

Agenda item:	15
Report title:	Organisational policy development cycle
Report by:	Charlotte Rogers , Regulation Policy Manager, Strategy and Communication charlotte.rogers@gmc-uk.org , 020 7189 5290
Action:	To note

Executive summary

The Policy Network has initiated a project to improve the GMC's policy development process. This is being taken forward by the Regulation Policy team on behalf of the Network, and with the support of policy teams from across the directorates.

This paper outlines the proposed outputs of the project, which will run to March 2017.

Following the conclusion of the project, a further update on progress and the next steps planned will be brought to the Board.

Recommendation

Strategy and Policy Board is asked to note the establishment of the organisational policy development cycle project.

The issue

- 1 The Policy Network was set up in late 2014 as an informal monthly forum for all staff members with an interest in policy. It is sponsored by Richard Marchant, Assistant Director, Regulation Policy, and Mary Agnew, Assistant Director, Standards and Education Policy.
- 2 At an initial meeting of the Policy Network in January 2015, members of the Network expressed consensus that a key policy challenge facing the GMC is inconsistency of policy processes and a lack of established organisation-wide good practice. The Network commissioned a piece of work to develop a GMC approach to policy development.

Approach

- 3 The Regulation Policy Team (Strategy and Communication directorate) was asked to take this work forward and has used continuous improvement principles, with support from the Continuous Improvement Team, to establish what the current policy development processes are and where improvements could be made.

Outputs

- 4 As we are taking a continuous improvement approach to the project, the 'solutions' have not yet been identified. However, the project will deliver:
 - a Broad definitions of the types of policy which we develop.
 - b A set of quality measures for policy development.
 - c An internal definition of what good policy development looks like.
 - d An outline of the resource requirements for different stages of policy development.
- 5 It will also create the structures which will allow longer term deliverables to be completed after the project has closed, including:
 - a A process to scrutinise the value of proposed policy projects.
 - b A process to support the evaluation of the impact of our policy.
 - c Proposals to increase the efficiency of policy development (these will be determined through the continuous improvement process).

- 6** The project will establish a cross-directorate policy continuous improvement (CI) group with members from across policy teams nominated. This group will be the successor to the project's working group, and will also take responsibility for:
 - a** Continuing to develop and implement longer term improvements identified by the project.
 - b** Reviewing the project outcomes in a year's time (September 2017).
 - c** Promote further CI work amongst policy teams.

Engagement so far

- 7** Following initial scoping work in Q4 2015, workshops were held with each of the policy teams to determine their existing policy development processes and to identify the challenges teams face when developing policy. These were discussed by the Policy Network in April 2016 and May 2016. Additional discussions were held with policy teams in June and July 2016.

Next steps

- 8** We plan to address each of key areas as separate streams of work and using continuous improvement methodology.
- 9** The project will be led by a working group with representation from across the policy teams. The working group will identify the priority projects for completion in Q1 2017.
- 10** A further paper outlining the outcomes of the project will be brought to Strategy and Policy Board in Q2 2017.