

**GENERAL OSTEOPATHIC COUNCIL**

**Business Plan**

**April 2022 - March 2023**

## GOsC BUSINESS PLAN 2022-23

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.

5. Under each of these four goals we have provided more detailed activity which collectively articulates how the goal will be achieved in 2022-23. Headlines from each goal are provided below for ease of reference:

**Goal 1: 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.**

- Engage with, and listen to, our stakeholders, before analysing and responding to their feedback across the full range of our work.
- Develop resources, support and guidance to apply the Osteopathic Practice Standards to real life situations, to develop professional judgement, and decision making.

## Annex A to 9

- Continue to support the National Council for Osteopathic Research to increase research awareness and research activity to inform practice and patient care.
- Consider the prevalence of concerns, and information from fitness to practise and any implications for the sector connected to patient safety and the quality of patient care.

### **Goal 2: We will develop our assurance of osteopathic education to produce high-quality graduates who are ready to practise.**

- Work with the education sector to facilitate strategic thinking and development.
- Continue to embed the OPS within education provision and within the student communities.
- Publish and disseminate revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.
- Explore the implementation of the principles of consent in the student environment.

### **Goal 3: We will build closer relationships with the public and the profession based on trust and transparency.**

- Ensure patients are at the centre of our regulatory approach across all parts of our business.
- Continue with our communications around fitness to practise to demystify and humanise our work in this area.
- Undertake a registrant and stakeholder perceptions survey to enable our registrants and stakeholders to inform how they perceive us, their needs, and how we might better meet those needs.
- Undertake a patient perceptions survey to enable patients and the public to inform how they perceive us, their needs and how we might better meet those needs.

### **Goal 4: We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.**

- Explore the impact of changes to thinking in patient safety to our approach to regulating osteopaths.
- Gather feedback from our staff through a staff survey and will develop an action plan to address any issues arising.
- Complete preparations for upgrading our IT systems.
- Implement the systematic collection and analysis of equality, diversity and inclusion data for registrants, staff and members of the governance structure to inform our understanding of enablers and barriers to inclusion within our regulator processes.

## Annex A to 9

6. In the development of this business plan, and our subsequent delivery of the activities set out under the four goals for 2024, we will always have regard for the following principles which underpin our regulatory approach:
  - We will always be patient focused
  - We will be reflective, respectful and willing to engage and learn
  - We will work in collaboration with all our partners and our stakeholders
  - We will ensure our approach is evidence informed
  - We will be transparent and proportionate
  - We will ensure our focus is on the delivery of the objective
7. This document, the Business Plan 2022-23, sets out the detailed activities for the period April 2022 to March 2023, in support of each of the four goals.
8. Alongside each activity is a timing guide that shows when the activity falls in the business year. The timings can be read as follows:
  - When the timing says 'All year' this demonstrates the activity is one which is ongoing throughout the business year April to March.
  - When the timing provides a single date, i.e. September 2022, this demonstrates that the Executive expects the activity to have been concluded by this date.
  - When the timing provides a date range, i.e. September 2022 - December 2022, this demonstrates that the Executive expects the activity to commence and conclude within the date range shown.
9. We also highlight where the activity has a link to the Governance Structure. Where there box is left blank, this is because the oversight is provided by the Senior Management Team (SMT) and not by Council or one of its committees. However, by default of the SMT having collective responsibility for the running of the GOsC, the SMT will have oversight of all areas of the Business Plan 2022-23.

### Non-Executive Governance Structure of the GOsC:

- Council
- Policy and Education Committee (PEC)
- Audit Committee (AC)
- Remuneration and Appointments Committee (RaAC)

## Annex A to 9

**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	Timing	Link to governance structure
<b>New activities introduced in 2022-23</b>			
Develop resources, support and guidance to apply the Osteopathic Practice Standards to real life situations, to develop professional judgement, and decision making by publishing reports, case studies, guidance and ongoing engagement with osteopaths.	Professional Standards and Communications	All year	PEC
Develop and promote resources and/or supplementary guidance about social media to support the implementation of the Osteopathic Practice Standards.	Professional Standards and Communications	December 2022	PEC
Develop and promote resources and/or guidance about professional boundaries to support the implementation of the Osteopathic Practice Standards.	Professional Standards and Communications	All year	PEC
<b>Ongoing activities</b>			
Engage with, and listen to, our stakeholders, before analysing and responding to their feedback across the full range of our work.	Professional Standards, Communications, Regulation, Registration	All year	
Develop support and guidance for osteopaths to enhance their understanding of government guidance and its application to the Osteopathic Practice Standards and infection control in the context of osteopathic practice.	Professional Standards and Communications	All year	PEC
Conclude consultation and agree to publish Guidance for Adjunctive Therapies and associated case studies.	Professional Standards, Regulation and Communications	July 2022	PEC, Council

## Annex A to 9

<b>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.</b>			
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Publish and actively promote Guidance on Adjunctive Therapies and associated case studies.	Professional Standards, Regulation and Communications	September 2022	Council
Support new graduates (UK and Internationally qualified) making the transition into practice through better understanding of the barriers and enablers to building communities, including the development of appropriate resources.	Communications, Professional Standards, Registration	All year	PEC
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	PEC, Council
Continue 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	Council
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, Communications	April 2022 - June 2022	
Consider the prevalence of concerns, and information from fitness to practise 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 2022	PEC, Council

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<b>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.</b>			
<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Promote registrants' wellbeing in order to support osteopaths to deliver high-quality patient care.	Chief Executive, Professional Standards, Communications	All year	
Continue to collect and report on osteopaths' experiences of completion of the CPD scheme to inform ongoing communications and support.	Professional Standards, Communications and Registration	All year	Council, PEC
Continue to empower osteopaths to undertake the CPD scheme through ongoing supportive communication with a particular focus on the peer discussion review.	Communications and Professional Standards and Registration	All year	Council
Continue to foster sustainable professional networks and learning communities that support professional development and minimise practitioner isolation and collaborate and engage with osteopathic groups to understand their needs and respond accordingly.	Professional Standards and Communications	All year	Council
Collect, analyse and report on data about activities undertaken by registrants in their CPD cycle and take appropriate actions based on the evidence including ongoing updating of equality impact assessment.	Registration, Professional Standards, Communications	All year	PEC, Council
Continue verification and assurance activity based on declarations made by osteopaths when renewing their registration annually and report on, and use findings, to seek drive up performance.	Registration, Communications	All year	PEC, Council

## Annex A to 9

Goal two: We will develop our assurance of osteopathic education to produce high-quality graduates who are ready to practise.			
Activity	Lead	Timing	Link to governance structure
<b>New activities introduced in 2022-23</b>			
Implement and evaluate revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards and Communications	September 2022 - March 2023	PEC
Publish consultation on draft of updated Handbook (incorporating finalised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education).	Professional Standards, Communications	July 2022	PEC
Publish finalised Quality Assurance Handbook.	Professional Standards, Communications	November 2023	PEC
Develop and consult on updated Student Fitness to Practise and Health and Disability Guidance for Students and Osteopathic Educational Institutions.	Professional Standards, Communications	September 2022 - March 2023	PEC
Explore the implementation of the principles of consent in the student environment and consider whether additional guidance and resources are necessary to support the implementation of the Osteopathic Practice Standards.	Professional Standards	October 2022	PEC, Council
<b>Ongoing activities</b>			
Continue to work with the Council of Osteopathic Educational Institutions to facilitate strategic thinking and development in order to ensure that the sector works together coherently, collegiately and collaboratively with a particular focus on the educators.	Professional Standards	All year	PEC
Conclude consultation analysis and agree revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards	May 2022	PEC, Council



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Activity	Lead	Timing	Link to governance structure
Publish and disseminate revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards and Communications	July 2022	Council
Use findings of the review of the existing quality assurance method to update the risk-based approach to quality assurance strategy 2020 to 2025. Agree and implement risk framework.	Professional Standards	November 2022	PEC
Removal of RQ dates and publication of conditions and publication of action plans for eligible osteopathic education providers.	Professional Standards	All year	PEC
Continue to monitor and enhance the quality of osteopathic education including: annual reports, management of concerns and dissemination of good practice and providing advice to Council about recognised qualifications in accordance with the Osteopaths Act 1993.	Professional Standards	All year	PEC, Council
Increase diversity of Education Visitor Pool through the use of accessible support, recruitment, training and appraisal of Visitors.	Professional Standards, Communications	All year	PEC
Work with patients, educational providers and others to understand and develop good practice for the involvement of patients in osteopathic education and training.	Professional Standards	All year	PEC
Continue to embed OPS (2019) within educational provision and quality assurance framework.	Professional Standards	All year	PEC
Continue to embed the OPS (2019) within the student community through our ongoing engagement with students at all stages of their training.	Registration, Professional Standards, Communications	All year	PEC

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Goal two: We will develop our assurance of osteopathic education to produce high-quality graduates who are ready to practise.			
Activity	Lead	Timing	Link to governance structure
Ensure we retain a focus on the external horizon to identify any issues relating to education and training which may impact on current objectives and plans.	Professional Standards	All year	

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Activity	Lead	Timing	Link to governance structure
<b>New activities introduced in 2022-23</b>			
Undertake a registrant and stakeholder perceptions survey to enable our registrants and stakeholders to inform how they perceive us, their needs, and how we might better meet those needs.	Communications and Professional Standards	October 2022 - December 2022	PEC, Council
Undertake a patient perceptions survey to enable patients and the public to inform how they perceive us, their needs and how we might better meet those needs.	Communications and Professional Standards	September 2022 - December 2022	PEC, Council
Develop patient involvement in governance and strategy development beginning with the development of a Patient Council Associate Programme.	Chief Executive and Professional Standards	All year	PEC, Council
Invest in and implement more sophisticated data analytics to provide more information about the profile of individuals accessing our social media channels and use this to tailor content and messaging appropriately and measure the reach and impact of our social media activities.	Communications	December 2022	
Conduct a review of our Whistleblowing Handling Concerns Policy ensuring that any revisions are reflective of good practice.	Regulation	November 2022	PEC, Council
Implement the findings of the External Audit conducted on interim measures decisions in 2021.	Regulation	July 2022	AC
Conduct a review of the <a href="#">Guidance on Imposing Interim Suspension Orders</a> and the Undertakings Practice Note with enhanced focus on risk assessment, proportionality and the requirement for Committees to provide adequate written reasons.	Regulation	July 2022	AC

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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	Link to governance structure
Review our Section 32 enforcement policy (protection of title)	Regulation	July 2022	PEC, Council
Develop an Environmental Social Governance strategy for the GOsC which reflects our role as a registered charity.	Chief Executive, Resources and Assurance	June 2022 - March 2023	AC, Council
<b>Ongoing activities</b>			
Review accessibility of information to support participants in hearings, the publication of decisions and to support registrants with appeals against registration decisions	Regulation, Registration Communications	All year	PEC, Council
Continue to work with osteopaths, patients and others to identify, review and translate examples of osteopaths and other health professionals working with patients to inform interprofessional learning.	Professional Standards, Communications	All year	PEC
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.	Professional Standards and Communications	All year	PEC
Maintain, enhance and support our patient and public reference group through use of ongoing communications and news, relationship building and participative involvement in a range of projects across the GOsC to enable the fullest partnership in our work.	Professional Standards, Communications	All year	PEC
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, Professional Standards and Registration	All year	

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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	Link to governance structure
Complete a comprehensive review of our Fitness to Practise Publication Policy ensuring that any revisions are reflective of good practice within the sector and consult on our findings.	Regulation	June 2022	PEC, Council
Publish the Remote Hearings Guidance and Protocol and Questioning Witnesses Practice Note.	Regulation	June 2022	Council
Continue to undertake a series of Fitness to Practise webinars with the profession, public and patients to improve understanding and demystify the fitness to practise process.	Regulation, Communications	All year	
Continue to use a diverse range of content within the ebuletin to help demystify and humanise the work of the GOsC.	Communications	All year	
Increase awareness of our commitment to equality, diversity and inclusion through our communications (including social media) by increasing the diversity of images and content that we use across a diverse range of communications, and using new ways of presenting content to increase accessibility.	Communications	All year	
Integrate communications planning into the development of consultations prior to agreement by Council to ensure compliance with our consultation principles, accessibility, inclusion and reach.	Communication and all departments	All year	PEC, Council

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Goal four: We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.			
Activity	Lead	Timing	Link to governance structure
<b>New activities introduced in 2022-23</b>			
Explore the impact of changes to thinking in patient safety to our approach to regulating osteopaths.	Chief Executive, Professional Standards	All year	PEC, Council
Implement the actions arising from the review of the governance appointments and reappointments held in 2021-22 including an update of associated recruitment materials.	Human Resources, Communications	April 2022 - May 2022	RaAC
Conclude the recruitment campaign for Council member, Northern Ireland.	Human Resources	July 2022	Council
Commence and conclude the recruitment for one Council Associate, to be appointed from April 2023: including recruitment seminar for osteopaths, advertising, anonymisation, shortlisting, interviews, due diligence, feedback and appointment.	Chief Executive, Human Resources, Communications	June 2022 - February 2023	Council, RaAC
Commence and conclude the reappointment for members of the governance structure eligible for reappointment in 2023 including: members of Council, Professional Conduct Committee panellists.	Chief Executive, Human Resources	May 2022 - February 2023	Council, RaAC
Commence activity for appointments required in 2023-24 including: Chair of Council, Council members, Council Associate, and Investigating Committee and Professional Conduct Committee panellists.	Human Resources	January 2023 - March 2023	RaAC
Assess the potential for expanding the Fitness to Practise pool of panellists.	Chief Executive, Regulation, Human Resources, Communications	June 2022 - December 2022	RaAC

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<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Monitor and evaluate the impact of the new Council Associates Programme for registrants including induction and consider a parallel programme to enhance our patient involvement.	Chief Executive	April 2022 - December 2022	Council, RaAC
Develop and undertake a Mental Health at Work staff survey and develop an action plan to address any issues arising.	Chief Executive, Human Resources	June 2022 - December 2022	RaAC
Collect feedback from our staff through a staff survey and will develop an action plan to address any issues arising.	Chief Executive, Human Resources	October 2022 - February 2023	RaAC
Complete preparations for user testing for upgrade of integra system to cloud engage	IT and all departments	May 2022	AC, Council
Complete user testing and security testing and all necessary preparations ahead of go live.	IT and all departments	September 2022	AC, Council
Complete go live to upgrade integra system to cloud engage ensuring a seamless registrant experience and maintenance of statutory duties.	IT and all departments	December 2022	AC, Council
Complete problem solving, lessons learned and evaluation of upgrade of integra system to cloud engage.	IT and all departments	March 2023	AC, Council
Source and implement enhanced cyber-security for GOsC IT infrastructure and systems through a public tender procurement exercise.	IT, Resources and Assurance	June 2022 - October 2023	AC
Undertake a banking tender exercise	Resources and Assurance	August 2022 - February 2023	AC, Council

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<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Complete the branding refresh project (held over during the pandemic) to ensure our communications and publications are accessible, streamlined, modern and effective.	Communications	All year	
Implement the systematic collection and analysis of equality, diversity and inclusion data for registrants, staff and members of the governance structure to inform our understanding of enablers and barriers to inclusion within our regulator processes.	Chief Executive, and all departments	All year	Council, PEC, RaAC
Work with external organisations to co-operate on sharing of data to support the exercise of our statutory responsibilities.	Chief Executive, Professional Standards	All year	
Present to Council the recommendations from the working group which reviewed the Performance of the GOsC alongside an associated action plan.	Chief Executive	May 2022	Council, AC
<b>Ongoing activities</b>			
Ensure our continued compliance with the Osteopaths Act 1993 and our underpinning Rules.	Chief Executive, Registration, Regulation, Professional Standards	All year	Council, PEC, AC
Prepare an Annual Report on activities undertaken in year and submit to Parliament and publish.	Chief Executive, Resources and Assurance, Communications	September 2022	AC, Council



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<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Submit the Annual Report to Charity Commission.	Chief Executive, Resources and Assurance	January 2023	AC, Council
Prepare an Annual Fitness to Practise Report on activities undertaken in year and publish.	Regulation and Communications	December 2022	Council
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	Council
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	November 2022 - December 2022	Council
Ensure training as required to registration assessors, including supporting the induction and integration of new members.	Professional Standards and Registration	July 2022	
Monitor activity of individuals removed from the Register, writing 'cease and desist' letters and prosecuting them as necessary, as described above.	Regulation, Registration	All year	Council
Ensure that the GOsC continues to meet its duties under the Equality Act including delivering the actions outlined in the Equality, Diversity and Inclusion Framework 2021-24.	Chief Executive	All year	Council
Promote the Welsh Language in our regulatory policy development and activity and monitor revisions to the Welsh Language Act and implement any new Welsh Language Standards requirements.	Communications	All year	Council

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<b>Activity</b>	<b>Lead</b>	<b>Timing</b>	<b>Link to governance structure</b>
Provide Council with the information needed to make appropriate resourcing decisions connected to the ongoing financial stability of the GOsC including consideration of reducing/changing expenditure patterns, outsourcing activity, shared services and building estate options.	Chief Executive, Resources and Assurance	All year	Council, AC
Engage with the new PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive and all departments	All year	Council, AC
Develop and begin to implement a data and insight strategy to enhance our capacity for research including data collection, analysis and insight.	Chief Executive, Professional Standards, Communications and all departments	All year	Council, PEC
Undertake analysis of, and report on, aggregated enrolment and progression statistics for students in osteopathic education.	Professional Standards	July 2022 - March 2023	PEC
Undertake analysis of, and report on, registration numbers and trends.	Professional Standards, Registration	July 2022	Council
Undertake a review of the international registration application process.	Registration	October 2022	PEC, Council
Expand the existing pool of legal assessors.	Regulation, Human Resources, Communications	April 2022 - September 2022	Council
Undertaken a re-tender exercise for external audit services.	Resources and Assurance	December 2022	AC, Council