

7 September 2023

Resources and Business Performance Directorate performance report - Including project portfolio summary

Executive Summary

The attached report and appendix provide an update on performance as at July 2023 in the areas covered by HCPC’s corporate enabler functions and in HCPC’s portfolio of projects. The separate HR performance report on the agenda provides further detail on performance against our people-related KPIs.

The dashboard report shows continued good performance against most measures, with most rated as green or amber. Average days to hire have fallen significantly over the past year and turnover over the year to date is down. Technology measures show good performance, with high levels of availability at or above our KPIs and a strong security score. The figures on office attendance have increased by a small amount though remain below the benchmark level. The Senior Leadership Group recently reviewed the hybrid working policy and agreed on a purpose-driven approach to deciding on office attendance patterns in teams, with accountability sitting more clearly with Heads of Department to determine the best working pattern within the overall corporate policy and objectives.

On projects, priorities within available resources for this quarter have been implementation of the Business Central finance system, continuation of the Online Concerns work, completion of the FTP2 project, capturing data requirements for FTP reporting as part of the data strategy, and discovery phase work on a new HR recruitment module and on FtP front loading. Delivery and benefits realisation for most projects are on track; a risk to the delivery of Business Central benefits in relation to successful completion of data migration is being actively managed and the project remains on track. Work on the new HR Recruitment Module has moved to the right as the result of the prioritisation of available technical resources required for the continuing work on Business Central.

Previous consideration	The Committee reviewed the previous performance report at its meeting in June 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.
Financial and resource implications	No direct implications from this report.
EDI impact	No direct implications from this report.
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Resources & Business Performance Directorate Performance Report

July 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

July Highlights:

- Audit completion meeting held with external auditors Haysmacintyre and NAO with no major issues raised – two material adjustments will be made relating to the removal of our provision for Partners' worker status and restatement of debtors and deferred income due to a change in methodology. The NAO review of Haysmacintyre audit to be completed by 11th August (previous target date of 31st July missed due to resourcing issues from external auditor's side). Council meeting to sign-off on the Annual Report will take place around 5th October.
- The Business Central project is in configuration sprint 5 of 6 with system and acceptance testing due to begin at the start of September. Planning for the migration window in November is in progress as downtime will be required for both Business Central and the Registration system. The data migration stream remains on the critical path and is being monitored daily to ensure progress remains on track. Key resources in IT are on holiday in August, and again in November.
- IT incidents resolved within SLA remained high at 97.3%. There was no downtime or significant disruption to key systems reported. The cyber security score increased to 96%.
- Work is largely complete in the Park House meeting rooms and drop in zone to install new furnishings and interactive technologies in support of hybrid working. We are working closely with our supplier to optimise the sound quality and screen setup in the Collaboration Space.
- Required application changes to support the new fee-increase have been created and are undergoing final testing.
- Discovery work on the FTP Frontloading project has completed and project initiation is underway. The contract of the HR Recruitment module update has been delayed whilst a security due diligence is completed by IT.
- FTP Phase 2 project is now entering the final phase with operational dashboards planned to be deployed towards the end of July and early August. Work is now focusing on the Core Update as a BAU activity.

Issues and challenges:

- The Business Central project has minimal contingency in the time-line, and resources will be constrained over the summer required detailed monitoring of deliverables by the Project team.
- Maintain time to hire performance of 30-40 days following good progress in halving time. Further strengthen recruitment processes, including advertising on specialist platforms to help attract talented, diverse candidates.
- Work continues to address the issues identified by a PCI compliance technical scan undertaken by NCC. The majority of work has been completed, with a rescan due next month. The real level of risk to our systems remain low.
- Office attendance rates remain below the benchmark set by ELT. SLG discussed the organisation's approach to hybrid working at its onsite meeting in July and agreed that this should be purpose-driven.

2. Operational Dashboard: July 2023

People	Value	RAG	Trend
Vacancy rate	8.8%	G	↑
Voluntary turnover rate	15%	G	↑
Average days to hire	30	G	↓

Finance (Apr data)	Value	RAG	Trend
Forecast surplus/(deficit)	£1,382k	G	↑
Procurement cost efficiencies	£0k	A	→
Invoices paid on time	99%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.3%	G	↓
Key system availability	100%	G	→
Security score	96%	G	↑

Estates	Value	RAG	Trend
CO2 emissions (tonnes)	Not yet available	Not yet available	→
Office attendance	15%	A	↑
H&S incidents	0	G	→

3. People Dashboard: July 2023

	Value	RAG	Trend
Permanent staff	268	A	↓
FTC staff	23	G	→
Agency staff	32	A	↑

Establishment

Retention & Culture

	Value	RAG	Trend
Turnover	16%	G	→
Employee relation cases	0	G	→
Employee Satisfaction (quarterly Pulse survey)	78%	A	→

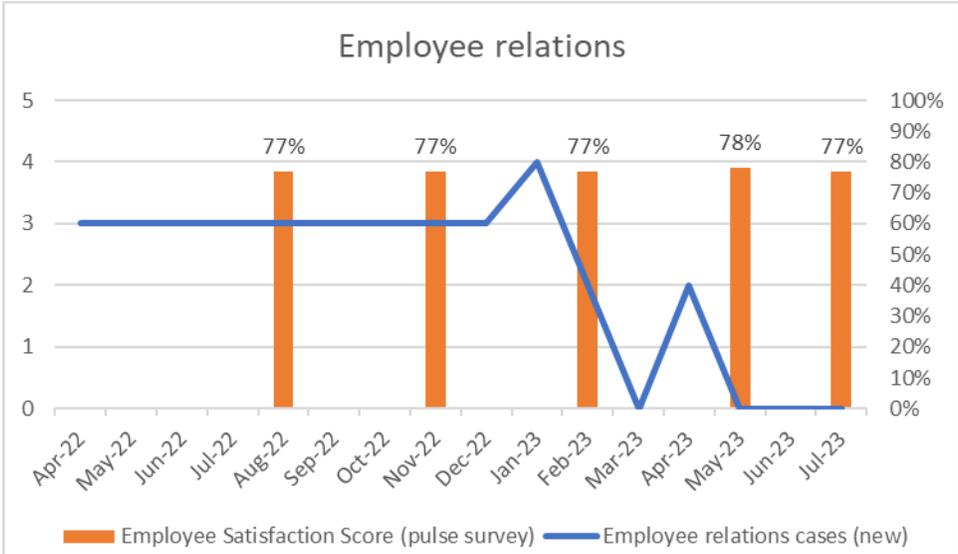
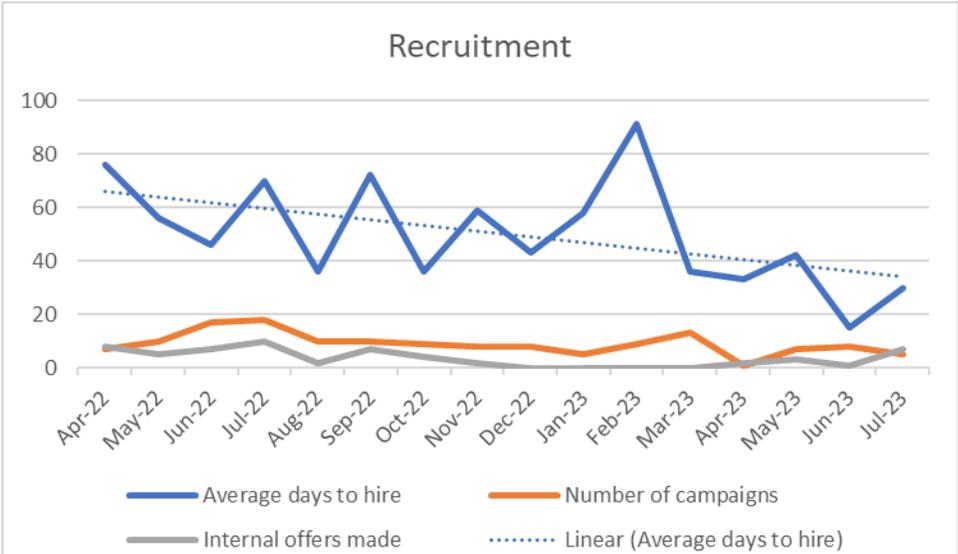
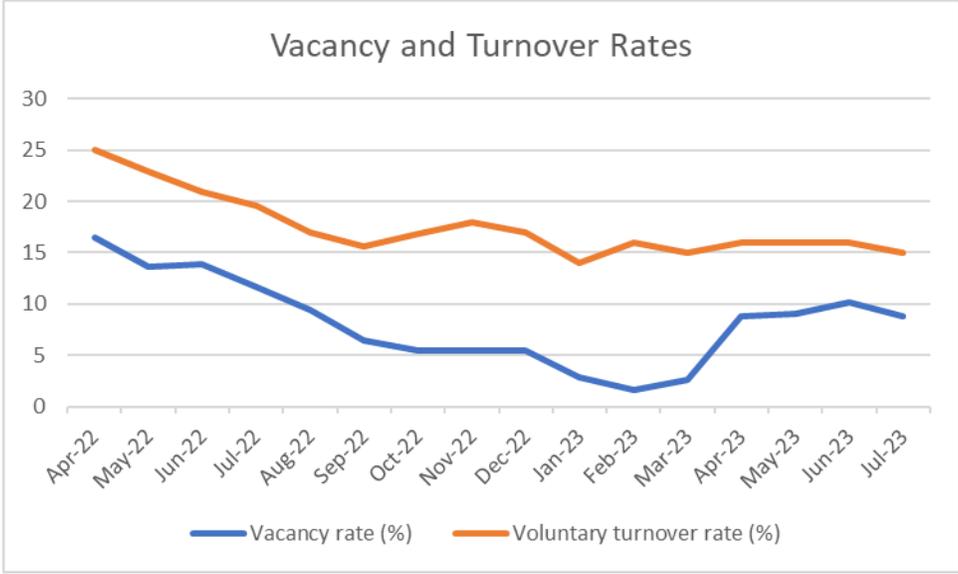
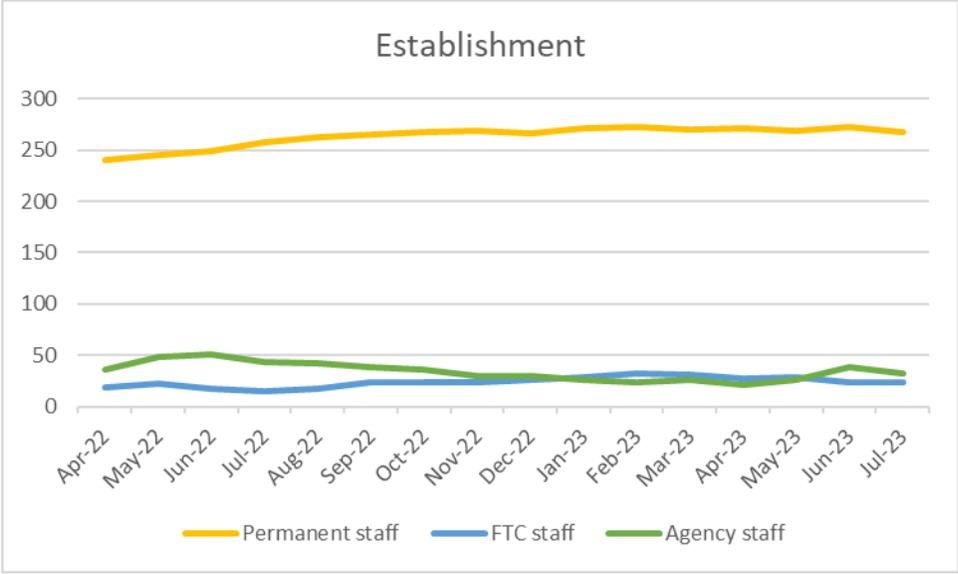
	Value	RAG	Trend
Number of campaigns	5	-	↓
Internal offers made	3	-	↑
Average days to hire	30	G	↓

Recruitment & Progression

Commentary

- Q1 pulse survey launched
- All employee event held (in collaboration with Comms team)
- APDR mid year form revised and simplified
- HR Essentials workshop on difficult conversations
- Employee Forum recruitment
- HR Admin recruitment concluded
- Employee Forum meeting

4. People Trends: July 2023



5. Technology Dashboard: July 2023

	Value	RAG	Trend
Critical priority: avg resolution	0	G	→
High priority: avg resolution	8h 59m	G	↓
Medium priority: avg resolution	1d 23h	G	↑
Low priority: avg resolution	2d 14h	G	↓

Incidents

Security			
	Value	RAG	Trend
Security Score	96%	G	↑
Servers patched up to date	100%	G	→
Desktop security measure	Not yet available	Not yet available	Not yet available

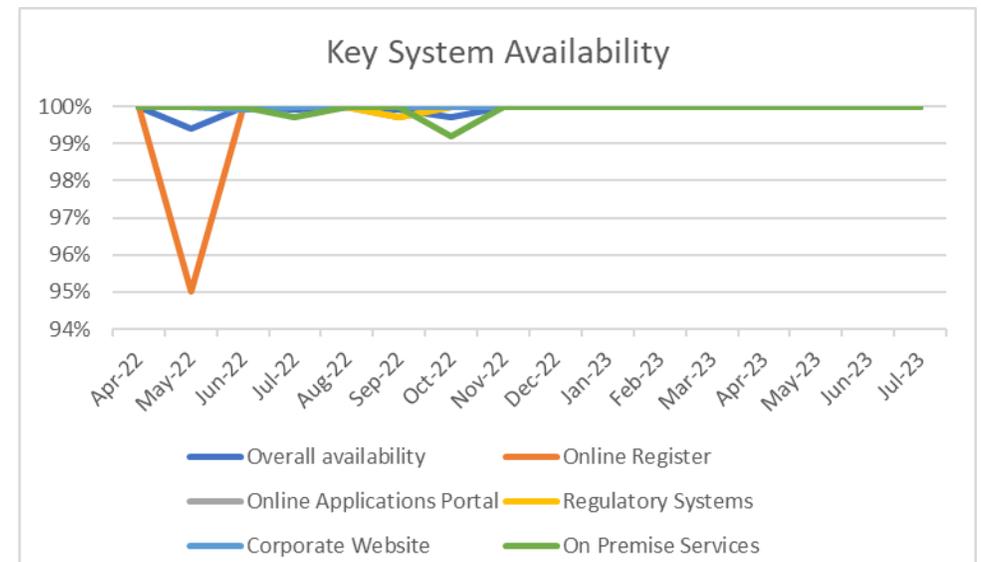
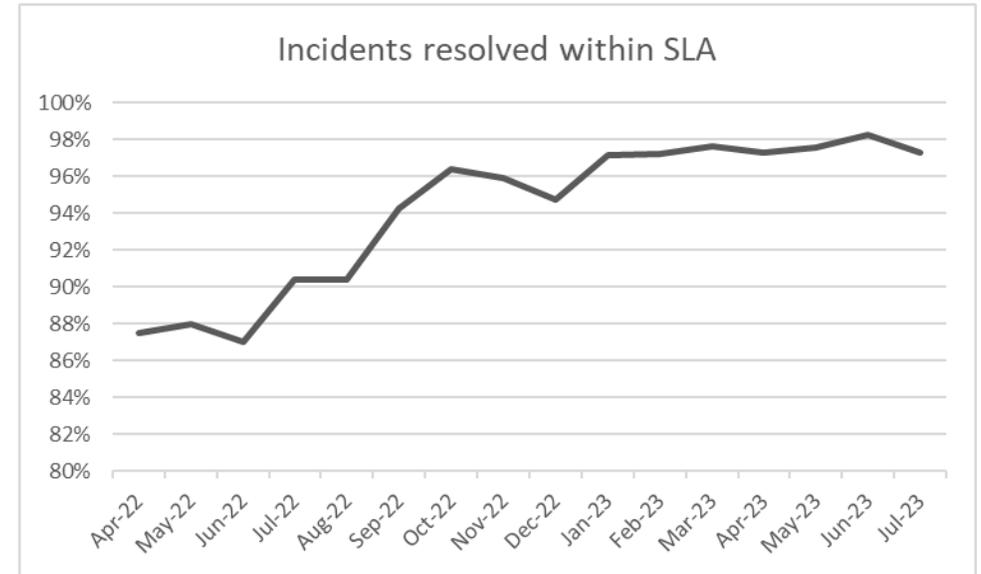
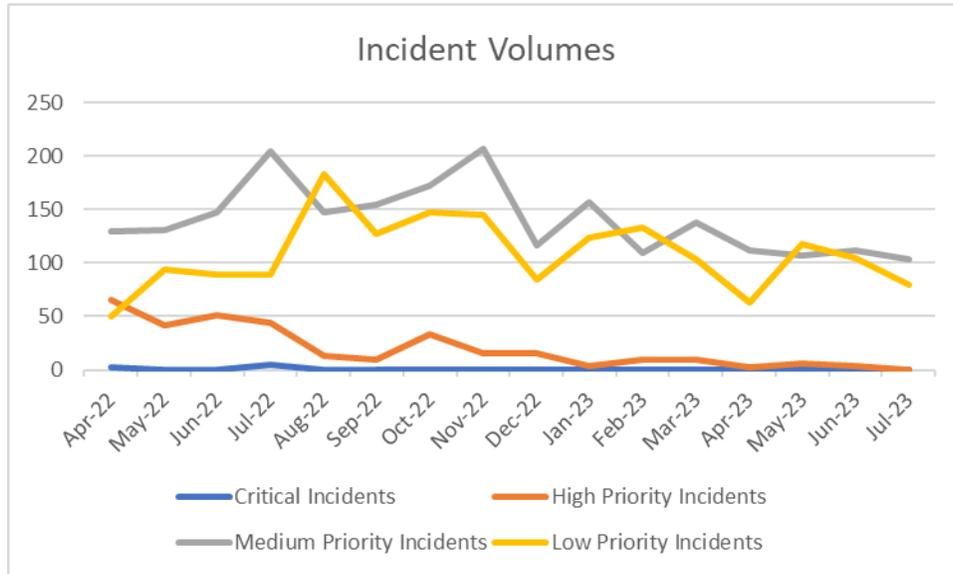
	Value	RAG	Trend
Key system availability: SaaS	100%	G	→
Key system availability: on-prem	100%	G	→
Technical change measure	Not yet available	Not yet available	Not yet available

Availability & Change

Commentary

- Incidents resolved within SLA remains high at 97.3%. Average resolution times for high, medium and low priority incidents are all well within SLA.
- The cyber security score increased to 96% following a number of system and server upgrades.
- There was no reported downtime or significant disruption to key systems during July.
- We are working closely with ACS, our supplier, to optimise the sound quality and screen setup in the collaboration space. Work in the other meeting spaces is largely complete.
- Work continues to address the issues identified by a PCI compliance technical scan undertaken by NCC. A rescan is due to take place next month. The real level of risk to our systems remain low.
- Considerable capacity within the team is being consumed by project portfolio activity, stretching available resources for 'business as usual' work during the holiday period.

6. Tech Trends: July 2023



7. Estates Dashboard: July 2023

	Value	RAG	Trend
Direct Co2 emissions (tonnes)	Not yet available	Not yet available	→
Scope 1 TCo2 emissions (gas)	Not yet available	Not yet available	→
Scope 2 TCo2 emissions (elec)	0.00	G	→

Sustainability

Health & Safety

	Value	RAG	Trend
H&S Incidents	0	G	→
DSE reimbursements (ytd)	23	-	→
DSE assessments (pcm)	3	-	↑
H&S Training/Awareness	4	-	↓

	Value	RAG	Trend
Desk Utilisation	26%	R	→
Office Attendances	864	-	↑
Hearings Utilisation	27%	-	↑

Estates & Facilities

Commentary

- Supported police investigation (Kennington Park Road traffic incident)
- Ongoing mechanical and electrical consultants' feasibility assessment for replacing gas boilers with electric heat pumps on site in line with HCPC's future sustainability plans.
- Organisational communication to enhance onsite support for health and safety (first aid and fire volunteers)
- Council signed off Sustainability policy pending some final amendments.
- Met with FTP to discuss sustainability initiatives to support a cross regulatory forum.
- Reviewed the Office Services Operational Risks with ELT.
- Provided Finance updated utilities forecasting.
- Repaired and enhanced roof access safety systems at 184 Kennington Park Road.

8.1 Business Change Project Dashboard: July 2023

Project Summaries

Preparations for system changes to allow for the Fee increase have been completed and ready to be rolled out on the 1st of December – changes have been included in configuration workstream for the Business Central project.

Discussions started on changes from the Welsh language scheme consultation responses with a formal project commencing in October to deliver the changes to the Telephony voice recordings, and the Online Presence.

HR Recruitment module initiation has been delayed allowing for a full security review on the add-on and will likely conclude in September with the build estimated completion scheduled for the end of November.

Online Applications remains on-hold until new resources join the team in September, however FTP Online concerns continues, and supplier proposals have now been requested following the sign-off of the questions and data capture requirements.

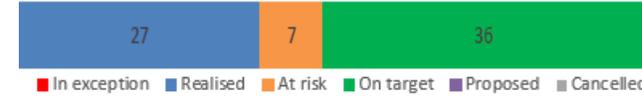
Business Central is in the construct phase with critical focus on data migration validation and deployment window planning for November 2023. Testing phases planned for September and October. Key IT resources are on annual leave during August, but contingency plans are in place.

Requirements have been captured for the FTP Council report for the Data workstream. A proposed approach to simplify data transformation complexities are being reviewed and this may lead to business process changes to ensure key data is updated and is consistent month by month.

FTP Phase 2 work is in the final stages with completion scheduled for August following some minor changes requested by the team.

Benefit Dashboard

£2,182 K



Risk Dashboard



Milestone Dashboard



232 Milestones

Complete 156
On target 47
At Risk 8
In Exception 1
To be planned 20

128 Risks

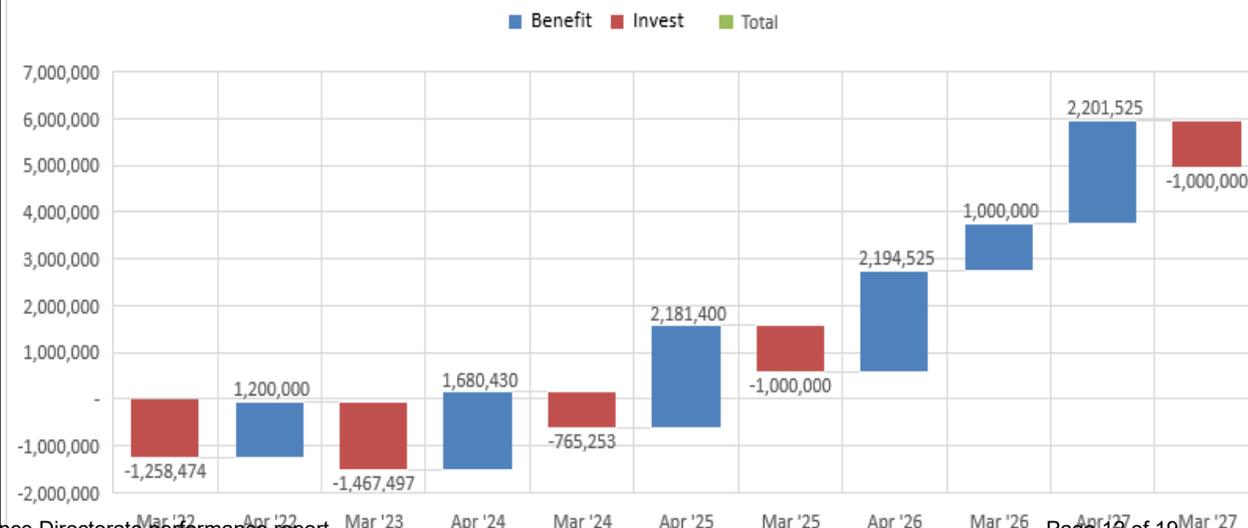
On target 57
At Risk 4
In Exception 0
Closed /Mitigated 67

72 Benefits

On target 36
Realised 27
Proposed 2
At risk 7
In exception 0

Budget / PO Description	Initial Budget Year	Project Code	2021-22 Actual Total	2022-23 Actual Total	2023-24 Updated Budget	2023-24 Forecast Total	2023-24 Actual Total	3-Year Forecast Total	3-Year Committed Total	3-Year Actual Total
Capex Costs			915,110	573,526	540,544	745,253	346,567	2,368,655	2,042,848	1,823,033
Online Applications (Phase 1)	2021-22	MP204	79,701	82,073	-	95,907	-	255,793	159,886	161,774
Online Applications (Phase 2)	2023-24	MP204	-	-	107,000	107,000	-	107,000	-	-
FTP Phase 2	2021-22	MP109	31,030	242,686	8,544	8,544	-	284,903	284,903	273,716
FTP Front Loading	2023-24	MP2301	-	-	50,000	42,440	33,600	42,440	33,600	33,600
Cloud Telephony	2021-22	MP110	51,918	-	-	-	-	51,918	51,918	51,918
New Education QA product	2021-22	MP203	43,614	-	-	-	-	43,614	43,614	43,614
Education Product Development	2022-23		-	-	-	-	-	-	-	-
HCPTS Relocation	2021-22	MP209	581,203	-	-	-	-	581,203	581,203	581,203
Hybrid Working project	2021-22	MP114	115,474	71,431	-	86,181	-	273,086	273,086	273,086
Business Central	2022-23	MP115	-	177,336	330,000	446,362	166,786	623,698	554,638	344,122
Data Excellence	2022-23	MP2201	-	-	-	-	60,000	60,000	60,000	60,000
Online Experience	2022-23		-	-	-	-	-	-	-	-
Welsh Language Standards	2023-24	MP2204	-	-	20,000	20,000	-	20,000	-	-
HR Recruitment Model	2023-24	MP2302	-	-	25,000	25,000	-	25,000	-	-
Online Portal Mobile dev comp	2023-24		-	-	-	-	-	-	-	-
Opex Costs			355,807	87,023	20,000	20,000	-	462,830	443,012	442,830
HCPTS Relocation	2021-22	MP209	355,807	-	-	-	-	355,807	355,807	355,807
Hybrid Working project	2021-22	MP114	-	37,670	-	-	-	37,670	37,670	37,670
Tone of Voice	2022-23	MP2202	-	20,000	-	-	-	20,000	20,000	20,000
Data Excellence	2022-23	MP2201	-	29,353	-	-	-	29,353	29,353	29,353
Business Central	2022-23	MP115	-	-	10,000	10,000	-	10,000	-	-
Welsh Language Standards	2023-24	MP2204	-	-	10,000	10,000	-	10,000	-	-
			1,258,747	660,549	560,544	765,253	346,567	2,831,485	2,485,860	2,265,863

Investment / Benefit profile



8.2 Business Change Product Management Dashboard: July 2023

Change and Optimise

Registration renewal workflow optimisation in progress, with PoC reducing run time from 27 hours to 3 hours. Will be placed in next sprint development.

Mobile phone compatibility being released in phases with sections being prioritised. Renewals and 'My details' aiming for release mid-August.

Investigation underway on portal authentication methods online to improve the user experience and allow users to update their mobile number online.

Reg backlog items were put on hold for 2 weeks so incidents and fee increase development could take priority and have been moved into the next sprint.

Positive outcomes on test planning are being seen from the collaboration between IT and Product teams following the workshop held in June.

Product Analyst producing a test strategy to roll out across the teams to ensure quality control and repeatable testing on both BAU activities and within projects.

Operate and Support

4 Product Application Support items completed in July

Aged FTP tickets reviewed, and 10 tickets will remain pending a Nexus core upgrade.

Reg backlog items were put on hold for 2 weeks so incidents and fee increase development could take priority, those not delivered have been re-prioritised into the next sprint.

Education backlog items have not progressed in previous sprint as revised partner estimates came in above available budget.

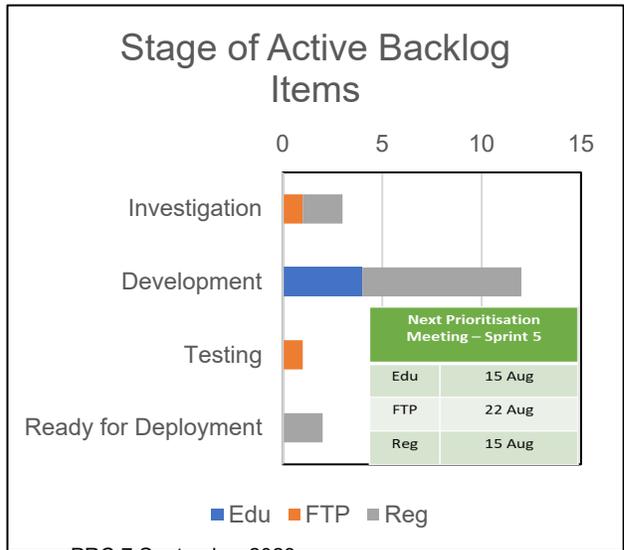
Increase of incidents in Reg with 8 Incidents in progress and 3 completed in July

Core upgrade for Nexus planned for August, which should address several open incidents on hold in FTP

Investigations being carried out in both Reg and FTP to help prevent missed hearings

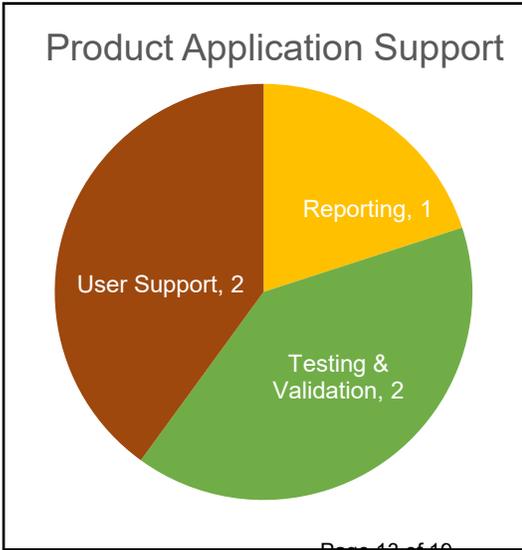
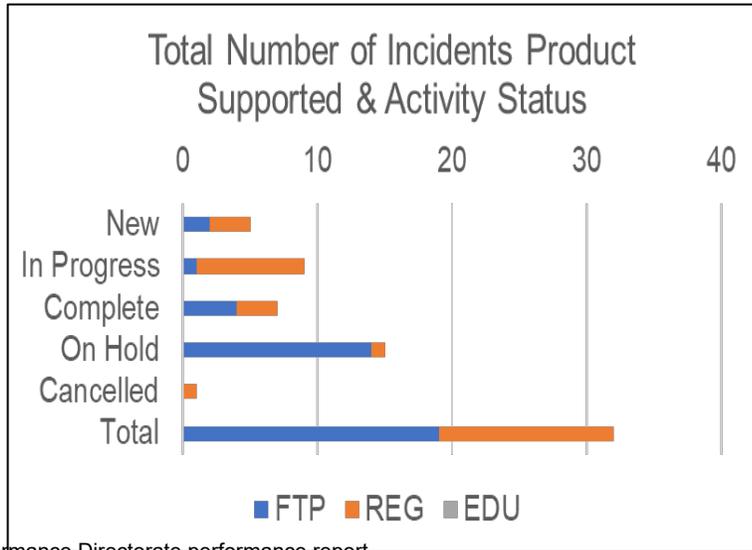
Process to capture IT and Product Management backlog items agreed

Positive outcomes on test planning are being seen from the collaboration between IT and Product teams following the workshop held in June.



Change Backlog Summary

	Edu	FTP	Reg
New Requests	2	1	5
Active/ In Progress	4	2	4
Closed/ On hold	18	52	0
Completed	1	4	0
YTD Completed	1	5	4
Total Backlog	20	12	10



Project investment report

1. Executive Summary

Financials

An investment budget of £561K was approved for FY2023-24 by Council in March 2023. Including the £204 carried forward from bring the total budget under management to 765K.

Actual spend to date this this financial year (including carry over items from last FY) total £347K.

Portfolio

New planned initiatives for FY2023-24 include Online Applications Phase 2, Business Central implementation, HR Recruitment module, FTP Frontloading, Mobile device support for Online Applications and Implementation of Welsh Language standards.

As part of the continuation from FY2022-23, the portfolio includes the completion of FTP Phase 2 and FTP Online Concerns (part of Online Applications).

Other investments under watch include Partner Review, Tone of Voice delivery and Data and Reporting.

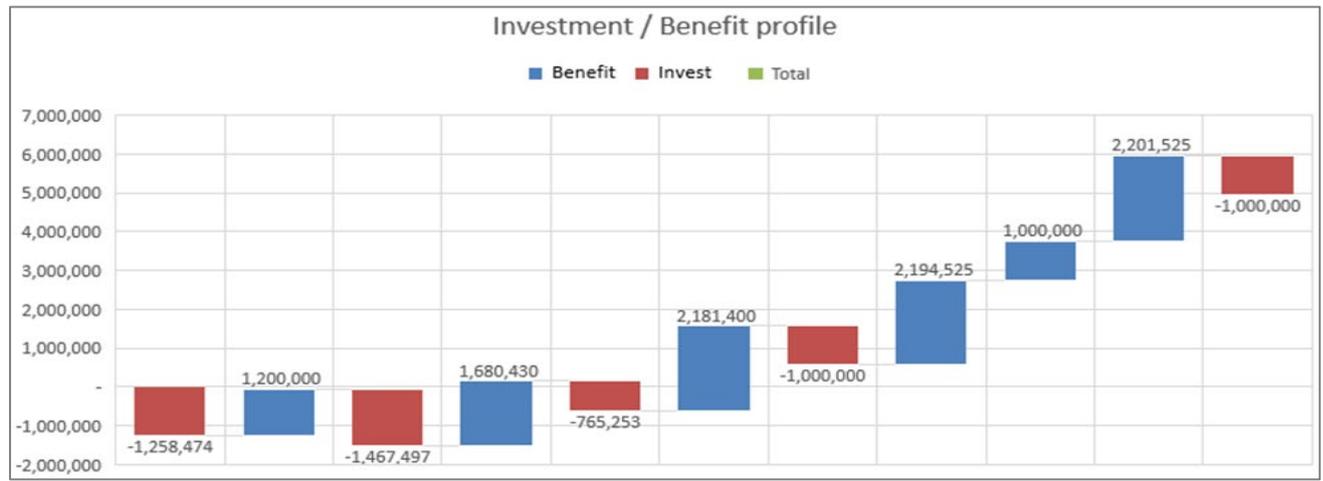
Benefits

£1,680K annual benefits were being realised as of March 2023 (closure of 405 KPR and the new tribunal suite in Parkhouse and Online Applications).

Benefits from other investments in FY 2021-23 will see this grow to an estimated £2,182K annually by end of FY2023-24.

Benefits will be reforecast as part of the mid-year review to reflect the process refinements through BDO engagement, to better reflect financial disbenefits, and to recognise dual running costs which will reduce realisation value in some areas.

Benefits Realisation profile



2. Portfolio Summary

Change and Benefits forum.

The Change and Benefits forum has been established with responsibilities and TOR agreed by the members. The priorities now moves to focus on Corporate outcomes review and the investment planning process to ensure alignment to the Strategic objectives ready for ELT review at the end of the year.

A quarterly meeting was held in July and covered four key topics (1) developing a benefits catalogue, aligned to strategic risks (based on feedback from DBO workshops), (2) request forum members to begin preparing for upcoming investment planning activities, (3) to confirm the terms of reference for the CBF and (4) to update on the deferral activities on the HR recruitment portal.

The board met again in August 2023 to review the Investment planning approach for FY2024-26 agreed with ELT.

Corporate and investment planning

Updates to the Corporate planning milestones are now collated and reported on by Business Change each month and provided quarterly for ELT and Council.

Planning starting on investments for FY2024-26 with a focus on a two-year horizon. Workshops to review corporate plan outcomes will be scheduled in September.

Key project updates

Preparations for system changes to allow for the Fee increase have been completed and ready to be rolled out on the 1st of December – changes have been included in configuration workstream for the Business Central project.

Discussions started on changes from the Welsh language scheme consultation responses with a formal project commencing later in the year to deliver any agreed changes to the Telephony voice recordings, and the Online Presence. The outputs of the Welsh Language standards review will be assessed by the Change and Benefits forum prior to final definition of impact to systems.

HR Recruitment module initiation has been delayed allowing for a full security review on the add-on and will likely conclude in September with the build estimated completion scheduled for the end of November.

Online Applications remains on-hold until new resources join the team in September, however FTP Online concerns continues, and supplier proposals have now been requested following the sign-off of the questions and data capture requirements.

Business Central is in the construct phase with critical focus on data migration validation and deployment window planning for November 2023. Testing phases planned for September and October. Key IT resources are on annual leave during August, but contingency plans are in place.

Requirements have been captured for the FTP Council report for the Data workstream. A proposed approach to simplify data transformation complexities are being reviewed and this may lead to business process changes to ensure key data is updated and is consistent month by month.

FTP Phase 2 work is in the final stages with completion scheduled for August following some minor changes requested by the team.

3. Update on previous risks highlighted.

FTP Online Concerns proposal stage was delayed due a review of technical approach but is now ready to move to the proposal stage.

Team Recruitment has been successful with two new posts (Project Manager and Project Support Office) starting at the beginning of September which will alleviate some risk around workplan deliverables.

Priorities from Regulatory Reform may require the investment priorities to be reset, however this will be reviewed through workshops in the summer.

4. Product updates

Registration renewal workflow optimisation in progress, with PoC reducing run time from 27 hours to 3 hours. Will be placed in next sprint development.

Mobile phone compatibility being released in phases with sections being prioritised. Renewals and 'My details' aiming for release mid-August.

Investigation underway on portal authentication methods online to improve the user experience and allow users to update their mobile number online.

Reg backlog items were put on hold for 2 weeks so incidents and fee increase development could take priority and have been moved into the next sprint.

Education backlog items have not progressed in previous sprint as revised partner estimates came in above available budget.

FTP CMS core upgrade for Nexus planning to commence in August, which should address several open incidents on hold in FTP.

Process to capture IT and Product Management backlog items agreed and will improve visibility of improvement items. Further benefits are improved prioritisation and clearer control of resourcing and budget.

Positive outcomes on test planning are being seen from the collaboration between IT and Product teams following the workshop held in June.

Product Analyst producing a test strategy to roll out across the teams to ensure quality control and repeatable testing on both BAU activities and within projects.

5. Project Indicators

Benefits

Project Benefits	Proposed	On target	At Risk	In exception	Realised	Total	Fin Value
Business Central	-	12	2	-	-	14	115 k
Online Applications	-	-	1	-	9	10	150 k
FTP CMS Phase 2	-	11	-	-	3	14	-
Cloud Telephony	-	-	-	-	1	1	79 k
Hybrid Working pilot	-	-	-	-	7	7	280 k
HCPTC Relocation	-	-	-	-	2	2	1,200 k
FTP Online Concerns	-	9	2	-	-	11	-
Data Excellence	2	1	1	-	5	9	-
FTP FrontLoading	-	2	-	-	-	2	286 k
HR Recruitment Module	-	-	1	-	-	1	50 k
Online Portal (Mobile)	-	1	-	-	-	1	23 k
Total	2	36	7	-	27	72	2,183 k

Risks

Project (Risk Status)	Green	Amber	Red	Closed	Total
FTP CMS Phase 2	6	0	0	17	23
Hybrid Working pilot	3	0	0	0	3
Business Central	19	3	0	28	50
Data Excellence	2	1	0	1	4
Tone of Voice	3	0	0	3	6
Online Concerns	13	0	0	4	17
Online Applications	7	0	0	14	21
FTP Frontloading implementation	4	0	0	0	4
Total	57	4	0	67	128

Milestones

Project (Milestone Status)	Complete	On Target	At Risk	In Exception	Not planned	Total
Business Central	61	31	7	0	0	99
FTP Frontloading	11	0	0	0	1	12
FTP CMS Phase 2	16	3	0	0	1	20
Online Concerns	4	2	1	0	7	14
Reporting and Data	8	0	0	0	7	15
Partner Review	5	0	0	0	0	5
Fees Increase	14	1	0	0	0	15
Tone of Voice	21	10	0	0	0	31
Total	156	47	8	1	20	232

6. Individual Project Progress summary

Online Applications

Scope	Plan	People	Budget
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Project phase 2 not yet started due to resourcing constraints.

Business Central

Scope	Plan	People	Budget
-------	------	--------	--------

On target, plan Amber whilst go-live window is fully defined.

FTP Phase 2

Scope	Plan	People	Budget
-------	------	--------	--------

Completed and entering closure phase.

Reporting and Data (requirements)

Scope	Plan	People	Budget
-------	------	--------	--------

Requirement capture for FTP Council reports complete and shared with Data team.

Online Concerns

Scope	Plan	People	Budget
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Awaiting supplier proposals and finalisation of technical design.

FTP Frontloading

Scope	Plan	People	Budget
-------	------	--------	--------

Discovery phase complete, preparing for Initiation for delivery phase.

Fee Increase

Scope	Plan	People	Budget
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Solution deployed and awaiting confirmation of fee-increase approval

HR Recruitment Module

Scope	Plan	People	Budget
-------	------	--------	--------

On hold pending completion of technical assessment by IT and Digital.