



Comhairle na nDochtúirí Leighis  
Medical Council

# Medical Council Business Plan 2016

---

Approved by the Medical Council for  
submission to the Department of Health

## Contents

|                                                          |   |
|----------------------------------------------------------|---|
| Introduction .....                                       | 1 |
| Purpose and Functions of the Medical Council .....       | 2 |
| Strategic Objectives .....                               | 3 |
| Measuring Performance against Strategic Objectives ..... | 3 |
| Operational Context and Challenges for 2016.....         | 4 |
| Significant Activities of Note .....                     | 5 |
| Detail of Planned 2016 Activities .....                  | 6 |

## Introduction

The Medical Council's Business Plan arising from the Statement of Strategy 2014 - 2018 is produced in accordance with Part 3, Section 15 of the Medical Practitioners Act 2007. The Plan is also consistent with sections 2.14 and 2.15 of the "Code of Practice for the Governance of State Bodies, May 2009" and also the Medical Council's Terms of Reference. This Business Plan sets out in detail the objectives of the Medical Council for 2016 and associated expenditure plans in line with the Medical Council's Statement of Strategy (2014 – 2018).

To identify and plan for issues that may impact on the successful delivery of the Medical Council's strategic and operational objectives, a Risk Management Framework is in place, which has been positively externally reviewed.

This comprehensive plan has been developed by the Medical Council Executive in collaboration with Council, its Committees and Working Groups and was approved by the Medical Council on 15<sup>th</sup> December 2015. The implementation of this document will be monitored by Council and the Executive via quarterly reporting on business plan objectives and strategic metrics to ensure that targets are met. The Medical Council will publish its Annual Report for 2015 as part of its statutory reporting requirement and this will comprehensively outline the activities of the organisation which were undertaken for that period.

The Medical Council's Statement of Strategy for 2014 - 2018 presents the vision for the organisation: "Providing leadership to doctors in enhancing good professional practice in the interests of patient safety." An appropriate balance in Council's focus and activities must be maintained so as to ensure there are appropriate emphases on both the public and the practitioners. Council continues to maximise the use of resources, providing the best value for money whilst working collaboratively with the relevant statutory bodies to ensure the most efficient and effective working relationships are maintained. In developing this Plan, the context of the current economic environment and its challenges has been taken into account.

## Purpose and Functions of the Medical Council

The Business Plan stems from the Statement of Strategy 2014 - 2018 and takes into account the Council's vision, mission and values.

### Vision

Providing *leadership* to doctors in enhancing *good professional practice* in the interests of *patient safety*

### Mission

Ensuring *high standards of education, training, and practice* among doctors for the *benefit of patients*

### Values

1. We strive to further enhance *trust* between patients, doctors and the Medical Council
2. We *lead by example, setting high standards* for ourselves and for the doctors and organisations we regulate
3. We act in a *respectful, fair, empathetic and consistent* manner
4. We make *independent, informed and objective decisions* and we are *accountable* for them
5. We encourage *diversity, engagement and learning* to help us be a better organisation

## Strategic Objectives

The Medical Council Strategic Objectives are set out in detail in the *Statement of Strategy 2014 – 2018*. These set the operational direction and functions for the organisation over the period.

### Strategic objectives:

1. Develop an effective and efficient register that is responsive to the changing needs of the public and the medical profession.
2. Create a supportive learning environment to enable good professional practice.
3. Maintain the confidence of the public and the profession in the Council's processes by developing a proportionate and targeted approach to regulatory activities.
4. Enhance patient safety through insightful research and greater engagement.
5. Build an organisational culture that supports leadership and learning.
6. Develop a sustainable and high-performing organisation.

## Measuring Performance against Strategic Objectives

The Council's Statement of Strategy outlines how effectiveness of implementation will be measured. The Medical Council has a set of agreed metrics in place to oversee implementation of each of the six strategic objectives. Further metrics are in place at executive level to measure performance at operational level. Use of these metrics provides both the Medical Council and its external stakeholders with a clear and straightforward mechanism for measuring the organisation's performance in the areas which are of greatest strategic importance.

## Operational Context and Challenges for 2016

This plan has been framed within a challenging fiscal and human resources environment. In developing this Business Plan the Medical Council has, where possible, identified the impact that operating challenges and risks could have on its delivery.

These include:

**Financial Position:** The Council is self-funded, with most of its income derived from doctors' registration fees. An ongoing issue is that the Council does not currently have leave to levy fees for certain statutory activities, limiting its ability to diversify its revenue. Following a fee increase in 2015, the Council is planning to reduce fees for doctors new to practice in 2016, and for retention fees to remain static for the remaining doctors on the register. The Council remains committed to business process improvement, which has delivered cost savings in many administrative areas. The breadth of activities under the Council's statutory remit and its limited funding options remain a challenge for 2016.

**Staff numbers:** The protracted nature of the approvals process with the Department of Health to fill staffing positions is an ongoing issue which poses operational challenges. This has been further negatively impacted by the Department of Public Expenditure and Reforms decision not to give delegated sanction to the Department of Health for the Medical Council. While there is an agreed staff ceiling for the organisation, the requirement for approval to replace staff leads to a protracted process to fill positions and has a serious impact on our business continuity and can increase costs if temporary or contract staff are required to complete core work while this process is undertaken. In late 2015, following the appointment of the new CEO, a workforce plan was submitted to the Department of Health for consideration and the Council looks forward to discussions at an early juncture in 2016 so that processes can be streamlined to ensure that resourcing meets the needs of the organisation to fulfil its statutory remit. The Council envisions that 76+ staff are required to implement the 2016 business plan and ensure the Council is able to deliver on its 2014-2018 Strategy.

**Business Plan Implementation:** This is the sixth full year of business planning for the Medical Council. Detailed reporting of the first year of implementation of the 2014 - 2018 Statement of Strategy will be provided in the Medical Council's Annual Report 2015. The plan contains a number of new commitments for delivery and requires a high degree of support for implementation. This plan will be reported and monitored against agreed metrics.

**Legislation:** The Council has been engaging with the Department and the Minister on amendments to the Medical Practitioners Act, 2007. A suite of amendments are required to best serve the public interest by both strengthening the Council's regulatory remit and streamlining processes. The Council looks forward to progressing these legislative amendments in 2016. The Medical Practitioners (Amendment) Bill, 2014 will have particular impact in expanding the Council's role and remit in 2016 as the requirement for indemnity for medical practitioners will be compulsory for the purposes of registration.

**Use of Resources:** To allocate and use our finite resources effectively consideration continues to be given to our primary focus on patient safety in addition to supporting the professionalism of

doctors, delivery of quality services, adherence to mandatory legislative requirements and directives, risk issues and other considerations such as: Objectives and priorities in the Medical Council Statement of Strategy 2014 – 2018; The Medical Council's Financial Outturn 2015 and the forecasted Financial Position for 2016; Various national strategic and policy documents.

### Significant Activities of Note

- Development of the 'Safe Start' initiative, which will identify specific induction requirements for doctors new to the Irish health system and areas of improvement for the Medical Council and employers.
- Changes to registration and complaints handling processes arising from legislative amendments arising from the Health (Miscellaneous Provisions) bill, the Medical Practitioners (Amendment Bill 2014), and European Union (Recognition of Professional Qualifications) Regulations.
- Publication of the revised Guide to Professional Conduct and Ethics for doctors following a comprehensive engagement process with the public, medical profession and partner organisations.
- Implementation of a programme to quality monitor postgraduate specialist training, including site visits and tracking of responses to the Your Training Counts survey of trainee doctors.
- Review of the procedures of the Preliminary Proceedings Committee, to ensure the system is managed optimally within the parameters of the legislation.
- Publication of research with the public and profession on matters relating to doctors' professionalism.
- Delivery of improvements to the Performance Management and Development System (PMDS) for staff and implementation of learning and development plans for Council and staff to enhance skills and underpin the commitment to continuous improvement.
- Management of Medical Council's Property Strategy to include the sale of the organisation's Lynn House building.
- Fulfilment of the Medical Council's commitment to breakeven and aim for a moderate surplus to ensure prudent stewardship and long term sustainability of the Council and its statutory remit.

## Detail of Planned 2016 Activities

| Strategic Objective                                                                                                                  | Action                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>STRATEGIC OBJECTIVE 1</b>                                                                                                         |                                                                                                                                                                                                                                                                                                                         |
| <b>Develop an effective and efficient register that is responsive to the changing needs of the public and the medical profession</b> |                                                                                                                                                                                                                                                                                                                         |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Manage programme for assessment of applications for register entry, transfer between divisions, annual retention and register maintenance, managing smooth transition to new enhanced business processes, including third party verification of credentials and recognition of examinations hosted by other regulators. |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Management of appeals and legal challenge to registration decisions where necessary.                                                                                                                                                                                                                                    |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | As part of the 'Safe Start' initiative, conduct an educational needs assessment to identify specific induction requirements for doctors new to the Irish health system.                                                                                                                                                 |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Complete the design of the 'Safe Start' programme in response to the findings of the educational needs assessment.                                                                                                                                                                                                      |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Agree amendments to registration processes as required arising from educational needs assessment.                                                                                                                                                                                                                       |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Develop content to support induction needs of doctors new to the health system, as identified in the 'Safe Start' Educational needs assessment, with a view to activities becoming live in 2017.                                                                                                                        |
| 1.1 Ensuring safe pathways onto and within the register                                                                              | Complete quality development of the Pre-Registration Examination System.                                                                                                                                                                                                                                                |

|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2 Pursuing operational excellence in registration process                  | Prepare for and participate in external review of registration function.                                                                                                                                                                                                                                                                                                                                                                              |
| 1.2 Pursuing operational excellence in registration process                  | Continue programme of Business Process Improvement, including: <ul style="list-style-type: none"> <li>- monitoring applicant feedback and internal quality including Key Performance Indicators</li> <li>- assurance focusing on reducing application turnaround time</li> <li>- continuing to promote online services for doctors and applicants for registration</li> <li>- monitoring quality objectives in line with ISO certification</li> </ul> |
| 1.3 Aligning registration processes with legislative change                  | Implementation of amendments to the Medical Practitioner Act, if / when made law, including revision of rules related to registration.                                                                                                                                                                                                                                                                                                                |
| 1.3 Aligning registration processes with legislative change                  | Revision of rules related to registration as required in the event of legislative amendments aside from the Medical Practitioners Act, such as EU Directives etc.                                                                                                                                                                                                                                                                                     |
| 1.3 Aligning registration processes with legislative change                  | Monitor doctors with conditions attached to their registration, with evidence of compliance sought and conditions reviewed as necessary.                                                                                                                                                                                                                                                                                                              |
| 1.3 Aligning registration processes with legislative change                  | Draft scheme, criteria & rules following introduction of legislation relating to Professional Indemnity - Medical Practitioners (Amendment Bill 2014). (Subject to developments); including design and implementation of process/procedures for monitoring compliance.                                                                                                                                                                                |
| 1.3 Aligning registration processes with legislative change                  | Respond appropriately, as required, to National Vetting Bureau (Children & Vulnerable persons) Act 2012. Take any necessary steps to implement provision of the Act including any necessary changes to Registration process. (Subject to developments).                                                                                                                                                                                               |
| 1.4 Ensuring continuing registration reflects continuing fitness to practise | Continue programme to monitor doctors' maintenance of professional competence, taking action where necessary.                                                                                                                                                                                                                                                                                                                                         |

|                                                                                      |                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.4 Ensuring continuing registration reflects continuing fitness to practise         | Receive & process annual declarations concerning doctor's compliance with professional indemnity requirements, disciplinary sanctions, criminal convictions and/or relevant medical disabilities, taking action where necessary.                                              |
| <b>STRATEGIC OBJECTIVE 2</b>                                                         |                                                                                                                                                                                                                                                                               |
| <b>Create a supportive learning environment to enable good professional practice</b> |                                                                                                                                                                                                                                                                               |
| 2.1 Defining and communicate what it means to be a good doctor                       | Launch revised Guide to Professional Conduct and Ethics, including an abridged version explaining new themes and topics.                                                                                                                                                      |
| 2.1 Defining and communicate what it means to be a good doctor                       | Design and commence implementation of programme to communicate revised Guide to Professional Conduct and Ethics to doctors.                                                                                                                                                   |
| 2.1 Defining and communicate what it means to be a good doctor                       | Develop and launch public information on revised Guide to Professional Conduct and Ethics.                                                                                                                                                                                    |
| 2.1 Defining and communicate what it means to be a good doctor                       | Continue a programme of engagement with partner organisations in education and training sector including Council of Deans of Medical Schools, Forum of Postgraduate Bodies, Tripartite Group. Intern Group, HSE, Postgraduate Bodies, Student and Trainee Consultative Panel. |
| 2.2 Shaping High quality learning environments for doctors                           | Complete current cycle of accreditation of undergraduate medical education by conducting assessment of remaining medical school.                                                                                                                                              |
| 2.2 Shaping High quality learning environments for doctors                           | Monitor quality of undergraduate medical education by evaluating annual returns measuring quality indicators in nine programmes at medical schools.                                                                                                                           |
| 2.2 Shaping High quality learning environments for doctors                           | Explore options and agree procedures for accreditation of undergraduate medical education for the next cycle commencing in 2017.                                                                                                                                              |

|                                                                              |                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.2 Shaping High quality learning environments for doctors                   | Design plan for development and training of assessor pool for intern, undergraduate and postgraduate quality assurance activities.                                                                                      |
| 2.2 Shaping High quality learning environments for doctors                   | Implement programme of accreditation of postgraduate specialist training, evaluating six specialists training programmes and approving if standards are met.                                                            |
| 2.2 Shaping High quality learning environments for doctors                   | Design and commence implementation of programme to quality monitor postgraduate specialist training, including tracking of responses to Your Training Counts survey of trainee doctors.                                 |
| 2.2 Shaping High quality learning environments for doctors                   | Inspect new sites for delivery of intern training and approving if standards are met.                                                                                                                                   |
| 2.2 Shaping High quality learning environments for doctors                   | Inspect six sites for delivery of postgraduate specialist training and approve as appropriate.                                                                                                                          |
| 2.2 Shaping High quality learning environments for doctors                   | Develop and implement action plan arising from Your Training Counts 2015.                                                                                                                                               |
| 2.2 Shaping High quality learning environments for doctors                   | Arising from trainee feedback from the Your Training Counts survey, implement recommendations for Medical Council from review of intern training including new requirements for issuance of certificates of experience. |
| 2.2 Shaping High quality learning environments for doctors                   | Inspect medical schools licensed for anatomy practice in Ireland.                                                                                                                                                       |
| 2.2 Shaping High quality learning environments for doctors                   | Collate and publish annual returns from places licensed for anatomy practice in Ireland.                                                                                                                                |
| 2.3 Enhancing lifelong learning and specialisation opportunities for doctors | Conduct review of current procedures for recognition of medical specialties and appraise potential options, including credentialing.                                                                                    |

|                                                                              |                                                                                                                                                                                      |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.3 Enhancing lifelong learning and specialisation opportunities for doctors | Establish recently recognised medical specialties, including processes for assessment of applications for specialist registration and plans for commencement of training programmes. |
| 2.3 Enhancing lifelong learning and specialisation opportunities for doctors | Design and implement new arrangements for maintenance of professional competence among doctors in the General Division.                                                              |
| 2.3 Enhancing lifelong learning and specialisation opportunities for doctors | Complete and report on patient feedback form pilot as part of professional competence activities.                                                                                    |
| 2.3 Enhancing lifelong learning and specialisation opportunities for doctors | Determine policy on use of patient feedback as part of professional competence arrangements following review of pilot.                                                               |
| 2.4 Fostering good health among doctors                                      | Supporting the Health Committee in ensuring appropriate support and guidance is available to all practitioners in receipt of assistance.                                             |

### STRATEGIC OBJECTIVE 3

**Maintain public confidence in the Council's processes by developing a proportionate and targeted approach to regulatory activities**

|                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Ensure complaints are considered in an appropriate and proportionate way, and disciplined effectively in a reasonable and proportionate way, through use of all available tools (which include, referral to Professional Competence schemes/ Performance Assessment, Inquiries) as appropriate.                                                                                                    |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Ensure complaints and inquiries are handled effectively, in the interests of all parties, by increasing efficiencies in the time taken in investigating complaints by proportionate investigations, and supporting the Preliminary Proceedings Committee to close complaints if the matter is not properly a matter for the Council, and ensuring inquiries are convened for realistic timeframes. |

|                                                                                         |                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Review of procedures of the Preliminary Proceedings Committee, to ensure the system is managed optimally within the parameters of the legislation.                                                                                                                                                                                |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Review of membership of the Fitness to Practise Committee, to ensure the system is managed optimally within the parameters of the legislation.                                                                                                                                                                                    |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Review of procedures of the Monitoring Committee, to ensure the system is managed optimally within the parameters of the legislation.                                                                                                                                                                                             |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Support HSE development of a toolkit for early detection and management of concerns about doctors' practice.                                                                                                                                                                                                                      |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Host information sessions and briefings to ensure the role of the Council in considering complaints is clear, to avoid frustration of parties referring matters to the Council in which we can offer no redress. Activities in the year will focus on clarifying role and responsibilities to patients and independent hospitals. |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Training of PPC, Inquiry, Monitoring and Health Committee members, to ensure appropriate skill levels are in place.                                                                                                                                                                                                               |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Collaborate with professional regulatory bodies to share knowledge, experiences, trends and costs in training in areas of common interests.                                                                                                                                                                                       |

|                                                                                         |                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Engage with stakeholders, to include HIQA & Ombudsman, to ensure that appropriate complaints are brought to the attention of the Council.                                                                                                                                                                                                 |
| 3.1 Influencing enhanced procedures to progress complaints throughout the health system | Engaging, informing of trends and listening to feedback from key groups and stakeholders, including the HSE, Clinical Directors and the IHA, in association with the Communications Department and Office of the CEO to include patient groups, doctors' representatives/indemnifiers.                                                    |
| 3.2 Safeguarding integrity of register                                                  | Manage Section 60 matters (where immediate suspension of a doctor should be considered in the public interest) promptly, appropriately and proportionately, and any court matters managed by the in-house team where capacity permits.                                                                                                    |
| 3.2 Safeguarding integrity of register                                                  | Support the delivery of excellence in customer service by providing training programmes and other supports to case officers to facilitate them to provide empathetic information support to all parties involved in the complaints process, and appoint a dedicated liaison officer to support parties at inquiries and Council meetings. |
| 3.2 Safeguarding integrity of register                                                  | Manage the defence of any appeal, judicial review or action commenced against the Council as a corporate entity, arising from part 6,7,8,9 or 10 of the 2007 Act.                                                                                                                                                                         |
| 3.2 Safeguarding integrity of register                                                  | Continue to operate programme of performance assessment in response to concerns about doctors' practice.                                                                                                                                                                                                                                  |
| 3.2 Safeguarding integrity of register                                                  | Review programme of performance assessment in response to concerns about doctors' practice and implement any ensuing process changes.                                                                                                                                                                                                     |
| 3.2 Safeguarding integrity of register                                                  | Develop options for performance assessment of doctors not in day to day practice.                                                                                                                                                                                                                                                         |
| 3.3 Learning from experience                                                            | Enhance systems for in-house data collection on the complaints and inquiry process.                                                                                                                                                                                                                                                       |

|                                                                                  |                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.3 Learning from experience                                                     | Increase transparency via publication of statistics on sources of complaint, nature of complaint, section 60 and privacy application grounds at inquiry, to ensure appropriate transparency in our processes and heighten awareness of role of Council. |
| 3.3 Learning from experience                                                     | Conduct annual research into complaints to investigate source of complaints and discuss findings with partner organisations to ensure complaints are addressed properly and at the appropriate level within the wider health system.                    |
| <b>STRATEGIC OBJECTIVE 4</b>                                                     |                                                                                                                                                                                                                                                         |
| <b>Enhance patient safety through insightful research and greater engagement</b> |                                                                                                                                                                                                                                                         |
| 4.1 Conducting research to inform our work                                       | Completion and publication of research with the profession to track views on matters relating to the Council's work.                                                                                                                                    |
| 4.1 Conducting research to inform our work                                       | Completion and publication of research with the public to track views on matters relating to the Council's work.                                                                                                                                        |
| 4.1 Conducting research to inform our work                                       | Launch Research in Medical Education Awards with the Irish Network of Medical Educators (INMED).                                                                                                                                                        |
| 4.1 Conducting research to inform our work                                       | Publish "Talking About Good Professional Practice" Volume 2.                                                                                                                                                                                            |
| 4.1 Conducting research to inform our work                                       | Prepare and publish annual Medical Workforce Intelligence Report.                                                                                                                                                                                       |
| 4.1 Conducting research to inform our work                                       | Develop and publish Your Training Counts Reports relating to 2015 survey of all trainee doctors on matters relating to training.                                                                                                                        |
| 4.1 Conducting research to inform our work                                       | Conduct 2016 Your Training Counts Survey.                                                                                                                                                                                                               |
| 4.1 Conducting research to inform our work                                       | Develop Medical Council Research Framework.                                                                                                                                                                                                             |

|                                                               |                                                                                                                                                                                       |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2 Shaping and responding to emerging legislation and policy | Provide input into relevant legislative developments including, Medical Practitioners Act, Professional Indemnity Bill and Human Tissues Bill and all other relevant developments.    |
| 4.2 Shaping and responding to emerging legislation and policy | Conduct Annual Council Governance Evaluation.                                                                                                                                         |
| 4.2 Shaping and responding to emerging legislation and policy | Update Register of Interests for Council members.                                                                                                                                     |
| 4.2 Shaping and responding to emerging legislation and policy | Conduct annual review of all Committee Terms of Reference.                                                                                                                            |
| 4.2 Shaping and responding to emerging legislation and policy | Implement any changes arising from the revision of the Code of Practice for the governance of State Bodies once published.                                                            |
| 4.3 Building and strengthening strategic relationships        | Implement and monitor activities to engage with partner organisations to ensure awareness and involvement in the Council's work.                                                      |
| 4.3 Building and strengthening strategic relationships        | Host Annual Education and Training Symposium.                                                                                                                                         |
| 4.3 Building and strengthening strategic relationships        | Host Medical Leadership Roundtable - Measuring Professional Performance.                                                                                                              |
| 4.3 Building and strengthening strategic relationships        | Review register of legal obligations, monitoring compliance with relevant legislation.                                                                                                |
| 4.4 Effective communication                                   | Develop information materials for the public to clarify what patients should expect from their doctor, including materials relating to the guide for professional conduct and ethics. |
| 4.4 Effective communication                                   | Deliver online developments to improve public awareness, engagement and understanding, including raising awareness on social media channels.                                          |

|                                                                              |                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.4 Effective communication                                                  | Deliver website developments to improve engagement with the profession and trainees, including communications plans surrounding Your Training Counts and annual retention process.                                  |
| 4.4 Effective communication                                                  | Deliver website improvements to ensure user accessibility is enhanced.                                                                                                                                              |
| 4.4 Effective communication                                                  | Manage media engagement with journalists to achieve Council's stated objective to be open and transparent in its work.                                                                                              |
| 4.4 Effective communication                                                  | Design plan for engagement with Your Training Counts survey 2016.                                                                                                                                                   |
| 4.4 Effective communication                                                  | Organise Medical Council events, to include:<br>National conference for doctors<br>Report launches<br>Engagements with medical students and trainees<br>Publication of guidance on professional conduct and ethics. |
| 4.4 Effective communication                                                  | Management of the Freedom of Information function to ensure all requests under the FOI Acts are responded to in an accurate and timely manner.                                                                      |
| 4.4 Effective communication                                                  | Development of an FOI Publication Scheme in line with the new requirements under the FOI Act 2014.                                                                                                                  |
| 4.4 Effective communication                                                  | Co-ordination of responses to all Parliamentary Questions and Ministerial Representations.                                                                                                                          |
| <b>STRATEGIC OBJECTIVE 5</b>                                                 |                                                                                                                                                                                                                     |
| <b>Build an organisational culture that supports leadership and learning</b> |                                                                                                                                                                                                                     |
| 5.1 Implementing good practice Human Resources & Governance                  | Ensure the continued management of human resources and industrial relations issues, to support staff within the working environment in line with policies, procedures and relevant legislation.                     |

|                                                             |                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1 Implementing good practice Human Resources & Governance | Ensure that Council and committee meetings are planned, supported and managed effectively in order to assist in the efficient and effective achievement of objectives; to include the timely and appropriate development and distribution of supporting documentation and all related activities. |
| 5.1 Implementing good practice Human Resources & Governance | Develop a comprehensive Learning and Development (L&D) Plan for Council to achieve policy development and learning objectives. Deliver a series of appropriate L&D sessions for Council under this plan.                                                                                          |
| 5.1 Implementing good practice Human Resources & Governance | Carry out a mid-term review of the Corporate Governance Framework.                                                                                                                                                                                                                                |
| 5.1 Implementing good practice Human Resources & Governance | Review and upgrade of Human Resource Management and timekeeping software to facilitate improved compliance with HR policies and procedure and to achieve greater efficiencies.                                                                                                                    |
| 5.1 Implementing good practice Human Resources & Governance | Revise and drive a robust PMDS process and culture underpinned by the Learning & Development plan and supporting talent identification and succession planning initiatives.                                                                                                                       |
| 5.1 Implementing good practice Human Resources & Governance | Continued development of employee engagement framework underpinning overall HR Strategy.                                                                                                                                                                                                          |
| 5.2 Balancing capacity and capability                       | Continued review of organisation design to ensure structure adequately supporting strategy and maximise workforce planning effectiveness.                                                                                                                                                         |
| 5.2 Balancing capacity and capability                       | Conduct an annual skills analysis across the organisation and complete gap analysis to ensure 'fit for purpose' organisation positioned to deliver on 2016 business plan.                                                                                                                         |
| 5.2 Balancing capacity and capability                       | Develop succession planning framework and integrate in to PMDS process to mitigate risks around staff retention and knowledge management.                                                                                                                                                         |
| 5.3 Aligning culture and strategy                           | Embed leadership commitment across the executive and facilitate tailored leadership development programme, to include an emerging leaders programme.                                                                                                                                              |

|                                                               |                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.4 Effective Internal Communication                          | Focus on improving and enhancing internal communication strategies to promote further engagement and transparency across the organisation, through support of and investment in the Internal Communications Working Group (ICWG) and Wellbeing Group. |
| <b>STRATEGIC OBJECTIVE 6</b>                                  |                                                                                                                                                                                                                                                       |
| <b>Develop a sustainable and high performing organisation</b> |                                                                                                                                                                                                                                                       |
| 6.1 Delivering value for money                                | Develop Corporate Procurement Plan (CPP) 2016-2018 to embed strategic procurement planning across the organisation.                                                                                                                                   |
| 6.1 Delivering value for money                                | Management of centralised contract and planned procurement functions ensuring devolved responsibilities and centralised controls are in place to ensure best value achieved.                                                                          |
| 6.1 Delivering value for money                                | Reduce operating costs across the organisation through use of Office of Government Procurement Frameworks and shared service initiatives where appropriate.                                                                                           |
| 6.1 Delivering value for money                                | Investigate the appetite amongst Finance representatives of similar health regulators to meet on a quarterly or biannual basis to discuss common challenges and potential resolutions.                                                                |
| 6.1 Delivering value for money                                | Manage and Report quarterly performance of the organisation through Key performance Indicators for Statement of Strategy, budget and business, risk management and ICT.                                                                               |
| 6.1 Delivering value for money                                | ICT maintenance contracts are managed in accordance with our Vendor Management Policy and Procedures.                                                                                                                                                 |
| 6.2 Develop a sustainable and high performing organisation    | Effective management of the Health and Safety functions with legislative requirements adhered to and procedures updated accordingly.                                                                                                                  |

|                                                            |                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2 Develop a sustainable and high performing organisation | Front of House is managed effectively delivering a strong customer service with Visitor Management, Security and Health & Safety Protocols in place meeting both internal and external customers' needs. Streamlined services support cross-organisational operations with meeting facilitation delivered in line with customer service values. |
| 6.2 Develop a sustainable and high performing organisation | The organisation is committed to encouraging environmental awareness (incl. waste management, responsible purchasing, energy consumption, e-retention) through the development of a Corporate, Social Responsibility Policy.                                                                                                                    |
| 6.2 Develop a sustainable and high performing organisation | Monitoring and reporting of Fixed Asset Management Register and refinement as necessary.                                                                                                                                                                                                                                                        |
| 6.2 Develop a sustainable and high performing organisation | Refinement of Procurement and Purchasing system capabilities to align with Financial reporting systems. Up to date procurement, contract and purchasing data is integrated within systems increasing monitoring and reporting abilities.                                                                                                        |
| 6.2 Develop a sustainable and high performing organisation | Management of Medical Council's Property Strategy with 1) sale of Lynn House achieved 2) spatial requirements delivered in line with approved head count and 3) planning in place for delivery of future needs of the organisation.                                                                                                             |
| 6.2 Develop a sustainable and high performing organisation | Energy usage is managed, data reported in accordance with SEAI requirements with reduction in spend and consumption targets met. Implementation of audit recommendations to enhance system and building capabilities in conjunction with energy efficiency drive to raise awareness and develop energy-aware culture.                           |
| 6.2 Develop a sustainable and high performing organisation | Fulfil the Medical Council's commitment to breakeven and aim for a moderate surplus to ensure prudent stewardship and long term sustainability of the Council and its statutory remit.                                                                                                                                                          |
| 6.2 Develop a sustainable and high performing organisation | Review our Income model with a view to offering a more equitable fee structure.                                                                                                                                                                                                                                                                 |

|                                                            |                                                                                                                                                                                                                                                |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2 Develop a sustainable and high performing organisation | Run a tender process re. Asset Management to ensure the Medical Council's assets, required to ensure a healthy net asset position, obtain the optimum return and add value to the organisation in the short term.                              |
| 6.2 Develop a sustainable and high performing organisation | Set and monitor an overall corporate budget vesting responsibility with directors to manage devolved budgets for each directorate.                                                                                                             |
| 6.2 Develop a sustainable and high performing organisation | Monthly Management Pack detailing Budget variances, sectional expenditure, high profile expenditure break downs to enable timely, informed discussion and decision making.                                                                     |
| 6.2 Develop a sustainable and high performing organisation | Undertake a midyear flexed budget process to assess our actual performance versus budgeted and to alter our trajectory in terms of expenditure and business planning where required.                                                           |
| 6.2 Develop a sustainable and high performing organisation | Ensure the organisation is fully compliant with all up to date, relevant government circulars, legislation and sanctions.                                                                                                                      |
| 6.2 Develop a sustainable and high performing organisation | Respond to legislative developments by ensuring ICT systems are developed and new requirements integrated across all systems e.g. Professional Indemnity Bill, Garda Vetting Bill, EU Directive, Amendments to Medical Practitioners Act 2007. |
| 6.2 Develop a sustainable and high performing organisation | Provide guidance on the development of ICT projects so that where appropriate Lean analysis is applied before major systems are developed.                                                                                                     |
| 6.2 Develop a sustainable and high performing organisation | Roll out software systems across the organisation to enhance the use of electronic document management system this would align with 'LEAN' principles, where an operator has the tools to do their job at "immediate access."                  |
| 6.2 Develop a sustainable and high performing organisation | Conduct staff training to ensure Data Protection policies and procedures are in place to result in greater enhancement and awareness of policies.                                                                                              |

|                                                                                            |                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2 Develop a sustainable and high performing organisation                                 | Conduct preventative maintenance of all ICT systems e.g. maintenance of Medical Council virtual environment, in Kingram House and remote location and expand the Medical Council's bandwidth to facilitate improved systems for electronic data transmission and sharing. |
| 6.2 Develop a sustainable and high performing organisation                                 | Explore possibility of Medical Council becoming part of the HEAnet, National Education and Research Network, infrastructure.                                                                                                                                              |
| 6.2 Develop a sustainable and high performing organisation                                 | Manage the Medical Council's internal IT systems and deliver improvements to support efficiencies.                                                                                                                                                                        |
| 6.2 Develop a sustainable and high performing organisation                                 | Complete an audit of ICT systems and implement any ensuing recommendations for improvement.                                                                                                                                                                               |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Design and implement programme of business process improvement in education and training function.                                                                                                                                                                        |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Building systems are managed effectively with reactionary and planned maintenance of premises supporting security of personnel and assets and in line with Health & Safety requirements.                                                                                  |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Record Management and Retention Policies are embedded within the organisation in line with best practice Information Governance and data security policies. Records are managed effectively, with electronic data and record retention periods applied appropriately.     |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Implement the upgrade of the current accountancy system.                                                                                                                                                                                                                  |

|                                                                                            |                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Continued focus on Business Process Improvement, including the development of a system of unified, consistent planning and support for projects.                                                   |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Ensure internal and external Comptroller and Auditor General audit assignments are supported, reported to the Audit Strategy and Risk committee and implemented within allocated time commitments. |
| 6.3 Focusing on organisational capability with an emphasis on business process improvement | Develop an Excellence in Customer Service Strategy and launch publication on how Medical Council will develop a high performing organisation providing excellent customer service.                 |