



Council
20 July 2023

GOsC Strategic Plan, towards 2030 – Consultation launch

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| Classification | Public |
| Purpose | For decision |
| Issue | The GOsC Strategic Plan has been developed by Council and is now in draft form. Before Council looks to finalise the Strategic Plan (either November 2023 or February 2024), our thinking should be subject to public consultation with our stakeholders with their feedback informing the final version. |
| Recommendations | To agree to commence a three month public consultation on the GOsC Strategic Plan, towards 2030. |
| Financial and resourcing implications | These are set out in the paper. |
| Equality and diversity implications | An Equality Impact Assessment (EIA) has been prepared and is contained at Annex C. |
| Communications implications | The communications implications are set out in the paper but central to the proposed launch of a three-month public consultation on the Strategic Plan is to ensure we meet the requirements of our own Consultation Principles and our organisational values. |
| Annexes | A. GOsC Strategic Plan, towards 2030 B. Consultation document C. Equality Impact Assessment |
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Key messages from this paper:

- Council has been considering its future strategic direction over the previous 18 months. It has done this in a number of ways including meetings, strategy days and workshops.
- Council previously agreed a template for the strategy and, at its May 2023 Private Council meeting, considered content which forms the basis of the consultation document presented at the July 2023 meeting for publication.
- The Draft GOsC Strategy, towards 2030, is set out at Annex A.
- The public consultation will launch in early September and run for three months. The consultation document is set out at Annex B.
- As part of our consultation approach we plan to ensure that we utilise all our channels to reach the range of stakeholders with an interest in our work. We will additionally run a focus group with patients ensuring this is meaningful by initially carrying out a patient survey.
- We have ensured that our consultation approach is consistent with the GOsC Consultation Principles.
- We have prepared an Equality Impact Assessment which is attached at Annex C.

Background

1. The current GOsC Strategic Plan runs from 1 April 2019 to 31 March 2024. Over the previous 18 months we have been considering what the future strategic direction of Council will be post April 2024.
2. The Council has considered its strategic direction in a number of different ways. The approach has included: Council meeting discussions and post meeting email conversations; Council Strategy Day events which included external speakers; online workshops; and commissioning and preparing a report which assessed our own performance as a regulator.
3. Council agreed a template for its Strategic Plan and, in May 2023, settled on a Vision Statement and the headings for its future priorities. Additionally, for the first time, Council agreed an organisational-wide set of Values for the GOsC.
4. In May 2023, Council also considered the content of the strategic plan which was based on the collaborative work undertaken by Executive and Non-Executive colleagues across the previous 18 months.
5. This forms the basis of the strategy which is contained at Annex A.

Discussion

6. The new GOsC Strategic Plan, towards 2030, sets out our Vision to be: an inclusive, innovative regulator trusted by all. Our strategic direction will be contained under the three priority areas being: strengthening trust, championing inclusivity and embracing innovation.
7. Before Council approves its next Strategic Plan, we will seek the views of our stakeholders and ensure that we listen, consider, and reflect upon the feedback received. To this end we will run a public consultation for the full three months.
8. In accordance with our own Consultation Principles, and our organisational values, we will launch the consultation after the summer months, a holiday period for many people, to be clear that we are genuinely seeking feedback. We will promote the consultation through all our corporate channels. We will ask key partners to promote it to their members/audiences as well as provide their own considered views.
9. Additionally, we will ask staff to take the opportunity of raising and discussing our proposed priority areas and other key aspects of the Strategic Plan at all appropriate engagement opportunities such as meetings with NCOR and COEI. Alongside this, we will encourage all those in our governance structure to raise the Strategic Plan when they meet with colleagues or stakeholders.
10. Patients are a key stakeholder so we will ensure we seek feedback from patients that is meaningful by taking a two-pronged approach, initially carrying out a survey on the consultation document to inform follow-up focus groups that will offer an opportunity to explore the themes identified by the patients through the survey.
11. Later in the year, when Council looks to agree the final version of the Strategic Plan we will report on what changes, if any, are made to the final document in a 'you said, we did' open and transparent approach. This is consistent with our organisational values to collaborate with our key stakeholders; to be respectful by hearing, understanding and considering the views of others, and to be evidence-informed in our decision making.
12. The GOsC Strategic Plan consultation document is attached at Annex B for consideration by Council. We welcome feedback on the consultation and the questions posed.
13. In preparing the consultation document we have had regard to our own Consultation Principles and we are content that we are meeting these. The table below provides assurance to Council on this point:

| Principle | Description | Relevancy to the GOsC Strategic Plan consultation |
|------------------|--|--|
| Formative | Consultations should be conducted at an early stage to be meaningful | We have sought views from stakeholders as we have developed our thinking over the past 18-months. Now we have developed the Strategic Plan content we are consulting at the first available opportunity with our wider stakeholder audiences. |
| Authentic | Consultations should be truly seeking views and scrutiny | The Strategic Plan is in draft form and we want to hear from stakeholders and to ensure their views, where appropriate, are incorporated within our final product. |
| Accessible | Consultations should be made available for anyone to respond | We will ensure the consultation can be accessed by anybody who wishes to do so. We will also ensure we are open to receiving feedback through a variety of different channels. |
| Inclusive | Consultations should consider the audience(s) needs | We will work with our stakeholders to ensure their needs are taken into account through the consultation, e.g. we intend to run a patient forum session on the draft Strategic Plan. |
| Transparent | An analysis of consultation responses and outcomes should be made | We commit to publishing a full consultation analysis explaining what and why any changes have been made to the draft Strategic Plan in response to the consultation findings, and will address, if appropriate why other changes may not have been made. |

14. Finally, we have prepared an Equality Impact Assessment (EIA) which sits alongside the consultation document. This is set out at Annex C. We welcome feedback from Council members on the EIA.

Recommendation:

To agree to commence a three-month public consultation on the GOsC Strategic Plan, towards 2030.

Equality Impact Assessment Template

Step 1 – Scoping the EIA

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| Title of policy or activity | |
| GOsC Strategic Plan, towards 2030 | |
| Is a new or existing policy/activity? | |
| This is a new Strategic Plan, replacing the version which has been in place since 2019. | |
| What is the main purpose and what are the intended outcomes of the policy/activity? | |
| The Strategic Plan, towards 2030, outlines the strategic direction of the GOsC under a clear Vision statement and three priority headlines. The Plan will set the direction of the GOsC for the next 5-6 years with detailed activity to be mapped out through the annual business planning process. | |
| Who is most likely to benefit or be affected by the policy/activity | |
| The new Strategic Plan will outline our work with our key stakeholders, being osteopaths, patients and regulatory partners. | |
| Does this policy or activity impact on the Welsh Language? | |
| The Strategic Plan will be available in the Welsh Language and the strategic direction and activities outlined in the plan will need to take the Welsh Language into account at their time of delivery. Further, the Strategic Plan includes a key priority of 'Championing Inclusivity' which we see as being relevant to the Welsh Language. | |
| Dates of the EQIA | |
| • When did it start? | June 2023 |
| • When was it completed? | June 2023 |
| • When should the next review of the policy/activity take place? | At the end of the three-month consultation period |

Useful information

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| What information would be useful to assess the impact of the policy/activity on equality? |
| <p>The Strategic Plan sets out where we need to enhance our work around equality, such as improving the quantity and quality of equality monitoring data we hold across the organisation as well as the internal capacity to assess and analyse such information.</p> <p>We will ask consultation questions around equality in order to seek the views of those engaging with our consultation document to assess whether there are any concerns/gaps around our approach.</p> |

Annex C to 10

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| Is there data relating to people with any/each of the protected characteristics and, if relevant, on the Welsh Language?¹ |
| N/A |
| Where can we get this information and who can help? |
| We will seek views on equality from those who are responding to our consultation. |

Step 2 – Involvement and consultation

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| If you have involved stakeholders, briefly describe what was done, with whom, when and where. Please provide a brief summary of the response gained and links to relevant documents, as well as any actions. |
| <p>We sought views from stakeholders as part of our approach to developing our strategic thinking. This included representatives from the Institute of Osteopathy, the Council for Osteopathic Education Institutions, fellow healthcare regulators and patients.</p> <p>These views informed our thinking as we developed a clear Vision statement, Values and Key Priority headings. Now the detailed content of the Strategic Plan has been developed, we are looking to consult more widely with our wider stakeholder audience.</p> |

Step 3 – Data collection and evidence

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| What evidence or information do you already have about how this policy might affect equality for people with protected characteristics under the Equality Act 2010 and on the Welsh Language Scheme? |
| Please cite any quantitative (such as statistical data) and qualitative (such as survey data, complaints, focus groups, meeting notes or interviews) relating to these groups. Describe briefly what evidence you have used. |
| <ul style="list-style-type: none">• Disability?• Gender reassignment?• Marriage or civil partnership?• Pregnancy or maternity?• Race?• Religion or belief?• Sexual orientation?• Sex (gender)?• Age? • If relevant, on the Welsh Language? |

¹ The nine protected characteristics in the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We are aware that we need to enhance the quality and quantity of equality monitoring data we hold across the organisation and we have specifically included this activity within our Draft Strategic Plan.

What additional research or data is required to fill any gaps in your understanding of the potential or known effects of the policy? Have you considered commissioning new data or research?

We have set out in the Strategic Plan plans to develop research around strengthening trust with our stakeholders and to enhance the data we hold.

Step 4 – assessing impact and strengthening the policy

What does the data reviewed tell us about the people the policy/activity affects, including the impact or potential impact on people with each/any of the protected characteristics and on the Welsh Language?

- **Disability?**
- **Gender reassignment?**
- **Marriage or civil partnership?**
- **Pregnancy or maternity?**
- **Race?**
- **Religion or belief?**
- **Sexual orientation?**
- **Sex (gender)?**
- **Age?**

- **If relevant, on the Welsh Language?**

We know we need to enhance the quality and quantity of data we hold so that we can be confident that our activities (ongoing/new) do not adversely impact on individuals/groups with protected characteristics including the Welsh Language.

Are there any implications in relation to each/any of the different forms of discrimination defined by the Equality Act and on the Welsh Language?

- **Disability?**
- **Gender reassignment?**
- **Marriage or civil partnership?**
- **Pregnancy or maternity?**
- **Race?**
- **Religion or belief?**
- **Sexual orientation?**
- **Sex (gender)?**
- **Age?**

- **If relevant, on the Welsh Language?**

Annex C to 10

Without enhancing the data we hold we cannot confidently discharge our regulatory duties.

What practical changes will help to reduce any adverse impact on particular groups?

- **Disability?**
- **Gender reassignment?**
- **Marriage or civil partnership?**
- **Pregnancy or maternity?**
- **Race?**
- **Religion or belief?**
- **Sexual orientation?**
- **Sex (gender)?**
- **Age?**

- **If relevant, on the Welsh Language?**

N/A

What could be done to improve the promotion of equality within the policy?

We will be seeking views from those who respond to the consultation on this point.

Step 5 – making a decision

Summarise your findings and give an overview of whether the policy will meet the GOsC's objectives in relation to equality.

The Draft Strategic Plan has a specific focus on 'Championing Inclusivity' and we believe that the detail contained under this priority heading helps us meet our objective in relation to equality. However, we will be testing this during the consultation.

What practical actions do you recommend to reduce, justify or remove any adverse/negative impact?

N/A

What practical actions do you recommend to include or increase potential positive impact?

N/A

Annex C to 10

Step 6 – monitoring, evaluation and review

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| How will you monitor the impact/effectiveness of the policy/activity? |
| We will be reporting to Council later in the business year the results of the consultation which will include any equality impacts identified by those who respond to the consultation. |
| What is the impact of the policy/activity over time? |
| The annual business plans, which underpin the Strategic Plan towards 2030, will set out the specific activities that demonstrate the impact of our approach to equality. |
| Where/how will this EIA be published and updated? |
| This EIA will be published alongside the July 2023 Council papers on the Strategic Plan, towards 2030. |

Step 7 – action planning

| Please detail any actions that need to be taken as a result of this EIA | | |
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| Action | Owner | Date |
| Update the EIA post consultation feedback | Chief Executive and Registrar | June 2023 |