

# Professional Networks Handbook

# Professional Networks Handbook

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## Background

- 1.1 There are over 30 Professional Networks (PNs) - these groups were previously known as Clinical Interest and Occupational Groups (CiGs or CiOGs).
- 1.2 'Professional Network' is the term given to a physiotherapy organisation that has been recognised by, and is affiliated to, the CSP. These groups are self-governing bodies that are responsible for their own financial and organisational liabilities.
- 1.3 In recent years the number of PNs has grown with the concomitant diseconomies of scale (communication and accountability) with the CSP. A consultation and review process was undertaken during 2010, the outcome of which was the decision by Council to undertake a transitional period (2011/2012) to move (collaboratively with the PNs) towards a new, mutually beneficial, relationship.
- 1.4 The objectives of the programme were:
  - To solidify the relationship between the CSP and the PNs through resilient lines of accountability and legal responsibility
  - To build more effective communication channels between the CSP and PNs via Alliance groups (umbrella groups of PNs with a common interest/theme).
  - To ensure PN expertise is properly valued and used through the Alliance structure
  - To deliver a system of robust governance of the PNs.
- 1.5 The key moment of the programme occurred in early 2012 when PNs and the CSP signed an Affiliation Agreement, a legally binding document, which set out the responsibilities and benefits to both sides of the new relationship. The PNs then entered into a re recognition process during Spring 2012.
- 1.6 A copy of the Affiliation Agreement (AA) can be found in Appendix 1.

## Ongoing Governance

- 2.1 In line with the Affiliation Agreement (AA) each PN must submit an Annual Report to the CSP containing the following information:
  - Activities and progress against the PNs objectives (at least two PN objectives must be aligned with CSP Corporate Objectives – see Appendix 3 for guidance)
  - Approved financial accounts with an explanation of how any CSP funding has been used
  - Total and CSP membership numbers.

Assuming the Annual Report is compliant the PN will then be paid an annual grant.

- 2.2 In addition, each year, a sample of PNs will be reviewed in more detail for compliance with the Affiliation Agreement, e.g. checking the constitution to ensure it still meets the minimum requirements set out in the Constitution Guidelines document (Appendix 2)
- 2.3 See Appendix 3 for guidance on documentation required for the review.

## Benefits of Recognition

### Influencing CSP decision making

- 3.1 PNs have representation on various CSP committees and groups:

- **Professional Practice & Service Delivery Subcommittee (PPSD)** – 1 representative

Its role is to consider matters pertaining to professional practice, providing advice, guidance and support to the Practice and Development Function of the CSP. In essence PPSD is the workhorse of the Practice & Development (P&D) Committee (PPSD reports into the P&D Committee).

- **Education Subcommittee** – 1 representative

The Education sub-committee is responsible for scoping/ research, development and giving advice and guidance on all matters relating to education and CPD.

- **Research & Development Subcommittee (R&D)** – 1 representative

It influences the Allied Health Professionals Network (AHPRN) and the CSP research forum amongst other groups and is responsible for giving direction and input into research policy.

- **Congress Management Group (CMG)** – 1 representative

It allows the views of the members on the frontline to influence the event planning and helps improve the topicality of the Congress programme.

- **Communications & Marketing Group (C&MG)** – 2 representatives

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Members of the C&MG provide a sounding board for staff in the Marketing and Communication Function of the CSP (the Function looks at getting CSP message across both to members, to the press, to the public and to politicians).

- 3.2 An overview of the CSP committee structure can be found in Appendix 4.
- 3.3 In addition there are 73 PN places at the Annual Representatives Conference (ARC) – nominations should be forwarded to PPSD. At ARC itself a PN representative is elected to the ARC Agenda Committee. ARC forms a significant element of the CSP's policy making structure. It provides an opportunity to debate issues affecting members of the physiotherapy profession.

## Public Liability Insurance

- 3.4 Cover is at PN, not individual level. The policy comes in broad terms: material loss or damage, loss of money, employer's liability and public and product liability. Further details are available at the insurer's, Graybrook, website: <http://www.lfcgraybrook.co.uk/csp-professional-networks>

## Annual grant

- 3.5 Currently the grant is in the form of an annual capitation fee of £2 per CSP member of a PN. The fee is paid on receipt of approved accounts and membership numbers as part of the Annual Report.

## Content managed web-site

- 3.6 CSP offer a free content managed web-site to recognized PNs. The sites are built on the same technology as the CSP website. This enables the sites to be linked to the CSP site – including using CSP login details to access 'member-only' content, sharing relevant content from CSP, a common search engine and joint bulletins with the PN iCSP network.
- 3.7 The sites are based on a common template but each network chooses the types of content and the pages they want, the colour scheme and they manage and have ownership of their content on the site. Full support is provided to set up the site and to transfer content and users – as appropriate - training and on-going telephone and email support are then provided for site moderators.
- 3.8 The Service is provided under a Service Level Agreement which can be viewed at [www.csp.org.uk/sla](http://www.csp.org.uk/sla) and which sets out what is on offer and on what basis and covers both iCSP and PNs. The set-up process can take several months from start to 'go live' and CSP can progress only 3-5 sites at any

time so interested networks may need to join the queue. Please note: it does not include a member database.

- 3.9 To find out more please email [website@csp.org.uk](mailto:website@csp.org.uk) requesting more information about setting up a Professional Network website. To see examples of live sites go to: <http://bacpar.csp.org.uk> or <http://agile.csp.org.uk> or <http://lamps.csp.org.uk>.

## Free use of rooms at the CSP

- 3.10 All PNs can use a room, free of charge, once a year; a discounted rate is given for other times. For details, and how to book a room, see: <http://www.csp.org.uk/about-csp/find-us/room-hire>

## Applying to become a Professional Network

- 4.1 The CSP would prefer unrecognised groups to merge with a current PN who covers the same broad area of practice. If however, the unrecognised group preferred not to go down this route it would need to meet two conditions:
  - Meet the same recognition criteria that existing PNs had to meet
  - Make a strong case that the newly created PN would widen the scope of physiotherapy practice, i.e. there wasn't a current PN that covered the same broad area of practice.
- 4.2 The recognition criteria are contained within the Affiliation Agreement (see Appendix 1). In sum they are:
  - Adopt and maintain a constitution that reflects the guidelines from the CSP (see Appendix 2).
  - Have 100+ members, 70% of whom are CSP members.
  - Agree to submit an annual report.
  - Use the CSP name only for activities that are within the profession's scope of practice.
  - Join, and take an active part within, an appropriate Alliance group.
- 4.3 If a group wishes to apply for recognition it should, in the first instance, contact: [a&pn@csp.org.uk](mailto:a&pn@csp.org.uk)

## Guidance for Executive Committee Officers

- 5.1 The Executive Committee has responsibility for the strategic direction and leadership of a group as well as its overall administration. Its roles include:
  - Identifying research activities for the year and ensure that it is delivered and disseminated;
  - Organising meetings of the committee and group

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through the year; including annual conference and Annual General Meeting

- Identifying and organising training for the members;
- Setting a budget for the group;
- Producing a newsletter and journal;
- Maintaining recognition of the group with the CSP;
- Disseminating information from CSP, Government and other external agencies;
- Provide a forum to pursue clinical excellence;
- Promoting the group both within the profession and to the wider audience;
- Sending representatives to conferences;
- Supporting the CSP in responding to Government consultations.

5.2 Officers may wish to make themselves familiar with 'Good governance – a code for the voluntary and community sector' [http://www.charitycommission.gov.uk/Library/guidance/good\\_governance\\_full.pdf](http://www.charitycommission.gov.uk/Library/guidance/good_governance_full.pdf)

5.3 The size of an Executive Committee will vary, dependent on each PN needs. However, the most common roles are:

- Chair
- Vice Chair
- Secretary
- Treasurer
- Education Liaison/CPD Officer
- Research Officer
- Publications Officer
- Newsletter/Journal Editor
- Diversity Officer
- iCSP Officer
- Public Relations Officer
- Membership Secretary

Again, depending on the size of the PN, some officers take up dual roles.

## Chair/Vice Chair

5.4 The office of Chair carries with it a significant amount of responsibility, but this does not imply that someone requires years of experience. A Chair should basically be a good communicator and have the ability to facilitate a group of people.

5.5 The Chair is the professional lead of both the group and the Executive Committee, and must be prepared to take charge whenever the need arises. He/she should work closely with other committee members, particularly the secretary, who deals with the administration of meetings.

5.6 The Chair chairs meetings of the Executive Committee and

may chair study days/conferences, AGMs and EGMs. The purpose of having a Chair present is to keep a meeting organised, whilst allowing its participants to state their opinions and ideas, and securing a commitment to a consensus.

The Chair should:

- Ensure that there is a quorum. The numbers of members required to constitute a quorum should be stated in the constitution.
- Maintain the order of the agenda.
- Listen, test understanding, canvass opinions and summarise the discussions.
- Ensure that everybody gets a fair hearing, and has an equal opportunity to express their views in a non-judgemental environment.
- Keep the meeting in order ensuring, that it does not go off at a tangent, by exercising firm control and tact.
- Summarise the discussion at the end of each item and clarify the decisions made and action to be taken.
- Adjourn the meeting. The Chair may adjourn the meeting if a quorum is not present or if order cannot be maintained. In each case a motion to that effect needs to be proposed and seconded and carried by the committee.
- Check and approve the minutes.

5.7 Further guidance on preparing for and running Executive and AGM meetings is available in Appendices 6 & 7.

5.8 In addition to Executive Committee duties, the Chair has a duty, as the person in charge, to represent the group and its views. This duty is performed in a variety of ways: by developing contacts with other groups and medical or related bodies and professionals; by developing existing links with the CSP; by attending Alliance meetings; by taking appropriate action on matters relevant to the speciality area of the group.

## Secretary

5.9 A major part of the role is to provide administrative support to the Executive Committee and at AGMs and EGMs, e.g. the Secretary usually drafts both the agenda and minutes in consultation with the Chair.

5.10 The following is a list of general administrative responsibilities that may also be held by the Secretary:

- Maintaining up to date lists of officers, their contact addresses, telephone numbers and email addresses.
- Acting as a communication link between the group and outside organisations.
- Administering the election of honorary officers and the Executive Committee;

- Dealing with external correspondence in consultation with the Chair.
- If a PN doesn't have a Membership Secretary then the Secretary would normally fulfil those duties as well.

5.11 Further guidance on preparing for Executive and AGM meetings is available in Appendices 6 & 7.

## Treasurer

5.12 The role of the Treasurer is to keep control of the group's finances by recording financial transactions. This should be done as simply as possible, both to avoid unnecessary work and to make them easily understandable. The basic transactions are receipts and payments:

- Receipts - those most commonly received are: subscriptions; capitation fees; interest on funds held on deposit; income from courses; income from advertising.
- Payments - those most commonly paid are: meetings of the Executive Committee; printing; postage; telephone; stationery; general expenses.

## Account records

5.13 These need to be both practical and understandable to use. The basic records are for banking, i.e. receipts and payments. Electronic resources are available from the CSP on the Treasurers iCSP network.

## Keeping the records

5.14 The most important point is to ensure that the records are written up as soon as possible thus ensuring that they are always up to date and that no large backlogs of work accrue. Records must be kept for seven years (current year + six previous years). This is a HM Revenue & Customs requirement.

## Preparation of annual accounts

5.15 The CSP electronic resources will automatically produce a set of annual accounts. If records are recorded any other way, the ideal is to ensure that the analysis columns in the cash books are consistent with the headings in the annual receipts and payments account, in which case all that will be required will be to transfer the totals of the analysis columns on to the accounts sheet.

## Points to remember

5.16 The opening balances of the financial year must be identical to the closing balances of the previous year's accounts. The totals of the receipts and payments columns should agree. Prepare them as soon as possible so that there is ample time to have them audited and then approved at the AGM.

## Bank accounts

5.17 The ideal bank account for a group would permit cheques to be drawn on it, pay a reasonable rate of interest and make no charges. The normal practice for most groups is to operate a bank account on which cheques are drawn plus an interest-bearing building society account. One point to watch regarding interest earned is that it should be paid after deduction of income tax, thus ensuring that the group does not have the trouble of preparing tax returns, dealing with the Inland Revenue etc. It is normal practice for the account to have two authorised signatories, who may each sign for monies up to an agreed limit. Above the agreed limit, both have to sign. Although this is not compulsory it has been recommended by some experienced PNs.

## Accounts for courses/conferences

5.18 It is essential to keep a careful but simple record of all receipts and payments in respect of individual courses and conferences. Receipts will consist mainly of fees from participants for which a list of attendees and the fees each has paid will be a sufficient record; payments should be evidenced by invoices which should be retained.

## Newly appointed Treasurers

5.19 The best single piece of advice for a new Treasurer is to speak to the previous incumbent - he or she will undoubtedly know more about the PN accounts than anyone else. The other fundamental piece of advice is to ensure that all the books, papers, bank statements etc. have been handed over.

## Education Liaison/CPD Officer

5.20 The PNs offer a rich variety of learning opportunities that support their members' continuing professional development (CPD). These learning opportunities may be available in physical spaces (e.g. conferences, workshops, mentoring schemes), in text-based formats (e.g. journals, newsletters, good practice guidance), and online (e.g. eLearning modules, interactive discussion boards, Skyped working groups).

5.21 The CSP has been reviewing & developing its learning and development resources. A wide range of resources to support learning and development can be found through the CSP's CPD webfolio. This website of resources, which can be opened through an individual's CSP ePortfolio account, is designed to help people think critically about learning and development – whether as a learner (CPD), or as someone supporting others' learning.

5.22 Instructions to find and open the CPD webfolio are available

at [www.csp.org.uk/webfolio](http://www.csp.org.uk/webfolio). The CPD webfolio is a dynamic resource – with new content and resources to support learning and development added regularly. CPD Syd's blog will keep people informed of what's new within the webfolio.

## Research Officer

5.23 The Research Officer role has become increasingly important, providing an essential contribution to the organisation, operation and direction of a PN.

The overall role is to facilitate PN members in undertaking and utilising research, to promote the Network's research activity and to liaise with the CSP and external research organisations on research issues.

The role will vary according to the size of the PN and the amount of research expertise amongst its members and may include some of the following:

- Providing research information, for example on PN websites and in journals
- Promoting latest research findings
- Advising PN members on research issues and directing them to research resources
- Leading on the development and implementation of a research strategy for the PN
- Responding to research enquiries
- Advising and involvement in developing a research fund for the PN
- In collaboration with the CSP, liaising with external research organizations, for example, NICE, research funders
- Facilitating networking with researchers
- Planning and involvement in events to disseminate research.

## CSP resources to support and fund research

### Allied Health Professions Research Network (AHPRN)

5.24 The AHPRN is a national research network with 21 regional hubs throughout the UK and ROI. Each hub has a hub leader and facilitator/s which anyone can contact if they are interested in pursuing or finding out about research. Each hub has a unique identity and provides a range of different research support from mentoring to locally provided research events. For contact details and information about the work of the hubs visit [www.csp.org.uk/ahprn](http://www.csp.org.uk/ahprn).

## Research Advice Service

5.25 If a PN has a query regarding research contact the CSP via its Enquiry Handling Unit (EHU). If the EHU is unable to provide the information required the query will be forwarded to the Research Advice Service. This resource is strictly confidential and can give a PN independent advice.

## Research Directory

5.26 The directory is a networking tool on the CSP website for physiotherapy researchers. CSP members with research experience at any level can be in the directory which displays information about the research interests and experience of each researcher. The directory has an open-access search tool which provides an opportunity for members to promote their research and for networking. [www.csp.org.uk/researchdirectory](http://www.csp.org.uk/researchdirectory)

## iCSP Research Network

5.27 The iCSP research network is primarily a forum in which researchers and those interested in research can discuss topical issues in the area of research. The Research iCSP network is often used to promote research news, research funding and research career opportunities.

## Frontline and 'Physiotherapy Findings' pages

5.28 *Frontline* has developed a two page spread in each issue entitled 'Physio Findings'. These pages highlight recently published literature of interest to the Physiotherapy profession. If a PN is interested in promoting recently published literature that it has produced contact 'Physio Findings' direct at [eatonl@csp.org.uk](mailto:eatonl@csp.org.uk)

## Library Information Services (LIS)

5.29 Library and Information Services provides free access to the AMED (Allied and Complementary Medicine), Cinahl Plus with full text, SportDiscus and Medline databases for all members to search via the CSP website. The Library and Information Services web pages also have pages on how to access other free databases and electronic journals. The online library catalogue is available via the CSP website, this includes books, e-books, journals held in the Learning Resource Centre as well as e-journals, reports, e-documents, theses, and websites.

Details of all LIS services are available on the CSP website: <http://www.csp.org.uk/professional-union/library>

## Physiotherapy Research Foundation (PRF)

- 5.30 The Physiotherapy Research Foundation provides research funding for CSP members to undertake research. The PRF is funded by the CSP Charitable Trust and has two aims: to build knowledge in the professions by funding research that informs and improves clinical practice and clinical effectiveness; and, to build research capacity in the profession by providing novice researchers with opportunities to gain funding to enhance their research skills and experience. The Charitable Trust also makes strategic research calls from time to time.

## CSP Researchers Forum

- 5.31 This event runs in collaboration with the Allied Health Professions Research Network and provides experienced researchers with the opportunity to network and discuss topical issues affecting them in the workplace. It also provides an insight into health and policy changes that may affect the working environment.
- 5.32 For more information regarding this event visit <http://www.csp.org.uk/professional-union/research/networking/research-groups>

## Physiotherapy Research Society (PRS)

- 5.33 The PRS is a Professional Network that has been set up to promote research at all levels. PRS organises an annual conference and encourages new researchers to present their work. For more information regarding PRS and their annual event visit <http://prs.csp.org.uk>.

## Research Forum for Allied Health Professions (RFAHP)

- 5.34 The RFAHP is a group with a national strategic remit, comprising professional officers and member representatives from 11 Allied Health Professions. The group run research events and produces a newsletter four times a year that can be accessed through their website. The newsletter comprises of a range of information from updates on NIHR activities, current DoH initiatives, advice on research skills and updates from the individual professional bodies. For more information regarding the newsletter and research events visit [www.ahpf.org.uk](http://www.ahpf.org.uk)

## Publications Officer

### Professional Network Publications

- 5.35 PNs are encouraged to publish documents and guidelines in line with their clinical or occupational fields of expertise,

based on a consensus of good practice and with references to the evidence base.

- 5.36 Any PN wishing to publish a document or guideline displaying the CSP logo must submit the document to the CSP's Endorsement Panel for endorsement prior to publication. A subgroup of a PN wishing to publish a document or guideline is required to submit the work to the parent PN and CSP's Endorsement Panel for endorsement prior to publication. See <http://www.csp.org.uk/professional-union/practice/evidence-base/csp-endorsement> for contact details and further information.

## Online Library Catalogue

- 5.37 The CSP LIS team promotes the work of the PNs to members, and other stakeholders, by cataloguing all PN publications (reports, leaflets, books etc) within the CSP online library catalogue. See <http://www.csp.org.uk/professional-union/library/catalogue> for further information.
- 5.38 The LIS team catalogue individual articles from PN journals and newsletters within the CSP online library catalogue IF the newsletter or journal in question is not already indexed by another online bibliographic database that the CSP subscribes to, on behalf of the membership.
- 5.39 To undertake the above, the LIS team needs to know about all new PN publications. It was agreed at the Clinical and Occupational Interest Liaison Committee in 2002 that all CIOGs (now PNs) would deposit a complementary copy of all new reports/books/ leaflets /newsletters/ journals etc with the LIS team. Please send new publications to the CSP main office marked for the attention of the 'Library and Information Service'.

## Newsletter/Journal Editor

- 5.40 There is a dedicated iCSP network available for PN journal and newsletter editors. The network is supported by the LIS team and aims to give journal and newsletter editors a means of peer support, and information on good practice in running a journal or newsletter. To join this network email: [lis@csp.org.uk](mailto:lis@csp.org.uk) stating which PN is being represented.
- 5.41 The LIS team would be happy to write for PN journals and newsletters, if this fits in with the type of articles carried by individual PN publications i.e. non-clinical information. The types of article LIS are happy to write cover things like: literature searching approaches; critical appraisal; keeping up-to-date (current awareness); referencing techniques; and promoting online databases and e-journals of relevance to

the PN in question. Requests for contributions to newsletters and journals, should be sent to LIS at: [lis@csp.org.uk](mailto:lis@csp.org.uk) (please include the theme of the article required, the deadline for submission of content, and contact details so LIS can get in touch to discuss the request in further detail).

## Diversity Officer

- 5.42 The role of the Diversity Officer is to ensure that discrimination, harassment or victimisation in relation to any of the protected characteristics covered under the Equality Act (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sexual orientation), does not occur and that diversity and equality are valued and upheld within the activities of the PNs.
- 5.43 It is also the responsibility of the Diversity Officer to know or have access to current legislation and to keep the Executive Committee up to date with any emerging initiatives.
- 5.44 Information papers on equality and diversity issues, including the CSP Equality and Diversity Toolkit, are available at [www.csp.org.uk/publications](http://www.csp.org.uk/publications)

## iCSP Officer

- 5.45 CSP strongly encourage all PNs that have an iCSP network to have a corresponding role on their Executive Committee of iCSP Officer. This is because the facilitators of the iCSP network are accountable to the Executive Committee, not to CSP. The relationship has been set up in that way to help ensure that iCSP supports and promotes the work of the PN and the Executive Committee.
- 5.46 The role of the iCSP Officer is to be the 'Link' between the iCSP facilitators and the Executive Committee. Ideally the officer will themselves be a facilitator, as this gives them both the understanding and direct access to the iCSP tools to ensure that iCSP is used effectively by the PN. However, it is not essential for the iCSP officer to be a facilitator; they can act simply as a point of contact with the facilitator team.

### Suggested responsibilities

- Act as the lead person for iCSP – to encourage use of the network to and suggest ways that it can help the Executive Committee to promote its work and that of the speciality.
  - Ahead of an Executive Committee meeting – email the facilitators to gather feedback, thoughts and ideas from the facilitators on any current issues on iCSP, hot-topics etc and pull these into a short verbal or written report for the Executive.
  - Following an Executive Committee meeting – provide feedback to the facilitators on anything relevant to iCSP that came up at the meeting, including content ideas or items that the Executive Committee need facilitators to promote on the network.
  - Organize a twice yearly telephone conference with the facilitators – this is to give the team an opportunity to touch base and catch-up and any planning or brainstorming for content ideas.
- 5.47 For full details of the basis of PNs partnership agreement CSP on their iCSP network see the Service Level Agreement at [www.csp.org.uk/sla](http://www.csp.org.uk/sla).
- 5.48 For more details of the role of the iCSP facilitator please go to [www.csp.org.uk/facilitator](http://www.csp.org.uk/facilitator)

## Public Relations Officer (PRO)

- 5.49 The PRO has an important role to play in promoting the activity of the group to its members, the profession and to the public. This is mainly to increase awareness and understanding of physiotherapy in relation to the speciality of the group. Without public relations activity the general public may not normally be aware of physiotherapy unless they or a friend or relative have had treatment. They may not be aware of the wide-ranging skills and treatment available from members of the profession. Other professionals such as doctors, nurses, teachers, Members of Parliament and journalists also need to know about the physiotherapy profession. This can only be achieved by physiotherapists in the groups establishing good communication links and this is the key role of the PRO.
- 5.50 The PRO has a role to play both nationally and locally, and with the CSP:
- To work with the CSP media relations officers to help respond to enquiries from journalists relating to the group's specific area of expertise or interest.
  - To promote the activity of the group, e.g. letting the professional press know about meetings, the new executive committee, , the work the group is doing, research, conferences etc.
  - To promote the role of the group to the public, e.g. letting the local press know about developments in the speciality;
  - To speak or arrange for someone else to speak to the local press/radio on issues relevant to the group;
  - To be responsible for any material for display at meetings and other events.

## Liaison with the Press

- 5.51 If the PRO is unavailable to handle a media enquiry, or feel someone in the PN would be better placed to, they should seek to contact an alternative spokesperson immediately. Ideally, a PRO will have a list of 'best' contacts in the PN and their mobile phone numbers, so that requests for interviews or articles can be dealt with quickly.

## Dealing with enquiries

- 5.52 A PRO might be required to reply to a large number of queries on behalf of the group. It is important to provide a good service to members and non-members.

## Further help and advice

- 5.53 For further advice and assistance on dealing with the media, please email the CSP press office at [pressoffice@csp.org.uk](mailto:pressoffice@csp.org.uk). The team will be happy to discuss any queries and have a number of factsheets about handling the media and taking part in interviews. The team can also advise about any media training requirements.

## Membership Secretary

- 5.54 The role of the Membership Secretary is to manage all aspects of membership including:
- Respond to enquiries about membership
  - Receive and process all membership applications
  - Keep records of paid up members that meet CSP ongoing governance requirements (see Appendices 2 & 3)
  - Liaise with the Treasurer on financial aspects
  - Ensure that the holding and use of data meets data protection requirements.

## Legislation affecting Professional Networks

- 6.1 The Acts listed below are the main pieces of legislation that Executive Committees need to be aware of in the running of the PNs. Many of the Acts relate mainly to employment, therefore an in depth knowledge is not required:
- Data Protection Act 1998
  - Equality Act 2010
  - Special Educational Needs Disability Act 2002 (SENDA)
  - Human Rights Act 1998
  - The Legal Deposit Libraries Act 2003.

## The Data Protection Act 1998

- 6.2 The Data Protection Act 1998 covers the processing of any

information processed by a data controller which relates to individuals, including the obtaining, holding, use and disclosure of such information.

- 6.3 The Act came into force on 1 March 2000. It initially covered only computer records set up after 24.10.98 (computerised systems set up before then were controlled under the 1984 Data Protection Act). From 24 October 2001 it was extended to cover all computer records, as well as manual records set up after 24.10.98. The final phase of the Act came into force from 24 October 2007 and covered all manual and computerised records.

## The principles of the 1998 Act

- 6.4 Data will only be obtained lawfully if the person supplying the data could reasonably be expected to know who the data controller was and the purposes for which it was to be used. Lawful processing requires compliance with the Act as well as other related legislation including the Access to Medical Reports Act 1988, Regulations of Investigatory Powers Act 2000, etc. It should also meet one of the following conditions:
- the data subject should have consented to the processing;
  - the processing must be necessary for the performance of a contract;
  - it is required by law or for a task in the public interest;
  - it is needed to protect the vital interests of the subject; or, for the legitimate interest of the controller (eg this point could cover use of security cameras).
- 6.5 Certain data is classed as "sensitive data"; this includes information on racial or ethnic origin, religious or other beliefs, trade union membership, and data concerning health or sexual life. Processing of such data requires one of the following conditions: explicit consent; it is necessary for complying with employment law; it is carried out in the course of activities of a non-profit making body which exists for trade union purposes; it is necessary for medical purposes; or, the data has been deliberately made public by the data subject.
- 6.6 Personal data shall be obtained only for one or more specified and lawful purposes and shall not be further processed in any manner incompatible with those purposes, i.e. data can only be used for the purpose for which it was obtained
- 6.7 Personal information must be adequate, relevant and not excessive for the purpose, e.g. standard documents/questionnaires should not ask lots of questions which are not relevant for a large proportion of the data subjects it is being collected from.

- 6.8 Personal data shall be accurate and where necessary kept up to date. Personal data processed for any purpose shall not be kept longer than is necessary for that purpose. This will require regular assessment and deletion; if records need to be retained for historic purposes this must be justified and wherever possible the information should be retained in anonymised form.
- 6.9 Personal data shall be processed in accordance with the rights of data subjects under this Act. Data subjects have the right to be informed that data is being held – what data, why it is held, and to whom it may be disclosed. Data subjects have the right of access to personal data – under the requirements of the Information Commissioner, within 40 days of request.
- 6.10 Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction or damage to personal data.
- 6.11 Personal data shall not be transferred to a country or territory outside the EEA unless that country ensures an adequate level of protection in relation of the processing of personal data.
- 6.12 A PN would need to register with the Information Commissioner if it acts as a data controller and processes personal data. There is a self assessment tool for this purpose: [http://www.ico.gov.uk/for\\_organisations/data\\_protection/notification/need\\_to\\_notify.aspx](http://www.ico.gov.uk/for_organisations/data_protection/notification/need_to_notify.aspx)
- 6.13 The Office of the Information Commissioner, which enforces the Act, has useful detailed guidance on its website, which can be located at: [http://www.ico.gov.uk/for\\_organisations/data\\_protection/the\\_guide.aspx](http://www.ico.gov.uk/for_organisations/data_protection/the_guide.aspx)

## Equality Legislation and Best Practice

- 6.14 It is important for PNs to be aware of the needs of their membership. The CSP produced the Equality and Diversity Toolkit in 2010 a copy of which was sent to a named representative in each of the CSP PNs. The Toolkit contains information and guidance on equality legislation and best practice, including guidance on what trade unions and professional bodies such as the CSP are required to do under the law. The Toolkit was updated in 2012, following further legislative changes. The Toolkit is available to all members on the CSP website at <http://www.csp.org.uk/publications/equality-diversity-toolkit>
- 6.15 The CSP also has an equality and diversity strategy agreed by Council, and reviewed every two years. The strategy links directly to the CSP Corporate Plan Objective to “embed

diversity in all we do”. The PNs may wish to use CSP policy and best practice in their own work. The CSP, for example, monitors its committees and events using the monitoring form attached at Appendix 11. The PNs might wish to consider using a similar form as a way of monitoring how well the networks are doing in terms of diversity.

## Equality Act 2010

- 6.16 Trade unions/professional bodies such as the CSP count as trade “associations” under the law and as such are also covered by the Equality Act. A union’s duties mirror the duties placed on employers and service providers. PNs will be classified as a “voluntary or community association” for the purposes of the Equality Act.
- 6.17 The Act bans associations from discriminating against, harassing or victimising people in a number of ways. Associations must also make reasonable adjustments to allow disabled people to participate. Advice is available at <http://www.homeoffice.gov.uk/publications/equalities/equality-act-publications/equality-act-guidance/vcs-associations?view=Binary>

## The Special Educational Needs and Disability Act 2002

- 6.18 The Special Educational Needs and Disability Act 2002 is an amendment to the DDA(1995) and ensures that discrimination against students is unlawful. The Act applies to England, Scotland and Wales and protects students defined as disabled according to the DDA against less favourable treatment than non-disabled people in relation to their disability.

For example, it is unlawful for a publicly funded further or higher education institution to refuse entry to a disabled person or mark them down in assessment because they are deaf or have dyslexia.

- 6.19 The provision and application of adjustments is required to be provided for a person who has a ‘substantial disadvantage’ from their disability to prevent that that disadvantage.

## The Human Rights Act 1998

- 6.20 This includes everyone’s right to life, to liberty and security of person, to respect for his/her private and family life, the right to marry and found a family. No one should be subject to degrading treatment.

## The Legal Deposit Libraries Act 2003

- 6.21 This Act deals with the deposit of printed materials (e.g. Professional Network publications – books, reports, leaflets, journals, newsletters etc) to a number of institutions for free. Please note - electronic materials e.g. CDs, DVDs etc are not covered by the legislation at present, but there is a voluntary code of practice in place whereby publishers are encouraged to also deposit their electronic materials in the same manner as for print based materials.
- 6.22 Anyone publishing items in the United Kingdom are required by law to send free copies of their publications to the following two sources:

### The British Library

- 6.23 Publishers in the United Kingdom and the Republic of Ireland have a legal obligation to send one copy of each of their publications to the Legal Deposit Office of the British Library within one month of publication.
- 6.24 The principle that a national archive should be maintained by a legal requirement to deposit has been well established for almost four centuries and has great advantages for publishers:
- Publications deposited with the British Library are made available to users in its various reading rooms, are archived or the benefit of future generations, and become part of the national heritage. Legal deposit should therefore take away the potential headache of where the archive of a Professional Network publications collection is housed.
  - Publications are recorded in the British Library Public Catalogue (<http://explore.bl.uk>) which is accessible for free, and which will remain an essential research tool for generations to come.

In order to conform to legal requirements, one copy of all publications **MUST** be sent to:

Legal Deposit Office  
The British Library  
Boston Spa  
Wetherby  
West Yorkshire  
LS23 7BY

Tel: +44 (0) 1937 546268 (books)  
Tel: +44 (0) 1937 546267 (journals and newsletters)  
Fax: +44 (0) 1937 546176  
Email: [legal-deposit-books@bl.uk](mailto:legal-deposit-books@bl.uk)  
[legal-deposit-serials@bl.uk](mailto:legal-deposit-serials@bl.uk)

## Other legal deposit libraries:

- 6.25 The deposit regulations of the Copyright Acts 1911 and 1963, with slightly different conditions, apply also to the other five legal deposit libraries:
- the National Library of Scotland
  - the Library of Trinity College, Dublin
  - the National Library of Wales
  - the Bodleian Library, Oxford
  - the University Library, Cambridge
- 6.26 The Agent for the Copyright Libraries is responsible for acquiring legal deposit material for these libraries.

Five copies of all publications **MUST** be addressed to:

Agency for the Legal Deposit Libraries  
161 Causewayside  
Edinburgh  
EH9 1PH  
Tel: +44 (0)131 623 4680  
Fax: +44 (0)131 623 4681  
Email: [publisher.enquiries@legaldeposit.org.uk](mailto:publisher.enquiries@legaldeposit.org.uk)

- 6.27 Please note – there are several categories of publication that are exempt from Legal Deposit Regulations:
- Internal reports
  - Examination papers
  - Posters; wall and desk calendars

All other publications must be deposited.

- 6.28 If a PN outsources its distribution of publications, then the PN needs to check with its agent that they are legally depositing PN materials to the correct bodies.

# Professional Networks Handbook

## CSP Contacts

### Library Information Services

Contact LIS for advice on publishing journals, newsletters, and other titles.

Email: [lis@csp.org.uk](mailto:lis@csp.org.uk)

### Professional Advice Service

For any queries regarding the professional practice aspect of physiotherapy. The term professional practice relates to the behaviour, standards, conduct, individual scope, scope of the profession, duty of care and the role and responsibilities of a Chartered physiotherapist. The service is primarily email based enquiries are handled via the CSP's Enquiry Handling Unit (EHU).

Email: [enquiries@csp.org.uk](mailto:enquiries@csp.org.uk)

### Public Relations

For advice and assistance on dealing with the media and taking part in interviews. Also the contact for enquiries about any media training requirements.

Email: [pressoffice@csp.org.uk](mailto:pressoffice@csp.org.uk)

### Research Advice Service

For any queries in relation to research. The service is primarily email based enquiries and handled via the CSP's Enquiry Handling Unit (EHU)

Email: [enquiries@csp.org.uk](mailto:enquiries@csp.org.uk)

### AHP Research Network (AHPRN)

For information about the AHPRN and how to get in contact with a local research hub.

Email: [L.M.Bottomley@Brighton.ac.uk](mailto:L.M.Bottomley@Brighton.ac.uk)

### Learning and Development

First point of contact for all CPD and Education queries, e.g. course recognition.

Email: [learninganddevelopment@csp.org.uk](mailto:learninganddevelopment@csp.org.uk)

### ePortfolio

All ePortfolio queries

Email: [cspeportfolio@csp.org.uk](mailto:cspeportfolio@csp.org.uk)

### Branding

For any queries regarding use of the CSP logo on websites, publications etc

Email: [forbesn@csp.org.uk](mailto:forbesn@csp.org.uk)

### Finance

First point of contact for Treasurers: any queries relating to Year-end accounts, capitation, income and expenditure, banking queries and general financial information and advice, including training.

Email: [finance@csp.org.uk](mailto:finance@csp.org.uk)

### Web services

All queries regarding content managed web sites and iCSP.

Email: [website@csp.org.uk](mailto:website@csp.org.uk)

### Alliances and Professional Networks Team

- Submitting contact details for Executive Committee members
- Submission of Annual Report
- Travel arrangements for CSP funded Alliance meetings only.

Email: [a&pn@csp.org.uk](mailto:a&pn@csp.org.uk)

### Facilities

For room booking and catering requirements

Email: [roombookings@csp.org.uk](mailto:roombookings@csp.org.uk)

### Enquiries Handling Unit

If none of the above contacts are appropriate then EHU can provide general help, information and advice or pass on the query to the right experts.

Tel: 020 7306 6666 or

Email: [enquiries@csp.org.uk](mailto:enquiries@csp.org.uk)

### Graybrook – Professional Network Public Liability Insurance

For any query regarding PN PLI either visit the Graybrook website at: <http://www.lfcgraybrook.co.uk/csp-professional-networks> or email [Graybrook@lfcinsurance.co.uk](mailto:Graybrook@lfcinsurance.co.uk)

## Appendices

### Appendix 1 - CSP/Professional Network Affiliation Agreement

This agreement is made on the date and between the parties set out at the end of this document.

The aim of this document is to define the relationship between the CSP and Professional Networks (PNs).

The Affiliation Agreement (AA) is based on the assumption that PNs are self governing bodies that are responsible for their own financial and organisational liabilities.

#### Benefits to Professional Networks

- Recognition:
  - o CSP recognition of PNs as experts in their field
  - o CSP endorsement/recognition of outputs when appropriate, e.g. standards of practice guidelines through SKIPP; recognition of post registration courses
  - o Continued CSP annual grant (at the discretion of the CSP Council)
  - o Continued CSP public liability insurance for the activities of a PN
  - o Use of CSP website, iCSP (as set out in the Service Level Agreement governing provision of this service to a professional network.) and Frontline to raise awareness/promote activities
  - o CSP may consider, at its discretion, providing external legal advice for PNs on matters where the wider interests of the profession might be affected.
- Alliances
  - o Mutual support - promoting and sharing best practice
  - o Greater visibility and strategic influence than as an individual PN
  - o More effective means of providing advice to and supporting the CSP.

#### Responsibilities of CSP

- Seek PN/Alliance expertise to inform its work and internal policy development
- To draw on PN/Alliance expertise to influence government policy
- Evaluate PN/Alliance output for endorsement/recognition
- Provide an annual grant (at the discretion of the CSP Council)
- Provide CSP public liability insurance
- Provide IT support services (CSP PN website, iCSP)
- To consider the provision of external legal advice for PNs

on matters where the wider interests of the profession might be affected

- To provide media and financial training
- Produce a PN handbook to provide ongoing support
- Provide other appropriate support as agreed, e.g. CSP rooms for meetings

#### Benefits to CSP

- Robust ongoing governance of the PNs by the CSP
- Alliances
  - o More effective communication with Alliances
  - o More effective method of drawing on expertise
  - o More congruent policy and strategic advice

#### Responsibilities of Professional Networks

- To:
  - o Ensure it has at least 100 members, at least 70% of whom are CSP members
  - o Adopt and maintain a constitution that meets the minimum requirements set out in the Constitution Guidelines document.
- Agree to:
  - o Set annual objectives aligned to the strategic objectives within the CSP corporate plan
  - o Submit an annual report of: (i) activities and progress against the PN's objectives (ii) approved financial accounts with an explanation of how any CSP funding has been used (iii) total and CSP membership numbers
  - o Use the CSP name only for activities that are within the profession's scope of practice and reflect CSP policy
  - o Share outputs with the CSP and where appropriate seek endorsement/accreditation
  - o Join, and take an active part within, the appropriate Alliance.

If a PN, at any time, takes any action deemed to be outside the profession's scope of practice or which is contrary to CSP policy this will be considered by the Professional Practice and Service Delivery (PPSD) committee (or equivalent), who will decide on what action should be taken.

#### Mechanism for re/recognition

The initial window for re/recognition will be February-March 2012.

The PN will need to:

- Sign this Affiliation Agreement
- Submit total and CSP membership numbers
- Submit their constitution for checking and General Meeting

minutes if the constitution has been approved by their membership

- Agree a date for the submission of the annual report

The CSP will then evaluate the submission and make recommendations to the PPSD (or equivalent) committee who will decide the outcome of the submission.

This process will have four outcomes:

1. **Full recognition**
2. **Conditional recognition** – subject to one or more of the following criteria being met by the end of 2012: constitution passed at a General Meeting; membership of 100; all eligible support workers being CSP members
3. **Resubmission required** – some other recognition criteria not fulfilled. Resubmission required within a specified time frame.
4. **Not recognised.**

4 can only happen if any condition under 2 is not satisfied by the end of 2012, the resubmission is not made within the specified time frame under 3 or following resubmission the PN is not recognised.

## Ongoing governance

A random sample of PNs will be reviewed annually.

The CSP will evaluate the following: annual report, constitution, activity/response to CSP requests and activity within the Alliance, and compliance by the PN with the terms of the Affiliation Agreement. The CSP will then make recommendations to the PPSD committee for their determination.

This process will have three outcomes:

- A. **Standard met**
- B. **Resubmission required** - within a specified time frame
- C. **Not recognised**

C can only happen if the resubmission is not made within the specified time frame or following resubmission the PPSD committee determines the standards are not met or the PN remains in material breach of its obligations under this agreement.

## Appeals

The PN may appeal against a 'Not recognised' status as a result of failing to meet the recognition criteria.

The PN may appeal within 28 days of having received written notification of a 'Not recognised' status

An appeal can be heard on the grounds that a) due process was not followed b) the PN has agreed to comply with CSP requirements for recognition

Appeals will be considered by a panel of the Practice and Development committee (or equivalent) which shall adjudicate whether the PN is 'Recognised' or 'Not Recognised'.

A PN will have a final right of appeal to Council whose decision shall be final and binding on the parties.

## Not recognised status

If a 'Not recognised' status is awarded to a PN and/or its appeal fails the CSP will withdraw with effect from the expiry of 28 days from receipt of written notification of 'Not Recognised' status (if no appeal is made by the PN) or otherwise from the date of the appeal adjudication ('Termination Date') the following:

- Any future payment of any grant previously awarded by CSP Council
- Public liability insurance
- The right to use the CSP logo or any wording that indicates that the PN is recognised by the CSP
- CSP PN website
- Use of meeting rooms at the CSP
- Corporate legal support
- Any other benefit arising from recognised status.

As from the Termination Date the PN must, within 28 days, remove all references to the CSP logo or name from all its materials in any media or form.

Any associated iCSP network will **not** be withdrawn as a result of a 'Not recognised' status.

No variation of this agreement is valid unless it is in writing signed by both parties.

This agreement terminates if the PN dissolves, amalgamates or ceases to operate.

This agreement terminates if a third party acquires a majority of the voting rights in the PN or the right to appoint a majority of its directors or members of its governing committee.

## Appendix 2 – Constitution Guidelines for Professional Networks

### Introduction

As part of the new recognition criteria for Professional Networks (PN) all PNs will need to ensure that their constitution or Articles of Association meets the guidelines given below.

The guidelines have been broken down into the sections of a typical PN constitution. For each section there is a set of minimum requirements that the CSP would require to see reflected in a PNs constitution/Articles of Association.

### Constitution Guidelines

#### Objectives

There should be a statement on the following areas:

- Setting standards of practice
- Continuing Professional Development
- Research and Development
- Links with external organisations
- Supporting CSP policy and strategy

#### Membership

- Full and Associate members of the CSP (i.e. physiotherapists, lecturers, managers, support workers) can be a member \*
- Full and Associate members of the CSP must have the right to vote
- All UK based physiotherapists and support workers within a network must be CSP members
- All UK practising physiotherapists within a network must be HPC registered\*\*
- All international physiotherapist network members must be a member of their country's governing body
- Non CSP members must have an equivalent qualification or health/professional body or association membership

\* If a PN wishes to be excluded from this requirement it must provide the CSP with a full explanation. The CSP will then make a decision as to whether or not the explanation is justified.

\*\* With the exception of physiotherapists who only practice on animals

#### Meetings

- There should be a procedure to hold an AGM and EGM

#### Executive Committee/Board

- The Executive must have a Chair, Vice Chair, Treasurer and Secretary

- The majority of Executive members must be CSP members

#### Finance

- All members are required to pay a subscription decided by the Executive
- All monies raised must be used to further the PNs objectives
- Accounts should be inspected/approved by outside accountants, or an appropriate independent financially qualified individual, and presented at the AGM

#### Alteration to the constitution

- Alterations must go through either the AGM or an EGM

#### Cessation of a Professional Network

- The CSP should be notified
- Cessation must go through either the AGM or an EGM
- The CSP must be entitled to recoup the balance of the year's capitation fees
- There must be a mechanism for disposal of remaining assets

## Appendix 3 – Guidance for ongoing governance of Professional Networks

### Content of Annual Report

From 2013, every PN is required to submit an Annual Report. The report should contain the following information:

- Activities and progress against the PNs objectives
- Approved financial accounts with an explanation of how any CSP funding has been used
- Total and CSP membership numbers

A cover sheet/checklist 'Professional Network Annual Report' has been provided within this appendix.

### Aligning Professional Network objectives with the CSP corporate plan

PNs should aim to align at least two of their annual objectives with the high level objectives within the CSP annual corporate plan. The latter can be found on the CSP website [www.csp.org.uk](http://www.csp.org.uk) by searching for 'corporate plan 20xx' (where 'xx' = the current year).

An example CSP corporate plan summary has been provided within this appendix.

Note that there are 5 high level (in pink boxes) objectives. A PN simply has to align two or more of its objectives with these high level objectives, e.g. Objective 1 states that the CSP will support its members within the working environment. A PN might therefore have an objective which states how it intends to support its members in the work environment.

Note that the sub objectives (in blue boxes) provide further clarity for each high level objective. However it is not necessary, but may be apposite, for PNs to have such sub objectives themselves.

### Documentation required for a Professional Network review

From 2013, each year a number of PNs compliance with the Affiliation Agreement will be reviewed in more detail.

The PNs involved will be informed prior to the start of the review year (January).

If chosen a PN will need to provide the following information when requested:

- Annual Report
- Constitution
- A breakdown of membership numbers to include evidence that:
  - o All UK based physiotherapists and support workers are CSP members (name and CSP number)
  - o All international physiotherapist network members are members of their country's governing body (name and confirmation that PN has checked governing body membership)
  - o Non CSP members have an equivalent qualification or health/professional body or association membership (name and confirmation that PN has checked governing body etc membership).

**Please send the information to Alliances and Professional Networks Team, P&D Function, 14 Bedford Row, London, WC1R 4ED or by email to: [a&pn@csp.org.uk](mailto:a&pn@csp.org.uk)**

# Professional Networks Handbook

## Professional Network Annual Report

Name of Professional Network (PN):

### Checklist for Professional Network

Evidence of:	Possible source
Activities and progress against annual objectives (aligned to CSP strategic objectives)	AGM minutes; separate statement
Approved financial accounts	Set of accounts and AGM minutes
Explanation of how CSP funds have been used	Set of accounts; separate statement
Total membership as of (please complete)	
CSP membership as of ..... (please complete)	
<p><b>Bank Account Verification for CSP grant:</b> (please complete)</p> <p>Name of Bank:</p> <p>Bank Sort Code:</p> <p>Bank Account Number:</p>	

Signature of Chair:

Date:

**Please return to Alliances and Professional Networks Team, P&D Function, 14 Bedford Row, London, WC1R 4ED or by email [a&pn@csp.org.uk](mailto:a&pn@csp.org.uk) with all relevant information.**

## CSP 2013 ANNUAL CORPORATE PLAN IN SUMMARY

### 1. Support all members in their challenging working environments (LM)

- 1.1 Support members in meeting the challenges to jobs & quality of care posed by financial cuts & competition (LM)
- 1.2 Work at all levels to protect the national Agenda for Change agreement & members' terms & conditions of employment (LM)
- 1.3 Support members to resolve employment problems at work in all sectors (LM)
- 1.4 Influence planning nationally & locally to ensure an expanded professional workforce fit for the future (NB)
- 1.5 Support members in dealing with equality & diversity issues (LM)
- 1.6 Support members with their learning & development (NB)

### 3. Strengthen the public profile, reputation & influence of physiotherapy (LS)

- 3.1 Represent members' interests in the changing healthcare and political environment through campaigning & working with other organisations (LM)
- 3.2 Improve public awareness of the important role of physiotherapy in health & wellbeing (LS)
- 3.3 Strengthen appreciation of physiotherapy & quality employment among health decision makers & electoral representatives across the UK (LS)
- 3.4 Continue to articulate the value to patients of a publicly funded, publicly provided NHS (LM)
- 3.5 Increase demand for quality physiotherapy services, focussing on rehabilitation of older people, long-term conditions & keeping people 'fit for work' (NB or LS)
- 3.6 Use patient voices to advocate for physiotherapy (LS)

### 2. Develop & use evidence to demonstrate physiotherapy's clinical & cost effectiveness in changing environments (NB)

- 2.1 Support members in demonstrating the evidence for physiotherapy in priority growth areas of practice (NB)
- 2.2 Support members to use health informatics & data to describe the quality & impact of their services for patients (NB)
- 2.3 Engaging patient organisations in using & supplying evidence of physiotherapy's effectiveness (NB)
- 2.4 Promote the benefits of early intervention & self-referral to physiotherapy (NB)
- 2.5 Support members in developing, sharing & using the profession's evidence base (NB)

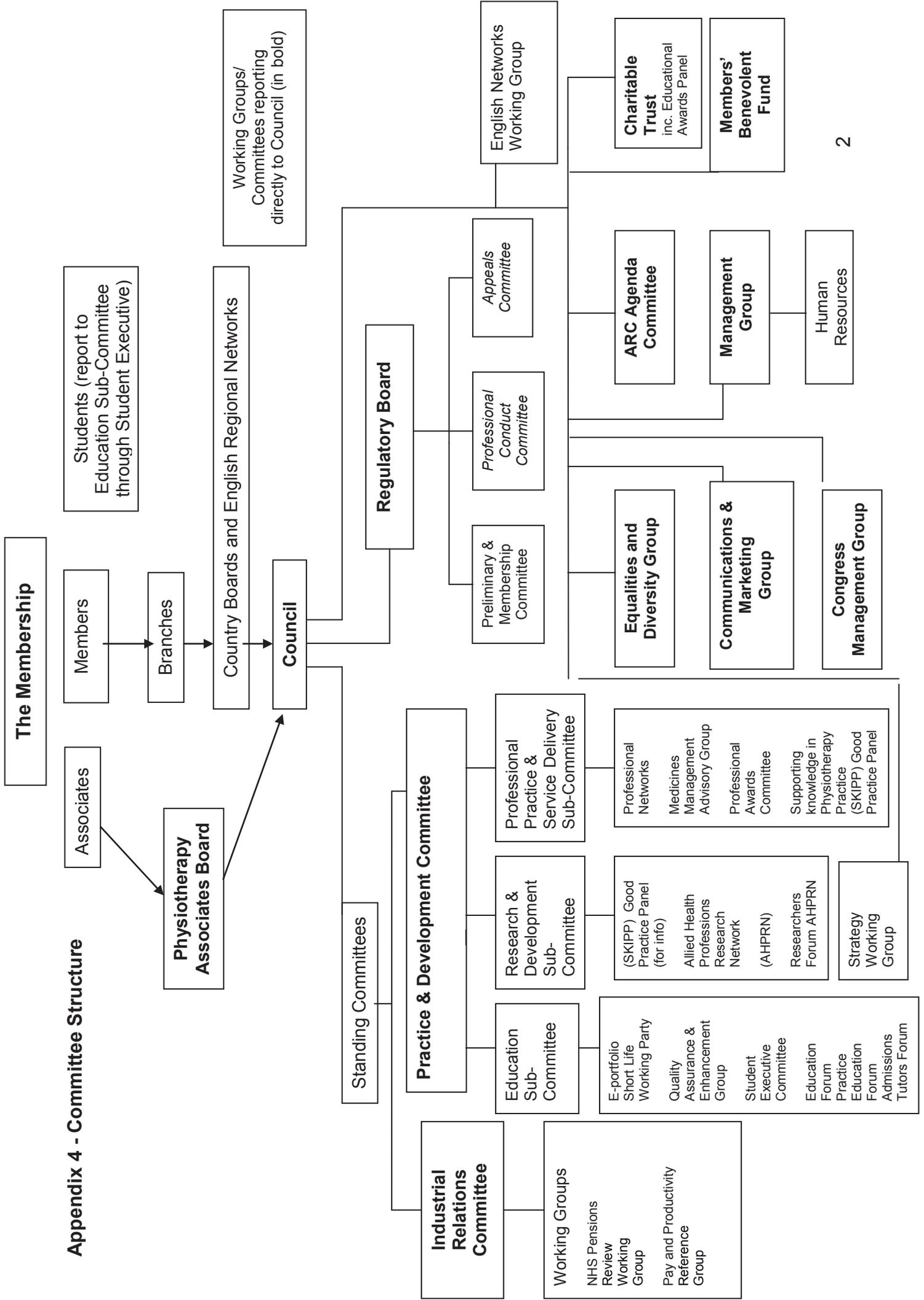
### 4. Motivate members to actively influence on behalf of the profession (SB)

- 4.1 Increase member engagement with the CSP networks to maximise their influence (SB)
- 4.2 Review and improve CSP's member communications to improve engagement & ensure a targeted & consistent approach (JH)
- 4.3 Motivate members to become locally active in promoting physiotherapy and equip them with resources, evidence and confidence to influence others (JH)
- 4.4 Increase awareness of how members can participate within the CSP and influence policies/plans, ensuring that patterns of disadvantage are addressed (JH)

### 5. Ensure sustained financial & organisational success (SdB)

- 5.1 Assess & develop our approach to Customer Relationship Management (SdB)
- 5.2 Review the strategic implications for the CSP of having more members employed outside the NHS (SB)
- 5.3 Retain our focus on recruitment & retention (JH)
- 5.4 Maintain the current strong financial base from which to deliver member services (SdB)
- 5.5 Increase non-membership based income and capacity (JH)
- 5.6 Evaluate and refine our operational effectiveness to enhance the return on our investment (SB)

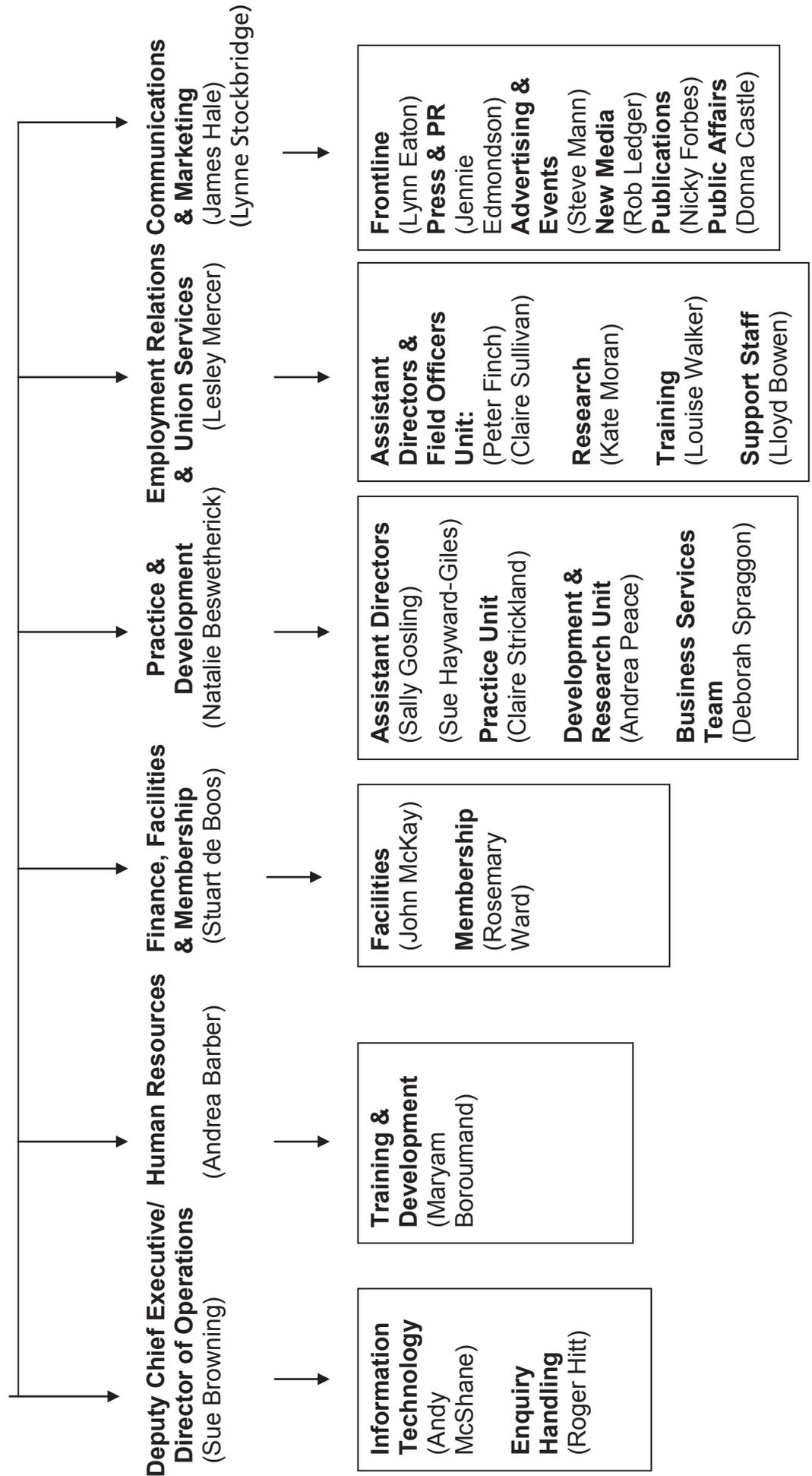
# Appendix 4 - Committee Structure



**Appendix 5 – CSP Management Structure (January 2013)**

**Chief Executive – Phil Gray**

**Secretariat & Professional Regulation**



## Appendix 6 – Executive Committee Procedures

The guidance below is not meant to be prescriptive, rather provide a framework for meetings.

The two most important committee papers are the agenda and the minutes. The Secretary will draft both papers, but the Chair should make the ultimate decision on the content.

### The Agenda

The agenda is drafted by the Secretary in consultation with the Chair. It will help committee members to prepare for the meeting by knowing in advance the issues to be discussed.

The Secretary should announce a date by which all papers, including copies of reports, should be submitted in order that the full agenda and any accompanying papers can be sent out in time to be read before the meeting. The agenda should be sent to all those due to attend the meeting and can also serve as official notification of the meeting if it is sent out in time.

It may be helpful to tag items: 'for decision', 'for discussion', 'for information', so that those at the meeting know what is expected of them.

A suggested format for an agenda is shown below:

#### TITLE

Date, time and location of meeting

#### AGENDA

1. Apologies for absence (reported verbally by the secretary)
2. To confirm the minutes of the last meeting (any alterations should be reported and corrected on the master copy before the Chair signs them)
3. Matters arising from the minutes:

Any items which need reporting on from the last meeting

Any items which need action from the last meeting

4. Agenda items (new items of business)
5. Any other business (for last minute items or items not listed on the agenda, which can be raised by any member present, however each item should be notified to the Chair at the beginning of the meeting.)
6. Date of next meeting

### The Minutes

The minutes are notes taken during committee meetings by the Secretary. It is the Chair's job to approve them, prior to them being sent to committee members, ensuring that they are an accurate record of all committee business, the decisions made and

those responsible for implementing any action. The master copies of tabled papers should be included with the relevant agenda and papers in the Master File kept by the Secretary. It is important to draft the minutes whilst the meeting is still fresh in the mind and, after approval by the Chair, circulated to all honorary officers, committee members and interested parties.

### Writing minutes

The art of writing good minutes is being able to identify priorities. It is essential to record all decisions and subsequent actions. It may be desirable to include some discussions and equally desirable to exclude others. It is important to exercise discretion and record any opposing views. Bear in mind what has been said about important points and make sure that people are correctly linked with views expressed and actions to be taken.

### Supporting papers

Supporting papers should be brief. Papers should:

- Have an introduction (the reason for the report).
- Have a main body (what the paper is all about).
- A summary (conclusion reached).
- Have a cover sheet including the name of the meeting; date; agenda no. or paper no; title of the paper; status - for action or discussion; summary of the report and identify action to be taken.

## Appendix 7 – A Guide to Annual General Meetings

### What is an Annual General Meeting?

An Annual General Meeting, commonly referred to as an AGM, is a formal meeting which is held once a year. It is a legal requirement for voluntary organisations that have company status. In any case it is good practice to have an AGM to act as a review of the year and deal with issues such as the election of committee/board members and reviewing the annual accounts. Each PN should have a section of its Constitution which deals with AGMs, and this gives guidance as to how the AGM should be run and what matters should be dealt with. Although it is a formal meeting, it can also be a good opportunity to communicate with members.

### Timing

Again, each PN should find guidance in its Constitution regarding when an AGM should take place. It does need to take place following the end of the financial year when accounts have been audited.

## Before the AGM

The Executive Committee should arrange a suitable time and venue, and make sure that all the necessary preparations are made. It is a good idea to start planning the AGM at least 3 months in advance. Be aware that the annual accounts will be one of the main items for presentation to members at the AGM; ensure that they are ready in time, especially as they need to be independently examined or audited.

## Inviting members

The constitution should state how much notice the Executive Committee should give to members about when and where the AGM will be held. Most constitutions require the Executive Committee to give members a minimum of 21 days notice. Notification to members about the meeting should include the agenda for the meeting, information about their voting rights and the nomination and voting procedures.

If nominations to the Executive Committee have to be made before the meeting, make it clear to members how they should do this and when the deadline is for nominations. Let the members know who they can nominate and for what positions, whether nominations need to be in writing or not, and whether each nomination needs to be seconded and by whom. If the constitution leaves these details to the Executive Committee to decide, it would be considered good practice to ask members to submit nominations in writing to the Secretary of the Executive Committee 14 days before the AGM.

In most constitutions, members have a right to submit additional resolutions to the AGM. If this is the case, it is important to remind members of the rights to do this and, again, make sure they know how and when to respond.

## On the day

The Chair of the Executive Committee usually acts as Chair for the AGM. If the Chair's position is vacant, someone else should agree to chair the meeting at the start. Make sure there are enough copies of the agenda, ballot papers and any other papers for the day. As with other formal meetings of the PN, it is important that minutes are taken of the AGM. The constitution should say how many members of the PN need to be present for the meeting to be valid, or 'quorate'.

## Running the AGM

Minutes of the meeting should be taken by the Secretary. A typical AGM agenda will cover the following items:

- Opening remarks/Welcome
- Apologies
- Minutes of previous AGM

- Matters arising from the Minutes
- Presentation of Annual Report (Chair/Secretary)
- Adoption of Annual Report
- Presentation of Accounts (Treasurer)
- Adoption of Accounts
- Appointment of Auditors/Independent Examiner
- Election of Executive Committee/Office Bearers
- Motions to be put to the AGM
- Any Other Business
- Closing remarks

More details on each of these headings are available below.

## Apologies

Apologies from individuals (usually just members of the committee) who have been unable to attend are read out and recorded.

## Minutes / Matters Arising

Matters arising from the minutes should be taken in the order they appear. In some cases the Chair may ask that matters arising be dealt with during the course of the meeting. The minutes of the previous AGM should be formally adopted by a proposer and a seconder, whose names should be recorded.

## Presentation of Annual Report

The annual report is usually presented by the Chair. It should give an overview of the main achievements of the year and how these relate to any annual objectives set.

## Presentation of Accounts

The accounts are presented by the Treasurer. It is usual for copies of the accounts to be given to those attending. The Treasurer will highlight some of the figures in the accounts, explaining any that need explanation, and give a general overview of the financial position of the PN. It is usual for them to thank the auditor/independent examiner if appropriate.

## Auditor or Independent Examiner?

An audit by a registered auditor is required:

- If the PN's gross income, or expenditure in the current or preceding two years is in excess of £500,000 (this applies both to Charities with Company status and to Unincorporated Charities – that is Charities that don't have any other legal form apart from Charitable Status)
- If there is a requirement in the PN's constitution
- If the Executive Committee choose to appoint one

If none of these requirements apply, the PN may only need to have its accounts examined independently. This does not have to be carried out by a registered auditor and is not usually as expensive.

If the PN is an unincorporated association (and the vast majority are), then an independent examination should be sufficient. In this case, an independent examiner can be any independent person who the committee believe has the ability and experience to examine the accounts such as a banker, business person, or accountant. It should not be carried out by a member of the committee.

### **Appointment of Auditors**

If a PN is happy with the performance of its auditors it is usual to move for adoption of the existing auditors. If for some reason there is to be a change of auditor, this can be arranged by the committee during the coming year.

### **Election of Executive Committee/Office Bearers**

The constitution will provide guidance on the election of committee or Board members, including the length of time they should serve. Each individual wishing to stand needs to have a proposer and a seconder.

### **Voting Procedure**

Check the constitution to find out who is eligible to vote at the AGM. If the constitution does not provide clear guidance on what to do in the event of a tie, then it is usual practice for the Chair of the PN to have a casting vote. The existing committee need to be clear about voting procedures as laid out by the constitution before attending the AGM.

### **Motions to be put to the AGM**

A Motion to be put to an AGM should usually be received by the PN an agreed time before the AGM, so that it can be included with the papers sent out to those attending. Some PNs do not allow motions to be put at the AGM on the spur of the moment. Motions may take a number of forms.

### **Rules of debate**

There are no hard and fast rules in how to run a debate but PNs may wish to consider the following guidance which appears in the CSP Annual Representatives Conference (ARC) Standing Orders:

- Speakers should address the Chair and confine their remarks to the proposition under discussion.
- The mover of the motion in each debate should be limited to

four minutes and other speakers to three minutes, although these times may be altered at the discretion of the Chair.

- The mover of a motion shall have the right of reply (for two minutes only) if the motion was opposed during debate. No other representative shall be entitled to speak twice on any motion.
- Points of Information are limited to 30 seconds. Points of Information can only be used to correct inaccuracies or to relay specific information, for example the name of a document/ date, etc.
- The proposer of a motion or of an amendment shall have the right to reply immediately before such motion or amendment is put to the vote. This reply shall be strictly confined to answering previous speakers, and shall not introduce any new matter into the debate.
- A member shall not otherwise speak more than once on any motion or amendment except to a point of order, or, by consent of the Chair, in explanation of some material part of a speech made by that member which may have been misunderstood.
- No seconder shall be required for a motion from the Chair, or for a motion by the Chair or other member of a committee when officially submitting a report, minutes, or other recommendations of the committee to the Council. All other motions and amendments must be seconded. All motions and amendments shall, if required by the Chair, be in writing, and signed by the proposer and seconder.
- If an amendment is rejected, other amendments may be moved on the original motion. If an amendment is carried the motion as amended shall become the motion, and shall become the question to which any further amendment may be moved, or upon which the final vote shall be taken.

### **Amendments**

Any proposed amendments to the constitution are also discussed at the AGM. These have usually been discussed by the present committee and the Chair may wish to take a few moments to explain why the committee believe that the change is needed. Amendments are often made to update the constitution in the light of new legislation or new circumstances. When the motion or amendment has been presented a vote will take place.

### **Any Other Business**

Some PNs choose not to include this on the agenda. AOB can double the length of a meeting and throw up many unexpected questions and comments. On the other hand, it can be a useful opportunity for those who are involved with a PN to have their say.

### **Conclusion of Business**

The meeting is formally brought to a close by the Chair.

## Appendix 8 - List of Professional Networks (January 2013)

### **AACP**

Acupuncture Association of Chartered Physiotherapists

### **ACPAT**

Association of Chartered Physiotherapists in Animal Therapy

### **ACPCF**

Association of Chartered Physiotherapists in Cystic Fibrosis

### **ACPEM**

Association of Chartered Physiotherapists in Energy Medicine

### **ACPICR**

Association of Chartered Physiotherapists in Cardiac Rehabilitation

### **ACPIHC**

Association of Chartered Physiotherapists in Independent Healthcare

### **ACPIN**

Association of Chartered Physiotherapists in Neurology

### **ACPIRT**

Association of Chartered Physiotherapists in Reflex Therapy

### **ACPIVR**

Association of Chartered Physiotherapists Interested in Vestibular Rehabilitation

### **ACPOHE**

Association of Chartered Physiotherapists in Occupational Health and Ergonomics

### **ACPOMIT**

Association of Chartered Physiotherapists in Orthopaedic Medicine and Injection Therapy

### **ACPOPC**

Association of Chartered Physiotherapists in Oncology and Palliative Care

### **ACPLD**

Association of Chartered Physiotherapists for People with Learning Disabilities

### **ACPRC**

Association of Chartered Physiotherapists in Respiratory Care

### **ACPSEM**

Association of Chartered Physiotherapists in Sports and Exercise Medicine

### **ACPTR**

Association of Chartered Physiotherapists in Therapeutic Riding

### **ACPWH**

Association of Chartered Physiotherapists in Women's Health

### **ADAPT**

Chartered Physiotherapists in International Health and Development

### **AGILE**

Chartered Physiotherapists Working with Older People

### **AOCP**

Association of Orthopaedic Chartered Physiotherapists

### **APCP**

Association of Paediatric Chartered Physiotherapists

### **ATACP**

Aquatic Therapy Association of Chartered Physiotherapists

### **BABTT**

British Association of BOBATH Trained Therapists

### **BACPAR**

British Association of Chartered Physiotherapists in Amputee Rehabilitation

### **BAHT**

British Association of Hand Therapists

### **CPMaSTT**

Chartered Physiotherapists in Massage and Soft Tissue Therapy

### **CPMH**

Chartered Physiotherapists in Mental Healthcare

### **CPPC**

Chartered Physiotherapists Promoting Continence

### **EPADU**

Electro Physical Agents and Diagnostic Ultrasound

### **ESP**

Extended Scope Practitioners

### **LaMPS**

Leaders and Managers in Physiotherapy Services

## MLACP

Medico-Legal Association of Chartered Physiotherapists

## MACP

Musculoskeletal Association of Chartered Physiotherapists

## MIMDTP

McKenzie Institute Mechanical Diagnosis and Therapy Practitioners

## Physio First

## PPA

The Physiotherapy Pain Association

## PRS

Physiotherapy Research Society

## Appendix 9 - Alliance groups (January 2013)

Alliance Name	Members
Neuroscience	ACPIN, ACPIVR
Therapeutic Skills	ACPEM, ACPIRT, ATACP, CPMaSTT, EPADU
Cardio Respiratory	ACPCF, ACPICR, ACPRC
Occupational Roles	ACPAT, ACPIHC, ACPOHE, ESP, LaMPS, MLACP, Physio First
Client Groups	ACPOPC, ACPPLD, ACPTR, ACPWH, ADAPT, AGILE, APCP, BABTT, BACPAR, CPMH, CPPC
Neuromusculoskeletal	AACP, ACPOMIT, ACPSEM, AOC, BAHT, MACP, MIMDTP, PPA, PRS.

## Appendix 10 - Archiving Professional Network materials with the Wellcome Library archive

The Wellcome Library houses the official CSP archive of documents and artifacts, charting the history of the society/profession from its establishment through to developments in more modern times. The Wellcome archive staff deal with all detailed historical queries that arise relating to documentation in the archive about the CSP and physiotherapy profession in the UK. The Wellcome Library archive has an appropriate environment and the facilities to house archival material professionally (which the CSP is not able to provide on site).

### Types of Professional Network materials the Wellcome Archive DOES accept:

Patient leaflets; publicity materials like posters/leaflets advocating for the specialism; newsletters; final responses to government consultation documents; educational materials in terms of showing developments in the curriculum, examinations, validation etc; minutes of PN Executive Committee meetings; photographs showing treatments for different conditions, using different techniques or equipment; Items relating to pivotal people in the profession e.g. gurus or founding members; annual reports and annual accounts; Anything relating to formal constitution/status of organisation; campaign/press information.

### Types of Professional Network materials the Wellcome Archive DOES NOT accept:

Uniforms; badges; cups/shields/mugs/plates/prizes etc; ISBN'd journals and ISSN'd books - these are widely available elsewhere and therefore not taken by the archive; bank statements/cheque books/invoices/estimates/general financial records; routine repetitive correspondence with members/other contacts; mailing lists used for publication dispatches; conference/training course/workshop admin materials e.g. booking and evaluation forms, flip chart scribbles, room booking information, maps to the venue etc; routine membership/personnel admin records.

The reason these types of materials aren't accepted is that they do not enhance the physiotherapy historical research collection at Wellcome, and/or they don't have the facilities to store these types of materials.

### Process for organising the deposit of Professional Network materials at the Wellcome Archive

If a PN is considering depositing materials at the Wellcome Library archive, the PN needs to come through the CSP Library and Information Service which is the main contact for the relationship with Wellcome. Please contact LIS at: [lis@csp.org.uk](mailto:lis@csp.org.uk) to discuss what types of materials the PN wants to deposit. Please note that the Wellcome Archive will only accept paperwork/materials that are 5 years old or more. This is because they do not want to receive visits or enquiries about topics that the CSP/PNs are still engaged with (in essence they expect the CSP/PNs to be dealing with these types of queries themselves).

## Appendix 11 – Equality Monitoring Form

The Chartered Society of Physiotherapy is committed to developing positive policies to promote equal opportunities amongst its membership and prohibit unlawful or unfair discrimination. In order to ensure that this objective is carried out, the CSP is asking representatives to complete the attached monitoring form. This will help us to identify whether representatives to ARC are representative of the membership as a whole in terms of ethnic origin, gender and whether you have a disability. All information will be kept confidential. No visual assessment of any delegate's ethnic origin or disability will be made by any third party. The ethnic origin categories listed below are those recommended by the Equality and Human Rights Commission/Commission for Racial Equality (CRE).

### 1. Gender

Male  Female

### 2. Ethnic Origin

Please indicate which of the following categories best describes your ethnic origin.

White

British  English

Scottish  Welsh

Irish

Any other White background  
.....(please specify)

Mixed

White and Black Caribbean  White and Black African

White and Asian

Any other Mixed background  
.....(please specify)

Asian

Asian British  Indian

Pakistani  Bangladeshi

Any other Asian background  
.....(please specify)

Black

Black British  Caribbean  African

Any other Black background  
.....(please specify)

Chinese or other ethnic group

Chinese

Any other ethnic group  
.....(please specify)

### 3. Disability

Do you consider yourself disabled in any way?

YES  NO

### 4. Sexual orientation

Gay  Lesbian  Bisexual

Heterosexual  Prefer not to answer

Please complete and hand this form to a member of CSP staff, place in the box provided or fax to 0207 306 6643