

Balanced Scorecard – Q1 2019 Performance

| | |
|--|--|
| Purpose of paper | To present the Council with the balanced scorecard covering the Q1 2019 performance period. |
| Action | For discussion . |
| Corporate Strategy | <p>Objective 1: To improve our performance across all our functions so that we are highly effective as a regulator.</p> <p>Objective 2: To improve our management of resources so that we become a more efficient regulator.</p> <p>Objective 3: To be transparent about our performance so that the public, patients, professionals and our partners can have confidence in our approach.</p> |
| Business Plan | Project Management Office (PMO) reporting and statistical modelling maturity workstream |
| Decision Trail | <p>Work was carried out throughout 2016 to propose a new format for the balanced scorecard and redevelop /refine GDC performance indicators.</p> <p>At the meetings of the Finance and Performance Committee and the Council in September and October 2016 respectively, EMT's proposed revised balanced scorecard model was approved.</p> <p>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 Finance and Performance Committee (FPC) at their respective February board meetings and the Council at its March meeting. Each board approved the new format for future reporting.</p> |
| Recommendations | The Council is asked to discuss and note the main report. |
| Authorship of paper and further information | <p>Gurvinder Soomal Executive Director, Registration and Corporate Resources GSoomal@gdc-uk.org</p> |

| | |
|-------------------|--|
| | 020 7167 6333 David Criddle Head of Performance Reporting & PMO DCriddle@gdc-uk.org 0121 752 0086 |
| Appendices | Appendix 1 – Q1 2019 Balanced Scorecard Appendix 2 – GDC Performance Indicators Master List |

1. Executive summary

- 1.1. This paper presents the balanced scorecard covering the Q1 2019 performance period, which is available at Appendix 1.
- 1.2. An executive summary is provided within the full report at Appendix 1, with key points also replicated for ease of reference at section three below.
- 1.3. The Council is asked to:
 - Discuss and note the main 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 Appendix 3.

3. Q1 2019 balanced scorecard report

- 3.1. Key performance headlines are presented within the executive summary of the Q1 2019 report at appendix 1. For ease of reference, matters noted in the key successes and issues section are set out below:

Key successes

- 3.2. Some improvements visible in FtP Timeliness: Overall case timeliness in FTP/008 has risen to by 12% to 23% in Q4 2018, with timeliness in Receipt to CE Decision FTP/005 up by 4% to 19% mainly due to FTP/002 Assessment Timeliness improving by 13% to 51%. However overall the performance of these timeliness indicators are still significantly below the target levels (see section 2.1 FtP Performance Indicators – Process Dashboard).
- 3.3. Registration Active processing times stable: 6 out of the 7 registration routes are on target; In particular there's being a 76% improvement in the Restoration active processing time. (See section 1.3 Registration Performance Indicators – Process Dashboard)
- 3.4. Serious & Non-Serious Data Security Breaches dropped: There were no serious data security breaches in Q1. Non-Serious Data security Breaches dropped by 65% from 20 in Q4 2018 to 7 in Q1 2019. (See section 3.6 – Information Performance Indicators)
- 3.5. Adherence to Purchase Order Policy over £100K above target: £42.4K of invoices were not compliant this period which is £107.6K within the £150K target and an improvement of £240.8K from Q4 2018 (See section 1.1 – Finance Performance Indicators)

Key issues

- 3.6. Hearings Completed Without Adjournment is 14% below target in Q1 2019: There was a 21% performance drop this period where 12 out of 42 cases were adjourned. The reasons for these adjournments are; hearings start dates postponed, issues with panel member or parties availability, issues with bundles and technical issues with video link, new evidence raised by a witness which required an addendum expert report and the GDC asking for a postponement as a new expert was needed. (see section 2.1 FtP Performance Indicators – Process Dashboard).
- 3.7. Cumulative hearings Performance Against Budget Forecast short of Target: This is the first report with a new indicator PI/FTP/029. This shows a cumulative proportion of hearing days delivered (YTD) versus the total hearing days budgeted for. In Q1 this is 78% and 12% short of the 90% target set. (see section 2.1 FtP Performance Indicators – Process Dashboard).
- 3.8. For Data Protection Act Statutory Compliance PI/FTP/024 – 5 out of 34 cases missed the revised 30 days statutory target (the target was previously 40 days), resulting in 85% compliance and the performance indicator falling into red. 3 of the 5 missed cases were due to delays caused by needing to seek special counsel advice, due to a change in law requiring this counsel advice for clinical expert reports. 1 case was a request for an ORE exam marks sheet which was delayed in being requested to the Information Governance team due to sickness in Registration operations team during handover to the Birmingham team. Registration operations have since implemented measures to prevent reliance on a single member of staff for these requests. The final case was not logged correctly at the time of receipt in Information governance, which caused a delay in processing. (See 3.2 Information Performance Indicators)

4. Recommendations

- The Council is asked to **discuss** the main report.

5. Internal consultation

| Department | Date and consultee name |
|-----------------------------------|--|
| All data contributing departments | Established data leads from each department – April 2019 |
| SLT | SLT Board – 8 May 2019 |
| FPC | FPC Meeting – 21 May 2019 |

6. Appendices

- 6.1. Appendix 1 – Q1 2019 Balanced Scorecard
- 6.2. Appendix 2 – GDC Performance Indicators Master List