



**General
Chiropractic
Council**

GOVERNANCE HANDBOOK

September 2024

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Welcome to the General Chiropractic Council!

Introduction

The GCC is committed to maintaining high standards of corporate governance. Effective governance is essential to the GCC's operations as it establishes an open and transparent framework for the delivery of its overarching statutory duties and strategic aims.

The Council operates in a similar way to the board of a company. As such, the GCC's corporate governance arrangements are underpinned by relevant statutes, effective governance principles and provisions.

The laws set the minimum standards of compliance whilst effective governance seeks to promote best practices and regulate the behaviours of those who direct and control the affairs of organisations.

The Governance Handbook

This Governance Handbook aims to assist the GCC's Council, Committee members and staff in the exercise of their responsibilities, so they are better able to review and evaluate the GCC's operations and make informed decisions.

The Handbook provides information about the GCC's governance structure, how it operates, and the procedures followed, in compliance with:

- The Chiropractors Act 1994, as amended ('the Act')
- The General Chiropractic Council (Constitution) Order 2008 (SI 2008/347) ('the Council Constitution Order')
- The General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2009 (SI 2009/26) ('the Statutory Committee Rules') as amended by The General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2009 (SI 2009/2738)
- The relevant provisions of the Companies Act 2006
- The UK Corporate Governance Code 2024
- The Nolan Principles of Public Life 1995

The Handbook also incorporates the Code of Conduct and the current Standing Orders for Council members, GCC Partners and other stakeholders.

The Handbook is designed to be an aid to Council Members and others in discharging their statutory and governance responsibilities effectively. It will be updated when necessary to reflect changes in the law or regulations applying to the GCC, or in GCC policies, and will be subject to regular review.

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The GCC Vision, Mission & Values

Vision

To be a respected regulator of a trusted profession.

Mission

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

Values

Integrity:

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

Accountability:

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

Achievement:

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

Togetherness:

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

Glossary

The Act	The Chiropractors Act 1994, as amended
Chair	The person appointed by the Privy Council to be the Chair of the Council.
Code of Conduct	The Code outlines the GCC's principles and expected standards of behaviour of Council members, its Partners, GCC staff and other relevant stakeholders.
Corporate Governance	Corporate governance refers to the agreed structures and processes for directing and controlling the affairs of the GCC. It ensures the GCC is run properly and there is the exercise of ethical and effective leadership by Council, Committees and the Executive Team.
Council	The 12 members (six lay, six registrants) appointed by the Privy Council to govern the work of the GCC.
Executive or Executive Team or Senior Leadership Team (SLT)	The Chief Executive and Registrar and the Directors of the GCC.
Fitness to Practise Panellists	Members of panels drawn from the Investigating Committee, Professional Conduct Committee or Health Committee.
General Chiropractic Council (GCC)	The regulatory body known as the General Chiropractic Council (i.e. incorporating the Council, statutory and non-statutory committees, any working groups established by the Council and staff)

Standing Orders	The written rules which govern how the GCC conducts its business. They ensure consistent governance processes are in place at the GCC. They also regulate the proceedings of Council and Committee meetings.
GCC Partners	Individuals undertaking work on behalf of the GCC who are neither Council members nor staff members, including: fitness to practise panellists (IC and PCC); members of statutory and non-statutory committees; Test of Competence Assessors; Registration Assessors and Education Visitors.
Legal Assessors	Legally qualified persons appointed by the Council to give advice on questions of law to the Investigating Committee, Professional Conduct Committee, Health Committee or Registrar.
Medical Assessors	Registered medical practitioners appointed by the Council to give advice on matters within their professional competence to the Investigating Committee, Professional Conduct Committee, Health Committee or the Registrar.
Registrar	The Registrar exercises statutory duties under the Act and is also the appointed Chief Executive of the GCC.
Test of Competence Assessor	A chiropractor appointed by the GCC to be one of a panel that makes recommendations to the Registrar as to whether individuals who wish to apply for GCC registration, who do not hold a qualification recognised by the GCC and who are not entitled to entry onto the Register under UK legislation, have demonstrated they can meet the GCC's Code of Professional Practice.
Education Visitor	A person or persons undertaking a visit, on behalf of the GCC, to a chiropractic educational institution to assess courses of training as part of the process of programme recognition or assurance.
Independent Member of Statutory and non-Statutory Committees	A person who is not a lay member or registrant member of Council.

The GCC's Statutory Duties

1. Statutory Objective

- 1.1. The GCC's statutory objective, as set out in the Act, is 'to develop and regulate the profession of chiropractic'.
- 1.2. The Health and Social Care (Safety and Quality) Act 2015 introduced the same overarching objective for all the UK statutory regulators of healthcare professionals. That overarching objective is the protection of the public. This involves the pursuit of the following:
 - Protect, promote and maintain the health, safety and well-being 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.

2. Strategic Aims

- 2.1. The GCC's strategic aims are to:
 - Place patients and their care at the centre of all GCC work.
 - Promote continuing chiropractic best practice, professionalism and value within the health and social care system.
 - Regulate effectively, efficiently, innovatively and inclusively.
 - Enhance the nature and form of regulation for the profession for the future.
- 2.2. Our operational activities are set out in the [annual business plans](#).

3. Discharge of Duties

The GCC discharges its statutory duties through a governance structure made up of the Council, statutory and non-statutory committees, and the Executive.

The Council

- 3.1. The Council, which is the governing body, comprises six registrant and six lay Council Members. All Council Members are appointed by the Privy Council. The Council has a responsibility for ensuring that the GCC fulfils its statutory duties. It sets the strategic direction for the organisation and oversees the implementation of that strategy.

Statutory & Non-Statutory Committees

- 3.2. Five statutory committees are provided for in the Act, and in statutory rules made pursuant to that Act. Given these provisions, the GCC has established five non-statutory committees to assist in ensuring that the GCC fulfils its statutory duties.
- 3.3. The committees undertake roles that are set out either in the statutory framework (in the case of statutory committees), or in Terms of Reference agreed by the Council (in the case of non-statutory committees). They are accountable to the Council for the effective performance of their functions.
- 3.4. In exceptional circumstances, members may obtain prior permission from the Chair of the Council for a leave of absence from a committee for a defined period.
- 3.5. For the statutory and non-statutory Committees to function well it is important that Members attend training and meetings.
- 3.6. Every effort will be made to schedule these in advance to maximise attendance.

- 3.7. Where members do not attend on a persistent basis without good cause they may ultimately be removed from office by the Council.
- 3.8. In the case of Education Committee membership, action will be taken by the PC in line with Rule 13 (1) g of the [Statutory Committee Rules](#).

4. Statutory Committees

- 4.1. The statutory committees are the Education Committee, Investigating Committee, Professional Conduct Committee, Health Committee and Health Tribunal Committee.
- 4.2. The Council retains accountability for monitoring the effective delivery of the statutory committees' functions and receives an annual report from the chair of each committee about that committee's work.
- 4.3. The functions of each statutory committee are set out in the Act and in statutory instruments establishing the rules applicable to each committee's proceedings.
- 4.4. The [Statutory Committee Rules](#) and [Statutory Committees Amendment](#) provide for the appointment of members and Chairs and appropriate deputising arrangements where necessary.
- 4.5. Members of the statutory committees will be removed from appointment by the Council in the circumstances laid down in Rule 13 of the [Statutory Committee Rules](#). Members of non-statutory committees will be removed from appointment by the Council following a similar process.

Education Committee

- a) The Education Committee's general duty as set out in the Act 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 courses, and advises the Council on matters relating to education, training, examinations or tests of competence.
- b) The Education Committee's role is set out in the Act [here](#). In summary:

Membership

The Committee's membership is provided for in the [Statutory Committee Rules](#). It consists of five Council Members (appointed in accordance with the statutory committee rules) and five non-Council Members appointed by the Council, along with up to five co-opted members.

The Chair of the Education Committee can be a registrant or lay Member of the Council. Council shall nominate a member of the Education Committee who is also a Member of the Council to deputise for the Chair if the Chair is unable to perform the duties of the Chair for any reason.

Co-opted members

Rule 3 of the [Statutory Committee Rules](#) sets out the protocol for co-option to statutory committees.

Up to five members can be co-opted to the committee, provided they are approved by the Council in accordance with rule 11 of the [Statutory Committee Rules](#). That rule requires the submission of a curriculum vitae and explanation for the reasons for the request for co-option before the Council passes a resolution to co-opt the member.

Quorum

Five, of whom two must be Council Members. If a meeting is not quorate, or becomes inquorate, it must be adjourned.

The Chair of Council shall consider nominations of individuals who wish to serve on the Committee and determine the membership in accordance with Rule 3 of the [Statutory Committee Rules](#). The Chair of the Education Committee will be elected by the Council from amongst the Education Committee's ordinary membership, in accordance with Rule 4 of the [Statutory Committee Rules](#). A deputy Chair will also be nominated by the Council

Ceasing to be a Council Member

A person who ceases to be a Member of Council or who is suspended shall cease to be a member of every committee on which they sit.

Validity of proceedings

No proceedings of a committee will be invalidated by any defect in the appointment of a member or a vacancy among its members.

Length of appointments to committees

Members of statutory committees (other than those who are Members of Council) shall hold office from appointment to the committee up to the end of their term of appointment, subject to removal, resignation or suspension.

The terms of appointment of co-opted members of statutory committees will be agreed by the committee co-opting them, up to a maximum of 3 years.

Suspension and Removal

The [Statutory Committee Rules](#) (Rules 13 and 14) set out the circumstances in which individuals may be suspended or removed from membership of any of the statutory committees, and the relevant procedure for doing so.

Committee members are required under the Code of Conduct to notify the GCC if they become aware that any of the circumstances that might justify suspension or removal apply to them.

Investigating Committee

- a) The Investigating Committee carries out its role in accordance with the Act and the relevant rules (The General Chiropractic Council (Investigating Committee) Rules Order of Council 2000).
- b) The Investigating Committee considers whether there is a case to answer in relation to allegations which may be made against a registered chiropractor, and if it considers that there is such a case to answer, decides whether to refer the allegation(s) to the Professional Conduct or Health Committee. The Investigating Committee also considers whether it is necessary for public protection for any chiropractor's registration to be suspended on an interim basis while the allegation(s) about them are investigated.
- c) The role of the Investigating Committee is set out in the Act and relevant rules can be accessed [here](#). In summary:

Meeting Frequency

By invitation of the Registrar or their nominee.

Membership

Ordinary members - The Committee consists of not fewer than 10 persons.

Co-opted members - The Committee may co-opt up to 5 members, subject to rule 5 of the [Statutory Committee Rules](#).

Quorum

Three, of which at least one must be lay person and one a chiropractor. The chair of any panel must be a lay member.

Members of the Professional Conduct, Health and Investigating Committees are expected to attend any meeting, hearing, training session, seminar or other event to which they have been invited by the Chief Executive and Registrar (or staff on their behalf) unless there is good reason for them being unable to do so.

They must take all reasonable steps to provide advance warning if they are unable to attend such a meeting, hearing etc.

If an individual fails without reasonable cause, to attend any meeting or hearing they have agreed to attend, that absence will be taken into account in the appraisal process and reappointment, and they may ultimately be removed from office by the Council.

Professional Conduct Committee

- a) The Professional Conduct Committee carries out its role in accordance with the Act and the relevant rules (The General Chiropractic Council (Professional Conduct Committee) Rules Order of Council 2000). It adjudicates on allegations referred to it by the Investigating Committee to the effect that a chiropractor has been guilty of unacceptable professional conduct or professional incompetence, or that they have been convicted of a criminal offence.
- b) The role of the Professional Conduct Committee is set out in the Act and relevant rules can be accessed [here](#). In summary:

Meeting attendance

On an as-needed basis by invitation of the Registrar or their nominee.

Membership

Ordinary members - Not fewer than 10 persons who are chiropractors or lay persons appointed to the Committee by the Council.

Co-opted members - The Committee may co-opt members subject to Rule 11 of the [Statutory Committee Rules](#).

Quorum

Three, of whom at least one must be a lay person, and one must be a chiropractor.

Health Committee

- a) The Health Committee carries out its role in accordance with the Act and the relevant rules (The General Chiropractic Council (Health Committee) Rules Order of Council 2000). It adjudicates on allegations referred to it by the Investigating Committee to the effect that the ability of a chiropractor is seriously impaired because of their physical or mental condition.
- b) The role of the Health Committee are set out in the Act and relevant rules can be accessed [here](#). In summary:

Meeting attendance

On an as-needed basis by invitation of the Registrar or their nominee.

Membership

Ordinary members - Not fewer than 10 persons who are chiropractors or lay persons appointed to the Committee by the Council.

Co-opted members - The Committee may co-opt members subject to Rule 11 of the [Statutory Committee Rules](#).

Quorum

Three, of which at least one must be a lay person, and one must be a chiropractor.

Health Appeal Tribunal

The Health Appeal Tribunal carries out its role in accordance with the Act and the

relevant rules (The General Chiropractic Council (Health Appeal Tribunal) Rules Order of Council 2000).

The role of the Health Appeal Tribunal is to adjudicate on any appeals against decisions made by the Health Committee.

The Health Appeal Tribunal Rules Order 2000 provide for a Tribunal to be arranged should any chiropractor seek to appeal a decision made by the Health Committee. The panel for such a hearing consists of three people, one a registered chiropractor, one being a registered medical practitioner appointed by the General Medical Council, and the chair of the panel being a person nominated either by the Chair of the Bar Council or the President of the Law Society under the procedures set out in these Rules. The relevant procedures are detailed within the Rules.

5. Non-Statutory Committees

5.1. The non-statutory committees of Council are:

- Audit and Risk Committee
- Remuneration and Human Resources Committee
- Registration Appeals Committee
- Appointments Committee
- Reappointments Committee

5.2. A member of a non-statutory committee who fails, without reasonable cause, to attend 25% or more of the scheduled meetings of a committee in a rolling 24-month period, will be regarded as having made an insufficient contribution to the work of the Committee and this will be taken into account in the appraisal and reappointment processes.

5.3. The functions and remit of each of the non-statutory committees is set out in their detailed Terms of Reference, which are approved by the Council. The committees are accountable to the Council and each committee reports into the Council.

Appointments to Non-Statutory Committees

- a) The Chair of Council shall consider nominations from Council members who wish to serve on the Committee and determine the membership based on the needs of Council in providing an appropriate balance of skills and turnover across the governance structure. Any appointment must be reported to the Council.
- b) Appointment of independent members to the Audit and Risk Committee and Remuneration and Human Resources Committees is made by the Council, following a recommendation made by the Chair of the Council.
- c) No Council member/person shall serve more than eight years as a member of any single non-statutory committee.

Appointment of Non-Statutory Committee Chairs & Deputising Arrangements

Chairs - The Chairs of the Audit and Risk Committee, the Remuneration and HR Committee and Registration Appeals Committee are appointed by the Chair of the Council and reported to the Council.

Deputising arrangements - In the event of the absence of the Chair of a non-statutory committee, the Chair of Council will ask a member of the Committee to take the chair for one or more meetings of the Committee or may appoint a Deputy Chair.

In the event of the unexpected absence from a committee meeting of the Chair of the committee, any appointed Deputy Chair, and anyone appointed by the Chair of the Council to chair the meeting in question, a quorate committee may itself elect an individual from amongst its members to chair that meeting.

Role of Chairs of Non-statutory Committees

The Chairs are responsible for ensuring that the committee discharges its role effectively. They must consult with the Executive in setting the agenda for each meeting and will be responsible for monitoring the implementation of the committee's decisions.

The Chairs of the non-statutory committees are responsible for carrying out appraisals of non-Council committee members (other than independent members, who are not subject to appraisal under the GCC scheme).

Ceasing to be a Council Member

A person who ceases to be a member of Council or who is suspended shall at the same time cease to be a member of every non-statutory committee on which they sit.

Validity of proceedings

No proceedings of a committee will be invalidated by any defect in the appointment of a member or a vacancy among its members.

Length of appointment to non-statutory committees

Membership of the non-statutory committees will be reviewed annually by the Chair of the Council and be determined by the needs of Council in providing an appropriate balance of skills and turnover across the governance structure.

Co-option to non-statutory committees

Currently, none of the non-statutory committees have any powers to co-opt additional members to their committees - other than in the event that the independent committee member is unable to attend a particular meeting of the Audit and Risk Committee. In such circumstances, an alternative independent member will be co-opted to attend that meeting as provided for above.

Failure to meet quorum

If a meeting is not quorate, or becomes inquorate, it must be adjourned.

Removal from non-statutory committees

A member of a non-statutory committee who is not a member of Council shall be removed from office in accordance with the statutory committee rules as if they were a member of Council.

Ad hoc working groups

From time to time, ad hoc working groups may be established by the Council to develop policy in new areas or to review specific issues. The composition of these groups will reflect all the necessary expertise to take forward the issue in question. The constitution, role, terms of reference and the life span of the group will be agreed by the Council at the outset.

Details of each non-statutory committee are provided as follows:

Audit and Risk Committee

- a) The Committee's terms of reference are set out [here](#).
- b) The role of the Audit and Risk Committee is to support the Council and Executive by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment, the integrity of the financial statements and the annual report.
- c) As set out in its terms of reference, the Audit and Risk Committee has delegated authority from Council in respect of the appointment and activity of the external auditors. A key part of the Committee's advisory role to Council is in reviewing the GCC's risk register, the accounting policies and the end-of-year accounts of the GCC and monitoring the strategic processes for risk and governance of the GCC.

Remuneration & Human Resource Committee

- a) The Committee's terms of reference are set out [here](#).
- b) The Remuneration and Human Resource Committee decides the remuneration, benefits and terms of service of the Chief Executive and Registrar and Directors, and the overall remuneration framework for other GCC employees. It also advises the Council on the remuneration of Council Members and committee members, as well as on the expenses policy.

Registration Appeals Committee

- a) The Committee's terms of reference are set out [here](#).
- b) The Registration Appeals Committee has been set up to adjudicate on challenges to decisions made by the Registrar in relation to registration matters. It is a sub-committee of the Council, and each panel will consist of three Council Members appointed for the purpose by the Chair of the Council. This Committee meets rarely.

Appointments Committee

- a) The Committee's terms of reference are set out [here](#).
- b) The Appointments Committee has been set up to recruit new Council members to be recommended to the Privy Council. It is a sub-committee of the Council. The membership is decided by the Chair of the Council on each occasion, and will usually consist of the Chair of Council, two current Council Members one Registrant and one Lay, along with one independent member. Different provisions apply to the appointment of the Chair of the Council.
- c) The process for appointments is administered by the Executive and is conducted in conjunction with the Committee.
- d) The Professional Standards Authority's expectations regarding appointments will be met at all times.

Reappointments Committee

- a) The Committee's terms of reference are set out [here](#).
- b) The Reappointments Committee has been set up to assess whether candidates for reappointment to the Council should be recommended to the Privy Council. It is a sub-committee of the Council. The membership is decided by the Chair of the Council on each occasion and will usually consist of two current Council Members who are not seeking reappointment at that time, along with the Chair of Council. Different provisions apply to any reappointment of the Chair of the Council.
- c) The process for reappointments is administered by the Executive and is conducted in conjunction with the Committee.
- d) The Professional Standards Authority's expectations regarding reappointments will be met at all times.

The Executive (or Senior Leadership Team, SLT)

- a) The Executive comprises:
 - Chief Executive and Registrar (CER) and
 - The Directors of the GCC.
- b) The Executive is held accountable to the Council through the Chief Executive and Registrar and has the primary role of implementing the strategic policy set by the Council.

Strategic Statement & Business Plan

A statement approved by the Council which sets out the key strategic objectives to be achieved by the GCC in fulfilling its strategic aims. This is underpinned by an annual business plan detailing the operational activities and budget necessary to achieve those objectives. These are approved by Council and can be found on our website [here](#).

Scheme of Delegation and Financial Regulations

1. The [scheme of delegation](#) details the GCC's responsibilities under the Act. It specifies where responsibility for the GCC's statutory responsibilities lies. Some responsibilities, such as the making of rules, are reserved to the Council. The scheme of delegation also sets out the authority delegated to committees from the Council, outside of that provided for in the Act.
2. The GCC's [financial regulations](#) are designed to ensure the proper use of resources and effective maintenance of assets. The financial regulations set out the policies adopted by the Council to ensure financial control to comply with legal obligations and accounting standards.
3. Other than where functions are specifically reserved to the Council ([see the table of matters reserved to the Council and those delegated to the Chief Executive and Registrar](#)). The Council delegates authority to the Chief Executive and Registrar and holds the post-holder accountable for implementing its strategic objectives, including the effective management of the organisation. The Chief Executive and Registrar may delegate functions to other staff but will be held accountable by the Council for the discharge of all functions delegated under the scheme.

Withdrawal of Delegated Power

The scheme remains in force subject to amendment or revocation by the Council.

Exercise of Delegated Power

Where power is delegated under the scheme, the power must be exercised in a manner which is consistent with the GCCs statutory objective, other relevant legislation and current Strategy.

Induction, Training and Performance

1. Council Members' & GCC Partners' induction

- 1.1. All Council Members and all GCC Partners (other than Legal Assessors, Medical Assessors or independent members of committees) will be required to undertake a programme of induction and training as soon as possible after appointment or, where possible, in advance of the appointment date. The programme will aim to ensure that those individuals are fully aware of the implications of the GCC's statutory role and their responsibilities in discharging that role, whether as members of the Council or in another capacity.

2. Ongoing training of Council Members & GCC Partners

- 2.1. Training needs will be kept under review (including through the annual appraisal system) and the GCC will provide further training where this is necessary during the terms of office. Provision of training will be through a mix of external and internal sources, depending on the subject matter. Annual training is provided to fitness to practise panellists.

3. Appraisal Process

- 3.1. All members of Council and GCC Partners (other than Legal Assessors, Medical Assessors or independent members of committees) are expected to participate fully in relevant appraisal processes.
- 3.2. Information about the GCC appraisal scheme is set out [here](#).

4. Code of Conduct & Guidance

- 4.1. Council Members and GCC Partners must adhere to the Code of Conduct [here](#).

Council Standing Orders

1. Detailed Standing Orders

- 1.1. The Chiropractors Act 1994 as amended (the Act) makes provision for standing orders which are designed to ensure that the business of the Council and committees is conducted as effectively as possible. The Standing Orders ensure that there are consistent governance processes in place. They play an essential role in defining the rules which regulate the proceedings and membership of Council and committee meetings.
- 1.2. In these Standing Orders, references to 'the Council Constitution Order' mean the General Chiropractic Council (Constitution) Order 2008 (SI 2008/3047) and references to 'the Statutory Committee Rules' mean the General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2009 (SI 2009/26) as amended by the General Chiropractic Council (Constitution of the Statutory Committees) (Amendment) Rules Order of Council 2009 (SI 2009/2738).

2. Chair

- 2.1. The Chair of the Council will chair all Council meetings.
- 2.2. In accordance with the Council Constitution Order, if for any reason the Chair is absent from a meeting of the Council, the Council Members who are present at that meeting shall nominate one of their number to serve as Chair at that meeting.
- 2.3. If for any reason the Council is on notice that the Chair is likely to be absent for more than one meeting of the Council, or to be unavailable to perform the duties of its chair for more than one month, or the office of chair is vacant, the Council may nominate a member as Deputy Chair for that meeting or for a longer period in accordance with Paragraph 9 of the Council Constitution Order. A ballot will be conducted in the event of there being more than one nomination for Deputy Chair.
- 2.4. Where a deputy Chair has been nominated, references to the Chair in these Standing Orders shall apply as relevant to the deputy Chair.

3. Dates of Council Meetings

- 3.1. Meetings of the Council are to be held on a regular basis as agreed by the Council, usually four times a year for general business.
- 3.2. The Chief Executive and Registrar shall notify Council Members in writing and/or by email of the time, date and place of a meeting of Council at least 28 days in advance of that meeting. The date of any public meeting of the Council will be published on the GCC website and in any newsletter or other regular communication addressed to GCC registrants.
- 3.3. An extraordinary meeting of the Council shall be convened by the Chair on receipt of a written request to that effect signed by no fewer than 8 Council Members. Notice of such a meeting shall be given to all Council Members at least **14 days before** the date of the meeting.
- 3.4. The Chair has the authority to convene an extraordinary meeting at any time, according to the demands of the business, taking into account the need for as much notice as possible to be given of such a meeting and provided that the Chair of the Audit and Risk Committee consents to the convening of such a meeting.
- 3.5. At any extraordinary meeting of the Council, no other business shall be dealt with except that given in the notice, unless the Council by a resolution agrees to consider any other business.

4. Agenda & Papers

- 4.1. Council Members should notify the Chief Executive and Registrar and/or the Chair of any items they wish to be included on the agenda for the meeting at least **14 clear days in advance** of the meeting date.
- 4.2. The Chair, in consultation with the Chief Executive and Registrar, shall determine the content of the agenda for the Council meeting, taking into account competing priorities. A record will be kept of any items proposed for inclusion on the agenda by Council Members that are not included by the Chair on the final agenda.
- 4.3. The Chief Executive and Registrar will endeavour to send the agenda setting out details of the business to be considered at the meeting to each Council member and the start time of the meeting, at least **7 clear days before** the day of the meeting, together with as many supporting papers as are available.
- 4.4. No business other than that which has been included on the agenda, or any raised under 'Any other business' and accepted as such for discussion by the Chair in advance of the meeting, shall be discussed at any Council meeting, with the exception of urgent business which may be discussed with the prior consent of the Chair.
- 4.5. In the case of extraordinary meetings, the requirements in relation to provision of an agenda and papers may be varied as circumstances require, save that the agenda and supporting papers must be sent to Council Members at least three clear days before the date of the meeting.
- 4.6. The agenda and papers for any public meeting of the Council will be **published on the GCC's website** on the day it is sent to the Council Members. Papers discussed during any private session of Council will remain confidential until designated otherwise and will not be published.

5. Attendance

- 5.1. Council Members are expected to attend all meetings of the Council and of any other committee or working group where they serve in their capacity as a Council Member, unless there is reasonable cause for their absence which is notified to the Chair in advance.
 - 5.1.1. This may include attendance by remote means such as Microsoft Teams where that is permitted and agreed in advance with the chair of the meeting.
- 5.2. Once noted in the minutes as attending a meeting, Council Members are expected to remain until business has been completed or the meeting otherwise terminated. In exceptional circumstances members may leave early by prior arrangement with the Chair.
- 5.3. A Council Member failing, without reasonable cause, to attend meetings on a regular basis will be regarded as having made an insufficient contribution to the work of the Council and taken into account in the annual appraisal process and in relation to consideration where an application for reappointment has been made.
- 5.4. A Council Member's failure, without reasonable cause, to attend sufficient meetings may be taken into account by the Privy Council in considering removal of that Council Member from office in accordance with paragraph 6(1)(g) of the Council Constitution Order.
- 5.5. A Council Member may obtain prior permission from the Chair for a leave of absence from attending Council meetings for a defined period.

6. Quorum

- 6.1. The quorum of the Council shall be eight in accordance with paragraph 10 of the Council Constitution Order.

- 6.2. If fewer than eight Council members are present the meeting will be adjourned.
- 6.3. Where a meeting becomes inquorate, business transacted while the meeting was quorate will not be invalidated by the later lack of quorum.

7. Adjournment

- 7.1. The Chair may adjourn a meeting to a fixed day and time, as directed by the meeting.
- 7.2. Notice of the adjourned meeting shall be given to all Council members if a meeting is adjourned for seven days or more. In other cases no further notice need be given.

8. Agenda & Business of Council Meetings

- 8.1. The business at Council meetings shall include:
 - Presentation of the minutes of the last meeting and subject to any correction, authorisation for the Chair to sign them.
 - Consideration of any conflicts of interests, prior to each agenda item.
 - In the Council meeting, answers to questions from observers.
 - Items as detailed in the agenda; and
 - Any other business accepted as such for discussion by the Chair.

9. Role of the Chair at Meetings

- 9.1. The Chair shall:
 - At the start of business ask members whether any conflicts of interests exist in relation to any of the agenda items.
 - Determine whether a conflict of interest requires a Council Member (or Members) to withdraw from discussion of an agenda item.
 - Ensure that Council Members have sufficient opportunity to express their views on all matters under discussion.
 - Seek the advice of the Chief Executive and Registrar where necessary; and
 - At the end of each item of business the Chair shall state the conclusions that have been reached and any decisions that have been made.

10. Rules of Debate

- 10.1. The Chair will ensure respectful conduct of Members.
- 10.2. Members will ensure they are prepared for meetings having read the papers carefully.
- 10.3. The Chair will ensure that Members can contribute; equally the Chair will need to balance a desire to speak with the time available.

11. Voting & Decision Making

- 11.1. Where necessary decisions will be reached by simple majority vote by those Council members present. This may be due to no clear consensus at the end of a discussion; sensitive items; or of the Chair judges it appropriate.
- 11.2. A record of the number of Council Members voting for and against or abstaining shall be taken. The numbers shall be recorded in the meeting minutes, without use of names. The Chair can decide to allow an individual Council Member's request for their objection to any decision taken by a majority of Council Members present to be formally recorded in the minutes.
- 11.3. If the numbers of votes for or against a proposal are equal, the Chair shall have a casting vote.

- 11.4. Council Members are required to support all Council decisions based on collective responsibility even where they have voted against the decision.
- 11.5. Council Members may be asked to approve recommendations outside of meetings, by email or any other electronic means, if time requires a decision to be made. Approval will require eight votes in favour of the recommendation.
- 11.6. Where it is known at a meeting of Council that a decision of Council is required to be taken before the next meeting of Council, Council Members shall be informed at the meeting. Where a matter arises between meetings it shall only be considered outside of a meeting with the permission of the Chair.

12. Effect of Vacancies on the Validity of Proceedings

- 12.1. In accordance with the Council Constitution Order, the validity of any proceedings of Council shall not be affected by:
- A vacancy among the members of the Council
 - A defect in the appointment of a member of the Council
 - The participation of a member whom the Privy Council must remove from the Council under paragraph 6 (1) (b) to (f) of the Council Constitution Order (although such a member is not entitled to participate pending their removal)
 - The participation of a member whom the Privy Council has removed under paragraph 6 (1), or
 - The participation of a member provisionally suspended by the Council under its standing orders or suspended by the Privy Council under paragraph 7 (1) or (2).

13. Designation & Conduct of Confidential Business

- 13.1. In principle, all business should be conducted in public in an open and transparent manner. However, business may be designated as confidential (and therefore conducted in a private session of Council), if it is, in the opinion of the Chair, in the interests of the GCC or other relevant parties so to do. This will normally include:
- Any personal matter relating to an employee or member, or a former employee or member of the GCC
 - Any matter which is commercially sensitive
 - Any matter concerning information that has been supplied to the GCC in confidence, and any identification of the source of such information.
 - Discussion of risk to the GCC that might be exacerbated by discussion in public
 - Any matter if discussion of it would require disclosure of data that is protected from disclosure by statute
 - Any matter relating to employment negotiations or consultations between the GCC and staff
 - Any matter relating to future policy or strategy when, in the opinion of the Chair, public discussion would be premature
 - Any matter which is subject to legal professional privilege
 - Any matter relating to the prevention or detection of crime or the prosecution of offenders
 - Any other matter deemed to be confidential by the Chief Executive and Registrar which is justified as having equivalent characteristics to one or more of the above.
- 13.2. If during the discussion of an item during the Council meeting it becomes apparent that confidentiality requires that discussion to be held in private instead, the Chair may decide to close the discussion of that item within the public session, and to initiate discussion of it in private session.

- 13.3. Information about confidential business dealt with outside of the Council meeting held in **public shall be included in the agenda, papers or minutes made available to the public.**

14. Access to Meetings

- 14.1. The Chair may invite any person to attend the whole or part of a Council meeting to speak or present a report.
- 14.2. Anyone may attend a meeting of the Council as an observer, on advance request to the Chief Executive and Registrar. The number of observers to an in-person meeting will be limited by space and safety considerations. In advance of excluding the public from a meeting, the Chair shall announce the reasons why the Council is to hold a private session.
- 14.3. Observers may put questions to Council at the end of the meeting as invited by the Chair.
- 14.4. No one shall make a permanent record of proceedings, except with the leave of the Chair.
- 14.5. The Council may resolve that any observer attending a meeting of the Council be required to withdraw from the meeting if the observer's conduct disrupts the Council's consideration of the business of the meeting.

15. Declarations of Interest

- 15.1. Council members and the Executive complete the annual declarations of interest form in December. The completed forms are published on the GCC website. We also ask for declarations to be made at Council and committee meetings.
- 15.2. The Chair may direct that any Council Member with a personal interest will leave the meeting for the duration of the debate.
- 15.3. Members should err on the side of caution in making declarations of personal interests. Failure to declare an interest will be regarded as a serious breach of the Code of Conduct. If a member of Council believes that another member present has a direct or indirect interest in an item and that interest has not been declared, they should inform the Chair. The Chair will establish whether there is an interest which should have been declared, and will, if necessary, make a ruling on the matter.
- 15.4. If the withdrawal of a Council Member makes the meeting inquorate, the meeting will not close but will move to the next item of business for which sufficient Council Members are present.

16. Minutes of Council Meetings

- 16.1. Minutes of Council meetings are taken and retained as a record by a member of the Executive. These will provide an accurate and authoritative record of the meeting and shall be sufficiently detailed to provide an audit trail of the issues discussed and the decisions taken. They will show the attendance of members and any withdrawal of members on the ground of conflicts of interests.
- 16.2. Draft minutes will usually be forwarded to the Chair of the meeting for approval within ten working days of each meeting and circulated to the Council within a further ten working days. Members must propose amendments to the minutes at least 14 days in advance of the meeting at which they are to be approved as a correct record. The minutes will be approved at the next meeting of the Council.

17. Removal & Suspension from Office

- 17.1. *Removal* - Council Members will be removed from office by the Privy Council in the circumstances laid down in paragraph 6(1) of the Council Constitution Order.
- 17.2. *Suspension* - Council Members may be suspended from office by the Privy Council in the circumstances set out in paragraph 7 of the Council Constitution Order. Members of the statutory committees may be suspended from appointment by the Council in the circumstances set out in Rule 14 of the [Statutory Committee Rules](#).
- a) The Council may provisionally suspend a Council Member from office if, by a majority of those present and voting, it agrees to do so at a quorate meeting of the Council. The provisional suspension has effect when the proposal is agreed.
 - b) Exceptionally, and only with the agreement of the Chair of the Audit and Risk Committee, the Chair of Council may provisionally suspend a Council Member with immediate effect by informing the member in writing. Such a suspension must be reported to and considered at the next meeting of the Council.
 - c) Provisional suspensions of Council Members must be reported in writing, as soon as reasonably practicable, to the Privy Council for consideration of further action under the Council Constitution Order. The Privy Council will then consider the matter to determine whether to suspend the member under paragraph 7 or remove the member under paragraph 6.
 - d) If, after considering a provisional suspension, the Privy Council decides not to suspend or remove the Council Member, the Council will terminate the provisional suspension.
 - e) A person who is suspended from membership of the Council shall cease to be a member of every committee on which they sit during that suspension.

18. Education, Training & Performance

- 18.1. The GCC shall make available education and training opportunities for all Council Members and GCC Partners relevant to their role.
- 18.2. The GCC will establish standards of performance for Council Members and have in place a system of annual appraisal. All Council Members are required to participate fully in the appraisal process.
- 18.3. Where a Council Member, without reasonable cause, fails to undertake satisfactorily the GCC's requirements regarding education and training, the Privy Council will, in accordance with paragraph 6(1) (h) of the Council Constitution Order, remove that Council Member from office.

19. Powers of the Council

- 19.1. The Council has power to do anything which facilitates its functions, subject to any provisions made by or under the Act. In particular, paragraph 15(1) of Schedule One to the Act gives the Council power:
- To borrow
 - To appoint staff and pay salaries and pensions etc.
 - To pay allowances and expenses to its members and committee members
 - To establish sub-committees of its committees
 - Subject to the Act, to regulate its procedures and those of its committees or sub-committees
 - To abolish any of its non-statutory committees or sub-committees thereof
 - To delegate to its committees any functions other than its power to make rules.

Matters Reserved for Council, Roles & Appointments

1. Matters Reserved to Council and those Delegated to the CER

1.1. Matters reserved to Council and those delegated to the CER can be accessed [here](#).

2. Role of the Council

2.1. The role of the Council is to ensure that the GCC is meeting its statutory duties under the Act and other legislation. To meet these duties, it:

- Promotes the long-term sustainable success of the GCC. It does this by setting and monitoring the delivery of the corporate strategy and objectives, and setting the framework for policy and operational performance, including agreeing the organisation's Strategic Statement.
- Makes rules as provided for under the Chiropractors Act.
- Approves the annual Budget and Business Plan and monitors delivery.
- Appoints the Chief Executive and Registrar.
- Takes final decisions on any matter of fundamental strategic significance to the GCC or any matter that poses a substantial risk to the organisation.
- Ensures and reviews the effectiveness of the GCC in fulfilling its statutory purpose by promoting the work of the GCC externally, particularly promoting public and professional confidence and support for the GCC and its work.
- Ensures the quality of decision making is supported by effective stakeholder engagement and appropriate evidence, including approving for consultation any policy proposal that relates to any matter reserved to Council and ensuring that due consideration has been given to all other policy matters by the relevant committee of Council and that policy development is aligned with the GCC's strategic direction.
- Publishes the Register.
- Consults the Education Committee on matters relating to education, training, examinations or the Test of Competence.
- Recognises qualifications, assigns conditions and withdraws recognition, if appropriate.
- Determines the standard of proficiency and determines and publishes the Code of Practice.
- Ensures that appropriate audit, control and assurance systems are in place.
- Formulates the financial strategy and ensures the organisation's financial viability
- Safeguards the organisation's assets.
- Ensures efficient and effective use of resources.
- Ensures compliance with all relevant legislation.
- Approves the risk strategy and sets the risk appetite.
- Appoints members of statutory committees and other GCC Partners.
- Maintains high standards of corporate governance.
- Decides all matters relating to its governance framework, including its Scheme of Delegation and Standing Orders.
- Exercises oversight of the GCC's activities by ensuring that they are aligned with the strategic direction by:
 - Holding the Executive to account for the management of the GCC's day to day operations ensuring that resources are used properly; and
 - Ensuring that decisions are made in accordance with the GCC's responsibilities and duties.
- Ensures effective reporting to Parliament (including approving the annual report and accounts), the Professional Standards Authority, registrants and others.
- Undertakes those functions of the Council not otherwise delegated to the Chair, the Chief Executive and Registrar or the committees.
 - Considers reports of the Registrar relating to fraud or error in relation to registration.
 - With the approval of the Privy Council, recognises qualifications or withdrawing their recognition.

- Appoints Legal Assessors and Medical Assessors.
- Hears appeals against decisions of the Registrar (by delegation to its Registration Appeals Committee).
- Appoints independent external auditors and ensures that the accounts are audited.
- Approves the Annual Report and Accounts.

3. Appointment of the Chair of Council & Deputising Arrangements for the Chair

- 3.1. *Chair of Council* - The Privy Council appoints the Chair of Council, following an open recruitment process conducted by the GCC in accordance with standards set by the Professional Standards Authority. The Council Constitution Order governs the appointment, term of office and cessation of office of the Chair of Council (paragraph 8).
- 3.2. *Deputising Arrangements* - Deputising arrangements in relation to the Chair are set out in the Council Constitution Order (paragraph 9).

4. Role of Chair of Council

- 4.1. The Chair leads the Council and has overall responsibility for ensuring that the statutory duty and functions of the GCC are fulfilled efficiently and effectively, that best use is made. The Chair acts as the principal spokesperson and ambassador for the GCC.
- 4.2. The Chair's role is to:
 - Ensure that the Council sets the GCC's strategic direction for regulation and development of the profession within the current statutory framework.
 - Set the Council's agenda which focuses on strategy, sustainability, performance, culture, accountability, and ensure that issues pertaining to these areas are reserved for Council decision.
 - Ensure that the Code of Conduct and other relevant provisions are adhered to by Council Members.
 - Encourage openness, transparency and accountability and high ethical standards in all that the GCC does.
 - Promote and uphold the public interest in all that the GCC undertakes.
 - Encourage all Council Members to engage in committee meetings by drawing on their skills, experience and knowledge.
 - Shape the culture in Council meetings to ensure that the Council works collectively and that each Council Member puts the interests of the GCC above their own.
 - Chair Council meetings effectively ensuring that required decisions are taken.
 - Communicate effectively with Council Members between meetings to ensure that business is taken forward and effective contributions can be made by Council Members.
 - Foster relationships amongst Council Members based on trust, mutual respect and open communication.
 - Ensure that the Council holds to account:
 - the Chief Executive and Registrar for the operation of the GCC's business function and the effective management of the organisation; and
 - the Chairs of the Investigating, Professional Conduct and Health Committees for the effective discharge of their functions.
 - Take decisions on minor, non-contentious or urgent matters falling within the remit of the Council on reference from the Chief Executive and Registrar.
 - Account to the Council for his/her decisions and report to the Council (or appropriate committee) on each occasion when he/she has exercised delegated authority.
 - Ensure that there is an annual programme of Council meetings with agendas appropriate to the business of Council.
 - Make appointments to the non-statutory committees.

- Provide feedback and guidance to Council Members as part of their appraisals.
- Ensure that Council monitors its performance in line with legal and regulatory compliance requirements through the conduct of Council evaluations.

5. Chair's External Relationships

5.1. The Chair's role is to:

- Represent the GCC in meetings as appropriate with leaders of patient and consumer organisations, the chiropractic profession, educational leaders and employers, other regulatory and public authorities and other interest groups, and ensure effective engagement with key stakeholders on relevant issues.
- Engage with the media on the Council's behalf.
- Develop partnership working with the Chair of the Professional Standards Authority and the chairs of the other health and care professions regulators.
- Represent the GCC with international regulatory authorities.
- Be accountable to Parliament and respond to directions, recommendations and requests from government departments, the Privy Council and the Professional Standards Authority.

6. Attendance at Council Meetings

6.1. The [standing orders](#) set out the detailed requirements for attendance at meetings.

The Executive or Senior Leadership Team (SLT)

1. The Executive Team (SLT)

- 1.1. The Executive Team (SLT) comprises the Directors of the GCC, led by the Chief Executive and Registrar.
- 1.2. The SLT acts as an executive board of management and comprises:
 - Chief Executive and Registrar
 - Director of Corporate Services
 - Director of Development
 - Director of Fitness to Practise
- 1.3. The collective responsibility of the SLT is to:
 - Prepare strategic plans, business plans and budgets for agreement by Council
 - Implement an annual business plan within the budget agreed by Council and prioritise and allocate resources appropriately
 - Develop strategies and major policy proposals to a stage where they can be considered by the Council or its committees
 - Provide support to statutory and non-statutory committees in discharging their roles
 - Liaise with all relevant stakeholders to ensure that policy development and decision making is fully informed
 - Monitor operational and financial performance and alert Council to any issues that have a bearing on the performance of the GCC as a regulator
 - Evaluate and manage risks that might impact on the operational effectiveness or public confidence in the GCC.

2. Chief Executive & Registrar

2.1. Statutory Duties

- To establish and maintain the register of chiropractors (section 2(3) of the Act and The General Chiropractic Council (Registration Rules) Order of Council 1999 (“the Registration Rules”).
- To carry out such other functions as the Council may direct (section 2(4) of the Act).
- To consider whether applicants for registration are of good character and in good health (section 3 of the Act and rule 5 of the Registration Rules).
- To consider whether applicants for registration from outside the UK have reached the required standard of proficiency (section 3(6) of the Act and the General Chiropractic Council (Registration of Chiropractors with Foreign Qualifications) Rules Order of Council 2002).
- To consider certain matters relating to Conditional Registration (section 4 of the Act).
- To deal with temporary registration for visiting chiropractors from relevant European States (section 5A of the Act).
- To enter a note in the register of the details of every suspension of registration (section 7 of the Act).
- To refer applications for restoration to the register from individuals who have previously been struck off the register to the Professional Conduct Committee, and to register applicants when directed by the Committee (section 8 of the Act).
- To investigate allegations of fraud or error in the register and report on the investigation to Council; to suspend registration during investigation if satisfied it is necessary to protect members of the public and to remove the registration on the order of Council, subject to the right of appeal (section 10 of the Act).

- To suspend or remove a chiropractor's name from the register when ordered to do so by the Investigating Committee, Professional Conduct Committee or Health Committee (sections 21-25 of the Act)
- To invite members of the Investigating Committee, Professional Conduct Committee and Health Committees to attend meetings of the committees (see the General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2009, as amended by the General Chiropractic Council (Constitution of the Statutory Committees) Rules Order of Council 2010)
- To collect entry fees, retention fees and restoration fees; in accordance with Schedule 2 of the Registration Rules as amended by the General Chiropractic Council (Registration) (Amendment) Rules 2009 and the General Chiropractic Council (Registration) (Amendment and Repayment) Rules.
- To deal with continuing professional development requirements (including issuing of final warnings, and removal from the register for failure to comply with the requirements) (see the General Chiropractic Council (Continuing Professional Development) Rules Order of Council 2004).
- To deal with professional indemnity insurance requirements as per section 37 of the Act and in accordance with the General Chiropractic Council (Professional Indemnity Insurance Rules) 1999 as amended by the Health Care and Associated Professions (Indemnity Arrangements) Order 2014, and according to the General Chiropractic Council (Indemnity Arrangements) Rules 2015.

2.2. Other Duties

- Directing the affairs and managing the resources of the GCC within the strategic framework established by the Council. In exercising their remit, the Chief Executive and Registrar has delegated authority to act in any matter that is not expressly reserved to the Council and does not properly fall within the remit of the Chair of Council.
- The Chief Executive and Registrar is accountable to the Council for their decisions and must provide such reports as the Council may require in order to carry out its role effectively.

2.3. Responsibilities

- The responsibilities of the Chief Executive and Registrar include:
- Ensuring that the statutory functions of the GCC are discharged in accordance with the legislation and protection of the public.
- Making proposals to Council regarding the development of, or changes to, legislation and seeking the Privy Council's consent to the Council's decisions
- As Registrar, making decisions about registration and professional conduct matters in accordance with the legislation.
- Formulating and making proposals to the Council regarding strategy and statutory policy and implementing the Council's decisions.
- Formulating and making proposals to the Council regarding financial strategy, reserve's policy and fee strategy and implementing the Council's decisions.
- Formulating and making proposals to the Council regarding the annual business plan and budget and implementing the Council's decisions.
- Implementing an effective system for the management, monitoring and reporting of performance; and
- Deciding all matters relating to organisational structure and the management of staff, within the framework and budget agreed by the Council.
- Implementing an effective system of internal control, within the framework agreed by the Council and ensuring that significant matters are reported to the Council
- Implementing the risk management framework agreed by the Council ensuring that risks are identified and evaluated, that appropriate measures are put in place to mitigate risks, and that progress is monitored and reported

- Securing the effective, efficient and economic use of resources, ensuring financial propriety and keeping proper records of account.
- Leading the Senior Management Team in collective management of the GCC.
- Reporting to the Professional Standards Authority and Parliament.
- External relations and international affairs.
- Ensuring effective governance of the GCC.

2.4. In order to carry out their responsibilities effectively the Chief Executive and Registrar may delegate such matters as they consider appropriate.

GCC Decision Matrix

The key to, and summary of, the GCC Decision Matrix are set out in the table below.

Key to the Decision Matrix

D Decide
 R Recommend
 E/P Execute/Prepare
 E/P/R Execute/Prepare/Recommend

	Council	Education	IC	PCC	Health	ARC	RemHR	Registration/ Appeals	Executive
Code of Conduct	D								
Standing Orders	D								
Appointment of CER	D								
Make Rules	D								
Publish Register	D								E/P/R
Reports from CER & Committee	D	R				R	R		E/P/R
Recognise Qualifications	D	R							E/P
Oversee Code of Practice	D					R			E/P/R
Appoint Legal Assessors & Medical Assessors	D		R	R	R				E/P
Appoint Statutory Committee Members	D								E/P
Consider Appeals Against CER	D								E/P
Overall Strategy & Business Plan	D								E/P/R
Committee Recommendations	D	R				R	R		E/P
Audited Accounts	D					R			E/P
Annual Financial Plan	D					R			E/P/R
Management Accounts	D					R			E/P/R
Risk Management Framework	D					R			E/P/R
Implement Risk Appetite	D					R			E/P/R
Implement Strategy & Business Plan	D								E/P/R
Strategic Risk Register	D					R			E/P/R

Operational Risk Register									E/P/R
Compliance Reporting	D					R			E/P/R
Investment Portfolio	D					R			E/P/R
Investment Strategy	D					R			E/P/R
Succession Plan	D						R		E/P
Whistleblowing	D					R			E/P
Remuneration Policy (Council/Committee/Staff)	D						R		E/P/R
HR & People Policies	D						R		E/P/R
Corporate Governance	D					R	R		E/P/R
Daily Operational Matters									E/P

GCC Policies, Guidance & Forms

Key GCC Policies & Guidance

- P1 [Risk Management and Risk Tolerance Statement](#)
- P2 [Procurement and Tendering Policy](#)
- P3 [Anti-Corruption & Bribery Policy](#)
- P4 [Procedure for Dealing with Complaints Against Members of Council](#)
- P5 [Whistleblowing policy for staff, Council Members and GCC Partners](#)
- P6 [Remuneration Policy](#)
- P7 [Register of Conflicts of Interests Policy](#)
- P8 [Gifts and Hospitality Policy](#)
- P9 [Appraisal scheme for Council Members](#)

GCC Governance Forms

- F1 [Register of Council Member and Partners' Interest Form](#)
- F2 [Gift and Hospitality Form](#)
- F3 [Council Member Appraisal Form](#)

Relevant Legislation

Relevant legislation can be viewed [here](#).

Document History

Version	Date	Description of Change	Author	Approved By
V1	Sep-2024	Update of Governance Manual (July 2019) with links and new sections: <ul style="list-style-type: none">• Introduction• Glossary• GCC Vision, Mission and Values• New sections in Handbook: 33, 38, 44, 47, 53, 62, 70, 91, 92, 93• New Section in Standing Orders: 33• Decision matrix• Links to annexes and relevant legislation	Executive	Council