

Business Planning 2016/17

Meeting: 11 November 2015

Status: for decision

Lead responsibility: Nicola Ebdon
(Head of Governance)

Purpose

1. To seek Council's feedback on the draft 2016/17 business plan, taking into consideration the work undertaken or planned in order to achieve our strategic objectives by the end of the three year strategic plan.

Recommendations

2. Council are asked to:
 - 2.1 **consider and provide feedback** on the work undertaken or planned in order to achieve our strategic objectives (annex one);
 - 2.2 **consider and provide feedback** on the draft 2016/17 business plan (annex two); and
 - 2.3 **note** the timeline for the development of the 2016/17 business plan.

Strategic Objective

3. Development of our business plan to ensure achievement of our strategic objectives is included in the 2015/16 business plan. The work programme falls into the strategic aim of organisational change – building a sustainable and modern organisation. The Head of Governance is responsible for this work.

Risks

4. Failure to develop an achievable business plan incurs the following risks:
 - 4.1 the GOC may suffer some reputational risk if it does not achieve what it sets out to achieve in its strategic plan or annual business plans therefore it is important to plan properly within capacity; and
 - 4.2 the GOC may suffer some financial risk if it does not consider development of its budget alongside business plans and as a result does not have enough resources to deliver its strategic objectives or annual business plans, or has a substantial budget surplus.
5. Failure to develop a business plan that doesn't sufficiently address external challenges could affect our ability to carry out effectively our role in protecting and promoting the public's health and safety.

Background

6. The business planning process includes three stages of planning and consideration by SMT. In advance of proposing a draft business plan to Council, SMT consider progress against the current year's business plan, the work required to complete current business plan projects which will continue into the following year and brief business cases for any new proposed projects to enable an assessment to be made as to which would be the most appropriate to include in order to achieve our strategic objectives, given available resources and capacity of the organisation. Once the draft business plan has been agreed by Council, SMT will consider scope statements for all planned projects (current and new). These statements enable SMT to assess the resources required to deliver each project and the business plan overall. Once the business plan has been approved and new projects are to be initiated SMT will consider full project plans for all new projects so it can examine how the projects will be managed.

2014-17 Strategic plan progress

7. In February 2015 Council agreed the outcomes (shown in **annex one**) which needed to be achieved in order to achieve the following seven strategic objectives:
- 7.1 **Higher standards** – promoting higher standards across the optical professions. Our standards reflect good practice, address the risks to the public and are flexible enough to allow the delivery of optical care to evolve.
 - 7.2 **Increased trust and awareness** – promoting public trust in the professions, and enabling the public to make informed decisions about optical care and raise any concerns.
 - 7.3 **Improved complaints-handling** – dealing with complaints more quickly and effectively.
 - 7.4 **Better service delivery** – delivering high quality services to the public and the professions.
 - 7.5 **Regulatory change** – implementing a targeted and proportionate system of regulation.
 - 7.6 **Improved evidence base** – ensuring our work is informed by an understanding of the public's perspective and how optical care is changing.
 - 7.7 **Organisational change** – building a sustainable and modern organisation.
8. An analysis has been undertaken of the work undertaken or planned in order to achieve these strategic objectives by the end of the three year strategic plan (**annex one**).

Analysis

2015/16 Business plan progress

9. Many of the planned work programmes and projects in the 2015/16 business plan have progressed during the year and contributed to the achievement of our strategic objectives. This progress is reported to Council as part of our ongoing quarterly performance reporting (see paper C50(15)). We anticipate that the projects to review our accreditation processes, review the processes for handling applicants for registration from inside and outside Europe and the people strategy will be completed in 2015/16, with any remaining work being incorporated into relevant programme work. Some areas of work and projects have been delayed or have taken longer than expected due to a number of reasons, some external to the GOC. To ensure phase one of the Customer relationship management (CRM) project is fully implemented and embedded, phase two of the project is being postponed until 2017/18. SMT have identified the following projects planned for 2015/16 which will need to be continued into 2016/17 in order to ensure completion:

- 9.1 Standards strategic review, which will involve the implementation of the standards of practice for optometrists and dispensing opticians and standards for students, and the development of new standards for businesses;
- 9.2 Complaints strategy;
- 9.3 Property relocation;
- 9.4 Customer relationship management (CRM) system – Phase one;
- 9.5 Evaluation of continuing education and training (CET) scheme;
- 9.6 Illegal practice strategy implementation;
- 9.7 Quality Assurance Framework; and
- 9.8 Review of the Register.

Organisational capacity

10. It is important to take into account the capacity and capability of the organisation to complete the programme work and project work and the Executive has concerns that the organisation does not have the capacity and capability to complete the planned work to an appropriate level. To help achieve improvement in this area, the Executive intends to include work to develop our business planning and project management processes and provide support and training to managers in the 2016/17 business plan. (We had hoped to include this work in the current business plan, but were unable to prioritize it over activities) Through this work we will seek to provide a way to measure the capacity and capability of the organisation to complete planned programme and project work, including implementation activity, and this will be used in the development of the next strategic plan and the 2017/18 business plan to help prioritise and schedule work.

2016/17 Programme work and Projects

11. The Executive has considered the work currently undertaken or planned and discussed any additional work to be undertaken in order to achieve our strategic objectives by the end of the three year strategic plan. The 2016/17 business plan has been developed to focus on delivery of programme work and implementation of the projects which are continuing from 2015/16. In order to ensure that we are able to deliver our programme work and implement the projects which have already been started, we have not included any new projects in 2016/17. However we have identified the following three projects which we are committed to progressing in 2017/18:

11.1 Education Strategic review;

11.2 Legislative Reform; and

11.3 Review of the intranet.

If we have the capacity to do so and we have sufficiently implemented other projects already in progress, we will bring forward work to scope these projects in 2016/17.

12. In particular, the Education Strategic Review is considered a priority and therefore resources have been included in the draft 2016/17 budget so that if it proves feasible to bring forward this work into 2016/17 resources will not be a barrier doing so.

13. In order to provide clarity about how the project work will be scheduled in 2016/17 we have included a matrix in the business plan showing the lead directorate for each project and the relevant phase which the project will be in during 2016/17. There are a number of constraints which we take into account in phasing projects, including:

13.1 given the resource required to undertake research we can only scope a limited number of policy projects during any one year;

13.2 due to limited IT resource we can only scope/execute one major IT project at a time; and

13.3 given the cross-organisational involvement in implementing policy projects that require major operational changes, e.g. standards strategic review, we can only implement one such project at a time.

Impacts

14. Identify any implications decisions may have on:

14.1 **GOC's reserves** – no implications arising – other than already identified as part of 2015/16 budget planning;

14.2 **GOC budget** – a draft budget has been created at the same time as the draft business plan to ensure that resources are aligned with planned work;

14.3 **Legislation** – no implications arising;

- 14.4 **Resources** – project managers, HoDs and managers have been involved in development of the draft business plan. The work to produce the business plan will be undertaken with existing resource;
- 14.5 **Equality and Diversity** – a work programme on EDI has been included in the business plan; and
- 14.6 **Human Rights Act** – no implications arising.

Devolved Nations

15. In creating the business plan consideration has been given to issues affecting the devolved nations. These will be addressed in the course of our work, particularly through the standards strategic review and the implementation of our stakeholder engagement strategy.

Communications

16. The draft business plan will be communicated internally as per the timetable below and will be discussed with Council in final form on 10 February 2016. The business plan will be published once approved by Council in February 2016.

Timeline for future work

17. A timetable for development of the business plan has been devised which links with development of the draft and final budget for 2016/17. The draft business plan will be considered by the SMT and Management Forum between November and February and at an all staff meeting once dates are confirmed – this is likely to be in January.
18. The SMT will also consider the capacity capabilities of the organisation and whether all of the work included in the plan will be deliverable. It will consider whether changes need to be made to the scheduling of work to ensure delivery and whether the project work should be prioritised.
19. The final business plan will be presented for consideration and approval by Council in February 2016, together with a final budget for 16/17.

Attachments

- Annex 1 – Achievement of Strategic objective analysis
Annex 2 – Draft 2016/17 Business Plan

Achievement of Strategic objective analysis

1. Higher standards

Our strategic objective is to promote higher standards across the optical professions.

	Outcomes	Programme Work	Project Work
1.1	Our standards reflect good practice, address the risks to the public and are flexible enough to allow the delivery of optical care to evolve		Standards review to produce new standards of practice for optometrists and dispensing opticians, new standards for optical students and new business standards (14/15-16/17)
1.2	Our standards are presented clearly to registrants and the public, and are supported by appropriate guidance	Ongoing provision of guidance on Standards	Standards review to produce clear standards and supplementary material (14/15-16/17)
1.3	Our standards are effective for use in our FTP processes and in the education and training of registrants, including the CET scheme		Standards review to produce new standards as per 1.1 above (14/15-16/17)
1.4	Our system of accrediting and quality-assuring optical education, training and qualifications, ensures that registrants joining the register are fit to practise	Quality assurance visits and reports	Review of our accreditation process will enhance our governance of the accreditation system (14/15-15/16)
			Framework for the quality assurance of regulatory activity and decision making will enhance quality assurance of our accreditation system (15/16-16/17)

	Outcomes	Programme Work	Project Work
1.5	Our CET system ensures the continued fitness to practise of registrants, while minimising administrative burdens	Ongoing provision of advice relating to CET requirements and individual registrants CET status	Evaluation of CET cycle (15/16-16/17)
		Ongoing approval and quality assurance of CET provision	
		Ongoing auditing of registrants CET portfolios and data analysis	
		2013-15 CET cycle Report (15/16)	
		Annual CET compliance reports	

2. Increased trust and awareness

Our strategic objective is to promote public trust in the professions and enable the public to make informed decisions about optical care and raise any concerns.

	Outcomes	Programme Work	Project Work
2.1	Our public register remains accurate and accessible	Ongoing public register maintenance	CRM will enable changes to the register to be made quickly (14/15-16/17)
		Ongoing assessment of UK and non-UK registration applications	
		Internal audit of data integrity of the registers (14/15)	Review of the register (15/16-16/17)
		Respond to requests for information from registrants, patients, employers and the public	
2.2	We reduce the potential harm to the public's health and safety posed by illegal practice	Ongoing illegal practice complaint management	Illegal practice strategy will develop code of practice, information for the public and improve approach to complaints-handling (14/15-16/17)
2.3	We enhance confidence in regulation	Ongoing external communications	Illegal practice strategy will develop code of practice and information for the public (14/15-16/17)
			Review of our accreditation process will increase stakeholder confidence (14/15-15/16)
		Internal audit Quality Assurance framework advice (14/15)	Review of the processes for assessing registration applications from inside and outside Europe (14/15-15/16)
			Development of a framework for the quality assurance of regulatory activity and decision making (15/16-16/17)

	Outcomes	Programme Work	Project Work
2.4	We are more accessible and responsive to the public	Publication of annual reports - PSA performance review, Annual report and FTP Annual Report	
		Review of publication of committee minutes (16/17)	
		Corporate and member complaints review (16/17)	
		Whistleblowing, protected disclosure (15/16) and acceptable behaviour (14/15) policies	
		Website content revision and search engine optimisation (14/15)	
		Ongoing work to respond to FOI and DPA requests and publish data	
2.5	We promote a clear understanding of our role	Implementation of stakeholder engagement strategy, including engagement with public and patient bodies, attendance at conferences, student roadshows and engagement with CET approvers and educational institutes	Standards review will clarify our role in promoting higher standards as part of emphasising our role in proactively promoting public health and safety (14/15-16/17)
		Policy for raising awareness of FTP outcomes (14/15)	
		Issuing press releases when registrants are erased or suspended	

3. Improved complaints-handling

Our strategic objective is to deal with complaints more quickly and effectively.

	Outcomes	Programme Work	Project Work
3.1	We handle fitness to complaints quickly and effectively	Ongoing FTP complaint handling working towards 12 month end to end timeframe	Implementation of revised FTP Rules (14/15)
		End to end case review (14/15)	
		Ongoing FTP learning point letters	
		Internal audit report of FTP case administration (14/15)	
		Review health assessments provider contract (15/16)	
		Legal services contract review (15/16)	
		Indemnity cover checks pilot (14/15-15/16)	Complaints strategy (15/16)
		Annual audits of FTP investigation process, initial stages and IC/CE	
		Ongoing effective Investigation committee meetings, management and quality assurance of case examiners workload.	
3.2	We work effectively with others to share information about concerns	Stakeholder agreements (14/15-16/17)	
		Stakeholder engagement strategy implementation	
		Issuing press releases when registrants are erased or suspended	
3.3	We handle illegal practice complaints quickly and effectively	Ongoing Illegal practice complaint handling	Illegal practice strategy implementation (14/15-16/17)
		End to end case review (14/15)	Complaints strategy (15/16)
3.4	We handle corporate complaints quickly and effectively	Ongoing complaint handling	
		Review of corporate complaints (16/17)	
3.5	We deal with consumer concerns quickly and effectively	Procurement (14/15) and ongoing management of OCCS	
		Working Together agreement (14/15)	
		OCCS annual report to Council	

4. Better service delivery

Our strategic objective is to deliver high quality services to the public and the professions.

	Outcomes	Programme Work	Project Work
4.1	We are more open and responsive in our dealings with registrants and the public	Revise and improve website content (14/15)	CRM will enable registrant and stakeholder engagement processes to be streamlined (14/15-15/16)
		Public Council meetings and publication of Council papers and minutes	
		Review whether to publish committee meeting minutes (16/17)	
		Corporate and member complaints review (16/17)	
		Annual member declaration and publication of the register of interests	
		Publication of a register of Gifts and Hospitality (15/16)	
4.2	Our registration process is accessible and user friendly	'MyGOC' to be made more accessible for tablets and smart phones (15/16)	CRM will enable the registration processes to be streamlined (14/15)
		Student and fully qualified registrant retention cycles	Review of the register (15/16-16/17)
4.3	Our guidance, policy and processes for registrants and the public are accessible and clear	Review of FTP guidance (14/15)	Standards review to produce clear standards and guidance (14/15-16/17)
		FTP Publication and disclosure policy (14/15)	Review of our accreditation process will produce clearer accreditation handbooks (14/15 - 15/16)
		Hearings listings policy (15/16)	
		Process for review of corporate policies and procedures (16/17)	

5. Regulatory change

Our strategic objective is to implement a targeted and proportionate system of regulation.

	Outcomes	Programme Work	Project Work
5.1	We have a more targeted and proportionate system of regulation to enhance our ability to protect and promote public health and safety	Ongoing engagement with Department of Health, other regulators and the Professional Standards Authority regarding Law Commissions' draft Bill	Standards review to produce revised standards which reflect good practice, address risks to the public and are flexible to allow the delivery of optical care to evolve (14/15-16/17)
		Update on impact of legislative change on student and business regulation (15/16)	Review of student regulation in order to deliver a more targeted and proportionate system of regulation (14/15)
		Recognition of Professional Qualifications Directive – undertake work to ensure that the GOC satisfies the requirements of the RPQ Directive in a way that is proportionate	Review of business regulation in order to deliver a more effective system of regulation (14/15)
		Ongoing implementation of European directive on recognition of professional qualifications	<p>Illegal practice strategy will develop code of practice and information for the public (14/15-16/17)</p> <p>Review of the processes for assessing registration applications from inside and outside Europe to ensure appropriate quality assurance (14/15-15/16)</p>

6. Improved evidence base

Our strategic objective is to ensure our work is informed by an understanding of the public’s perspective and how optical care is changing.

	Outcomes	Programme Work	Project Work
6.1	Our work is informed by an understanding of the public’s perspective and the perspective of registrants and our decisions are based on sound evidence	Research strategy (14/15) Public perceptions survey (14/15 & 15/16) Registrants’ survey (15/16-16/17)	Standards review – will be informed by research with the public and registrants (15/16-16/17)
6.2	Our policy thinking and the development of strategy is informed by an understanding of how health regulation and optical care is changing	Horizon scanning including annual optical sector report to inform Council strategy day and business plan Implementation of stakeholder engagement strategy Ongoing digital communications updates Corporate performance management system (14/15-16/17)	

7. Organisational change

Our strategic objective is to build a more sustainable and modern organisation.

	Outcomes	Programme Work	Project Work
7.1	Our finances are stable and well managed	Ongoing financial management and reporting	CRM system will make our management of case costs more visible and controllable (14/15-16/17)
		Ongoing month-end reporting, payments & payroll	
		Ongoing monthly management accounts and Quarterly forecasting	
		Enhanced financial reporting, budgeting, modeling and forecasting	
		Internal audit of procurement and contracts management (14/15)	
		Long-term financial planning (15/16)	
		Streamlining payroll systems (15/16)	
		Enhanced Sage related reporting (15/16)	
		Internal audit of Core business functions (15/16)	
		Annual business planning	
		Enhanced business planning (14/15) and organisational approach to planning (16/17)	
7.2	Our employees and members have the support and training they need to carry out their roles effectively	Ongoing provision of internal legal advice	People strategy – including engagement, training and development, and succession planning of employees and members (14/16-15/16)
		Ongoing IT user support	
		Ongoing building and utilities maintenance	
		Ongoing effective executive management and team meetings	
		Ongoing effective Council and committee meetings	
		Ongoing meetings management	
		Review of key HR policies (15/16)	
		Employee and member appraisals	
		Council evaluation	
		Ongoing employee and member support	CRM system to make our work more effective and provide new email system (15/16-16/17)
		Employee and member induction and training	
		Employee survey (15/16 & 16/17)	
		Development of the intranet (15/16 & 16/17)	
		Appointments policy review – additional roles (16/17)	
		Review Disaster Recovery supplier (15/16)	
Annual Business Continuity update			

	Outcomes	Programme Work	Project Work
7.3	We are able to carry out our role effectively as a modern and sustainable regulator	Council and committee forward planning	CRM system will make our work processes more streamlined and effective, improve reporting and improve employee productivity (14/15-16/17)
		Ongoing risk management analysis	
		Effective system of executive management and team meetings	
		Effective Council and committee meetings	
		Web based recruitment process (14/15)	
		Enhanced corporate performance reporting system (14/15 - 16/17)	
		Internal audit review of KPIs and management information (15/16)	
		Enhanced approach to corporate social responsibility and sustainability (14/15-16/17)	
		New systems for document management and expenses (15/16)	
		Internal audit review of risk management systems (15/16)	
		IT strategy and IT audit (15/16)	
		Internal audit of ICT infrastructure and security (15/16)	Property relocation will allow flexibility in resourcing and provide meeting space (14/15-15/16)
		Internal audit of project management processes (15/16)	
		Organisational approach to project management (16/17)	
		Improved governance framework – scheme of delegation (14/15 & 16/17), standing orders (16/17), terms of reference (14/15-16/17) and governance policies: Bribery (14/15), Gifts & Hospitality (14/15-15/16) and Code of Conduct & Conflicts (15/16)	
Development of process for review of corporate policies and procedures (15/16-16/17)			

	Outcomes	Programme Work	Project Work
7.4	We have an engaged and positive work force	Ongoing internal communications	Property relocation will increase staff morale (14/15-15/16)
		Employee recruitment and member appointment/reappointment	
		Spot check internal audit of HR recruitment processes and employee files (14/15)	People strategy - including engagement, training and development, and succession planning of staff and members (14/16-15/16)
		Employee survey (15/16 & 16/17)	
		Performance and reward framework (14/15 & 15/16)	
7.5	Equality, diversity and inclusion (EDI) is embedded and promoted within our organisation	EDI strategy (14/15)	
		Ongoing EDI work to embed EDI, progress actions, Report progress against action plan and publish an annual monitoring report	

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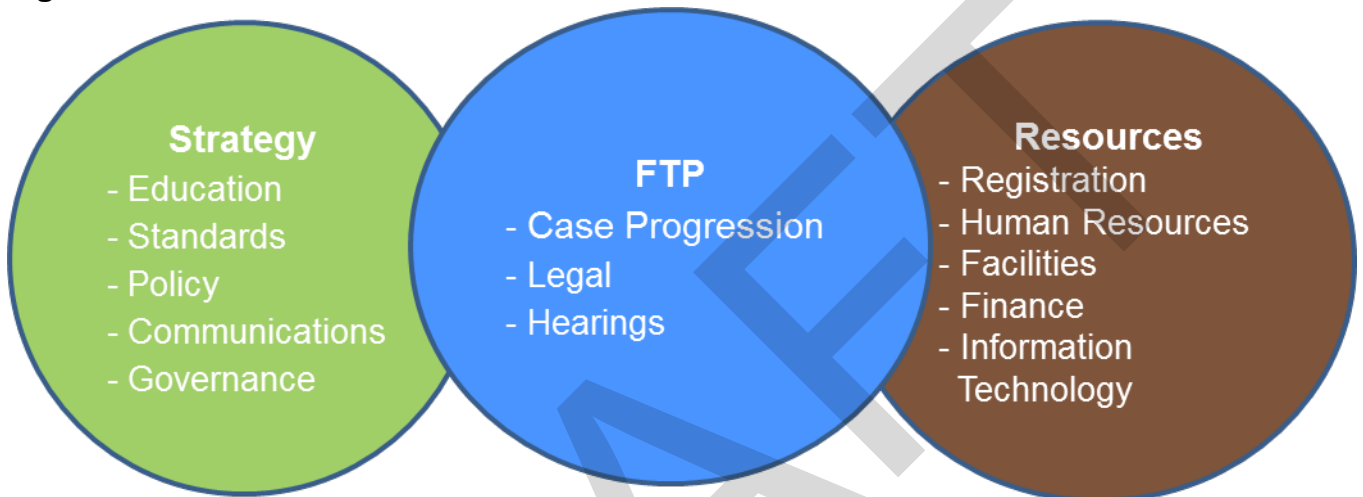
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1. Introduction

We are the regulator for the optical professions in the UK. We currently register around 26,000 optometrists, dispensing opticians, student opticians and optical businesses. Our role is to protect and promote the public's health and safety. Further information on our approach to regulation, the environment in which we work and our strategic objectives is provided in our strategic plan¹ for the period April 2014 to March 2017, which is published on our website.

The GOC is structured into three directorates set out below.

Figure 1: Our directorates



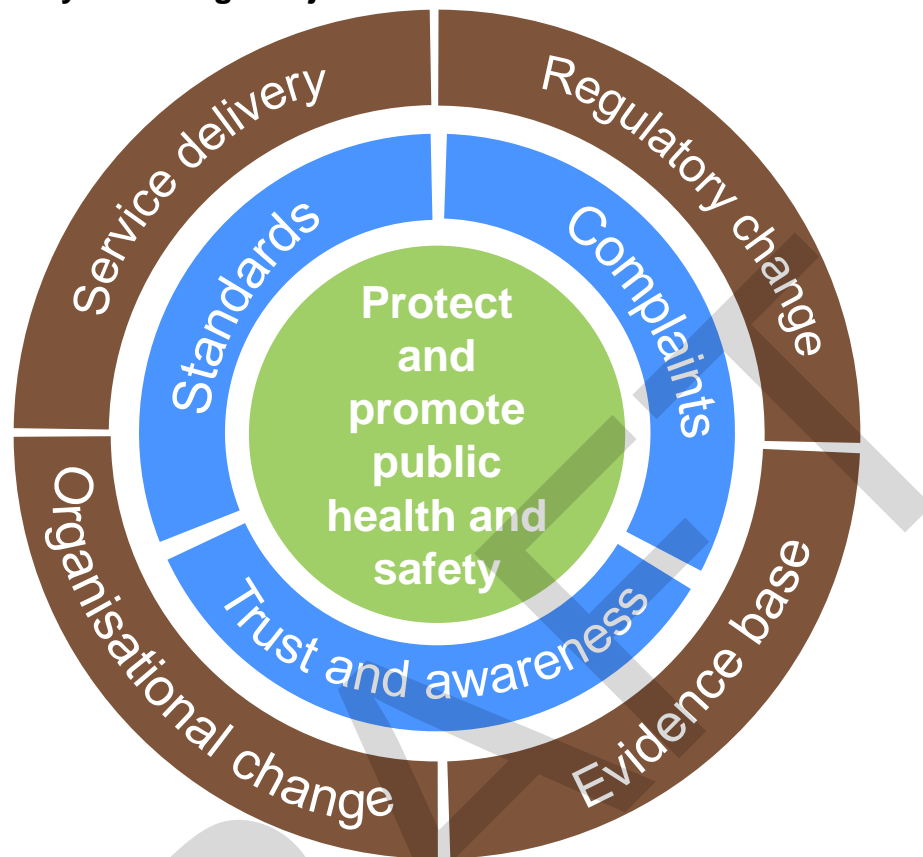
Our strategic objectives are:

1. **Higher standards** – promoting higher standards across the optical professions.
2. **Increased trust and awareness** – promoting public trust in the professions, and enabling the public to make informed decisions about optical care and raise any concerns.
3. **Improved complaints-handling** – dealing with complaints more quickly and effectively.
4. **Better service delivery** – delivering high quality services to the public and the professions.
5. **Regulatory change** – implementing a targeted and proportionate system of regulation.
6. **Improved evidence base** – ensuring our work is informed by an understanding of the public's perspective and how optical care is changing.
7. **Organisational change** – building a sustainable and modern organisation.

¹ https://www.optical.org/en/about_us/strategic_plan/index.cfm

These seven objectives are summarised in the Figure below, which emphasises that delivering public benefit is central to our role.

Figure 2: Summary of strategic objectives



Fitness to Practise - Work programmes	Strategic objectives	Key activities and outputs			
		April-June	July-September	October-December	January-March
Legal					
Legal advice - Providing internal legal advice.	7.2	Ongoing provision of internal legal advice			
		Ongoing provision of legal support to Case Progression Team			
Complaints – Managing the process for dealing with complaints about illegal practice in line with our prosecution protocol, in order to reduce the risks to the public and maintain confidence in the regulatory system.	2.2 & 3.3	Ongoing complaint management			

Fitness to Practise - Projects	Strategic objectives	Key activities and outputs			
		April-June	July-September	October-December	January-March
Complaints strategy - We will develop and implement a strategy for managing FTP and illegal practice complaints quickly and effectively. To include embedding end-to-end case management, revising the directorate structure, introducing formal SOPs and investigating zero powered contact lens (ZPL) sales.	2.2, 3.1 & 3.3	Develop implementation plan	Implementation	Implementation	Evaluation of impact following changes within FTP

2.3 Resources Directorate

The Director of Resources is Josephine Lloyd. The directorate has responsibility for all the support services for the organisation. The five functions are: Registration, Facilities, Human Resources, Finance and Information Technology. The directorate is responsible for ensuring the effective running of key systems and services and that employees are effectively supported. It also provides strategic advice on finance, investment in key projects and the future development of facilities and service support. The work programmes and projects to be undertaken during 2015/16 are:

Resources - Work programmes	Strategic objectives	Key activities and outputs			
		April-June	July-September	October-December	January-March
Registration					
Public register - Ensuring our public register remains accurate, up to date and accessible.	2.1	Routinely update the register and respond to requests for information from registrants, patients, employers and the public.			
Applications – Managing and developing the process of applying for registration.	4.2	Student retention cycle			Fully qualified retention cycle
Non-UK applicants – Managing the assessment of applicants with qualifications gained outside the UK.	2.1, 2.3 & 5.1	Ongoing assessment of applications.			
Facilities					
Building and utilities maintenance - Providing secure physical facilities and administration services and ensuring all utilities and other services operate effectively.	7.2	Secure facilities that are used to best advantage and enable us to carry out our functions			
		Well procured services that offer value for money and deliver the required level of service to support the business			
Meetings management - Management of GOC meeting space.	7.2	Ongoing management of meetings, provision of catering and organisation of non-executive travel and accommodation.			
CSR - Define our approach to corporate social responsibility and sustainability.	7.3	Ongoing work with staff to progress ideas and initiatives			

Resources - Work programmes	Strategic objectives	Key activities and outputs			
Human Resources		April-June	July-September	October-December	January-March
Recruitment – Managing processes for recruitment of employees.	7.4	Administrative support and assistance provided to managers undertaking recruitment activities including assessment and selection			
Management support - Supporting managers in the application of HR policies both new and existing.	7.2	Development of policies, support and assistance to managers in applying key policies			
Performance and reward – Supporting the performance management system.	7.2 & 7.4	Annual employee appraisals using new framework		Mid year review of progress against objectives	
Training and development – Development and delivery of an organisational training and development program.	7.2	Regular program of briefings on current or revised HR policies			
		Rolling training and development program for managers and employees			
Finance		April-June	July-September	October-December	January-March
Payment systems - Accounting for the income and expenditure of the organisation, managing payments and payroll. Continuous improvement and development of systems.	7.1	Streamlining payroll systems			
		Ongoing month-end reporting, payments and payroll			
Budget and Forecast - Preparing the annual budget and quarterly forecasts	2.4 & 7.1		Q1 Forecast	Q2 re-forecast	Q3 re-forecast
			Budget 2016-17 re-phasing		Final budget 2017-18
		Draft 2017-18 budget			
Audit and accounts - Preparing the financial accounts and external audit	2.4 & 7.1	External audit	Annual financial accounts		

Resources - Work programmes	Strategic objectives	Key activities and outputs			
Finance continued		April-June	July-September	October-December	January-March
Financial management - Developing our financial management skills and oversight.	7.1		Enhanced Sage related reporting		
Financial reporting - Informing and advising on financial position and strategy.	7.1	Ongoing monthly management accounts			
Risk management - Advising on our approach to risk management.	7.3	Ongoing monthly corporate risk register and analysis			
Information Technology		April-June	July-September	October-December	January-March
ICT - Providing robust ICT facilities.	4.2, 7.2 & 7.3	New systems for members document management	Delivery of new systems for expenses	Development of 'MyGOC' - more accessible for tablets and smart phones	Scoping development of the intranet
		Remote worker solution			
		Ongoing user support on systems and network			
IT strategy - Define new strategy for IT, in order to ensure that a longer term plan is in place.	7.3	Draft strategy for review and adoption	Strategy implementation	Review IT Policy	
IT security - Providing and enforcing effective security for GOC IT systems.	7.3		IT Audit		
Disaster Recovery and Business Continuity - Test Disaster Recovery (DR) processes and update Business Continuity plan (BC).	7.2	Review supplier for Disaster Recovery site provider	Review online backup system		
			Review Business Continuity Plan		Business Continuity Plan test & update

Resources Projects	Strategic objectives	Key activities and outputs			
		April-June	July-September	October-December	January-March
Customer relationship management (CRM) system – phase one – we aim to realise the benefits of our CRM system and further develop our IT infrastructure.	2.1, 4.1, 4.2, 7.1, 7.2, 7.3, 7.5	Upgrading test environment RM 2011 to 2015 Go Live with Education and Complaints	Upgrading Live environment CRM 2011 to 2015 Integration with Phone system		Snagging with E&D Reports developing
Property relocation – we aim to move to a more modern, fit-for-purpose building.	7.3 & 7.4	Resolve final snagging issues	Retention settlement		
Review of the Register – we will review the way in which information is presented on our register in order to meet our statutory remit and stakeholder expectations	2.1 & 4.2	Lifetime registration number	Other work streams to be finalised		

Chief Executive and Registrar Projects	Strategic objectives	Key activities and outputs			
		April-June	July-September	October-December	January-March
Quality Assurance Framework – We will develop an organisation wide quality assurance framework.	1.4 & 2.3	Presentation of framework to Council	Finalise framework and develop implementation plan	Implementation	Completion and progress report to Council