General
Medical
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Agenda item:	**7**
Report title:	**Strategic Communications Programme Board**
Report by:	**Paul Buckley**, Director of Strategy and Communication pbuckley@gmc-uk.org, 020 7189 5022
Action:	**To consider**

Executive summary

The GMC is delivering a number of strategies to transform the way we engage with and communicate with all our key interest groups. These strategies are part of the Innovation portfolio of the Change Programme. We previously committed to bringing back a paper to the Performance and Resources Board to establish the governance of this significant programme of work. This paper seeks approval for the establishment of a Programme Board to provide consistency, co-ordination and ensure delivery of these significant pieces of work.

Recommendation

The Performance and Resources Board is asked to agree the terms of reference for the Strategic Communications Programme Board.

Strategic Communications Programme Board

1   The Performance and Resources Board has had a number of discussions over the past year about our plans to become more strategic in our approach to communications. As we enter a critical phase of this work, the Performance and Resources Board is invited to consider and approve the terms of reference at Annex A, to establish a cross-directorate programme board to review strategic communication projects throughout the organisation, focusing on the delivery of the programme's critical path, project outputs and benefits.

2   The projects that will be reviewed and monitored under this programme of work are as follows:

- *Digital Media Strategy* – delivering digital first and transforming the GMC's digital estate.

- *Customer Service Strategy* - to define our customers and provide framework to guide policy, processes and procedures and help share our communication and behaviour.

- *List of Registered Medical Practitioners (LRMP)* – supporting the further development of LRMP including plans for additional content and functionality, ensuring there is a consistent approach across our digital estate.

- *Communications Engagement Strategy* - to define our messages, channels and approach for engaging with all of our key audiences

3   The Programme Board will be responsible for:

a   Ensuring that project plans are being delivered.

b   Removing barriers to progress.

c   Assuring collaboration across directorates and projects.

d   Identifying resources and priorities.

e   Continued justification.

f   Realisation of benefits.

g   Escalating issues as necessary to the Chief Operating Officer and/or Performance and Resources Board.

4   The Board will be made up of senior GMC colleagues from key directorates involved: Strategy and Communications, Education and Standards, Fitness to Practise,

Resources and Quality Assurance, Registration and Revalidation and the Office of the Chair and Chief Executive.

5   Inputs to the Board and reporting are covered in the Terms of Reference at Annex A.

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7 – Annex A

Strategic Communication Programme Board Terms of Reference

Purpose

1 This document outlines the roles and responsibilities of the Programme Board and the objectives for the project.

2 The Board's purpose is to support the delivery of the GMC's strategic communication projects. These projects, which constitute the bulk of the Innovation portfolio within the Change Programme, are interlinked and they require a large amount of cross-directorate work in 2016. The Board will provide consistency, help communications, ensure delivery and provide a forum for ensuring rapid progress.

The Programme Board

3 The Programme Board is established to review strategic communication projects through the organisation, focusing on the delivery of the programmes critical path, project outputs and benefits. The Board is made up of senior GMC colleagues from key directorates involved.

4 Frequency: the Project Board will meet once a month for the first six months, after which we will review and evaluate the frequency. Papers will be submitted one week in advance of the meetings unless otherwise agreed by the Chair.

Reporting groups

5 This Programme Board will support the delivery of a number of projects under the Innovation Portfolio of the Change Programme, and will report into the Performance and Resources Board.

Working with doctors Working for patients

6   The strategic communications projects are governed by the Programme Board serving as the central coordination to track the projects' critical path, outputs and benefits.

Members

Name	Role	Directorate
Paul Buckley - Chair	Director of S&C	Strategy and Communications
Stephanie McNamara	Assistant Director	Strategy and Communications
Luke Bruce	Assistant Director	Strategy and Communications
Shane Carmichael	Assistant Director	Strategy and Communications
Neil Roberts	Director of R&QA	Resources and Quality Assurance
Dave Anson	Assistant Director	R&QA - Information Systems
AD level - TBC		Education and Standards
AD level - TBC		R&R - Revalidation
AD level / ELA – TBC		Fitness to Practice
AD level - TBC		OCCE

7   Members above as of 09.02.2016.

Responsibilities

8   The Board is responsible for:

    a   ensuring that project plans are being delivered on schedule

    b   removing barriers to progress

    c   assuring collaboration across directorates and projects

    d   identifying resources and priorities

    e   ensuring there is continued business justification

    f   ensuing the projects are working towards the realisation of benefits

    g   escalating issues as necessary to the COO and/or Performance and Resources Board.

Inputs

9   The Programme Board will be provided with:

- monthly highlight reports from each of the projects

- minutes from the project managers meeting

- project risk registers

- ad hoc requests for approval by the project managers

Outputs

10 The Programme Board may produce any of the following:

- approval of stages or requests made by project managers to move outside of their project scope

- requests for specific information from the project managers for the next meeting

- updates or concerns/risks escalated to the Performance & Resources Board

Projects

11 Subject to agreement it is proposed the Programme Board will oversee the following work-streams:

- *Digital Media Strategy* – delivering digital first. A four year digital strategy to transform the way we communicate, engage and transact with our customers online.

- *Customer Service Strategy* - to define our customers and provide framework to guide policy, processes and procedures and help share our communication and behaviour

- *List of Registered Medical Professionals (LRMP)* – supporting the further development of LRMP including plans for additional content and functionality, ensuring there is a consistent approach across our digital estate.

- *Communications Engagement Strategy* - to define our messages, channels and approach for engaging with all of our key audiences

Review

12 This Programme Board's terms of reference will be evaluated in six months.