

Staff and Associate Specialist (SAS) Ophthalmologists Group Chair Application Pack



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Overview

The SAS Group is an integral to the work of the College supporting members in Staff Grade, Associate Specialist, Specialty Doctor (SAS) and other non-consultant non-training grades. It has a voice on all major College Committees to represent SAS ophthalmologists' opinions to the College. ([Full terms of reference](#))

Main Purpose and Deliverables

- Providing leadership to the SAS Group in achieving its remit
- To promote the role of SAS ophthalmologists in ophthalmic professional life, championing SAS ophthalmologists within the RCOphth
- Ensuring the RCOphth supports SAS doctors in their workplace
- Ensuring the RCOphth is represented at the Academy of Medical Royal Colleges' SAS Group
- Proactively representing the RCOphth at a professional level in relation to his or her responsibilities

As the chair you will provide clear leadership externally and internally. You will also join the RCOphth Professional Standards Committee and the College Council.

Current priorities/activities for the group:

1. To finalise and completion of preparation for forthcoming SAS national eye day in November 2021.
2. To assist the college with implementation of specialist role and promote SAS doctors as assessors.
3. Promote ophthalmic local training programme.
4. Promote SAS charter and autonomous working for SAS doctors.

Message from the Current Chair



I was appointed as chair of this committee almost three years ago. My main focus was to ensure continued professional development for SAS doctors and autonomous working. During my early chairmanship, I promoted further opportunities for training and career progression, through the CESR application route. With support from Ms Hingorani, Chair Professional Standards, we looked in to the possibility of short term subspeciality placement for SAS doctors in participating trusts to complete remaining learning outcomes necessary for CESR applicants.

We prepared and published the National Framework for SAS doctors' professional development document and SAS Ophthalmologists: supporting a key workforce action plan following the SAS survey.

Traditionally, the chair, with the help of the committee and support College staff, organise the annual SAS National Eye day – a seminar with a good breadth of topics, due to the pandemic, the event was virtual in 2020.

The role of chair has taught me the importance of working as part of a team. I realised that I could not have achieved as much as we did without the help of my committee members, the College's Professional Support and Event management teams. Furthermore, as chair in a responsible role, means that you have to collaborate widely but also make difficult decisions in the best interests of both the committee and the College.

I am also pleased that I had the opportunity to work closely with other College staff, College officers, committees and Council and see how work and decisions are carried out for and behalf of membership. This role and the learnings from it has helped me in my other professional and personal commitments as well and I feel honored I had opportunity to contribute on implementation of new SAS specialist role on behalf of College.

I would like to thank all my committee members, Melanie Hingorani, Beth Barnes and Laurelle Bygraves and Julie Hodgkinson for their support.

Dipen Boghani, Chair of the SAS Sub-committee

Job Description and Person Specification



Post: **SAS Chair**

Responsible to: **Chair of Professional Standards**

Date Agreed: **27 April 2021**

Duration of Appointment **3 years (renewable once – maximum 6 years)**

The Royal College of Ophthalmologists (RCOphth) champions excellence in the practice of ophthalmology and acts as the voice of the profession. We are the only professional membership body for medically qualified ophthalmologists and for those who are undergoing specialist training to become ophthalmologists with over 4,000 members worldwide. Ophthalmologists are at the forefront of eye health services because of their extensive training and experience in the area.

Role Description

Role Title:	Chair of the SAS Group
Reports to:	Professional Standards Committee and Council
Line reports:	N/A
Term of office:	Up to three years, renewable once The post is unpaid, travel and other costs are reimbursed in line with the RCOphth expenses policy
Time commitment	Estimated at 15 days per year for meetings plus email correspondence

Background information

The Royal College of Ophthalmologists champions excellence in the practice of ophthalmology. We are the only professional membership body for medically qualified ophthalmologists and for those who are undergoing specialist training to become ophthalmologists with over 4,000 members worldwide.

The College acts as the voice of the profession, we set the curriculum and examinations for trainee ophthalmologists, provide training in eye surgery, maintain standards in the practice of ophthalmology, and promote research and advance science in the specialty. Ophthalmologists are at the forefront of eye health services because of their extensive training and experience in the area.

The SAS Group is an integral to the work of the College supporting members in Staff Grade, Associate Specialist, Specialty Doctor (SAS) and other non-consultant non-training grades. It has a voice on all major College Committees to represent SAS ophthalmologists' opinions to the College.

Main Areas of Work and Responsibility

Leadership

- Provide visible leadership, developing and communicating the Group's, purpose, outcomes and goals in accordance with the RCOphth strategic plan
- Chair the Committee and ensure it performs its duties set out in the Terms of Reference
- Effective oversight of the progress to Committee's goals
- Delegate tasks appropriately to Committee members
- Work with and influence key external organisations and agencies relevant to the Committee's remit such as national transformation or clinical safety programmes
- Work collaboratively with the Head of Professional Support and other colleagues to develop and deliver the organisational business and operational plan.
- To attend Council and Professional Standards Committee meetings, contribute to discussions and report on issues relevant to SAS doctors
- Assist the College in developing appropriate communications to SAS members and non-members
- Respond to telephone calls/emails from Fellows and Members with assistance from the Professional Support Department at the College

Professional Standards Governance

Promote the highest standards of governance, propriety and conduct:

- Monitor Committee activity against milestones and deliverable outputs
- Chair Committee meetings including agenda preparation and meeting planning, involving all members in discussion and decisions and encourage all members to express their views
- Ensure that the meetings are productive and achieve the aims set out in the agenda
- Work with the Professional Support Department to deliver the annual SAS National Eye Day Event and the annual SAS Forum at the College Congress
- To work actively with the College in its current campaign to increase the profile of SAS doctors and support their role in ophthalmic services and eye care.
- Ad hoc meetings: e.g. meetings with other officers or College members of staff, liaison with other bodies, representing the College at meetings. These are infrequent and can normally be arranged at times to suit the post holder. The College encourages the use of video and telephone conferencing wherever possible and appropriate and will arrange this on request.
- The College base is in Central London, but this role may require travel to meetings and events in and around London, the UK and occasionally overseas with some overnight stays as well as occasional working outside of normal office hours.

Key Working Relationships

- Colleagues – sharing information, working collaboratively, providing advice
- College Members and Officers – providing information and support
- Chair of Professional Standards and Head of Professional Support – the Chair reports to Professional Standards Committee

- Other Royal Colleges – networking, collaborating on joint projects
- External stakeholders sharing information, working collaboratively, providing advice information and support

Scope and Accountability

Legal, regulatory and compliance responsibility	<ul style="list-style-type: none"> • Compliance with health and safety procedures, including prompt reporting of any defects, risks or potential hazards • Compliance with the organisation’s data protection and privacy policies
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The Chair of the Committee is recruited by interview through a fair and open process as stated in the Bye Laws. Selection is made by an appointment panel.

KEY WORKING RELATIONSHIPS

The Chair is supported by the Committee and a professional staff team including:

- Head of Professional Support - member of the senior management team (SMT), providing guidance and working closely with the Chairs to deliver the RCOphth’s strategy with responsibility for the department’s operational plans.
- Events Manager – responsible for the operational delivery of department events
- Administrative support for committee meetings

You will work in partnership with the Committee, RCOphth staff and other stakeholders to focus on providing opportunities that meet for quality improvement for ophthalmology patients.

Person Specification

	Criteria
Eligibility	<ul style="list-style-type: none"> • Fellow, Member or Affiliate of the Royal College of Ophthalmologists in good standing • Substantive NHS SAS post for at least three years • UK License to Practice • UK resident
Impactful Strategic Leadership	<ul style="list-style-type: none"> • Experience of running educational events for colleagues • A successful track record of impactful strategic leadership and driving change • Establish and articulate a strong strategic direction and persuasive vision for the future • Ability to promote shared identity, values, ownership, empowerment and pride in an organisation, planning and delivering results • A forward looking and continuous improvement approach to ensure future sustainability and success • Experience of chairing committees
Working collectively and	<ul style="list-style-type: none"> • Ability to work collaboratively • Confident communicator with written and verbal

collaboratively	<ul style="list-style-type: none"> • Develop relationships with organisations that inspire common purpose • Acts with honesty and integrity and promotes openness and transparency • Commitment to equality and diversity and understanding of how this applies to the work of the audit • Committed to own continuing professional development
Communication Skills and Behaviours	<ul style="list-style-type: none"> • Commitment to high professional standards for the benefit of patients and the profession • communication skills; the ability to relay key routine information and handle ad hoc enquiries • Ability to communicate and engage effectively; to successfully influence a wide range of stakeholders, including building influential networks • Good organisational, prioritisation and time management skills and meets deadlines in an accurate manner
Other requirements	<ul style="list-style-type: none"> • Occasional requirement to work evenings or weekends or travel
Legal, regulatory and compliance responsibility	<ul style="list-style-type: none"> • Compliance with health and safety procedures, including prompt reporting of any defects, risks or potential hazards • Compliance with the RCOphth's data protection and privacy policies • Up to date equal opportunities training

TIME COMMITMENT

- Estimated at 10-15 days per year for meetings plus email correspondence (SAS Group meetings, Professional Standards Committee meetings, Council Meetings, Academy of Medical Royal Colleges SAS Group meetings – deputies can be arranged in advance with other members of the SAS Group)
- The RCOphth has committed to running at least half of these meetings virtually from 2021 onwards.
- Ad hoc meetings: e.g. meetings with other officers or College members of staff, liaison with other bodies, representing the President at meetings. These are infrequent and are arranged at times to suit the post holder.
- It is possible to conduct nearly all the Committee business between scheduled meetings electronically and remotely. Previous Chairmen estimate that the work involved in managing the Committee, i.e. reading papers and emails, responding to these and dealing with other queries, amounts to about 5-6 hours per week. This is in addition to time spent at meetings.

A bit about The Royal College of Ophthalmologists...

Strategy

We launched our new [Strategic Plan 2020 -2022](#) in October 2019.

Our vision is 'That everyone should have access to high quality eye care'. Our core aims are:

1. To carry out '**Our Purpose**' as defined in our Charter
2. To define, provide guidance and support for the '**Workforce**'
3. To '**Lead**' in maintaining high standards and speak out where care falls short
4. To '**Evolve**' and continually assess our work in the most efficient and effective way

Priorities and campaigns

The RCOphth campaigns for change that meet our strategic aims, for and on behalf of members. Some of these priorities are:

1. **AQPs/Independent Treatment Centres**: impact on the HES, training, conflict of interest
2. **Commissioning**: influencing the commissioning of services in regions, using case studies to highlight best practice
3. **Workforce**: well-being, career attrition, capacity to meet demand, multidisciplinary teams
4. **Hospital space and technology**: developing community hubs, joined-up technology and IT infrastructure
5. **Professional leave**: influence trusts to release consultants for assessing, examining and training of the workforce
6. **National Ophthalmology Data Audit (NOD)**: funding to sustain the NOD, raise awareness of the impact of audit on patient care, reduction in intraoperative complications by 38% and potential £2m savings for the NHS (*briefing note attached*)

We launched our [Manifesto](#) in 2019 in response to the election and set out some of the above campaign call to actions.

Most recently we have responded to the COVID-19 pandemic in the following ways

Set up a responsive COVID-19 group of College officers and staff. We have published [guidance on our website](#). Working across other sub-specialty groups and in collaboration with partners, such as NHSE and the College of Optometrists. COVID-19 has accelerated ideas and new practice thinking, we have:

- Developed guidance to support resetting of services
- Developed interim guidance to support the recovery of services
- Will continue to work with partners to promote new learnings, new models of care pathways, the use of new technology, such as video consultations

National Outpatient Transformation Programme (NOTP)

In the last quarter of 2019, NHSE had recognised Ophthalmology as the first specialty to be piloted as part of the NOTP, working with the RCOphth as a partner.

- The aim is reduce outpatient appointments by 30%
- COVID-19 has accelerated innovation and NHSE has a strong desire to make the new ways of working across the primary and secondary care pathways sustainable
- NHSE have recruited clinical leads to this work. We are pushing for a restart of the programme as quickly as possible

We work across a number of partner organisations in health and government

- Chairs and committees identify areas of strategic importance and input into our services with highly-valued clinical expertise and knowledge
- Staff work in partnership with our chairs and committees to advice, recommend and facilitate the development of activity within resources and funding available to achieve agreed objectives and set policy
- We all work with counterparts in the health sector such as NHSE/I and nation health services, AoMRC, other medical royal colleges, GMC, HEE, academic institutions
- The Policy & Communications team works across those same organisations as well as government and parliament

Keeping in touch

We send **eye-mail**, our bi-weekly e-newsletter out to all members on a Thursday (*check your spam folder*)

We publish and post out **College News** quarterly and invite members to contribute to news about colleagues, successes and activities around the four nations

We will be launching a **new website** in 2021.

Staff and Associate Specialist Ophthalmologists (SAS) Group – Terms of Reference



Purpose / aims

1. To represent Staff and Associate Specialist (SAS) ophthalmologists' opinion to the College.
2. To disseminate information on College matters to SAS members.
3. To support SAS ophthalmologists in their professional roles and their professional development.
4. To enhance SAS ophthalmologists' contribution to ophthalmology.

Functions/delivery of aims

1. Discuss and offer advice to College staff, officers and committees on issues that affect SAS doctors and related patient care.
2. Support dissemination of College information to SAS doctors
3. Canvass the views of SAS doctors on relevant issues.
4. Review and contribute to College documents and policy from the SAS perspective.
5. Consider the effect of actual and proposed government policy on the delivery of eye care, with reference to SAS doctors.
6. Provide representatives to College committees and sub-committees to represent the views and interests of SAS doctors and report back on these meetings to SAS doctors.
7. Proactively review and provide advice on issues of eye care relevant to SAS practice
8. To support and encourage the professional development of SAS doctors, including the provision of an annual SAS educational conference.
9. Promote and support the role of SAS doctors in ophthalmology services through education and publication of documents on the website.
10. Encourage SAS College membership, and involvement in College and regional and national activities which promote or enhance ophthalmology.

Composition

- Chair of the SAS committee
- Vice Chair of the SAS committee
- SAS representatives from the RCOphth membership
- Chair of Professional Standards
- College CEO
- Other members will be drawn from college membership based the demonstration of skills of knowledge that would be of value to the functioning of the group
- Other College Officers may attend any committee, subcommittee or group

Members will generally serve for a period of three years, renewable once

Chair

The Chair of the committee will be appointed by an open application process. All UK based College SAS members who hold a substantive post as an SAS doctor are eligible to apply.

Term – 3 years (renewable for three years)

The Chair shall oversee the running of the SAS committee and the organization of the annual SAS conference and sit on the Professional Standards Committee. The Chair will also allocate SAS committee members to sit as SAS representatives on other College committees.

The Chair will be supported by a Vice Chair who will be drawn from existing SAS members of the committee.

The Chair will be co-opted to Council and sit on the College's Professional Standards Committee and Workforce Committees. A report summarising the SAS Group's activities will be required in advance of Professional Standards Committee meetings. In addition, the Chair will attend Academy of Medical Royal Colleges SAS meetings.

Reporting and Committee Membership

The group/committee shall report to the Professional Standards Committee.

Process

The Group will meet three times a year. Topics may be discussed by email in between meetings. Members are expected to read the meeting papers in advance of the meeting and these will be sent one to two weeks before by email and may include several enclosures.

The content of meeting will be minuted by a member of the College staff and will be placed before the next Professional Standards Committee.

The committee shall meet physically, usually at the College but sometimes at Congress, three times per year. Extra-ordinary meetings may be called as the need arises at the direction of the Chair

To promote free and open debate the discussions in meetings should be regarded as confidential. The minutes of meetings are a matter of record.

Conflicts of interest

The Chair is expected to complete and update regularly a declaration of interests. All other members are expected to declare any interests which may be (or which could reasonably be perceived by others to be) a conflict of interests in relation to matters under discussion in the committee, or when contributing to authorship of documents originating from the committee. Members should withdraw from any discussions where there might be a conflict, if appropriate.

Quorum

The quorum of the SAS Group shall be 6 full members.

Voting

Decisions will generally be reached by consensus. Where it is necessary to vote, the decision will be carried by a simple majority and the Chair may choose to have the casting vote.

General

In accordance with College policy, all correspondence and other dealings with professional and other organisations will be prepared within the College by College staff or copies sent to College staff. Where appropriate, copies of correspondences will be sent to the chair of the relevant committee which covers the matter in question for comment and information.

Membership of the Group shall be terminated if there is repeated non-attendance at meetings.

No sponsorship may be sought or accepted without prior permission of the Honorary Treasurer.

Ordinarily, no member may be paid or accept payment in cash or kind for work undertaken on behalf of the Group or the College. However, if this is necessary, under exceptional circumstances, it should be discussed in advance with the Honorary Treasurer and Chair of the SAS Group. Expenses to attend group meetings and committee meetings at the College will be met at the usual College rates. Expenses for all other meetings will only be paid with the prior approval of the Honorary Treasurer or the Chief Executive.

The SAS Group shall abide by the Charter, Ordinances and Bye-laws of the College.

Date: 23 June 2018

Review date: February 2020

Professional Standards Committee

Terms of Reference



December 2018

Purpose / aims

1. Set standards of safe and high quality ophthalmic care.
2. Liaise externally to ensure College standards and guidance have considered the views of relevant stakeholders and non-College standards and guidance have considered the views of the College and its members.
3. To communicate key standards to ophthalmologists and all those involved in the widest sense in ophthalmic healthcare and work to ensure they are utilised and upheld.
4. To support professionals and relevant stakeholders to deliver services which achieve College and national standards
5. To highlight and act to effect or support change where standards are not being met

Functions/delivery of aims

1. Produce and disseminate up to date standards and guidance, and support other organisations in producing their own relevant standards and guidance, in the areas of:
 - a. ophthalmic and eye care service delivery
 - b. commissioning of services
 - c. care for specific groups of disorders or for specific groups of patients
 - d. non-clinical /professional areas of ophthalmic service such as leadership and management, revalidation
2. Maintain active links and communication with key stakeholders including patients, other professions (clinical, managerial, commissioner) and national bodies such as healthcare regulators, to ensure appropriate College input into ophthalmic-relevant external guidance and regulatory activities, and to ensure College guidance is appropriately consulted.
3. Actively support commissioners, providers and professionals to follow College and other key standards, and provide advice on relevant standards, how to implement them and how to assess adherence.
4. Issue clinical practice support documents on eye conditions or treatments, working with the Scientific Committee where relevant. Such documents do not have the status or authority of full NICE-level guidelines.
5. Provide advice to providers or commissioners of ophthalmology services where external advice is sought for proactive quality assurance or quality improvement, or where something has gone wrong with a clinical service, where concerns have been raised about the clinical care provided by an ophthalmologist, or where an eye department is in dispute with its host trust. Although the College has no statutory right to inspect or accredit clinical services, it aims to provide rapid, high quality specialist advice when requested to do so.

6. Highlight issues, raise awareness and advise on potential action, where evidence emerges of poor standards or quality.

Composition

- Chair
- Chairs of subcommittees and working groups that report to the Professional Standards Committee
- Representatives that report to the Professional Standards Committee
- Ophthalmologist in Training Representative (nominated by the OTG)
- Council Member(s)/Regional Representative(s) by agreement and whilst on Council
- Other members can be drawn from College membership based on the demonstration of skills or knowledge that would be of value to the group at discretion of the Chair
- SAS Representative (nominated by the SAS Group)
- Lay Representative (nomination by the Lay Advisory Group)
- Representative from Association for Health Professionals in Ophthalmology
- Other College Officers may attend any committee, subcommittee or group

Members will generally serve for a period of three years, renewable once

Reporting groups

- Paediatric Sub-committee
- Informatics and Audit Sub-committee
- Ocular Tissue Transplant Standards Group
- Quality and Safety Group
- Clinical Leads Forum
- Healthcare Resource Group
- SAS Group

Reporting representatives

- Chair of the Review Service
- Driving Standards
- British Ophthalmic Anaesthesia Society
- Dementia
- Revalidation

Other groups or representatives may report for time limited purposes or ad hoc e.g. Refractive Surgery Standards Group, Learning Disabilities advisor, British Standards Institute Ophthalmic Instruments Committee advisor. Members of the PSC may act as representatives for certain external meetings and report ad hoc e.g. AoMRC consultant to consultant referral group, ophthalmology / ENT CRG representatives.

Chair

The Chair will be appointed by an open application process. All UK based College members who hold a substantive NHS consultant or SAS post are eligible to apply.

Term – 3 years (not renewable)

Reporting and Committee Membership

The Committee shall report to the College Council.

Process

The committee will meet three times a year. Topics may be discussed by email in between meetings. Members are expected to read the meeting papers in advance of the meeting and these will be sent one to two weeks before by email and may include several enclosures.

The content of meeting will be minuted by a member of the College staff and will be placed before the next Council.

To promote free and open debate the discussions in meetings should be regarded as confidential. The minutes of meetings are a matter of record.

Key external relationships

- Department of Health
- NHS Improvement
- NHS England
- Academy of the Medical Royal Colleges (AoMRC)
- Individual Medical Royal Colleges
- General Medical Council (GMC)
- General Optical Council (GOC)
- Organisations representing other eye care professions e.g. College of Optometrists, Association of Optometrists, Association of Health Professionals in Ophthalmology (AHPO), BIOS
- Care Quality Commission (CQC)
- National Institute for Health and Clinical Excellence (NICE)
- National Clinical Assessment Service (NCAS)
- Medicines and Healthcare products Regulatory Agency (MHRA)
- National Patient Safety Agency (NPSA)
- Voluntary or charitable organisations with an interest in eye care
- Ophthalmology Clinical Reference Group (CRG)
- Clinical council for Eye Health
- Commissioners
- Health Quality Improvement Partnership
- British Standards Institute (BSI)

Conflicts of interest

The Chair is expected to complete and update regularly a declaration of interests. All other members are expected to declare any interests which may be (or which could reasonably be perceived by others to be) a conflict of interests in relation to matters under discussion in

the committee, or when contributing to authorship of documents originating from the committee. Members should withdraw from any discussions where there might be a conflict, if appropriate.

Quorum

The quorum of the Professional Standards Committee shall be 6 members.

Voting

Decisions will generally be reached by consensus. Where it is necessary to vote, the decision will be carried by a simple majority and the Chair may choose to have the casting vote.

General

In accordance with College policy, all correspondence and other dealings with professional and other organisations will be prepared within the College by College staff or copies sent to College staff. Where appropriate, copies of correspondences will be sent to the chair of the relevant committee which covers the matter in question for comment and information.

Membership of the committee shall be terminated if there is repeated non-attendance at meetings.

No sponsorship may be sought or accepted without prior permission of the Honorary Treasurer.

Ordinarily, no member may be paid or accept payment in cash or kind for work undertaken on behalf of the subcommittee or the College. However, if this is necessary, under exceptional circumstances, it should be discussed in advance with the Honorary Treasurer and Chair of Professional Standards. Expenses to attend group meetings and committee meetings at the College will be met at the usual College rates. Expenses for all other meetings will only be paid with the prior approval of the Honorary Treasurer or the Chief Executive.

The Professional Standards Committee shall abide by the Charter, Ordinances and Bye-laws of the College.

Author: Melanie Hingorani, Beth Barnes

Date: 9 October 2020

Review date: January 2021

Council Terms of Reference

The Council operates under a delegated authority of the Trustees of the College.

Purpose / aims

The Council contributes to the formulation of the values, mission, vision, goals, objectives and strategic direction of the College.

Functions/delivery of aims

- Input into strategic and clinical priorities.
- Regional representatives Identify members' concerns regarding service delivery and training issues brings these to the attention of Council
- Provides advocacy of College work to members in the regions and acts as a sounding board for ideas
- Receives reports from the Standing Committees

Composition

The President

The Vice President

The Honorary Secretary

The Honorary Treasurer

The Chair of the Education Committee

The Chair of the Examination Committee

The Chair of the Professional Standards Committee

The Chair of the Scientific Committee

The Chair of the Training Committee

20 Regional Representatives

The Chair of the Academic Subcommittee

The Chair of the International Committee

The Chair of the Lay Advisory Group

The Chair of the Ophthalmologists in Training Group

The Chair of the SAS Group

The Editor of Eye may attend by right

In attendance: The Chief Executive, The Executive Assistant, other senior staff as required

Chairmanship

The President will chair the Council, otherwise the Vice President will chair the meeting,

Reporting

The Council will report to the Trustee Board and keep the membership informed by Short Notes which are circulated in Eye Mail after each meeting.

Process

The Council shall meet at least four times a year; participation may be via teleconference or audio video. Topics may be discussed by email in between meetings to all members and be clearly defined as Council business. Members are expected to read the meeting papers in advance of the meeting and these will be sent a week before by email.

The content of meetings will be minuted by a member of the College staff and minutes circulated aiming to reach attendees within 2 weeks.

To promote free and open debate the discussions in meetings should be regarded as confidential. The minutes of meetings are a matter of record.

Conflicts of interest

Members are expected to have completed a declaration form.

Members should withdraw from any discussions where there might be a conflict, if appropriate.

Quorum

The quorum of the Council shall be 18 members.

Voting

Decisions will generally be reached by consensus. Where it is necessary to vote, the decision will be carried by a simple majority and the Chair may choose to have the casting vote.

General

In accordance with College policy, all correspondence and other dealings with professional and other organisations will be prepared within the College by College staff or copies sent to College staff. Where appropriate, copies of correspondences will be sent to the chair of the relevant committee which covers the matter in question for comment and information.

Membership of the Council shall be terminated if there is repeated non-attendance at meetings.

No sponsorship may be sought or accepted without prior permission of the Honorary Treasurer.

The staff members are paid in accordance with their contracts of employment, ordinarily, no clinical member may be paid or accept payment in cash or kind for work undertaken on behalf of the Council. However, if this is necessary, under exceptional circumstances, it should be discussed in advance with the Honorary Treasurer. Expenses to attend meetings and will be met at the usual College rates.

The Council shall abide by the Charter, Ordinances and Bye-laws of the College.

Other important documents...

1. [Strategic plan](#)
2. [Equality, monitoring and diversity policy/form](#)
3. [Conflict of interest policy/form](#)
4. [Media Policy](#)
5. [Organogram \(organisational chart\)](#)