

GENERAL CHIROPRACTIC COUNCIL STRATEGIC STATEMENT 2018-2020

1. Introduction

This document sets out the strategic priorities of the General Chiropractic Council (GCC) over the next three years, and has three main purposes:

1. It describes what the GCC Council is committed to the organisation achieving
2. It provides a mandate for the organisation's work programme, led by the Chief Executive and Registrar, the senior management team and the staff
3. It provides a framework for the monitoring of the organisation's activities by the Council

2. Our purpose as a regulator

Our statutory duty as set out in the Chiropractors Act (as amended), is to "develop and regulate the profession of chiropractic".

The Health and Social Care (Safety and Quality) Act 2015 introduced the same over-arching objective for all of the health and care professional regulators - the protection of the public. The 2015 Act states that the pursuit of that objective involves the pursuit of the following:

- a) To protect, promote and maintain the health, safety and well-being of the public;
- b) To promote and maintain public confidence in the profession of chiropractic;
- c) To promote and maintain proper professional standards and conduct for members of the chiropractic profession.

3. Our vision

Our vision is to be a respected regulator of a trusted profession.

4. Our strategic objectives for 2018-2020

In 2018-2020 we will be working towards three, linked, high level strategic objectives, which are:

1. Enhancing professionalism in order to improve public protection and the quality of patient care and to increase public confidence in the profession
2. Contributing to development of the profession
3. Delivering effective and efficient regulation

The outcomes we expect to achieve, along with the approaches we will take in order to achieve those objectives, are outlined below.

Our annual business plans will set out in more detail the specific activities that will be undertaken each year in order to achieve our strategic objectives over the three-year period.

Strategic objective 1: Enhancing professionalism in order to improve public protection and the quality of patient care and to increase public confidence in the profession

The GCC wishes to encourage patient-focused behaviour by chiropractors, over and above the minimum requirements set out in the Code.

The outcomes we expect to achieve are:

- An improved understanding of professionalism across the profession generally and in particular amongst new and recent graduates, measured by survey data
- Improvement in the relevance of the actions taken by chiropractors to support their own continuous professional learning, evidenced by CPD/continuing fitness to practise activities (measured by a limited audit of the quality of CPD submissions, to take place in 2020)
- Evidence that the GCC's activities to enhance professionalism have had a positive impact (measured by survey data)

The approaches we will take to enhance professionalism are:

- Publishing an explanation of what “professionalism” means in the context of chiropractic
- Developing tools to support chiropractors seeking to demonstrate their continuing fitness to practise (pending legislative change that will introduce a mandatory continuing fitness to practise scheme)
- Revising and updating the guidance and developing other learning material we publish to support chiropractors in practice, taking account of learning from professional conduct complaints
- Reviewing whether the Code requires amendment
- Working with the chiropractic education institutions to promote a greater understanding of professionalism for those preparing to enter practice
- Evaluating the impact of our activities to enhance professionalism on chiropractors
- Using data generated from our registration and FTP functions to support analysis of areas of risk in chiropractic (including environmental factors) and provision of support/guidance
- Sharing the learning generated from our regulatory functions externally – across the profession and the regulatory sector

Strategic objective 2: Contributing to development of the profession

The GCC wishes to develop and document a clear strategy in relation to its role in “developing” the profession, including any arrangements for funding relevant projects/initiatives whether led by the GCC itself or by others.

The outcomes we expect to achieve are:

- A finalised strategy around the GCC’s involvement in projects or initiatives designed to develop the chiropractic profession as a whole
- A recognisable contribution towards bringing chiropractors within the remit of the Chief Allied Health Professions Officer

The approaches we will take to contribute to development of the profession are:

- Devising a strategy (in consultation with our key stakeholders) around the GCC’s involvement in projects or initiatives designed to develop the chiropractic profession as a whole
- Continuing to support the Royal College of Chiropractors’ engagement with the Government Allied Health Professions Officer

Strategic objective 3: Delivering effective and efficient regulation.

The GCC’s resources need to be used proportionately to achieve public protection, including the maintenance of public confidence in the profession.

The outcomes we expect to achieve are:

- Meeting the Standards of Good Regulation, as assessed by the Professional Standards Authority (PSA) in annual performance reviews
- Validated assurance that our key regulatory and other processes are being operated lawfully and in accordance with good practice, following review
- Recognisable cost savings leading to a balanced budget and potential reduction in costs to registrants
- Improvement of our systems/delivery, incorporating learning from the feedback mechanisms we have in place.
- Compliance with service standards to be introduced for “customer” service and “tone of voice” for all external communications across the organisation
- Implementation of IT improvements that result in increased efficiency and improved “customer” service across all our stakeholders
- A stable and motivated staff team with enhanced capability and capacity to address future challenges

The approaches we will take to contribute to deliver effective and efficient regulation include activities that require us to reflect and build on our current strengths, and activities that are externally focused:

Reviewing and building on our strengths:

- Reviewing our regulatory (registrations, fitness to practise and education) processes, as well as our corporate risk management, quality assurance, financial management and other processes and implementing improvements where needed (including introducing “customer” service standards and reviewing “tone of voice” in communications across the organisation) as required in order to align with good practice in the sector
- Identifying opportunities to improve the efficiency of our processes by better use of technology or other innovations
- Strengthening the capacity and stability of our staff team to ensure it is fit for the future, including the introduction of revised/new policies and procedures in relation to: job descriptions; recruitment, induction and probation; appraisal and development; remuneration and reward; and reviewing the staffing structure.
- Embedding a culture of shared learning and continuous improvement within the organisation
- Undertaking a strategic review of our IT systems to ensure they assist us to work efficiently
- Identifying and implementing value for money savings, including through strengthened procurement procedures and improved FTP case management, with the aim of reducing costs for registrants
- Working to achieve a paper-free office

Externally-focused activities

- Seeking opportunities to collaborate with other regulators in the sector in order to align ourselves with good practice as well as to achieve cost efficiencies
- Improving our interactions with registrants, complainants, GCC Partners, members of the public, chiropractic education institutions, accrediting bodies and others (including through our use of IT and written communications) including gathering and using feedback effectively. This will involve us in:
 - engaging with the wider healthcare community and achieving a better understanding of other professions
 - strengthening our links with patient and registrant organisations
 - communicating regularly with different groups, as well as surveying them to obtain their views about our work and seeking new ways in which to measure their confidence in and responses to the GCC’s work
- Continuing to seek opportunities to influence the agenda for change in regulation across the sector, with the aim of changes being made to our legislative framework that would enable us to take a more risk-based approach and to improve our effectiveness and efficiency