



**General
Chiropractic
Council**

GENERAL CHIROPRACTIC COUNCIL

Annual Report and Accounts 2020

General Chiropractic Council Annual Report and Accounts

For the year ended 31 December 2020.

Presented to Parliament pursuant to sections 41A and 41(5) of the Chiropractors Act 1994, as amended by The Health Care and Associated Professions (Miscellaneous Amendments) Order 2008.

The General Chiropractic Council (GCC) is the independent regulator of UK chiropractors. The GCC is accountable to Parliament and subject to scrutiny by the Professional Standards Authority (PSA). The GCC's statutory duty is to develop and regulate the profession of chiropractic, thereby protecting patients and the public.

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This publication is available from the GCC's website at **www.gcc-uk.org**

Contents

About the GCC	6
Foreword	8
We promote standards	11
We investigate and act.....	14
We develop the profession.....	17
We deliver value	18
2021 business plan	22
Legal and administrative details	23
2020 Financial report	24
2020 Financial statements.....	30
Notes to the accounts.....	33
Governance	44



About the GCC

The GCC was established as a result of The Chiropractors Act 1994 but remains independent of government and the chiropractic profession. The Health and Social Care (Safety and Quality) Act 2015 implemented new overarching objectives across health and care regulators, which reinforced the role of regulators to:

- Protect, promote and maintain the health, safety and wellbeing of the public
- Promote and maintain public confidence in the profession of chiropractic
- Promote and maintain proper professional standards and conduct for members of that profession

The GCC has a duty within its Act to develop the profession.



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Foreword

From the Chair of the Council

This is a report of a most unusual and challenging year. It started positively, with us looking forward to building on the successful delivery of our 2019 business plan, the first year of the GCC's new strategy. The arrival of COVID-19 demanded an urgent reappraisal of how we would carry out the GCC's regulatory duties in circumstances that have had a profound impact not simply on our working practices but on the lives and livelihoods of registrants, our staff and the entire population. As the pandemic endures into 2021, those challenges continue.

I pay tribute to the efforts of registrants throughout the year, ensuring assessments of risk were undertaken, protecting patients and staff alike and minimising the transmission of the virus. Initially pausing activity and then, as appropriate, continuing to offer care to patients in difficult circumstances, where patients' opportunities to access health service care were reducing. At the same time, as in other areas of our life, disruption has brought about innovation, for example in the consideration of alternative models of care such as telehealth (or virtual) provision, welcomed by many patients.

The GCC issued clear and frequent advice during the pandemic, as a regulator. Firstly, in February 2020 there was a focus on the importance of patients' safety and any implications affecting registrants' ability to practise. Then, in March, we were able to communicate that the government exempted chiropractors (amongst other regulated health and social care professions) from the obligation to close. A heavy responsibility is placed upon registrants to make careful decisions as to care provided. We issued a joint statement with the other professional regulators committing to take a proportionate approach in our work: one that considers the context in which care is provided in the event of having to investigate complaints brought about by a registrant's departure from established procedures.

Regrettably the GCC received several complaints from patients and others that a number of registrants had claimed or implied that spinal adjustment and/or manipulation may protect patients from contracting COVID-19, boosting the immune system or aiding recovery. No credible scientific evidence supports this and we took regulatory action in response, issuing a statement in March as to our expectations. This was fully endorsed by the four chiropractic associations and the Royal College of Chiropractors.

I know that the year has taken its toll on many: the restrictions and discomfort of personal protective equipment (PPE); the strict and necessary cleaning regimen; concerns as to the guidance on permitted activities and expected requirements; and, of course, the financial uncertainty caused by 'lockdown'

and disruptions affecting the numbers of patients treated. I pay tribute to chiropractors for their resolution, hard work and forbearance. I also acknowledge the work of the professional associations and bodies in ensuring the availability of useful and timely information.

Our first Council meeting of the year in March was affected, with most members video-conferencing, and all subsequent meetings were held virtually and in public. The online environment that we have all got used to is effective but equally does not allow for a depth of interaction. The Council has compensated by adding additional meetings to its schedule, keeping abreast of fast-moving developments, and also by taking a range of opportunities to stay connected with the executive team.

I want to express the Council's appreciation and gratitude to the GCC's staff, led by Nick Jones, for the way in which they have responded to the extraordinary challenges of the year. The operations of the GCC switched to 'home-working' in March and the team has demonstrated commitment and flexibility in the way they have continued to deliver important work. We have not been able to do quite all we would have liked and some development projects have moved into 2021. There has however been substantial achievement of the business plan objectives. This report goes on to set those out in more detail.

As I reported last year, without changes to the legislation underpinning how the GCC carries out its work, there are risks to our ability to fulfil public protection duties. At the end of 2019, government came forward with its proposals for regulatory reform, potentially enabling necessary changes to our rules. However, during the year no discernible progress was made and the Council has placed on record its concerns.

Finally, the start to 2021 has been equally demanding. The Council is determined to continue its implementation of the GCC strategy: carrying out our regulatory work well and more efficiently; promoting good standards and professionalism; and using new research findings as the foundation for meeting patient and public expectations around chiropractic treatment.



Mary Chapman
Chair, General Chiropractic Council

From the Chief Executive and Registrar

A most challenging year, of course, and this report sets out our performance. Our business plan for 2020 set out our ambitions as regards our core work and the changes and improvements we wanted to see – making an impact on the profession and in turn patients and the public, and in the way we do our work.

In December, the Council considered the year and, despite the challenges of the pandemic and the additional responsibilities this entailed, a very creditable account of performance was received:

- Complaints about the conduct and behaviour of chiropractors were handled efficiently and effectively reducing time spent by over 10% on average, with a 16% increase in numbers compared to 2019
- The Professional Conduct Committee concluded six cases, a similar number to previous years despite the necessity of holding these on a virtual basis
- Two new educational programmes were approved, with the new undergraduate programme at Teesside University getting underway successfully in September 2020
- Registrants submitted evidence of their continuing professional development, with a focus on first aid skills and knowledge, enhanced by training where necessary, with submissions reviewed showing encouraging results and lessons learned fed back to the profession in early 2021
- In relation to our change and improvement projects, 18 were completed, six in progress due for completion in early 2021 with five projects deferred in June 2020 further to re-prioritisation of activities driven by the pandemic – with two projects carried forward as part of the business plan for 2021. In particular, there is more work to do to complete a review of imaging and we hope to consult on the findings in 2021
- The annual business plan to deliver the next phase of the GCC strategy was agreed by the Council at its meeting in December 2020, setting out an ambitious set of objectives. I look forward to working with the Council, our staff team, stakeholders, partners, and patients to make good on those.

In doing so I record my gratitude to the GCC team for their commitment. The move to home-working took place seamlessly and with a minimum of disruption.

The annual review of GCC performance by the Professional Standards Authority (PSA) was received, and we were pleased that our renewed way of working in 2019/20, was recognised. The PSA identified areas for improvement in the way we go

about ensuring equality, diversity, and inclusion. We agree and have set out on a programme of improvement. Our starting point is listening to the experiences of our stakeholders (registrants, staff and public) to inform our practices and policy; I am encouraged by our early progress.

Finally, we see instances of where care goes wrong and we must investigate carefully and act appropriately – our duty is to protect the public. Instances of unprofessional conduct are rare. I recognise the challenging climate for chiropractors and convey my gratitude for their work and care, in this most difficult of years. We were pleased to see a small increase in the number registered in 2021; a sign that the profession is buoyant and ready to face the next set of challenges.



Nick Jones

Chief Executive and Registrar,
General Chiropractic Council

The Council approved its five-year strategy in December 2018. The four strategic aims and objectives underpinning each and the activities for 2021 are shown below.

GCC STRATEGY 2019 - 2023

 WE PROMOTE STANDARDS We will set, assure compliance and promote educational, professional & registration standards alongside lifelong learning	 WE DEVELOP THE PROFESSION We will facilitate collaborative strategic work to support the profession in its development	 WE INVESTIGATE AND ACT We will take right touch action on complaints, the misuse of title or where registration standards are not met	 WE DELIVER VALUE We will be a great place to work, work together and deliver effective/ efficient services
Our assurance and support of education provision will reflect best practice in education and healthcare	Our contribution to creating a clearer shared professional identity will help enhance the profession's development of its identity and reputation	Our development of more 'right touch' fitness to practise approaches will provide assurance that appropriate action/support has taken place to ensure patients are safe	Our culture, values and people development will make us an employer of choice
Our assurance and support of continuing professional development will facilitate best practice lifelong learning	Our support for further research and clinical governance work will assist the profession in building the available evidence base for chiropractic care	Our focus and transparent work on protecting the title 'chiropractor' will provide clarity to the public and registrants	Our financial planning and use of resources will provide a secure future for the GCC
Our continued development of professional and registration standards will ensure those standards are relevant and meaningful	Our involvement in a profession- wide development strategy will support the profession to play its part in the wider/ national health and well-being system	Our approach to decisions on registration standards will provide clarity to the public, students and registrants	Our effective procedures, processes and IT will provide staff, chiropractors and the public with an efficient modern experience
Our publicity on the benefits of seeing a registered chiropractor will promote confidence in the public and patients	Our communication of guidance and policy will support chiropractors and the profession to deliver great care	Our sharing of learning and intelligence from complaints will support registrants in preventing issues and concerns	Our communication, engagement and collaboration will build confidence and trust

We promote standards

Education

All chiropractors graduating from a UK educational institution will have completed a Masters of Chiropractic degree programme, studying a wide range of theory and practical skills. The training also includes hands on clinical experience so that students become proficient chiropractors before graduation.

Education institutions offering recognised chiropractic qualifications:

- AECC University College
- London South Bank University
- McTimoney College of Chiropractic - Abingdon and Manchester sites
- Teesside University
- Welsh Institute of Chiropractic - University of South Wales

Approving degree programmes in 2020

Two new programmes were approved in 2020: a MSci (Hons) course at Teesside University and MSc (Chiropractic) 2 Year Pre-Registration course at AECC University College. Both received Privy Council approval and commenced in September 2020.

The University of Central Lancashire (UCLan) informed the GCC of its intention to defer a new programme until September 2022, having already made its programme submission, which was considered by the Education Committee in November 2020.

The AECC University College made a programme submission for its MChiro (Hons) and the analysis by education visitors was considered by the Committee in November 2020.

The proposed new programme in Scotland with The Scottish College of Chiropractic Charitable Trust (SCCCT) and its validating partner, Buckinghamshire New University, is proceeding through the approval procedure.

The third annual monitoring visit (undertaken virtually) to London South Bank University took place in October 2020.

The GCC continued to work more closely with the European Council on Chiropractic Education to strengthen the way it approves education programmes.

Student engagement

In 2020 the GCC worked with staff and students at the education institutions to implement the GCC's Student Engagement Strategy. Core activities involving cohorts of students included induction talks, presentations to those

preparing to graduate, and as part of monitoring visits. The GCC also met with new students on their induction weeks who welcomed the opportunity to engage with the GCC and better understand its work. The Education Committee was pleased to welcome students from different year groups from all the education providers to its virtual meeting in November to hear first-hand insights of their experiences during the pandemic.

Education provision and COVID-19

The COVID-19 pandemic had a major impact on the provision of chiropractic education in 2020. Initially, all chiropractic educational institutions suspended face-to-face teaching and closed all teaching clinics. The GCC remained in regular contact with the education institutions during the pandemic regarding their plans and assessments of risks undertaken to ensure the protection of patients, students, staff and the wider community. All education institutions worked together to find common solutions and provide some consistency for all students, especially those coming to the end of their final year so that they could be assessed and graduate.

Research

In collaboration with General Osteopathic Council the GCC has been carrying out a review into the role of patients in osteopathic and chiropractic education, so as to support the educational institutions in the further development of patient involvement in education and training. This includes curriculum, assessment and governance, as well as patient feedback. The results will be taken forward following a planned joint workshop in March 2021.

Test of Competence (ToC)

Chiropractors wishing to practise in the UK and who hold a chiropractic qualification achieved outside the United Kingdom must pass the Test of Competence. Since it was launched in 2015, the GCC has continued to review the ToC process and has listened to patients, the profession and applicants about the benefits and challenges of the process. The External Examiner appointed to review the process concluded in her report that, overall, it operated smoothly, standards were maintained and public safety assured.

Due to the pandemic the GCC quickly moved to holding ToC interviews virtually and was able to meet the demand from applicants throughout 2020. Virtual interviews will continue into 2021.

Continuing Professional Development (CPD)

Continuing Professional Development is an ongoing aspect of professional practice and chiropractors must keep their professional knowledge and skills up to date. Following the introduction in 2019 of a revised CPD summary form with structured questions on reflection (the concept of learning from experience, thinking about what you did, what happened, and what you would do differently next time) a review was undertaken looking at all the CPD summary submissions. This explored the nature of those learning activities on which registrants decided to reflect and to determine the extent to which they were able to demonstrate a reflective approach to their professional development. Information and learning points from this review were published for the benefit of registrants.

For the CPD year 2019-20 registrants were asked to reflect on their first aid skills and knowledge and to undergo training if

they recognised they needed to refresh or update their skills in this important area. All submissions have been reviewed and lessons learned will be fed back to the profession in 2021.

First Aid – guidance and training

In early 2020 the GCC set out its expectations relating to first aid training: that all chiropractors review their own first aid training needs and, where appropriate, undertake that training. New guidance on first aid in emergencies was published in March 2020 to underpin Principle G of the Code, which requires registrants to *'Maintain, develop and work within the limits of your own knowledge, skills and competence to ensure patient safety and protect the reputation of the profession'*.



Registrations

Maintaining the register of chiropractors

Maintaining a publicly available register of chiropractors is one of the GCC's core functions. Before someone can call themselves a chiropractor, they are required by law to register with the GCC to show they have met standards set by the GCC. Registrants must then continue to meet the standards set by the GCC Code as well as by undertaking professional development. The register is updated daily and is available on the homepage of the GCC website (www.gcc-uk.org).

The overall number of registered chiropractors continues to grow albeit slowly. On 31 December 2020, 3,341 chiropractors were registered - a small increase of 1.3% on the number of registrants at the end of 2019 (3,297), with an even gender balance.

While most new applicants tend to be recent UK graduates, the GCC also assesses applicants who have graduated with overseas chiropractic qualifications. These applicants apply either under the EU General Directive (applicable to 31 December 2020) or are required to pass the GCC Test of Competence before being eligible to join the register. This ensures that all registered chiropractors practising in the UK meet Education Standards set by the GCC.

In-depth information on the data held about registration is available in the annual registrations report, available from the GCC website - www.gcc-uk.org/about-us/publications/reports.

New registrants by educational institution

Educational Institution	Month course completed	Number of graduates	Number registered
McTimoney College of Chiropractic (MCC)	October/ December 2019	39	21
AECC University College	July/ August 2020	130	55
University of South Wales (USW)	July/ August 2020	57	48
Total		226	124

There are more chiropractic graduates than go on to become registrants. There are several reasons why some students do not register with the GCC on graduation although, in the main, many students from overseas studying chiropractic in the UK return home following graduation. The impact of the pandemic on registrations is likely to be felt in 2020 and 2021.

New registrants by registration route

Registration route	Total new registrants
Route 1 – UK accredited course	146
Route 2 – Foreign qualified (non-EU)	15
Route 3 – EU General Directive	5
Total	166

I'm registered



Registrants have been encouraged to use the GCC 'I'm Registered' logo to show their commitment to learning, patients and excellence in their clinics and on website and social channels.

We investigate and act

Investigating complaints and fitness to practise

This section provides a summary of the GCC's work in considering complaints about chiropractors' conduct, cases of alleged misuse of the chiropractor title and advertising complaints.

Complaints

An important part of the GCC's role in protecting the public is to investigate complaints received about chiropractors. The Investigating Committee assess the evidence in all complaints to determine whether there is a case to answer. If it decides there is, the complaint is referred to a hearing of the Professional Conduct Committee of the GCC (which reviews professional conduct, competence and criminal convictions) or Health Committee of the GCC (which considers a chiropractor's fitness to practise following a health condition).

In 2020 the GCC received 102 complaints about chiropractors. This was a 16% increase compared to complaints received in 2019. Over the last five years the average number of complaints received is around 70 per year. There was a noticeable increase in the number of multiple complaints against some registrants and of complaints related to conduct, with many of these related to concerns around COVID-19. There will be some impact on performance with cases taking longer to progress.

Most complaints are received from patients or their relatives.

Patient/ relative of	64
Other chiropractor/ clinic where worked	12
Public sector organisation (e.g. Police)	0
Member of public/ private organisation	23
Registrar	0
Self-referral	0
Anonymous	1
Other healthcare professional	2
Referrer unknown	0
GCC research	0
TOTAL	102

The complaints related to 75 registrant chiropractors. 13 registrants received at least two complaints against them.

Most allegations related to conduct and clinical care, specifically substandard treatment. The areas of substandard treatment that featured routinely were, issues about inappropriate/ excessive treatment, dissatisfaction or concerns with treatment provided and treatment causing injury and pain.

Complaints about chiropractors - at a glance

- In 2020 the number of complaints received about chiropractors' fitness to practise increased by 16% from 2019
- Complaints were made about 75 separate chiropractors
- Most complaints were received from patients
- Most complaints related to clinical care and conduct
- Only 10% of cases concluded by the Investigating Committee were referred to a Professional Conduct Committee hearing

The table below shows the numbers of cases considered by the Investigating Committee and the Professional Conduct Committee.

		2020	2019
Number of cases concluded by Investigating Committee		87	62
Number of cases concluded by Investigating Committee with the following outcome:	No case to answer	78	54
	Referred to Professional Conduct Committee	9	8
Number of cases concluded by Professional Conduct Committee		6	7

		2020 (weeks)	2019 (weeks)
Time from receipt of initial complaint to final Investigating Committee decision:	Median	33	37
	Longest case	156	81
	Shortest case	7	6

Most cases concluded by the Investigating Committee in 2020 were closed with no case to answer (90%). Only nine cases were referred to the Professional Conduct Committee.

The Professional Conduct Committee concluded six cases in 2020. The Committee found unacceptable professional conduct in two cases.

Using the title of chiropractor

The title chiropractor, chiropractic practitioner, chiropractitioner, chiropractic physician, or any other kind of chiropractor is protected by law. If a person who is not on the GCC Register describes themselves as such, explicitly or by implication, they are in breach of section 32(1) of the Chiropractors Act. This is an important part of the GCC's protection duty as the title helps the public recognise who is a registered professional chiropractor.

Following review, the GCC can take several courses of action. These include:

- Issuing advice to make changes to websites, publications and other relevant marketing materials
- Sending a 'cease and desist' letter, instructing inquiry agents to obtain more information
- Recommending that the case is closed.

Where letters have been sent, the GCC checks that appropriate action has been taken.

In cases where the breach or potential breach of section 32 is of very serious concern, the Registrar will consider whether to prosecute. No prosecutions were instigated in 2020.

During 2020, the GCC continued to focus on clearing a backlog of complaints regarding misuse of title. 42 complaints were reviewed and closed in 2020, leaving just 16 complaints in total at the end of 2020. The aim is to clear the small remaining backlog by summer 2021.

Fitness to practise and COVID-19

The fitness to practise process, like all areas of the work of the GCC, has been somewhat affected this year as a result of the pandemic. An increase in the number of concerns raised has been seen, particularly relating to aspects of COVID-19. These included concerns about:

- chiropractors staying open during the first national lockdown (which they were permitted to do)
- inappropriate advertising claims that chiropractic treatment could boost immunity and therefore protect patients against contracting coronavirus
- lack of use of personal protective equipment (PPE)
- lack of availability of sanitiser and proper cleaning regimes in between patients
- inappropriately advising patients about COVID-19 vaccination.

The independent Regulatory Committees - the Investigating Committee and Professional Conduct and Health Committee - have until this year always met face-to-face. Following an assessment of the risks, and consultation with stakeholders, the GCC moved to holding remote meetings and hearings. It is important that hearings continue such that the public protection duties of the GCC are delayed as little as possible, to the benefit of the registrant and complainant and that it takes place safely. The GCC will build on the experience obtained and is likely to continue to hold hearings virtually as far as practicable in 2021.

Complaints about advertising

Following the consideration of 293 cases in 2018 relating to claims made in advertising by registrants, the Council agreed in June 2019 to implement actions from a lessons learned exercise.

The GCC published its report of lessons learned and made amendments to the GCC Code. Further actions in relation to engaging with the complainant were also met.

The GCC continues to exercise vigilance in relation to appropriate and evidenced-based advertising and effort in better educating and empowering the profession to ensure its advertising is lawful is now a focus. As a component of the GCC business plan for 2021, the Council has agreed to the creation of a digital toolkit and other resources to assist the profession.

Policy on raising concerns in the workplace ('whistleblowing')

In October, the GCC launched a new policy for chiropractors or other members of the chiropractic team who wish to raise concerns with us about a danger, risk, malpractice or wrongdoing which affects others. This is known commonly as 'whistleblowing' and those that blow the whistle are protected in law. More information can be found here - www.gcc-uk.org/contact-us/whistleblowing.

Professional Standards Authority annual review of performance

The Professional Standards Authority (PSA) performance review of the GCC for 2019/20 was published on 9 October 2020. The GCC was assessed as meeting 17 of the 18 standards.

Total standards met:

17

out of 18



General standards:

4

out of 5



Guidance & Standards:

2

out of 2



Education & Training:

2

out of 2



Registration:

4

out of 4



Fitness to Practise:

5

out of 5



The GCC did not meet one standard. The PSA did not see enough evidence that the GCC systematically considers the equality and diversity implications of its initiatives and therefore concluded that it had not met Standard 3.

In 2021 the GCC will work to ensure that Standard 3 of the standards of good regulation are met and a specific item is included in the business plan 2021 relating to equality, diversity and inclusion. The GCC aims to be an outward facing, inclusive

regulator - engaging with registrants, stakeholders and the public effectively. The GCC aims to ensure that it does not indirectly discriminate against any individuals that deal with the GCC and to ensure that everyone has access to the same opportunities and the same, fair treatment.

We develop the profession

The GCC is under a duty to support the long-term development of the chiropractic profession and the professionalism of its registrants. Having deliberated the key issues facing the profession now and in the future the Council agreed that the priorities for 2020 would include:

- Commissioning research to understand current and future workforce needs
- Surveying patients and getting hold of a wider evidence base to strengthen the patient voice in the work of the GCC
- Surveying the public to explore the perceptions of the profession and the regulator
- Enhancing professionalism by engaging with students more actively.

The numbers of registrants have been largely static for the last five years, but over the last couple of years there has been an increase in the number of chiropractic degree programmes across the UK and an expansion of student numbers on established programmes. Further programmes are in development.

However, if the current and new university programmes are to recruit students, there needs to be greater awareness amongst pupils of the chiropractic profession and the profession is working with the education institutions to consider how to engage and inspire students from diverse backgrounds to apply to study chiropractic. The profession is also working to develop the skills of individuals to become the educational leaders and researchers of tomorrow.

The GCC takes the view that the public is better protected if there is an awareness of what patients and the public want from chiropractic and its regulation, and who perceive benefit from the protection provided by regulation in terms of the provision of information by the GCC and in taking strong action where necessary. The GCC has begun qualitative and quantitative research to provide a strong evidential basis for policy and standards work, as well as informing and improving the regulatory activities undertaken. Results of the public perceptions research will be published in March 2021. These insights will support registrants in their day-to-day work, delivering high quality patient care and enable the regulator to work with patients and registrants to develop supporting information for patients/ public to enhance patients' understanding of, and engagement with, their healthcare; promoting people-centered, evidence based care.

By working together with our stakeholders on the development of the chiropractic profession in the UK, we aim to enable the profession to meet its full potential in contributing to the healthcare of the nation. Chiropractic can have a valued role as an independent profession with

practitioners able, where they choose, to integrate into the wider multi-disciplinary healthcare community and chiropractors have taken up opportunities during the pandemic to take up roles in NHS Track and Trace and as vaccinators. Such activities will help to support enhanced dialogue with other professions; increased professionalism; the development of the evidence base, and postgraduate development. Interprofessional working and collaboration with other healthcare professionals lays the foundations for better outcomes for patients and providing new, more engaging and interactive ways of working and the exchange of expertise and multiple ideas. We have published first-hand accounts from clinicians based across the country outlining the benefits and challenges of collaborative working, as well as offering best practice examples that demonstrate how joined up working can support better patient care.

Working with professional bodies

During the year GCC has engaged and collaborated with colleagues and leaders in the professional bodies through the UK Chiropractic Forum:

- British Chiropractic Association
- McTimoney Chiropractic Association
- Royal College of Chiropractors
- Scottish Chiropractic Association
- United Chiropractic Association.

One of the features of the response to the pandemic is enhanced levels of cooperation; the leaders of all the healthcare regulators have worked well together and new relationships have been forged at a variety of levels.

Engaging the profession

During 2020 all registered chiropractors were invited to take part in a survey asking about their roles and responsibilities, work settings, employment and practice and future work plans. The survey received 968 responses, a response rate of 28.6% and 20 interviews were held with registrants.

Registrants were invited to participate in two virtual discussions on their own experiences and challenges around equality, diversity and inclusion. Their insights and recommendations will be used to inform a new Equality & Diversity Strategy and plans in 2021.

Throughout the COVID-19 pandemic the GCC has sought to issue information and guidance to the profession as well as patients/ public, education providers and students.

We deliver value

The GCC staff team

The year saw the completion of the organisational change programme. A new management structure was implemented with the Chief Executive and Registrar supported by three Directors of: Corporate Services; Development; and Fitness to Practise. The Director of Corporate Services was appointed in May 2020.

A new staff structure was implemented, ensuring each Directorate is suitably resourced and aligned to the priorities within the GCC business plan. The number of full time equivalent staff reduced from 17.5 to 16. This was supported by a substantial recruitment exercise as temporary and contact staff were replaced by substantive postholders.

In March 2020, GCC operations moved to home-based working supported by modern technological infrastructure and the cooperation and goodwill of all staff working in challenging circumstances. These arrangements are likely to continue for the foreseeable future.

Notably, and further to the change programme outlined above, nine colleagues have joined the GCC since March 2020, that is from when the GCC became a home-based organisation. This has been a substantial achievement by those individuals and by all colleagues working to support each other. The vision for the organisational environment of the GCC is encapsulated in this statement:

The GCC is a great place to work, and we do so together. It matters to us that we make a real difference in protecting the public and developing the profession. We are positive and work hard - we support, value, care and trust each other. We innovate, embrace diversity and our growth.

The GCC has talented and committed people. To retain these skills, attract future talent and equip our people for future challenges we want to provide an environment where colleagues are motivated to work at a high standard, and consistently, modelling our values and behaviours.

The GCC:

- strives for excellence in its approach to developing its people
- creates a learning culture by putting in place a range of supportive approaches to learning and development
- values its people and their contribution to the achievement of the GCC's objectives
- innovates and learns from best practice, and aims for excellence in all it does

- encourages its leaders to seek and act on feedback, invest in their own development, and encourage and support others to do the same
- seeks to attract and retain a high quality and motivated workforce.

The outcomes sought are to ensure that colleagues:

- are resilient and able to deal with new challenges
- are clear about their contribution to the achievement of the GCC's goals
- have access to effective continuing professional development (CPD) and development opportunities
- are innovative and learn from best practice
- feel proud to work for the GCC: supported, fulfilled, valued and cared for
- are trusted and encouraged to take ownership and responsibility for their performance and development
- embrace diversity and inclusion.

The Learning and Development Strategy and plan introduced in 2020 is pivotal to this ambition. The GCC invests substantially in its programme and during the year opportunities were provided to staff relating to:

- Wellbeing and resilience
- Managing mental health at work - for managers
- A workshop on reactions to Black Lives Matter
- Presentation skills
- Core management responsibilities - for managers
- Report writing
- Inspire and innovate sessions
- Risk in fitness to practise
- Inspiring and motivating teams
- Information security.

Mandatory training modules were also completed using the on-line training platform in:

- Equality, diversity and inclusion
- Health and safety
- Managing information.

Results from the annual staff survey, undertaken in 2020, indicate the extent to which staff are engaged, well-led, aligned to the mission of the GCC, and enabled and developed in their role. In summary:

- 93% of employees are proud to work for the GCC
- 86% of employees would recommend the GCC as a great place to work
- 86% feel that the leaders visibly role model the values
- 93% of employees feel empowered to take ownership of their role at the GCC
- 86% of employees feel cared about as a person as well as a member of staff
- All employees are clear about what is expected of them
- All employees understand how their job contributes to the GCC's vision and mission
- 93% of employees feel that they receive recognition when they do good work
- 86% of employees feel that they have had opportunities to learn and grow over the past 6 months.

Further, most employees feel that the GCC has found meaningful ways to stay connected in the current remote environment and feel that they are able to work productively. In relation to challenges staff expressed concerns about workload, how the transition to a different working environment would be handled, and the impact on wellbeing.

Towards sustainability

In 2018, the GCC undertook work to move the GCC's finances on to a more sustainable footing, as the GCC had been running deficits for several years. This work continued in 2020, with the following activities delivered or to be delivered imminently.

Long-term financial sustainability

The Council approved a three-year financial sustainability plan in 2018. The plan underpins the financial strategy, and the GCC's overall strategy and reserves policy. The purpose of the financial sustainability plan is to work towards achieving a 'balanced budget' by December 2021.

This year is the second year of implementing the sustainability plan. In the first year of implementing the plan in 2019, the GCC realised an operating deficit (before investment gains and taxation) of £181k. In the year under review, the GCC made a surplus of £135k. The Council believes the sustainability plan could be achieved by December 2021, but in the worst-case scenario by December 2023. However, if there are unexpected net financial outflow commitments in the coming financial years, the Council has set aside appropriate designated funds from which to drawdown to cushion the effects of such financial demands.

Investment strategy

The Council closely monitored its investment strategy during the year. In line with good practice, the Council decided to retender the investment management service during the year and the review exercise is planned to be completed by March 2021.

Financial disciplines

The management accounts reporting framework was redeveloped in conjunction with the senior management team and Council members during the year. Budget responsibility has also been delegated to senior staff, using the monthly management accounts to track financial performance. Half-way through the year, a forecast of financial activities is undertaken to ensure the financial targets set at the start of the financial year remain viable.

Financial performance in the year

The financial review on page 23 shows the GCC realised a surplus of £135k, before gains on investments and taxation. This was against the initial budgeted surplus of £3k and the forecast surplus of £190k. Additional commentary is provided in the financial review section of this report.

Communications

Website

The new GCC website went live in October 2019 and aimed to enhance the user experience for all the GCC's stakeholders and to provide the profession with a valuable source of communication - contributing to improved standards of chiropractic care.

It provides the public with accurate, reliable and relevant information about chiropractic and tools to help the public find registered local chiropractors quickly and easily, along with information about their registration status. Improvements continue to be made, making the website more visually engaging and user-friendly and a series of blogs with registrants, educationalists and students have been added.

Communicating about COVID-19

The pandemic had a considerable impact on chiropractors, their patients, the way in which health professionals work, our stakeholders and our regulatory response. From the outset of the pandemic it was necessary to communicate to registrants frequently. We published several statements on our COVID-19 hub to registrants around our expectations, as well as statements to patients, education providers and students. The prevailing theme of each of the statements was to emphasise the primacy of putting patients' health first and prioritising patients' health and welfare at all times. This approach, entirely consistent with the Code, placed the responsibility for decisions on treatment with the professional. Where possible, links to other guidance - issued by the Royal College of Chiropractors (RCC) and the Professional Associations, as well as by Public Health England - were given.

In such a time of uncertainty, it was important to create reassurance and avoid a vacuum in information and communication - even though this posed a challenge in a small organisation to prepare and agree that information. The GCC received, and responded to, a large number of queries from registrants, patients, members of the public and

other health professionals seeking guidance, support and requesting action from the GCC on a broad range of matters.

At the outset of the pandemic it was apparent some chiropractors were making claims, or implied in published material, that spinal adjustment and/ or manipulation may protect patients from contracting COVID-19, boosting the immune system or aiding recovery. The GCC issued a statement to make clear that there was no credible scientific evidence that supported this and that chiropractors must not make such a claim, or link treatment to COVID-19 in any way.

Engagement

During the year, the GCC monthly newsletter was circulated to all registrants and stakeholders. Its format, tone and content was well-received and readership is high. The social media presence of the GCC has expanded and more frequent updates posted, focusing on building and expanding the profile of the GCC on Twitter and LinkedIn.

A priority for the GCC is to ensure that patient and public opinion is at the heart of policy development and that their needs and preferences are well understood by all who provide patient care. The GCC began this work by commissioning research into public perceptions. The findings of this research will be published in 2021 and inform the creation of new content and resources for patients and the public on the GCC website.

Risk management and assurance mapping

During 2020, the Council and the GCC team worked to better understand the risks the GCC faces both operationally and strategically. This is important as a significant programme of change and development is underway and public safety and protection must be maintained. The Council agreed arrangements for the management of risk which included:

- Ongoing review of the strategic and operational risk registers to ensure they provide clarity and distinction between strategic and operational risks and the approach to mitigating those risks
- A review of the rating scales to provide clear descriptions of likelihood and impact, including increasing the weighting of the impact scores on the overall risk rating
- Statements of risk covering the different areas of the GCC's work setting out the level of risk tolerated within each

- Assessments of the risk appetite for each strategic risk in the register
- Evaluation of the impact of COVID-19 pandemic on the finances of the organisation and agreeing mitigation strategies

Development of operational and corporate business continuity plans, identifying key risk exposures and mitigation strategies.

The Audit and Risk Committee review the risk register at each meeting and the Council at least annually. It is used as a tool to proactively manage the complex environment in which the GCC works. More information on the Audit and Risk Committee is available on page 46.

Information governance

To further strengthen the GCC's governance arrangements around data security compliance, a data breach guidance and handling procedures guide was developed during the year. All data breaches were investigated and reported to the data protection officer. In assessing each instance of data breach, the Executive Team carefully considered whether the data breach had adversely affected the rights and freedoms of the person/ organisation concerned and concluded if it required it being reported to the Information Commissioner. All staff undertook training on information security, cyber security and human error during the year.

In the year there were:

- Four data subject access (DSAs) requests
- Nine data breaches reviewed, with none requiring reporting to the Information Commissioner
- Twelve freedom of information (FOI) requests
- One FOI decision notice received from the ICO which was about a request made in 2018. The Commissioner decided that the GCC correctly engaged the section 43(2) exemption and the balance of the public interest favoured maintaining the exemption. However, the Commissioner recorded a procedural breach of section 10 of the FOIA, as the GCC failed to respond to the complainant's request within the statutory time limits. The Commissioner did not require any further steps to be taken as a result of the decision notice.

All responses to requests for information under FOI and DSA provisions were made within the statutory time limits.

Equality, diversity and inclusion

The GCC started work overhauling its Equality, Diversity and Inclusion (EDI) policy to ensure the GCC is an inclusive regulator and employer. The GCC aims to be an outward facing, inclusive regulator, engaging effectively with registrants, stakeholders and the public effectively. Further, to ensure that activities and actions do not indirectly discriminate against any individuals that deal with the GCC, and that everyone has access to the same opportunities and the same, fair treatment.

The staff team discussed reactions to the issues raised by the Black Lives Matter movement and the GCC issued a statement committing to equality and diversity. Two insightful workshops with registrants were held to hear their own experiences from when they were students and their experience as chiropractors and how the GCC might attract a more diverse range of registrants. Within the business plan for 2021 the GCC has committed to developing a new EDI policy and action plan.

2021 Business plan

In December 2020 the Council agreed its business plan for 2021 to deliver the third year of its strategy.



WE PROMOTE STANDARDS: We will set, assure compliance and promote educational, professional & registration standards alongside lifelong learning

Develop a digital toolkit to assist chiropractors to reflect on their own website and web material chiropractic best practice and enables 'upstreaming' of complaints

Develop a digital toolkit to support chiropractors with their communication with patients/public.

Produce engaging, supporting information for patients/public and a dedicated area on our website

Respond to potential legislative changes relating to Education and Registrations including CPD, emerging from Department of Health and Social Care's regulatory reform agenda

Determine the need for changes to our Education Standards and Quality Assurance processes by carrying out a scoping review



WE DEVELOP THE PROFESSION: We will facilitate collaborative strategic work to support the profession in its development

Embed best practice in imaging and incident reporting to ensure safer care

Complete research started in 2020 to survey existing chiropractic patients on their experiences and satisfaction to strengthen patient voice

Enhance professionalism within chiropractic by promoting opportunities for graduates, researchers, academics and other career pathways



WE INVESTIGATE AND ACT: We will take right touch action on complaints, the misuse of title or where registration standards are not met

Respond to potential legislative changes relating to FTP and Governance emerging from the Department of Health and Social Care's regulatory reform agenda

Continue to streamline our processes and make relevant operational changes within FTP within the remit of our current legislative framework

Consider our expert witness arrangements

Improve our processes around obtaining feedback from individuals involved in the FTP process



WE DELIVER VALUE: We will be a great place to work, work together and deliver effective / efficient services

Review our Equality & Diversity policy and engage with the profession on equality and diversity to ensure we are an inclusive regulator

Seek operating efficiencies to achieve maximum value

Review IT support contract arrangements

Review our IT document management arrangements

Review our physical documentation in the office and external archive

Legal and administrative details

Chief Executive & Registrar

Nick Jones

Principal Address

Park House
186 Kennington Park Road
Park Road
London
SE11 4BT

Senior Executive Team

Nick Jones, Chief Executive and Registrar

Penny Bance, Director of Development

Joe Omorodion, Director of Corporate Services

Niru Uddin, Director of Fitness to Practise (maternity leave July 2020)

Eleanor Poole, Director of Fitness to Practise (maternity leave cover from July 2020)

Solicitors

Capsticks Solicitors
LLP 1 St George's House East
St George's Road Wimbledon
London
SW19 4DR

DLA Piper UK
LLP 160 Aldergate Street
London
EC1A 4HT

Fieldfisher
LLP Riverbank House
2 Swan Lane
London
EC4R 3TT

Bankers

Santander Bank
Bridle Road Bootle
Merseyside
L30 4GB

Auditors

Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Investment Managers

Cazenove Capital Management
Schroder & Co Ltd
12 Moorgate
London
EC2R 6DA

2020 financial report

Members of the Council

The following served as members of the Council in 2020.

The terms of office of Julia Sayers and Tom Greenway ended in the year as shown.

Name	Type of Member	Date of Appointment	End of Office
Mary Chapman	Lay (Chair)	1 August 2017	31 July 2021
Fergus Devitt	Lay	1 February 2020	31 January 2024
Roger Dunshea	Lay	1 April 2013	31 March 2021
Steven Gould	Lay	1 June 2016	31 May 2024 (re-appointed 1 June 2020)
Tom Greenway	Registrant	1 January 2014	31 December 2020
Gareth Lloyd	Registrant	1 April 2013	31 March 2021
Anne Newsam	Registrant	1 September 2020	31 August 2024
Sharon Oliver	Lay	1 August 2017	31 July 2021
Ralph Pottie	Registrant	1 August 2017	31 July 2021
Keith Richards	Lay	1 August 2017	31 July 2021
Julia Sayers	Registrant	1 July 2012	30 June 2020
Carl Stychin	Lay	31 January 2015	30 January 2023
Gabrielle Swait	Registrant	1 April 2013	31 March 2021
Keith Walker	Registrant	1 September 2020	31 August 2024
Philip Yalden	Registrant	1 June 2015	31 May 2023

Financial statements

Status

The General Chiropractic Council is a body corporate established under the provisions of the Chiropractors Act 1994 (enacted on 5 July 1994). The Council is governed by the rules and regulations set down in the Chiropractors Act 1994 (as amended).

Report of the Council

The members of the Council submit their report and the financial statements of the General Chiropractic Council ("GCC") for the year ended 31 December 2020.

Objectives

The Council was established to develop and regulate the chiropractic profession within the United Kingdom.

Principal activities

The Council's principal activities are:

- To protect, promote and maintain the health, safety and wellbeing of the public
- To promote and maintain public confidence in the profession of chiropractic
- To promote and maintain proper professional standards and conduct for members of that profession.

Financial review

The operating results for the year show a surplus of £135k (2019: deficit of £181k) before movements on investments and taxation.

Although income remained steady at the prior year's level of £2.8m, there was a decrease of £314k in expenditure from £2.9m in 2019 to £2.6m in 2020. The reduced costs are derived from organisational restructuring and efficiency savings made in the year, the completion of the implementation of the CRM system in 2019 which meant that there were no significant additional investments in the project and the reduced volume of Professional Conduct Committee cases in the current year which was partially attributed to the operational impact of the pandemic.

Movements on investments and taxation

The significant investment gains achieved in 2019 (£461k) were reduced by the combined realised and unrealised losses of £66k during the year. The losses sustained in the year were triggered by stock market shock in the first quarter of the year resulting from responses to the pandemic. Consequently, the return on investments of 13.8% achieved in 2019 contrasted sharply with a negative return of 0.9% at December 2020.

After allowing for the movements on investments and taxation charge in the year, the net surplus was £54k at the end of the financial year compared with a surplus of £191k in the prior year.

Financial impact of COVID-19

In response to the declaration of the global pandemic in March 2020, the Council was concerned about the impact of the pandemic on the GCC's finances. To address the concern, the Council resolved that a stress-test and scenario-based paper should be produced and presented to the Council meeting in June 2020 with a particular focus on the impact of registrants who might re-register for 2021. The Council then carefully considered the short-term and medium-term implications of the pandemic on the GCC's finances. Following a review of the paper, the Council concluded that the risk of a material reduction in registrant numbers, and consequently income, was assessed to be low for 2021.

Going concern

The members of the Council consider the organisation is a going concern following the review of the GCC's reserves, cashflow forecasts and budgets for at least the next 12 months. The Council has general, designated, restricted and revaluation reserves of £3.211m as at December 2020 (2019: £3.157m).

Reserves policy

The Council has agreed an overall reserves policy which comprises unrestricted funds and restricted funds. Unrestricted funds are further divided into general reserve, designated reserves and revaluation reserve. The restricted funds arise from where the donor has placed restrictions on how the funds may be used. Currently, the GCC has one restricted reserve. Designated funds represent those funds set aside for major projects which do not form part of the day-to-day activities of the GCC.

The Council agreed a reserves policy in March 2019. The policy is to hold free reserves (unrestricted funds less fixed assets) which are equivalent to 6 months' unrestricted

annual operating costs. The funds are to be held in the general reserve. The Council has no restrictions on the use of these funds for the carrying out of its statutory duties. As at 31 December 2020, the 6 months' free reserves target was achieved at £1.457m.

The level of free reserves required is reviewed annually by the Audit and Risk Committee and recommended to the Council for consideration and agreement.

The total reserves held at 31 December 2020 was £3.211m (2019: £3.157m). Of this, £1.457m is held in General Reserve, £0.997m in Designated Reserves, £0.708m in Revaluation Reserve and £0.049m in the Restricted Reserve. The Council confirms that the required level of free reserves was achieved at the end of this financial year.

Investment policy and performance

The Council maintained its investment strategy which it reviewed in 2019 of preserving capital in real terms, earning annual income of 3% plus CPI (approximately £120k per year) with a risk appetite of 'medium to high'. The Council also continued to seek ethical investment opportunities, via its investment advisers and managers, throughout the year.

The assets in the investment portfolio are divided into Equities (59%), Bonds (17%), Multi-asset funds, including property (23%) and Cash (1%). These assets generated returns of 9% (Equities), 3.3.% (Bonds), 6.1% (Multi-asset fund) and 0% (Cash).

The unrealised losses in the year were £106k and the realised gains amounted to £40k. Both combined losses and gains give a total of the net investment losses of £66k (2019: investment gains of £461k).

Auditor

Statement as to the disclosure of information to the Auditor

The members of the Council at the date of approval of this report of the Council confirm that, so far as each of them is aware, there is no relevant audit information of which the Council's auditor is unaware and the members of the Council have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Members' responsibilities in the preparation of financial statements

The members of the Council are responsible for preparing the Report of the Council and the Financial Statement in accordance with applicable law and regulations.

The Chiropractors Act 1994, as amended, requires the members of the Council to prepare financial statements for each financial year, which give a true and fair view of the General Chiropractic Council's state of affairs at the year-end and of its surplus or deficit for the financial year. In preparing those financial statements the members are required to:

- a) Select suitable accounting policies and then apply them consistently
- b) Make judgments and estimates that are reasonable and prudent
- c) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Council will continue in operation.

The members are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Council and to enable them to ensure that the financial statements comply with the requirements of the Chiropractors Act 1994, as amended. They are also responsible for safeguarding the assets of the Council, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The members have sought assurance from the Chief Executive that there are no other matters which require disclosure in relation to these statements.

The members are responsible for the maintenance and integrity of the corporate and financial information on the Council's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Council on 16 March 2021 and signed on its behalf by:



Mary Chapman, Chair

Independent auditor's report to the members of the General Chiropractic Council

Opinion

We have audited the financial statements of General Chiropractic Council for the year ended 31 December 2020 which comprise Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flow and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the General Chiropractic Council's affairs as at 31 December 2020 and of the net movement in funds, including the income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Chiropractors Act 1994.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the General Chiropractic Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the General Chiropractic Council's ability to continue as a going concern for a period of at least twelve months from

when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the members with respect to going concern are described in the relevant sections of this report.

Other information

The members are responsible for the other information. The other information comprises the information included in the Report of the Council. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the General Chiropractic Council and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Council.

Responsibilities of members of the Council for the financial statements

As explained more fully in the members' responsibilities statement set out on page 5, the members of the Council are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members are responsible for assessing the General Chiropractic Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members either intend to liquidate the General Chiropractic Council or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Based on our understanding of the General Chiropractic Council, we identified that the principal risks of non-compliance with laws and regulations relates to the Chiropractors Act 1994, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Chiropractors Act 1994 and the application of FRS 102, income tax and payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Enquiries of management regarding correspondence with regulators and tax authorities
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud
- Evaluating management's controls designed to prevent and detect irregularities

- Identifying and testing journals, in particular journal entries posted with unusual account combinations, round sum amounts and postings by unusual users or with unusual descriptions

- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the members, as a body, in accordance with the Chiropractors Act 1994. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the General Chiropractic Council and the members as a body, for our audit work, for this report, or for the opinions we have formed.

Haysmacintyre LLP

Haysmacintyre LLP
Statutory Auditor

10 Queen Street Place
London

Date: 13 April 2021

Haysmacintyre LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



2020 Financial statements

Income and expenditure for the year ended 31st December 2020

	Notes	31 Dec 2020 £	31 Dec 2019 £
INCOME			
Registration fees - New registration		110,950	121,915
Annual retention		2,464,600	2,400,838
Other fees	1	21,150	19,400
Bank interest receivable		4,966	4,074
Investment Income	3	120,000	124,205
Test of Competence fees		50,000	42,000
Other income		1,575	58,398
TOTAL INCOME		2,773,241	2,770,830
EXPENDITURE			
Shared costs	5	959,108	1,152,732
Investigation costs	6	1,225,520	1,280,413
Registration and education costs	7	390,209	322,170
Governance costs	8	63,592	196,650
TOTAL EXPENDITURE		2,638,429	2,951,965
OPERATING SURPLUS/(DEFICIT)		134,812	-181,135
BEFORE TAXATION AND MOVEMENTS ON INVESTMENTS			
Gains / (losses) on investments	11	-65,850	460,894
SURPLUS BEFORE TAXATION		68,962	279,759
Taxation	9, 15	-14,981	-88,566
SURPLUS FOR THE PERIOD		53,981	191,193

The operating deficit for the period arises from the Council's continuing activities.

The notes on pages 31-41 form part of these financial statements.

Balance Sheet as at 31st December 2020

	Notes	31 Dec 2020 £	31 Dec 2019 £
FIXED ASSETS			
Tangible assets	10	83	5,328
Investments	11	4,430,552	4,521,712
TOTAL FIXED ASSETS		4,430,635	4,527,040
CURRENT ASSETS			
Debtors	13	77,816	55,462
Cash at bank		1,716,883	1,649,372
		1,794,699	1,704,834
CURRENT LIABILITIES			
Amounts falling due within one year	14	-2,888,277	-2,949,127
NET CURRENT LIABILITIES		-1,093,578	-1,244,293
TOTAL ASSETS LESS CURRENT LIABILITIES		3,337,057	3,282,747
CREDITORS			
Provisions and other liabilities	15	-126,392	-126,062
TOTAL ASSETS LESS TOTAL LIABILITIES		3,210,665	3,156,685
FUNDS OF THE COUNCIL			
General reserves	16	1,457,236	1,366,640
Designated reserve	16	996,442	936,119
Revaluation reserve	16	707,738	800,177
Restricted reserves	2, 16	49,249	53,749
TOTAL FUNDS		3,210,665	3,156,685

Approved and authorised for issue by the members of the Council on 16 March 2021, and signed on their behalf by:



Mary Chapman
Chair

The notes on pages 31-41 form part of these financial statements.

Statement of cash flows for the year ended 31st December 2020

	31 Dec 2020 £	31 Dec 2019 £	
CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the financial year	53,981	191,193	
Adjustments for:			
Dividends and interest receivable	-124,966	-128,279	
Depreciation of tangible assets	5,245	13,821	
Disposal of tangible fixed assets	0	0	
Movement on revaluation of investments	65,850	-460,894	
Taxation charge	14,981	88,566	
(Increase) / Decrease in debtors	-22,354	101,527	
(Decrease) in creditors	-75,501	-7,175	
NET CASH GENERATED FROM OPERATING ACTIVITIES	-82,764	-201,241	
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of tangible fixed assets	0	0	
Sale of investments	1,201,197	568,691	
Purchase of investments	-1,245,795	-449,771	
Decrease in accrued investment income	1,636	65	
Dividends and interest received	117,783	129,245	
NET CASH GENERATED FROM INVESTING ACTIVITIES	74,821	248,230	
Net increase in cash and cash equivalents	-7,943	46,989	
Cash and cash equivalents at beginning of year	1,781,470	1,734,481	
Cash and cash equivalents at end of year	1,773,527	1,781,470	
CASH AT BANK AND IN HAND			
Balance at bank	1,716,883	1,649,372	
Balance held by investment managers	56,644	132,098	
Cash and cash equivalents at end of year	1,773,527	1,781,470	
ANALYSIS OF CHANGES IN NET DEBT	1 Jan 2020 £	Cashflows £	31 Dec 2020 £
Cash and cash equivalents at end of year			
Balance at bank	1,649,372	67,511	1,716,883
Balance held by investment managers	132,098	-75,454	56,644
Total	1,781,470	-7,943	1,773,527

The notes on pages 31-41 form part of these financial statements.

Notes to the accounts

Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with Financial Reporting Standard 102 ("FRS 102"), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the GCC's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The financial statements have been prepared on a going concern basis. Members of the Council have reviewed the GCC's reserves, cashflow forecasts and budgets for at least the next 12 months and based on their assessment consider the going concern status to be appropriate.

Critical estimates and judgements

There are no estimates or judgements that are significant enough to require separate disclosure, where they are not already covered by a note to these accounts or an existing accounting policy.

Income

Registration fees, annual retention fees, other income and letting income are recognised on an accruals basis according to the period to which it relates.

Bank deposit interest is credited on a received basis.

Financial instruments

The GCC only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Basis for recognising liabilities

Resources expended are included on an accruals basis. All liabilities are recognised as soon as there is a legal or constructive obligation committing the organisation to that expenditure.

Provision for liabilities

Provisions are recognised when the organisation has a present legal or constructive obligation as a result of a past event. They are recognised when it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Tangible fixed assets

Tangible fixed assets are stated at historical cost less depreciation.

Depreciation

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Freehold buildings	over 50 years
Computer equipment	over 3 years
Furniture & office equipment	over 5 years
Leasehold	over the period of the lease

All assets are written off a year after they have been fully depreciated.

Current and deferred taxation

The GCC's corporation tax is assessed on its investment income including gains on disposals of securities. All other surpluses are exempt from tax under the mutual trading rules.

Deferred tax is recognised in respect of all timing differences that have originated, but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more tax in the future, or a right to pay less tax in the future, have occurred at the balance sheet date. Timing differences are differences between the GCC's taxable profits and its results as stated in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which timing differences are expected to reverse, based on tax rates and laws that have been enacted, or substantially enacted, by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Investments

Investments are a form of basic financial instruments and are initially shown in the financial statements at fair value. Movements in the fair values of investments are shown as unrealised gains and losses in the income and expenditure account.

Employee benefits

Short term benefits - Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits - Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension contributions - The GCC makes payments on behalf of certain employees into defined contribution pension schemes. The assets of the schemes are held separately from those of the Council, being invested with independent insurance companies.

Post balance sheet events

There are no matters to report as post balance sheet events.

NOTE 1: OTHER FEES	2020	2019
	£	£
Restoration fee	13,150	13,800
Non-Practising to Practising	8,000	5,600
	21,150	19,400

NOTE 2: DEPARTMENT OF HEALTH GRANT	2020	2019
	£	£
Balance brought forward	53,749	53,749
Income	0	0
Expenditure	-4,500	0
	49,249	53,749

The GCC received a grant from the Department of Health to enable the Council to develop a risk proportionate system of continuous Fitness to Practise (Revalidation) for chiropractors.

NOTE 3: INVESTMENT INCOME
Investment income relates to bank interest, dividends, and other receivables from the investment portfolio. The initial investment of £4 million was made in 2013. The valuation as at 31st December 2020 was £4,430,552 (2019: £4,521,712).

NOTE 4: STAFF COSTS	2020	2019
The average monthly number of persons (excluding the members) employed by the Council during the year was as follows:	16.0	17.5
	2020	2019
	£	£
Staff costs for the above persons:		
Wages and salaries	810,692	755,496
Social security costs	84,575	50,896
Pensions costs	74,833	67,969
Temporary staff costs	80,703	140,799
Staff recruitment costs	39,818	33,208
Legal Advice	10,068	8,340
Redundancy	9,500	-
	1,110,189	1,056,708

There was an increase in staff costs following the restructure of some posts in 2019. A number of extra posts within the Fitness to Practise team in 2019 brought in to deal with an increased caseload continued in post into the early part of 2020. Included in the 2020 wages and salaries figures above are non-contractual termination payments and settlement agreement amounts paid to employees of £6,000. These payments were offset by monies received under the GCC's insurance policies.

The Council members delegate the day to day running of the GCC to the Senior Executive Team which is made up of the Chief Executive and Registrar and three Directors (plus the cost of a director to provide maternity cover). These individuals are considered as key management staff and their total remuneration and benefits for the year was £395,843 (2019: £348,220) and pension contributions in the year of £34,130 (2019: 30,836).

As the GCC is a relatively small regulator, it is not possible to designate each employee solely to one area of the GCC's activities. Employees that provide core services also work in other areas of the GCC's activities but have been included in the "Shared costs" category in the Income and Expenditure account.

NOTE 5: SHARED COSTS	2020	2019
	£	£
Chief Executive & Registrar's office	247,202	309,049
Technology	187,759	328,527
HR	83,758	47,900
Finance	182,245	145,058
Property	223,088	270,080
Communications	35,056	52,118
	959,108	1,152,732
NOTE 6: INVESTIGATION COSTS	2020	2019
	£	£
Advertising Cases	0	186,279
Fitness to Practise (FtP) Team	465,624	374,429
Investigating Committee	163,867	202,806
Other FtP	24,926	56,565
Professional Conduct Committee	566,613	428,643
Section 32 investigations	4,490	31,691
	1,225,520	1,280,413
NOTE 7: EDUCATION & REGISTRATION COSTS	2020	2019
	£	£
Policy team	183,268	99,627
Education team	49,909	46,212
Quality assurance	7,465	7,812
Registration team	104,939	120,938
Test of competence	36,262	37,928
Education Committee	8,366	9,653
	390,209	322,170
NOTE 8: GOVERNANCE COSTS	2020	2019
	£	£
Council	61,541	192,713
Remuneration and Audit & Risk Committees	1,751	3,937
Other Committees	300	0
	63,592	196,650

In 2019 an accrual was made for the estimated back-dated tax and NIC liability due on Council accommodation and travel expenses as a prudent measure, pending the determination of the matter with HMRC. The 2020 costs are lower than those expended in 2019 because of the write back of a significant proportion of the unused 2019 accrued amount and the saving made on governance meeting costs in the year (i.e. meetings were held remotely as a result of the COVID-19 pandemic between mid-March and December 2020).

NOTE 9: TAXATION		2020	2019
		£	£
<i>Analysis of tax charge/(credit) for the period</i>			
<i>Current tax</i>			
UK corporation tax (current tax charge 19.00%)		13,010	14,098
Adjustments in respect of prior periods		-	977
Total current tax charge/(credit)		13,010	15,075
Deferred tax - origination and reversal of timing differences		-11,862	73,631
Effect of tax rate change on opening balance		13,833	0
Total deferred tax charge		1,971	73,631
Tax on profit on ordinary activities			
Tax on profit on ordinary activities		14,981	88,706
<i>Provision for deferred tax</i>			
Capital gains/ losses		119,553	117,582
<i>Movement in provision:</i>			
Provision at start of period		117,582	43,951
Deferred tax charged in the I&E account for the period		1,971	73,631
Provision at end of period		119,553	117,582
<i>Reconciliation of tax charge</i>			
Loss on ordinary activities before tax		68,962	279,759
Tax on loss on ordinary activities at standard CT rate of 19.00%		13,103	53,154
<i>Effects of:</i>			
Fixed asset differences		996	-
Elements of the operating surplus/ (deficit) that are not taxable		520,213	553,683
Income not taxable for tax purpose		-507,758	-581,480
Exempt ABGH distributions (as defined under CTA 2010)		-16,525	-17,120
Chargeable gains/ (losses)		-8,881	88,154
Adjustments to tax charge in respect of previous periods		-	977
Adjust closing deferred tax to average rate of 19.0%		-	-13,833
Adjust opening deferred tax to average rate of 19.0%		-	5,171
Remeasurement of deferred tax for changes in tax rates		13,833	
Tax charge for the period		14,981	88,706

It is the understanding of the members that the Council is only subject to UK Corporation Tax on its investment income, which includes bank interest receivable, and chargeable gains.

NOTE 10: FIXED ASSETS	Computer equipment	Total
COST		
1st January 2020	105,096	105,096
Additions	0	0
Disposal & write offs	0	0
31st December 2020	105,096	105,096
DEPRECIATION		
1st January 2020	99,768	99,768
Charge	5,245	5,245
Disposal & write offs	0	0
31st December 2020	105,013	105,013
NET BOOK VALUE		
31st December 2020	83	83
1st January 2020	5,328	5,328
NOTE 11: INVESTMENTS	2020	2019
	£	£
Market value as at 1st January 2020	4,384,392	4,043,384
Additions at cost	1,239,656	449,771
Disposal proceeds	-1,201,197	-568,691
Unrealised gains/ (losses)	-92,437	403,441
Realised gains/ (losses)	39,908	56,487
	4,370,322	4,384,392
Cash	56,644	132,098
Accrued income	3,586	5,222
Market value as at 31st December 2020	4,430,552	4,521,712

The net movement on the portfolio for 2020 was -£14,070 (2019: loss of £341,008) and the initial investment in the portfolio was £4 million. A cash withdrawal was made from the portfolio in 2018 of £500,000 and £100,000 in 2020.

The historic cost of the investments in 2013 (excluding cash and accrued income) is £3,662,584 (2019: £3,584,215).

NOTE 12: OPERATING LEASE COMMITMENTS

	2020 Building	2019 Building
Expiring:		
Under 1 year	175,000	175,000
Between 2 - 5 years	438,219	700,000
Over 5 years	0	94,792
	613,219	969,792

The GCC entered the new lease with effect from 3 July 2018. The lease is for a period of 6 years with a rental fee of £175,000 per annum. The future minimum payments are as above.

NOTE 13: DEBTORS

	2020	2019
	£	£
Due within one year		
Trade debtors	244	1,399
Other debtors	1,550	7,533
Prepayments and accrued income	76,022	46,530
	77,816	55,462

Other debtors increased in 2020 as a result of an insurance premium which was paid earlier in 2020 compared to the prior year.

NOTE 14: CREDITORS

	2020	2019
	£	£
Amounts falling due within one year		
Trade creditors	178,550	213,808
Retention fees in advance	2,495,450	2,464,350
Other taxes and social security	34,318	27,191
Other creditors	54,081	61,130
Accruals	110,873	166,556
Defined benefit pension liability	1,994	1,994
Corporation tax payable	13,011	14,098
	2,888,277	2,949,127

NOTE 15: PROVISIONS AND OTHER LIABILITIES

	2020	2019
	£	£
Deferred tax liability	119,553	117,582
Defined benefit pension liability	6,839	8,480
	126,392	126,062

The deferred tax liability comprises potential capital gains tax on investments.

NOTE 16: FUNDS

	Balance Brought Forward 01/01/20	Income	Expenditure	Gains, Losses & Transfers	Balance Carried Forward 31/12/20
General Reserves	1,366,640	2,773,241	-2,653,410	-29,234	1,457,236
Designated Reserves	936,119	0	0	60,323	996,442
Revaluation Reserve	800,177	0	0	-92,439	707,738
Department of Health Grant	53,749	0	0	-4,500	49,249
	3,156,685	2,773,241	-2,653,410	-65,850	3,210,665

	Balance Brought Forward 01/01/19	Income	Expenditure	Gains, Losses & Transfers	Balance Carried Forward 31/12/19
General Reserves	2,514,696	2,770,830	-3,040,531	-878,355	1,366,640
Designated Reserves	0	0	0	936,119	936,119
Revaluation Reserve	397,047	0	0	403,130	800,177
Department of Health Grant	53,749	0	0	0	53,749
	2,965,492	2,770,830	-3,040,531	460,894	3,156,685

Reserves policy – The Council has agreed an overall reserves policy which comprises unrestricted funds and restricted funds. Unrestricted funds are further divided into general reserve, designated reserves and revaluation reserve. These are funds where the donor has placed restrictions on how the funds may be used. Currently, the GCC has one restricted reserve. Designated funds represent those funds set aside for major projects which do not form part of the day-to-day activities of the GCC.

General reserve – The Council agreed a reserves policy in March 2019. The policy is to hold free reserves (unrestricted funds less fixed assets) which are equivalent to 6 months' unrestricted annual operating costs. The funds are to be held in the general reserve. The Council has no restrictions on the use of these funds for the carrying out of its statutory duties. As at 31 December 2020, the 6 months' free reserves target was achieved at £1.457m.

Designated reserves – These are unrestricted funds that have been earmarked for purposes identified by the Council. The designated reserves are made up of two funds. These are the regulatory-related complaints fund (for unexpected increase in complaint volumes which is above normal trends such as was the case in 2018) and the fund to meet the additional operating costs required to deliver the annual business plan objectives should the normal annual income be insufficient to meet the planned costs in any given year. Therefore, if there is the occurrence of any such event, the Council has set aside the designated reserves to meet these potential financial challenges.

Revaluation reserve – The investments are shown at market value in the balance sheet and the revaluation reserve identifies the difference between the book value and market value on the last day of the financial year. It reflects the net gains or losses on investments. The balance will be reduced by any subsequent losses on the listed investments attributable to the revalued amount.

Restricted reserve (Department of Health Grant) – The GCC received a grant from the Department of Health to enable the Council to develop a risk proportionate system of continuous Fitness to Practise (Revalidation) for chiropractors.

NOTE 17: PENSION COMMITMENTS

The Council makes payments on behalf of the employees into defined contribution pension schemes. The assets of the schemes are held separately from those of the Council, being invested with independent insurance companies. The pension charge for the period is shown in note 4 of the financial statements.

NOTE 18: PENSION LIABILITY - DEFINED CONTRIBUTION SCHEME**SCHEME: TPT Retirement Solutions – The Growth Plan**

The company participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2019 to 30 September 2025:	£11,243,000 per annum	(payable monthly and increasing by 3% each on 1st April)
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Unless a concession has been agreed with the trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. The valuation showed assets of £793.4m, liabilities of £969.9m and deficit of £176.5m. To eliminate this funding shortfall, the trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 April 2016 to 30 September 2025:	£12,945,440 per annum	(payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 per annum	(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Present value of provision

	31 Dec 2020 (£s)	31 Dec 2019 (£s)	31 Dec 2018 (£s)
Present value of provision	8,735	10,473	12,093

Reconciliation of opening and closing provisions

	Period Ending 31 Dec 2020 (£s)	Period Ending 31 Dec 2019 (£s)
Provision at start of period	10,473	12,093
Unwinding of the discount factor (interest expense)	106	193
Deficit contribution paid	(1,994)	(1,974)
Remeasurements - impact of any change in assumptions	150	161
Remeasurements - amendments to the contribution schedule	-	-
Provision at end of period	8,735	10,473

Income and expenditure impact

	Period Ending 31 Dec 2020 (£s)	Period Ending 31 Dec 2019 (£s)
Interest expense	106	193
Remeasurements – impact of any change in assumptions	150	161
Remeasurements – amendments to the contribution schedule	-	-
Contributions paid in respect of future service*	*	*
Costs recognised in income and expenditure account	*	*

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions

	31 Dec 2020 % per annum	31 Dec 2019 % per annum	31 Dec 2018 % per annum
Rate of discount	0.27	1.13	1.75

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

NOTE 19: COUNCIL MEMBERS' FEES AND EXPENSES

	2020		2019	
	Salary (1)	Expenses Paid (2)	Salary (1)	Expenses Paid (2)
Roger Dunshea	6,650	-	6,650	4,198
Tom Greenway	6,650	-	6,650	9
Gareth Lloyd	6,650	181	6,650	2,231
Steven Gould	6,650	-	6,650	-
Fergus Devitt	6,096	820	-	-
Elizabeth Qua*	-	-	2,345	1,219
Julia Sayers	3,325	-	6,650	227
Gabrielle Swait	6,650	146	6,650	1,275
Carl Stychin	6,650	8	6,650	377
Philip Yalden	6,650	73	6,650	1,260
Mary Chapman	23,000	24	23,000	149
Keith Richards	6,650	-	6,650	-
Sharon Oliver	6,650	435	6,650	2,621
Ralph Pottie	6,650	1,083	6,650	5,625
Annie Newsam	2,217	-	-	-
Keith Walker	2,217	-	-	-
	103,354	2,770	98,495	19,191

* Term ended 5 June 2019.

The table above shows the fees payable for work done in the year and actual reimbursed expenses only.

(1) Salary

Members of Council are remunerated on a salary of £6,650 per annum. The Chair's remuneration is £23,000 per annum. These payments are subject to Tax and National Insurance.

(2) Expenses

Expenses were claimed by members for travel, accommodation and subsistence and reimbursed by the GCC. Regarding accommodation, some members book and pay for accommodation requirements directly and these expenses are reimbursed by the GCC in line with the expenses policy. For most members, the GCC will book accommodation and make payments directly to the hotel for the accommodation.

Council Meeting Attendance

The Council met on four occasions in 2020. Some of these were two-day meetings, with the second day devoted to learning and development and to discussion of strategic issues.

Governance

This section of the report sets out how the GCC is run.

The Council

For the majority of 2020, the Council consisted of 14 members - 7 registrant and 7 lay - responsible for ensuring that the GCC meets its statutory duties under the Chiropractors Act 1994. The appointment of Council members is approved by the Privy Council.

The Council is responsible for ensuring that the GCC carries out its core functions and sets the longer- term strategy to fulfil its statutory duties as defined within the Act. The annual business planning process identifies the activities that will be

undertaken in order to meet the Council's strategic aims, as well as the resources that will be required.

The Chief Executive and Registrar is appointed by the Council and accountable to it for the delivery of the strategy and the business plan.

The Council formally met four times and once informally during the year. The table below lists Council member attendance for 2020.

Members of the Council

Council member	Terms of appointment		Meetings attended
Mary Chapman	01/08/17	31/07/21	4 of 4
Fergus Devitt	01/02/20	31/01/24	4 of 4
Roger Dunshea	01/04/17	31/03/21	4 of 4
Steven Gould	01/06/20	31/05/24	3 of 4
Tom Greenway	01/01/17	31/12/20	4 of 4
Gareth Lloyd	01/04/17	31/03/21	4 of 4
Anne Newsam	01/09/20	31/08/24	2 of 2
Sharon Oliver	01/08/17	31/07/21	4 of 4
Ralph Pottie	01/08/17	31/07/21	2 of 4
Keith Richards	01/08/17	31/07/21	3 of 4
Julia Sayers	01/07/12	31/06/20	2 of 2
Carl Stychin	31/01/18	30/01/23	4 of 4
Gay Swait	01/04/17	31/03/21	4 of 4
Keith Walker	01/09/20	31/08/24	2 of 2
Phil Yalden	01/06/18	31/05/23	3 of 4

Brief biographies of current Council members are available on the GCC website.

Committees of the Council

The Council is supported in the delivery of its objectives by a number of statutory and non-statutory committees.

The members of statutory committees are appointed by the Council. The statutory committees are: Education Committee; Investigating Committee; Professional Conduct Committee; Health Committee; Health Appeals Tribunal; and the Registration Appeals Committee.

There are three non-statutory committees of the Council: Audit and Risk Committee, Remuneration and Human Resources Committee and the Reappointments Committee. Each non-statutory committee includes members of the Council and in some cases external members are appointed. External members are appointed by the Council. Non-statutory Committee membership is agreed by the Chair of the Council.

Statutory Committees

Education Committee

The general duty of the Education Committee as set out in legislation is to promote high standards of education and training in chiropractic and to keep the provision made for that education and training under review.

The Committee approves (or “recognises”) UK based chiropractic degree courses and advises Council on matters relating to education, training, CPD, examinations or tests of competence.

The Committee met five times in 2020 reporting to each meeting of the Council.

Members of the Education Committee

Name	Member details	Dates of membership	Meetings attended
Sharon Oliver	Council lay member and Chair	All year	5 of 5
Mike Barber	External registrant member	All year	4 of 5
Donald Cameron	External lay member	All year	5 of 5
Philip Dewhurst	External registrant member	All year	5 of 5
Aaron Porter	External lay member	All year	5 of 5
Ralph Pottie	Council registrant member	All year	3 of 5
Carl Stychin	Council lay member	All year	5 of 5
Gay Swait	Council registrant member	All year	5 of 5
Carol Ward	External lay member	All year	4 of 5

The Appeals Committee

The function of the Appeals Committee is to determine appeals against decisions by the Registrar. No appeals were lodged during 2020 and therefore the Committee was not convened.

Investigating Committee

It is the Investigating Committee's (IC) statutory role to decide whether or not there is a "case to answer" in respect of any complaint made to the GCC about a registered chiropractor. If the Investigating Committee decides that there is a case to answer it will refer the complaint for a formal hearing before either the Professional Conduct Committee or the Health Committee (depending on the nature of the complaint).

If a chiropractor represents a danger to the public, then the Investigating Committee can impose an Interim Suspension

Order which prevents the chiropractor from practising for two months whilst the complaint against them is investigated.

At least two lay members (one sitting as panel chair) and one registrant member are present at each meeting of the Investigating Committee. A legal assessor also attends each meeting to provide advice on points of law and to assist with the drafting of allegations for consideration by the Professional Conduct or Health Committees. All meetings are held in private.

Members of the Investigating Committee are appointed by the Council following a recruitment or co-option process. During 2020 no new members were appointed. In December 2020, a chair was appointed as overall chair of the Investigating Committee. This role assists the executive with operational aspects of committee function such as recruitment, appraisal and training.

Members of the Investigating Committee

Chairs	Registrant members	Lay members
Jill Crawford (Overall Chair)	Michael Barber	Rebecca Channon
Lay chairs:	Robert Fish	Fran Gillon
Eileen Carr	Sara Glithro	Asmita Naik
Lubna Shuja	Edward Groenhart	Nilla Varsani
	Daniel Heritage	Lynne Vernon
	Daniel Ruby	Miranda Winram
		Eileen Carr ¹
		Lubna Shuja ¹
		Jill Crawford ¹

1. These lay members can also sit as lay chairs.

Professional Conduct Committee

The Professional Conduct Committee (PCC) adjudicates on complaints against chiropractors that are referred to it by the IC. If it decides that a complaint against a chiropractor is well founded, the PCC may take one of the following steps:

- Admonish the chiropractor
- Impose a conditions of practice order
- Suspend the chiropractor's registration for a specified period
- Remove the chiropractor's name from the register.

Each PCC panel is made up of one registrant and two lay members and is chaired by a lay member who has been appointed by the GCC as a panel chair. A legal assessor is present to advise the Committee on points of law and a transcript of the case is recorded by a stenographer. Committee members are appointed by the Council, following a recruitment or co-option process.

In 2021, a large number of our regulatory committee members reach the end of their final term. In preparation for this, the Council at its meeting in June 2020 gave approval for five members of the committee to have a short and exceptional extension to assist with the training, mentoring and embedding of new committee members.

In October, we launched a UK wide recruitment campaign to appoint new regulatory committee members. Interviews took place in January 2021, to ensure that appointees are in post prior to the conclusion of current members' terms.

All regulatory committee members completed their appraisals in 2020 and all met the standard required to carry out their roles.

Health Committee

The Health Committee considers any allegation referred to it by the IC that a chiropractor's fitness to practise is seriously impaired because of their physical or mental health.

If the Health Committee decides that such an allegation is well founded, it will take one of the following steps:

- Impose a conditions of practice order
- Suspend the chiropractor's registration for a specified period

The members of the Health Committee and the Professional Conduct Committee are the same and may sit on either committee. The Health Committee did not sit in 2020.

Members of the Professional Conduct Committee and Health Committee

Chairs	Registrant members	Lay members
David Clark (Overall Chair) Lay chairs: Gail Mortimer Helen Potts Philip Geering Rama Krishnan	Paul Allison James Gaiger Samuel Guillemard Stuart Smellie	Geoffrey Baines Philip Geering ¹ Gillian Hawken Debbie Hill Gail Mortimer ¹ Helen Potts ¹ Stephen Greep Carolyn Tetlow Rama Krishnan ¹ Gail Parker

1. These lay members can also sit as lay chairs.

Health Appeals Tribunal

A registrant may appeal against a decision of the Health Committee to the Health Appeals Tribunal. No such appeals were made during 2020.

Non-statutory committees

The Audit and Risk Committee

The role of the Audit and Risk Committee is set out in its Terms of Reference. The Chair of the Committee provides reports to each meeting of the Council.

The Council delegates some of its powers to the Audit and Risk Committee in respect of the appointment of external auditors to the GCC. The Audit and Risk Committee reviews

the strategic risk register and advises the Council about internal controls and risk management systems within the GCC.

The Committee met three times in 2020, reporting to each meeting of the Council.

Members of the Audit and Risk Committee

Name	Member details	Dates of membership	Meetings attended
Roger Dunshea (Chair)	Council lay member	All year	3 of 3
Fergus Devitt	Council lay member	From 1 February 2020	3 of 3
Gareth Lloyd	Council registrant member	All year	3 of 3
Keith Richards	Council lay member	All year	3 of 3
Philip Yalden	Council registrant member	All year	3 of 3
Shelagh Kirkland	Independent external member	All year	3 of 3

Remuneration and HR Committee

The Remuneration and HR Committee oversees the remuneration, benefits, and terms of service for the Chief Executive and senior management team and sets the overall remuneration framework for the rest of the GCC staff. The Committee takes an overview of the GCC's people strategy.

The Committee also advises the Council on remuneration

policy for the Chair and members of the Council, as well as members of the GCC's statutory and non-statutory committees.

The Committee met three times in 2020 and the Chair of the Committee provided its annual report to the Council on the Committee's activities in December 2020.

Members of the Remuneration and HR Committee

Name	Member details	Dates of membership	Meetings attended
Steven Gould (Chair)	Council lay member	All year	3 of 3
Mary Chapman	Chair of Council	All year	3 of 3
Tom Greenway	Council registrant member	All year	3 of 3
Julia Sayers	Council registrant member	Up to 30/06/20	3 of 3
Sharon Wilson	Independent external member	All year	3 of 3

The Reappointments Committee

The primary role of the Reappointments Committee is to assess candidates against the agreed criteria, to ensure the correct process is followed and to decide whether or not the candidate should be recommended for reappointment to the Privy Council.

The Reappointments Committee met on 28 May 2020 to assess the reappointment of Council member, Steven Gould, to a further four-year term.

Name	Member details	Meetings attended
Mary Chapman	Chair of the Council	1 of 1
Roger Dunshea	Council lay member and Chair of Audit & Risk Committee	1 of 1
Philip Yalden	Council Member	1 of 1
Sylvia Doyle	Independent Panel Member (IPM)	1 of 1



Further information

More information about the GCC and chiropractic – including how to find your nearest chiropractor and how the GCC protects the health and safety of the public and supports the profession – is available at www.gcc-uk.org.

Contact Us

@UK_GCC is our Twitter handle. We use our feed to direct followers to publications, news and events. Unfortunately we won't be able to answer queries via Twitter but please do contact us via email using enquiries@gcc-uk.org

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