General
Dental
Council

protecting patients,
regulating the dental team

Balanced Scorecard – Q3 2019 Performance

Purpose of paper	To present the Council with the balanced scorecard covering the Q3 2019 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.
Decision Trail	SLT Board – 5 September 2019
	FPC – 20 September 2019
Recommendations	Council is asked to:
	• Discuss and note the main report.
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Appendices	Appendix 1 – Q3 2019 Balanced Scorecard
	Appendix 2 – GDC Performance Indicators Master List

1. Executive summary

1.1. This paper presents the balanced scorecard covering the Q3 2019 performance period, which is available at Appendix 1.

1.2. 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 2.

3. Q3 2019 balanced scorecard report

3.1. Key performance headlines are presented within the executive summary of the main report in Appendix 1. For ease of reference, matters noted in the key successes and issues section are detailed below:

Key successes in Q3

3.2. UK DCP active processing time remained green through the academic graduation period, receiving 70% more applications received in Q3 (1945) compared to 1144 in Q2. Applications completed were also 55 higher than forecast (1,313).

3.3. In FtP there are further reductions in Rule 4 work at Case Examiners stage, with at the end of Q3 a total of 98 cases with 68 at Rule 4, which is a reduction from a total of 172, with 113 in Rule 4 at the end of Q2.

3.4. There were no Major ICO impacts in Q3 requiring reporting to the ICO. 2 DSI's were categorised as major in July for GDC Impacts. One related to data being disclosed to the incorrect recipient and one related to data integrity being compromised.

Key Issues in Q3

3.5. In the FtP timeliness summary for Q3, overall timeliness has fallen by 5% to 11%, which can be attributed to September performance where all 14 cases failed to meet the 15-month target. Prosecution timeliness decreased by 8% to 57% where out of 44 cases, 19 missed the 9-month target and 3 cases took over 20 months to complete. Receipt to Assessment Decision has fallen two quarters in a row, with Q3 at 26%, with Q2 37% and Q1 at 51%. The majority of cases completed in Q3 had already passed the 17-week target when assessed and as the Birmingham team grows the team continue to conclude the older cases which is skewing the performance for an interim period.

3.6. Q3 saw natural staff turnover increased by over 4% to 6.7% moving this from green in Q2 to red in Q3. There were 24 voluntary leavers – 9 had less than 12 months service, 5 were on FTC and 2 left during probation.

3.7. In Illegal Practice 3 out of 12 cases in receipt to charging missed the 9 month target, which meant Q3 performance was red at 75% in Q3. This was mainly due to 2 of the cases being Scottish cases which often have operational delays with investigators. Initial Paralegal Review dropped from 99% (Q2) to 88% (Q3) as 28 out of 150 cases were not able to be assessed within 5 working days.

Report administration

3.8. Details are shown on Slide 10 of the main Q3 Balanced Scorecard report in Appendix 1 and all amendments were approved by SLT at the meeting held on 5 November 2019:

3.9. The Registration performance indicator PI/REG/019 – Minimum Acceptable Productivity is to be removed. The performance of the UK Registration Team is managed separately via the monthly Registration and Process Quality (RPQ) meetings attended by the Corporate Operations Manager, Head of Registration, Head of Registration Operations, and Executive Director of Registration and Corporate Resources. This is the appropriate forum for discussion of staff performance management and as such the indicator is no longer required on the balanced scorecard.

3.10. The Strategy performance indicator PI/STR/012 – 'Proportion of inspections that require re-inspection' is to be removed. This is no longer reportable as the GDC are no longer doing reinspection.

3.11. The Strategy performance indicator PI/STR/008 – 'Standards Perception' is to be removed. This has been a placeholder awaiting to be defined and it is no longer felt the most appropriate indicator. Following SLT approval the Strategy directorate will work with the PMO to design new replacement performance indicators.

3.12. The Information Performance Indicators in section 3.2 of the main report are now introduced into the quarterly version for Q3 2019. These 6 new Information Governance indicators have been added based on new classifications of ICO and GDC scoring of DSIs which were approved in the June 2019 SLT board meeting. These indicators replaced PI/FTP/025 Serious Data Breaches and PI/FTP/026 Non-Serious Data Breaches.

EMT Actions

3.13. Updates to EMT actions for the last 4 quarters are detailed on slides 8 and 9 of the main Q3 Balanced Scorecard report in Appendix 1.

3.14. New EMT actions added from the SLT review meeting on 5 November 2019 are shown on slide 4.

4. Recommendations

4.1. Council is asked to:

- Discuss and note the main report.

5. Internal consultation

Department	Date and consultee name
All data contributing departments	Established data leads from each department – July 2019

SLT	SLT Board – 5 September 2019
FPC	FPC – 20 September 2019

6. Appendices