

**General Chiropractic Council  
25 September 2023 at 10:00  
Meeting Agenda  
Virtual Meeting (MS Teams)**

<b>Item</b>	<b>Action</b>	<b>Presenter</b>	<b>Time</b>
1. Welcome, apologies and declarations of interest		Chair	10:00
2. A. Council Minutes of 15 June 2023 B. Matters Arising C. Council Minutes of Extra Meeting of 1 August 2023	To approve	Chair	10:05
3. Chair's Report	To note	Chair	10:15
4. Chief Executive & Registrar's Report	To note	CER	10:25
5. PSA Review of performance 2022-2023	To note	CER	10.40
6. Performance Updates			
A. 1. Reappointment of Chairs of Investigating Committee 2. Fitness to Practise Performance Report	To approve To note	D of FtP	10:55
B. Finance – Management Accounts to August 2023	To note	D of CS	11.05
C. Business Plan 2023	To note	BPO	11:15
<b>BREAK (15mins)</b>			11:25
7. Outline Business Plan 2024	To approve	CER	11.40
8. Report from the Chair of the Remuneration and HR Committee	To note	Chair of the Committee	12.10
9. Report from the Chair of the Education Committee	To note	Chair of the Committee	12:20
10. Council Work Programme	To note	Chair	12:30
11. Any Other Business		Chair	12:35

**Close of meeting: 12:40**

**Date of next meeting: 8 December 2023, in-person at the GCC office**

**[Unconfirmed] Minutes of the meeting of the General Chiropractic Council  
Held in-person at General Chiropractic Council**

**Park House, 186 Kennington Park Road,**

**London SE11 4BT**

**15 June 2023 at 09:30**

<b>Members present</b>	Mary Chapman (Chair of Council) Sharon Oliver Annie Newsam Keith Walker Catherine Kelly Sam Guillemard	Elisabeth Angier Jennie Adams Ralph Pottie Keith Richards Fergus Devitt Steven Gould
<b>Apologies</b>	None	
<b>In attendance</b>	Nick Jones, Chief Executive and Registrar Penny Bance, Director of Development Joe Omorodion, Director of Corporate Services Rachana Karekar Governance Coordinator, GCC	Nirupar Uddin, Director of Fitness to Practise Mary Nguyen, Business and Project Officer Andrew Fielding Communications Lead, GCC
<b>Observers</b>	Kate Steele, Partner, Capsticks Solicitors Aaron Porter, Council member from August 2023	Siobhan Carson, Scrutiny Officer, Professional Standards Authority

<b>1.</b>	<p><b>Welcome, Apologies and Declarations of Interest</b></p> <p>The Chair opened the meeting by welcoming all Council members and observers.</p> <p>No apologies were received.</p> <p>Members' interests were captured in the Register, published on the GCC website and were accurate. No additional interest was notified.</p> <p>The Chair welcomed Sam Guillemard to his first Council meeting, and Aaron Porter as an observer.</p>
-----------	--

<p>2.</p>	<p><b>Draft minutes of the Council meeting of 14 March 2023 and matters arising</b></p> <p><b>A. Minutes</b> Council <b>agreed</b> the minutes were an accurate record of the meeting.</p> <p><b>B. Matters arising</b> The Chair confirmed that two matters arising were completed and one related to the research project was ongoing and will be completed by December 2023.</p>
<p>3.</p>	<p><b>Chair’s report</b></p> <p>The Chair presented her report on the activities undertaken since the meeting of Council in March 2023.</p> <p>The Chair noted a busy period with recruitment and was delighted to see the new Council members.</p> <p>Council noted that Sam Guillemard is appointed to Council with effect from 1 June 2023 and, as no other nominations had been received, Sam would join the Education Committee as a Member with immediate effect.</p> <p>The Chair asked Council to note that Aaron Porter was appointed to Council with effect from 1 August 2023.</p> <p>Council noted that Sharon Oliver would be leaving as a Member of Council and Chair of the Education Committee earlier than her original term end date 31 July 2025. Sharon’s term will conclude on 31 July 2023.</p> <p>Following the announcement of Sharon’s departure, Council noted a new Chair of the Education Committee would need to be elected at its September 2023 meeting. It was further noted that interim arrangements would need to be implemented to cover the period between July and September 2023. Nominations will be sought from the Council with view to confirming the appointment of an Acting Chair before the end of July.</p> <p>The Chair informed the Council of her recent visits to educational institutions, and that she would hope to conclude the programme by visiting the Welsh Institute of Chiropractic in autumn 2023.</p> <p><b>Action:</b> The Chief Executive and Registrar to confirm to the Education Committee Sam Guillemard’s appointment to the Committee.</p> <p>Council <b>noted</b> the Chair’s report.</p>
<p>4.</p>	<p><b>Chief Executive and Registrar’s Report</b></p> <p>The Chief Executive and Registrar (CER) presented his report.</p> <p>The CER drew attention to the response submitted to the consultation on regulatory reform by the Department of Health and Social Care (DHSC) and the Professional Standards Authority (PSA) Performance review. The</p>

	<p>Executive noted that the submission was developed with the involvement of legal advice.</p> <p>Council welcomed the proposals, as they addressed many of the concerns on current powers, and these had been set out. There were also significant concerns identified in the proposals, which were set out in detail. The CER drew attention to:</p> <ul style="list-style-type: none"> <li>• The ability to take a more proportionate approach to the investigation of concerns, with clarity as to powers of review of interim measures sought.</li> <li>• Making clearer provisions around revisions and appeals.</li> <li>• the potential to challenge the independence of regulators upon which public confidence was built by limiting the ability in relation to fee-setting and the arrangements for financial management.</li> </ul> <p>Council queried the extent of communication with other regulators in this matter. The CER explained that there had been good and productive levels of cooperation and the General Medical Council particularly had helpfully taken the lead in bringing regulators together to discuss aspects of the draft Order.</p> <p>Council noted the intention to undertake this year scoping work in relation to a review of the Code of Practice, and that approval for undertaking this work would be considered as part of the financial forecast and business plan proposals later in the meeting.</p> <p>The CER informed Council that the PSA new EDI standards are welcomed. These provide clarification sought by Council as to the requirements, and are a major step for all concerned.</p> <p>Council enquired about the appraisal meeting with the Chair of Investigating Committee (IC). The CER explained that this was a standard annual meeting with the Chair of IC on the development of the Committee, the recent experiences or concerns regarding legal assessors. The appraisal had been a positive one.</p> <p>Council <b>noted</b> the report.</p>
<p><b>5.</b></p>	<p><b>Performance Updates</b></p> <p><b>A. 1. Regulatory Committee Appointments</b></p> <p>The Director of Fitness to Practise (FtP) presented her report.</p> <p>Council noted that the recruitment process for the new Investigating Committee members had been completed, with 30 applicants shortlisted and interviewed.</p> <p>The Director of FtP drew attention to consideration given to equality, diversity and inclusion (EDI) within the recruitment exercise. The Director of FtP explained that a balance had been struck interviewing applicants with experience of working on panels with applicants without such experience, and</p>

the importance of doing so. The Director of FtP also explained in this recruitment exercise that a range of job boards had been used to attract applicants from diverse backgrounds.

Council noted that the recent thematic review looking at EDI aspects of the FtP process suggested that the Investigating Committee (IC) lacked diversity, with almost all panels consisting of a female lay chair, female lay member and male registrant. While the GCC lacked comprehensive EDI data for the existing IC members, a wide diversity of applicants to the recent recruitment for IC members had been received, and this diversity was broadly reflected in the successful candidates. As such, the recent recruitment of the IC will result in increased diversity of the overall pool as well as the chairs.

Council noted that 20 candidates had been recommended for appointment which included 8 Registrant Members, 7 Lay members and 5 Chairs and suitable references had been received for all.

Further to query, the Director of FtP confirmed that information is held on candidates' locations considering coverage across the UK and this information could be provided. The Director of FtP added that Investigating Committee conducted its work virtually, meaning that location was not a barrier.

**Action:** The Director of FtP to provide Council with a 'profile' of appointed candidates by location in the UK.

Council enquired as to the induction training to be provided to the new IC members. The Director of FtP explained that training would take place following appointment and new Members would sit initially on 'preliminary' meetings of the IC. Having obtained experience of how the process worked, they would then sit as a panellist on substantive IC meetings.

Council enquired whether outsourcing of the recruitment process was considered. The Director of FtP noted some administrative tasks were outsourced and, considering workload involved it would be beneficial for future recruitment to outsource more activity.

Council queried the lack of diversity as regards ethnicity put forward for approval. The Director of FtP explained that to address any issues of bias, blind screening had been undertaken.

Council **approved** the appointments.

## **A. 2. Fitness to Practise Performance Report**

The Director of Fitness to Practise (FtP) presented the report.

Council was invited to note the first section on operational updates. The Director of FtP drew attention to the following:

- Internal recruitment
- Update on recruitment of Clinical Adviser Role

- Update on Professional Standards Authority (PSA) standard 15 on timeliness.

Council noted that the Protection of Title and Committee Coordinator role has now been filled on permanent basis.

Council noted that interviews took place for the recruitment of Clinical Advisers role in mid-May with the two successful candidates due to be in post by end of June.

Council was invited to note the second section of this report which was an update on the operational performance of the FtP team in the period January to end-March 2023 (Q1).

Council noted that Q1 of 2023 ended with an end-to-end median of 96 weeks, which was a slight increase from 94 weeks in Q4 of 2022 but a significant reduction from the 134 weeks reported to PSA for 2021/2022.

Council asked whether the PSA had informed the GCC about their expectations. The CER responded that whilst a benchmark was not set, in general terms the PSA judge the GCC on its own performance, that is to continuously improve.

Council enquired whether there were any circumstances where the timeline of the cases could be paused due to any reasons outside of our control. The Director of FtP explained that this was not possible, but given the small number of cases there were opportunities to explain to the PSA where delays were caused by factors outside of control of the team.

Council members enquired as to the risk rating descriptors and the inclusion of the risk where there was an abuse of the power imbalance between registrants and patients who were vulnerable, including those with a mental health issue. The Director of FtP agreed to review the risk rating descriptors to include this.

**Action:** The Director of FtP to confirm the risk rating descriptors have been updated before the next Council meeting.

Council **noted** the report.

## **B. Finance update – Management Accounts to May 2023**

The Director of Corporate Services presented the report of the management accounts covering the first 5 months to May 2023.

The Director of Corporate Services presented the:

- Statement of income and expenditure account for the period to 31 May 2023 and commentary on variances,
- Balance sheet at 31 May 2023.

The Director of Corporate Services added that the realised headline surplus for the period was £213k, compared to the headline budget surplus of £172k for the same period. The Director briefly explained the reasons for the variance between the outturn and budgeted results for the period. The Director further noted that the forecast surplus for the year was £59k, compared to the budget of £267k.

The Director added that the balance sheet remains strong with total net asset of £3.4m, and with a cash reserve of £1.4m.

Council **noted** the report.

### **C. Business Plan 2023**

The Business and Projects Officer (BPO) presented the performance update report on the delivery of the Business Plan 2023, the second report of the year, covering the period to end of May 2023. The BPO reported that there were no concerns and the six projects in the plan were progressing well within the agreed timeframe.

The BPO highlighted that the report was divided into 2 parts – Annex A displayed summary information on progress made in delivering the projects in the 2023 business plan and Annex B provided a more detailed commentary on the status or progress of each of the projects. The status of each project is assessed against the agreed measures in the business plan.

The BPO reported that the project relating to developing the registrant resources to support professionalism had been completed.

Council queried the clarity of the dashboard presentation, particularly in terms of the percentage of completion and the 'RAG' rating.

**Action:** The Executive to consider the feedback and amend the format of Annex A to make clear.

The BPO updated Council on the progress of activities with cross-cutting work in Equality, Diversity, and Inclusion (EDI).

The BPO reminded Council that a review of the GCC Code was not included in the original business plan that was approved late last year. Following Council's discussion at its March 2023 meeting about the Code, it was proposed a scoping review took place in the second half of 2023. It was noted that a report outlining the key findings and recommendations would be presented to the Council at its December 2023 meeting to inform the proposed business plan for 2024.

**Action:** Subject to approval, the Executive to present a report on the scoping review of the GCC Code at the meeting of Council in December 2023.

	<p>Council queried costs for compliance with Welsh Language Standards. The BPO noted that identification of the financial implications in implementing the Standards were underway and, further, a business case would be presented to Council at its September 2023 meeting.</p> <p><b>Action:</b> The Executive to present a business case for the implementation of the Welsh Language Standards at the next meeting of Council.</p> <p>Council <b>noted</b> the report.</p>
<p><b>6.</b></p>	<p><b>Communications and Engagement Plan:</b></p> <p>The Communications and Policy Lead (C&amp;PL) introduced the report.</p> <ul style="list-style-type: none"> <li>• Annex A: communications performance update. The C&amp;PL highlighted that the GCC has a solid foundation in communications, and that communications performance would continue to be part of the regular performance update.</li> <li>• Annex B: the Communications and Engagement plan. The C&amp;PL expanded on the communications vision, and how targeting, reinforcement and measurement would deliver towards that vision.</li> </ul> <p>Council discussed the plan and the approach to communication and engagement with individuals and stakeholders, intended to build trust in the regulatory approach and support the delivery of the GCC Strategy and business plan. The key themes around more targeted communications, reinforcement and measurement. Council noted the intent to make communications targeted, timely and responsive, reinforcing key messages and measuring impact to show they have had influence.</p> <p>Council asked about the utilisation of social media channels. The C&amp;PL explained that decisions on which channel to use was based on the expectations of the audience we wanted to reach.</p> <p>Council asked whether the social media platforms of TikTok and Instagram (which were more popular among students) were used. The C&amp;PL noted that no relationship with students was sought at this time, given they do not become registered until after graduation.</p> <p><b>Action:</b> Communications and Engagement Plan update to be reported in the next Council meeting as part of the Business plan update item.</p> <p>Council <b>noted</b> the report.</p>



<p>7.</p>	<p><b>Strategic Risk Register</b></p> <p>The Chief Executive and Registrar (CER) presented this report.</p> <p>Council noted that this was one of the two meetings each year when Council would review and approve the strategic risk register.</p> <p>The CER reported that the risk ratings attached to the six principal risks in the Strategic Risk Register (SRR) were unchanged since its last review in March 2023.</p> <p>Council discussed the potential risks of artificial intelligence (AI) on the work of the GCC. It was noted that the Audit and Risk Committee (ARC) had asked the Executive in May 2023 to review the risk and share their thoughts with the members of the ARC when they meet in November 2023. It was further noted that the ARC would consider the matter at its November 2023 meeting.</p> <p>Members of Council raised a concern with regards to the Risk No. 3 (i.e. the DHSC’ reform agenda and the future of the profession) and wondered whether it should be included in the register as the risk was considered uncontrollable.</p> <p><b>Action:</b> The Executive to arrange a virtual session with Council in relation to Risk No.3 (Future of the Profession) before its next meeting in September 2023.</p> <p>Council <b>approved</b> the SRR, subject to the review of Risk No. 3</p>
<p>8.</p>	<p><b>Update Report from the Chairs of Committees:</b></p> <p><b>A. Report from the Chair of the Audit and Risk Committee</b></p> <p>The Chair of ARC presented the update report to Council further to its meeting on 23 May 2023.</p> <p>The Chair of ARC recommended to the Council the proposed amendments to the ARC terms of reference for approval.</p> <p>Council <b>approved</b> the ARC Terms of Reference.</p> <p>The Chair of ARC informed the Council that the Committee had agreed to:</p> <ul style="list-style-type: none"> <li>• Produce an annual report to Council at each of its March meeting, effective from March 2024.</li> <li>• Produce and include a governance statement in the 2023 Annual Report, effective from March 2024.</li> <li>• Document/record in the report from the Executive the assurances received on the annual risk assessment statement that would be presented to Council each March.</li> </ul> <p>Council noted the above and asked that the Governance statement be presented to Council for approval before being included in the Annual Report.</p>

**Action:** Council to review the Governance statement before it is included in the Annual Report.

The Chair of ARC further reported to Council on the PSA Stakeholder Seminar he attended in Belfast on 17 May 2023. The seminar was attended by representatives from several healthcare profession regulators, and the Chair of ARC highlighted themes, including:

- Outdated legislation affecting all regulators, affecting current operations and the development of a long-term strategy).
- Duty of candour – potential for Northern Ireland to be the only part of the UK with a criminal sanction.
- No Executive or Assembly in Northern Island was causing issues for NI-based bodies.
- All-Island/cross-border working arrangements were being impacted by EU exit.
- EDI, clarity as to PSA's expectations sought.

Council **noted** the report.

#### **B. Report from the Chair of the Education Committee**

The Chair of the Education Committee presented the update report to Council, following the Committee's last meeting on 29 March 2023, highlighting the Implementation of the Education Standards, Annual Monitoring of programmes and Test of Competence Update.

Council noted and approved the appointment of two new non-Council Committee members, Daniel Moore and Jessica Watts. Further, that Aaron Porter's term on Education Committee extended to 31 July 2023 pending his appointment to Council and then becoming a Council Member of the Committee.

Council **noted** the report.

#### **C. Report from the Chair of the Remuneration and HR Committee**

The Chair of the Remuneration and HR Committee presented the update report to Council.

Council discussed and agreed to review the Terms of Reference for the Committee at the next Council meeting.

**Action:** Remuneration and HR Committee Terms of Reference to be reviewed at the next Council meeting.

Council **noted** the report.

<p><b>9.</b></p>	<p><b>Council Work Programme</b></p> <p>The Chair presented the work programme for the remainder of 2023 and first and second meetings of 2024 and the proposed meeting dates for 2024.</p> <p>The Chair of Council expressed a wish for the forward look to focus more on the outcomes sought at each meeting of Council.</p> <p>Council <b>noted</b> the work programme and dates for meetings of Council in 2024</p>
<p><b>10.</b></p>	<p><b>Any other Business</b></p> <p>The Chair thanked Sharon Oliver for her substantial contribution and generous service to the Council and the Education Committee. Council offered its appreciation and good wishes to Sharon for the future.</p> <p>The Chair thanked all members of Council for their contribution.</p> <p>The Chair invited questions from observers – there were none.</p>
	<p><b>Date of next meeting:</b> 25 September 2023.</p>

Draft

**Agenda Item: 02b**

**Subject: Matters Arising from 15 June 2023**

**Presenter: Mary Chapman, Chair GCC**

**Date: 25 September 2023**

Item	Actions	Update
3.	<p><b>Chair's report</b></p> <p>Action: The Chief Executive and Registrar to confirm to the Education Committee Sam Guillemard's appointment to the Committee</p>	Completed
5.	<p><b>A. 1. Regulatory Committee Appointments</b></p> <p>Action: The Director of FtP to provide Council with a 'profile' of appointed candidates by location in the UK</p>	20 appointments were made. 19 from England and one from Wales. Seven are from Midlands and the north; 6 from London and the South East; and six from the South West.
5.	<p><b>A. 2. Fitness to Practise Performance Report</b></p> <p>Action: The Director of Ftp to confirm the risk rating descriptors have been updated before the next Council meeting.</p>	Completed: Agenda item 6A
5.	<p><b>C. Business Plan 2023</b></p> <p>a) Action: The Executive to consider the feedback and amend the format of Annex A to make clear.</p> <p>b) Action: Subject to approval, the Executive to present a report on the scoping review of the GCC Code at the meeting of Council in December 2023.</p> <p>c) Action: The Executive to present a business case for the implementation of the Welsh Language Standards at the next meeting of Council.</p>	<p>Completed: Agenda item 6C</p> <p>Due in December 2023</p> <p>Revision to the financial forecast obviates this requirement and is deferred to December 2023</p>

<p><b>6.</b></p>	<p><b>Communications and Engagement Plan</b></p> <p>Action: Communications and Engagement Plan update to be reported in the next Council meeting as part of the Business plan update item.</p>	<p>Completed: At Agenda item 6C</p>
<p><b>7.</b></p>	<p><b>Strategic Risk Register</b></p> <p>Action: The Executive to arrange a virtual session with Council in relation to Risk No.3 (Future of the Profession) before its next meeting in September 2023.</p>	<p>Completed</p> <p>(Council approved the updated register by correspondence from Director of Corporate Services in August 2023)</p>
<p><b>8.</b></p>	<p><b>A. Report from the Chair of the Audit and Risk Committee</b></p> <p>Action: Council to review the Governance statement before it is included in the Annual Report.</p>	<p>Due in February 2024</p>
<p><b>8.</b></p>	<p><b>C. Report from the Chair of the Remuneration and HR Committee</b></p> <p>Action: Remuneration and HR Committee Terms of Reference to be reviewed at the next Council meeting.</p>	<p>To be presented to Remuneration and HR Committee in Nov 2023. Following the Committee's approval, the TOR will be presented to Council in Dec-23.</p>

**[Unconfirmed] Minutes of the Extra meeting of  
the General Chiropractic Council**

**Virtual Meeting (MS Team)  
1 August 2023 at 16:00 pm**

<b>Members present</b>	Mary Chapman (Chair of Council) Keith Walker Catherine Kelly Sam Guillemard Aaron Porter	Elisabeth Angier Jennie Adams Ralph Pottie Keith Richards Steven Gould
<b>Apologies</b>	Annie Newsam, Fergus Devitt	
<b>In attendance</b>	Nick Jones, Chief Executive and Registrar	Rachana Karekar, Governance Coordinator
<b>Observers</b>	None	

<b>1.</b>	<p><b>Welcome, apologies and declarations of interest</b></p> <p>The Chair opened the meeting by welcoming all the Council members.</p> <p>Apologies were received from Fergus Devitt and Annie Newsam.</p> <p>Members’ interests were captured in the Register which is published on the GCC website and were accurate. No member notified additional interests.</p>
<b>2.</b>	<p><b>Appointment of the Chair of the Education Committee</b></p> <p>The Chair sought comments and questions from the Council members on the process followed for the appointment of the Chair of the Education Committee.</p> <p>No comments and questions were received from the Council members on the appointment process.</p> <p>The Chair asked the members for their views and comments on the appointment of Catherine Kelly as the Chair of the Education Committee.</p> <p>Council members raised question on whether the time commitment required for the Chair’s role was made clear and put forward to Catherine. The Chair explained that Catherine was aware of the time commitment required for the role.</p> <p>Council members agreed that Catherine’s CV and accompanying statement gave evidence that she has the experience and expertise required for the role and that her skills are transferable into the context of the GCC. Council members noted her</p>

experience and understandable limitations as to education in chiropractic. The Chair explained that Catherine was open about her lack of knowledge of the profession of chiropractic and indicated that it would be a priority for her to accelerate her learning in that regard.

Council members discussed and agreed to extend their full support to Catherine in inducting her to those aspects where she would welcome support. Moreover, support would be provided by members of the Executive.

Council members were satisfied and assured that Catherine possessed the capability to handle the role as the Chair of the Education Committee.

The Chair asked the Chief Executive and Registrar (CER) to express his views on the new appointment. The Chief Executive and Registrar (CER) outlined that Catherine would bring in her own personality to the role and there would be no difficulty or resistance to her doing this. The CER assured to extend his support to the new Chair of Committee. He noted there was time before the next meeting of the Committee (in November 2023) for Catherine to meet many stakeholders as part of her induction into the role. He speculated that by then he fully expected Catherine to be confident on the breadth, challenges and opportunities of the role.

The Council also agreed that the term of appointment for the Chair of Education committee be from 01/08/2023 until their term as a Council member ends.

Council unanimously **approved** the appointment of Catherine Kelly as the Chair of the Education Committee with effect from 01 August 2023.

The Chair asked the CER to follow up with an appointment letter.

**3. Any Other Business**

None.

The Chair thanked all members of Council for attending the meeting.

**Date of next meeting**

**25 September 2023**

# Chair's report

**Meeting paper for Council on 25 September 2023**

**Agenda Item: 03**

## Introduction

1. The Council meeting at this point in the business cycle has two key objectives: to assess whether the GCC is on track to achieve its objectives for 2023; and to consider our priorities for 2024, which will see the implementation of the final year of our current strategy. We will want to ensure that the priorities identified will enable achievement of our strategic aims.
2. The financial climate is challenging, and the demands placed on us will mean we must continue to exercise careful choices as to priorities and how they are funded. A significant look at the Code of Practice is envisaged. Further, and despite similar previous claims, the prospects for activity on the development of rules anticipating new powers because of regulatory reform looks within sight. The case for investment (outside of business as usual funding) in delivering efficiency improvements may be necessary. We will wish to set the Executive on a clear course such that we can agree the business plan and budget at our meeting in December 2023.

## Education Committee

3. I take the opportunity to thank Members for their attendance at an additional meeting of Council on 1 August 2023, to elect the Chair of the Education Committee.
4. Members will recall, that at the meeting of Council in June 2023 it was envisaged that the election would take place at this (September) meeting of Council, and that interim arrangements would be made to cover the period between 13 July 2023 (following the previous Chair's final engagement) and now. At its private meeting, Council decided on an accelerated process, obviating the need for interim arrangements.



5. Council considered a report prepared by a nominations panel that I chaired. The panel considered an expression of interest from Catherine Kelly, followed by a structured dialogue with her, examining her motivations, skills and experience and her expectations in fulfilling the role. I am grateful to Keith Richards and Elisabeth Angier for their support on the panel.
6. I am delighted that at the meeting Catherine was appointed as Chair of Education Committee with effect from August 2023.

### Council Chair recruitment

7. Members will be aware that arrangements for my replacement are progressing with a closing date for applications of 28 September 2023. A recruitment campaign is underway, open to registrants and lay people, with Gatenby Sanderson appointed to manage the search and administration. All long listing, short-listing and final recommendation decisions will be made by the panel, on behalf of Council.
8. An appointments panel has been established led by an independent Chair, Joe Montgomery CB, who has extensive leadership experience in government and commercial sectors. Until recently, Joe was a Civil Service Commissioner. I am grateful to Steven Gould and Elisabeth Angier, for kindly agreeing to be Council Members of the panel. They will be supported by Bev Messinger, independent member of the panel.
9. Interviews will be held on 28 November, in-person. Subject to approval by the Privy Council I am hopeful that the new Chair will be in place in early 2024.

### Governance – Council re-appointments

10. In 2024, the terms of appointment for five Members of Council come to end. One in January and four in August 2024. Fergus Devitt (January 2024), Annie Newsam, Keith Walker, Elisabeth Angier and Jennifer Adams.
11. As Members know, there is no automatic right for a further term. At this stage, we must decide, for forthcoming appointments, whether reappointments without open competition will be considered in principle. If that is the case we will ascertain which eligible members would like to seek reappointment, and commence the process this year and then similarly next year. I suggest that, in terms of continuity, it may be helpful to re-appoint Members if they are keen and continue to meet our criteria. I seek your agreement.
12. Decisions to recommend individuals for reappointment are based on an assessment of whether they have performed satisfactorily, and whether their skills and expertise will continue to meet the Council's future needs. Each case should be considered on merit following an assessment of the Council's expected

future needs and current skill set. As Members know, we are committed to ensuring that our representation remains balanced and reflective of our broader community.

13. Council Members eligible for re-appointment complete a performance appraisal a maximum of six months prior to the date of consideration for re-appointment. The appraisal will include consideration of how the Council Member meets the desired competencies currently required and a discussion of the Council Member's skills and experience.

### Engagements (virtual unless stated)

- 10 July: Meeting of the GCC Remuneration and HR Committee
- 26 July: Meeting of the panel as preparation for the process for electing the Chair of the GCC Education Committee
- 1 August: Chaired extra meeting of Council to elect the Chair of the GCC Education Committee

**Mary Chapman**

**Chair**

# Chief Executive & Registrar Report

Meeting paper for Council on 25 September 2023

Agenda Item: 04

## Purpose

This regular report summarises key developments in the period since the Council last met, on 15 June 2023, not covered elsewhere on the agenda.

## Recommendations

Council is asked to note the report.

### General update

1. We continue to benefit from stability in the staff team with newly appointed colleagues progressing positively through their probation period. I have attended team meetings to discuss findings from the annual engagement survey, where workload and well-being were identified as issues of concern. We also discussed the evident commitment to our goals and the high levels of support received from managers. The items on today's agenda are indicative of the activities undertaken with purpose over the last quarter.

### Regulatory reform by the Department of Health and Social Care

2. At the June meeting of Council I set out the basis of our response (in May 2023) to the consultation by government on proposals published in February 2023 on a draft Order to bring Anaesthesia Associates (AAs) and Physician Associates (PAs) into GMC regulation. Subsequently the Order could be applied to other bodies, including the GCC.
3. We said we welcomed the proposals, as they addressed most of the concerns we have with our current powers, and we set those out. We also had residual concerns including:

- The ability to take a more proportionate approach to the investigation of concerns
  - Clarity as to powers of review of interim measures.
  - Making clearer provisions around revisions and appeals.
  - The potential to undermine the independence of regulators upon which public confidence is built by limiting our ability in relation to fee-setting and our arrangements for financial management.
4. To date there has been no formal response albeit the Department of Health and Social Care has indicated that progress is in line with their own timetable – that is for the Order to be laid in Parliament in December this year, and for it to be implemented by GMC a year later. In other words, next year the GMC will draft, consult on, and implement new ‘rules.’ In 2024, and if all else remains equal, the other regulators will also be thinking about the development of their rules (watching carefully as GMC, NMC and HCPC develop their approach).

### Strategy - Code of Practice

5. As I outlined in June 2023, we must continue to be ambitious pending those changes and renew our focus on standard setting. In planning last year, for this year, we assumed a review of the Code would take place in 2024. As agreed by Council we are carrying out preparatory work now so that we can confidently complete the review in 2024.
6. We have commenced our engagement with our key stakeholders, through surveys and focus groups; to understand how external users perceive, access and apply the Code; identify any necessary updates to reflect changes in practice and society; and to check the Code is consistent with the Codes from other regulators.
7. We are also referring to internal sources of data including relevant research conducted by the GCC (e.g. Patient Experience & Satisfaction Research), Fitness to Practice data and reports, and inputs from Council, Committees and executive. The emphasis being analysis of where problems are occurring with respect to the Code, the impact of these problems and identifying lessons to be learned and ways to respond.
8. Initial findings suggest that a review is timely and can usefully address broader developments in the last few years. In summary:
- The overall Code structure and organisation around key principles is comparable to other contemporary standards but there is scope for clearer articulation – around the values that give rise to the principles and the regulatory goals or outcomes sought.

- As ever the breadth versus specificity of the Standards, and the relationship between the Code and the Guidance, generates debate.
- The gaps identified are like those we closed in the development of Education Standards, and include:
  - Discrimination, fairness and inclusion – EDI
  - Putting the patient at the centre of care
  - Leadership & organisation: working with colleagues, conduct, the well-being and mental health of registrants; whistleblowing and speaking up, that is the workplace
  - Public health/health promotion
  - Social media and on-line conduct
  - Boundaries and conduct
  - Quality of care, clinical governance and engagement with safety systems

- 9.** More generally, there is a view that where problems arise (leading to FtP matters) these can often be grouped around (a lack of) professionalism: Shortcomings in person-centred care, not valuing the lived experience of patients, poor communication, and a general failure to set expectations. It is suggested to us simple revisions could be emphasised such as those around an expectation of enhanced requirements at the first visit, a clear rationale for the plan and regular review of care established around goals to mitigate against excessive or unjustified treatment.
- 10.** The case for the review will be made as part of the proposed 2024 business plan presented to Council at its meeting in December 2023.

### General Medical Council ‘Good Medical Practice’

- 11.** This update follows on well from the previous update.
- 12.** The General Medical Council (GMC) last month published updated core guidance on professional standards: Good Medical Practice 2024. The standards will come into effect on 30 January 2024.
- 13.** Good Medical Practice sets out the principles, values, and standards of care and professional behaviour expected of all medical professionals registered with the GMC. It is an ethical framework, which supports medical professionals to deliver safe care to a good standard, in the interests of patients. The standards focus on behaviours and values which support good teamwork, make everyone feel safe to speak up and empower doctors to provide quality care.
- Create respectful, fair and compassionate workplaces for colleagues and patients
  - Promote patient-centred care
  - Tackle discrimination

- Champion fair and inclusive leadership
- Support continuity of care and safe delegation

### Action taken on 'CPD' events

14. We acted following concerns raised about organisers of CPD events encouraging students in training to independently attend evening and weekend seminars outside of their educational programme.
15. There must be a balance between students' enthusiasm to learn, network and explore the profession of chiropractic with the need to keep patients safe. Concerns focus on the risk of students injuring themselves or another attendee during one of these seminars. More seriously they could injure a patient in attempting a technique beyond their competence within the clinical phase of their training.
16. In July 2023 I wrote to the Deans of approved programmes setting out these concerns and asking them to raise the issue with their students, and received positive responses of commitment.
17. While registrants are responsible for their own development and working within the limits of their knowledge and skills, the same responsibilities do not apply to students. Before they graduate and register, students are expected to abide by the Code and follow the guidance issued by the GCC; but they remain the responsibility of the educational establishment (each education provider has their own Fitness to Practise process, liability insurance, and rules of student conduct). It is right that each be responsible for how they wish to approach this issue.

### 'Fake reviews'

18. An investigation by the media in early August 2023 highlighted the problem of fake Google reviews for medical clinics, including an allegation relating to a chiropractic clinic. Our recent research of the views of patients demonstrates the trust that prospective patients place on good reviews on sites like Google, TrustPilot, WhatClinic and Facebook, so it is important that our guidance here is clear. My assessment is that it is.
19. Depending on the circumstances, a review may be considered advertising - so principle B3 of the Code would apply: "a chiropractor must: "ensure your advertising is legal, decent, honest and truthful as defined by the Advertising Standards Authority and conforms to their current guidance, such as the CAP Code."
20. Specifically, any chiropractor would be responsible for ensuring that advertising is accurate and verifiable – an impossibility if the chiropractor has never treated the patient. It would be for a Professional Conduct Committee of the GCC to decide if that constitutes Unacceptable Professional Conduct. Paying for fake reviews is

also likely to be illegal, and the practice is the subject of further legislation currently passing through Parliament.

21. In November 2021 we published Advertising Guidance and an Advertising Toolkit in support of the guidance. Both are clear in this regard.
22. We issued a press release (and highlighted in the September 2023 GCC newsletter) noting that alongside potential benefits to patients we are alive to the risks of reviews, testimonials and endorsements; that we are aware of a spectrum of activity ranging from paying for a fake review; soliciting reviews in return for payment (in-cash or in-kind); and an unsolicited review (positive or negative) from a patient, and the potential for damaging fake reviews to be placed by a third party.
23. We recognised the cost and difficulty to chiropractors associated with monitoring and responding to every review across every platform, and the temptation (exercised undoubtedly by only a very small minority) to “game” the system.
24. We emphasised that chiropractors are personally accountable for all information that publicises or advertises their work, including website and social media platforms/pages owned or controlled by them, regardless of who wrote the information. (Advertising Guidance 2021).

## Meetings and engagements (all virtual unless stated otherwise)

### June 2023

- 19 June – Met with Henrietta Hughes, Patient Safety Commissioner, England to discuss her role and our work on the safety of patients, including guidance and toolkits which were of great interest
- 21 June – met in-person with Graham Mockler, newly appointed Director of Regulation and Accreditation, Professional Standards Authority to discuss respective priorities
- 27 June – with the Registration Manager, spoke to new graduates at AECC as they approach joining the Register
- 28 June – spoke with newly appointed Clinical Advisers at their GCC induction meeting
- 29 June – participated in the Institute of Regulation Special Interest Group on workforce
- 29 June – with the Director of Fitness to Practise attended the quarterly GCC Defence meeting – stakeholders involved in FtP matters
- 30 June – attended the quarterly Chief Executive (of regulatory and UK national representatives) Steering Group

## **July 2023**

- 4 July – spoke to the RCC Chiropractic Voice group of patients about the work of the GCC and regulatory reform
- 10 July – attended meeting of the Remuneration and Human Resources Committee of the GCC, in person
- 13 July – attended meeting of the Education Committee of the GCC
- 27 July – CEORB - Chief Executives of Regulatory Bodies monthly meeting
- 28 July – Participated in selection panel for the appointment of agencies following competitive tender to support the recruitment of Chair to the GCC

## **August 2023**

- 1 August – attended extra meeting of Council for the election of Chair of the Education Committee
- 11 August – gave lecture on professionalism to undergraduates at the Welsh Institute of Chiropractic
- 21 August – met Satjit Singh, CEO of the Society for the Promotion of Chiropractic Education in-person
- 30 August - CEORB - Chief Executives of Regulatory Bodies monthly meeting

## **September 2023**

- 13 September – visited AECC in-person to speak to new undergraduates about the GCC and professionalism

**Nick Jones**

**Chief Executive & Registrar**



# Professional Standards Authority Performance Review 2022/23

Meeting paper for Council on 25 September 2023

Agenda Item: 05

## Purpose

This paper updates Council on the outcome of the annual performance review conducted by the Professional Standards Authority (PSA) for the period 2022/23.

## Recommendations

Council is asked to note the report.

### Introduction

1. The PSA formally reviews the performance of statutory healthcare regulators annually against 18 standards of good regulation.
2. In January 2022 the PSA implemented a new approach to performance reviews moving to a periodic review of each regulator every three years and the GCC was subject to this more intensive in-depth review between July 2022 – June 2023. Between these years the PSA carry out a monitoring review.
3. Our performance review for 2022/23 has concluded and the report has been published. The PSA concluded that the GCC had met 18 out of 18 standards of good regulation.
4. This is the first time for five years that we have met all their standards, and it is a significant achievement for the GCC.
5. The report can be found [here](#).

## Review outcome

6. In the report the PSA highlighted how the GCC involved the chiropractic profession in the development and implementation of the new Education Standards, with a greater emphasis on:
  - Patient-centred care
  - Equality, diversity and inclusion
  - Collaborative and integrated working with other healthcare professionals.
7. The PSA also recognised the GCC's commitment to equality, diversity and inclusion (EDI), concluding "It is positive to see the progress it has made in implementing its action plan to date". The PSA particularly noted the thematic EDI review of fitness to practise cases closed by the Investigating Committee (IC) and work done to address some of the findings of this review, including using a recent recruitment campaign to further diversify the pool of IC members.
8. Standard 15, the time to progress investigations, saw the greatest improvement, with the time between receipt of referral and final hearing decision being significantly improved due to the dedication and focus of the Fitness to Practise directorate and partners.
9. Observations from stakeholders are an important part of the review process and we were pleased to see the report conclude that 'we have seen clear examples of the GCC consulting and working with stakeholders across its functions. It combines different approaches to seek stakeholders' views and engagement to inform its work. The GCC's stakeholders are on the whole very positive about the way the GCC works and engages with them. The GCC publishes information about its consultations, including Council meeting minutes and consultation reports, which demonstrate how stakeholders' views are considered and how Council reaches decisions'.
10. The PSA has indicated that it will be monitoring how we progress our EDI action plan as this will be the final year of the three year plan; our work on diagnostic imaging; our work on the Code; implementation of the new Education Standards, progress of SCC application; s32 trends; FtP data on end to end timeframes to ensure cases are being progressed and no backlog is developing; the introduction of clinical advisers and any early evidence of their impact and data relating to interim order timeliness.
11. The report is the culmination of a substantial amount of work and focus by everyone connected with the GCC, executive and non-executive and all our many partners. It is challenging to deploy our resources efficiently to make the maximum impact on the safety of patients but this report is a strong endorsement that we are getting things right.

**Nick Jones**

**Chief Executive & Registrar**

# Fitness to Practise update

Meeting paper for Council on 25 September 2023

Agenda Item: 06A

## Purpose

This Fitness to Practise report provides Council with an update on the following:

- Part A.1 Reappointment of Chairs of Investigating Committee
- Part A.2 Fitness to Practise performance report

## Recommendations

- Part A.1 Council is asked to approve the appointment
- Part A.2 Council is asked to note this update

### A. 1. Reappointment of Chairs of Investigating Committee

1. On 28 September 2022, Council approved Asmita Naik as a lay Chair of the Investigating Committee (IC).
2. Following successful appraisal and recommendation from the overall Chair of the IC (Jill Crawford), Asmita Naik is put forward for reappointment.
3. Under the General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2009, Rule 5(1) and 5(3), Council is asked to approve the reappointment of Asmita Naik for a further term. If approved, her term will commence from 4 October 2023 and end on 30 May 2025.

## A. 2. Fitness to Practise performance Report

This Fitness to Practise report provides Council with an update on the following:

- Part i) Operational update
- Part ii) Fitness to Practise performance report

### i) Operational update

#### *Staffing issues / internal resources*

4. Some internal staffing issues in July resulting in there not being a full complement of staff has affected progression of IC cases. The impact of this will be seen in the next quarter. We will continue to monitor the situation and consider temporary resources should there be no improvement in the situation in the next month or so.

#### *Update on recruitment to Clinical Adviser role*

5. Further to the introduction of the new Clinical Adviser model at the investigation stage (to speed up investigations as well as cost savings), interviews took place in mid-May with two successful candidates now appointed. Following a successful induction process in June, they are due to be instructed on their first cases by the end of September.

#### *Update on Risk Rating Descriptors*

6. As noted in the matters arising, following discussions at the Council meeting in June as to the inclusion of the risk where there was an abuse of the power imbalance between registrants and patients who were vulnerable, including those with a mental health issue, the risk rating 3 descriptor was updated to the following:

*Unwarranted risk of serious harm including inappropriate clinical care, inappropriate conduct, incompetence or abuse of trust including sexual misconduct or power imbalance concerning vulnerable patients (including those with mental health issues). Issues complained of remain in place, there is an ongoing risk to patients / public from the chiropractor's clinical practice / behaviour, conduct is persistent and / or deliberate.*

7. The changes were effective from 4 September 2023.

## ii) Fitness to Practise performance Report

8. This section provides Council with an update on the operational performance of the FtP team in the period April to end of June 2023 (Q2).

### Performance report summary

Detail on the five key areas of performance summarised below is at Annex 1, with glossary of terms at Annex 2.

Performance of the team is steady, like the last quarter. We continue to take a risk-based approach in managing incoming complaints.

- i. *New enquiries*: We keep an eye on this as a significant increase here could affect performance as was the case with ‘advertising’ in the past. Only seven enquiries are open indicating no concerns.
- ii. *New complaints*: A higher-than-expected level of incoming *complaints* was received in Q2. In May, nine complaints were received (against the usual circa. Four). This affects the FtP team and likely to impact on the median to close cases for the next two quarters. Our target to ‘close’ complaints is 30 weeks. The last two quarter’s performance is at 45+ weeks The prospects for reduction this year are low given the caseload and risk profile.
- iii. *Interim suspension hearing (ISH)*: Only one was held in the period resulting in no order, the same as the previous quarter. We continue to deal with those promptly, an important consideration in safeguarding and for the PSA in assessing how quickly we manage risk.
- iv. *PCC hearings*: Four substantive were scheduled and concluded in Q2 – lower than hoped as a case was listed but adjourned and relisted for later this year. The end-to-end median for Q2 was 98 weeks, which was a slight increase from 96 weeks in Q1 but a significant reduction from the 134 weeks reported to PSA for 2021/2022. Our performance in listing cases when referred continues to improve (table 8).

Comparative performance summary:

- The GCC’s median time from receipt of complaint to closure by IC has continued to decline somewhat compared to 2021, albeit better than most of our peer group (table 4).
- Where the IC determine that there is a case to answer to be heard by the PCC our performance significantly improved in 2022 in comparison to 2021, indicating that we were holding hearings more quickly after referral from the IC. That trend has continued so far in 2023 (table 9).

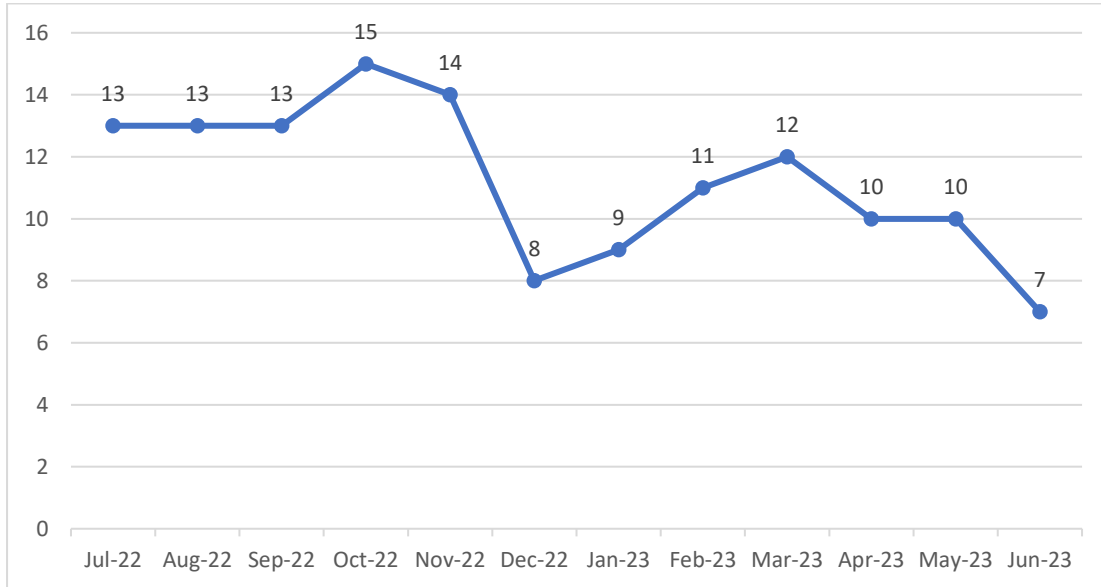
- When looking at the median weeks from referral of complaint to final PCC decision (end to end), our performance improved as noted in section A.2.i) (see table 10)
- v. Our performance in managing s.32 (protection of title) complaints in this period has remained steady. The current number of open complaints at the end of Q2 was 21 cases relating to 19 individuals and the median time to close complaints up to this period was 39 weeks.

## Annex 1: Performance report

### A. Enquiries

#### Open enquiries in last 12 months

Chart 1



Only seven enquiries are open, albeit six relating to advertising concerns. Typically, a very small number of enquiries tend to be escalated to a formal complaint.

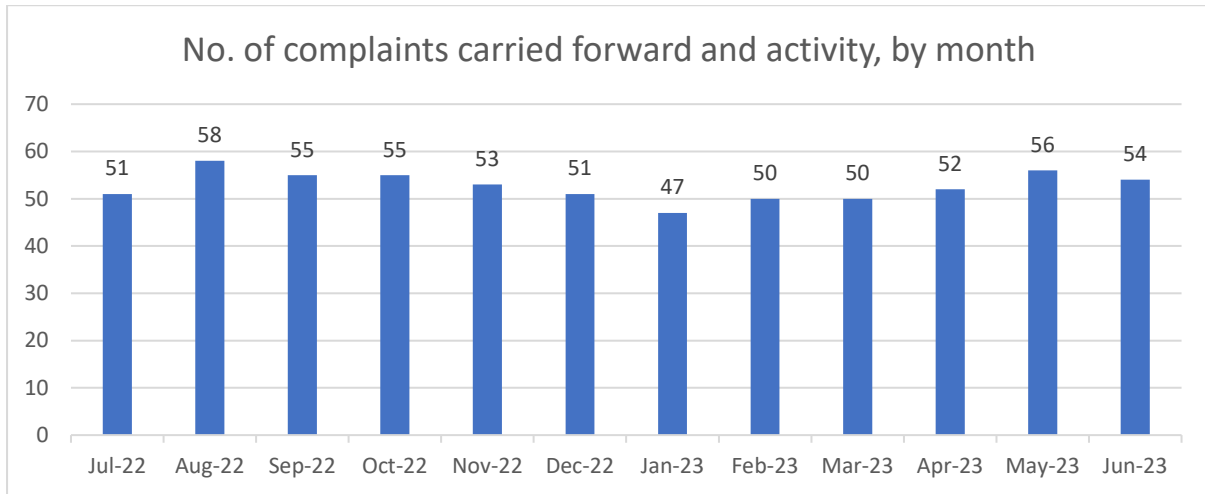
#### Total number of enquiries closed/promoted in 2023

Table 1

	2022		2023	
	Q3	Q4	Q1	Q2
Closed with no further action	11	11	6	9
Promoted to s.20	6	4	7	6
<b>Total closed</b>	<b>17</b>	<b>15</b>	<b>13</b>	<b>15</b>

## A. S.20 (IC) Complaints in 2023

Chart 2



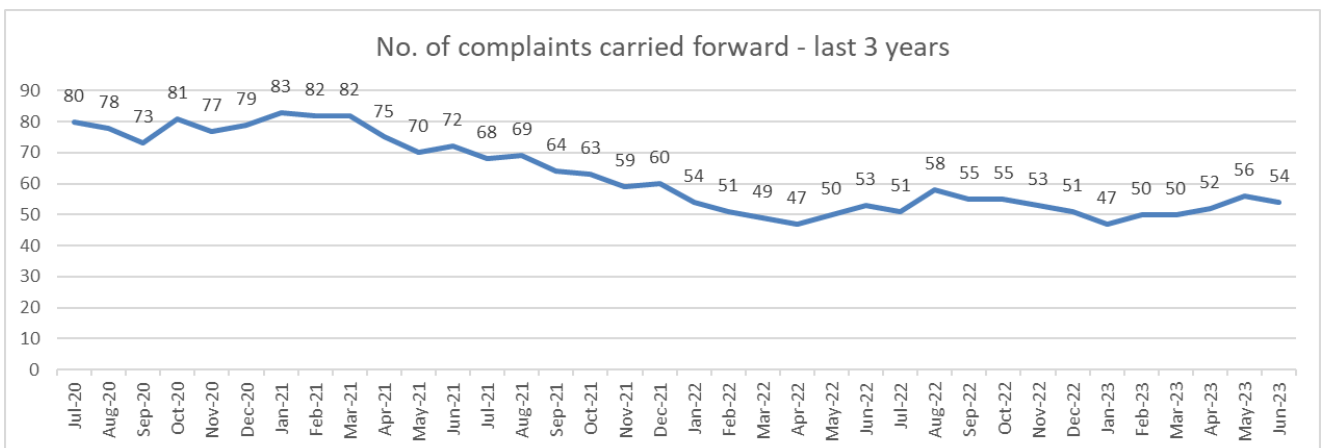
We continue to prioritise efficient case management of complaints, focusing on closing higher risk and, therefore usually long-standing complex complaints. But stubborn to reduction as this year – at best - we close as many complaints as we receive.

Table 2

	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23
<b>New s.20 complaints in (no.)</b>	4	10	3	3	4	4	3	5	6	4	9	4
<b>Cases determined (no.)</b>	6	3	6	3	6	6	7	2	6	2	5	6

Slightly fewer cases determined in Q2 compared to Q1. Newer legal assessors sat (to broaden our pool to speed up cases) and the resulting throughput slows.

Chart 3

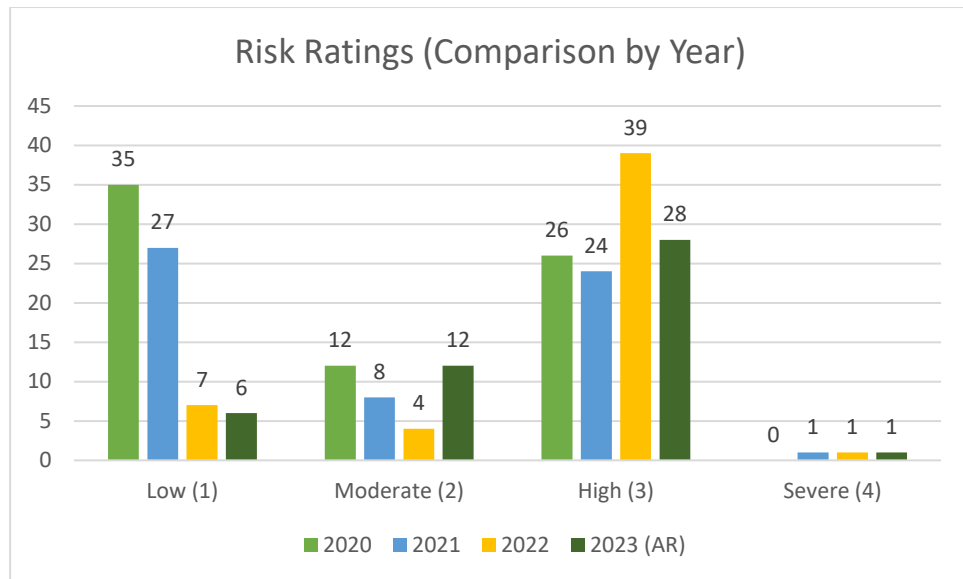


Higher than usual number of complaints received in May keeping open complaints higher than we would like.



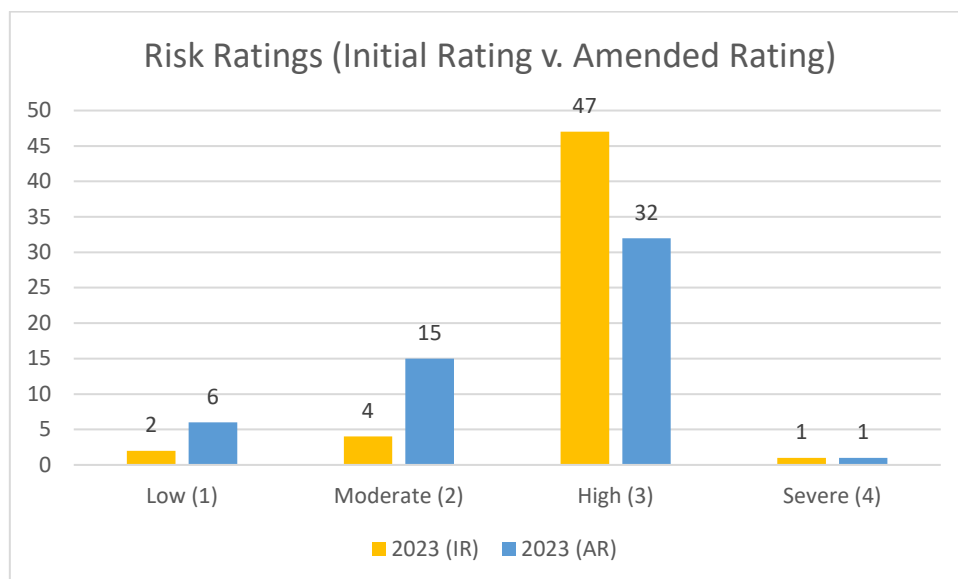
## Risk rating of open IC complaints

Chart 4



When assessing and categorising risk we take the complaint at its highest, resulting in more cases being categorised as *high risk* initially but allows for the rating to be amended as further evidence emerges.

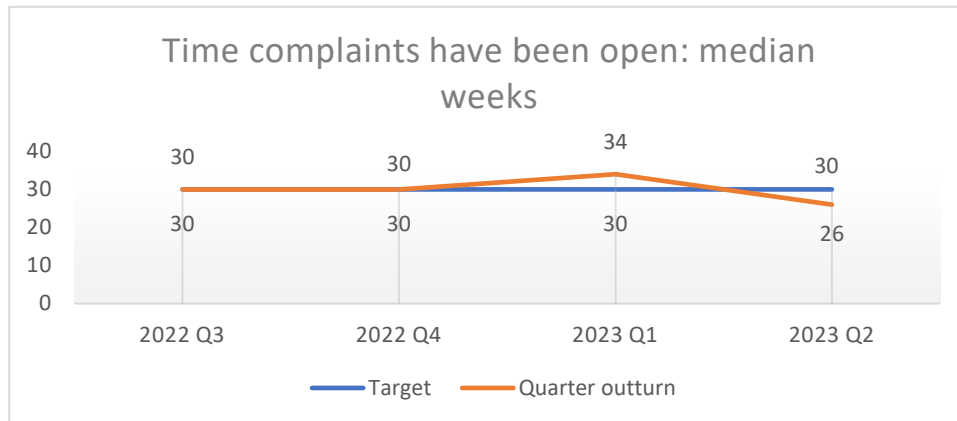
Chart 5



Even after adjustment, 60% of complaints are high or severe risk (a higher proportion than previous years). Such complaints take longer to process.

## Time complaints have been open: median weeks

Chart 6



The median time of open complaints decreased from 34 weeks to 26 weeks from the last quarter, showing that the open cases are starting to get younger as we close older cases. This is a performance improvement and if it continues will reduce overall times for cases that are referred for a hearing – illustrated below.

## Breakdown of open current complaints

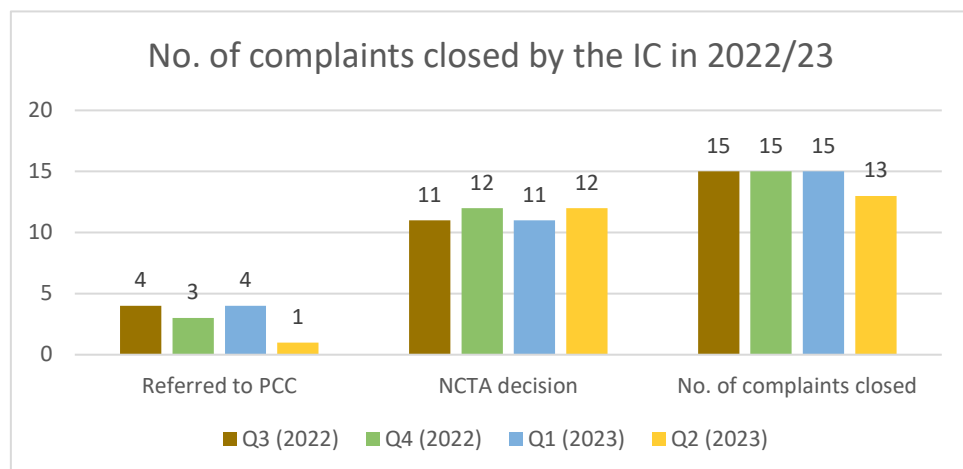
Table 3

	2022		2023	
	Q3	Q4	Q1	Q2
Under 52 weeks	45	40	38	40
52 weeks +	9	11	12	14
104 weeks +	1	0	0	0
153 weeks +	0	0	0	0

There are no cases that open of over 104 weeks.

## Number of complaints closed by the Investigating Committee in 2023

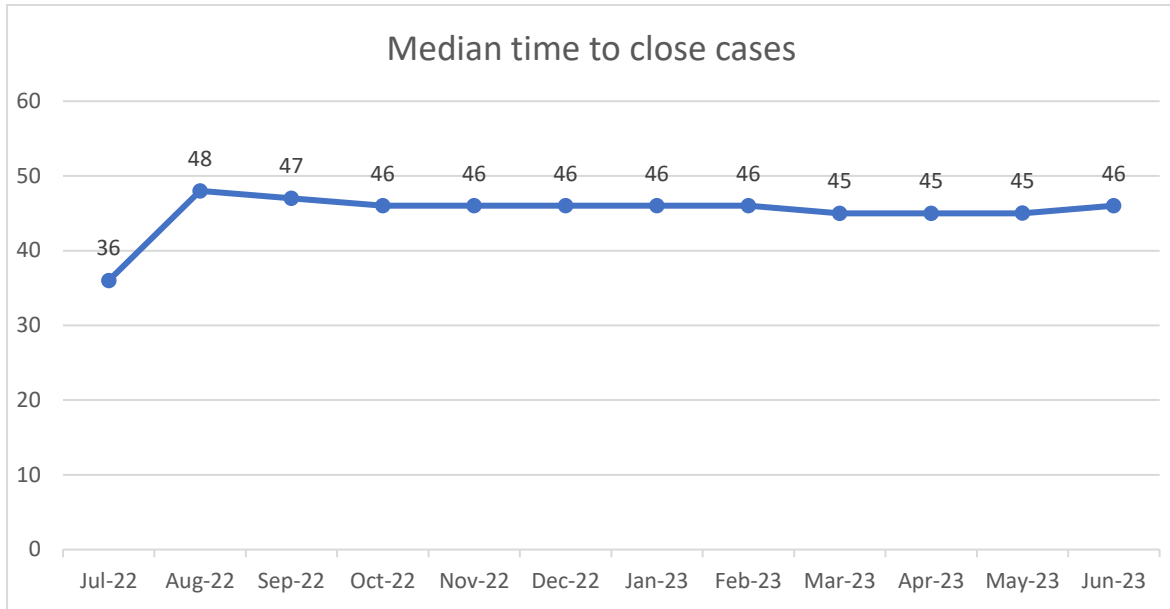
Chart 7



Of the 13 cases heard in Q2, 12 were closed as ‘no case to answer’ and one referred to the PCC. For planning we assume one referral a month.

**Median time taken to close cases in last 12 months, (Time taken from the opening of a complaint to closure (either by a decision of no case to answer or referral to PCC) by the Investigating Committee)**

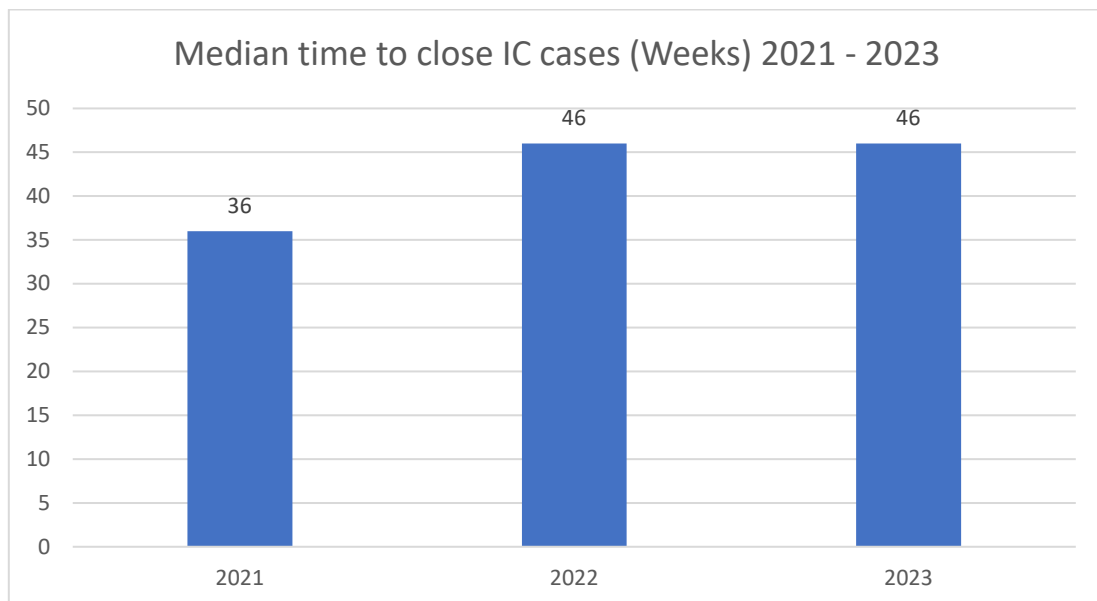
**Chart 8**



Median times have been steady for a year because of the continued closure of more long-standing complex cases from 2021 and 2022. Our assessment is that the median will only start to shift if we close newer cases, but we continue to prioritise the complex high-risk cases (which by the nature are likely to be older cases).

**Median time taken to close cases – by calendar year**

**Chart 9**



## Complaints opening to closure by IC – Comparison with other regulators

Table 4

Median weeks to close a complaint	2018	2019	2020	2021	2022/23 PSA Performance Review
GCC	27	37	33	36	52
<b>Comparative median for receipt of complaint to closure by IC or equivalent (weeks)</b>					
GOC	47	51	60	74	63
GOsC	34	20	28	24	37
GPhC	52	49.1	60.4	80.1	94.3
HCPC	41.1	61	61.6	58	63
<b>Average</b>	<b>44</b>	<b>45</b>	<b>53</b>	<b>59</b>	<b>64</b>

Looking at the median time from receipt of complaint to closure by IC, the performance of the GCC declined in the 2022/23 performance review calendar (April 2022 – March 2023). However, it appears somewhat better than most of the peer group. Chart 9 shows GCC’s performance for the 2022 calendar year.

### B. Interim Suspension Hearings

Table 5

	2022						2023					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
ISH hearings	2	0	0	1	1	0	0	1	0	1	0	0
Suspension imposed	1	0	0	0	0	0	0	0	0	0	0	0
Suspension not imposed	1	0	0	1	1	0	0	1	0	1	0	0

Consideration of matters where an interim suspension may be necessary are an unpredictable area, affecting outputs from both the FtP team and the IC. One IC interim suspension hearing (ISH) was held in Q2, the same as the previous quarter.

In 2021, the median time from date there is enough information received indicating risk to the date of the ISH was 4 weeks. In 2022, this increased slightly to 5 weeks. So far in 2023, the median is 3.5 weeks, an important consideration in safeguarding and for the PSA in assessing how quickly we manage risk.

## D. Professional Conduct Committee

### Number of cases referred from the IC; and heard by PCC in 2022 - 2023

Table 6

	Jul -22	Aug -22	Sep -22	Oct -22	Nov -22	Dec -22	Jan -23	Feb -23	Mar -23	Apr -23	May -23	Jun -23
No. of PCC cases b/f	7	8	8	11	10	9	11	14	14	14	13	12
No. of Referrals from the IC	1	0	3	0	1	2	3	0	1	0	0	1
PCC hearings held	0	0	0	1	2	1	0	0	1	1	2	3
Part heard-relisted	0	0	0	0	0	1	0	0	0	0	1	1
PCC Cases Closed	0	0	0	1	2	0	0	0	1	1	1	2

### Decisions of PCC cases concluded in 2023

Table 7

Decision	Number
Removal from Register	0
Suspended	1
Conditions of Practice Order	1
Admonishment	0
No UPC	3

The decisions of the PCC in 2023 are in line with decisions made in previous years.

### Open PCC cases: Listing progress

There were 11 open PCC cases at the end of Q2. The target established is that on referral from the IC it should be listed before the PCC within 35 weeks. The median from IC outcome to PCC outcome is 36 weeks for Q2.

Table 8

Case	Date referred from IC	Date listed for hearing	Weeks	Status
Case 1	31/03/2022	06/11/2023	83	Listing delayed due to Panel member unavailability for 15-day hearing.
Case 2	10/05/2022	19/07/2023	62	Listing delayed as defence not ready for hearing
Case 3	07/06/2022	19/06/2023	53	Case went part heard - due to lack of time and relisted for 04/12/2023
Case 4	06/09/2022	03/07/2023	42	Listing delayed allowing another regulator to conclude case against same registrant. Case adjourned due to lack of time and relisted for 22/08/2023

Case 5	08/11/2022	10/07/2023	34	Case adjourned and relisted for 15/01/2024 as registrant applied for postponement to obtain legal representation
Case 6	06/12/2022	02/10/2023	42	Listing delayed due to Panel member unavailability
Case 7	06/12/2022	01/08/2023	34	
Case 8	24/01/2023	23/10/2023	38	Listing delayed due to Panel member unavailability
Case 9	21/03/2023	26/10/2023	31	
Case 10	21/03/2023	04/01/2024	41	Listing delayed as defence not ready for hearing
Case 11	20/06/2023	Awaiting Listing		

Of the 11 cases awaiting PCC hearing none were referred prior to March 2022. Seven were referred in 2022 and four referred in 2023.

Our ability to meet targets of cases shown above is affected by:

- availability of the parties and or witnesses
- parties not ready / requiring further time to prepare case for hearing
- availability of PCC panel members and Legal Assessors

### Referral from IC to the final PCC decision - Comparison with other regulators

Table 9

Time from IC decision to final PCC decision: Median Weeks	2018	2019	2020	2021	2022/23 PSA Performance Review
GCC	33	25	32	68	42
<b>Comparative Median from IC decision to final PCC Decision (weeks)</b>					
GOC	70	67	67	N/A	N/A
GOsC	32	29	39	34	36
GPhC	34.8	37.7	39.9	48.4	N/A
HCPC	49.6	50	33.6	51	95
<b>Average</b>	<b>47</b>	<b>46</b>	<b>45</b>	<b>44</b>	<b>66</b>

Our performance improved in 2022/23 in comparison to 2021, indicating that we held PCC hearings sooner after an IC referral. It should be noted that the data of the other regulators were the published reports for that period. As such, some data was not yet available and is noted as N/A.

## Referral of complaint to final PCC decision (end to end)– Comparison with other regulators

Table 10

Median weeks from referral of complaint to final PCC decision (end to end)	2018	2019	2020	2021	2022/23 PSA Performance Review
GCC	86	53	91	122	87
Comparative Median referral of complaint to final PCC decision (end to end)					
GOC	124	112	120	141	75
GOsC	58	59	65	65	58
GPhC	95	93.7	98.3	119	126.5
HCPC	92	102	103.2	118	153
<b>Average</b>	<b>92</b>	<b>92</b>	<b>97</b>	<b>111</b>	<b>103</b>

Our end-to-end performance significantly improved across the 2022/23 periodic review – a reduction of 28.69% in median weeks in comparison to 2021.

### E. Section 32 cases

Our target this year is to continue to close a section 32 complaint within 16 Weeks of opening.

The median time taken to close s.32 cases in 2023 in Q2 was 41 weeks, a slight increase of one week from Q1.

Table 11

Section 32	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Number of cases (at beginning of the month)	27	30	34	41	42	43	42	35	29	20	16	21
Number of new cases in a month	3	4	7	2	1	1	4	2	3	0	5	0
Number of cases closed in period	0	0	0	1	0	2	11	8	12	4	0	0

**Niru Uddin**  
**Director of Fitness to Practise**

## Annex 2

### Glossary

CA 1994	The Chiropractors 1994
Complaint / S.20 (IC) Complaint	<p>An allegation (complaint) under Section 20 of the CA 1994, made against a chiropractor, to the effect that:</p> <ul style="list-style-type: none"> <li>a) he has been guilty of unacceptable professional conduct;</li> <li>b) he has been guilty of professional incompetence;</li> <li>c) he has been convicted of a criminal offence; or</li> <li>d) his ability to practise is seriously impaired due to a physical or mental condition.</li> </ul> <p>S.20 complaints are formal complaints. The GCC's target to refer a matter to the IC is 30 weeks.</p>
CTA	Case to answer decision by the IC (which are referred for hearings before the PCC). The GCC's target to list the matter for a hearing once referred by the IC is 35 weeks.
Enquiries	<p>Under section 20 of the CA 1994, the GCC can only deal with an allegation (complaint) against a registered chiropractor where the complaint relates to fitness to practise matters.</p> <p>The GCC uses the term 'Enquiry' to describe any professional conduct communication containing information which <u>may</u> amount to an 'allegation' or 'complaint' under the Act however there is insufficient information to open as a s.20 complaint. As such, these are pre formal complaint communications.</p>
IC	Investigating Committee
ISH	Interim Suspension Hearing
ISO	Interim Suspension Order
NCTA	No case to answer decision by the IC
PCC	Professional Conduct Committee
Promoted enquiries	The GCC will assess the information received initially as an enquiry to determine whether sufficient information has now been received to open as a s.20 complaint. Where it is opened as a s.20 complaint, the date promoted relates to the date this changed from an enquiry to a s.20 complaint



Quarter 1	Jan – March
Quarter 2	April – June
Quarter 3	July – Sept
Quarter 4	October – December
Risk Rating	<p>A risk assessment is carried out on receipt of a complaint by the by the GCC and given a risk rating to capture the seriousness of the case.</p> <ul style="list-style-type: none"> <li>□ Risk Rating 1: <u>Low risk:</u> (No unwarranted risk of harm and or issues have been addressed)</li> <li>□ Risk Rating 2: <u>Moderate risk:</u> (Treatment resulted in injury, conduct was not persistent and/or deliberate, issues have been addressed)</li> <li>□ Risk Rating 3: <u>High risk:</u> (Unwarranted risk of serious harm including inappropriate clinical care, inappropriate conduct, incompetence or abuse of trust including sexual misconduct or power imbalance concerning vulnerable patients (including those with mental health issues). Issues complained of remain in place, there is an ongoing risk to patients / public from the chiropractor’s clinical practice / behaviour, conduct is persistent and / or deliberate)</li> <li>□ Risk Rating 4: <u>Severe risk:</u> (Sexual misconduct. Life may be in danger, risk of major injury or serious physical or mental ill health. The conduct is increasing in frequency and/or severity)</li> </ul> <p>The risk rating above of complaints might lead to a referral for a hearing to consider interim suspension of a registrant’s registration.</p>
S.32 Complaint	Section 32 of the CA 1994 creates a criminal offence for a person who is not registered with the GCC describing themselves as a Chiropractor (also known in other

	regulatory bodies as protection of title or illegal practise cases). Our target for timeliness from receipt to closure or next steps decision point (16 weeks).
--	---

# Finance Update - Management Accounts to August 2023

## Meeting Paper for the Council on 25 September 2023

### Agenda Item: 06B

#### Purpose

The purpose of the management accounts is to report, promptly, the financial and non-financial performance to-date compared to the set budget or forecast by Council. This is to assist Council and the Executive to exercise effective oversight, allow scrutiny of the GCC's finances and management controls and make plans for a sustainable financial future of the GCC.

#### Recommendations

**The Council is asked to note this report.**

#### Introduction

1. The management accounts pack is comprised of the:
  - Statement of income and expenditure account for the period to 31 August 2023 and commentary on variances (Annex 1a and 1b)
  - Balance sheet as at 31 August 2023 (Annex 2), and
  - Recommendations.

#### Background

2. This paper presents our performance against the forecast income and expenditure targets for the period to 31 August 2023. The Executive reviews the management accounts each month and takes the required corrective actions to manage material deviations from the set financial targets.
3. This report was circulated to the Executive on 07 September 2023.

## Summary of income and expenditure account for the period to 31 August 2023

- In the period under review, we achieved the target forecast surplus.
- The table shows year-to-date (YTD), dynamic and forecast results for the 2023 financial year for the eight months of this financial year.

	A	B	C	D	E	F
	YTD Actual	YTD Forecast	YTD Variance	Full Year Forecast 2023 [Fixed]	Full Year Forecast 2023 [Dynamic]	Full Year Budget 2023
£'000s	£	£	£	£	£	£
Income	2,056	2,060	⊖ -4	3,092	3,088	3,087
Expenditure	1,879	1,920	⊕ 41	3,080	3,043	2,820
<b>Headline Surplus /-Deficit</b>	<b>177</b>	<b>140</b>	⊕ 37	12	45	267
<b>Underlying Surplus /-Deficit</b>	<b>185</b>	<b>148</b>	⊕ 37	20	53	275

- The realised headline surplus for the period is £177k (column A of the table), compared to the headline forecast surplus of £140k (column B) for the same period.
- The variance between the actual and updated fixed forecast income and expenditure for the period to-date is shown in column C. Column C is made up of the YTD negative income variance of £4k and positive expenditure YTD variance of £41k respectively.
- The detailed statement of income and expenditure account, variance analysis threshold and the reasons for the variance are provided in [Annex 1a and 1b](#).
- The headline full year fixed forecast surplus for the year is £12k (column D). The underlying fixed forecast surplus is £20k (column D).
  - Since the Council meeting in June 2023, we have updated the fixed forecast to include the additional expenditure of recruiting the Chair of Council (£40k) and implementing the Welsh Language Standards (7k) in this financial year. We did not know about these costs at the time of the last Council meeting.
  - The dynamic forecast tracks how we have performed against the fixed forecast during the period under review. The projections also respond to the question, 'what surplus or deficit do we expect to realise at the year-end?'

## Balance sheet as of 31 August 2023

- The balance sheet at [Annex 2](#) shows a total net asset of £3.426m (December 2022: £3.280m). These are represented by the general and designated reserves.
- The cash at bank as at 31 August 2023 is £860k (December 2022: £2.123m). This shows a cash ratio of £0.54 that is available to settle every £1 of the short-term liabilities. Although the ratio is below the standard level of at least £1/£1, this is not considered to be a material solvency issue at this point.



**12.** The value of the investments decreased by £48k (1.1%) from £4.461m as of 31 December 2022 to £4.413m on 31 August 2023. The unrealised investment loss (i.e. paper loss) in the period is £31k (December 2022: paper loss of £401k).



**Joe Omorodion**  
**Director of Corporate Services**

## Annex 1a

### Variance analysis threshold and reasons for variances in the statement of income and expenditure for the period to 31 August 2023

#### Year-to-date variance analysis threshold policy

1. The Audit and Risk Committee (ARC) agreed to implement a £10k variance analysis threshold policy from January 2021. This means that a detailed commentary is to be provided on each cost centre line item of actual income and expenditure which has a positive or adverse cumulative variance of £10k or more in the period under review.
2. Other line items in the income statement which are below the variance analysis threshold are to be, on a risk and materiality basis, noted and considered as immaterial for control and monitoring purposes.
3. In the Variance column of the report, this icon  shows that the variance amount is positive. That is, the actual income variance is more than the target level of income in the period and expenditure is under the expected level. This icon  is the reverse.

This directional symbol  shows a downward movement on key items on the balance sheet page of the report; the upward icon  indicates an increased position.

4. Applying the £10k variance analysis threshold, the following comments are provided on the income and expenditure variances in the period.

#### Commentary on YTD income variance – overall actual income is less than the forecast by £4k

The breakdown of the total income variance is shown in the *Report by Income & Cost Centre* section of this report.

5. In this period, the total actual income earned is less than the forecast income by £4k (i.e. a negative variance). The variance is made up as follows:
  - a. Registrant fees income (Initial Registration, Practising) – This is £23k less than we profiled to earn (i.e. a negative variance) at this time of the year. We planned to receive income from 142 applicants during the period but actual is 115. However, we expect to receive more applications/income between September and October 2023 inclusive.
  - b. Test of Competence (TOC) income (i.e. a positive variance of £12k) – We received fees for the test of competence from 22 applicants compared to the 16 that we expected at this time of the year.

- c. Other income (£7k positive variance) – This is made up of the UCLan CPD research project income, £3k (for GCC staff time), and bank interest and certificate of professional status fees income (£4k).

### Commentary on YTD expenditure variance – total actual spend is under forecast by £41k

- 6. The breakdown of the total expenditure variance is shown in the *Report by Income & Cost Centre* section of this paper.
  - 7. Total actual forecasted expenditure in the period is under-spent by £41k. However, no cost centre is under-spent or over-spent by £10k or more in the same period. Hence, we have not provided any further commentary on these items.
-

Overview - Statement of Income and Expenditure Account



	MONTH				YEAR-TO-DATE (YTD)				Full Year FIXED FORECAST 2023	Full Year DYNAMIC FORECAST 2023	Full Year BUDGET 2023
	AUGUST				August 2023						
INCOME	Actual	Forecast	Variance	Var %	Actual	Forecast	Variance	Var %	£	£	£
	£	£	£		£	£	£				
Registrant fees	252,996	264,197	-11,201	-0	1,908,167	1,930,872	-22,705	-1%	2,897,506	2,874,803	2,898,167
Investments	10,000	10,000	0	0	80,000	80,000	0	0%	120,000	120,000	120,000
Test of Competence (ToC)	0	0	0	0	44,000	32,000	12,000	38%	56,000	68,000	64,000
Other Income	1,456	300	1,156	4	24,139	17,583	6,556	37%	18,783	25,340	5,100
<b>TOTAL INCOME</b>	<b>264,452</b>	<b>274,497</b>	<b>-10,045</b>		<b>2,056,306</b>	<b>2,060,455</b>	<b>-4,149</b>		<b>3,092,289</b>	<b>3,088,143</b>	<b>3,087,267</b>
<b>EXPENDITURE</b>											
Governance costs <sup>1</sup>	10,178	10,116	-62	-0	96,562	97,082	520	1%	194,825	194,400	148,892
Shared Central costs <sup>2</sup>	81,018	73,716	-7,301	-0	666,558	680,263	13,705	2%	971,332	959,679	927,671
Fitness to Practise (FtP) <sup>3</sup>	82,872	116,650	33,778	0	774,605	787,512	12,907	2%	1,225,022	1,218,967	1,123,831
Development costs <sup>4</sup>	37,161	48,053	10,892	0	341,227	355,421	14,195	4%	689,086	670,344	619,608
<b>TOTAL EXPENDITURE</b>	<b>211,228</b>	<b>248,535</b>	<b>37,307</b>		<b>1,878,952</b>	<b>1,920,279</b>	<b>41,327</b>		<b>3,080,265</b>	<b>3,043,389</b>	<b>2,820,002</b>
<b>Underlying Operating Surplus / -Deficit</b>					<b>185,354</b>	<b>148,176</b>	<b>37,178</b>		<b>20,024</b>	<b>52,754</b>	<b>275,264</b>
<b>HEADLINE OPERATING SURPLUS / -DEFICIT</b>	<b>53,223</b>	<b>25,962</b>	<b>27,261</b>		<b>177,354</b>	<b>140,176</b>	<b>37,178</b>		<b>12,024</b>	<b>44,754</b>	<b>267,264</b>
Percentage	20%	9%	11%		9%	7%	2%				
<b>GAINS/-LOSSES ON INVESTMENTS</b>					<b>-31,564</b>						
<b>SURPLUS / -DEFICIT BEFORE TAXATION</b>					<b>145,791</b>						

NOTES ON EXPENDITURE CATEGORIES

1. Council, ARC and RemCo
2. CER, Technology, HR, Finance and Property
3. Investigations, IC, PCC, ISH and Protection of Title
4. Policy, QA, Test of Competence (ToC), Communications and Education Committee
5. Fixed Forecast 2023 – Received by Council in Jun-23
6. Dynamic Forecast 2023 – tracks performance against the Fixed Budget or Forecast
7. Budget 2023 – as agreed by Council in Dec-22



General Chiropractic Council  
 August 2023 Management Accounts  
 Report by Income & Cost Centre

Annex 1b

		MONTH				YEAR-TO-DATE (YTD)				Full Year FIXED FORECAST	Full Year DYNAMIC FORECAST	Full Year BUDGET	
		AUGUST				August 2023				2023	2023	2023	
Detailed Income Statement Dept		Actual	Forecast	Variance	Var %	Actual	Forecast	Variance	Variance	£	£	£	
		£	£	£	%	£	£	£	%				
Income	72	Initial Regn Fees - Practising	27,750	36,750	-9,000	-24%	86,250	106,800	-20,550	-19%	173,250	152,700	180,750
	72	Initial Regn Fees - Non-practising	300	200	100	50%	300	400	-100	-25%	700	600	800
	72	Retention Fee- Practising	221,363	221,363	-1	0%	1,780,500	1,780,504	-4	0%	2,665,956	2,665,956	2,659,817
	72	Retention Fee- Non Practising	2,083	2,084	-1	0%	17,167	17,068	99	1%	25,400	25,499	24,700
	72	Non- Practising to Practising	0	800	-800	-100%	8,000	8,000	0	0%	9,600	9,598	9,600
	72	Restorations	1,500	3,000	-1,500	-50%	15,950	18,100	-2,150	-12%	22,600	20,450	22,500
		<b>Total Registrant Fees</b>	<b>252,996</b>	<b>264,197</b>	<b>-11,201</b>		<b>1,908,167</b>	<b>1,930,872</b>	<b>-22,705</b>		<b>2,897,506</b>	<b>2,874,803</b>	<b>2,898,167</b>
	74	ToC Income	0	0	0	0%	44,000	32,000	12,000	38%	56,000	68,000	64,000
	33	Investments	10,000	10,000	0	0%	80,000	80,000	0	0%	120,000	120,000	120,000
	33	Other	1,456	300	1,156	385%	24,139	17,583	6,556	37%	18,783	25,340	5,100
		<b>Total Investments &amp; Other</b>	<b>11,456</b>	<b>10,300</b>	<b>1,156</b>	<b>11%</b>	<b>148,139</b>	<b>129,583</b>	<b>18,556</b>		<b>194,783</b>	<b>213,340</b>	<b>189,100</b>
		<b>TOTAL INCOME</b>	<b>264,452</b>	<b>274,497</b>	<b>-10,045</b>	<b>-0%</b>	<b>2,056,306</b>	<b>2,060,455</b>	<b>-4,149</b>	<b>0%</b>	<b>3,092,289</b>	<b>3,088,143</b>	<b>3,087,267</b>
Governance Costs	10	Council	10,178	10,116	-62	-1%	94,680	95,200	520	1%	191,682	191,257	145,522
	11	Audit & Risk Committee	0	0	0	0%	1,282	1,282	0	0%	1,583	1,583	1,810
	12	Remuneration Committee	0	0	0	0%	600	600	0	0%	1,560	1,560	1,560
		<b>Total Governance</b>	<b>10,178</b>	<b>10,116</b>	<b>-62</b>		<b>96,562</b>	<b>97,082</b>	<b>520</b>		<b>194,825</b>	<b>194,400</b>	<b>148,892</b>
CER Office Costs	30	CER's Office	14,224	14,183	-41	0%	124,910	125,815	905	1%	183,511	182,589	172,904
Shared Central Costs	31	Technology	15,506	7,374	-8,132	-110%	120,205	122,336	2,131	2%	153,167	151,785	156,443
	32	Human Resources	2,870	5,516	2,647	48%	51,524	54,084	2,560	5%	63,412	61,991	64,384
	33	Corporate Services	28,705	26,072	-2,633	-10%	211,631	216,263	4,632	2%	327,197	322,748	336,066
	34	Property	19,713	20,571	858	4%	158,289	161,766	3,477	2%	244,045	240,566	197,875
		<b>Total Shared Central Costs</b>	<b>81,018</b>	<b>73,716</b>	<b>-7,301</b>		<b>666,558</b>	<b>680,263</b>	<b>13,705</b>		<b>971,332</b>	<b>959,679</b>	<b>927,671</b>
Fitness to Practise Costs (FtP)	50	FtP Team	31,526	31,433	-93	0%	255,103	253,716	-1,387	-1%	379,447	382,386	379,075
	51	Investigating Committee	20,892	21,601	709	3%	139,226	140,468	1,243	1%	192,995	194,442	170,202
	52	Professional Conduct Committee	25,618	58,263	32,645	56%	344,780	351,599	6,818	2%	583,011	576,335	512,088
	53	Interim Suspension Hearing	4,836	3,123	-1,713	-55%	18,265	22,168	3,903	18%	39,045	35,138	41,286
	54	Protection of Title	0	2,230	2,230	-100%	17,232	19,561	2,330	12%	30,522	30,665	21,180
		<b>Total FtP</b>	<b>82,872</b>	<b>116,650</b>	<b>33,778</b>		<b>774,605</b>	<b>787,512</b>	<b>12,907</b>		<b>1,225,022</b>	<b>1,218,967</b>	<b>1,123,831</b>
Development Costs	70	Development Team	24,040	24,250	210	1%	193,670	195,027	1,357	1%	408,527	407,875	389,821
	73	Quality Assurance	449	6,213	5,764	93%	13,919	22,285	8,366	38%	46,465	32,842	36,336
	74	Test of Competence	849	345	-504	-146%	30,797	26,436	-4,361	-16%	53,934	58,294	62,915
	75	Communications	11,822	17,245	5,423	31%	94,449	101,367	6,918	7%	168,128	161,213	115,590
	13	Education Committee	0	0	0	0%	8,392	10,307	1,915	19%	12,032	10,120	14,946
		<b>Total Development</b>	<b>37,161</b>	<b>48,053</b>	<b>10,892</b>		<b>341,227</b>	<b>355,421</b>	<b>14,195</b>		<b>689,086</b>	<b>670,344</b>	<b>619,608</b>
		<b>TOTAL OPERATING COSTS</b>	<b>211,228</b>	<b>248,535</b>	<b>37,307</b>	<b>15%</b>	<b>1,878,952</b>	<b>1,920,279</b>	<b>41,327</b>	<b>2%</b>	<b>3,080,265</b>	<b>3,043,389</b>	<b>2,820,002</b>
		<b>Underlying Operating Surplus / -Deficit</b>					<b>185,354</b>	<b>148,176</b>	<b>37,178</b>		<b>20,024</b>	<b>52,754</b>	<b>275,264</b>
		<b>HEADLINE OPERATING SURPLUS / -DEFICIT</b>	<b>53,223</b>	<b>25,962</b>	<b>27,261</b>		<b>177,354</b>	<b>140,176</b>	<b>37,178</b>		<b>12,024</b>	<b>44,754</b>	<b>267,264</b>
		Percentage	20%	9%	-11%		9%	7%	2%		0%	1%	9%
		<b>GAINS/-LOSSES ON INVESTMENTS</b>	<b>-31,564</b>				<b>-31,564</b>						
		<b>SURPLUS / -DEFICIT BEFORE TAXATION</b>	<b>21,659</b>				<b>145,791</b>						

**GCC Balance Sheet**  
**As at 31 August**  
**2023**

Annex 2

	31 December 2022		31 August 2023		Movement
	£	£	£	£	
<b>Fixed Assets</b>	0		0		
Tangible Assets	<u>4,460,653</u>		<u>4,412,904</u>		
Investments		4,460,653		4,412,904	↓ -47,749
<b>Current Assets</b>					
	42,356		64,719		
Debtors	<u>2,123,351</u>		<u>860,277</u>		↓ -1,263,074
Bank		2,165,707		924,996	
<b>Current Liabilities</b>	45,586		39,049		
HMRC and pensions	2,681,350		893,783		
Payments in advance	70,073		79,641		
Trade creditors	6,775		6,775		
Corporate tax	<u>328,482</u>		<u>678,455</u>		
Other creditors		3,132,267		1,697,704	↓ -1,434,563
<b>Current Assets less Current Liabilities:</b>		<u>-966,560</u>		<u>-772,707</u>	
<b>Total Assets less Current Liabilities:</b>		<u>3,494,093</u>		<u>3,640,196</u>	↑ 146,103
<b>Long Term Liabilities</b>		213,883		214,196	↑ 313
<b>Total Assets less Total Liabilities:</b>		<u>3,280,210</u>		<u>3,426,000</u>	
<b>Funds of The Council</b>					
Total Reserves	3,280,210		3,280,210		
Transfers in the Period			0		
Surplus or -Deficit Account	0		145,790		
		<u>3,280,210</u>	<u>145,791</u>	<u>3,426,000</u>	↑ 145,790
		-	-1	-	

# Business Plan 2023 Update

Meeting paper for Council on 25 September 2023

## Purpose

The Council sets the GCC strategic priorities and ensures the necessary resources are available for them to be delivered.

This paper provides an update on our performance against the 2023 Business Plan so that Council can scrutinise progress and be assured that progress is being made in meeting its strategic objectives and risks to delivery and budget.

## Recommendations


Council is asked to note the report.

## Background

1. Council agreed the 2023 Business Plan in December 2022, along with the six projects to be delivered this year.
2. This is the second year of the three-year strategy 2022-24. Progress as to delivery of the business plan is reported to Council at each meeting.

## Business Plan Performance Summary

3. This is the third performance report on the 2023 Business Plan to Council this year, covering the period to mid-September 2023.
4. The performance targets for the period under review have been achieved. One project has been completed. There are no significant concerns about the delivery of the other projects, and all are being progressed within the established budgets for this financial year.
5. There are three annexes to this report:

- **Annex A** displays summary information on progress made in delivering the projects in the 2023 business plan. The status of projects is shaded in green and denoted by this icon .
  - Council shared feedback on the format and we have added in an additional column to make the RAG rating clearer.
  - **Annex B** provides a more detailed commentary on the status or progress of each of the projects. The status of each project is assessed against the agreed measures (e.g. Key Performance Indicators, KPIs, Project Schedule Variance, PSV, and Milestones) in the business plan.
6. A summary of communications activity in line with our Plan for 2023 is at **Annex C**.
7. The update on the cross-cutting work on equality, diversity and inclusion (EDI) is at **Annex D**.

**Mary Nguyen**

**Business and Projects Officer**

## Annex A: Business Plan 2023 Dashboard, 12 September 2023

This dashboard presents BP 2023 projects' progress, priority level, external impact and risk of not delivering them in the current financial year. The order in which the projects are listed is according to their project number.

Annex A: Business Plan Dashboard, 12 September 2023				
No.	Project	Status and % Completion	RAG Rating GAW[1]	External Impact
1	Promote the value of regulation and registration to patients and the profession	On schedule		High
	<b>Key milestones:</b> March, June, September 2023	80%		
2	Develop registrant resources to support professionalism	Completed		High
	<b>Key milestones:</b> March, June, September 2023	100%		
3	Embed a culture of safer care	On schedule		High
	<b>Key milestones:</b> September and December 2023	60%		
4	Integrate innovation and effectiveness within the I.T framework	On schedule		High
	<b>Key milestones:</b> January, March, April, May and June 2023	85%		
5	Comply with Welsh Language Standards	On schedule		High
	<b>Key milestones:</b> March and December 2023	50%		
6	Understand the current and future workforce (supply and demand)	On schedule		Moderate
	<b>Key milestones:</b> June and October 2023	45%		

## Annex B – Business Plan 2023 Projects

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
1	Promote the value of regulation and registration to patients and the profession	<p><b>2023 Deliverables and Milestones</b></p> <ol style="list-style-type: none"> <li>1. Develop revised suite of resources, guidance and web copy for registrants to promote their GCC registration. Determine potential for personalised materials. <b>March 2023</b></li> <li>2. Implement 'I'm Registered' campaign with stakeholders to motivate registrants to apply resources throughout their communication channels. <b>June 2023</b></li> <li>3. Implement patient/public campaign <b>Sept 2023</b></li> </ol> <hr/> <p><b>Project Targets</b></p> <ol style="list-style-type: none"> <li>1. By 2024, an increase in GCC Patient Portal users by 100%, based on 2021 results (8,500-17,000 users).</li> <li>2. By 2024, to have 50% of registrants using and promoting their registered status.</li> </ol>	<p><b>Project Update</b></p> <p><b>Deliverable 1:</b> Work has continued on developing a suite of resources, guidance and web copy in English and Welsh to enable registrants to promote their GCC registration and for patients to better understand this regulated profession and value seeing a registered professional.</p> <p>The new resources (logo and posters) were soft launched in March on website with an application form and on the registrant portal and promoted in the April newsletter.</p> <p>A new personalised poster (linking direct to their entry on the register) and a waiting room video were launched in late August, alongside a redesign of the material portal.</p> <p>Consideration is also being given to redesign and format of the registration certificate.</p> <p><b>Deliverable 2:</b> Research with patients and registrants was planned to seek views on the new resources and inform the forthcoming campaigns.</p> <p>We commissioned Community Research to refresh and re-convene the patient advisory group to review the mark and communications resources; explore the value of regulation and registration to the patient and help shape the messaging for the planned public/patient campaign. This</p>

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
			<p>took the form of a week-long online forum in June with 22 participants.</p> <p>The mark and resources have been finalised from the patient research findings. Patients seek reassurance from chiropractors' websites, recommendations, reviews and registration. They felt the mark aimed to increase patient confidence and reassure that they are in safe hands.</p> <p><b>Deliverable 3:</b> A campaign has been planned with our communications agency for the coming months. This begins with a news piece, social media and the patient research report published in September.</p> <p>As part of the I'm Registered communications plan, there is an aim to measure adoption of the new mark on chiropractor websites. We have checked 1951 websites, of which 313 mention the GCC on their home page, using a mix of old and current GCC logos and old and current registration marks. This provides a base for further work, and also gives opportunity for individually targeted comms to encourage specific registrants to update their websites.</p> <p><b>STATUS: On schedule</b></p>
2	<p><b>Develop registrant resources to support professionalism</b></p>	<p><b>2023 Deliverables and Milestones</b></p> <ol style="list-style-type: none"> <li>1. Published toolkits on aspects of professionalism: Patient Centred Care, Competence, Leadership and Reflective Practice <b>June 2023</b></li> </ol>	<p><b>Project Update</b></p> <p><b>Deliverable 1:</b> Toolkits have been published and promoted monthly via the GCC newsletter and social media (Twitter and LinkedIn) on Patient Centred Care,</p>

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
		<p>2. Publication of Consent research with patient community. <b>March 2023</b></p> <p>3. Published toolkit for registrants incorporating patient expectations on Consent. <b>September 2023</b></p> <hr/> <p><b>Project Targets</b></p> <p>1. By 2024, to have published GCC resources (e.g. guidance, toolkits etc) on all key themes identified in patient research findings.</p>	<p>Leadership and Competence. The Reflective Practice toolkit was published in the June newsletter.</p> <p><b>Deliverable 2:</b> The Consent research conducted by Community Research with the GCC Patient Advisory Group has been received and a report was published with an article in the March newsletter.</p> <p><b>Deliverable 3:</b> A toolkit for registrants on Consent has been published and promoted in the April newsletter and on social media.</p> <p><b>STATUS: Complete</b></p>
3	<p><b>Embed a culture of safer care</b></p>	<p><b>2023 Deliverables and Milestones</b></p> <p>1. Revised guidance and toolkit resources on Candour for registrants informed by research with the GCC patient community. <b>September 2023</b></p> <p>2. Toolkit and learning resources for registrants and the profession building on the diagnostic imaging guidance. <b>September 2023</b></p> <p><del>3. Scope out potential for additional resources around avoiding and managing conflicts of interest. <b>December 2023</b></del></p> <p>4. Promoted and publicised the RCC incident reporting system (CPiRLS). Increases in number of incidents reported. <b>December 2023</b></p>	<p><b>Project Update</b></p> <p><b>Deliverable 1:</b> The current Candour guidance has been updated and published in September. All chiropractic professional associations and the Royal College were sent an advance copy and a request for assistance with raising awareness and adoption of the new guidance amongst the profession and patients.</p> <p>A joint workshop with GoSC is planned for 28 September with 24 patients. This will be facilitated by Community Research. A report will be published later in 2023 and a toolkit will use the findings from our research.</p> <p><b>Deliverable 2:</b> Regular meetings have been held with CQC, UKHSA and SOR to discuss the current CQC inspections and learnings for the profession,</p>



No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
		<p><b>Project Targets</b></p> <ol style="list-style-type: none"> <li>By 2024, to have published GCC resources (e.g. guidance, toolkits etc) on all key themes identified in patient research findings.</li> </ol>	<p>undergraduate training, CPD, post graduate training and referrals. The Forum of Deans has gathered information in relation to chiropractic pre-registration (undergraduate) education and training of imaging techniques. A toolkit is in final stages of development with the RCC and expert group and a Radiation Protection Expert. The RCC has arranged access for chiropractors to Health Education England's essential IRMER and MRI Safety for Referrers learning modules, free to RCC members and at a small fee for non-members. The UKCF discussed in July and agreed to carry out cross profession research on use of x rays and in particular those with equipment.</p> <p><b>Deliverable 3:</b> Current resources remain available in the Registrant resource centre including the Joint Statement by regulators and scenarios. We await the work now focused on Doctors by DHSC prior to any decision being made to update the Joint Statement. This is unlikely to take place in 2023. This deliverable is therefore removed from current priorities.</p> <p><b>Deliverable 4:</b> The RCC <a href="#">article</a> ' Ten years of online incident reporting and learning using CPiRLS: implications for improved patient safety was published in March. The RCC is planning to relaunch CPiRLS and after that we plan a communications campaign to promote the benefits of a safe culture of care and reporting of incidents with the benefit of using these as a method of learning. The CER</p>

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
			<p>will issue a clear statement inviting registrants to participate in the system.</p> <p><b>STATUS: On schedule</b></p>
4	<p><b>Integrate innovation and effectiveness within the I.T framework</b></p>	<p><b>2023 Deliverables and Milestones</b></p> <ol style="list-style-type: none"> <li>1. Identify the IT expert to help plan and produce the specification for the tender for IT service provider <b>January 2023</b></li> <li>2. Identify 3 IT service providers and invite them to enter the tender exercise <b>March 2023</b></li> <li>3. Conduct a tender exercise with IT service providers. <b>March/April 2023</b></li> <li>4. ARC appoints/re-appoints IT support provider. <b>May 2023</b></li> <li>5. Preferred IT service provider commences service [planning stages of the handover to commence <b>June 2023</b>]</li> <li>6. [NEW] Complete data migration to a cloud-based network. <b>September 2023</b></li> </ol>	<p><b>Project Update</b></p> <ol style="list-style-type: none"> <li>1. The tender for an IT service provider was completed in May and Council received the update from the Audit and Risk Committee at its June 2023 meeting.</li> <li>2. The transition stage has progressed. Within this stage,</li> <li>3. Following the tender, initial discussions were held with the preferred provider regarding the contract and infrastructure.</li> <li>4. The transition stage has progressed. In this stage, we have revisited data migration, and the current IT service provider will be completing this project by end of September 2023.</li> </ol> <p><b>Status: On schedule</b></p>
5	<p><b>Comply with Welsh Language Standards</b></p>	<p><b>2023 Deliverables and Milestones</b></p> <ol style="list-style-type: none"> <li>1. Submit consultation response by <b>22 March 2023</b></li> <li>2. Complete the Standards (where required and unless stated otherwise) <b>6 December 2023</b></li> </ol>	<p><b>Project Update</b></p> <p>The formal compliance notice was issued to all healthcare regulators on 6 June 2023, with a deadline to complete the standards by 6 December 2023 (unless stated otherwise).</p>

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
		<p><b>Project Target</b></p> <ol style="list-style-type: none"> <li>1. Update report to Council on requirements and progress</li> </ol>	<p>Internal meetings with cross-organisations have been held. Actions identified for completion this year have been delegated and are in progress.</p> <p>The software that translates the GCC website to Welsh has been upgraded, increasing the limit of translations. Quotes are being obtained on the texts identified for translation.</p> <p>A business case is being put forward to Council at its September 2023 meeting to access reserves in consideration of the estimated costs for implementation.</p> <p><b>Status: On Schedule</b></p>
6	<p><b>Understand the current and future workforce (supply and demand)</b></p>	<p><b>2023 Deliverables and Milestones</b></p> <ol style="list-style-type: none"> <li>1. Report on changes to the profession profile over the last 10 years. <b>September 2023</b></li> <li>2. Predictive modelling including infographics on what the chiropractic profession will look like in 2026, 2030 and 2033 <b>September 2023</b></li> <li>3. Financial model showing the effects of growth and other assumptions including the effects of fee reduction and discounting. <b>December 2023</b></li> </ol> <p><b>Project Target</b></p>	<p><b>Project Update</b></p> <ol style="list-style-type: none"> <li>1. The project has commenced, and the researchers have begun their research.</li> <li>2. Key stakeholders from the educational institutions and the Royal College of Chiropractor have been interviewed by the researchers.</li> <li>3. Researchers are developing the first draft of the quantitative analysis report and building on the predictive modelling for early October.</li> </ol> <p><b>Status: On Schedule</b></p>

No.	Project	Measures (KPIs, PSVs, milestones)	Progress (August 2023)
		<ol style="list-style-type: none"> <li>1. Analyse existing data held on the Register (size, joiners, leavers including average age of retirement, gender demographics, age profile, length of time likely to typically spent on the Register, where does drop off occur).</li> <li>2. Determine potential for growth in students and registrants and any barriers and how they might be mitigated.</li> <li>3. Determine drivers and motivations for leavers or those opting for non-practising registration.</li> </ol>	

## Annex C – Communications Update

Following the presentation of the updated communications plan at the June meeting, this is a summary of communications activity and performance between 1 June and 1 September 2023.

The move to responsive communications (posting press releases and social media in response to need, not awaiting the newsletter) is continuing – with the response to the BBC news story about fake google reviews of clinics being a specific example.

### General Channel Overview

#### Newsletter

The monthly newsletter is emailed to most registrants (a very small number have opted out) each month, with an open rate of between 65% (August) and 84% (July).

Fitness to practise related posts remain the most popular – with 45% of all clicks from the July newsletter visiting a blog about the importance of engaging with the Fitness to Practise process. FTP outcomes are consistently the most read articles.

#### Social

Follower growth on X (formerly Twitter) declined markedly during the period, however we are now trialling a paid subscription (blue tick) and early indications are that follower growth has returned to pre-subscription levels. We will continue to consider if X provides value as a channel.

The LinkedIn page gained 69 new followers in the period, taking us to a total of 863 followers on 1 September. Of these, around 50% report working within healthcare industries (17% are listed as chiropractors) and 70% of the page followers list their location as being UK.

During the period we also had 175 unique page visitors (i.e. visiting [linkedin.com/company/general-chiropractic-council/](https://www.linkedin.com/company/general-chiropractic-council/)) with these predominantly being UK-based (70%) and healthcare professionals (33%).

The 53 posts in the period were seen 7199 times (impressions) by 3519 unique users – meaning, on average, users saw each post twice. The average engagement for posts (defined as action taken/impressions) was 4.7%.

#### Website

The most visited part of the website remains the Register, with 36% of all sessions involving a search of the Register. As part of the “I’m Registered” Campaign, we are developing the register pages to further highlight the importance and value of registration (particularly when the user has visited their entry direct from an “I’m Registered” resource).

### Campaign based outcomes

#### Note on pageviews, sessions and users

*Due to the way that web traffic is measured, a session is measured as a user/device combination. If the same person clicks the same link from their mobile and their laptop it counts as two separate sessions. If the user clicks the same link twice from the same device the pageview increases, but it is still the same session.*

*Although sessions are not completely analogous to users, it is considered (at least for the GCC channels) unlikely that the same person will click the same link in different channels multiple times across multiple devices.*

### **Encouraging CPD completion and consent**

During the period 1 June to 1 September there were 29 social media posts and 3 newsletter posts encouraging completion of the annual CPD round (including posts on the topic of Consent, which is the 2022-23 CPD focus). There were 505 unique sessions that began with a click on a CPD related link, with some users clicking multiple times (682 pageviews from all channels).

The new consent toolkit, updated guidance and patient study were downloaded 505 times across 430 unique sessions. The reflective practice toolkit, written by Rob Finch, from the Royal College of Chiropractors, was downloaded at least 260 times in total (direct downloads from social media could not be measured, but we no longer direct link to downloads so this metric will increase in accuracy in the future). The GCC also sent 90 clicks from 78 different sessions to a new RCC briefing on consent (hosted on the RCC website).

An analysis of the 530 registrants who had completed their CPD before 1 September found no statistical difference in CPD completion between those who had clicked links in CPD related newsletter articles and those that hadn't; however this analysis only assessed completion, not the quality of the CPD response.

### **Encouraging use of "I'm Registered" mark**

During the period 1 June to 1 September there were 10 social media posts, and 1 newsletter post specifically encouraging the use of the "I'm Registered" mark. There were 455 unique website sessions that began with a click on an "I'm Registered" related link. The "I'm Registered" mark was downloaded 144 times.

In early September further promotional materials were launched and the material download page was updated to showcase the mark better. Registrants requesting permission to use the protected term "chiropractor" in a limited company name are now sent details of "I'm Registered" as part of their information pack.

In early August a proof-of-concept was carried out of web-crawling chiropractor websites to look for evidence of registration. There are substantial improvements required to the methodology, but the process provided some useful baseline figures:

Of the 1951 homepages, which could be processed (from a long list of 2463):

- 313 mentioned the General Chiropractic Council (a further 52 mention "GCC")
- 217 mentioned or linked to the GCC-uk.org website.
- 657 match one of the following: "Regulat" (ed,er), "Accred" (ited,itation) or "Regis" (ter,tered,tration) – often in phrases such as "all our practitioners are fully qualified accredited and insured".
- 313 homepages (16%) included an image relating to registration, though these were mostly not the most up to date mark.

The next iteration of measurement will need to go deeper in the sites and use a more modern browser. We will shortly be writing directly to websites that use older versions of the mark, or use the GCC Logo, and asking them to update to the new version.

## Encouraging Professionalism

During the period 1 June to 1 September there were 15 social media posts and 1 newsletter post on subjects relating to professionalism. There were 119 unique web sessions that began with a click on a professionalism related link (not all posts contained links).

The Code is consistently one of the top 10 pages on the website, with 1669 views across 1058 sessions in the period.

The professionalism section (containing blogs on professionalism) was accessed 1225 times across 815 sessions in the period.

During the period the four toolkits on professionalism were downloaded at least:

- [Communications \(December 2022\)](#) – 22 times
- [Patient-centred care \(January 2023\)](#) – 20 times
- [Leadership \(February 2023\)](#) – 11 times
- [Competency \(March 2023\)](#) – 15 times

*Direct downloads from social media could not be measured, but we no longer direct link to downloads – linking to a landing page instead – so this metric will increase in accuracy in the future.*

The next step is to promote the professionalism toolkits across all channels, with a particular focus on reaching newer registrants.

## Annex D – Equality, Diversity and Inclusion (EDI)

The GCC has a three-year 15-point EDI action plan (2022-2024).

The following actions and projects are underway in 2023 (action points identified in parenthesis):

### EDI Working Group (1)

- New members joined in February 2023, including a Welsh speaking registrant, all of whom can provide valuable insight and advice from personal and professional experience. (1) The Working Group has developed its Terms of Reference and held its first quarterly meeting of 2023, where members received an update of EDI activities to date. The Working Group agreed several key action points including contacting individual Associations to meet the demand for pragmatic, clinical-based EDI guidance following the release of the GCC's EDI Toolkit; developing a plan to raise registrants' awareness of the regulatory reform consultation and its relevance to registrants; and ways in which the WG could support the GCC's IC recruitment campaign.
- A second meeting was held in May 2023. We have added more new members to the EDI working group which brings the group to 11 members, including two BAME registrants and one registrant with an international chiropractic qualification. At the Q2 meeting, the Working Group provided input into the Defining EDI Consultation question set and helped develop scenario-based reflective questions for the 2023-2024 CPD year which will focus on EDI.
- A third meeting was held in August 2023 and discussed EDI within CPD for 2023-34; the creation of EDI Champions (Action Point 14) within the profession; the future of the working group and potential work to inform the creation of a new EDI Action Plan.

**Review GCC functions and processes** to identify and address any possible equality issues (positive, adverse or neutral) and how best to address any of the findings. (2)

- The first project under this action point is a thematic review of Investigating Committee closed cases. The findings were published in the March newsletter and work has addressed some of the areas including further diversifying the pool of Investigating Committee members. A Summary Report has been prepared for publication and next steps include a review of PCC hearings in order to identify if potential EDI concerns are affecting differential rates of sanction.
- Work has begun on scoping work relating to registrations as well as looking at the academic diversity of staff delivering our approved education programmes.
- Following the completion of the Fitness to Practise thematic review, further work was identified to review the Professional Conduct Committee sanctions and outcomes to identify if there were Equality, Diversity and Inclusion (EDI) considerations within these cases and any evidence of disproportionality within sanctions.



#### **GCC Corporate inclusion policy (4)**

- An initial draft has been developed for internal discussion. In addition, a “Transitioning at Work” policy has been drafted. The current EDI policy is being refined to incorporate inclusion and transitioning at work.

#### **Defining EDI consultation (5)**

- This project will identify key concerns regarding EDI from registrants and patients/public; develop an understanding of how EDI relates to the chiropractic profession and the core level of knowledge regarding EDI within healthcare; support the GCC and the profession in understanding the context, issues and potential impact of EDI; and enable the GCC EDI Working group to steer future actions, further work and strategy in relation to EDI within the chiropractic profession.
- Questions for both consultation surveys have been created with the help of the working group. The Registrant survey was tested with a small number of GCC partners ahead of being issued to the profession. It has met with a good response of 700 responses.
- The public survey was tested ahead of being sent out through a research agency, Panelbase, and achieved the target of 500 responses.

#### **Review of GCC brand guidelines (visual and voice) to ensure they remain fit for purpose and reflect current EDI considerations, visually and verbally. (7)**

- The GCC brand guidelines contain a foundation of accessibility standards such as conformity to the Web Content Accessibility Guidelines (WCAG). The brand guidelines need to be adapted and enhanced, with the addition of suggestions that may help all who use documents created by GCC staff to access the content (i.e. PowerPoint presentation with alt text on images for those who are visually impaired).
- In considering the brand guidelines it was determined that there were also EDI considerations within the website that may need addressing and reviewing (e.g. updating of accessibility statement). An accessibility audit is under consideration.
- The EDI monitoring forms for recruitment have now been updated and editable PDF created for the current recruitment round for Council, IC and Education Committee members.
- A workshop is planned with staff on brand guidelines and EDI.

#### **Develop an EDI data collection policy (8)**

- This will look at defining reasons for data collection and outputs, all within the Equality Act 2010 and GDPR rules and definitions. This work needs to ensure a greater understanding (internally and externally) of why we collect protected characteristic data, use the correct wording and definitions, and produce relevant actions to address any findings of concern. For example, do not collect information on protected characteristics that are not reviewed or used, or collect information outside the Equality Act, such as gender.

- Note: Currently all healthcare regulators are discussing the possibility of creating standardised data sets which will be collected on all registrants. Although this does seem a sensible approach (and the GCC is supportive), issues on GDPR and some regulators collecting EDI-styled data have slowed the process. We are anticipating a draft proposal to be put forward in 2023.
- The Education Committee reviewed the annual monitoring form for 2021/22 and agreed that for the first time the GCC would ask for EDI data around five protected characteristics (age, sex, disability, ethnicity and sexual orientation) for current students as part of the annual monitoring process and a report was shared with the Committee in March 2023. This was published as part of the 2022 education review.

### **An EDI communication and activation plan (9)**

- This plan allows for timely and ongoing reporting and communication to registrants and stakeholders.
- The findings from the FtP Thematic Review were published in the March newsletter and a summary report has been [published](#).
- Council receives quarterly updates and an annual report will be prepared.

### **EDI within registrant CPD (12)**

- The Education Committee agreed at its March meeting that the next focus of CPD for all registrants would be on EDI. Guidance and clinical scenarios have been developed as well as the reflective questions. Further scenarios will be published throughout the year.

### **Equality, Diversity and Inclusion within Education Standards**

An additional project will support the implementation of the new Education Standards, which set out the GCC's expectations for EDI to be embedded throughout chiropractic education programmes.

Phase 1 of the project focused on engaging with the current programme providers to identify how the GCC can support them and their students to integrate these EDI expectations in their programmes. The first phase of this project has involved consultations with the heads of the academic institutions within the UK. A report was produced and shared with the Education Visitors and the Education Committee.

Phase 2 has commenced and will produce a literature bank of best practice guidance from wider UK healthcare regulators, which will provide a legacy database for the GCC, UK institutions and registrants to utilise for general support. A chiropractic specific document will be developed and distributed to our education providers, which will outline EDI best practice in a way that is specific to chiropractic and will help meet the Education Standards at programme level. An online feedback mechanism will be established for education providers to use to share best practice examples and utilise as evidence of how they have adopted EDI best practice guidance as part of our annual monitoring.

#### **Further work:**

- We have reviewed EDI data from students within UK institutions with the intention of reviewing the current diversity of chiropractic student population, prospects for diversity within the profession given the student intake, and steps taken by institutions to help diversify their student cohort. Headlines were presented at the Education Committee in March.
- We reviewed the current Annual Registration Report to identify further EDI considerations that may influence the data captured from Registrants in the future.
- We have reviewed the Equality Impact Assessment Guidance and Assessment Template and added in requirements to consider Welsh Language speakers.
- We reviewed the photography brief and image release form for EDI purposes ahead of commissioning new photos in April at the LSBU Croydon Campus.
- The Action Plan is under review to identify targets and milestones for each of the Action Points. This will help the GCC to provide evidence to meet the updated PSA standards in addition to being of benefit to GCC internal staff, registrants and stakeholders.
- A survey is currently being developed to review the diversity profile of teaching staff within the chiropractic education programmes, including paid lecturers, clinical supervisors, and placement providers. This will feed into the ongoing work on widening participation to the Chiropractic profession and the Education Standards projects.

### **PSA Performance Standard 3: EDI**

In May 2023, the PSA updated its expectations for regulators in relation to its equality, diversity and inclusion Standard. This involved developing [a new evidence framework](#) and [accompanying guidance for regulators](#), which will apply from 2023/24 to 2025/26.

We have carried out an internal audit and developed an action plan to assist us meet the EDI Standard.

#### **2024**

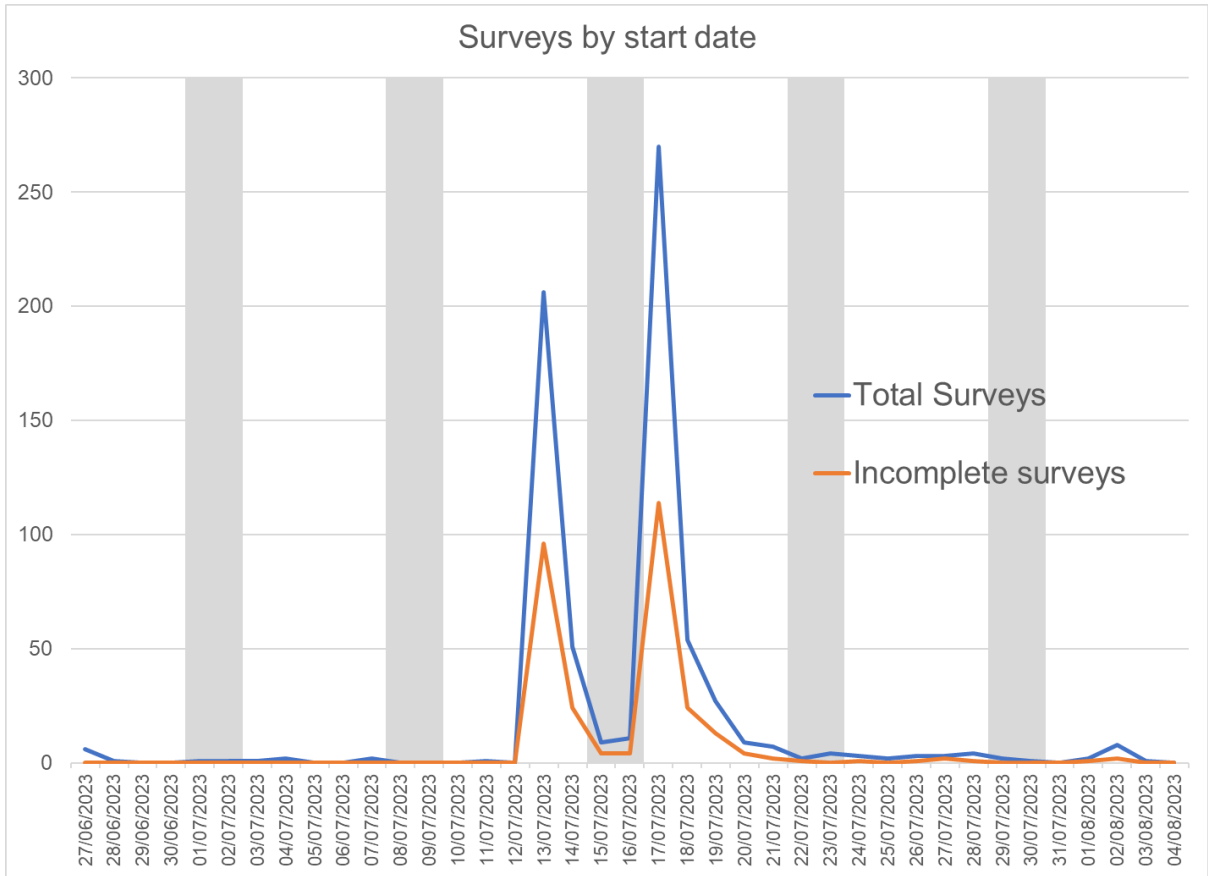
Plans are underway to deliver the remaining Action Points in 2024 and to develop a new Action plan to accompany the new Corporate Strategy.

### **Communications: EDI**

During the period there were 15 social media posts and 3 newsletter posts relating to the topic of EDI. A series of video excerpts from Philippa Oakley, our external advisor and registrant, performed particularly well on LinkedIn (700 unique video views on EDI posts). A blog post from Nick Jones on why we were asking registrants about EDI issues was read 191 times across 138 sessions.

There were 257 website sessions that began with a click on an EDI related link.

As part of the delivery of the 15-point EDI action plan we ran a survey of attitudes to EDI amongst registrants. In total we received around 700 responses, with a reminder email sent shortly after the original invitation being particularly successful in encouraging further completion.



The survey results are currently being analysed, alongside a similar survey that was carried out with chiropractic patients.

# Outline Business Plan 2024

Meeting paper for Council on 25 September 2023

Agenda Item: 07

## Purpose

A role of the Council is to set the corporate strategy, agree the annual business plan activities and associated costs for their delivery. This paper presents an early outline of priorities in 2024, to prompt feedback and a steer as necessary, in advance of Council considering the full, costed business plan proposal at its meeting in December 2023.

## Recommendations

Council is asked to review and comment on these proposals on the vision for 2024 to ensure the priorities identified at this stage meet the aims of the GCC Strategy 2022–2024.

## Background

1. In 2021, Council approved the GCC Strategy for 2022 – 2024, developed in response to changes in the external health and social care and regulatory landscape.
2. It set out to achieve four aims:
  - Place patients and their care at the centre of all GCC work
  - Promote continuing chiropractic best practice and professionalism
  - Regulate effectively, efficiently, innovatively, and inclusively
  - Enhance the nature and form of regulation for the profession for the future

## Business Plan 2024

3. Our vision for next year (2024 being the final year of the strategy) is to carry out our core duties as a health and care professions regulator well, drive more efficiencies to put our resources to best use and obviate the need to increase fees, and that our fundamental role in setting standards is emphasised to drive yet higher standards of care.
4. To support this vision, we reflected on the achievements we made during the previous two years to ensure we meet the objective of the strategy.
5. Our thinking is set out in two parts:
  - **Annex A:** This focuses on each of the four strategic aims, highlighting achievements in each respective year, and how our priorities identified for next year meet the aim.
  - **Annex B:** An outline assessment of the resource requirements to meet our ambitions.
6. In summary we propose:
  - A significant review of the Code of Practice
  - Investment in a case management system to support our team and performance in Fitness to Practise activities
  - Sufficient resource to ensure we continue to deliver our core regulatory activity in FtP and in assuring the quality of educational provision
  - Maintaining our programme of new guidance and toolkits setting out our expectations for the delivery of high quality and safe care
  - Emphasising *I'm Registered*
  - Meeting Welsh Language requirements

## Council considerations

Council is asked to review and comment on these proposals on the vision for 2024 to ensure the priorities identified at this stage meet the aims of the GCC Strategy 2022–2024.

**Nick Jones**

**Chief Executive & Registrar**

# Annex A – Business Plan 2024 Outline

The following is a reminder of the four aims of our strategy and the objectives for each. It sets out what we did in 2022 and 2023 to locate the shape of our thinking for 2024. In other words – a body of work aimed at delivering our aims.

## Aim One: Patients and their care at the centre of our work

- To gain a greater understanding of patients' needs and expectations, so these can be reflected in the work of the GCC.
- To promote chiropractic standards that take full account of patients' needs and expectations.
- To create, enhance and disseminate information to help patients make informed judgements about their chiropractic care.

### In 2022, we:

Developed and implemented a patient-focused engagement and involvement plan:

- Formed a Patient Advisory Panel, to gather views and perspectives on a wide range of topics, comprising a cross section of chiropractic patients who have visited a chiropractor at least once in the past six months.
- Worked with the panel to develop a new Patient Portal with information and resources for patients and the public.
- Explored the patient perspective of professionalism among chiropractors and published a [report](#).
- Published a patient communication toolkit for registrants.

### In 2023, we:

- Published a research [report](#) on patient's expectations and experience in giving consent for chiropractic care
- Published [research](#) into patient satisfaction and experience of chiropractic care
- Considered, through the GCC Patient Panel, the role that registration, reputation and professionalism has on their choice of chiropractor. This informed the development of new resources and guidance for registrants and an 'I'm Registered' campaign with registrants
- Will hold, in September, a joint workshop with the General Osteopathic Council with patients on the Duty of Candour to inform development of a toolkit aimed at registrants.
- We will present the findings from the Candour workshop at the PSA Research conference, 'How can regulation research contribute to safer care for all?' in November.

### Our priorities for 2024

We have transformed how the views and interests of patients have informed our priorities. We have sought to foster meaningful patient involvement and seek their input on their concerns. In 2024 we want to produce more guidance aimed at

chiropractors but informed by patients and further emphasise the value of registration to patients – through registrants to their patients. Our focus will be on:

- **Guidance on Sexual Boundaries:** We must review our guidance, published in 2016 - and to develop a supporting toolkit with input from patients.
- **Promote regulation and registration:** Implement a campaign for the public and measure the outcome and impact the “I’m Registered” mark has made.

### **Aim Two: Promoting continuing chiropractic best practice, professionalism and value within the health and social care system**

- To identify, collect and analyse data and insights from regulatory and statutory activity.
- To share learning through the gathering and dissemination of GCC internal data and public, patient and registrant research.
- To work with education providers and stakeholders to continue the development and promotion of professionalism in registrants, from the start to end of their careers.

#### **In 2022, we:**

- Published a range of toolkits and content on the website and via social media including –
  - Registrant films developed with the Health and Care Professions Council of positive examples of professionalism
  - A new registrant toolkit on communications
  - Registrant-focussed content on professionalism
  - New content on reflection for registrants incorporated into CPD guidance
  - A Return to Practice in the UK guide
- Developed and consulted on new Education Standards, which include an increased focus on multi-disciplinary learning and working; further integrating chiropractic into the wider healthcare professions while providing the best care and outcomes for their patients.

#### **In 2023, we:**

- Finalised the *I’m Registered* mark and launched to the profession.
- Published four toolkits on aspects of professionalism on
  1. Patient-centred care
  2. Leadership
  3. Competence
  4. Reflective practice
- Published a further toolkit on Consent to support Guidance published recently
- Collaborated with our education providers to begin implementing the new Education Standards.
- Are undertaking research to better understand the current and future workforce to develop an understanding of the demographic profile and enabling a short and



medium-term financial planning framework to run alongside the next strategic plan period

- Issued updated *Guidance* on Duty of Candour including a new emphasis on ‘apology’ as being a crucial component; that adverse events can also come from advice and information errors as well as hands-on care; and promoting openness and honesty.
- Will publish *toolkits* later this year on Diagnostic Imaging and the Duty of Candour, to support implementation of guidance.

### **Our priorities for 2024**

We have developed a significant range of toolkits and guidance through the learnings and insights we have obtained through regulatory and statutory activities. We have ensured that the education standards are fit for purpose. In 2024, we want to continue doing those things by:

- **GCC-approved qualifications and programmes:** Quality assure current GCC approved qualifications and support the development of new programmes and satellite programmes.
- **Guidance and toolkits:** Following the revision of the Sexual Boundaries Guidance, we will develop a toolkit for registrants. A toolkit on managing patient data is planned.
- The Royal College of Chiropractors (RCC) is planning on relaunching its **Chiropractic Patient Incident Reporting and Learning System (CPIRLS)** later this year/ A communications campaign around this will be developed to promote the benefits of a safe culture of care and reporting.

### **Strategic Aim Three: Regulating effectively, efficiently, innovatively, and inclusively**

- To act when and where we identify poor practice, from complaints, the misuse of title or when registration requirements, including annual CPD fulfilment, are not met.
- To set and promote educational, professional and registration requirements, to ensure they remain appropriate and fit for purpose.
- To be sustainable and effective organisation committed to social equality, diversity and fairness.

### **In 2022, we:**

- Reviewed several of our Fitness to Practise (FtP) processes including –
  - The Publication and Disclosure policy
  - Investigating Committee Decision Making Guidance
  - Hearings protocol
- Developed an Equality, Diversity and Inclusive (EDI) 15-point action plan
  - Created a standing EDI working group
  - Reviewed and implemented an EDI policy and toolkit
  - Organised an all-staff EDI training for GCC employees

- A thematic review of Investigating Committee cases was undertaken to ensure that the current process is fair, non-biased and non-discriminatory.
- Reviewed the GCC Education Standards and Quality Assurance process
  - Developed the draft Education Standards and held a public consultation in 2022
  - Council approved the revised Education Standards and QA handbook in December 2022.

### **In 2023, we:**

- Introduced Clinical Advisers to speed up the investigation process
- Continued to deliver our EDI action plan –
  - Expanded the EDI Working group, which meets quarterly
  - A thematic review of PCC cases is underway
  - Surveyed the profession and the public on key concerns regarding EDI to develop an understanding of how EDI relates to the profession and the core level of knowledge regarding EDI
  - The Education Committee agreed at its March meeting that the next focus of CPD for all registrants would be on EDI. Guidance and clinical scenarios have been developed as well as the reflective questions.
- Are undertaking a scoping review of the GCC Code of Practice.
  - We are collaborating with several external stakeholders including registrants, patients, chiropractic associations and expert witnesses.
- Complied with the Welsh Language Standards
- Fulfilled our governance duties by recruiting for:
  - Members of Council (including Chair of Council that is underway)
  - Investigation Committee members
  - Education Committee members
  - Clinical Advisers
- Reviewed our IT service arrangements with a tender and we plan to incorporate Microsoft SharePoint (a cloud-based network) into our operational framework.
- Considered the financial sustainability and value of cost of office arrangements
- Will undertake a review of “Partner” terms and conditions following the conclusion of Nursing and Midwifery Council v Somerville case, with the operational implications judgment expected from the court in October 2023.
- Will dispose or retain archived documents further to the document retention policy.

### **Our priorities for 2024**

We propose a review of the Code of Practice. Our fundamental regulatory role is to establish clear standards and the Code is ready for review. We will be doing so at the same time as we will be establishing our next corporate strategy. As such, it provides an important opportunity to set new expectations in relation to the quality of care expected by patients backed up by evidence and our insights over the last few years. This will be a significant undertaking consuming executive, stakeholder and Council resource.

Our core fitness to practise activities meet the Standards established by the PSA and we must continue to act on feedback from external audit of cases, and from other sources. We must maintain those standards and recognise that the pressure on the team remains high and we must explore ways to support the team to meet the objectives by developing further efficiencies and tools, removing obstacles. We propose an investment in a case management system.

- **GCC Code of Practice:** will be our central focus. The current edition (fifth edition) was published in 2015, coming into effect in 2016. The Code is integral to ensuring high quality professional practice and it sets out for patients the quality of care they are entitled to receive from chiropractors. For chiropractors, they are the benchmarks of conduct and practice as they will be measured against if a complaint is made by the GCC. Following the completion of the scoping review in 2023, a review and consultation will begin in 2024.
- **FtP Case Management System:** Introduce a system that streamlines the FtP case management process, reducing administrative tasks, enhancing visibility and data-driven decisions. Generic and affordable systems are now available, but we need to involve our team with the expertise to inform the configuration of a new system to maximise the benefits available. This will require extra resources to backfill in addition to the financial implications of purchase and implementation.
- **Deliver FtP statutory requirements:** Continue to meet FtP performance standards and realising the benefits of new arrangements for obtaining clinical advice, and in the listing of cases
- **Implementation of Education Standards:** Continue to support education providers with the implementation of the new Education Standards.
- **Welsh Language Standards 2022:** will continue to comply and integrate into the GCC operational framework, including the development of a Welsh-language registration system and corporate publications in Welsh
- **Fulfil our governance duties through recruitment drives:** While most of the recruitment drives will be handled in-house, we are likely to consult with external HR to support this:
  - Appoint and induct the new Chair of Council
  - Appoint a new overall Chair of the Investigating Committee.
  - Expand the pool of committee members for the Professional Conduct Committee.
  - Recruitment for lay members for the Council and considering the reappointment of those whose first term is concluding.
  - Appoint a lay member for the Education Committee while considering the reappointment of an existing member.
  - Recruitment for Text of Competence (TOC) Assessors and external examiner.

## Strategic Aim Four: Enhancing the nature and form of regulation for the profession for the future

- To 'shape the future' of regulation of the profession, by influencing the conclusions of the Government's consultation and review of health and social care regulation.
- To foster knowledge sharing and expertise, drive efficiencies and seek opportunities to delegate and/or attain economies of scale.
- To take forward the development of rules to be applied upon agreed legislative change.

The focus of the Department of Health and Social Care (DHSC) in regulatory policy reform was in the development of an Order, providing the basis, or template, to be applied to all regulators when appropriate. While the Order is to initially facilitate new powers in the regulation of professions within the General Medical Council (GMC), we have been keen to be a valued contributor to those developments and have sought to inform stakeholders as to those.

### In 2022, we:

- Published a [response](#) to the consultation undertaken by DHSC – *Healthcare Regulation: deciding when statutory regulation is appropriate*.
- Attended joint-regulator sessions to discuss and contribute where possible.

### In 2023, we:

- Published a [statement](#) on the publication of the Government's response to the outcome of the 2021 consultation on reform of professional regulation.
- Published a [response](#) to the publication of the Government's response to the outcome of 2023 consultation on *Regulating anaesthesia associates and physician associates and physician associates*.
- Continued to meet with fellow health and social care regulators.

### Our priorities for 2024

We have fostered a transparent and cooperative regulatory environment and have contributed our viewpoints on the developments made in regulatory reform. In 2024, we want to actively drive efficiencies and be proactive for any potential legislative changes in the horizon. Our focus will be on:

- **Any developments made on regulatory reform:** We will keep abreast with any further developments with DHSC and other health and social care regulators.
- **Review of Rules:** consideration of a review of the Rules in-line with new powers under the Order.

# Annex B – Proposed Funding from the GCC Designated Reserves

## Introduction

1. Alongside the preparation of our business plan priorities for 2024, we have considered the draft budget.
2. We are confident the priorities identified are affordable and subject to further analysis this autumn, we expect to produce the required minimum budget surplus of approximately £50k for the 2024 financial year. Given this is an item that will be considered in public at the meeting of Council in December, the draft budget will be presented to Council later today in private session.
3. That said, within our business plan ambitions we have identified two areas of activity that are exceptional and, 'capital' in nature. Their associated costs of £93k have not been included in the outline budget for next year. These relate to the:
  - Implementation of the Welsh Language Standards (WLS).
  - Procurement of a case management system for the Fitness to Practise Directorate.

## Welsh Language Standards (WLS)

4. We expect the cost of implementing the standards in 2024 to be around (£33k) and exceeds our current income projection for the next financial year. Given its exceptional and one-off nature, we propose that this item of expenditure is funded from the designated reserves.
5. Council will recall the implementation of the WLS was anticipated to have significant financial implications, and requested a business case at this meeting of Council (on the basis that we expected funding to be required this year from the GCC designated reserves).
6. Since the Council meeting in June 2023, we have carried out further analysis and assessed costs this year as lower than expected, essentially to meet website translation and basic compliance requirements, given the Standards only come into force in December this year. We have carried those out, funded them from this year's income at a cost of around £7k.
7. Turning to 2024 – there are three aspects. Firstly, ensuring that our registration system has a Welsh translation option. Secondly, that we translate documentation as they are produced, for example Guidance. Thirdly, that we allow for what we call reactive requests and as such we do not know the volume

of these. An example of this is a request from an external stakeholder that we enter into correspondence in Welsh.

8. Further, for the second and third areas, the costs of translation are likely to be higher in the first (substantive) year as translation service providers have a storage-base of translated words for each client. As such, we anticipate the charges for translation would reduce in time as we build a dictionary of translated words.
9. From 2025 onwards, we expect that ongoing translation of new documents and responses to reactive requests will be lower and more predictable and we would wish to revert to funding WLS activity from annual operating income.
10. The table below shows the estimated costs to implement such requests.

Item	Year one Cost
A Welsh-version of the registrant application on iMIS	£13,000
Translation of new core publications	£7,000
Translation or interpreting services further to reacting to requests	£13,000
<b>Total</b>	<b>£33,000</b>

### FTP Case Management System

11. The estimated expense of £60k of procuring the case management system (but not annual licences in following years) is capital in nature, so ordinarily would not be funded from the annual operating income and expenditure budget – but from the cash budget.
12. In view of our aim to regulate effectively, efficiently and innovatively, we want to improve the way in which we process our section 20 complaints. We want to implement a case management system to allow the FTP team to reduce their administrative burdens and allow them to oversee and track various case types, tasks, processes and interactions related to complaints more efficiently.
13. A case management system will introduce a structured and automated framework for case management, improving visibility and tracking capabilities. By centralising case information, we can better leverage data intelligence for informed decision making and the analysis of themes.
14. Our work this year suggests that ‘off the shelf’ packages are available. We have neither the resource, time or appetite to develop a bespoke system. That said, to

'configure' such a system to meet our requirements will need our team to be involved especially at the identification (of the system) and implementation phase. We would need additional resources to support the team and backfill roles temporarily. In other words, implement a properly governed change project.

- 15.** Our assessment of costs is that around £60k would need to be allocated to this project, that is £20k on system identification, and configuration (by third parties) and around £20k for temporary staffing support and £20k for first year licence costs and contingency.
- 16.** The total estimated one-off costs of implementing the WLS and the FTP case management system during the 2024 financial year is £93k.
- 17.** Subject to broad in-principle approval, we expect to work up detailed business cases for approval alongside the proposed 2024 business plan, at the December meeting of Council.

# Report from the Chair of the Remuneration and HR Committee

Meeting paper for Council on 25 September 2023

Agenda Item: 08

## Purpose

This paper provides an update to Council from the Chair of the Remuneration and HR Committee.

## Recommendation

Council is asked to **note** the report.

## Committee Meetings

1. The Committee has met once, on 10 July 2023, since the last Council meeting.

## CER Operational Report

2. The CER informed the Committee on:
  - Staffing and recruitment matters.
  - Office location - The Committee encouraged the Executive to explore, in addition to the regulatory bodies, the option of co-locating with any of the non-medical professional bodies (i.e. ACCA, CIMA, ICAEW) with offices in London.
3. The Committee agreed that the Executive should present a clear timeframe and recommendations for the office location to Council in September 2023.
4. The Committee **noted** the points above.

## Director Salary Evaluation: Report of the External Review

5. Staff with an interest in the matter left the meeting during the discussion of this item.



6. A Separate short note of the confidential discussion was made at the meeting.

## Succession

7. The Committee **noted** that the Chair of Council had notified Council of her intention to step down at the end of December 2023 and work was in the planning phase to develop and agree the arrangements for recruiting a new Chair. The recruitment is expected to be an open campaign that met the requirements of the PSA. The PSA also expect the appointment to be open to registrants as well as lay people.
8. The Committee examined the question of whether a Nominations/Appointments Committee would be required when recruiting to the Chair of Council's position. It noted that the small size of the GCC and the risk of introducing another layer of bureaucracy into the recruitment process could not justify the setting up of a Nominations Committee. The Chair of Council confirmed that the GCC rules currently provided for the Chair to set up an Appointments Panel.
9. On the review of the time commitment and remuneration for the Chair's role, the Committee noted that the original specification of one day per week for the role proved inadequate in the first two years of the current Chair's appointment. However, as the GCC has become more stable, the time commitment is now less demanding than before. The Council would need to agree some reasonable expectations for the role.
10. The CER will update the Committee on the progress of the recruitment of Chair of Council in November 2023, including any concerns or complaints raised.
11. The Committee **noted** that the recruitment to the registrant member of Council vacancy role was successfully concluded with the preferred candidate – Sam Guillemard - receiving Privy Council approval, effective from 1 June 2023.
12. The Committee **noted** that Sam Guillemard was appointed to the Education Committee at the June meeting of Council. At the meeting, two non-Council members were also appointed – Daniel Moore, a senior academic and course leader of the MSci (Hons) Chiropractic degree programme; and Jessica Watts, an experienced board Director in the NHS. Aaron Porter would formally join the Education Committee on 1 August 2023. As of August 2023, the Education Committee would comprise of the required five members of Council and five independent members.

## GCC Employee Engagement Survey

13. The Committee welcomed the positive comments from the staff team on leadership, cross-team training and alignment with purpose. The Committee,

however, **noted** the concerns expressed by staff around workload and the effect on well-being.

14. The Committee **noted** the actions underway to deal with these concerns including the completion of the staff charter; more hands-on approach by managers to assess realism of workloads; the exploration of the introduction of a case management system, and other, simple ways to improve efficiency.
15. The Committee agreed that the survey is a valuable tool. It since has been running for three years to-date, and given our size, its utility could be enhanced by retaining the core questions and introducing bespoke questions on specific topics to enhance understanding.
16. The Committee asked the Executive to present a report to them at their next meeting in November 2023 outlining the actions taken and planned to address actual and perceived issues of workload as referenced in the 2023 staff engagement survey.

### Review of Remuneration & HR Committee Terms of Reference (ToR)

17. The Committee **reviewed** the ToR for the Committee. Members **noted** that the TOR were broadly consistent with the committee's business. Following deliberations, members agreed to ask the Executive to:
  - Change the word "determine" in Section 2.0 of the ToR to "support".
  - Redraft Section 2.3 of the ToR and agree it with the Chair before presenting the amendments to the ToR to the Committee for sign-off in November 2023.
18. The Committee **noted** the changes to the Committee's ToR.

### Remuneration and HR Committee Work Programme

19. The Committee **reviewed and agreed** the work programme and meeting dates for 2023.

### Next Meeting

20. The next meeting will take place on 16 November 2023 (In-person).

### Recommendation

Council is asked to **note** the report.

**Steven Gould**  
**Chair of the Remuneration and HR Committee**

# Report from the Chair of the Education Committee

**Meeting paper for Council on 25 September 2023**

**Agenda Item:**

## **Purpose**

The purpose of this paper is for Council to receive an update from the Chair of the Education Committee, following its meeting on 13 July 2023.

## **Committee membership**

The Chair welcomed new members Daniel Moore and Jessica Watts who were recruited and appointed by Council in June 2023. The recent recruitment round attracted 13 lay and 10 registrant applications. It was a strong field and showed a diverse range of applications in terms of age and ethnicity.

The Chair also welcomed Sam Guillemard, who recently joined Council and now joins the Education Committee as a registrant member, taking the Committee up to full complement.

Catherine Kelly was welcomed to her first full meeting. Catherine had recently joined the Education Committee as a new Council member in place of Carl Stychin.

## **Issues arising from Education providers and programmes**

- 1.** The Committee noted the many education related meetings and engagements by the Executive since its last meeting and noted the substantive change form received from LSUB relating to staffing changes.
- 2.** The Committee noted the report from the third annual monitoring visit to Teesside University on 26 May 2023 and four additional conditions, five recommendations and one commendation. The next, and final visit, would take place after the graduation of the first cohort in 2024.
- 3.** The Committee enquired about the proposed name change by AECC University College to 'Health Sciences University' and noted that they were awaiting the

outcome from the Office for Students (OfS) and preparing for this. In addition the Graduate Entry programme would be changing from September entry to January.

### Annual Monitoring (2022-23)

4. The Committee discussed the proposed form for annual monitoring 2022-23 and proposed further amendments to the form including questions based on Condition B3: baselines for student outcomes indicators, published by the OfS. Student outcomes identified that would be considered for the purposes of assessing Condition B3 are:
  - Student continuation and completion
  - Degree outcomes, including differential outcomes for students with different characteristics
  - Graduate employment and, in particular, progression to professional jobs and postgraduate study
5. Further changes were discussed relating to capturing how education providers were finding the process of implementing the new Education Standards and any challenges faced in embedding the new or strengthened themes.
6. The Committee agreed the thematic review topic of collaborative healthcare and noted the publication of the second annual overview of chiropractic education in the UK.

### Implementation of the Education Standards

7. The Committee discussed and approved the implementation and recognition plans from four providers for alignment with the new Education Standards. One plan will be considered at the Committee's November meeting. The Committee noted the implementation timelines for current programmes.
8. The Committee noted the newly developed process for the recognition of satellite programmes in the UK and overseas in anticipation of applications for recognition of further satellite programmes from providers including the McTimoney College of Chiropractic.
9. The Committee discussed the Student Clinical Placement Guidance that has been reviewed and updated to bring it up to date with respect to the requirements of the new Education Standards and to ensure that the wider range of possible clinical placement settings is represented. Education providers and education visitors were consulted and have welcomed the updated guidance as, as a norm, institutions do not necessarily have a single on-side supervised internal clinical training environment. Further to some tweaks the guidance would be published and promoted to the profession.
10. The Committee considered the proposal regarding Education Visitor terms. The GCC is keen to retain the knowledge and expertise of the small current team, especially during this key phase of Standards implementation and beyond. The

Committee agreed in principle with the proposal that we mirror other regulators (NMC, GOsC, HCPC, GMC and RCVS) and have short terms with quick reviews and no maximum number of terms going forward.

### Scotland College of Chiropractic Charitable Trust – update

11. The Committee received an update on events and matters arising since the Committee last met in March. A copy of the letter sent to SCCT immediately following the visit in May 2023 and the next steps in terms of a follow up meeting on 14 August were noted. It had been challenging to find a date that all parties could agree on during holiday season.
12. The Committee expressed its concerns about students enrolling on the programme and their awareness that the programme was not approved by the GCC. ~~However, it recognised that the College programme was validated by Buckinghamshire New University and was therefore entitled to enrol students onto the programme. . However, it also recognised that the College programme was validated by Buckinghamshire New University and the College was therefore entitled to enrol students onto the programme.~~ \*\*
13. The Committee noted that the College had been asked by the GCC to remove an erroneous statement on its website about graduates being able to sit the TOC in order to register, should the course not be approved by the GCC.

### Continuing Professional Development Update

14. The Committee was updated on work to support and communicate with new graduates on their CPD obligations and work underway to launch and support registrants with the directed CPD for 2023/24.
15. The Committee also noted the action taken by the GCC to address concerns around students independently attending technique classes outside of their undergraduate studies. This had included discussions with the Forum of Deans, a letter from the Registrar to all education providers outlining our expectations of providers, correspondence with professional associations and a CPD provider and a piece in the July Newsletter.

### Committee Chair

16. Sharon Oliver was thanked for her service as Chair to the Committee, for her hard work, dedication, mentorship and good humour.

### Catherine Kelly

#### Chair of the Education Committee

\*\*Amendments made subsequent to an action agreed in discussion, and minuted accordingly.

For noting

## Council – Work Programme

Meeting paper for Council on 25 September 2023

Agenda Item: 10

### Purpose

This table outlines the key activities that will be coming to Council meetings for the remainder of 2023 and three meetings of 2024. This enables Council to have sight of annual standing items as well as strategic items which will require Council's approval, discussion or noting.

### Recommendation

Council is asked to:

- note the forward look;
- note the meeting dates for Council in 2024, as previously advised.

## Council forward look – 2023 and 2024

### Strategic Items for discussion or approval

Item	December 2023	March 2024	June 2024	September 2024
Business Plan	To <b>approve</b> 2024 plan – final draft			To <b>discuss</b> 2025 plan first draft
Financial Forecast 2024			To approve	
Budget 2024	To <b>approve</b> – final draft			To <b>note</b> – first draft

Strategic Risk Register	To <b>approve</b>		To <b>approve</b>	
Regulatory Reform	To <b>note</b> - update (if any)	To <b>note</b> - update (if any)	To <b>note</b> - update (if any)	To <b>note</b> - update (if any)

### Performance Reporting and Review

Item	December 2023	March 2024	June 2024	September 2024
Business Plan Update Report	To <b>note</b>	To <b>note</b>	To <b>note</b>	To <b>note</b>
Fitness to Practise Performance Update	To <b>note</b>	To <b>note</b>	To <b>note</b>	To <b>note</b>
Quarterly Management Accounts	To <b>note</b>	To <b>note</b>	To <b>note</b>	To <b>note</b>
Professional Standards Authority Review		To note report on progress		To <b>note</b> - report on the review outcome
Committee Chair Update Report – Education	To <b>note</b>		To <b>note</b>	To <b>note</b>
Committee Chair Update Report – Audit and Risk	To <b>note</b>	To <b>note</b>	To <b>note</b>	
Committee Chair Update Report – Remuneration and HR	To <b>note</b>		To <b>note</b>	To <b>note</b>
Operational Update (private session)	To <b>note</b>	To <b>note</b>	To <b>note</b>	To <b>note</b>

### Annual Reporting

Item	December 2023	March 2024	June 2024	September 2024
GCC Annual Report and Accounts 2023		To approve		
Annual Report – IC		To <b>note</b>		

Annual Report – PCC		To note		
Annual Report – EC	To note			
Annual Report – Registration Annual Report – Audit and Risk		To note		

### Council Meeting Dates 2024

Meeting	Date	Meeting	Date
<b>First Meeting</b>	Wednesday 20 March	<b>Third Meeting</b>	Wednesday 25 September
Development Day	Tuesday 18 June	Development Day	Thursday 5 December
<b>Second Meeting</b>	Wednesday 19 June	<b>Fourth Meeting</b>	Friday 6 December