



**MINUTES OF THE MEETING
OF THE GENERAL CHIROPRACTIC COUNCIL
HELD ON 13 SEPTEMBER 2018
PARK HOUSE, 186 KENNINGTON PARK ROAD, LONDON SE11 4BT**

Present

Mary Chapman (Chair of Council)
Roger Dunshea
Tom Greenway
Steven Gould
Gareth Lloyd
Sharon Oliver
Ralph Pottie
Liz Qua
Julia Sayers
Carl Stychin
Gay Swait
Phil Yalden

Apologies

Keith Richards

In attendance

Penny Bance, Director of Education, Registration and Standards
Rui Domingues, Financial Consultant, in attendance from item C-1803/6
Tricia McGregor, Interim Chief Executive and Registrar (CER)
Niru Uddin, Acting Head of Fitness to Practise (FtP)

C-1809/1	<p>Apologies and declarations of interest</p> <p>The Chair opened the meeting by welcoming both Council and the observers present. Apologies had been received from Keith Richards. Niru Uddin was welcomed to her first Council meeting as Acting Head of FtP.</p> <p>There were no declarations of interest.</p>
C-1809/2	<p>Draft minutes of the meeting of 27 June 2018 and matters arising.</p> <p>The minutes of 27 June 2018 were agreed as an accurate record of the meeting. All matters arising had been completed.</p>
C-1809/3	<p>Chair's report</p> <p>The Chair's report provided an update to Council on the work carried out since June 2018. The policy documents relating to data protection had also been approved by the Chair for publication during the period.</p> <p>The Chair congratulated the staff team on meeting all of the PSA standards in the 2017/18 PSA annual review of performance. She also thanked the previous CER Rosalyn Hayles for her contribution to that result. It was agreed the Chair would write to Ros to formally express thanks to her. The Chair noted that the GCC was</p>

	<p>awaiting the more detailed report from the PSA.</p> <p>The Chair spoke about the GCC transformation programme that she had been supporting as part of her regular meetings with the CER and she thanked Tricia McGregor for the energy and commitment she had shown since the beginning of her term.</p> <p>The Chair thanked the HCPC for their warm welcome and all the support they have given to the GCC.</p> <p>The Chair also noted that Council members had held a very successful training day including a session on financial strategy and a workshop on how Council will live the GCC's values and behaviours.</p> <p>Action: The Chair to write a formal thank you note to Ros Hayles.</p> <p>Action: The GCC to formally extend their thanks to the HCPC for the warm welcome received by the GCC.</p>
C-1809/4	<p>Chief Executive & Registrar's report</p> <p>The CER introduced her report that provided an update on a range of activities since the previous Council meeting. These included external developments in the regulatory environment and collaborative work with other health and care regulators. The report was taken as read.</p> <p>Council members commented how helpful it was to see an analysis of reviews and reports in relation to any actions the GCC needs to take or learning it needs to implement.</p> <p>Discussion took place regarding the Williams review. A query was raised regarding the GCC working with chiropractic professional associations and whether that included the Royal College of Chiropractors (RCC). The CER confirmed that references to the professional associations included the RCC.</p> <p>Also in relation to the Williams review, Council discussed the number of current expert witnesses and what an ideal number of expert witnesses might be. The Acting Head of FtP said the GCC currently had three expert witnesses and that an ideal number would be around ten. The CER added that other recommendations in the Williams review were relevant here, for example being able to include work as an expert witness as CPD could assist in promoting the benefit of taking on this role.</p> <p>It was noted that in the Williams report, in relation to the use of reflective material, the GMC has issued guidance on reflection. The Director of Education, Registration and Standards said that the GCC was part of a group set up by the GMC to take this work forwards.</p> <p>Council supported the work in relation to implementing learning and recommendations from the reviews.</p>
C-1809/5	<p>Finance report</p> <p>Rui Domingues, Financial Consultant for the GCC, joined the meeting to introduce the financial summary. The report presented the management accounts over the period of June to 31st July and provided a forecast for the remainder of 2018.</p>

The CER introduced the finance report and noted that, following changes to the senior management team, the GCC had appointed Rui Domingues as a financial consultant to complete a financial review, strategy and sustainability plan. Part of that work had been to redesign the management accounts to provide greater clarity and assurance. Rui gave particular thanks to GCC staff member Rejitha Jeyasingham for her assistance with this and thanked all GCC staff who had engaged and assisted with the financial review.

A number of key points were noted regarding the financial summary including the planned deficit budget, additional agreed expenditure, for example advertising, structure changes and investing in transformation. It was also noted that the Portfolio hadn't performed as well as forecast and that this would also affect the year end position.

Rui indicated that further work was being completed to finalise the forecast figure, specifically around depreciation, disposal of assets and PCC costs but that these were likely to have a positive effect on the result. He said the deficit position, although larger than budgeted for, was not a surprise and was due to agreed expenditure. Council discussed the significance of repeated deficits and fully supported the ongoing work on to produce a financial sustainability plan.

Council asked whether there had been a period when the GCC was paying rent at Wicklow Street and the HCPC. The CER noted this was the case for a short period from completion of the HCPC lease until the actual move. She also noted that as Wicklow Street was sold at short notice during the period, it had been possible to agree to a set departure date without notice and all dilapidation costs had been waived.

In discussing the £14k decrease in Test of Competence income and the possible effect of Brexit, Council noted that other regulators had also seen a decrease in numbers of registrants from Europe. In discussing registration numbers, the Director of Education, Registration and Standards said that the GCC did ask those registrants who took voluntary removal their reasons for doing so but that more data collection and analysis would be needed to determine the reason for a reduction in numbers. Council also discussed the potential risk of registrants deregistering in light of the advertising cases and the need to monitor this.

Action:

Council asked for further analysis of registration numbers to enable a clearer picture of the reason for movements in the total.

Council noted the financial issues that had been raised by Rui Domingues and agreed that the focus should be on financial strategy and the sustainability plan.

Council said they felt better assured with the improved financial reporting and wanted to record their thanks to Mr Domingues for his work on this.

Performance report

The CER said that performance in FtP was on target and that it would be important that the standard reached was maintained. She also noted that an internal audit of FtP had been carried out. This did not identify any specific concerns or issues.

The CER noted that, as part of the business process review work, the GCC wanted to identify a wider range of performance measures beyond FtP. It would be helpful, and provide greater assurance, if we could identify some leading rather than lagging measures as this would help the GCC to respond more proactively.

The CER said that the team would work with the current performance report to the

	<p>end of the year and would review the style and content of the performance report for 2019.</p> <p>Council asked about progress with the advertising caseload. The CER said that the advertising cases project plan was on track. She said that notifications were being sent in batches to registrants and the Acting Head of FtP said that of the 300 cases received, 188 formal notices had been sent.</p> <p>Regarding the GCC's transformation programme, a question was asked about whether any particular areas were at significant risk of delay. The CER said that the programme was busy and currently on track. It was subject to regular review and was currently felt to be challenging but deliverable. However, she said that if there was any area of risk, it would be around the capacity to deliver the changes and this was being monitored.</p>
C-1809/6	<p>GCC Five year strategy 2018-2023</p> <p>The CER presented this paper, which set out the GCC's strategic direction over the five year period 2019-2023. She noted that Council had seen some emerging drafts of this work. She said the strategy intentionally set out to be more proactive, to collaborate more, to increase satisfaction in services that the GCC delivered, and to develop the profession. These were all areas that were in line with regulatory reform and recommendations from reviews. The strategy also continued to place a strong emphasis on the GCC's duty in relation to FtP and dealing with complaints.</p> <p>She proposed that Council discuss and agree the approach taken and the four overarching aims. She suggested that the more detailed strategic objectives would be subject to further engagement with stakeholders and registrants. Council fully supported the approach of engaging with registrants, patients, professional bodies, education providers and other stakeholders so that the final version of the strategy had been shaped by a range of inputs. It was also noted that the strategy will need to include clearer outcomes as part of the next phase of work.</p> <p>Council discussed the context and approach of the strategy as well as the vision and purpose.</p> <p>Agreed: Council agreed 'Context and approach', subject to the inclusion of 'other' before the word 'stakeholder' and agreed the vision and purpose.</p> <p>Council discussed the four strategic aims and suggested that whilst it fully supported becoming more proactive and 'right touch' it may be difficult to achieve much progress in this area without a change in the law. It was suggested the phrase "...as far as possible within the constraints of our current legislation" was added.</p> <p>Agreed: Council agreed the four strategic aims for 2019-2023 – 'Promote standards', 'Develop the profession', 'Investigate and act', and 'Deliver value' with the caveat that the wording around right touch regulation be amended as described above.</p> <p>Council discussed the strategic objectives in more detail and there was support for the approach. Members made a number of comments and suggestions to this draft section of the strategy.</p> <p>The Chair thanked everyone for their contributions and suggested that Council continue to share their thoughts on the strategy with the Executive team.</p>

	<p>Action: Further engagement on the draft strategic objectives should now take place. Draft five year strategy 2019-2023 to be sent to Council in advance of the December Council meeting so that there was further involvement prior to final approval.</p>
C-1809/7	<p>Remuneration and Human Resources Committee Terms of Reference</p> <p>The Chair of the Remuneration Committee (RemCo) introduced the revised Terms of Reference (ToR). He said that the changes had been designed to strengthen assurance around the GCC's approach to its people across the board. He indicated that specific points from the ToR to note were: 1.3, ensuring the GCC had an overarching people strategy and 2.6, which related to approval of new HR policies. He said the revised Remuneration and HR Committee would take a wider role and have more delegated powers from Council. This would provide better support to the GCC in delivering the new strategy.</p> <p>It was queried whether the Committee had sufficient expertise to take on the wider HR remit and it was confirmed that an HR professional was an independent member. It was agreed that specific legal experience was not required but could be procured as required.</p> <p>Agreed: Council agreed the Remuneration and HR Committee ToR, subject to the inclusion of a term of office of committee members.</p>
C-1809/8	<p>Risk Management Policy and Risk Tolerance statement</p> <p>The CER introduced this item, explaining that the document is recommended by the Audit and Risk Committee (ARC) following work completed over the early summer months on risk and the degree to which levels of risk would be tolerated. She said that the second section of the statement was new to the GCC and had been developed with input from other regulators. The CER suggested that as the document is new to the GCC it would be helpful if it was reviewed in a year's time.</p> <p>The Chair of the AC thanked the CER for the work carried out and said that she supported the recommendation to adopt the statement. Council members discussed the approach being recommended and considered that it would be helpful in supporting decision making and managing risk.</p> <p>Agreed: Council agreed to adopt the Risk Management Policy and Risk Management Statement. Council also agreed that the Statement would be reviewed in a year's time.</p> <p>Council noted that the Chair of AC's term ended in June 2019 and the Council Chair confirmed that succession planning for the Committee is being considered.</p>
C-1809/9	<p>AOB</p> <p>The Chair asked Council members for any feedback on Council meetings. Members commented that the quality and style of the papers had facilitated a clearer focus on key points for consideration. This resulted in a better discussion and stronger assurance.</p> <p><u>Questions from observers</u></p> <p>A question was raised by an observer about whether there was any potential conflict of interest if the GCC was promoting the profession given the need for the GCC, as a regulator, to be impartial. In answer to this, the Chair explained that there was a difference between promoting professionalism versus promoting the</p>

	<p>profession and that the former was the focus in this area of the GCC.</p> <p>A second question was asked about whether the GCC had any evidence to suggest that other back care practitioners who were not on a register were less safe to practise than chiropractors. The CER said that the GCC was not in a position to comment on the safety of practitioners it did not register. However, when a patient sees a registered healthcare practitioner that comes with a set of assurances.</p>
	<p>Date of next meeting: 11 December 2018</p>