

# Candidate Brief



## The Institute of Osteopathy

### Chair of the Audit & Risk Committee

### AC0501

**May 2025**

**Managing Director**  
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## Welcome from Daniel Collis President



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the next Chair of the Audit & Risk Committee for the Institute of Osteopathy. I hope this candidate brief gives you all the information you need about the requirements of this role. You can also find more information about us on our website: [Institute of Osteopathy | Osteopathy for Health](https://www.instituteofosteopathy.org.uk/).

The Institute of Osteopathy (iO) is the professional association for regulated osteopaths in the UK, and represents around three quarters of registered practitioners. The mission of the iO is to unite, promote and develop osteopaths for the betterment of public health and wellbeing, as well as to protect and serve the members of the Institute. The long term goal of the Institute is to foster recognition of osteopaths through strong working relationships between the profession and other health professions and stakeholders. Members of iO's governing body, the Council, and the Council's representatives on the Institute's Audit and Risk Committee are critical to the steering and achievement of these strategies, by engaging in advisory, decision making and oversight roles across the organisation, working closely with the iO's Chief Executive and executive staff.

The Audit and Risk Committee comprises the Chair of Committee, one lay member of Council (with relevant skills and experience), and two other members with appropriate skills. The Chief Executive attends meetings but is not a voting member. The Chair of the Audit and Risk Committee will also serve as a member of the Remuneration Committee, which meets as required to review and approve the annual remuneration award of the chief executive, and to advise on the remuneration framework for the Institute.

We are looking for our next Chair of the Audit & Risk Committee to build on the excellent work of the current post holder to ensure that the iO's assurance and risk management processes are operating efficiently and effectively. The Chair will ensure that there is an effective internal control environment that is subject to testing through internal processes, external audit, and any specifically commissioned internal audit reviews and that there is appropriate scrutiny of the Institute's monthly and annual financial reporting. This role offers an opportunity to guide the risk management and financial governance of the Institute of Osteopathy, as Chair of the Audit and Risk Committee. This includes the financial and risk management oversight of the Osteopathic Foundation, the charitable arm of the iO.

If this is a role that interests you, we would very much like to receive your application. You can find all the details on how to apply in this brief. If you have any further questions about the role once you have read this candidate brief please contact Thewlis Graham by email: [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) for a confidential conversation with Sarah Thewlis.

Yours sincerely

Daniel Collis  
*President*



## 2. About The Institute of Osteopathy

The Institute of Osteopathy (iO) is the professional membership body representing UK Osteopathy. Our membership consists of nearly three-quarters of UK registered osteopaths and two-thirds of the current student body across the UK. Central to the iO's purpose is the support of our members. We provide a range of services, resources and best practice advice in clinical development, business practice and engagement opportunities, that support our members to provide high-quality healthcare services.

Osteopaths are highly trained, statutory regulated healthcare professionals who are known for their expertise in the evaluation, diagnosis and management of the entire musculoskeletal system and its relationship with other systems in the body. Osteopaths believe everyone can benefit from a tailored, whole-person approach to health and provide a package of care which involves manual therapy, together with exercises and health advice.

Over 30,000 people every day visit an osteopath suffering from a variety of conditions including neck or back pain, joint or muscular pain, sports injuries, recurring headaches and more. Patient groups include but are not limited to pregnant mothers, unsettled children, or those with work strain, or pain and stiffness related to advancing years.

The Institute of Osteopathy (iO) represents the profession with the statutory regulator GOsC, NHS England and other key stakeholders, working closely with the profession's main institutions in education and research, local and national practitioner groups. The iO has a membership of 3,600, around 70% of UK based regulated osteopaths. Over 90% of the profession work in small to medium private practices, with an estimated 8-10% working in the NHS or major private providers to the NHS. The iO is also strongly engaged with the profession internationally, with board representation on the European and global umbrella bodies for osteopathic professional associations.

## **Our Mission**

We support, unite, develop and promote the osteopathic profession, for the improvement of patient care.

## **Our Vision**

To see osteopathy grow and thrive – universally recognised and accessible to all.

## **Our Strategic Plan**

Our current Five Year Strategic Plan 2023-28 lays out the strategic objectives and planned actions around growing the osteopathic workforce and the new Strategic Themes will be to:

- i. Grow access to education by opening up student recruitment outside of the concentration in the South and West of the UK.
- ii. Support and develop the business model for independent practice to lower practitioner isolation, improve practices business and management skills, and provide more career choice and opportunities for personal development.
- iii. Strengthen the profession's identity, develop a career development framework for practitioners, and develop an overall Workforce and Education Strategic Plan, which will provide clarity around career development opportunities and thereby support recruitment and retention.

Over the next five years we therefore look to:

- i. Continue to grow iO membership as we develop more services.
- ii. Develop opportunities for new schools for preregistration training.
- iii. See higher student volumes and improve retention of practitioners in the workforce.
- iv. Implement a profession wide, practical and respected professional development framework which knits together the opportunities across the breadth of career and clinical choice.
- v. Grow public understanding of osteopaths.
- vi. Grow professional recognition of osteopaths with expanded AHP status and more collaboration with NHS and other professions.

We will require and will apply additional matched funding from the Osteopathic Foundation. This will ensure that we have adequate resources to support and enable education development for the profession.

You can also view our latest Annual Report [here](#).



## **Our Work**

### **Support and representation**

Central to the iO's purpose is the support of our members. We provide a range of services, resources and best practice advice in clinical development, business practice and engagement opportunities, that support our members to provide high-quality healthcare services. We actively represent the views of the profession, listening and engaging with members on key issues and developments. The iO team networks extensively with osteopathic groups at both a regional and national level and hosts multiple live and virtual networking events.

### **Collaboration**

We work closely with all Higher Educational Institutions providing osteopathic degrees, post-graduate training providers, the regulator and other key osteopathic stakeholder organisations. The iO holds stewardship of the charity the Osteopathic Foundation, and invests in the National Council of Osteopathic Research.

### **Engaging with healthcare to improve access**

We believe that osteopaths can provide expertise and resource to overstretched NHS services. With these ever-increasing demands in mind, we are working with NHS England to engage NHS trusts, commissioners and other allied healthcare professionals to improve access to care and identify innovative service reforms.



### **Working in partnership to inform Health**

The iO values collaboration and partnership, we work with other healthcare professions, healthcare agencies and patient groups with the aim of improving the health of the public and raising awareness of health-related issues. Our health campaigns encourage osteopaths to inform, educate and discuss key health messages with their patients, as well as directly with members of the public.

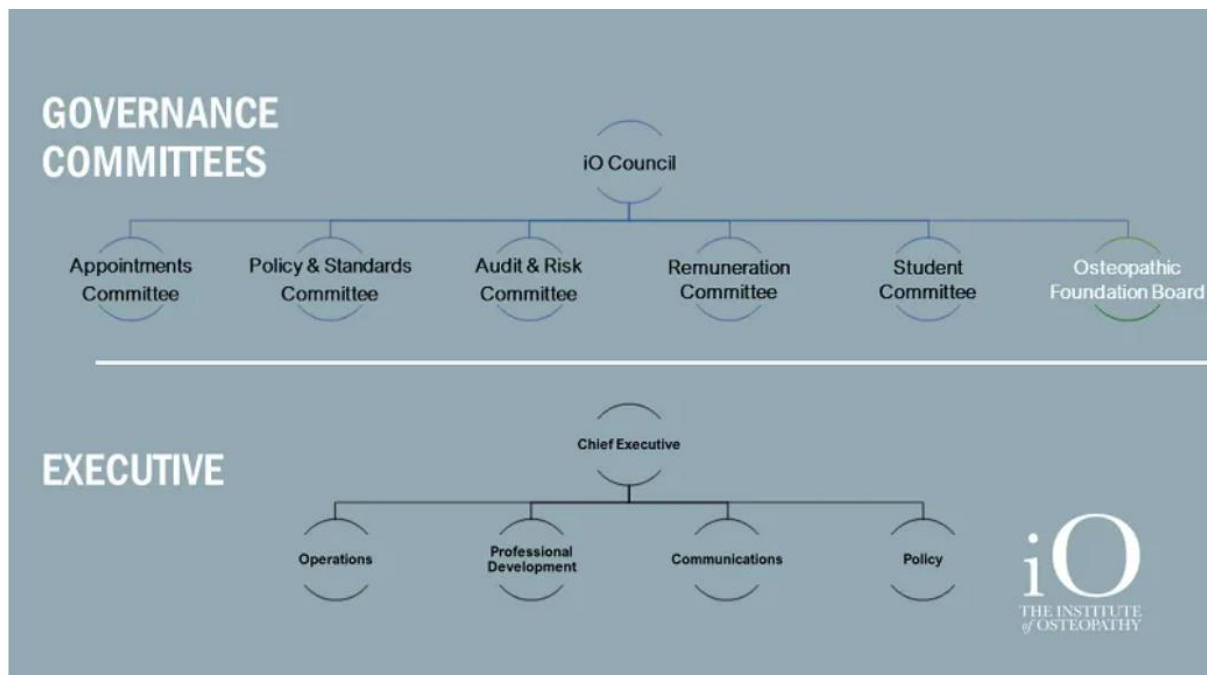
### **Driving development in the profession**

The iO facilitates the development of the profession by uniting and collaborating with major osteopathic stakeholders. We coordinate the work of the Osteopathic Development Group (ODG), a forum that brings together all the major educational, regulatory and research osteopathic organisations for the long-term development of the osteopathic profession for the benefit of individual osteopaths, the public and the profession as a whole. We also work with external organisations such as the Council of Deans of Health, the College of Medicine, and the NHS England Workforce, Training and Education Directorate to open up opportunities for the profession.





## Our Governance



The iO is governed by a non-executive Council and a series of advisory [committees](#), who set the strategic direction for the organisation and ensure robust process and governance of its operations.

[The Executive](#) is employed to advise Council and the Committees, operate the organisation and deliver the strategic and annual business plans agreed by Council. The iO's Executive team are the management and administrative task force behind the Institute. The members' welfare and the interests of the osteopathic profession in supporting the public's health and wellbeing are at the core of everything they do.

[The Council](#) is responsible for representing the membership's views and interests and setting the strategic direction and budget for the iO. It is made up of six practising osteopaths, voted for by the iO's Membership and three lay members, appointed by Council for their specialist skills. There are also two Council roles reserved for representatives from the education sector, and the Chief Executive as an ex officio member. The term of office is three years, and two consecutive terms may be served. Members are elected or appointed at the Annual General Meeting. The Council meets four times a year and iO Members are welcome to join and observe by prior arrangement.

A cross-professional group of healthcare professionals, the **Policy & Standards Committee** oversees the external relationships of the iO, it reviews the strategies and policies of the Institute to ensure that they are practical and in line with the aims of the iO and the profession.

**The Audit and Risk Committee** has oversight of the iO's financial performance and operational effectiveness, it ensures that the financial and risk management processes of the iO are robust and effective.

**The Remuneration Committee** oversees the remuneration of the Executive and works to ensure that reward processes are appropriate and affordable.

**The Appointments Committee** is an independent panel who ensures appropriate processes and governance in the appointment, election and performance of iO non-executives.

**The Student Committee** is formed of student representatives from each of the undergraduate institutions providing Osteopathic degrees. They meet to collaborate across the colleges and provide a student voice to the plans and activities of the iO.

**The Osteopathic Foundation** (the oF) is a charitable trust set up to advance osteopathic practice for the benefit of the public's health. It funds education and research projects and promotes productive relationships both within and outside of the profession. It receives no government funding and relies heavily on donations from the members of the public and the profession.

### **3. Role Description and Person Specification of the Chair of the Audit & Risk Committee**

#### **Introduction**

The Institute of Osteopathy (iO) is the professional association for regulated osteopaths in the UK, and represents around three quarters of registered practitioners. The mission of the iO is to unite, promote and develop osteopaths for the betterment of public health and wellbeing, as well as to protect and serve the members of the Institute. The long term goal of the Institute is to foster recognition of osteopaths through strong working relationships between the profession and other health professions and stakeholders.

Members of iO's governing body, the Council, and the Council's representatives on the Institute's Audit and Risk Committee are critical to the steering and achievement of these strategies, by engaging in advisory, decision making and oversight roles across the organisation, working closely with the iO's Chief Executive and executive staff.

#### **The Role**

The role offers an opportunity to guide the risk management and financial governance of the Institute of Osteopathy, as Chair of the Audit and Remuneration Committees. This includes the financial and risk management oversight of the Osteopathic Foundation, the charitable arm of the iO.

The Audit and Risk Committee comprises the Chair of Committee, one lay member of Council (with relevant skills and experience), and two other members with appropriate skills. The Chief Executive attends meetings but is not a voting member.

The Chair of the Audit and Risk Committee will also serve as a member of the Remuneration Committee, which meets as required to review and approve the annual remuneration award of the chief executive, and to advise on the remuneration framework for the Institute. Committee chairs meet periodically to ensure there is effective co-ordination and communication of their respective and combined remits.

The Chair of the Audit and Remuneration Committees reports to iO Council as a whole.

#### **Purpose of the Role**

The Chair of the Audit and Risk Committee works to ensure that the iO's assurance and risk management processes are operating efficiently and effectively and to ensure that there is an effective internal control environment that is subject to testing through internal processes, external audit, and any specifically commissioned internal audit reviews.

The Chair of the Audit and Risk Committee works in close co-operation with, and provides support and advice to, the Chief Executive of the Institute.

The Chair of the Audit and Risk Committee also ensures that there is appropriate scrutiny of the Institute's monthly and annual financial reporting, and that the Committee has the skills and experience to provide appropriate challenge and scrutiny.

## **Role context**

The role of the iO Chair of Audit and Risk Committee is defined as follows:

- To provide assurance and risk expertise to the Audit and Risk Committee
- To chair the Audit and Risk Committee, ensuring that the Committee works to a clear annual programme of work that supports the assurance statement in the annual report and accounts
- To guide and advise the iO Council in the approval of the annual report and accounts and an appropriate risk and assurance framework, and to present the annual accounts at the AGM
- To understand the accounting procedures, key internal controls and risk management process in order to assure the Council that the Institute's financial integrity is sound
- To ensure that the Institute has an appropriate, and regularly reviewed, reserves policy
- To agree with the Chief Executive a reporting format for the Council, ensuring that the objectivity and independence of the Chair of the Audit and Risk Committee is not compromised
- To ensure that an update report of each Audit and Risk Committee meeting is presented to the Board
- To ensure that the report and accounts are properly audited, and that accepted recommendations of the external auditors are implemented
- To lead the Committee in the commissioning of internal audit reviews where necessary to provide additional independent assurance against identified key risks.

The Vision and Mission of the iO is as follows:

- The Vision of the iO is that Osteopathy should be a growing and thriving profession, universally recognised and accessible to all.
- Our mission statement (the purpose of the organisation) is to protect, unite, promote and develop the osteopathic profession, for the improvement of UK health and patient care.

### **Commitment and tenure**

- The role involves a combined commitment of around 8-10 days per year
- The role may involve some limited travel within the UK
- Audit and Risk Committee members must be able to allocate time for briefing and reading committee papers before meetings
- Members should be willing to undertake training as recommended by the Chief Executive and Council
- This post is a public Appointment rather than an employed position

### **Responsibilities**

The Chair of the Audit and Risk Committee is required to:

- Ensure that the Committee's work is always in pursuance of the iO's strategic and business plans, its values, and mission.
- Exercise regulatory and law enforcement duties
- Support policies and strategy agreed by Council and work positively and constructively to progress them; support the executive in the development of relevant policies, as required.
- Advise and monitor the implementation of policies and procedures
- Represent the iO's policies and views in a positive way to external audiences
- Consider and take decisions on matters referred to by Council, the CEO or the executive managers
- Take responsibility for addressing the items that appear on the Committees agenda by:
  1. reading the papers beforehand
  2. adhering to the agenda item
  3. contributing to discussion for the development of the iO and the profession rather than for personal objectives/gain
- Work with the CEO and executive team to resolve issues so that clear and collective decisions can be reached and action points can be attributable to individuals
- Work constructively as part of a team
- Attend and Chair all Audit and Risk Committee meetings
- Encourage the participation of all members of the Committee, performing annual reviews with each committee member, and identifying any further development or changes needed to ensure their full and effective engagement
- Ensure that sufficient time is given for discussion/decision-making and, if appropriate, convening prior informal meetings to prepare for discussion or additional meetings if required.

- Set the style and tone of Committee discussions to promote constructive debate and effective decision-making

## **Competencies**

### **Technical Competencies:**

For the role of Lay Chair of Audit and Risk Committee, the following competencies are required:

- CCAB Qualified, with senior level Audit & Risk Committee experience
- Skills, knowledge and experience of systems of internal control, corporate governance and financial and risk management
- Knowledge and experience of assurance frameworks, policies and processes
- Understanding of the role of audit in wider accountability frameworks
- Recent and relevant financial management and/or audit experience

### **Contextual competencies:**

- Knowledge and understanding of the objectives and range of activities of the iO, the role of Council and the key internal and external stakeholders
- Commitment to the wide community of osteopathy
- Understanding of regulation and the osteopathic profession

### **Core competencies:**

Knowledge of and adherence to procedures

- Capacity to abide by frameworks, and compliance processes and procedures as determined by the Council.

### **Senior level experience**

- Chairing meetings, encouraging the participation of all members of the Audit and Risk Committee and ensuring that sufficient time is given for discussion/decision-making
- Ability to interpret complex issues, with the skill to clarify them for others
- Possesses high standards of personal probity, integrity, tact and discretion and is able to maintain confidentiality
- Ability to work in partnership with the Chief Executive and other executives, while holding them properly to account

- Ability to think at a strategic level, understanding both the process of development and implementation of policy and the implications of strategic and policy decisions on the iO's resources
- Ability to assimilate business information, and see the external environment objectively, with a logical approach to problem solving
- Commercial, pragmatic approach to committee discussion and effective decision-making, using sound judgment, communication and influencing skills
- Track record of thorough planning and preparation through assimilation of written reports and proposals, and takes notes efficiently and accurately.
- Willingness to give and receive constructive feedback, and to learn from others.
- Aptitude for leadership and ambassadorial role, representing the profession, the iO, and its Council and views positively

### **Communication skills**

- Articulates views clearly and concisely, both orally and in writing.
- Listens actively, avoids assumptions, checks understanding with others and shares information in a timely manner.
- Adopts a tactful approach and a communication style that is respectful and impartial.

### **Effective decision making and sound judgment**

- An ability to concentrate for long periods of time, make decisions in a timely manner and accept responsibility for decisions reached.
- Identifies and reports potential conflict of interest.

### **Commitment to diversity**

- Demonstrates awareness of, and personal commitment to equality of opportunity and diversity.
- Asks questions and makes comments in a manner that is sensitive to issues of age, beliefs, cultural differences, gender, physical or mental disabilities, race, religious customs, sexual orientation and life style.
- Presents a fair, unbiased and balanced view based on all the information presented.
- Is self-aware in relation to potential prejudices, and addresses these.



## **Sanctions**

A breach of the Chair of Audit and Risk Committee responsibilities or the Code of Conduct (below) may be subject to disciplinary action and possible sanction, which in serious cases may result in the Committee member being removed from office.

## **Code of Conduct**

Members of the Audit and Risk Committee are expected to uphold the seven principles of Public Life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Specifically, the Chair and members of Audit and Risk Committee must adhere to the following code of conduct:

- Members must at all times ensure that their activities are directed toward the fulfilment of the iO's mission statement, its members and the interests of its public.
- Members must ensure that the funds of the iO are properly applied to the furtherance of the purpose of the iO.
- Members must not make use of information acquired solely by virtue of their position as such for personal gain, whether financial or non-financial.
- Members must not use their position as such to promote their personal, professional or business interests.
- Members must declare any real or potential conflict of interest with regard to any matter brought before Council or discussed during an iO meeting, viz:  
If the Chair of a meeting decides at any time that a Member has a real, perceived or potential conflict of interest\*, the Member will not participate in the discussion, and will leave the meeting for the topic under consideration.
- Members must ensure, when speaking in their capacity as such at any meetings of the iO, its committees or outside, that they declare any personal or business interests relevant to the matter in hand.
- Members must respect the confidentiality of information identified as confidential, acquired by them solely by virtue of their position as such.
- Members must not use their position as such to seek to influence the conduct of any aspect of the Committee's business for the benefit of any individual, body corporate or other association other than for the benefit of the profession as a whole.

- Members must avoid any conduct that impairs the ability of the Committee to perform its functions or to enjoy the confidence of the membership, iO staff, the profession or government.
- Members must ensure that prompt and effective action is taken through appropriate channels to investigate any allegation of maladministration within the iO reported to them.
- Members should support in public the policies of the iO. Where a Member feels compelled publicly to oppose an iO policy, the Chair should be informed in advance. The Member may then express his or her personal views on the matter but, in so doing, must first explain the organisation's policy and the reasons for the organisation's decision. Members must in any case avoid any action that would undermine confidence in the competence of the organisation and its members or in the organisation's decision-making process.
- Members must take action to be familiar with the governing documents of the iO so that they may act in an informed capacity.
- Members will submit for reimbursement only those expenses that are reasonable, justifiable, legitimate, and in accordance with the iO's Expense Policy.
- Members must not accept personal gifts, favours or benefits, except those of a nominal value, from any business associate or company, offered because of their position with the iO.
- Members will not use their position as a Member of Committee to suggest to any iO employee any entitlement to, or expectation of, any special treatment beyond that accorded to the broad membership of the iO.

## **4. Location, Term of office, Commitment and tenure and Remuneration**

### **Location**

The role involves a commitment to four regular Audit and Risk Committee, and to Remuneration Committee meetings, as and when required. Most of the meetings will be by phone or videoconference. In addition to quarterly Committee Chair meetings, there will be engagement with the President and Council of the iO, including meetings, and other adhoc meetings (typically by telephone or videoconference). The role may involve some travel within the UK to meetings.

There will also be some in-person commitments (e.g. observing Council, joining Board lunches).

### **Term of office**

A Chair of Audit and Risk Committee holds office for three years. The Chair may be mutually reappointed for a second term, but may not hold office for more than a total of six years.

### **Commitment and tenure**

The role involves a combined commitment of around 8-10 days per year. The role may involve some limited travel within the UK.

### **Remuneration**

This role will receive a fixed annual honorarium of £3,000, paid quarterly in arrears through the iO payroll. No additional fees are payable apart from any specific project fees agreed in advance with the CEO. Reasonable travel and subsistence expenses will be paid according to the iO Expense Policy, as well as any business expenses agreed with the CEO.

*If you have read all this information and still have a query, for a confidential conversation with Sarah Thewlis, Managing Director of Thewlis Graham Associates, please contact us by emailing [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com).*

## 5. Timeline, Application Process and How to Apply

### Timeline

Dates	Activity
Monday 9 June 4pm	Applications close.
W/C 9 and 16 June	Thewlis Graham consultant interviewing of interested candidates – online.
W/C 7 July	iO interviews.

### Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Role and Responsibilities sections and Person Specification and the people who best meet these will be invited for interview with Thewlis Graham Associates. These will be held online.

Those candidates not invited to interview will be advised by email.

Longlisted candidates will also be advised by email. After a consultation between the iO and Thewlis Graham Associates, a shortlist will be drawn up and shortlisted candidates invited for interview with the recruitment panel. These will be online also. All candidates will be informed of the outcome following this date.

### How to Apply

To apply for this position, please complete the three steps below, emailing your documentation to [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) quoting reference AC0501.

1. Your CV in Word format only.
2. A covering letter containing:
  - A personal statement which fully addresses the criteria listed in the role and responsibilities section.
  - Answers to the following questions, illustrating your responses with examples or evidence from your own life experiences – these could be from your working, volunteering, community, or personal life:
    - Why are you interested in joining the iO specifically? (300 words)
    - What knowledge, skills and experience have you gained in your life that you would bring to our Board? (500 words)
    - How would you make a difference to the iO? (200 words)

- Your availability for the time commitment required.
- The name, job title, organisation, email address and mobile number of two professional referees (Please note referees will not be approached without your prior permission).
- Confirmation that you are not disqualified under the Charities Act.

3. Please complete the Diversity Monitoring form, please see link below

**Please ensure that you include your mobile phone number and email address in your application.** Do not hesitate to contact Sarah Thewlis by email: [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) if you have any queries. ***If you would prefer to receive this candidate brief in a more accessible format, please contact us.***

## 7. Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete your form as Thewlis Graham Associates is committed to monitoring and analysing diversity and inclusion information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Lizzy on: [lint@thewlisgraham.com](mailto:lint@thewlisgraham.com).

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you

## **Appendix I**

### **The Nolan Committee Principles of Public Life**

#### **1. Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

#### **2. Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

#### **3. Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

#### **4. Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

#### **5. Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

#### **6. Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

#### **7. Leadership**

Holders of public office should promote and support these principles by leadership and example.

*Excerpt from the Nolan Committee's First Report on Standards in Public Life, 1995*