

# Business plan and Budget

April 2019 - March 2020



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### Foreword

We expect 2019-20 to be another busy year as we continue our programme of work to maintain patient safety through a period of rapid change for the optical sector.

New technology, an ageing population and increased opportunities for optometrists and dispensing opticians to expand their scopes of practice are changing the way that our registrants practise.

Our Education Strategic Review will continue apace, transforming the way that optical students are taught. We've heard so much from the sector over the last two years about the need to change and now is the time for us to start implementing that with concrete proposals to equip students for the roles of the future.

Reforming Continuing Education and Training (CET) is just as important to ensure that our registrants' career-long learning is effective. We'll make significant reforms to the scheme from 2022 to give registrants more control over their learning and to place a greater emphasis on professional development and reflective practice. This year we will be listening to our stakeholders about exactly how best we can achieve that.

We plan to publish new *Standards for Optical Businesses* in April which will ensure our expectations of businesses keep pace with the fast-changing optical professions, meet modern patient expectations and are consistent with our individual standards. The new business standards will take effect from October so we will make a big effort this year to help get the professions ready for change.

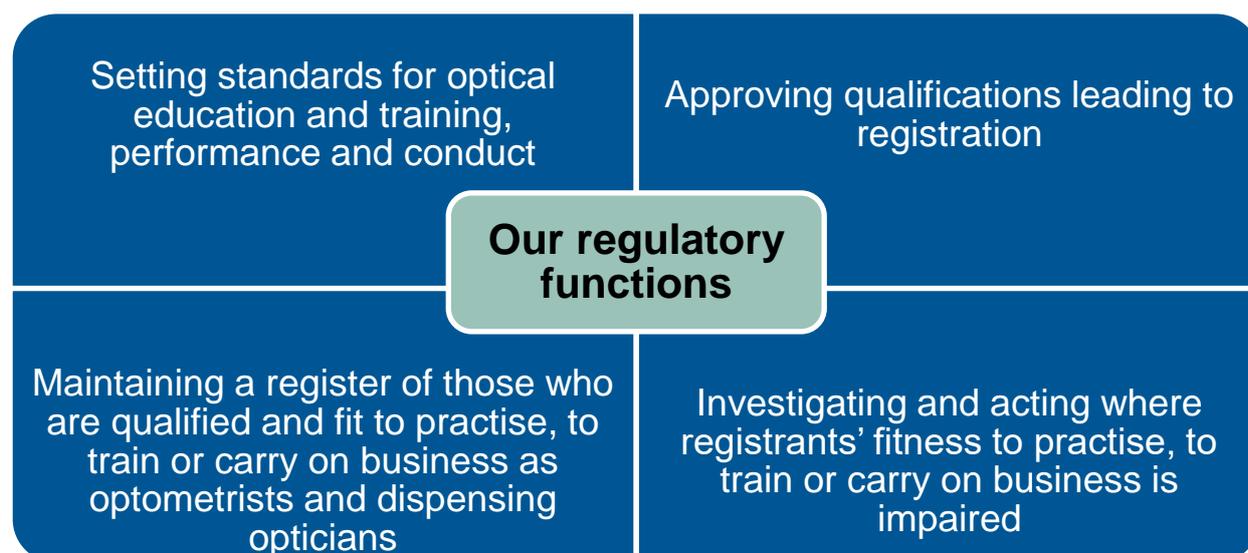
As well as all of that external work, we will also be looking at ourselves as we continue our efficiency programme. In particular, speeding up our fitness to practise process remains a top priority. We will also be working on our IT infrastructure and looking for cost efficiencies to help us provide an efficient and good-value service to the public and to registrants. And we will continue to make the case to Government for legislative reform that will help us to operate even more efficiently.

Finally, as this is the last year of our current strategic plan, we will be looking to the future too as we develop a new strategic plan for 2019-2022. So it's a busy year at the GOC but an exciting one too. I look forward to working with all our stakeholders to deliver on this vital work.

Lesley Longstone, Chief Executive and Registrar

## Introduction

We are the regulator for the optical professions in the UK. We currently register around 30,000 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<sup>1</sup> for the period April 2017 to March 2020.



## Our Values



<sup>1</sup> The strategic plan is published on our website:  
[https://www.optical.org/en/about\\_us/strategic\\_plan/index.cfm](https://www.optical.org/en/about_us/strategic_plan/index.cfm)

# 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 and 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 2019/20

In the final year of our three-year strategic plan we are focusing on the following four 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.



We 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 2019/20.

Project phase			
Scoping	Execution	Implementation	Evaluation
	Education Strategic Review		
	Continuing Education and Training Review		
Legislative reform			
		Business Standards	
Efficiency programme			

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 19/20 – commence implementation following the consultation on draft Education Standards and Learning Outcomes.
Continuing Education and Training (CET) Review	Implement changes to ensure the scheme operates effectively and registrants are safe to practise and encouraged to focus on continuous professional development. In 19/20 – develop changes to the CET system to further promote continuing professional development, while ensuring ongoing fitness to practise, and consult with

## GOC Business plan and budget 2019/20

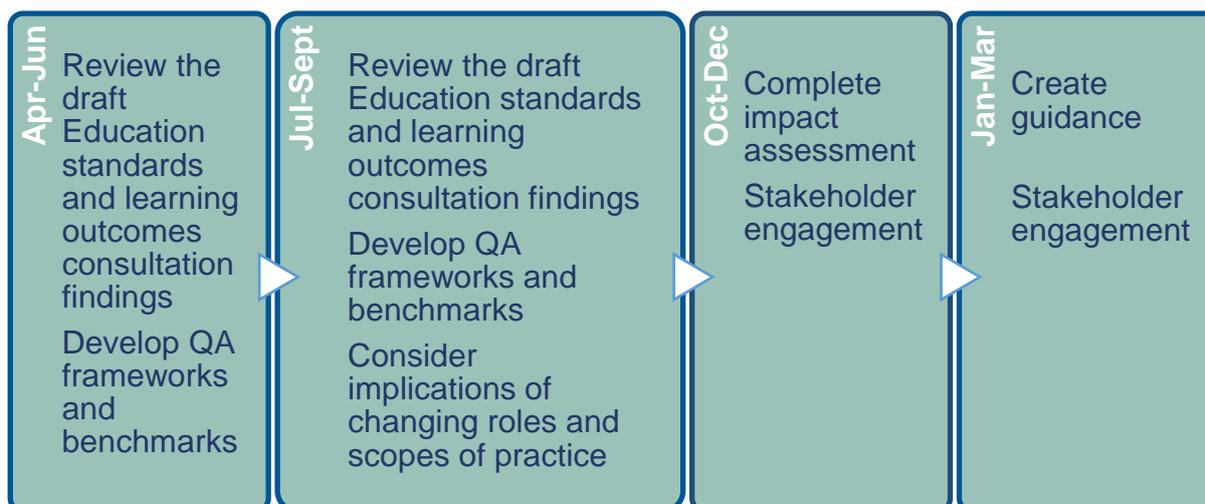
	stakeholders in Q4 on how the scheme might change from 2022.
<b>Legislative reform</b>	Engage with the Government on reform of our governing legislation to help us operate more efficiently and effectively. In 19/20 – engage with the Government’s legislative reform programme and prepare to implement the changes that are made; take opportunities to secure changes to our legislation that are achievable in the short term, such as removing the cap on the number of hearings panel members to enable us to hold more hearings; and develop detailed proposals for more substantial changes, such as the reform of business registration.
<b>Business Standards</b>	Develop new standards for optical businesses which make the GOC’s expectations clear, reflect good practice and are flexible enough for care to evolve. In 19/20, publish and implement new standards to ensure stakeholder understanding.
<b>Efficiency programme</b>	Devise and implement changes that address external issues, and deliver significantly improved outcomes for patients and the wider public, through improved operational efficiency. In 19/20 – progress changes to operate more efficiently across the business including in FTP and Governance. Continue to invest in IT with specific focus on improving our operating systems and working practices and developing a comprehensive case management system.

# 2019/20 Year in View – Projects

## Learning and development of optical professionals

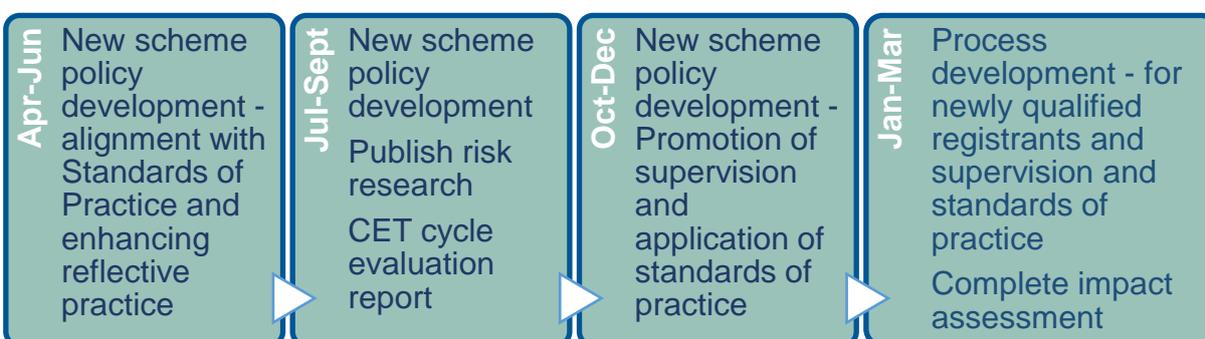
### Education Strategic Review

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



### Continuing Education and Training (CET) Review

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

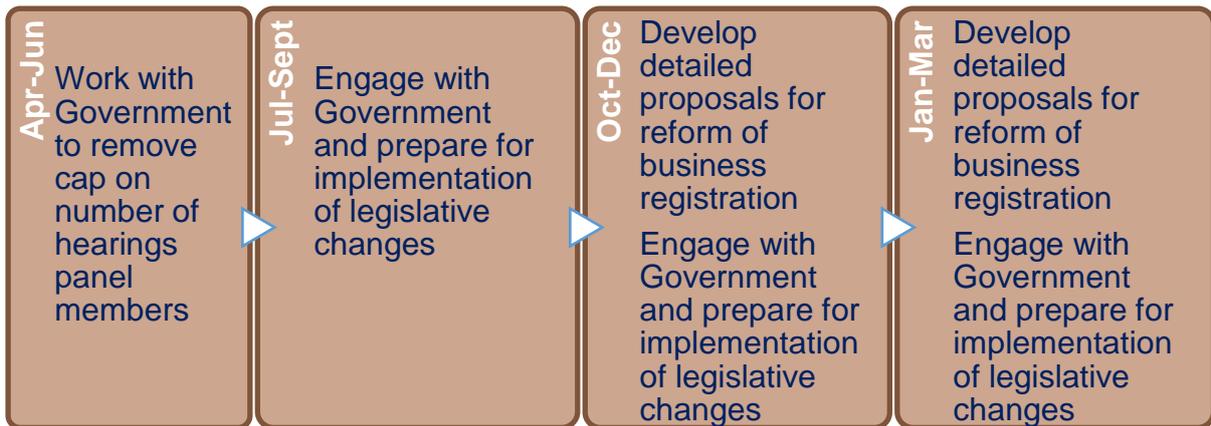


# 2019/20 Year in View – Projects

## Targeted approach to regulation

### Legislative reform

<b>Project objective:</b>	Engage with Government’s programme to improve legislation and allow us to operate more efficiently and effectively
<b>Project outcome:</b>	The GOC is able to operate more efficiently and effectively, accounting for the changing nature of the optical professions



### Business Standards

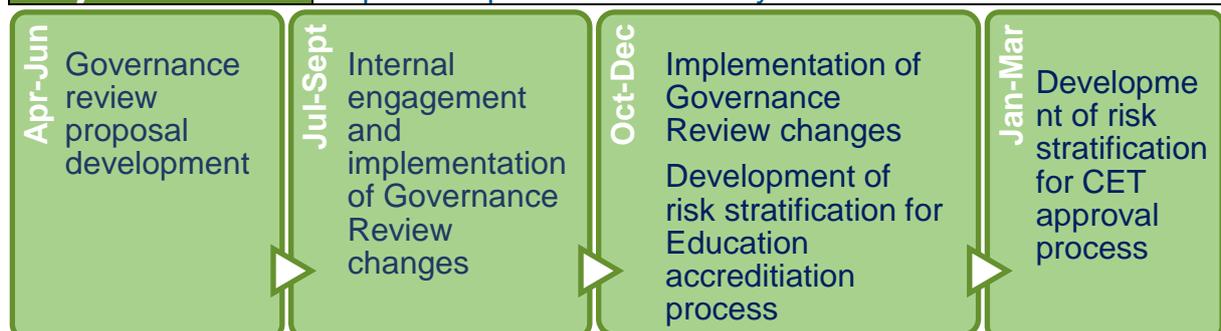
<b>Project objective:</b>	Develop new standards for optical business registrants which reflect good practice and are flexible enough for care to evolve
<b>Project outcome:</b>	Registrants practice in accordance with our standards



## Organisational transformation

### Efficiency programme

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

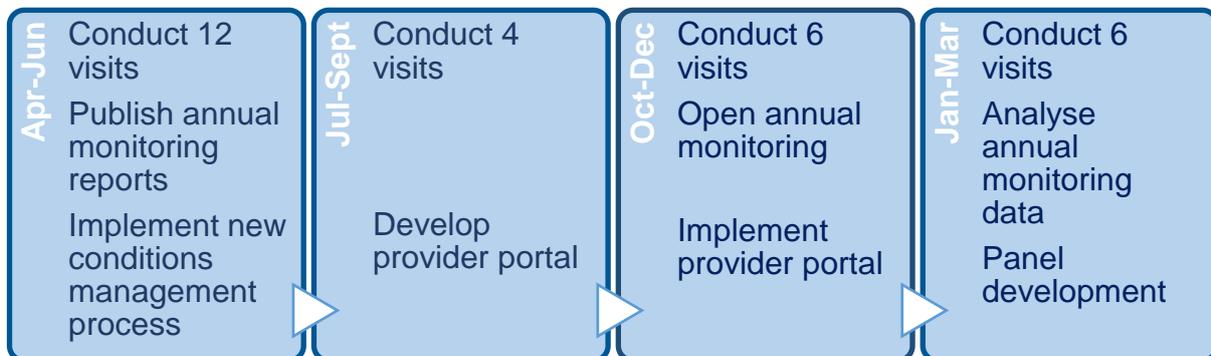


# 2019/20 Year in View - Regulatory functions

## Standards



## Education

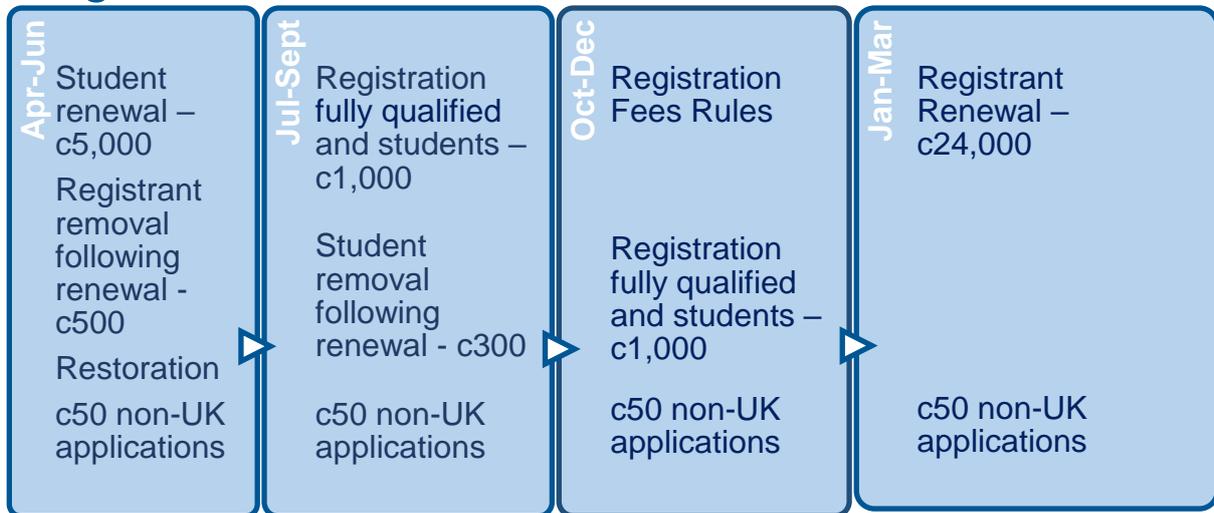


## Continuing Education and Training

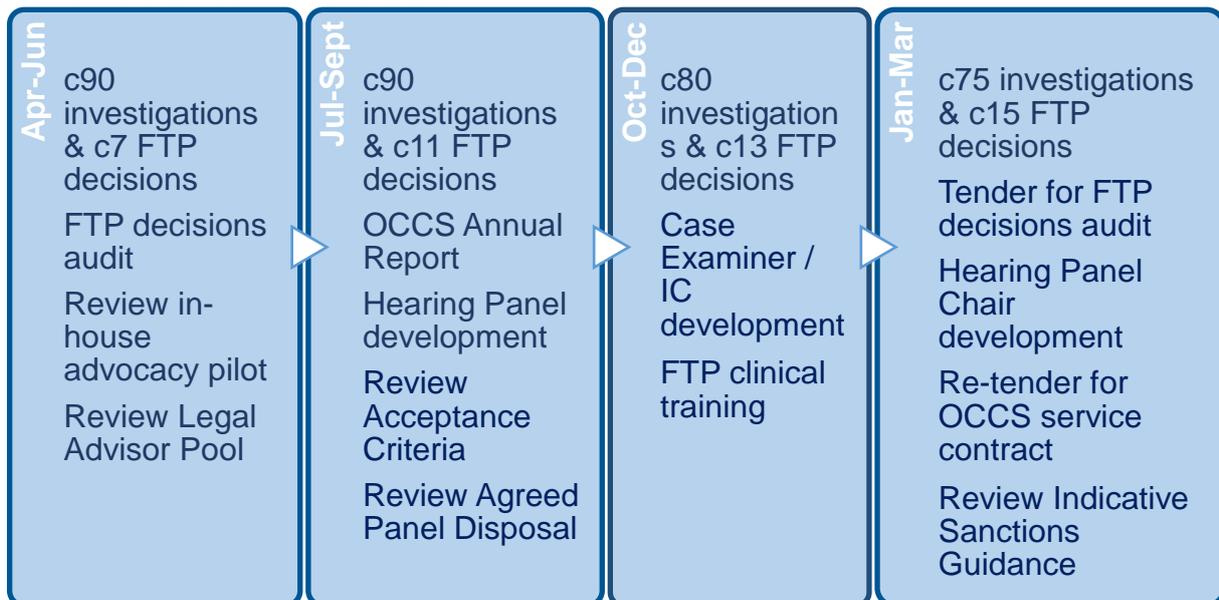


# 2018/19 Year in View - Regulatory functions

## Registration



## Fitness to Practise



## 2019/20 Budget

	2018/19	2018/19	2019/20
	Budget	Q3 Forecast	Budget
	£'000	£'000	£'000
<b>Income</b>			
Registration	8,874	8,935	9,590
Dividend Income	275	285	218
Bank & Deposit Interest	25	14	24
Other Income	10	18	18
<b>Total Income</b>	<b>9,184</b>	<b>9,251</b>	<b>9,850</b>
<b>Expenditure</b>			
<b>CEO's Office</b>	<b>450</b>	<b>454</b>	<b>307</b>
<b>Strategy</b>			
Director of Strategy	167	156	168
Governance	805	705	716
Policy	293	184	208
Communications	319	246	256
Standards	682	568	536
Education	709	649	1,092
<b>Total Strategy</b>	<b>2,974</b>	<b>2,508</b>	<b>2,975</b>
<b>FTP</b>			
Director of FTP	207	134	157
Case Progression	2,014	1,795	2,061
Legal	387	337	429
Hearings	1,209	1,187	1,318
<b>Total FTP</b>	<b>3,817</b>	<b>3,453</b>	<b>3,966</b>
<b>Resources</b>			
Director of Resources	219	219	227
Facilities	1,045	1,008	1,041
Human Resources	411	504	392
Finance	326	425	376
IT	565	517	456
Registration	616	572	625
<b>Total Resources</b>	<b>3,181</b>	<b>3,244</b>	<b>3,116</b>
Depreciation & Amortisation	152	148	136
<b>Total Expenditure</b>	<b>10,575</b>	<b>9,808</b>	<b>10,501</b>
<b>Surplus / (Deficit) before project expenditure</b>	<b>(1,391)</b>	<b>(556)</b>	<b>(652)</b>

## GOC Business plan and budget 2019/20

	2018/19	2018/19	2019/20
	Budget	Final	Budget
	£'000	£'000	£'000
<b>Surplus / (Deficit) before project expenditure</b>	<b>(1,391)</b>	<b>(556)</b>	<b>(652)</b>
<b>Project Expenditure</b>			
Education Strategic Review	317	158	0
CET Review	276	128	122
Business Standards	81	58	107
Safe Contact Lens Use	6	7	0
CRM Amortisation	59	34	15
IT Strategy Implementation	0	0	120
Transformation Project	89	97	0
<b>Total Project expenditure</b>	<b>829</b>	<b>482</b>	<b>364</b>
<b>Surplus / (Deficit) after project expenditure</b>	<b>(2,220)</b>	<b>(1,038)</b>	<b>(1,016)</b>
Unrealised Investment gains / (losses)	300	(176)	234
<b>Surplus / (Deficit)</b>	<b>(1,920)</b>	<b>(1,214)</b>	<b>(782)</b>