



Annual Report and Accounts for the year ended 30 April, 2021



Barts and The London
School of Medicine and Dentistry

www.smd.qmul.ac.uk

Registered charity number 1157217

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NCOR Trustees information

Maurice Cheng (Chair)
Duncan Empey
Steve Vogel
Matthew Redford

NCOR Team

Dawn Carnes
(Director)
Carol Fawkes
Austin Plunkett
Ryan Grainger (Administrator)

NCOR stakeholders

British College of Osteopathic Medicine (BCOM)
College of Osteopaths (CO)
European School of Osteopathy
(ESO)
General Osteopathic Council (GOsC)
Institute of Osteopathy (iO)
International College of Osteopathic Medicine (ICOM) at NESCOL
Osteopathic Alliance (OA)
Sutherland Cranial College (SCC)
Swansea University
University College of Osteopathy (UCO)

NCOR Policies and objectives

The Trustees present their Annual Report together with the financial statements of the National Council for Osteopathic Research (the charity) for the year ended 1 May, 2020 to 30 April, 2021. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document, the Charities Act 2011 and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January, 2015), as amended by update Bulletin 1 (effective 1 January, 2016).

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the charity commission relating to public benefit. The role of NCOR is to promote for the public benefit the advancement of education and the promotion of good health in particular but not exclusively by:

1. Leading and facilitating osteopathic research development in the UK, including developing a comprehensive and cohesive research strategy providing both direction and coordination of osteopathic research.
2. Representing the osteopathic profession on matters relating to the osteopathic evidence base and research development. Acting on behalf of the profession, in a research context, to the media, the public and patients, policy-makers, the inter-professional research community, other health professions and healthcare regulators.
3. Providing a forum for osteopathic educational institutions (OEs) through which to forge consistent standards in research governance, to share expertise, achieve economies of scale, and foster undergraduate and postgraduate research collaboration. Promoting research capacity and scholarship.
4. Providing osteopaths, the public and patients, healthcare professionals, and the research and academic community with a recognised, high quality and accessible resource of research-related information concerning the distinctive body of knowledge within osteopathic practice.
5. Improving awareness of osteopathic research development amongst osteopaths and the wider community. Establishing links and building networks within the research fraternity, nationally and internationally, with a view to development through collaboration. Formulating and fostering strategies for attracting funding for osteopathic research development.
6. Providing systems relevant for grants governance and research governance for the benefit of all stakeholders.
7. Fostering and disseminating outputs from osteopathic audit, evaluation, and research activities.

Director's Activity Report for the year end to 30 April 2021

Forward

Since our last report in May 2020 we have seen the relentless impact of the COVID-19 pandemic pervading all aspects of daily life. It has fundamentally changed the way we work. It has had some advantages in terms of accessibility to the work of NCOR and the impact and relevance of health research. Shifting to online rather than predominantly face to face meetings has enabled us to run our first online conference. We had more attendees than other years and we opted for short TED type talks which were well received. We also ran a series of free webinars, also well attended, and our two webinars about COVID-19 attracted more than 500 attendees each. The future impact of COVID-19 will see many repercussions and unknowns especially with regard to Long COVID we need to understand this condition and see how osteopathy can contribute to care in this field. We launched a new question on our PROM app and initiated a case study project to explore the characteristics of long COVID patients, the osteopathic approaches used and patient outcomes.

This will be my last forward on the Annual Report as I will step down as Director in October 2021. It has been a great pleasure and privilege to hold this post and contribute to the advancement of the osteopathic profession over the last nine years. I wish the new Director the best as they take NCOR into its next phase to address the key challenges ahead.

Professor Dawn Carnes

Director of NCOR

Activity

Professional collaboration and contribution

NCOR continues to be involved with the Council for Allied Health Professions in Research (CAHPR), the Director of NCOR was elected Chair of the CAHPR strategy committee in December 2020.

In addition NCOR works closely with the European Federation and Foundation for Osteopathy (EFFO) on the European PROMs project and the EFFO Research Working Group.

NCOR continues to have a role as observer with speaking rights on the General Osteopathic Council's (GOsC) Policy Education and Advisory Committee and has contributed to working groups for the review of Guidance for Osteopathic Pre-registration Education, a review surrounding Expert Witnesses and an overhaul of the collection and analysis of data about concerns and complaints about osteopaths.

NCOR continues to play an active and leading role in the Osteopathic Development Group (ODG) contributing extensively to the strategic planning for the future of osteopathy.

We also represent osteopathic research with NHS Digital.

Outreach, education, promotion and dissemination of research

Hubs

The four Research hubs in Exeter, Bristol, Leeds and Haywards Heath remained very active this year. NCOR facilitates these hubs and the hubs contribute to the development of a research ethos within the profession. Meetings continue to be held approximately 5 times per year in each hub. All meetings have moved to online platforms. Topics covered at meetings include Covid-19, Long Covid, infection transmission in practice, the physiological effects of wearing PPE, head injury in sport and post-concussion syndrome, failed back surgery syndrome, the autonomic effects of osteopathic treatment, the management of headache, management of migraine, chronic pain management, and cauda equina syndrome.

Webinars

We delivered two major webinars about COVID-19; one at the start of the pandemic (6.5.2021) to summarise the evidence and knowledge around COVID -19 and what this meant for osteopathic practice: Considerations for COVID-19 infection prevention and control webinar and a further webinar in March 2021 to summarise the research around Long COVID and how this could inform the osteopathic care of patients with it. These webinars were delivered free to members of the profession in collaboration with the Institute of Osteopathy. Both webinars attracted over 500 registrants.

In addition, we produced ongoing summary information about the latest research around COVID identification, care and self-management for osteopaths to use to enhance the care they gave to patients.

We ran a series of four monthly lunchtime webinars between September to December about paediatric care, PROMs, Osteosurvey and concerns and complaints. These webinars attracted between 75 and 120 patients.

Conference

In January 2021 we ran our first virtual conference over two half days. The theme was based around applying research to inform good practice. We had 22 contributors and around 160 delegates. We used a TED talk format which enabled delegates to watch live or watch recordings of talks in bite size chunks. The conference was well received and generated around

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£5,000 for NCOR.

Articles

We continue to write articles for *Osteopathy Today* and in addition this year we contributed to the publication of the Osteopathic International Alliance Global Review 2020 [<https://oialliance.org/the-oia-global-report-global-review-of-osteopathic-medicine-and-osteopathy-2020/>]

This year we have published 5 papers in peer reviewed journals:

Fawkes C, Carnes D. Patient reported outcomes in a large cohort of patients receiving osteopathic care in the United Kingdom. PLOS ONE 2021; 16(4): e0249719. <https://doi.org/10.1371/journal.pone.0249719>

Ellwood J, Carnes D. An international profile of the practice of osteopaths: A systematic review of surveys. Int J. Ost. Med. 2021 (March) DOI: <https://doi.org/10.1016/j.ijosm.2021.03.007>

Plunkett A, Fawkes C, Carnes D. Profiling UK osteopathic care 2020: a questionnaire survey and retrospective audit of patient records. PlosOne 2020 submitted under review

Carnes D, Bright P, Carrol K, Engel R, Grace S, Vogel S, Vaucher P. Crying Unsettled and disTressed Infants Effectiveness Study of osteopathic care (CUTIES trial): Pragmatic randomised superiority trial protocol. International Journal of Osteopathic Medicine 2020; 38:31-38 DOI:<https://doi.org/10.1016/j.ijosm.2020.08.001>

Ellwood J, Draper-Rodi J, Carnes, D. The effectiveness and safety of conservative interventions for positional plagiocephaly and congenital muscular torticollis: a synthesis of systematic reviews and guidance. *Chiropr Man Therap* 28, 31 (2020). <https://doi.org/10.1186/s12998-020-00321-w>

Website

The NCOR website continues to be our outward face to the osteopathic community. Traffic is somewhat lower than the previous 12 month period, down from 1,500 visitors per month to around 1,200. However, this seems to be rising again in 2021. Mobile and tablet devices comprise approximately 48% of visitors to the site, a figure that has risen since last year.

Social media

Our Twitter account has 2,045 followers, up 40 from the last report. Twitter have changed how their system reports data, so it is not straightforward to determine details for the past 12 months. The most popular tweet garnered 1,156 views, it asked osteopaths to complete a survey for CAHPR about research networks. The second most popular tweet publicised the pre-print version of the OsteoSurvey paper, reaching 512 people.

Facebook demonstrates continued modest growth, now with 2,724 followers. There was a significant peak in activity in May 2021 with over 1,000 people seeing our post about the paper "Direct and mediated effects of treatment context on low back pain outcome".

Special projects

CUTIES trial

The CUTIES trial is a randomised controlled trial funded by NCOR, the Osteopathic Foundation, Swiss Science Foundation for Osteopathy and Osteopathy Australia. This study is testing the effectiveness of osteopathic care for the treatment of infantile colic. Unfortunately the study had to be suspended for 6 months in March 2020 due to the corona virus. The trial was re-started in September 2020 and we continue to recruit infants into the study. The estimated completion date is now February 2022.

Patient Reported Outcome Measurement: PROMs (UK)

The PROMs project continues to develop although this has been much slower during the past year as many practices have been closed or facing reduced numbers of patients due to Covid. Current data contributions in the United Kingdom (UK) total 3824 (current at May, 2021).

Analysis of the data shows that patients continue to report high levels of satisfaction and experience with osteopathic care. In recognition of the longer term effects of Covid for patients, an additional question has been included in the app to ask if they are experiencing Long Covid symptoms. Paediatric data continues to be small in quantity but, as with the adult population, appointments for younger children have been markedly reduced.

Patient Reported Outcome Measurement: PROMs (Europe)

European data collection has been impacted also by Covid. Current data submissions from all participating European countries now totals 859 observations. Since last year's report, Sweden have translated the app contact and have recently completed a small pilot. Data collection will start among the wider Swedish osteopathic community from June onwards. Osteopaths in Spain will start their pilot data collection in September, 2021. The translation of the app into Danish has been completed, and hopefully a small pilot will be undertaken later this year. The translation process is ongoing in Norway, but completion has been slowed due to the focus on national regulation recently awarded in Norway. Translation in Finland has not yet begun in earnest due to some personnel changes.

A publication describing the pilot data collection is ongoing, and it is hoped an additional paper can be published once more of the countries return to normal practice as Covid infections abate.

NHS England

The work with the NHS England Outcomes Task and Finish group has now finished since the completion of a tool to support clinicians looking to examine the usefulness of an outcome measure for clinical practice. Discussions are being held about the process for updating the tool in the next few years as outcome measurement becomes more standardized into day-to-day practice. A copy of the final version of the tool can be found at <https://www.rcslt.org/wp-content/uploads/media/docs/selecting-outcome-measures.pdf?la=en&hash=12ECB2CFDA0B2EFB1979E592A383D24E792AB9DD>.

Dissemination PhD project

In April 2021, Queen Mary University London assessed AP for the 18-month progression to the second half of the PhD. The assessors have asked for further documentation before passing their judgement, which AP has now supplied. AP has so far produced a literature review (as yet unpublished) and chapter material for the final thesis. He is currently preparing for the next phase, which will recruit osteopaths to use an app and website that AP is developing as part of the PhD. The app/website will use artificial intelligence to retrieve research evidence from public repositories and facilitate evidence-led conversations between osteopaths.

The paper summarising OsteoSurvey remains with PLOS ONE who cannot provide any indication of timescales. It is currently in the “under review” stage, having been with them for nearly 8 months.

Finance and governance review

Financial Review

During the year, total income amounted to £77,606 with costs of £102,811. Unrestricted reserves at the year end were £122,978.

Reserves policy

The Trustees have yet to establish a reserves policy.

Principal funding

NCOR is funded by donations from the General Osteopathic Council, the Institute of Osteopathy, the osteopathic educational institutions and by other donations from members of public, osteopaths and supporters.

Structure, governance and management

NCOR is a Charitable Incorporated Organisation (registered charity number 1157217).

Maurice Cheng, is the chair of the board of trustees (appointed by the Institute of Osteopathy) with Steve Vogel (elected by the NCOR Research Council), Professor Duncan Empey (representative of the Osteopathic Foundation) and Matthew Redford, Chief Executive from the General Osteopathic Council.

The Trustees' role is not to sit as 'representatives' of their respective organisations but to ensure the effective operation of the charity, while the day to day research-related activities of NCOR are the responsibility of the NCOR Director and her team.

Dawn Carnes is the NCOR director (at 20% full time equivalent (FTE)), Carol Fawkes is the Senior Research Officer (at 50% FTE), Austin Plunkett is the Research Assistant (at 60% FTE) and Ryan Grainger (at 10% FTE)

We continue to audit and review our compliance with The General Data Protection Regulation legislation.

Trustees' responsibilities statement

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 20 October 2021 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'M. Cheng', written over a horizontal dotted line. The signature is fluid and cursive.

Maurice Cheng Chair of the Trustees

Reference and administrative details of the charity, its trustees and advisers

Trustees

Maurice Cheng

Steve Vogel

Duncan Empey

Matthew Redford

Charity registration number

1157217

Principal office

Yvonne Carter Building

58 Turner Street

London

E1 2AB

Accountants

Goldwins

Chartered Accountants

75 Maygrove Road

West Hampstead

London

NW6 2EG

Bankers

NatWest

Black Lion House

45 Whitechapel Road

London

E1 1DU

Independent Examiner's Report to the Trustees of National Council for Osteopathic Research

I report to the trustees on my examination of the accounts of National Council for Osteopathic Research for the year ended 30 April 2021.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Anthony Epton BA FCA CTA FCIE
Goldwins
Chartered accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

National Council for Osteopathic Research

Statement of Financial Activities for the year ended 30 April 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from				
Membership and donations	2	77,606	77,606	83,376
Charitable activities		-	-	-
Total income		77,606	77,606	83,376
Expenditure on				
Charitable activities	3-5	102,811	102,811	112,535
Total expenditure		102,811	102,811	112,535
Net income/(expenditure) and movement in funds	6	(25,205)	(25,205)	(29,159)
Reconciliation of funds				
Total funds brought forward		148,183	148,183	177,342
Total funds carried forward		122,978	122,978	148,183

All activities relate to continuing operations.

The attached notes form part of these financial statements.

National Council for Osteopathic Research

Balance Sheet as at 30 April 2021

	Note	£	2021 £	£	2020 £
Current assets					
Debtors	7	64,000		66,465	
Cash at bank and in hand		<u>61,301</u>		<u>84,041</u>	
		125,301		150,506	
Creditors: amounts falling due within one year	8	<u>(2,323)</u>		<u>(2,323)</u>	
Net current assets			<u>122,978</u>		<u>148,183</u>
Net assets			<u>122,978</u>		<u>148,183</u>
Charity funds					
Unrestricted funds			<u>122,978</u>		<u>148,183</u>
Total funds			<u>122,978</u>		<u>148,183</u>

The financial statements were approved by the Trustees on 20 October 2021 and signed on their behalf, by:



.....
Maurice Cheng (Chair of the Trustees)

The attached notes form part of these financial statements.

National Council for Osteopathic Research

Notes to the Financial Statements

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice from 1 April 2005 which has since been withdrawn.

National Council for Osteopathic Research constitutes a public benefit entity as defined by FRS 102. There are no significant estimates or judgements made by management in preparing these financial statements.

1.2 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

1.3 Going concern

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

With respect to the next financial period, 2021-22, the most significant area of uncertainty that affects the charity is the level of income received.

There are no significant estimates at the reporting data that have a risk of causing a material adjustment to the carrying value of assets and liabilities within the next reporting period.

1.4 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Membership fees are recognised in the period to which the membership relates. Income received in advance is deferred.

Other donations are recognised when the charity has entitlement to the donation.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

National Council for Osteopathic Research

Notes to the Financial Statements

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is recognised on an accrual basis.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include governance costs. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

All resources expended are inclusive of irrecoverable VAT.

1.6 Financial instruments

The charity only has basic financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount repaid net of any trade discounts due.

1.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.9 Creditors and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services, it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

National Council for Osteopathic Research

Notes to the Financial Statements

2. Income from donations

	Unrestricted funds 2021 £	Total Funds 2021 £	Total funds 2020 £
Membership fees	56,600	56,600	70,940
Other donations	21,006	21,006	12,436
Total donations and legacies	77,606	77,606	83,376

3. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Governance and support costs 2021 £	Total 2021 £	Total 2020 £
Expenditure	78,793	24,018	102,811	112,535

4. Direct costs

	Research activities 2021 £	Total 2021 £	Total 2020 £
Staff costs recharged	28,408	28,408	37,134
Tuition fees	25,121	25,121	14,684
Other direct costs	1,985	1,985	1,609
PROMs project	1,721	1,721	6,813
CUTIES- project research	15,838	15,838	30,000
HEE SPEP project	5,720	5,720	-
	78,793	78,793	90,240

National Council for Osteopathic Research

Notes to the Financial Statements

5. Governance and support costs

	Support £	Total 2021 £	Total 2020 £
Travel expenses	65	65	2,845
Consultancy	5,824	5,824	4,160
Insurance	-	-	308
Bad debt	300	300	-
Sundry costs	429	429	582
Honoraria costs	15,000	15,000	12,000
Accountancy	840	840	840
Independent examination fee	1,560	1,560	1,560
	24,018	24,018	22,295

6. Net income/(expenditure)

This is stated after charging:

	2021 £	2020 £
Independent Examination fee	1,560	1,560

The key management personnel of the charity comprise the Trustees and the Director. The Trustees all give their time and expertise without any kind of remuneration or other benefits in kind (2020: £nil). The Director received an honorarium of £15,000 (2020: £12,000).

During the year no Trustee received any reimbursement of expenses (2020: £nil).

7. Debtors

	2021 £	2020 £
Other debtors	64,000	66,465
	66,465	66,465

National Council for Osteopathic Research

Notes to the Financial Statements

8. Creditors: amounts falling due within one year

	2021	2020
	£	£
Other creditors, including accrued expenses	2,323	2,323
	<u>2,323</u>	<u>2,323</u>

9. Related party transactions

Queen Mary University London (QMUL) provided administration services to NCOR. Total costs were £55,890 (2020: £55,890 and comprised of recharged salary costs: £28,408 (2020: £37,134), and support costs: £27,482 (2020: £16,292). At the period end £64,000 (2020: £66,166) was due to NCOR and is included within other debtors.

A donation of £26,500 (2020: £26,500) was received from the General Osteopathic Council, a trustee of NCOR is an employee of this organisation.

A donation of £26,500 (2020: £26,500) was received from the Institute of Osteopathy, a trustee of NCOR is an employee of this organisation.

A donation of £2,800 (2020: £2,800) was received from the University College of Osteopathy, a trustee of NCOR is an employee of this organisation.

Annex A Forward Plan

NCOR is working to a four year strategic plan for 2017 – 2021 as set out below.

Objective		Activity/initiatives
Strategic leadership	Advance and facilitate osteopathic research development in the UK, including developing a comprehensive and cohesive research strategy providing both direction and coordination of osteopathic research. This will focus the limited expertise and resources essential to deliver measurable progress in identified priority areas.	Continue to contribute to profession development
		Collaborate with the Osteopathic Foundation for strategic targeting of funds
		Convene meetings of the NCOR committee to provide a platform to generate initiatives, ratify decisions, help and support the NCOR staff achieve it aims.
		Convene meetings with the management board of trustees to ensure adequate oversight of expenditure and activity.
Advocacy	Represent the profession on matters relating to the osteopathic evidence base and research development. Act on behalf of the profession, in a research context, to the media, the public and patients, policy-makers, the inter-professional research community, other health professions, and others (such as the United Kingdom (UK) Advertising Standards Authority, Care Quality Commission, National Institute for Health and Clinical Excellence (NICE), etc.	Work with the iO, GOsC and others in representing osteopathic research interests to for example the ASA, NICE.
		Provide research information to support the promotion and image of osteopathy in the media and the wider health care community
		Promote osteopathic research, research priorities, and the work of NCOR within academic research networks, funding bodies, government departments, higher education institutions and other relevant healthcare bodies.
		Promote osteopathic research and the work of NCOR among patient groups, practices, and charitable organisations.
Research capacity and capability	To provide a forum for the Osteopathic Educational Institutions (OEl)s through which to forge consistent standards in research governance, to share expertise, achieve economies of scale, and foster undergraduate and postgraduate research collaboration. To promote research capacity and scholarship in the wider profession.	Provide research advice and establish a training course for osteopathic researchers and research supervisors.
		Liaise and network with international researchers and develop mechanisms for sharing international intelligence and expertise.
		Continue and develop the role and operation of the research hubs.
		Support osteopaths in clinical audit, using PROMs/PREMs to capture information about osteopathic practice and to disseminate the results.

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Information provision	To provide osteopaths, the public and patients, healthcare professionals, and the research and academic community with a recognised, high quality and accessible resource of research-related information concerning the distinctive body of knowledge within osteopathic practice.	Maintain and further develop information on the NCOR website.
		Provide website areas for patients, osteopaths, and other healthcare practitioners.
		Encourage osteopaths and other relevant organisations to link their websites to NCOR.
		Produce monthly NCOR e-bulletin and other regular updates for The Osteopath and Osteopathy Today.
		Publish new research summaries and update current research summaries. Identify hierarchy of areas for new research summaries.
		Provide suitable patient related outcome measures for use by osteopaths.
		Use social media to disseminate research relevant to osteopaths.
Liaison and promotion	To improve awareness of osteopathic research amongst osteopaths and the wider community. To establish links and build networks within the research fraternity, nationally and internationally, with a view to development through collaboration. To formulate and foster strategies for attracting funding for osteopathic research development.	Liaise and network with international researchers to promote NCOR and new initiatives, broker international relations.
		Promote the use of the NCOR website, research summaries to osteopaths via communication channels of the NCOR stakeholder organisations.
		Support and broker collaboration among osteopathic researchers.
		Seek to identify any international opportunities for research collaboration.
Research Governance	To provide a research governance framework, disseminate and advise where appropriate standards for writing grant applications and clinical research governance.	Provide advisory and review service for those wishing to publish their research about minimum standards for publishing research in medical journals
		Provide a research advisory service for osteopaths/educators/professional organisations considering applying for funding and undertaking research.
Knowledge Transfer	To foster and disseminate outputs from osteopathic audit, evaluation, and research activities via, for example, an annual research conference.	Organise research conferences and other events to help osteopaths understand the relevance and importance of research to their practice.
		Promote the work of NCOR through other osteopathic events.
		Support osteopaths' CPD through research <i>e.g.</i> online learning.
		Further develop online forums to facilitate research dialogue among osteopaths.
		Promote knowledge transfer into OElS through regular stakeholder meetings.
Generation of funding	To formulate and foster strategies for attracting funding for osteopathic research development.	Promote opportunities for obtaining funding to continue with special projects funding.
		Promote, guide, advise OElS and other interested bodies in applying for funding.