



Council
16 July 2016
Corporate Plan 2016-19 – Initial Scoping

Classification	Public
Purpose	For discussion
Issue	Initial consideration of the content of the 2016-19 Corporate Plan.
Recommendation	To consider the overall approach, themes and activities for the Corporate Plan 2016-19.
Financial and resourcing implications	Not considered at this stage.
Equality and diversity implications	Not considered at this stage.
Communications implications	Informal engagement with key stakeholders is envisaged at this stage, followed by consultation on the draft plan in November.
Annex	Corporate Plan 2013-16
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Background

1. The current Corporate Plan will come to an end in March 2016, thus a new three-year plan for 2016-19 is required.
2. Council held a strategy day on 15 April 2015 to consider the potential major themes for the Corporate Plan 2016-19. This had been preceded by a Senior Management Team away-day on 25 February 2015, which informed discussions.
3. This paper sets out for Council's consideration the Executive's thoughts on the initial scope for the Corporate Plan 2016-19 following these previous discussions.

Discussion

Strategy or plan?

4. It is normal for a corporate strategy to set at the outset some strategic objectives. However, arguably our strategic objectives should be those laid down for us by Parliament, rather than be of our own creation.
5. Our current statutory duty is set out in the Osteopaths Act 1993, which is to 'develop and regulate the profession of osteopathy' in order to ensure public protection.
6. The Health and Social Care (Safety and Quality) Act 2015 will, when it is enacted through regulations later this year, add the following objectives to the duty at paragraph 5 above:

'The over-arching objective of the General Council in exercising its functions is the protection of the public.

The pursuit by the General Council of its over-arching objective involves the pursuit of the following objectives:

- a. to protect, promote and maintain the health, safety and well-being of the public;
 - b. to promote and maintain public confidence in the profession of osteopathy; and
 - c. to promote and maintain proper professional standards and conduct for members of that profession.'
7. While our objectives should remain unchanged and much of our activity as a regulator is governed directly by our legislative framework, there is significant flexibility around the way we deliver our remit, alone and with others. Therefore, we need to frame operational objectives for our plan that reflect these statutory objectives and provide a suitable narrative of how we intend to meet them.

8. Therefore, at this point it might be more helpful to consider the broad themes and activities for the corporate plan and thereafter consider the precise number and wording of these operational objectives to create that narrative.
9. Alongside these objectives and activities there needs to be some means of measuring performance. This is considered in more detail below.

Developing our themes and activities

10. In the course of the current Plan period we have identified a number of key areas of work that will need to be further developed if we are to build on the work we have done in recent years. This includes:
 - a. Continued development of partnership working with osteopathic organisations and other key influencers
 - b. Using the findings of recent research to improve the development and implementation of standards
 - c. Improving our engagement with registrants to promote quality improvement in osteopathic healthcare
 - d. Making best use of evidence and data to develop a more risk-based approach to our regulatory and related activities
 - e. Continuing to improve operational effectiveness and efficiency.
11. These areas are reflected in an initial list of key themes and activities for incorporation in the draft Corporate Plan and are set out in the table below.

Theme	Activity
Processes	<ul style="list-style-type: none"> • Identify and implement quality and operational improvements in our fitness to practise rules and processes • Implement and embed in practice our new CPD scheme • Implement improvements to IT capacity with the aim of eliminating paper-based processes • Improve witness and registrant support in fitness to practise • Continue to identify value for money improvements • Develop and implement a new, improved education quality assurance process
Standards	<ul style="list-style-type: none"> • Identify any need for revisions to the <i>Osteopathic Practice Standards</i> and how they align with both patient and osteopathic values • Identify and implement new approaches to embedding the

	<p>OPS in practice</p> <ul style="list-style-type: none"> • Work in partnership with others to develop wider 'ownership' of high standards of practice and professionalism
Education	<ul style="list-style-type: none"> • Work with OEIs to promote high standards of professionalism at an undergraduate level • Work with COEI to support the development of the osteopathic education faculty • Work with COEI to identify, develop and promote best practice in osteopathic education
Quality	<ul style="list-style-type: none"> • Seek to improve the quality of osteopathic practice through the roll-out of the new CPD scheme • Work with the Institute of Osteopathy to develop a wider recognition of osteopathic standards and care among other healthcare professions and providers • Contribute to the continuing development of research capacity and understanding in the osteopathic profession • Support the development of mentoring for new and recent graduates
Engagement	<ul style="list-style-type: none"> • Develop and implement a more targeted approach to communication and engagement with registrants • Produce more targeted, practice relevant learning and guidance materials to support standards implementation and quality improvement • Promote the relevance of the Register and registration to patients and registrants • Work with osteopathic organisations to make the Register more meaningful to patients • Extend our reach with patients groups
Partnership	<ul style="list-style-type: none"> • Strengthen partnership working between GOsC and other osteopathic and patient organisations, and within the osteopathic profession • Support capacity building of institutions and organisations within the osteopathic profession • Support the development of leadership within the osteopathic profession
Governance	<ul style="list-style-type: none"> • Ensure the effective operation of Council following reconstitution on 1 April 2016 • Develop new advisory mechanisms to support policy

	development
Data	<ul style="list-style-type: none"> • Improve data collection, analysis and use to support policy and operational development, and engagement

12. This is a first iteration to obtain Council's feedback. In the current Plan, under the three high-level objectives we set out 14 goals and a further 57 discrete activities.
13. The table above contains 28 activities grouped under eight themes. As our thinking progresses, these themes may shrink and be combined into clearer operational objectives and goals; equally the activities may be combined and new ones included providing more granularity.

Measuring effectiveness

14. A critical area for this Corporate Plan must be how we measure our effectiveness as a regulator. For the current Corporate Plan we developed a set of key performance indicators (see page 10 of the Annex) and a balanced scorecard, the elements of which are set out at pages 11-12 of the Annex.
15. We aim to discuss our approach to measuring performance with Council and the Audit Committee in November and whether a similar approach should be taken in respect of the new Corporate Plan.
16. In doing so we will consider the range of data and indicators suggested by the Professional Standards Authority in their proposed revised Performance Review process.
17. An additional element might be to incorporate an overall performance objective which could link directly to the PSA Performance Review around the GOsC continuing to meet all of the PSA's standards of good regulation.
18. We also need to have a clear idea of 'what good looks like'; the outcome of regulation should not simply be a well-performing regulator, but demonstrable outcomes from the work that we do. This might mean considering some new ways of measuring success, for example, in terms of:
- a. The impact of the new CPD scheme on the practice of individuals, activities of groups and types of learning/development used
 - b. Registrant engagement with GOsC standards
 - c. Patient views of osteopaths and their regulation
 - d. Progress with various aspects of the Development Agenda, including the developing capacity of the various institutions within the profession.

19. These might suggest that the approach to measuring effectiveness should itself be constructed around the three new objectives at paragraph 6 of public protection, public confidence and maintaining standards.

Recommendation: to consider the overall approach, themes and activities for the Corporate Plan 2016-19.