

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

Draft

DRAFT

Annex A to Item 8

GOsC BUSINESS PLAN 2020-21

1. The General Osteopathic Council has agreed a Strategic Plan for 2019-2024 as an enabling document to provide the overarching approach that Council intends to follow. The Strategic Plan sets out the statutory context within which we operate, a vision statement and four goals for 2024. Further detail is provided below.

2. The statutory context of our operation is as follows:

- To protect, promote and maintain the health, safety and well-being of the public
- To promote and maintain public confidence in the profession of osteopathy
- To promote and maintain proper professional standards and conduct for members of the profession.

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

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

4. Our four goals for 2024 are:

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

5. Under each of these four goals we have provided more detailed activity which collectively articulates how the goal will be achieved in 2020-21. 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.

- We will continue to support and empower registrants to meet the requirements of the CPD scheme.
- We will evaluate CPD and Osteopathic Practice Standards (OPS) implementation data to inform our work.

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- We will continue to support research including into the concerns prevalent to osteopathic care.
- We will learn from our fitness to practise processes and consult on new guidance as appropriate.

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

- We will work with the education sector to identify challenges it might be facing.
- We will review our quality assurance method including completing the quality assurance tender process.
- We will continue to embed the OPS within education provision and within the student communities.

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

- We will work with patients, registrants and others to promote awareness and accessibility of the Register and the visibility of materials on our website.
- We will aim to increase the number of patients in the reference group including the diversity of patients.
- We will collect feedback from those involved in our fitness to practise process.
- As a charity, we will build closer links with our local community.

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

- We will comply with our statutory rules and legislation.
- We will enhance our approach to Equality and Diversity.
- We will develop our capacity for using data more effectively.
- We will utilise IT to streamline our processes and work.
- We will develop our approach to Corporate Social Responsibility.

6. To support the implementation of the Strategic Plan 2019-24, a set of operational documents have been developed which cover the following areas:

<ul style="list-style-type: none">• Professional Standards including development• Registration• Fitness to Practise• Governance• Engagement	<ul style="list-style-type: none">• Data management, including Equality, Diversity and Inclusion• Technology and Digital• Asset management• Corporate Social Responsibility• People management
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7. 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:

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

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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	Link to operational document
Continue to empower osteopaths to undertake the CPD scheme through a programme of ongoing supportive communication and engagement.	Professional Standards, Communications	Ongoing	Council, Policy Advisory Committee	Professional Standards including development, Engagement
Continue to support osteopathic stakeholders to support osteopaths to undertake the CPD scheme including peer discussion review.	Professional Standards, Communications	From April 2020	Council, Policy Advisory Committee	Professional Standards including development
Work with the profession and with others to increase the resources and support to osteopaths to undertake peer discussion review.	Professional Standards, Communications	October 2020	Council, Policy Advisory Committee	Professional Standards including development
Collect, analyse and report on data about activities undertaken by registrants in their CPD cycle and provide feedback to registrants and update materials/advice as necessary.	Registration, Professional Standards, Communications	From December 2020	Council, Policy Advisory Committee	Professional Standards including development, Registration, Engagement
Begin verification and assurance activity for osteopaths who have completed year 2 of their first CPD cycle.	Registration	January 2021	Council, Policy Advisory Committee	Registration
Update and review CPD equality impact assessment through the implementation period.	Professional Standards	All year	Council, Policy Advisory Committee	Data including Equality, Diversity and Inclusion

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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	Link to operational document
Undertake ongoing communications and engagement with all stakeholders towards the embodiment of the OPS.	Professional Standards, Communications	Ongoing	Council, Policy Advisory Committee	Professional Standards including development
Continue to explore need for guidance or resources to support osteopaths engaged in adjunctive/complementary therapies to understand the application of the Osteopathic Practice Standards.	Regulation, Professional Standards	July 2020	Council, Policy Advisory Committee	Fitness to Practise
Analyse and report on the ongoing implementation and evaluation of the CPD scheme and the Osteopathic Practice Standards.	Professional Standards, Communications, Registration	All year	Council, Policy Advisory Committee	Professional Standards including development, Registration
Continue to develop diverse and accessible learning resources as required.	Professional Standards, Communications	All year	Council, Policy Advisory Committee	Professional Standards including development
Support new graduates making the transition into practice through better understanding of the barriers and enablers to building communities and consideration of next steps.	Professional Standards, Registration, Communications	From April 2020	Council, Policy Advisory Committee	Professional Standards including development, Registration, Engagement
Continue to work collaboratively with the Osteopathic Development Group on initiatives that enhance patient safety and/or quality of patient care.	Acting Chief Executive and Registrar, Professional Standards, Communications	All year	Council, Policy Advisory Committee	Professional Standards including development

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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	Link to operational document
Continue to foster sustainable professional networks and learning communities that support professional development and minimise practitioner isolation.	Professional Standards, Communications	All year	Council, Policy Advisory Committee	Professional Standards including development, Engagement
Continuing to support the National Council for Osteopathic Research to increase research awareness and research activity to inform practice and patient care.	Acting Chief Executive and Registrar, Professional Standards, Communications	All year	Council, Policy Advisory Committee	Professional Standards including development
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.	Acting Chief Executive and Registrar, Professional Standards, Regulation	All year	Council, Policy Advisory Committee	Professional Standards including development
To consider the prevalence of concerns and any implications for the sector connected to patient safety and the quality of patient care.	Acting Chief Executive and Registrar, Professional Standards, Regulation, Communications	October 2020	Policy Advisory Committee	Professional Standard including development
To review and develop an updated data collection method to enhance consistency, validity and reliability of data collection for the prevalence of concerns report.	Professional Standards, Regulation	October 2020	Policy Advisory Committee	Professional Standard including development
Publish and disseminate findings from McGivern research 2020.	Professional Standards, Communications	July 2020	Council, Policy Advisory Committee	Professional Standards including development

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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	Link to operational document
Consider findings from McGivern research 2020 and identify next steps.	Professional Standards	January 2021	Council, Policy Advisory Committee	Professional Standards including development
Collect, analyse and report on generic learning points from fitness to practise hearings and consider implications and next steps with all stakeholders.	Professional Standards, Regulation	All year	Council, Policy Advisory Committee	Fitness to Practise, Professional Standards including development
Undertake consultation on draft Guidance on Insurance Requirements for Osteopaths for Council approval and publication.	Regulation	May 2020	Council	Fitness to Practise
Continue to engage with the Department of Health and Social Care, the four UK governments, and other regulators on the reform of healthcare professional legislation.	Acting Chief Executive and Registrar	All year	Council	Engagement

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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	Link to operational document
Work with the Council of Osteopathic Educational Institutions to identify sector challenges and to support them with their own organisational development.	Professional Standards	All year	Council, Policy Advisory Committee	Professional Standards including development
Conclude tender to procure quality assurance services from 2020 to 2025.	Acting Chief Executive and Registrar, Professional Standards	July 2020	Policy Advisory Committee, Council	Professional Standards including development
Review current external quality assurance environment, with reference to the regulation of higher education in the four UK countries and the roles of other health professional regulators.	Professional Standards	March 2021	Policy Advisory Committee, Council	Professional Standards including development
Review levels of assurance provided by the existing quality assurance method and explore mechanisms for enhancing assurance and informing QA activities.	Professional Standards	March 2021	Policy Advisory Committee, Council	Professional Standards including development
Use findings of the review of the existing quality assurance method to update the risk-based approach to quality assurance strategy 2020 to 2025.	Professional Standards	March 2021	Policy Advisory Committee, Council	Professional Standards including development
Removal of RQ dates and publication of conditions and action plans for eligible osteopathic education providers.	Professional Standards	All year	Policy Advisory Committee, Council	Professional Standards including development
Continue to monitor and enhance the quality of osteopathic education.	Professional Standards	All year	Policy Advisory Committee, Council	Professional Standards including development
Publish consultation draft of Guidance for Osteopathic Pre-registration Education and Training (including Standards for Training).	Professional Standards	January 2021	Policy Advisory Committee, Council	Professional Standards including development

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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	Link to operational document
Publish consultation draft of updated Handbook (alongside updated GOPRE (including Standards for Training)).	Professional Standards	January 2021	Policy Advisory Committee, Council	Professional Standards including development
Publish and disseminate findings from public and patient involvement in osteopathic education.	Professional Standards, Communications	June 2020	Policy Advisory Committee, Council	Professional Standards including development
Work with educational providers, patients and others, to understand and develop further patient participation in education and training.	Professional Standards	June 2020 onwards	Policy Advisory Committee, Council	Professional Standards including development
Continue to embed OPS (2019) within educational provision and quality assurance framework.	Professional Standards	All year	Policy Advisory Committee, Council	Professional Standards including development
Continue to embed the OPS (2019) within the student community through our ongoing engagements with students at all stages of their training.	Registration, Professional Standards, Communications	From January 2020	Council	Registration, Engagement
Work with the Council of Osteopathic Educational Institutions and educational providers to support the development of osteopathic educators and education sector.	Professional Standards	March 2021	Policy Advisory Committee	Professional Standards including development
Identify any external issues relating to education and training that impact on current objectives and review plans accordingly.	Professional Standards	All year	Policy Advisory Committee, Council	Professional Standards including development

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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	Link to operational document
Continue to work with patients and others to identify, review and translate examples of osteopaths and other health professionals working with patients to inform interprofessional working and learning.	Professional Standards	From April 2020	Policy Advisory Committee	Professional Standards including development, Engagement
Work with patients to promote among osteopathic stakeholders the value of patient involvement in their own work and, encourage use of patient feedback to inform improvements in practice.	Communications, Professional Standards	All year	Council, Policy Advisory Committee	Professional Standards including development, Engagement
Work with patients, registrants and others to promote awareness, accessibility and usability of the Register, and to provide assurance about the Register and our registration processes.	Communications, Registration	March 2021	Council	Registration, Engagement
Increase the numbers within our patient and public reference group including the diversity of patients.	Professional Standards	October 2020	Policy Advisory Committee	Professional Standards including development
Contact Healthwatch Southwark to advertise for more osteopathic patients to get involved in our work.	Professional Standards	October 2020	Policy Advisory Committee	Professional Standards including development
Hold a training seminar for our patients to increase knowledge about who we are and what we do.	Professional Standards	October 2020	Policy Advisory Committee	Professional Standards including development
Continue to improve, modernise and promote coherence across our communications channels to ensure that they are accessible and engaging.	Communications	All year	Council	Engagement, Technology and Digital

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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	Link to operational document
Review visibility of information to support participants in hearings and publication of decisions.	Regulation, Communications	All year	Council	Fitness to Practise
Continue to collect witness feedback and arrange to evaluate this feedback to enhance our FtP processes.	Regulation	November 2020	Council	Fitness to Practise
Pilot tools to explore effective decision making and whether the tools provide ways of embedding standards in practice.	Professional Standards, Communications	All year	Policy Advisory Committee	Professional Standards including development
Work with educational providers to understand and develop best practice for the involvement of patients in osteopathic education.	Professional Standards	June 2021	Policy Advisory Committee	Professional Standards including development
Work with patients and osteopathic education providers to continue to support the further development of patient participation in education and training.	Professional Standards	October 2020	Policy Advisory Committee	Professional Standards including development
As a registered charity, develop greater links with our local community for example, via a work placement scheme.	CSR working group	All year	Council	Corporate Social Responsibility
Participate actively across the inter-regulatory forums to gather intelligence and build relationships to enhance our approach to regulation.	Acting Chief Executive and Registrar and all departments	All year	Council, Policy Advisory Committee	Governance

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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	Link to operational document
Ensure compliance with the Osteopaths Act 1993 and the underpinning Registration Rules.	Registration	All year	Council	Registration
Prepare an Annual Report on activities undertaken in year and submit to Parliament and publish; submit Annual Report to Charity Commission, plus inform registrants about the contents of the report.	Acting Chief Executive and Registrar, Communications	By end September 2020	Council, Audit Committee	Governance
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	Fitness to Practise
Develop expert witness competences working with other relevant bodies and stakeholders.	Regulation, Professional Standards	Ongoing	Council, Policy Advisory Committee	Fitness to Practise
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members.	Regulation	All year	Audit Committee	Fitness to Practise
Provide training as required to fitness to practise panellists, including supporting the induction and integration of new members through training in addition to separate annual training days for IC and PCC/HC members.	Regulation	All year	Council	Fitness to Practise
Update and review existing information and support to osteopaths under investigation in our FtP procedures to ensure alignment with the changes made to KPIs/targets.	Regulation	May 2020	Council	Fitness to Practise

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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	Link to operational document
Develop and consult on guidance for the PCC on questioning of witnesses.	Regulation	November 2020	Council, Policy Advisory Committee	Fitness to Practise
Update and consolidate the guidance to Screeners.	Regulation	July 2020	Council, Policy Advisory Committee	Fitness to Practise
Continue to explore a performance review scheme for legal assessors and expand the existing pool of legal assessors.	Regulation	January 2021	Council	Fitness to Practise
Consult on changes made to the PCC bank of conditions.	Regulation	September 2020	Council, Policy Advisory Committee	Fitness to Practise
Develop guidance for the PCC/HC and osteopaths on the approach to be taken at review hearings.	Regulation, Professional Standards	January 2021	Council, Policy Advisory Committee	Fitness to Practise
Explore the development of guidance related to individuals who have been suspended from the Register	Regulation, Professional Standards	October 2020	Policy Advisory Committee	Fitness to Practise
Identify any external issues relating to fitness to practise that impact on current objectives and amend plans accordingly.	Regulation	All year	Council	Fitness to Practise
Continue to review the international registration application pathways to ensure compliance with relevant legislation post the UK's EU-Exit and communicate changes to applicants and other interested stakeholders.	Registration, Professional Standards	All year	Council, Policy Advisory Committee	Registration

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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	Link to operational document
Ensure the quality of registration assessments, including engagement, training and appraisal of GOsC registration assessors and return to practice reviewers.	Professional Standards, Registration	All year	Council, Policy Advisory Committee	Registration
Seek feedback from those using or applying our registration processes (including registrants, registration applicants and registration assessors) in order to better understand their experiences and improve our registration system.	Registration, Professional Standards, Communications	All year	Council, Policy Advisory Committee	Registration
Monitor activity of individuals removed from the Register during 2019-20 and 2020-21, writing 'cease and desist' letters and prosecuting them as necessary, as described above.	Registration, Regulation	All year	Council	Registration
Ensure that the GOsC continues to meet its duties under the Equality Act.	Acting Chief Executive and Registrar	All year	Council	Data management, including Equality, Diversity and Inclusion
Undertake an Equality and Diversity audit to inform the development of actions we should take to further enhance our work in this area.	Acting Chief Executive and Registrar and all departments	April 2020 to December 2020	Council, Audit Committee	Data management, including Equality, Diversity and Inclusion
In-conjunction with our fellow healthcare regulators, attend London Pride 2020.	Acting Chief Executive and Registrar	June 2020	Council	Data management, including Equality, Diversity and Inclusion

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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	Link to operational document
Undertake a range of communication and engagement activities with a focus on diversity and inclusion.	Acting Chief Executive and Registrar, Communications and engagement	All year	Council	Data management, including Equality, Diversity and Inclusion
Conduct a recruitment campaign to appoint a permanent Chief Executive and Registrar.	HR	From April 2020	Council, Remuneration and Appointments Committee	People management
Commence and conclude a review of governance arrangements with the new Chair of Council.	Acting Chief Executive and Registrar	April 2020 to October 2020	Council	Governance
Support Council in implementing its ongoing development.	Acting Chief Executive and Registrar	All year	Council	Governance
Provide Council with the information needed to make appropriate resourcing decisions connected to the ongoing financial stability of the GOSC.	Acting Chief Executive and Registrar	All year	Council	Asset Management
Engage with the PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Acting Chief Executive and Registrar	All year	Council, Audit Committee	Governance
Monitor revisions to the Welsh Language Act and implement existing and potential new requirements as required.	Communications	All year	Council	Governance

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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	Link to operational document
Develop our capacity for enhanced research including data collection, analysis and insight.	Acting Chief Executive and Registrar and all departments	From May 2020	Council	Data management, including Equality, Diversity and Inclusion, Technology and Digital
Continue to review our approach to communication and engagement so we use resources effectively to listen, learn and respond to our stakeholders.	Acting Chief Executive and Registrar, Communications and engagement, Professional Standards, Regulation	July 2020	Council	Engagement
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Acting Chief Executive and Registrar	All year	Council, Remuneration and Appointments Committee	Governance, People Management
Provide induction and ongoing training for new and existing Council members and other non-executives.	Acting Chief Executive and Registrar	All year	Council	Governance
Present a business case to Council for investment in technology, specifically CRM, to ensure (a) GOsC better uses data and (b) for the introduction of more streamlined and cost-efficient processes.	IT	May 2020	Council	Technology and Digital, Asset Management, Data including Equality, Diversity and Inclusion, Registration
Implement IT proposals to enhance and streamline our work.	IT	From May 2020	Audit Committee	Technology and Digital, Data including

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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	Link to operational document
				Equality, Diversity and Inclusion
Ensure our systems continue to remain safe and secure and implement any arising actions.	IT	June 2020 to December 2020	Audit Committee	Technology and Digital
Develop GOsC approach to Corporate Social Responsibility (CSR) by benchmarking our work against other organisations.	Acting Chief Executive and Registrar, CSR working group	All year	Council, Audit Committee, Remuneration and Appointments Committee	Corporate Social Responsibility
Review and report on CSR activities undertaken and identify actions to enhance our work.	Acting Chief Executive and Registrar, CSR working group	All year	Council, Audit Committee, Remuneration and Appointments Committee	Corporate Social Responsibility