

## **Appointment of a lay and a registrant Member to the Council**



### **Information for applicants**

Closing date: **12 March 2025**

Interview dates: **7 and 8 April 2025**

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## Letter from the Chair of the GCC

Dear applicant,

Thank you for your interest in the General Chiropractic Council and in this role.

The GCC is the independent statutory body established by Parliament regulating chiropractic in the UK to protect patients.

I chair the Council, which has a mix of lay and registrant members, all committed to our mission and I look forward to welcoming **two new members (one lay and one registrant)** to the team. Applications for both roles are welcomed from applicants in any part of the UK although one of those appointed (either lay or registrant) must **live or work wholly or mainly in Scotland**.

In addition to serving on the Council, each member contributes to a particular area of the GCC's work, as a Member of a Committee of the GCC in line with our requirements.

We aspire to be an inclusive organisation. A diverse board leads to better governance and decision-making but currently the Council membership does not sufficiently represent the experiences of those we seek to protect. We are under-represented by people from Black, Asian and other ethnic minority communities, women and those with a disability.

There is a wealth of information in this candidate brief. It sets out how the GCC fulfils its statutory duties and regulatory functions. If you would like more explanation about our work or the role, please contact us.

We are holding a webinar at 5pm on Wednesday 19 February to provide further information to those interested. You can register below:

[Register for the webinar at 5pm on Wednesday 19 February.](#)

We follow a rigorous process of recruitment overseen by the Privy Council and the Professional Standards Authority for Health and Social Care. Please ensure that you are available for interview on the dates shown. Our intention is to undertake the interviews in-person at our London office.

I wish you well with your application.

Kind regards,

Jonathan McShane

Chair of Council

## Overview of the GCC

The General Chiropractic Council (GCC) is an independent statutory body established by Parliament to regulate chiropractors in the United Kingdom, Isle of Man and Gibraltar. We are one of ten healthcare regulators, with our activities scrutinised by the Professional Standards Authority. We are the smallest of the healthcare regulators overseeing about 3,800 registrants, with a budget of £3million, employing sixteen staff. The Council comprises (up to fourteen, but currently) twelve members, some lay and some chiropractors. Please refer to our [Annual report and accounts 2023](#).

The vision of the GCC is “*to be a respected regulator of a trusted profession.*”

Our purpose, set out in The Chiropractors Act 1994 (as amended), is:

1. To protect, promote and maintain the health, safety and well-being of the public;
2. To promote and maintain public confidence in the profession of chiropractic;
3. To promote and maintain proper professional standards and conduct for members of the chiropractic profession.

To fulfil our core regulatory functions, we have powers to:

- set the standards approved educational institutions must meet and assure the quality of chiropractic education;
- publish the Code and standards that chiropractors must meet;
- register chiropractors who meet those required standards;
- audit and assure chiropractors’ continuing professional development;
- investigate and take action against chiropractors if they fail to meet our standards;
- protect the title “chiropractor” by investigating and acting on potential breaches from unregistered practitioners.

In addition, the GCC also has a legal duty to develop the chiropractic profession. Only one other regulator has a similar duty to its profession. We work with four chiropractic professional associations and the Royal College of Chiropractors to fulfil this duty.

## The General Chiropractic Council

As the GCC's governing body, the Council is responsible for ensuring that the GCC carries out its core functions while setting the regulator's longer-term strategy to fulfil its statutory duty.

It meets quarterly in public to ensure the functions of the GCC are fulfilled efficiently and effectively, that best use is made of the resources available to the GCC, and that its finances remain sound.

To this end, the Council sets the GCC's strategic direction and works with the Chief Executive and Registrar and his team accountable for the effective and timely delivery of the GCC's strategy, business plan and budget. The Council also supports the effective operation of its statutory committees.

We have a strong and cohesive Council, committed to a bold strategic plan and programme of transformation. Our Council members bring a wide range of skills and experience from both lay and professional backgrounds.

Our Chair, Jonathan McShane, was appointed in January 2024. Jonathan has had an extensive career in health and social care working in senior local and national roles. He works in East London and across England supporting health and care systems as they move towards more integrated ways of working. An Associate with the Local Government Association, he previously represented the LGA as national representative for public health. He has chaired a number of national groups including the Pharmacy and Public Health Forum and the Public Health System Group for Public Health England for several years. He spent eight years as a Cabinet Member for Health and Social Care in Hackney. He has been the Chair of Trustees for the Terrence Higgins Trust, the HIV and sexual health charity, since 2016 and is currently a member of the Chief Executive's Advisory group at the King's Fund. He is an Honorary member of the Faculty of Public Health.

**Our vision:** To be a respected regulator of a trusted profession.

**Our mission:** To enhance professionalism in chiropractic and promote high-quality care that the public can access safely and confidently, by regulating effectively. Our priorities will be informed by the concerns of patients.

## Our values

**Togetherness:** Working as a team within the GCC and with others, appreciating diversity, listening and supporting each other effectively and fairly.

**Achievement:** Working hard towards a common goal, encouraging and supporting each other, fostering improvement and innovation, and celebrating success.

**Accountability:** Taking responsibility, using resources wisely and setting clear, attainable targets.

**Integrity:** Communicating openly and honestly, building mutual respect and trust, having an open mind to reflect and learn lessons.

The Council's Chief Executive and Registrar is Nick Jones, who joined the GCC in February 2019. He has extensive experience of regulation in senior roles in a range of sectors. He believes that effective regulation incentivises improvement and high-quality care for patients: its fundamental purpose.

Nick is supported by three directors: Niru Uddin (Director of Fitness to Practise), Penny Bance (Director of Development) and Joe Omorodion (Director of Corporate Services).



## The role

This is a great time to join the Council as the organisation progresses through an exciting phase of development, in particular in implementing new standards for the profession following the introduction of the new Code of Professional Practice in January 2025.

Council members perform a pivotal role in guiding the GCC as we seek to deliver greater benefit to the public, to registrants and our stakeholders within a changing regulatory environment.

The current vacancy on the Council is for **one lay** and **one registrant** member of Council. One of those appointed must live or work wholly or mainly in Scotland and must remain so during the term of appointment to remain as a Member of the Council.

Applicants for the **registrant** position must be registered with the General Chiropractic Council at the time of application and remain so during the term of their appointment. For this appointment we are looking for a practising chiropractor, seeing patients on a regular basis, involved in the day-to-day running of a clinic.

Applications for the **lay** position are subject to the applicant having never held a qualification which would entitle them to register with the General Chiropractic Council. An analysis of the skills, experience and competencies of current Members demonstrates the Council has a need for more financial expertise and candidates with financial qualifications and experience are sought.

The competencies that applicants must demonstrate in their application are set out in the **role specification and competencies** at [Annexe 1](#).

The successful candidate is expected to join the Council from **1 August 2025**.

Council members are also expected to become a member of one or more committees of the Council: The Education Committee; the Human Resources and Remuneration Committee; or the Audit and Risk Committee. Members are also asked to sit on ad-hoc working groups from time to time.

The appointment is for a period of four years. Re-appointments can be made at the end of the first period of appointment for a further period of up to four years, subject to satisfactory annual appraisals and the needs of the GCC. However, there should be no expectation of automatic re-appointment.

All posts are accepted subject to the possibility of their term of appointment being varied or the appointment being terminated as a result of a decision taken to reduce the size of the Council.

## Time commitment

Members can expect a time commitment of approximately fifteen days per annum, including travelling time and time spent preparing for meetings.

The Council convenes quarterly public meetings held alternately at the GCC offices in Kennington, South London and virtually, on-line. Private sessions of Council usually take place on the same day as the Council meeting. There are also additional meetings for strategy, training and development.

### **Remuneration**

Members of Council currently receive annual remuneration of £7,800. No additional payment will be made for preparation or travelling time. Remuneration is taxable under Schedule E and subject to Class 1 National Insurance contributions. It is not pensionable.

***NB. Impact of appointment on people in receipt of benefits: your appointment may have an effect on your entitlement to benefits. If you are in receipt of benefits you should seek advice from the Benefits Agency or visit the DWP website - <http://www.dwp.gov.uk>***

### **Expenses**

Members are eligible to claim allowances, at rates set by the GCC, for travel and subsistence costs necessarily incurred on Council business.

### **Training and development**

Appropriate training will be provided. An induction programme for the successful candidates will commence on appointment.

### **Performance appraisals**

Members' performance in carrying out their role is assessed by the Chair of Council annually, using as a basis the 'Competencies for members of Council' (attached as Annexe 1). Appraisals comprise written self-assessment, peer evaluation, and a review meeting with the Chair.

### **Diversity and equality of opportunity**

Diversity in recruitment has significant benefits for us all. Diverse teams make for a broad spectrum of perspectives, experiences, and ideas, leading to more viewpoints and innovative and creative solutions to problems. We promote and value that and know that diverse teams are better equipped to understand and serve and meet the needs of our stakeholders, doing so inclusively.

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. The GCC aims to be as diverse as the public it protects and is committed to implementing the Act in all recruitment and selection activity.

We welcome all applications regardless of sex, age, disability, race, faith, sexual orientation, marriage or civil partnership status, pregnancy and maternity status or gender reassignment.

The Council is under-represented by people from Black, Asian and other ethnic minority communities, women and those with a disability. The GCC is disability confident committed and disabled applicants meeting the minimum criteria for the role will be interviewed.

Reasonable adjustments will be made at interview and in post for any individual who requires them.

As part of their application, candidates are asked to complete the Equality, Diversity and Inclusion (EDI) Monitoring Form. Providing this information is optional, but we would be grateful for your cooperation as it will assist the GCC to assess whether equality of opportunity is being achieved. Information collated from the monitoring forms will not be used as part of the selection process and will be treated as strictly confidential.

### **Standards in public life**

Members are expected to demonstrate high standards of corporate and personal conduct including impartiality, integrity and objectivity in the execution of the role and responsibilities. To ensure that these values are maintained by those in public service, all those appointed are required to subscribe to a code of conduct on appointment. The current **Code of Conduct for Members** is included at [Annexe 2](#).

Any actual or perceived conflicts of interest will be fully explored by the selection panel at interview. If you are successful in being appointed, you should note the requirement to declare any conflict of interest that arises in the course of GCC business and the need to declare any relevant business interests, positions of authority or other connections with organisations relevant to the business of the GCC. Further information can be found in [Annexe 3](#). Applicants must also confirm that they understand the standards of probity required by public appointees outlined in “**The seven principles of public life**”, at [Annexe 4](#).

Applicants should be aware that this post is a public appointment, rather than a job, and is therefore not subject to the provisions of employment law.

### **Eligibility and disqualification for appointment**

Appointments to most public bodies are governed by regulations, which include details of the circumstances in which an individual may be disqualified from holding office. For the GCC these are set out in a statutory instrument to the Act. [Annexe 5](#) attached lists the main circumstances in which an individual is disqualified from being appointed as a member of Council and applicants must have regard to this – which includes aspects relating to Fitness to Practise record - before applying.

## Recruitment process

As a body mandated by Parliament, the GCC refers to the Privy Council for the ultimate decision on Council appointments. Furthermore, the recruitment process is subject to scrutiny by the Professional Standards Authority (PSA) in recommending for Privy Council approval any candidate for appointment. The Authority advises Privy Council on whether it can have confidence in the GCC process but does not make decisions.

As several offices are involved in the appointment process, timescales may be longer than many candidates are accustomed to. Any changes to this vacancy will be communicated on the relevant page on the GCC website: [www.gcc-uk.org](http://www.gcc-uk.org).

Following four weeks of public advertisement, the closing date for receipt of completed applications is **Wednesday 12 March 2025 at 5.00pm**.

Applications will be assessed by the following selection panel:

- Jonathan McShane, Chair of the Council and Chair of the panel
- Aaron Porter, lay member of the Council
- Elisabeth Angier, registrant member of the Council
- Paul Grant, independent member

Your application and CV will be assessed against the **competencies** set out in the *Role specification and Competencies for Members of Council* at [Annexe 1](#), below. Incomplete or late applications will not be considered by the panel.

### The responses you give will be scored from 0-5:

0	being that you have provided no evidence to demonstrate that you meet a key skill
1	being that there is very poor evidence
2	being poor evidence
3	being acceptable evidence
4	being strong evidence
5	being very strong evidence

By **21 March 2025** the panel will have made a decision about which candidates will be invited to interview. Unfortunately, we will not be able to provide individual feedback to unsuccessful applicants. If invited for interview, we will ask whether you require any reasonable adjustments to be made to facilitate your engagement in the recruitment process. **Interviews** will take place on **7 and 8 April 2025** at our office in London, with reasonable travel expenses paid as receipted. If you are unable to attend that day it is unlikely that alternative arrangements can be made.

At interview, you will be asked to make a short presentation on a subject notified in advance. The panel will then ask further questions about your experience and how you meet the competencies ([Annexe 1](#)) required. You will have the opportunity to discuss the process of interview beforehand. Our objective is to be able to see you in the best light possible, and for it to be a positive experience.

We will inform the successful candidate that they have been **recommended** for appointment only following the completion of checks. This will include:

- the receipt of two satisfactory references;
- social media (including Facebook/LinkedIn/Instagram/Twitter) review;
- Google searches
- insolvency and disqualified Director's check;
- other checks relating to professional disciplinary record, convictions, and other appointments.

Following its consideration, informed by advice from the Professional Standards Authority about the process we used to select the recommended candidates, the Privy Council will write to the successful candidate with the formal offer of appointment.

Upon acceptance, we will make follow-up contact with the appointee regarding terms and induction arrangements.

All candidates interviewed will be notified of the outcome once the final decision has been made which we expect to be in June 2025.

The successful candidates will be expected to commence as a member of the General Chiropractic Council from 1 August 2025 and be able to attend the meeting of Council on 2 October 2025.

We will keep candidates who are interviewed informed of any significant changes to this schedule. Furthermore, we will offer shortlisted candidates who are interviewed the opportunity to receive feedback following the appointment being made.

Further advice about the appointment and the process can be provided by Nick Jones, **Chief Executive and Registrar**, [n.jones@gcc-uk.org](mailto:n.jones@gcc-uk.org).

## Completing your application

The deadline for completed applications is **12 March 2025 at 5.00pm**

To apply, please complete [the online application form](#).

As you complete the form you will be required to upload a **Curriculum Vitae** (a maximum of three sides A4 and minimum font size 12pt) with education and professional qualifications and full employment history.

You will also be required to provide the details of two professional referees which, where applicable, should include a current or recent employer.

The form also contains questions on the competencies set out in Annexe 1 that you are asked to address. In completing your response to each question in the application form, you may wish to consider utilising the [STAR method](#).

Finally, you will be asked to complete the Equality, Diversity and Inclusion (EDI) Monitoring Form. Providing this information is optional, but we would be grateful for your cooperation as it will assist the GCC to assess whether equality of opportunity is being achieved.

## Annexes

1. [Role specification and competencies for Members of Council](#)
2. [Code of Conduct for Members of the General Chiropractic Council](#)
3. [Guidance on conflicts of interest – Professional Standards Authority \(PSA\)](#)
4. [The seven principles of public life \(Nolan Principles\)](#)
5. [Excerpt from Constitution Order \(2008 No. 3047\) regarding disqualification from appointment as a Member.](#)

## Have a complaint?

The GCC is committed to receiving, responding swiftly to and learning from complaints about our service as part of our commitment to continuously improve the service we offer. If you are dissatisfied about any aspect of this recruitment campaign – the process; administration; timeliness; standards of service or the decision you can complain to us. You can find details of how to do this [on the GCC website](#).

## Annexe 1: Role specification and Competencies

Role title:	Member of the General Chiropractic Council
Reports to:	Chair, General Chiropractic Council
Term:	Four years
Remuneration:	£7,800 per annum

The member's responsibilities derive from the role of the Council. They are:

### **1. To deliver the statutory purpose of the GCC by ensuring that the Council:**

- Has effective arrangements to protect the public and ensure patient safety;
- Sets the strategic direction of the GCC through the specification of its vision, values, aims, objectives, key performance indicators and targets;
- Decides and regularly reviews the GCC's strategic policies;
- Holds the Executive to account for the effective and timely delivery of the GCC's vision, values, aims, objectives, targets and policies, providing appropriate challenge and support;
- Has adequate qualitative and quantitative means in place to monitor effectively the GCC's performance and to assure itself of the validity and reliability of the monitoring information it scrutinises;
- Is accountable to the public and key stakeholders and engages with them effectively in the development of its regulatory functions;
- Regularly looks to the future and anticipates issues and opportunities affecting or potentially affecting the GCC's statutory purpose.

### **2. To achieve effective application of the GCC's resources and sound finances by ensuring that the Council:**

- Has adequate policies in place for the effective recruitment, retention and deployment of appropriately skilled staff, who are its key resource, and for the maintenance of their morale and development of their performance;
- Has adequate policies, controls and processes in place to remain solvent as a going concern;
- Monitors regularly and effectively its current and forecasted future financial performance, and has adequate means in place to assure itself of the validity and reliability of the financial data it scrutinises;
- Assesses regularly the use made of its assets and other non-staff resources and deploys them effectively to best meet the GCC's needs.

### 3. To achieve good governance by ensuring that the Council:

- Sets standards of conduct which support the GCC's values and determines the actions of the Council and of the Executive;
- Takes collective responsibility for its decisions and for their effective delivery and evaluation;
- Has an effective scheme of delegation which supports and reinforces the respective roles and responsibilities of the Council and ensures that the Executive is advised of, and alerted to, issues which affect or potentially affect the GCC's effective performance and addresses such issues seriously when raised;
- Regularly reviews its own performance objectively and acts on its conclusions;
- Has objective and impartial arrangements in place to appoint a Chair and Council Members who are of high quality and to ensure their effective appraisal and development of their skills and abilities after appointment – and has comparable arrangements for re-appointment of current Members who are eligible.

### Competencies for Members of Council

All Council members should meet the following competencies. Applicants must set out how they meet these **essential** requirements:

#### 1. Public interest and engagement

- demonstrates an understanding of and commitment to high personal standards as set out in the Nolan principles of public life
- commitment to protection of the public and patients
- commitment to engagement with the patients and the public
- demonstrates commitment to the GCC's statutory duty under the Equality Act 2010

#### 2. Strategic direction

- understands the functions of governance and how they apply to the statutory duties of the GCC
- demonstrates an awareness of the chiropractic profession and the healthcare context in which it operates
- able to set the strategic direction of an organisation, plan its delivery, monitor performance effectively, provide critical support and challenge constructively
- exercises sound judgement

#### 3. Analytical thinking and judgement

- thinks clearly, analytically and creatively
- sees the big picture as well as the detail
- makes sense of complexity whilst being comfortable working with uncertainty
- weighs up other people's ideas and has own ideas
- reviews objectively own and organisation's performance and acts on the results

#### **4. Team working**

- builds constructive relationships and works effectively in a team
- accepts and promotes all decisions of the Council
- understands and respects the different roles of the non-executive and executive functions
- takes on work and responsibility equally with others in various committee roles

#### **5. Holding to account**

- accepts own accountability while holding the executive and other members to account
- probes and challenges effectively
- understands means by which accountability is given and exerted
- scrutinises performance, provides effective oversight and manages risks

#### **6. Effective influencing and communication**

- well-prepared for discussion and decision
- respects the views of others
- able to influence and persuade others
- debates cogently
- uses evidence to support views, welcomes change to achieve improvement

The ability to speak Welsh is not necessary for either of the roles.

#### **Additional requirements:**

In relation to this recruitment exercise we seek applicants for at least one of the roles with financial management expertise, for example:

- Holds a recognised accountancy qualification (e.g., ACCA, CIMA, ACA, or equivalent) with experience in preparing and analysing management accounts.
- Able to interrogate and interpret complex financial information to support decision-making.
- Knowledge of investment principles and practices, including portfolio management and risk assessment.
- Experience in financial forecasting, budgeting, and strategic planning.

For registrants, we seek applicants who practise as a chiropractor seeing patients routinely, with experience and capability and able to demonstrate:

- Skills and insights gained in a clinic, amongst a team, possibly within a multi-disciplinary setting;
- Commercial awareness with the ability to scrutinise financial performance information identifying questions that arise;
- Involvement or interest in the development of the wider profession.

Applicants with such skills and experience must set out how they meet the competencies for Members of Council and the additional requirements above.

## **Annexe 2: Code of Conduct for Members of the General Chiropractic Council Corporate Responsibilities**

- 1) Members of Council are appointed to perform the statutory duties of the Council set out in:
  - i) The Chiropractors Act 1994 and associated Statutory Instruments
  - ii) All other legislation which imposes general or specific duties on the Council as a public body and as an employer.
- 2) Members of Council have corporate responsibility for ensuring that the Council complies with any statutory or administrative requirements for the use of its funds.
- 3) The Council is accountable to the public and the Crown through Parliament and the Privy Council.

### **Duties of individuals**

- 4) Members must demonstrate their adherence to the principle of collective responsibility in respect of all decisions made by the Council and by any Council committee or working group to which they may be appointed.
- 5) In respect of advice or recommendation to the Council, Members of the committee or working group concerned should express their individual view as Council Members only when they wish to act on their own conscience in relation to a serious issue arising from the relevant committee or working group's advice. Views on such issues should be expressed in a responsible manner, the chair of the committee having been notified beforehand.
- 6) Members must make themselves reasonably available for service on the Council and any of its committees and working groups to which they may be appointed.
- 7) Members must ensure that all their decisions and actions safeguard the Council's reputation and maintain public confidence in professional regulation.
- 8) Members must notify the Chief Executive & Registrar if they:
  - a) have been adjudged bankrupt or have made a composition or arrangement with their creditors
  - b) are a person to whom a moratorium period under debt relief order under part VIIA of the Insolvency Act (debt relief orders) applies, or are the subject of a debt relief restrictions order or an interim debt relief restriction order under Schedule 4ZB to that Act (debt relief restrictions order and undertaking)
  - c) have been convicted in a court of law of a criminal offence
  - d) have been found guilty of misconduct by another professional or regulatory body

- 9) When members receive information identified as confidential to the Council, they must observe that confidentiality.
- 10) Members must complete and maintain their entry in the Council's Register of Members' Interest and declare any related party transactions.
- 11) Members must be committed to the development and demonstration of the competencies required for the effective performance of their role on Council and on any of the Council's committees.
- 12) In performing their statutory duties, members must uphold the seven principles of public life - the Nolan principles (attached at [Annexe 4](#)).

### Annexe 3: Guidance on conflicts of interest<sup>1</sup>

The General Chiropractic Council would consider the following examples of significant conflict of interest for a candidate for appointment to public office. This list is not exhaustive.

- holding office on another health and care professional regulatory body;
- holding office on a professional organisation whose role is relevant to the regulator's role or a non-departmental public body such as NHS England or Health Education England;
- holding other appointments/positions of any sort which collectively mean the individual is unlikely to be able to commit the required time to the regulator;
- having a financial interest in a business providing services to the regulator;
- holding a current prominent position within a political party, in particular, but not exclusively with regard to health, as collective responsibility will apply.

These types of conflicts are likely to require candidates to relinquish other roles as a condition of appointment to the Council.

Due diligence and media checks for historic conflicts of interest, particularly political, and the possible perception of a remaining conflict of interest will be conducted. In considering these issues the selection panel will consider whether these have the potential for undermining confidence in the independence of the GCC and its ability to inspire confidence that it regulates in the public interest.

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<sup>1</sup> *Good practice in making council appointments*, Professional Standards Authority for Health and Social Care, July 2022. p33.

## **Annexe 4: The seven principles of public life**

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life were first identified by the Nolan Committee in its first report on standards in public life in May 1995 (the Nolan principles) and updated by the Committee on Standards in Public Life in its report of January 2013, *Standards Matter*. The seven principles of public life are:

### **Selflessness**

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

- Members of the public and members of the chiropractic professions are entitled to expect that you make decisions based on your conscientious assessment of what is in the public interest, without regard to your own interests or those of other organisations or individuals.
- Do not exploit your association with the GCC for your own gain or that of others and avoid any situation in which you might - even accidentally- give the impression that you are in a position to trade influence or access.
- If you have any involvement with a chiropractic business or organisation whose value, prospects or well-being might be affected by GCC decisions or policies, take responsibility for ensuring that your motivation and actions could not be challenged.

### **Integrity**

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

- Do not accept payments, gifts, hospitality or favours where the nature of the person or organisation concerned, or the circumstances of the exchange, could give rise to a concern about your integrity.
- Do not put yourself - or allow others to put you - in a position in which your advancement or personal interests, or those of anyone close to you, could be seen as being linked to any decisions or actions you might take in the course of your GCC work.
- Assess your own behaviour by reference to these standards and make sure that you are seen to be following them.

### **Objectivity**

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

- When making recommendations and decisions, do not allow any non-GCC interests to influence the choices you make.
- Consider available options on their merits. Do not allow yourself to confuse the interests of the chiropractic profession, or any other particular sector of society, with the public interest.
- Take full account of all available evidence which is relevant to the decision you have to make in the course of your GCC work. This can include evidence of the opinions, wishes and concerns of people who may be affected by the decision. Make sure that you can distinguish clearly between the weight which is properly given to such evidence, and any undue, inappropriate or undeclared influence.

### **Accountability**

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

- You have a responsibility to explain your actions when asked. Engage constructively and positively with appropriate opportunities to explain the ways in which you have managed your interests.
- If you are asked about an interest, or the way in which you have managed it, avoid taking a defensive or narrowly legalistic approach.

### **Openness**

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

- Make a full and open declaration of interests when asked to do so. If in doubt about whether or not you need to declare an interest, err on the side of openness and let others make an assessment of relevance. Perceptions vary, and you may not be best placed to make an objective assessment in your own case.
- Complying with the formalities is important but is not enough on its own. Take active steps to assure yourself that those who need to know about your interests on any particular occasion are aware of the situation.
- Demonstrate that you are open not only to disclosing any interests you may have but also that you are open to discussing their significance. Reflect on any feedback and advice you receive and act on any learning points that emerge from your experience and the views of others.

### **Honesty**

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

- In all that you do on behalf of the Council, demonstrate the same high standards of professionalism and personal probity which the Council expects of registered chiropractors.
- Answer any questions asked of you about your interests truthfully and in a spirit of openness.

## **Leadership**

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

- Let your approach to managing your interests provide an example of good practice within the Council, enhancing the Council's standing as a model of good practice for the chiropractors we regulate.
- Provide leadership by ensuring that your actions match the words which we have agreed to live up to. Speak and act in ways which promote and encourage a culture of open discussion about issues concerning interests. Help promote a culture of accountability, in keeping with the spirit of this guidance.
- Support others with leadership roles within the Council, so that they are empowered and supported to fulfil their responsibilities on behalf of the whole organisation, in the public interest.

## Annexe 5: Disqualification from appointment as a member

A person is disqualified from appointment as a member of the General Council if that person

(a) has at any time been convicted of an offence involving dishonesty or deception in the United Kingdom and the conviction is not a spent conviction;

(b) has at any time been convicted of an offence in the United Kingdom, and

(i) the final outcome of the proceedings was a sentence of imprisonment or detention, and

(ii) the conviction is not a spent conviction;

(c) has at any time been removed

i) from the office of charity trustee or trustee for a charity by an order made by the Charity Commissioners, the Charity Commission, the Charity Commission for Northern Ireland or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity

(aa) for which the person was responsible or to which the person was privy, or

(bb) which the person by their conduct contributed to or facilitated, or from being concerned with the management or control of any body;

(d) has at any time been removed from office as the chair, member, convenor or director of any public body on the grounds, in terms, that it was not in the interests of, or conducive to the good management of, that body that the person should continue to hold that office;

(e) at any time has been adjudged bankrupt or sequestration of the person's estate has been awarded, and

(i) the person has not been discharged, or

(ii) the person is the subject of a bankruptcy restrictions order or an interim bankruptcy restrictions order under Schedule 4A to the Insolvency Act 1986(c) or Schedule 2A of the Insolvency (Northern Ireland) Order 1989(d) (which relate to bankruptcy restrictions orders and undertakings);

(f) has at any time made a composition or arrangement with, or granted a trust deed for, the person's creditors and the person has not been discharged in respect of it;

(g) is subject to

(i) a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986(e),

(ii) a disqualification order under Part II of the Companies (Northern Ireland) Order 1989(f) (company directors' disqualification),

(iii) a disqualification order or disqualification undertaking under the Company Directors Disqualification (Northern Ireland) Order 2002(g), or

(iv) an order made under section 429(2) of the Insolvency Act 1986(h) (disabilities on revocation of a county court administration order);

(h) has been included by

- (i) the Independent Barring Board in a barred list (within the meaning of the Safeguarding Vulnerable Groups Act 2006(i) or the Safeguarding Vulnerable Groups (Northern Ireland) Order 2007(j)), or
- (ii) the Scottish Ministers in the children's list or the adults' list (within the meaning of the Protection of Vulnerable Groups (Scotland) Act 2007(k));

(i) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by any licensing body, the final outcome of which was—

- (i) the person's suspension from a register held by the licensing body, and that suspension has not been terminated,
- (ii) the person's erasure from a register held by the licensing body or a decision that had the effect of preventing the person from practising the profession licensed or regulated by the licensing body, or
- (iii) a decision that had the effect of only allowing the person to practise that profession subject to conditions, and those conditions have not been lifted;

(j) has at any time been subject to any investigation or proceedings concerning the person's fitness to practise by the General Council, in the course of which or where the final outcome was that

- (i) the person's registration in the register was suspended (including by an interim suspension order) and the order imposing that suspension has not been lifted,
- (ii) the person was removed from the register (for a reason connected to the person's fitness to practise), or
- (iii) the person's registration in the register was made subject to an order imposing conditions with which the person must comply (including by an interim condition of practice order) and that order has not been lifted;

(k) has at any time been subject to any investigation or proceedings relating to an allegation that the person's entry in the register was fraudulently procured

- (i) in the course of which the person's registration was suspended and that suspension has not been terminated, or
- (ii) the final outcome of which was the removal of the person's entry in the register;

(l) is or has been subject to any investigation or proceedings concerning the person's fitness to practise by

- (i) any licensing body, or
- (ii) the General Council, and the Privy Council is satisfied that the person's membership of the General Council would be liable to undermine public confidence in the regulation of registrants; or

(m) has at any time been convicted of an offence elsewhere than in the United Kingdom and the Privy Council is satisfied that the person's membership of the General Council would be liable to undermine public confidence in the regulation of registrants.