

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2018 – March 2019**

Monitoring at 30 June 2018

GOsC BUSINESS PLAN 2018-2019

The General Osteopathic Council has agreed a corporate plan for 2016-2019 which commits to achieving the three strategic objectives set out below, over the three year period.

Strategic Objectives

1. To promote public and patient safety through patient-centred, 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, sets out progress against the Business Plan 2017-2018.

Legend

Status ● On track ● Minor delay ● Cancelled/postponed

Change ↑ Positive ↓ Negative

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

1.1 Continuing professional development					
Goal: to ensure that osteopaths keep their knowledge and skills up to date, and continually enhance and improve their practice					
Activity	Lead	Timing	Status	Change	Comments
Ensure that Council has appropriate oversight and scrutiny mechanisms of implementation of CPD scheme to provide assurance on effective implementation of the scheme (including monitoring of risk and finance) informed by stakeholder input.	Professional Standards	All year	●		Projects are progressing as planned and the SMT CPD Task Group established by Council continues to monitor progress for the start date of 1 October 2018. A full update report will be presented to Council in November.
Develop strategy for verification, assurance and compliance with CPD scheme including operational processes.	Professional Standards and Registration and Resources	October 2018	●		On track.
Review and update equality impact assessment as implementation is ongoing.	Professional Standards	All year	●		Ongoing.
Support and empower osteopaths to undertake aspects of the new CPD scheme through a programme of communication and engagement, and the development of new resources as required.	Professional Standards Communications	All year	●		Ongoing implementation of New CPD Comms and engagement strategy.
Further develop and implement communications strategy for engaging osteopaths to promote awareness of and help them prepare for the new CPD scheme and preparing CPD providers and other organisations to deliver it.	Professional Standards Communications	March 2019	●		Ongoing implementation of New CPD Comms and engagement strategy including development of 18 month engagement plan.
Begin first year phased evaluation of those who have commenced the first year of the CPD scheme identifying how they are getting on now that now they have started the scheme, what questions they	Professional Standards	March 2019	●		

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have and what resources they need to successfully complete.					
Publish new CPD Rules.	Professional Standards	May 2018	●		Completed.
Consult on final version of CPD Guidance and PDR Guidance following rules being finalised.	Professional Standards	February 2018	●		Completed. Council will consider the results of the consultation at its July meeting.
Publish final version of CPD Guidance and PDR Guidance.	Professional Standards Communications	July 2018	●		
Confirm and communicate start date for new CPD scheme for all osteopaths.	Registration and Resources and Communications	May 2018	●		Information about CPD start date included in renewal of registration documentation. General guidance included on our websites and our other owned channels.
Implement interactive, web-based infrastructure and annual registration renewal form and process to support the new CPD scheme ahead of implementation.	Communications Registration and Resources	October 2018	●		On track.
Complete audit of 20% of CPD Annual Summary Forms and 2% of CPD folders under old scheme to ensure registrants are meeting current standards.	Registration and Resources	All year	●		Ongoing.

1.2 Education and training					
Goal: to ensure that osteopathic education is of high quality and continues to evolve to reflect changes in education and healthcare					
Activity	Lead	Timing	Status	Change	Comments
Complete analysis and publish new Quality Assurance Guidance and begin implementation of process.	Professional Standards	July 2018	●		Ongoing. Updated Handbooks and guidance were considered by the Policy Advisory Committee in June.

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Publish risk based approach to publication of information following consultation	Professional Standards	July 2018	●		The responses to the consultation in this area have been considered by the Policy Advisory Committee and a seminar session is planned for their October meeting to consider and develop the findings further.
Recruit Education Visitors in conjunction with Quality Assurance Agency	Professional Standards	October 2018	●		Recruitment is underway and interviews take place on 19 July 2018.
Working with OEIs, support the further development of patient involvement in education and training e.g. curriculum, assessment and governance as well as patient feedback (thematic Review and Annual Report follow up)	Professional Standards	October 2018	●		A thematic review was considered by the osteopathic educational institutions in April and by the Policy Advisory Committee in June.
Identify and continue to share areas of good practice in osteopathic education and training.	Professional Standards	All year	●		Ongoing sharing of information reported in annual reports.
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance reviews (RQ reviews); agreeing changes to Annual Reports; collecting and analysing data and disseminating findings, feedback and good practice to the sector; monitoring action plans, conditions and requirements.	Professional Standards	All year	●		Ongoing.
Further develop and publish proposals for risk based quality and effective approach to quality assurance.	Professional Standards	November 2018	●		Ongoing.
Commence re-tendering QA contract.	Professional Standards	November 2018	●		The draft timetable has been considered by the Policy Advisory Committee and is due to be considered by Council in July.

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Work with OEIs and COEI to develop faculty of educators.	Professional Standards	All year	●		Educator workshop held on 30 April 2018 showed that there was appetite for forums supporting staff from different osteopathic educational institutions to connect.
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards	All year	●		
Conduct annual programme of on-campus GOsC presentations to osteopathic students to support training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Professional Standards Communications Registration	All year	●		Student presentations are ongoing.
Carry out strategic review of communications and engagement with students.	Communications Registration Professional Standards	October 2018	●		
Identify any external issues relating to education and training that impact on current objectives and amend plans accordingly.	Professional Standards	All year	●		

1.3 Fitness to practise					
Goal: to ensure patient safety by taking effective, timely and proportionate action on complaints about osteopaths					
Activity	Lead	Timing	Status	Change	Comments
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	●		Ongoing.
Continue to monitor and further develop, the Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	●		
Continue to hold regular determination review group meetings (with inter regulatory participation) to review final outcomes from PCC decisions.	Regulation	All year	●		A DRG meeting has been scheduled to take place in October 2018.

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Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year	●		Ongoing.
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year	●		Performance review report expected autumn 2018.
Develop separate guidance on Professional Indemnity Insurance for use by Fitness to Practise Committees	Regulation	tbc	●		
Conclude consultation on draft Investigating Committee decision making guidance and publish new guidance.	Regulation	May 2018	●		A three month consultation on the draft IC guidance concluded on 15 May 2018. The draft guidance is due to be presented to Council in July 2018
Undertake a comprehensive review of existing published fitness to practise KPI's and internal timescales and how we measure them and implement changes in light of the threshold criteria, initial closure procedure and practice note on standard case directions. .	Regulation	July 2018	●		
Expand pool of expert witnesses acting in fitness to practise cases by appointing and training additional osteopaths.	Regulation	October 2018	●		
Develop and consult on a Rule 19 procedure and Practice Note.	Regulation Communications	July 2018	●		A draft was presented to the PAC in June 2018. Further pre consultation work is currently being undertaken with a consultation now scheduled post-November Council decision.
Evaluate the effectiveness of the existing PCC bank of conditions and consult on changes where appropriate.	Regulation	March 2019	●		

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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	●		Induction training for new PCC members took place on 9 May 2018. The IC all members training day took place on 28 June 2018.
Identify any external issues relating to fitness to practise that impact on current objectives and amend plans accordingly.	Regulation	All year	●		Ongoing.

1.4 Registration					
Goal: to ensure that only those eligible to do so practise as osteopaths in the UK and to increase understanding, awareness and use of the register					
Activity	Lead	Timing	Status	Change	Comments
Identify any significant registration-related issues arising from Brexit and seek to ensure effective working relationships with relevant European bodies through transition period	Chief Executive Registration	All year	●		
Ensure compliance with the Osteopaths Act 1993, the underpinning Registration Rules and appropriate EU Directives and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year	●		
Develop policy options in relation to progression of mutual recognition	Professional Standards and Registration and Resources	October 2018	●		
Engage with registration assessors to explore options for improved, fit for purpose, robust but accessible registration assessment processes for all applicants based on revised Osteopathic Practice Standards	Professional Standards and Registration and Resources	October 2018	●		Ongoing – a series of online workshops are underway and face to face training and engagement is planned for October.
Conclude consultation on registration assessments fees	Professional Standards and Registration and	May 2018	●		Council approved recommendations at the May 2018 Council meeting.

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	Resources				
Develop options for registration assessments and return to practice process	Professional Standards and Registration and Resources	October 2018	●		Ongoing.
Consult on revised registration assessment and return to practice process	Professional Standards and Registration and Resources	January 2019	●		
Ensure the quality of registration assessments, including the training and appraisal of GOsC registration assessors and return to practice reviewers, moderation meeting facilitation and regular communications and evaluation.	Professional Standards, Registration and Resources	All year	●		Ongoing.
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 and Resources, Professional Standards Communications	All year	●		Ongoing.
Continue to establish a network of contacts with peers in other regulatory bodies and similar organisations to share experiences and best practice.	Registration and Resources	All year	●		Director of Registration and Resources has become the lead for the inter-regulatory registration forum.
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year	●		Proactive communication through The Osteopath magazine and the ebulletin, plus improved promotion on the ● zone has led to an increase in demand for the Registration Marks.
Investigate individuals identified or reported to GOsC as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them,	Regulation	All year	●		Ongoing.

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and prosecute those who ignore such letters.					
Monitor activity of individuals removed from the Register during 2017-18 and 2018-19, 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.
Identify any external issues relating to regulation that impact on current objectives and amend plans accordingly.	Professional Standards Registration	All year	●		

1.5 Patient involvement and engagement					
Goal: to put patients, patient-centred regulation and patient-centred healthcare at the heart of our work					
Activity	Lead	Timing	Status	Change	Comments
Assess all key GOsC policy development and processes at the outset to ascertain patient and public involvement requirements, and develop/implement an appropriate engagement plan.	Communications	All year	●		Ongoing.
Continue to seek input to policy development and projects from the GOsC Patient Partnership Group, refreshing and promoting membership and keeping members informed and engaged.	Communications	All year	●		Plans are being developed to proactively recruit to this group
Expand opportunity and options for patients, the public and other interested parties to input into GOsC work, including strengthening partnerships with patient representative groups across the UK.	Communications	All year	●		
Collaborate with other health regulators to increase the quality and scope of GOsC public engagement.	Communications	All year	●		Work is ongoing with the GDC on the values project.
Promote among osteopathic stakeholders the value of patient involvement in their own work and, encourage use of patient feedback to inform	Communications	All year	●		Seeking patient feedback is being promoted through for example articles in The

<p>improvements in practice and training (see also CPD and education and training above).</p>					<p>Osteopath and on the CPD microsite as key activities within the new CPD scheme. The patient feedback workbook has been shared for feedback with the CPD Partnership group involving patients and osteopathic stakeholders. It is also being tested with groups of osteopaths as part of our online workshops. Also, again, the values project – engaging in and reporting on that promotes the importance of patient involvement.</p>
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2. To encourage and facilitate continuous improvement in the quality of osteopathic healthcare

2.1 Standards and professionalism					
Goal: to promote high standards of practice and professionalism in the osteopathic profession					
Activity	Lead	Timing	Status	Change	Comments
<p>Publish Osteopathic Practice Standards (includes promote and distribute)</p>	<p>Professional Standards Communications</p>	<p>June 2018 online. September print</p>	<p>●</p>		<p>OPS document has been externally proofread and suggestions are being considered. Document will be published in July. Implementation plans in place.</p>
<p>Publish and launch online digital version of the Osteopathic Practice Standards with a focus on usability</p>	<p>Communications</p>	<p>October 2018</p>	<p>●</p>		<p>Designs being finalised. Structure has been developed. Site currently being built.</p>
<p>Develop strategy to implement Osteopathic Practice Standards including analysis, impact and</p>	<p>Professional Standards</p>	<p>May 2018</p>	<p>●</p>		<p>This was considered by the Policy Advisory Committee in</p>

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implementation for all regulatory objectives and functions and including key stakeholder organisations					June and is being considered by the Council in July.
Develop and implement strategy to raise awareness, understanding and usage of the Osteopathic Practice Standards for osteopaths prior to implementation in October 2019.	Professional Standards Communications	March 2019	●		Paper discussed at June PAC and is on the agenda at July Council.
Continue to develop work in relation to values of patients and practitioners, using co-production, to support effective decision making to support regulatory objectives.	Professional Standards	All year	●		Ongoing – a series of tools have been developed ahead of feasibility testing.
Evaluate impact of literature review on boundaries and functions and consider need to commission substantive research questions informed by that.	Professional Standards	July 2018	●		Ongoing – this was considered by the Policy Advisory Committee in June.
Developing learning resources to help support osteopaths to implement the standards in practice	Professional Standards Communications	All year	●		Ongoing.
Update and review equality impact assessment through the implementation period.	Professional Standards	All year	●		Ongoing.
Develop and agree strategy for evaluating impact of the OPS implementation	Professional Standards	March 2019	●		

2.2 Capacity building					
Goal: to ensure that the osteopathic profession continues to develop its capacity to improve patient experience and high quality care					
Activity	Lead	Timing	Status	Change	Comments
Provide communications support for the Osteopathic Development Group programme to encourage awareness of and engagement in ODG projects to support the development of the profession.	Communications	All year	●		Working with the iO to develop an ODG Communications Group. We also assisted with promotion of ODG projects through The Osteopath and ebulletins.
Continue to provide support for Osteopathic	Chief Executive	All year	●		Leadership – 2018 programme

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<p>Development Group projects including:</p> <ul style="list-style-type: none"> • Leadership – support the delivery of the ODG’s leadership development activities. • Service Standards – work with the Institute of Osteopathy on the implementation of the Patient Charter and Service Standards. • Mentoring – support the implementation of a profession-wide mentoring programme for recent graduates. • Accredited practice – support the development and implementation of the ODG’s accredited practice programme for paediatric osteopathy. 	<p>Communications Professional Standards</p>				<p>currently recruiting. Mentoring – updated mentoring toolkit published and being distributed to all new graduates. Accredited practice – consultation report being considered by ODG Board July 2018.</p>
<p>Develop a strategy for fostering sustainable professional networks and learning communities that support professional development and minimise practitioner isolation.</p>	<p>Professional Standards, Communications</p>	<p>All year</p>	<p>●</p>		<p>Encouraging networks is important strand of the New CPD Comms and Engagement Strategy. We are encouraging new groups, promoting the support we can offer to help establish them through ebulletins, social media, The Osteopath and sharing stories of groups that have already used our resources to set up groups.</p>
<p>Continue to work with the Council of Osteopathic Educational Institutions to support their proposals to develop the organisation to better meet the needs of the sector.</p>	<p>Professional Standards Chief Executive</p>	<p>March 2019</p>	<p>●</p>		<p>Waiting on COEI to further develop proposals and recruit staff member.</p>
<p>Work with Osteopathic Development Group to evaluate progress with its activities to inform future support from the GOsC in the 2019-22 Corporate Strategy.</p>	<p>Chief Executive Professional Standards</p>	<p>October 2018</p>	<p>●</p>		<p>Survey of ODG participants due to be considered at ODG Board July 2018.</p>

2.3 Research, practice and regulation					
Goal: to use evidence from data collection, risk analysis and research to inform the development of osteopathic regulation and practice					
Activity	Lead	Timing	Status	Change	Comments
Engage with the Professional Indemnity Insurance Providers and the professional association to review 2016 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2017.	Regulation Chief Executive	All year	●		Concerns and complaints report being compiled by NCOR.
Continue to support the National Council of Osteopathic Research and promote its activities as a means to increase research awareness and research activity within the osteopathic profession.	Chief Executive Communications	All year	●		Ongoing. Includes regular features in The Osteopath and updates in the ebulletin (eg NCOR's Snapshot Summaries was popular ebulletin content).
Scope development of research to evaluate impact of research exploring and explaining the dynamics of osteopathic regulation, professionalism and compliance with standards in practice, identifying further lessons to learn as new CPD scheme and other regulatory activities are implemented.	Professional Standards Chief Executive	March 2019	●		

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

3.1 Service quality and engagement					
Goal: to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders					
Activity	Lead	Timing	Status	Change	Comments
Monitor revisions to the Welsh Language Act and implement existing and potential new requirements as required.	Communications Chief Executive	All year	●		Awaiting updated Welsh language legislation. Annual Report to Council July 2018. Statutory Annual Monitoring

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					Report to go to Welsh Language Commissioner by end September 2018.
Review feedback arising from GOsC stakeholder surveys in 2017-18, identifying and implementing improvements, and adjusting GOsC communications and engagement mechanisms and strategies.	Communications	All year	●		Insight gathered in 2017/18 and continuing through wide variety of methods/channels including eg website usability testing; increased use of event feedback forms; increased use of analytics (ebulletin, websites, etc); The Osteopath readers' survey (we additionally asked about other GOsC comms); annual CPD survey (included a communications section). Some changes already implemented and improvements continuing eg timing of ebulletin and website changes, etc.
Develop new three-year Communications and Engagement Strategy.	Communications	January 2019	●		
Ensure high quality consultation and engagement on policy and operational developments, including involvement of the GOsC Patient Partnership Group.	Communications	All year	●		Ongoing.
Continue to support regular engagement activities and events including: <ul style="list-style-type: none"> • Providing support for regional groups • Meetings with osteopathic educational institutions • Ongoing work with faculty in osteopathic educational institutions • The work of the Osteopathic Development Group 	Communications Chief Executive Professional Standards	All year	●		Ongoing.

<ul style="list-style-type: none"> • A programme of visits to local osteopathic groups • A programme of visits to advanced practice osteopathic groups and CPD providers • Assisting the development of networks of osteopaths • Meeting with insurance providers and legal defence organisations • Attendance at appropriate healthcare events across the UK to promote awareness of osteopathic regulation, registration and practice standards • Engagement around provision of resources and guidance and professional development 					
<p>Continue to provide high quality information to support registrants' engagement with the GOsC including through:</p> <ul style="list-style-type: none"> • Publication of The Osteopath magazine • Regular ebulletins and fitness to practise updates • Improving websites and web content • Use of social media. 	Communications Regulation	All year	●		Regular issues of The Osteopath (six times a year). Successful retender exercise completed with new provider's first issue to be published in September. Monthly news ebulletins, regular social media and website updates. Updates and usability work to improve the main website, the ● zone and the OPS and CPD microsites ongoing based on user need.

3.2 Economy, efficiency and effectiveness					
Goal: to operate efficient, economic and effective operational systems and processes					
Activity	Lead	Timing	Status	Change	Comments
Implement the activities from the IT Strategy and work plan	Registration and Resources	All year	●		IT project to move to hybrid-cloud solution approved by

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					Council in May 2018. Project ongoing.
Continue to develop the Integra system to increase its functionality and usability across the organisation	Registration and Resources	All year	●		
Continue to identify any opportunities for joint working with other regulators and provide advice to Council on governance of any joint activities	Chief Executive	All year	●		
Undertake review of HR policies including reward strategy	Chief Executive	All year	●		Initial discussion at RaAC March 2018 further report October 2018.
Use insight gathered from engagement activities to support ongoing evaluation of the impact of our activities	Communications	All year	●		Ongoing.

3.3 Governance					
Goal: to operate with high standards of corporate governance and respond effectively to changes in the external environment					
Activity	Lead	Timing	Status	Change	Comments
Provide regular reports to Council on progress against the business plan, and on financial, asset and risk management.	Chief Executive	All year	●		Ongoing.
Support Council in implementing its ongoing development	Chief Executive	All year	●		Ongoing.
Review Scheme of Delegation	Chief Executive	May 2018	●		Council reviewed at May 2018 meeting, updated Governance Handbook, November 2019.
Develop a new Corporate Strategy for 2019-22.	Chief Executive	January 2019	●		SMT awayday July 2018 to inform Council Strategy day September 2018.
Ensure that the GOsC continues to meet its duties under the Equality Act, including reviewing the current Equality and Diversity Policy.	Chief Executive	May 2018 and all year	●		New policy agreed by Council in May 2018.
Ensure readiness for and ongoing compliance with	Chief Executive	All year	●		Action plan developed. Major

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the General Data Protection Regulation					actions completed by May 2018. Ongoing implementation and reporting to Audit Committee.
Engage with the PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive,	All year	●		Initial audit report received. Final Performance Review expected in Autumn.
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year	●		Planning commenced for IC Chair recruitment.
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	●		
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive, Registration and Resources, Communications	June to September 2018	●		Annual Report to be approved by Council July 2018.
Comply with Charity Commission reporting requirements	Chief Executive	All year	●		See above.
Continue to engage with the Department of Health and other regulators on the reform of healthcare professional legislation.	Chief Executive	All year	●		Ongoing.