



Council
15 May 2025
Osteopathy House

Classification Private

Purpose For decision

Issue A description for how the GOSc would operate in the future, alongside principles for providing Council with assurance about this approach, are outlined in the paper so that Council can make decisions concerning the future of Osteopathy House.

Recommendations

1. To note the description for how the GOSc would operate in the future, assuming no headquarter building.
2. To consider the principles for providing assurance to Council about the appropriateness of how GOSc would operate in the future.
3. To agree to progress a sale of Osteopathy House.
4. To note the strategic communications approach to be taken in relation to this decision.

Financial and resourcing implications We are currently allocating c.£160k from the operational budget to maintain a >80% empty headquarter building.

Equality and diversity implications Any future operating model will need to be inclusive for all staff.

Communications implications The strategic communications approach is set out in this paper.

Annex None

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Key messages from the report:

- Over the previous business year, Council has been engaged in discussions about the future of Osteopathy House. Council agreed in November 2024 that 'doing nothing' was not an option as we were allocating £160k from the operational budget to maintaining a building that was >80% empty.
- In February 2025, Council considered and then noted that rental of Osteopathy House was not financially advantageous and Council considered moving towards the potential sale of the building subject to consideration of how GOsC would operate in the future.
- A description for how GOsC would work in the future was considered by the People Committee and is set out in this paper.
- Principles related to how GOsC will work in the future were also considered by the People Committee, alongside mechanisms to enable Council to receive assurance that how GOsC works in the future was being implemented and working as envisaged. This would enable Council members to discharge their governance responsibilities. These principles and mechanisms are also set out in the paper.
- The People Committee did not identify any missing evidence from this approach and decisions are now sought from Council to progress this matter towards a conclusion.
- Careful consideration of the communication if Council make the decision to sell the building are key and are set out in this paper with a focus on reassurance and transparency.
- Decisions around the future of Osteopathy House cannot be deferred as there is a need to ensure GOsC remains on a sound financial footing in the medium term.

Background

1. [REDACTED] there are decisions needed around the future of Osteopathy House [REDACTED]
[REDACTED]
2. Council has engaged with these decisions over recent meetings. In relation to Osteopathy House it agreed that 'doing nothing' was not an option and noted that rental of the building was not financially advantageous. It considered progress towards sale, subject to consideration of how GOsC would operate in the future.
3. In relation to how we work in the future, Council is keen to consider the impact of the sale of Osteopathy House in terms of people and culture. The Executive were asked to revert to Council in May 2025 with a paper on how the

organisation might operate in the future alongside the strategic communications approach.

4. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
5. The purpose and scope of this was considered in a paper before People Committee in March 2025. People Committee considered a number of matters including:
 - a description for how GOsC shall work in the future;
 - principles related to how GOsC shall work in the future;
 - ongoing mechanisms for assurance that the model was being implemented and working as envisaged.
6. People Committee did not identify any missing evidence from this approach.

Discussion

Description of how GOsC shall operate in the future

Senior Management Team preferred option:

'The GOsC has sold Osteopathy House and has not purchased a smaller set of premises and has not chosen to rent a full set of premises as these options are not financially advantageous and would fail to deliver the requirements of the staff team.

A small number of desks (no more than 7¹) will be rented ensuring the GOsC retains a hub-setting for staff to attend who would prefer not to work from home. Such an arrangement would be at a dedicated office solution such as [REDACTED] which we expect to be around the London Bridge or Tower Bridge location to ensure easy access.

Such an approach will see GOsC rent desks in a shared office location which may even raise the potential for establishing new connections with different organisations who also rent space in that location although there is no guarantee of this.

We will remove our expectation that staff must work in-person 4 days per month.

Staff will be expected to attend monthly connection/together days at a rented location which are purposeful in nature and which allow for the sharing of knowledge and insight or for training and development. These are not days where we expect staff to attend a physical location to simply respond to emails.

¹ This is based on current desk occupancy data and provides desk cover for the largest single GOsC team to be in on one day – Fitness to Practise.

GOsC departments can use rented space for in-person team meetings, workshops, events as they require over and above the monthly connection/together days.

Council and Committee meetings can be held online or in-person. If in-person there is no requirement on those meetings being held in London as has been the current arrangements. Indeed, it would be the expectation that Council meetings happen around the UK so there is greater visibility of Council members, and the work of Council, within the regions.

Fitness to Practise activity (Investigating Committee and Professional Conduct Committee) has been held predominantly online during the previous five years. We expect this trend to continue, supported by hiring space for in-person activity as needed.

Stakeholder engagement continues to be critical to our work. We will continue to be available to meet with stakeholders either in-person (at variable locations) or online and we will monitor carefully the routes for stakeholders to contact GOsC staff in the future operating model.'

7. This preferred option was considered by People Committee as part of its discussions. An extract of the People Committee paper, which considered three ways of working (purchase of a smaller premises, completely virtual working and rental of some office space) is set out in the Annex to this paper.

Providing assurance to Council that there is effective staff and organisational management and stability to the business function in light of the planned sale of Osteopathy House

8. In order to provide assurance about the effective operation of the GOsC post any sale of Osteopathy House, we developed principles related to how we would work in the future.
9. The proposed principles, which underpin the effectiveness of the future operating model, are as follows:
 - **Delivery of statutory responsibilities:** the future operating model supports the delivery of our statutory responsibilities and the meeting of our strategy.
 - **Operational and cost efficiency:** the future operating model does not act as a barrier to the operational and cost efficiency of the GOsC.
 - **Communication and collaboration:** the future operating model facilitates ongoing communication and collaboration within teams and across the organisation.
 - **External engagement and influence:** the future operating model supports the GOsC to continue to have external engagement and influence with all stakeholders.

- **Technology:** the future operating model is underpinned by an investment in technology to support GOsC to deliver its statutory responsibilities.
- **Equity, Diversity, Inclusivity and Belonging:** the future operating model is one which is inclusive, facilitates in-person and online interactions, and which helps us meet our EDIB responsibilities.
- **Health and wellbeing:** we have mechanisms in place to ensure the future operating model supports staff health and wellbeing.
- **Talent retention and acquisition:** the future operating model does not inhibit the retention and acquisition of talent at executive and non-executive level.

10. Taking the preferred option for how GOsC works in the future, we have applied the principles to demonstrate to Council that the preferred model is appropriate and that any risks to the business are mitigated.

11. The described model meets the future operating principles as follows:

- **Delivery of statutory responsibilities:** since 2020 we have been a predominantly home-based organisation (>80%). In this time we have met all Standards of Good Regulation as assessed by the Professional Standards Authority, delivered on our agreed business plans and not been subject to appeals against decisions made by our Fitness to Practise or Registration regimes. The described future operating model is simply an extension of the model we have been operating for the previous five years.
- **Operational and cost efficiency:** moving to the new operating model will release up to £160k from the operating budget which equates to 5.28% of our overall budget, or c.£30 of every £570 registration fee collected. The costs of hiring space, holding meetings around the country and ensuring ongoing collaboration and engagement will be much lower than the current operating model.

We have estimated that the rental option, the cost of five Council meetings across the country with associated expenses, three Committee meetings in-person, a third of Fitness to Practise hearings in-person and two stakeholder days, along with associated expenses, would be c.£110k, a saving of c.£50k on our current operating model. [REDACTED]

- **Communication and collaboration:** the bulk of our internal communication and collaboration is carried out via remote means. While this would continue in the future operating model, the establishment of monthly connection/together days will strengthen the team approach and maintain our values and culture.

The future operating model would not prevent teams from arranging their own in-person events utilising the hub space that we intend to hire. We know that feedback from newer staff is that they appreciate that in person collaboration and the model proposed would enable more time 'in person' with their team and different teams while they settle in.

- **External engagement and influence:** we currently engage with stakeholders in a variety of different ways, be that in-person or online. We would continue to engage with stakeholders and be available for meetings whether in person or online in the future operating model.
- **Technology:** our technological approach supports the current >80% home-working model and we would not need to make any significant changes to move to the future model.
- **Equity, Diversity, Inclusivity and Belonging:** the future operating model is one which would provide facilities for GOsC staff to work in-person through use of hired space, or remotely. We would continue to carry out activity which ensures all staff can participate, i.e. through hybrid arrangements, and such an approach would be applicable for our monthly staff connection/together days.

Furthermore, any approach to a new future operating model would need to be underpinned by an equality impact assessment so we can be assured that our approach is inclusive to the workforce we employ.

- **Health and wellbeing:** within our current model we have mechanisms in place to support the health and wellbeing of staff including, for example, the Employee Assistance Programme. We hold regular 1:1 meetings, team meetings and, where relevant, all staff meetings/events. These would not need to change in the future operating model, indeed we would be more deliberative about the connection/together days which could/should always have a focus on health and wellbeing.

The future operating model meets expectations around work-life balance with a space where people can meet and work in-person as well as the opportunity to work from home.

- **Talent retention and acquisition:** the future operating model would enhance how we recruit staff as there would not be a limiting factor, i.e. geographical location, to working at GOsC. The model allows for someone to be located in any part of the UK as our roles would be predominantly home-based bar the monthly connection/together days and attendance at external events.

We already attract a geographical diversity of Council and Committee members and therefore the future operating model would not be a barrier to that continuing.

Ongoing assurance mechanisms for Council

12. To ensure that, in the future, Council has ways of assessing the appropriateness of how GOsC is working, the same principles can be used as assurance mechanisms for Council:

- **Delivery of statutory responsibilities:** Council and Committees would continue to receive progress updates on business plan activities, projects and delivery against our statutory responsibilities, such as fitness to practise. We are developing our thinking around the theory of change which will help the Council to develop its measurement of our performance against strategic priorities.
- **Operational and cost efficiency:** we would continue to report to Council against key performance measures including business plan progress, financial updates, registration statistics and human resource/people developments. We would continue to be assessed against the Professional Standards Authority Standards of Good Regulation.
- **Communication and collaboration:** we can introduce reporting to People Committee on the strengthening of our internal communication and collaboration as a result of the monthly connection/together days. We can obtain feedback from staff - qualitative and quantitative - which will identify how successful these days are towards maintaining the team ethos and culture. Such an approach would be consistent with the development of the People Framework which is going through People Committee in 2025.
- **External engagement and influence:** we continue to report to Council on the engagement activities we have been involved in which can include feedback from stakeholders.
- **Technology:** Audit Committee receives a standing monitoring report which highlights any critical incidents, serious events etc. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- **Equity, Diversity, Inclusivity and Belonging:** we continue to prepare an Annual EDIB Report which is presented to Council at each July meeting.
- **Health and wellbeing:** People Committee continues to receive reports/statistics from the Executive which informs the health and wellbeing of the GOsC. We are proposing to introduce HR/people statistics in the 'assurance dashboard' that will be considered by Council in May 2025.
- **Talent retention and acquisition:** we will continue to report to People Committee on the number and diversity of applications for our non-executive positions. We will also continue to report on executive recruitment matters to the People Committee.

Strategic Communications

13. In the event of a Council decision to sell Osteopathy House, we plan to take the strategic communications approach of reassurance and transparency. We wish to be open about the reasons for the change and the timeline for it. We will be reassuring about the impact (which is generally positive) and will support people through what will be perceived as a major change within a challenging context.
14. It is important first to consider the existing context of this announcement together with the other items that we are currently due to communicate. The DJS research findings have made it clear that there is a great deal of fear, mistrust and misunderstanding about the GOsC. We are working hard to reduce the fear and increase the clarity about our role to help in the slow process of building trust.

Wider context impacting our approach

15. In March 2025 we removed the CPD Diary which led a small number in the profession to question our finances (finance was not part of the decision making) and a significant number were unhappy that we were taking this action. However, this was the right thing to do for many reasons including the fact that the Diary was not fit for purpose, [REDACTED] and by providing it we were adding to the confusion about our role and what was required as part of the CPD scheme (giving the impression that we looked at the data and required it to be submitted). However, it was not a popular move and this news about the sale of Osteopathy House needs to be viewed in this context.
16. The introduction of the new CRM, (the database that holds the Register and will sit behind the ● zone), is nearing conclusion as an IT project and is continuing to be considered in terms of communication. This will require a change to how osteopaths log in and comes with a number of other changes too. For some osteopaths, their interaction with the ● zone is the only or the major part of their contact with the GOsC, so this will be viewed as another change that osteopaths may find unsettling, given that change is generally unsettling. The launch of the new CRM is a positive step and is currently planned for launch in the coming months. Leaving space between this launch and the announcement about the building would be helpful.

17. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

18. As Council is aware, and has already been mentioned above, [REDACTED]
[REDACTED]
[REDACTED]
19. In addition, we need to take into account the broader context of the profession and the wider societal context. Many in the profession have concerns about its future and for educators they have more immediate concerns in terms of student recruitment. The wider societal context is also relevant in relation to the cost of living challenges for osteopaths and the breakdown of trust in institutions/authority that we are living through.
20. Within this context, we are aware that this announcement brings with it what for many is likely to be viewed as a major unsettling change and potential concerns about the GOsC's finances. This is likely to be the case even if osteopaths did not come or rarely came to Osteopathy House, especially within a climate of fear and mistrust and at a time when many may themselves be struggling financially.
21. Dealing with a sense of 'loss of place': For some people we understand there will be a sense of 'loss of place' in their thinking in relation to GOsC – including our own staff and members of our non-executive. Whereby conceptually some will have a mental model of GOsC as the building itself.

The strategic communications approach

22. Therefore we are proposing to inform the profession in a transparent and reassuring way. We intend to build outwards by initially ensuring that staff are aware and comfortable with the plans, and then we will utilise a clear narrative for engagement with the non-executive, followed by partner organisations, and then with osteopaths (and students).
23. We will be transparent when we communicate. We will explain what we are doing, when and why. We can be reassuring in relation to how the change impacts on the profession:
- On a practical level, on the whole this impact is positive with increased opportunities for contact and engagement and little change in experience for most osteopaths:
 - we are still available for conversations and queries, in fact more so than before with the introduction of the weekly online drop-ins and the new WhatsApp channel, as well as the introduced option for video calls, improved phone set up and monitoring of email inboxes.
 - we will be clearly demonstrating our desire to engage around the UK by holding our Council meetings in a variety of locations across the country making it easier for more and different osteopaths to engage with us in person.

- we will be continuing to do in person engagement and ensuring that we raise the profile of this engagement (the DJS research made it clear that many were not aware that this engagement takes place) so that more in the profession are aware that we do this by eg our new regular ebuletin feature that highlights a query received from an osteopath at a recent event.
 - we will hold additional in person meetings and/or events in the locations of the Council meeting as they are held in varied locations around the UK.
24. We can be reassuring that this announcement is a part of our vision to embrace innovation and new ways of working.
- In these changing times this is in some ways a natural development of the technological advances we have seen over recent years. Now that the organisation has switched primarily to home working and found it to be very effective, rather than reverting to older ways of working out of old habits, we have embraced the new model. We are taking this opportunity to continue with a model that is working. We are comfortable with being innovative and doing things differently if that is better. This decision is not only cost effective but frees us up to do increased engagement.
 - It is fortunate that this timing coincides well with the development of our new website. The new website will be more welcoming, more contemporary and fit for purpose. Our staff will be more highly visible with each of their profiles, the structure of the organisation and our contact information being more accessible. This will sit together with increased use of videos and podcasts and webinars. Our new website has/will make all of our information, guidance and support easier to find.
25. When addressing the need for a sense of place, in some ways the new website can instead become a representation of the new 'home' or conceptually more of a central hub for those that would find that helpful when they are interacting with or thinking about GOsC. We will support those who rely on the physical concept of the GOsC to develop this new concept as they may find it helpful to replace the building as the concept with our new website. The website will very much highlight the people who work at the GOsC, as we are the GOsC.
26. We can be reassuring in relation to the future of the GOsC and the security of our financial situation. This decision is about being cost efficient which is something we always strive for, and is part of our ongoing work to ensure the security of the GOsC into the future. Now that the building is used much less, it makes sense to sell it. If asked about fees i.e. are we now going to increase fees? We can explain that we have never increased fees but have continued to maintain fees at the same level without even making increases for inflation; also that any change in fees would require a change in legislation, but this is an issue that has been considered every year by Council so will continue to be considered each year.

27. Another positive that we can reflect in our narrative is that a number of osteopaths have told us over the past few years that they think we should sell the building, so we can say to the profession that we have continued to explore this option and have now decided that it is the right approach. We have listened and investigated.

Our stakeholders and timings

28. We will ensure that everyone affected knows about these plans in good time. We will work outwards from our primary audiences of staff and governance to partner organisations and osteopaths, producing communications to suit each audience. Our secondary audience are students and the public.
29. It is essential that we bring staff with us so they understand the rationale and are supportive of the approach being taken. They will be our ambassadors and our advocates when they are interacting with osteopaths on a daily basis.
30. Our non-executive members are an important audience in this matter. In some ways this announcement has the most impact on them. Now that most GOsC staff work from home, it is this group who may most associate the building with the organisation and their role within it. So our communications will reassure and support them to create a new sense of GOsC without a fixed physical place.
31. Ahead of informing the wider profession we need our key stakeholders to understand the rationale behind it [REDACTED]
[REDACTED] Therefore we need to do a confidential stakeholder exercise. [REDACTED] we will need to think carefully about the timing of this so we can control the message. [REDACTED]
[REDACTED]
[REDACTED] Through this exercise we can inform, take the partners with us, and it will give us the opportunity to check what concerns they may have and think their networks may have so we can prepare responses and provide reassurance.
32. When we utilise all our channels and request promotion through those of partners to inform osteopaths; we will provide opportunities for osteopaths to discuss this plan with us so we can ask what concerns they have and try to assuage these concerns. We will prepare and update a Q&A around potential queries/concerns.
33. We will develop a narrative that reassures and explains the benefits of this move: not only financial, but a flexibility that brings with it the opportunity to deepen our engagement across the UK. With a single office space based in London it is always difficult to challenge the London centric accusation. With Council meetings being held at a variety of locations around the UK, this will demonstrate our commitment to engaging across the country and will make engagement richer. The executive should also endeavour to hold additional meetings/events in those same locations before/after the Council meetings to provide a richer engagement experience for attendees or others in the region.

34. Timing – things to consider when we are deciding on the timing of this announcement:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- New website – ideally this being live would make the news easier as this will make our information more accessible.
- Launch of new CRM.
- Any other items that may be construed as relating to finances e.g. IJOM package provision.

35. As part of the initial announcement to the profession so we are able to put the positive message very clearly, we would like Council to be aware/consider that it would be very helpful to be able to include some specifics as to where 'the GOsC will be' over the next year with a commitment to hold one or more Council meetings in specific places in the UK. This will create a replacement physical place and additionally ensure we are clear about our commitment to travel. In addition, we can include the message (as appropriate) that we continue to be committed to holding hearings in the best place for those involved which could be anywhere in the UK.

Conclusion

36. Council has previously agreed that doing nothing and rental are not financially advantageous options for GOsC. In February 2025, Council wished to consider the impact of the sale of Osteopathy House in terms of people and culture. Therefore the Executive was asked to revert to Council in May 2025 with a paper on how the organisation might operate in the future alongside the strategic communications approach that would be taken.
37. Issues around people and culture were considered by People Committee in March 2025 with no evidence gaps identified. Information related to strategic communications connected to the sale of Osteopathy House are included in this paper.
38. Council is asked to consider the principles outlined in the paper about how GOsC will work in the future and to make decisions about the sale of Osteopathy House.

Recommendations

1. To note the description for how the GOsC would operate in the future, assuming no headquarter building.
2. To consider the principles for providing assurance to Council about the appropriateness of how GOsC would operate in the future.
3. To agree to progress a sale of Osteopathy House.
4. To note the strategic communications approach to be taken post the Council meeting.

Extract of People Committee paper

Description of future GOsC operating model

1. There are broadly three options for a future operating model post sale of Osteopathy House. We have set out each of the options along with a brief summary of the advantages and disadvantages of each model based on the evidence from our staff survey, current use of Osteopathy House and anecdotal staff feedback.
2. Our staff survey shows that the current hybrid model is working well. Key figures of note in relation to the following mechanisms for collaboration are:

Question: How does collaboration work best for you?

- a. Working alongside colleagues in the same building – about a 1/3 (36% or n=6) agree or strongly agree; almost a 1/3 (28% n=5) neither agree or disagree and about 1/3 (36% n=6) disagree or strongly disagree.
 - b. Working virtually – 73% (n=13) agree or strongly agree; 17% (n=3) neither agree or disagree and 11% (n=2) disagree
 - c. A combination of the two – 67% (n=12) agree or strongly agree; 22% neither agree or disagree (n=4); 11% (n=2) disagree
 - Free text feedback included:
 - 'Current approach is inclusive for people with disabilities, caring requirements, work-life balance';
 - 'Remote working can feel more productive and has led to more collaboration ... I need to make time/space to meet with colleagues and use that time creatively and effectively'
 - 'Cross-team collaboration, staff meetings and workshops, focus groups and team projects benefit from office working.'
 - 'I think how we work now is effective - everyone works well virtually but the times we are together are focused and beneficial.'
3. Anecdotal feedback from new members of staff does suggest that greater in person working to start with helps them to settle into the organisation. We also know that having a dedicated place to go for day-to-day working matters for a small number of staff.
 4. The number of desks to promote maximum collaboration in person day-to-day would be no more than 7 based on the staff occupancy registers that we collate as well as individual teams comprising no more than 7 members of staff. Wider team gatherings and all staff in person meetings would need additional space.
 5. We have used this evidence to assess the advantages and disadvantages of each of the possible operating models.

Option 1: Buy a smaller property

6. Buying a smaller property to contain a space for 7 desks would be optimal use of space. Anything more would not be usable on a daily basis. Different space would still be required for team days etc.
 - Advantages: Gives certainty of location. Would meet the needs of those staff for whom in person collaboration works best. Would meet the needs of staff who would like an office base for their work and newer members of staff.
 - Disadvantages: Comes with additional costs including responsibility building management and maintenance and resource to cover this which would not be part of the rental model. If we decided on an alternative operating in the future, for example, moving out of London, the sale of the building would reduce agility of decision making. We would in effect be creating the same challenges we have now, albeit on a slightly smaller scale.

Option 2: Complete virtual working

7. This model would rent accommodation in different places where necessary for team building or other in-person events. Committee and Council meetings would need rented space or would be held fully online.
 - Advantages: Removes fixed costs of accommodation.
 - Disadvantages: May impact on the attractiveness as an employer with no identifiable base. Would mean that in person collaboration would take longer to organise – would be less spontaneous for team members. Lack of certainty of available accommodation when needed could impact on team members ability to attend. Will not address the finding in the staff survey that over 1/3 staff responding felt that in person collaboration worked best for them. May impact on sense of connection and well being for some staff. Will not address the needs of staff who require an office to work.

Option 3: Rental of office space

8. This model would involve 7 desks for team collaboration on an ongoing basis with larger space as needed for organisational team building, Committee and Council meetings, stakeholder engagement etc.
 - Advantages: Provides a known space for team in-person collaboration and for those people for whom an office space is important on a regular basis. Could potentially also provide flexibility with larger space as needed depending on the provider and the agreement. Would meet the needs of those who need an office space and for newer members of staff who are understanding GOsC.
 - Disadvantages: The space would need to be expanded for planned organisational days or where two teams needed to get together on the same

day but this could be mitigated by a booking system or the particular contract in place with the provider.

Preferred option

9. The SMT preferred option is option 3 as we believe this would best meet the needs of the staff team as a whole based on the evidence outlined above.
10. A description of the preferred future operating model is outlined below, with an explanation for how this model meets the principles which were set out earlier in the paper.

'The GOsC has sold Osteopathy House and has not purchased a smaller set of premises and has not chosen to rent a full set of premises as these options are not financially advantageous and would fail to deliver the requirements of the staff team as based on the summary evidence and analysis as outlined above..

A small number of desks (no more than 7²) will be rented ensuring the GOsC retains a hub-setting for staff to attend who would prefer not to work from home. Such an arrangement would be at a dedicated office solution such as WeWork or Regus which we expect to be around the London Bridge or Tower Bridge location to ensure easy access. Such an approach will see GOsC rent desks in a shared office location which may even raise the potential for establishing new connections with different organisations who also rent space in that location although there is no guarantee of this.

We will remove our expectation that staff must work in-person for 'x' number of days per month.

Staff will be expected to attend monthly connection/together days at a rented location which are purposeful in nature and which allow for the sharing of knowledge and insight or for training and development. These are not days where we expect staff to attend a physical location to simply respond to emails.

GOsC departments can use rented space for in-person team meetings, workshops, events as they require over and above the monthly connection/together days.

Council and Committee meetings can be held online or in-person. If in-person there is no requirement on those meetings being held in London as has been the current arrangements. Indeed, it would be the expectation that Council meetings happen around the country so there is greater visibility of Council members, and the work of Council, within the regions.

Fitness to Practise activity (Investigating Committee and Professional Conduct Committee) has been held predominately online during the previous five years.

² This is based on current desk occupancy data and provides desk cover for the largest single GOsC team to be in on one day – Fitness to Practise.

Annex to 5

We expect this trend to continue, supported by hiring space for in-person activity as needed.

Stakeholder engagement continues to be critical to our work. We will continue to be available to meet with stakeholders either in-person (locations are variable) or online and we will monitor carefully the routes for stakeholders to contact GOsC staff in the future operating model.'