

Agenda item:	9
Report title:	Options for revised governance of data, insight and research
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Action:	To consider

Executive summary

This paper proposes the establishment of a Data, Insight and Research Board, which would provide oversight and decision making regarding the GMC's data, insight and research work following the data strategy becoming Business As Usual.

Benefits include providing a central decision point on investment of limited resources on:

- Improving the range or quality of our stored data
- Improving our sharing of data
- Improving our understanding of existing data
- Commissioning of new insight and research products

The proposed structure of the board is set in the paper and its draft terms of reference at Annex A.

Recommendations

The Strategy and Policy Board is asked to:

- a Agree to the establishment of a Data, Insight and Research Board
- b Consider whether business intelligence and operational reporting should be part of the remit of the new Data, Insight and Research Board.

Strengthening data, insight and research governance

- 1 Currently the research programme and data strategy (including UKMED) have separate governance arrangements. With the data strategy and UKMED moving to Business As Usual (BAU), it is an appropriate time to consider current arrangements. The focus of the data strategy is moving away from creation of new data products to refining these and embedding usage and identifying insight in our data, including research. Our ability to process, store and use data to generate insight and identify and act on risks in the healthcare system is central to our vision of being a proactive, risk-based, collaborative regulator. We need governance arrangements that enable effective oversight and coordination of data across our functions but which does not act as a block on our agility.
- 2 Therefore, the Board is asked to agree to the establishment of a Data, Insight and Research (DIR) Board, having responsibility across these areas. The DIR Board would help to ensure the activities of these related functions have appropriate oversight, coordination, decision making, prioritisation of work and resources.

Data, insight and data sharing

- 3 The Insight and Intelligence Unit will absorb data strategy work as BAU and will report into the new DIR Board through two forums (replacing the former data strategy working group) covering:
 - a Data and Insight – Development of products such as Agora, Organisation Dashboard, Responsible Officer Dashboard, Comparisons Dashboard (Balanced Scorecard), Managing Intelligence function in Siebel (pilot categorisation of qualitative data for insight), mapping of end use of data, development of a central knowledge library resource, and production of working papers summarising our data on given topics.
 - b Data Sharing – Oversight of data sharing arrangements, and some operational data sharing eg with systems regulators/ROs and future external Agora reports.

Research

- 4 The proposed DIR Board would assume the current strategic functions of the Research Policy Forum and a revised Research Forum would report to it. The new Board would assume responsibility for agreeing the annual research programme and would receive the annual research report that is currently reviewed by the Strategy and Policy Board. Further it would provide a single decision point and policy approach regarding external researchers' requests to access GMC data, currently made within directorates, thus ensuring consistency in, and central record of such decisions.

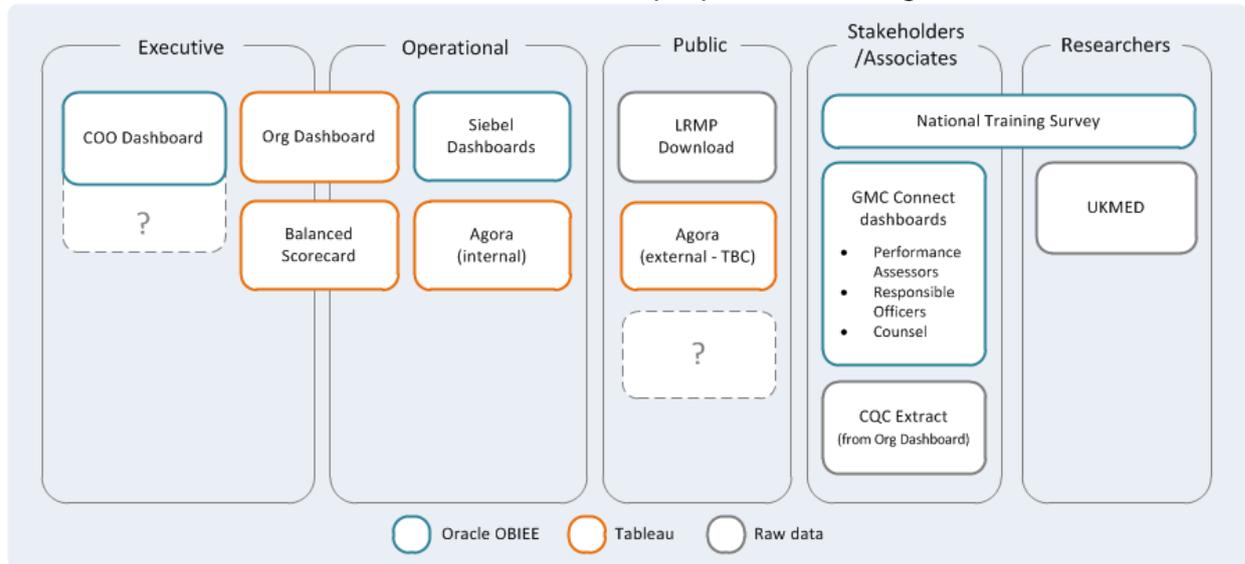
UKMED

- 5 The UKMED team will also report to the new DIR Board so the focus of the GMC Research programme can be considered in relation to UKMED. The new Board will provide a strategic steer on the future datasets to add to UKMED, support

procurement of external data that will provide value to the GMC and have oversight of research proposals submitted to UKMED.

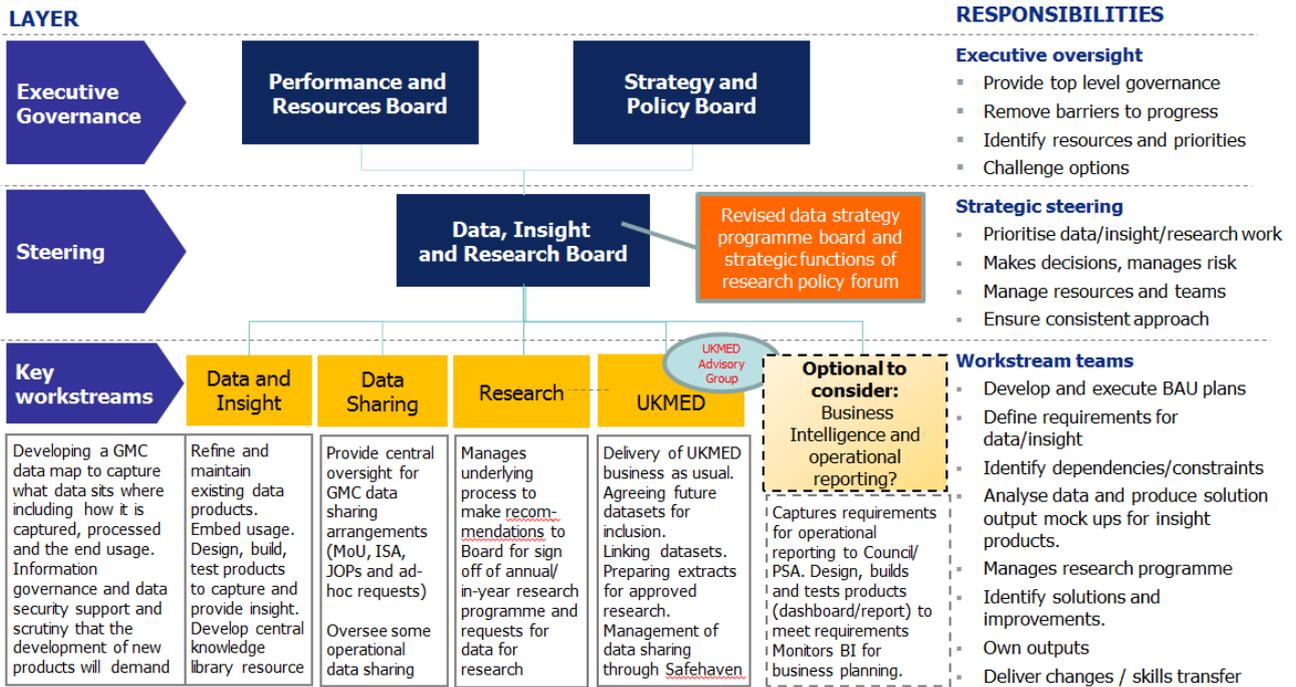
Business Intelligence and operational reporting

- 6 The Board is asked to consider whether it would be appropriate for the DIR Board to include oversight of Business Intelligence (BI), including reporting to the Professional Standards Authority through the automated Chief Operating Officer (COO) Dashboard. The COO dashboard will be enhanced as BAU with the ambition of developing a suite of data tools. Benefits of having a single governance framework include central prioritisation of IS data team resources to develop tools and services. On the other hand, BI is used for a different purpose from insight/research data.



Proposed structure

- 7 The proposed structure of the DIR Board is set out below, and draft terms of reference at Annex A. If agreed, processes would be developed to ensure the Board's decision making is appropriately supported.
- 8 The primary risk of setting up the Board is to create an unnecessary extra layer of governance which proves an inefficient use of staff time and the 'do nothing' option would avoid this. However it is proposed that the Board will only meet four times a year and it is intended that efficiencies will be created through the Board, for instance through processes for deciding on data requests being clear and consistent.
- 9 This Board will have forums for each area reporting into it and will report on progress to the Performance and Resources Board and (where appropriate) the Strategy and Policy Board.



9 – Options for revised governance of data, insight and research

9 – Annex A

Data, Insight and Research Board

Draft Terms of Reference

Purpose

- 1 The purpose of the Data, Insight and Research Board is to provide a central forum for oversight and decision making regarding the approach to the GMC's data, insight and research activities. This includes:
 - a Giving a strategic steer on the development of data and insight products and research across the GMC to align with the corporate strategy and business plan.
 - b Identifying and aligning data, insight and research requirements from each directorate and prioritising these for competing resources. This includes:
 - i Agreeing (or agree proposals for) the prioritisation and broad work programme of data and insight products, such as the development of self-service dashboards or analytical working papers.
 - ii Approving the annual and in-year work programmes for research taking into consideration any opportunities from the data in UKMED and research proposals for and approved by UKMED.
 - iii Providing feedback on the prioritisation of datasets to add to UKMED that will give the maximum value and impact to the GMC.
 - c Making central decisions on external requests for GMC data for research.
 - d Informing policy development by ensuring appropriate use of findings from new knowledge coming out of data and insight products, data sharing agreements,

commissioned research including those from UKMED and optionally business intelligence and reporting.

- e Supporting investment in procuring external data for wider value to the GMC.
 - f Identifying and reviewing challenges with GMC and external data and responding to any data quality issues.
- 2 The remit of the Board covers elements of requests for data sharing externally, but will not include Information Access requests (Subject Access Requests, Freedom of Information requests or requests for registration or FtP information from the police and other prosecuting bodies).

Duties and activities

- 3 The Board will review and direct development of data and insight products and commissioned research and have oversight of working groups/forums covering:
- a Data and Insight
 - b Data Sharing
 - c Research
 - d UKMED
 - e Business Intelligence and Operational Reporting (to be considered)

Working arrangements

- 4 The Data, Insight and Research Board will meet every quarter for two hours. The executive leads will be the Director of Strategy and Communication and Director of Resources and Quality Assurance.
- 5 The Board will be chaired by the Director of Strategy and Communications and attended by nominees from each directorate as required for discussion of agenda items (to be confirmed).
- 6 Membership of the group should be kept under review to ensure the most appropriate attendees at subsequent meetings.
- 7 The Director of Strategy and Communications agrees the agenda and papers are agreed by the Assistant Director of Strategy and Communications.
- 8 Secretariat duties are undertaken by the Insight and Intelligence Unit. The DIR Board Secretary records actions and minutes each meeting.

- a** Any decision requiring immediate action will be agreed at the end of the meeting between the Chair and relevant lead and the secretary will confirm in writing to the relevant lead.
 - b** The Secretary will circulate a log of agreed actions, as cleared by the Chair.
 - c** The Secretary will circulate minutes, as cleared by the Chair, to members for comment.
 - d** The Board will be asked to approve the minutes and receive update on actions relevant to its decisions at the subsequent meeting.
- 9** The DIR Board may be required to make decisions outside of its scheduled meetings. It can also make decisions on circulation or recommendations between meetings. Decisions made in this way will be brought to the Board at its next meeting and included in the minutes.

Accountability

- 10** The DIR Board will report to the Performance and Resources Board on the performance against targets, any deviations from the work programme, revenue spent, any costs recovered (as appropriate, eg for UKMED or external requests for data for research), the value returned on costs invested and any resource challenges to deliver the work programmes.
- 11** The DIR Board will report to the Strategy and Policy Board on the any policy implications on new insight gained from data, research or UKMED that may introduce potential change.