

**GENERAL OSTEOPATHIC COUNCIL  
Business Plan  
April 2018 – March 2019**

**Monitoring at 31 December  
2018**

### GOsC BUSINESS PLAN 2018-2019

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

<b>Status</b>	 <b>On track</b>	 <b>Minor delay</b>	 <b>Cancelled/postponed</b>
<b>Change</b>	 <b>Positive</b>	 <b>Negative</b>	

## 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>
Ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme to provide assurance on effective implementation of the scheme (including monitoring of risk and finance) informed by stakeholder input.	Professional Standards	All year	●		Projects are progressing as planned and the SMT CPD Task Group established by Council continues to monitor progress for and beyond the start date of 1 October 2018. A full update report will be presented to Council in February 2019.
Develop strategy for verification, assurance and compliance with CPD scheme including operational processes.	Professional Standards and Registration and Resources	October 2018	●		Overarching strategy completed. Piloting and refining of operational processes will take place in 2019-20.
Review and update equality impact assessment as implementation is ongoing.	Professional Standards	All year	●		Ongoing.
Support and empower osteopaths to undertake aspects of the new CPD scheme through a programme of communication and engagement, and the development of new resources as required.	Professional Standards Communications	All year	●		Ongoing implementation of new CPD Comms and engagement strategy.
Further develop and implement communications strategy for engaging osteopaths to promote awareness of and help them prepare for the new CPD scheme and preparing CPD providers and other organisations to deliver it.	Professional Standards Communications	March 2019	●		Ongoing implementation of new CPD Comms and engagement strategy including development of 18 month engagement plan.
Begin first year phased evaluation of those who have commenced the first year of the CPD scheme identifying how they are getting on now that they have started the scheme, what questions they have	Professional Standards	March 2019	●		Considered by PAC in October 2018. This will be considered by Council in February 2019 along with a broader evaluation

## Annex A to 5

and what resources they need to successfully complete.					strategy.
Publish new CPD Rules.	Professional Standards	May 2018	●		Completed.
Consult on final version of CPD Guidance and PDR Guidance following rules being finalised.	Professional Standards	February 2018	●		Completed.
Publish final version of CPD Guidance and PDR Guidance.	Professional Standards Communications	July 2018	●		CPD Guidance and PDR Guidance published before launch of the scheme.
Confirm and communicate start date for new CPD scheme for all osteopaths.	Registration and Resources Communications	May 2018 and ongoing	●		Information about CPD start date included in renewal of registration documentation and new registrant letters. Guidance included on our websites and our other owned channels. Regular communication to registrants to highlight this information. How to check your start date has been some of the most popular content on ebulletins.
Implement interactive, web-based infrastructure and annual registration renewal form and process to support the new CPD scheme ahead of implementation.	Communications Registration and Resources	October 2018	●		Completed.
Complete audit of 20% of CPD Annual Summary Forms and 2% of CPD folders under old scheme to ensure registrants are meeting current standards.	Registration and Resources	All year	●		Ongoing.

## Annex A to 5

<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>
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	July 2018	●		Ongoing. Updated Interim Handbooks and guidance were considered by the PAC in June and are in place. An updated Handbook effective post removal of RQ expiry dates has been considered by PAC and will come back to PAC and Council in early 2019.
Publish risk based approach to publication of information following consultation	Professional Standards	July 2018	●		The responses to the consultation in this area have been considered by the PAC and a seminar session took place in October. The current QA policy outlines our existing risk based approach but following the PAC seminar, further work will be taking place to enhance this with reference to particular aspects of our current process.
Recruit Education Visitors in conjunction with Quality Assurance Agency	Professional Standards	October 2018	●		Recruitment is underway and interviews took place on 19 July 2018 and two lay visitors were appointed.
Working with OEIs, support the further development of patient involvement in education and training e.g. curriculum, assessment and governance as well as patient feedback (thematic Review and Annual Report follow up)	Professional Standards	October 2018	●		A thematic review was considered by the OEIs in April and by the PAC in June. The survey is being piloted and will be underway in early 2019.

## Annex A to 5

Identify and continue to share areas of good practice in osteopathic education and training.	Professional Standards	All year	●		Ongoing sharing of information reported in annual reports. A seminar about obtaining and recording consent based on a thematic review of this area in the OEIs will take place at the GOsC/OEI meeting on 27 November 2018.
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews (RQ 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.	Professional Standards	All year	●		Ongoing.
Further develop and publish proposals for risk based quality and effective approach to quality assurance.	Professional Standards	November 2018	●		Ongoing. See above.
Commence re-tendering QA contract.	Professional Standards	November 2018	●		The indicative draft timetable was considered by the PAC and by Council in July. A workshop was held with the PAC to develop the Business case and process and Council will be asked to consider this in early 2019.
Work with OEIs and COEI to develop faculty of educators.	Professional Standards	All year	●		Educator workshop held on 30 April 2018 showed that there was appetite for forums supporting staff from different osteopathic educational institutions to connect. This matter has been discussed with

## Annex A to 5

					the Chair of COEI and at the GOsC/OEI meeting in November 2018, it was agreed a small steering group to take this forward in early 2019.
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards	All year	●		Range of mechanisms ongoing including presentations to groups of students and faculty. Also, providing examples of CPD in professionalism on our CPD website, student fitness to practise guidance, quality assurance mechanisms.
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	Ongoin	●		Student presentations are ongoing. Feedback collected, analysed and updates will be made accordingly early in 2019.
Carry out strategic review of communications and engagement with students.	Communications Registration Professional Standards	October 2018	●		Current approach has been reviewed. Workshops took place in 2018 and planned for early 2019 to explore wider implementation objectives with each stakeholder.
Identify any external issues relating to education and training that impact on current objectives and amend plans accordingly.	Professional Standards	All year	●		The quality assurance review has included the introduction of a code of conduct for Visitors and explicit expectations of both Visitors and osteopathic educational institutions so that the 'how' as well as the 'what' is now emphasised in our Handbooks.

<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 target of 12 months for the majority of fitness to practise complaints to reach a hearing.	Regulation	All year	●		Ongoing.
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	●		Ongoing.
Continue to hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions.	Regulation	All year	●		A DRG meeting took place on 12 November 2018. A further DRG meeting is scheduled to take place in April 2019
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year	●		Ongoing.
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year	●		Performance review report was published in December 2018. This has been reviewed and proposed changes have been reflected in 2019-20 business plan.
Develop separate guidance on Professional Indemnity Insurance for use by Fitness to Practise Committees	Regulation	tbc	●		A draft PII guidance document will be considered by the Policy Advisory Committee in May 2019
Conclude consultation on draft Investigating Committee decision making guidance and publish new guidance.	Regulation	May 2018	●		Guidance approved by Council in July 2018.



## Annex A to 5

Undertake a comprehensive review of existing published fitness to practise KPIs and internal timescales and how we measure them and implement changes in light of the threshold criteria, initial closure procedure and practice note on standard case directions.	Regulation	July 2018	●		The practice note on Standard Case Directions was approved by Council in November. We delayed preparing the KPI seminar to take account of the PSA annual performance review which was published in December 2018. A KPI seminar discussion take place at February Council.
Expand pool of expert witnesses acting in fitness to practise cases by appointing and training additional osteopaths.	Regulation	October 2018	●		We have set up a workshop in March 2019 to explore and clarify the types of expert evidence we need in PCC cases involving osteopaths engaged in adjunctive/complementary therapies which centre around the applicability of the OPS to the alleged unprofessional conduct. This will assist in assessing the pool of experts we need to appoint.
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation Communications	July 2018	●		A draft Practice Note as approved for consultation at November Council. A public consultation is due to be undertaken in February 2019.
Evaluate the effectiveness of the existing PCC bank of conditions and consult on changes where appropriate.	Regulation	March 2019	●		To be carried forward into 2019-20 Business Plan
Provide training as required to fitness to practise panellists, including supporting the induction and integration of new members through training in	Regulation	All year	●		Induction training for new PCC members took place on 9 May 2018. The IC all members

## Annex A to 5

addition to separate annual training days for IC and PCC/HC members.					training day took place on 28 June 2018. The PCC Annual training day took place on 30 November 2018. Joint chair training with the GOC and GCC has been arranged for February 2019.
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>
Identify any significant registration-related issues arising from Brexit and seek to ensure effective working relationships with relevant European bodies through transition period	Chief Executive Registration	All year	●		Discussions are ongoing with the Department of Health and with other regulators on potential changes to recognition requirements.
Ensure compliance with the Osteopaths Act 1993, the underpinning Registration Rules and appropriate EU Directives and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year	●		Ongoing.
Develop policy options in relation to progression of mutual recognition	Professional Standards and Registration and Resources	October 2018	●		A policy paper was considered by PAC in October 2017 and identified competing tensions of streamlining versus ensuring that standards are maintained in a robust way. Work on the current registration process (including verification and assurance) has identified policy

## Annex A to 5

					issues for consultation that will inform mutual recognition processes (eg mechanisms for support in or assessment of professionalism). Further work will take place on mutual recognition after the registration assessment consultation and clarity about Brexit.
Engage with registration assessors to explore options for improved, fit for purpose, robust but accessible registration assessment processes for all applicants based on revised Osteopathic Practice Standards	Professional Standards and Registration and Resources	October 2018	●		Training with assessors held in October 2018. Revised assessment materials presented to Policy Advisory Committee.
Conclude consultation on registration assessments fees	Professional Standards and Registration and Resources	May 2018	●		Council approved recommendations at the May 2018 Council meeting.
Develop options for registration assessments and return to practice process	Professional Standards and Registration and Resources	October 2018	●		Review timetable agreed by PAC in October 2018.
Consult on revised registration assessment and return to practice process	Professional Standards and Registration and Resources	January 2019	●		On Council agenda for February 2019.
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 training held in October 2018. Reflection webinars to support analysis of decision making, reflection and building community within the registration assessment pool also took place in November

## Annex A to 5

					2018 and January 2019. Staff continue to facilitate moderation meetings and collating feedback and continuous improvement.
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, Professional Standards Communications	All year	●		Ongoing.
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	●		Director of Registration and Resources has become the lead for the inter-regulatory registration forum.
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year	●		Proactive communication through The Osteopath magazine and the ebulletin, plus improved promotion on the ● zone has led to an increase in demand for the Registration Marks.
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 2017-18 and 2018-19, 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.
Identify any external issues relating to registration that impact on current objectives and amend plans	Professional Standards	All year	●		The continuing uncertainty on Brexit leaves a lack of clarity

## Annex A to 5

accordingly.	Registration				about processes for nationals with European rights. This means the streamlined route to registration remains unclear after March 2019 at this stage. We are preparing for the scenario whereby the Directive does not apply and for the scenario whereby it does.
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<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	●		Plans are being developed to proactively recruit to this group
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	●		YouGov survey rerun to gather insight into attitudes of patients and the public to help inform policy and communications
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year	●		Work is ongoing with the GDC on the values and boundaries projects.
Promote among osteopathic stakeholders the value of patient involvement in their own work and, encourage use of patient feedback to inform improvements in practice and training (see also CPD	Communications	All year	●		Seeking patient feedback is being promoted through for example articles in The Osteopath and on the CPD

and education and training above).					microsite as key activities within the new CPD scheme. The patient feedback workbook has been shared for feedback with the CPD Partnership group involving patients and osteopathic stakeholders and is now published. Also, again, the values project – engaging in and reporting on that promotes the importance of patient involvement. We are also piloting a survey and associated work about public and patient involvement in osteopathic education.
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## 2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

2.1 Standards and professionalism					
<b>Goal:</b> to promote high standards of practice and professionalism in the osteopathic profession					
Activity	Lead	Timing	Status	Change	Comments
Publish Osteopathic Practice Standards (includes promote and distribute)	Professional Standards Communications	June 2018 online. September print.	●		Updated OPS published in refreshed branding 1 September 2018 and distributed to existing registrants. Copies are now also being included in new registrant packs. Promotion plan in place including through ebuletin, The Osteopath magazine, and at iO Convention.

## Annex A to 5

Publish and launch online digital version of the Osteopathic Practice Standards with a focus on usability	Communications	October 2018	●		Microsite launched on 1 September and promotion of site ongoing eg via ● zone, ebuletin, social media, The Osteopath magazine and through face to face engagement during presentations to stakeholders and external events.
Develop strategy to implement Osteopathic Practice Standards including analysis, impact and implementation for all regulatory objectives and functions and including key stakeholder organisations	Professional Standards	May 2018	●		This was considered by the PAC in June and by Council in July.
Develop and implement strategy to raise awareness, understanding and usage of the Osteopathic Practice Standards for osteopaths prior to implementation in October 2019.	Professional Standards Communications	March 2019	●		Paper discussed at June PAC and July Council. Plans include a regular focus on specific standards in each issue of The Osteopath from November/December 18 (which was also a special OPS issue, including information about the changes made following consultations); plus ensuring explicit and regular mentions of the OPS in the magazine and through other channels to show how the OPS can apply to every day practice. Online digital OPS site analytics regularly monitored and reviewed. Plans to promote in 2019 ahead of

## Annex A to 5

					updated OPS coming into force and beyond.
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory objectives.	Professional Standards	All year	●		Ongoing – a series of tools have been developed ahead of piloting during 2019-20.
Evaluate impact of literature review on boundaries and functions and consider need to commission substantive research questions informed by that.	Professional Standards	July 2018	●		Ongoing – this was considered by the PAC in June. Dissemination and next steps seminars will take place in March 2019.
Developing learning resources to help support osteopaths to implement the standards in practice	Professional Standards Communications	All year	●		Ongoing. We have published six workbooks for the new CPD scheme and are improving them in line with feedback received.
Update and review equality impact assessment through the implementation period.	Professional Standards	All year	●		Ongoing. An equality statement has been published in our CPD Guide
Develop and agree strategy for evaluating impact of the OPS implementation	Professional Standards	March 2019	●		Paper planned for PAC in March 2019.



### 2.2 Capacity building

**Goal:** to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care

Activity	Lead	Timing	Status	Change	Comments
Provide communications support for the Osteopathic Development Group programme to encourage awareness of and engagement in ODG projects to support the development of the profession.	Communications	All year	●		Worked with the iO to develop and are now running an ODG Communications Group. 1 <sup>st</sup> meeting was held in August, 2 <sup>nd</sup> meeting is planned for February. We also assisted with promotion of ODG projects through The Osteopath and ebulletins.



## Annex A to 5

<p>Continue to provide support for Osteopathic Development Group projects including:</p> <ul style="list-style-type: none"> <li>• Leadership – support the delivery of the ODG’s leadership development activities.</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 profession-wide mentoring programme for recent graduates.</li> <li>• Accredited practice – support the development and implementation of the ODG’s accredited practice programme for paediatric osteopathy.</li> </ul>	<p>Chief Executive Communications Professional Standards</p>	<p>All year</p>			<p>Leadership – programme recommenced January 2019</p> <p>Mentoring – updated mentoring toolkit published and distributed to all new graduates.</p> <p>Accredited practice – paediatrics accreditation not being pursued, alternative approaches being developed.</p>
<p>Develop a strategy for fostering sustainable professional networks and learning communities that support professional development and minimise practitioner isolation.</p>	<p>Professional Standards, Communications</p>	<p>All year</p>			<p>Encouraging networks is important strand of the new CPD Communications and Engagement Strategy. We are encouraging new groups (regional, local or virtual), promoting the support we can offer to help establish them through ebulletins, social media, The Osteopath and sharing stories of groups that have already used our resources to set up groups.</p> <p>Two new regional groups are exploring getting established: in Dorset and Gloucestershire and we have generated interest from a number of osteopaths about establishing connections with others.</p>

## Annex A to 5

Continue to work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector.	Professional Standards Chief Executive	March 2019	●		Waiting on COEI to further develop proposals and recruit staff member. Currently this role is being piloted with support from the Institute of Osteopathy.
Work with Osteopathic Development Group to evaluate progress with its activities to inform future support from the GOsC in the 2019-22 Corporate Strategy.	Chief Executive Professional Standards	October 2018	●		Survey of ODG participants considered at ODG Board July 2018. ODG meeting to discuss future approach, October 2018.

<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.	Regulation Chief Executive	All year	●		Concerns and complaints report for 2017 now published. Due to be considered at PAC in March 2019.
Continue to support the National Council of Osteopathic Research and promote its activities as a means to increase research awareness and research activity within the osteopathic profession.	Chief Executive Communications	All year	●		Ongoing. Includes regular features in The Osteopath and updates in the ebuletin (e.g. NCOR's Snapshot Summaries are popular ebuletin content).
Scope development of research to evaluate impact of research exploring and explaining the dynamics of osteopathic regulation, professionalism and compliance with standards in practice, identifying further lessons to learn as new CPD scheme and other regulatory activities are implemented.	Professional Standards Chief Executive	March 2019	●		A scoping meeting took place with Professor Gerry McGivern and colleagues from Warwick Business School to discuss and agree the scope of this work. Funding has been secured from Warwick Business School to fund this work and so there will be no direct resource

					implications other than staff time.
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### 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 existing and potential new requirements as required.	Communications Chief Executive	All year	●		Awaiting updated Welsh language legislation, expected in 2019. Statutory Annual Monitoring Report went to WLC in September.
Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year	●		Insight continues to be gathered through wide variety of methods/channels including eg website usability testing; increased use of event feedback forms; increased use of analytics (ebulletin, websites, etc); annual CPD evaluation survey (included a communications section). Some changes already implemented and improvements continuing eg timing of ebulletin and website changes, also implementing findings from magazine readers' survey in 2017/2018 etc. Survey launched on ● zone and

## Annex A to 5

					planned for The Osteopath in February.
Develop new three-year Communications and Engagement Strategy.	Communications	January 2019	●		This will now be subsumed into the Corporate Strategy.
Ensure high quality consultation and engagement on policy and operational developments, including involvement of the GOsC Patient Partnership Group.	Communications	All year	●		Ongoing.
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> <li>• Providing support for regional groups</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>• Meeting with insurance providers and legal defence organisations</li> <li>• Attendance at appropriate healthcare events across the UK to promote awareness of osteopathic regulation, registration and practice standards</li> <li>• Engagement around provision of resources and guidance and professional development</li> </ul>	Communications Chief Executive Professional Standards	All year	●		Ongoing.
Continue to provide high quality information to support registrants' engagement with the GOsC including through:	Communications Regulation	All year	●		Retender exercise completed with new provider's first issue of The Osteopath magazine

## Annex A to 5

<ul style="list-style-type: none"> <li>• Publication of The Osteopath magazine</li> <li>• Regular ebulletins and fitness to practise updates</li> <li>• Improving websites and web content</li> <li>• Use of social media.</li> </ul>					<p>published in September. Monthly news ebulletins, regular social media and website updates continue.</p> <p>Initial updates and usability work to improve the main website, the ● zone and the OPS and CPD microsites completed. Improvements are ongoing based on user need assessed through user surveys (eg ● zone survey), reviews of analytics and feedback received via website contact forms, email and phone queries etc.</p>
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### 3.2 Economy, efficiency and effectiveness

**Goal:** to operate efficient, economic and effective operational systems and processes

Activity	Lead	Timing	Status	Change	Comments
Implement the activities from the IT Strategy and work plan	Registration and Resources	All year	●		IT project to move to hybrid-cloud solution approved by Council in May 2018. Project completed.
Continue to develop the Integra system to increase its functionality and usability across the organisation	Registration and Resources	All year	●		Ongoing.
Continue to identify any opportunities for joint working with other regulators and provide advice to Council on governance of any joint activities	Chief Executive	All year	●		Joint work taking place with GCC and GOC to share best practice particularly in relation to fitness to practise, GDC re values project and GCC re public and patient thematic review as examples of our joint working.

## Annex A to 5

Undertake review of HR policies including reward strategy	Chief Executive	All year	●		Discussion at RaAC March 2018 and October 2018. Further discussion planned in March 2019.
Use insight gathered from engagement activities to support ongoing evaluation of the impact of our activities	Communications	All year	●		Ongoing.

### 3.3 Governance

**Goal:** to operate with high standards of corporate governance and respond effectively to changes in the external environment

Activity	Lead	Timing	Status	Change	Comments
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year	●		Ongoing.
Support Council in implementing its ongoing development	Chief Executive	All year	●		Ongoing.
Review Scheme of Delegation	Chief Executive	May 2018	●		Council reviewed at May 2018 meeting, updated Governance Handbook, November 2019.
Develop a new Corporate Strategy for 2019-22.	Chief Executive	January 2019	●		SMT awayday July 2018 to inform Council Strategy day September 2018. Discussion of draft Strategy at November 2018 Council meeting.
Ensure that the GOsC continues to meet its duties under the Equality Act, including reviewing the current Equality and Diversity Policy.	Chief Executive	May 2018 and all year	●		New policy agreed by Council in May 2018.
Ensure readiness for and ongoing compliance with the General Data Protection Regulation.	Chief Executive	All year	●		Action plan developed. Major actions completed by May 2018. Ongoing implementation and reporting to Audit Committee.

## Annex A to 5

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	All year	●		PSA has confirmed all standards have been met. Draft report received October 2018.
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year	●		IC Chair recruitment campaign commenced. Council and Audit Committee reappointments commenced.
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	●		IC training day 28 June 2018, PCC training day 30 November 2018.
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive, Registration and Resources, Communications	June to September 2018	●		Annual Report laid before Parliament September 2018. Produced in our refreshed branding with an updated look to reflect the GOsC as modern and professional. Also reported in The Osteopath for transparency to registrants (including how fee is spent).
Comply with Charity Commission reporting requirements	Chief Executive	All year	●		Annual Report and Return filed October 2018.
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year	●		Ongoing.