OPEN AGENDA

Declarations of interest: members are reminded that they are required to declare any direct or indirect pecuniary interest, or any non-pecuniary interest, in relation to any matters dealt with at this meeting. In accordance with Standing Orders, the Chair will rule on whether an interest is such as to prevent the member participating in the discussion or determination of the matter. Items marked with an asterisk are supported by a Paper or other documents. All other items are dealt with orally.

<table>
<thead>
<tr>
<th>Item</th>
<th>Action</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apologies and declarations of interest</td>
<td>to note</td>
<td>11.00-11.05</td>
</tr>
<tr>
<td>C-300915-1 Draft minutes of meeting of 18 June 2015*</td>
<td>to note</td>
<td>11.05-11.10</td>
</tr>
<tr>
<td>C-300915-2 Matters arising and action log*</td>
<td>to approve</td>
<td>11.10-11.20</td>
</tr>
</tbody>
</table>
| C-300915-3 Chair’s Report  
  • Council appointments  
  • Council re-appointments  
  • Healthcare Regulators Chairs’ meeting | to note | 11.20-11.40 |
| C-300915-4 Chief Executive’s Report  
  • Communication Report and future Plan*  
  • Welsh language scheme  
  • Advertising  
  • Use of title “Dr”  
  • Update on Section 60/ Healthcare Bill  
  • Update on Equality and Diversity  
  • Re-appointments Committee  
  • Registration appeals | to note | 11.40-12.10 |
| C-300915-5 Review Strategic aims* | to agree | 12.10-12.30 |
| Lunch | | 12.30-13.15 |
| C-300915-7 Draft budget 2016* | to note | 13.40-14.00 |
| C-300915-8 Performance Report* | to note | 14.00-14.15 |
| C-300915-9 Report from Education Committee | to note | 14.15-14.30 |
| C-300915-10 Strategic Risk Register – any items over 15 | to note | 14.30-14.35 |
| C-300915-11 AOB  
  • 2016 Council dates | to agree | 14.35-14.40 |

Date of next meeting: 3 December 2015
MINUTES OF THE MEETING
OF THE GENERAL CHIROPRACTIC COUNCIL
HELD ON 18 JUNE 2015
44 WICKLOW STREET, LONDON WC1X 9HL

OPEN SESSION

Present:
Suzanne McCarthy, Chair
Sophia Adams Bhatti
Marie Cashley
Roger Creedon
Roger Dunshea
Gareth Lloyd
Julie McKay
Grahame Pope
Liz Qua
Julia Sayers
Carl Stychin
Gay Swait
Phil Yalden

Apologies:
Tom Greenway

In attendance:
David Howell, Chief Executive and Registrar
Penny Bance, Director of Education, Registration and Standards
Paul Ghuman, Deputy Chief Executive (Director Resources & Regulation)
Neil Johnson, Policy and Communications Manager
Amanda Greenlees, Executive PA
Adam Halsey, Partner, Haysmacintyre (item on the Financial Statement 2014 only)

Apologies and declarations of interest
Council welcomed new council member Phil Yalden to his first meeting. Apologies were received from Tom Greenway.

Grahame Pope and Phil Yalden both made declarations of interest in relation to item 4, 'Letter re. Test of Competence (ToC) from the Alliance of UK Chiropractors'. They explained that they had been involved in the selection of the ToC assessors. Council agreed that both members could be present for the discussions of that item but could not take part in the discussion.

C-180615-1 Draft minutes of the meeting of 31 March 2015

The following amendments to the draft minutes were agreed:
- Page 1, item 1 – the heading to be amended to read “Draft minutes of meeting
of 1 December”, rather than October.
- Page 1, item 2, ‘Matters arising and action log’, the sentence “All matters arising listed in the action log were confirmed as complete” to be amended to read, “All matters arising listed in the action log were confirmed as completed”.
- Page 3, item 3, ‘The Chiropractic register’, the “Equality and Diversity Act” to be amended to read “Equality Act 2010”.
- Page 4, item 4, ‘Use of the courtesy title Doctor’, the second paragraph to be amended from “Council discussed the use of the title and noted that the Royal College of Chiropractors had attempted to dissuade chiropractors from using the title ‘Dr’. Council agreed that this issue should be raised at the joint GCC/RCC/Professional Associations meeting in May.”, to read “Council discussed the use of the title and noted that support for use of the title may not be universal across all of the Professional Associations and the Royal College of Chiropractors. Therefore, Council agreed that this issue should be raised at the joint GCC/RCC/Professional Associations meeting in May”.

Subject to the above amendments, the minutes were agreed as an accurate record of the March 2015 meeting.

<table>
<thead>
<tr>
<th>C-180615-2</th>
<th>Matters arising and action log</th>
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<tbody>
<tr>
<td>Council noted that the update on the Welsh language scheme, the first phase of the research proposal and the recommendation for the external auditor were on the meeting’s agenda.</td>
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<tr>
<td>Council was informed that the mock-up of the guidance note template was not yet ready but would be provided to Council when this was available.</td>
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<tr>
<td><strong>Action:</strong> Update on guidance note to be provided to Council</td>
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</tbody>
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<table>
<thead>
<tr>
<th>C-180615-3</th>
<th>Chair’s report</th>
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<tbody>
<tr>
<td>Meeting of the International Chiropractic Regulatory Collaboration</td>
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<tr>
<td>The Chair reported on the recent meeting of the International Chiropractic Regulatory Collaboration (ICRC) conference that she had attended with the Director of Education, Registration and Standards, Penny Bance, in May in Athens. A number of useful presentations had been made at the conference on such subjects as education and regulation and CPD. Penny Bance had given a presentation on the latter. A draft note of the meeting would be available on the ICRC’s website.</td>
<td></td>
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<tr>
<td>The ICRC meeting ended with agreement, in principle, of those who were present to create a more formal group for the purpose of collaboration and the exchange of information. It would have no decision-making powers. Council expressed interest in this development but wanted to consider the proposal once it was more concrete. The Chair said that the ICRC was considering having its next meeting during the World Health Professions Regulation Conference in Geneva in May 2016.</td>
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<tr>
<td>Healthcare Bill</td>
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<tr>
<td>The Chair said that there was general disappointment among healthcare regulators that the Bill had not been included in the Queen’s speech. She had received a letter from Ben Gummer, Parliamentary Under Secretary of State for Quality at Department of Health, inviting the chairs of the healthcare regulators to a meeting to discuss the Bill’s future. No date had yet been arranged for this</td>
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</table>
meeting. The Chair would keep Council informed.

Re-appointments and Extensions of Council Members Council Terms
The Chair advised Council that the PSA had informed all healthcare regulators that they need to have a new process in place for Council reappointments and extensions of terms of appointment. The GCC was currently in discussion with other regulators on this subject regarding the requirements for this.

**Action:** Update to be provided on re-appointments
**Action:** Update to be provided to Council on the Healthcare Bill

### Chief Executive’s Report

**Update on research**
The Chief Executive (CE) reported on the recent recruitment of a Business Information Officer. Part of this role would involve data collection which would assist with the delivery of the GCC’s research programme.

The Chair of the Education Committee informed Council that at the last Education Committee meeting there had been a presentation on research around students’ professionalism and that the Education Committee would be contacting providers in order to take this work forward. He also said other healthcare professions were working on understanding and researching students’ attitudes in relation to professionalism.

**Report on AECC visit**
The CE said that he had recently attended the opening ceremony of the Open Upright MRI centre at the AECC. He also said that the Deputy Chief Executive (DCE) had attended an information event for students held at the AECC on 16 June.

**Update on proposals for legal reform of regulation**
The CE said that the GCC would try to pursue a Section 60 order, being as the Bill had not been introduced. The GCC had written to the GoSC inviting them to join the GCC in seeking a section 60 Order. The GCC had not yet received a reply.

**Action:** CE to update Council on GoSC reply re. Section 60 Order

**PSA performance report**
The CE reported that the GCC was preparing its response to the PSA performance report and the criticisms contained in the report. He confirmed that no substantial issue had been raised by the PSA in their report.

**PSA Consultation**
The CE said that the GCC would, in conjunction with the other regulators, produce a response to the PSA’s consultation.

**Update on Council of Chiropractic Education International (CCEI)**
The Director of Education, Regulation and Standards reported that the work on the CCEI was being carried out by an independent person. It was almost complete and had been approved by the CCEI. It would next be shared with chiropractic stakeholders around the world for feedback.

**Action:** Update to be provided to Council on CCEI
Letter on the Test of Competence (ToC) from the Alliance of UK Chiropractors

Council discussed the letter received from the Alliance of the UK Chiropractors (AUKC), which made several suggestions and criticisms of the new ToC. Council noted that the letter had not been signed by the BCA.

The Chair of the Education Committee said that, in devising the ToC and prior to its implementation, other regulators’ systems had been thoroughly investigated. The Committee was of the view that the new system was proportionate and reflective of other regulators’ approaches. He noted that the panel of assessors comprised a mixture of educationalists and practitioners and that the educationalists were also practitioners. The Chair said an independent external examiner had been appointed to oversee the panel’s outcomes and to ensure parity between panels. In response to the point made in the letter about the apparently high failure rate, he clarified that a number of candidates who had sat the test had been asked for further evidence and subsequently passed but that this fact was not reflected in the letter. He confirmed that the scheduled dates for the ToC had been filled much quicker than had been anticipated.

The Chair of the Committee confirmed that there would be an internal review of the ToC at the end of one year and an external review at the end of three years.

Council agreed that the Executive should respond to the operational issues in administering the ToC contained in the letter and that the Education Committee should respond to the issues raised about the ToC itself. Council would be sent a copy of these responses.

**Action:** Council to be sent a copy of the responses made to the AUKC letter.

Update on Governance Manual

The CE reported that the Governance Manual would shortly be circulated to Council members for their approval.

**Action:** Governance Manual to be circulated to Council Members for review

Update on the Welsh Language Scheme

The CE reported that the Welsh Language Commissioner had published her Standards Report on June 2nd. The GCC, along with the other healthcare regulators, hoped to discuss the new requirements further with the Commissioner.

**C-180615-5 Financial Statement 2014 – Audit Findings Report and Letter of Representation**

Adam Halsey, Partner at Haysmacintyre, was in attendance for this item.

The DCE introduced the Financial Statement 2014 and proposed that Council agree to adopt these and that the Chair of Council sign both the Financial Statements and the Letter of Representation on behalf of the Council.

The Chair of the Audit Committee said the Committee felt that the audit had gone well and that implementation of some minor recommendations would be made. The Committee was satisfied with the audit of the financial accounts and
recommended that Council adopt them.

It was reported that the portfolio’s initial investment of £4m had increased by £112k in 2014, with a total increase from £4m to £4.2m since the initial investment. Expenditure had reduced in 2014 by £336k, a reduction of almost 12%. The PCC’s costs had reduced by £201k also in that year. Council noted that General Reserves were at £3.3m, equivalent to 17 months of reserves. Further, the GCC’s costs had reduced overall although staff costs had increased slightly. The final deficit position for 2014 was confirmed as £30k.

It was noted that the GCC is not liable for tax, except for corporation tax, which is payable on investment income and any gain made on that income.

Council agreed that the item, ‘bank interest receivable’, under ‘Income’, should be specifically referenced in the 2014 financial statement.

Following discussion Council agreed to adopt the Financial Statements for 2014 and for these to be signed by the Chair of Council on Council’s behalf.

Council agreed to adopt the financial statements for 2014.

Action: ‘Bank interest receivable’ to be referenced in 2014 financial statement.

Letter of Representation
The DCE introduced the proposed Letter of Representation, which stated the responsibility of Council Members in fulfilling their responsibilities in preparing financial statements in accordance with the UK Generally Accepted Accounting Practice (UK GAAP). Following discussion, this document was also approved and agreed to be signed by the Chair of Council.

Action: Council agreed the letter of representation and asked the Chair of Council to sign the letter.

Audit findings report
Adam Halsey introduced the Audit Findings Report which summarised the key findings of the GCC’s financial statements audit 2014. He said that the audit had gone well and praised the executive in preparing the accounts and the assistance provided by the executive. He commented positively on the swift implementation of the recommendations made in last year’s report. He was of the view that changes in recent years had put the GCC in a strong financial position. Minor recommendation on internal controls had been put forward, which the executive had agreed would be implemented.

There was a discussion on the introduction of accounts, in line with the new financial reporting standard, FRS102. The executive would seek to recast the current financial statement and would provide this to the Audit Committee at its next meeting.

Action: Recasting of current financial statements under FRS102 to be presented at next Audit Committee meeting.

C-180615-6  Code and Standards Review

The Director of Education, Registration and Standards updated Council on the
Code and Standards review and presented a final draft of the Code. The new Code would be implemented in June 2016.

The associated guidance was currently being drafted by Pye Tait and once the draft was complete it would shared with the profession.

The Communications Manager advised Council of the associated Communication Plan, which contained four key messages:

- The Code is now approved;
- The existing Code remains in place until implementation of the new Code;
- The new Code represents the professional standards that chiropractors need to meet;
- The new Code has undergone a process of consultation where the GCC has listened to the profession and other stakeholders in devising the new Code.

Council felt it was important that the messages were strengthened by the inclusion of explaining what the new Code would deliver, both for the profession and for patients and that the new Code was an improved version.

Council noted its previous discussions on the Code and subject to some minor amendments, Council approved the draft Code presented at the meeting.

C-180615-7

**Performance report (including annual FtP statistics report)**

The DCE introduced the Performance report for the period to the end of May 2015.

**KPIs**
He explained that there was only one KPI for which the GCC was not meeting its target, which was "listing PCC hearings within 9 months of referral of case from the IC". 66% of cases had met this target in 2015 and this percentage was expected to continue to improve once the backlogged PCC cases – which had affected the achieving of this KPI - had been determined. This was expected to be completed in the second half of 2015.

**Business plan**
The DCE confirmed that all activities due to be delivered by the end of Quarter 2 were progressing as planned.

**Financial summary**
He said that at the end of May 2015 income was slightly below target, at £2,293k as against the expected income of £2,307k, a £14k variance. This variance was a result of negative differences on both investment income and retention income and a positive difference on registration income. The income figure varied by 1 percent.

IT and office costs were below budget but the accommodation budget had been re-forecast as the building rates had changed, resulting in a variance. Professional fees had been slightly higher than expected, as were FtP costs. The balance remaining from the Department of Health grant was £72k.
Overall, the surplus position on the management accounts for the period was £5,824.

### FtP annual statistics report

The DCE introduced the FtP annual statistics report for 2014, which contained key statistics on the GCC’s FtP activity.

He reported a decrease in the number of open cases at the year-end, for both the IC and PCC, as a result of actively investigating cases and determination by the FtP Committees. There was a reduction of 70% in open cases at the IC and 50% of cases at the PCC. It was also noted that there had been a drop in the number of complaints received in 2014. Of the 81 cases determined by the IC, 20 had been referred to the PCC, a referral rate of 24 percent. He said that work of the Executive and the IC had been a major factor in bringing about these developments.

Council discussed the breakdown of IC cases. Council felt that it would be helpful for future reports to contain information on the type of complaints along with data such as: the age of the chiropractors; how many chiropractors were in that age range and; how many years chiropractors had been in practice. The Sally Williams’ report provided some of these indicators which could be utilised and built on in future reports. It was explained that this information was being updated by the newly recruited Business Information Officer and that this information would be provided to Council in the next FtP report.

It was also mentioned that the PSA had been given timeline data regarding the time taken for completion of IC cases.

**Action:** Updated data building on the Sally Williams report and timeline data to be included in next FtP statistics report.

### Indemnity Rule changes

The Registrations Manager updated Council on the proposed new rules which were being implemented on 17 June and which would change registrants’ indemnity requirements. The main change to the Rules involved an increase in cover from £3m to £5m.

Council was content for the new Rules to be brought into effect. The Chair of the Council signed the new Rules.

### Update report from the Audit Committee

#### External audit appointment

The Committee’s Chair reported that the external audit appointment process had been completed and that the Committee recommended that Council appoint haysmacintyre as the GCC’s external auditor.

Council agreed the recommendation.

#### Strategic Risk Register – items over 15

The DCE informed Council that there were no items currently over 15 on the Strategic Risk Register.
<table>
<thead>
<tr>
<th>C-180615-10</th>
<th><strong>Work plan</strong></th>
</tr>
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<tbody>
<tr>
<td>Council discussed the work plan and agreed that the Financial Strategy Review (strategy and financial options) and the Financial Statements would be on the December agenda.</td>
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<thead>
<tr>
<th>C-180615-11</th>
<th><strong>AOB</strong></th>
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<tbody>
<tr>
<td><strong>Dinner at the Athenaeum</strong></td>
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<tr>
<td>Council agreed that a dinner should be held, following the December Council meeting, at the Athenaeum. Richard Brown, Secretary-General of the World Federation of Chiropractic and Dr Nick Clarke, from the Department of Health, had accepted the GCC’s invitation to speak at the event.</td>
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**Newsletter**
Council discussed the next issue of the newsletter and suggested the following items be included:
- Code and Standards;
- Indemnity Rules;
- Northern Ireland Assembly Reception; and
- FtP figures and GCC’s position on legal regulation.

**Date of next meeting:** 30 September 2015
### ACTIONS ARISING FROM THE COUNCIL MEETING ON 18 JUNE 2015

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ACTION</th>
<th>WHO</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Update on guidance note to be provided to Council</td>
<td>Dir. Education</td>
<td>not yet available</td>
</tr>
<tr>
<td>3.1</td>
<td>Update to be provided on reappointments</td>
<td>CE</td>
<td>on agenda</td>
</tr>
<tr>
<td>3.2</td>
<td>Update to be provided to Council on the Healthcare Bill</td>
<td>CE</td>
<td>on agenda</td>
</tr>
<tr>
<td>4.1</td>
<td>Update on GoSC reply re. Section 60</td>
<td>CE</td>
<td>on agenda</td>
</tr>
<tr>
<td>4.2</td>
<td>Update on CCEI</td>
<td>Dir. Education</td>
<td>will be provided at Sept Council meeting</td>
</tr>
<tr>
<td>4.3</td>
<td>Council to be sent a copy of the responses to AUKC</td>
<td>Executive</td>
<td>completed</td>
</tr>
<tr>
<td>4.4</td>
<td>Governance manual to be sent to Council for review</td>
<td>Executive</td>
<td>completed</td>
</tr>
<tr>
<td>5.1</td>
<td>‘Bank interest receivable’ to be referenced in 2014 financial statement</td>
<td>Executive</td>
<td>completed</td>
</tr>
<tr>
<td>5.2</td>
<td>Chair to sign Letter of Representation</td>
<td>Chair</td>
<td>completed</td>
</tr>
<tr>
<td>5.3</td>
<td>Financial statements under FRS102 to be presented at next Audit Ctte meeting</td>
<td>Executive</td>
<td>Audit Ctte will consider in November 2015</td>
</tr>
<tr>
<td>7.1</td>
<td>Updated data building on the Sally Williams' report to be included in next FtP annual statistics report.</td>
<td>Executive</td>
<td>added to 2016 work plan</td>
</tr>
</tbody>
</table>
To: Members of Council
From: Neil Johnson, Communications and Policy Manager
Subject: Communication Plan Report
Date: 30 September 2015

Purpose

1. The purpose of this paper is to update Council on the GCC’s communication activity.

Current Communications and Engagement Strategy

2. The Council approved a Communication Plan for the GCC for 2015 which set the following objectives:
   - To ensure that patients are aware of the GCC’s role and how we, as the profession’s regulator, can help them; and
   - To change registrants’ understanding of the role of the GCC as a modern, professional regulator and the benefits that being regulated brings to them.

3. The Council also approved the narrative messages being used to influence and steer our communication work. These are:
   - we aim to deliver effective regulation for the protection of patients and the public, and to do so in a fair, proportionate and objective manner;
   - we wish to work proactively with the profession to improve professional standards, but those who contravene our requirements can expect us to take action against them

4. A number of activities, set out in the Communication and Engagement Plan have been carried out (and are continuing to be implemented) as follows:

Newsletter

5. The GCC Newsletter has been relaunched, and regular publication through the year has seen it form an important part of updating the profession on the GCC’s activities.

6. A key aim of the relaunch was for the newsletter to adopt a more inclusive and informal style than before. We also sought to use the newsletter to highlight issues that were driving complaints to help chiropractors avoid making similar mistakes.

7. Comments from registrants suggest that they have welcomed the changes. Recent comments on the newsletter, for example, include ‘we really appreciate the informative
but much more friendly tone of the newsletter’ and ‘really appreciate the newsletter in this format. Easy to take in the salient points’

Social Media

8. We have continued to use social media to promote key messages to external stakeholders. Our LinkedIn page has become an important communication tool, with some editions of the Newsletter being read by as many as 500 readers via LinkedIn.

9. We have also established a Twitter account, which has attracted a broad spectrum of followers, and is also becoming a helpful way to communicate with stakeholders. It has been particularly popular with a range of firms who offer support services to chiropractors.

Media Activity

10. We have continued, where appropriate, to publicise PCC decisions. This has an important public protection function in alerting potential patients to chiropractors who have been removed from the register or suspended.

Stakeholder Engagement

11. We have continued to work closely with a wide range of stakeholders:

Professional Associations and the Royal College of Chiropractors

12. We have continued to meet regularly with the professional associations and the Royal College of Chiropractors. The Chair and CER have also spoken at several of the annual conferences organized by the Associations.

Patient Representatives

13. Ensuring that patients can contribute to our work is vital, and we have regularly met with groups representing patients. As well as our regular links with the Chiropractic Patients Association (CPA) and the Royal College’s patient group, we have developed a productive relationship with the Private Patient’s Forum, and also met with the Northern Ireland Patient and Client Council.

14. In addition to their regular coverage of GCC news, we have also provided the CPA with two articles for their newsletter.

15. We participate in the health regulators Public Patient Experience group. That allows us to ensure that we reflect best practice from across the sector in our work.

Government

16. We put in a considerable amount of work with officials from the Department of Health, Professional Standards Authority and other public bodies. This covers both responding to questions and consultations and advising on new legislation.
17. One of the key issues has been the Bill containing the Law Commissions proposals, and we will be working closely with the Government to bring about its implementation as soon as practicable.

18. We have participated in events held in the Scottish Parliament and Welsh and Northern Ireland Assemblies to promote awareness of the role of health regulators amongst opinion formers. We have participated in a number of meetings of the Wales Concordat Forum that has allowed us the opportunity to raise awareness of our role among health professionals across Wales.

19. The GCC is running a session at the forthcoming Scottish Regulation Conference that will highlight the work that we are doing to improve standards to a wide range of regulators from the health and social care sectors from across the UK and beyond.

20. We were also subject to a Standards Investigation in late 2014 by the Welsh Language Commissioner which required us to complete two lengthy questionnaires covering our current provision of support for Welsh language speakers, our ability to meet proposed standards and the regulatory impact of those proposed standards. We continue to meet with the Commissioner’s office and other regulators to discuss the proposed standards, which we expect to have to meet from 2017.

Europe

21. We have continued to participate in the Alliance of UK Health Regulators on Europe which has given us the opportunity to influence European legislation in a number of areas associated with the mutual recognition of qualifications across Europe. We have also supplied two articles to the Healthcare Professionals Crossing Borders newsletter, which is read by some 500 health regulators across Europe.

Research and Guidance

22. We published research into both the causes of complaints to the GCC and the profile of chiropractors against whom complaints are made and the provision of CPD for chiropractors.

23. The research on the causes of complaints means that we have a better understanding of where chiropractors are having difficulty meeting our requirements, and these were discussed with a range of patient and professional stakeholders. The CPD research has made an important contribution to the ongoing review of our CPD scheme.

24. We also published guidance for chiropractors on how to meet CPD requirements, and information on both the new Test of Competence and the new Code.

Action Required

25. Council is asked to note the above.

Neil Johnson, Policy and Communications Manager
Email: n.johnson@gcc-uk.org
Telephone: 020 7713 5155
To: The Council, General Chiropractic Council
From: Neil Johnson, Communications and Policy Manager
Subject: Draft Communication Plan 2016
Date: 30 September 2015

Purpose

1. The purpose of this paper is to update Council on initial plans for communication activity during 2016.

Background

2. 2016 represents an important opportunity to consolidate the communication activity that we have done so far and develop it further. This is particularly important as a consequence of the new Code of Practice becoming effective in June. The introduction of the new Code, and the implication for registrants, will form an important part of our communication activity over 2016.

3. However, the Code is only one, albeit important, part of the GCC’s work over 2016. We plan a number of other activities as well that will further support the GCC’s strategic aims.

4. These proposed activities are listed below set against the GCC’s Strategic Aims, and will need to be confirmed once the business plan for 2016 is agreed.

Strategic Aim 1 – Protect patients and the public

Registrant Research

5. The GCC currently has little information about the make up of the chiropractic profession and the registrant base. A survey of the profession will be carried out to increase our understanding of the registrant population.

Strategic Aim 2 - Uphold and improve professional standards

6. One of the objectives of the Communication Plan for the new Code is that we will explain that we seek to uphold and improve professional standards rather than just take fitness to practise action on complaints.
7. A key message is that the Code is an evolution of its predecessors aiming to help chiropractors ensure that they are meeting high standards and reassure patients that they are receiving a professional service.

8. However, this will not be limited to communication work associated with the Code, but will also encompass a number of other, wider activities:

**GCC Newsletter**

9. The GCC Newsletter will continue to be published during 2016. Frequency of publication will be increased to a monthly basis.

10. Over 2015 the newsletter was used to highlight issues that were causing complaints to encourage chiropractors to reflect on their practice to help them avoid incidents leading to complaints being made against them. We will continue to do this in 2016 to help registrants maintain and improve their standards.

11. We intend to further develop the style of the newsletter to encourage yet greater engagement by registrants.

**Webinars/Videos/Podcasts**

12. A series of webinars, videos and podcasts is planned that will provide further information to chiropractors and patients on how they can ensure compliance with our requirements.

13. Increasingly, other regulators are making information available in video form, and are finding that it allows them to engage with registrants who do not respond to more conventional electronic or printed methods.

**GCC Website**

14. The GCC website is a vital conduit for information from the Council about our role and the requirements that registrants must meet. It also carries out the important role of allowing patients to check that they only use individuals registered with the Council.

15. The content on the website will be reviewed to ensure that navigation is simplified to make it easier to find information, and how it can be integrated with social media activity. We will also seek make it easier for the home page to highlight new content on the website.

**Guidance**

16. Over 2016 the GCC will be publishing a number of guides designed to support chiropractors implement the requirements of the new Code.

**Strategic Aim 3 – Engage effectively and have constructive dialogue with our stakeholders**
Joint Working

17. We will continue to explore opportunities to work in partnership with stakeholders such as professional associations, patient groups and other stakeholders to promote awareness of our activities and give them an opportunity to input into our work.

Strategic Aim 4 – Improve our Effectiveness, ensuring our systems are cost effective and fit for purpose

Welsh Language Standards

18. Over 2016, the Welsh Government will be developing Welsh Language Standards that the GCC will need to comply with from early 2017. Ensuring that our systems and processes comply with the Standards will provide an opportunity to ensure that they comply not just with the Standards but that they are also fit for purpose.

Action Required

19. Council is asked to note the above plans.

Neil Johnson, Policy and Communications Manager
Email: n.johnson@gcc-uk.org
Telephone: 020 7713 5155
To: General Chiropractic Council
From: David Howell, Chief Executive
Subject: Strategic Aims and Business Plan
Date: 30 September 2015

1. Background

Council previously decided not to have a ‘corporate plan’ but instead has adopted the practise of setting “Strategic Aims”. These are then supported by a Business Plan which is re-examined each year.

2. Action

Council is invited to decide whether or not the Strategic Aims need amendment.

David Howell
Email: d.howell@gcc-uk.org
Telephone: 020 7713 5155
Strategic Statement 2015-17

Who we are

The General Chiropractic Council (GCC) regulates the chiropractic profession in Great Britain and Northern Ireland. It is an independent organisation set up by Parliament.

Our Vision

- We aim to deliver effective regulation for the protection of patients and the public and to do so in a fair, proportionate and objective manner.

What we do

The Chiropractors Act 1994 requires the GCC to carry out the following main functions:

- setting the standards of the profession;
- promoting high standards of education and training in Chiropractic;
- maintaining a register of those Chiropractors who are fit to practise;
- take action against anyone using the title of chiropractor who is not registered with the GCC;
- investigating and deciding complaints about fitness to practise.

Strategic Aims

We aim to:

- protect patients and the public;
- uphold and improve professional standards;
- engage effectively and have constructive dialogue with our stakeholders;
- improve our effectiveness, ensuring our systems are cost effective and fit for purpose.
To: General Chiropractic Council  
From: Paul Ghuman, Director of Resources and Regulation  
Subject: Draft Business Plan 2016  
Date: 30 September 2015

1. Purpose

The purpose of this paper is to present the draft Business Plan 2016 which has been prepared in line with delivery of the second year of the Strategic Statement covering the period 2015-2017.

2. Background

The Business Plan includes activities which are over and above the day-to-day operational activities which take place in delivering the GCC’s statutory functions. Once Council has considered and approved the draft business plan for 2016, a more detailed operational plan will be drawn up which will include key milestones, budget phasing and completion dates by quarter.

The proposed Business Plan for 2016 is attached as Annex A. The Business Plan for 2015 is also attached as Annex B.

3. Action

Council is asked consider and, if content, approve the draft Business Plan 2016.

<table>
<thead>
<tr>
<th>Financial implications</th>
<th>The financial implications arising from the delivery of the 2016 Business Plan are highlighted in the attached 2016 Budget paper.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Implications</td>
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<tr>
<td>Risk Implications</td>
<td>There are no risk implications</td>
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<tr>
<td>Equality Implications</td>
<td>There are no equality implications</td>
</tr>
<tr>
<td>Communications implications</td>
<td>The business plan will be placed on the GCC website once agreed.</td>
</tr>
</tbody>
</table>

Paul Ghuman  
Email: p.ghuman@gcc-uk.org  
Telephone: 020 7713 5155
**Business Plan 2016**

Building on the work achieved in 2015 which included the approval of a new Code of Practice and Standard of Proficiency along with reducing hearing room costs and the appointment of legally qualified Chairs to the Fitness to Practice Committees, this Business Plan lists underneath each of our Strategic Aims the main projects we intend to complete during 2016.

**Strategic Aim 1: We aim to protect patients and the public**

1. To review the policy and process changes that the GCC would wish to make, across all functional areas, if the Healthcare Bill was to be enacted

2. Make further investment in improving the quality and efficiency of the GCC’s Fitness to Practise processes
   - By improving the information provision to GCC legal staff;
   - By extrapolating the current data against that in the Sally Williams’ report and acting on any findings; and
   - To consider external review of FtP Committee decisions.

3. Develop a research strategy including conducting research into the FtP experience of complainants

**Strategic Aim 2: We aim to uphold and improve professional standards**

1. To embed the Code of Practice and Standards of Proficiency (CoP & SoP) as the core principles and values for good chiropractic practice and high standards of professionalism. This will be accomplished by:
   - communicating and raising awareness of the Code, that becomes effective in June 2016;
   - by issuing supplementary Guidance as agreed by Council; and
   - identifying and implementing new approaches to embedding the Code and Standards in practice.

2. Review the Criteria/Standards for the Recognition of Degree Programmes
   - review the Degree Recognition Criteria following publication of the revised Code; and
   - review the whole quality assurance process including the procedures and paperwork.

3. Continue development of a system for assuring Continuing Fitness to Practise

4. Develop Quality assurance and training systems for FtP decision making
**Strategic Aim 3:** *We aim to engage effectively and have constructive dialogue with our stakeholders*

1. Continue implementation of Communications and Engagement Strategy in support of the delivery of the Business Plan including identifying targeted approaches to specific stakeholder groups
2. Work with the education providers to explore and promote high standards of professional behaviour at an undergraduate level
3. Implement, as appropriate, the Welsh Language requirements
4. Continue to maintain a constructive dialogue with our domestic and international stakeholders

**Strategic Aim 4:** *We aim to improve our effectiveness, ensuring our systems are cost effective and fit for purpose*

1. Improve data collection, analysis and use to support policy and operational development
2. Continue to develop and implement our equality and diversity strategy and action plan
3. To carry out an IT and accommodation strategy review
4. To review information governance arrangements
5. To reduce timelines for the determination of FtP cases
Who we are

The General Chiropractic Council (GCC) regulates the chiropractic profession in the UK. It is an independent organisation set up by Parliament.

Our Vision

- We aim to deliver effective regulation for the protection of patients and the public and to do so in a fair, proportionate and objective manner.

What we do

The Chiropractors Act 1994 requires the GCC to carry out the following main functions:

- setting the standards of the profession;
- promoting high standards of education and training in Chiropractic;
- maintaining a register of those Chiropractors who are fit to practise;
- taking action against anyone using the title of chiropractor who is not registered with the GCC;
- investigating and deciding complaints about fitness to practise.

Strategic Aims

We aim to:

- protect patients and the public;
- uphold and improve professional standards;
- engage effectively and have constructive dialogue with our stakeholders;
- improve our effectiveness, ensuring our systems are cost effective and fit for purpose.
The Context

In 2015, the GCC aims to continue improving its efficiency and effectiveness by implementing a major programme of research and review across all of its core functions.

Building on last year’s improvements, this Business Plan lists underneath each of our Strategic Aims the main projects we intend to complete during the year.

Strategic Aim 1: We aim to protect patients and the public

1. Make further investment in improving the quality and efficiency of the GCC’s Fitness to Practise processes

   In 2014, we completed the transition to deal with all FtP legal matters using an in-house team rather than external solicitors in every case. In 2015 we will:

   • introduce legally qualified chairs;
   • explore finding cost efficiencies in FTP hearing accommodation; and
   • seek to increase our panel of experts.

2. To implement the recommendations of the Sally Williams’ report on Fitness to Practice cases

Strategic Aim 2: We aim to uphold and improve professional standards

1. To embed the Code of Practice and Standards of Proficiency (CoP & SoP) as the core principles and values for good chiropractic practice and high standards of professionalism. This will be accomplished by:

   • completing the review of the CoP & SoP;
   • issuing any supplementary Guidance as agreed by Council; and
   • ensuring that chiropractic students are aware of professional obligations as set out in the CoP & SoP.

2. Review the Criteria/Standards for the Recognition of Degree Programmes.

   • review Degree Recognition Criteria following publication of the revised CoP & SoP; and
   • review of the whole quality assurance process including the procedures and paperwork

3. Continue development of a system for assuring Continuing Fitness to Practise

   • review the GCC CPD scheme to address the issues identified with the current CPD scheme and, in light of the work done by other healthcare regulators, devise a system that builds on that and includes elements of peer review and patient feedback.
Strategic Aim 3: We aim to engage effectively and have constructive dialogue with our stakeholders

1. Implement the recommendations of the GCC Communication Plan
   • extend the use of social media (particularly Twitter and LinkedIn)
   • amend the GCC Website
   • explore the use of webinars and similar events
   • regularly publish the GCC Newsletter

2. Continue to maintain a constructive dialogue with our domestic and international stakeholders

3. Develop and implement a GCC Welsh Language Scheme

Strategic Aim 4: We aim to improve our effectiveness, ensuring our systems are cost effective and fit for purpose

1. Develop the research programme

2. Develop our Equality and Diversity work in all functional areas

3. Develop new timelines for the determination of FtP cases

4. Review of KPI information and benchmarking data against the outcomes of other healthcare regulators

5. Review our guidance to the Professional Conduct Committee (PCC) on appropriate sanctions
To:        The Council, General Chiropractic Council
From:     Paul Ghuman, Director of Resources and Regulation
Subject:  Draft Budget 2016
Date:      30 September 2015

Background

1. The Council work plan requests that a draft budget for 2016 be considered at its meeting in September with the final budget being agreed at the December meeting.

2. Annex A shows in tabular form the 2015 budget, a year end management forecast for 2015, as well as, the proposed budget for 2016. A financial forecast for 2016-2018 is set out in the same form at Annex B.

3. Since 2011, the GCC has implemented a series of efficiency measures which have sought to reduce expenditure of the organisation, particularly on our Fitness to Practise (FtP) function.

4. The expenditure profile of the organisation has reduced by over 17% since 2010 when the expenditure for the year was £2,971K compared to a proposed budget for 2016 of £2,541k.

5. FtP costs have also reduced substantially since 2010 when Professional Conduct and Investigating Committee costs were £1,062k compared to a proposed budget for 2016 of £530K, a reduction of 50%. This reduction has also taken place during a period when the level of complaints rose six-fold.

6. For the 2016 budget we are forecasting a small surplus of £7k in 2016. The financial forecast shows steadily rising surpluses of £103k in 2017 and £117k in 2018.

Key assumptions

- The budget has been prepared on the basis of the current strategic aims and the business plan 2016, which are subject to review and agreement by Council.
- The budget for 2016 assumes no increase in the Annual Retention Fee paid by registrants during the period.
- There is no allowance for continuing fitness to practise (formerly known as revalidation) costs as these costs are to be met from the DH grant fund.
- There is a current provision for an increase of 3% staff pay award. The actual salary increase will be determined by the Remuneration Committee on 9 November and clearly has not been reflected in this paper.
- The figures in relation to Test of Competence fees and expenses will be included in the final draft budget.
Summary of 2016 budget

- The proposed 2016 budget predicts an income of £2,549k against the 2015 budget figure of £2,494k. This is an increase of 2% (£55k).
- The budget predicts an expenditure spend of £2,541k against the 2015 budget of £2,534k, an increase of 0.3% (£7k).
- The projected surplus is maintained at just over £7k from a deficit of £40k in 2015.

Income

7. The GCC is reliant on registrant fee income to fund the proposed expenditure programme with over 93% of the income coming from some form of registration fee.

8. Initial registration figures have been revised following lower conversion rate of graduates who actually go on to register with the GCC. This is a trend that is likely to continue as some educational establishments now attract a larger proportion of students from outside the UK.

9. Retention fee income increases from actual receipt in 2015 of £2,156k to a proposed 2016 budget of £2,240k, an increase of just under 4%.

10. Investment income has been calculated on the basis of a 4% return (as per investment strategy) on the current portfolio valuation of £4.2M. The portfolio valuation has been subject to market fluctuation in recent weeks and a paper is attached to the performance report (Agenda Item 8) from the Chief Investment Officer at Schroders.

Expenditure

11. There is an increase in staff costs from £1,044k in 2015 to £1,119k in 2016. This is as a result of the full year effects for two posts recruited in 2015 and also includes a 3% pay award for staff which is subject to consideration by the Remuneration Committee in November.

12. Accommodation costs increase by £6k and this is mainly as a result of a charge from the landlord for installation of a new fire escape. The proportional cost to the GCC of this expenditure is £10k.

13. Council costs have increased by £31k as a result of an appointment process for FtP Committee members.

14. All other costs areas are showing a reduction from the 2015 budget.

15. FtP costs are reduced by £82k from £617k to £570k. This is reduction of 8% and follows reductions in previous years despite an increase in complaints over the same period. The backlog cases will have been determined by the end of 2015 and the number of hearing days for 2016 has been reduced to 110. There were 120 hearing days in 2015.

Action Required

16. Council is asked to consider the first draft budget for 2016.

Paul Ghuman
Email: p.ghuman@gcc-uk.org
Telephone: 020 7713 5155
Annex A

Budget 2016 Summary

<table>
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<tr>
<th></th>
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<td>125,250</td>
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<tr>
<td>Retention - Practising</td>
<td>2,143,200</td>
<td>2,127,200</td>
<td>2,209,600</td>
</tr>
<tr>
<td>Retention - Non Practising</td>
<td>30,300</td>
<td>29,500</td>
<td>30,300</td>
</tr>
<tr>
<td>Non practising to practising</td>
<td>8,000</td>
<td>11,200</td>
<td>8,000</td>
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<tr>
<td>Restoration</td>
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<td>14,550</td>
<td>7,500</td>
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<tr>
<td>Investment Income</td>
<td>168,000</td>
<td>168,000</td>
<td>168,000</td>
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<tr>
<td><strong>Total Income (A)</strong></td>
<td><strong>2,494,250</strong></td>
<td><strong>2,487,700</strong></td>
<td><strong>2,548,650</strong></td>
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<table>
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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
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<td>1,119,000</td>
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<tr>
<td>IT costs</td>
<td>80,000</td>
<td>71,500</td>
<td>58,000</td>
</tr>
<tr>
<td>Office Costs</td>
<td>168,500</td>
<td>143,000</td>
<td>134,000</td>
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<tr>
<td>Accommodation costs</td>
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<td>244,000</td>
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<td>197,000</td>
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<td>Communication</td>
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<td>12,000</td>
<td>14,000</td>
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<tr>
<td>Registrations</td>
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<td>9,000</td>
<td>7,750</td>
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<tr>
<td>Education</td>
<td>25,130</td>
<td>21,600</td>
<td>18,000</td>
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<td>Fitness to Practice</td>
<td>617,000</td>
<td>626,000</td>
<td>570,000</td>
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<td><strong>Expenditure (B)</strong></td>
<td><strong>2,533,709</strong></td>
<td><strong>2,487,965</strong></td>
<td><strong>2,541,350</strong></td>
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</tbody>
</table>

| Surplus / (Deficit) sub total (A-B) | (39,459) | (265) | 7,300 |
## Financial Forecast Summary 2016-2018

<table>
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<th>2017</th>
<th>2018</th>
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<tbody>
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<tr>
<td>Initial Registration</td>
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<td>113,250</td>
<td>108,750</td>
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<td>2,263,200</td>
<td>2,304,000</td>
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<td>Retention - Non Practising</td>
<td>30,300</td>
<td>30,300</td>
<td>30,300</td>
</tr>
<tr>
<td>Non practising to practising</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
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<tr>
<td>Restoration</td>
<td>7,500</td>
<td>7,500</td>
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<td><strong>Total Income (A)</strong></td>
<td><strong>2,548,650</strong></td>
<td><strong>2,606,250</strong></td>
<td><strong>2,642,550</strong></td>
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<th>2017</th>
<th>2018</th>
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<td><strong>Expenditure</strong></td>
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<tr>
<td>Staff Costs</td>
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<td>IT costs</td>
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<td>57,500</td>
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<tr>
<td>Office Costs</td>
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<td>Accommodation costs</td>
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<td>Finance costs</td>
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<td>Education</td>
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<td>Fitness to Practice</td>
<td>570,000</td>
<td>540,000</td>
<td>500,000</td>
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<td><strong>Expenditure (B)</strong></td>
<td><strong>2,541,350</strong></td>
<td><strong>2,503,154</strong></td>
<td><strong>2,525,136</strong></td>
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<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td><strong>Surplus / (Deficit) sub total (A-B)</strong></td>
<td><strong>7,300</strong></td>
<td><strong>103,096</strong></td>
<td><strong>117,414</strong></td>
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</table>
Budget details

Income

1. The draft income budget is:

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<thead>
<tr>
<th></th>
<th>2015 budget</th>
<th>2015 Year End Forecast</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Registration</td>
<td>137,250</td>
<td>137,250</td>
<td>125,250</td>
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<tr>
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<tr>
<td>Non practising to practising</td>
<td>8,000</td>
<td>11,200</td>
<td>8,000</td>
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<tr>
<td>Restoration</td>
<td>7,500</td>
<td>14,550</td>
<td>7,500</td>
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<tr>
<td>Investment Income</td>
<td>168,000</td>
<td>168,000</td>
<td>168,000</td>
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<tr>
<td>TOC Fees (to be confirmed)</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>2,494,250</strong></td>
<td><strong>2,487,700</strong></td>
<td><strong>2,548,650</strong></td>
</tr>
</tbody>
</table>

2. The overall income position is that there is an increase of £54k on the 2015 budget. The important factors are an increase of £66k on retention fees but also a reduction of £12k on Initial Registrations. This is as a result of a reduction of graduates actually registering with the GCC and an increase in the percentage of students from outside the UK at Educational Establishments. This is a trend that is likely to continue over the next few years.

3. Investment income has been budgeted at a 4% return on the current portfolio valuation of £4.2M

Staffing

4. The staff expenditure budget is:

<table>
<thead>
<tr>
<th></th>
<th>2015 budget</th>
<th>2015 Year End Forecast</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>983,114</td>
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<td>Temporary Staff</td>
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<td>Staff Costs</td>
<td>17,500</td>
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<td>18,000</td>
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<td><strong>Staff Cost Total</strong></td>
<td><strong>1,044,114</strong></td>
<td><strong>1,053,000</strong></td>
<td><strong>1,119,000</strong></td>
</tr>
</tbody>
</table>

5. Staff salaries increase as a result of full-year effect of two new posts recruited during 2015. The staff costs budget also includes a 3% increase in the pay award (subject to review and agreement by Remuneration Committee). These changes will lead to an increase in salaries of £74k.

6. Temporary staff costs have been higher than expected over the past few years as we sought to deal with the increase in complaints and also covering staff vacancies. We will have a full complement of staff at the end of this year and are confident that the need for temporary staff to support the effective functioning of the office in peak periods will not exceed £18k.
7. Staff Development is budgeted at approximately £700 per employee.

**IT costs**

<table>
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<tr>
<th>IT Costs</th>
<th>2015 budget</th>
<th>2015 Year End Forecast</th>
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</thead>
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<td>Computers</td>
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<td>40,000</td>
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<tr>
<td>Website</td>
<td>10,000</td>
<td>6,000</td>
<td>3,000</td>
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<tr>
<td>Database Support &amp; Design</td>
<td>22,000</td>
<td>28,000</td>
<td>15,000</td>
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<tr>
<td><strong>IT Cost Total</strong></td>
<td><strong>80,000</strong></td>
<td><strong>71,500</strong></td>
<td><strong>58,000</strong></td>
</tr>
</tbody>
</table>

8. The budget for 2016 is £58k.
9. Computer costs are reduced to £40K in 2016.
10. The website updates are to take place later this year and the planned development of the system for CPD and Case management changes will take place this year.
11. There will be an IT strategy review which may lead to a number of system changes for the 2017. As such, there will be limited development work on current systems in the meantime.

**Office costs**

12. In total, office costs reduce in 2016 by £34k. This follows a proportional charge from the landlord in 2015 for lift replacement.

**Accommodation**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Rental</td>
<td>101,000</td>
<td>101,000</td>
<td>101,000</td>
</tr>
<tr>
<td>Service Cost -TBC</td>
<td>37,600</td>
<td>37,600</td>
<td>50,000</td>
</tr>
<tr>
<td>Hearing Venue Costs</td>
<td>89,600</td>
<td>91,000</td>
<td>93,000</td>
</tr>
<tr>
<td><strong>Accommodation Costs</strong></td>
<td><strong>228,200</strong></td>
<td><strong>229,600</strong></td>
<td><strong>244,000</strong></td>
</tr>
</tbody>
</table>

13. Accommodation costs include rent for the full year at £101K per annum.
14. The service cost for 2016 has been increased to include the GCC’s proportion for the installation of a new fire escape for the building.
15. Hearing venue costs have increased slightly as we will need to re-negotiate applicable rates for March to December 2016.
**Professional fees**

16. The budget for professional fees has remained steady at £157k.

<table>
<thead>
<tr>
<th>Professional Fees</th>
<th>2015 budget</th>
<th>2015 Year End Forecast</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSA levy</td>
<td>6,000</td>
<td>6,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>51,500</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Project and Consultancy fees</td>
<td>95,000</td>
<td>64,000</td>
<td>92,000</td>
</tr>
<tr>
<td>Human Resources</td>
<td>5,000</td>
<td>4,500</td>
<td>5,500</td>
</tr>
<tr>
<td><strong>Professional Fees Total</strong></td>
<td><strong>157,500</strong></td>
<td><strong>124,500</strong></td>
<td><strong>157,500</strong></td>
</tr>
</tbody>
</table>

17. A levy to the PSA has been included for the full year at a predicted amount of £10k.

18. Legal fees have been budgeted at £50k for 2016.

19. Project and consultancy fees include the key audits and external costs in delivering the activities in the business plan. The total for 2016 is £92k. This is made up of:

<table>
<thead>
<tr>
<th>Professional consultancy fees</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review of FtP decisions</td>
<td>4,000</td>
</tr>
<tr>
<td>Audit of case files- BB</td>
<td>30,000</td>
</tr>
<tr>
<td>Feedback system from FtP case</td>
<td>2,000</td>
</tr>
<tr>
<td>Welsh Language scheme translation</td>
<td>5,000</td>
</tr>
<tr>
<td>Degree Recognition Criteria</td>
<td>20,000</td>
</tr>
<tr>
<td>Guidance notes</td>
<td>9,000</td>
</tr>
<tr>
<td>IT Strategy Review</td>
<td>5,000</td>
</tr>
<tr>
<td>Professionalism research</td>
<td>6,000</td>
</tr>
<tr>
<td>Preparedness of Chiro students into practise</td>
<td>11,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92,000</strong></td>
</tr>
</tbody>
</table>

20. There is a slight increase in the Human resources budget to £5.5k in 2016.

**Council costs**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Expenses</td>
<td>23,000</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Council Allowances</td>
<td>108,800</td>
<td>111,000</td>
<td>112,000</td>
</tr>
<tr>
<td>Council Development</td>
<td>5,000</td>
<td>5,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Council &amp; Committee Appointment Costs</td>
<td>30,000</td>
<td>35,000</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Council Cost Total</strong></td>
<td><strong>166,800</strong></td>
<td><strong>176,000</strong></td>
<td><strong>197,000</strong></td>
</tr>
</tbody>
</table>

21. In total, Council costs increase from £168k in 2015 to £197k in 2016, an increase of £29K. In both 2015 and 2016, there is a requirement for an appointment of Council member(s). In addition, a number of FtP members come to the end of their term of office and a budget of £25K for this appointment process has been included.
Fitness to Practice

<table>
<thead>
<tr>
<th>Fitness to Practice</th>
<th>2015 budget</th>
<th>2015 Year End Forecast</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigating Committee</td>
<td>70,000</td>
<td>45,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Section 32 (Protection of title)</td>
<td>6,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Health &amp; Professional Conduct Committee</td>
<td>510,000</td>
<td>560,000</td>
<td>480,000</td>
</tr>
<tr>
<td>Appeals &amp; Judicial Review</td>
<td>22,500</td>
<td>7,500</td>
<td>26,500</td>
</tr>
<tr>
<td>Data Protection Act and Freedom of Information</td>
<td>8,500</td>
<td>8,500</td>
<td>8,500</td>
</tr>
<tr>
<td><strong>Fitness to Practice cost total</strong></td>
<td><strong>617,000</strong></td>
<td><strong>626,000</strong></td>
<td><strong>570,000</strong></td>
</tr>
</tbody>
</table>

**Investigating Committee**

22. The budget assumes that the Investigating Committee (IC) will sit on 12 days in the year with six cases on average considered at each IC meeting. There will be four members at each meeting. The quorum is three members. The cost of each meeting increases with the introduction of legally qualified Chairs.

23. It is assumed that the workload will reduce in 2016, following the fall in complaints received in 2014 and the projected reduction in complaints in 2015.

**Professional Conduct Committee**

24. We have assumed 110 hearing days for 2016. This figure is slightly lower than the number of hearing days in 2015 (120 days) and 2014 (131 days).

25. The reduction in costs is due to our expectation that the number of hearing days will be reduced.

26. We will be able to list cases in a timelier manner once the backlog of cases at the PCC has been determined by the end of the year. We are now listing cases which were received in 2015 and not from any prior year.

27. It must always be borne in mind that a number of other factors in this area cannot be accurately predicted. For example, the relative complexity of cases and the exact number of complaints received. We will monitor these factors as we progress towards the end of this year and also during 2016.

**Capital Plan**

28. The plan for 2016 is for new chairs in the office at a total cost of £12K and also replacement of some workstations at a cost of £3k. We will also be upgrading some of other software licenses at a total cost of £7.5k. The total planned expenditure spend is £22.5k

**Public protection implications**

29. The current level of hearing days seeks to ensure that cases are dealt with in a timely manner and we are thereby improving public protection.

**Policy and Communications implications**

30. Policy projects planned are described in the Business Plan 2016.

**Legal implications**

31. None arising from this paper.
Equality and Diversity implications
32. None arising from this paper.

Resource implications
33. These are highlighted in the paper.

Recommendations
34. The Council is asked to consider the proposed 2016 Budget and the 2016 Capital plan
To: The Council, General Chiropractic Council
From: Paul Ghuman, Director of Resources and Regulation
Subject: Performance Report
Date: 30 September 2015

1. Purpose

The purpose of this paper is to present to Council the Performance Report covering the period up to the end of August 2015.

2. Summary

Key Performance indicators

The only indicator that is showing a red status (where we are not meeting our target) is, “listing PCC hearings within 9 months of referral of case from the IC”. The current position is that 60% of cases have been listed within nine months in 2015.

Business Plan

Most activities due to be delivered by the end of Quarter 3 are progressing as planned. Key activities which have been delivered during the year are a reduction in hearing room costs, the approving of the Code of Practise and Standard of Proficiency and the recent appointment of legally Qualified Chairs of the Fitness to Practise Committees.

Financial Summary

Income

At the end of August the income to-date was £2,387k and the expected income to-date was £2,399k. This leads to a difference of £12k on what we expected to receive. This is primarily as a result of investment income showing a difference of £10k against that forecast. The remainder of the difference of £2k relates to overall registration income.

Expenditure

At the end of August, we have spent £1,346k and we expected to spend £1,462k. We have spent £66k less than forecast.
There is a slight negative difference of £6k on FtP costs. We expect that FtP costs will be contained within the budget allocated by the end of the year.

There are positive differences on staff costs, IT costs and office costs of £41k in total.

The surplus for the period is £991k, in comparison to a forecast surplus of £937k, leading to a positive difference of £54k.

The grant balance from the Department of Health for work on Continuing Fitness to Practice was £72k at the end of August 2015.

Investment is slightly lower than expected by £10k at this stage. The investment manager is forecasting an income return of just under 3% of the portfolio valuation.

Stock markets have been in some turmoil in recent weeks and as a result the portfolio valuation at 31 August was lower, at £4,222k.

3. Action required

Council is asked to note the Performance Report.
Performance Management and monitoring of the operational action plan

August 2015

Prepared by the Senior Executive Board
## Overview

<table>
<thead>
<tr>
<th>Major Events</th>
<th>Business Plan delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSA – The Chair of the PSA has recently announced she will be standing down in January 2016. An appointment process has begun for a successor.</td>
<td>Council agreed that the GCC’s Executive should report on any activity that was not proceeding as planned. There are no activities which are currently not proceeding as planned at this time.</td>
</tr>
<tr>
<td>PSA levy – The PSA are planning to send 2015/16 invoices to regulators in October 2015. The fee payable by each Regulator has not been confirmed as the PSA budget has not been approved by the Privy Council. The indicative rate given by the PSA is approx. £6k and this is included in the budget for 2015.</td>
<td><strong>Key Performance Indicators</strong></td>
</tr>
<tr>
<td>Healthcare Bill – Ministers are considering how and when to take forward the bill.</td>
<td>We are not hitting our target to list 90% (actual 60%) of PCC hearings within nine months of referral. This is explained on Page 5.</td>
</tr>
</tbody>
</table>

### Financial

The net difference on retention income is £2k at the end of July 2015.

The investment portfolio income is currently £102K. This is £10K less than expected. The portfolio manager is now forecasting that income for the year will be closer to £115K (2.89%). The target given to the investment manager is 4%. The balance will be made up from capital as agreed in the investment strategy. The profit on our investment portfolio is now £222k. There has been a recent degree of fluctuation in the markets and the reduced portfolio valuation reflects those changes. A report from the Chief Investment Officer at Schroders is also attached.

Expenditure to date is below that planned by £66K.

The overall surplus to date is £54K.

The financial summary is on page 3 and 4.
# August 2015 Performance report

## Financial Summary – As at 31st August 2015

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Difference</th>
<th>2015 Budget</th>
<th>Note</th>
<th>Year End estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initial Registration</td>
<td>103,000</td>
<td>99,000</td>
<td>4,000</td>
<td>137,250</td>
<td>1</td>
<td>137,250</td>
</tr>
<tr>
<td>Non practising to practising</td>
<td>11,200</td>
<td>8,000</td>
<td>3,200</td>
<td>8,000</td>
<td>1</td>
<td>11,200</td>
</tr>
<tr>
<td>Restoration</td>
<td>14,550</td>
<td>6,750</td>
<td>7,800</td>
<td>7,500</td>
<td>1</td>
<td>14,550</td>
</tr>
<tr>
<td>Retention - Practising</td>
<td>2,127,200</td>
<td>2,143,200</td>
<td>-16,000</td>
<td>2,143,200</td>
<td>1</td>
<td>2,127,200</td>
</tr>
<tr>
<td>Retention - Non Practising</td>
<td>29,500</td>
<td>30,300</td>
<td>-800</td>
<td>30,300</td>
<td>1</td>
<td>29,500</td>
</tr>
<tr>
<td>Investment Income</td>
<td>102,097</td>
<td>112,000</td>
<td>-9,903</td>
<td>168,000</td>
<td>2</td>
<td>168,000</td>
</tr>
<tr>
<td><strong>Income (A)</strong></td>
<td>2,387,547</td>
<td>2,399,250</td>
<td>-11,703</td>
<td>2,494,250</td>
<td>2</td>
<td>2,487,700</td>
</tr>
</tbody>
</table>

|                         |         |         |            |             |      |                   |
| **Expenditure**         |         |         |            |             |      |                   |
| Staff Costs             | 655,836 | 664,743 | 8,907      | 1,044,114   | 1    | 1,053,000         |
| IT costs                | 28,980  | 46,667  | 17,687     | 80,000      | 3    | 71,500            |
| Office Costs            | 77,733  | 92,333  | 14,600     | 168,500     | 4    | 143,000           |
| Accommodation Costs     | 137,982 | 152,133 | 14,151     | 228,200     | 2    | 229,600           |
| Finance costs           | 3,185   | 3,667   | 482        | 21,465      |      | 21,765            |
| Professional fees       | 63,900  | 78,333  | 14,434     | 157,500     | 5    | 124,500           |
| Council costs           | 95,373  | 89,867  | -5,506     | 166,800     | 1    | 176,000           |
| Communication           | 1,523   | 5,500   | 3,977      | 18,000      | 12   | 12,000            |
| Registrations           | 3,189   | 2,500   | -689       | 7,000       | 9    | 9,000             |
| Education               | 14,108  | 17,920  | 3,812      | 25,130      | 21   | 21,600            |
| FiP                     | 314,706 | 308,809 | -5,897     | 617,000     |      | 626,000           |
| **Expenditure (B)**     | 1,396,514 | 1,462,471 | 65,957    | 2,533,709  | 2,487,965 |
| **Surplus / (Deficit) sub total (A-B)** | 991,033 | 936,779 | 54,255 | -39,459 | -265 |

<table>
<thead>
<tr>
<th>Grant Funding - Earmarked for Revalidation</th>
<th>Balance b/f</th>
<th>Income</th>
<th>Expenditure</th>
<th>Balance c/f</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>76,818</td>
<td>0</td>
<td>4,999</td>
<td>71,819</td>
</tr>
</tbody>
</table>
August 2015 Performance report

Other Notes

Note 1:

We have received less retention fee income than anticipated with a shortfall of £17k. The level of initial registration and other registration figures are, however, higher than expected at this stage by £15k. This leads to a difference of £2k.

Note 2:

The current income performance on the investment portfolio has fallen behind that expected by £10k. The investment manager is now forecasting an income return of 2.89% which leads to a year end forecast of £115K. The balance up to the 4% forecast will be made up from capital.

Note 3:

The costs for IT are lower than forecast at this point in the year by £18K. This is as a result of database development being slower than anticipated and also some IT costs now being deferred to quarter 4.

Note 4

Variable office costs such as stationery, copying and postage are below anticipated as we reduce the number of FtP open cases.

Note 5

Professional fees are lower than expected as a result of the project in relation to Degree Recognition Criteria being delayed as the Code was only approved in June 2015. The large proportion of this work will now fall in to 2016.

Portfolio Valuation

The portfolio valuation is £4,222,368 as at 31 August 2015. The value as at 17 September 2015 was £4,212,893.
Key Performance Indicators

<table>
<thead>
<tr>
<th>Fitness to Practise</th>
<th>Status</th>
<th>Exception Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>To list 90% of PCC hearings within nine months of referral</td>
<td></td>
<td>Actual rate – 60% of cases so far listed in 2015 were within nine months of referral. A number of old cases are listed for the remainder of the year. It is likely that this percentage rate will remain at this level for the remainder of the year. All cases being listed for 2016 are within the 9 month timeframe. The reason for this failure to meet our target is because of the increased number of referrals to the PCC at the end of 2012 and during 2013. To cope with this the number of hearing days allocated in 2015 remains high. However, we expect the bulge in PCC cases to have worked through the system during the year.</td>
</tr>
</tbody>
</table>

During the first eight months of 2015 the GCC received 37 complaints which are currently being investigated for determination by the Investigating Committee. During the first seven months of 2014 we had received 48 complaints.

**Operational plan progress – by strategic aim and activity**

Reporting on the achievement of key milestones due for completion by quarter 2.

The majority of activities due for completion by the second quarter of 2015 have been achieved including agreeing the Code of Practice and Standard of Proficiency and appointing legal qualified chairs for the FtP Committees. The one activity which is delayed is staff training due to carrying out Equality Impact assessments, and this has now been scheduled for October 2015.
Market corrections of the nature we are currently experiencing always prompt the question ‘Is there something we are not seeing?’ Is there something lurking in the shadows of the world economy that represents a significant, but to date unrecognised, threat? It would take a brave person to assert that this is absolutely not the case. However, if we reverse engineer what is currently happening in financial markets, we do not arrive at a picture of the world economy that we think tallies with sharp declines, almost across the board, in equity prices.

We are used to volatility in financial asset prices, but it is the suddenness of setbacks, such as that seen over the past couple of weeks, that is so uncomfortable. Albeit, this is against the backdrop of seasonally low volumes, there is clearly something that is causing anxiety. The two main causes of concern would seem to be the developments in China and the likelihood of a tightening in US monetary policy before the end of the year.

China, as we have observed previously, is a command economy that is failing to respond to commands. The Chinese authorities know what they want to do – they want the economy to become less reliant on exports and generate more of its growth from domestic demand – specifically, household demand. But knowing where you want to go is very different from having an effective way of getting there. Measures designed to stimulate demand have, to date, caused asset price bubbles, first in property and then in the equity market. It is the latter that is now bursting. The reasons for the latest policy announcement, to allow the value of the yuan to reflect depreciation in the yuan have caused further concern.

Underlying the slowdown in the Chinese economy is a feature of the world economy that does have major consequences for developing economies. They thrived during the decade prior to the recession when there was rising excess demand in the West. Although these economies are now regaining momentum, recorded growth rates have been, and will likely remain, meaningfully below those seen pre-2008. This provides a very different backdrop for developing economies, whether they be exporters of manufactured goods or commodity producers. As can be seen most obviously in commodity markets, they have far greater output potential than is required. As a result, prices are falling. So far as commodity markets are concerned, it may be some while before conditions change sufficiently to reverse significantly these declines. And while prices remain weak, the environment will be all the more competitive – a situation that will not be helped by China’s decision to allow the yuan to depreciate.

For the West, falling prices of raw materials, energy, foods and manufactured products are not unhelpful. This is not unambiguously the case – we are not only consumers of these products, but also producers. However, the overall impact is favourable - paying less for oil or food means that we have more to spend elsewhere. Countries and companies that export heavily to China are facing a headwind, but they are in the minority. The net impact on the West from falling import prices is that it is likely to grow slightly faster than would otherwise have been the case.

It may be considered ironic that while markets are becoming more anxious about declining growth in countries such as China, they seem to be equally stressed by the implications of gradually improving growth prospects in the West. Central banks have held back so far from responding to improving conditions – most obviously in the US and the UK. However, with labour markets tightening and with rising employment costs suggesting that domestically generated inflation is likely to start rising, the debate has changed to whether the US Fed will start raising interest rates from the crisis levels – and when the Bank of England will follow.

In reality, a gradual (and it will be gradual) tightening in monetary policy ought to be viewed positively – as a sign that we are emerging at last from the shadow of the global recession and financial crisis. However, there are inevitable concerns about the implications of higher interest rates. In part, there is a fear that real economies will prove much more vulnerable to even minutely tighter conditions that would have been the case historically. In addition, there is worry about the impact that rising interest rates will have on the valuations of financial assets.

Our view is that modest rate increases in the US and UK will not have a major impact on growth. However, there is the potential for a greater impact on financial markets. In particular, increasing short-term interest rates are likely to put upwards pressure on longer-term bond yields. But this would not appear to be the immediate worry in markets, since equity markets in the West have also fallen sharply, while bond markets have rallied. It’s not unusual for financial markets to display flashes of extreme anxiety. In doing so, they act as shock-absorbers within the global economy. Indeed, the moves we have seen in markets over the
last few weeks are completely within the bounds of expectations, and historical context, with rational differentiation across markets.

The FTSE 100 Index has experienced a correction of approximately 15% from the April high. This is not out of line with previous market falls of over 10%, and can be considered 'normal' in the context of expected volatility. As such, we have experienced similar declines in the equity market every year since 2005. Other developed markets, including those in the US, Europe and Japan, have seen similar declines, while more substantial falls, of over 20%, have occurred in many emerging markets; as mentioned above, the latter have been struggling to re-orientate their economies since the financial crisis and have proven more vulnerable to growth concerns. The correction in the Chinese market has been amongst the most substantial, although this has to be gauged against the extent to which it had previously risen; for instance the Shanghai Shenzhen CSI 300 Index, which has fallen 40% from its June peak, is still up on a 12-month basis.

While equity markets often display more abrupt movements than are seen in other financial asset classes, it is evident that commodities, which are subject to more 'real' demand trends, tend to take longer to adjust. The key driver of the decline in commodity prices has been weak global demand in the face of excess supply consequent on the previous production investment cycle. Despite significant cuts in current and planned capital expenditure by major commodity producers, stocks and potential supply are still high and weighing on prices. Oil, in particular, has fallen from a range of $80 - $110 per barrel over the past few years to today's level of just under $40 for West Texas Oil. Given prevailing supply conditions, it may take time before a sustained price increase is possible.

Sometimes, fears are in line with economic reality. More often than not, fears are exaggerated and/or unwarranted. If this is the case, then the resulting movements in asset prices, and more reasonable valuations, provide investors with opportunities, and we believe that to be the case currently.
## Council work plan for 2015

<table>
<thead>
<tr>
<th>March 31st</th>
<th>June 18th</th>
<th>September 30th</th>
<th>December 3rd</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action log</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Council work plan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chair's report</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Chief Executive's report</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update report from the Audit Committee</td>
<td>Update report from the Audit Committee</td>
<td>Welsh Language Standards</td>
<td>Council Annual Effectiveness survey</td>
</tr>
<tr>
<td>Review of Strategic Risk Register</td>
<td>Strategic Risk Register - any items scoring over 15</td>
<td>Communication Plan</td>
<td>Education Ctte annual report</td>
</tr>
<tr>
<td>Performance Report</td>
<td>Performance Report PSA - Annual FtP report and statistics</td>
<td>Review of retention fees</td>
<td>Guidance notes (if available)</td>
</tr>
<tr>
<td>Board effectiveness</td>
<td>Management letter and letter of representation</td>
<td>Draft Business Plan and budget</td>
<td>Performance Report</td>
</tr>
<tr>
<td>Budget update</td>
<td>Financial Statements</td>
<td>Performance Report</td>
<td>Strategic Risk Register - any items scoring over 15</td>
</tr>
<tr>
<td>CPD/Continuing FtP</td>
<td>Code Approval</td>
<td>Review of Strategic Risk Register</td>
<td>Update report from the Audit Committee</td>
</tr>
<tr>
<td>CoP and SoP Update</td>
<td>Update on research projects</td>
<td>Review Strategic Statement</td>
<td>Presentation from Cazenove</td>
</tr>
<tr>
<td>Review of Governance manual</td>
<td>Indemnity Rule changes</td>
<td>Annual Report and Accounts</td>
<td>Draft business plan and budget</td>
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<td>Remuneration Committee's report</td>
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### ITEMS TO NOTE

**Performance Report emailed monthly (last week of each month)**

<table>
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<tr>
<th>March</th>
<th>June</th>
<th>September</th>
<th>December</th>
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<tbody>
<tr>
<td>Minutes from Audit Ctte</td>
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<td>Council dates for 2016</td>
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