

---

## Key Performance Indicators 2022

---

### Executive summary

Our current Key Performance Indicators (KPIs) were agreed in May 2021.

Following a review, this paper proposes changes to the KPI's for the Council to adopt and monitor from July 2022.

<b>Decision</b>	Council is asked to agree the KPI's it will monitor from July 2022. Council is also asked to agree that the KPIs should continue to be reported quarterly.
<b>Previous consideration</b>	The Council took part in a workshop to discuss KPI requirements in April 2021, and approved a set of KPIs in May 2021. It was agreed that the KPIs would be reviewed following one year of monitoring.
<b>Next steps</b>	The Executive will present the first data set and narrative for the new KPI set at the July Council meeting.
<b>Strategic aims</b>	This paper is relevant to all strategic aims. The proposed KPIs have been aligned under the most relevant strategy aim.
<b>Financial and resource implications</b>	None as a result of this paper.
<b>Author</b>	Claire Amor, Secretary to Council and Head of Governance <a href="mailto:claire.amor@hcpc-uk.org">claire.amor@hcpc-uk.org</a>

## Key Performance Indicators 2022

### 1. Introduction

- 1.1 Key Performance Indicators (KPIs) are a discrete set of ‘critical’ measures which relate to the overall performance of the organisation.
- **Key** – having too many indicators dilutes the attention needed to the ‘key’ measures being those that point to the fundamental health of the HCPC.
  - **Performance** – measures need to be linked to our performance and be measures we have the power to improve against.
  - **Indicators** – information is needed as to whether the performance is above or below the expected performance range and why.
- 1.2 Council have monitored KPIs for a number of years. In 2021 the Council agreed a new approach to performance data reporting which delegated some assurance provision to its committees and focused the Council’s oversight on a smaller number of strategically significant KPIs.
- 1.3 The Council held a workshop in early 2021 to steer the Executive on the principles of KPI development. These are summarised below.

Council reflected on a unified ‘golden thread’ approach of linking strategy, strategic risk, planning and performance.	If the PI’s and KPI’s and Committee/Council relationship was working well, Council only needed a high-level oversight.	KPI’s should be indicators of strategic aims, but do not need to cover everything, and don’t need to be attributed to every strategic risk.
Council preferred a small number of KPI’s that are strategically placed across the organisation and agreed that there should be around 10-15 KPIs.	The importance of measuring outcome as opposed to input.	A need for narrative around achievement trajectory.
Importance of KPI’s being easy to understand, able to raise red flags, provide direction of travel.	The importance of the actual reporting mechanism not impeding on the efficiency of the organisation.	Registration metrics should be demand led, what registrants expect in terms of service.
ETC should seek quality indicators for education monitoring, rather than purely process based.	PRC should monitor Partner metrics, more detailed financial metrics such as reserves levels, employee EDI metrics and data on employee progression and retention.	KPI’s should not be regarded as set in stone and should adjust as we progress.

- 1.4 When setting the KPIs, Council agreed that these would be reviewed each year, alongside the setting of the annual Corporate Plan. This paper presents the Executive's review and recommendations to Council.

## **2. Benchmarking our KPI approach**

- 2.1 As part of the 2021 workshop the Council reviewed the KPI approaches of other regulators. It was noted that organisational approaches to KPIs varied greatly on volume and granularity, and this could be seen as a reflection of the specific circumstances and performance history of each organisation. The Council concluded that for the HCPC a concise set of KPIs should be aimed for with no more than 10-15.

## **3. The role of committee assurance**

- 3.1 Committees have an important role in providing assurance to Council within their agreed remits. The HCPC implemented changes to its governance structure in early 2021, aimed at enabling Council to maintain a strategic focus, with committees seeking assurance on the Council's behalf as part of their remit. As recently noted at Council, these changes are embedding well. The following summarises the data the Committees currently receive.

### **3.2 Education and Training Committee (ETC)**

ETC receives a standing reports on the performance of the Registration and Education functions at each of its meetings (quarterly). These reports include agreed Committee PIs

The minutes from these meetings are presented to Council so any discussions on concern on performance will escalate up, and would also be highlighted by the ETC Chair.

### **3.3 Audit and Risk Assurance Committee (ARAC)**

ARAC receives a wide ranging internal assurance standing report at each meeting that provides data on the following

- Quality Assurance activity and results
- Data loss incidents
- FOI and DPA compliance (and an annual stand-alone report)
- Complaints and response times (and an annual stand-alone report)
- Health and Safety incidents
- Serious Incident Reports
- Single source tenders
- Fraud, bribery and whistleblowing incidents

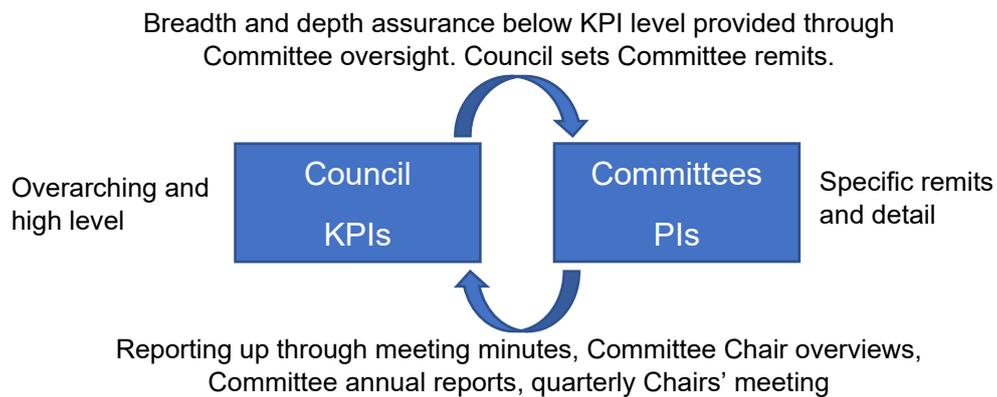
### **3.4 People and Resources Committee (PRC)**

The PRC receives standing reports on the performance of the HR and Partners functions and HCPC' performance as an employer. The Committee also receives the HCPC's management accounts for review.

### 3.5 Remuneration Committee (RemCo)

The Remuneration Committee meets twice a year and does not receive a standing report of data. However, in making the annual recommendation to Council on the pay rise, the Committee receives data on the pay and salary band distribution of employees. If any special leaving agreements are signed the Committee is notified of them at its next meeting.

3.6 The minutes from these meetings are presented to Council so any discussions on concern on performance will escalate up, and would also be highlighted by the RemCo Chair.



## 4. 2022 KPI review

4.1 Taking into account Council's feedback on the utility of the current KPIs and the data reporting capabilities we currently have, the Executive proposes changes to the KPIs as set out in table 1 below.

	Current	Proposed change	Comment
Continuously improve and innovate	<b>1.FtP KPI: % of completed FtP Improvement Projects</b>	<b>1.FtP KPI – the proportion of cases concluded at each stage that are within KPI</b> <ol style="list-style-type: none"> <li>70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt</li> <li>70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer.</li> <li>Data on S.29 appeals and learning points.</li> </ol>	<p>The current measure was set at the beginning of 2021-22 as the FtP Improvement programme was in phase one with 16 projects. The Programme is now in phase two which is focused on embedding the learning from phase one alongside a smaller number of change activities.</p> <p>Therefore, we propose a timeliness measure be monitored. What it tells us: this will provide Council with a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FtP Performance reports. RAG: R: &lt;60% A: 60-70% G: &gt;70%</p> <p>The Executive propose including data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their S29 powers and the number of new PSA s29 learning points received. What it tells us: this will provide Council with a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.</p>
	<b>2.Education KPI: Approvals</b> <ol style="list-style-type: none"> <li>Percentage meeting service standard (30 days) for issuing visitors reports following completion of QA visit</li> <li>Percentage meeting service standard (3 months) to complete the post QA visit process where conditions are imposed</li> </ol>	<b>2.Education KPI – Quality and timely outcomes</b> <ol style="list-style-type: none"> <li>Less than 20% of assessments resulting in conditions / formal requirements</li> <li>30 days or less to provide process reports to the education provider from conclusion of quality activities</li> </ol>	<p>The current measure is focused on timeliness only and the Executive propose to have quality measures reflected in the new KPI. The Education QA processes have changed since the KPI was set.</p> <p>Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R &gt;25%, A 20-25%, G &lt;20%</p> <p>Measure 2 will tell us whether we have Met legislative requirements to deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R &gt;36, A 31-35, G &lt;30</p>
	<b>3.Customer service KPI: Number of complaints and % upheld</b>	No change proposed	What it tells us: This provides insight into potential customer service and performance issues. While we do not have a RAG range for upheld complaints, 50% upheld is the marker between red and green.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Be visible, engaged and informed</b></p>	<p><b>4. Registration KPI: Responsiveness of our registration contact centre (calls, emails, letter)</b></p> <p>1 - Respond to 95% of emails within 2 working days  2 - Respond to 95% of telephone calls  3 - Respond to 95% of postal correspondence within 10 working days</p>	<p><b>4. KPI - Registration application processing efficiency and responsiveness of our registration contact centre</b></p> <p>1 - Decision on 95% of all UK registration applications within 10 working days  2 - Decision on 95% of all international registration applications within 60 working days  3 - Answer 85% of telephone calls  4 - Respond to emails within 5 working days</p>	<p>What it tells us: responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed Registration performance data.</p> <p><b>RAG ratings</b>  KPI 1 and 2 R: &lt;80%, A: 81-94%, G: &gt;95%  KPI 3. R: &lt;70%, A: 70-89%, G: &gt;90%  KPI 4 R: &gt;11 days, A: 6-10 days, G: &lt;5 days</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Promote high quality professional practice Develop insight and exert influence</b></p>	<p><b>5. Professional practice and insight KPI: % of registrants said their practice would change as a result of information gained through a professional liaison learning event</b></p>	<p>No change</p>	<p>What it tells us: This measure focuses on outcomes which highlight the impact of our engagement. An engagement and media reach dashboard is included in the accompanying performance data.</p> <p>Target is currently &gt;50% which the Executive proposes increasing to &gt;60%</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Build a resilient, healthy, capable and sustainable organisation</b></p>	<p><b>6. Finance KPI: Forecast outturn variance % of budget</b></p>	<p>No change</p>	<p>What it tells us: indicates financial grip and control in place and accuracy of forecasting. Target: &lt;2.5%</p>
	<p><b>7. IT KPI: Availability of core IT systems</b></p>	<p>No change</p>	<p>What it tells us: Given the reliance of our core functions on IT systems, this measure aims to indicate the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominately interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available. Target: &gt;99.5%</p> <p>This measure is proposed to be retained while the Executive refine the IT and Digital Strategies.</p>
	<p><b>8. IT KPI: Number of known successful IT network breaches</b></p>	<p>Remove and replace with  <b>8. Sustainability KPI: Energy consumption</b></p>	<p>Council has previously stated this IT measure did not provide any insight into performance as it relates to a never event. All data breaches are reported to ARAC as part of Committee reporting. Therefore, the Executive propose including a KPI on our environmental performance. This is an initial metric, and our ambition is to build the factors we can measure as part of our corporate plan commitment to developing an Environmental Sustainability Strategy and implement a baseline analysis.</p>
	<p><b>9. HR KPI: Voluntary staff turnover</b></p>	<p>No change</p>	<p>What it tells us: this measure is based on permanent establishment leavers and not FTCs. This provides an indicator that could point to cultural issues. Target: &lt;15%. PRC consider more detailed HR metrics.</p>

	<b>10. HR KPI: Average number of days lost to sickness</b>	No change	What it tells us: measure is based on an employee average and excludes long-term sickness. This provides an indicator that could point to cultural issues. PRC consider more detailed HR metrics.
	-	<b>New KPI 11. HR KPI on speed of recruitment.</b>	This measures how effective we are in attracting and onboarding the right talent, which has been an area of challenge in a competitive job market.

## **5. Future KPI development**

- 5.1 While we are agreeing a new set of KPIs to monitor, we should remain open to adjusting these metrics as our strategy progresses and areas of focus change. The Executive suggests that the KPIs continue to be reviewed for suitability each year, alongside the setting of the annual Corporate Plan.
- 5.2 We may also change our KPIs as new data sets become available. For example, our capabilities to report against certain data, such as registrant satisfaction is currently limited as we do not regularly collect data in this way and doing so would have an associated cost.

## **6. Risk**

- 6.1 The proposed KPIs are aligned under the most relevant strategy aim and are relevant to most strategic risks. More specific risks Council will want to consider in agreeing KPIs could be:
- The risk there are areas of the business that are not getting oversight – the Executive consider that the mapping shown to Council of the breadth of Committee oversight should provide the Council with assurance on this risk.
  - The risk Council becomes focused on operational detail at the expense of its strategic remit – Council has given the Executive the steer that it wishes to remain high level and to monitor a small set of strategic KPIs.
  - The risk that the reported data is not accurate – The HCPC's internal auditors BDO LLP undertook a review of KPI reporting in 2020 and this provided assurance that the data underpinning KPIs was accurately reported. However, the review did note that many processes were manual and therefore more open to human error.
  - The risk that reporting requirements become burdensome due to highly manual processes – the Executive is confident the proposals will not present additional burden.

## **7. Decision**

- Council is asked to discuss and agree the proposed new KPI set within table one.
- Council is asked to agree the reporting frequency of the KPIs, the Executive proposes continuing quarterly reporting at the March, July, September and December Council meetings.