

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2014-March 2015**

Monitoring at end of Q3

GOsC BUSINESS PLAN 2014-2015

The General Osteopathic Council has agreed a corporate plan for 2013-2016 (<http://www.osteopathy.org.uk/about/our-work/strategic-business-plans>) which commits to achieving the 3 strategic objectives set out below, over the 3 year period.

Strategic Objectives

1. To promote public and patient safety through 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, the Business Plan 2014-2015, sets out the aims and detailed activities for the period April 2014 to March 2015, in support of each of the strategic objectives.

KEY

FR – activities identified within the GOsC's Francis report action plan

PSA – activities relating to best practice identified from the 2012-13 PSA Performance Review

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

1.1 Pre-registration education and training					
Goal: To ensure that initial education and training is of high-quality and is fit for purpose in an evolving healthcare and higher education environment.					
Activity	Lead	Timing	Status	Change	Comments
Quality assurance					
Confirm quality assurance contractual arrangements to August 2015	Professional Standards	April 2014	●		The contract has been signed.
Undertake quality assurance reviews at OEIs, as necessary, to ensure that standards are being maintained for graduating students. Undertake any unscheduled quality assurance reviews as necessary.	Professional Standards	All year	●		The Council considered the renewal of three recognised qualifications at their meeting on 23 July 2014.
Monitor and review Action Plans and fulfilment of conditions linked to Recognised Qualifications to ensure that the necessary action identified by GOsC is being undertaken to maintain the standards of graduating students.	Professional Standards	May and September 2014, January 2015	●		ERSC considered information in relation to five osteopathic educational institutions at its meeting on 2 October 2014.
Produce and distribute Annual Reports to OEIs requesting information which will allow GOsC to monitor that standards are maintained and identify any potential problems.	Professional Standards	September 2014	●		ERSC considered a paper outlining the Annual Reports, revised guidelines and timelines at its meeting on 2 October 2014.
In partnership with the Quality Assurance Agency, undertake annual training and appraisal of all Visitors undertaking a quality assurance process.	Professional Standards	September 2014	●		Performance reviews have been undertaken and was reported on in a paper to ERSC at its meeting on 2 October 2014. Training was undertaken in November 2014.
Collate and review Annual Report data (including information about student fitness to practise);	Professional Standards	February 2015	●		All Annual Reports were submitted by the 12 January

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present to Education and Registration Standards Committee with recommendations for each OEI in terms of whether standards are being met and whether any potential issues have been identified, and disseminate good practice.					2015 deadline and analysis is underway. Reports will be presented to the ERSC meeting on 12 March 2015.
Agree extension of existing quality assurance contract up until August 2015, develop specification and tender plan for quality assurance contract from August 2015 to August 2018.	Professional Standards	All year	●		QA tender process has been undertaken in-line with the timeline considered by ERSC at its 2 October 2014 meeting. The ITT interview stage scheduled on 3 February 2015.
Develop proposed new quality assurance framework, taking into account Law Commission draft Bill, consult and formulate proposals consistent with new legislation	Professional Standards	July 2014 to January 2015	●	↓	Consultation on QA agreed by Council May 2014. Discussion document has been further reviewed. Engagement process is due to be completed in May 2015.
<i>Undergraduate professionalism</i>					
Continue collecting data for undergraduate professionalism surveys in partnership with the osteopathic educational institutions.	Professional Standards	All year	●		Data collection has been undertaken in the latter part of 2014 with all OEIs, (including faculty, students and patients). The ERSC considered this on 2 October 2014. Our first article has been published by the IJOM. Further articles will be submitted shortly allowing us to publish the results of the 2012 and 2013 data collections.
Feedback findings to osteopathic educational institutions either through data analysis or data analysis and feedback seminar in partnership with osteopathic educational institutions.	Professional Standards	All year	●		Dates have been set to feed back data to faculty and students. We are agreeing dates with other OEIs.

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Commence review of student fitness to practise and associated guidance taking into account findings of key reports in relation to candour, raising concerns and related issues and evaluation of student fitness to practise guidance including guidance about boundaries and sanctions and use of students as models.	Professional Standards	All year	●		The terms of reference have now been agreed. This work will commence in March now that the Guidance for Osteopathic Pre-registration Education work has been completed.
Commence review of guidance about health and disability taking account of key findings and work of other regulators including concerns around mental health (PSA) .	Professional Standards	April 2014	●		See above.
Evaluate outcomes from professionalism in osteopathy project and identify key findings for incorporation into other work streams, including guidance on pre-registration osteopathic education, continuing fitness to practise proposals and related activities.	Professional Standards	By September 2014	●		Ongoing. Progress made on the professionalism project has been positive and has led to the agreement in principle of all OEIs to participate in pilot sessions with students feeding back the data. OEI seminars feeding back findings (from the cohort, other institutions, patients and faculty) to the cohort are being scheduled in winter 2014 / spring 2015.
Work in partnership with OEIs to support identification of good practice in relation to teaching and learning of professional behaviours and support sharing of knowledge about student fitness to practise (FR) .	Professional Standards	All year	●		The terms of reference for the undergraduate professionalism working group have now been agreed.
Develop draft guidance about student and tutor boundaries, consult and publish final guidance	Professional Standards	September 2014 to February 2015	●		This work will commence after the Guidance for Osteopathic Pre-registration Education. It is expected to commence by March 2015.

Guidance for osteopathic pre-registration education					
Complete consultation on Guidance for osteopathic pre-registration education, analyse results and consider in the context of the current landscape (e.g. revised Benchmark for Osteopathy, work on values underpinning practice, joint regulatory work on candour), and publish new guidance (FR) .	Professional Standards	April to July 2014	●		The consultation has been completed. The consultation analysis was considered by the ERSC on 25 June 2014.
Identify any further steps that need to be taken in relation to Guidance for Osteopathic Pre-registration education	Professional Standards	October 2014 to March 2015	●		The Working Group meeting have identified areas for further consideration by the Education and Registration Standards Committee – please see the paper at Item 12.
Develop and undertake implementation and awareness strategy.	Professional Standards, Communications	October 2014 to March 2015	●		The implementation and awareness strategy will be considered by the OEIs at the GOsC/OEI meeting in March 2015.
Osteopathic Practice Standards					
Work with the OEIs to identify ways to support the enhancement of educational expertise and professional role modelling within the academic and clinical faculty to support the delivery of the <i>Osteopathic Practice Standards</i> .	Professional Standards, Communications	All year	●		<p>Presentation from IJOM editor at the GOsC/OEI meeting about encouraging submissions to IJOM from staff and students.</p> <p>We also piloted a professionalism feedback and peer learning presentation at Swansea University on 16 December 2014.</p>
Increase patient involvement in the delivery of osteopathic education by working in partnership with the OEIs to support the delivery of the <i>Osteopathic Practice Standards</i> and to share good	Professional Standards, Communications	All year	●		The GOsC/OEI meeting on 3 June involved a seminar session comparing how OEIs involve patients in the areas of

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practice in this area (FR) .					governance, teaching and learning and quality of care, and sharing benefits and challenges. The GOsC/OEI meeting on 17 September 2014 considered an informative presentation and discussion with Dr Anita Berlin from UCL who has undertaken considerable research in this area in medical education.
Review approach to engaging with pre-clinical students in OEIs and implement programme of visits	Professional Standards, Regulation, Communications	June to December 2014	●		A paper considering some proposals for revising the student presentation was considered by the ERSC on 2 October 2014.

1.2 Confidence in the Register					
Goal: To increase understanding of the Register and to make it more meaningful to patients and others.					
Activity	Lead	Timing	Status	Change	Comments
<i>Awareness of the Register</i>					
Encourage and equip osteopaths to promote public awareness of their registered status and the GOsC Register in their publicity material and online patient information.	Communications	All year	●		Regular features in GOsC media: <i>the osteopath</i> – April-May, June-July; Aug-Sep; Dec-Jan 2015; e-bulletins – April, May, October and December 2014. Information included in registration packs supplied to all new registrants as of 2014, and in student pre-registration presentations. Promoted via social media.
Assess level of registrant take-up of registration promotional tools (logos, patient information poster)	Communications	August to September	●		Take-up of registration tools at Jan 2015 – just under 25% of

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and address deficiencies.		2014			registrants (greater than take-up of 'safe in our hands' logo in 10 years). Continue to regularly promote with view to reassessing take-up at 12-month mark.
Seek opportunities to work in partnership with the wider healthcare community to increase knowledge and understanding of osteopathic regulation (e.g. NHS Choices, AQP commissioners, CQC, Healthcare Improvement Scotland etc.), and seek to improve information sharing with regulators and others.	Communications	All year	●		Meeting with Northern Ireland Patient and Client Council and the Regulation and Quality Improvement Authority (RQIA), Belfast, June 2014. GOsC participation in Scotland Regulation Conference, October 2014. Information sharing agreements planned with RQIA, HIS and HIW.
Build on 2013-14 qualitative research by conducting survey of public/patient perceptions of osteopathic regulation and attitudes/expectations relating to osteopathic care. Analyse and develop recommendations.	Communications	April to Nov 2014	●		Following on from 3 public focus group events in Feb 2014, a further fourth patient focus group conducted in Belfast, June 2014, to explore views of patients receiving care under devolved national health system. Revised independent report of findings by Community Research published June 2014. Follow-up national survey conducted in Nov-Dec 2014. Analysis and reporting scheduled for early 2015.
<i>Breach of title</i>					
Consult, agree and implement new enforcement policy.	Regulation	May to October 2014	●		New policy approved by Council November 2014.

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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	●		Two successful prosecutions undertaken to date in 2014-15 financial year.
Monitor activity of individuals removed from the Register during 2014-15, 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	●		Cease and desist letters as per dashboard.
Devise and implement a communications programme to support consultation on GOsC Enforcement policy, encourage registrants to report concerns about unregistered practice and to publicise Section 32 convictions.	Regulation, Communications	May to December 2014	●		Consultation on draft GOsC Enforcement policy conducted June to Sept 2014, supplemented by features in <i>the osteopath</i> and news e-bulletin. Press releases issued on successful prosecution of David Thunder and Les Bailey for breach of title. Also featured on GOsC public website, GOsC Facebook page, <i>the osteopath</i> and news e-bulletin.
Review approach to surveying voluntarily leavers from the Register, implement and analyse results	Registration	April 2014 and then all year	●		A new form has been introduced which ensures consistency in the reasons provided by a registrant voluntarily leaving the Register.
Registration assessment					
Undertake GOsC registration assessors' and return to practice reviewers appraisal and training to ensure that they are maintaining the skills required to assess whether registration applicants meet our minimum standards to ensure patient safety.	Professional Standards, Registration	November 2014	●		Appraisals for all registration assessors and return to practice reviewers have been scheduled for January and February 2015 and are underway. A paper

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					about the appraisal and training was considered by the ERSC on 2 October 2014. The paper delays the original timetable to allow the registration assessments processes and documentation to be refined and enhanced ahead of training and appraisal. We are also working on enhanced communication mechanisms with our assessors.
Scope a review of our registration assessments to ensure that they are fit for purpose.	Professional Standards, Registration	By March 2015	●		A paper was considered by the ERSC on 2 October 2014 presenting some initial thinking about this review. A further paper will be considered by the ERSC in March 2015.
Offer a return to practice process to all applicants and registrants who have been away from UK practice for two years or more to support their transition back to practise.	Professional Standards	All year	●		We have undertaken 17 return to practice reviews (including 14 interviews between April 2014 and January 2015.)
Implement new Registration Appeals Guidelines and Procedure.	Regulation	June 2014	●		Guidelines and procedure approved by Council in May 2014. They will apply to any new appeals received after this time.
Recognition					
Review obligations under revised European Directive on Recognition of Professional Qualifications and implement any necessary changes to registration procedures.	Professional Standards, Registration, Regulation	Timings to be confirmed	●		Responded to DH consultation in May. Follow-up meeting with DH in Sept 2014. Attended a UKIPG meeting on 26 September 2014 to work through the implications. Responded to BIS

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					consultation, deadline 6 November.
Continue international work towards the development of mutual recognition and information sharing with other regulators and competent authorities.	Communications	All year	●		See above.
Scope out possible induction programme for international applicants (EU and non-EU) (PSA) .	Professional Standards, Registration	October 2014	●		A paper about our initial scoping of the induction programme was considered by the ERSC on 2 October 2014.

1.3 Transition into practice					
Goal: To work in partnership with the osteopathic profession to ensure that new osteopaths have access to appropriate support in their transition into practice.					
Activity	Lead	Timing	Status	Change	Comments
Continue to work in partnership with key stakeholders in osteopathy, including, the BOA, COEI, Osteopathic Alliance and regional groups to support development of mentorship work led by COEI.	Professional Standards, Chief Executive	All year	●		Consultants are undertaking the research element of mentorship project in advance of piloting.
Conduct annual programme of GOsC presentations to final-year osteopathy students at accredited institutions to embed understanding of the role of the GOsC and requirements for initial and continued registration, including review of content and aims in advance of programme launch.	Communications Registration	March to July 2014 and January to March 2015	●		Content review undertaken Summer 2014. All OEI presentations scheduled for Q1 2015.

1.4 Continuing fitness to practise (revalidation) – see also 2.1 below					
Goal: To ensure that through an appropriate process, registrants are able to demonstrate their continuing ability to meet the <i>Osteopathic Practice Standards (FR)</i> .					
Activity	Lead	Timing	Status	Change	Comments
<i>Continuing fitness to practise proposals</i>					
Develop operational proposals within which continuing fitness to practise framework could be realised with key osteopathic partners including BOA, COEI, Osteopathic Alliance and regional groups.	Professional Standards	July 2014	●		Draft guidance was considered by the Osteopathic Practice Committee on 25 June 2014. This has had the benefit of input from osteopaths and patients and others.
Develop continuing fitness to practise consultation document including overarching proposal and more detailed guidance for consultation.	Professional Standards	September 2014	●		A draft consultation document has been developed and shared with stakeholders for feedback. This was considered by the OPC on 2 October 2014 and Council on 6 November 2014.
Devise a communication and consultation strategy to encourage a breadth and depth of responses to the continuing fitness to practise consultation, approve and publish proposals for the regulation of continuing fitness to practise, undertake consultation and analyse responses.	Professional Standards, Communications	September 2014 to March 2015	●		A communication and consultation strategy was considered by the OPC on 2 October 2014. Workshop with Regional Communications Network, 3 October. Regular updates in osteopathic media and briefings to regional osteopathic groups.
<i>Current continuing professional development audits</i>					
Audit 20% of CPD Annual Summary Forms each month to support registrants to meet existing standards and to identify areas of good practice and areas for development.	Professional Standards	All year	●		We remain in backlog for our CPD audits. Of the total number selected for audit in 2014-15 (focussing primarily on those who have not previously been

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					audited), we have audited around 70% of the total. We are continuing to make progress through the backlog. Recruitment for our new Professional Standards Officers is underway and we hope to have someone in post by February 2015 to help us to address the backlog by April.
Audit 2% of CPD Record Folders each year to support registrants to meet existing standards and to identify areas of good practice and areas for development.	Professional Standards	All year	●		CPD Record Folder audits remain on track. The deadline for the final batch to be received for audit was 23 January. We are expecting 32 folders.

1.5 Fitness to practise					
Goal: To ensure that the fitness to practise processes protect patients and uphold standards in osteopathy, through firm, fair and timely handling of complaints about osteopaths.					
Activity	Lead	Timing	Status	Change	Comments
Implement new dashboard reporting to Council on activities of the Regulation department and Fitness to Practise Committees and new fitness to practise Annual Report (FR) .	Regulation	January 2014 Council and subsequent Council meetings	●		Dashboard implanted with effect from January 2014 Council.
Implement and monitor Quality Assurance Framework including quality audits/peer review of decision making (PSA) .	Regulation	From March 2014	●		Quarterly Internal peer review and customer service/KPI audits of files operational. Soft launch approach adopted. Compliance with KPIs in the draft framework is being monitored by the internal peer

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					<p>review process.</p> <p>External review of 'Rule 19' cases and cases in which UPC not found undertaken by GOC lawyer in December 2014.</p> <p>Management response to PSA Initial Stages Audit findings and recommendations considered by Audit Committee in November 2014.</p> <p>Follow up Audit of all IC Decisions made in 2014 completed in December 2014. Report due in January 2015.</p>
Conclude current research into parties' perceptions of fitness to practise processes and review results, making changes to Quality Assurance Framework as necessary (FR) .	Regulation	Report to Council May 2014	●		<p>Penultimate report from Moulton Brown considered by Council in July 2014. Agreed that the research would continue to end of 2014 and a final report would be presented to Council in 2015.</p> <p>Scoping work on alternative ways of obtaining quality feedback considered by OPC in October 2014.</p>
Provide training and induction for new Medical Assessors.	Regulation	By end April 2014	●		New Medical Assessors inducted and trained on 1 February 2014.
Consult, agree and implement new PCC Practice Note on Undertakings.	Regulation	By June 2014	●		New PCC Practice Note approved by Council in May 2014.

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Consult, agree and implement new PCC Practice Note on Evidence (including special measures for vulnerable witnesses).	Regulation	By June 2014	●		New PCC Practice Note approved by Council in May 2014.
Review the Indicative Sanctions Guidance taking account of new guidance to registrants on the duty of candour (FR) .	Regulation	Timing TBC			On hold, pending the definition of the duty being discussed at joint regulator meetings.
Develop, consult and implement new policy on whistleblowing (FR) .	Regulation	By October 2014	●		New policy agreed by Council in November 2014
Develop, consult and implement new guidance for screeners including 'threshold criteria'.	Regulation	By October 2014	●		New threshold criteria guidance considered by OPC in June 2014, and by Council in July. Consultation undertaken October to December 2014. Consultation analysis and draft criteria guidance to be considered by Council in February 2015.
Review legal assessor pool, undertake recruitment, and arrange training and induction for new legal assessors.	Regulation	By end November 2014	●		Recruitment exercise completed. Recommendations for appointment to be considered by Council at its meeting in February 2015. Induction and training to be completed before April 2015.
Provide training as required to fitness to practise panellists, including provision of an annual training day for IC Members and an annual training day for PCC/HC members.	Regulation	By December 2014	●		IC all members day held on 21 May 2014. Strong emphasis on decision making and reasons.
Manage the caseload to deal with cases in an efficient, effective, fair and timely way seeking to achieve a target of 12 months for the majority of complaints to reach a hearing (FR) .	Regulation	All year	●		Ongoing.
Communicate case learning points and any fitness to	Regulation	As required	●		Ongoing. S29 learning points

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practise bulletins issued by PSA, to fitness to practise panellists (and arrange further training where necessary).					considered by PCC at training day in November 2014.
Implement any changes to procedures recommended by PSA's initial stages audit, the Performance Review or other source.	Regulation	As required	●		PSA audit report considered by Council in November 2014. Management Response to PSA audit findings and recommendations considered by Audit Committee in November 2014.
Engagement with osteopathic organisations (iO and Professional Indemnity Insurers) to review 2013 complaints/claims data; identify trends; agree action, and review/revise data collection strategy for 2014.	Regulation, Communications	April to July 2014	●		Meeting of Professional Indemnity Insurers, the GOsC and iO, July 2014 to discuss NCOR analysis of 2013 data collection. Report disseminated to participating organisations, Sept 2014. Report and project update to OPC in October 2014; <i>the osteopath</i> , Feb 2015; PSA Research Conference, March 2015. Meeting of Professional Indemnity Insurers, the GOsC and iO, Dec 2014, to discuss revisions to 2015 data collection methods. 2014 data report due April 2015. Meeting with IO and GOsC to discuss FTP issues undertaken in January 2015. Issue of Sexual Boundary complaints highlighted.

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

2.1 Continuing fitness to practise (CPD) – see also 1.4 above					
Goal: To ensure that through an appropriate process, registrants are continually encouraged to enhance and improve their practice					
Activity	Lead	Timing	Status	Change	Comments
<i>Current continuing professional development evaluation</i>					
Share identified areas of good practice and areas of development with registrants using a variety of mechanisms including e-learning, engagement with key osteopathic stakeholders and articles in media including <i>The Osteopath</i> .	Professional Standards	All year	●		An article was published in the June/July edition of <i>the osteopath</i> which feeds back experience of audits in relation to CPD. E-learning was published at the beginning of December and further modules are shortly to be published.
Design osteopathic continuing professional development evaluation to feed into report of 'State of Osteopathic continuing professional development'.	Professional Standards	June 2014	●		A report scoping out this evaluation was considered by the OPC on 25 June 2014.
Conduct continuing professional development evaluation.	Professional Standards	July to September 2014	●		This is now likely to take place in spring/summer 2015 following a revised timetable agreed by the OPC in June 2014.
Publish report about the 'State of Osteopathic continuing professional development'.	Professional Standards	January 2015	●		This is now likely to take place in summer 2015 – see above.
2.2 Osteopathic Practice Standards					
Goal: To embed the role of the <i>Osteopathic Practice Standards</i> as the core principles and values for good osteopathic practice and high standards of professionalism.					
Activity	Lead	Timing	Status	Change	Comments
Develop and publish new supplementary practical scenarios based guidance relating to patients'	Regulation, Professional	By October 2014	●		The OPC considered supplementary scenarios on 25

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capacity to give consent.	Standards, Communications				June 2014. Further work on drafts undertaken by registrant members and final draft considered by OPC in October 2014. New e-learning resources made available on ● zone, end-Sept 2014.
Develop, consult and implement new guidance on osteopaths acting as expert witnesses.	Regulation, Professional Standards, Communications	By August 2014	●		A new PCC Practice Note on the expectations of experts in PCC proceedings was approved by Council in May 2014.
In conjunction with other healthcare regulators develop new guidance on candour and the reporting of errors (FR)	Regulation, Professional Standards, Communications	Timing TBC	●		Duty discussed at joint regulator meetings throughout 2014. Regulators' Joint Statement on Candour agreed August 2014. Publication date/media promotion from 13 October. Joint statement and overview lead item in Oct-Nov issue of <i>the osteopath</i> . Paper setting out GOsC approach to implementing duty of candour presented to OPC, 2 October 2014.
Publish and review findings from the Osteopathic Practice Standards Evaluation and implications for work of GOsC and any other bodies.	Professional Standards	May 2014	●		Completed
Scope review of the <i>Osteopathic Practice Standards</i> including: key reports and their implications; feedback on the <i>Osteopathic Practice Standards</i> ; joint work with other regulators; and new methods of engagement (PSA) . Establish an outline project plan and governance mechanisms.	Professional Standards, Communications	March 2015	●		This work will continue into 2015-16.
Working in partnership with stakeholders, develop	Professional	All year	●		Three more e-learning scenarios

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appropriate CPD resources through our online support pages to assist in embedding the OPS, drawing on the OPS evaluation strategy.	Standards, Communications				were published in autumn 2014 to enable us to continue to support osteopaths to reflect on the Osteopathic Practice Standards in relation to their practice. Regularly promoted in <i>the osteopath</i> magazine and news e-bulletins.
Conclude and publish research about the effectiveness of regulatory activities.	Professional Standards	April to January 2015	●		See item 13 on this Council agenda. The final report has been received and we held a meeting with the lead researcher Professor Gerry McGivern on 19 January 2015 to discuss the report. We expect to publish the final research report in February 2015 following consideration by Council.
Publish research about the effectiveness of regulatory activities and review implications of research across all policy development and functions.	Professional Standards, Regulation, Registration and Resources, Communications Chief Executive	January 2015	●		See above. The implications of the report will be explored as part of our next Business Plan and will inform the development of the next Corporate Plan.
Scope registrant opinion survey to compare professional attitudes and awareness of standards with findings of 2012 Osteopath Opinion Survey.	Communications	February 2015	●	↓	Deferred until October 2015 to allow time to build on McGivern research findings and national patient survey.

2.3 Quality and patient care					
Goal: To work in partnership with others to develop high quality, patient-centred osteopathic care.					
Activity	Lead	Timing	Status	Change	Comments
Work in partnership with osteopaths and osteopathic organisations to encourage the promotion of patient awareness of Osteopathic Practice Standards.	Communications	All year	●		On-going promotion of GOSc public/patient leaflets for dissemination through osteopathic practices. Dissemination of leaflets through HealthWatch England network, Greater London Older People’s Forum, NI Assembly event (June `14), Scotland Regulation event (Oct `14). Promotion via social media. Discussion of osteopathic practice standards via UK-wide public/patient focus groups (Feb, June, Dec 2014).
Continue to support, through the Osteopathic Development Group and directly, the agreed development projects for the osteopathic professions, namely: <ul style="list-style-type: none"> • Evidence/data collection/adverse events (FR) • Service standards (FR) • Advanced practice • Regional support and capacity building (see also 1.4 above) • Mentoring (see also 1.3 above) • Leadership (FR) • International collaboration. 	Communications Professional Standards Chief Executive	All year	●		<ul style="list-style-type: none"> • Adverse events platforms now launched • Service standards consultation concluded January 2015 and is being analysed. • The advanced practice has successfully appointed a research consultancy team to undertake the work. The work commenced in September 2014. • Discussions ongoing with IO on regional support;

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					<p>development of resources to foster growth of regional communities.</p> <ul style="list-style-type: none"> • Mentorship project consultants were appointed October 2014. • Leadership – contract signed with OU for delivery. • International – initial survey completed. Online resource in development. <p>ODG workshop conducted as part of Regional Comms Network meeting, London, 3 October 2014.</p>
Contribute to the work of the NCOR Management Board and Research Council, including reviewing funding support from the GOsC.	Chief Executive Communications	All year	●		Charity registration completed and trustees meeting regularly. NCOR is developing new funding strategy.

2.4 Professional standards and values					
Goal: To work in partnership with others to support practice that promotes professional standards and values across the osteopathic profession, while reducing practitioner isolation.					
Activity	Lead	Timing	Status	Change	Comments
Work in partnership with patients, BOA, COEI, Osteopathic Alliance to explore the need for a common statement of osteopathic values to support the review of the next edition of the Osteopathic Practice Standards.	Professional Standards	All year	●		A paper on professional values was considered by the OPC on 25 June. A seminar with key stakeholders took place in November 2014. See item 15 of the Council agenda.
Consider how any learning from our student professionalism project (see 1.1 above) can be incorporated into wider osteopathic practice.	Professional Standards, Communications	September 2014	●		Further e-learning modules – including aspects of communication and consent

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					have been published and highlighted in the e-bulletin. See also 1.1 above.
<p>Ensure the recommendations of the Francis Report and the Government's response continue to inform our work including:</p> <ul style="list-style-type: none"> • With other regulators, developing new guidance on candour • Support the work of NCOR and the osteopathic profession on adverse event reporting • Implementation of whistle blowing policies in line with Public Interest Disclosure Act requirements • Continue to improve the efficiency and effectiveness of our fitness to practice processes • Scope the review of the <i>Osteopathic Practice Standards</i> • Promoting leadership development with the osteopathic profession. 	Professional Standards, Regulation, Communications	All year	●		<ul style="list-style-type: none"> • Joint regulators' working group on candour has met monthly since early 2014 with view to developing a consistent approach to candour in practice standards. Focus group involving national patient representative organisations held in June 2014. • Regulators' Joint Statement on candour agreed for publication, dissemination from 13 October 2014. Lead item in <i>the osteopath</i>, Oct-Nov 2014 issue (see also 2.2 above). • Public-patient focus group on Candour, Dec 2014. • Whistleblowing policy consultation conducted June to Sept 2014. Policy approved by Council in November 2014. New whistleblowing dedicated email address established.
Continue to support the development of pan-European osteopathic standards through working with the European Committee for Standardisation	Communications	Completed by February 2015	●		Standard now awaiting final vote.

(CEN).					
Continue to participate actively in the Osteopathic International Alliance to promote high standards of osteopathy world-wide, including the organisation of an annual regulation forum.	Chief Executive, Communications	All year	●		Regulation workshop organised for October 2014 conference in London.

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

3.1 Service quality					
Goal: To continue to enhance the quality of service provided by the GOsC to patients and registrants.					
Activity	Lead	Timing	Status	Change	Comments
Complete the new Information Governance Framework and embed within operational processes.	All Departments	By December 2014	●		Information Governance Framework and policies informally peer reviewed by GMC in May 2014. Framework considered by Audit Committee in July 2014. Information Asset Register and Risk Register established. All data breaches logged and reviewed by SMT. Internal communications programme reminds staff periodically about the importance of Data Protection and Information Governance generally.
Implement year 2 of the internal audit programme and report findings to Audit Committee.	Chief Executive, Finance	April 2014-March 2015	●	↓	Information governance aspect complete. Website audit delayed pending conclusion of website re-platforming.
Assess impact of changes made to IT infrastructure, including online registration tools in previous	Registration, Regulation,	December 2014	●	↓	Awaiting conclusion of web re-platforming project.

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business plan year and identify any further improvements in use of IT (including mobile applications) (PSA) .	Communications				
Identify and implement enhancements to operational processes – particularly around the merger of Registration, Finance and Facilities into one single team.	Registration and Resources	April 2014-March 2015	●		Changes to operational processes are being effected from July 2014.
Continue to identify opportunities for enhancing customer service standards.	Communications	All year	●		GOsC participation in inter-regulators customer service forum, Sept 2014, focussing on Law Commission Report and walk-in visitors; Jan 2015, focussing on improving registration systems.
Undertake survey of graduates joining the Register in 2014 to assess quality of registration process with a view to making customer service improvements.	Registration, Communications	November 2014-January 2015	●		Student survey ran from 1 November 2014 to 31 January 2015. Marked increase in number of responses. Paper to be presented to ERSC with analysed findings.

3.2 Engagement					
Goal: To engage effectively with patients, the public, educators, osteopaths, other health care professionals and other key stakeholders for the delivery of our strategic objectives.					
Activity	Lead	Timing	Status	Change	Comments
Continue implementation of 2013-16 Communications and Engagement Strategy in support of the delivery of the Corporate Plan including identifying targeted approaches to specific stakeholder groups.	Communications	All year	●		Ongoing.
Develop and publish a consultation protocol which sets out clear requirements and expectations for GOsC consultations.	Communications	All year	●		Collaborative work planned in 2015 through Joint Regulators Public-Patient Group to consider

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					consistent approach to consultation principles.
Support consultation and engagement on policy and operational developments identified in the business plan and those required ad hoc, including through the use of the GOsC Patient Partnership Group (FR) .	Communications	All year	●		Since April 2014, consultation and engagement activities to support policy development re GOPRE, Whistleblowing, Enforcement of Title, Threshold Criteria Guidance. Readership survey to support development of <i>the osteopath</i> (June-Sept 2014); support for Effectiveness of Regulation research. GOsC patient focus group on continuing fitness to practise and perceptions of osteopathic regulation held on 12 June, Belfast. Promoted patient involvement in NCOR PROMs project development. GOsC patient focus group on threshold criteria and candour, 3 December 2014.
Continue to recruit to the GOsC Patient Partnership Group, keeping members informed and engaged.	Communications	All year	●		Ongoing
Ensure key areas of policy development are assessed at the outset to ascertain their PPI requirements and develop a PPI plan where appropriate (FR) .	Communications	All year	●		Ongoing
Identify opportunities for partnership working with advocacy organisations, voluntary, community and PPI bodies to build links with the wider public.	Communications	All year	●		Community Research report on public/patient perceptions of osteopathic regulation, arising from 2014 focus group activity, shared with Healthwatch

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					England network.
Provide GOsC representation at appropriate healthcare conferences/exhibitions across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.	Communications	All year	●		GOsC presence at joint regulators' reception for Members of the Northern Ireland Legislative Assembly, Stormont, 11 June 2014 and Scottish Parliament 13 January 2015. GOsC representative on planning committee for 2014 Annual Scottish Regulation Event: 27 October 2014, Glasgow.
Implement communications programme to support profession-wide engagement in the development of the profession.	Communications	All year	●		Joint activity with iO. Regular updates in GOsC registrant media. Focus of Regional Comms Network meeting, 3 Oct 2014. Project-specific support activities to promote registrant engagement/involvement.
Support regular engagement activities and events including: <ul style="list-style-type: none"> • Two meetings of the Regional Communications Network (RCN) • Four meetings with the OEIs • The work of the Osteopathic Development Group in the development of the profession • A programme of visits to regional osteopathic groups. 	Professional Standards, Chief Executive, Communications	All year	●		<ul style="list-style-type: none"> • RCN meeting held on 3 Oct 2014, in conjunction with iO international convention. • GOsC/OEI meetings took place on 3 June 2014 and 17 September. Next planned for 10 December 2014. • Pathfinder groups took place in Belfast, Carlisle, Lymm and London in May 2014 and again in London and Lymm in September 2014 as part of

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					<p>our development of continuing fitness to practise. These involved representatives of 8 different regional groups.</p> <ul style="list-style-type: none"> • GOsC participation in ODG Steering Group meetings, May and July 2014. • CE participation in 5 regional group meetings since April 2014.
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3.3 Governance					
Goal: To ensure that our governance is appropriate and effective.					
Activity	Lead	Timing	Status	Change	Comments
Provide regular reports to Council on progress against the business plan, and financial, asset and risk management.	Chief Executive	All year	●		Ongoing
In conjunction with the Audit Committee and Council continue to identify improvements in monitoring, measuring and reporting organisational performance.	Chief Executive	All year	●		Discussion at Audit Committee July 2014 on KPI reporting. New approach to KPIs from February 2015.
Complete any new appointments to the governance structure using the appointments procedure approved by PSA.	Chief Executive	All year	●		PCC Chair and Audit Committee Chair approved by Council November 2014. Audit Committee interviews 3 February.
Scope the work required for the reconstitution of Council including the development of rules and consultation.	Chief Executive Regulation	May 2014	●		DH has provisionally agreed to work on new Constitution Order from May 2015.
Commence implementation Council's Corporate Social Responsibility policy.	Chief Executive	April-September 2014	●		Ongoing

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Monitor cross-departmental implementation of the GOsC Equality and Diversity Policy and implement any changes needed.	Chief Executive, Regulation	All year	●		New Equality monitoring forms introduced pre IC stage. Equality and Diversity training provided to new Council and Committee members, and new members of staff on 11 September 2014.
Prepare report on performance against PSA Standards of Good Regulation.	Chief Executive	October-March 2015	●		Performance Review commenced September 2014.
Take necessary steps to address any issues arising from the annual PSA Performance Review.	Chief Executive	June-December 2014	●		Paper to Council July 2014.
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive	June-September 2014	●		Annual report at Council July 2014.

3.4 Value for money

Goal: To continue to improve value for money in everything that we do.

Activity	Lead	Timing	Status	Change	Comments
Continue to review scope for operational cost savings and identify proposals for further cost efficiencies and savings, and where possible implement in time for FY2015-16.	Chief Executive, Resources	April-December 2014	●		Savings identified and incorporated in 2015-16 budget.
Undertake a review of procured services (items to be confirmed) to ensure cost effectiveness and efficiency, including how we might increase the use of local suppliers	Resources	All year	●		
Continue to explore options for charitable status application and efficient use of assets.	Chief Executive, Resources	All year	●		Paper to Council July 2014.

3.5 Legislative reform					
Goal: To undertake a fundamental review of our rules as part of the transition to a new Act.					
Activity	Lead	Timing	Status	Change	Comments
Continue to engage with the Law Commission, Department of Health and Parliament on proposed changes to legislation.	Chief Executive, Regulation	All year – likely to depend on Law Commission	●		GOSc is actively contributing with other regulators at ongoing series of themed meetings convened by DH to discuss regulatory policy issues.
Commence scoping study for transition to new rules.	Chief Executive, Regulation	May 2014	●		Not required in 2014-15
Consult on new Professional Indemnity Insurance Rules, and introduce new rules and compliance mechanisms.	Registration, Regulation	May 2014 to September 2014	●		Consultation concluded in December 2014. Council agreement for new Rules on February 2015 agenda.