

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
2013-14**

Monitoring – January 2014

Legend

Status ● On track ● Minor delay ● Cancelled/postponed

Change since last update ↑ Positive ↓ Negative

GOsC BUSINESS PLAN 2013-2014

In December 2012 Council approved a new three-year Corporate Plan for the period 2013-16 based on three high-level 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.

The Corporate Plan can be found here: <http://www.osteopathy.org.uk/about/our-work/strategic-business-plans>

This document reflects the Business Plan 2013-2014 and reports progress on meeting the Corporate Plan objectives.

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					
Undertake four scheduled quality assurance reviews at OEIs (ESO, LSO, LCOM, Swansea) to ensure that standards are being maintained for graduating students. Undertake any unscheduled quality assurance reviews as necessary.	Professional Standards	All year	●		Three planned review specifications have been agreed and reviews are in the process of being scheduled. One unplanned review specification has been agreed and this review is in the process of being scheduled.
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 2013, January 2014	●		Ongoing.
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	October 2013	●		The Annual Reports were sent out in September 2013, and all were submitted by December 2013. Analysis is currently taking place and the annual report analysis will be considered by the ERSC in February 2014 and feedback provided to the OEIs shortly after this.
Collate and review Annual Report data; present to Education and Registration Standards Committee with recommendations for each OEI in terms of whether standards are being met and whether any	Professional Standards	May 2013	●		ERSC considered the analyses of all 2012 Annual Reports at its meeting on 14 May 2013. The extracts of good practice and

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potential issues have been identified, and disseminate good practice.					feedback from the reports have been sent out.
Review data collected from biannual QAA evaluation, identify and implement changes to continuously enhance quality assurance scheme.	Professional Standards	January 2014	●		The Evaluation Report was considered by ERSC in September 2013 along with and proposed actions were agreed.
Undertake major review of quality assurance process to ensure that it remains fit for purpose in terms of quality, effectiveness, and cost/resource efficiency and that it embodies the aims of 'right-touch regulation' and Higher Education Better Regulation Group on streamlining data resources.	Professional Standards	By January 2014	●		ERSC received an update of the themes from the information gathering exercise with stakeholders including other regulators, educational institutions and those involved in quality assurance in September 2013. They are due to approve the final consultation paper at their next meeting in February 2014.
Plan and implement quality assurance visitor appraisal and training to ensure that the visitors maintain the skills to evaluate whether standards are being met during quality assurance reviews.	Professional Standards	April and November 2013	●		Appraisal for the GOsC quality assurance visitors took place in June 2013.
Student fitness to practise					
Evaluate outcomes from professionalism in osteopathy project and identify key findings for incorporation into other workstreams, including guidance on pre-registration osteopathic education, continuing fitness to practise proposals and related activities.	Professional Standards	By September 2013	●		ERSC considered an initial evaluation in September 2013 and agreed actions to take.
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.	Professional Standards	All year	●		One of the OEIs which has progressed this work in a range of different health care professions presented at the GOsC/OEI Meeting on 11 September 2013 to share ideas and promote discussion in this area.

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					A good practice seminar about 'cultural change' took place on 19 November 2013 facilitated by external speakers from nursing and midwifery and osteopathy. Good practice was shared across and within the sector through consideration of case studies, group discussion and reflection. Feedback was very positive.
Guidance for osteopathic pre-registration education					
Develop draft guidance through Guidance for Osteopathic Pre-registration Education Working Group comprising patients, students, osteopaths and lay people.	Professional Standards	To December 2013	●		Guidance and key issues have been developed and shared with the ERSC, OEIs and the Working Group.
Identify key issues for discussion in group and inclusion in draft guidance (drawing on a variety of resources both within osteopathy and the wider healthcare environment) ensuring that osteopathic education continues to meet contemporary expectations of multi-professional healthcare.	Professional Standards	To December 2013	●		See above.
Devise a communication and consultation strategy to encourage a breadth and depth of responses.	Professional Standards, Communications	January-March 2014	●		The GOPRE Working Group considered an initial communication and consultation strategy on 11 September 2013 and this was agreed by the Education and Registration Standards Committee on 19 September 2013.
Approve and publish draft Guidance for Osteopathic Pre-registration Education and consultation questions.	Professional Standards	March 2014	●		The Council is being asked to consider and approve the Guidance at its January meeting because it is now ready for consultation ahead of the

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					original timetable thanks to the input from the working group.
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>The OEIs met on 7 May 2013 to discuss a range of issues including the Francis Inquiry and the impact for osteopathic education and the role of registration and non-practising status for tutors.</p> <p>Case studies relating to teaching faculty and culture change were shared at the GOsC Good practice meeting on 19 November 2013.</p> <p>The IJOM Editor and NCOR representatives have agreed to speak about educational research at a GOsC/OEI meeting during 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 practice in this area.	Professional Standards, Communications	All year	●		<p>A meeting was arranged with a patient and the Chair of COEI on 9 July 2013 to discuss support to the OEIs in this area. This topic has also been discussed within meetings with individual OEIs, sharing resources such as the GMC guidance in this area.</p>

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
Awareness of the register					
Equip and encourage osteopaths to promote public awareness of the Register and the standards of osteopathic practice (including development of new certification mark, public/patient information material).	Communications	Development Aug 2013 to Jan 2014.	●		Strategy paper developed and discussed with SMT, Summer 2013. Draft information leaflet, registration logo and public information poster developed, Sept 2013. Tested among lay/osteopath members of Council and profession, BOA, GOsC Patient Group, Sept-Oct 2013. Revisions retested Nov 2013. Development of software for issuing of 'bespoke' registration logos – Nov/Dec 2013. Final review by SMT, Jan 2014. Production Jan 2014. Launch/dissemination in conjunction with Feb-March 14 issue of <i>The Osteopath</i> .
Seek 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).	Communications	All year	●		Ongoing, including in Q3-Q4, Healthwatch England (Sept 2013), Local Healthwatch Sussex (Dec 14). Participation in Sixth Annual Scottish Regulation event, Nov 2013.
Undertake research into public/patient perceptions of osteopathic regulation to identify knowledge gaps and mechanisms to address deficiencies.	Communications	Development from Summer 2013	●		Strategy paper developed and shared with SMT, Managers across all Functions, lay members of Council, to identify what information is needed to inform current work. This has influenced our decision to move

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					away from original proposal to conduct one-off public survey in Autumn 2013, adopting instead a longer-term programme of research entailing focus groups to generate primarily qualitative (rather than quantitative) data. Reinforced by work with other established networks (eg Citizens' Advice, Healthwatch England, Great London Forum for Older People, to draw in wider patient perspectives. GOsC patient/public focus groups commissioned for February 2014.
Breach of title					
Investigate individuals identified or reported to us as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them, and prosecute those who ignore such letters.	Regulation	All year	●		Ongoing.
Monitor activity of individuals removed from the Register during 2013/14, identified in accordance with procedures agreed with Registration department (writing 'cease and desist' letters and prosecuting them as necessary, as described above).	Registration, Regulation	All year	●		Ongoing.
Devise and implement a communications programme to encourage registrants to report concerns about unregistered practice and to publicise Section 32 convictions.	Communications	From Dec 2013	●		Tie-in with 'promoting registration' campaign, Winter 2013-14, focussing on registrant media, and encouraging BOA collaboration. Theme of Feb 2014 Fitness to Practise e-bulletin.

Registration assessment					
Plan and organise GOsC registration assessors' 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	April and September 2013	●		Appraisals and training now completed.
Offer a return to practise 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 held ten return to practise interviews between April and December this year to support applicants back to practice. Three applicants did not require an interview before returning to practice. Two applicants are currently under consideration.
Recognition					
Continue to work towards the development of mutual recognition and information sharing with other regulators/competent authorities.	Communications	All year	●		Australian scheme has been published and promoted in <i>The Osteopath</i> .

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
Use the preparedness to practise research findings to support key projects including proposals for continuing fitness to practise and guidance for osteopathic pre-registration education.	Professional Standards	June-December 2013	●		The preparedness to practise findings are being fed into thinking about Guidance for Osteopathic Pre-registration Education and have been considered in the guidance and the key questions for consideration. The continuing fitness to practise proposals will also take account of the findings about the transition into practice

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					for newly qualified osteopaths.
Work in partnership with key stakeholders in osteopathy, including, the BOA, COEI, Osteopathic Alliance and regional groups to develop draft proposals to support transition into practice for newly qualified, newly registered osteopaths and also osteopaths moving into different roles.	Professional Standards, Chief Executive	April-December 2013	●		Project Initiation Document completed for project and funding bid being prepared. Discussion of outline proposal at November RCN meeting.
Subject to work outline above, facilitate consultation on proposals for supporting the transition into practice.	Professional Standards	Early 2014			This work is now being undertaken by the development group under the mentoring work stream.
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.	Communications	January-July 2014	●		Scheduled.

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 *Osteopathic Practice Standards*.

Activity	Lead	Timing	Status	Change	Comments
Publish independent evaluation and impact assessment of the GOSc revalidation pilot.	Professional Standards	April 2013	●		Completed
Publish consultation analysis of the CPD Discussion Document.	Professional Standards	April 2013	●		Completed
Undertake engagement with key stakeholders on emerging continuing fitness to practise proposals	Professional Standards	April-July 2013	●		Pre-framework engagement events took place in March and July 2013 with a good representation from osteopaths regionally and through key organisations and patients. We have also engaged with many other stakeholders (outlined in the October 2013 Council paper) before the Council decision to agree the draft framework in

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					October.
Devise a communication and consultation strategy to encourage a breadth and depth of responses to the continuing fitness to practise consultation.	Professional Standards, Communications	June-July 2013	●		The engagement strategy about how we could operationalise the draft framework has been developed and will be noted by Council in January 2014.
Approve and publish proposals for the regulation of continuing fitness to practise.	Professional Standards	Autumn 2013	●		Council agreed a draft framework at its October 2014 meeting allowing a period of time for detailed engagement and discussion with stakeholders ahead of a formal consultation in 2014.
Undertake consultation	Professional Standards, Communications	Winter/spring 2013-14	●		Informal discussions commenced in Autumn 2013 via the Regional Communication Network (meeting 22 Nov 2013). Programme of pathfinding work initiated with some volunteer regional groups. Meeting with the Department of Health scheduled for 15 January 2014. We are in the process of scheduling a meeting with the PSA to discuss our proposals with them directly.
Publish consultation analysis of the continuing fitness to practise consultation.	Professional Standards	March 2014			Council have received an update on engagement at its meeting in January 2014 and this will be ongoing to the next Business Plan.
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	●		Audits are on track. The ERSC will be receiving a report about the revised audits taking place at its meeting in February 2014.

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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	●		Folder audits are on track.
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	●		<p>An article about the findings of the 2012 CPD audit appeared in the June/July edition of <i>The Osteopath</i>.</p> <p>Good practice about CPD is being discussed with as part of our work with engagement on continuing fitness to practise through interactive workshops and detailed working and discussions with stakeholder.</p>

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
Manage the caseload to deal with cases in an efficient, effective, fair and timely way.	Regulation	All year	●		Ongoing.
Provide training as required to fitness to practise panellists, including panellists appointed in March 2013.	Regulation	New panellists: April-May 2013 Others: ongoing	●		Training for new panellists completed. PCC all members training day held on 15 November 2013.
Communicate the fitness to practise committees and others of case learning points and any fitness to practise bulletins issued by PSA, including arranging training if necessary.	Regulation	As required	●		Ongoing. PSA lawyer addressed PCC members at the all members training day on 15 November 2013.
Implement any changes to procedures recommended by PSA's initial stages audit, the Performance Review or other source.	Regulation	As required			As required.

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Continue research into parties' perceptions of fitness to practise processes and make adjustments as needed and report to Council.	Regulation	All year – report to Council March 2014	●		Ongoing.
Ensure that Council receives reports on activities of the Regulation department and its committees, and that outcomes from cases are fed into policy-making process.	Regulation	Report to Council every meeting	●		Ongoing. Draft dashboard reporting format discussed with Chair of Council in November. New dashboard to Council in January 2014..
Monitor pool and performance of legal assessors and recruit further assessors if required.	Regulation	Ongoing	●	↓	Recruitment anticipated in 2014-15.
Complete work required for reintroduction of Rule 8 PCC Rules (due for approval by Council in 2012-13) and monitor its implementation, reporting to Council on cases in which it has been used.	Regulation	Implementation from April 2013, monitoring June 2013-March 2014	●		Completed and published.
Complete analysis of consultation on <i>Indicative Sanctions Guidance</i> and <i>Conditions of Practice Guidance</i> to be used by the Professional Conduct Committee and present revised proposals to Osteopathic Practice Committee and Council.	Regulation	OPS – September 2013, Council October 2013	●		Completed and published.
Publish and implement new guidance	Regulation	October 2013	●		Completed and published.
Recruit new medical assessors, provide appropriate training and induction.	Regulation	October 2013	●		Recruitment completed. Training and induction to follow Council approval of appointments.
Review policy relating to publication of fitness to practise decisions and other matters.	Regulation	April – September 2013	●		Completed and published.

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
See 1.4 above	Professional Standards	As above	●		As 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
Publish new supplementary guidance <i>Obtaining consent – supplementary guidance for osteopaths</i> and supporting material (approval of guidance due in 2012-13).	Regulation, Professional Standards, Communications	April-September 2013	●		Completed and published.
Evaluate the effectiveness of the implementation strategy for the OPS for all stakeholders and identify further evaluation activities or further actions required to embed the OPS, to feed back into the other work of the GOSc.	Professional Standards	April-December 2013	●		Evaluation activities including audits have commenced. A report will be provided to the ERSC in February 2014.
Working in partnership with stakeholders, develop appropriate CPD resources through our online support pages to assist in embedding the OPS, drawing on the OPS evaluation strategy.	Professional Standards, Communications	All year	●		E-learning materials have been piloted with a small group of osteopaths and findings have been analysed. E-learning has now been published on the ● zone and feedback continues to be collected.
Develop and implement a communications and engagement programme to promote awareness of the core principles and values underpinning good osteopathic practice and high standards of professionalism (including any required response to the Francis Inquiry).	Communications	All year	●		Francis Inquiry features in June/July 13 and Feb/March 14 issues of <i>The Osteopath</i> . Also a core topic in individual meetings with all the OEIs during Summer and Autumn 2013. A GOSc/OEI meeting focussed on changing

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					culture and the Francis Inquiry with an external speaker from the Staffordshire University Faculty of Health and key witness to the Francis Inquiry.
Undertake research about the effectiveness of regulatory interventions (commissioning due in 2012-13).	Professional Standards, Communications	End date to be confirmed following tender	●		Research team appointed in July. Research commenced in August 2013 and is due to complete in December 2014. Osteopath participation promoted in Dec13/Jan14 issue of <i>The Osteopath</i> magazine.

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	●		'Promoting registration' campaign, launch Jan-Feb 14, will seek support from partner organisations to reinforce key messages. Collaborative work with NCOR, BOA on 'risk information repository' will provide patients with further sources of information re practice standards.
Work with osteopathic organisations to develop data collection, and clinical governance and quality improvement activities in osteopathy.	Chief Executive, Communications	All year	●		NCOR data collection projects underway. Collaboration with professional indemnity insurers, BOA, to collect/share data re claims and complaints.
Contribute to the work of the NCOR Management Board and Research Council.	Chief Executive Communications	All year	●		NCOR management Board met May 2013; Annual report published. Charitable status application being progressed.

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
Develop a joint plan to support capacity building of organisations and individuals for development of the profession independent of the regulator.	Chief Executive, Communications	All year	●		Osteopathic Development Group Project Initiation Documents completed for all projects and published on websites, highlighted in <i>The Osteopath</i> . Engagement with regional groups at November 2013 RCN meeting. Funding bids being prepared for some projects; others projects are being progressed.
Develop a joint plan to support and develop networks that encourage and facilitate mentoring, peer support and CPD activity.	Chief Executive, Professional Standards, Communications	December 2013	●		RCN meeting November 2013 considered ways in which regional groups could support continuing fitness to practise, and other ODG development projects. Pathfinder groups have been recruited to take forward continuing fitness to practise work.
Consider how any learning from our student professionalism project (see 1.1 above) can be incorporated into wider osteopathic practice.	Professional Standards, Communications	September 2013	●		A paper about this was considered by the ESRC on 19 September 2013. The wider implications will be considered at the next OPC meeting in February 2014.
Continue to support the development of pan-European osteopathic standards through working with the European Committee for Standardisation (CEN).	Communications	All year	●		Draft CEN standard was approved for consultation commencing 7 November 2013.

Contribute to the EFO/FORE Merger Working Group.	Communications	All year	●		Current indications suggest no further progress will be made in the near future.
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	●		Annual regulation forum took place in Austin, Texas, January 2014. WHO commissioned report on osteopathy completed.

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
Implement move to cloud computing while ensuring continued high standards of data security.	Chief Executive, Regulation, Finance, Registration	By September 2013	●		Cloud computing project was assessed against ICO standards and reviewed by Audit Committee. Wider review of information governance taking place.
Complete review of data retention policy.	Chief Executive, Regulation	April-September 2013	●		Paper to Council June 2013, implementation now underway.
Implement an internal audit programme – subject to agreement by Audit Committee – including a range of audit activity to be conducted over the lifespan of the 2013-16 Corporate Plan reporting findings and management responses to the Audit Committee.	Chief Executive, Finance	April 2013-March 2014	●		Audit Committee received interim report on data security in November.
Survey users of online renewal of registration system for feedback on functionality to identify potential changes to enhance service provided.	Registration, Communications	September 2013	●		● zone survey launched May 2013 and promoted in registrant media. ● zone user group recruited and consulted.

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Identify and implement enhancements to operational processes – particularly in relation to registration, finance and CPD – to improve GOsC customer service.	Registration, Finance, Professional Standards, Communications	April 2013-March 2014	●		New approach to providing feedback to osteopaths on CPD now being implemented. A report on progress will be considered by the OPC in February 2014. Customer service training undertaken by all staff.
Implement enhancements to the GOsC websites to improve access, navigability, and efficiency of our online services, based on survey feedback.	Communications	September 2013-March 2014	●		Website re-platforming project due for completion in March 2014.

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
Implement revised communications strategy to support changes in the Corporate Plan, including exploration and development of emerging digital media options, in response to survey feedback.	Communications	All year	●		<i>The Osteopath</i> was re-launched December/January 2013/14 issue. Registrant online discussion forum launched June 2013. Improved GOsC telephone routing system introduced April 2013. Customer service: 'recording interactions' – staff guidance introduced, and staff training ('good customer service'), Oct 2013.
Continue to recruit to the GOsC Patient Partnership Group, keeping members informed and engaged.	Communications	All year	●		Campaign undertaken during May-June 2013 to recruit members from under-represented areas within UK. Periodically repeated. Continually promoted via Facebook, Twitter. Dedicated newsletter published in July and December 2013 to improve level

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					and quality of engagement with members – positively received.
Ensure key areas of policy development – particularly continuing fitness to practise, transitions into practise and educational QA – are assessed at the outset to ascertain their PPI requirements and develop a PPI plan where appropriate.	Communications	All year	●		PPI representatives encouraged to feed into GOsC consultations on: obtaining consent supplementary guidance, consensual disposal under Rule 8, fitness to practise publication policy and notice of information for parties involved in fitness to practise hearings. Patient focus group event on 2 October to review range of fitness to practise issues. Patient feedback sought on early draft of NCOR-GOsC osteopathic risk patient information.
Identify opportunities for partnership working with advocacy organisations, voluntary, community and PPI bodies to build links with the wider public.	Communications	All year	●		Engagement with patient groups and healthcare related organisations to ensure input to current GOsC consultations (as above). Since June, collaboration with Healthwatch England and its network (e.g. Healthwatch East Sussex and Healthwatch City of London), Greater London Forum for Older People. Ongoing joint PPI work with UK health professional regulators to improve interface with UK systems regulators. Joint stand at Citizens Advice Bureau conference, 17-18 September, Warwick.
Provide GOsC representation at appropriate	Communications	All year	●		National Citizens Advice

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healthcare conferences/exhibitions across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.					conference exhibition (as above), in collaboration with partner health and social care regulators. GOsC involvement in development of agenda for the Annual Scotland Regulation Event, 27 November in Glasgow. GOsC parallel sessions on continuing fitness to practise and professionalism – positive feedback received.
Implement communications programme to support profession-wide engagement in the development of the profession.	Communications	All year	●		August 2013: GOsC and BOA meeting to explore regional support activity. November RCN meeting focus on role of regional communities in osteopathic development agenda.
Support the Regional Communications Network, promote local peer communities, and seek opportunities for direct engagement with regional osteopathic groups.	Communications	All year	●		GOsC support provided to facilitate establishment/promote awareness of new regional osteopathic groups. GOsC Chief Executive attendance at regional group meetings.
Improve the content and presentation of <i>The Osteopath</i> , in response to survey feedback.	Communications	April 2013-August 2013.	●		New design and production company formally appointed for <i>The Osteopath</i> September 2013. 'New look' magazine launched in Dec/Jan 2013-14.

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.

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Implement new committee structure and assess its efficiency and effectiveness.	Chief Executive	April 2013-March 2014	●		Ongoing.
Complete any appointments to the governance structure using the appointments procedure approved by PSA.	Chief Executive	April 2013	●		AC, IC and OPC recruitment completed. NI Council member interviews 23 January 2014.
Develop and implement a Corporate Social Responsibility policy.	Chief Executive	July 2013	●		Draft to Council in January 2014.
Monitor cross-departmental implementation of the GOsC Equality and Diversity Policy and implement any changes needed.	Chief Executive, Regulation	All year	●		Ongoing.
Prepare report on performance against PSA Standards of Good Regulation.	Chief Executive	October 2013-March 2014	●		Response submitted 2 December 2013. Review meeting due in February 2014.
Take necessary steps to address any issues arising from the annual PSA Performance Review.	Chief Executive	June-December 2013	●		Performance Review report published 27 June 2013. Report to Council October 2013.
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive	June 2013-September 2013	●		Completed.
Work with Department of Health on development of a new Constitution Order.	Chief Executive, Regulation	Contingent on DH	●	↓	This will not now take place in 2013-14.

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 FY2014-15.	Chief Executive, Finance	April-December 2013	●		Budget strategy paper to Council October 2013. Fee reductions to Council January 2014.
Undertake a review of procured services (items to be confirmed) to ensure cost effectiveness and efficiency.	Finance	All year	●		Auditor appointment to be considered agreed by Council October 2013. In January 2013, a number of external legal service providers

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					were invited to participate in a 12 month market testing exercise, with the possibility of extending the test period. Assessment criteria were established, an induction day was held with all providers and monitoring of the provider's handling of cases against these criteria is ongoing. An update will be provided to Council in January 2014.
Identify options for efficient use of the Osteopathy House asset.	Chief Executive, Finance	January 2014	●		Seminar discussion at Council June 2013. Charitable status paper to be considered at January 2014 meeting.

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	●		Ongoing.
Commence scoping study for transition to new rules.	Chief Executive, Regulation	Early 2014			Law Commission report due in February 2014.
Engage with the Department of Health consultation on Indemnity Arrangements for Regulated Healthcare Professionals and plan for the development, consultation and introduction of new Professional Indemnity Insurance Rules.	Chief Executive, Registration and Regulation	Contingent on Department of Health	●		Consultation concluded 24 January 2014.