

GENERAL OSTEOPATHIC COUNCIL

Business Plan

April 2024 - March 2025

Monitoring Report

GOsC BUSINESS PLAN 2024-25

Our vision is to be an inclusive, innovative regulator trusted by all. And we recognise that to achieve our vision we need to make progress each year against the three strategic priorities agreed by Council which are:

- Strengthening trust
- Championing inclusivity
- Embracing innovation

This document, the Business Plan Monitoring Report 2023-24, sets out the detailed activities in support of each of the goals and our progress against each.

Legend

Status

- On track
- Delayed
- Cancelled/postponed

<p>Strengthening trust:</p> <p>We will work to enhance/improve our relationships with those we work with so together we can help protect patients and the public</p>						
Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
Using the registrant and stakeholder perceptions survey to explore barriers to trust.	Present findings of the perceptions survey to Council with identified actions.	From May 2024	Chief Executive, Professional Standards, Fitness to Practise, Registration	■	Headlines from the survey reported to Council in Private session at the May meeting, with further update in July 2024. DJS will present the final report at the September 2024 Council Strategy day.	
Further develop and implement plans for a collaborative Strategic Patient Partnership Programme at Council level.	Agree specification to measure success of pilot Begin recruitment of patient representatives to inform decisions but without decision making rights.	July 2024 From November 2024	Professional Standards Professional Standards	■	Paper for consideration on the July 2024 Council agenda.	
Enhance the experience of students,	Developing our approach to student	March 2025	Communications	■	A number of student focus groups have taken place and have informed the development of our student ebulletins which were sent out in	

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Strengthening trust:

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Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
osteopaths and patients who engage with our services for example in registering, renewing registration and undertaking CPD and accessing or delivering high quality osteopathic care.	engagement through collecting and reviewing of insight and finalising a student engagement plan for 25/26				February, April and June. Analysis and insight is underway and will be further informed by student responses to the Registrant and Perceptions Survey. The analysis, insight and our response is planned for consideration by the Policy and Education Committee in October 2024.	
	Facilitating of three student focus groups to collect insight	April 2024	Communications	■	See above	
	Publish three student ebulletins	May, Oct, December 2024	Communications	■	See above	
	Undertake comprehensive tone of voice review of registration renewal reminder letters (1 st stage by summer 2024).	March 2025	Communications, Registration	■	Underway	

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	Meaningful patient involvement in policy development and all consultations	All year to March 2025	Professional Standards	■	Patient focus groups were undertaken to inform the professional behaviours and student fitness to practise consultation and the development of the EDI framework and our strategic patient partnership programme. Patients have also been fed back on our evaluation surveys and the Council day.	
	Publish evaluation and impact of patient involvement to date.	March 2025	Professional Standards, Communications	■	Surveys have been completed and are being analysed. Qualitative work assessing impact is also underway.	
	Encourage use of patient resources to support high quality care as part of implementing our EDIB guidance and through the CPD scheme.	March 2025	Professional Standards, Communications	■	Our Evaluation of our Values Resources was published in July and the communications plan is underway.	
Publish an invitation to tender to	Invitation to tender published.	October 2024	Communications	■	Audit Committee and Council have agreed our initial proposals and draft PID and enabled the designation of funds so that we can progress the	

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scope out our new public website.					project. We are reviewing invitation to tenders from other organisations and reviewing our approach based on this. A further report will be provided to Audit Committee in October.	
Enhance how we develop and use our people (executive and non-executive) so we maximise the talent at our disposal.	Develop a People Strategy which is grounded in its use of data and insight.	November 2024	Chief Executive, Human Resources, Professional Standards	■	Initial discussion held at People Committee in June 2024 with future papers to be presented to the Committee for agreement.	
To support students and osteopaths to practise to high standards in accordance with the Osteopathic Practice Standards	Publish NCOR Concerns Report collaborating with NCOR, iO and insurers.	February 2025	Professional Standards	■	Data submission and template completion underway.	
	Consult on and publish Guidance on Professional Behaviours and Student Fitness to Practise.	March 2025	Professional Standards	■	The consultation was concluded in May. As a result of the consultation, PEC have agreed to a further working group to focus on specific aspects of feedback including: • Expansion of case studies; further review of the contrast between 'low-level' and 'serious' concerns, the level of detail in the processes; further detail expected of	

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	Progress boundaries project including strengthening guidance publication of resources and guidance and ongoing sector work raising awareness of impact of boundary breachers and common messaging.	March 2025	Professional Standards	■	<p>student behaviours – from patients with a view to considering the guidance for publication in October 2023.</p> <p>Stakeholder workshop held in March 2023. Analysis ongoing. Workshop with educators, students and Julie Stone planned for October / November 2024.</p> <p>Periodic promotion of resources and opportunities to learn about ebulletin, eg in student ebulletin and registrant ebulletin.</p>	
	Publishing CPD evaluation and updating CPD Guidance and resources.	July 2024 and November 2024	Professional Standards	■	CPD Evaluation on Council July agenda for publication including plan for updating CPD guidance, resources and forms for agreement.	
				■	Council agreed RQ in May 2025.	

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	Ongoing quality assurance activity.	All year to March 2025	Professional Standards		<p>PEC approved a number of RQ specifications in June 2024 for visits planned later in the year.</p> <p>The QA team are undertaking ongoing dialogue with OEIs.</p> <p>GOsC / OEI (RELM) meeting held in May 2024 focussing on the visit process, qualities and behaviours to inform Visitor Training which takes place in July.</p>	

Championing inclusivity:

It is important to us that people who interact with us, or who work for us, can be their true selves and that we understand and break down any barriers which prevent them from doing so

Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
Collect, analyse, publish equality, diversity and inclusion data to demonstrate changes made, or mitigations put in place, where we have identified there is an undue impact on those with protected characteristics.	Publish information, throughout the year, including but not limited to: <ul style="list-style-type: none"> - Registration renewal - Governance and appointments - Fitness to practise - registrants and complainants - Equality Impact assessments for all policies and processes which allow GOsC to demonstrate changes 	From April 2024	Chief Executive supported by Professional Standards, Regulation, Communications, Registration, Resources and Human Resources	■	Equality Impact Assessments are produced for all policies and processes, with staff having been trained on their completion earlier in 2024. The annual Equality and Diversity report is made to Council in July 2024, and is presented alongside a new Equity, Diversity, Inclusion and Belonging Framework.	

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	made or mitigations put in place.					
Promote inclusivity in osteopathic education and practice for students, patients and osteopaths.	<p>Publish draft health and disability guidance for consultation.</p> <p>Publish final version of health and disability guidance.</p> <p>Promote Equality, diversity, inclusion and belonging guidance and resources and encourage inclusion as part of the CPD scheme.</p>	<p>July 2024</p> <p>March 2025</p> <p>All year to March 2025</p>	<p>Professional Standards, Communications</p> <p>Professional Standards, Communications</p> <p>Professional Standards, Communications</p>	■	This is covered within the July 2024 Council papers.	

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	Signpost, develop and promote resources to support registrants wellbeing.	All year to March 2025	Professional Standards, Communications			
	Promote use of patient values resources.	All year to March 2025	Professional Standards, Communications			
Promote our Equality Duty responsibilities and the actions we intend to take to further our commitment to Championing Inclusivity.	Publish a new Equity, Diversity, Inclusion and Belonging Framework 2024-30.	August 2024	Chief Executive, Communications	■	Contained within the July 2024 Council papers.	
Conduct a comprehensive review, and make amendments,	Revise, consult and publish relevant Fitness to Practise guidance.	From July 2024	Regulation	■	Underway	

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of all Fitness to Practise guidance both at the initial stages and hearings stage of the Fitness to Practise process to ensure the guidance adequately address allegations that involve racist and discriminatory behaviours.						

Embracing innovation:

We will continually seek and take opportunities to improve what we do and how we do it, so we continue to improve as an organisation

Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
Conduct a comprehensive review of the GOsC Threshold Criteria for Unacceptable Professional Conduct taking into account developments within wider regulation and regulatory reform and feedback from Internal and External Stakeholders.	Revise, consult and publish the GOsC Threshold Criteria for Unacceptable Professional Conduct.	From July 2024	Regulation	■	Underway	

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Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
Implement a new CRM system within GOsC and ensure a smooth transition for internal and external users.	New CRM system implemented and assurance reports provided to Audit Committee and Council.	December 2024	Chief Executive, Communications, Registration, IT	■	We are in the implementation phase of the project and are scheduled to implement the system by the end of this calendar year. Update reports presented to Audit Committee by the external IT Consultant.	
Support workforce and retention with the profession to support osteopaths to practice to high standards in accordance with the Osteopathic Practice Standards	Support research to better understand factors impacting on recruitment and retention in osteopathy. Complete research into experiences of transition into practice. Discuss findings with sector and collaborate on recommendations.	July 2024 July 2024 November 2024	Professional Standards, Regulation, Registration Professional Standards Professional Standards	■ ■	Research agreed and discussions about next steps to be undertaken following clarification of data consents. Research completed and considered by Policy and Education Committee in June. Next steps include sector work and development of specific GOsC guidance to support transition.	

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	Agree role and approach to mutual recognition.	July 2024	Professional Standards, Registration, Chief Executive	■	Meetings are planned with iO and COEI to discuss next steps following Council agreement on our role in this area.	
	Progress discussions to raise awareness of osteopathic qualifications and regulation and to explore barriers to recognition.	March 2025	Professional Standards, Chief Executive	■	As above	
	Refining and publishing data on enrolment, progression in education and joining and leaving the register to provide an authoritative source of data for the wider health sector about the	November 2024	Professional Standards	■	We are working with a Data Protection legal expert to progress this work and participating in the Osteopathic Development Working Group with stakeholders.	

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	osteopathic workforce. Explore readiness of current quality assurance model to assess different models of delivery of osteopathic education.	March 2025	Professional Standards	■	Ongoing	
Scope and develop a financial, asset and environmental strategy which underpins GOsC business continuity and sustainability.	Financial, asset and environmental strategy agreed by Council following in-year engagement.	From July 2024	Chief Executive, Resources	■	Audit Committee considered the principles on which the plan should be developed alongside the type of evidence to underpin the plan.	
Review the impact of artificial intelligence on osteopathic education and	Scoping report. Immediate implications,	July 2024 November 2024	Professional Standards Professional Standards	■	Policy and Education Committee considered a paper on AI at its June 2024 meeting.	

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Activity	Measurable actions	Timeline	Lead	Status	Narrative	Revised timing if relevant
osteopathic care and the use of artificial intelligence in health care for patients and to consider impact on osteopathic standards and regulation.	recommendations and actions Longer term recommendations and actions	March 2025	Professional Standards			

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GOsC metrics to help ensure we are delivering efficient and effective regulation.

In 2024-25 we expect to:

Metric	Status	Narrative, if relevant
Process c.5,500 registration forms (UK and International applicants and annual renewal of registration forms) and c.5,000 reminder notices.	■	1,576 renewal of registration forms processed to end June 2024. 2,562 fee reminders (28-day). 191 (14-day fee and renewal form).
Support c.220 first-time applicants to join the UK Register (including applications from internationally qualified applicants and from UK qualified graduates).	■	50 new applications fully processed at end 30 June 2024. 3 international applications fully processed at end June 2024.
Receive c.200 queries from patients, members of the public, registrants and other healthcare professionals, leading to c.75 fitness to practise cases being opened, of which c.30 will be referred for investigation leading to c.12 being referred for a final determination hearing.	■	34 queries received at end June 2024.
Undertake quality assurance processes with 7 osteopathic educational providers including analysis of 7 annual reports and undertaking visits to four osteopathic educational providers.	■	Ongoing.
Holding 3 good practice events and continue to engage on a 1:1 basis with all osteopathic educational providers during the year.	■	Events to be held later in the year.
Respond to c.2,000 enquiries into our osteopathic information support service for osteopaths, patients and the public; c.60 policy and ethical queries related to our standards; c.4,600 registration queries and c.650 student queries.	■	341 queries received at end June 2024. 17 ethical queries related to the application of the OPS at end June 2024. 813 registration queries received at end June 2024. 325 student queries received at end June 2024.
Send out 12 monthly ebulletins to registrants achieving an open rate of c60%.	■	April - 71% May - 66.4% June – 62.5%
Send out 4 quarterly English student ebulletins to 446 students (penultimate and final year) achieving an open rate of c40%.	■	June – 51%.
Send out 4 quarterly Welsh student ebulletins to 70 students living in Wales	■	June – 38%.

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Metric	Status	Narrative, if relevant
(penultimate and final year) achieving an open rate of c30%.		
Receive and fulfil 150 requests for personalised Registration Marks	■	27 requests received at end June 2024.
Attend and participate in upwards of 25 osteopathic sector meetings, webinars and regional events engaging with osteopaths, students, patients and osteopathic organisations and other stakeholders reaching approximately 250 students and 500 osteopaths.	■	+15 events attended by end June 2024 – in excess of 250 osteopaths attended.
Ensure the patient voice informs the work of the GOsC through at least 100 interactions (formal and informal) with members of the patient involvement forum.	■	3 patient engagement events held as at end June 2024. 30 individual touch-points with patients.
Receive and process c.300 applications for non-executive vacancies relating to Council, Policy and Education Committee, Investigating Committee and Professional Conduct Committee.	■	At end June 2024, we received 163 applications for vacancies on Council and Professional Conduct Committee. PEC and IC recruitment remain open.
Host 2 recruitment webinars attracting c.200 attendees including c.80 osteopaths and engage with c.150 interested applicants for our independent fitness to practise panel positions.	■	PCC webinar held, April 2024 – 93 attendees. IC webinar to be held, July 2024.
Continue to regularly receive feedback after our webinars and events that attendees have shifted their perceptions in a positive way e.g. are less fearful and have a deeper understanding about the topic	■	From those who responded, 95% rated the PCC are very useful with 100% rating the webinar as delivering what was expected.
Ensure Council and committee scrutiny and oversight of our work through servicing 15 meetings.	■	Council, May 2024. PEC, Audit, People, June 2024.
Provide training, development and strategy opportunities for c.50 members of the GOsC governance (decision making) structure, as well as those who advise on our statutory decision making including 12 education visitors and 8 registration assessors.	■	Future training, development and strategy events planned.
Provide training and development opportunities for our 27 member staff team.	■	Ongoing throughout the year.