

*To note*

## **Report of the Governance Review**

### **Issue**

- 1** To report the outcome of the internal audit review of the new governance arrangements that came into effect on 1 January 2013.

### **Recommendation**

- 2** Council is asked to note the findings of the review of the new governance arrangements.

# Report of the Governance Review

## Issue

- 4 Following the Department of Health consultation on the constitution of the GMC Council, the new Council of 12 members took office at the start of 2013. At the same time the governance model was refreshed and new governance arrangements took effect. An internal audit review was undertaken to consider:
  - a How well the new governance arrangements had been implemented.
  - b Whether the arrangements are operating as intended in supporting Council to discharge its responsibilities effectively and efficiently.
- 5 The outcome of the review was reported to the Audit and Risk Committee at its meeting on 16 September 2014, and to Council in closed session on 25 September 2014. Council agreed that the findings would be considered as part of its effectiveness review in 2014.

## Summary

- 6 Overall, the findings from the review reflect a positive view of the new arrangements. In particular:
  - a Arrangements were carefully planned and implemented.
  - b The structure has clarity and there is a clear line of accountability between Council and the Executive.
  - c Members found their initial induction valuable.
  - d The structure and working arrangements are appropriately documented in the Governance Handbook.
  - e Quality and timeliness of papers is good.
- 7 The review also identified some areas to explore further, including:
  - a How to increase knowledge of the operational business whilst maintaining the boundaries of member and Executive respective roles.
  - b Building strategic risk discussions into the regular schedule of Council business.
  - c Providing clarity on members' remit of 'promoting the GMC'.

- 8 The review also notes that Council has been developing its role since its new members took office in January 2013, and that work has been undertaken to respond to feedback throughout that time, and to enhance ways of working.

*Implementing the findings of the review*

- 9 Council is currently undertaking a review of its effectiveness, facilitated by Foresight Partnership, external consultants with an expertise in board effectiveness. Many of the issues recommended for further discussion by the review of governance are relevant to Council's effectiveness, and Council has agreed that this will be taken forward through the current effectiveness review which is considering how to enhance Council's overall effectiveness and impact.
- 10 The outcome of the effectiveness review will be reported in the closed session part of this meeting, and taken forward in discussion with Council in 2015 as required, when the new Chair of Council takes up his appointment.

## Supporting information

### How this issue relates to the corporate strategy and business plan

- 11** A periodic review of governance arrangements helps to ensure that the Council maximises its impact and effectiveness in delivering its core duties and activities which support the achievement of corporate aims and objectives.

### How the action will be evaluated

- 12** As Council undertakes its review of effectiveness, the governance and working arrangements will form part of the considerations and Council will need to consider the evaluation of the outcomes and their impact.

### What engagement approach has been used to inform the work

- 13** Council members, some GMC staff, and the external Chairs of the Education and Training Advisory Board, and Revalidation Implementation Advisory Board were interviewed to inform the review. A Council meeting was observed and a desktop review of Council papers and supporting documentation was undertaken.

**If you have any questions about this paper please contact: Luke Bruce, Assistant Director of the Office of the Chair and Chief Executive, [lbruce@gmc-uk.org](mailto:lbruce@gmc-uk.org), 020 7189 5482, or Christine Payne, Head of Governance, [cpayne@gmc-uk.org](mailto:cpayne@gmc-uk.org), 020 7189 5482.**