

CCP 2020-2022 Final Draft Summary Presentation

Council 3 October 2019

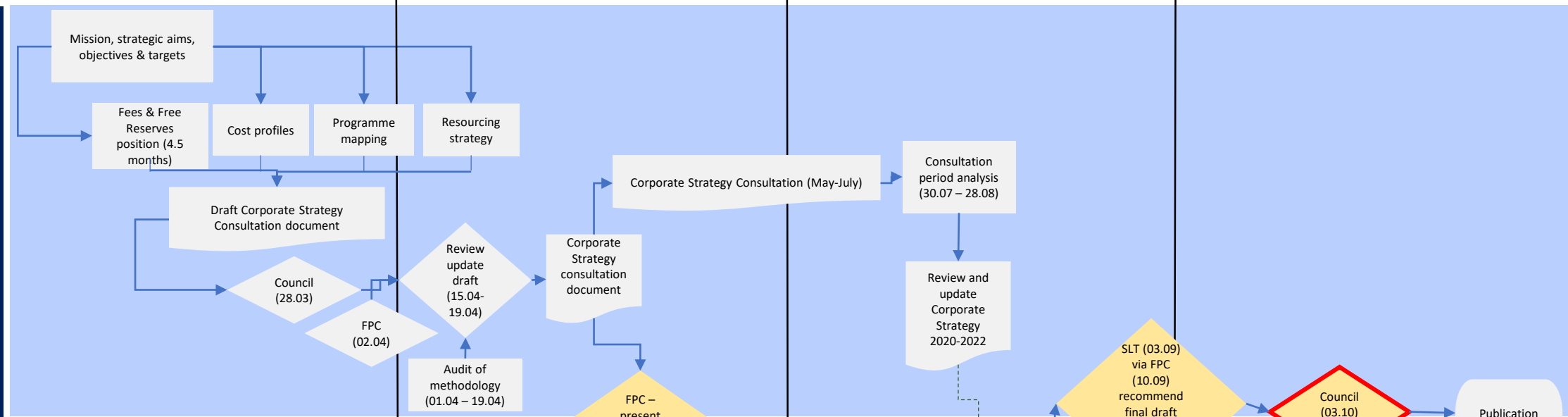


- CCP Timetable - Status in planning stages
- Executive Summary – Overall portfolio, budget & headcount figures
- Budget Summary – Overview, Considerations, Risks & Opportunities
- Strategic Costings – Costings of CCP against Corporate Strategy aims
- Portfolio Plan Summary – Projects, Programme & Portfolio Groupings, Priority Phasing

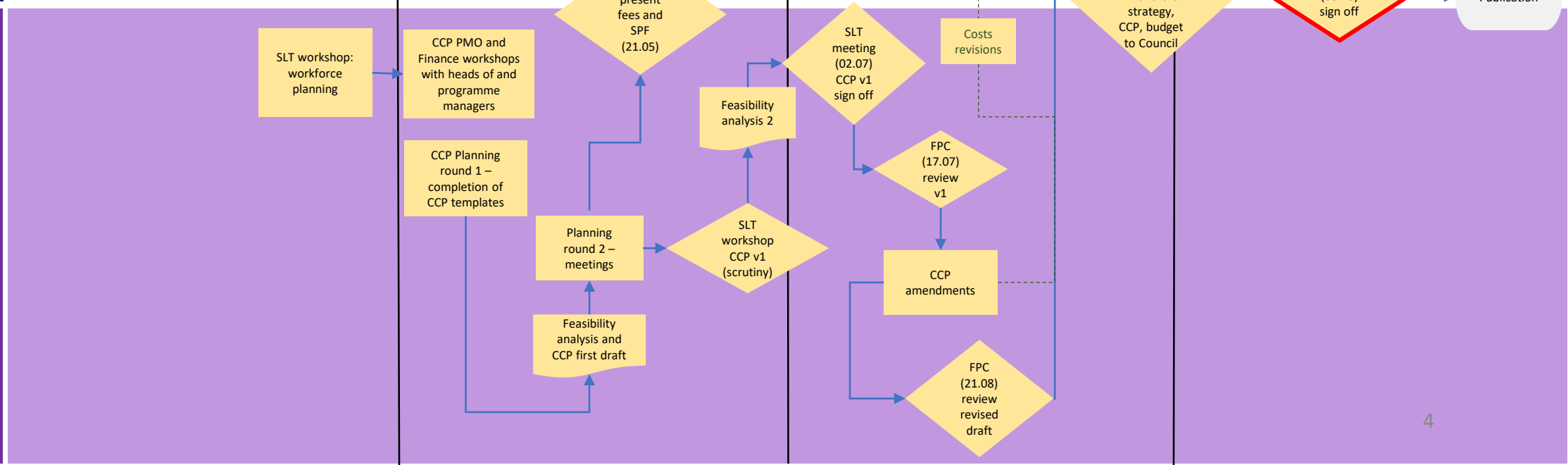
Corporate Strategy & CCP – milestones and review process

	Q1			Q2			Q3			Q4		
	January	February	March	April	May	June	July	August	September	October	November	December

Strategic



Corporate



CHANGE PROPOSAL PROJECTS				HEADCOUNT & CAPACITY				BUDGET			
NEW	65			2019 BUDGET HEADCOUNT*	372.3	Year	2020-22 Corporate Strategy	CCP 2020-22	Year	2020-22 Corporate Strategy costings £k	CCP 2020-22 £k
	S: 10	M: 46	L: 9								
PLANNED FLOW THROUGH FROM CCP 2019	22			NET CHANGE	- 8.4	2020	392.7	363.9	2020	40,490	40,426
SLIPPED	4			REQUEST FOR NEW ROLES	11 (+1 regrade)	2021	392.7	362.3	2021	40,949	40,410
TOTAL	91					2022	392.7	362.3	2022	41,538	40,758

*In addition to employee headcount there are 494 associates with current agreements, who each provide between 0.5 and 10 days of services to the GDC on an annual basis.

Budget Summary

High level budget assumptions:

- Vacant posts are costed at market rate.
- Provision included in central contingency for 5 FTE dormant posts.
- 15% differential continues for Birmingham salaries.
- Defined benefit contributions have been held in line with our 2018 triannual review.
- Pay award assumption for 2020,21 and 22 is set at a maximum provision envelope of 3%.
- Non-payroll costs have been built bottom up by budget holders, and are assumed to have no more than 3% applied for inflationary increases.
- 1% other pay provision is included in central contingency for salary reviews, T/Proms and performance related awards.
- Members' remuneration held at current levels.

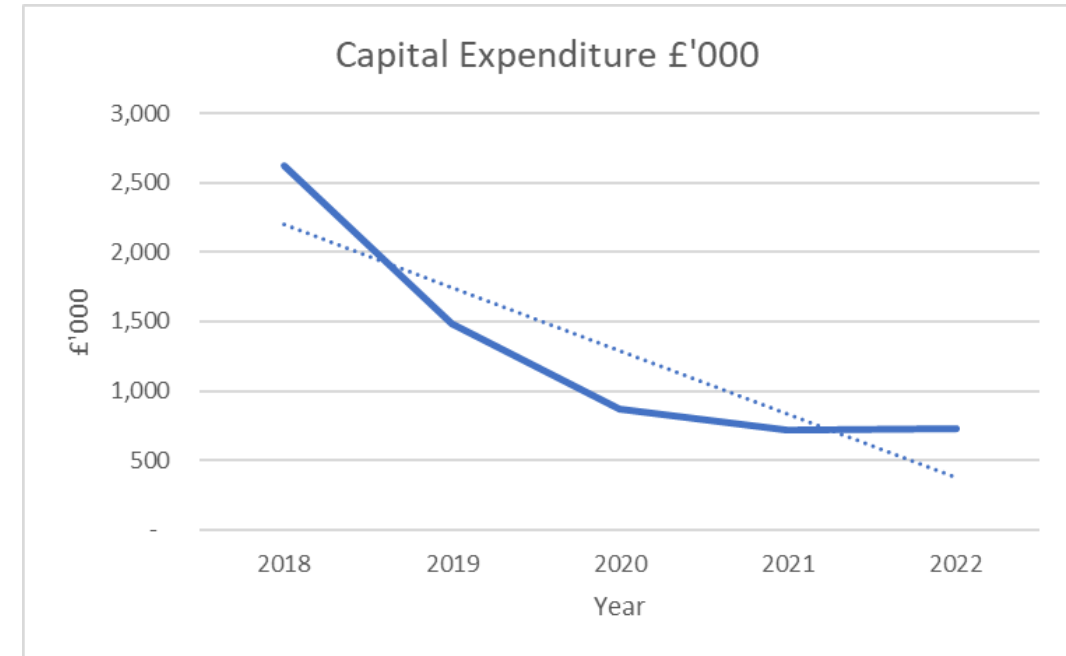
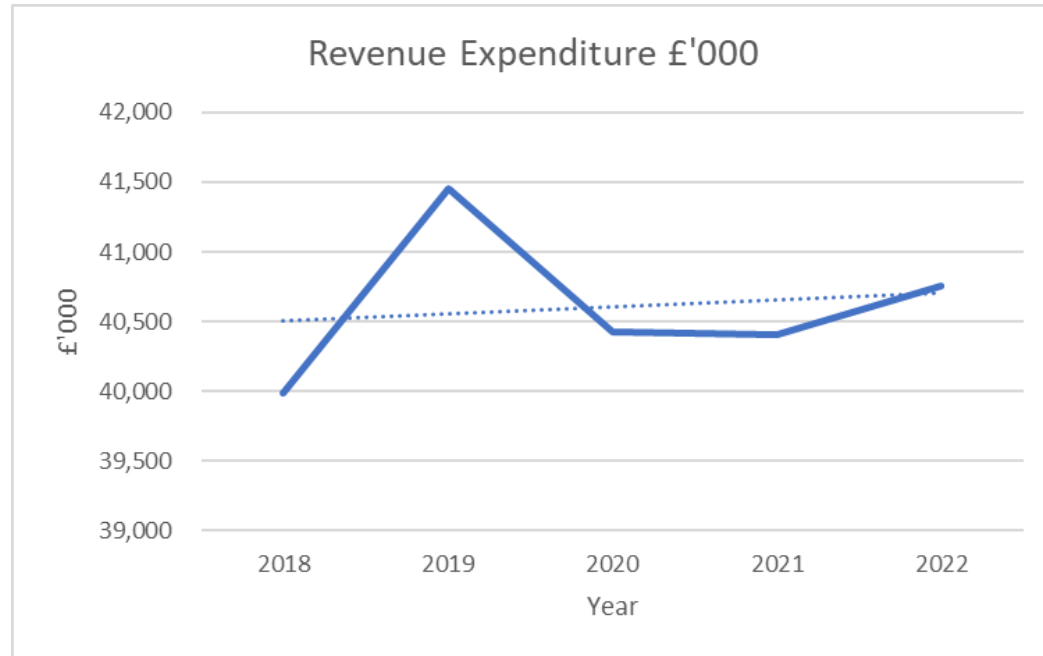
Table 1: Revenue Budget

	Budget 2020 £k	Budget 2021 £k	Budget 2022 £k	Variance 2020 v 2019 %	Variance 2021 v 2019 %	Variance 2022 v 2019 %	Variance 2020 to Q2 %	Total £k
Meeting fees & expenses	4,540	4,609	4,583	-30.7%	-29.7%	-30.0%	-20.8%	13,731
Legal & professional fees	7,639	7,491	7,423	0.3%	-1.7%	-2.6%	-0.1%	22,553
Staffing costs	19,783	20,141	20,505	-3.0%	-1.2%	0.6%	1.1%	60,428
Other staff costs	1,090	1,075	1,095	-29.0%	-30.0%	-28.7%	-12.7%	3,261
Publications	787	655	655	6.2%	-11.6%	-11.6%	4.0%	2,098
IT costs	1,433	1,517	1,615	7.5%	13.8%	21.2%	5.7%	4,566
Premises	2,118	2,136	2,166	21.0%	22.0%	23.8%	0.2%	6,419
Finance costs	354	354	285	44.3%	44.7%	16.4%	-2.1%	993
Depreciation	1,149	1,149	1,148	-2.3%	-2.3%	-2.3%	2.4%	3,445
Contingency	1,533	1,283	1,283	-7.7%	-22.8%	-22.8%	-1.0%	4,100
Total	40,426	40,410	40,758	-6.0%	-6.0%	-5.2%	-2.5%	121,594

Budget envelope indicated in strategy	40,490	40,949	41,538	122,977
<i>Surplus/(deficit) to envelope</i>	<i>64</i>	<i>540</i>	<i>780</i>	<i>1,384</i>

Table 2: Capital budget

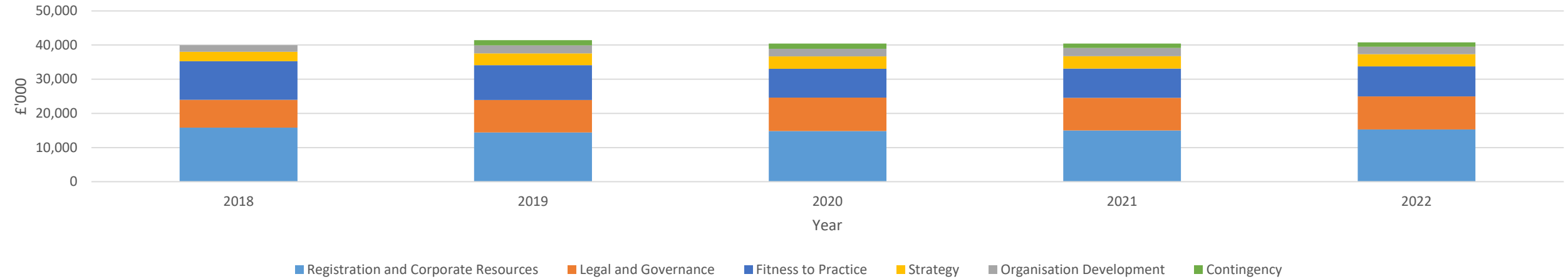
	Budget 2020 £k	Budget 2021 £k	Budget 2022 £k	Variance 2020 v 2019 %	Variance 2021 v 2019 %	Variance 2022 v 2019 %
Facilities	170	120	80	-48.5%	-63.6%	-75.8%
IT	700	600	650	6.9%	-8.4%	-0.8%
Total	870	720	730	-11.7%	-26.9%	-25.9%



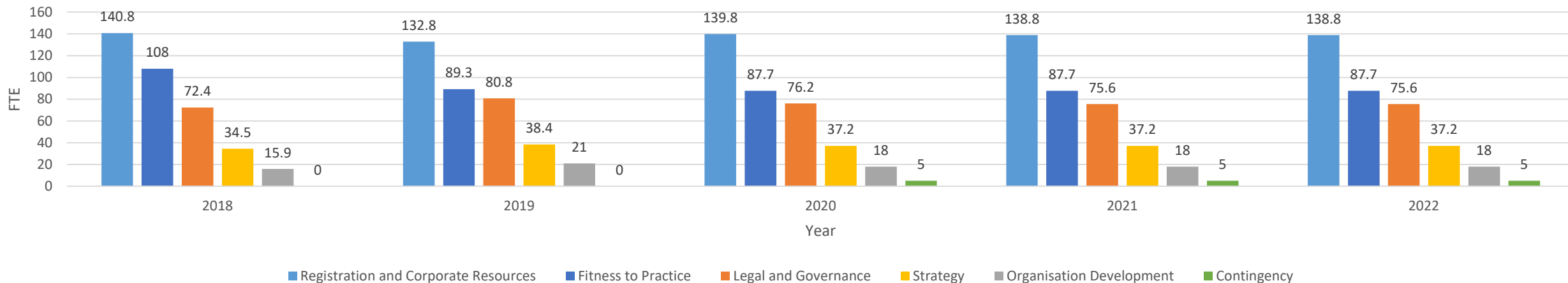
These charts show the profiled expenditure over the life of CCP 2020-2022. These results are compared with 2018 actual expenditure in 2018, and the agreed 2019 budget.

Whilst this shows that levels for predicted 2022 budget are in excess of the 2018 actuals, in real terms the budget for 2022 is in line with actual expenditure in 2018.

Revenue Expenditure by Directorate



FTE by Directorate



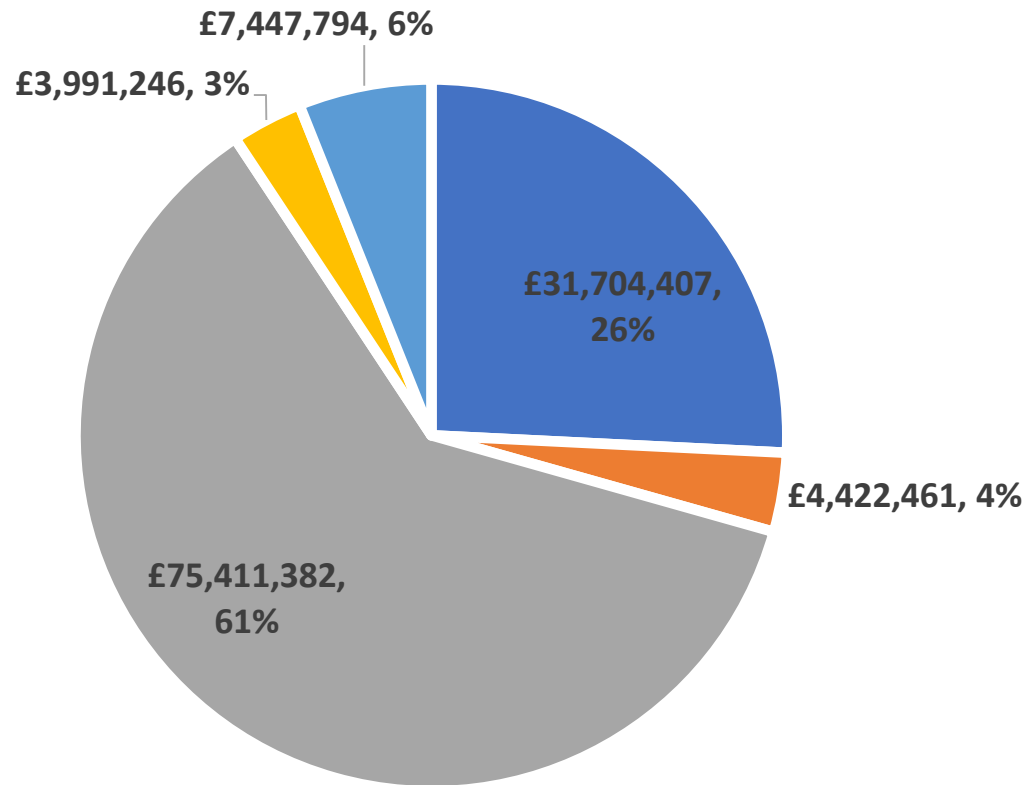
Risks	£k
<p>Risk of Brexit 'no deal' is recognised to now be much higher and will bring with it challenges of how we implement a change to registration following no deal. In the short term it is likely to be a holding position and we don't envisage there being a significant impact of 'no deal' during the initial 2 year period.</p> <p>We have already mitigated a number of our strategic contracts, such as Microsoft agreements, to move our data to UK data centres during 2019. There may be a need to necessitate short term feasibility projects, which would be absorbed by reprioritisation of existing work.</p>	<p><i>No material impact on 2020/21.</i></p> <p><i>Would be absorbed by cost recovery through first registration fees or reprioritisation of work</i></p>
<p>Strategic contract retenders (2021 onwards)</p> <p>Likelihood is an inflation to previous costs of around 7% to the rates held until 2019, impacting on contract expiry.</p>	<p>£280 p.a.</p>
<p>Unintended consequences of introduction of first registration fees on income generation.</p> <p>Should 'free movement' drop away we will have the opportunity to revisit the first registration fee model as the legal risk around full cost recovery will reduce.</p>	<p><i>Largely mitigated by legal limitation of recovery of full costs under model 1. (Assessed to be immaterial)</i></p>
<p>Income risk: risk of reduction in registration numbers. Based on impact of loss of 5% of DCP and Dentist registrants.</p>	<p>£1,891 p.a.</p>

CCP Budget Risks and Opportunities

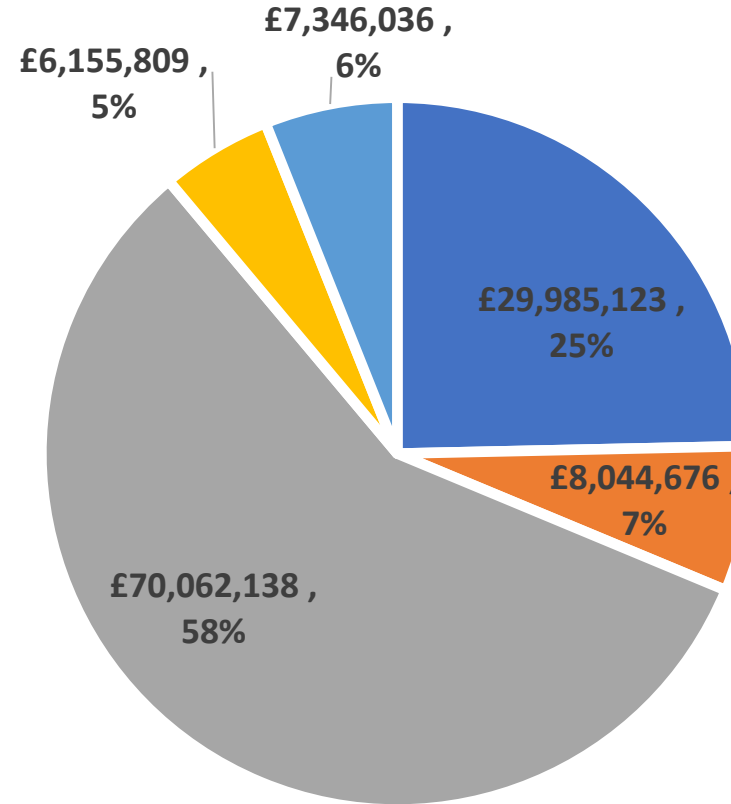
Opportunities	£k
<p>Turnover factor not reduced in payroll budgets as too early to say given estates moves. Estimate based on UK average.</p> <p>CIPD latest UK turnover rate published as 16.5%, with 10% due to leaving voluntary. Equating to 36 leavers over 12 months. Assume each role remains vacant for 3 months (1 month recruitment, 2 months notice) and an average salary including on-costs of £50k.</p> <p>$((50/12) \times 3) \times 36 = \text{£}450\text{k p.a.}$</p>	<p>£450 p.a.</p>
<p>Additional income from investments. The investment portfolio is de-risked by gradually reducing the UK exposure so that overseas investments currently represent over 40% of the total portfolio. Of the UK listed equities held, they are predominantly overseas earners rather than domestically focused companies which are at greater risk from a hard Brexit scenario.</p>	<p>£388 p.a. (offset by management fees, based on 2019)</p>

Corporate Strategy Costings

CONSULTATION - STRATEGIC AIM COSTS MAPPING



CCP 2020-2022 - STRATEGIC AIM COSTS MAPPING



(1) Developing and delivering an evidence informed, cost-effective and proportionate “upstream” regulatory framework, which begins with education, supports career-long learning, and promotes high standards of care and professional conduct

(2) Work with the professions and our partners to ensure that patients and the public are able to raise and resolve issues effectively

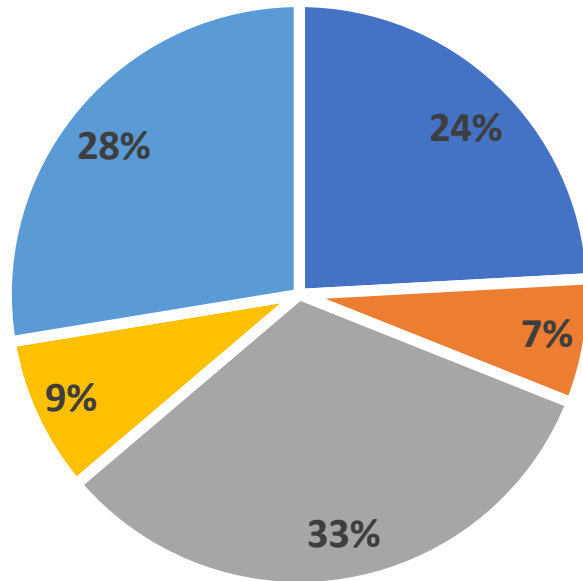
(3) Using evidence, research and evaluation, developing, embedding, delivering and embedding a cost-effective and right-touch model for enforcement action

(4) Maintaining and developing the regulatory framework

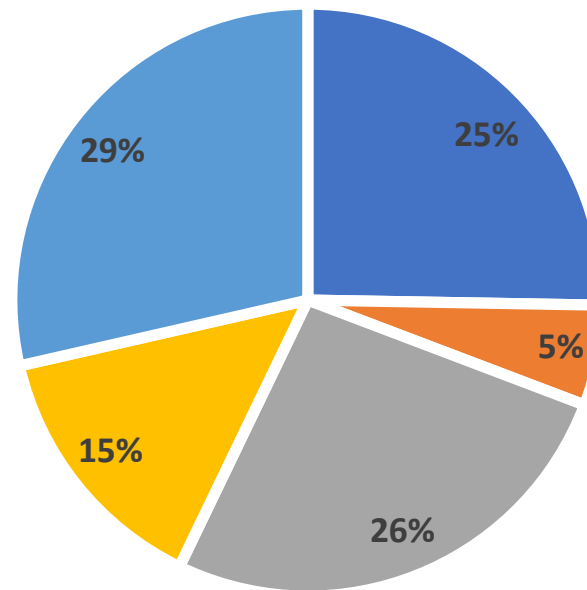
(5) Continuing to develop an outcome focused, high performing and sustainable organisation.

Broadly the % spread of costs are in line with the consultation strategic aim costings

**CONSULTATION VERSION –
PROJECT VOLUME MAPPING**



**CCP 2020-2022 –
PROJECT VOLUME MAPPING**



(1) Developing and delivering an evidence informed, cost-effective and proportionate “upstream” regulatory framework, which begins with education, supports career-long learning, and promotes high standards of care and professional conduct

(2) Work with the professions and our partners to ensure that patients and the public are able to raise and resolve issues effectively

(3) Using evidence, research and evaluation, developing, embedding, delivering and embedding a cost-effective and right-touch model for enforcement action

(4) Maintaining and developing the regulatory framework

(5) Continuing to develop an outcome focused, high performing and sustainable organisation.

Strategy team have reviewed and verified the portfolio alignment to strategic aims and that projects are in place to deliver all objectives.

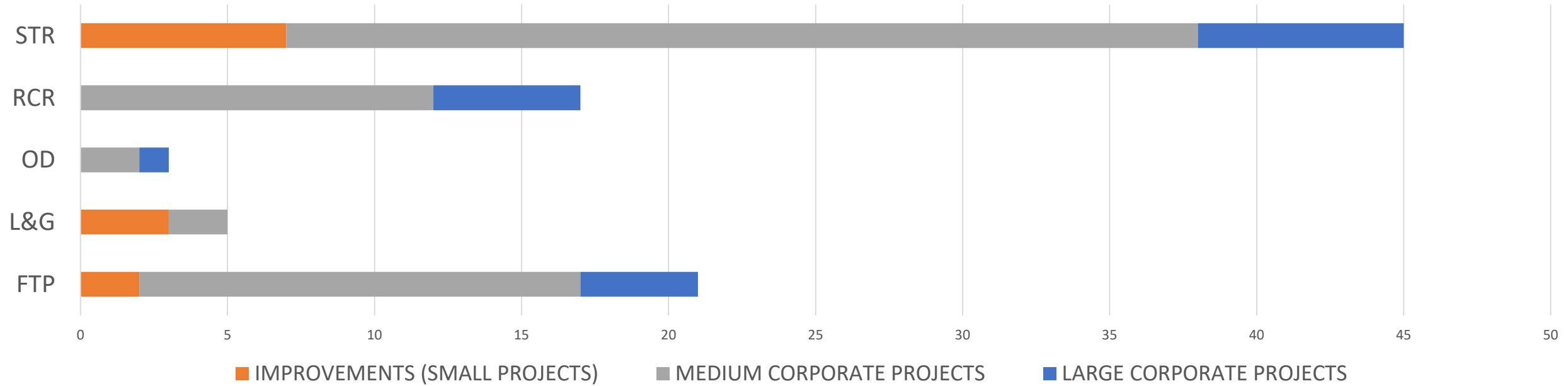
The % spread of projects is broadly aligned to the consultation version mapping.

Portfolio Plan Summary

Portfolio Principles summary:

- Projects and initiatives are planned to deliver the aims and objectives set out in the Corporate Strategy 2020-2022
- The portfolio plan has been grouped into logical Programmes and directorate team Portfolios to provide a structured delivery plan for the portfolio.
- Projects have prioritised into Must do, Should do, Could do (MoSCoW priority) order.

Directorate Portfolio Size Mix



There are 91 projects in the CCP 2020-2022 Final draft portfolio

Programmes

ESTATES PROGRAMME

- Digital Audio Recording Transcription and Storage (DARTS)
- Estates Programme - Strand 2 Estates
- Estates Programme - Strand 2 People

POD PROGRAMME

- POD - 'Growing Our Own' Strategy
- POD - HR Systems Review
- POD - Organisation Design

FEES IMPLEMENTATION PROGRAMME

- Payment by instalments - CRM/ EGDC Payment by Instalment Processing
- Replace Credit Card Processing Systems
- Replace Direct Debit System
- Scrutiny fee and implementation Programme
- Implementation of Fees Policy

SHIFTING THE BALANCE PROGRAMME

- STB - Audience Engagement and Tone of Voice Phase 2
- STB - DCS Review Phase 2 - Alternative Model Assessment and Selection
- STB - Develop a Comprehensive Complaints Resolution Model
- STB - Developing the Concept of Seriousness - Implementation
- STB - Evolving Learning Outcomes
- STB - Future Development of CPD
- STB - Material for New Registrants
- STB - Promoting Professionalism
- STB - Risk-based QA of Education - Full Roll Out
- STB - Audience Engagement Phase 3
- STB - Development of Guidance for management of dental professionals
- STB - Principles of Regulatory Enforcement
- STB Upstream monitoring and evaluation strategy

Programmes

FTP E2E PHASE 2 PROGRAMME

- Allegations drafting
- Communications - informant engagement
- Consistency
- Cross-skilling - FtP deployment
- Early intervention
- IADG review - to include CE
- Learning and insight
- Mutually agreed outcomes
- non-standard standard directions
- Threshold tests
- Webforms - bespoke pathways (whistle-blower, registrant, patient)
- Enhanced Case Management
- Case Direction
- Experts
- Bundles
- Proportionate and targeted sanctions
- Participant support in all FtP processes

HEARINGS PROGRAMME*

- Potential separations of hearings function from GDC
- Hearings on CRM
- Empanelment software
- IOC Project

*The Hearings programme is dependent upon a Council decision to separate Hearings function from the GDC.

If it not decided to separate, the Hearings on CRM & Empanelment software projects would belong to the FTP E2E P2 programme.

Portfolios

CORPORATE RESOURCES PORTFOLIO

- Cloud Phone System Implementation
- Procurement and Contract Management Target Operating Model
- Upgrading of Finance Systems
- Travel booking portal
- Data warehouse and reporting database redevelopment
- Internal reporting self service

REGISTRATION PORTFOLIO

- Paperless office
- Reviewing and updating qualifications and awarding institute data
- Introducing compensation measures for dentists / DCPs – Competency testing
- Plain English review of application guidance / forms

LEGAL & GOVERNANCE PORTFOLIO

- Internal effectiveness review of investigation and advocacy services
- Board Effectiveness Project
- Review of criminal enforcement strategy
- Review possibility of appointing legal apprentices via a certified scheme
- Delegations project

Portfolios

QA PORTFOLIO

- Thematic QA Development
- Student, Foundation dentist and new registrant engagement programmes
- Preparedness for practice
- Revision of Learning outcomes
- Quality Assurance of Specialty Training development
- End to end review of mediated entry (Policy)
- Revision of specialty curricula (Policy)
- Development of education provider workshops
- Development of associate model
- Revision of standards for education
- Review of entry special lists

PRC (POLICY RESEARCH COMMS) PORTFOLIO

- EU Exit - BREXIT
- Developing a picture of indemnity and the impact of that on regulation
- FtP data review
- Website improvement programme phase 2
- Alignment of decision making guidance with strategic policy framework: audit and review
- Accessibility of complaints process: equality and diversity
- Work on human factors
- Regulatory approach to cosmetic procedures
- Supporting Values based care in Dentistry
- Develop and implement a new content and publications strategy
- Regulatory responsibilities for understanding & reducing the impact of stress and mental health issues on public safety & confidence - resilience
- Review of dental technology
- CRM data entry (fixed response); improvement
- FtP data improvement re. FTP review and Upstream
- Further Legislative Changes and broader regulatory reform (s.60s)
- Develop accessible dynamic external data reporting
- Review of Scope of Practise
- FtP monitoring and evaluation strategy
- Develop GDC capability to conduct economic analysis
- Feasibility analysis by Policy & Research Board (PRB) for potential expansion of DCS services to facilitate NHS complaints.

- Following Portfolio capacity analysis across the GDC, the portfolio has been phased to ensure a balanced spread of project timescales.
- As with any 3 year plan the year 1 portfolio is more detailed, with year 3 currently lighter in project volume. Further CCP iterative planning will continue in 2020 to scope further project details for later years of the plan.

	2020				2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
M - Must Do	25	24	21	20	13	12	8	7	4	4	4	3
S - Should Do	19	18	30	29	25	19	17	14	7	7	4	2
C - Could Do	4	4	5	6	5	2	1	0	1	1	0	0
W - Wont Do	0	0	0	0	0	0	0	0	0	0	0	0
TBC - To be confirmed	1	1	1	1	1	1	1	1	0	0	0	2
	49	47	57	56	44	34	27	22	12	12	8	5