

For decision

Governance model and committee membership

Issue

1. Council needs to agree a governance model to reflect its strategic focus and oversight of the executive. Council is asked to consider:

- Why we need to make changes to governance and Council's role.
- The proposed approach to the governance model, and committee membership.
- Council's 2013 work programme, and ways of working.

Options

2. This paper sets out the following options:

- Option A: implement an approach to governance that has been developed to reflect the new Council's different role, or
- Option B: develop a different approach suggested by Council.

Recommendations

3. Council is asked to:

- a. Choose between the two options.
- b. Approve the proposed chair and membership of the Audit and Risk Committee and decide whether to appoint a second co-opted external member to the Committee; approve the proposed chair and membership of

the Remuneration Committee; approve the appointment of the two Council members to the Board of Trustees of the Staff Superannuation Scheme, and approve continuation of the Board's current Chair for a further two years.

c. Approve Council's proposed 2013 work programme, and related ways of working.

Why we need to make changes to governance and Council's role

4. The GMC has previously operated with a significant number of boards, committees and working groups in which Council members have played an active role and on some of which there has been external representation.

5. A smaller Council focusing on strategy and holding the executive to account for delivering that strategy requires a change in governance arrangements and a reassessment of managing external relations. The role of Council in the new model is set out in more detail in Annex A.

Proposed approach to the governance model

6. The proposed model maintains two corporate governance committees: the Audit and Risk Committee and the Remuneration Committee. Some Council members will also continue to be appointed as Trustees of the GMC's Staff Superannuation Scheme. Revised statements of purpose for these Committees are listed in Annex A.

7. To support the changes, new arrangements for executive governance are being put in place. An overview of the model and the proposed approach for external engagement is set out in Annex B.

8. The roles, responsibilities and accountabilities for equality and diversity have been given specific consideration in the development of the new governance model. They are summarised in Annex B.

Committee membership

9. Council needs to decide the chair and membership of the two corporate governance committees and Board of Pension Trustees. Members have given their individual preferences for chair and membership of these groups, which the Chair of Council has considered in making proposals for Council's approval (Annex C).

10. There are currently two co-opted external members of the Audit and Risk Committee, one of whom is due to demit office on 28 February 2013. The Financial Reporting Council's (FRC) 2012 guidance states that audit committees should include at least two independent non-executives. FRC guidance also recommends that at least one audit committee member should have recent and relevant financial experience, and a professional qualification from one of the professional accountancy bodies. Council needs to decide whether the composition of the

Committee should continue to require that two co-opted external members are appointed.

11. Council is responsible for the appointment of pension trustees (not all of whom need to be Council members). The current Chair, who is elected by the other trustees into that position, is a former Council member. There are some significant issues under review by the current Board of Pension Trustees, and the Chair of Council proposes that the current Chair should continue in this role for a further two years to provide continuity.

Council's 2013 work programme and ways of working

12. It is proposed that there are four Council meetings and a strategic away day, together with provision for three additional meetings should they be necessary. The work programme will be further developed following a review of the Operational Plans. The proposed 2013 work programme and schedule is set out in Annex D.

13. Agendas for Council will focus on enabling debate and assessment of options. Council agendas will distinguish between 'above the line' items requiring decisions, and 'below the line' items which report decisions that the executive considers can be made without further discussion. Before each meeting, members will be asked to review the papers and can request, via the Chair, that any item is moved 'above the line' for discussion.

14. The work of the executive, including that of two new executive boards (Strategy and Policy and Performance and Resources), will be reported to Council through Chief Executive and Chief Operating Officer reports.

15. This approach relies on Council receiving clear, accurate information. A new template for Council papers has been developed to support this and is intended to be easier to read.

16. The new model is a major departure from the way the GMC has worked before. It will be important for the Audit and Risk Committee to assess whether the new governance arrangements and revised organisational structure give rise to any significant gaps in control. The strategic away day in June 2012 will also be a good opportunity for early review.

Options

Option A: implement an approach to governance that has been developed to reflect the new Council's different role.

17. If this is agreed, proposed changes to corporate governance committees, executive governance and approach to external engagement will be implemented. Details of governance arrangements in the GMC's Governance Handbook (including roles, working arrangements, financial regulations and the schedule of authority) will be reviewed and updated for Council's approval.

Option B: develop a different approach suggested by Council.

18. If this is agreed, Council will hold a further discussion to agree its preferred approach to governance. The two corporate governance committees will be convened (with interim statements of purpose) and executive governance arrangements will continue, on the assumption that they will be required in any model. Arrangements for external engagement and updates to the Governance Handbook will be on hold until Council has agreed an approach.

Supporting information

How this issue relates to the *Corporate Strategy and Business Plan*

19. Strategic Aim Seven of the Business Plan 2013 states that we will continue to use resources efficiently and effectively, changing our governance framework, decision-making processes and ways of working to ensure effective transition to the reconstituted smaller Council.

**If you have any questions about this paper please contact: Luke Bruce, Assistant Director, Strategy & Communication, 0207 189 5482
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Annex A

Role of Council and Committee Statements of Purpose

This annex sets out:

- The role of Council
- Statements of purpose for:
 - The Audit and Risk Committee
 - The Remuneration Committee
 - The Trustees of the GMC Staff Superannuation Scheme
 - The Medical Practitioners Tribunal Service (the MPTS Committee which operates as a committee of Council and the GMC/MPTS Liaison Group).

The Role of Council

Purpose

1. The Council is the governing body of the GMC. Members are the Trustees of the charity and have the duties and responsibilities that accompany that role. Council is responsible for the overall control of the organisation. It ensures that the GMC is properly managed by the Chief Executive and his or her team and that the organisation fulfils its statutory and charitable purposes. The Council:

- a. Exercises strategic leadership and strategic decision-making, including setting the GMC's overall goals and high-level policies, defining its mission and values, and shaping a positive organisational culture.
- b. Holds the Chief Executive and his/her team to account, ensuring that the GMC fulfils its statutory duties and charitable purpose. This includes making sure that it has effective governance systems in place, setting appropriate schemes of delegation, and ensuring probity in all its activities.

c. Ensures that the GMC maintains effective relations with key interests and that processes are in place for meeting its obligations to other organisations.

d. Sustains and monitors its own performance, overseeing the recruitment of members, and develops the capacity to work effectively.

2. Council fulfils its role by:

a. Setting a strategy that fulfils the statutory and charitable purposes of the GMC.

b. Setting the GMC's strategic aims on issues of equality and diversity and ensuring that fairness is promoted in all the organisation's work.

c. Ensuring that the organisation has effective engagement with all interest groups which promotes confidence in its activities, and that its policies are suited to the context in all four parts of the UK.

d. Approving the annual business plans and budget and ensuring that appropriate systems are in place to monitor and account for progress against the business plan, expenditure against the budget, and the management of risk within the organisation.

e. Setting and maintaining a framework of delegation and internal control.

f. Ensuring that appropriate audit and monitoring systems are in place, and holding the Chief Executive and his/her team to account for the organisation's operation and performance, including compliance with all relevant laws and regulations.

g. Ensuring that we report openly and fully on our performance, accounting to Parliament, the Charity Commission and the Office of the Scottish Charity Regulator, in accordance with the reporting requirements of the Medical Act 1983, Charities Act 2011, and the Charities and Trustee Investment (Scotland) Act 2005; and co-operating with the Professional Standards Authority in accordance with section 27(1) NHS Reform and Health Care Professions Act 2002.

h. Appointing (and, if necessary, dismissing) the Chief Executive and Registrar.

i. Ensuring that the GMC as a body corporate is a responsible employer, with employment policies in place that reflect best practice.

3. Council determines the GMC's strategy and priorities. It may do this through a Corporate Strategy for such period as it may decide and through a business plan and budget which is submitted to Council for approval by the executive team.

4. Council is responsible for approving the Annual Report and Accounts, and, members as Trustees of the charity must ensure that these comply with the Charities (Accounts and Reports) Regulations 2008 and the Statement of Recommended Practice for Accounting and Reporting by Charities, and the Charities Accounts (Scotland) Regulations 2006. Council has overall responsibility for financial management. Arrangements for detailed financial management are set out in our Financial Regulations.

Statement of Purpose of the Audit and Risk Committee

Purpose

1. The Audit and Risk Committee is responsible for ensuring the integrity of our financial statements. It reviews the organisation's systems of internal control, governance and risk management; and appoints, monitors and reviews both the internal and external audit services.

2. The Committee is specifically authorised by Council to:

a. Investigate any activity within its terms of reference. Any investigation will normally be initiated in consultation with the Chief Executive.

b. Seek any information it may reasonably require from any member, employee or associate. All members, employees and associates are directed to co-operate with any reasonable request made by the Committee.

c. Obtain outside legal or other independent professional advice and to secure the attendance of people with relevant experience and expertise if it considers this necessary. The Committee may not incur direct expenditure in this respect in excess of its allocated budget without prior approval of the Chair of Council, in consultation with the Chief Executive.

Duties and activities

Financial Reporting

1. Review the annual financial statements taking into account advice from the external auditors and ensure they are a fair and accurate reflection of the activities of the GMC. If necessary, this should involve challenging the actions and judgements behind the preparation of the annual financial statements and related documents, before submission to and approval by Council.

2. Review the organisation's accounting policies.

3. Consider any other topics, as directed by Council.

Internal Control and Risk Management

4. Monitor the integrity of internal controls. In particular, review management and the internal audit reports on the effectiveness of the system of internal control.
5. Assess the scope and effectiveness of the systems designed to identify, assess, manage and monitor significant risks.
6. Review statements in the annual report and accounts relating to audit and risk management.
7. Ensure appropriate arrangements for staff to raise concerns about possible improprieties.
8. Review all delegated authorities at least once in every four-year Council term.

Internal Audit

9. The appointment or dismissal of the head of internal audit and the external provider of internal audit services is the responsibility of the Chief Operating Officer in consultation with the Chief Executive, but should be ratified by the chair of the Audit and Risk Committee. In the event of any unresolved disagreement between the Chief Executive and the chair of the Committee, the matter will be referred to the Chair of Council.
10. Ensure that the head of internal audit has direct access to the Chair of Council and the Committee and is accountable to the Committee.
11. Review the internal audit programme and ensure that the function is adequately resourced and has appropriate standing within the organisation.
12. Consider and monitor the organisation's response to any major internal audit recommendations.
13. Monitor and assess the role and effectiveness of the internal audit function.
14. Ensure the provision of any non-audit services does not impair the internal auditors' independence or objectivity.

External Audit

15. Consider and make recommendations to Council on the appointment, reappointment and removal of the external auditors.
16. Approve the terms of engagement and fee to be paid to the external auditor in respect of audit services provided.

17. Assess the qualification, expertise, resources, effectiveness and independence of the external auditors annually.
18. Discuss in advance with the external auditor the nature and scope of the audit.
19. Review with the external auditors their findings, the content of the management letter and management's responses and the audit representation letter.
20. Ensure the provision of any non-audit services does not impair the external auditors' independence or objectivity.

Working arrangements

21. Meetings will be held at least four times a year. At the discretion of the chair of the Committee, additional meetings can be convened.
22. The Committee should review its statement of purpose at least once a year and suggest any necessary amendments to Council.
23. The external auditors or internal auditors may request a meeting of the Committee.
24. At least once a year the Audit and Risk Committee should meet the external auditors and internal auditors without management.
25. Members of the Committee (including the co-opted members) may meet alone at any time. Normally, senior staff will be in attendance including the Chief Executive, the Chief Operating Officer, the Director of Resources and Quality Assurance, the Assistant Director Finance and Procurement, and the Head of Consultancy and Review Service (head of internal audit). Others may attend meetings at the invitation of the Committee.
26. Draft minutes should be cleared by the chair and circulated to members for comment within two weeks of the meeting. Minutes are circulated to all Council members.
27. Where the Committee is not satisfied with any aspects of the organisation's performance in relation to audit and risk or other systems of internal control it will report its views to Council.
28. The Committee prepares a report, for inclusion in the annual report and accounts, on its role and responsibilities and the actions it has taken to discharge those responsibilities. The report includes any unresolved disagreements between Council and the Committee.
29. The chair or another designated member of the Committee, if the chair is not available, presents a report and answers questions on the Committee's activities for Council at least twice a year.

Statement of Purpose of the Remuneration Committee

Purpose

1. The Remuneration Committee advises Council on remuneration, terms of service, and the expenses policy for Council members including the Chair.
2. The Remuneration Committee will determine:
 - a. The appointment process for the Chief Executive.
 - b. Remuneration, benefits, and terms of service for the Chief Executive, Chief Operating Officer/Deputy Chief Executive, and Directors.
 - c. The appointment process for the Chair of the Medical Practitioners Tribunal Service (MPTS).
 - d. Remuneration, benefits and terms of service for the Chair and members of the MPTS Committee.

Duties and activities

3. The Committee is responsible for reviewing and advising Council on the remuneration arrangements and levels (including expenses policy) for Council members, including the Chair.
4. The Committee sets all aspects of salary or honoraria, the provision of any other benefits, and any other arrangements or contractual terms and offers advice in respect of the following roles:
 - a. The Chief Executive.
 - b. The Chief Operating Officer/Deputy Chief Executive.
 - c. Directors.
 - d. The Chair and members of the MPTS Committee.
 - e. Any other such staff and posts as may be required.
5. In respect of the appointments of the Chief Executive and the Chair of the MPTS, the Committee is responsible for designing the recruitment processes and for conducting them in accordance with Council's agreed delegation.

Working Arrangements

6. The Committee may commission appropriate external advice where required.
7. Meetings are held twice a year. At the discretion of the Chair of the Committee, additional meetings can be convened.
8. The Committee should review its statement of purpose at least once a year and suggest any necessary amendments to Council.
9. Papers for each meeting will be sent electronically to Committee members at least seven days in advance of meetings.
10. Draft minutes, recording conclusions of the issues discussed, should be cleared by the chair and circulated to members for comment within two weeks of the meeting. The Committee approves minutes at its next meeting.
11. The Chair of the Committee presents a report on its activities to Council at least annually.

Statement of Purpose of the Trustees of the GMC Staff Superannuation Scheme

Purpose

1. The purpose of the Trustees of the GMC Staff Superannuation Scheme is set out in the Scheme's Trust Deed and Rules.
2. Trustees manage and administer the GMC Staff Superannuation Scheme. This includes:
 - a. Appointing an administrator of the Scheme.
 - b. Ensuring that members are paid the benefits they are due.
 - c. Ensuring that appropriate accounts and records for all Scheme administration are maintained.
 - d. Appointing an auditor to the Scheme.
 - e. Appointing a Scheme actuary.
 - f. Commissioning reports on the financial position of the Scheme.
 - g. Managing the investments of the Scheme.
 - h. Ensuring that the Scheme meets the relevant regulatory requirements.

- i. Responding to any complaints or queries that require a decision.
- j. Ensuring that key documents, reports and background information are accessible to scheme members.
- k. Oversee the effective communication of the benefits, rules and Scheme funding position to Scheme members as well as promoting the benefits of membership of the Scheme.

Duties and activities

3. The Trustees have specific duties set out in legislation and the Trust Deed and are required to consult with the employer on changes to the Scheme and key policy statements, including:
- a. The statement of funding principles.
 - b. The investment strategy.
 - c. The employer covenant.

Working arrangements

4. The Trustees are required by the Deed to meet at least once a year, but normally meet more frequently. Professional advisers attend the relevant parts of each meeting.
5. The Trustees work closely with the Performance and Resources Board as the representative body of the Scheme sponsor. Any significant decisions for the Scheme sponsor are escalated to Council as quickly as possible via the Chief Operating Officer's report.
6. Sub-groups of the Board of Trustees are agreed from time to time to work on specific issues, such as meeting advisers and fund managers, or reviewing communications with Scheme members.
7. Papers for each meeting are normally sent electronically to Trustees at least seven days in advance of meetings. Copy papers are posted to Trustees requiring a hard copy.
8. Meetings regularly contain an element of training.
9. Minutes are circulated to Trustees for comment within two weeks of the meeting. The Trustees approve the minutes at their next meeting. Minutes record the conclusions of the issues considered.

Statement of Purpose of the Medical Practitioners Tribunal Service

Purpose

1. The purpose of the Medical Practitioners Tribunal Service (MPTS) is to ensure that:
 - The MPTS provides a hearings service to the GMC that is efficient, effective and clearly separate from the investigatory role of the Fitness to Practise Directorate within the General Medical Council.
 - The MPTS provides effective leadership to decision-makers, which includes the recruitment, training, continuous professional development of panellists, case managers and legal assessors.

Duties and activities

2. The MPTS is responsible for:
 - a. High quality standards of decision-making by fitness to practise panels.
 - b. High quality standards of decision-making by interim orders panels.
 - c. High quality standards of case management by case managers.
 - d. Ensuring that the MPTS applies the equality and diversity strategy and policies of the GMC.
 - e. Providing a hearings service that demonstrates efficiency, effectiveness and value for money.
 - f. Ensuring that fitness to practise and interim orders panels are conducted in a way that is fair, just and transparent.
 - g. Providing and maintaining a hearings service that is separate from the functions of the General Medical Council, which investigate and bring proceedings on fitness to practise cases.
 - h. Ensuring that appropriate systems for the appointment, training, assessment and, where required, the removal of panellists and case managers are in place.
 - i. Ensuring that appropriate systems for the appointment of specialist advisers and the appointment, training and assessment of legal assessors are in place.

- j. Liaising effectively with all users of the hearings service provided by the MPTS. This will include attending Liaison Group meetings with the other parts of the GMC.
- k. Representing the MPTS at appropriate external engagements.
- l. Keeping MPTS performance statistics under review.
- m. Discussing and advising on operational guidance for MPTS staff, panellists, case managers, and legal assessors as required.

Working arrangements

3. The membership of the MPTS Committee is the Chair of the MPTS and two other MPTS members, one medical and one lay. The MPTS is chaired by the Chair of the MPTS.
4. The MPTS Committee meets at least four times a year. At the discretion of the Chair of the MPTS, additional meetings can be convened, if required.
5. The quorum for meetings of the MPTS Committee is two.
6. Formal decision-making is supported by papers setting out options and recommendations. Papers for each meeting are normally sent electronically to MPTS Committee members at least seven days in advance of meetings.
7. In discussion of agenda items the intention is to reach agreement by consensus. Voting occurs only when consensual agreement cannot be reached: voting is by show of hands.
8. The numbers of votes are recorded in the minutes of the meeting.
9. The MPTS Committee may also choose to progress work electronically outside of the meetings including the use of teleconference and videoconference facilities.
10. The MPTS Committee Secretary minutes each meeting and aims to circulate the minutes, as cleared by the Chair of the MPTS, to members for comments within two weeks of the meeting. The MPTS Committee approves minutes at the next Committee meeting. Minutes record the conclusions of the MPTS Committee on the issues considered.
11. Where matters are being discussed outside a face-to-face meeting, for example by exchange of emails or teleconference calls or videoconferences, the MPTS Committee Secretary will liaise with the Chair of the MPTS to agree the most appropriate mechanism for seeking views depending on the issue.

12. The MPTS Committee reports on its activities to the GMC Council at least twice yearly.

Statement of Purpose of the GMC/MPTS Liaison Group

Purpose

1. The purpose of the Liaison Group is to establish an effective working relationship between the MPTS and the functions of the GMC with which it will interact. The Liaison Group supports the delivery of the hearings service provided by the MPTS and ensures that working arrangements are established and operate effectively.

Duties and activities

2. To provide assurance to Council that the MPTS is delivering against its objectives through the report from the Chair of the MPTS to Council.
3. To work collaboratively to manage corporate risks and issues.
4. To resolve any policy or operational issues that may arise.
5. To provide an effective feedback mechanism between the GMC and the MPTS.
6. To have regard to the annual operational plan and budget for the MPTS.

Working arrangements

Membership

7. The membership of the Liaison Group is as follows:
 - a. Chair of Council.
 - b. Chief Executive.
 - c. Chief Operating Officer.
 - d. Director of Fitness to Practise.
 - e. Director of Resources and Quality Assurance.
 - f. Director of Strategy and Communication.
 - g. Chair of the MPTS.
 - h. Clerk to the MPTS.

- i. Medical member of the MPTS.
 - j. Lay member of the MPTS.
8. The Liaison Group will be chaired by the Chair of the GMC. If, for any reason, the Chair is unable to attend any meeting he/she will identify another member of the Group to chair the meeting.
9. Secretariat support to the Liaison Group will be provided by the GMC Governance team.
10. Staff from the MPTS and other parts of the GMC may attend by invitation.

Meetings and attendance

11. The Liaison Group meets on a quarterly basis or as necessary for the transaction of its business, according to a schedule agreed by the Liaison Group, but also as may be required as set out in paragraph 12.
12. A special meeting may be called at the request of either the Chair of Council and/or the Chair of the MPTS.
13. In the event that any member is unable to attend a Liaison Group meeting they should notify the Liaison Group secretariat.
14. Liaison Group meetings will usually take place 'in person' but with the agreement of the Chair of the GMC members may join by video conference.

Agenda, papers and minutes

15. The Chair of the MPTS and Chief Executive of the GMC prepare and agree the agenda for each Liaison Group meeting.
16. Papers for each meeting are normally sent electronically to members at least seven days in advance of meetings. Copy papers are posted to members requiring a hard copy.
17. Minutes of Liaison Group meetings are taken and are retained as a record of members' attendance, key points made, and decisions taken. Draft minutes of Liaison Group meetings are produced, approved by the Chair of the Liaison Group and then circulated to members, normally within 14 days of a meeting taking place. Minutes are laid before the Liaison Group at the next meeting for final approval.
18. Agenda and minutes of Liaison Group meetings will be available on the external website once approved.

Annex B

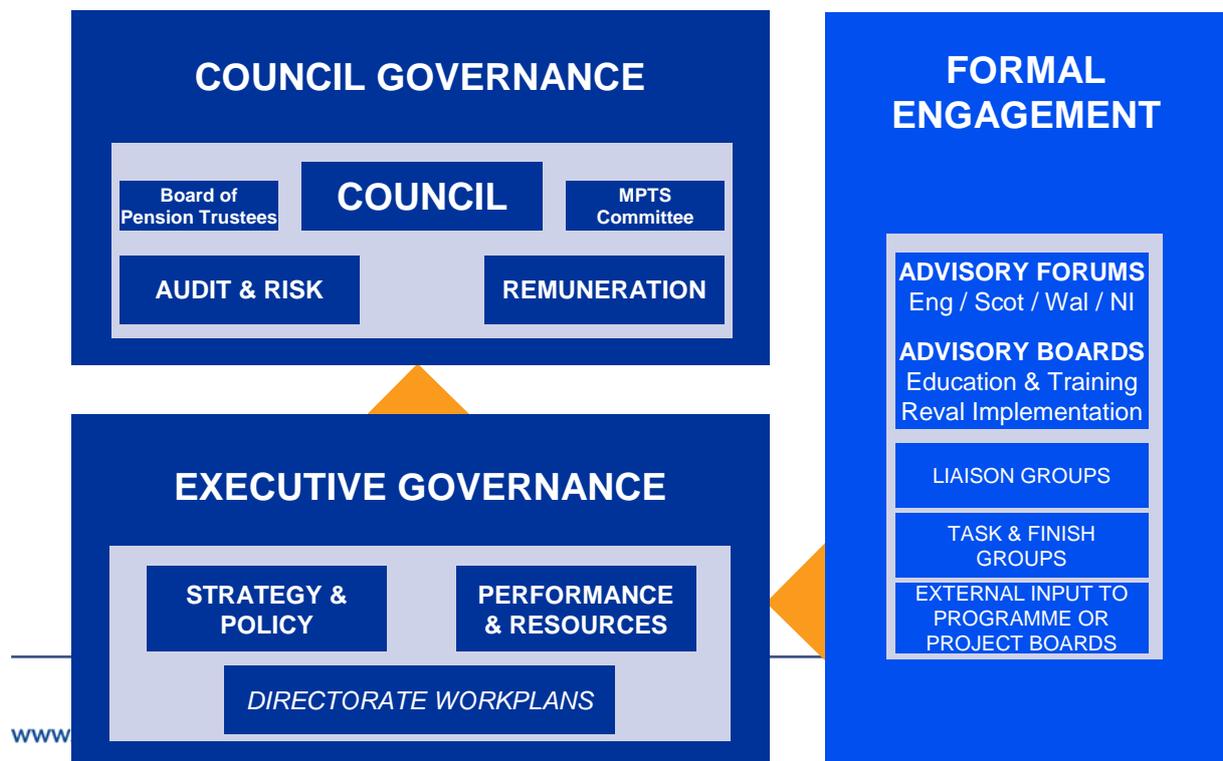
Governance Model Summary

This annex sets out:

- An overview of the proposed model
- High level descriptions of the approach to:
 - Executive governance
 - Equality and diversity
 - Formal engagement channels supporting the new governance arrangements.

Governance Model

1. The schematic below shows Council's governance mode including two corporate governance committees and two groups that operate as committees of Council: the Board of Pension Trustees and the MPTS Committee. It also shows two new executive boards introduced to support a smaller Council (Strategy and Policy and Performance and Resources) and proposals for external engagement.



Approach to Executive Governance

Strategy and Policy Board

2. The Strategy and Policy Board is an advisory forum for the Chief Executive. It is outward looking, focusing on drivers and implications of the GMC's strategic aims and policy developments and their impact on our key interest groups. The board's perspective is both current and future, monitoring progress towards existing strategic objectives and promoting well informed, evidence-based and cross-functional input to future developments. This board meets every other month (alternating with the Performance and Resources Board). It is chaired by the Chief Executive and attended by the Chief Operating Officer, Directors, and other staff as required by the agenda.

3. The Strategy and Policy Board will provide advice and recommendations to the Chief Executive on areas including:

- a. Supporting Council in strategy development.
- b. Policy development priorities and significant changes to existing policy.
- c. External engagement in the organisation's strategy and policy development.
- d. Information and research to support strategy and policy development.
- e. Linkage between policy development and legislation.

4. The Strategy and Policy Board will report on its work to Council through the Chief Executive's report.

Performance and Resources Board

5. This is an advisory board for the Chief Operating Officer and complements the outward focus of the Strategy and Policy Board, concentrating on the operational activities required for the GMC to achieve its purpose. It meets every other month (alternating with the Strategy and Policy Board). It is chaired by the Chief Operating Officer and attended by all Directors and other staff as required by the agenda.

6. The Performance and Resources Board will provide advice and recommendations to the Chief Operating Officer on areas including:

- a. Business and operational planning.
- b. Performance management and reporting, including financial due diligence.
- c. Resource management (including budget, staff, infrastructure).

- d. Risk management and related controls.
- e. Quality assurance, efficiency and continuous improvement.

7. The Performance and Resources Board reports on its work to Council through the Chief Operating Officer's report.

Approach to Equality and Diversity

8. The GMC is committed to ensuring that equality and diversity are at the forefront of its policy development and employment practices. As such the roles, responsibilities and accountabilities for equality and diversity (E&D) have been given specific consideration in the development of the new governance model.

9. The proposed approach is that Council agrees the GMC's strategic aims on issues of equality and diversity and then holds the executive accountable for their delivery.

10. The Chief Operating Officer as senior sponsor will lead on articulating the GMC's commitment on E&D issues and raising their profile with staff and interest groups, as well as providing assurance to Council on behalf of the executive.

11. The Strategy and Policy Board will develop the E&D strategy, and monitor progress at a high-level. The Performance & Resources Board will ensure that E&D is integrated into the GMC's core activities and is responsible for considering the equality duty and monitoring actions.

12. Assistant Directors will be responsible for 'mainstreaming' E&D in their portfolios of work. Diversity Champions will lead on the E&D agenda in their directorate / business area, including E&D plans. An E&D Liaison Group with external members will be established to act as a sounding board to inform the development of the E&D strategy and GMC activities.

External Engagement Channels

UK Advisory Forums

13. An advisory forum will be convened in each of the four UK countries to:

- a. Provide a structured forum for the GMC leadership to engage in long-range discussions on priorities with key interest groups.
- b. Share and discuss developing GMC priorities at an early stage.
- c. Share and discuss key interest groups' views on issues to be addressed.
- d. Identify and discuss areas of interest that may lead to future work.

14. The work of the UK Advisory Forums will be reported to the Strategy and Policy Board.

Education and Training Advisory Board

15. An Education and Training Advisory Board will be convened to provide focused input on matters relating to medical education and training. It will:

- a. Advise the GMC on medical education and training in light of Council's statutory purpose to protect, promote and maintain the health and safety of the public by ensuring proper standards in the practice of medicine.
- b. Provide a forum for the GMC to engage widely and effectively with key interest groups on education and training matters.
- c. Develop and support a strategic approach to medical education and training across all countries of the UK.
- d. Support work to strengthen the continuum through all stages of medical education and training, from the first day at medical school to the day of retirement from medical practice.
- e. Contribute to embedding equality and diversity considerations across all areas of activity and, in particular, medical education and training.

16. The Education and Training Advisory Board will report to the GMC executive via the Strategy and Policy Board.

Revalidation Implementation Advisory Board

17. A Revalidation Implementation Advisory Board will be convened to provide insight and advice on issues relating to the implementation of revalidation. It will:

- a. Consider intelligence, data and analyses emerging from the delivery of revalidation, from the GMC and other bodies across the UK.
- b. Advise the GMC on whether the revalidation model is being delivered as envisaged, and whether the integrity of the revalidation model is being maintained.
- c. Advise the GMC on whether the implementation principles are being fulfilled.
- d. Maintain the focus on delivery of benefits to patients and patient safety.
- e. Identify current and future opportunities to increase the impact of revalidation.

f. Identify any other issues affecting the delivery of revalidation.

18. The Revalidation Implementation Advisory Board will report to the GMC executive via the Strategy and Policy Board.

Liaison Groups

19. The Strategy and Policy Board may commission engagement with specific interest or stakeholder groups on matters of policy and related operational issues. Typically, these may formalise a day-to-day relationship with a particular organisation that the GMC has an operational need to engage with; or may bring together different perspectives as a sounding board on a particular issue or subject.

20. Any such Liaison Groups established will report to a sponsoring Director, who will update the Strategy and Policy Board on their work as necessary.

Task and Finish Groups

21. The Strategy and Policy Board may commission Task and Finish Groups to provide time limited, focused input on a particular topic or issue. Typically, these will enable specific expertise or experience to be applied to achieve an agreed outcome, or for a range of relevant perspectives to be brought together quickly.

22. Any such Task and Finish Groups established will report to a sponsoring Director, who will update the Strategy and Policy Board on progress and outcomes as necessary.

External Input to Programme or Project Boards

23. The Performance and Resources Board may commission time limited programme or project boards to be accountable for specific outcomes or outputs that require the participation of external interests for delivery.

Approach to Wider Engagement

24. The GMC has a comprehensive scheme of engagement to inform and support the delivery of its work programmes. In addition to the proposals for formal engagement groups outlined above, the GMC consults widely and in proportion to proposals or decisions that need to be made. A managed programme of informal engagement that includes professional networks, representative forums and reference groups complements formal engagement and consultation.

25. It is proposed that the Strategy and Policy Board will provide advice on, and assurance of, appropriate engagement in the development of GMC policy.

Committee Membership

Audit and Risk Committee

Dr Hamish Wilson, Chair
Dr Shree Datta
Lady Christine Eames
Professor Michael Farthing
Professor Deirdre Kelly
Dame Suzi Leather

Remuneration Committee

Dame Denise Platt, Chair
Baroness Helene Hayman
Professor the Lord Ajay Kakkar
Professor Jim McKillop
Mrs Enid Rowlands

GMC Staff Superannuation Scheme

New Trustees

Professor Jim McKillop
Mrs Enid Rowlands

Continuing Trustees

Lord Kirkwood, Chair
Dr Hamish Wilson

(Note that the Scheme also has other Trustees, including current and former staff members)

Annex D

Council work programme

Current expectations for the Council work programme in 2013 are set out below:

Date and Time	Meeting
Thursday 28 March, 09:00-16:00 (either 10:30-14:00 or 12:30-16:00)	COUNCIL
Seminar or Closed session	
Tuesday 23 April, 09:00-16:00 (either 10:30-14:00 or 12:30-16:00)	COUNCIL
Seminar or Closed session	
Wednesday 22 May, 09:00-16:00 (either 10:30-14:00 or 12:30-16:00)	COUNCIL - Manchester
Meeting <ul style="list-style-type: none"> • CE's Report • COO's Report • Trustees Annual Report and Accounts 2012 • Fitness to Practise Annual Statistics Report 2012 • <i>Mid Staffordshire NHS Foundation Trust Inquiry Report tbc</i> • <i>Amendments to the Governance Handbook or March tbc</i> • Regulations to time limit provisional registration • Report of the Audit and Risk Committee 	
Tuesday 11 and Wednesday 12 June	COUNCIL – AWAYDAY (residential overnight)

Date and Time	Meeting
Wednesday 25 September, 09:00-16:00 (either 10:30-14:00 or 12:30-16:00)	COUNCIL
Meeting <ul style="list-style-type: none"> • CE's Report • COO's Report • State of Medical Education and Practice in the UK Report 2013 - tbc • Report of MPTS Committee 	
Tuesday 10 December, 09:00-16:00 (either 10:30-14:00 or 12:30-16:00)	COUNCIL
Meeting <ul style="list-style-type: none"> • CE's Report • COO's Report • Corporate Strategy 2014-17 • 2014 Business Plan and Budget • Report of the Audit and Risk Committee • Report of the Remuneration Committee • Human Resources Report 	