

**GENERAL OSTEOPATHIC COUNCIL
Business Plan
April 2016-March 2017**

Monitoring at year end

GOsC BUSINESS PLAN 2016-2017

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, the Business Plan 2016-2017, sets out the aims and detailed activities for the period April 2016 to March 2017, in support of each of the strategic objectives.

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
Establish a strategy for the further development and implementation of a revised CPD scheme for osteopaths, working in partnership with all osteopathic stakeholders while ensuring appropriate governance oversight.	Professional Standards Communications Registration and Resources	April 2016	●		Governance structures agreed by Council in May 2016. CPD Partnership Group took place in September 2016 and January 2017. Guidelines and resources have been updated. Early adopters launch events took place in November and December 2016 and CPD programmes webinars on features of the new CPD scheme are running during 2017.
Recruit registrants and groups willing to work as 'early adopters' to test and refine the CPD scheme and its resources.	Professional Standards Communications	November 2016	●		Just under 240 expressed interest as early adopters. Almost 170 took part in launch events to learn about the new CPD scheme. 113 Early Adopters have registered to take part in the CPD Programme webinars. We have recruited groups of osteopaths to help to develop more detailed guidance and examples and resources on peer discussion reviews.
Update and publish learning resources that support the new CPD scheme – particularly in relation to communication and consent.	Professional Standards Communications	December 2016	●		Ongoing. CPD microsite live.

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	Registration and Resources				
Review progress and legislative requirements, and consider timescales for introduction of compulsory elements of the CPD scheme.	Professional Standards Regulation Communications	March 2017	●		Analysis of legislative change required has been completed and timetable for change agreed with the Department of Health and Council.
Publish new CPD Guidance and related resources.	Professional Standards Communications	March 2017	●		CPD microsite live.
Scope and undertake osteopathic continuing professional development evaluation to feed into 'State of Osteopathic Continuing Professional Development' report.	Professional Standards Communications Registration and resources	March 2017	●		The CPD evaluation survey closed on 5 January 2017 with a response rate of almost 7%. Council considered headlines at the February 2017 meeting. The PAC considered the full draft report incorporating qualitative and quantitative analysis in March 2017.
Conduct communications and engagement activities to support and promote the implementation of a new CPD scheme for osteopaths.	Communications Professional Standards	All year	●		Regular information and promotion in the professional media (lead features in news e-bulletins and <i>the osteopath</i>), co-ordinated with partner osteopathic organisations. Targeted communication in Sept 2016 to osteopathic CPD providers to advise on CPD scheme developments and encourage collaboration. Regular engagement with regional CPD communities. Direct email communication to

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					all osteopaths to invite and promote participation as Early Adopters. Regional working groups to develop peer discussion review. Meetings with Institute of Osteopathy to agree/plan coordinated activities and promotion of new CPD at the iO 2016 Convention. Early Adopter launch events around the UK (face-to-face and online) conducted during November and December. Evolving CPD website shared with CPD Partnership Group, January 2017, inviting feedback to inform development.
Develop and test robust, web-based infrastructure to support the new CPD scheme.	Communications Registration and Resources	All year	●		CPD site launched January. Since launch: 2,682 sessions, 13,775 page views. Promotion of site ongoing. Work underway to secure an e-portfolio for the early adopters. Process development work is underway and closely monitored by the SMT Task Group. 101 Early Adopters registered to use the e-portfolio.
Audit 20% of CPD Annual Summary Forms and 2% of CPD folders to ensure registrants are meeting current standards and to identify good practice and areas for improvement.	Registration and Resources	All year	●		Completed within year.

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
Develop and implement strategy for raising awareness of the Guidance for Osteopathic Pre-registration Education.	Professional Standards	December 2016	●		Ongoing. This has featured in training for Education Visitors and OEIs have been asked to disseminate guidance.
In partnership with OEIs, review standards for undergraduate education and identify any need for additional standards for delivery of the curriculum, training, learning or assessment to support high quality and safe patient care (including any additional guidance on boundaries).	Professional Standards	June 2016	●		A thematic review has been agreed with the OEIs in the area of boundaries and the draft report was considered by the PAC in March 2017. The prospective research proposal on boundaries was considered by the PAC in October 2016 and agreed by Council in February 2017. The literature review will be commissioned jointly with the GCC later in 2017.
In partnership with OEIs, identify any themes from GOPRE that can be used to undertake thematic reviews as part of the quality assurance process.	Professional Standards	September 2016	●		As above.
In partnership with the Council for Osteopathic Educational Institutions, develop mechanisms for bringing together faculty from different OEIs to identify challenges in the delivery of osteopathic education, including through collective solutions and CPD opportunities for faculty.	Professional Standards	March 2017	●		Discussion at GOSc/OEI meeting took place on 23 May 2016 and 16 January 2017 included discussion on this item. GOSc facilitated a workshop for COEI on 12 September to consider COEI's future development. A good practice seminar on the teaching and learning of professionalism took

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					place on 12 September 2016 with the OEIs which raised questions on collaboration to feed into the COEI strategy. Sessions with OEI faculty have been undertaken and also CPD webinars have identified cohorts of faculty willing to learn together.
Identify and share areas of good practice from Annual Reports in teaching, learning and assessment.	Professional Standards	June 2016	●		Good practice from annual report analysis disseminated to OEIs in April 2016. Good practice seminar on teaching and learning of professionalism including a critical incident analysis and reflection took place in September 2016.
Continue to monitor and enhance the quality of osteopathic education by: ensuring appraisal and training of Education Visitors; undertaking periodic quality assurance 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; monitoring course closure plans.	Professional Standards	All year	●		Training of Visitors took place in March 2016 and March 2017. Appraisals have been completed. Visitors appointed for three RQ visits during 2016 and two during 2017. June and October 2016 – PAC considered a range of activity in relation to quality assurance including follow up to annual reports, consideration of changes reported under general conditions, course closure plans as well as two renewal of recognition reports and two

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					specifications for review. March 2017 – PAC considered annual reports analysis for all institutions due to submit reports.
Complete engagement process on quality assurance discussion document, report findings and complete development of new proposals and method (in conjunction with quality assurance partner).	Professional Standards	March 2017	●		A presentation took place to Council on 12 July 2016 to provide an update on our quality assurance activity and progress on the quality assurance review engagement and findings was reported to the PAC in March 2017. The Handbooks will now be updated during 2017.
Work with OEIs to continue to develop patient involvement in the delivery of osteopathic education.	Professional Standards Communications	All year	●		Ongoing – although quality assurance annual report analysis has noted a need for strengthening reporting in this area. The OEIs are involved in our ongoing values work.
Continue to promote professionalism within OEIs, and among students and faculty.	Professional Standards Communications	All year	●		The professionalism survey was re-launched for the 2016 cohorts of students and faculty. Dates are being arranged with faculty and students to feedback results to support peer learning. Sessions involving communication and consent and values and standards have been delivered to students across year groups in different OEIs.
Conduct annual programme of on-campus GOsC presentations to osteopathic students to support	Professional Standards	All year	●		Ongoing – see above. GOsC presented at 9 OEIs and

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training outcomes, embed understanding of the role of the GOsC, and assist transition into practice.	Communications Registration Regulation				223 final year students in total.
Further develop targeted communications for osteopathic students to support transition into practice.	Communications	All year	●		Registration packs including dedicated guide (<i>Introducing the GOsC – a guide for new registrants</i>), provided to all new registrants. Improvements informed by annual 'new graduate' surveys (Nov-Jan).

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 Quality Assurance Framework, including internal/external audits and peer review of decision making.	Regulation	All year	●		External audit of final PCC decisions in the year ending December 2015 took place in March and April 2016.
Review Indicative Sanctions Guidance and Hearings guidance.	Regulation	December 2016	●		A paper on the approach and the proposed timetable for the production of a draft Indicative Sanctions Guidance was presented at the PAC meeting on 13 October 2016. A discussion paper was considered by the PAC in March 2017.
Provide training as required to fitness to practise panellists, including the provision of an annual training day for IC members and an annual training	Regulation	All year	●		Induction training was provided to new IC/PCC members on 17 May 2016. The annual IC

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day for PCC/HC members.					training day took place on 17 June 2016. The annual PCC /HC training took place on 21 November 2016.
Communicate case learning points, PSA advice, relevant case law and regulatory developments to GOsC Committee members (and arrange training where necessary).	Regulation	All year	●		Committee bulletins are emailed to all Committee members and legal assessors covering case law updates and learning points letters
Implement any changes to procedures recommended by the PSA's initial stages audit, the Performance Review or other source.	Regulation	All year	●		Following the PSA's audit of the initial stages of the GOsC's fitness to practise process in 2014, the PSA asked the GOsC to reconsider its approach to informal cases. The Initial Closure Policy was agreed by Council in May 2016.
Seek to enhance the pool of osteopathic expert witnesses acting in fitness to practise cases and arrange dedicated training.	Regulation	February 2017	●		An osteopathic consultant is being used to provide input into investigations which has meant that the use made of expert witnesses is correspondingly reduced. We are keeping this item under review.
Develop and implement a performance review scheme for legal assessors.	Regulation	January 2017	●		We recruited new Legal Assessors in December 2016 to increase the pool available to Committees. A draft performance review scheme has been developed for implementation in 2017-18.
Implement new data collection on complainants and registrants.	Regulation	Timing TBC	●		Collection of E&D data has commenced, further

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					development in 2017-18.
Review and consult on options for the use of legally qualified chairs.	Regulation	March 2016	●		A paper covering legally qualified chairs and hearings without legal assessors was considered by the OPC in February 2016
Review and consult on options for the introduction of case examiners.	Regulation	March 2016	●		A paper was presented and discussed at the OPC meeting in February 2016
Review and enhance existing PCC bank of conditions.	Regulation		●		This work will now take place in 2017-18.
Review best practice across regulators for the support and information provided to registrants and identify proposals for consideration by the Policy Advisory Committee.	Regulation	June 2016	●		Further to an extensive literature review of best practice elsewhere, draft guidance was and approved by Council on 2 November 2016 and a three month public consultation on the two guidance documents commenced on 16 January 2017 and concluded in March 2017.

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
Ensure compliance with the <i>Osteopaths Act 1993</i> and the underpinning Registration Rules and identify enhancements to existing registration processes.	Registration and Resources Regulation	All year	●		Ongoing.
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	●		The PAC considered a paper exploring the themes from the appraisal and outcomes for registration assessor training. Training and development days

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					took place in January to March 2017. Facilitation and evaluation is 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 Communications	All year	●		International applicants and assessors now receive survey/feedback questionnaire at each stage of assessment process. 2016 UK graduates were surveyed from November 2016.
Ensure compliance with the amended EU Directive 2013/55/EU, identifying enhancements to existing registration processes, if needed.	Registration and Resources	All year	●		Ongoing.
Implement a new system for auditing evidence of professional indemnity insurance held by registrants.	Registration and Resources	January 2017	●		Auditing taking place from Q4 onwards.
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	●		Ongoing.
Continue to encourage osteopaths to promote awareness of their registered status and the GOsC Register – monitoring levels of registrant take-up.	Communications	All year	●		To date, 1,928 Marks have been issued to osteopaths. Regular promotion in professional media and information to new registrants. Audit of osteopaths' websites to ensure compliance re use of Registration Marks, GOsC logo and now defunct Certification Mark. To date 2,226 osteopath websites have been audited.
Seek to develop greater awareness of the Register and the GOsC's regulatory role within the wider healthcare community.	Communications	All year	●		Networking event in the Northern Ireland Assembly, Sept 2016, in conjunction with UK health and social care

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					regulators, systems regulators, MLAs and NI Health Committee. Participation in Scottish Annual Regulation Event <i>'Professional Regulation: Innovating For The Future'</i> :30 October, Edinburgh.
Seek to develop links with European Competent Authorities to facilitate registration and information exchange.	Chief Executive Registration	All year	●		Discussions commenced with Portuguese regulator and meeting being sought with French regulator.
Scope review of registration assessments to ensure proportionality of GOsC requirements, particularly for applicants from countries where osteopathy is already regulated.	Professional Standards, Registration and Resources	March 2017	●		Ongoing – data analysis has been commenced through the launch of the evaluation survey for assessors and applicants.
Undertake review of registration assessment costs and implement revised charges.	Registration and Resources and Professional Standards	March 2017	●		An electronic survey collating feedback about time taken and costs has been developed and disseminated to all assessors and applicants.
Investigate individuals identified or reported to GOsC as incorrectly describing themselves as osteopaths, write 'cease and desist' letters to them, and prosecute those who ignore such letters.	Regulation	All year	●		Ongoing. Two successful prosecutions in October 2016 and January 2017.
Monitor activity of individuals removed from the Register during 2014-15, identified in accordance with procedures agreed with Registration Department (writing 'cease and desist' letters and prosecuting them, as described above).	Registration, Regulation	All year	●		Ongoing.

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 policy development activities at the outset to ascertain patient and public involvement (PPI) requirements and develop/implement a public and patient engagement plan where appropriate.	Communications	All year	●		Ongoing. Promotion of OPS review via HealthWatch England and other public/patient networks. Social media promotion of witness guidance.
Continue to recruit members to the GOsC Patient Partnership Group (PPG), keeping members informed and engaged.	Communications	All year	●		Ongoing. Dedicated newsletter for PPG members.
Strengthen partnerships with patient representative groups, including HealthWatch England and equivalent networks in Scotland, Wales and Northern Ireland, to expand GOsC access to patients and to increase awareness of osteopathy as a regulated practice.	Communications	All year	●		Positive engagement with HealthWatch network, Scottish Health Councils, Welsh CHCs and Northern Ireland Patient Client Council around promotion of OPS review. Northern Ireland Assembly and Scottish regulation conference to bring together regulators and patient representative groups.
Ensure adequate and appropriate patient/public input into the review of the <i>Osteopathic Practice Standards</i> .	Communications	July 2016	●		Comprehensive engagement: Feb-end May 2016 with GOsC Patient Partnership Group, patient/public representative organisations, indemnity insurers and other regulators.
Introduce new GOsC Witness Guidance (including leaflets and on-line information).	Regulation Communications	May 2016	●		Launched May 2016 'Witness Guidance' leaflet and introductory video for witnesses. Witness feedback form now being piloted.

Seek feedback from the public and patients to assess the quality of key GOsC public information and implement improvements to content and format where required.	Communications	All year	●		Ongoing.
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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
Develop and implement a communications and engagement strategy to support and promote the 2016-17 revision of the <i>Osteopathic Practice Standards</i> (OPS).	Communications Professional Standards	All year	●		Targeted communications and engagement strategy for the OPS review: February-May 2016, including: <ul style="list-style-type: none"> dedicated website (http://standards.osteopathy.org.uk), to allow respondents to easily access and navigate the standards and lodge comments, publicly or privately. Promotional video, presentations, and features in the professional media. At the end of the review 334 comments had been submitted on the site, with 29 email submissions. Introductory video: 383 views. Lead story in January-May news e-bulletin

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					<ul style="list-style-type: none"> • Targeted email to all registrants • <i>The osteopath</i> magazine: Feb/March 2016 – launch of review; focus on Communication and Patient Partnership, and Knowledge, Skills and Performance. April/May 2016 – Safety and Quality in Practice, and Professionalism. June-July 2016 – update on review progress. • ● zone: ongoing news items • Flyer in renewal of registration packs March-May. • Targeted emails to / engagement with education providers, osteopathic representative organisations, students, local groups, health and social care regulators, indemnity insurers, registration assessors, legal assessors, private health insurers, government departments, patients and the public, GOsC staff and governance structure.
Undertake desk research to support the review of the <i>Osteopathic Practice Standards</i> .	Professional Standards	July 2016	●		Desk research, review of literature and perspectives

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					ongoing – also supplemented with face-to-face meetings to gain feedback on our specific standards in a range of contexts to support a rounded review. We have also met with an osteopath who works within the NHS to gather feedback from a different context on the standards.
Undertake comprehensive call for evidence, engaging with a range of stakeholders; review and analyse evidence.	Communications Professional Standards	February to September 2016	●		See above.
Redraft the <i>Osteopathic Practice Standards</i> , prepare for consultation, and consult.	Professional Standards	December 2016 to March 2017	●		The PAC considered a paper about the redrafted OPS and next steps in October 2016 and March 2017. The Osteopathic Practice Standards Working Group has also met to identify and refine the consultation issues and the draft wording. We have also facilitated sessions with registration assessors and staff to ensure that the revised draft is fit for purpose for all contexts. A further session will take place with fitness to practise panellists during 2017 ahead of consultation.
Scope need for supplementary guidance and learning materials to support greater understanding and effective use of the <i>Osteopathic Practice</i>	Professional Standards Communications	March 2017	●		As above.

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<i>Standards.</i>					
Work with the Institute of Osteopathy on the development of its 'Patient Charter' and with the Osteopathic Development Group on the development of Service Standards for the osteopathic profession.	Chief Executive Communications	All year	●		Support continues to be provided to the iO on this project and will continue in 2017-18.

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
Develop a communications programme to encourage awareness of and engagement in projects to support the development of the profession	Communications	All year	●		Along with features in the professional media, launch of dedicated ODG website: http://osteodevelopment.org.uk - May 2016. Complementary ODG bulletin also being developed.
Continue to provide support for Osteopathic Development Group projects including: <ul style="list-style-type: none"> Leadership – provide financial and administrative support for second year of osteopathic leadership programme. Service standards – work with the Institute of Osteopathy on development and integration of proposed service standards and patient charter. Mentoring – support the implementation of recommendations resulting from completion of phase 1 of the ODG mentoring project. Advanced practice – support the implementation of recommendations resulting from completion of phase 1 of the ODG advanced practice project. Regional support – with the Institute of 	Communications Professional Standards Chief Executive	All year	●		Leadership – second programme completed 22 October 2016, 2017 programme now recruiting Service standards – standards agreed and accreditation process in development Mentoring – research phase complete, mentoring resources for pilot developed and pilot recruitment underway ACP – research phase completed and project group considering next steps Regional support – support guide developed and seeking feedback, updated to reflect

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<p>Osteopathy, promote capacity building within local osteopathic groups to contribute to the development of the profession and the new CPD scheme.</p> <ul style="list-style-type: none"> • International – continue to support and promote the use of the new resources on international osteopathy developed by the ODG. • PROMs – promote the work of NCOR on patient reported outcome measures and other reporting tools. 					<p>wider communities of practice. International – dedicated website launched: http://osteointernational.uk PROMs – a pilot study of a PROM tool has concluded and roll-out to the profession has commenced. PROMs activity regularly promoted in osteopath media. NCOR and the GOsC have also developed a series of supported webinars to support more osteopaths to participate in PROMs as part of the new CPD scheme.</p>
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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 2015 complaints/claims data; identify trends; agree action, and review/revise data collection and dissemination strategy for 2016.	Communications Regulation	All year	●		NCOR final report on 2015 data considered at PAC in June 2016 and disseminated to participating organisations. 2017 data report being compiled.
Continue to support the National Council of Osteopathic Research as a means to increase research awareness and research activity within the osteopathic profession.	Communications	All year	●		Ongoing. Dedicated section in the bi-monthly <i>the osteopath</i> magazine.
Analyse data relating to individual registrants subject to complaints to identify ways to improve standards and reduce the risk of complaints.	Regulation Communications	Subject to initial scoping 2015-16	●		Data report presented to PAC March 2017 and next steps under consideration.
Continue to develop work in relation to values in	Professional	All year	●		We have developed a proposal

<p>practice to support the development of the <i>Osteopathic Practice Standards</i> and new CPD scheme.</p>	<p>Standards</p>				<p>in collaboration with the GDC and the Collaborating Centre for Values Based practice to explore links between particular activities or dialogue and patient feedback. This work has been presented at the Scottish Government Conference in October 2016 and also the PSA Conference in March 2017. Workshops have now been finalised and are planned for later in 2017.</p>
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3. To use our resources efficiently and effectively, while adapting and responding to change in the external environment

<p>3.1 Service quality and engagement</p>					
<p>Goal: to enhance the quality of service that we provide to patients and the public, registrants and our other stakeholders</p>					
<p>Activity</p>	<p>Lead</p>	<p>Timing</p>	<p>Status</p>	<p>Change</p>	<p>Comments</p>
<p>Continue to identify opportunities for enhancing customer service standards, and implement.</p>	<p>Communications</p>	<p>All year</p>	<p>●</p>		<p>Customer service audit conducted May-June 2016. During the survey period a total of 251 links to the survey were sent out, 39 in response to enquiries by telephone and 212 in response to enquiries by email; 27 responses received. The majority of people who responded (78%) had contacted us initially by telephone, although more links to the</p>

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					survey were sent to people who had enquired by email. Findings were very positive and indicated staff working well within the GOsC service standards. A full report on the findings and action made to June meeting of the Audit Committee.
Review GOsC feedback mechanisms, with a view to improving stakeholder feedback opportunities, services and communications.	Communications	All year	●		Specific feedback is now being sought from registration assessors and applicants systematically which is a new development this year. GOsC Stakeholder survey also planned for early 2017 – specific feedback being sought from partner organisations about experience of engaging with the GOsC.
Develop a new GOsC Communications and Engagement Strategy to ensure our communications are diverse, targeted, informative and effective – working with others to increase our impact wherever possible.	Communications	May 2016	●		Implemented from May 2016.
Ensure high quality consultation and engagement on policy and operational developments, including use of the GOsC Patient Partnership Group.	Communications	All year	●		<ul style="list-style-type: none"> OPS review: March-end May 2016. Received over 360 comments from osteopaths, education providers, local groups, Institute of Osteopathy, indemnity insurers, patients, other health professionals and

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					<p>from within GOSc.</p> <ul style="list-style-type: none">• Students with a disability or health impairment: Draft Guidance for Osteopathic Educational Institutions: 1 April-30 June 2016• Draft Guidance for applicants and students with a disability or health impairment: 1 April-30 June 2016• Draft Guidance about Professional Behaviours and Fitness to Practise for Osteopathic Students: 1 April-30 June 2016• Student Fitness to Practise: Draft Guidance for Osteopathic Educational Institutions: 1 April-30 June 2016.• GOSc focus group on health and disability guidance for students and OEIs: 14 June 2016. Positive feedback received from participants.• Draft Guidance on Voluntary Removal Applications from the Register: 1 September-30 November 2016.• Osteopaths under investigation – draft. Public consultation January to
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					<p>March 2017.</p> <ul style="list-style-type: none"> Discussion Paper on new Indicative Sanctions Guidance launched 20 March (closes 1 May).
<p>Continue to provide GOsC representation at appropriate healthcare conferences/exhibitions across the UK to promote awareness of osteopathic regulation, registration and practice standards, and foster partnerships.</p>	Communications	All year	●		<p>Joint regulators' Northern Ireland Assembly meeting with MLAs at: 13 September 2016. Poster abstract for the Altogether Better Health Conference by the Centre for the Advancement of Inter-professional Education has been accepted for presentation in September 2016. GOsC representation on steering group for Scottish Regulation conference: 31 October 2016, Edinburgh</p>
<p>Continue to support regular engagement activities and events including:</p> <ul style="list-style-type: none"> Meetings of the Regional Communications Network Meetings with osteopathic educational institutions Ongoing work with faculty in osteopathic educational institutions The work of the Osteopathic Development Group A programme of visits to local osteopathic groups A programme of visits to advanced practice osteopathic groups and CPD providers. 	Professional Standards Chief Executive Communications	All year	●		<p>Ongoing – details provided above.</p>

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Continue to provide high quality information to support registrants' engagement with the GOsC including through: <ul style="list-style-type: none"> • Publication of six issues of <i>the osteopath</i> magazine • Regular news e-bulletins and fitness to practise e-bulletins • Use of social media. 	Communications Regulation	All year	●		<i>The osteopath</i> : April/May; June/July; Aug/Sept; Oct/Nov; Dec/Jan; Feb/Mar. News e-bulletins distributed: April-March Fitness to practise bulletin: April and September 2016 Regular tweets/Facebook/linked in posts, to help us to extend our reach among stakeholders.
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3.2 Economy, efficiency and effectiveness					
Goal: to operate efficient, economic and effective operational systems and processes					
Activity	Lead	Timing	Status	Change	Comments
Implement a new IT Strategy and embed the aims and objectives within the wider staff team.	Registration and Resources	November 2016	●		Implemented and communicated to wider staff team.
Establish a staff IT working group to share best practice, knowledge and experience.	Registration and Resources	December 2016	●		First meeting took place in December. Follow-up March 2017.
Review our mechanisms to ensure we routinely seek feedback from the users of IT about their experiences and satisfaction with the technologies employed.	Registration and Resources	December 2016	●		Will be considered by staff IT working group.
Explore our methods of communication and identify where we can use different technologies to interact with applicants, registrants and other customers of Registration, including through paperless working.	Registration and Resources	All year	●		Exploring introduction of automated fee reminder notice.
Tender for new arrangements for the provision of external legal services.	Regulation and Registration and Resources	March 2017	●		
Developing the Integra system to increase its	Regulation and	December	●		Some work has commenced but

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functionality to suit fitness to practise case management requirements.	Registration and Resources	2016			project delayed due to staff changes.
Review cancellation fees for Committee members and reading fees for PCC/HC.	Regulation	June 2016	●		Review completed and approved by RaAC and Council.

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.
Ensure that the GOsC continues to meet its duties under the Equality Act and Welsh Language Act	Chief Executive	All year	●		Following the health and social care regulators' responses to the Welsh Government's consultation on new standards, the Welsh Government is drafting new regulations specifically aimed at the regulators and these will be consulted on in due course. (Implementation likely from 2018).
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, Registration and Resources, Regulation	All year	●		PSA Performance Review completed, final report published. 2016-17 process review completed and report awaited.
Complete any new appointments to the governance structure, including where necessary using the appointments procedure approved by PSA.	Chief Executive	All year	●		Recruitment process for Council, PAC, IC and PCC completed.
Provide induction and ongoing training for new and existing Council members and other non-executives.	Chief Executive, Regulation	All year	●		Council, PCC and IC inductions completed.

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Develop and implement a new staff and non-executive whistleblowing policy.	Chief Executive	July 2016	●		Approved by Council July 2016
Organise training day for potential registrant applicants for Council and other non-executive roles.	Chief Executive	October 2016	●		Event held September 2016 with 24 attendees. Additional webinar also held.
Prepare an Annual Report on activities undertaken in year and submit to Parliament.	Chief Executive Registration and Resources Communications	June to September 2016	●		Approved by Council July 2016 and laid before parliament September 2016.
Develop and implement transition plan for charity registration.	Chief Executive, Registration and Resources	July 2016	●		Application submitted July 2016 with further submission January 2017. Training for Council took place in October 2016.
Continue to engage with the Department of Health and other regulators on potential changes to legislation.	Chief Executive	All year	●		Ongoing.
Carry out review of PAC effectiveness and report to Council	Chief Executive	March 2017	●		Discussion scheduled for March PAC meeting.