

Statement of Purpose of the Executive Board

Purpose

The Executive Board is the senior decision-making and oversight forum established to provide strategic direction, scrutiny and reporting to Council by the GMC's senior management team on significant policy, strategy, finance, performance, operational delivery and resource management issues. It ensures that the GMC is a high-performing and agile regulator that understands its registrants, the health care systems in which it operates and the views of its key stakeholders.

Duties and activities

The Executive Board is responsible for:

- Providing strategic direction to the development of the **corporate strategy** and for ensuring that strategy is implemented effectively.
- Providing strategic direction to and oversight of **major policies and projects**, particularly those with cross organisational implications and significant stakeholder interest, and agreeing advice to Council on this. This includes the equality and diversity strategy and the strategic communications and engagement strategy.
- Reviewing and monitoring **operational performance** through high-level key performance indicators and exception reporting, and agreeing actions as required.
- Maintaining, monitoring and reporting on **risk management** and related controls, including reviewing regularly the corporate risk register and agreeing any necessary mitigating actions.
- Agreeing, subject to Council's approval, the GMC's **annual business plan and budget** and any changes to the Annual Retention Fee, and agreeing other fees and charges as delegated by Council. This includes ensuring appropriate reporting and

effective financial controls are in place and taking major in-year resource decisions that are required to support the delivery of the GMC's strategy.

- Considering **capacity and resource efficiency**, ensuring that the organisation is operationally fit for purpose and is resourced adequately to achieve its aims. This includes agreeing and reviewing operational policies that support delivery of the GMC's strategic aims (including finance, HR, IT, procurement and accommodation policies).
- Ensuring effective **talent management** within the GMC and oversight of significant human resources issues, including taking decisions relating to remuneration, benefits and terms of service of staff (other than the senior management team) where there are significant contractual, legal or resource implications.
- Taking decisions in relation to the exercise of the rights, powers, duties and discretion of the GMC under any staff **pension scheme**, on matters not reserved to Council and within the policy framework set by Council.
- Agreeing the approach the GMC's **regular performance review** by the Professional Standards Authority.
- Agreeing the draft trustees' **annual report and accounts** for consideration by the Audit and Risk Committee and Council.
- Considering, on an exceptions basis, the **performance of any trading subsidiary** of the GMC and agreeing any issues to escalate to Council and its committees as appropriate.
- Where necessary, **establishing groups** reporting to the Board to oversee the delivery of large scale change and efficiency programmes / projects and other high-priority, cross-organisational projects as may be required.

Working arrangements

The Executive Board meets every month except August. The Board is chaired by the Chief Executive and attended by the GMC's senior management team, who comprise the membership of the Board. Other attendees, including Assistant Directors, will be invited as required to lead the discussion of relevant agenda items. The Executive Manager of the MPTS will be invited as required to participate in discussions that have an impact on or are otherwise directly relevant to the work of the tribunal service.

The Chief Executive agrees the agenda, and Directors are responsible for the quality and length of the papers, slides and other supporting documents produced by their teams. Any papers should follow the style of Council papers and information provided in these, and any annexes, should be concise and proportionate providing the information needed for Board

members to take effective and informed decisions. Papers will be circulated a week before the meeting and late papers may be deferred to the next meeting. All Board papers will be routinely circulated to Assistant Directors ahead of the meeting for information, though specific items that are commercially or otherwise highly sensitive may need to be withheld on an exceptional basis. Papers for decision by the Board will typically be published (unless commercially or otherwise highly sensitive). Papers in relation to issues in early stages of discussion will usually not be published.

Secretariat duties are undertaken by the Governance Team. The Board Secretary minutes each meeting and circulates the minutes to Board members for comment within one week of the meeting. The Board approves minutes at the next Board meeting. Minutes record the conclusions of the Board on the issues considered and will be cascaded to Assistant Directors. A record of decisions will be published (except those that are commercially or otherwise highly sensitive). To support the effective cascade of information within the GMC, the Governance Team will circulate a brief digest of each Executive Board meeting to Assistant Directors and a summary of the issues considered by the Board will be published on the intranet.

In exceptional circumstances where a decision is urgent and unforeseen, the Chief Executive may agree to the circulation of a paper to the Board for consideration by email correspondence.

The Executive Board submits an annual report to Council, as well as regularly reporting to Council through the Chief Executive's report and Chief Operating Officer's report.

The Chief Executive's report updates Council on major developments in our external environment affecting our work and progress against our strategic priorities. As part of this, the Chief Executive's report reports formally on the actions of the Board and any other significant updates and issues that should be raised with Council.

The Chief Operating Officer's report to Council focuses on the operation and performance of the organisation and contains the corporate risk register.

Through its working arrangements, the Board will promote pace and agility in its decision-making by: devolving decision-making, wherever possible, to the lowest appropriate level; considering items in alternate presentational formats; using Skype to enable presenters to join remotely; requiring concise paperwork to inform its work and prompt circulation of actions and minutes following meetings. The simplification of the executive governance structure provided by this Board and its status as a decision-making forum, combined with the frequency of meetings and streamlined attendance, further supports this goal.