



**Council**  
**20 July 2021**  
**Council Associate Programme**

<b>Classification</b>	Public
<b>Purpose</b>	For decision
<b>Issue</b>	The paper proposes the introduction of a Council Associates Programme, a scheme to provide osteopaths with the opportunity to shadow Council to enhance their understanding of how governance works in practice.
<b>Recommendation</b>	To approve the introduction of a Council Associates Programme.
<b>Financial and resourcing implications</b>	<p>Council Associates would be able to claim a day rate of £200 per day.</p> <p>Costs associated with recruiting for Council Associates, have been factored into the budget for 2021-22 which was approved by Council in February 2021.</p>
<b>Equality and diversity implications</b>	<p>The introduction of a Council Associates Programme will provide the opportunity to encourage applications from underrepresented groups within the osteopathic community.</p> <p>It might be possible to expand the programme in the future to include lay and/or patient representatives, and this will be considered at an appropriate future point.</p>
<b>Communications implications</b>	If approved, the Council Associates Programme would need to be communicated with osteopaths through our communication channels.
<b>Annex</b>	None.
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### **Key messages from the report:**

- The Remuneration and Appointments Committee (RaAC) discussed the concept of Council Associates in March 2021 and June 2021. RaAC recommend to Council the implementation of a Council Associates Programme (CAP).
- The purpose of the CAP would be to help identify future governance leaders and may bridge the challenge associated with generating high quality registrant applications for governance positions.
- Across governance structures there is an underrepresentation of diversity and the CAP would look to address that within our context.
- We have developed a short statement summarising the purpose of the CAP (para 7 refers)
- We would be looking to appoint 2 or 3 CAP appointees for a term of office of two years. A timeline for the introduction of a CAP would see the first appointees in post for 1 April 2022. Recruitment would commence around September 2021.
- The paper sets out how we intend to address issues of:
  - Scope of the role (from para 9)
  - Incentivisation for the role (from para 13)
  - Confidentiality (from para 17)
  - Impact on future applications (from para 21)
  - Timetable for introduction of CAP (para 23 refers)

### **Background**

1. The General Osteopathic Council (GOsC) governance structure consists of the Council, committees - that are both statutory and non-statutory - fitness to practise panels and ad hoc working groups.
2. The constitution of Council is prescribed in the GOsC (Constitution) Order 2009 as Amended in 2015, with the constitution of statutory committees prescribed in the GOsC (Constitution of Statutory Committees) Rules Order of Council 2009.
3. The constitution of non-statutory committees and ad hoc working groups falls within the authority of Council to set and amend as necessary.

### **Discussion**

4. The RaAC has been considering the introduction of a Council Associates Programme which would provide osteopaths with the opportunity to shadow Council to enhance their understanding of how governance works in practice.

*Purpose of the Council Associates Programme (CAP)*

5. Our experience of recruiting for osteopath vacancies, is that we have encountered three main challenges. The first is that we receive a small number of applications in respect of each role; the second is that the evidence provided on application forms does not score highly against the competency framework; and lastly, our monitoring data shows a limited range of diversity in the applications we receive. The latter challenge is one encountered by many organisations across a range of sectors.
6. The introduction of a CAP would be an attempt to bridge these challenges in the following ways:

- a. Generate interest in our roles: when recruiting for registrant roles the majority of applications come from candidates with an existing relationship with GOSC or individuals who have worked with us in another capacity. In order to widen our diversity pool, we would like to use new strategies to increase awareness within the profession of what governance roles do. This will enable us to attract a wider degree of interest in non-executive positions.

The CAP would be a completely new initiative for the GOSC, and this allows us to promote the opportunity and demonstrate that we want to hear from registrants who have not felt empowered to put themselves forward for roles previously.

In return for the opportunity to be a part of the CAP scheme, there would be an expectation that appointed individuals would share their experience of GOSC within this capacity, for example, through blogs, social media and other communication channels. The intention would be to enhance the message that our non-executive positions are accessible and that we provide opportunities for osteopaths who may want to work with us in the future.

- b. Enhance the quality of applications: there is often an assumption made that to fulfil a non-executive position an individual applying needs to have an extensive corporate or office environment experience.

The CAP provides us with a mechanism whereby we are able to give talented osteopaths a personal development opportunity and a greater understanding of governance. This provides the opportunity for career growth for the individual, and for the GOSC, the potential for better quality future applications and an increased diversity pool of candidates.

We are also going to explore undertaking a registrant online event for osteopaths interested in non-executive roles. The aim of this is to break down barriers to applying and we will be able to provide some training on answering competency-based application forms and interviews. Such an event will aim to help osteopaths identify transferrable skills and how these relate to the roles for which they may wish to apply.

- c. Increase diversity: improving the diversity of Boards and committees is a challenge facing many organisations across all industries. The CAP provides us with an opportunity to proactively seek a greater diversity of applicants from underrepresented groups.

We have the opportunity to encourage applications from parts of the profession who have been put off from applying in the past. Feedback from previous recruitment campaigns has told us that osteopaths have been put off from applying because they do not consider themselves to have the transferrable skills or because they do not see non-executive roles as representative of minority groups or being accessible and inclusive.

Promoting GOsC as an inclusive organisation links directly to our Equality, Diversity and Inclusion Framework 2021-24. Therefore, our plan is to explicitly encourage applications from underrepresented groups and promote diversity and inclusion (of thought as well as protected characteristic) as being something to strengthen the performance of our governance structure. When promoting the CAP we will ensure that we demonstrate our commitment to equality, diversity and inclusion through our social media language and imagery.

7. Therefore, the purpose of the CAP needs to be easily understood to have the greatest impact. The RaAC have developed the following short statement:

'The Council Associates Programme seeks to identify talented individuals within the profession who have the potential to develop their skills and knowledge to undertake future non-executive positions, either at the General Osteopathic Council (GOsC) or elsewhere. We are looking for applications from people with a genuine interest in personal development and we will provide them with mentoring to give them the best chance of learning and developing new skills.'

8. We would look to appoint no more than 2 or 3 CAP appointees. Each would be appointed for a period of two years so that their time observing and shadowing Council was meaningful, but not so long that the opportunity did not present itself for other members of the profession.

#### *Scope of the role*

9. Any individual appointed through the CAP would not be a full Council member, as appointment to Council is made by the Privy Council. Within the GOsC (Constitution) Order 2009 there is no provision for the co-option of members to Council.
10. However, the Governance Handbook does describe the difference between someone invited to attend a meeting by the Chair of Council, and an observer who asks to attend, providing an opening for CAP appointees.
11. An individual appointed through the CAP would not be a full member of Council but would be able to participate in all discussions (greater involvement than

observers), but be excluded a vote on decisions. Additionally, they would - at the discretion of the Chair of Council - be able to attend private meetings of Council, but again, would have no voting rights.

12. The table below summarises the scope of the role of Council member, CAP appointee and observer.

<b>Council member</b>	<b>CAP appointee</b>	<b>Observer</b>
Appointed by Privy Council	Appointed by Council	Not appointed
Set term of office	Set term of appointment	No term of office/appointment
Removal from office by Privy Council only	Removal from office by Council	May be ejected from meeting if required
Full participation in meetings	Full participation in meetings, without voting rights	May ask questions at beginning and conclusion of meeting only
Has right to vote	No right to vote	No right to vote
Paid annual honorarium plus reasonable expenses	£200 per day	Not paid
Must abide by Governance Handbook	Must abide by Governance Handbook	No requirement to observe Governance Handbook
Bound by Corporate Responsibility	Bound by Corporate Responsibility	Not bound by Corporate Responsibility

#### *Incentivisation for the role*

13. If the purpose of CAP is to attract talented individuals from within the profession who want to develop their skills and knowledge, we need to make the offer as attractive as possible.
14. There is recognition that those appointed through the CAP would be receiving first-hand exposure to governance arrangements within a statutory healthcare regulator. However, these individuals are still registrants who, most likely will be independent practitioners, and time away from practice represents lost income.

15. Additionally, if we are seeking to enhance the diversity of applicants, not offering any remuneration for the role is likely to be a barrier, putting off potentially talented individuals from applying.
16. The GOsC day rate is £306. The RaAC noted the developmental benefit to being appointed and considered that a lower daily rate for CAP appointees would be appropriate. The proposed day rate for CAP appointees is £200.

#### *Confidentiality*

17. This was identified by the RaAC as being an important issue. With CAP appointees being made by Council we can introduce a contract of engagement that describes the nature of the relationship between the Council Associate and the GOsC.
18. It is our expectation that any appointee would sign up to the Governance Handbook and be bound by the same confidentiality and collective responsibility arrangements which exist for full members of Council. Without such an agreement the appointment would not be made.
19. Council Associates would be expected to commit to the role as if they were a full member. This would include preparation for meetings, attendance at meetings, undertaking appropriate training and participating in any appraisal or learning/development review.
20. Any failure to abide by confidentiality arrangements would see their position terminated with immediate effect.

#### *Impact on future applications*

21. The RaAC identified the need to manage the expectations of any CAP appointee in that there was no linkage between appointment through the CAP and a guarantee of appointment to any future non-executive vacancy with GOsC. With any future non-executive positions, a CAP appointee would be required to go through the same recruitment and selection process and would not be treated any more favourably than another candidate.
22. This will be made clear in the recruitment campaign and also the contract of engagement.

#### *Timetable*

23. The Executive have considered a timetable for the introduction of the CAP and this is set out in the table below. We have attempted to align this activity with the Appointment activity we are already committed to undertaking in 2021-22.

Activity	Date
RaAC recommend introduction of CAP to Council	June 2021
Approval of CAP by Council	July 2021
Commencement of advertising	September 2021
Open day event	September 2021
Closing date	October 2021
Shortlisting	November/December 2021
Interviews	January 2021
Appointments made by Council	February 2021
CAP appointees commence roles	April 2022

### In conclusion

24. The CAP represents a completely new initiative for the GOsC and which seeks to address some longstanding problems associated with attracting registrant applications for non-executive positions, particularly around enhancing the diversity of applications we receive.
25. RaAC were happy to recommend the introduction of the CAP to Council.

**Recommendation:** To approve the introduction of a Council Associates Programme.