

<b>Agenda item:</b>	<b>9</b>
<b>Report title:</b>	<b>Requirements for Council member appointments and reappointments 2016</b>
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<b>Action:</b>	<b>To consider</b>

## Executive summary

Council has agreed that there should be an open competition for the appointment of two Council members, one medical and one lay member living or working wholly and mainly in each of Scotland and Wales. The detailed requirements for this process now need to be agreed.

Council has decided the approach to the reappointments process that will be managed in parallel with the reappointment of eight Council members who have reached the end of their first four year terms. However, one final decision regarding the staggering of members' second terms needs to be made now so that this can inform the requirements for the open competition.

## Recommendations

Council is asked to:

- a** Review the suggested amendments to the competencies, experience and expertise required for the new Council member appointments in 2016 and consider whether any further changes are required.
- b** Agree the level of remuneration, time commitment and terms of office for the role.
- c** Agree the approach to staggering members' terms for reappointment.
- d** Note the progress to date on the appointments process and next steps.

## Requirements for Council member roles

### *Competencies, skills and knowledge*

- 1 At its meeting on [30 September 2015](#) Council agreed the approach to the appointment and reappointment of Council members, which would include an open competition for the two known vacancies arising at the end of 2016, and a reappointments process in which current Council members could be considered for reappointment to help ensure a degree of continuity and use the experience built over the first four year term.
- 2 Council also agreed to undertake a self assessment skills audit of members to assess its future needs and identify what skills and experience may be required in making the new appointments/reappointments. A session for this purpose took place in December 2015, focused on whether Council has an appropriate mix of skills, experience and expertise to oversee the organisation in light of its current corporate strategy ([http://www.gmc-uk.org/Corporate\\_strategy\\_2014\\_17.pdf](http://www.gmc-uk.org/Corporate_strategy_2014_17.pdf) 54828872.pdf ), its priorities and the future model of regulation; and whether there were any areas of skills, experience and expertise that Council would wish to supplement in order to sustain or increase its effectiveness and impact.
- 3 The skills audit highlighted a small number of areas where limited expertise was reported, including commercial acumen; financial/business management; investment income generation; information systems and communications technology; and legal expertise. Council is asked to consider whether these are included in the range of competencies, skills and knowledge required for the new appointments. The current role description agreed by Council for the 2014 Council member appointment campaign is at [Annex A](#). Subject to Council's views, we would propose that for these appointments the additional knowledge and skills are desirable rather than essential requirements, and Council should review whether any further [changes to this section](#) are required.
- 4 The final agreed amendments to the competencies, skills and knowledge required for the role will also be reflected within the reappointments process as part of the assessment of whether members' skills and expertise will continue to meet Council's assessed future needs.

### *Remuneration, time commitment and terms of office*

- 5 Council members are entitled to receive remuneration of £18,000 per year, for a time commitment of up to three days a month. The level of remuneration was set in 2012 following a review and benchmarking exercise carried out by an external agency. Council reviewed this for the 2014 appointments and decided that no changes were merited at that stage. Members' feedback from the session in December 2015

indicated that the current arrangements were sufficient and that it was unnecessary to make any changes at this time.

- 6 Council is asked to confirm whether it is content to maintain remuneration and the expected time commitment at the current levels. It is also proposed that the new Council members should be recommended to be appointed for a four year term, to maximise their contribution to the role and to enable Council to refresh membership at appropriate intervals.

### **Requirements for reappointments**

- 7 Council agreed to revisit the arrangements for staggering terms of office, in the context of the degree to which this is already inherent in the membership of Council as it currently stands.
- 8 If Council agrees that a further element of staggering should be introduced over and above that which is naturally occurring, it is proposed that the reappointment terms in 2017 should be staggered between two year and four year terms. This would mean that we could use the campaign that we are already committed to running in 2018 to appoint a new Chair of Council and that as required we are able to hold the position open to both registrant and lay applicants.
- 9 We therefore propose that a total of three members (two lay and one medical) eligible for reappointment should be recommended to be appointed for a two year second term from 2017 – these three members and the Chair of Council would then demit office in 2018. This would mean that we would need to appoint four new members to take office from 2019 and five new Council members to take office from 2021 (to fill the vacancies resulting from the end of the five members reappointed for terms of four years from 2017), rather than eight members as would be the case under the current staggering arrangements if all were appointed for a four year second term of office (illustrated in [Annex B](#)).
- 10 As part of the 2015 member appraisal process, the Chair has been seeking an early indication of members' intentions regarding seeking reappointment, including for what length of term any reappointment may be recommended for. Members will be asked to confirm their final intention regarding seeking reappointment and the length of a possible future term by May 2016 so that this can be taken into account if required ahead of the recruitment campaign for new members which will be launched in early June 2016.
- 11 Council members are required to complete a basic criminal background check on appointment and every four years or at reappointment, in line with our practice for GMC Associates. We propose that the documents required to complete the CRB check will be collected as part of the appraisal process in Q3 2016, so that all due diligence

checks may be completed prior to seeking PSA approval of the reappointments process in October 2016.

- 12 The fourth year appraisal discussions for members eligible to be considered for reappointment will be scheduled for September 2016. This will include confirmation of whether reappointment is recommended. This discussion will optionally be prefaced by a 360 degree/multi-source feedback process drawn from fellow Council members and members of the Senior Management Team.
- 13 A key change in the appraisal process this year is that we will be using a new system called Cornerstone to facilitate the process. We will be undertaking some user testing of the system before roll-out and are seeking expressions of interest from members to help with the testing process, currently scheduled to take place in early/mid April.

### **Equality and Diversity**

- 14 An equality analysis was undertaken in 2012 and refreshed in 2014 as part of the review for the appointments for this Council. We are using the same process for appointing new members, and will consider the implications of the equality duty for the reappointments process (including any impact of staggering individual members' terms).
- 15 The main equality and diversity (E & D) issues associated with the activities identified in this paper include the following:
  - a Ensuring that the reappointments process is fair and transparent, with clear criteria.
  - b Ensuring that decision-making by the selection panel is objective and fair, and that panel members understand the E & D issues that apply to their role.
  - c Ensuring that the selection panel is diverse in terms of gender and has a minimum of one BME individual.
  - d Monitoring E & D data for each stage of the selection process.
  - e Ensuring that the application process is accessible and providing reasonable adjustments for candidates.
  - f Promoting the opportunities to people who share protected characteristics via the non-executive search agency and the GMC's networks.
- 16 We have taken into account dates of school holiday periods and major religious festivals. However, in order to maintain flexibility around panel availability we have

scheduled one option for panel longlisting to take place during the school summer holidays, the alternative option is outside the holiday period.

- 17 Consideration will also be given to the composition of Council and to bringing on board members who can demonstrate their understanding of (and represent where appropriate) the range of issues for doctors, patients, and the public who share the relevant protected characteristics.

## Engagement

- 18 We have updated the Privy Council, the Professional Standards Authority and the Department of Health about our plans and the timetable for this work ([Annex C](#)). We will keep them updated as we finalise the arrangements and move towards formal notification, including submission of the Advance Notice to Appoint to the PSA which is required at least three weeks before the start of advertising for the role/s.
- 19 A communications plan is being developed to underpin the appointments campaign, which will include engagement activities during the planning phase, and consideration of advertising and engagement with key interests to help publicise the vacancies and encourage applications.
- 20 We propose to incorporate engagement with key interests on our proposals as part of our existing engagement programme and have identified the UK Advisory Forum meetings taking place in March 2016 as an opportunity to liaise with the health departments and our other key interests in Scotland, Wales and Northern Ireland so that any views can inform our planning.

## Progress to date and next steps

- 21 The tender selection panel for the appointment of the external agency (comprised of Professor Jim McKillop, the Chief Operating Officer and Assistant Director - Office of the Chair and Chief Executive) has appointed GatenbySanderson to assist us manage the appointments process for the two new Council member appointments in 2016.
- 22 A review of the list of potential selection panel members has been undertaken and we are currently finalising the arrangements for contacting the individuals who the Chair has decided should be approached to assist. An update on progress will be given at the Council meeting as appropriate.
- 23 Regular updates on the progress of the appointment campaign and the appointments process will be provided via the Chief Executive's report to Council or by circulation to members between meetings, as required.

## M9 - Requirements for Council member appointments and reappointments 2016

### M9 – Annex A

#### The core competencies applicable to all Council members are:

##### Competency 1

*Ability to command the confidence and capacity to understand the priorities of the GMC's key interest groups*

1.1 Knowledge and experience of working in partnership and promoting inclusion and involvement of one or more of the GMC's key interest groups; or capacity to understand the GMC's aims and priorities of its key interest groups

1.2 Knowledge/experience in any of the following areas: governance, regulation, healthcare delivery, consumer engagement, audit and risk, finance and assurance, commercial sector, community or voluntary sector, professional/higher education, professional ethics and standards

1.3 Understanding, knowledge or experience of managing external relationships and engaging with the public and/or the medical profession

1.4 Knowledge and understanding of equality and diversity issues.

##### Competency 2

*Ability to contribute to strategic direction*

2.1 Knowledge/experience of strategic planning, including the development and delivery of an organisation's strategy for the medium and long term, including the development of the governing body to be effective

2.2 Understanding strategic and business plans, systems of internal governance, and ability to interrogate performance data, exercise robust board level accountability, and uphold the principles of effective corporate governance

2.3 Contributing openly to debates and discussions to reach decisions which achieve corporate objectives

2.4 Challenging and probing constructively and effectively to achieve the best outcome for the organisation in fulfilling its charitable and statutory purpose.

### **Competency 3**

#### *Ability to influence and communicate effectively*

3.1 Highly developed interpersonal and influencing skills with ability to establish credibility and effective working relationships with the GMC's key interest groups

3.2 Influencing and persuading others using well reasoned arguments, and working effectively in a team of people

3.3 Good communication skills and ability to put views across clearly, persuasively and sensitively

3.4 Experience of participating in group discussions, proven ability to promote the role of an organisation externally, and commitment to the promotion of equality and valuing diversity.

### **Competency 4**

#### *Analytical skills and sound judgment*

4.1 Knowledge/experience of analysing and understanding complex information and situations before reaching an independent and objective conclusion

4.2 Willingness to modify thinking in the light of new information/dialogue, and to respect the differing views of others

4.3 Ability to think creatively, analytically and contribute constructively to the collective decision-making process.

### **Additional knowledge and skills required**

In addition the Council will require candidates who are able to demonstrate knowledge and skills gained in of one or more of the following areas:

- Significant level chairing experience: track record of board level leadership in a non executive role; ability/knowledge and experience of chairing boards/committees; ability to make sense of complex information/situations and to build consensus and arrive at concrete decisions; ability to act as an ambassador for the organisation and to develop and maintain constructive collaboration, networking and consultation with key interest groups at national, European and international level; ability to use complex influencing strategies using extended networks of influence
- Significant experience of leading organisations: knowledge/experience of leading organisations or senior level experience, including, for example, charities, regulatory bodies, consumer or medical representative bodies, non-departmental public bodies, commercial bodies, community/voluntary bodies

- Significant level governance experience: knowledge and experience of governance work in the public or private sector in any of the following areas: regulation, charity trusteeship, strategic planning, audit and risk, financial management, healthcare education and provision.

### **Additional competencies**

In addition to the core competencies required for all Council members, the Chair of Council should be able to demonstrate the following:

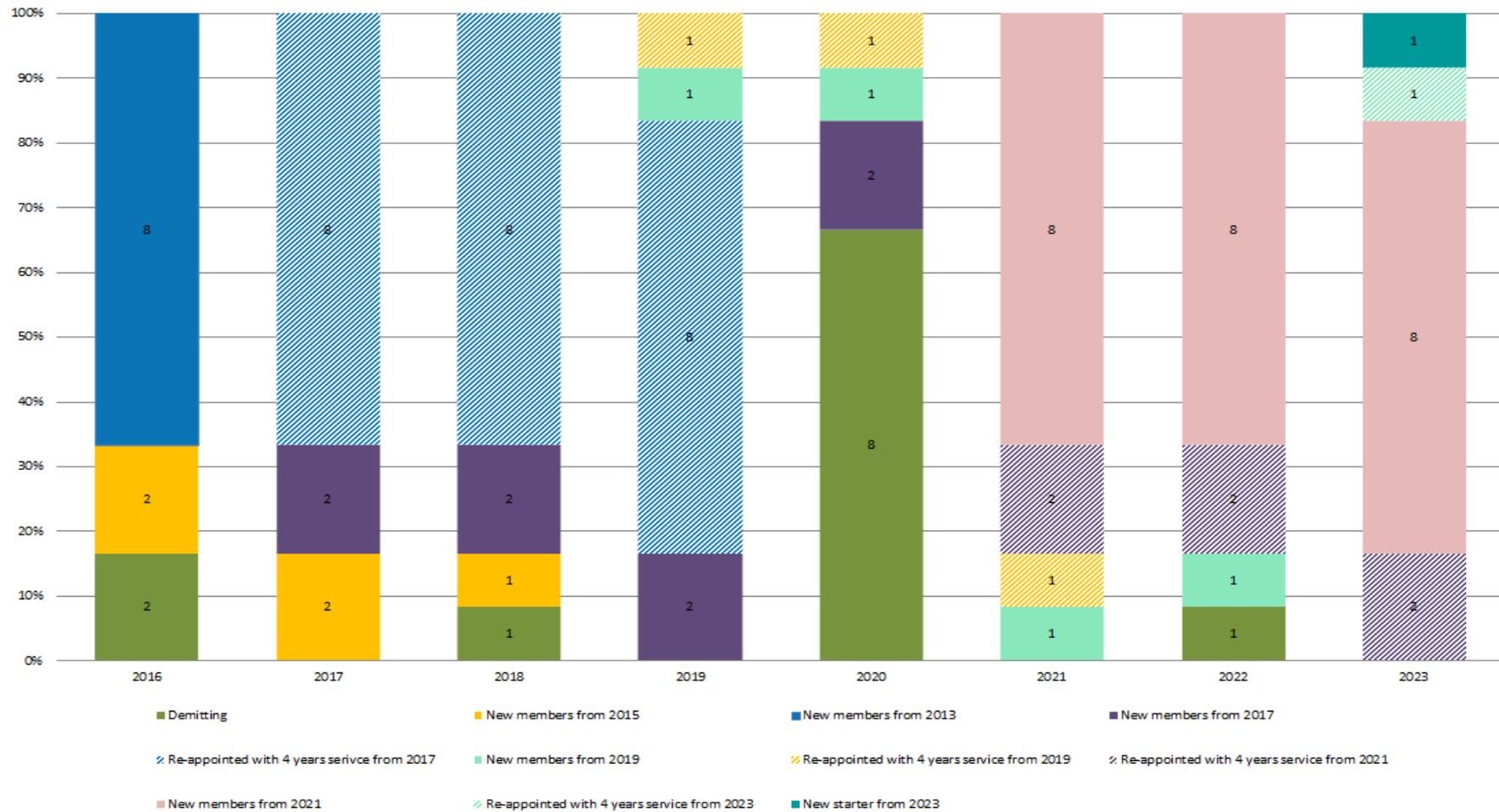
- Outstanding leadership with a record of achievement in a substantial, high profile leadership role in a national context, including significant level chairing experience/ significant experience of leading organisations/ significant level governance experience. This could include, for example, ability/knowledge and experience of chairing boards/committees; ability to make sense of complex information/situations and to build consensus and arrive at concrete decisions; knowledge/experience of leading organisations or senior level experience, including, for example, charities or regulatory bodies; experience of governance work in the public or private sector in any of the following areas: regulation, charity trusteeship, strategic planning, audit and risk, financial management, healthcare education and provision.
- Proven record of managing and building effective and positive relationships and commanding the confidence and support of key interest groups at national, European and international level, and proven ability to act as an ambassador for Council at these levels.
- Long term strategic thinking capabilities to steer the GMC through the next four years, including the delivery of the Corporate Strategy 2014-2017, leading the Council in setting the future vision, and responding effectively to future challenges in healthcare regulation.
- Highly developed communication skills, including the ability to use complex influencing strategies using extended networks of influence, and to develop credible and effective working relationships internally and externally.

**M9 – Requirements for Council member appointments and reappointments 2016**

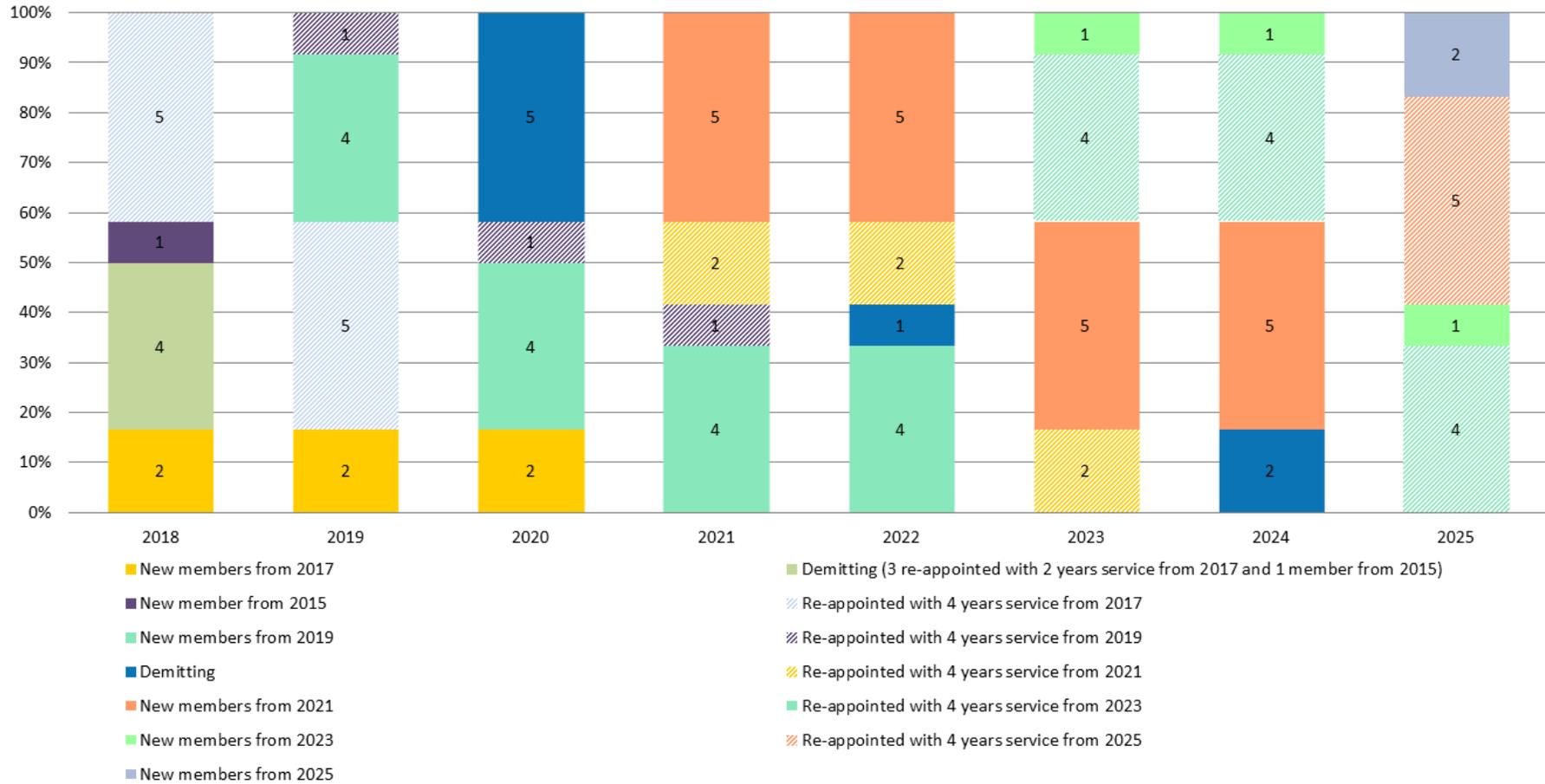
**M9 - Annex B**

**Terms of office**

**Table 1: Current position**



**Table 2**  
**2 lay and 2 medical members demitting in 2018**



## M9 – Requirements for Council member appointments and reappointments 2016

### M9 – Annex C

#### Re/Appointments 2016 timeline

*As of: 16 February 2016*

25 February 2016	Council meeting - final requirements for 2016 campaign
February-May 2016	Finalise campaign planning
May 2016	Confirm with Council members intention to seek reappointment
6 June 2016 tbc	Advertise appointment campaign
11 July 2016 tbc	Closing date for applications
July-August 2016	Pre-assessment of applications and longlisting
September 2016	4th year appraisal for Council members/confirm if reappointment to be recommended
September 2016	Preliminary interviews and shortlisting
27, 28 September and 6 October 2016 tbc	Candidate interviews
7 October-14 October 2016 tbc	Complete due diligence/CRB/RtW checks
Monday 17 October 2016 tbc	Inform PSA of recommendations for appointments and reappointments
Friday 18 November 2016	Privy Council confirms re/appointments
21 November 2016	Induction commences – meetings with Chair and CE late November/observe Council meeting on 10 December 2016
1 January 2017	Re/appointments commence
Complete	