

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)

GDC Council & committees effectiveness review - High level plan													v0.4	08-Jan-20	TODAY												
Key: ■ = On track ■ = At risk ■ = Off track ■ = Not yet planned ■ = Completed													2019	Quarter 1 - 2020			Quarter 2 - 2020			Quarter 3 - 2020			Quarter 4 - 2020			2021	
Theme	Ref	Recommendation (from Deloitte)	Responsibility	Status	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	QTR 1 Jan-Mar	QTR 2 Apr-Jun								
1) Review and amend the balance of Council business	R1	Remove duplication between private and public meetings	Council / Executive	In progress	▲ Council							▲ Council feedback session															
	R3	Explore an approach which pushes business into the public meeting	Council	In progress	▲ Council							▲ Council feedback session															
	R8	Move to fewer scheduled all day Council meetings. Workshops to be outcome focused – with intended output circulated prior to meeting	Council	Not started		▲ Wksp roles & resp						▲ Council feedback session															
2) Evaluation and development of Council Members	R9	Continue to use the appraisal process to evaluate & develop individual contributions, complemented by a programme of Board development from Council Members.	Council	In progress		▲ Wksp roles & resp					▲ Deloitte - Assurance vs Reassurance		Review appraisal process			▲ 3 new Council members											
	R10	Council should set aside time in 2020 to explore its skills requirement and identify any gaps	Council	In progress	▲ Council skills audit							▲ Deloitte - Assurance vs Reassurance				▲ Wksp - develop skills/team		▲ Wksp - progress review tbc									
3) Review of Committees structure/clarity	R5	Develop a one page escalation template to be completed by committee chairs.	Council	Not started		▲ Chairs group																					
	R11/C	Consider refining the agenda and forward plan of FPC	Council / Executive	Not started																							
	R13/A	Review ToR for all Council sub-committees and consider how we can move to a quarterly assurance cycle & review workplans	Council	Not started		▲ Wksp committee structure		▲ Review revised ToRs																			
	R13/B	Align the agenda and forward plan of Remco	Council	Not started																							
	R14	Consider standing down PRB & explore arrangements to fulfil its role at Executive level	Council	Not started																							
	R18	Review Standing Orders and create a single document	Council	Not started								Review/develop Standing Orders	▲ Council input/sign-off SO														
4) Governance improvement	R2	Mechanism for scheduling, producing & QA of papers should be reviewed. Council should establish clear expectations regarding length, detail & quality of papers	Council / Executive	In progress		▲ New template drafted		▲ review new template																			
	R4	Align the Council cycle of business and public agenda to the GDC's strategic objectives headings	Council	Not started																							
5) Committee improvement	R11/A	Develop an over-arching performance report (FPC)	Council / Executive	In progress		Planning	Draft to SLT workshop					Develop report						▲ Deliver report from Q3									
	R11/B	Develop more focused assurance reporting for FTP (FPC)	Council / Executive	In progress		Planning						Develop revised report	▲ Deliver revised FFP report														
	R12	Amend risk reporting to include a statement of assurance for each risk from ARC	Council (ARC)	In progress			Options paper to ARC																				
R7	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)		Council	Descope - tbc								▲ Deloitte - Assurance vs Reassurance															
	R15	Review the forward plan and agenda of SPC (suggest that this is taken forward as part of the adjudications work)		Council	Descope - tbc																						

Please note: This project plan is a draft and is currently undergoing further development