

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2020 - March 2021**

**Monitoring report
as at December 2020**

GOsC BUSINESS PLAN 2020-21

1. The General Osteopathic Council has agreed a Strategic Plan for 2019-2024 as an enabling document to provide the overarching approach that Council intends to follow. The Strategic Plan sets out the statutory context within which we operate, a vision statement and four goals for 2024. Further detail is provided below.
2. The statutory context of our operation is as follows:
 - To protect, promote and maintain the health, safety and well-being of the public
 - To promote and maintain public confidence in the profession of osteopathy
 - To promote and maintain proper professional standards and conduct for members of the profession.

3. The vision statement set out within the Strategic Plan is:

A partnership in professional standards that fulfils our statutory duty to protect the public and promote patient safety and well-being through modern regulation which supports and develops osteopaths.

4. Our four goals for 2024 are:

We will support the osteopathic profession to deliver high-quality care, which will protect patients and the public in the context of changes in the dynamic landscape of healthcare.	We will develop our assurance of osteopathic education to produce high-quality graduates who are ready to practise.
We will build closer relationships with the public and the profession based on trust and transparency.	We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.

This document, the Business Plan 2020-21, sets out the aims and detailed activities for the period April 2020 to March 2021, in support of each of the themes.

Legend

Status ● **On track** ● **Delayed** ● **Cancelled/postponed**

Change ↑ **Positive** ↓ **Negative**

Annex A to 6

Goal one: We will support the osteopathic profession to deliver high-quality care, which will protect patients and the public in the context of changes in the dynamic landscape of healthcare.						
Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Continue to empower osteopaths to undertake the CPD scheme through a programme of ongoing supportive communication and engagement.	Professional Standards, Communications	Ongoing	●	Ongoing engagement with osteopaths to support the implementation of the CPD scheme. Report to PEC in October 2020. Findings show that the scheme is continuing to be implemented and more osteopaths are undertaking elements of the scheme.		
Continue to support osteopathic stakeholders to support osteopaths to undertake the CPD scheme including peer discussion review.	Professional Standards, Communications	From April 2020	●	Online workshops in peer discussion review are ongoing with osteopaths across the UK. The PDR form has been redesigned and piloted to make it more simple for osteopaths to complete. Ongoing communications about CPD scheme including focus on aspects where additional support needed		
Work with the profession and with others to increase the resources and support to	Professional Standards, Communications	October 2020	●	Ongoing communications about PDR		

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Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
osteopaths to undertake peer discussion review.						
Collect, analyse and report on data about activities undertaken by registrants in their CPD cycle and provide feedback to registrants and update materials/advice as necessary.	Registration, Professional Standards, Communications	From April 2020	●	Data about registration renewals is being collected and initial analysis has been presented to the PEC. Steps are being taken to disseminate this data more widely in communications to the profession and to the wider community.		
Begin verification and assurance activity for osteopaths who have completed year 2 of their first CPD cycle.	Registration	January 2021	●	Delayed due to COVID-19, but plans in place to restart	Assurance and verification for year 1 CPD commenced.	Year 2 assurance and verification to be feature of 2021-22 Business Plan.
Update and review CPD equality impact assessment through the implementation period.	Professional Standards	All year	●	Ongoing. PEC paper in October 2020 has developed the EIA data.		
Undertake ongoing communications and engagement with all stakeholders towards the embodiment of the OPS.	Professional Standards, Communications	Ongoing	●	Ongoing: PEC considered the McGivern research which provides further insights about communication and engagement in relation to		

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Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				embedding the OPS. Publication is in 2021 with further dissemination planned.		
Continue to explore need for guidance or resources to support osteopaths engaged in adjunctive/complementary therapies to understand the application of the Osteopathic Practice Standards.	Regulation, Professional Standards	September 2020	●	<p>Draft guidance was considered by the PAC in March 2020. We are actively considering how best to hold a round table event in the current context.</p> <p>Further work planned for later 2020 / early 2021 following Stakeholder Reference Group meeting on expert evidence that took place in September 2020, and which was reported to PEC.</p>	Roundtable from September 2020, with guidance presented to Council in 2021.	Publication activity to fall into 2021-22 business plan period.
Analyse and report on the ongoing implementation and evaluation of the CPD scheme and the Osteopathic Practice Standards.	Professional Standards, Communications, Registration	All year	●	See above – reported to PEC in October 2020. On track to date.		
Continue to develop diverse and accessible learning resources as required.	Professional Standards, Communications	All year	●	Additional resources about holding online meetings have been developed and		

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					Restart activity	c/fwd to BP2021-22
				shared with regional leads for feedback.		
Support new graduates making the transition into practice through better understanding of the barriers and enablers to building communities and consideration of next steps.	Professional Standards, Registration, Communications	From April 2020	●	Online graduate focus groups took place in February 2020. We are reflecting on findings in the current context to consider next steps, this may include holding a further focus group in the autumn with new graduates from the 2020 cohort to explore their particular experience in transitioning to practice life, providing feedback and insight to the OEIs on new graduate experiences, and to utilise outcomes to inform other resources.		
Continue to work collaboratively with the Osteopathic Development Group on initiatives that enhance patient safety and/or quality of patient care.	Chief Executive and Registrar, Professional Standards, Communications	All year	●	The most recent ODG group took place in September 2020 and which looked at the wider impact of COVID on all parts of our community. Our patients are continuing to attend the ODG group.		

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					Restart activity	c/fwd to BP2021-22
Continue to foster sustainable professional networks and learning communities that support professional development and minimise practitioner isolation.	Professional Standards, Communications	All year	●	Webinars continuing through current crisis to support registrants. Ways of doing remote and virtual CPD, including learning with others virtually, promoted on CPD site and in ebuletin and The Osteopath.		
Continuing to support the National Council for Osteopathic Research to increase research awareness and research activity to inform practice and patient care.	Chief Executive and Registrar, Professional Standards, Communications	All year	●	We continue to work with NCOR (see below)		
Collaborate with professional indemnity insurance providers, the Institute of Osteopathy and the National Council for Osteopathic Research to report on the prevalence of concerns about osteopaths and practice.	Chief Executive and Registrar, Professional Standards, Regulation	All year	●	The first draft report using the updated classification system has been shared with GOSc The report appears more accessible. It is planned that we will publish this late 2020 / early 2021. It is later this year because COVID 19 priorities meant that some data from some organisations was submitted		

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Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				later than usual. GOsC and NCOR held a meeting on 15 October to discuss and finalise the report.		
To consider the prevalence of concerns and any implications for the sector connected to patient safety and the quality of patient care.	Chief Executive and Registrar, Professional Standards, Regulation, Communications	October 2020	●	See CPD PEC paper October 2020.		
To review and develop an updated data collection method to enhance consistency, validity and reliability of data collection for the prevalence of concerns report.	Professional Standards, Regulation	October 2020	●	Complete		
Publish and disseminate findings from McGivern research 2020.	Professional Standards, Communications	July 2020	●	We have received the draft report from Professor McGivern. This was discussed at PEC in October 2020.	PEC - October 2020 Findings disseminated by end February 2021.	
Consider findings from McGivern research 2020 and identify next steps.	Professional Standards	January 2021	●	Dissemination events planned in early 2021 to discuss these findings with		

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Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				stakeholders. Preliminary next steps considered by PEC in October 2020.		
Collect, analyse and report on generic learning points from fitness to practise hearings and consider implications and next steps with all stakeholders.	Professional Standards, Regulation	All year	●	See PEC reports on CPD and McGivern research in October 2020. Ongoing		
Undertake consultation on draft Guidance on Insurance Requirements for Osteopaths for Council approval and publication.	Regulation	May 2020	●	The final month of consultation was interrupted by the COVID-19 pandemic; however, we recommenced a short period of consultation (including focus group webinars) in September/October 2020. This enabled a report to Council in November 2020.	Approved by Council in November 2020.	
Continue to engage with the Department of Health and Social Care, the four UK governments, and other regulators on the reform of healthcare professional legislation.	Chief Executive and Registrar	All year	●	We are continuing to be involved in discussions about reform to health professional legislation.		

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Activity	Lead	Original timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22

Goal two: We will develop our assurance of osteopathic education to produce high-quality graduates who are ready to practise.

Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Work with the Council of Osteopathic Educational Institutions to identify sector challenges and to support them with their own organisational development.	Professional Standards	All year	●	Ongoing – in partnership with COEI and also the Institute of Osteopathy. We held GOSC/OEI meetings on 14 May 2020 and 2 June, 8 July and 16 September 2020. We are also meeting regularly with the Chair of COEI and individual OEIs to support them in the current context. Regular reports are made to PEC and they are considering a further report		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				at their private meeting in October 2020.		
Conclude tender to procure quality assurance services from 2020 to 2025.	Chief Executive and Registrar, Professional Standards	July 2020	●	Complete		
Review current external quality assurance environment, with reference to the regulation of higher education in the four UK countries and the roles of other health professional regulators.	Professional Standards	March 2021	●	Ongoing. We are meeting regularly with the other health regulators as part of our programme to continue to align ourselves with the sector during the coronavirus pandemic		
Review levels of assurance provided by the existing quality assurance method and explore mechanisms for enhancing assurance and informing QA activities.	Professional Standards	March 2021	●	Ongoing		
Use findings of the review of the existing quality assurance method to update the risk-based approach to quality assurance strategy 2020 to 2025.	Professional Standards	March 2021	●	Ongoing		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Removal of RQ dates and publication of conditions and action plans for eligible osteopathic education providers.	Professional Standards	All year	●	Ongoing. Privy Council approval for the removal of two RQ expiry dates has now been received. Council will consider the removal of the Swansea expiry date on the agenda of this meeting.		
Continue to monitor and enhance the quality of osteopathic education.	Professional Standards	All year	●	Ongoing. The PEC agendas for June and October 2020 contains updates on relevant conditions.		
Publish consultation draft of Guidance for Osteopathic Pre-registration Education and Training (including Standards for Training).	Professional Standards	January 2021	●	Ongoing. The PEC agreed a slightly revised timetable in October 2020 so this may be delayed slightly.	Amended timetable approved by PEC. Publication of consultation later in 2021.	
Publish consultation draft of updated Handbook (alongside updated GOPRE including Standards for Training).	Professional Standards	January 2021	●	Interim Handbook is due for consideration and subsequent publication following a meeting of the PEC on 7 December 2020.		GOPRE consultation document to May 2021 Council meeting under new timetable.
Publish and disseminate findings from public and patient involvement in osteopathic education.	Professional Standards, Communications	June 2020	●	We have completed a survey and prepared a first draft analysis on the outcome of that survey which has been	Online/themed session with OEIs being planned for January 2021.	Ongoing activity in this area to fall into 2021-22 business plan.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				shared with our OEIs. The planned joint seminar with GCC disseminating those provisional findings to our respective sectors and patients has been delayed at present due to the current context. But it is planned that this will be held before the end of this business year.		
Work with educational providers, patients and others, to understand and develop further patient participation in education and training.	Professional Standards	June 2020 onwards	●	As above.	Online/themed session with OEIs being planned for January 2021.	Ongoing activity in this area to fall into 2021-22 business plan.
Continue to embed OPS (2019) within educational provision and quality assurance framework.	Professional Standards	All year	●	This is ongoing in the current context.		
Continue to embed the OPS (2019) within the student community through our ongoing engagements with students at all stages of their training.	Registration, Professional Standards, Communications	From January 2020	●	Online sessions with students began in October 2020.		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Work with the Council of Osteopathic Educational Institutions and educational providers to support the development of osteopathic educators and education sector.	Professional Standards	March 2021	●	Ongoing – see above		
Identify any external issues relating to education and training that impact on current objectives and review plans accordingly.	Professional Standards	All year	●	The May 2020 COVID 19 Council paper and the June 2020 PEC papers outline in further detail the impact of the current pandemic on osteopathic education and the way in which we are assessing and managing the impact of the pandemic.		

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Goal three: We will build closer relationships with the public and the profession based on trust and transparency.						
Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Continue to work with patients and others to identify, review and translate examples of osteopaths and other health professionals working with patients to inform interprofessional working and learning.	Professional Standards	From April 2020	●	We have increased the number of patients who are willing to work with us and these patients are based across the UK. We have undertaken online focus groups and meetings with a range of patient leaders and organisations and regulators to inform our approach.		
Work with patients to promote among osteopathic stakeholders the value of patient involvement in their own work and, encourage use of patient feedback to inform improvements in practice.	Communications, Professional Standards	All year	●	See above		
Work with patients, registrants and others to promote awareness, accessibility and usability of the Register, and to provide assurance about the Register and our registration processes.	Communications, Registration	March 2021	●	Delayed due to COVID-19		Activity will feature in BP 2021-22

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Increase the numbers within our patient and public reference group including the diversity of patients.	Professional Standards	October 2020	●	Ongoing. We have been working closely with regional groups and have increased the number of patients who understand more about what we do and are interested to work with us.		
Contact Healthwatch Southwark to advertise for more osteopathic patients to get involved in our work.	Professional Standards	October 2020	●	Completed.		
Hold a training seminar for our patients to increase knowledge about who we are and what we do.	Professional Standards	October 2020	●	Ongoing – this work has been undertaken on a one to one basis as well as a group basis.		
Continue to improve, modernise and promote coherence across our communications channels to ensure that they are accessible and engaging.	Communications	All year	●	Draft Comms and Engagement Strategy was presented to Council at November 2020 meeting		
Review visibility of information to support participants in hearings and publication of decisions.	Regulation, Communications	All year	●	While this has been delayed due to the COVID-19 pandemic, this is part of a wider discussion around the	Communications and Engagement strategy discussed at Council strategy day in	There will be ongoing activity that will fall into the 2021-22 business plan.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				communications and engagement strategy. An initial workshop was held online on 18 June 2020 to explore the development of a strategy.	September 2020, with a draft strategy presented to Council in November 2020.	
Continue to collect witness feedback and arrange to evaluate this feedback to enhance our FtP processes.	Regulation	November 2020	●	We are in the process of collecting witness feedback on experiences at our remote and blended hearings which we are planning to incorporate in the public consultation on the interim Remote hearings protocol to launch in the first quarter of 2021.		
Pilot tools to explore effective decision making and whether the tools provide ways of embedding standards in practice.	Professional Standards, Communications	All year	●	Although this specific activity is delayed, our chapter was accepted for publication in the International Perspectives in Values-Based Mental Health Practice. This chapter brings to life examples of good osteopathic care and	This is our values work. We had planned to issue an invitation to tender to secure external research expertise to explore the value of our tools to support patients to make more explicit what it important to them in a consultation. They	Unclear how activity might be undertaken in more virtual environment and this needs further exploration. Therefore activity deferred into 2021-22 business plan period.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				making explicit what is important to patients.	were designed for face to face practice and so this work is on hold in the current context.	
Work with educational providers to understand and develop best practice for the involvement of patients in osteopathic education.	Professional Standards	June 2020	●	As above: We have completed a survey and prepared a first draft analysis on the outcome of that survey which has been shared with our OEIs. The planned joint seminar with GCC disseminating those provisional findings to our respective sectors and patients has been delayed at present due to the current context.	Online/themed session with OEIs being planned for January 2021.	Ongoing activity in this area to fall into 2021-22 business plan.
Work with patients and osteopathic education providers to continue to support the further development of patient participation in education and training.	Professional Standards	October 2020	●	As above	Online/themed session with OEIs being planned for January 2021.	Ongoing activity in this area to fall into 2021-22 business plan.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
As a registered charity, develop greater links with our local community for example, via a work placement scheme.	Chief Executive and CSR working group	All year	●	COVID-19 delay		Deferred into 2021-22 business plan period.
Participate actively across the inter-regulatory forums to gather intelligence and build relationships to enhance our approach to regulation.	Chief Executive and Registrar and all departments	All year	●	We are attending a variety of inter-regulatory meetings to ensure we bring insight to our business.		

Goal four: We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.

Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Ensure compliance with the Osteopaths Act 1993 and the underpinning Rules.	Chief Executive, Registration, Regulation and Professional Standards	All year	●	The GOsC Coronavirus (Amendment Order) was laid before both Houses of Parliament in June 2020.		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Prepare an Annual Report on activities undertaken in year and submit to Parliament and publish; submit Annual Report to Charity Commission, plus inform registrants about the contents of the report.	Chief Executive and Registrar, Communications	By end September 2020	●	Annual Report and Accounts approved by Council in July and laid before both Houses of Parliament on 2 September 2020. News article issued; featured in the Winter issue of The Osteopath magazine.		
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	●	Final hearings were postponed until 3 July due to COVID-19 impact. However, we produced interim remote hearings guidance for use by all participants in hearings and have been listing suitable cases for substantive hearings using online technology from 3 July onwards.	FtP activity continued through lockdown in relation to investigations, interim order and review hearings with temporary pause on substantive hearings at the commencement of the first lockdown in March 2020. These events restarted remotely from July 2020, including use of blended hearing approach where appropriate.	

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Develop expert witness competences working with other relevant bodies and stakeholders.	Regulation, Professional Standards	Ongoing	●	PEC agreed to recommend that AOMRC guidance is consistent with our guidance. It was recommended that further work should be undertaken to review our own existing and developing guidance to enhance and strengthen our work in this area.		
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members.	Regulation	All year	●	Commencing from January 2021, any PSA learning points received will now be reported to Audit Committee.		
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	●	<p>We arranged a virtual training day which took place on 22 June 2020 for the PCC on remote hearings, the interim questioning witnesses practice note and the remote hearings protocol.</p> <p>We also arranged remote training on Caselines (an electronic evidence</p>		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
				preparation and presentation system) to all IC and PCC panelists in November 2020.		
Update and review existing information and support to osteopaths under investigation in our FtP procedures to ensure alignment with the changes made to KPIs/targets.	Regulation	May 2020	●	COVID-19 delay. We have commenced this work, and have completed a first review of the suite of guidance documents.	Restart from December 2020.	
Develop and consult on guidance for the PCC on questioning of witnesses.	Regulation	November 2020	●	COVID-19 delay; however, interim guidance was approved by Council at its meeting in July 2020.		Undertake a consultation with the interim remote hearings protocol in business plan 2021-22.
Update and consolidate the guidance to Screeners.	Regulation	July 2020	●	COVID-19 delay. However, the guidance to screeners has been updated and consolidated and formed part of the training day that took place with the IC in February 2020. This consolidated guidance is currently out for consultation.	PEC discussion in October 2020.	Publication of consultation response and issuing of updated guidance to screeners in business plan 2021-22.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Continue to explore a performance review scheme for legal assessors and expand the existing pool of legal assessors.	Regulation	January 2021	●			Undertake a recruitment exercise in business plan 2021-22.
Consult on changes made to the PCC bank of conditions.	Regulation	September 2020	●	COVID-19 delay We conducted a comprehensive review of the existing conditions bank in January 2020 and have mapped out areas for refresh and improvement.	PEC discussion in October 2020. While this remains on our work plan, there are other activities which have a greater priority and focus.	Deferred to business plan 2021-22.
Develop guidance for the PCC/HC and osteopaths on the approach to be taken at review hearings.	Regulation, Professional Standards	January 2021	●	A draft guidance note will be taken to the PEC in March 2021		A public consultation will be undertaken on the draft practice note in the business plan 2021-22.
Explore the development of guidance related to individuals who have been suspended from the Register	Regulation, Professional Standards	October 2020	●	Covid-19 delay.	February 2021	
Identify any external issues relating to fitness to practise that impact on current	Regulation	All year	●	The management of fitness to practise hearings during the lock down and moving		

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
objectives and amend plans accordingly.				forward with social distancing is being explored.		
Continue to review the international registration application pathways to ensure compliance with relevant legislation post the UK's EU-Exit and communicate changes to applicants and other interested stakeholders.	Registration, Professional Standards	All year	●	Ongoing. From 1 January 2021, any new application received from an EU qualification applicant will now be processed through our International pathway.		
Ensure the quality of registration assessments, including engagement, training and appraisal of GOsC registration assessors and return to practice reviewers.	Professional Standards, Registration	All year	●	All assessments are proceeding. The only exception to this is a delay in assessments of clinical performance which are not taking place during this period. We are currently reviewing safety and protocols in light of current restrictions	Exploration of how to restart registration assessment activity ongoing. Assessments of Clinical Performance due to recommence in January 2021.	Training for registration assessors will feature for 2021-22 business plan.
Seek feedback from those using or applying our registration processes (including registrants,	Registration, Professional Standards, Communications	All year	●	Ongoing except through assessments of clinical performance.	This should feature as part of the discussions around the Communications	Ongoing activity will feature in 2021-22 business plan.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
registration applicants and registration assessors) in order to better understand their experiences and improve our registration system.					and Engagement Strategy.	
Monitor activity of individuals removed from the Register during 2019-20 and 2020-21, writing 'cease and desist' letters and prosecuting them as necessary, as described above.	Registration, Regulation	All year	●	We currently have 3 open prosecutions against individuals as reported to Council in the FtP quarterly report to Council.		
Ensure that the GOsC continues to meet its duties under the Equality Act.	Chief Executive and Registrar	All year	●	EDI audit underway.		
Undertake an Equality and Diversity audit to inform the development of actions we should take to further enhance our work in this area.	Chief Executive and Registrar and all departments	April 2020 to December 2020	●	Delayed due to COVID-19; however, audit completed through autumn/winter months. Paper on Council meeting agenda for February 2021.	Activity recommenced in Autumn 2021.	Ongoing activity will feature in 2021-22 business plan.
In-conjunction with our fellow healthcare regulators, attend London Pride 2020.	Chief Executive and Registrar	June 2020	●	London Pride cancelled		This will form part of wider EDI activity in 2021-22 business plan.

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Undertake a range of communication and engagement activities with a focus on diversity and inclusion.	Chief Executive and Registrar, Communications and engagement	All year	●	Supported a number of events through our social media channels e.g. Black History Month, enhanced diversity through non-executive recruitment campaigns.		
Conduct a recruitment campaign to appoint a permanent Chief Executive and Registrar.	HR	From April 2020	●	Completed.		
Commence and conclude a review of governance arrangements with the new Chair of Council.	Chief Executive and Registrar	April 2020 to October 2020	●	COVID-19 delay. Had identified GMC colleagues to assist; however, timing delayed.	Report to Audit Committee - March 2021.	
Support Council in implementing its ongoing development.	Chief Executive and Registrar	All year	●	Chair completed appraisals of Council members in summer 2020.		
Provide Council with the information needed to make appropriate resourcing decisions connected to the ongoing financial stability of the GOSc.	Chief Executive and Registrar	All year	●	Budget Strategy presented to Council, November 2020. Business Plan and Budget 2021-22 presented to February 2021 Council.		

Annex A to 6

Goal four: We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.

Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
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 and Registrar	All year	●	Datasets provided quarterly: last dataset provided, 31 December 2020. Performance Review process 2020 commencing January 2021. Scrutiny Review panel meeting – mid-March 2021.		
Monitor revisions to the Welsh Language Act and implement existing and potential new requirements as required.	Communications	All year	●	Response to Welsh Language Scheme Consultation made, October 2020.		
Develop our capacity for enhanced research including data collection, analysis and insight.	Chief Executive and Registrar and all departments	From May 2020	●	Activity remains valid; however, start date will be delayed due to focus on COVID-19.	To be reconsidered in context of new Communications and Engagement strategy.	Ongoing activity in business plan 2021-22
Continue to review our approach to communication and engagement so we use resources effectively to listen, learn and respond to our stakeholders.	Chief Executive and Registrar, Communications and engagement, Professional	July 2020	●	Communications and Engagement strategy discussed at Council Strategy day in September 2020. Draft Comms and Engagement Strategy		

Annex A to 6

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
	Standards, Regulation			presented to Council at November 2020 meeting.		
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive and Registrar	All year	●	Reappointment of two members of Council approved by Privy Council.		
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive and Registrar	All year	●	Induction meetings held with new members of Council.		
Present a business case to Council for investment in technology, specifically CRM, to ensure (a) GOsC better uses data and (b) for the introduction of more streamlined and cost-efficient processes.	IT	May 2020	●	COVID-19 delay; however, IT and business development paper presented to Council in July 2020.	Activity ongoing from July 2020.	
Implement IT proposals to enhance and streamline our work.	IT	From May 2020	●	COVID-19 delay; see above	From July 2020	

Annex A to 6

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Activity	Lead	Timing	Status	Comments	Where delay caused by COVID-19:	
					Restart activity	c/fwd to BP2021-22
Ensure our systems continue to remain safe and secure and implement any arising actions.	IT	June 2020 to December 2020	●			
Develop GOsC approach to Corporate Social Responsibility (CSR) by benchmarking our work against other organisations.	Chief Executive and Registrar, CSR working group	All year	●	COVID-19 delay		Deferred to business plan 2021-22
Review and report on CSR activities undertaken and identify actions to enhance our work.	Chief Executive and Registrar, CSR working group	All year	●	COVID-19 delay as staff focus on activities with greater importance.	Business improvement activities reported to Council in July 2020 will have positive CSR impact. Implementation of ideas underway, therefore status changed to 'on track'	Activity to feature in business plan 2021-22