High level plan**

**v0.4 08-Jan-20**

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<td>1) Review and amendment of the balance of Council business</td>
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<td>Remove duplication between private and public meetings</td>
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<td>Develop a one page escalation template to be completed by committee chairs.</td>
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<td>Explore an approach which pushes business into the public meeting</td>
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<td>R4</td>
<td>Mechanism for scheduling, producing &amp; QA of papers should be reviewed. Council should establish clear expectations regarding length, detail &amp; quality of papers</td>
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<td>Review the forward plan and agenda of SPC (suggest that this is taken forward as part of the adjudications work)</td>
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<td>R7</td>
<td>Council to support the CEO to develop the Executive team (suggest that this is excluded from the project, as this is work which will need to be undertaken by the CEO, together with the new Executive team)</td>
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<td>Move to fewer scheduled all day Council meetings. Workshops to be outcome focused – with intended output circulated prior to meeting</td>
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<td>R9</td>
<td>Continue to use the appraisal process to evaluate &amp; develop individual contributions, complemented by a programme of Board development from Council Members.</td>
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<td>R10</td>
<td>Council should set aside time in 2020 to explore its skills requirement and identify any gaps</td>
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<td>Consider refining the agenda and forward plan of FPC</td>
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<td>Review ToR for all Council sub-committees and consider how we can move to a quarterly assurance cycle &amp; review workplans</td>
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<td>Align the agenda and forward plan of Remco</td>
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<td>Consider standing down PRB &amp; explore arrangements to fulfil its role at Executive level</td>
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<td>Amend risk reporting to include a statement of assurance for each risk from ARC</td>
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Please note: This project plan is a draft and is currently undergoing further development.