Report to the Council from the Finance & Performance Committee (FPC)  
Meeting 06 July 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 06 July 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 decision, discussion or noting.</td>
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<tr>
<td>Corporate Strategy 2016-19</td>
<td>Objective 1: 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>2017 Priority one: 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 06 July 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 06 July 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. **Finance and operational performance**

3.1. The FPC received the financial results for the five months to the end of May 2017. The Committee sought clarification on some aspects of the report, and were satisfied by the explanations for the variations against budget and implications for future planning. They agreed that the report was both clear and informative and provided the information they sought to enable them to scrutinise appropriately.

3.2. Committee members commented that the revised operational performance report layout was an improvement on previous iterations and suggested further amendments to assist with navigation. The Executive responded to requests for clarification from the Committee and there were no overall concerns.

3.3. Fitness to Practise heads of service provided the Committee with more detailed reports on various aspects of their business operations. Issues, progress and process reviews were discussed specifically in relation to casework, the planned end to end review, performance against the PSA Standards and the management of cases referred to the external prosecution team.

4. **Balanced Scorecard and Business Plan 2017**

4.1. The Committee received updates on both the Balanced Scorecard and Business Plan for May. As these were interim updates and not the full quarterly reports, only set performance indicators were reported on. The Committee agreed that the abridged version of the report was sufficient.

4.2. The Committee discussed the RAG status of key business plan projects, the reasons why some had been delayed and the impact of such delays. In particular the consequences of delayed recruitment to key roles linked to high profile business deliverables was highlighted as a concern and the Committee recommended action be taken in relation to the flexibility of the recruitment policy.
5. **2018 Forward Planning**

5.1. The Committee was presented with an outline approach and timetable for the 2018 business planning and budget setting process. It was noted that these were planned in tandem and would be brought to the Council in September.

5.2. The Committee members gave feedback to the executive on the process and indications on the level and structure of information to be included in the Council papers and requested the inclusion of alternative scenarios for consideration.

6. **In depth review – Strategy Directorate**

6.1. The in-depth review at this meeting focussed on and was presented by the Strategy directorate. The heads of corporate strategy, communications and engagement, education policy and QA, and standards joined the executive director in presenting an overview of the directorate’s work, its intended future activities and current challenges to delivery.

6.2. The following discussion enabled Committee members to input to the executive’s thinking in the area of resource planning and deployment which was linked to the earlier conversation regarding 2018 planning. In noting that the directorate had ambitious plans with the Shifting the Balance programme especially, Committee members sought assurance that the executive were considering resource requirements in the round and keeping a strategic focus.

7. **Fees Strategy**

7.1. An update was presented to the Committee which explained the next steps in the process following the Council’s workshop in June.

8. **Estates Strategy**

8.1. 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.

9. **Risks and considerations**

9.1. The committee noted that number of risks had been referred to during the meeting around people and recruitment, and requested that the Organisational Development directorate present their in-depth review at the September meeting to and to include some indication of how these matters would be approached.

9.2. Additionally, arising from the in-depth review of the Strategy directorate, the committee asked the EMT to consider the introduction of a central regulatory policy forum, and to look at the provision of a central resource to support business as usual planning activities across the organisation.

10. **Recommendations**

10.1. The Council:

- Note the report of the Finance and Performance Committee meeting on 06 July 2017