**Purpose of paper**
To present the Council with the Q1 2017 benefits tracking report to continually monitor and close the PSA action plan (whistleblowing).

**Action**
For discussion.

**Corporate Strategy 2016-19**
**Performance**
**Objective 2:** To improve our management of resources so that we become a more efficient regulator.

**Business Plan 2017**
Priority two: Improve our overall performance.

**Next stage**
The PMO will routinely monitor and track benefits for the organisation on a quarterly basis and report to the Executive Management Team (EMT) and the Finance and Performance Committee (FPC).

**Recommendations**
The Council is asked to:
- Note the update paper to the ARC from 28 June at Appendix 1.
- Note the benefits tracking report at Appendix 2.
- Note the updates to actions on the PSA action plan report at Appendix 3.

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1. Executive Summary

1.1. This paper introduces the first version of the benefits tracking report to continually monitor benefits from the PSA action plan (whistleblowing) and follows up on legacy reporting arrangements on the close of the report in November 2016.

1.2. The reports have been reviewed and approved by the Finance and Performance Committee (FPC) on the 23 May 2017 and the Audit and Risk Committee (ARC) on 28 June 2017.

1.3. The full paper that was presented to the ARC is at Appendix 1, this paper is a cover to the reports to ARC as well as some explanatory notes on the detail of both reports.

1.4. Within Appendix 3, the PSA Action Plan Status Report, there are actions that are currently on-hold. These actions were recommended for addition by the Executive rather than being recommendations made by the PSA.

1.5. The Council is asked to:
   - Note the update paper to the ARC at Appendix 1.
   - Note the benefits tracking report at Appendix 2.
   - Note the updates on outstanding actions on the PSA action plan report at Appendix 3.

2. Introduction and Background

2.1. In 2016, the PSA whistleblowing report and action plan was monitored by the Project Management Office (PMO). It proved to be a useful exercise in piloting more rigorous and sophisticated project reporting, which has assisted with the routine business plan status reports that are presented to the EMT and FPC.

2.2. Part of the close out of the report to the ARC and to Council was a commitment to update the committee, the FPC and the Council on the progress of actions and the realisation of benefits as actions are embedding across the organisation.

2.3. The two reports, at Appendix 2 and 3, update the Council on the progress of all the actions derived from the PSA Whistleblowing Investigation report from 2015.

3. Q1 Benefits Tracking Report

3.1. This Q1 benefits tracking report is at Appendix 2.

3.2. Below is some detail supporting how the report is to be read and what it is monitoring:
   - There are 22 actions from the PSA whistleblowing action plan and status report from last year that were at a status of complete and embedding, where the substantive action was completed but we could not say we had realised the benefits of the work.
   - The 22 actions are being monitored on the benefits tracking report to demonstrate how the actions are being embedded across the organisation and how we are measuring this.
   - Each action has a measurable benefit associated to it relating to one of the key themes of the PSA whistleblowing action plan – progress against this measure is assigned a red, amber or green status based on tolerances set to the target established before the action was complete.
   - Section 1, pages 3 and 4 are the executive summary and contain information about the overall approach to benefits tracking, the definition of the RAG status’ that have been applied and then provides detail for why four of the actions have been rated as amber and why ten have been recommended to a status of closed and verified.
Section 2 of the report, pages 7 to 12, show benefits maps that act as an easy visual representation of how the activity is worked through to realising benefits and helping to advance strategic objective. Each activity is linked to a whistleblowing theme from the original report, which are fully detailed in Appendix 3. The benefits maps define each column as:

- **Output** – the tangible or intangible product resulting from the activity/project.
- **Outcome** – the result of change.
- **Benefit** – the measurable improvement resulting from an outcome and perceived as an advantage by one or more stakeholder.

Section 3 of the report, pages 14 to 18, shows the detailed benefits profile and breaks down each measure into further information including the benefits target/baseline, the actual benefit and future review points.

### 4. PSA Action Plan Status Report

4.1. The PSA action plan is at Appendix 3. At the ARC meeting in November 2016, it was agreed that the action plan report was to no longer be a regular agenda item and instead legacy reporting arrangements were proposed for each action including the benefits tracking report at Appendix 2.

4.2. The action plan at Appendix 3 has since been recently updated in its entirety to demonstrate the latest status of all the actions on the PSA whistleblowing action plan to assure the ARC and the Council that the action plan has been successfully embedded.

4.3. Below is some information supporting how the report is to be read and what it is monitoring:

- The report summarises the PSA Investigation Report with a list of the original findings and recommendations, which was developed by the EMT and monitored during 2016 by the ARC.
- In November 2016, the report was closed with 57% of actions on track, 34% complete and embedding and 5% closed and verified.
- Pages 2 to 5 provide introductory information summarising the RAG status of actions at three key dates to indicate how actions have moved to complete and embedding / closed and verified.
- Pages 6 to 24 provide detail on each theme and the actions to address these. A summary of progress, milestones and success measurements are listed, as well as an assessment using a RAG status.
- Pages 25 and 26 list lessons learnt that have been highlighted by both the EMT and the Chair of Council. These items have are additional actions that have been considered from those reported in the PSA Action Plan.

4.4. The EMT have continued to monitor the action plan and the report now shows that 45% of actions are complete and embedding (these are the 22 actions being monitored on the benefits tracking report at Appendix 1), 45% are closed and verified (as the benefits outlined have been realised) and 10% of actions are on hold.

4.5. The 10% of actions on hold were not directly related to the PSA recommendations, but were additional actions the Executive deemed important to consider in completing the action plan. These actions are still important but currently ‘on hold’ as they are being considered against other strategic priorities on the 2017 and 2018 business plans.
5. Recommendation

5.1. The Council is asked to:
   - Note the update paper to the ARC at Appendix 1.
   - Note the benefits tracking report at Appendix 2.
   - Note the updates to actions on the PSA action plan report at Appendix 3.

6. Appendices

    Status Report – Benefits Tracking covering the period November 2016 – May 2017

6.2. Appendix 2 – Q1 benefits tracking report.

6.3. Appendix 3 – PSA action plan.