

## **COUNCIL**

### **Report from the Chair of Council**

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**Meeting:** 9 May 2018

**Status:** for decision

**Lead responsibility and paper author:** Gareth Hadley (Chair)

#### **Introduction**

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1. This report covers my principal activities since the Council meeting held on **28 February 2018**.

#### **Recommendation**

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2. Council are asked to **note** the contents of this paper and **agree**:
  - 2.1. the competences for Council members be amended in line with the proposal set out in **annex one**; and
  - 2.2. with effect from 1 September 2018 and until 31 December 2018, Helen Tilley and Selina Ullah be appointed as members of the Nominations committee for the purpose of Council member reappointments only.

#### **Stakeholders**

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3. **Domiciliary eyecare:** Together with Keith Watts (Head of Case Progression, Fitness to Practise) and Natalie Heppenstall (Standards Manager), I visited the head office of **The Outside Clinic**, a major domiciliary eyecare provider (**7 March 2018**). The purpose of our visit was to acquaint ourselves with the clinical governance and operational risks and challenges of delivery of domiciliary services. In addition to discussions with the chief executive (registrant dispensing optician Damien Kenning) and members of his management team, each of us accompanied a registrant optometrist on a domiciliary visit to a patient. The visit greatly enhanced our understanding of the challenges of delivery of domiciliary eyecare services and the implications thereof for the regulator. It was evident to us that, for a number of reasons, domiciliary work may give rise to a range of public protection issues that are less likely to present themselves in clinic-based community practice. We are grateful both to The Outside Clinic's team and to their patients for enabling us to gain that insight.
4. **Trade exhibition:** I visited *Optrafair* (**14 and 15 April 2018**) and spoke to a wide range of stakeholders. Amongst other things, I attended Natalie Heppenstall's briefing session on our Business Standards project and the Worshipful Company of Spectacle Makers' session on career paths for those in optics. I also attended both *Optician* magazine's and ABDO's dinners.

5. **Other stakeholders:** I have also met:
- the chair of the Health and Care Professions Council, Elaine Buckley (**4 April 2018**); and
  - the Upper Warden of the *Worshipful Company of Spectacle Makers* John Macgregor OBE (**5 April 2018**).

### Council and Committees

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6. I chaired meetings of the Education Review Expert Advisory Group (**8 March 2018**), of the Nominations committee (**18 April 2018**), and a special closed meeting of Council (**16 April 2018**) arranged to discuss the business case for a proposed change to the Council's operating model, a question that will be the subject of a further special closed meeting of Council arranged for **8 May 2018**. I will also be chairing a further meeting of the Education Review Expert Advisory Group on **4 May 2018**.
7. I also attended:
- 7.1. an induction session (**1 March 2018**) for members recently appointed to Council committees: and
- 7.2. meetings of the Remuneration committee (**13 April 2018**), Education committee (**16 April 2018**) and a part of the Audit and Risk Assurance committee (**23 April 2018**).
8. At the Nominations committee (Nomco) meeting (**18 April 2018**) the committee reviewed the competences for Council members to ensure that they remain relevant and up to date. The competences have been drafted in order to facilitate finding candidates with the required skills and experience for the role based on merit. This will ensure our appointments and reappointments are made fairly in line with the legislative framework and PSA guidance. As usual for changes of this nature, Council is asked to consider Nomco's recommendation in the public part of its meeting (**annex one**) and agree the competences.
9. The first terms of appointment to the Council of two of the four members of Nomco (Rosie Glazebrook and Glenn Tomison) come to an end on 31 December 2018. Rosie and Glenn both wish to be considered for uncontested reappointment for further terms. Given that (a) it will fall to Nomco to oversee the process leading to the bringing of recommendations to Council for onward transmission to the Privy Council (with whom the power to appoint is vested), and (b) Rosie and Glenn's personal interest will preclude them from participation in any part of the process, **I recommend** that, for the material period (1 September 2018 to 31 December 2018), membership of Nomco is increased to six members by the appointment of Helen Tilley and Selina Ullah for the purpose of this issue only.

### Management

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10. In addition to my regular conversations with the Chief Executive and Registrar, we have had three long bilateral discussions concerning the work and direction of the Council. I have also had discussions with other members of the Executive.

11. Prior to their taking up appointment as our new internal auditor, I met Abbie Francis-Pyke of Mazars Risk Assurance (**15 March 2018**) for a discussion about my perception of the Council's work and processes and the help and insight that I would look to be brought by the Mazars' team.

**Competences for Council members**

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**ESSENTIAL – applicable to all members inc. the Chair**

- demonstrable commitment to equality, diversity and inclusion – dealing with people and issues honestly, fairly and with respect;
- ability to analyse and interpret complex information and evidence, demonstrating impartiality, intellectual flexibility and sound judgment;
- ability to build supportive relationships and work as a team – welcoming and showing regard to the views and advice of others and supporting collective decision making;
- ability to listen, communicate and influence effectively – articulating clear reasoning;
- ability to operate strategically, be held accountable and hold others to account – contributing positively to the GOC in a non-executive capacity;
- ability to articulate patient and consumer issues and/or the interests of service users, including those who are especially vulnerable; and
- capacity and skill to understand stakeholder priorities – inspiring confidence and support amongst stakeholders.

**ESSENTIAL – applicable to all members but not the Chair**

- understanding of corporate governance and corporate performance management

**ESSENTIAL – applicable to only the Chair**

- experience of leading an organisation with a significant budget of comparable complexity through periods of organisational development and/or cultural change;
- a portfolio of high level governance and organisational skills including strategic planning, financial management, risk management, corporate and senior executive performance management and service delivery in a regulated environment; and
- ability to build successful, constructive and supportive working relationships with stakeholders.

**DESIRABLE – applicable to all members inc. the Chair**

- understanding of professional regulation and its impact on public protection.

**DESIRABLE – applicable to 1+ members and the Chair**

- specialist expertise relating to the work of the GOC in a field such as: legal, patient safety, patient advocacy, public involvement, human resources, fitness to practice and/or service delivery.

**DESIRABLE – applicable to 1+ members only**

- ability to articulate issues relating to:
  - financial work in a complex or charitable organisation, including managing budgets/resources (preferably with a financial qualification);
  - risk management or audit work in a complex organisation;
  - higher education, learning and development; and/or
  - technology as a driver/facilitator of transformational change.

**DESIRABLE – applicable to the Chair only**

- strong media and communication skills to deliver messages to and influence a range of audiences.