Report to the Council from the Finance & Performance Committee (FPC)  
Meeting 23 May 2017

<table>
<thead>
<tr>
<th>Purpose of paper</th>
<th>To report on the key items considered by the Finance &amp; Performance Committee at their meeting on 23 May 2017.</th>
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<tbody>
<tr>
<td>Status</td>
<td>Public session</td>
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<tr>
<td>Action</td>
<td>For noting.</td>
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<tr>
<td>Corporate Strategy 2016-19</td>
<td><strong>Objective 1:</strong> To improve our performance across all our functions so that we are highly effective as a regulator.</td>
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<tr>
<td>Business Plan 2017</td>
<td><strong>2017 Priority one:</strong> Continue to build a cost effective and efficient organisation</td>
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<tr>
<td>Decision Trail</td>
<td>In accordance with the General Dental Council Standing Orders for the Non-statutory Committees of Council 2016, the FPC will report to the next Council meeting following its meeting.</td>
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<td>Next stage</td>
<td>N/A</td>
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<tr>
<td>Recommendations</td>
<td>Council is asked to:</td>
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<td></td>
<td>• Note the report of the FPC meeting on 23 May 2017.</td>
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| Appendices       | None                                                                                                        |
1. Executive summary

1.1. This paper reports on the key issues considered by the Finance and Performance Committee (FPC) at their meeting on 23 May 2017.

1.2. The Council is asked to note the report from the FPC.

2. Introduction and background

2.1. The key purposes of the FPC are:

2.1.1. To challenge and monitor the Executive on financial and other performance, work with the Executive to develop an appropriate and proportionate data set to enable the Council to carry out its functions, and to provide guidance to the Executive on major operational matters such as property strategy, investment and technology development.

2.1.2. To work with the Executive in developing the GDC’s financial strategy, including assisting the Executive in developing the Business Plan (which includes the annual budget), and the Corporate Plan (the rolling three-year Business Plan) and to assist the Council in reaching its decision on the Business Plan and the Corporate Plan.

2.2. In accordance with the General Dental Council Standing Orders for the Non-Statutory Committees of Council 2016, the Committee is required to report to the Council meeting following each meeting.

3. Financial and operational performance

3.1. The FPC received the 2017 quarter 1 financial review and forecast which have been reported in detail elsewhere on the Council’s agenda for this meeting. The Committee sought clarification on the reasons for variances against budget, and the implications for the reserves, and were satisfied by the responses given.

3.2. Committee members commended the improved quality of the Directorate Financial Activity report submitted to the meeting which gave them greater assurance through the addition of a narrative section. Whilst a number of queries were raised by Members in relation to the detail of the Directorate reports, these were answered satisfactorily by the Executive and there were no overall concerns.

3.3. More detailed reports were given by the Fitness to Practise representatives at the meeting. They explained the improvement activity that was underway, its outcomes to date, learning points, and planned activities for each of the three main business areas: triage and casework, adjudications, and FTP commissioning and case review. In particular the Committee discussed the implications of increasing workloads on the health and wellbeing of staff particularly in those areas where there were vacancies and were encouraged that the line managers were not only alert to these concerns but were taking active steps to provide support and assistance. The Committee were also given an update on the first six months performance of case examiners, the relative apportionment of cases between the legal prosecution teams and the quality assurance proposals within casework.

4. Balanced Scorecard

4.1. The quarter 1 Balanced Scorecard detailing the operational results was presented to the FPC. Again, the detail on this matter is covered elsewhere on the Council’s agenda.

4.2. The Committee noted the results but sought additional information on some of the detail, in particular around those areas that were rated as red on the dashboard. As a result of these
discussions, the Executive were encouraged to consider whether the KPI targets were appropriate or whether any revisions were required.

5. Business Plan Reporting 2017

5.1. The Executive presented a report which gave the business plan portfolio status update for quarter 1 and an update following administrative changes to the operational plan arising from cross-referencing with the emerging Shifting the Balance programme. The Committee discussed those items that were not rated as green and sought to understand the reasons that they were not progressing as planned as well as the possible implications on other projects as well as any attendant risks.

5.2. The FPC were also concerned that some matters relating to the embedding of business management in one directorate and the de-prioritisation of some improvement projects in another directorate would affect the overall delivery of business plan objectives for the year. Satisfactory assurance was given that the headline objective would be met and that there was no risk to those items specifically linked to PSA Standards.

6. In-depth review – Registration directorate

6.1. The first of a series of in-depth review papers was presented to the Committee and centred on the Registration directorate. These reports present a focussed view of performance in one specific area of the organisation at each meeting similar to the approach adopted by the Audit and Risk Committee in their review of the operational risk registers.

6.2. Heads of service from the three teams, Registration, Registration Operations and Quality Assurance and Monitoring, presented a SWOT analysis, outlined the benefits of recent continuous improvement work completed, explained the future continuous improvement work that was planned and gave insights into potential cost savings as well as commenting on existing resources. The resulting discussion enabled the Committee members to consider the work of the directorate in more detail than the usual exception reporting allowed and was welcomed. Some suggestions were made to develop the approach for future reviews.

7. Fees Strategy

7.1. The FPC received an outline of planned work in this area that would initially be discussed at a Council workshop and would ultimately be brought forward to the Council for approval.

8. Internal Audit Report

8.1. The annual report from the GDC’s internal auditors was discussed by the Committee, on recommendation of the Audit and Risk Committee, prior to its being incorporated in the Annual Report and Accounts considered elsewhere on the Council’s agenda.

9. Estates Strategy

9.1. The Executive updated the FPC with regard to the work being undertaken in relation to this programme of work and the proposed next steps were agreed.

10. Risks and considerations

10.1. The Committee noted that a number of risks had been referred to during the meeting around people, quality assurance and project management and noted that there were actions being undertaken to address them.
11. Recommendations

11.1. The Council is asked to:

- Note the report of the Finance & Performance Committee meeting on 23 May 2017.