General
Medical
Council

Agenda item:	5
Report title:	**Revision to Corporate Reporting in 2017**
Report by:	**Melanie Venables**, Head of Corporate Business Planning, OCCE melanie.venables@gmc-uk.org
Action:	**To consider**

Executive summary

Following fair challenge to the robustness of reporting on the progress of corporate projects and council priorities we are seeking to make immediate changes to one element of our projects RAG system [for "Progress"] and to improve the structure and quality of commentary on exceptions to plan.

We propose to do this immediately and without the need for technical changes to our underlying project reporting technology through a revision of the criteria for reporting against progress. This will now include an assessment on delivery against the anticipated benefits of the project in relation to stakeholder reception, impact and support.

Recommendation

The Performance and Resources Board is asked to consider the proposal for immediate changes to our reporting against the 2017 business plan. An example of the revised Council Priority Report (which is annexed to the Chief Operating Officer's Report to Council) format is at Annex A. This will be replicated in all corporate project reporting throughout the business.

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Issue

1   The purpose of our corporate reporting is to provide timely, accurate and meaningful information to the Executive and Council, so that we can ensure the organisation is on track to meet our stated objectives. During 2017, we will be developing our performance measurement framework to allow us to report effectively against the new corporate strategy from 2018 onward.

2   In the meantime, and in response to fair challenge on the "progress" element of our reporting by the incoming Chief Executive, we propose to introduce some immediate changes so that our reporting against the 2017 business plan to the Performance and Resources Board (PRB) and Council is more relevant and better reflects whether we are achieving the stated aims and business case of the projects and programmes we are delivering as well as the timeliness, cost and resource elements of that delivery.

Background

3   A Red/Amber/Green (RAG) system for progress, cost, resource (and forecast position), was introduced in late 2015 to allow us to report more consistently on the delivery of activities in our 2016 business plan and Change Programme portfolios. In tandem we have implemented a project management system (Planview), which gives us a wider range of information for reporting purposes.

4   Our current "progress" RAG rating is based primarily on the timeliness of delivery against the milestones and delivery dates agreed in the original business case for projects overseen and signed-off by PRB.

Proposed Solution

5   We now want to move along the project reporting maturity curve and include delivery of anticipated benefits/business case in addition to timeliness in the "progress" RAG we are using. This will include stakeholder reaction and support for changes and issues that may have arisen through implementation.

6   We routinely record information about the intended benefits of, and reason for, a new project and projects are reviewed at 'check points' called stage gates. One of the aims of stage gates is to check whether the project's benefits are still achievable and relevant, and to review whether there is still business justification for the activity. We also consider issues with delivery and challenge to project success. We will use this and our ongoing monthly monitoring processes to agree an assessment with project leads on whether corporate projects and Council priorities:

   a   On track to achieving the benefits/business case and within stated project deadlines – including delivering the change/impact envisioned in the business case

    b On budget

    c In possession of the correct resources, be that number and/or skillset of people, to deliver the project.

7   We will also revise the detail and structure of commentary so it is clearer for Council/PRB to see what action is being taken by the Executive to manage the impact of any issues with progress. This will provide assurance more consistently on how we are managing impact on our stakeholders, and on achieving our overall objectives as defined by a project's benefits.

8   The changes to the Council Priority report [example at Annex A] can be implemented immediately, once agreed. They would take effect in April's Chief Operating Officer's Report to Council. Underlying progress reporting to PRB would also be changed immediately for the next PRB of the year.

9   Other ideas for being able to communicate this kind of progress reporting were considered [including creating a new Issue RAG linked the corporate new Issue Log] but discounted due to added complexity of reporting for project managers; ease of understanding for those receiving the reports; and the need to change/work outside existing project monitoring technology. The Chief Operating Officer and Assistant Director for Risk and Assurance have been consulted in forming this proposed solution.

Implementation steps

10   If agreed, changes will be communicated to the rest of the business by the Corporate Business Planning team. Any additional information will then be gathered through Planview and monthly monitoring meetings with project leads. No systems changes will be needed, though there will be some re-training for Corporate Business Planning Managers, focusing on the communication element of assessing and interrogating the benefits and quality angle of delivery.

11   Much of the processes to gain assurance that projects are on track and relevant, such as stage gates, already exist. Our focus in 2017 will be on using these to full effect and aligning wherever possible with all of our corporate reporting – especially risk and issue logs at project, directorate and corporate level. These changes are therefore relatively minor to implement, but are an important shift towards a more robust approach to corporate oversight of projects.

Other complementary work in 2017

12   As part of our work to enhance our corporate reporting, during 2017 we will develop our performance measurement framework to enable us to report effectively against

our 2018-2020 corporate strategy. This will include developing Planview Phase 2, and reviewing our Service Level Agreements (SLAs) and Key Performance Indicators (KPIs). The Performance and Resources Board will be given reports on the progress of all these initiatives throughout 2017.

COO Report

Options for revised Annex A

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Key to RAG ratings

Progress

- 🟢 Green - Project on track compared to anticipate timescales, benefits and overall business case
- 🟡 Amber - Change to project delivery but without overall change to timescales, benefits, or negative impact on overall business case
- 🔴 Red – Not on track to meet planned timescales and / or benefits and overall business case
- ⚫ Complete / cancelled

Cost

- 🟢 Green - Project cost within 5% tolerance of original cost
- 🟡 Amber – Project cost is under / over spending by between 5% - 10% [NB only an overspend of £50K or more will affect overall status]
- 🔴 Red – Project cost is under / over spending by more than 10% [NB only an overspend of £50K or more will affect overall status]
- ⚫ Complete / cancelled

Resource

- 🟢 Green – Relevant skillsets and resource secured to deliver the project
- 🟡 Amber – Relevant skillsets and resource are not secured / being secured but this will not impact on the project delivery or quality overall
- 🔴 Red – Relevant skillsets and resource not secured, with negative impact on project delivery and/or quality
- ⚫ Complete / cancelled

Overall RAG status

- 🟢 Green – 4 greens or 3 greens + 1 amber
- 🟡 Amber – >1 amber
- 🔴 Red – Any combination with a red for the progress/resource/issues RAG **or** the cost RAG has an overspend of £50k or more
- ⚫ Complete / cancelled

10) Develop the Register and deliver Data Strategy Phase 2

	Overall Priority Status	Previous Period	Current Period	Trend	Next period
		🟥	🟨	⬇	🟩

Linked Strategic Aim(s)	• **Strategic aim 1: Make the best use of intelligence about doctors and the healthcare environment to ensure good standards and identify risks to patients**
Delivery Activities	• DS 1. Unstructured qualitative data • DS 2. Common & core dashboard development • DS 3. Sharing GMC data externally • DS 4. Organisational approach to key data capture • LRMP development

EXAMPLE ONLY

LRMP development		Owner: Paul Buckley	Corporate Project		
Last period	**Current period**			**Forecast period**	

Overall status last report	Progress	Cost	Resource	Overall Status	Trend	Forecast overall status
R	R	G	A	R	⇨	A

Summary comments (including trend)	Overall status was red for the last reporting period, due to high number of consultation responses, and lack of resource for analysis. We extended the deadline of the project to allow for this and will report on key themes from the consultation in December 2016, with a further full update and final analysis report in the new year. The resource issue is currently not as critical, however the negative responses received may affect our approach, and this is leading to some negative reputational impact which is being managed. The benefits to the register we envisaged in the original benefits and overall business case are not likely to be deliverable.
Exception explanation	**Resource** We have secured resource to deliver the interim report to Council in December, but given the level of responses received need further resource to complete the consultation analysis and deliver a full report in February 2017. **Progress** We need time to take stock of the responses and consider the most appropriate way forward balancing the consultation feedback with Council's strategic view of our role in promoting patient safety. The proposals in their original form are unlikely to be implemented. We may be constrained in our ability to implement the full scale of changes to the Medical Register. Patients and the public may not receive the full benefits of our sharing information about doctors. However, we need to balance the sharing of information with how this may negatively impact on doctors.
Executive action	*What are the key decisions arising from the exceptions raised?* We are managing the negative comments through communications to respondents that will clarify the intention of our consultation proposals. In particular we are planning to publish a blog in January 2017. In February 2017, we will present Council with the final report, and recommendations for the most appropriate way forward. This will need to take account of overall strategic direction, communications with key stakeholders and a revised timeframe for delivery if necessary.
Forecast explanation	There is no change to the project scope at this time. The Academy is supportive of proposed work on scope of practice, and we will focus efforts on this work stream, which also received favourable response in the consultation. However, the forecast remains amber due to potential changes to the timetable for delivery.