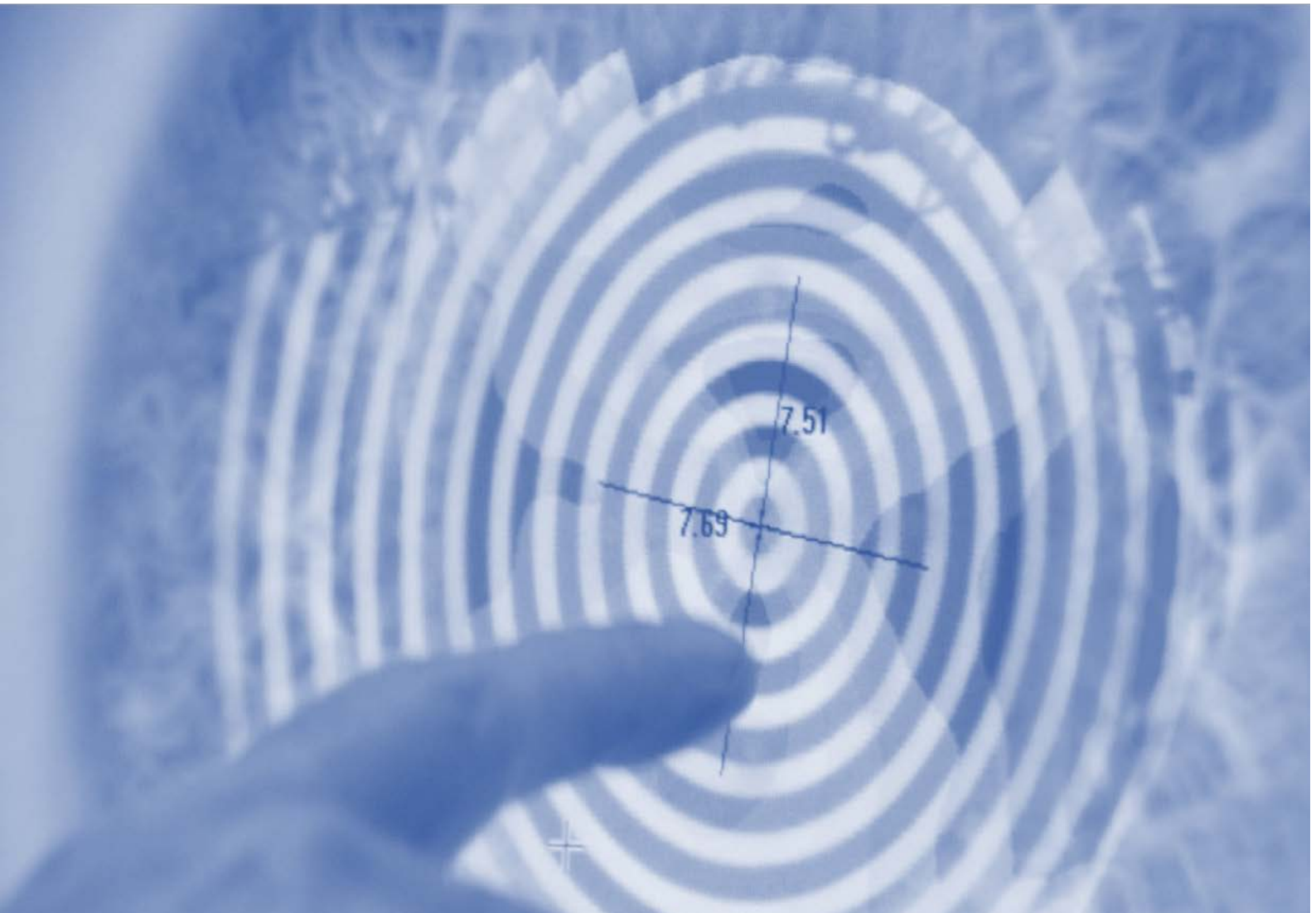
General Optical Council

Business plan and Budget

April 2018 - March 2019



Contents

Introduction 3

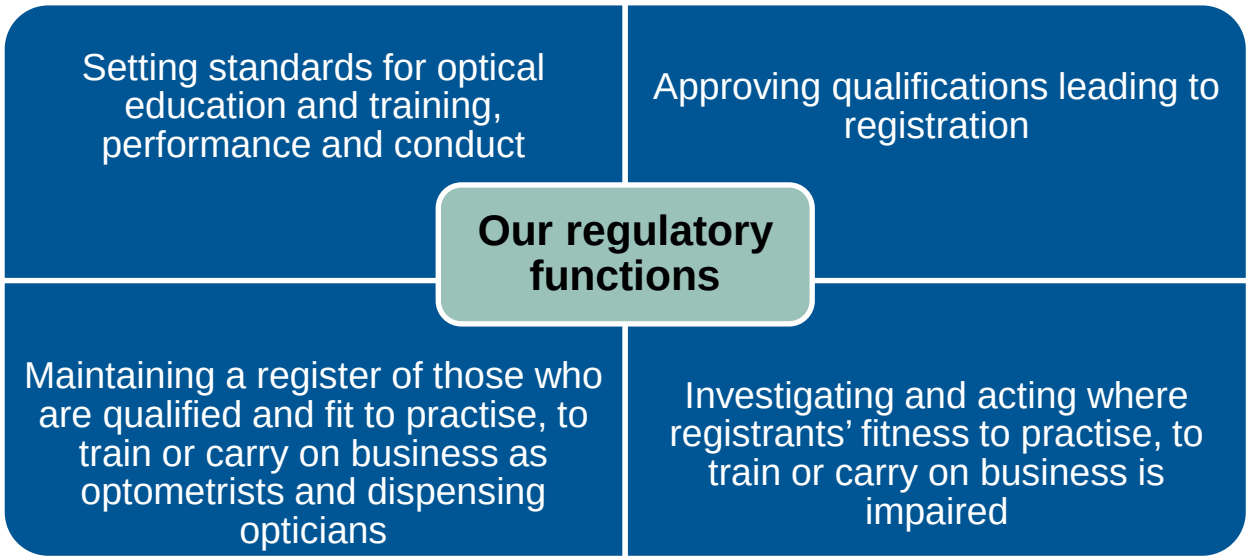
Our mission, values and objectives 4

What we want to achieve in 2018/19 5

Our plan for 2018/19 6

Introduction

The General Optical Council is the regulator for the optical professions in the UK. We currently register around 29,000 optometrists, dispensing opticians, student opticians and optical businesses. Our role is to protect and promote the public's health and safety. Our regulatory functions and our values are described below and further information on our approach to regulation, the environment in which we work and our strategic objectives is provided in our strategic plan[1] for the period April 2017 to March 2020.



[1] The strategic plan is published on our website: https://www.optical.org/en/about_us/strategic_plan/index.cfm

Our Values

Responsible We inspire confidence because:	Forward thinking We make a difference because:	Principled We build trust because:
• We make clear, well-reasoned, evidence based decisions • We account for our actions and are open to scrutiny • We apply our resources in a targeted and proportionate manner.	• We pursue defined goals and measure our results • We are progressive, innovative and agile in our ways of working • We achieve and deliver more by working collaboratively • We are a learning organisation committed to continuous improvement.	• We gain respect through our credibility, integrity and high standards • We listen openly, act responsively and communicate honestly • We behave consistently and fairly to everyone • We foster a positive and productive culture

Our Mission, Vision and Objectives

Mission

To protect and promote the health and safety of the public

Vision

Optical professionals are equipped for the roles of the future, our regulation is targeted at risks to the public's health and safety and we are an organisation that is accessible and easy to work with.

Learning & development of optical professionals

Deliver a strategic review of optical education and training and implement changes to ensure that optical professionals are fit to practise in line with our standards throughout their careers

Targeted approach to regulation

Build our evidence base and use the full range of our regulatory levers in a proportionate way to address risks to the public

Organisational transformation

Deliver high quality, efficient services to the public and registrants underpinned by a culture of evaluation and continuous improvement

GOC Strategic Objectives

What we want to achieve in 2018/19

In the second year of our strategic plan we are focusing on the following five projects. These are grouped under our three strategic objectives. We will also be focused on the effective and efficient fulfilment of our regulatory, statutory and support functions and on building our capacity and capability.

Learning & development of optical professionals

- **Education Strategic Review**
- **Continuing Education and Training (CET) policy and operational reviews**
- **Review of non-UK registration process**

Targeted approach to regulation

- **Business Standards**

We **Organisational transformation**

- **Organisational change**

identify four key stages in a project lifecycle: scoping; execution; implementation; and evaluation. The table below shows the phase that each project will be in during 2018/19.

Project phase			
Scoping	**Execution**	**Implementation**	**Evaluation**
	Education Strategic Review		
	Continuing Education and Training (CET) policy and operational reviews		
		Review of non-UK registration process	
	Business Standards		
Organisational change			

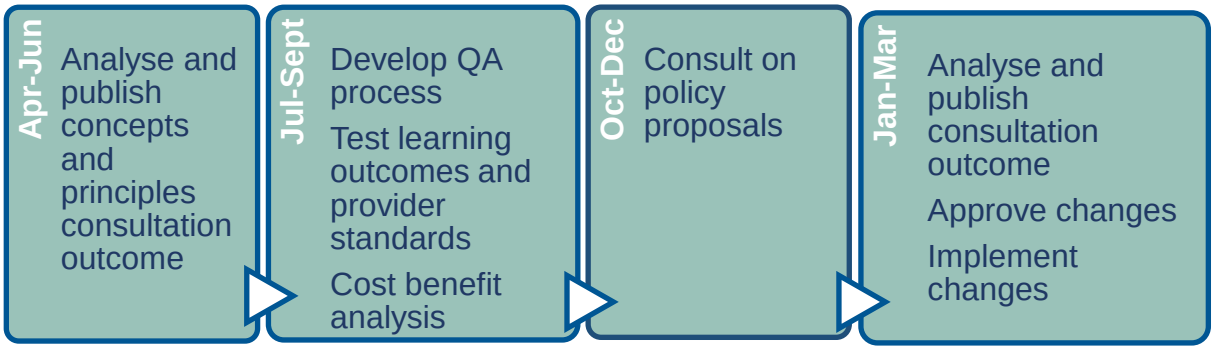
Project	Objectives, outcomes and planned activity
Education strategic review	Deliver a strategic review of optical education and training and implement changes to ensure that education programmes and qualifications leading to GOC registration equip students to meet patients' future needs, as technological change and the increased prevalence of enhanced services alter the roles that optometrists and dispensing opticians play in delivering eye care. In 18/19 – finalise a new system of education and training for optical students and commence implementation.

Continuing Education and Training (CET) operational improvement and policy development	Implement changes to ensure the scheme operates effectively and registrants are safe to practice and encouraged to focus on continuous professional development. In 18/19 – develop changes to the CET system to further promote continuing professional development while ensuring ongoing fitness to practice, carry out a tender for the IT system supporting the CET system, and implement improvements to operational processes.
Review of non-UK registration process	Ensure that our processes for registering non-UK applicants are fit for purpose and comply with existing legislation so that non-UK qualified registrants meet the UK requirements for registration and are safe to practise. In 18/19 - implement revised non-EEA routes to registration and evaluate the project.
Business Standards	Develop new standards for optical business registrants which reflect good practice and are flexible enough for care to evolve so we are confident that individual registrants practise in accordance with our standards. In 18/19 - develop and promote awareness of new business standards.
Organisational change	Devise and implement changes that address external issues, and deliver significantly improved outcomes for patients and the wider public, through improved operational efficiency. In 18/19 evolve better processes and workflows that deliver improved outcomes for patients and generate operational efficiencies. Continue to invest in IT with specific focus on improving our operating systems and working practices and developing a comprehensive case management system.

2018/19 Year in View – Projects Learning and development of optical professionals

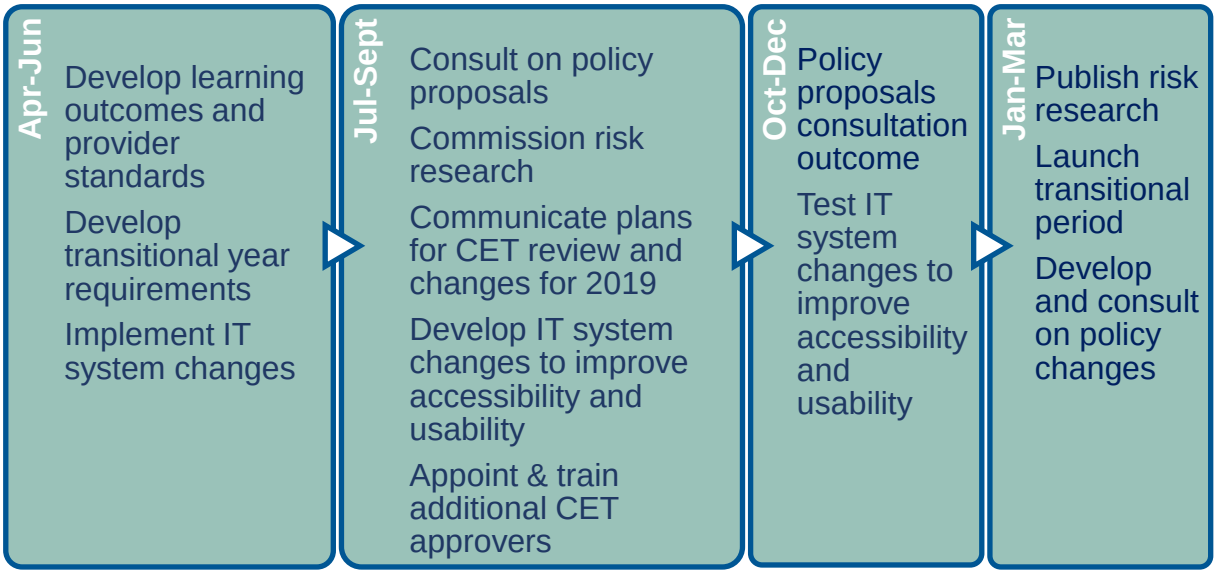
Education Strategic Review

Project objective:	Deliver a strategic review of optical education and training and implement changes
Project outcome:	Newly qualified registrants are safe to practise and equipped for future roles



Continuing Education and Training (CET) policy and operational reviews

Project objective:	Implement changes to ensure the CET scheme operates effectively, can accommodate rapidly changing scopes of practice and changes to undergraduate education
Project outcome:	Our CET scheme operates effectively, registrants are safe to practice and encouraged to focus on continuous professional development and reflective practice

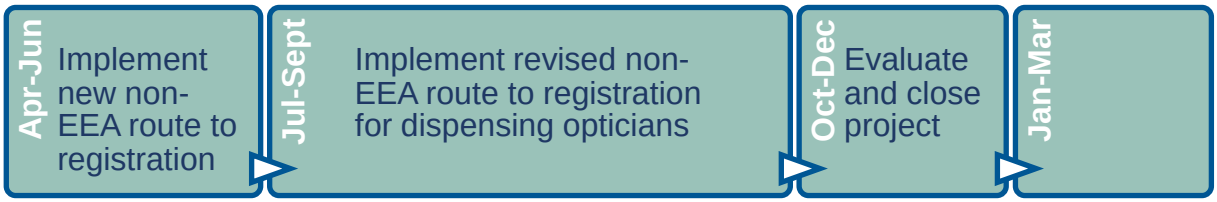


2018/19 Year in View – Projects

Learning and development of optical professionals

Review of non-UK registration process

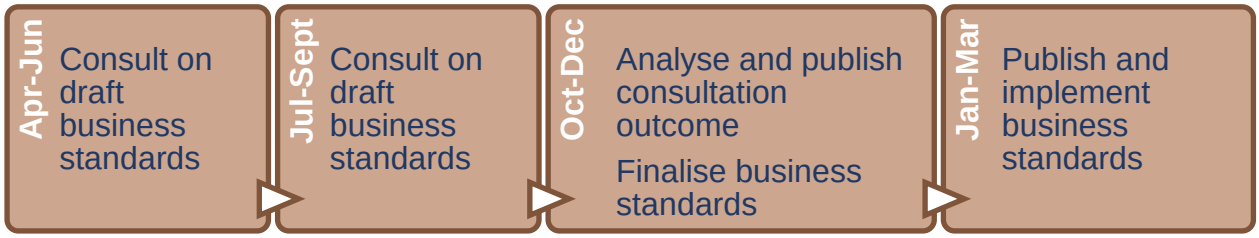
Project objective:	Ensure that our processes for registering non-UK applicants are fit for purpose and comply with existing legislation
Project outcome:	Non-UK qualified registrants meet the UK requirements for registration and are safe to practise



Targeted approach to regulation

Business Standards

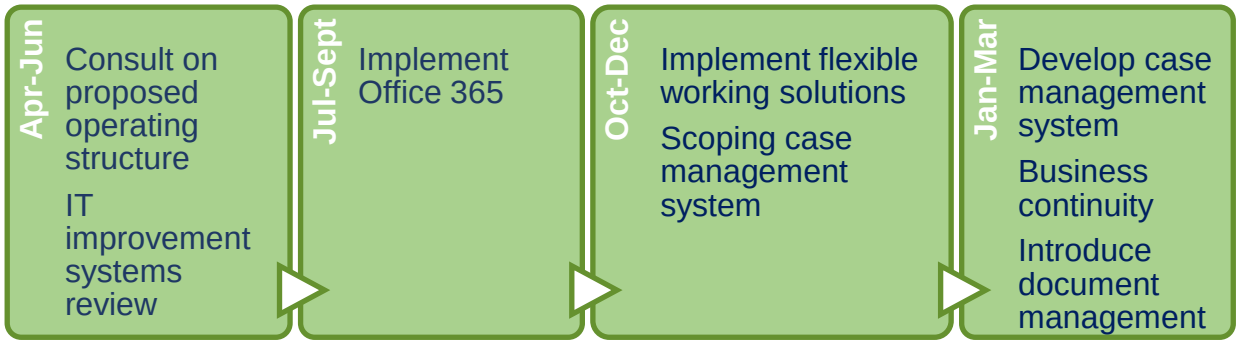
Project objective:	Develop new standards for optical business registrants which reflect good practice and are flexible enough for care to evolve
Project outcome:	Registrants practice in accordance with our standards



Organisational Transformation

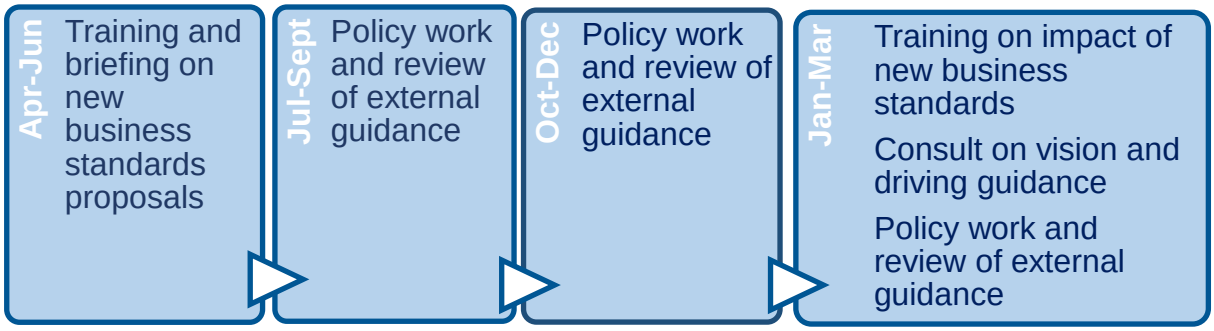
Organisational change

Project objective:	Devise and implement changes that address external issues, and deliver significantly improved outcomes for patients and the wider public, through improved operational efficiency
Project outcome:	Improved operational efficiency

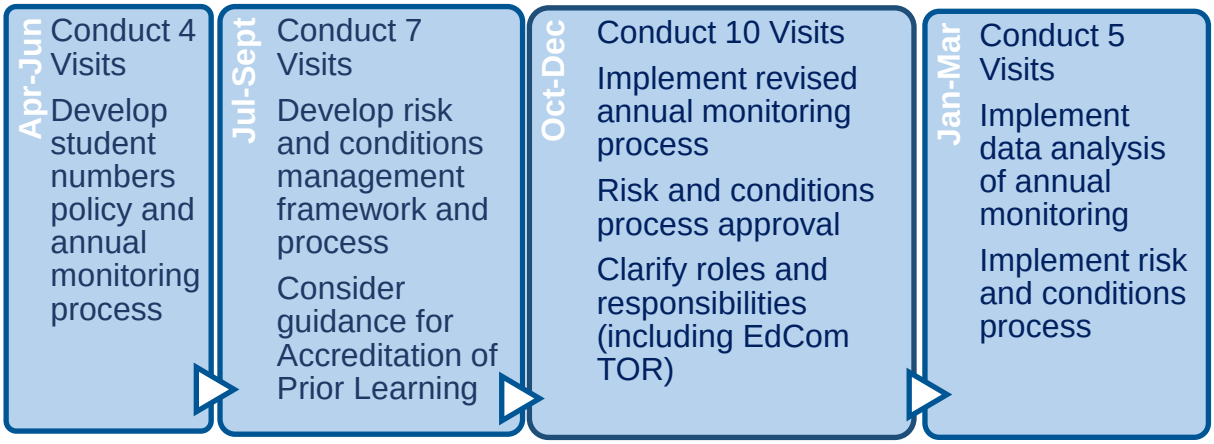


2018/19 Year in View - Regulatory functions

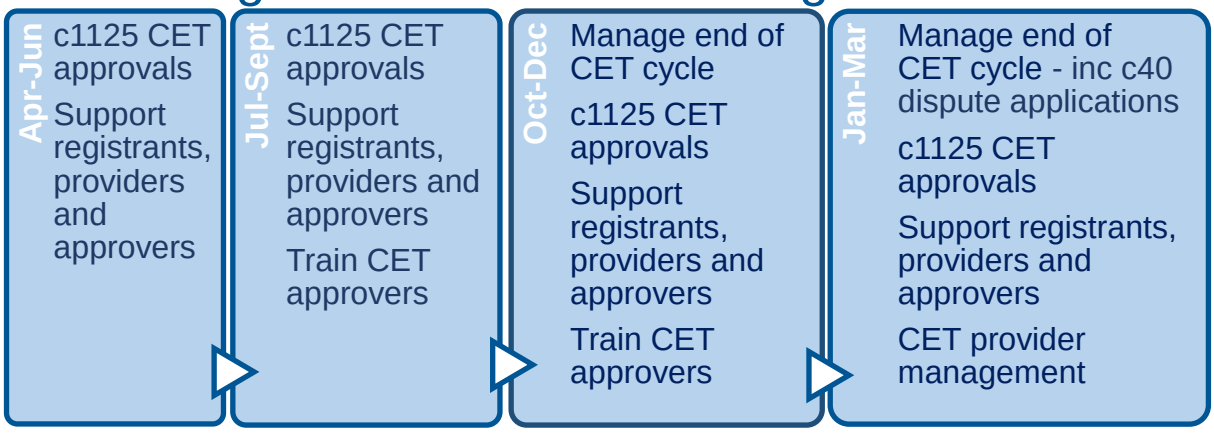
Standards



Education

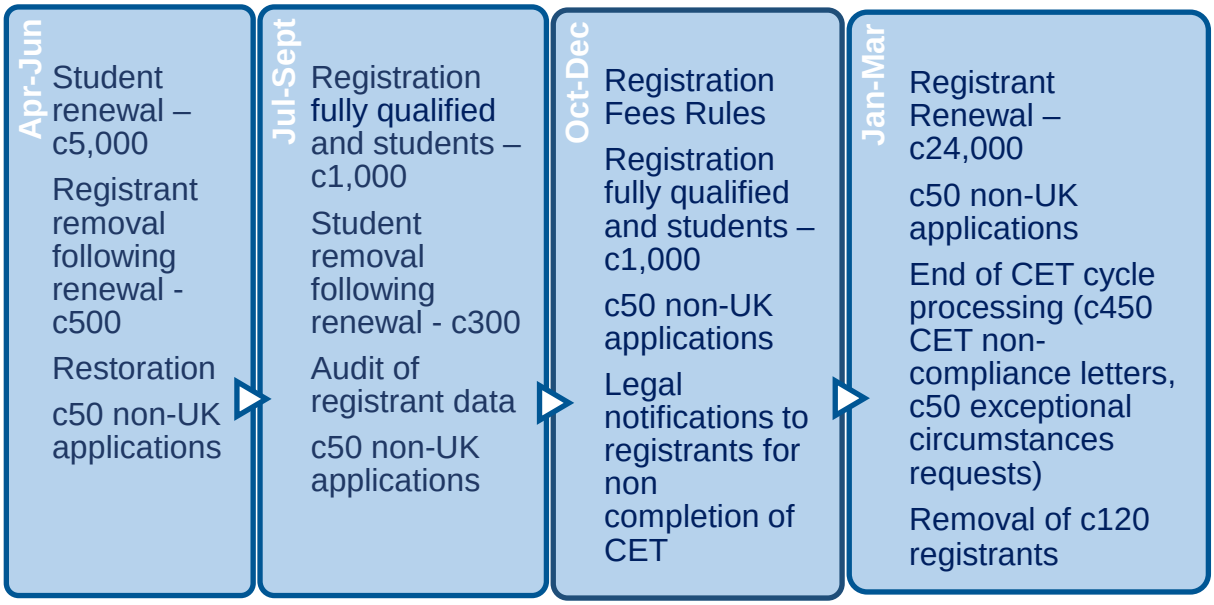


Continuing Education and Training

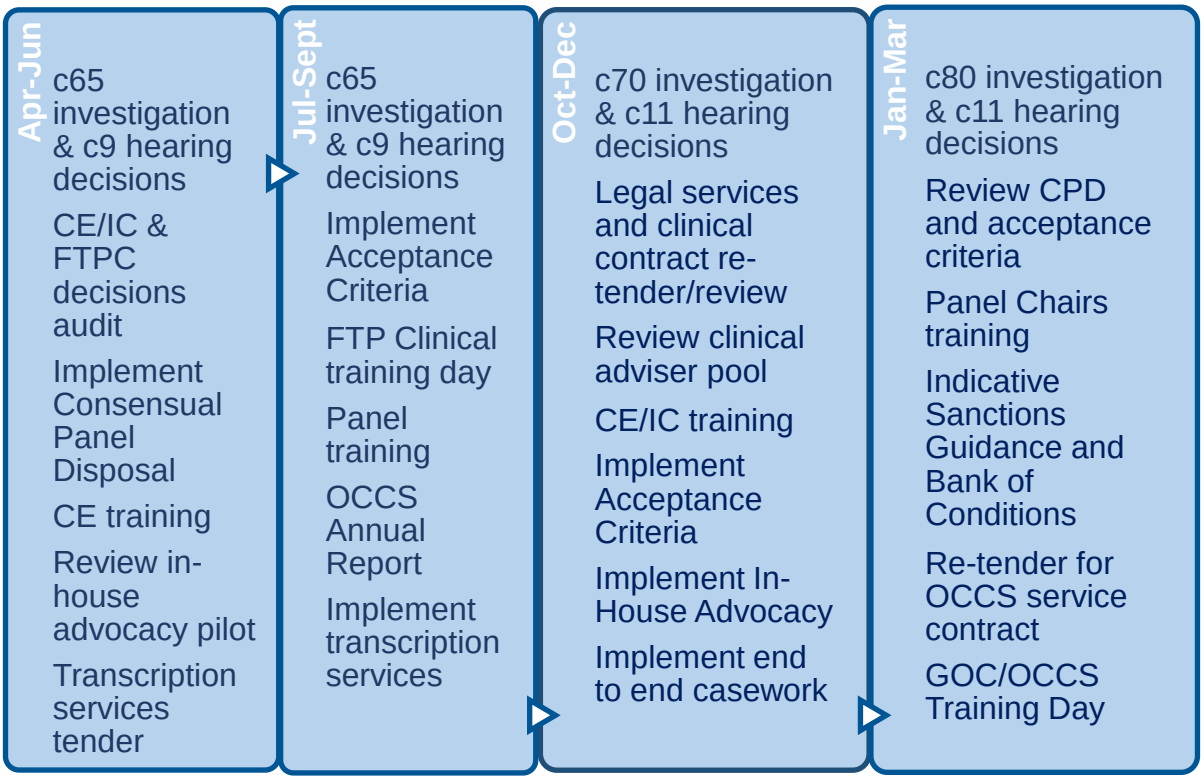


2018/19 Year in View - Regulatory functions

Registration



Fitness to Practise



2018/19 Budget

	2017/18 Budget £'000	2017/18 Final £'000	2018/19 Budget £'000
Income			
Registration	8,306	8,337	8,874
Dividend Income	200	319	275
Bank & Deposit Interest	25	14	25
Other Income	20	32	10
Total Income	**8,552**	**8,702**	**9,184**
Expenditure			
CEO's Office	311	182	450
Strategy			
Director of Strategy	160	160	167
Governance	828	822	805
Policy	279	231	293
Communications	192	182	319
Standards	548	512	742
Education	569	546	709
Total Strategy	2,576	2,453	3,034
FTP			
Director of FTP	223	230	208
Case Progression	1,687	2,022	2,084
Legal	297	285	315
Hearings	862	885	1,209
Total FTP	3,068	3,422	3,816
Resources			
Director of Resources	204	270	219
Facilities	1,026	1,003	1,045
Human Resources	362	474	411
Finance	308	302	326
IT	564	617	565
Registration	460	496	616
Total Resources	2,923	3,162	3,181
Depreciation & Amortisation	206	143	152
Total Expenditure	**9,084**	**9,362**	**10,634**
Surplus / (Deficit) before project expenditure	**(533)**	**(660)**	**(1,450)**

GOC Business Plan and budget 2018/19

	2017/18 Budget £'000	2017/18 Final £'000	2018/19 Budget £'000
Surplus / (Deficit) before project expenditure	**(533)**	**(660)**	**(1,450)**
Project Expenditure			
Education Strategic Review	448	144	331
CET Reviews	54	16	187
Review of on UK registration process	46	9	0
Business Standards	91	19	96
Safe Contact Lens Use	37	84	6
Quality assurance	40	8	0
GDPR	76	76	0
CRM Amortisation	142	138	59
IT Development	50	54	0
IT Strategy Implementation	0	105	0
Transformation	0	0	89
Total Project expenditure	**985**	**653**	**769**
Surplus / (Deficit) after project expenditure	**(1,518)**	**(1,313)**	**(2,219)**
Unrealised Investment gains / (losses)	300	(47)	300
Surplus / (Deficit)	**(1,218)**	**(1,360)**	**(1,919)**