

Agenda item:	2
Report title:	Biannual Transformation Programme update
Report by:	Melanie Venables , Head of Corporate Business Planning, Corporate Directorate, melanie.venables@gmc-uk.org , 020 7189 5363
Action:	To consider

Executive summary

The Transformation Programme (TP) was set up in 2017 as a key enabler to delivering the GMC's Corporate Strategy 2018-2020. The Executive Board receives regular updates on delivery of the Transformation Programme, through the bi-monthly Operational Performance and Risk Review report. The purpose of this report is to take stock of what has been achieved since the programme was first set up, and consider whether we are on track to realising the longer-term benefits.

Many of the changes which the TP has delivered are now embedding and becoming part of business as usual. This report makes reference to measures set out at Annex A, which were identified by the Programme Boards, to assess the success of delivery to date. An internal audit of transformation also began earlier this month, and findings will help give the Executive further assurance over whether the impact of changes are being felt by colleagues.

The report identifies the key transformational initiatives, such as Digital Transformation 2020 and the Business Measures review, which are still underway. Later this year, once the internal audit findings are known, consideration should be given to when the overall Programme will be transfer to business as usual (BAU).

Recommendation

- a Consider the progress made by the Transformation Programme to date, and areas of work still to be delivered.

Introduction

- 1** High-level aims are to make the GMC 'a more agile, confident and connected regulator that is bolder in shaping wider debates, a regulation that remains highly relevant in the healthcare system during a period of continuing pressure on the frontline.* The Transformation Programme (TP) was set up in 2017 as a key enabler to delivering the GMC's Corporate Strategy 2018-2020.
- 2** Key benefits for the programme were defined during early 2018, as part of the benefits-first approach introduced for monitoring and reporting against the Corporate Strategy. The aim of this was to ensure clarity on what the TP is seeking to achieve, and a way to measure impact over the longer-term; recognising that the timeframe for realisation of many benefits would be longer than the timeframe for delivery.
- 3** The TP is structured into four inter-dependent programmes of work, each with its own Programme Board: Enact, Envision, Empower, and Engage. The benefits and key projects for each programme can be found at Annex A. The Transformation Steering Group, which comprises Directors and the COO, provides regular scrutiny of programme delivery and meets bi-monthly to consider key risks, opportunities, investment, issues in delivery, Equality, diversity and inclusion (ED&I) considerations, and decisions. The Executive Board receives regular exception-based updates on delivery, through the bi-monthly Operational Performance and Risk Review report.
- 4** The purpose of this report is to allow the Executive Board to take stock of what has been achieved since the TP was first set up, and consider whether we are on track to realising the longer-term benefits.

What have we delivered so far?

- 5** Over the past two years, the TP has delivered significant changes to the way the GMC works. Structural changes have been successfully implemented, and there are also signs of cultural shifts. Although the overall TP is organised into four programmes, objectives often interrelate. Collaborative working across the programme has helped ensure that ambition for outcomes such as becoming more flexible and responsive permeate the whole organisation. In many instances, in particular with the Empower programme, new ways of working are becoming Business as Usual (BAU). Although there is still further work to ensure these changes are sustained over the long term, it can be considered a success that they have largely been adopted by staff across the GMC.

* From CEO's email to all staff, March 2017

- 6** Key internal changes delivered to date include in the areas of:
- **Organisational design.** In early 2018, 'Strategic Communications and Engagement,' and 'Strategy and Policy', were established as two new directorates. Recently, the new Strategic Relationships team has also been established. Planning is also underway to form new 'Outreach' teams from January 2020.
 - **Staff wellbeing, performance and development.** The performance and development system has been streamlined, and 'Feedback for Success' rolled out to all staff. Development secondment opportunities have also been expanded. Investors in People Silver Accreditation has been achieved and a wide-reaching programme of leadership and management training has been launched.
 - **Co-ordinated and collaborative ways of working.** The Policy Framework is currently being piloted, and the Policy Leadership Group is well established. The benefits-first approach is being embedded, with a baseline for the current Corporate Strategy in place. Prioritisation has been supported by development of prioritisation criteria. Governance structures and processes are more streamlined.
 - **Customer service and experience.** We gained Institute of Customer Service (ICS) accreditation in 2018, and the GMC's first customer service strategy was launched in early 2019. Digital Transformation 2020 has delivered a new website, and development of a new intranet and microsites are underway.

What impact is Transformation having?

- 7** Annex A shows the transformational benefits that were identified at the outset of the programme, and how they relate to the key benefits from the 2018-2020 corporate strategy. Also included are several measures for each benefit, as identified by the Programme Board responsible for delivery.
- 8** These measures have been selected because they can give an indication of whether changes are being successfully adopted into business practices. For transformation to be successful, changes need to be sustainable over the longer term. It may be some time after delivery before benefits are realised. Understanding the impact so far of changes that have already been made gives the opportunity to put in place strategies to ensure delivery of the rest of the programme is successful.
- 9** What the measures tell us so far about how the organisation is changing:
- There are high levels of engagement and compliance with new performance development processes. Feedback from the new Leadership and Management training has been very positive. Internal secondments, transfers and promotions have increased. Staff survey indicators showed an improvement from 2017 to

2018 in terms of feeling empowered, and early analysis of 2019 results show an improvement in staff development scores.

- Changes made under Digital Transformation 2020 have led to better customer experience, and efficiencies. We are moving towards a more consistent approach to customer service across the organisation. Levels of staff engagement with the ICS work, and customer service week have been high. Initial feedback from the pilot of our digital LiveChat service, which is supported by the Contact Centre, has been positive with 58% indicating that Webchat would be their preferred method of correspondence with us over calls and emails.
 - Working as 'One GMC' is becoming more routine. Major initiatives such as Supporting a Profession Under Pressure are set up in line with best practice portfolio management. A more robust approach to prioritisation has helped focus resource on projects that will deliver highest impact. Policy staff enjoy the opportunity to share knowledge and thinking at the regular policy summits.
 - There are examples from both operations and strategic projects where the GMC is becoming quicker to respond to the external environment. Work to influence the NHS People Plan, particularly around Workforce, is an example of where rapid thinking on policy allowed the GMC to establish a strong foothold with stakeholders. We are also sharing information better internally, with use of software such as MS Teams, and MS Project Online. Regular 'project read outs' are helping improve staff knowledge of the GMC's complex programmes of work. Together, the impact of changes such as this are that the GMC is better able to re-assess its priorities and change course where it needs to.
 - Speed and quality of decision making is improving at all levels. A new empowerment curriculum is giving colleagues without leadership and management responsibilities at levels four, five and six the skills, tools and resources to become more autonomous and effective in their roles. Senior level decisions are being supported through more streamlined governance with clearer, more focused papers; and more collective scrutiny over in-year growth and initiatives. Use of consistent prioritisation criteria enables more frequent re-assessment of resource is allocated to the right goals.
- 10** Throughout transformation, the majority of the GMC's corporate targets have continued to be consistently met, and overall staff turnover and absence levels have remained low and stable. The GMC has continued to meet the Professional Standards Authority's Standards of Good Regulation for the 2017/18 period. This demonstrates that changes to date have not been at the sacrifice of core statutory delivery, despite increases in operational pressures.

- 11** In the last quarter of 2018, two focus groups were held with staff in London and Manchester. The feedback revealed a range of staff perspectives on their experience of transformation to date. Much was positive, particularly about development opportunities and experience of Feedback for Success. However, there was also suggestion that staff experience and understanding of the wider TP was inconsistent, and some were unaware that work under Enact, Engage, Empower and Envision were part of an over-arching programme. To address this last point, the internal communications strategy was updated so that messages are focused on Transformation overall, rather than as four separate programmes. The communications narrative has also been broadened so it includes a focus on how we're investing in development of people, and in the core business – linked back to the Expenditure and Investment review.
- 12** For transformation to be sustainable, it needs to be understood and consistently embedded across the organisation. An internal audit review of transformation has recently begun. The purpose of the review is to provide assurance to the Audit and Risk Committee and Executive, and specifically whether the impact of the changes are being felt by colleagues. The review will involve focus groups with a much wider group of staff than those undertaken in 2018, to ensure greater reliability of findings. Actions can then be put in place if needed.

What are next steps for Transformation?

- 13** Many of the original transformation initiatives have either completed, or are planned to deliver in 2019. The Steering Group will be considering the delivery profile at its meeting on 17 June. No formal end date has yet been set for the TP; although as it is an enabler to the current Corporate Strategy, it is considered not to extend past the end of 2020 in its current form. Development of the GMC's next Corporate Strategy will take account of approaches to further transformation, should this be needed. The findings of the internal audit on transformation may also inform decision-making on appropriate end points to the TP.
- 14** In the meantime, the key pieces of work still to deliver are shown at Slide 2 of Annex A:
- Digital Transformation 2020 (by end 2019 – Engage). Completion of the intranet and microsites will complete the current phase. Further thinking on the future of digital transformation is being considered by the Technology workstream of the Expenditure and Investment review.
 - Implementation of outreach teams review (by 2020 – Engage).
 - Agile working (by end Q3 2019 – Enact). A gap analysis of agile working practices undertaken in 2018 showed that agility would mean very different things, to

different parts of the organisation. Deliverables include developing a change management methodology, flexible resourcing model for policy staff, tools for new projects such as a single business case and scoping guidance; and agility 'toolkit' with case studies.

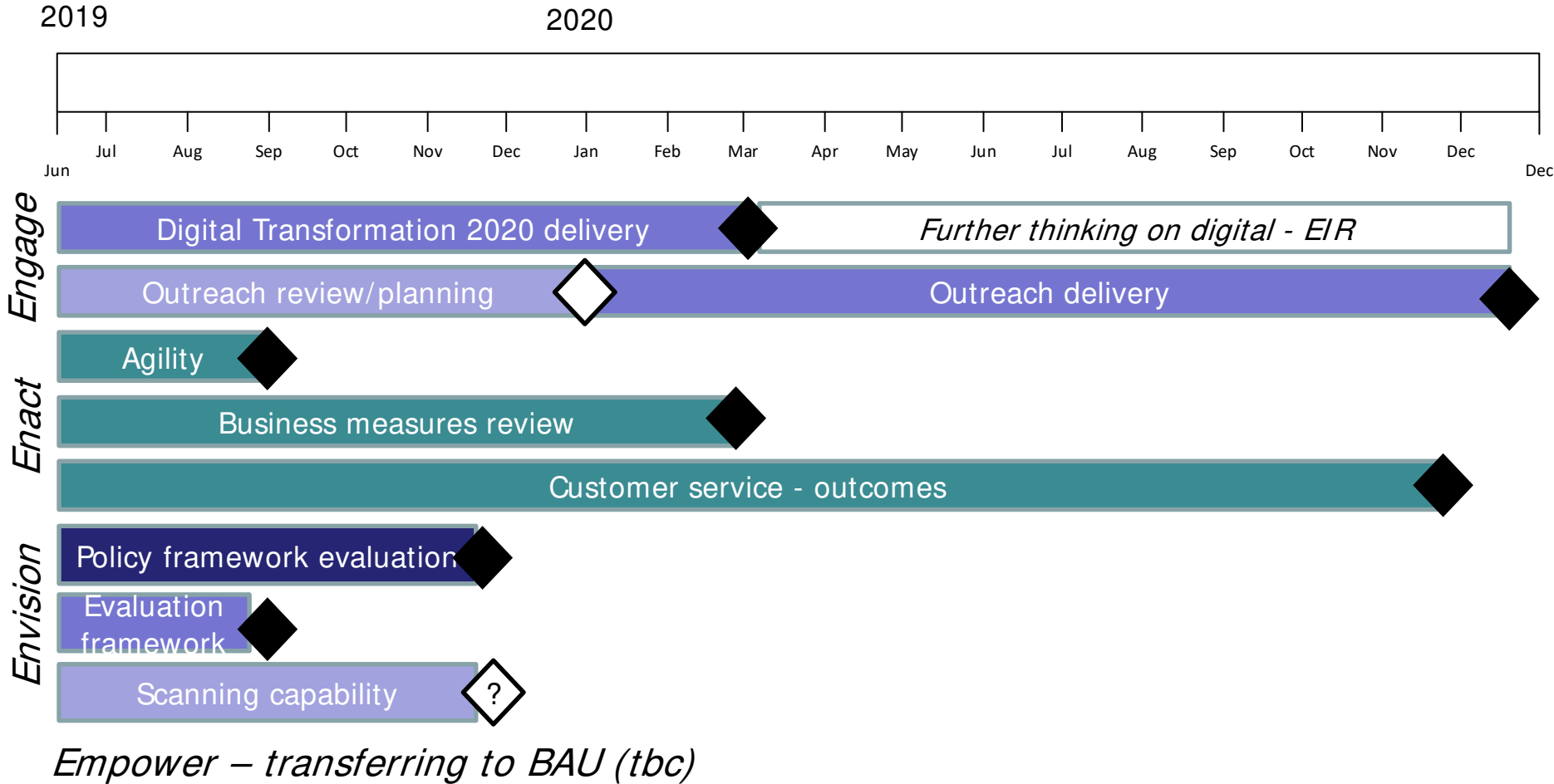
- Business measures review (by end Q2 2020 – Enact). SMT will consider revised measures and development of methodology in July 2019. There is also a dependency with development of the next Corporate Strategy, as an opportunity for this work to help close the perceived gap between operational and strategic delivery.
 - Evaluation framework (by end Q3 – Envision).
 - Investors in People (by end 2019 – Empower). Building on the achievement of silver accreditation in 2018, we are now working towards gold.
- 15** Bids to the New Initiative Fund (NIF) for funding to deliver a new Client Relationship Management system, and for the Outreach review, were approved in May 2019. Slide 9 of Annex A shows investment in the programme as at the end of May. The combined total of one-off and recurring costs for 2017-2021 are set for £14.1m. However, depending on when the timing of when the overall programme transfers to BAU, it may be appropriate to revisit when the recurring costs should be considered as part of the operational budget rather than as Transformation, which would reduce this figure.
- 16** Microsoft Project Online (MSPO) is being used to monitor delivery. We have recently got access to MS Power BI to create reports and dashboards from the information stored on MSPO. A demonstration will be given at the meeting, and used to 'drill down' into any specific questions on delivery that Board members have.

General Medical Council

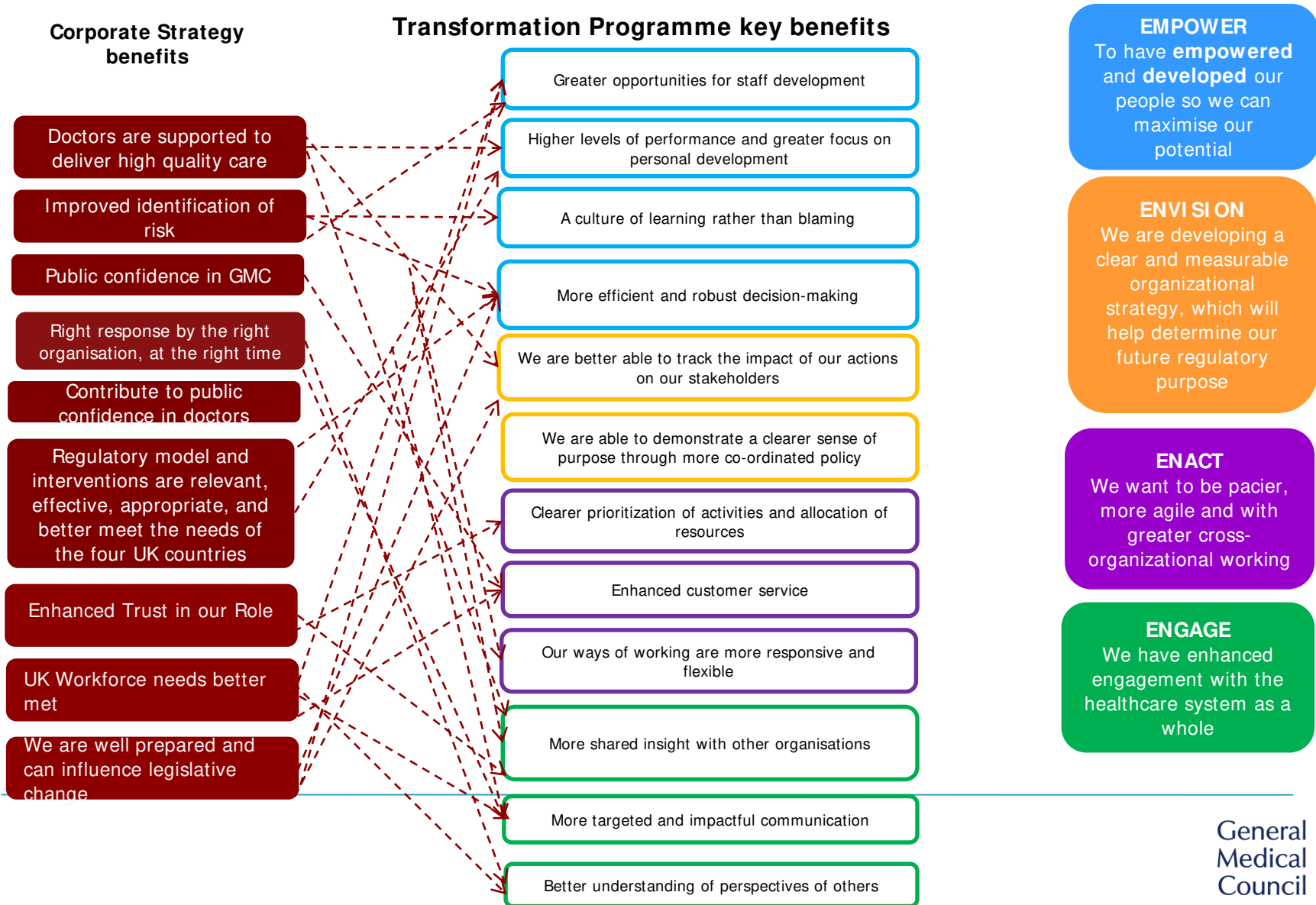
2 - Annex A – supplementary information

Working with doctors Working for patients

Programme end date overview



Links between strategic and transformational benefits



Reviewing Progress and Impact to Date

Measures (Items in red are in development)

Overriding objective

EMPOWER
To have empowered and developed our people so we can maximise our potential

Transformation Programme key benefits

Greater opportunities for staff development **at all levels, enabling staff to broaden their skills and offering opportunities at all levels**

Higher levels of performance and greater focus on personal development

A culture of learning rather than blaming

More efficient and robust decision-making, **and empowering staff by delegating ownership**

- 6 Development Secondments in 2018, 2 in 2019 and a bank of secondments created to develop skills. Positive feedback obtained through focus groups, and feedback received
- Staff accessing Insight Coaching Sessions (areas for personal dev identified)
- **Formal Work Shadowing platform being created (uptake numbers and feedback to be collated)**
- Work shadowing occurring on an informal basis **(developing skills, sharing knowledge across the business & collaboration – feedback to be collated)**
- Amendments made to recruitment application form (more streamlined approach)
- **Aspiring leaders training (currently being scoped)**

- **QA of Personal Development Plan's**
- 1048 staff taken part in FFS process - feedback from staff received & process amended to every 2 years **(impact to be assessed through 2019 staff survey)**
- Insight coaching take up
- **Long term career progression tracking (will need to be developed)**
- **Review of Reward and Recognition process (proposal with exec board)**
- Colleagues taking part in CIC's (focus on behaviours and development). In 2018 we held a total of 412 insights coaching sessions. Uptake of insights coaching sessions was around 30-40% of participants
- Colleagues attending read out sessions (recognising our achievements and learning from our mistakes – feedback/stats on the next slide)
- IIP Silver accreditation (effectiveness of current practises)
- **Leading at the GMC (still in development. Aim is to focus on developing 5 key behaviours: role modelling leadership, effective communication, building relationships with your team and adapting as needed)**

- **Analyse results from staff survey, now undertaken annually (TBC once results have been published)**
- **EDM Curriculum (feedback to be obtained once the first Cohort has been completed)**

- HOS Working Groups meeting monthly (de-escalated decisions)
- Directorate working groups meet regularly and decisions have been de-escalated
- **EDM curriculum (as above)**
- Leadership Programme (as above)

Reviewing Progress and Impact to Date

Measures (Items in red are in development)

Overriding objective

ENVISION
We are developing a clear and measurable organizational strategy, which will help determine our future regulatory purpose

Transformation Programme key benefits

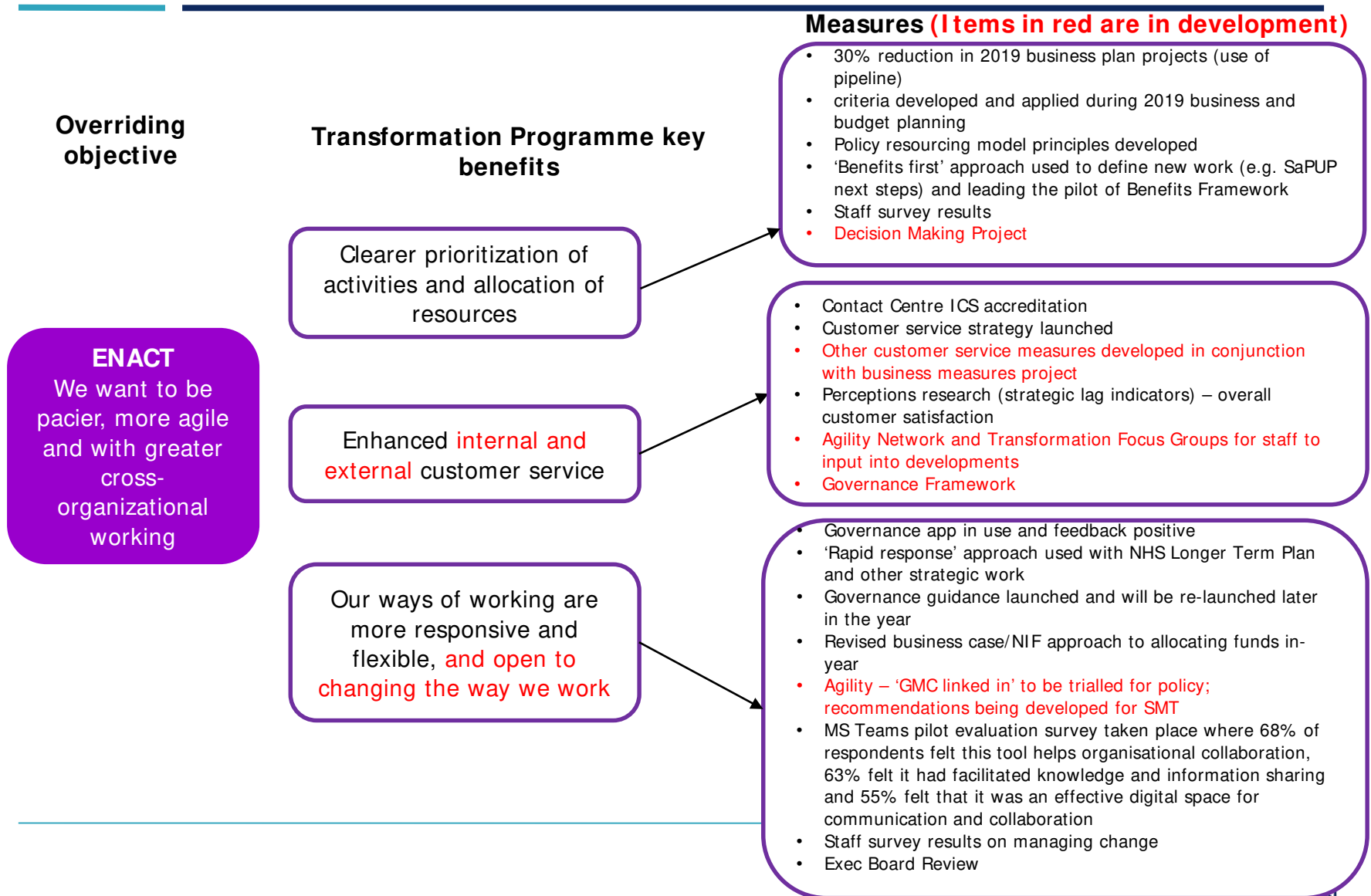
We are able to demonstrate a clearer sense of purpose through more co-ordinated policy **and are able to develop more focus on horizon scanning and future planning**

We are better able to track the impact of our actions on our stakeholders

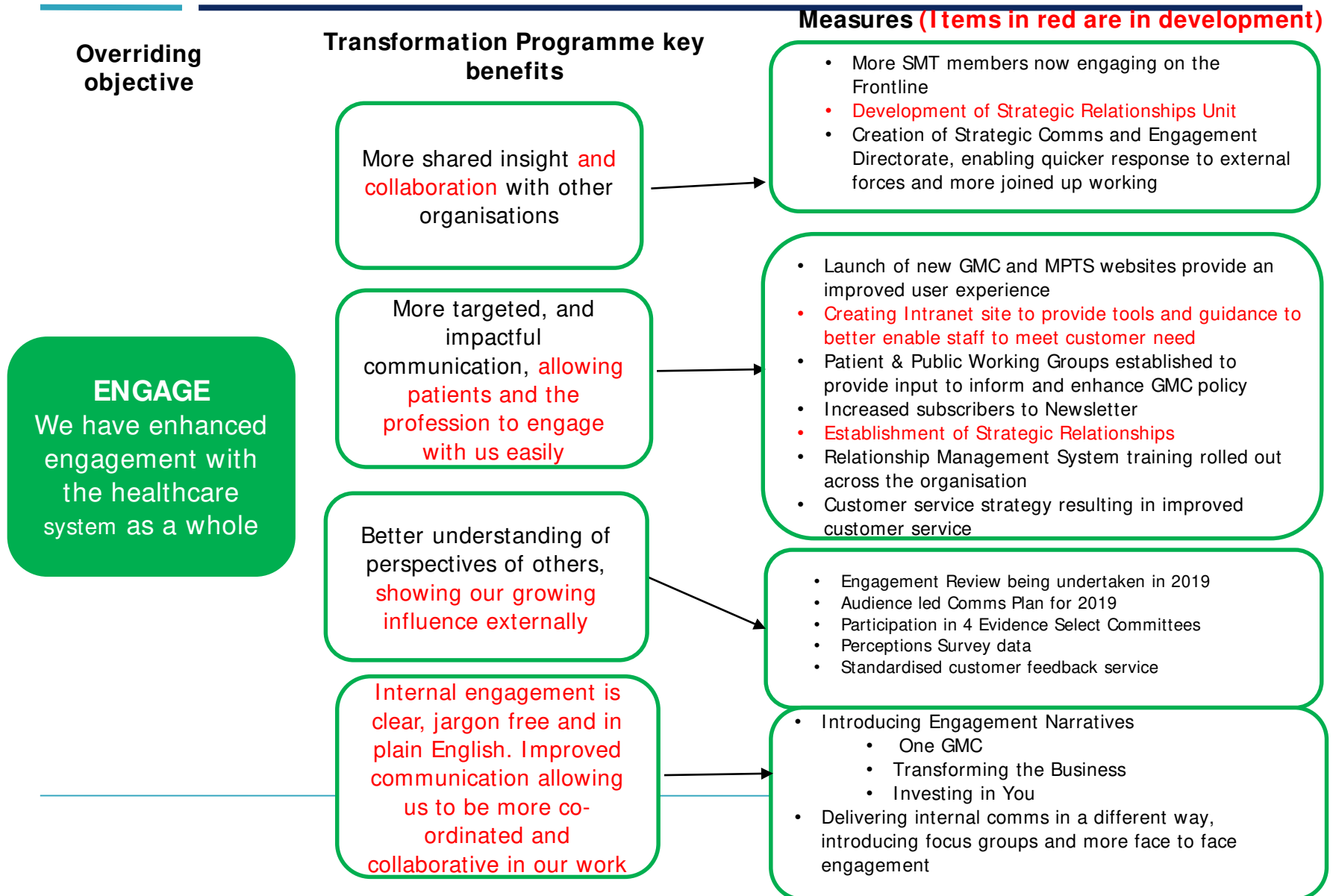
- New S&P directorate launched and running successfully - Positive feedback from data teams consolidated into S&P, rapid response to LTP workforce coordinated by Strategy Team.
- PLG membership was reviewed and meeting schedule changed to allow more frequent conversation and include a quarterly workshop with other key areas of the business i.e. Comms, ED&I etc.
- Scanning Capability Project approved by PLG and now reporting to Board
- Policy Business plan realises key strategic benefits.
- Implementation of a policy framework to bring consistency and transparency to policy development **(we plan to measure this via MS Project online, and undertake a peer review across policy teams in Q3 2019, also use critical friend analysis, as well as undertake an informal review in Q1 2020 by the Audit & Risk Team)**

- **We can measure our corporate strategy against 14 benefits baselined. (We will be able to measure against the corporate strategy baseline later in 2019)**
- **An evaluation framework will ensure projects can demonstrate their impact.**

Reviewing Progress and Impact to Date



Reviewing Progress and Impact to Date



Programme investment (as at end May 2019)

Programme	Workstream	Funded Through	2019 Budget (£)	2019 forecast (£)	Variance (£)
Envision					
Empower	• Staff Survey	Operational Budget	30,000	30,000	0
	• IIP accreditation	Operational Budget	15,000	15,000	0
	• Feedback for success	Operational Budget	10,000	10,000	0
	• Leadership and management development	Operational Budget	213,000	213,000	0
	• Coaching programme	Operational Budget	104,000	104,000	0
Enact					
Engage	• Digital Transformation 2020	Operational Budget	120,000	120,000	0
	• Investing in our Strategic Relationships	New Initiative Fund	530,170	530,170	0
	• Field Force Review	New Initiative Fund	230,719	230,719	0
Total			1,252,889	1,252,889	0

Narrative

DT2020 – Any development expenditure is covered by the permanent IS Digital Team. £120k to cover temporary resources (£75k), system maintenance (£20k) and consultancy (£25k), this is held in the Marketing Communications team.

Strategic Relationships - £184k is an approved NIF bid for staff members, a further bid has been approved for £346k to cover staff costs (£46k) and system costs (£300k).

Field Forces Review – A NIF bid has been approved to cover staff costs including recruitment fees (£176k), consultancy (£15k) and events (£40k).

Programme investment (as at end May 2019)

One off costs

Programme	2017 Costs	2018 Costs	2019 Costs	2020 Costs	2021 Costs
Envision	118,440	0	0	0	0
Empower	195,306	392,876	372,000	0	0
Enact	37,091	157,455	0	0	0
Engage	0	23,370	476,350	0	0
Total	350,837	573,701	848,350	0	0

Accumulated recurring costs

Programme	2017 Costs	2018 Costs	2019 Costs	2020 Costs	2021 Costs
Envision	0	264,416	264,416	264,416	264,416
Empower	0	110,940	110,940	110,940	110,940
Enact	0				
Engage	991,158	2,620,293	2,213,428	2,503,512	2,503,512
Total	991,158	2,995,649	2,588,784	2,878,868	2,878,868

Combined total of one off and recurring costs	2017 Costs	2018 Costs	2019 Costs	2020 Costs	2021 Costs	Total Cost (2017-2021)
Total	1,341,995	3,569,350	3,437,134	2,878,868	2,878,868	14,106,215

Recurring costs explained

Envision

The creation of the Data Insight and Research Hub

Empower

L&OD recruitment to support expansion of training programmes

Engage

DT2020 development, the creation of the Strategic Communication & Engagement directorate, the shaping of the Strategic Relationships team and the setting up of the Outreach team.