

8 June 2023

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## Resources and Business Performance Directorate: April 2023 performance report and project portfolio update

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### Executive Summary

The attached report and appendix provide an update on performance in the areas covered by HCPC’s corporate enabler functions. The covering dashboard report shows performance and trends as at April 2023, with commentary on key issues.

The summary dashboard report shows continued good performance against most performance measures, including staff turnover, IT system availability and security and the performance of the finance function. Average days to hire have improved. The figures on office attendance have improved by a small amount but remain below the benchmark level. Council recently received a report on hybrid working and actions in hand to increase attendance levels.

On projects, costs, benefits and risks are being actively tracked and managed through detailed reporting reviewed by ELT. Workflow changes as part to the FTP phase 2 project have been released. The design phase of the Business Central finance system implementation project have been completed and ELT will be reviewing a paper on 6 June with proposals for release of funding for the next phase. Discovery work by PwC on the review of the partners operating model has been completed and discussed by ELT; we are not establishing project governance arrangements for the next phase including contractual changes potentially arising from the NMC case on partners’ employment status.

The HR Q4 2022-23 KPIs report, pulse survey which are separately on the agenda also form part of our overall reporting suite for the corporate enablers.

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Previous consideration	The Committee reviewed the previous performance report at its meeting on 9 March 2023.
Decision	The Committee is asked to discuss and note the report.
Next steps	The Executive will provide the Committee with regular reports at its future meetings.
Strategic priority	Building a resilient, healthy, capable and sustainable organisation.

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Financial and resource implications	No direct implications from this report.
EDI impact	No direct implications from this report.
Sponsor	Alastair Bridges, Executive Director of Resources and Business Performance <a href="mailto:Alastair.bridges@hcpc-uk.org">Alastair.bridges@hcpc-uk.org</a>



# Resources & Business Performance Directorate Performance and Projects Summary Report

April 2023

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*Note: trend arrows on dashboards adopt following convention: upwards = improvement in performance; flat = no change; downwards = deterioration in performance.*

# 1. Executive Summary

## **April Highlights:**

- Year-end work to close out 2023-24 financial year in progress, with final report for year produced for LET and Council, showing modest deficit inline with recent forecast.
- BC Reimplementation project complete Vision and validate requirements gathering phase with agreement reached on scope and preparati of busies case to ELT for next phase.
- IT incidents resolved within SLA has remained high at 97.3%. The cyber security score declined slightly to 95% as a result of new criteria being added to the assessment. These are being analysed to identify the appropriate remedial actions. There was no downtime or significant disruption to key systems reported.
- Work is underway in the Park House meeting rooms to install new interactive technologies in support of hybrid working.
- Initiation of implementation planning on fees and partners work.

## **Issues and challenges:**

- Following a change to the PCI (Payment Card Industry) technical compliance scan process, parts of HCPC's Microsoft environment have now been classed as non-compliant. Work is underway to mitigate the issues identified by the scan although the underlying level of risk within the systems remains low.
- Business Central: developing business case for BC which is affordable, delivers benefits and gives confidence in delivery, with a pathway through a Phase 2 development towards greater automation of operational income and invoice processing.
- Developing data for office attendance measures against benchmark and increasing "pull" factor of the office through new technology and further strengthening HCPC's workplace culture.

## 2. Operational Dashboard: Apr 2023

People	Value	RAG	Trend
Vacancy rate	9.1%	G	↓
Voluntary turnover rate	16%	G	↓
Average days to hire	33	G	↑

Finance (Mar data)	Value	RAG	Trend
Forecast surplus/(deficit)	-£196k	G	→
Procurement cost efficiencies	£1.2k	G	↑
Invoices paid on time	99%	G	↑

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.3%	G	↓
Key system availability	100%	G	→
Security score	95%	G	↓

Estates	Value	RAG	Trend
CO2 emissions (tonnes)	113.78	Not yet available	↓
Office attendance	13%	R	↑
H&S incidents	1	G	↓

# 3. People Dashboard: Apr 2023

	Value	RAG	Trend
Permanent staff	271	A	↑
FTC staff	27	G	↑
Agency staff	21	G	↑

## Establishment

## Retention & Culture

	Value	RAG	Trend
Turnover	15%	G	↓
Employee relation cases	0	G	↑
Employee Satisfaction (quarterly Pulse survey)	77%	A	→

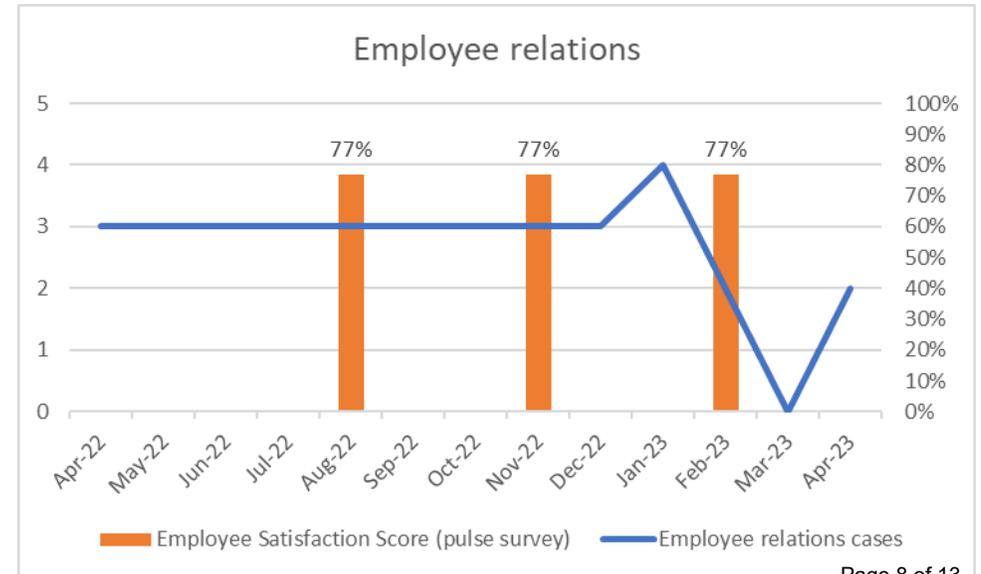
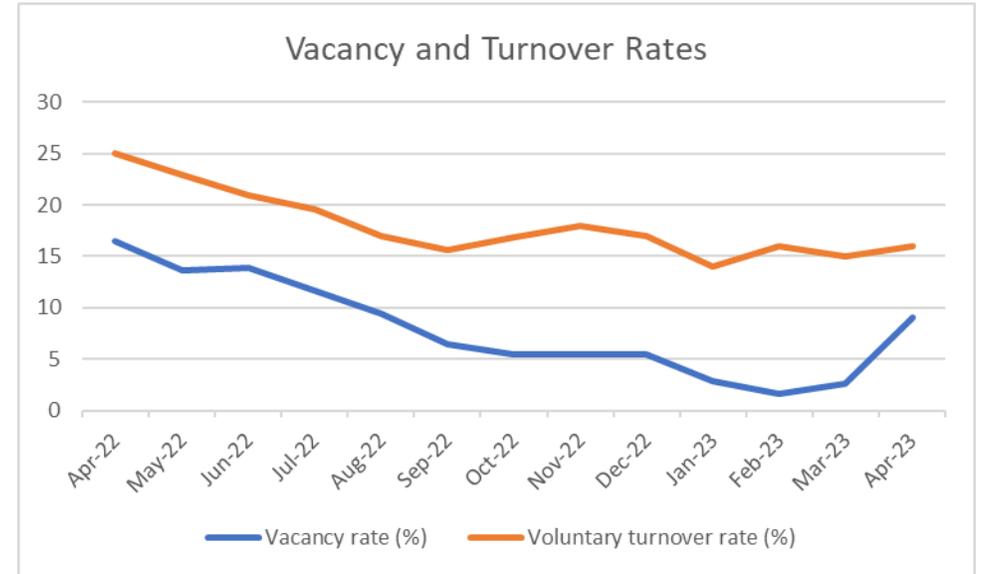
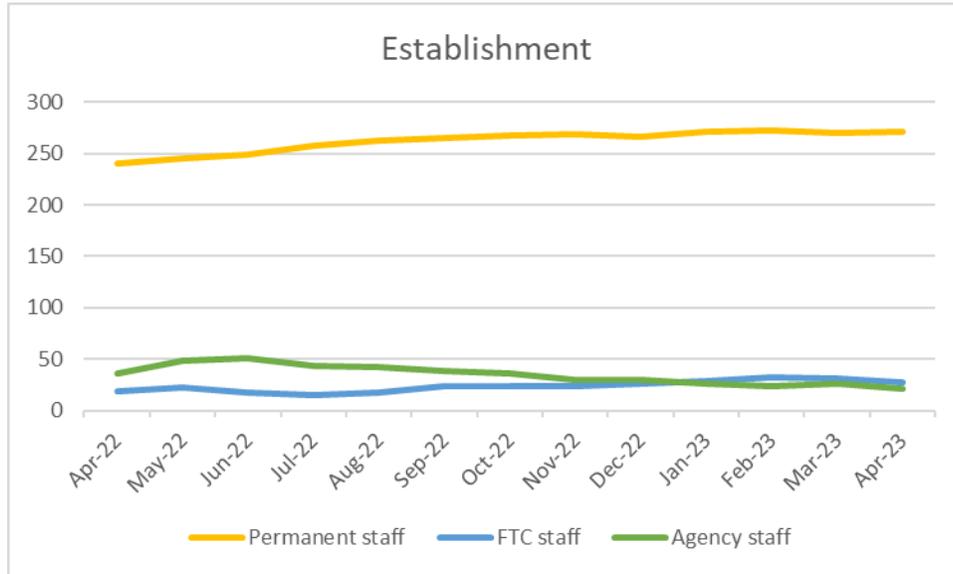
	Value	RAG	Trend
Number of campaigns	1	-	↓
Internal offers made	2	-	↑
Average days to hire	33	G	↑

## Recruitment & Progression

## Commentary

- All pay review letters processed and uploaded to coreHR
- Pension auto-enrolment completed
- L&D budget meetings commenced
- HR recruitment campaigns commenced
- Induction programme for new CEO in progress
- Pay policy launched

# 4. People Trends: Apr 2023



# 5. Technology Dashboard: Apr 2023

	Value	RAG	Trend
Critical priority: avg resolution	0	G	→
High priority: avg resolution	2h 39m	G	↑
Medium priority: avg resolution	22h 55m	G	↑
Low priority: avg resolution	1d 9h	G	↑

## Incidents

## Security

	Value	RAG	Trend
Security Score	95%	G	↓
Servers patched up to date	100%	G	→
Desktop security measure	Not yet available	Not yet available	Not yet available

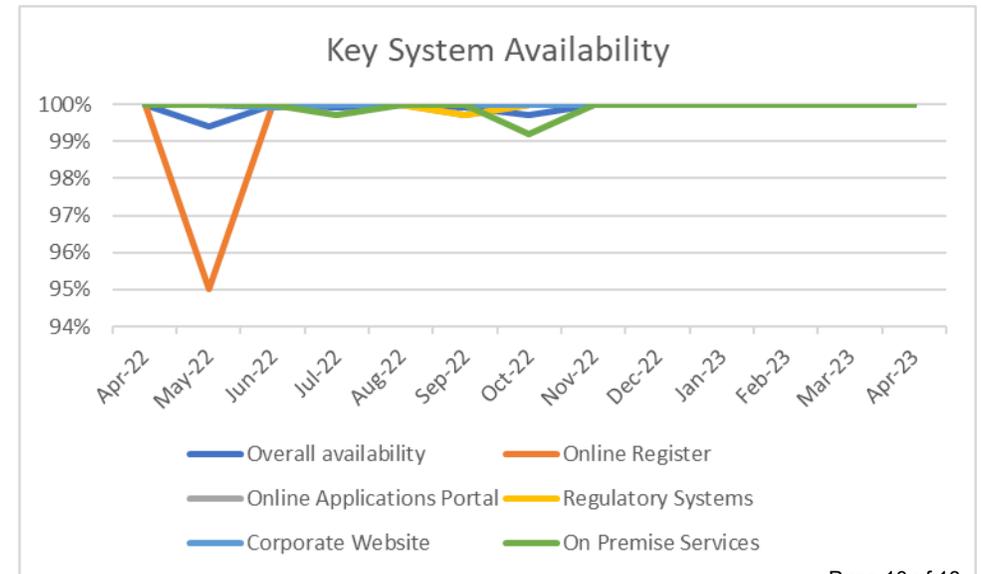
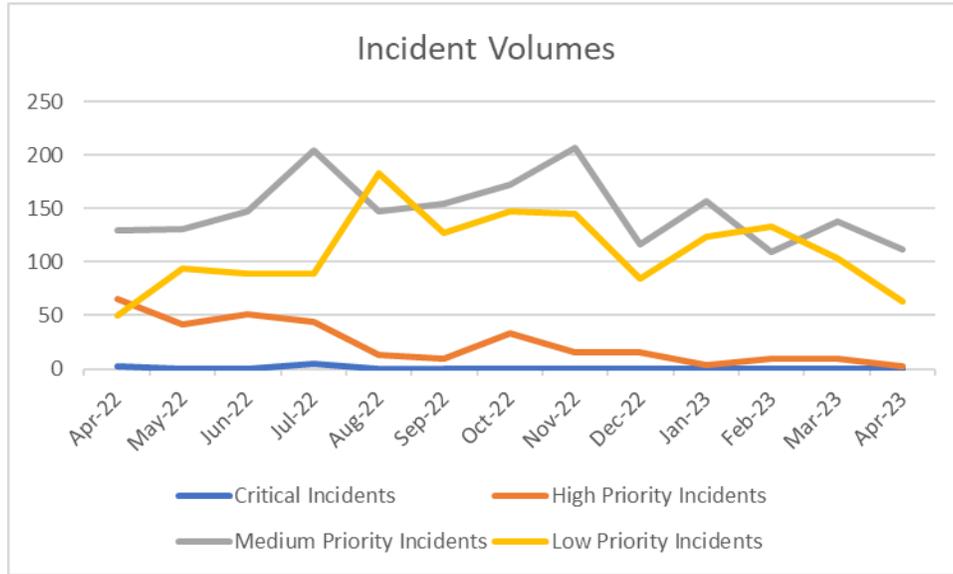
	Value	RAG	Trend
Key system availability: SaaS	100%	G	→
Key system availability: on-prem	100%	G	→
Technical change measure	Not yet available	Not yet available	Not yet available

## Availability & Change

## Commentary

- Incidents resolved within SLA remains high at 97.3%. Average resolution times for high, medium and low priority incidents have all reduced.
- The Azure Security Score declined slightly to 95% as a result of new criteria being added to the assessment. These are being analysed to identify the appropriate remedial actions. There was no reported downtime or significant disruption to key systems during April.
- A PCI compliance technical scan undertaken by NCC identified some parts of HCPC's Microsoft environment that are no longer deemed compliant. We are working with NCC and Microsoft to address the issues identified, although the real level of risk to our systems remain low.
- The IT team will be working closely with Information Governance during May to support the annual ISO27001 audit.
- Work is underway in the Park House meeting rooms to install new interactive technologies in support of hybrid working.

# 6. Technology Trends: April 2023



# 7. Estates Dashboard: Apr 2023

	Value	RAG	Trend
Direct Co2 emissions (tonnes)	113.78	Not yet available	↓
Scope 1 TCo2 emissions (gas)	31.97	Not yet available	↓
Scope 2 TCo2 emissions (elec)	81.81	Not yet available	↓

## Sustainability

## Health & Safety

	Value	RAG	Trend
H&S Incidents	1	G	↓
DSE reimbursements (ytd)	1	-	-
DSE assessments (pcm)	2	-	↓
H&S Training/Awareness	0	-	↓

	Value	RAG	Trend
Desk Utilisation	25%	R	↑
Office Attendances	771	-	↓
Hearings Utilisation	7%	R	↑

## Estates & Facilities

## Commentary

- All office electrical supplies have transitioned from "brown supply" to a new net zero carbon supply via our government framework agreement with crown commercial services from 1st April.
- HCPC presented at the NHS Greener AHP week outlining our progress so far and developing sustainability plans.
- HCPC met with another regulator to share our plans and progress and to support the development of their own sustainability plans.
- Any remaining 33 Stannary street financial arrangements with the Landlord were finalised as per legal agreements
- Our own sustainability and hybrid working progress and momentum has been impacted to meet the critical timelines for the exit of 33 Stannary Street.
- Office Services, working with Finance have reviewed and revised the departmental budget in light 33 Stannary Street exit
- Ongoing works to external decking, damp proofing and preparations for technology installation as part of hybrid working are in progress
- A risk has been identified regarding the manufacture of the 186KPR glazed facade and is under review with specialists.

(Note: Statistics in development)

# 8.1 Business Change Project Dashboard: Apr 2023

## Project Summaries

FTP Phase 2 release 8 has been released completing the workflow changes. The project is now confirming remain deliverables and preparing for the departure of the process consultant.

Business Central scoping phase has now completed and initiation of construct is under planning. The board has reviewed the phase 2 scope items and plan, benefits, risks and budget is being reset. Overall costs of scoping increased and HCPC and KPMG have settled on a final shared figure. An extended delivery time for construct may impact overall budget due to temporary resource costs.

The discovery work being undertaken by PWC on the partners operating model has concluded and planning is getting under way on next steps from the review and resulting from the NMC case.

Following the data and reporting workshop, Business Change is capturing the requirements for the FTP Council report to feed into the next data and reporting workstream.

Review of approach on delivery of Tone of Voice has completed and a process definition workshop is scheduled for May.

A solution architecture is being developed for Online Concerns which includes automatic case creation and EDI capture. An options approach is expected to be shared with the board in June.

## Benefit Dashboard

1,795.0 k



## Risk Dashboard



## Milestone Dashboard



134 Milestones

Complete  
108

On target  
18

At Risk  
2

In Exception  
6

78 Risks

On target  
27

At Risk  
6

In Exception  
1

Closed /Mitigated  
44

66 Benefits

On target  
47

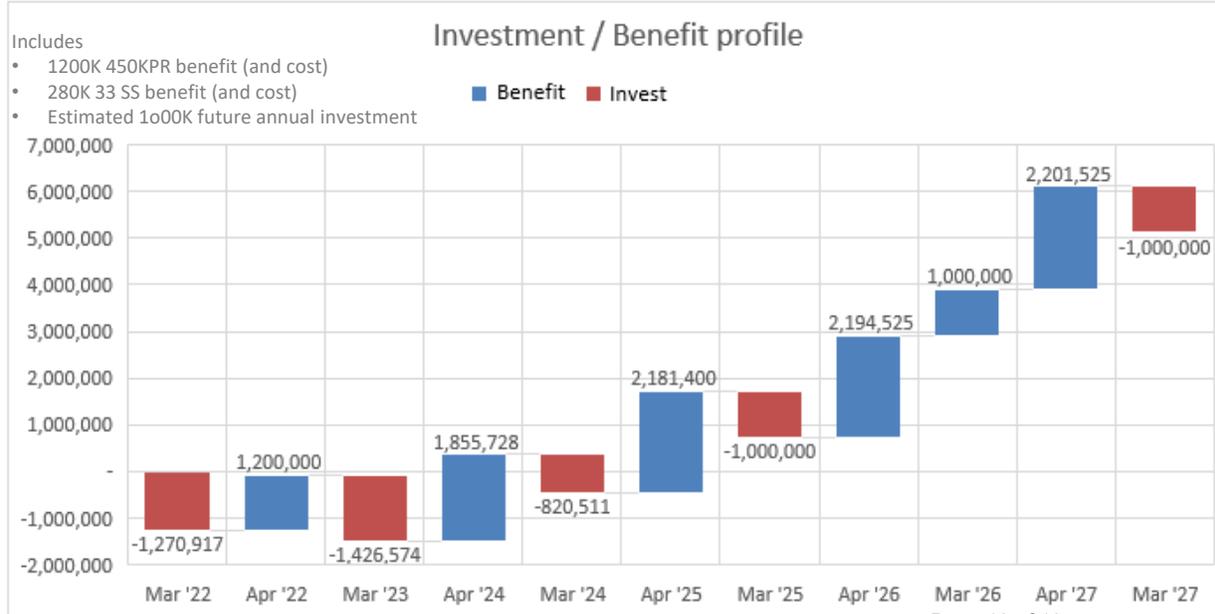
Realised  
4

Proposed  
6

At risk  
9

In exception  
0

Budget / PO Description	2021-22	2021-22	2021-22	2022-23	2022-23	2022-23	2023-24	2023-24	Budget Total	Forecast Total
	Budget Total	Forecast Total	Committed Total	Budget Total	Forecast Total	Committed Total	Budget Total	Forecast Total		
Online Applications (Phase 1)	79,701	79,701	79,701	315,345	80,185	80,185	-	95,907	395,046	255,793
Online Applications (Phase 2)	-	-	-	-	-	-	150,000	150,000	150,000	150,000
FTP Phase 2	43,200	43,200	43,200	230,516	233,159	233,159	-	-	273,716	276,359
FTP Front Loading	-	-	-	-	-	-	50,000	50,000	50,000	50,000
Cloud Telephony	51,918	51,918	51,918	-	-	-	-	-	51,918	51,918
Education Product Development	43,614	43,614	43,614	40,000	-	-	-	-	83,614	43,614
HCPTS Relocation	-	581,203	581,203	-	-	-	-	-	-	581,203
Hybrid Working project	115,474	115,474	115,474	270,000	140,790	111,198	-	23,600	385,474	279,864
Business Central	-	-	-	300,000	127,536	127,536	230,000	303,204	530,000	430,740
Data Excellence	-	-	-	120,000	20,000	20,000	-	40,000	120,000	60,000
Online Experience	-	-	-	50,000	-	-	-	-	50,000	-
Welsh Language Standards	-	-	-	-	-	-	20,000	20,000	20,000	20,000
HR Recruitment Model	-	-	-	-	-	-	25,000	25,000	25,000	25,000
Online Portal Mobile dev comp	-	-	-	-	-	-	-	-	-	-
<b>OPEX Costs</b>	<b>355,807</b>	<b>355,807</b>	<b>355,807</b>	<b>55,000</b>	<b>152,904</b>	<b>148,018</b>	<b>86,000</b>	<b>112,800</b>	<b>496,807</b>	<b>621,511</b>
HCPTS Relocation	355,807	355,807	355,807	-	-	-	-	-	355,807	355,807
Hybrid Working project	-	-	-	-	37,670	32,785	-	-	-	37,670
Tone of Voice	-	-	-	55,000	20,000	20,000	-	-	55,000	20,000
Data Excellence	-	-	-	-	29,353	29,353	-	-	-	29,353
Business Central	-	-	-	65,880	65,880	65,880	76,000	102,800	76,000	168,680
Welsh Language Standards	-	-	-	-	-	-	10,000	10,000	10,000	10,000



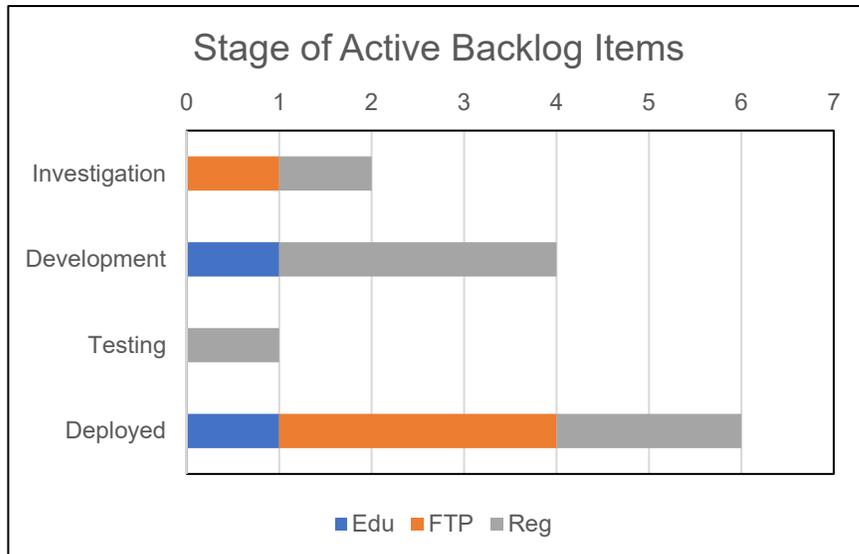
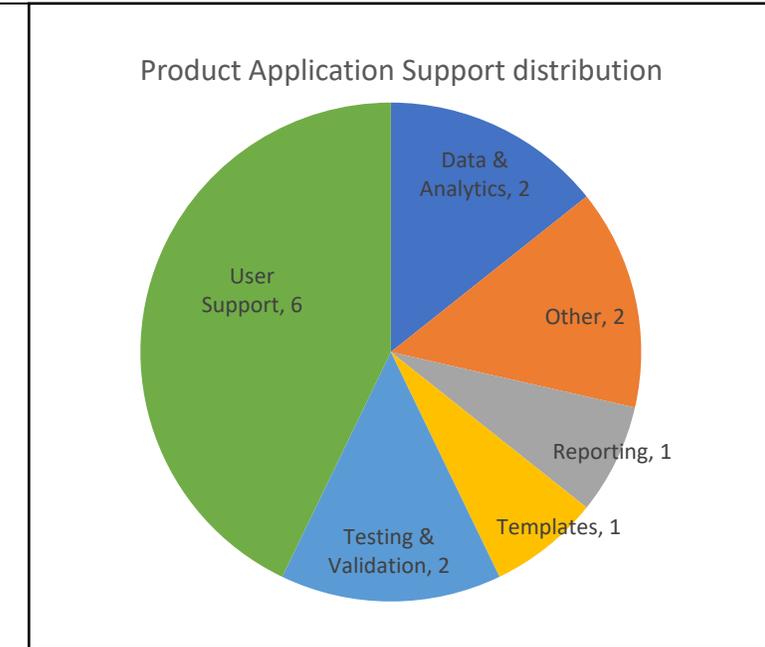
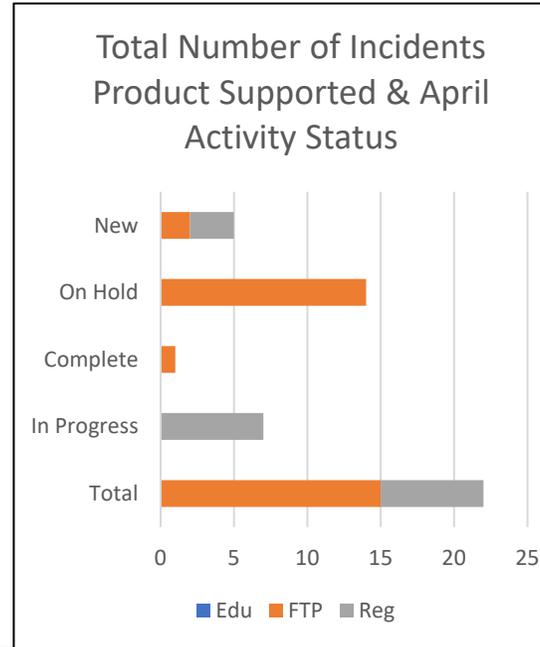
# 8.2 Business Change Product Management Dashboard: Apr 2023

## Core Product Management summaries

- 14 Product Support items in April – a majority continue to be User Support Items for FTP
- 5 new incidents raised in April and in progress
- Aged FTP tickets reviewed end April – actions in progress to resolve
- New sprint cycle started in mid April – majority of backlog items in early stage under investigation
- Team planning session in April to plan backlog process improvements in line with workplan objectives.
- Agile PM foundation and practitioner exams completed by Alice, Ben & Yuki
- 1st Prioritisation meetings for 23/24 held in April for all core regulatory applications

## Upcoming activities

- Completion of items progressing in current sprint cycle
- Meeting with FTP Op managers to support defining process for capturing and assessing business requirements for prioritisation on the backlog
- BC project construct phase due to start
- Data and reporting project progressing
- New estimating approach tested in next prioritisation meeting in May across all core product applications



### Next Prioritisation Meeting

Edu	16 May
FTP	30 May
Reg	23 May

### Change Backlog Summary

	Edu	FTP	Reg	Total
<b>New Requests</b>	0	5	3	8
Active/ In Progress	4	3	10	17
Closed/ On hold	11	51	2	64
Completed	0	1	2	3
YTD Completed	1	6	4	11
<b>Total Open Backlog</b>	24	6	53	83