**Governance review – members update**

**20 January 2017**

*Purpose of paper*

This paper provides members with a summary of Council decisions taken on governance and identifies what work is planned for the future.

*What is the governance review?*

Governance is about having robust structures and processes to manage the overall direction, effectiveness, supervision and accountability of the CSP to achieve our vision. Good governance is essential if the CSP is to remain a significant influencer, campaigner and strong membership body. The CSP Council initiated a governance review in December 2015 in response to weaknesses identified through member and staff feedback, benchmarking with others and against best practice.

*Modernisation of governance*

Improvements to governance processes are being made alongside the review. Council work is more focussed on strategic decision making and the quality and timeliness of meeting paperwork has improved. Definitions about the roles and responsibilities of Council members and the purpose of Council (‘to provide leadership of the physiotherapy profession and governance of the CSP’) have been agreed to make expectations clearer and improve accountability.

*Current governance arrangements*

The Council is the governing body of the CSP and provides leadership to the physiotherapy profession and governance of the CSP. This means it is responsible for determining the strategic direction of the Society and holding the Chief Executive and her staff to account.

Most of the 27 Council members are elected by members based on where members live or their work.

Council can delegate its functions (but not its overall responsibilities) to committees and there are at least 12 CSP committees that currently meet regularly. Based on benchmarking with other organisations the CSP’s current committee structure is overly complicated and bureaucratic, with far more committees than others.

**Governance review update**

The CSP Council’s work will ensure that the CSP governance structure and processes are ‘**fit for purpose’**, that is they:

* 1. Promote and progress the CSP vision and strategic priorities
  2. Enable and support member involvement and influence
  3. Enable appropriate strategic decision making
  4. Reflect good practice and value for money

Every Council member is a representative of CSP membership elected to lead the profession. Under new arrangements there will be a shared understanding that **Council members consider *all* members’ needs and work in the best interests of the profession** **as a whole**, informing their work using a range of communication methods and their own expertise and analysis. This means that current ‘segmentation’ of Council seats, with protected seats for particular members based on what they do or where they live, is longer necessary.

In December the Council identified a **preferred model** for future governance, with a **smaller Council consisting of 12 elected seats**. The review is now looking at election systems and how long Council members should serve to balance fresh perspective and new opportunities for members with continuity and shared knowledge.

**Small Council (c. 12 members)**

Providing leadership of the physiotherapy profession and governance of the CSP

Small number of permanent committees dealing with on-going Council business

Short life working groups to deal with time limited issue as required.

Drawing expertise to inform decision making as required (e.g. ERNs, country boards, professional networks, associates, students & union groups)

The review is looking to ensure that Council reflects the **diversity of the CSP membership**. Council must be credible with all members wherever they live and work and a separate briefing paper on this issue, posing questions to members, has been published (response deadline is 21 February).

Principles are being developed to **ensure Council taps into particular member perspective or expertise** to inform its decisions as necessary, e.g. by using the English Regional networks, country boards, professional networks, focus groups or surveys. This principle will also apply to Council committees and working groups.

In Council’s preferred model there are **fewer committees** meeting regularly to carry out work delegated by Council. Decisions about the work of these committees will be taken at the March and June Council meetings. Proposals will be based on what work Council needs support with, rather than current structures and arrangements.

At the December meeting Council agreed other measures to streamline and modernise CSP governance. **‘Alternates’,** individuals who shadow and stand in for Council members, do not feature in the preferred model. Council members’ shared responsibility for CSP finance and resources will be reinforced with the removal of the **Honorary Treasurer** role.

**Next steps**

Any significant change is for members to agree at the Annual General Meeting on 11 November 2017. In preparation, Council will work up the details of its preferred model. Members will be updated after Council meetings in March and June. An information session will also be held at the Annual Representative Conference on Monday 6 March.

More information about the review can be found of the CSP website. Any questions or comments should go to the Governance Working Group [Governancereview@CSP.org.uk](mailto:Governancereview@CSP.org.uk)