

ANNEX 1

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Draft Business Plan and Budget for 2010/11

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1. INTRODUCTION

- 1.1 The General Optical Council (GOC) is an independent organisation accountable directly to Parliament for the regulation of optometrists, dispensing opticians, optics students and registered optical businesses in the UK. The GOC gets its powers from an Act of Parliament - the Opticians Act 1989 (amended 2005/6).

2. OUR PURPOSE

- 2.1 We protect promote and maintain the health and safety of the public by:
- setting standards for optical education, training, performance and behaviour;
 - approving the qualifications that lead to registration with the GOC;
 - publishing a register of opticians, optometrists, students and optical businesses in the UK; and
 - investigating and acting on concerns that a registrant is not fit to: practise, train as an optician, or run a GOC-registered business.

3. OUR MISSION

- 3.1 Our Mission is to be recognised as a modern and innovative healthcare regulator.

4. THE WAY WE WORK

- 4.1 The way we work is built on principles of :
- *Proportionality*: targeting the issues of greatest risk to public safety.
 - *Accountability*: involving stakeholders and partners.
 - *Consistency*: working with others to make sure our work is fair.
 - *Transparency*: explaining our decisions wherever possible.
 - *Targeted*: focusing our efforts where there is most public benefit.
 - *Well organised*: providing value for money, high standards of customer service and promoting equality and diversity in all our work.

5 BACKGROUND

- 5.1 A new, reconstituted Council of 12 fully appointed members took up office on 1st April 2009.
- 5.2 At its inaugural meeting held on 2nd April 2009 the Council agreed mechanisms for its three main roles, which are:
 - Establishing the strategic direction for the GOC
 - Engaging with stakeholders in the formulation and delivery of that strategy; and
 - Holding the executive to account for the delivery of the strategy.
- 5.3 To establish its strategic plan for 2010-2015 the Council opened a consultation inviting stakeholders to have their say on the future work of the GOC. In addition throughout April to September 2009, the Council invited key stakeholders to present their vision and aspirations for the delivery of high quality optical care in the future.
- 5.4 In September 2009 the GOC hosted a meeting for Council members and the Senior Management Team. The aim of the meeting was to:
 - Agree a high level strategic statement capturing the Council's role and responsibility.
 - Agree key issues that should influence the GOC's work into the future.
- 5.5 In November 2009, the Council will invite stakeholders to comment on its draft strategic plan for 2010 -15, which was written as a result of its strategic planning process as described above. The Council expects to ratifying the final plan at its February 2010 meeting for implementation from 1st April 2010.
- 5.6 This document constitutes the Business Plan for the financial year 1 April 2010 to 31 March 2011 for the implementation of the first year of the Council's five-year strategic plan 2010-2015.
- 5.7 Our draft strategic five year plan (2010-15) has three strategic priorities:
 - continue to modernise our core functions and put in place systems for improvement to become more efficient and more effective;
 - develop the regulatory framework to support UK eye care in delivering safe, high quality care which meets society's needs and expectations; and
 - promote a wider understanding of our role and engage stakeholders in our work.

6. BUSINESS PRIORITIES IN 2010/11

Strategic Priority 1

Continue to modernise our core functions and put in place systems for improvement to become more efficient and more effective;

To be achieved in the following areas:

Core work:-

Delivery of core functions against agreed KPIs	£5,230,000 across all areas of business
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Support-function modernisation projects:-

Review internal controls and resource planning mechanisms through an independent audit and performance review	£20,000
Job evaluation to ensure that we have the right posts and the right people in those post to deliver	£30,000
Initiate an IT modernisation project	£25,000 (amortised)

Piloting:-

(a) Piloting of revalidation and investigate fit with CET Scheme	GOC bid for £96,000 DH grant
The GOC is applying for a grant of £96,000 from the DH to further support its work in revalidation in 2010-11. In addition to the projects being funded by the DH in 2009-10, the proposed work areas relate to the use of patient feedback as part of the evidence for revalidation, remediation, CET interface with revalidation, and advanced piloting. The money is intended to fund the convening of expert groups, the costs of consultation including the hosting of consultation events, and the costs of utilising user groups in piloting.	
(b) Piloting of Online retention	£91,000
The most significant increase in Registration department expenditure is a budgeted £91k for development of an online retention system. This has been identified as a key modernisation project for the GOC, to address known issues with the retention process, to improve customer service, and to achieve long term efficiencies	

FTP modernisation projects:-

(a) Publish first FTP annual report	£3,000
This follows on from the project in 2009/2010 to develop a format for the FTP annual report. It relates to production of the first such report in 2010/2011. The costs budgeted for relate to external costs of printing layout and external communications support.	
(b) Improve witness and complainant support	£4,500
This project was deferred from 2009/2010. The GOC is aware that publishing witness/complainant guidance documents is regarded as good practice by other healthcare regulators and that it may assist to some extent in reducing queries and/or complaints from witnesses/complainants during/following any hearing. It is also relevant to CHRE performance Standard 3.1	
(c) Review policy on criminal prosecutions	£5,500
This project was deferred from 2009/2010. The only costs (over and above staff time) relate to tasks highlighted in the Project Plan and Task list including provision of external Communications support Welsh translation costs and external legal advice.	
(d) Prepare for transfer of FTP Committee to OHPA	Staff time - no specific budget allocation
A substantial amount of the Director's (and potentially the Assistant Director's) time in 2009/2010 and 2010/2011 is likely to be taken up in liaising with the Department of Health/GMC/OHPA in relation to the arrangements for the transfer of the GOC's current Fitness to Practise Committee's adjudication function to OHPA (likely not before 2012). While there are no direct external costs linked to such work, it will have a significant impact on the resources available for both day to day and project work within the FTP Directorate. It is also likely to be necessary to produce guidance documents/other information for registrants, complainants and the public generally, in liaison with the GOC's Communications team.	
(e) Develop/implement plans for electronic case management system.	£78,000 (amortised)
Continue from 2009/2010 in order to ensure that the GOC: <ul style="list-style-type: none"> • is able to monitor effectively its investigation and FTP procedures; • is able to generate data for inclusion in the annual FTP report • is able to comply with the CHRE's performance standard (Standard 3.3vi: "The regulator has a case management system") for all healthcare regulators to have electronic case management systems. 	

(f) Develop plans for use of Case Examiners, undertakings, voluntary erasure/consent process, redevelopment of warnings process including planning for legislative change	Staff time - no specific budget allocation in 2010/11
<ul style="list-style-type: none"> • To permit (according to agreed protocols and procedures) the GOC to implement a scheme similar to that used by the GMC whereby case examiners (optical professionals as well as lawyers) would exercise delegated authority from the Investigation Committee to dispose of complaints; • Potentially to permit the GOC to implement a scheme similar to that used by the GMC whereby undertakings offered by registrants can be taken into account by case examiners/the Investigation Committee in deciding on the appropriate resolution of complaints. 	
(g) Review and redevelop FTP investigations processes	Staff time and increased number of Investigation Committee meetings - no specific budget allocation in 2010/11

Strategic Priority 2

Develop the regulatory framework to support UK eye-care in delivering safe, high quality care which meets society's needs and expectations;

A sum of £60,000 has been included in the budget to enable the implementation of the GOC's second strategic priority from 1 April 2010:
<ul style="list-style-type: none"> • Review optical-service-delivery throughout the UK, Europe and internationally to identify key contemporaneous and emerging delivery mechanisms; commission appropriate research and consultation to identify the risks of and benefit to the public safety of these mechanisms. • To review, in order to identify the risks of and benefit to the public, the current regulatory regime for dispensing opticians. • To review, in order to identify the risks of and benefit to the public, the current regulatory regime for businesses or partnerships providing optical services to the UK public. • Promotion of key strategic/campaign objectives.

Strategic Priority 3

Promote a wider understanding of our role and engage stakeholders in our work.

(a) Public awareness	£11,000 (project)
Includes recurrent annual costs of £6,000 for media relations work and £5,000 market research to build on work done in 2009-10.	
(b) Bulletin audit and redesign	£8,000 (project)
This includes audience research and evaluation (£5,000) and design costs (£3,000).	
(c) Promoting understanding of standards and guidance	£6,000 (project)
(d) Appointment of two stakeholder reference groups as agreed by Council in April 2009	£45,000

7. DRAFT BUDGET 2010/11

The expenditure budget to support the business plan 2010/11 is given below. The full registration fee for 2010/11 is yet to be considered by Council and therefore the budget only includes income from other sources (£188,612) which includes, income from student fees, late retention fee, rental and interest from investments.

For 2009/10 and 2010/11, staff salaries have been allocated to each department.

Key assumptions in the construction of the budget:

- Objective is to set a fee to achieve a break-even budget, the budget does not therefore include any element of contingency;
- An average of 18,500 full registrants throughout the financial year made up of:
 - an average of 12,500 optometrists and bodies corporate throughout the financial year
 - an average of 6,000 dispensing opticians throughout the financial year, of which, on average, there are 1,200 contact lens opticians.
- No change to Committee Members' fees and expenses from the 2009/10 level (Annex 2).

7. DRAFT BUDGET 2010/11

	2010/11 DRAFT BUDGET	2009/10 ESTIMATED	2008/09 ACTUAL	2007/8 ACTUAL
Income (see Note 1)	£	£	£	£
Fees	94,780	4,421,958	3,355,442	3,282,119
Other Income	13,832	18,832	12,375	13,100
Interest	80,000	80,000	217,134	236,903
Total Income	188,612	4,520,790	3,584,951	3,532,122
Expenditure				
Staff Costs (see Note 2)	146,900	195,020	1,584,950	1,240,769
Human Resources	415,032	468,317	333,838	210,335
Office Overheads	655,339	571,890	371,029	384,495
Registration	576,670	374,208	81,114	73,813
Finance	255,525	205,085	91,839	81,310
Education	707,134	639,501	433,817	499,667
Legal Services	1,200,649	928,417	447,826	321,499
Communications	317,467	310,515	110,690	126,047
Information	5,202	5,000	2,000	1,000
FTP Hearings	400,754	441,656	310,799	182,490
IT Services	222,215	246,054	38,327	41,109
Registrar Department	214,610	192,089	4,269	10,060

	2010/11 DRAFT BUDGET	2009/10 ESTIMATED	2008/09 ACTUAL	2007/8 ACTUAL
Council Members & Meeting Costs	421,926	323,636	130,222	149,076
Standards	210,951	172,867	78,053	132,698
Total Expenditure	5,750,374	5,074,255	4,018,773	3,454,368
Surplus/Deficit <u>pre-tax</u>	-5,561,762	-553,465	-433,822	77,754
Corporation Tax:	16,000	16,000	44,394	51,371
Surplus/Deficit <u>after</u> tax	-5,577,762	-569,465	-478,216	26,383
Transfer from Reserves	0	-280,000	470,000	0
Retained Surplus/Deficit for the Year	-5,577,762	-289,465	-8,216	26,383

Notes

1) The full registration fee for 2010/11 is yet to be considered by Council and therefore the budget only includes income from other sources (£188,612) which includes, income from student fees, late retention fee, rental and interest from investments.

2) For 2009/10 and 2010/11, staff salaries have been allocated to each Department but for earlier years are included in Staff Costs