

GENERAL OSTEOPATHIC COUNCIL

Business Plan

April 2023 - March 2024

Annex A to Item 7

GOsC BUSINESS PLAN 2023-24

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 2023-24. 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.

- Commission work to understand the needs of registrants in relation to health and wellbeing to support good professional practice
- Continue to raise awareness of issues relating to boundaries
- Collaborate and engage with regional and local osteopathic groups to understand their needs

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

- Explore the implementation of the principles of consent in the student environment
- Consider an extension of the current Quality Assurance service provider contract and the plan for a full tender to happen in the next business year
- Provide further support to education providers in the effective implementation and evaluation of the Graduate Outcomes and Standards of Education and Training

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

- Undertake a registrant and stakeholder perceptions survey
- Consult on and publish amendments to the Fitness to Practise Publication Policy
- Consult on and publish amendments to the Guidance on Imposing Interim Suspension Orders and the Undertakings Practice Note

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

- Develop and publish a new Strategic Plan which is informed by stakeholder feedback
 - Undertake a significant range of non-executive recruitments
 - Develop an action plan for the implementation of new Welsh Language Standards and begin to implement the actions identified
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 2023-24, sets out the detailed activities for the period April 2023 to March 2024, 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:

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- 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 2023, 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 2023 - December 2023, 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 2023-24.

Non-Executive Governance Structure of the GOsC:

- Council
- Policy and Education Committee (PEC)
- Audit Committee (AC)
- People Committee (PC)

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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
New activities introduced in 2023-24			
Commission work to understand the needs of registrants in relation to health and wellbeing to support good professional practice and to make recommendations about how these needs could be met by the sector and in particular GOSc.	Professional Standards	All year	PEC, Council
Consider the potential for scoping and developing filmed/animated resource which explores professional boundaries through scripted scenarios and case studies.	Regulation, Professional Standards, Communications	November 2023	Council
Host a roundtable with insurance providers to understand any emerging issues in relation to osteopaths and their delivery of high-quality care.	Regulation, Professional Standards, Communications	November 2023	PEC, Council
Carry out exploratory workshop with osteopaths to help us gather more information about current understanding of issues related to professional boundaries and whether their understanding has been affected by our communications.	Professional Standards, Communications	May 2023 to July 2023	Council, PEC
Run online event inviting all regional osteopathic group leads to provide opportunity for professional networking and peer support, helping us gather insight and share information with the leads.	Communications, Professional Standards, Regulation	All year	Council, PEC

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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
Ongoing activities			
Continue to 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.	Professional Standards and Communications	All year	PEC, Council
Continue work to 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 Comms	All year	PEC, Council
Continue to enhance awareness of boundaries issues and how these might be appropriately managed through the promotion of existing, and new, resources.	Professional Standards and Comms	All year	PEC, Council
Continue to collect, analyse and report on data about activities undertaken by registrants in their CPD cycle to inform evaluation of the impact of the overarching CPD scheme objectives.	Professional Standards with Registration	All year	PEC, Council
Continue to collaborate and engage with regional and local osteopathic groups to understand their needs and respond accordingly.	Professional Standards and Communications	All year	PEC, 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.	Professional Standards, Regulation	November 2023	PEC, Council

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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
New activities introduced in 2023-24			
To 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 2023	PEC, Council
Consider the extension of the Quality Assurance service provider contract with Mott MacDonald (which expires in July 2023).	Professional Standards	May 2023	PEC, Council
Develop a plan to undertake a full tender process in 2024 for Quality Assurance services (contract to commence 2025).	Professional Standards	March 2024	PEC, Council
Ongoing activities			
Provide further support to education providers in the effective implementation and evaluation of the Graduate Outcomes and SET.	Professional Standards	All year	PEC, Council
Promote the effective use of the OPS as a framework for decision making with students and educators.	Professional Standards	All year	PEC, Council
Continue to monitor and enhance the quality of osteopathic education <ul style="list-style-type: none"> - RQ visits - Sharing of good practice via quality assurance workshops - Annual report monitoring 	Professional Standards	October 2023 June 2023 March 2024	PEC
Complete review of Student Fitness to Practise Guidance for students and education providers	Professional Standards, Communications	All year	PEC, Council

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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
Complete review of Health and Disability Guidance for students and education providers (in each case involving stakeholder collaboration and a consultation) Review Quality Assurance Policy as referenced within Mott MacDonald/GOSC QA Handbook	Professional Standards, Communications	All year	PEC, Council
Implementing agreed changes to our QA risk-based framework	Professional Standards	All year	PEC
To work with Mott MacDonald to support the increase and diversity of the Education Visitor Pool through the use of accessible support, recruitment, training and appraisal of Visitors.	Professional Standards	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

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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
New activities introduced in 2023-24			
Undertake a registrant and stakeholder perceptions survey to enable our registrants and stakeholders to inform us how they perceive us, their needs, and how we might better meet those needs as a baseline for the implementation of our communications and engagement strategy.	Professional Standards and Communications	All year	PEC, Council
Develop greater understanding of student needs to enable more targeted support.	Communications	All year	PEC
Consult on then publish amended Fitness to Practise Publication Policy	Regulation, Communications	June 2023	Council
Consult on then publish amended Guidance on Imposing Interim Suspension Orders and the Undertakings Practice Note.	Regulation, Communications	July 2023 - September 2023	Council
Develop an agreed approach to ensuring patient involvement in governance and strategy.	Professional Standards	March 2024	Council
Undertake a review of the international registration application process.	Registration	December 2023	PEC, Council
Consider the GOsC approach to Environmental Social Governance reflective of our role as a registered charity	Resources and Assurance	December 2023	Council
Ongoing activities			
Encourage and support shared decision making and the use of resources among patients, practitioners, and educators to enhance the patient experience and delivery of care.	Professional Standards, Communications	All year	PEC, Council

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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
Maintain, enhance and support our Patient Involvement Forum 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	All year	PEC, Council
Ensure meaningful involvement from patients in relation to the development of policies and guidance.	Professional Standards	All year	PEC, Council
Review and improve usability of information to support participants in hearings and publication of decisions and those wishing to raise a concern.	Professional Standards, Regulation and Communications	All year	PEC, Council
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.	Professional Standards, Communications	All year	PEC, Council
Continue to work with patients and others to identify examples of osteopaths and other health professionals working together to inform interprofessional working and learning.	Professional Standards	All year	PEC, Council
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	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
New activities introduced in 2023-24			
Develop and publish a new Strategic Plan which is informed by stakeholder feedback.	Chief Executive and all teams	April 2023 - January 2024	Council
Undertake the recruitment of new non-executive positions including: <ul style="list-style-type: none"> • Chair of Council • x2 lay members of Council • x1 registrant member of Council • x1 Council Associate (registrant) • x2 lay members of the Investigating Committee • x2 registrant members of the Investigating Committee • x3 lay members of the Professional Conduct Committee • x3 registrant members of the Professional Conduct Committee 	Chief Executive, Human Resources, Communications	All year	Council, PC
Commence and conclude the reappointment for members of the governance structure eligible for reappointment in 2024 including: members of Council and Professional Conduct Committee panellists.	Chief Executive, Human Resources	All year	Council, PC
Undertake a market options analysis and develop a resourced plan for the upgrade of the GOsC CRM database.	Chief Executive, IT, Resources and Assurance	July 2023	Council, AC
Implement any actions arising from the market options analysis in relation to the upgrade of the GOsC CRM database.	Chief Executive, IT, Resources and Assurance	August 2023 - March 2024	Council, AC

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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
Review GOsC approach to cyber-security and penetration testing	IT, Resources and Assurance	July 2023	Council, AC
Implement any actions arising from the review of the Building Estate project commenced in the previous Business Plan year.	Chief Executive	July 2023	Council, PC, AC
Develop an action plan for the implementation of new Welsh Language Standards which come into effect in 2023.	Chief Executive, Communications	April 2023 - November 2023	Council
Commence the implementation of actions arising from the plan to implement the new Welsh Language Standards.	Chief Executive, Communications	All year	Council
Review information on our website aimed at osteopaths regarding our fitness to practise processes and collate so it is easy to find. Assess any gaps and consider whether creation of new resources, guidance or web pages is suitable and relevant to osteopaths.	Communications, Regulation	All year	Council
Develop strategic communications plan to ensure consistent communications for osteopaths to reinforce our key messages on fitness to practise and reassure osteopaths of the support available.	Communications, Regulation	All year	Council
Consider the implications arising from the proposals to reform the legislation of the healthcare regulators and advise registrants and stakeholders accordingly.	Chief Executive and all departments	All year	Council
To scope out, agree and implement a strategy for review of web pages promoting EDI.	Communications, Professional Standards	September 2023	Council
Engage with, and undertake, our first Periodic Review year as part of the revised PSA Performance Review three-year process.	Chief Executive and all departments	All year	Council, AC

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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
Implement any actions arising from the staff survey conducted in the previous business plan year.	Chief Executive, Human Resources	July 2023	PC
Data insight and modelling <ul style="list-style-type: none"> Sharing findings of the modelling report with key stakeholders (COEI, iO) Consideration of the report's recommendations and engagement with stakeholders to address these and identify solutions Further explore registrant's reasons for leaving the register 	Professional Standards	All year	Council, PEC
Undertake a banking tender exercise	Resources and Assurance	September 2023	Council, AC
Ongoing activities			
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 2023	AC, Council
Submit the Annual Report to Charity Commission.	Chief Executive, Resources and Assurance	January 2024	AC, 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
Prepare an Annual Fitness to Practise Report on activities undertaken in year and publish.	Regulation and Communications	December 2023	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 2023 - December 2023	Council
Expand the existing pool of legal assessors.	Regulation, Human Resources, Communications	July 2023	Council
Ensure training as required to registration assessors, including supporting the induction and integration of new members.	Professional Standards and Registration	July 2023	Council
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
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, and shared services.	Chief Executive, Resources and Assurance	All year	Council, AC

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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
Promote the Welsh Language in our regulatory policy development and activity.	Communications	All year	Council
Ensure training as required to registration assessors, including supporting the induction and integration of new members.	Professional Standards, Registration	September 2023	Council
Continue to develop and implement a data and insight strategy to enhance our capacity for research including data collection, analysis and insight, with particular emphasis on EDI data to inform our public sector duty in relation to all activities.	Professional Standards, Communications	All year	PEC, Council
Demonstrate our commitment to inclusion, diversity and equality by ensuring regular and ongoing promotion of diversity in our communications.	Chief Executive, Communications	Ongoing	Council