

**GENERAL OSTEOPATHIC COUNCIL  
Business Plan  
April 2017-March 2018**

**Monitoring at 31 December  
2017**

### GOsC BUSINESS PLAN 2017-2018

The General Osteopathic Council has agreed a corporate plan for 2016-2019 which commits to achieving the three strategic objectives set out below, over the three year period.

#### Strategic Objectives

1. To promote public and patient safety through patient-centred, proportionate, targeted and effective regulatory activity
2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare
3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment.

This document, sets out progress against the Business Plan 2017-2018.

#### Legend

**Status**      ● **On track**      ● **Minor delay**      ● **Cancelled/postponed**

**Change**      ↑ **Positive**      ↓ **Negative**

## 1. To promote patient and public safety through patient-centred, proportionate, targeted and effective regulatory activity

<b>1.1 Continuing professional development</b>					
<b>Goal:</b> to ensure that osteopaths keep their knowledge and skills up to date, and continually enhance and improve their practice					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Implement governance structures to ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme.	Professional Standards	All year	●		SMT Task Group continues to meet every three weeks to oversee project planning. Meeting of CPD Partnership Group took place on 4 July 2017 and 7 November 2017. Regular reports are provided to PAC and to Council.
Support osteopaths to undertake aspects of the new CPD scheme.	Professional Standards Communications	All year	●		Online and face to face meetings are ongoing to support small groups of osteopaths to undertake objective activities and peer discussion review. Supported by implementation of communications and engagement plan.
Establish strategy for engaging osteopaths who have not yet prepared to explore the new CPD scheme.	Professional Standards Communications	March 2018	●		Initial targeting of single practitioners has begun. Strategy development is ongoing as we expand the reach of CPD messaging.
Review, enhance and update, as appropriate, resources for CPD (to include any activity we undertake that supports implementation of standards).	Professional Standards	All year	●		Participants in webinars have developed new examples for sharing with osteopaths and the website continues to be updated with new resources.

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Update and publish learning resources for Peer Discussion Review.	Professional Standards	September 2017	●		Updated peer discussion review guidelines incorporating more guidance about the peer discussion review have been published. Further learning resources will be developed as part of plans to upskill people in other organisations to support peer discussion review in 2018.
Consult on amended CPD rules, analyse consultation and agree new CPD Rules.	Professional Standards Communications	July 2017 to March 2018	●		Consultation on updated CPD rules closed on 16 November 2017. Final discussions are ongoing to finalise the text of the rules for agreement by Council.
Begin second year evaluation of changes in patterns of CPD (taking into account work of Early Adopters and the profession more broadly), analyse and publish evaluation	Professional Standards	October 2017 to March 2018	●		Second year evaluation survey was launched from November to 21 January 2018. Analysis will be considered by PAC in March 2018.
Conduct a programme of communications and engagement with osteopaths, osteopathic representative organisations, local osteopathic groups, and education providers to support and promote the implementation of a new CPD scheme for osteopaths.	Communications Professional Standards	All year	●		Discussion at CPD Partnership Board: 4 July 2017. Regular (general and specific) features in each issue of <i>the osteopath</i> magazine about the new scheme plus practical features focusing on objective activities including links to resources and case studies from osteopaths. CPD features in monthly news ebulletins, updates to CPD site including Early Adopter case studies and emails to promote

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					the CPD survey. These channels also used to promote new CPD animation which is first in planned series in new format to help further reach/impact of messages.
Continue evaluation, development and testing of an interactive, web-based infrastructure to support the new CPD scheme.	Communications Registration and Resources	All year	●		<ul style="list-style-type: none"> <li>• October and November 2017: agree updated specs for changes to the website and interface – completed</li> <li>• November 2017: building of new forms and changing CPD annual summary form to CPD diary on o zone commences – in progress</li> <li>• November/December 2017: switch over protocol for roll out finalised (i.e. when new renewal and CPD diary forms required for each monthly cohort of renewals from 1 August 2018-30 September 2019 – completed</li> </ul>
Audit 20% of CPD Annual Summary Forms and 2% of CPD folders to ensure registrants are meeting current standards and to identify good practice and areas for improvement.	Registration and Resources	All year	●		Audit activity ongoing.

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<b>1.2 Education and training</b>					
<b>Goal:</b> to ensure that osteopathic education is of high quality and continues to evolve to reflect changes in education and healthcare					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Analyse potential impact of the Thematic Review on Boundaries and feeding this in to the Quality Assurance Review.	Professional Standards	May 2017	●		Facilitated session with report author and OEIs at the meeting on 19 June 2017. Report now published. Further literature review commissioned in partnership with the GCC has been delivered and will be considered by the PAC in March 2019
Analyse potential impact of publication of conditions and requirements and removal of RQ dates to support more risk based approach to QA.	Professional Standards	May 2017	●		Draft consultation document has been produced for consideration by PAC in October and Council in 2018.
Publish specific proposals for the QA review (in conjunction with QA partner).	Professional Standards	September 2017	●		Draft proposals were considered by PAC in October 2017 and will be considered by Council in January 2018.
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	March 2018	●	↓	Due to the slight delay in the publication of proposals, it is anticipated that this will slip to July Council for publication.
Scope need for additional guidance for students following results of boundaries literature review and thematic review on boundaries with particular reference to student and tutor and student and student relations and also the OPS review.	Professional Standards	December 2017	●	↓	Literature review commissioned in partnership with GCC will report in January 2018 and this analysis will be considered as part of PAC paper in March 2018.
Identify and share areas of good practice from Annual Reports in teaching, learning and	Professional Standards	June 2017	●		The good practice seminar this year, facilitated by Julie Stone,

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assessment.					focused on teaching, learning and assessment in boundaries in June 2017.
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews; agreeing changes to Annual Reports; collecting and analysing data and disseminating findings, feedback and good practice to the sector; monitoring action plans, conditions and requirements; monitoring course closure plans.	Professional Standards	All year	●		Annual Reports were sent out in September 2017 and were received in December 2017. They are currently being analysed and will be considered by the PAC in March 2018. RQ Visits took place for two institutions in October 2017 and the RQ reports will be considered by the PAC in March 2018. RQ Specifications have been agreed and Visitors appointed for two reviews taking place in April 2018. The Committee has also considered other information reported under general conditions and from other sources, monitored action plans, conditions and other requirements and has taken appropriate action. Visitor appraisals are scheduled for January/February 2018. Training is due to take place in July 2018 to allow time for the publication of the new OPS and the quality assurance framework.
Work with OEIs to continue to develop patient involvement in the delivery of osteopathic education.	Professional Standards	All year	●		Ongoing – it is anticipated that this will form part of a thematic review in the next year,

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					planning for which will commence shortly.
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards	All year	●		Ongoing
Conduct annual programme of on-campus GOsC presentations to osteopathic students to support training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Professional Standards Communications Registration	All year	●		Ongoing
Further develop targeted communications for osteopathic students to support transition into practice, including support for the Osteopathic Development Group's mentoring pilot.	Communications Chief Executive	All year	●		ODG mentoring programme currently being piloted and will be evaluated in early 2018.
Identify any external issues relating to education and training that impact on current objectives and amend plans accordingly.	Professional Standards	All year	●		The changes to the external higher education environment and the establishment of the Office for Students represents the biggest change in higher education for the last 25 years. Consultations on the implementation of these changes concluded on 22 December 2017 and the impact on our own quality assurance objectives and mechanisms will be considered by the Council in January 2018 and PAC in March 2018.

<b>1.3 Fitness to practise</b>					
<b>Goal:</b> to ensure patient safety by taking effective, timely and proportionate action on complaints about osteopaths					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Manage the complaints caseload in an efficient, effective, fair and timely way seeking to achieve a	Regulation	All year	●		Ongoing

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target of 12 months for the majority of fitness to practise complaints to reach a hearing.					
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	●		An external audit of eight PCC final hearings where no finding of UPC was made was undertaken over July and August, with the final report provided to GOsC on 20 September 2017. The final conclusions and recommendations are in the process of being reviewed.
Implement new data collection on complainants and registrants.	Regulation	All year	●		
Establish and hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions	Regulation	April 2017	●		The inaugural meeting of the DRG took place on 9 May 2017. Attendees included two senior lawyers from the General Optical Council and a senior manager from the Care Quality Commission. A further DRG meeting took place on 15 November 2017.
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year	●		We have received four learning points (LP) letters from the PSA since January 2017. In part one of these LP letters prompted us to organise a half-day Chair training for 29 September 2017 where the agenda covered competencies relating to chairs, including effective time management, control of a

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					<p>hearing and dealing with difficult counsel.</p> <p>Three other LP letters have related to PII cases. A committee circular sent in July to all panellists and legal assessors included detailed feedback on one of these LP letters.</p> <p>We also arranged training on professional indemnity insurance at the PCC all training day in 2017</p>
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year	●		
Develop and implement Standard Case Directions for all cases referred to PCC.	Regulation	September 2017	●		<p>A paper proposing the introduction of standard case management directions for the progression of cases from referral by an Investigating Committee to a final hearing before a Professional Conduct Committee is due to be presented to the Council in January 2018 prior to a three month consultation.</p>
Review and consult on changes to the Rule 8 procedure and Practice Note.	Regulation and Communications	July 2017	●		<p>An eight week consultation on the revised Rule 8 Practice Note on consensual disposal took place in July and August. The revised Practice Note is due for consideration by Council in</p>

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					January 2018.
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation and Communications	January 2018	●	↓	Planned for consideration at March or June 2018 PAC.
Review the Investigating Committee decision making guidance including developing separate guidance for the IC on issuing advice.	Regulation	July 2017	●		An extensive review of the IC decision making guidance has been undertaken. At the Investigating Committee all-member training took place on 3 July 2017, the agenda included a structured discussion and feedback session on the review. A paper on the draft IC decision making guidance was considered by Council in November 2017 and a three month consultation will commence in January 2018.
Provide training as required to fitness to practise panellists, including supporting the induction and integration of new members through training in addition to separate annual training days for IC and PCC/HC members.	Regulation	All year	●		Induction training for new committee members took place on 21 March 2017. The agenda included a well received session on equality and diversity training. IC annual training day took place on 3 July 2017. The annual PCC training day took place on 27 November 2017. The agenda items included an innovative session on situational awareness within an FtP context and case law updates on dishonesty and lack of integrity.
Continue to explore options and develop procedures and policies which improve and modernise our	Regulation	All year	●		

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processes which do not require changes to the Osteopaths Act.					
Evaluate the effectiveness of the existing PCC bank of conditions and consult on changes where appropriate.	Regulation	October 2017	●		We no longer consider this to be a priority for this year and we will consider whether to include in the 2018-19 Business Plan
Identify any external issues relating to fitness to practise that impact on current objectives and amend plans accordingly.	Regulation	All year	●		Ongoing

<b>1.4 Registration</b>					
<b>Goal:</b> to ensure that only those eligible to do so practise as osteopaths in the UK and to increase understanding, awareness and use of the register					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Ensure compliance with the Osteopaths Act 1993 and the underpinning Registration Rules and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year	●		Ongoing
Ensure the quality of registration assessments, including the training and appraisal of GOsC registration assessors and return to practice reviewers, moderation meeting facilitation and regular communications and evaluation.	Professional Standards, Registration and Resources	All year	●		Registration assessor appraisals took place in July. Registration assessments ongoing.
Seek feedback from those using or applying our registration processes (including registrants, registration applicants and registration assessors) in order to better understand their experiences and improve our registration system.	Registration and Resources Communications	All year	●		Feedback from new graduates about the registration process is being collected monthly, starting in July 2017. Feedback from registration assessors collected about time commitment involved in assessment processes.
Ensure compliance with the amended EU Directive 2013/55/EU, identifying enhancements to existing registration processes, if needed.	Registration and Resources	All year	●		Ongoing

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Continue to establish a network of contacts with peers in other regulatory bodies and similar organisations to share experiences and best practice.	Registration and Resources	All year	●		Inter-regulatory forum established. First meeting held September 2017.
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year	●		Targeted communications to osteopaths to promote use of Registration Marks, as a result of ongoing audit of practice websites.
Seek to develop greater awareness of the Register and the GOsC's regulatory role within the wider healthcare community.	Communications	All year	●		Member of planning Committee for Annual Regulation Conference: 30 October. Jointly hosted parallel session with the GDC on values research.
Undertake literature review about mutual recognition in other sectors.	Professional Standards	September 2017	●		Paper considered by PAC 10 October 2017.
Undertake engagement with relevant stakeholders and develop of proposals for changes to registration assessments if required.	Professional Standards	March 2018	●		Paper considered by PAC 10 October 2017.
Finalise and implement proposals for consultation on changes to registration assessment charges for overseas applicants	Registration and Resources and Professional Standards	September 2017 to March 2018	●		Proposals to PAC, October 2017 with paper on Council agenda, November 2017.
Investigate individuals identified or reported to GOsC as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them, and prosecute those who ignore such letters.	Regulation	All year	●		Ongoing
Monitor activity of individuals removed from the Register during 2016-17 and 2017-18, identified in accordance with procedures agreed with Registration Department (writing 'cease and desist' letters and prosecuting them as necessary, as described above).	Registration, Regulation	All year	●		Ongoing

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Continue to develop links with European Competent Authorities to facilitate registration and information exchange.	Chief Executive Registration	All year	●		Contact ongoing with Portuguese authorities.
Identify any external issues relating to regulation that impact on current objectives and amend plans accordingly.	Professional Standards	All year	●		

<b>1.5 Patient involvement and engagement</b>					
<b>Goal:</b> to put patients, patient-centred regulation and patient-centred healthcare at the heart of our work					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Assess all key GOsC policy development and processes at the outset to ascertain patient and public involvement requirements, and develop/implement an appropriate engagement plan.	Communications	All year	●		Ongoing
Continue to seek input to policy development and projects from the GOsC Patient Partnership Group, refreshing and promoting membership and keeping members informed and engaged.	Communications	All year	●		12 patients contributed to Values seminar: 11 July, recruited from GOsC Patient Group and from research consultancy. Patients are also working with us in our CPD implementation.
Ensure adequate and appropriate patient/public input into the revised <i>Osteopathic Practice Standards</i> consultation.	Communications	All year	●		Patients have formed a quarter of the membership of the OPS Stakeholder Reference Group which has overseen the development of the document. Patient focus group took place in October 2017. A dedicated OPS microsite was created to help make the consultation more accessible to patients and the public as well as osteopaths.

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					Osteopaths were also asked to recommend patients to get involved, via <i>the osteopath</i> and GOsC ebulletins.
Expand opportunity and options for patients, the public and other interested parties to input into GOsC work, including strengthening partnerships with patient representative groups across the UK.	Communications	All year	●		GOsC consultation on Hearings and Sanctions guidance. Patients contributing to CPD Partnership Board activity. Targeted communications to Healthwatch network, Scottish Health Councils, Welsh CHCs and the Northern Ireland Patient Client Council as part of OPS consultation planning.
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year	●		We are working in partnership with the General Dental Council e.g. recruitment of patients to inform the development of our values work. This has meant direct recruitment from the GDC patient panel as well as purposive recruitment.
Promote among osteopathic stakeholders the value of patient involvement in their own work and the GOsC's; encourage use of patient feedback to inform improvements in practice and training.	Professional Standards Communications	All year	●		The GOsC has undertaken patient feedback webinars which have supported some osteopaths to explore patient feedback in relation to their practices.

## 2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

<b>2.1 Standards and professionalism</b>					
<b>Goal:</b> to promote high standards of practice and professionalism in the osteopathic profession					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Continue to implement the communications and engagement strategy underpinning the project to revise and update the <i>Osteopathic Practice Standards</i> (OPS).	Communications Professional Standards	All year	●		Regular updates against the communication and engagement strategy are monitored and responded to by the Project Team.
Conduct an effective public consultation on the revised <i>Osteopathic Practice Standards</i> and associated guidance (e.g. consent, boundaries and managing patient information).	Communications Professional Standards	September 2017	●		The consultation ran from August to October 2017. The consultation used a variety of methods including full consultation document, accessible and interactive microsite and a variety of face-to-face and online meetings.
Publish example learning resources to support implementation of the guidance.	Professional Standards	All year	●		Ongoing
Analyse consultation response, agree final OPS and Guidance, and consultation analysis for publication.	Professional Standards	January to March 2018	●		Consultation responses have been analysed by two individuals for quality assurance purposes and the report has been considered internally by staff. The OPS Stakeholder Reference Group will consider the findings and recommendations at their meeting on 9 January 2018. The PAC will consider the final draft version of the OPS in March

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					2018 and the Council asked to agree the final version in May 2018.
Scope out communications and engagement programme to launch and promote new osteopathic practice standards to the profession and the public.	Communications Professional Standards	March 2018	●		
Continue to work with the Institute of Osteopathy and the Osteopathic Development Group on the implementation of the Patient Charter and Service Standards for the osteopathic profession.	Chief Executive Communications	All year	●		Approach to accreditation of service standards agreed by ODG at September meeting. iO considering implementation process.

<b>2.2 Capacity building</b>					
<b>Goal:</b> to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Develop and deliver a communications programme to encourage awareness of and engagement in projects to support the development of the profession.	Communications	All year	●		Ongoing communications support provided to ODG in conjunction with iO.
Continue to provide support for Osteopathic Development Group projects including: <ul style="list-style-type: none"> <li>Leadership – provide financial and administrative support for third year of osteopathic leadership programme.</li> <li>Service Standards – work with the Institute of Osteopathy on the implementation of the Patient Charter and Service Standards.</li> <li>Mentoring – support the implementation of a pilot mentoring scheme.</li> <li>Advanced/accredited practice – support the implementation of recommendations resulting from completion of phase 1 of the ODG advanced practice project.</li> </ul>	Communications Professional Standards Chief Executive	All year	●		Leadership – Year 3 programme concluded in October 2017. Evaluation of whole programme due to be presented at ODG Board January 2018. Mentoring – pilot scheme commenced July 2017 with training workshop and webinar, evaluation commenced December 2017. Advanced/accredited practice – working group focusing on developing competence framework for paediatrics.

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<ul style="list-style-type: none"> <li>Regional support/communities of practice – with the Institute of Osteopathy, promote capacity building within local osteopathic groups to contribute to the development of the profession and the new CPD scheme.</li> <li>International – continue to support and promote the use of the new resources on international osteopathy developed by the ODG.</li> <li>PROMs – promote the work of NCOR on patient reported outcome measures and other reporting tools.</li> </ul>					<p>Regional support/communities of practice – updated guide published April 2017.          Launch of dedicated ODG newsletter – May 2017.          International – maintenance of international website handed over to iO.          PROMs – work ongoing to link with objective feedback activity in new CPD scheme.</p>
<p>Develop a strategy for fostering professional networks and learning communities that support professional development and minimise practitioner isolation.</p>	<p>Professional Standards Communications</p>	<p>March 2018</p>	<p>●</p>		<p>Collaborative work with iO, with targeted interviews planned with representatives from different communities of practice: local group, multidisciplinary practice and clinical interest group.          Development of learning communities a factor in new CPD implementation planning.          Commenced initial identification and targeting of sole practitioners.</p>
<p>Work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector including develop mechanisms for bringing together faculty from different OEIs to identify challenges in the delivery of osteopathic education.</p>	<p>Professional Standards Chief Executive</p>	<p>March 2018</p>	<p>●</p>		<p>Funding proposal for COEI agreed by Council July 2017. Initial briefing meeting took place with new COEI Chair in November 2017. Collaborative work has been ongoing and a further meeting will take place in January 2018.</p>
<p>Work in partnership with organisations and networks across the osteopathic sector to identify and develop</p>	<p>Professional Standards</p>	<p>All year</p>	<p>●</p>		<p>Ongoing work with the CPD Partnership Board about</p>

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capacity to realise the benefits of the CPD scheme across the sector and for patients.					behavioural change and capacity.
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<b>2.3 Research, practice and regulation</b>					
<b>Goal:</b> to use evidence from data collection, risk analysis and research to inform the development of osteopathic regulation and practice					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Engage with the Professional Indemnity Insurance Providers and the professional association to review 2016 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2017.	Chief Executive Regulation	All year	●		2016 report expanded to include demographic data and presented to PAC, October 2017.
Continue to support the National Council of Osteopathic Research as a means to increase research awareness and research activity within the osteopathic profession.	Communications	All year	●		Ongoing
Commission research on boundaries in osteopathic practice.	Professional Standards	July 2017	●		PAC agreed that a literature review should take place first. This was commissioned in partnership with the GCC and was delivered in January 2018 and will be considered by the PAC in March 2018.
Analyse data relating to individual registrants subject to complaints to identify ways to improve standards and reduce the risk of complaints.	Regulation	July 2017	●		Initial activity completed and presented to PAC. Further activity may be combined with data collection (above).
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory activities.	Professional Standards	All year	●		A patient and practitioner workshop was held with the GDC on 11 July 2017. Since then, the Community Research report has been considered and analysed for consideration by the Steering Group in 2018.

### 3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment

<b>3.1 Service quality and engagement</b>					
<b>Goal:</b> to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Monitor revisions to the Welsh Language Act and implement potential new requirements as required.	Communications	All year	●		Welsh Language Scheme Annual Report considered by Council 18 July and Welsh Language Scheme annual monitoring report submitted to Welsh Language Commissioner in bilingual document in September. Response to draft Welsh Language Bill (Striking the right balance: proposals for a Welsh Language Bill) submitted to Welsh Government in October.
Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements to operations and services, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year	●		Public survey due to be commissioned in Q4 2017-18.
Continue implementation of GOsC three-year Communications and Engagement Strategy to ensure our communications are diverse, targeted, informative and effective – working with others to increase our impact wherever possible.	Communications	All year	●		Ongoing
Ensure high quality consultation and engagement on policy and operational developments, including use of the GOsC Patient Partnership Group.	Communications	All year	●		Consultation were held on Hearings and Sanctions guidance (Discussion Paper March to May 2017 and

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					Guidance September to December 2017; Consensual disposal 'Rule 8' (July to September 2017) and new CPD rules (September to November 2017); Osteopathic Practice Standards (August to October 2017); Charges payable by internationally qualified applicants launched in November 2017 and will run until 30 January 2018.
Ensure GOsC representation at appropriate healthcare events across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.	Communications	All year	●		
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> <li>• The Regional Communications Network</li> <li>• Meetings with osteopathic educational institutions</li> <li>• Ongoing work with faculty in osteopathic educational institutions</li> <li>• The work of the Osteopathic Development Group</li> <li>• A programme of visits to local osteopathic groups</li> <li>• A programme of visits to advanced practice osteopathic groups and CPD providers</li> <li>• Assisting the development of networks of osteopaths</li> <li>• Engagement around provision of resources and guidance and professional development</li> </ul>	Professional Standards Chief Executive Communications	All year	●		GOsC/OEI meetings held on 19 June 2017 and 9 October 2017. Regional meetings programme is underway. Meetings with faculty have been undertaken as part of the OPS consultation. Meetings have taken place with some CPD providers and advanced practice osteopathic groups. We are supporting growing networks of groups via the CPD learning resources, work books and tool kits.

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Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> <li>• Publication of <i>the osteopath</i> magazine</li> <li>• Regular news e-bulletins and fitness to practise updates</li> <li>• Use of social media.</li> </ul>	Communications Regulation	All year	●		Regular issues of the osteopath (six times a year) Monthly news ebulletins.
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<b>3.2 Economy, efficiency and effectiveness</b>					
<b>Goal:</b> to operate efficient, economic and effective operational systems and processes					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Implement the year two activities from the IT Strategy and work plan	Registration and Resources	All year	●		Actions arising from the IT audit are being implemented. Reported to Audit Committee in June 2017 and October 2017.
Explore our methods of communication and identify where we can use different technologies to interact with applicants, registrants and other customers.	Registration and Resources	All year	●		
Continue to develop the Integra system to increase its functionality to suit fitness to practise case management requirements following the recent version upgrade.	Regulation and Registration and Resources	December 2017	●		Delayed due to staff changes.
Identify opportunities for joint working with other regulators and provide advice to Council on governance of any joint activities.	Chief Executive	All year	●		Informal discussion taking place among regulators on joint working.

<b>3.3 Governance</b>					
<b>Goal:</b> to operate with high standards of corporate governance and respond effectively to changes in the external environment					
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Status</b>	<b>Change</b>	<b>Comments</b>
Provide regular reports to Council on progress against the business plan, and on financial, asset	Chief Executive	All year	●		Ongoing

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and risk management.					
Ensure that the GOsC continues to meet its duties under the Equality Act and Welsh Language Act	Chief Executive	All year	●		WLS report to Council July 2017.
Engage with the PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive, Registration and Resources, Regulation	All year	●		2016-17 review completed and reported to Council July 2017 and Audit Committee October 2017. 2017-18 review commenced December 2017.
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year	●		IC and PCC recruitment ongoing, appointments and reappointments due at January 2018 Council.
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	●		Council development day 7 December IC training 3 July, PCC Chairs training 29 September, PCC training 27 November.
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive Registration and Resources Communications	June to September 2017	●		Annual Report presented to Council July 2017 and laid before both Houses of Parliament on 11 September 2017.
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year	●		Draft response to DH consultation due to be submitted January 2018
Manage any issues arising from transition to a registered charity	Chief Executive	All year	●		Ongoing