Balanced Scorecard – Q1 2018 Performance

Purpose of paper	To present the balanced scorecard covering the Q1 2018 performance period.
Action	For discussion and decision.
Corporate Strategy 2016-19	Objective 1: To improve our performance across all our functions so that we are highly effective as a regulator.
	Objective 2: To improve our management of resources so that we become a more efficient regulator.
	Objective 3: To be transparent about our performance so that the public, patients, professionals and our partners can have confidence in our approach.
Business Plan 2018	Project Management Office (PMO) reporting and statistical modelling maturity workstream
Decision Trail	Work was carried out throughout 2016 to propose a new format for the balanced scorecard and redevelop /refine GDC performance indicators.
	At the meetings of the Finance and Performance Committee (FPC) and the Council in September and October 2016 respectively, EMT's proposed revised balanced scorecard model was approved.
	At the EMT board meeting in December 2016, a final list of performance indicators was reviewed and approved for inclusion in the first version of the report in the new format, covering Q4 2016 performance. The Q4 report was subsequently presented to presented EMT and the FPC at their respective February board meetings and the Council at its March meeting. Each board approved the new format for future reporting.
	The Q1 2018 balanced scorecard was discussed by the EMT board at its meeting on 3 May 2018 and the FPC at its meeting on 8 June 2018.
Next Stage	N/A.

Recommendations	The Council is asked to: • Discuss and note the Q1 2018 report.
Authorship of paper and further information	Gurvinder Soomal Executive Director, Registration and Corporate Resources GSoomal@gdc-uk.org 020 7167 6333 Michael Huntley Head of PMO and Reporting MHuntley@gdc-uk.org 020 7167 6376
Appendices	Annex 1 – Q1 2018 Balanced Scorecard Annex 2 – Escalated KPI Log Annex 3 – Balanced Scorecard Change Control Log

1. Executive summary

1.1. This paper presents the balanced scorecard covering the Q1 2018 performance period, which is available at annex 1.

1.2. Several pieces of development work have been carried out during the previous quarter including the update of the IAT timeliness performance indicator to 20 days and the go-live of a performance indicator measuring Illegal Practice timeliness.

1.3. The Council is asked to:

   • Discuss and note the Q1 2018 report.

2. Introduction and background

2.1. A project was carried out during 2016 to redevelop the existing version of the balanced scorecard report which is reported to EMT and the Council.

2.2. The newly proposed balanced scorecard framework was approved at the meetings of FPC and Council in September 2016 and October 2016 respectively.

2.3. At the EMT board meeting in December 2016, a final list of performance indicators was reviewed and approved for inclusion in the first version of the report in the new format. The first version of the report was subsequently presented to EMT and FPC at their respective February 2017 board meetings and the Council at their March 2017 meeting. Each board approved the new format for future reporting.

2.4. At the EMT meeting in February 2017, an approach to carrying out a supplementary deep dive activity focusing on different areas of the organisation on a rotational basis was discussed and approved, and this approach was subsequently approved by FPC at its February meeting.

2.5. Following the initial sign-off of performance indicators by EMT at the December 2016 board meeting, the PMO have developed a change control log that will be used to track proposed amendments and provide visibility of them to EMT for their approval. This is provided at annex 3.

3. Q4 2017 balanced scorecard report

3.1. Key performance headlines are presented within the executive summary of the Q1 2018 report at annex 1. For ease of reference, matters notes in the key successes and issues section are set out below:

Key successes

3.2. Registration active processing time continues to be within target. Performance in the average overall processing times for UK Dentist and Restoration applications are outside of target but all average active processing times are within target. There was an increase of 19% for UK DCP applications received in Q1 2018 compared against the previous quarter, however this route's processing times remain within target. Customer satisfaction (91%) and call centre performance (98%) were both maintained from the previous quarter.

3.3. Parts of the FTP process have either maintained performance from the previous quarter or improved. Eight of the 13 (62%) performance indicators within section 2.1 have improved performance. IAT timeliness has improved by 17% and is within the 20 day target. ILPS productivity has hit 100% for this quarter. Hearing days productivity has continued to decrease with 8% of days either lost or wasted. There has also been significant positive improvement across Case Examiner timeliness and prosecution timeliness with both performance indicators now just under their respective target levels. Caseloads at IAT and Assessment have also reduced this quarter. The DCS has also performed strongly and met each of its targets.

3.4. The organisation's recruitment costs have significantly decreased in Q1 2018. Recruitment campaign costs decreased to an average of £998, which is largely due to 18 roles recruited internally and more emphasis on engaging with candidates and reducing the need for recruitment agencies.

Key issues

3.5. Several FTP timeliness performance indicators continue to be significantly below target. Four performance indicators are 50% or more below target: full case timeliness at 24%, investigation timeliness: receipt to Case Examiner decision at 13%, Assessment timelines: receipt to Assessment decision at 22% and Case Examiner timeliness: Assessment referral to Case Examiner completion at 10%. Performance against IOC timeliness has also been under target for Q1 2018 due to reasons including postponements due to registrant ill health, adjournment to provide a registrant the opportunity to attend and delays in information being received amongst other reasons.

3.6. Natural turnover remains above target at 5.3%. There were 21 leavers during Q1 2018 and 19 of these were voluntary resignations. Natural turnover has seen a steady increase from 3.1% over the past 12 months but remains consistent with Q4 2017. Following the announcement that the GDC will move circa 90 staff to a Birmingham office by the end of 2018, it is expected that natural turnover will remain high as staff decide on their future with the organisation.

3.7. There has been a rise in the number of non-serious data security breaches. There were 32 data security breaches reported this quarter, of which 53% were reported as significant. The 17 significant data security breaches reported equates to an increase of 113% in comparison to the previous quarter.

4. Development activity

4.1. Several pieces of development work have been carried out during the quarter which are included within the report and, where there has been a development to a performance indicator, documented within annex 3 – Balanced Scorecard Change Control Log:

- References to Triage within the report have been updated to Initial Assessment Team (IAT) to reflect the changes that have been implemented to the FTP process.

- Following Council discussion, PI/FTP/001 – IAT Timeliness: Receipt to IAT Decision has had its target level amended from 25 days to 20 days.

- PI/FTP/022 – Illegal Practice Timeliness: Initial Paralegal Review has now gone live.

- PI/REG/021 – Compliance Audit Findings has been removed while consideration is given to how the Compliance team is reported on alongside the Internal Audit function. Revised performance indicators across Compliance and Internal Audit will be considered in 2019 reporting.

5. Recommendations

5.1. The Council is asked to **discuss and note the Q1 2018 report.**

6. Internal consultation

Department	Date and consultee name
All data contributing departments	Established data leads from each department – April 2018
EMT	EMT board – 3 May 2018
FPC	FPC meeting – 8 June 2018

7. Appendices

7.1. Annex 1 – Q1 2018 Balanced Scorecard

7.2. Annex 2 – Escalated KPI Log

7.3. Annex 3 – Balanced Scorecard Change Control Log