

GENERAL OSTEOPATHIC COUNCIL

Business Plan

April 2022 - March 2023

Annex A to Item 7

GOsC BUSINESS PLAN 2022-23

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

Legend

Status ■ On track ■ Delayed ■ Cancelled/postponed

Change ↑ Positive ↓ Negative

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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	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
New activities introduced in 2022-23						
Develop resources, support and guidance to apply the Osteopathic Practice Standards to real life situations, to develop professional judgement, and decision making by publishing reports, case studies, guidance and ongoing engagement with osteopaths.	Professional Standards and Communications	All year	■	Resources developed and sessions on professional judgement being piloted at iO Roadshows and in regional groups.		
Develop and promote resources and/or supplementary guidance about social media to support the implementation of the Osteopathic Practice Standards.	Professional Standards and Communications	December 2022	■			
Develop and promote resources and/or guidance about professional boundaries to support the implementation of the Osteopathic Practice Standards.	Professional Standards and Communications	All year	■	Ongoing series of resources published and promoted. Thematic Review on Boundaries agreed for publication and dissemination by Council in May		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				2022. Publication imminent and agreement to dissemination in discussion.		
Ongoing business						
Engage with, and listen to, our stakeholders, before analysing and responding to their feedback across the full range of our work.	Professional Standards, Communication, Regulation, Registration	All year	■	Stakeholder Insight and Engagement Grid reviewed monthly at SMT.		
Develop support and guidance for osteopaths to enhance their understanding of government guidance and its application to the Osteopathic Practice Standards and infection control in the context of osteopathic practice.	Professional Standards and Communications	All year	■	Ongoing – regular updates of infection control guidance		
Conclude consultation and agree to publish Guidance for Adjunctive Therapies and associated case studies.	Professional Standards, Regulation and Communications	July 2022	■	Considered by PEC in June and on the July Council agenda for publication.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Publish and actively promote Guidance on Adjunctive Therapies and associated case studies.	Professional Standards, Regulation and Communications	September 2022	■			
Support new graduates (UK and Internationally qualified) making the transition into practice through better understanding of the barriers and enablers to building communities, including the development of appropriate resources.	Communications, Professional Standards, Registration	All year	■	Combined project team set up to scope out evidence sources and analyse these.		
Continue to work collaboratively with the Osteopathic Development Group on initiatives that enhance patient safety and/or quality of patient care.	Chief Executive and Registrar, Professional Standards, Communications	All year	■	Ongoing		
Continue to support the National Council for Osteopathic Research to increase research awareness and research activity to inform practice and patient care.	Chief Executive and Registrar, Professional Standards, Communications	All year	■	Ongoing awareness raised of PROMs, UrGEnT research. Ongoing updates about work to PEC.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
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.	Chief Executive and Registrar, Professional Standards, Regulation, Communications	April 2022 - December 2022	■	NCOR report due for October PEC. Meeting being set up after this to consider report and consider implications and next steps for insurers and providers.		
Consider the prevalence of concerns, and information from fitness to practise and any implications for the sector connected to patient safety and the quality of patient care.	Chief Executive and Registrar, Professional Standards, Regulation, Communications	October 2022	■	NCOR Report awaited. Data from all parties has been submitted and is being analysed.		
Promote registrants' wellbeing in order to support osteopaths to deliver high-quality patient care.	Chief Executive, Professional Standards, Communications	All year	■	Ongoing – We are promoting the Independent Support Service as a service to support all osteopaths. Further work is being scoped by		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				an external consultant.		
Continue to collect and report on osteopaths' experiences of completion of the CPD scheme to inform ongoing communications and support.	Professional Standards, Communications and Registration	All year	■	Ongoing. A number of interviews have been completed and are being analysed to inform the CPD Evaluation work for 22/23.		
Continue to empower osteopaths to undertake the CPD scheme through ongoing supportive communication with a particular focus on the peer discussion review.	Communications and Professional Standards and Registration	All year	■	Ongoing. The CPD website is being reviewed and restructured and ongoing promotion of resources. The completing your CPD web page has been updated to respond to queries from osteopaths.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Continue to foster sustainable professional networks and learning communities that support professional development and minimise practitioner isolation and collaborate and engage with osteopathic groups to understand their needs and respond accordingly.	Professional Standards and Communications	All year	■	Ongoing – we have sessions planned with Norfolk Osteopaths and the Northern Ireland osteopaths. As part of the iO roadshows we are seeing osteopaths in Wales, Scotland and Leeds. There is ongoing contact and discussion with regional groups to support engagement and deliver needs.		
Collect, analyse and report on data about activities undertaken by registrants in their CPD cycle and take appropriate actions based on the evidence including ongoing updating of equality impact assessment.	Registration, Professional Standards, Communications	All year	■	Ongoing with periodic reports to Council.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Continue verification and assurance activity based on declarations made by osteopaths when renewing their registration annually and report on, and use findings, to seek drive up performance.	Registration, Communications	All year	■	Checks continuing with very limited issues around non-compliance emerging.		

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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	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
New activities introduced in 2022-23						
Implement and evaluate revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards and Communications	September 2022 - March 2023	■	Standards for Education and Training and Graduate Outcomes for Osteopathic Pre-registration Education were agreed for publication in May. Design and publication processes are underway.		
Publish consultation on draft of updated Handbook (incorporating finalised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education).	Professional Standards, Communications	July 2022	■	This was agreed by PEC in June and consultation is planned for the later in the year.	This work is likely to take place over autumn 2022.	
Publish finalised Quality Assurance Handbook.	Professional Standards, Communications	November 2022	■			

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Develop and consult on updated Student Fitness to Practise and Health and Disability Guidance for Students and Osteopathic Educational Institutions.	Professional Standards, Communications	September 2022 - March 2023	■			
Explore the implementation of the principles of consent in the student environment and consider whether additional guidance and resources are necessary to support the implementation of the Osteopathic Practice Standards.	Professional Standards	October 2022	■	Ongoing – work is commissioned and underway collaboratively the OEIs following a scoping workshop earlier in 2022.		
Ongoing activities						
Continue to work with the Council of Osteopathic Educational Institutions to facilitate strategic thinking and development in order to ensure that the sector works together coherently, collegiately and collaboratively with a particular focus on the educators.	Professional Standards	All year	■	Ongoing. Meeting took place in May 2022 to scope out the development of quality assurance activities including the annual report		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				submission and ongoing programme of sharing and learning from good practice in a collaborative and partnership way.		
Conclude consultation analysis and agree revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards	May 2022	■	Completed.		
Publish and disseminate revised Standards for Education and Training and Outcomes for Pre-registration Osteopathic Education.	Professional Standards and Communications	July 2022	■	Ongoing.	This work is likely to take place over autumn 2022.	
Use findings of the review of the existing quality assurance method to update the risk-based approach to quality assurance strategy 2020 to 2025. Agree and implement risk framework.	Professional Standards	November 2022	■	Workshops took place in January and March 2022. Analysis is underway ahead of PEC in October.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Removal of RQ dates and publication of conditions and publication of action plans for eligible osteopathic education providers.	Professional Standards	All year	■	Ongoing		
Continue to monitor and enhance the quality of osteopathic education including: annual reports, management of concerns and dissemination of good practice and providing advice to Council about recognised qualifications in accordance with the Osteopaths Act 1993.	Professional Standards	All year	■	Ongoing		
Increase diversity of Education Visitor Pool through the use of accessible support, recruitment, training and appraisal of Visitors.	Professional Standards, Communications	All year	■	Ongoing – report provided to PEC in June about widening the pool.		
Work with patients, educational providers and others to understand and develop good practice for the involvement of patients in osteopathic education and training.	Professional Standards	All year	■	Ongoing – interviews have been completed with OEIs and a report and good practice seminar is planned later in 2022.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Continue to embed OPS (2019) within educational provision and quality assurance framework.	Professional Standards	All year	■	Ongoing – among other things, the implementation of the Standards for Education and Training and the Graduate Outcomes for Pre-registration Education and a series of good practice seminars will support an ongoing focus on the OPS in education.		
Continue to embed the OPS (2019) within the student community through our ongoing engagement with students at all stages of their training.	Registration, Professional Standards, Communications	All year	■	Ongoing – are we scheduling presentations with OEIs with a view to offering sessions for all OEI students.		
Ensure we retain a focus on the external horizon to identify any issues	Professional Standards	All year	■	At PEC, observers with speaking		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
relating to education and training which may impact on current objectives and plans.				rights bring forward emerging issues from their sector.		

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Goal three: We will build closer relationships with the public and the profession based on trust and transparency.						
Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
New activities introduced in 2022-23						
Undertake a registrant and stakeholder perceptions survey to enable our registrants and stakeholders to inform how they perceive us, their needs, and how we might better meet those needs.	Communications and Professional Standards	October 2022 - December 2022	■	This will be considered further by PEC in October and Council in November.	The survey is likely to be launched early 2023.	
Undertake a patient perceptions survey to enable patients and the public to inform how they perceive us, their needs and how we might better meet those needs.	Communications and Professional Standards	September 2022 - December 2022	■			
Develop patient involvement in governance and strategy development beginning with the development of a Patient Council Associate Programme.	Chief Executive and Professional Standards	All year	■	Initial discussion on a Patient Council Associate took place in February 2022.		
Invest in and implement more sophisticated data analytics to provide more information about the profile of individuals accessing our social media channels and use this to tailor content	Communications	December 2022	■			

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
and messaging appropriately and measure the reach and impact of our social media activities.						
Conduct a review of our Whistleblowing Handling Concerns Policy ensuring that any revisions are reflective of good practice.	Regulation	November 2022	■	Considered by PEC in June and to be presented to Council in November 2022.		
Implement the findings of the External Audit conducted on interim measures decisions in 2021.	Regulation	July 2022	■	Refresher training for the Investigating Committee has been planned for the IC training day in November 2022.		
Conduct a review of the Guidance on Imposing Interim Suspension Orders and the Undertakings Practice Note with enhanced focus on risk assessment, proportionality and the requirement for Committees to provide adequate written reasons.	Regulation	July 2022	■	A review of both the guidance and practice note has been completed. We intend to implement updates in the guidance and Practice Note before the	The changes will likely need consultation and a paper will be presented to Council in November 2022.	

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				training day in November 2022.		
Review our Section 32 enforcement policy (protection of title)	Regulation	July 2022	■	Agreed by Council in May 2022.		
Develop an Environmental Social Governance strategy for the GOsC which reflects our role as a registered charity.	Chief Executive, Resources and Assurance	June 2022 - March 2023	■	Start of activity delayed.		
Ongoing activities						
Review accessibility of information to support participants in hearings, the publication of decisions and to support registrants with appeals against registration decisions	Regulation, Registration Communications	All year	■			
Continue to work with osteopaths, patients and others to identify, review and translate examples of osteopaths and other health professionals working with patients to inform interprofessional learning.	Professional Standards, Communications	All year	■	Ongoing – blogs are being published periodically		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
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.	Professional Standards and Communications	All year	■	Ongoing – PPI project with OEIs, promotion of PROMs (in four nations), values project (promoting shared decision making resources and skills to support patient partnership in accordance with the OPS.		
Maintain, enhance and support our patient and public reference group through use of ongoing communications and news, relationship building and participative involvement in a range of projects across the GOsC to enable the fullest partnership in our work.	Professional Standards, Communications	All year	■	Ongoing – our patients group have fed into our values resources feedback and approach, our adjunctive therapies guidance consultation.		
Work with patients, registrants and others to promote awareness, accessibility and usability of the	Communications, Professional	All year	■	Patients have fed into the scope of an upgrade of		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Register, and to provide assurance about the Register and our registration processes.	Standards and Registration			our register search function.		
Complete a comprehensive review of our Fitness to Practise Publication Policy ensuring that any revisions are reflective of good practice within the sector and consult on our findings.	Regulation	June 2022	■	A review of the FtP publication policy has been undertaken and a discussion paper was considered by Council in May 2022. A draft FtP publication policy for consultation will go to Council in November 2022.		
Publish the Remote Hearings Guidance and Protocol and Questioning Witnesses Practice Note.	Regulation	June 2022	■	Agreed by Council May 2022		
Continue to undertake a series of Fitness to Practise webinars with the profession, public and patients to improve understanding and demystify the fitness to practise process.	Regulation, Communications	All year	■	Fitness to practise webinar took place on 17 May 2022 which was promoted in our ebulletin and on social media.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				<p>It involved the Independent Support Service. (78 attendees / 106 registered to attend).</p> <p>A joint webinar with GCC is scheduled for September 2022</p>		
Continue to use a diverse range of content within the ebuletin to help demystify and humanise the work of the GOsC.	Communications	All year	■	Ongoing – range of media used.		
Increase awareness of our commitment to equality, diversity and inclusion through our communications (including social media) by increasing the diversity of images and content that we use across a diverse range of communications, and using new ways of presenting content to increase accessibility.	Communications	All year	■	<p>Diverse range of images in use in the ebuletin and websites. Range of different cultural and religious events celebrated in social media.</p> <p>Range of content – visiting an osteopath animation has</p>		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
				been very popular over last couple of months.		
Integrate communications planning into the development of consultations prior to agreement by Council to ensure compliance with our consultation principles, accessibility, inclusion and reach.	Communication and all departments	All year	■	Ongoing. This has been evident in consultations considered by Council to date.		

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Goal four: We will be an exemplar in modern healthcare regulation – accessible, effective, innovative, agile, proportionate and reflective.						
Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
New activities introduced in 2022-23						
Implement the actions arising from the review of the governance appointments and reappointments held in 2021-22 including an update of associated recruitment materials.	Human Resources, Communications	April 2022 - May 2022	■	Overseen by People Committee in March 2022 and June 2022.		
Conclude the recruitment campaign for Council member, Northern Ireland.	Human Resources	July 2022	■	Appointment with Privy Council.		
Commence and conclude the recruitment for one Council Associate, to be appointed from April 2023: including recruitment seminar for osteopaths, advertising, anonymisation, shortlisting, interviews, due diligence, feedback and appointment.	Chief Executive, Human Resources, Communications	June 2022 - February 2023	■	Ongoing promotion of Council Associate recruitment through ebuletin and social media and including promotion of open Q and A webinar on 29 June 2022.		
Commence and conclude the reappointment for members of the governance structure eligible for reappointment in 2023 including:	Chief Executive, Human Resources	May 2022 - February 2023	■	Reappointments with Privy Council		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
members of Council, Professional Conduct Committee panellists.						
Commence activity for appointments required in 2023-24 including: Chair of Council, Council members, Council Associate, and Investigating Committee and Professional Conduct Committee panellists.	Human Resources	January 2023 - March 2023	■			
Assess the potential for expanding the Fitness to Practise pool of panellists.	Chief Executive, Regulation, Human Resources, Communications	June 2022 - December 2022	■			
Monitor and evaluate the impact of the new Council Associates Programme for registrants including induction and consider a parallel programme to enhance our patient involvement.	Chief Executive	April 2022 - December 2022	■	People Committee have agreed evaluation criteria.		
Develop and undertake a Mental Health at Work staff survey and develop an action plan to address any issues arising.	Chief Executive, Human Resources	June 2022 - December 2022	■	Oversight by People Committee. Will consolidate staff survey with mental health survey.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Collect feedback from our staff through a staff survey and will develop an action plan to address any issues arising.	Chief Executive, Human Resources	October 2022 - February 2023	■	See above.		
Complete preparations for user testing for upgrade of integra system to cloud engage	IT and all departments	May 2022	■	Delayed – preparations for user testing ongoing as delay in configuration development. But so far, overarching timeline should still be on track.	Currently we to begin testing in August with main testing beginning in September.	
Complete user testing and security testing and all necessary preparations ahead of go live.	IT and all departments	September 2022	■		This will now be October / November to ensure that new upgrade is included in testing.	
Complete go live to upgrade integra system to cloud engage ensuring a seamless registrant experience and maintenance of statutory duties.	IT and all departments	December 2022	■	This is still planned for December 2022 currently.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Complete problem solving, lessons learned and evaluation of upgrade of integra system to cloud engage.	IT and all departments	March 2023	■	Ongoing. We also have onboarded an external assurance expert to support the project and configuration development.		
Source and implement enhanced cyber-security for GOsC IT infrastructure and systems through a public tender procurement exercise.	IT, Resources and Assurance	June 2022 - October 2023	■	Delayed due to focus on Cloud Engage project		
Undertake a banking tender exercise	Resources and Assurance	August 2022 - February 2023	■	Need to consider availability of staff resources as we undertake Cloud Engage project.	Later start date under consideration, with possible deferral to 23-24.	
Complete the branding refresh project (held over during the pandemic) to ensure our communications and publications are accessible, streamlined, modern and effective.	Communications	All year	■			

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Implement the systematic collection and analysis of equality, diversity and inclusion data for registrants, staff and members of the governance structure to inform our understanding of enablers and barriers to inclusion within our regulator processes.	Chief Executive, and all departments	All year	■	Paper considered by PEC, June 2022 and Council July 2022.		
Work with external organisations to co-operate on sharing of data to support the exercise of our statutory responsibilities.	Chief Executive, Professional Standards	All year	■	We have commissioned an external report to model the shape of the register. This will be considered on Council's private agenda in July. Also we have a regular analysis of enrolment and progression data which we share with the iO, OEIs and others to understand the shape of entry to the profession.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Present to Council the recommendations from the working group which reviewed the Performance of the GOsC alongside an associated action plan.	Chief Executive	May 2022	■	Recommendations presented and implementation underway.		
Ongoing activities						
Ensure our continued compliance with the Osteopaths Act 1993 and our underpinning Rules.	Chief Executive, Registration, Regulation, Professional Standards	All year	■			
Prepare an Annual Report on activities undertaken in year and submit to Parliament and publish.	Chief Executive, Resources and Assurance, Communications	September 2022	■	Presented to Audit Committee June 2022, and Council July 2022.		
Submit the Annual Report to Charity Commission.	Chief Executive, Resources and Assurance	January 2023	■	Will happen post July Council meeting.		
Prepare an Annual Fitness to Practise Report on activities undertaken in year and publish.	Regulation and Communications	December 2022	■			

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
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	■	Reports provided to Council at each meeting.		
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	November 2022 - December 2022	■	IC training day has been scheduled for 29 November. PCC annual training day is scheduled for 1 December		
Ensure training as required to registration assessors, including supporting the induction and integration of new members.	Professional Standards and Registration	July 2022	■	Training held June 2022 and report to Policy and Education Committee in June 2022.		
Monitor activity of individuals removed from the Register, writing 'cease and desist' letters and prosecuting them as necessary, as described above.	Regulation, Registration	All year	■	Ongoing.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Ensure that the GOsC continues to meet its duties under the Equality Act including delivering the actions outlined in the Equality, Diversity and Inclusion Framework 2021-24.	Chief Executive	All year	■	Paper presented to Council, July 2022		
Promote the Welsh Language in our regulatory policy development and activity and monitor revisions to the Welsh Language Act and implement any new Welsh Language Standards requirements.	Communications	All year	■	Paper presented to Council, July 2022		
Provide Council with the information needed to make appropriate resourcing decisions connected to the ongoing financial stability of the GOsC including consideration of reducing/changing expenditure patterns, outsourcing activity, shared services and building estate options.	Chief Executive, Resources and Assurance	All year	■	Financial reports at each meeting. November meeting to receive budget strategy paper and consideration of reserves policy.		
Engage with the new PSA Performance Review process, through regular data reporting and acting on issues arising from the performance review process and associated audits.	Chief Executive and all departments	All year	■	Outcome of PSA performance review year 2021-22 outlined in Chief Executive report, July 2022.		

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Activity	Lead	Original timing	Status	Comments	Revised timing (if applicable)	Defer to 23-24 (if applicable)
Develop and begin to implement a data and insight strategy to enhance our capacity for research including data collection, analysis and insight.	Chief Executive, Professional Standards, Communications and all departments	All year	■	Ongoing. Report to Council, July, on the EDI pilot survey.		
Undertake analysis of, and report on, aggregated enrolment and progression statistics for students in osteopathic education.	Professional Standards	July 2022 - March 2023	■	Underway and linked to the Middlesex University modelling report.		
Undertake analysis of, and report on, registration numbers and trends.	Professional Standards, Registration	July 2022	■	Middlesex University commissioned.		
Undertake a review of the international registration application process.	Registration	October 2022	■			
Expand the existing pool of legal assessors.	Regulation, Human Resources, Communications	April 2022 - September 2022	■	Start date delayed. May need to extend end deadline.		
Undertaken a re-tender exercise for external audit services.	Resources and Assurance	December 2022	■	To be considered by Audit Committee, October 2022.		