

## 4a

*To consider*

### **The Corporate Strategy**

#### **Issue**

1. The draft Corporate Strategy.

#### **Recommendations**

2. To agree:
  - a. The draft Corporate Strategy 2010-2013 (paragraphs 8 -14 and Annex A).
  - b. The draft supporting Communication Strategy 2010-2013 (paragraphs 15 -19 and Annex B).

#### **Further information**

3. If you require further information about this paper, please contact us by email: [gmc@gmc-uk.org](mailto:gmc@gmc-uk.org) or tel. 0161 923 6602

## Background

4. The *Health Care Associated Professions (Miscellaneous Amendments) Order 2008* created a statutory duty for the GMC to periodically publish a strategic plan and to submit it to the Privy Council.

5. In January 2004, we published a strategic plan for the period 2004–2007, *Safeguarding Good Medical Practice*. Given the changing healthcare environment and our own ongoing programme of reform, Council agreed in 2007 that it would be appropriate to extend the period covered by *Safeguarding Good Medical Practice* for a further year so that the new strategic plan could be developed in 2009 when the reconstituted Council was in place.

6. Since May 2009, members have participated in the development of the Corporate Strategy for 2010 onwards:

a. On 7 May 2009 – members agreed the purpose of the Corporate Strategy and the process for developing it.

b. On 5 and 22 July 2009 – members attended one of two strategy days and began to develop what Council is seeking to achieve, how it should be delivered, and what will constitute success.

c. On 10 September 2009 – members reviewed a summary of the outputs from the strategy days and agreed a high-level strategic framework that would underpin the Corporate Strategy, including four themes.

d. On 22 October 2009 – members reviewed a draft of the Corporate Strategy, including the eight supporting themes.

7. Council has agreed that the Corporate Strategy should be published by the end of 2009, thus providing the context for our 2010 Business Plan and Budget.

## Discussion

### *Corporate Strategy strategic framework*

8. Members have agreed that the purpose of the Corporate Strategy over the next four years should be:

a. To articulate the high level priorities that will ensure we protect, promote, and maintain the health and safety of the public by ensuring proper standards in the practice of medicine.

b. To describe, at a high level, the components and characteristics of our desired future framework for medical regulation.

c. To set our purpose and our vision for medical regulation within the wider healthcare, social, political, and financial environments.

d. To define what would constitute success.

9. Members have also agreed that the Corporate Strategy should focus in broad terms on demonstrating that medical regulation enhances the quality of healthcare and increases patient safety.

10. The framework comprises four developmental themes through which the GMC can demonstrate the link between medical regulation and the quality agenda. These are:

a. *Protecting the public.* Providing assurance to the wider public by giving people confidence that doctors are fit to practise; and providing them with greater access to information about their doctor's practice, and an understanding of the role of the regulator.

b. *Helping doctors.* Providing doctors with first class guidance at all stages of their medical careers, thereby enhancing their professionalism for the benefit of patients.

c. *Working with partners.* Working in partnership with key interest groups across the UK, Europe, and internationally, particularly the NHS and other healthcare providers, to develop appropriate, more effective relationships that will enhance patient safety.

d. *Delivering value for money.* Using our resources efficiently and effectively and ensuring the organisation is well governed, with a clear purpose and evidence-based policies that demonstrate 'better regulation' principles.

#### *Strategic aims*

11. Members have contributed to the development of eight strategic aims that underpin and give effect to the four strategic themes. These are:

a. To continue to register only those doctors that are properly qualified and fit to practise and to increase the utility of the medical register.

b. To give all our key interest groups confidence that doctors are fit to practise.

c. To provide an integrated approach to the regulation of medical education and training through all stages of a doctor's career.

d. To provide doctors with relevant up-to-date guidance on professional standards and ethics.

e. To develop more effective relationships with delivery partners in order to achieve an integrated approach to medical regulation in the UK.

f. To help shape the local, UK, European and international regulatory environment through effective engagement with decision-makers, other regulators and key interest groups.

- g. To continue to use our resources efficiently and effectively.
- h. To deliver evidence-based policies that demonstrate 'better regulation' principles, and promote and support equality and diversity.

12. The annual Business Plan will be structured around the strategic aims in the Corporate Strategy. This will ensure that there continues to be a clear link between the high-level outcomes we are seeking and our day-to-day activities. It will also support us to more clearly correlate evidence of our shorter-term achievements with their impact on our longer-term outcomes.

#### *Draft Corporate Strategy*

13. The draft of the Corporate Strategy document is at Annex A. For each strategic aim we address the following three areas:

- a. Why it is important – this explains how the aim contributes to improving patient safety and the quality of healthcare.
- b. What we will deliver between January 2010 to December 2013 – this outlines the activities and work programmes we will deliver to give effect to the aim. These will be broken down into more tangible, shorter-term activities in our annual Business Plan.
- c. What outcomes we seek to achieve by 2013 – this articulates what success looks like in measurable terms. We will report to Council at least annually on progress towards these outcomes.

14. The 2010 Budget and Business Plan (item 4b on the agenda) has been framed by the Corporate Strategy and outlines the cost of, and key activities and work programmes we will deliver in 2010 that will give effect to year one of the Strategy.

**Recommendation:** To agree the draft Corporate Strategy 2010-2013.

#### *Delivering the Corporate Strategy*

15. Progress in delivering our Corporate Strategy will be assessed, in part, against the delivery of the strategic aims outlined throughout this document. But more than this, we want to know how we are making a difference. Success for the GMC, in the broadest sense and over the long term, is that the work we undertake has led to improved quality of healthcare and enhanced patient safety.

16. Our annual Business Plan will set out the staging of activities that give effect to the Corporate Strategy. We will continue to develop measures that sit against our evaluation framework and monitor progress against the activities and outcomes contained in the Business Plan, and provide a review against progress towards achieving our Corporate Strategy in the Annual Report.

### *Draft supporting Communication Strategy*

17. We have developed further our work on our Communication Strategy taking into account members' feedback during the discussion on 22 October 2009.

18. The supporting Communication Strategy 2010-2013 is at Annex B. The Strategy includes:

- a. A single communication aim supported by six clear objectives for external and internal communications.
- b. A set of measurable goals that encompass these objectives.
- c. A framework for the development of our annual communications plan.
- d. A set of communications values that will guide our communications work.

19. We will report on progress towards these communication objectives alongside an annual review of the Corporate Strategy.

**Recommendation:** To agree the draft supporting Communication Strategy 2010-2013.

### *Other supporting strategies*

20. Three further supporting strategies need to be developed: one for our European and International work, one for Research and Development, and one relating to the Equality and Diversity aspects of our work. We propose to develop these for Council approval during the first quarter of 2010.

### **Resources**

21. Our financial framework, setting out our spending strategy for 2009-2012 is outlined in paragraphs 10-13 of the draft Corporate Strategy document in Annex A.

22. No other resource issues arise from this paper.

### **Equality**

23. The Corporate Strategy will need to be underpinned by an Equality and Diversity Strategy, as reflected in strategic aim eight, which will be developed during the first quarter of 2010.