

9 March 2023

Resources and Business Performance Directorate: January 2023 performance report and project portfolio report

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 January 2023, with commentary on key issues.

The summary dashboard report shows good performance against most performance measures, including staff turnover, IT system availability and security. The figures on hybrid working and office attendance, as well as average days to hire, identify areas where further progress is needed.

On projects, all are rated as green and amber, with amber milestones being actively addressed as set out in the commentary. The project portfolio report, attached as an appendix to the main dashboard report, provides further details of progress against HCPC's portfolio of projects, covering costs and benefits and progress against milestones, with a commentary on key risks and issues.

The HR Q3 KPIs report, pulse survey and finance report which are separately on the agenda also form part of our overall reporting suite for the corporate enablers.

Previous consideration	The Committee reviewed a first iteration of this performance report at its meeting in November 2022.
Decision	The Committee is asked to discuss 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

January 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

January Highlights:

- Interim 2022/23 audit under way: Finance have provided all the supporting documentation and completed questionnaires for the interim audit fieldwork on the 2022-23 accounts. Year-end audit fieldwork will commence from 12th June 2023 (lasting 2 weeks) with the aim of finalising accounts by September 2023.
- Active management of in-year financial position to maximise VFM opportunities to bring forward corporate plan priorities, including on estates downsizing and sustainability, as well as to bolster reserves to cover risks.
- Draft 2023-24 budget and investment programme agreed by ELT, for PRC to recommend (February) to Council (March).
- Annual pay review paper agreed with ELT for presentation to Remcom in February.
- Cross-team working on developing recommendations to Council on outcome of fees consultation.
- Ongoing work to prepare for bringing payroll in-house post-April 2023; health-check scheduled for march with external payroll consultants to help ensure we mitigate any potential risks.
- BC Reimplementation project is nearing the end of the requirements gathering phase.
- Average time to fill vacancies has increased to 58 days, reflecting issues with FtP recruitment panel scheduling; HR BP addressing process improvements with FtP management.
- IT incidents resolved within SLA has reached an all-time high of 97.1%, and the cyber security score remained very high at 98%. There was no downtime or significant disruption to key systems reported.
- A new Microsoft Enterprise Agreement was finalised in December and introduced on 1st January. This new licencing agreement includes a considerable number of new security, data protection and device management solutions which will be implemented over the coming year. It also incorporates licencing for PowerBI and Teams Telephony across the organisation, providing options and reducing the cost of any future deployment of these technologies.

Issues and challenges:

- Business Central reimplementation: Additional scope relating to transactional processes particularly around the direct debit mandates and collections. There are also some additional controls that may require additional development work within CE to ensure accuracy of data being fed into BC.
- Office attendance and desk utilisation continue to be below capacity and the benchmark in the hybrid working policy, measured both as desk utilisation and the percentage of employees coming into the office. Annual leave leading following the festive break, poor weather and industrial action have contributed to low utilisation and attendance in January, HR BPs continue to work with Heads to help them achieve the right balance between individual, team and organisational needs in conformity with the policy.

2. Operational Dashboard: Jan 2023

People	Value	RAG	Trend
Vacancy rate	5.5%	G	→
Voluntary turnover rate	14%	G	↑
Average days to hire	58	R	↓

Finance (Nov data)	Value	RAG	Trend
Forecast surplus/(deficit)	£447k	G	→
Procurement cost efficiencies	£60k	G	↓
Invoices paid on time	98%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.1%	G	↑
Key system availability	100%	G	→
Security score	98%	G	↓

Estates	Value	RAG	Trend
CO2 emissions	Not yet available	Not yet available	Not yet available
Office attendance	13%	R	↑
H&S incidents	0	G	→

3. Business Change Dashboard: Jan 2023

The Investment portfolio for FY2022-23 includes eight initiatives prioritised for delivery with an updated forecast of £1,075K (888 Capex, 187 Opex) for the year. Six are in delivery with £707K (566K Capex) committed.

This represents a reduction in Capex of 448K and increase in Opex costs of 132K based on the initial budget of £1391K. Increased Opex costs are a result of revised Capex and OPEX guidelines.

A provisional budget for FY2023-24 of 475K Capex, 86K Opex has been agreed by PRC, subject to Council review. Two additional investments for FY2023-24 (215K Opex) will be reconsidered following the fee-increase decision.

Following the Vision and Validate phase, the Business Central project will seek approval for funding for the build and Implement phases from late February.

Release 3 and 4 for FTP Phase 2 is scheduled for mid-Feb with workflow changes due to complete during May.

The Online concerns work is paused whilst EDI and auto-case creation options are reviewed for inclusion and designs on a UK pass list driven approach are in progress for Online Applications.

Updates on other workstreams are included in the detailed portfolio report.

Benefit Dashboard 315.0 k



56

Risk Dashboard



41

Milestone Dashboard



165

Milestones Benefits

Complete	134	On target	41
On target	165	Realised	2
At Risk	9	Proposed	13
In Exception	22	At risk	0
		In exception	0

Financial Summary	Budget FY (K)	Forecast FY (K)	Committed FY (K)	Started
Online Applications	315	263	170	Delivery
Business Central	300	267	193	Delivery
Hybrid working	270	190	67	Delivery
FTP Phase 2	231	231	231	Delivery
Data Excellence	120	89	29	Discovery
Online Experience ¹	50	0	-	No
Education Enhancements ¹	40	0	-	No
Tone of Voice ¹	55	35	17	Delivery
Total	£1,381	£1,075	£ 707	

Project (Risk Status)	Green	Amber	Red	Total
FTP CMS Phase 2	3	3	0	6
Telephony	2	0	0	2
HEE Internal Partnership	13	0	0	13
Hybrid Working pilot	3	0	0	3
Business Central	1	3	0	4
Data Excellence	1	3	0	4
Tone of Voice	1	2	0	3
Online Concerns	1	1	0	2
Online Applications	4	0	0	4
Total	29	12	0	41

4. People Dashboard: Jan 2023

	Value	RAG	Trend
Permanent staff	271	A	↑
FTC staff	29	G	↓
Agency staff	26	G	↑

Establishment

Retention & Culture

	Value	RAG	Trend
Turnover	14%	G	↑
Employee relation cases	4	G	↓
Employee Satisfaction (quarterly Pulse survey)	77%	A	→

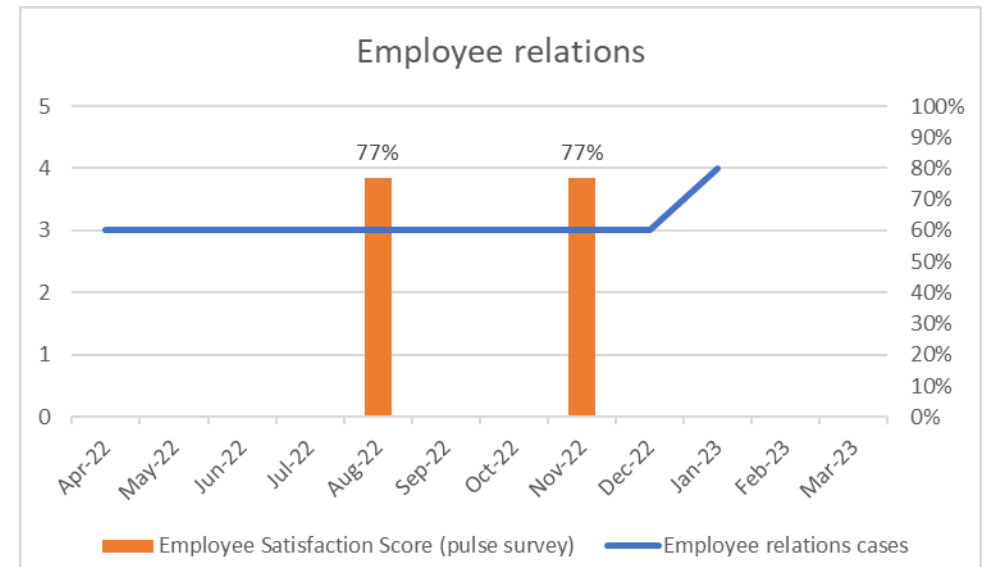
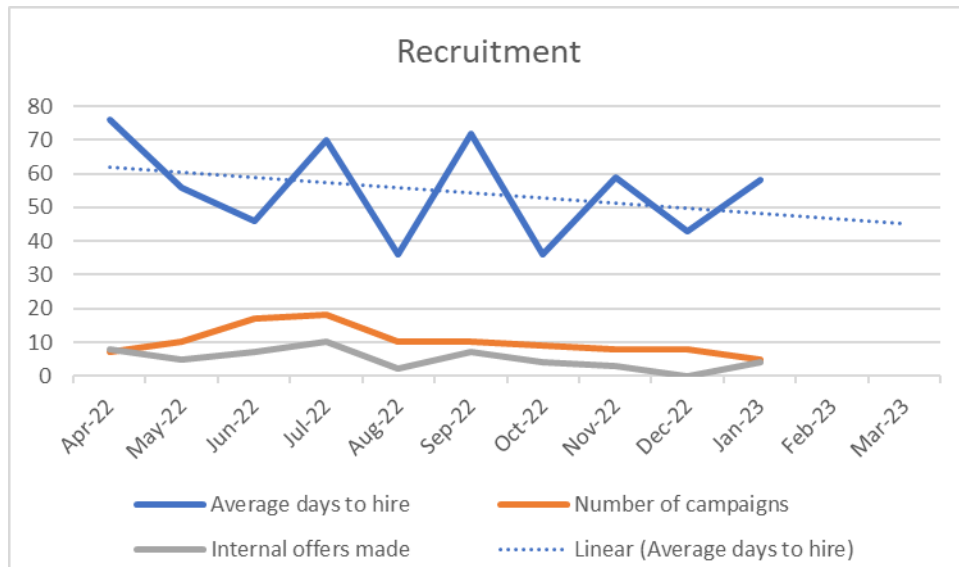
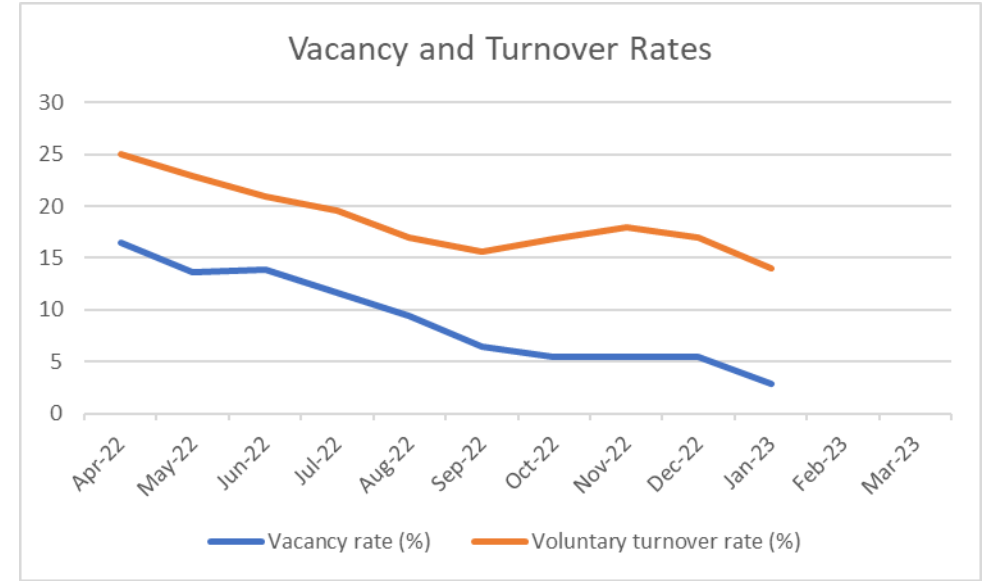
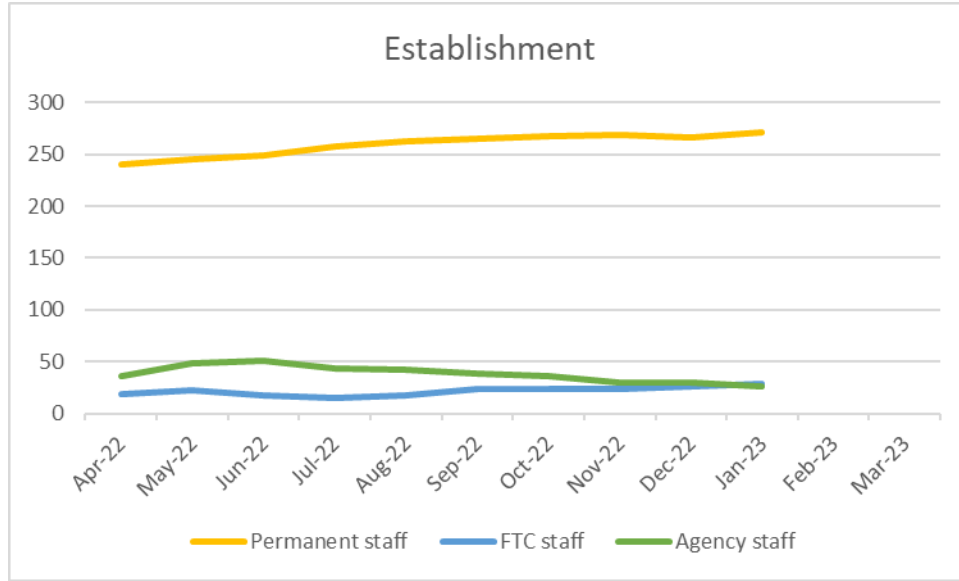
	Value	RAG	Trend
Number of campaigns	5	-	↓
Internal offers made	4	-	↑
Average days to hire	58	R	↓

Recruitment & Progression

Commentary

- Pay Review options paper presented to ELT
- Q3 pulse survey launched
- EF meeting held
- 5 internal training sessions delivered
- High Level ER cases

5. People Trends: Jan 2023



6. Technology Dashboard: Jan 2023

	Value	RAG	Trend
Critical priority: avg resolution	0	G	→
High priority: avg resolution	1h 4m	G	↑
Medium priority: avg resolution	21h 50m	G	↑
Low priority: avg resolution	1d 14h	G	↑

Incidents

Security

	Value	RAG	Trend
Security Score	98%	G	↓
Servers patched up to date	100%	G	→
Desktop security measure	Not yet available	Not yet available	Not yet available

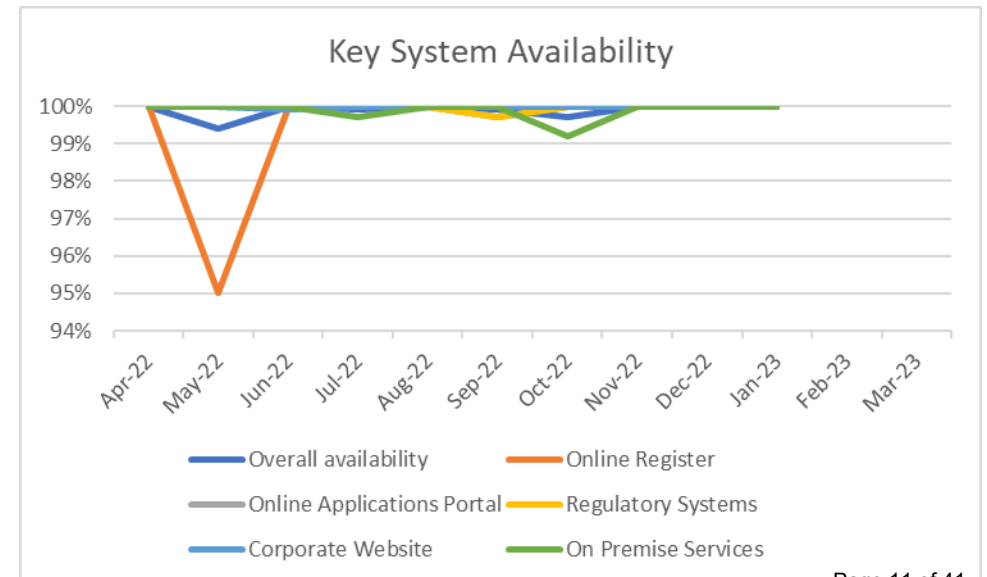
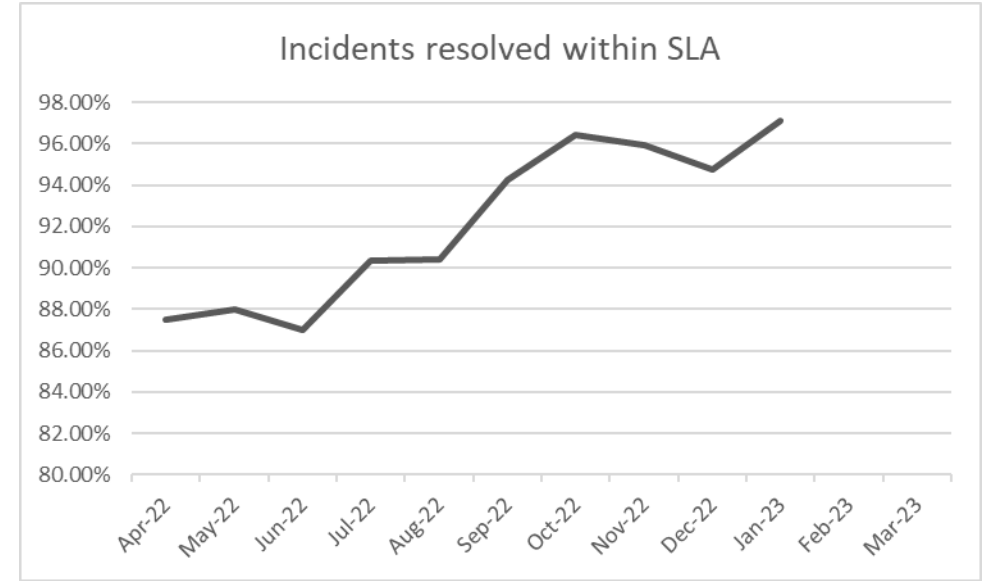
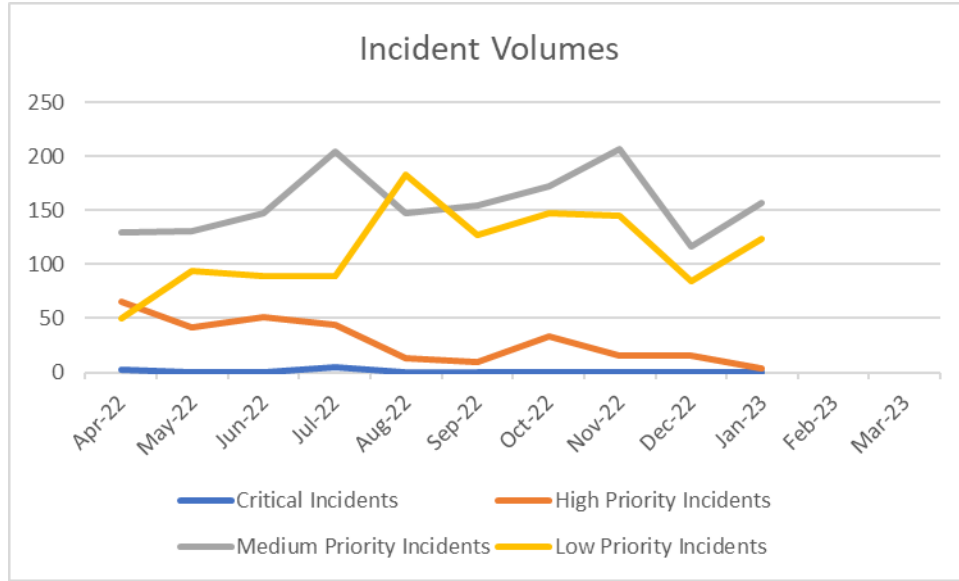
	Value	RAG	Trend
Key system availability: SaaS	100%	G	→
Key system availability: on-prem	100%	G	→
Technical change measure	Not yet available	Not yet available	Not yet available

Availability & Change

Commentary

- Incidents resolved within SLA reached a new all-time high of 97.1%, despite an increased number of tickets following the Christmas break. A new role of Service Desk Analyst has been created to focus on first line incident management and customer service, and the new approach is already showing its value.
- The Azure Security Score decreased slightly to 98%. This metric varies as new patches are released and changes made to our systems.
- There was no reported downtime or significant disruption to key systems during December.
- There is an ongoing issue with the FTP system with automated emails taking longer to process than usual. Resolution of this issue has been assessed by FTP as being of lower priority than the new functionality being delivered through the ongoing FTP Phase 2 project.
- Migration to SoftCat Microsoft enterprise agreement successfully completed.

7. Tech Trends: Jan 2023



8. Estates Dashboard: Jan 2023

	Value	RAG	Trend
Co2 emissions	Not yet available	Not yet available	Not yet available
Measure 2	Not yet available	Not yet available	Not yet available
Measure 3	Not yet available	Not yet available	Not yet available

Sustainability

Health & Safety

	Value	RAG	Trend
H&S Incidents	0	G	→
DSE reimbursements (ytd)	12	-	→
DSE assessments (pcm)	3	-	↑
H&S Training/Awareness	11	-	↑

	Value	RAG	Trend
Desk Utilisation	23%	R	→
Office Attendances	906	-	↑
Hearings Utilisation	5%	R	↑

Estates & Facilities

Commentary

- Annual leave over the period and significant disruption due to weather and industrial action are likely contributors to low utilisation; works in progress in the office will enable improved collaborative working in a hybrid environment, which should increase the “pull” factor for staff to work in the office, in accordance with the hybrid working policy.
- Ongoing work with Crown commercial Services to forecast utilities consumption and cost to support budgeting
- Ongoing weekly workshops with sustainability consultants for development of baselining and responsible business assessments; baseline expected to be available for next report.
- Ongoing preparations for the migration of services from 33SS (internet connectivity)
- Ongoing meetings with Landlord and consultants for support of ongoing estate strategy (33SS)
- Accessibility Audit (184-186) and Fire Risk Assessment (33SS) carried out.

(Note: Statistics in development)

Project investment report (January 2023)

Executive Summary

The Investment portfolio for FY2022-23 includes eight initiatives prioritised for delivery with an updated forecast of £1,075K (888 Capex, 187 Opex) for the year. Six are in delivery with £707K (566K Capex) committed.

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A provision budget for FY2023-24 of 475K Capex, 86K Opex has been prepared for Council review. Two additional investments for FY2023-24 (215K Opex) will be reconsidered following the fee-increase decision.

Financial Summary

Project Name	Budget FY (K)	Forecast FY (K)	Committed FY (K)	Started
Online Applications	315	263	170	Delivery
Business Central	300	267	193	Delivery
Hybrid working	270	190	67	Delivery
FTP Phase 2	231	231	231	Delivery
Data Excellence	120	89	29	Discovery
Online Experience ¹	50	0	-	No
Education Enhancements ¹	40	0	-	No
Tone of Voice ¹	55	35	17	Delivery
Total	£1,381	£1,075	£ 707	

Note: the £1075K includes £187K Opex.

Annual Financial benefits current identified for the projects have an equivalence of £315K however this calculation is not yet finalised.

Funding support HEE Partnership project (£897K) and the operating the Emergency register (£97K) is not included, however both projects are under management of this report.

We have advised DoHSC of our intentions to maintain cost levels for the Emergency Register extension at current levels and are awaiting feedback and updated contracts from DoHSC.

¹Portfolio review underway to recover overspend forecast in Business Central

High-level updates

Projects and Programmes summaries

Following Vision and Validate, the Business Central project will table approval for Implementation during late February.

Release 3 and 4 for FTP Phase 2 is scheduled for mid-Feb with Workflow changes due to complete during May.

The Online concerns is paused whilst EDI and auto-case creation options are reviewed for inclusion and designs on a UK pass list driven approach are in progress for Online Applications.

Discussions are in progress for the closure of the HEE workstreams at the March, and updates on other non-project-managed workstreams are included in the detailed month report.

Product

Regular 6-week continuous improvement sprint cycles are in place for Registrations and are being launched for Education and FtP. These cycles provide a mechanism for prioritisation of stabilisation and security work from IT to be prioritised alongside operational improvements identified with through business partner relationships from Business Change to managed and delivered through a backlog.

The team continues to support the Vision and Validate information gathering workshops for Business Central to ensure integrations with the Registration system are noted.

Other improvements include improvements to the EDI forms and data capture, additional checks on Registrant accounts with 'on hold pending FTP status' flags and improving how name changes are managed through the portal.

Ongoing work plans include further troubleshooting of some EDI capture issues and progress of improvements with regards to Direct Debits and finance reporting.

The Microsoft annual wave update for the power platform (Dynamics, etc) is due in April, to early work has started on impact assessments.

Top concerns to note

The Vision and Validate phase of Business Central project has been extended due to additional work required to finalise the requirement workshops. This may delay the start of the implementation phase which may result in some costs moving into the next budget year. Work is in progress to mitigate this. This project manager for FTP Phase 2 is on extended absence (health reasons). Paul Cooper is covering as project manager in his absence.

Sprint 2 of FTP Phase 2 has now deployed and work is proceeding on the next to releases due in February. Following concerns on the overall timeline, a replanning exercise has completed and mapped out workflow deliverables through to the end of the project. This plan is under daily review.

Following a review of the proposed reduced scope of the Online Concerns portal, further work on the design is proceeding to incorporate both EDI and automatic case creation options. This will delay the likely start (and completion of the Online portal) – planning is in progress.

Some anomalies have been identified with how EDI data captured the portal is stored against the contact records. The suppliers are working to resolve the issue and to restore the data from the Application audit logs. Fixes have been applied to the Application portal and the investigation continues the Registrant portal.

Investment planning

Budget planning has completed for FY2023-24 and included in the Finance budget plan presented to PRC on 9/2.

The investment budget provides for items both pre and post the proposed fee-change.

Highlight of achievements from FY2021-23 investments to date

- The completion of the EDI capture in the Online Applications portals has support the organisational efforts to successfully achieve the PSA standard for EDI data collections.
- International and UK Online applications have reduced processing time enabling early realisation of scrutiny fees and reduces costs to resources peak workload.
- Reduced processing time for Applications to the Register through the Online Application portal has supported efforts to again achieve SLA targets with UK Apps nearing same day processing.
- Quality of the application data has increased due to the reduction of errors in application forms as data is directly entered into the system (measure still to be calculated).
- Removing need to download, scan, and return paper forms has increased sustainability achievements and improved customer experiences.
- Reduction in annual office services costs through the exit of 405 and the migration of the HCPTS to custom built suite in Parkhouse.

Project Indicators

Active Projects: 9	Projects not started: 2	Milestones tracked: 165
Top risks being tracked: 41	Benefits tracked: 56	Forecast: £1,075K

Milestone status	Complete	On target	At Risk	Exception	Total
HEE Partnership	54	5	1	0	60
Business Central	5	6	0	0	11
Online Applications	14	1	0	0	15
FTP CMS Phase 2	4	5	4	3	13
Telephony	14	0	0	0	14
Tone of Voice	13	2	2	0	17
Hybrid Working pilot	17	2	0	0	19
Data Excellence	13	1	2	0	16
Online Concerns	3	0	0	0	3
Total	134	22	8	3	165

Benefits status	Proposed	Complete	On target	Total	Value (pa)
Business Central	0	0	14	14	114,595
Online Applications	2	1	6	9	121,000
Tone of Voice	0	0	4	4	-
Data Excellence	2	0	6	8	-
FTP CMS Phase 2	9	0	5	14	-
Cloud Telephony	0	0	1	1	79,430
Hybrid Working pilot	0	1	5	6	-
Total	13	2	41	56	315,025

Risk status	On target	At Risk	Exception	Total
FTP CMS Phase 2	3	3	0	6
Telephony	2	0	0	2
HEE Partnership	13	0	0	13
Hybrid Working pilot	3	0	0	3
Business Central	1	3	0	4
Online Applications	1	3	0	4
Data Excellence	1	2	0	3
Tone of Voice	1	1	0	2
Online concerns	4	0	0	4
Total	29	12	0	41

Individual Project Progress summary

Online Applications

Scope	Plan	People	Budget
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Whilst online application enhancements continue to progress through BAU activities via the Product Management function, discussions have also begun around progressing improvements to the Passlist process.

This Project has now started on the next phase of improvements which will embed Passlist validation into Reg CRM. Discussions are being had with IT and suppliers on correct design approach, and how we can use systems already in place.

Business Central

Scope	Plan	People	Budget
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The Project is in the final 2 weeks of Vision and Validate where the team are trying to finalise the requirements and pain points in BC to inform the delivery method on whether we can build on the current BC platform or need to rebuild in its entirety.

The V&V phase will exceed original estimations due to delays in providing information around COA's and finalising correct structure. An exception report will be reviewed at the Project Board to assess any budget or timeline impact.

Delays in this phase will also impact on when the Build can start, influencing the delivery date

Hybrid Working

Scope	Plan	People	Budget
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A trial of interactive audio-visual equipment and flexible furnishings has been undertaken, and a pulse survey conducted to secure views of employees. Based on this learning, an ELT report was drawn up setting out several recommendations and seeking a steer from ELT on the overall stance in relation to expectations for onsite working.

These recommendations have been agreed, and work is underway to deliver them by the end of the fiscal year

FTP Phase 2

Scope	Plan	People	Budget
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Paul Cooper is acting as interim Project Manager as the current project manager is on long-term absence until 20/2.

During this reporting cycle an updated release plan has been created to visualise the timeline required to complete the updated to the workflow within the Visual Modeler. Vantis Consulting (process engineering) have been extended until the end of May 2023 to ensure the workflow plan is completed - this mitigates a key risk on

operational stability if not completed.

The updated plan has decreased the complexity of each release (but increased deployments) to reduce the over risk to the timelines. Progress in is monitored daily and adjusted accordingly. The next release cycle is planned for 17/2 (dependent on UAT closure on 15/2).

An operational risk on inbound stability requires a Core update, and whilst a workaround is in place as assessment is underway to determine next steps.

Design consideration options and finalisation of scope for Online Concerns is pending from the Online Concerns and FTP Phase 2 workstreams (where the delivery is being managed).

Data Excellence

Scope	Plan	People	Budget
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Investment budget released by ELT to support progression discovery. A review has been undertaken with ANS (a Microsoft Partner) to undertake a health check of the organisation's existing Microsoft-based data management approach, identify any gaps and set out a proposed way forward. This confirmed HCPC's approach is fundamentally sound but certain elements needed to be added in to ensure best practices around security and efficiency are followed.

Following the appointment of an inhouse data engineer this work has been taken forward and a new fully compliant environment created. The first 'module' of the data platform has been created as a pilot, based on the HEE Partnership data extract requirements and EDI reporting.

A backlog of further 'modules' for development has been collated and prioritised. Work on Renewals, the 2nd module, is underway. Data Standards Officer now appointed, as an internal secondment, but not yet in post.

HEE Partnership project

Scope	Plan	People	Budget
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WS1 - International Application Improvement

We have maintained our main service standard to October end reaching a median first decision on application assessments in 10 working days. We are also now in a steady state for new application processing and assessment preparation, and we are progressing well in achieving this for our assessment process and for processing incomplete applications.

We have focused on standardising our verifications approach and have implemented a plan to increase resources in this area. We continue to produce detailed guidance for all parts of the process for use within the international team,

and to assist call centre enquiry handling.

Discussions are now underway to close this workstream as objectives have now been met.

WS2 - Ringfenced capacity for International Applications (Richard)

As at the 31 December 2022 9,189 international applicants have been registered, this fiscal year, compared to 4,687 in the entire 2021/22 financial year. Of these 77 HEE paramedic applications have been processed on to the Register and regular updates are being provided to HEE.

All international processing is now undertaken internally by the HCPC team. Following the decision to expand the international team by a further 10 Registration Advisors and a Team Leader, a Team Leader and 10 Registration Advisors have now been recruited.

A ring-fenced team of Registration Advisors will continue to manage the international application process with the additional 10 Registration Advisors and 1 Team Leader, recruited in 2022, continuing to operate as part of that team into the early part of the next budget year.

We will continue to report application progress of HEE related applications until the 31/03/23.

Work is underway to close this workstream now that objectives have been met.

WS3 - Provision of data

HEE have confirmed safe receipt and are currently uploading it into their data warehouse. 2nd data extract has now been provided via the secure SharePoint site, awaiting HEE collection.

The core dataset has been agreed and mapped and data shared and agreed with HEE. The Engineer is now developing the ongoing automation to enable data to be shared automatically in future.

Following 2 further successful data cuts the ongoing process has now been formalised.

Work is now in progress to close this work stream as objectives have now been met.

WS4 - Preceptorship

The consultation has launched and stakeholder events held in November and December covering all UK jurisdictions and across all the professions regulated by the HCPC.

Feedback from the consultation will be reviewed with ETC in early Feb 2023 before final principles is published c. March 2023. The completion data for the review of the consultancy output has been moved to 18/1/2023 to provide additional time for analysis.

Discussions are in place to close this workstream with publication of principles, and to further consideration for ongoing development of preceptorship will continue after project closure.

Tone of Voice

Scope	Plan	People	Budget
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The first two batches of templates have been submitted for review and batch 3 is nearly completed. These are all high priority templates, and many have additional information attached to them in form of information sheets.

Meetings with the comms department have been held to gain their support for moving some of the information onto the website. OMs have received in depth explanations about the changes which have been made before they were asked to review their templates. A meeting has been set up with the Tone of Voice champions to give them a process update, make them understand the reasoning behind the changes, and share some of the completed templates with them.

Going forward they will be involved in updating some of the low priority templates to speed up the process. A meeting with registrants has been set up gain their input.

Online Concerns

Scope	Plan	People	Budget
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Following a review with the sponsor, further work has been started to include EDI and Auto-Case creation back in scope of delivery. The will requires further work to review questions on the forms.

To confirm status of the data input process for FTP Nexus, an updated design review will be required from IT to ensure the data can be securely (and safely) imported directly into FTP CMS. Once the review is complete, the further selection on technology route will be required.

For build and deploy, the project will ensure validation by running an external pilot.

We have now engaged with all parties to get feedback on accessibility on EDI and questions that we are raising and once we have final approval from the head of FTP on the questions.

Investment Summary (current).xlsx

Budget / PO Description	CAPEX / OPEX	2021-22 Budget Total	2021-22 Forecast Total	2021-22 Committed Total	2022-23 Budget Total	2022-23 Forecast Total	2022-23 Committed Total	2023-24 Budget Total	2023-24 Forecast Total	2023-24 Committed Total	Budget Total	Forecast Total	Committed Total
CAPEX Costs		910,491	910,491	910,491	1,325,861	887,656	565,844	475,000	503,665	5,000	2,711,352	2,301,812	1,481,335
Online Applications	CAPEX	75,082	75,082	75,082	315,345	262,794	170,367	150,000	150,000	-	540,427	487,875	245,449
FTP CMS P2 (and Front Loading)	CAPEX	43,200	43,200	43,200	230,516	230,747	230,747	50,000	50,000	-	323,716	323,947	273,947
Cloud Telephony	CAPEX	51,918	51,918	51,918	-	-	-	-	-	-	51,918	51,918	51,918
Education Product Development	CAPEX	43,614	43,614	43,614	40,000	-	-	-	-	-	83,614	43,614	43,614
HCPTS Relocation	CAPEX	581,203	581,203	581,203	-	-	-	-	-	-	581,203	581,203	581,203
Hybrid Working project	CAPEX	115,474	115,474	115,474	270,000	133,000	39,090	-	-	-	385,474	248,474	154,564
Business Central	CAPEX	-	-	-	300,000	201,115	125,640	230,000	258,665	5,000	530,000	459,780	130,640
Data Excellence	CAPEX	-	-	-	120,000	60,000	-	-	-	-	120,000	60,000	-
Online Experience	CAPEX	-	-	-	50,000	-	-	-	-	-	50,000	-	-
Welsh Language Standards	CAPEX	-	-	-	-	-	-	20,000	20,000	-	20,000	20,000	-
HR Recruitment Model	CAPEX	-	-	-	-	-	-	25,000	25,000	-	25,000	25,000	-
Online Portal Mobile dev comp	CAPEX	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
OPEX Costs		359,695	359,695	359,695	55,000	187,635	141,807	301,000	83,760	-	715,695	631,090	501,502
HCPTS Relocation	OPEX	355,807	355,807	355,807	-	-	-	-	-	-	355,807	355,807	355,807
Hybrid Working project	OPEX	3,888	3,888	3,888	-	57,000	28,042	-	-	-	3,888	60,888	31,930
Tone of Voice	OPEX	-	-	-	55,000	35,401	17,452	-	-	-	55,000	35,401	17,452
Data Excellence	OPEX	-	-	-	-	29,353	29,353	-	-	-	-	29,353	29,353
Business Central	OPEX	-	-	-	-	65,880	66,960	76,000	73,760	-	76,000	139,640	66,960
Welsh Language Standards	OPEX	-	-	-	-	-	-	10,000	10,000	-	10,000	10,000	-
Partners	OPEX	-	-	-	-	-	-	-	-	-	-	-	-
Sustainability	OPEX	-	-	-	-	-	-	-	-	-	-	-	-
Mapping Registrant Journeys	OPEX	-	-	-	-	-	-	40,000	-	-	40,000	-	-
Data Platform and Reporting	OPEX	-	-	-	-	-	-	175,000	-	-	175,000	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-
CAPEX COSTS													
Latest Budget position	Budget	1,007,688			1,335,861			475,000			2,711,352		
Planned and committed spend	Forecast		910,491			887,656			503,665			2,301,812	
PO has been raised	Committed			910,491			565,844			5,000			1,481,335
OPEX COSTS													
Latest Budget position	Budget	359,695			55,000			301,000			715,695		
Planned and committed spend	Forecast		359,695			187,635			83,760			631,090	
PO has been raised	Committed			359,695			141,807			-			501,502
PROJECT TOTALS													
Latest Budget position	Budget	1,367,383			1,390,861			776,000			3,427,047		
Planned and committed spend	Forecast		1,270,186			1,075,291			587,425			2,932,902	
PO has been raised	Committed			1,270,186			707,651			5,000			1,982,837

Milestone Dashboard

Project Name: **Paul Cooper**
 Project Manager: **Investment Portfolio**

Report Date: 12 Feb '23



At Risk Complete On Target

Milestones

165

Complete

134

On target

165

At Risk

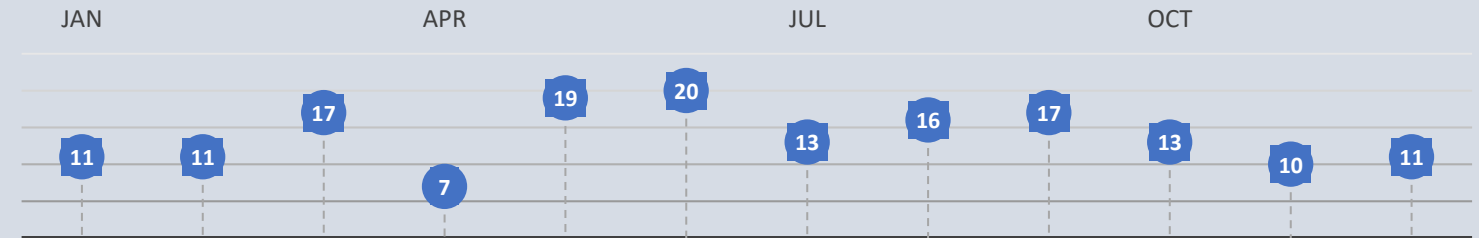
9

In Exception

22

Count of MBS

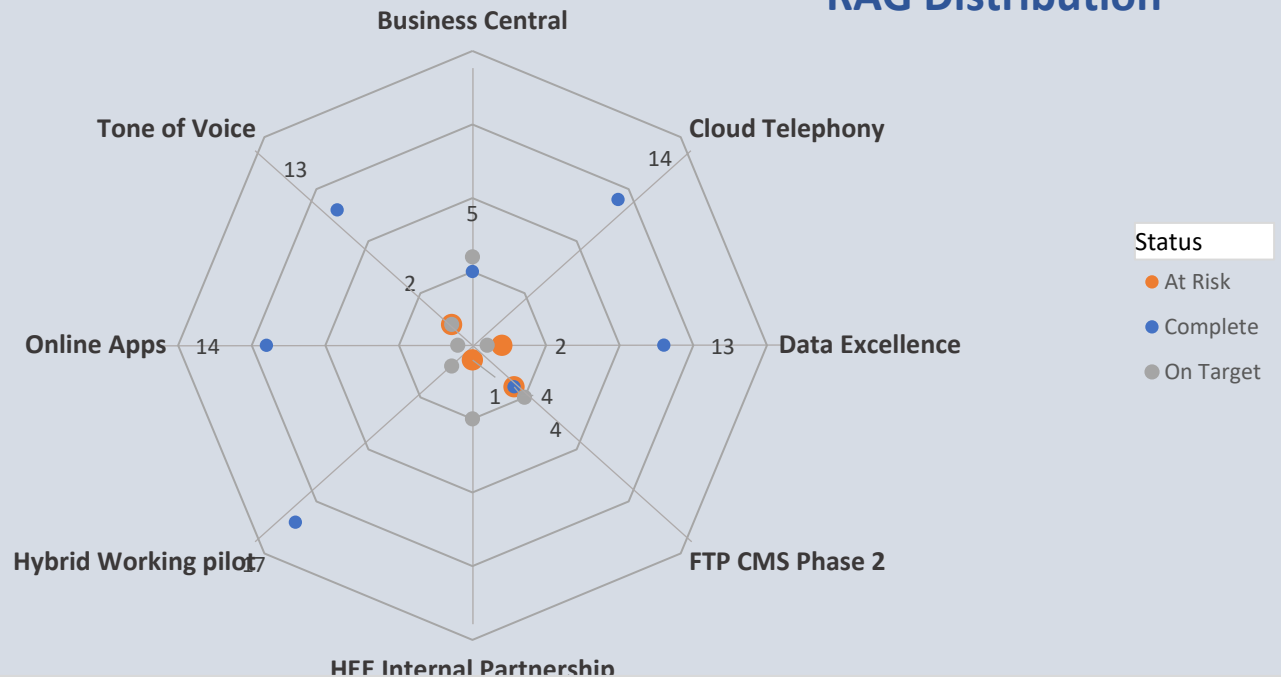
Milestone outlook



Actual (Month) Status Project

Count of MBS

RAG Distribution



Project

Benefit Dashboard

Project Name: Portfolio Summary

Project Manager: Paul Cooper

Report Date: 12 Feb '23



Benefits Financial Value

315.0 k

Benefits Count: **56**

On target
41

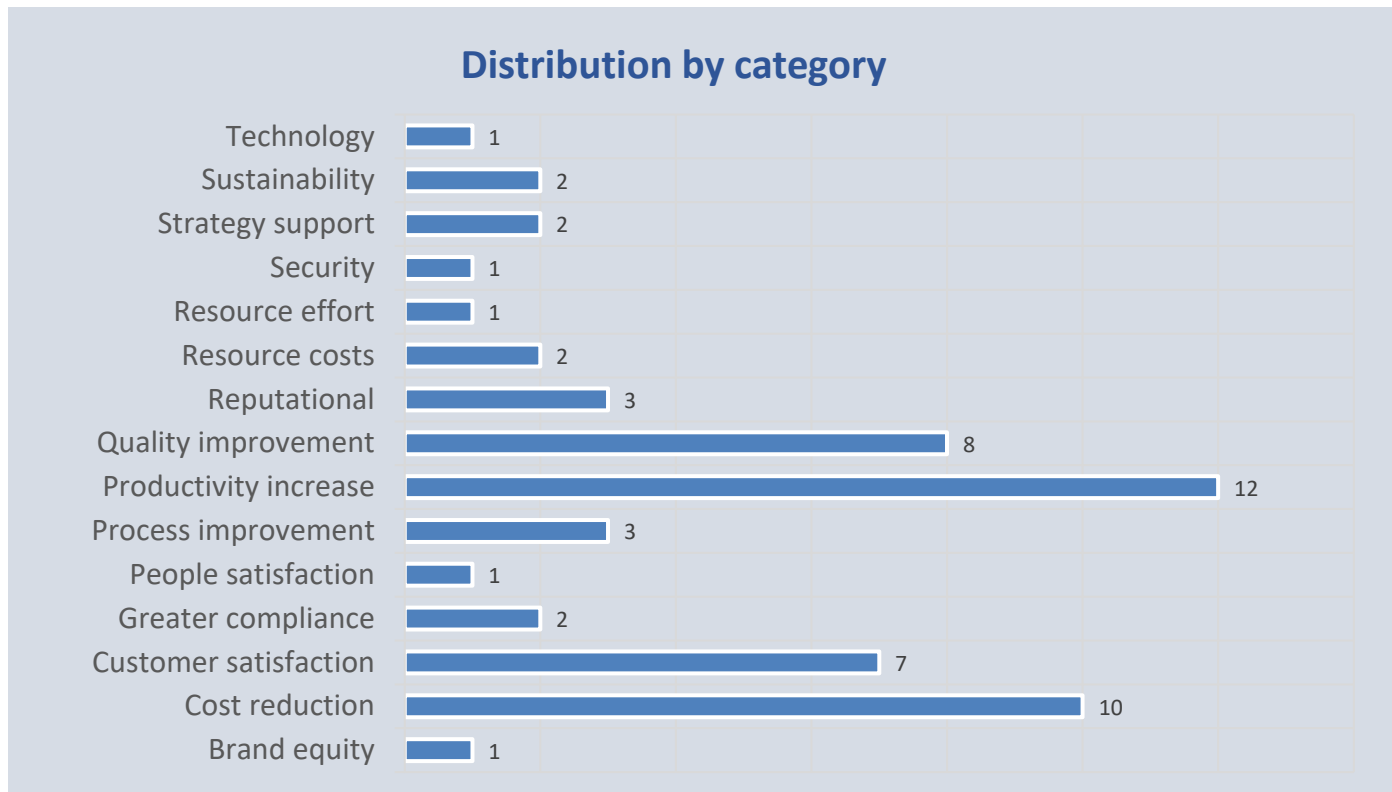
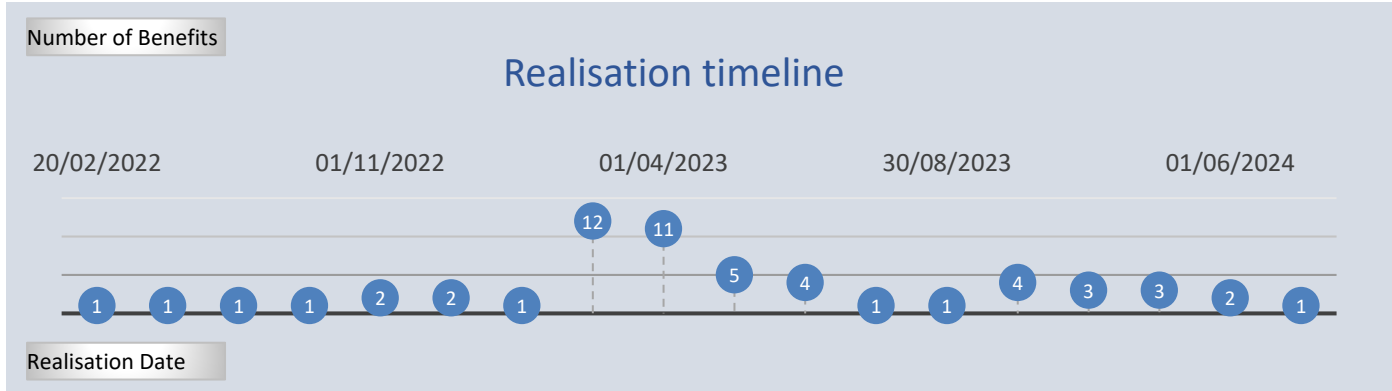
Realised
2

Proposed
13

At risk
0

In exception
0

Cancelled
0



Risk Dashboard

Project Name: **Paul Cooper**
 Project Manager: **Investment Portfolio**

Report Date: 12 Feb '23

Green Amber

Risks

41

On target

24

At Risk

10

In Exception

Projects

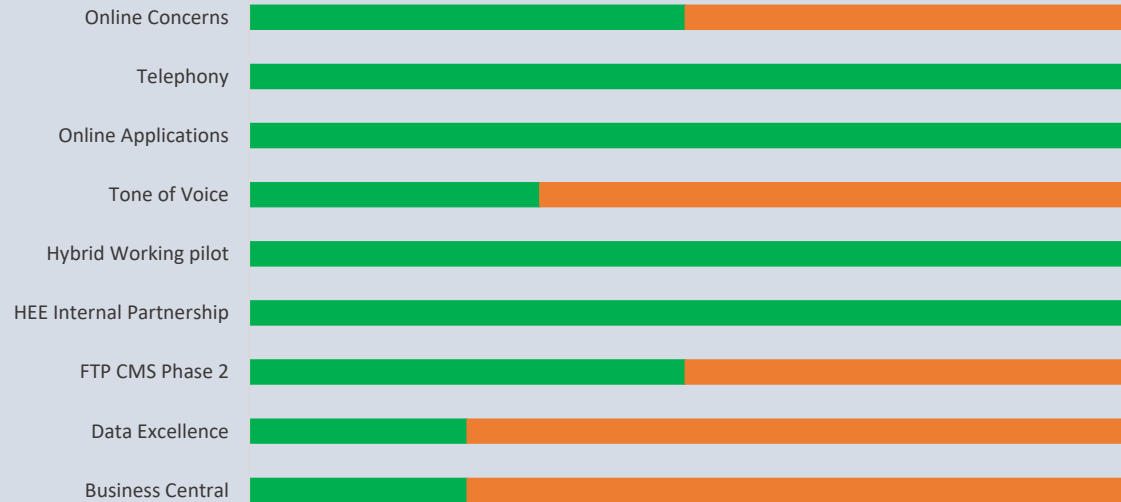
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Status Project Code

Risk review outlook



Risk RAG Distribution



Benefit Dashboard

Project Name: Online Applications

Project Manager: Kayleigh Birtwistle

Report Date: 12 Feb '23



Benefits Financial Value

121.0 k

Benefits Count: **9**

On target
6

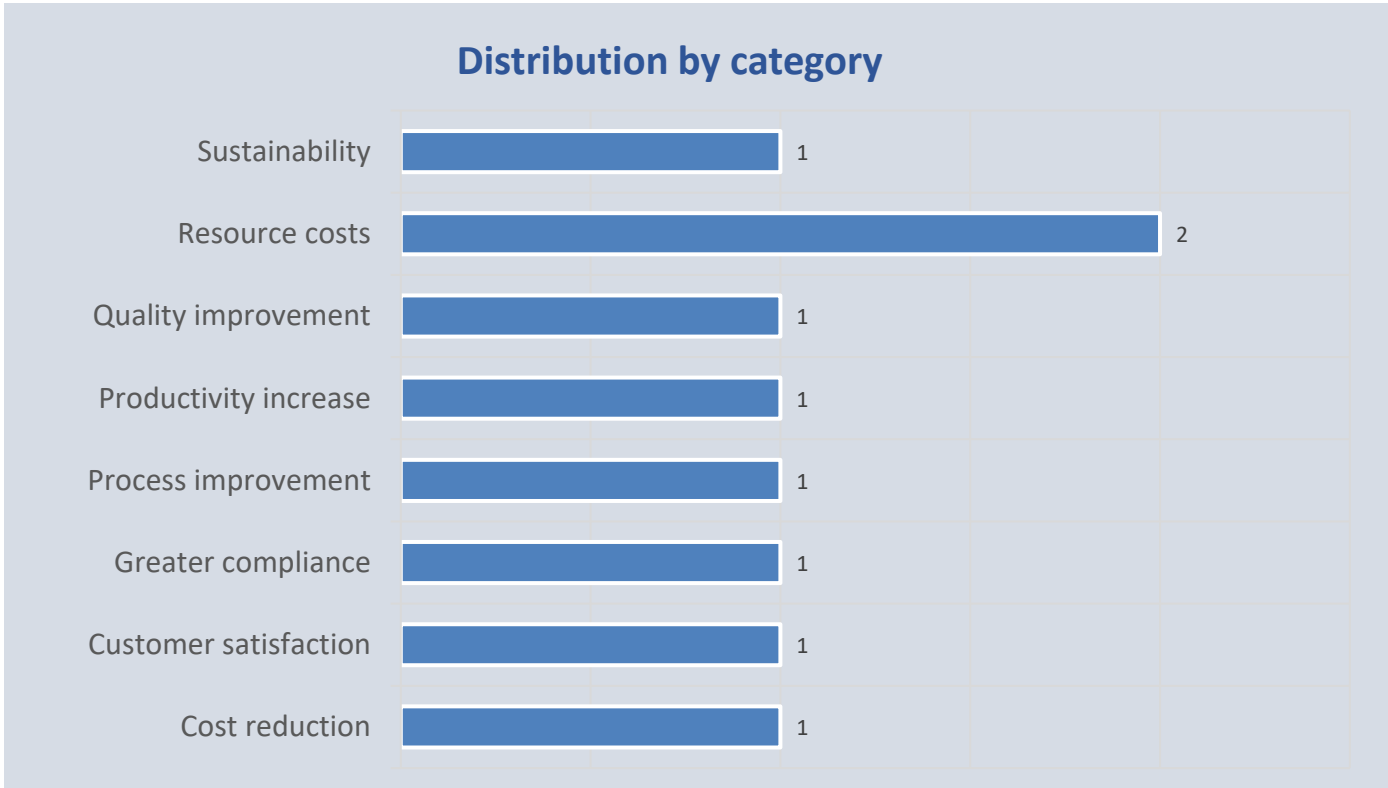
Realised
1

Proposed
2

At risk
0

In exception
0

Cancelled
0



Benefit Dashboard

Project Name: Business Central
 Project Manager: Kayleigh Birtwistle

Report Date: 12 Feb '23

- In exception
- On target
- Realised
- Proposed
- At risk
- Cancelled

Benefits Financial Value

114.6 k

Benefits Count: **14**

On target

14

Realised

0

Proposed

0

At risk

0

In exception

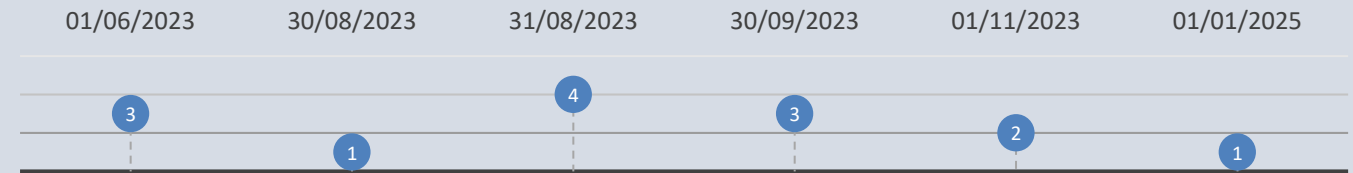
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Cancelled

0

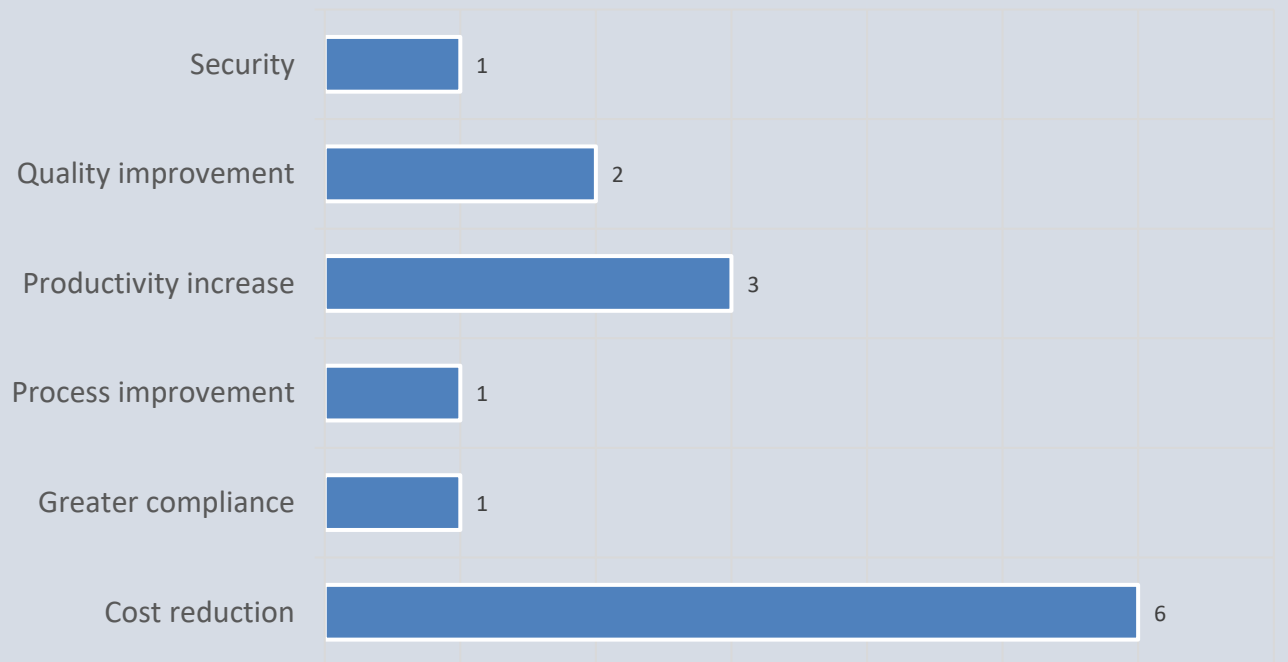
Number of Benefits

Realisation timeline



Realisation Date

Distribution by category



Benefit Dashboard

Project Name: FTP Phase 2

Project Manager: Matt Nelson

Report Date: 12 Feb '23



Benefits Financial Value

.0 k

Benefits Count: 14

On target

5

Realised

0

Proposed

9

At risk

0

In exception

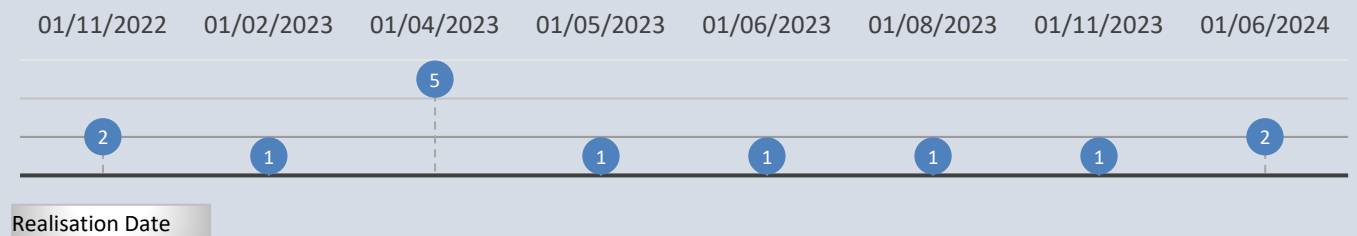
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Cancelled

0

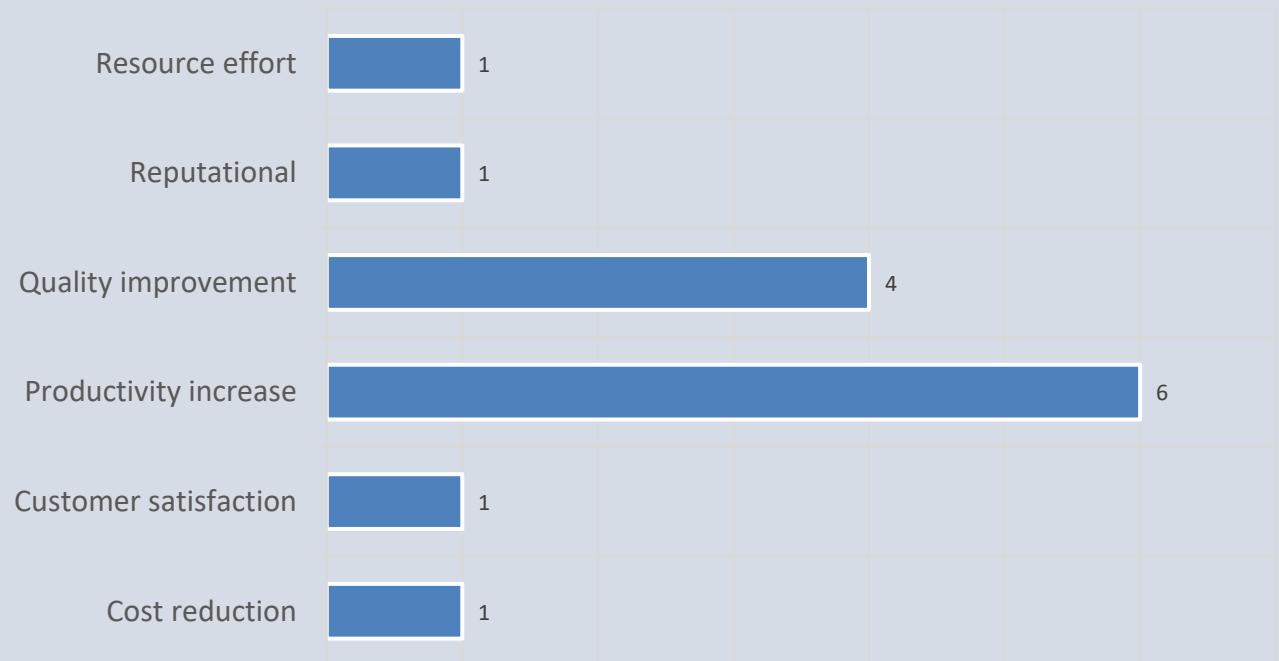
Number of Benefits

Realisation timeline



Realisation Date

Distribution by category



Benefit Dashboard

Project Name: MP114 - Hybrid Working

Project Manager: James, Geoff, Fatma

Report Date: 12 Feb '23



Benefits Financial Value

.0 k

Benefits Count: **6**

On target
5

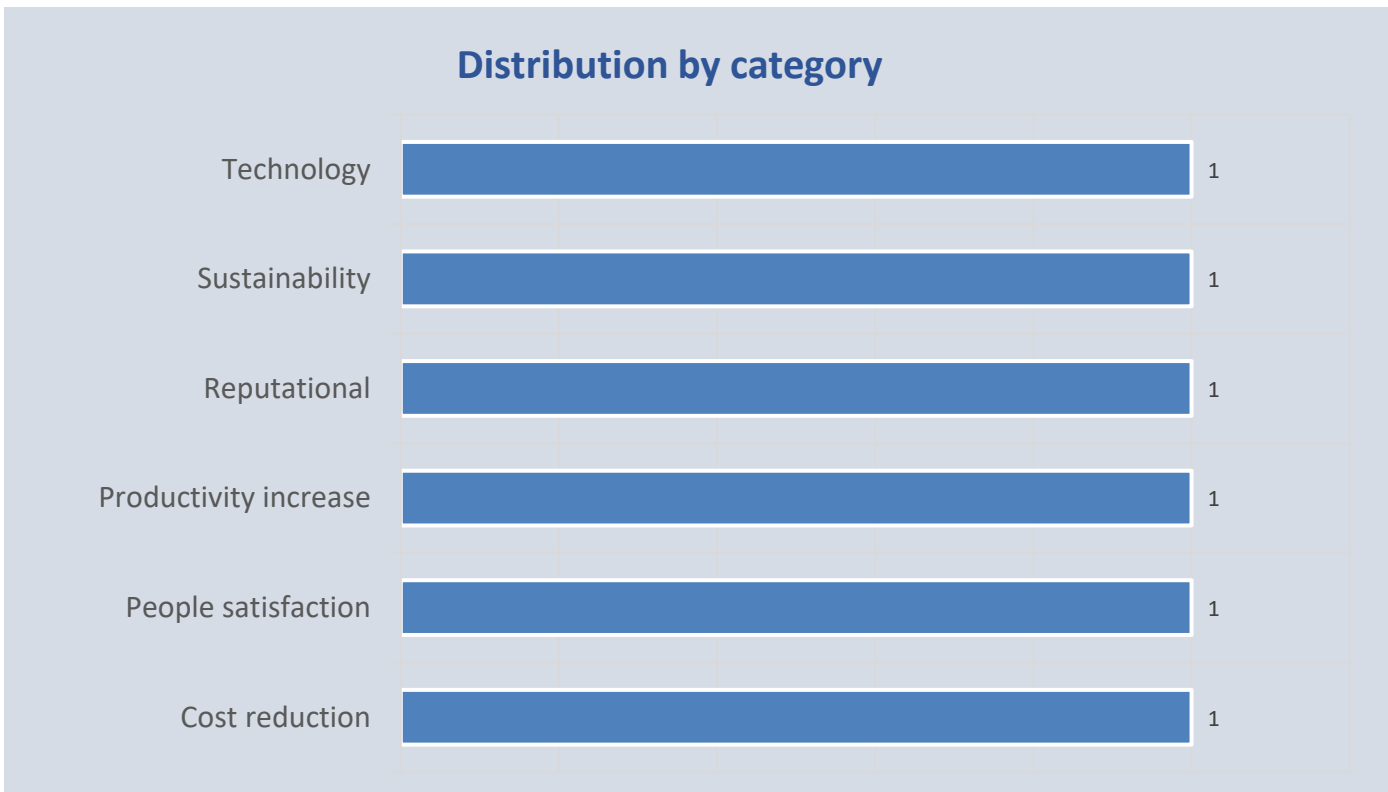
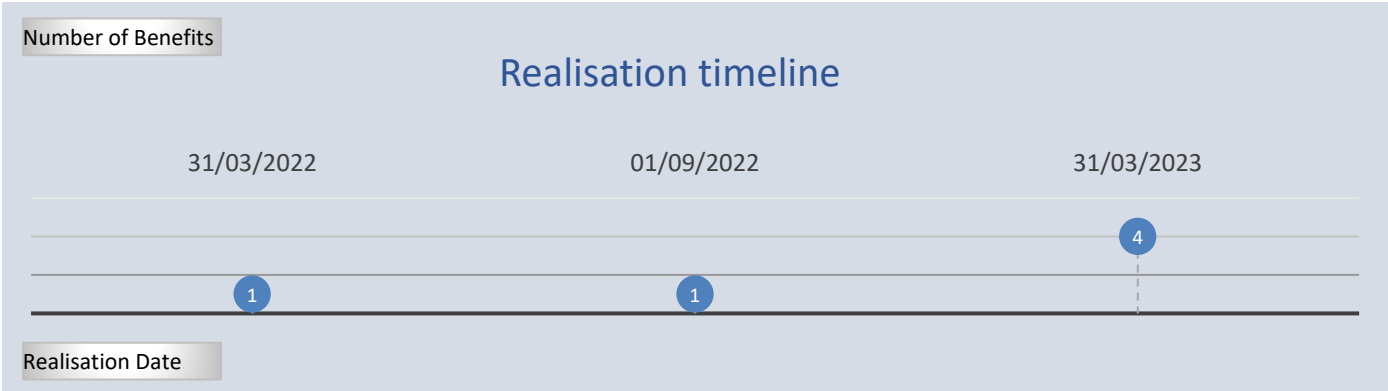
Realised
1

Proposed
0

At risk
0

In exception
0

Cancelled
0



Benefit Dashboard

Project Name: Data Excellence
Project Manager: Geof Kirk, Gareth Davies

Report Date: 12 Feb '23



Benefits Financial Value

.0 k

Benefits Count: 9

On target

6

Realised

1

Proposed

2

At risk

0

In exception

0

Cancelled

0

Number of Benefits

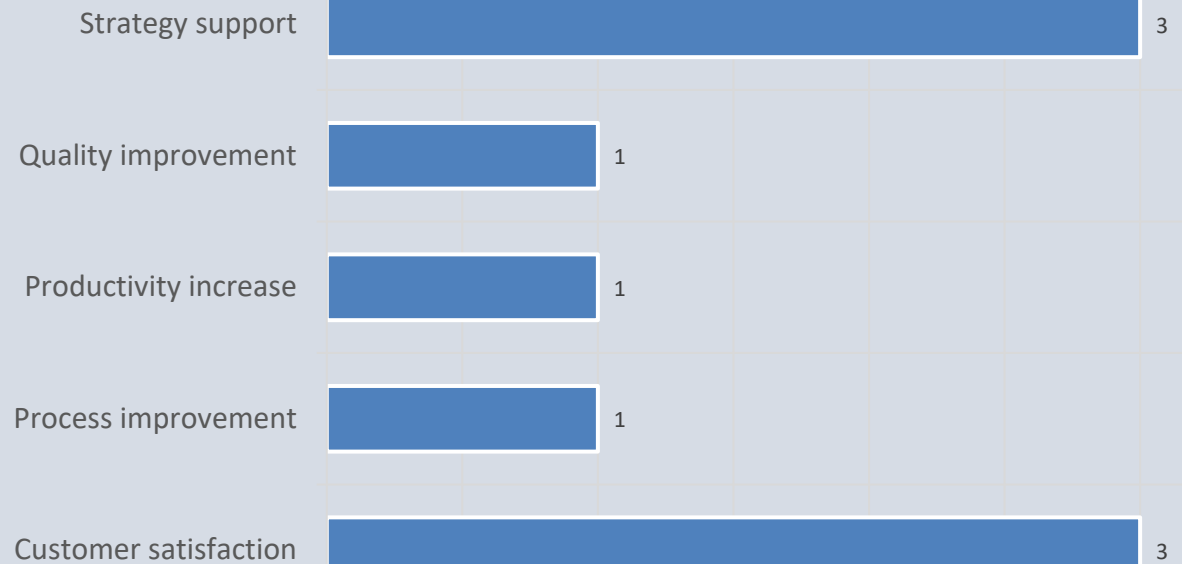
Realisation timeline

31/03/2023

9

Realisation Date

Distribution by category



Benefit Dashboard

Project Name: **Tone of Voice**

Project Manager: **Uta Pollmann**

Report Date: 12 Feb '23

- In exception
- On target
- Realised
- Proposed
- At risk
- Cancelled

Benefits Financial Value

.0 k

Benefits Count: **4**

On target

4

Realised

0

Proposed

0

At risk

0

In exception

0

Cancelled

0

Number of Benefits

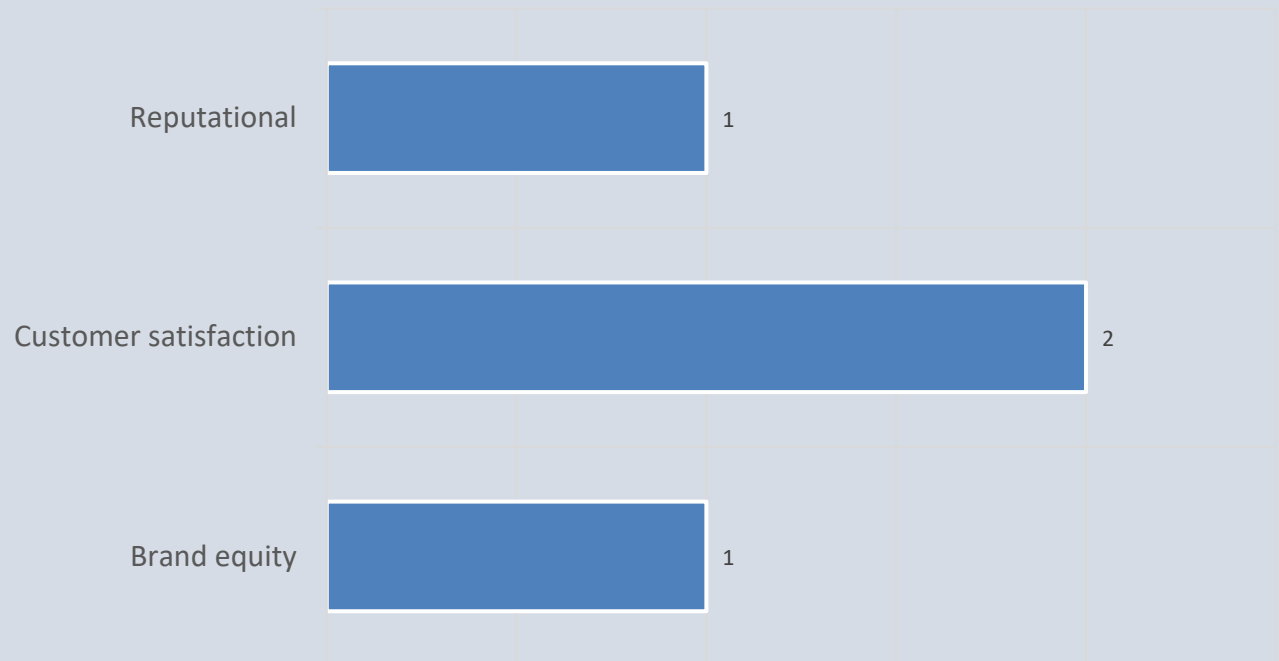
Realisation timeline

01/05/2022

4

Realisation Date

Distribution by category



Project	Online Applications	Project Manager: Kayleigh Birtwistle	Project Code: MP204	Report Date: 27/01/2023
		Sponsor: Andrew Smith	Phase: Build	
Objective	To continually improve and expand the capabilities of the new Registration system in response to the needs of the organisation. Initial primary areas in scope include Online Applications, and EDI capture and reporting.			RAG
Executive Summary of project	Continually improve and expand the capabilities of the new Registration Product and enable an Online Application presence in support of the HCPC Corporate Strategy, and to reflect the evolving needs of both the organisation, and the Regulatory landscape.			Previous
				Current
	Scope	G	→	G
	Plan	G	→	G
	People	G	→	G
	Budget	G	→	G
	Benefits	G	→	G

Executive progress update
 Whilst online application enhancements continue to progress through BAU activities via the Product Management function, discussions have also begun around progressing improvements to the passlist process. This Project has now started on the next phase of improvements which will embed passlist validation into Reg CRM. Currently discussions are being had with IT and suppliers on correct design approach, and how we can utilise systems already in place. Design consideration options and finalisation of scope for Online Concerns is pending from the Online Concerns and FTP Phase 2 workstreams (where the delivery is being managed).

Approved Budget			Latest Forecast			Committed Spend			Benefits Forecast			Project Summary			Investment Summary			
Project CAPEX	500,000	G →	Project CAPEX	392,969	G →	Project CAPEX	234,080	G →	Year 1	23,800	G →	CAPEX	392,969	G →	Investment	392,969	G →	
Project OPEX	-	G →	Project OPEX	-	G →	Project OPEX	-	G →	Year 2	121,000	G →	OPEX	-	G →	Benefits	386,800	G →	
FY CAPEX	315,345	G →	FY CAPEX	315,345	G →	FY CAPEX	156,456	G →	Year 3	121,000	G →	External funds	-	G →		386,800	G →	
FY OPEX	-	G →	FY OPEX	-	G →	FY OPEX	-	G →	Year 4	121,000	G →	Net Cash out	392,969	G →	NPV	-	31,804	G →

Recent Progress	Upcoming activities	Low lights, emerging concerns
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Passlist improvements:
 - Approach being discussed with design architect and IT
 - Design document received and being reviewed internally

- Review approach with all parties
- liaise with Education on next steps
- Review requirements and approach to EP's

- Final definition of scope for UK and International applications is dependant on outcome of NHSEI funding.
- Implementation design may require additional time to align with Digital Transformation roadmap principles

Notable Achievements to date

UK Applications:

- Submitted: 11840
- In Processing: 71
- Incomplete: 175
- FTP: 45
- Awaiting pass list: 374
- Registered: 10285
- Colour changes deployed for EDI show improved uptake for Physios in renewal
- EDI data capture at point of Application process complete.
- Online Apps for international successfully rolled out (Pilot)
- Online Apps for all International applications successfully rolled out.

International Applications update:

- In progress: 13995
- Submitted: 7033
- Processed: 7151
- In assessment: 6163
- Registered: 2179

- Log-in page updated and rolled out
- Renewal workflow automation completed and rolled out.
- UK Pilot rolled out successfully.
- UK Applications rolled out successfully
- EDI Portal deployment to capture EDI data for Registrants
- Invite to renew letters amended to include information on activating accounts and EDI Portal enhancements
- DD workflow issues resolved in time for new renewal running in December meaning Renewal dates are reflected in real-time not when the DD is collected
- Portal enhancements to activate accounts deployed whereby the Registrant can update their email address themselves via the Portal
- EDI text enhancements deployed to further encourage completion of EDI data
- Mandatory EDI collection at point of renewal successfully rolled out

WBS	Milestone	Baseline	Actual	Status	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23
1	Deliver INT Apps online		07-Apr-22	G →													
2	UK Pilot completion		24-May-22	G →													
3	INT Pilot completion		02-Mar-22	G →													
4	Deliver UK Apps online		15-Jun-22	G →													
5	EDI enhancements		01-Mar-22	G →													
6	Portal enhancements		02-Jun-22	G →													
7	Mandatory EDI (renewals)	06-Sep-22	16-Jan-23	G →													
8	Mandatory EDI (applications)		16-Jan-23	G →													
9	INT email verification	20-Sep-22	05-Dec-22	G →													
10	Agree Passlist approach		09-Feb-23	G →													
11	Start Passlist changes		20-Feb-23	G →													
12	Complete Passlist improvements		31-Mar-23	G →													
13				- →													
14				- →													

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	Final definition of scope for UK and International applications is dependant on outcome of NHSEI funding.	Scoping work starting on UK whilst final direction on NHSEI is determined	Low/Medium (3)	KB	02/02/23	G
2	Funding for next phase on International Applications is dependant on Investment plan review by PRC and Council in March.	Papers presented and submitted into investment process. Initial prioritisation is secured in Tier 1. Work on UK passlists continues this FY whilst budgets are finalised.	Low/Medium (3)	KB	02/02/23	G
3	Implementation design may require additional time to align with Digital Transformation roadmap principles	Engagement started with IT and Digital on design options. Balance may be required on ensuring able to deliver benefits early which may result in further rework if DT strategy not yet complete,	Low/Medium (3)	KB	02/02/23	G
4	Delays due to resource limitations in Business Change due to absences on health grounds and may reduce overall project management capacity in the short term.	NB to assist in tracking scope whilst KB focussed on BC, however time is limited as NC is also supporting Online concerns discussions.	Low/Medium (3)	NB	02/02/23	G

Project	Business Central implementation				Project Manager:	Kayleigh Birtwistle	Project Code:	MP115 <th>Report Date:</th> <td colspan="2">24/01/2023</td>	Report Date:	24/01/2023							
Objective	Implement Business Central as a replacement to Sage and WAP and replace and reintegrate into CE (Registration system)							Phase:	Initiation	RAG	Previous	Current					
Executive Summary of project	To replace the current implementation of Business Central, Sage (the general ledger system) and WAP (the purchase-to-pay system) with a single new implementation of Business Central that is based on industry standard templates.							Scope	G	→	G	→					
Executive progress update								Plan	G	→	A	↑					
								People	A	→	A	↑					
								Budget	G	→	A	→					
								Benefits	G	→	G	→					
Executive progress update	The Project is in the final 2 weeks of Vision and Validate where the team are trying to finalise the requirements and pain points in BC to inform the delivery method on whether we can build on the current BC platform, or need to rebuild in it's entirety. The V&V phase will exceed original estimations due to delays in providing information around COA's and finalising correct structure. An exception report will be reviewed at the Project Board this week for release of additional funds. Delays in this phase will also impact on when the Build can start, having an effect on the delivery date.																
Approved Budget			Latest Forecast			Committed Spend			Benefits Forecast			Project Summary			Investment Summary		
Project CAPEX	599,420	G →	Project CAPEX	599,420	G →	Project CAPEX	-	G →	Year 2	47,381	G →	CAPEX	599,420	G →	Investment	599,420	G →
Project OPEX	15,000	G →	Project OPEX	25,000	G →	Project OPEX	-	G →	Year 3	107,470	G →	OPEX	25,000	G →	Benefits	489,136	G →
FY CAPEX	297,182	G →	FY CAPEX	427,467	G →	FY CAPEX	-	G →	Year 4	105,095	G →	External funds	-	G →			G →
FY OPEX	15,000	G →	FY OPEX	15,000	G →	FY OPEX	-	G →	Year 5	114,595	G →	Net Cash out	624,420	G →	NPV	630,768	G →
Recent Progress						Upcoming activities						Low lights, emerging concerns					
<ul style="list-style-type: none"> Finance completing COA Final workshops being scheduled to complete V&V Reporting requirements almost complete which will tie into DM and understanding data platform requirements Current Pain points in BC discussed with KPMG which assists in informing decision on build Discussions around DD process completed with input from RegOps and requirements passed on to KPMG for improvements 						<ul style="list-style-type: none"> COA Workshop finalisation (13/02) Deferred income workshop (W/C 13/02) Data Migration Workshop (W/C 13/02) Playback or requirements Decision on cost re-distribution Decision on IBM resource extension Review tender documentation to ensure all areas of clarity has been covered in V&V 						<ul style="list-style-type: none"> Some of the workshop dates will need to be postponed due to finance availability. PM is working with KPMG to ensure minimal impact to schedule and cost Extension of V&V needed to finalise workshops which will increase costs due to delays adding an additional cost of £20k on approved budget (73.5K) As we successfully recruited IBM resource on time (Nov 22) the delays to project kick-off means we need to extend this for a further 6 months which will increase the original approved costs for this resource Any costs used from the change contingency may impact budget requirements in the build/implementation phase. 					
												Notable Achievements to date					
												<ul style="list-style-type: none"> Contract agreed between KPMG and HCP Contract signed V&V workshops scheduled Appointed DM specialist 					
WBS	Milestone	Baseline	Actual	Status	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23						
1	Successful tender letter sent	15-Aug-22	16-Aug-22	G ↑													
2	Project initiation (approval)	15-Nov-22	15-Nov-22	G ↑													
3	Contract signed	15-Nov-22	20-Dec-22	G ↓													
4	Supplier mobilisation (Kick-off)	15-Nov-22	13-Jan-23	G ↓		○ Supplier mobilisation (Kick-off)											
5	Vision and Validate workshops	16-Nov-22	16-Jan-23	G ↓		○ Vision and Validate workshops											
6	Start of Development build	11-Jan-23	20-Feb-23	A ↓			○ Start of Development build										
7	UAT	22-Mar-23	01-May-23	A ↓													
8	Training	21-Mar-23	14-Apr-23	A ↓													
9	Go-live (Prep)	12-Apr-23	22-May-23	A ↓													
10	Launch	20-Apr-23	30-May-23	A ↓													
11	Hypercare	15-May-23	31-May-23	A ↓													
12				- →													
13				- →													
14				- →													
REF	Top risks or issues						Mitigation update						Score	Owner	Review	RAG	
R-0017	Finance resource availability to attend workshops: concerns have been raised around availability within the Finance team which could result in pushing out workshops. This will incur additional costs which isn't a great way to start off a project.						PM has liaised with Sponsor to ensure they're aware of the issues and is working closely with KPMG to rearrange with minimal impact. PM awaiting KPMG confirmation of changes as some workshops have dependencies which could push the V&V stage out by 1 week. 24/01 - PM working closely with KPMG to minimise impact when workshops need to be rescheduled						Low/Medium (5)	AK	16/01/23	R ↑	
R-0006	Undefined data migration workstream will delay project deliverables						Finance to provide a full list of data needed to be transferred and put together a cleansing schedule which can be Contract specifically states delays caused by HCPC approval of deliverables will incur additional costs. 19/10 - Procurement to check this with CCS for advice on how to proceed 03/11 - Procurement still chasing CCS on this. 05/12 Contract changes allow HCPC to terminate the contract following V&V if the costs significantly increase once full requirements understood. 10/02 - Data migration workshops to be scheduled in once COA is finalised						Medium/High (19)	AK	16/02/23	G →	
R-0006	Additional costs needed for V&V falls within approved contingency spend however, this will increase risk on funds moving into Construct and Build phase						Requirements will be MoSCoW'd and plan and budget defined at the end of V&V which will provide us with a better understanding on upcoming expenditure. This will be approved by ELT prior to moving forward						Medium/High (19)	AK	16/02/23	A ↑	
I-0004	V&V is extended to accommodate leave and absences which extends time and increases costs						Exception report to be raised with Board and team members now in place to provide information to KPMG						High (20)	AK	16/02/23	R ↑	

Project	FTP CMS phase 2					Project Manager:		Matt Nelson (Cover: Paul Cooper)		Project Code:		MP109		Report Date:		10/02/2023													
						Sponsor:		Laura Coffey		Phase:		Build		RAG	Previous	Current													
Objective	Continue the work to implement a new FTP Case Management system by adding new core features, enabling Online Concerns, Ops dashboard and incorporating (and embedding) improvement feedback into the workflows.															Scope	G	↑	A	→									
Executive Summary of project	The FTP CMS Phase 2 project follows the success of the initial system implementation in 2021. Phase 2 of the project will use the platform to improve workflows already implemented and extend the capabilities of the case management system (CMS) to include: online submission of concerns and case automation capabilities to support an extension of Online Application portals being developed; document bundling and redaction services; improved email handling; improved reporting; automated case creation, and improved hearing scheduling and conflict management.															Plan	A	→	A	→									
																People	A	↑	G	→									
																Budget	G	↑	G	→									
																Benefits	G	→	G	→									
Executive progress update	Paul Cooper is acting as interim Project Manager as the current project manager is on long-term absence until 20/2. During this reporting cycle an updated release plan has been created to visualise the timeline required to complete the updated to the workflow within the Visual Modeler. Vantis Consulting (process engineering) have been extended until the end of May 2023 in order to ensure the work flow plan is completed - this mitigates a key risk on operational stability if not completed. The updated plan has decreased the complexity of each release (but increased deployments) to reduce the over risk to the timelines. Progress in is monitored daily and adjusted accordingly. The next release cycle is planned for 17/2 (dependent on UAT closure on 15/2). Updated testing process have increased validation in Dev before moving to UAT to reduce defect rate. An operational risk on inbound stability requires a Core update, and whilst a workaround is in place as assessment is underway to determine next steps.																												
Approved Budget					Latest Forecast					Committed Spend					Benefits Forecast					Project Summary					Investment Summary				
Project CAPEX	273,716	G	→		Project CAPEX	298,692	G	→		Project CAPEX	262,892	G	→		Year 1	-	G	→		CAPEX	298,692	G	→		Investment	298,692	G	→	
Project OPEX	-	G	→		Project OPEX	-	G	→		Project OPEX	-	G	→		Year 2	-	G	→		OPEX	-	G	→		Benefits	-	G	→	
FY CAPEX	230,516	G	→		FY CAPEX	255,492	G	→		FY CAPEX	219,692	G	→		Year 3	-	G	→		External funds	-	G	→			-	G	→	
FY OPEX	-	G	→		FY OPEX	-	G	→		FY OPEX	-	G	→		Year 4	-	G	→		Net Cash out	298,692	G	→		NPV	-	291,407	G	→
Recent Progress										Upcoming activities										Low lights, emerging concerns									
General <ul style="list-style-type: none"> Sprint 2 has been deployed and Sprint 3 has been divided into 6 releases to complete the workflow changes Dev / test / UAT processes have been updated to reduce issues and rework required during UAT Plan reset with release now planned out for the remaining workflow release cycles. Resources secured until the end of May 2023. 										<ul style="list-style-type: none"> Complete R4 UAT and Deploy R3, R4 by 17/2 Start Unit testing on R4 20/2 and plan for UAT and release before the end of Feb Conduct an impact assessment of a Core Update to resolve the email work around issue 										<ul style="list-style-type: none"> A core update for the email workaround could negatively impact the workflow critical path so assessments are underway Annual leave plans before the end of march are constraining planning options Project Manager is out of the office unwell, work is being covered by Paul Cooper but being balanced with other responsibilities 									
Release 3, Release 4 <ul style="list-style-type: none"> Three critical items deferred from Sprint 2 will be released in Release 3, and Restoration workflow will be included in Release 4 Dev, and unit testing completed in vNext, and unit testing completed in Pre-Production UAT die to complete on 14/2, and with deployments planned for R3, R4 by the 17/2 																				Notable Achievements to date <ul style="list-style-type: none"> Core UAT completed Nintex contracts exchanged Core v7.0 released to production environment Core v7.1.2 and sprint 1 config release to production environment Sprint 2 released, Release 3 and 4 dev complete and in UAT 									
Other work <ul style="list-style-type: none"> Release 5 (Hearing outcomes is 50% complete and is on target to complete and be ready for unit testing at close of business on 17/2) 																													
WBS	Milestone				Baseline	Actual	Status																						
1	Project initiation					28-Jun-22	G →	01-Feb-23																					
2	Deploy Core v7.0 to Production					08-Sep-22	G →	03-Mar-23																					
3	Core v7.1.2 and Release 1 release					11-Oct-22	G →	02-Apr-23																					
4	Release 2 deploy					13-Oct-22	G →																						
5	Release 3 deploy					17-Feb-23	A →	● Release 3 deploy																					
6	Release 4 UAT start					13-Feb-23	A →	● Release 4 UAT start																					
7	Release 4 deploy					17-Feb-23	A →	● Release 4 deploy																					
8	Release 5 UAT start					27-Feb-23	G →	● Release 5 UAT start																					
9	Release 5 deploy					20-May-23	G ↓																						
10	Release 6 deploy					28-May-23	G ↓																						
11	Release 7 deploy					03-Apr-23	G ↓																						
12	Release 8 deploy					12-Mar-23	G ↓	● Release 8 deploy																					
13	Release 9 deploy					17-Mar-23	A →	● Release 9 deploy																					
14						-	→																						
REF	Top risks or issues										Mitigation update										Score	Owner	Review	RAG					
109-16	Project Manager currently unwell and booked off until 20/2 which may impact delivery plan,										Interim structure put in place with Paul Cooper acting as Project Manager.										Medium/High (11)	PC	14/02/23	A ↓					
109-17	High-level of defects identified in UAT may impact delivery timelines are at risk										Paul Cooper and Nick Humphrey to meet weekly to act as project escalation point. Workflow now being developed and QA'd solely by primary SB developer.										Medium/High (11)	PC	14/02/23	G →					
109-18	Primary delivery timeline at risk as delivery dates and resources not confirmed										A updated plan has been developed and has been in operation from 2/2. Remaining releases split into multiple releases and full project timeline developed. Priorities now reviewed each day										Medium/High (11)	PC	09/02/23	G →					
109-19	Overall project delivery timelines or scope is impacted by delays caused by Core v7 and 7.1.2 upgrades and sprint 1										Project plan extended to ensures priorities are delivered first and defects are prioritised. Scope remains at risk whilst primary efforts remains on Workflow optimisations.										Medium/High (11)	PC	14/02/23	A →					
109-20	Process Engineer contract due to complete ahead of workflow completion which would result in quality concerns if handover not complete										Engineer extended by 2 months and new plan agreed for delivery										Medium/High (11)	PC	28/02/23	G →					
109-21	Timeline remains aggressive and remains at risk										Priorities set to focus on Workflow improvements and Visual Modeller as priority 1. MVP focus discussed and agreed with Project Sponsor										Medium/High (11)	PC	12/10/23	A →					

Project	Hybrid Working	Project Manager: Geoff, Fatma, James	Project Code: MP114	Report Date: 05/12/2022
Objective	Establish a pilot to validate and prepare a plan for new working practices at the HCPC, and move to implementation once the pilot has completed			RAG
Executive Summary of project	Establish a working pilot of new hybrid working practices at the HCPC and conduct a space planning exercise and evaluate technology to create a framework and proposal for a future working. Limited reconfiguration of the space will be done to support current to establish collaboration spaces and dynamic seating arrangements. Policy and process documents and training and induction materials will be updated. The pilot will assess the practicalities of remote working and ensure that support is made available to ensure that employees have a safe working environment. Employee engagement and feedback will be sought throughout the pilot period. Recommendations for further rollout in the second half of the year will be brought forward and then implemented as agreed.			Previous
Executive progress update	Hybrid working feedback has been received following individual department consultancy sessions and is being used to inform decision making. Laptops have been provided to all employees and an improved Virtual Desktop environment has been created to support contractors. A desk booking app has been procured and implemented. Personal lockers have been deployed in key areas of the building for use during the day. Several spaces within Park House have also been reconfigured to support hot desking, with dedicated areas for the teams with the greatest onsite presence. A trial of interactive audio-visual equipment and flexible furnishings has been undertaken, and a pulse survey carried out to secure views of employees. Based on this learning, an ELT report was drawn up setting out several recommendations and seeking a steer from ELT on the overall stance in relation to expectations for onsite working. These recommendations have been agreed, and work is underway to deliver them by the end of the financial year.			Current

Approved Budget				Latest Forecast				Committed Spend				Benefits Forecast				Project Forecast				Investment Summary				
Project CAPEX	305,474	G	→	Project CAPEX	248,474	G	→	Project CAPEX	154,564	G	→	Year 1	-	G	→	CAPEX	248,474	G	→	Investment	248,474	G	→	
Project OPEX	-	G	→	Project OPEX	57,000	G	→	Project OPEX	20,896	G	→	Year 2	-	G	→	OPEX	57,000	G	→	Benefits	-	G	→	
FY CAPEX	133,000	G	→	FY CAPEX	133,000	G	→	FY CAPEX	39,090	G	→	Year 3	-	G	→	External funds	-	G	→	NPV	-	298,023	G	→
FY OPEX	57,000	G	→	FY OPEX	57,000	G	→	FY OPEX	28,042	G	→	Year 4	-	G	→	Net Cash out	305,474	G	→					

Recent Progress	Upcoming activities	Low lights, emerging concerns
<p>HR Work with Heads Of to clarify the expectations set out in the HW policy and support them in implementing them in a manner appropriate to both their team and the needs of the wider organisation.</p> <p>Technology Room by room requirements have now been finalised and a process to secure three competitive quotes for supply and installation has commenced.</p> <p>OS Furniture assessments and upgrade/replacement from stores in progress. Quotations for moves/relocation are being sourced to support further changes to areas of the business, including a new touchdown area in the basement.</p>	<p>HR Communications for the finalised HW policy have been impacted by recent issues outside of the project. ELT have now approved the comms and a launch date of 3rd Jan 2023.</p> <p>Technology Select supplier for provision and installation of AV equipment, proceed with installation.</p> <p>OS Repurpose the spaces set out in Appendix A Continue to track utilisation of space and enhance reporting accuracy, sharing utilisation data with Heads Of</p>	<ul style="list-style-type: none"> Change in Capex model by Finance requires an overall budget review. Financial Benefits have not yet been fully identified Take-up of desk booking app has been low. Overall office utilisation level remains low. Comms and organisational capacity to roll out HW policy has been affected by other recent internal events. Procurement on new AV equipment and furnishings needs to progress promptly to be completed before financial year end. Full cost of all identified requirements is beyond the available budget so prioritisation will be needed.

WBS	Milestone	Baseline	Actual	Status	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
1	HW pilot survey to be launched		05-Sep-22	G →								
2	HW report to ELT		04-Oct-22	G →								
3	Courtyard and Kitchen opened		01-May-22	G →								
4	Furniture installed in B184	29-Jul-22	01-Jun-22	G →								
5	Provide all employees with HCPC laptops		30-May-22	G →								
6	Equip HW pilot spaces		30-May-22	G →								
7	Launch desk booking app		30-Jul-22	G →								
8	Undertake HW equipment trial		11-Aug-22	G →								
9	Set up extended Reg & FtP spaces		30-Aug-22	G →								
10	Draw up long term activity based working proposals for		30-Sep-22	G →								
11	Define and cost long term equipment needs		30-Sep-22	G →								
12	Make recommendations to ELT		04-Oct-22	G →								
13	Develop plans for implementing next steps		31-Oct-22	G →								
14	Publish & communicate HW policy	30-Nov-22	03-Jan-23	A								
15	Order AV kit & furnishings		31-Dec-22	A								
16	Follow-on pulse survey		28-Feb-23	G								
14	Complete kit-out		31-Mar-23	G →								

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	Need to balance needs of organisation with individual circumstances	Heads Of to be responsible for implementation of the policy within their area, with support from HR.	Low/Medium (3)	SLG	31-Dec	G →
2	Hybrid working equipment & furnishing subject to supply chain disruption and price fluctuation	Procurement process needs to be timely and prioritised according to business value.	Medium (6)	GK/JM	31-Jan	A →
3	AV equipment needs to be fit for purpose and for the space it is being deployed in	Secure expert advice on specifying the equipment to be procured	Low/Medium (3)	GK/JM	31-Mar	G →
4	PRC 9 March 2023 - Resources and Business Performance Directorate performance report		Page 34 of 41			- →

Project	Data Excellence	Project Manager: Geoff Kirk, Gareth Davies	Project Code: MP2201	Report Date: 09/01/2023
		Sponsor: Claire Amor	Phase: Discovery	RAG Previous Current
Objective	Establish a coherent, robust, and standardised approach to data use by creating products and processes enable greater consistency, and more efficient and effective use of data both internally and externally			Scope G → A ↓
Executive Summary of project	Create a firm foundation for future initiatives such as the creation of a modern data platform as described in the Digital Transformation Strategy. The project will create standard data sets and reporting views for consistent and rapid organisational use, define processes and standards for standards-based reporting including data definitions, relationships and presentation and sharing capabilities, create standard PowerBi data models, data views and dashboards leveraging the standard create in previous phases, enable access to a curated set of data management, analysis, and dissemination tools, establish an technical architecture for data access and a dictionary for data definition.			Plan A → A →
				People A → A →
				Budget G → G →
				Benefits G → A →
Executive progress update	Investment budget released by ELT to support progression discovery. A review has been undertaken with ANS (a Microsoft Partner) to undertake a health check of the organisation's existing Microsoft-based data management approach, identify any gaps and set out a proposed way forward. This confirmed HCPC's approach is fundamentally sound but certain elements needed to be added in to ensure best practices around security and efficiency are followed. Following the appointment of an inhouse data engineer this work has been taken forward and a new fully compliant environment created. The first 'module' of the data platform has been created as a pilot, based on the HEE Partnership data extract requirements and EDI reporting. A backlog of further 'modules' for development has been collated and prioritised. Work on Renewals, the 2nd module, is underway. Data Standards Officer now appointed, as an internal secondment, but not yet in post.			

Approved Budget				Latest Forecast				Committed Spend				Benefits Forecast				Investment Summary			
Project CAPEX	70,000	G	→	Project CAPEX	70,000	G	→	Project CAPEX	-	G	→	Year 1		G	→	Investment	120,000	G	→
Project OPEX	50,000	G	→	Project OPEX	50,000	G	→	Project OPEX	24,667	G	→	Year 2		G	→	Benefits	-	G	→
FY CAPEX	60,000	G	→	FY CAPEX	-	G	→	FY CAPEX	-	G	→	Year 3		G	→		-	G	→
FY OPEX	50,000	G	→	FY OPEX	24,667	G	→	FY OPEX	24,667	G	→	Year 4		G	→	NPV	- 117,073	G	→

Recent Progress				Upcoming activities				Low lights, emerging concerns			
Data Platform (Geoff) <ul style="list-style-type: none"> HEE data extract process in place. Ongoing schedule to be agreed then workstream effectively complete. Data quality issues identified through HEE work have been documented ready for DSO to investigate. Work has commenced on the Renewals module in conjunction with the I&A team. Microsoft have laid on a "carousel" of prospective partners to support the ongoing work of building the data platform and potentially to help accelerate this into next year. 				Data Platform <ul style="list-style-type: none"> Conclude work on the Renewals module. Undertake a tender process, inviting 3 of the Microsoft "carousel" participants to submit formal bids. 				Initial discussions with ANS did not lead to an agreed model for ongoing specialist support when needed, delaying getting an appropriate partner on board.			
Data Standards (Gareth) <ul style="list-style-type: none"> Recruitment of Data Standards Officer completed, internal seconded commencing in post in December. 				Data Standards <ul style="list-style-type: none"> I&A to establish a priority list of data items frequently used Newly appointed DSO to commence work on investigating DQ issues identified in HWW extract, and documentation of the solutions built to date. 				The backlog of prioritised development use cases for the data platform does not yet have organisation-wide backing. There is a desire from the regulatory functions for the scope of the work to extend to cover regular reporting, but this would be difficult to support within current resourcing and will need to be considered as part of the investment programme for 23/24.			
								Notable Achievements to date <ul style="list-style-type: none"> Health check completed. New environment created conformant to best practices. HEE/EDI 'module' created. Merge of EDI data from survey and portal sources completed. HEE routine data sharing process in place. 			

WBS	Milestone	Baseline	Actual	Status	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
1	ANS Discovery Workshop 1		17-May-22	G →								
2	ANS Discovery Workshop 2		13-Jun-22	G →								
3	ANS Findings Workshop		17-Jun-22	G →								
4	HEE/EDI module commenced		01-Jun-22	G →								
5	HEE/EDI module complete		30-Jun-22	G →								
6	Data engineer appointed		04-Jul-22	G →								
7	Recruit Data Science Apprentice and Officer	05-Sep-22	01-Dec-22	G →								
8	Priority data items list	30-Sep-22	01-Dec-22	R →								
9	Prototype data standards documentation	15-Oct-22	15-Oct-22	A →								
10	Data Standards Officer commences in post	31-Oct-22	19-Dec-22	G →								
11	Finalise data standards documentation	15-Nov-22	31-Jan-23	A →								
12	Complete documentation of modules 2 & 3	15-Jan-23	28-Feb-23	A →								
13	Complete documentation of module 4	31-Mar-23	31-Mar-23	A →								
14				- →								

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	RISK: Source data of insufficient quality and consistency to enable use in a modern data platform	Data Standards workstream to address this, alongside BAU data quality activities.	An issue	GD	11-Nov	A →
2	RISK: Incremental approach to build-out of data platform requires a steady flow of agreed, prioritised use cases that have been clearly specified.	Delay in recruiting data standards officer has affected documentation of requirements for priority use cases. Engagement with regulatory departments improving but these requirements have not yet been captured.	Medium (6)	CA	30-Sep	A ↓
3	RISK: Data Platform lacks sufficient security and access controls	MS best practices to be followed in implementation of data platform. CISO to join PDE Programme Governance for assurance.	Low (1)	JR	31-Mar	G →
4	Risk: Failure to recruit to Data Standard Officer	Internal seconded now in place. Delay in recruitment has affected this year's intended work programme.	An issue	GD	09-Jan	A ↑

Project	Tone of Voice (Phase 1) - FTP			Project Manager: Uta Pollmann	Project Code: MP2201	Report Date: 08/12/2022														
Objective	Embed a new organisational tone of voice in FTP key communication templates and documents			Sponsor: Claire Amor	Phase: Build	RAG Previous Current														
Executive Summary of project	The project will review, and update key templates used within the FTP department to reflect the new tone of voice experience from the HCPC. The project will include the development of our new tone of voice (which will be articulated in a written guidance document), training and development of colleagues across the organisation to embed the new tone of voice, development of new digital content and templates used within or to explain our fitness to practise processes.					Scope G → G →														
Executive progress update	The first two batches of templates have been submitted for review and batch 3 is nearly completed. These are all high priority templates, and many have additional information attached to them in form of information sheets. Meetings with the comms department have been held to gain their support for moving some of the information onto the website. OMs have received in depth explanations about the changes which have been made before they were asked to review their templates. A meeting has been set up with the Tone of Voice champions to give them a process update, make them understand the reasoning behind the changes, and share some of the completed templates with them. Going forward they will be involved in updating some of the low priority templates to speed up the process. A meeting with registrants has been set up gain their input.					Plan G → A →														
						People G → G →														
						Budget G → G →														
						Benefits G → G →														
Approved Budget		Latest Forecast		Committed Spend		Benefits Forecast		Project Summary		Investment Summary										
Project CAPEX	-	G	→	Project CAPEX	-	G	→	Year 1	-	G	→	CAPEX	-	G	→	Investment	-	G	→	
Project OPEX	50,000	G	→	Project OPEX	50,000	G	→	Year 2	-	G	→	OPEX	50,000	G	→	Benefits	-	G	→	
FY CAPEX	-	G	→	FY CAPEX	-	G	→	Year 3	-	G	→	External funds	-	G	→		-	G	→	
FY OPEX	-	G	→	FY OPEX	35,401	G	→	Year 4	-	G	→	Net Cash out	50,000	G	→	NPV	-	48,309	G	→
Recent Progress				Upcoming activities				Low lights, emerging concerns												
<ul style="list-style-type: none"> Batch 01 and 02 submitted, Batch 01 fully reviewed and completed Started on Batch 03 Organisational guidance completed and submitted for review to Kellie G Meeting with comms team regarding update of information on website and review of information sheets 				<ul style="list-style-type: none"> Complete Batch 03, start on Batch 04 ToV champions meeting to share the process and thinking about the complete templates and to involve them in low priority templates Meeting external stakeholder to explain the process we have made and ask for their input Present selected templates and organisational guidance document to the next Professional Bodies meeting 				<ul style="list-style-type: none"> Resource constraints may impact timelines Delayed start date will delay completion date of the project 												
								Notable Achievements to date												
								<ul style="list-style-type: none"> First batch of templates have gone through the full cycle of review and have been signed off 												
WBS	Milestone	Baseline	Actual	Status	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23							
1	Meet with internal stakeholders		15-Aug-22	G →			○ Meet with internal stakeholders													
2	Draft organisational guidance document created for review		05-Sep-23	G →																
3	Identify and prioritise FTP templates		01-Sep-22	G →			○ Identify and prioritise FTP templates													
4	Present project approach to external stakeholders		22-Sep-22	G →			○ Present project approach to external stakeholders													
5	Secondee recruitment completed	10-Oct-22	21-Nov-22	G →						○ Secondee recruitment completed										
6	Secondees start at HCPC		21-Nov-22	G →						○ Secondees start at HCPC										
7	Induction Complete	15-Oct-22	28-Nov-22	G →						○ Induction Complete										
8	Template review started	17-Oct-22	28-Nov-22	A →						○ Template review started										
9	New FTP templates completed	30-Mar-22	01-May-23	A →																
10	Phase 1 complete		01-May-23	A →																
11	Review phase		01-May-23	G →																
12	Organisational guidance document sign-off target		14-Nov-22	G →			○ Organisational guidance document sign-off target													
13	Share Guidance with External Stakeholder for information		28-Nov-22	G →			○ Share Guidance with External Stakeholder for information													
14				- →																
REF	Top risks or issues			Mitigation update			Score	Owner	Review	RAG										
1	Project Costs for FY2023-24 will increase due to delays in completing the recruitment of the secondees to review document templates			Finance have been advised of the concern and the Project lead will advise ELT of a £14K overspend if required. PC 8/12: Project costs (15K have been moved to next FY)			An issue	UP	15-Nov	G →										
2	Project End date will move from March 22 to May 22 a result of the recruitment delay of the secondees to review document templates.			The plan has been revised and submitted but remains at risk of further delay if secondees are not recruited by 1/12			An issue	UP	04-Nov	G →										
3	Insufficient resources to review templates may delay project implementation			ELT approved access to funds to engage external resource teams			Low (1)	UP	01-Sep	G →										
4										- →										

Wkstr.	International Application Performance Improvement	Workstream lead: Brendon Edmonds	WS Code: WS 1	Report Date: 19/01/2023
Objective	Improve the quality and timeliness of decisions and efficiency of international application and assessment processes.	Sponsor / PM: Claire Amor	Phase: Started	RAG Previous Current
Executive Summary of Wkstr.	Improvement is currently focused on focused on business process change, management oversight capabilities and the visibility of operational performance through the optimisation of the main CRM system. Once operation of the end to end process is stabilised, focus will turn to developing a new team structure and roles, with an emphasis on embedding quality focused roles. The next iteration of internal operational guidance will also be delivered. Quality based improvement work to commence in more detail to address remaining gap analysis items later in the summer.			
Executive progress update	We have maintained our main service standard to October end reaching a median first decision on application assessments in 10 working days. We are also now in a steady state for new application processing and assessment preparation, and we are progressing well in achieving this for our assessment process and for processing incomplete applications. We have focused on standardising our verifications approach, and have implemented a plan to increase resources in this area. We continue to produce detailed guidance for all parts of the process for use within the international team, and also to assist call centre enquiry handling. Discussions are now underway to close this workstream as objectives have now been met.			

Recent Progress	Upcoming activities	Low lights, emerging concerns
<ul style="list-style-type: none"> All roles have now been filled for the international ring fenced team. New call centre guidance on call handling for verifications and assessment based application queries is now live. This assists in smooth call handling and escalation processes for applicants calling in to discuss application progress. New auto verification functionality went live on 5 December. Main KPI maintained for October end - median processing time to first decision well within 60 days (10 working days) . 	<ul style="list-style-type: none"> New team structure JDs to be drafted and next steps to consult on proposed changes to be progressed with HR. Benefits realisation following verification rollout - likely reduction in resources needed for new application processing / increase in performance targets. Remaining international inboxes integrated into CRM (International and assessors). 	<ul style="list-style-type: none"> None
Notable Achievements to date		
<ul style="list-style-type: none"> Dedicated international team resource secured CRM led end to end processing Comprehensive MI & applicant tracking mechanisms Process efficiency improvements yielding increases in productivity Achieving service levels for first time since April 2021. 		

WBS	Milestone	Baseline	Actual	Status	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23
1	End to end process managed within CRM		15-May-22	G →		○ End to end process managed within CRM									
2	Operational management oversight mechanisms		15-Jun-22	G →			○ Operational management oversight mechanisms in place								
3	Performance management tools in place		15-Jul-22	G →				○ Performance management tools in place							
4	Meeting our service levels forecast	15-Aug-22	01-Aug-22	G →				○ Meeting our service levels forecast							
5	New team structure and roles approved for imple		15-Sep-22	G →					○ New team structure and roles approved for implementation						
6	Begin Workstream closure activites		10-Jan-23	G →									○ Begin Workstream closure activites		
7	Close Workstream 1		01-Mar-23	G →											○ Close Workstream 1
8				- →											
9				- →											
10				- →											
11				- →											
12				- →											
13				- →											
14				- →											

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	Verification and reminder email capaility added to the system to not include an automatic link back to the Applicant which require a manual processing step.	The solution has been split to allow the capability to be tested and deployed whilst the linkage autoamtion user-story is added to the solution.	Low (1)	AW	04-Jan	G →
2	Changes in application volumes may cause SLA to slip under high-workload scenarios in future.	This will be continually reviewed	Low (1)	BE	04-Jan	G →
3						- →
4						- →

Wkstr.	Increase Registration capacity for International Applications			Workstream lead:	Richard Houghton	WS Code:	WS 2	Report Date:	30/12/2022						
Objective	Ringfenced resource for 400 HEE international applications and streamlining processes to provide applicants with the ability to apply online.						Phase:	Started	RAG	Previous	Current				
Executive Summary of Wkstr.	Develop and launch online international applications. Establish a ringfenced team of Registration Advisors to manage the international application process and recruit additional Registration Assessors, where required, to ensure HEE international applications are processed within the service standard.						Sponsor / PM:	Claire Amor	Scope	G →	G →				
Executive progress update	As at the 31 December 2022 9,189 international applicants have been registered, this financial year, compared to 4,687 in the entire 2021/22 financial year. Of these 77 HEE paramedic applications have been processed on to the Register and regular updates are being provided to HEE. All international processing is now undertaken internally by the HCPC team. Following the decision to expand the international team by a further 10 Registration Advisors and a Team Leader, a Team Leader and 10 Registration Advisors have now been recruited. A ring fenced team of Registration Advisors will continue to manage the international application process with the additional 10 Registration Advisors and 1 Team Leader, recruited in 2022, continuing to operate as part of that team until 31/08/23. We will continue to report application progress of HEE related applications until the 31/03/23. Work is underway to close this workstream now that objectives have been met.						Plan	G →	G →	G →					
Recent Progress			Upcoming activities			Low lights, emerging concerns									
<ul style="list-style-type: none"> 9,189 international applications have been registered this financial year. Of the applicants HEE are tracking: 77 paramedic applications have been registered. Consistently achieved service level for 7 months, June 2022 to December 2022. 			<ul style="list-style-type: none"> Awaiting receipt of further HEE applications - applicants will be tracked via the WS1 dashboard and reporting data, currently only tracking paramedic applications. Reporting application progress to HEE on a fortnightly basis utilising the WS1 dashboard reports. 			<ul style="list-style-type: none"> Unable to recruit and retain the team (explore opportunities for training, development and hybrid working) Continued growth in volumes could require further team expansion 									
Notable Achievements to date															
<ul style="list-style-type: none"> Targets set to move identified applicants onto the Register within 60 working days. Team will monitor applications and prioritise for processing. Online international applications live 7 April. 77 HEE paramedic applicants processed on to the Register. 5500 paper applications processed from the backlog utilising the surge support arrangements. Achieving service level for the first time since April 2021. 															
WBS	Milestone	Baseline	Actual	Status	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23
1	Begin processing back via partner team		01-Feb-22	G →											
2	Recruit backfill to enable capacity		01-Mar-22	G →											
3	Launch Online Applications		31-Mar-22	G →											
4	Recruit/Train additional Registration Assessors	15-Aug-22	01-Jun-22	G →											
5	Establish Ringfenced team for IA work		01-Mar-22	G →											
6	ELT Approval to extend Int team		28-Jun-22	G →											
7	Paper Application backlog cleared		30-Jun-22	G →											
8	Processing with SLA for all Int App		30-Jun-22	G →											
9	Extend ringfenced international team		01-Sep-22	G →											
10	Register 400 HEE international applicants		30-Mar-23	G →											
11	Complete reporting to HEE		30-Mar-23	- →											
12	Close Workstream 2		30-Mar-23	- →											
13				- →											
14				- →											
REF	Top risks or issues			Mitigation update			Score	Owner	Review	RAG					
1	Increased Application demand, and resource constraints may impact ability to maintain the processing of international applications within service level.			Surge support solution introduced to process online international applications. Ring fenced team implemented. Recruitment of additional 10 Registration Advisors and a Team Leader complete. Online international application process introduced.			Low (1)	RH	04-Jan	G →					
2	Unexpected surge of HEE international applications.			Fortnightly forecasting meetings with HEE.			Low (1)	RH	04-Jan	G →					
3										- →					
4										- →					

Wkstr.	Provision of Data	Workstream lead: Geoff Kirk	WS Code: WS 3	Report Date: 18/01/2023
Objective	Establish a data sharing partnership with HEE to provide regular data about our registrants in support of HEE's activities and explore opportunities for reciprocal sharing.	Sponsor / PM: Claire Amor	Phase: Started	RAG A → G →
Executive Summary of Wkstr.	This workstream will define a core dataset that HEE wishes to obtain from HCPC in support of its work, and put in place the technical and legal arrangements necessary to allow this data to be shared on a regular basis. Once this core dataset is in place, opportunities for further data sharing as partners will be explored, including where HEE holds data that would be of value to HCPC. In the long term, options to develop a self service front end to support further partnership working will be considered.			Plan R → G →
Executive progress update	The core dataset has been agreed and mapped and data share and agreed with HEE. The Engineer is now developing the ongoing automation to enable data to be shared automatically in future. Following 2 further successful data cuts the ongoing process has now been formalised. Work is now in progress to close this work stream as objectives have now been met.			People G → G →
				Budget G → G →
				Benefits G → G →

Recent Progress	Upcoming activities	Low lights, emerging concerns
<ul style="list-style-type: none"> DSA signed off by both organisations. Privacy statement updated on HCPC website. Further data cleansing undertaken. HEE have confirmed they are satisfied the file format and sharing method are fit for purpose. They have also now agreed the ongoing schedule for monthly data extracts going forward. Third full data extract provided to HEE on 31st December through a secure SharePoint channel. 	<ul style="list-style-type: none"> Updated privacy statement to be publicised via upcoming registrant newsletters. 	<ul style="list-style-type: none"> Due to data quality concerns it is not appropriate to fully automate the data extract process at this time. The current process includes a manual QA stage by the I&A team, liaising with other departments as necessary. This is likely to need to be retained until such time as the source data quality issues have been fully addressed.
		<p>Notable Achievements to date</p> <ul style="list-style-type: none"> Core dataset agreed. Dataset mapped to identify data sources. Initial DQ assessment undertaken. 1st cut data extract produced & QA'd. Anonymised extract shared with HEE. Full DPIA undertaken and approved by HCPC Governance. DSA approved by ELT. Privacy statement updated. 3 data extracts provided to HEE. HEE have signed off the extract format, sharing method and ongoing schedule.

WBS	Milestone	Baseline	Actual	Status	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23
1	2nd Anonymised data shared with HEE	07-Jul-22	07-Jul-22	G →			○ 2nd Anonymised data shared with HEE								
2	DSA Agreed	31-May-22	30-Jun-22	G →			○ DSA Agreed								
3	DSA Legal review completed	06-Jul-22	06-Jul-22	G →			○ DSA Legal review completed								
4	HEE / HCPC risk response agreed	17-Aug-22	17-Aug-22	G →				○ HEE / HCPC risk response agreed							
5	DSA Legal advice updated	24-Aug-22	24-Aug-22	G →				○ DSA Legal advice updated							
6	ELT Guidance on risk assessment	06-Sep-22	06-Sep-22	G →					○ ELT Guidance on risk assessment						
7	HEE Guidance on Risk Assessment	06-Sep-22	06-Sep-22	G →					○ HEE Guidance on Risk Assessment						
8	DSA update start	18-Aug-22	18-Aug-22	G →					○ DSA update start						
9	DSA Finalised	06-Sep-22	06-Sep-22	G →					○ DSA Finalised						
10	HEE approval	13-Sep-22	30-Oct-22	G →							○ HEE approval				
11	ELT Approval	13-Sep-22	04-Oct-22	G →						○ ELT Approval					
12	1st cut data share with HEE	30-Jun-22	31-Oct-22	G →							○ 1st cut data share with HEE				
13	Formalise ongoing data sharing schedule	28-Feb-23	18-Jan-23	G →										○ Formalise ongoing data sharing schedule	
14	Publicise updated privacy statement	31-Mar-23	31-Mar-23	G →											○ Publicise updated privacy statement

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	ISSUE: Legal review has raised risks relating to assumption that existing rules allow for sharing of personal data with HEE. Data cannot be shared until Risks are mitigated or accepted by the HCPC.	Revised DSA produced with more positive legal advice received. ELT to determine whether residual risk is acceptable. 4/10 Risk is now mitigated following ELT approval.	Low (1)	GK	CLOSED	G →
2	RISK: Opt-in option to attain DSA approval would require substantial development and communications which may not be realistic within existing timescales and budgets.	Legal advice on revised DSA indicates that consent is not necessary or viable as long as ELT sign off the legal basis.	Low (1)	GK	CLOSED	G →
3	ISSUE: Sharing of data milestone (30/6) not achievable until DSA (items 1 & 2) are resolved).	Plan updated to provide time to complete risk and issue mitigations identified. 4/10 Risk is now mitigated following ELT approval.	Low (1)	GK	CLOSED	G →
4	Risk that data subject challenges the legal basis or the communication of the DSA	Legal advice is that the revised DSA offers a reasonable basis to defend a challenge. Comms plan will aim to raise the profile of the data sharing as a positive measure to support NHS workforce planning. Attempting to contact ex registrants individually would raise additional risks as there is no reliable method to remove deceased registrants from any such mailing. ELT to determine whether the residual risk is acceptable.	Low (1)	GK	CLOSED	G →

Wkstr.	Preceptorship	Workstream lead: Mark Platt	WS Code: WS 4	Report Date: 31/01/2023
		Sponsor / PM: Claire Amor	Phase: Started	RAG Previous Current
Objective	To develop and implement principles and guidance materials to support preceptors and preceptees.			Scope G → G →
Executive Summary of Wkstr.	Develop preceptorship guidance (supported by evidence from the New Graduate Survey which indicates registrants feel less supported / less confident in their practice) in line with other professional regulators (e.g. the NMC). HEE have identified a need for a similar approach for AHPs and we have agreed to work alongside HEE to jointly develop principles for preceptorship, consult on the principles and potentially any related materials, and to develop our research and understanding to support of preceptorship for all HCPC registrants (identifying any areas of concern/for further development/thinking).			Plan G → G →
				People G → G →
				Budget G → G →
				Benefits G → G →

Executive progress update

The consultation has now been launched. There will be additional stakeholder events in November/December covering all UK jurisdictions and across all the professions regulated by the HCPC. Feedback from the consultation will be reviewed with ETC in early Feb 2023 before final principles are published c.March 2023. The completion data for the review of the consultancy output has been moved to 18/1/2023 to provide additional time for analysis.

Recent Progress	Upcoming activities	Low lights, emerging concerns
<ul style="list-style-type: none"> Consultation is ongoing, currently just under 650 completed responses have been received. Mid-point advisory group meeting taken place, with update presentation on consultation response data. Preceptorship blog has been drafted and is awaiting publication. Positive feedback received from HEE regarding retention data shared with them. Preparedness for practice research underway. Initial meeting with research activity planning completed. Stakeholder engagement events to support the launch of consultation completed. (23rd November and 1 December). Preceptorship blog published. 	<ul style="list-style-type: none"> Next project advisory group scheduled for 12 December Next representatives advisory group scheduled for 12 December 	<ul style="list-style-type: none"> Timeline pressure re HEE wanting materials available for the 2022/3 academic cohort which could impact on the quality of the product (i.e. The principles and materials). The need for HCPC to engage across all professions and all 4 nations - different jurisdictions and remits than HEE
Notable Achievements to date		
<ul style="list-style-type: none"> Consultation launched Webinars completed with excellent attendance numbers (over 100 each) Preparedness for practice research underway 		

WBS	Milestone	Baseline	Actual	Status	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23
1	ETC Electronic feedback		02-Sep-22	G →								
2	Issue tender for PrepPrac research		08-Aug-22	G →								
3	Exchange contracts		22-Aug-22	G →								
4	Begin PrepPrac research		01-Sep-22	G →								
5	Preceptorship approach for Council approval		13-Oct-22	G →								
6	Launch of consultation on draft principles		26-Oct-22	G →								
7	Complete consultation of draft principles	21-Dec-22	18-Jan-23	G →								
8	Review PrepPrac Interim findings		31-Jan-23	G →								
9	Analysis of Consultation outcomes complete		09-Jan-23	G →								
10	Review consultation outcomes with ETC		31-Jan-23	A →								
11	Review consultation outcomes with Council		23-Feb-23	G →								
12	Publish preceptorship principles		30-Mar-23	A →								
13	Receive final PrepPrac report		01-Dec-24	G →								
14	Professional Liaison events start		04-Apr-23	G →								

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
1	Consultation responses may not supportive the approach or content of proposed preceptorship principles. This could delay HEE target publishing dates as the HCPC would need to consider what this feedback means for the overall approach. Proceeding without taking account of consultation response will reduce the value of the work and may create negative reputational feedback.	Multiple stakeholder engagement events held prior to, and during, consultation provide an opportunity for early feedback and socialisation of draft principles with key stakeholders. This helps to mitigate the risk of an unexpected negative consultation response. So far the feedback has been positive, but this will continue to be assessed. Analysis of consultation responses will be shared with ETC and Council prior to publication of final principles.	Low (1)	MP	04-Jan	G →
2	Governance timelines differ to project timelines for ETC input. Key areas will not be ready for the paper deadline of ETC (7/9), and ETC is not scheduled to meet in Jan '23. ETC input is key in shaping ongoing development of the work and deferring to next ETC and Council will delay HEE milestones	As agreed with HCPC governance, ETC reviewed papers electronically in late August/early Sept and will do so again in January. This will ensure that their perspective feeds into final governance papers to approve consultation approach and draft principles. We have agreed with HEE that delivery of final, published principles will be in Q1 2023.	Low (1)	MP	04-Jan	G →
3	Preparedness for practice research will not complete in time for final publication of principles. The final research report is expected later in 2023.	The proposed alternative to the ideal scenario (in which research would precede development of approach) is to use any available interim report findings (possibly Q1; 2023) to feed into promotion of preceptorship principles when published.	Low (1)	MP	04-Jan	G →
4	Timeframes agreed with HEE (final publication in 03/23) contain little contingency for delay (risking relationship and reputational damage) if deadlines are missed. Some issues e.g., time required to analyse consultation responses is dependent on the number (and detail) of responses received.	We've outlined potential issues to HEE and continue to update them on any risks to timeline. If the project falls behind schedule, or an unexpected event arises, we will need to seek advice from internal governance structures on how to proceed with the work and agree new timeframes with HEE.	Low (1)	MP	04-Jan	G →
5	The remit and scope of HEE is narrower than HCPC (HEE focused on England and AHP). If the approach/principles don't consider other regulated professions (or fit with UK wide systems outside of England) a risk exists that they will be seen as irrelevant and not valued by the intended audiences	We have project advisory groups that represent each of the four UK nations and a professional representative group that invites a member from each of the professions regulated by HCPC. The project advisory groups are meeting at relevant junctures throughout the project and have an opportunity to feed in their perspective directly to the project team. We have also engaged directly with devolved administrations and non AHP professions to ensure they have been part of the journey and thinking so far	Low (1)	MP	04-Jan	G →

Project	Online Concerns	Project Manager: Nicola Bibbey	Project Code: MP109a	Report Date: 23/11/2022
Objective	Enable the online capability to capture FTP online concerns and pass this information into the CMS for automatic case creation.	Sponsor: Andrew Smith	Phase: Discovery	RAG Previous Current
Executive Summary of project	An online concerns form will be introduced, and the paper concerns form will be retained too. The forms will now include an EDI questionnaire. The project will review options between the current approach used in Registrations versus an alternate simplified approach using webforms. The user experience will be agreed with the Communications department and any resulting build will be validated by external stakeholders. through a pilot. The driver for investigating the alternate approach is to minimise any technical debt ahead of a broader online experience strategy.			Scope A → A ↑ Plan G → A → People G → G → Budget G → G → Benefits A → A →
Executive progress update	Following a review with the sponsor, further work has been started to include EDI and Auto-Case creation back in scope of delivery. The requires further work to review questions on the forms, to confirm status of the data input process for FTP Nexus and for an updated design review from IT to ensure the data can be securely (and safely) imported directly into FTP CMS. Once the review is complete, the further selection on technology route will be required. For build and deploy, the project will ensure validation by running an external pilot. We have now engaged with all parties to get feedback on accessibility on EDI and questions that we are raising and once we have final approval from the head of FTP on the questions.			

Approved Budget			Latest Forecast			Committed Spend			Benefits Forecast			Project Summary			Investment Summary		
Project CAPEX	-	G →	Project CAPEX	-	G →	Project CAPEX	-	G →	Year 1	-	G →	CAPEX	-	G →	Investment	-	G →
Project OPEX	-	G →	Project OPEX	-	G →	Project OPEX	-	G →	Year 2	-	G →	OPEX	-	G →	Benefits	-	G →
FY CAPEX	-	G →	FY CAPEX	-	G →	FY CAPEX	-	G →	Year 3	-	G →	External funds	-	G →		-	G →
FY OPEX	-	G →	FY OPEX	-	G →	FY OPEX	-	G →	Year 4	-	G →	Net Cash out	-	G →	NPV	-	G →

Recent Progress			Upcoming activities			Low lights, emerging concerns		
User interface Meetings have been held with representatives from the Comms department, FTP and Synchronicity to agree on the user interface for the form. Question workshops Workshops have been completed with the threshold and triage team in FTP to ensure the questions created for the form capture all requirements. We are now awaiting final signoff from the head of FTP on the forms/questions.	Signoff Review and signoff of the form questions by FTP Scope An assessment of the alternative approaches					There are some questions in relation to the scope of the project, specifically with the approach we take in developing the form. Research is taking place into alternatives with a decision to be made by ELT as to which approach to take. This means that the development of a Microsoft form with Synchronicity is currently on hold which will cause delay to the project start.		
Model review IT have been looking into what other regulators use and are exploring possibilities within a custom-made form or our comms team building it through the website. We are looking into the costs and benefits of each model to present to the board for a decision.						Notable Achievements to date <ul style="list-style-type: none"> A user interface has been agreed with the Comms department. Workshops have taken place with FTP teams to ensure questions meet their requirements 		

WBS	Milestone	Baseline	Actual	Status	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23
1	Agree baseline UX approach	09-Nov-22	09-Nov-22	G →		○ Agree baseline UX approach			
2	Review and approve form questions		01-Dec-22	G →		○ Review and approve form questions			
3	Approval of questions from FTP		01-Dec-22	- →		○ Approval of questions from FTP			
4	Agree approach with IT and ELT		06-Dec-22	A →		○ Agree approach with IT and ELT			
5	Board meeting to decide approach		07-Dec-22	- →		○ Board meeting to decide approach			
6				- →					
7				- →					
8				- →					
9				- →					
10				- →					
11				- →					
12				- →					
13				- →					
14				- →					

REF	Top risks or issues	Mitigation update	Score	Owner	Review	RAG
I-0001	EDI deadline is in December. January will not be realised due to delay in starting delivery whilst user design is reviewed	Review meetings in progress. Board advised that new EDI date will be determined post UX review and planning update.	An issue	NB	01-Nov	G →
R-0002	There are some questions in relation to the scope of the project, specifically with the approach we take in developing the form. Research is taking place into alternatives with a decision to be made by ELT as to which approach to take. This means that the development of a Microsoft form with Synchronicity is currently on hold which will cause delay to the project start.	Information is being compiled for a project board so a decision can be made on which route to take.	Medium/High (12)	NB	07-Dec	A ↑
3						- →
4	PRC 9 March 2023 - Resources and Business Performance Directorate performance report			Page 41 of 41		- →