

Council, 24 May 2017

Performance reporting to Council

Executive summary and recommendations

### **Introduction**

This paper describes a proposal for a revised approach to performance reporting to the Council, taking account of previous discussion and feedback.

In summary, it is proposed that future performance reporting will consist of a single report. This will be the Chief Executive's report, enclosing a performance report with a streamlined 'core data set' and commentary. The Executive has proposed the data and commentary that should be included on the basis that they appear to be the most salient to the Council's role in monitoring and assessing overall performance.

The Council is invited to discuss, further refine and agree the proposed approach which would be implemented at the July 2017 Council meeting. Any further revisions would be incorporated in reporting to the September 2017 meeting and at subsequent meetings.

### **Decision**

This paper is for discussion and approval. Some questions for the Council and the specific decisions the Council is invited to reach are set out on page eight.

### **Background information**

See paper

### **Resource implications**

See paper

### **Financial implications**

None

### **Appendices**

See paper

### **Date of paper**

12 May 2017

## **Performance reporting to Council**

### **1. Introduction**

- 1.1 This paper describes a proposal for a revised approach to performance reporting to the Council.
- 1.2 The paper proposes that in future performance reporting to the Council would consist of the following.
  - A single report incorporating the Chief Executive's report and a performance report including commentary and data.
  - A streamlined dataset, proposed on the basis that this data is the most salient to the Council's role in monitoring and assessing overall performance.
  - A streamlined approach to management commentary, with a focus on the reporting and explanation of adverse and positive variances in performance data against previous reporting periods, forecasts and service standards.
- 1.3 Overall, it is anticipated that the length of reporting is likely to be reduced by approximately half.
- 1.4 The Council is invited to discuss the proposal outlined in this paper and (subject to any revisions agreed at this meeting) agree the revised approach to performance reporting.
- 1.5 Subject to the Council's agreement, the revised approach is proposed to be piloted at the next Council meeting in July 2017. The Council's agreed feedback on that new report would then be incorporated into reporting from the September 2017 meeting onwards. It is proposed that the report would then remain relatively consistent for future meetings, with the Council reviewing its approach periodically (for example, as part of its regular discussion of its governance at the annual strategic away day).

## 2. Performance reporting to Council

### Current approach

- 2.1 The current approach to performance reporting to Council consists of the following.
- **Chief Executive's report.** This encloses a list of the Chief Executive's meetings since the previous Council meeting. A summary of key external policy, financial and operational matters is provided.
  - **Directorate reports.** A report is provided by each Directorate. They vary in format dependent upon the work of each Directorate but typically include a commentary on key areas of performance and activities, together with data generated from the operational processes the directorate is responsible for.
  - **Directorate work plans.** Work plans considered by the Council each year include short summaries of activity and performance in the last year.
- 2.2 In addition the Council also receives regular but less frequent performance reporting – for example, reports on customer service feedback (includes complaints about the organisation).

### Previous feedback

- 2.3 This paper proposes a revised approach to performance reporting to Council, taking into account previous feedback on the current approach, including that at the Council workshop held in February 2017. This feedback has in summary included the following.
- The existing volume of data and information might be reduced.
  - The Council need to focus on the key metrics / measures of organisational performance.
  - A preference for exception reporting, including reporting positive variances.

### Developing the proposal

- 2.4 In addition to previous discussion and feedback, the Executive has also reviewed the approaches to performance reporting to councils of other regulators and referred to the dataset we provide to the Professional Standards Authority (PSA) on a quarterly basis as part of the annual performance review.<sup>1</sup>

---

<sup>1</sup> In each of the regulators' performance review reports, the PSA includes a set of 'key comparators' drawn from the quarterly data set each regulator has to return. Appendix 2 indicates where these 'key

- 2.5 The data currently provided to the Council is that also used by the Executive in managing operational processes and in monitoring day-to-day performance.
- 2.6 The current data set gives a picture of performance at different levels including providing data on the following.
- **Activity.** Data which indicates the volume of activities, against previous reporting periods and forecasts for the financial year (as appropriate). This provides a picture of overall workload, which impacts budgets and available resources. Examples might include the education visits against forecast and the number of new registrations compared to forecast.
  - **Efficiency.** Data which provides some indication of the efficiency of operational processes including throughput and timeliness. Examples might include the length of time of fitness to practise cases and registration call handling data.
  - **Quality.** Data which provides a possible indicator of the quality of our output. This is often a proxy measure and may sometimes include qualitative data. Examples might include number of registration appeals and the outcomes of those appeals and the number of data breaches reported to the Information Commissioner's Office.
  - **Other.** Data which whilst not fitting into one of the areas above, nonetheless helps in a holistic assessment of performance. For example, employee turnover is a proxy measure of organisational health; registration numbers impact upon budget and resources.
- 2.7 In considering what data might be included in the revised performance report for Council, the Executive has attempted to identify the data which is most directly salient to the Council's role in monitoring and assessing overall performance. That includes that data which most directly reflects the overall workload of the organisation; the efficiency and quality of operational processes; and which impacts upon finances and available resources.

### **Proposed new approach**

- 2.8 It is proposed that, in future, individual directorate reports would not be produced and presented to the Council. Instead, a single paper incorporating the Chief Executive's report and attaching a performance report is proposed. More information is given below about the approach that is proposed.

---

comparators' correlate to the proposed data set for Council. Some other areas are proposed to be covered in commentary (for example, information related to any data breach referrals made).

## **Chief Executive's report**

- 2.9 The Chief Executive's report would be modelled on the existing format, highlighting significant external policy issues and (where necessary) highlighting any significant financial and operational issues identified in the attached performance report.

## **Performance report**

- 2.10 The performance report for Council would consist of the following.
- 2.11 **Management commentary.** A single commentary would be provided. This is proposed to be divided by directorate as the simplest means of structuring the commentary in a way that provides clear 'line of sight' to how activity is organised and managed. The commentary would focus on highlighting and explaining key areas of the performance data. A short description of any significant activities in the directorates which in the Executive's opinion should be brought to the Council's attention would also be included.
- 2.12 Appendix 1 provides an outline of the new report, including the key areas which would be included routinely in the commentary and those which may be covered in exception.
- 2.13 Overall, the amount of information provided to the Council would be reduced, with a focus on the concise explanation of adverse and positive variances in performance data against previous reporting periods, forecasts and service standards (as appropriate). Where relevant this explanation would include addressing whether that variance is expected to continue in future periods and outlining any remedial actions that might be necessary. It is anticipated that the amount of commentary would be similar to the executive summaries currently provided on cover sheets in front of each directorate report.
- 2.14 **Performance data.** The data (the 'core data set') included in the new report would be a sub-set of that currently provided.
- 2.15 Appendix 2 outlines the data that it is proposed should be included in the new report. A consequence of this approach would be that the Council would no longer continue to receive some data that it has received for many years on a regular or routine basis. Appendix 3 outlines the data that it is proposed should no longer be routinely included in each report, on the basis that the Executive considers it is less salient to the Council's role in assessing organisational performance or duplicates to some extent data proposed to be provided in the core data set. A short explanation is provided where this might be unclear.
- 2.16 Examples of data that it is proposed that the Council should no longer receive on a regular basis include the following (a short explanation is included).

- Fitness to practise. Scheduling information. This information has been removed as any issues in this area would flow through to other statistics including overall length of time and age profile of open cases. Any relevant information in this area can be highlighted in management commentary where necessary.
- Information technology. Service availability statistics. Such data only needs to be reported to the Council where service unavailability has significantly affected the delivery of operational activities.
- Operations. The number of registrants with independent or supplementary prescribing annotations. This is not a significant part of the Registration Department's workload and no fees are charged for annotation.

2.17 Overall, the amount of data provided to the Council would be reduced, with a focus on the data which best enables the Council to perform its role in monitoring and assessing overall performance.

### **Less frequent reporting to the Council**

2.18 In addition to the directorate reports at each meeting, the Council also currently receives regular but less frequent papers which help it to assess performance in specific areas. For example, the Council receives a report which looks at trends and themes in complaints about the HCPC. The annual reports also provide an opportunity to review and reflect on performance in the operational processes.

2.19 Appendix 4 outlines a proposal for the frequency of other periodic reports to the Council. The only report proposed in addition is an annual discussion paper to the Council looking at our stakeholder engagement activities.

### **3. Performance reporting to the EMT**

3.1 The EMT would continue to consider regular reports on operational performance in each directorate at its monthly meetings. In addition, it would continue to receive a monthly report on customer service feedback and quarterly reports on information governance.

#### 4. Decision

4.1 The Council is invited to discuss this paper and in particular the following questions.

**Q. Does the proposed new approach meet the Council's requirements?**

**Q. Does the proposal include the performance data that the Council considers is the most salient to monitoring and assessing performance?**

**Q. Has the proposal addressed the areas which should be addressed routinely in management commentary?**

**Q. Does the format of the proposed report meet the Council's needs?**

4.2 The Council is invited (subject to any changes agreed at this meeting) to agree the new approach and in particular the following.

- The content of management commentary outlined in appendix 1.
- The data that should be included in the performance report outlined in appendix 2.
- The data that should no longer be reported to the Council on a regular or routine basis outlined in appendix 3.
- The reports that the Council should receive on a less frequent basis and their frequency outlined in appendix 4.

## **Appendix 1: Outline of proposed approach to performance reporting**

The following outlines the proposed structure of the revised approach to performance reporting.

### **Chief Executive's report (enclosing Performance report)**

The Chief Executive's report would follow a similar format as currently.

#### External policy matters

- This section would include information/ updates about significant issues / areas currently described in the Chief Executive's report. Examples include policy proposals; external consultations; legislation; Professional Standards Authority updates; and other developments which may impact on the organisation now or in the future. (A list of the Chief Executive's meetings would continue to be included.)

#### Financial and operational update

- This section would highlight any significant / key information from the attached commentary in the performance report. Examples might include key financial information; significant variances in operational data; or activities to bring to the Council's attention.

### **Performance report**

The enclosed performance report would include a commentary, followed by the data outlined in appendix 2. The following describes the areas which would be covered in the commentary on a regular basis and what may be included in exception.<sup>2</sup> Explanation of trends / variances would be provided.

Bullet points would be used. In-text page references would be used when appropriate to more easily cross-reference commentary with the performance data set.

#### Communications

- Any significant trends in media reporting and stakeholder engagement activities which could impact upon organisational reputation.
- Any other activities which in the Executive's opinion should be brought to the Council's attention.

#### Education

- Any trends / significant variances in the number of approval cases (visits, annual monitoring, and major change) compared to forecast.
- Any other trends / significant variances or activities which in the Executive's opinion should be brought to the Council's attention.

---

<sup>2</sup> The Council has previously indicated that it prefers to receive commentary separate from data. Other options might be for commentary to be interspersed with the graphs or given before each section.



## Finance

- Any trends / significant variances in income and expenditure vs budget/forecast.
- Any trends / significant variances in cash balance vs budget/forecast.
- Any significant procurement activity.
- Any issues (by exception) with core processes or audits.
- Any other trends / significant variances or activities which in the Executive's opinion should be brought to the Council's attention.

## Fitness to practise

- Any trends / significant variances in the number of new cases compared to forecast.
- Any trends / significant variances in the number of open cases at each stage of the process compared to forecast.
- Any trends / significant variances in the age profile of cases compared to (the) previous reporting period(s).
- Any trends / significant variances in the mean and median length of time to conclude a case from receipt to final hearing; and the overall time to closure compared to (the) previous reporting period(s).
- Any trends / significant variances in the mean and median days from receipt to interim order application; and from decision to apply to application, compared to (the) previous reporting period(s).
- Information about cases referred to court by the Professional Standards Authority.
- Information about cases at judicial review or high court stage including outcomes.
- Any other trends / significant variances or activities which in the Executive's opinion should be brought to the Council's attention.

## Human resources

- Any trends / significant variances in employee turnover, compared to relevant industry benchmarks.
- Any trends / significant variances in partner numbers that could impact significantly on the delivery of operational activities.
- Any other trends / significant variances or activities which in the Executive's opinion should be brought to the Council's attention.

## Information technology

- Any changes in service availability such that they impact significantly on the delivery of operational activities.
- Any other activities which in the Executive's opinion should be brought to the Council's attention.

## Operations

- Registration
  - Any trends / significant variances in registration numbers compared to forecast.
  - Any trends / significant variances in application numbers compared to forecast.
  - Any trends / significant variances in processing times compared to service standards.
  - Any trends / significant variances in call and emailing handling volumes and times, compared to (the) previous reporting period(s) and service standards.
  - Any significant trends in registration appeal volumes, processing times or outcomes.
- Projects
  - Any significant exceptions in the delivery of major projects; information about project initiation and closure.
- All directorate
  - Any other trends / significant variances or activities which in the Executive's opinion should be brought to the Council's attention.

## Policy and Standards

- List of any open or recently closed consultations and when it is anticipated the outcomes would be considered by the Council and/or a Committee (if not included on the Council meeting agenda).
- Any other activities which in the Executive's opinion should be brought to the Council's attention (should they be not already covered in the Chief Executive's report).

## Secretariat

- Information about any data breaches reported to the Information Commissioner's Office and any updates about the outcome of previous reports (if made).
- Any other significant activities which in the Executive's opinion should be brought to the Council's attention (examples might include appointments activity).

## Appendix 2: Data to be included in new performance report ('core data set')

This table outlines the data that it is proposed would be included in the new performance report to Council. This data is a sub-set of that currently provided to the Council in directorate reports. For information, an asterix '\*' denotes where the data correlates to the 'key comparators' published by the PSA (see paragraph 2.4).

Area	Data
<b>Education</b>	<ul style="list-style-type: none"> <li>• Number of approved programmes</li> <li>• Overview of workload, number of active cases</li> <li>• Overview of workload, number of resolved cases</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Variance commentary on larger departments (includes expenditure by department against forecast, with explanatory commentary)</li> <li>• Income and expenditure (includes income by activity and overall operational surplus / deficit)</li> <li>• Payroll costs (broken down by department)</li> <li>• Non-payroll costs (broken down by department)</li> <li>• Statement of financial position</li> <li>• Projects (opex and capex by project)</li> <li>• Cash flow</li> <li>• Graphs – cashflow, income and expenditure</li> </ul>
<b>Fitness to practise</b>	<ul style="list-style-type: none"> <li>• Fitness to practise overview (includes new cases received and case to answer rate)</li> <li>• Pre investigating committee panel (ICP) information (includes information about cases closed at standard of acceptance stage)</li> <li>• Length of time: age of open pre-investigating committee (ICP) cases including enquiries since receipt</li> <li>• Length of time: age of open pre-investigating committee panel cases since receipt</li> <li>• Length of time: receipt to closure at standard of acceptance*</li> <li>• Length of time: standard of acceptance to conclusion at ICP*</li> <li>• Age of open post-investigating committee panel (ICP) cases since receipt</li> <li>• Age of open post investigating committee panel cases since referral from Investigating Committee</li> </ul>

	<ul style="list-style-type: none"> <li>• Length of time: receipt to closure at final hearing*</li> <li>• Length of time: investigating committee panel to conclusion at final hearing*</li> <li>• Length of time to close cases (combined)</li> <li>• Cases at judicial court / sheriff court stage*</li> <li>• Interim orders*</li> <li>• Health and character declarations</li> <li>• Protection of title cases</li> <li>• Miscellaneous cases</li> <li>• Hearings management information summary</li> </ul>
<b>Human resources</b>	<ul style="list-style-type: none"> <li>• Employee numbers (includes comparison to budgeted headcount)</li> <li>• Employee sickness absence and turnover</li> <li>• Partner numbers and turnover</li> </ul>
<b>Operations</b>	<p><b>Overall registration figures:</b></p> <ul style="list-style-type: none"> <li>• Number of registrants by profession</li> <li>• New registrants (broken down by grandparenting, international and UK, compared to forecast)</li> </ul> <p><b>International*</b></p> <ul style="list-style-type: none"> <li>• International applications workflow (includes numbers at scrutiny, numbers pending registration fee)</li> <li>• International applications received (by profession)</li> <li>• Register of visiting European health professionals</li> <li>• European professional card – incoming and outgoing applications</li> </ul> <p><b>UK*</b></p> <ul style="list-style-type: none"> <li>• UK applications workflow (includes numbers at scrutiny, numbers pending registration fee)</li> <li>• UK applications received (by profession)</li> </ul>

**Grandparenting** (when running; currently closed)

- Grandparenting applications workflow (includes numbers at scrutiny, numbers pending registration fee)
- Grandparenting applications received (by profession)

**CPD**

- CPD process (includes number selected for audit, received profiles and assessed profiles)

**Registration telephone call and email workload**

- Registration telephone information (includes received calls against forecasts, answered calls, abandonment rate)
- UK and international emails received

**Registration appeals\***

- Registration appeals received (by route to registration / category)
- Registration appeal decisions
- Registration appeal status

### Appendix 3: Data which would no longer be included in regular reporting to the Council

This table outlines the data currently provided in reporting to Council that would no longer be provided to Council on a regular or routine basis. An explanatory commentary is included.

Directorate	Data	Commentary
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Events – overview of events</li> <li>• Events – attendees at Meet the HCPC events - delegates by profession</li> <li>• Publishing – Public awareness packs requested</li> <li>• Publishing – HCPC In Focus – distribution</li> <li>• Publishing – Registration logo – number of downloads</li> <li>• Publishing – Standards of proficiency – hard copies requested by profession</li> <li>• Publishing – Top five requested publications</li> <li>• Web – HCPC website visits</li> <li>• Web – Register activity – search result page views</li> <li>• Digital and social media – HCPC mobile apps</li> <li>• Digital and social media – HCPC mobile app – Register searches</li> <li>• Digital and social media – HCPC You tube channel activity</li> <li>• Digital and social media – Followers across social media platforms</li> <li>• Digital and social media – Twitter – followers vs tweets</li> <li>• HCPC blog – top ten page views for reporting period</li> </ul>	<p>This data is proposed to be removed because the Executive considers it is operational and more detailed than that required to assist the Council in its role.</p> <p>It is proposed that an annual paper be considered by the Council looking at stakeholder engagement.</p>

	<ul style="list-style-type: none"> <li>• HCPC blog – top ten page views since established</li> </ul>	
<b>Education</b>	<ul style="list-style-type: none"> <li>• Reasons for approval visits</li> <li>• Approval visits by profession</li> <li>• Overview of approval visits (number of visits, number of programmes)</li> <li>• Overview of annual monitoring audit submissions (number of audits, number of programmes considered)</li> <li>• Overview of major change submissions (number of notifications, number of programmes)</li> <li>• Overview of workload, number of cancelled cases</li> <li>• Overview of concerns about approved programmes (Includes outcomes)</li> </ul>	<p>This data is proposed to be removed from the regular performance reporting as the core data set is considered sufficient to allow the Council to assess operational performance.</p> <p>It is anticipated that the Education Directorate may report in more depth to the Education and Training Committee (subject to ongoing discussions about the Committee’s role).</p>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Variance commentary on smaller departments</li> <li>• Income by profession</li> <li>• Capital expenditure page (project capital expenditure will still be shown)</li> </ul>	<p>This data is proposed to be removed from the regular performance reporting as the core data set is considered sufficient to allow the Council to assess financial performance.</p>
<b>Fitness to practise</b>	<ul style="list-style-type: none"> <li>• Scheduling forecast and management information summary</li> <li>• Scheduling activity overview: Cases scheduled this month for future months</li> <li>• Hearing days and witnesses</li> <li>• 405 Kennington Road capacity</li> <li>• Panel hearings decisions (preliminary and final hearings)</li> </ul>	<p>This data is proposed to be removed from the regular performance reporting as the core data set is considered sufficient to allow the Council to assess operational performance. The Executive has concluded that issues in these areas would flow through into other measures included in the core data set. Where relevant and necessary,</p>

		these areas could be addressed in management commentary.
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Partner roles – Numbers (breaks down registrant and lay and by role type)</li> </ul>	<p>This data is proposed to be removed from the regular reporting as the Executive considers that it does not assist the Council in monitoring and assessing performance.</p> <p>Partner numbers are included in the turnover data proposed to be retained in the performance report.</p>
<b>Information technology</b>	<ul style="list-style-type: none"> <li>• IT service availability</li> </ul>	<p>This data is proposed to be removed from regular reporting as, on a routine basis, it does not assist the Council in monitoring and assessing performance.</p> <p>Any gaps in service availability which have significantly affected operational activities would be reported by exception in the commentary.</p>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• International registrations</li> <li>• New UK registrations</li> <li>• Renewals information (includes numbers of notices sent, number of reminders sent)</li> <li>• Number of registrants with supplementary prescribing rights</li> <li>• Number of registrants with independent prescribing rights</li> <li>• Project management scorecards</li> </ul>	<p>This data is proposed to be removed from the regular reporting as the core data set is considered sufficient to allow the Council to assess performance.</p> <p>The '(new) international registrations' and 'new UK registrations' data has been proposed to be removed as this data is already included in another part of the core data set.</p>



	<ul style="list-style-type: none"> <li>• Business process improvement – Audit schedule</li> <li>• Office services – Mail service</li> </ul>	<p>It is anticipated that the Registration Department may report in more depth to the Education and Training Committee (subject to ongoing discussions about the Committee’s role).</p> <p>Business Process Improvement reports external audit activity to the Audit Committee on a regular basis.</p>
<b>Secretariat</b>	<ul style="list-style-type: none"> <li>• Number of customer service (organisational) complaints.</li> <li>• Number of Freedom of information (FOI) and Data Protection Act (DPA) requests.</li> </ul>	<p>This data is currently included within the commentary provided by the Secretariat.</p> <p>Reports on customer service feedback and information governance (incorporating freedom of information and data protection act requests) would be considered by the Council on an annual basis.</p> <p>Customer service feedback is reported to the EMT on a monthly basis. Information governance would be reported to the EMT on a quarterly basis.</p>

**Appendix 4: Less frequent performance reporting to Council / Education and Training Committee**

<b>Directorate</b>	<b>Report</b>	<b>Frequency</b>
<b>Communications</b>	Stakeholder engagement report	Yearly
<b>Education</b>	Education annual report (To Education and Training Committee)	Yearly
<b>Finance</b>	HCPC annual report and accounts	Yearly
	Budget	Yearly
	Five year plan	Yearly
<b>Fitness to practise</b>	Fitness to practise annual report	Yearly
<b>Operations</b>	Continuing professional development audit report	Biennial
<b>Policy and Standards</b>	Professional Standards Authority Performance review report (Paper co-ordinated with other directorates on PSA performance review report)	Yearly

<b>Secretariat</b>	Customer service feedback report (includes organisational complaints).	Yearly  A report on organisational complaints is considered on a monthly basis by the EMT.
	Information governance report. This includes information about FOI and DPA requests and any data breaches reported	Yearly  Any data breaches reported to the Information Commissioner's Office would be detailed in performance commentary.  A report on information governance is considered on a quarterly basis by the EMT.