Resources Directorate Performance Report

December 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

Highlights:

- Continued good performance against most directorate KPIs.

- Voluntary turnover continues to reduce month by month and average days to hire score has improved, following process improvements agreed with FTP management.

- IT system availability and incident resolution scores remain high.

- Business Central User Acceptance Testing (UAT) completed and deployment dates agreed (8 and 9 March); final migration testing under way to confirm approach.

- Frontloading will initiate in February, however, forecast costs currently exceed initial budget and benefits are backloaded. The business case will be presented to ELT for review at initiation.

- HR Recruitment module project well progressed, although launch date was delayed to the end of January due to late delivery of requirements from the supplier.

Outliers

- The IT Security Score reduced to 80%. This was as a result of the change freeze over Christmas and a number of new security requirements added by Microsoft. Work is under way to address the new requirements and catch up with routine patching and security updates following the change freeze.

- Increase in numbers of agency staff to backfill vacancies in FTP, pending permanent recruitment.

- Office attendance remained consistent month-on-month at 17%, slightly below the hybrid policy benchmark.

Other issues and challenges

- Following a review of readiness in December 2023, the project board approved a recommendation to defer the migration of Business Central to February/March 2024.

- The start-up on Online Concerns has been delayed whilst the design for auto-case creation is reviewed following a readiness assessment.

- The cyber-attack on HCPC systems that commenced in late August is still ongoing. Although concerns that the attack might escalate over the Christmas period did not materialise, the volume of fake login attempts has increased since the New Year. Additional mitigations are thus far proving successful whilst the long-term solution continues to be worked on with support from external specialists. An unrelated spike in apparently fake sign-ups to the employer newsletter was seen over Christmas. A mitigation has been put in place to reduce the risk of high volume fake sign-ups in future, although the risk posed by such sign-ups is minimal. It does however highlight the increasing level of cyber security risk that HCPC is having to respond to in its external operating environment.

- Careful prioritisation between BAU, cyber security, major projects and the new Q4 initiatives commissioned by ELT will be necessary over the coming weeks.

- A Reinforced Autoclaved Aerated Concrete (RAAC) survey of the Kennington estate is nearing completion. Pending final confirmation in reports due in February, none of the material has been detected.

2. Operational Dashboard: Dec 2023

People	Value	RAG	Trend
Vacancy rate	4%	G	↑
Voluntary turnover rate	12%	G	↑
Average days to hire	26	G	↑

Finance (Oct-23 data)	Value	RAG	Trend
Year to date surplus	£3.08m	G	↓
Procurement cost efficiencies	£2.4k	A	↑
Invoices paid on time	98%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	96.5%	G	↓
Key system availability	99.99%	G	→
Security score	80%	A	↓

Estates	Value	RAG	Trend
CO2 emissions (tonnes)	Not yet available	Not yet available	→
Office attendance	17%	A	↑
H&S incidents	0	G	→

3. People Dashboard: Dec 2023

	Value	RAG	Trend
Permanent staff	285	G	↑
FTC staff	30	G	→
Agency staff	31	G	↑

Establishment

	Value	RAG	Trend
Number of campaigns	4	-	↑
Internal offers made	2	-	↓

Recruitment & Progression

Retention & Culture

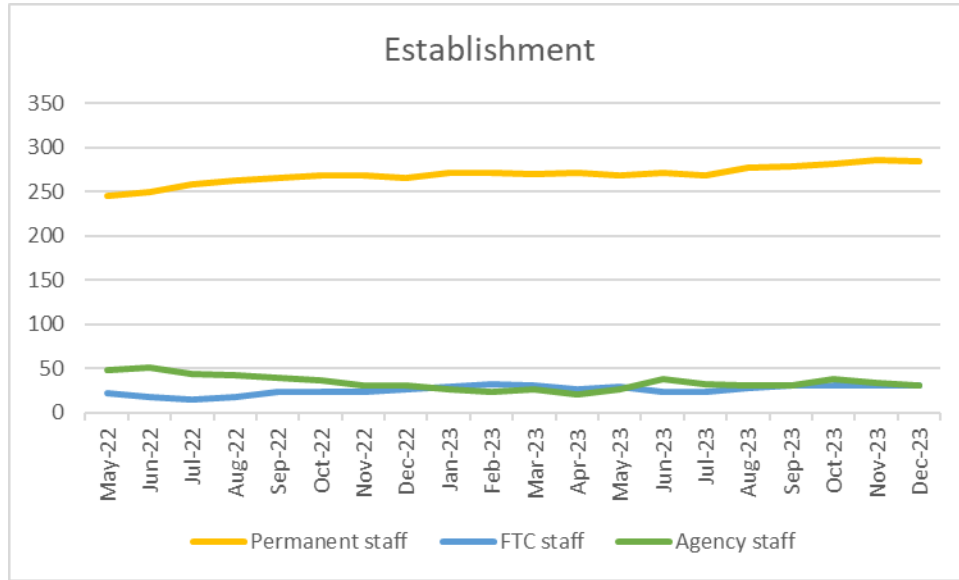|	Value	RAG	Trend
Turnover	12%	G	↑
Employee relation cases	1	G	↑
Employee Satisfaction (quarterly Pulse survey)	76%	A	↓

Commentary- HR highlights

- Delivered Handling Difficult Conversations training to managers and team leaders.
- Delivered Impactful job application training to employees across the business.
- The recruitment portal upgrade project has been initiated.
- Pre-employment health questionnaires reviewed, upgraded and incorporated to contracts.

4. People Trends: Dec 2023
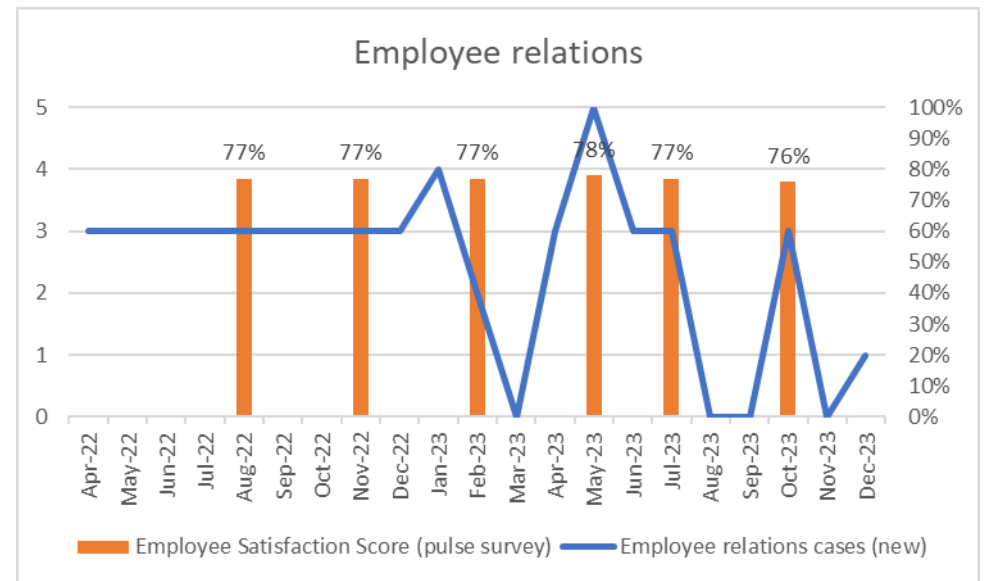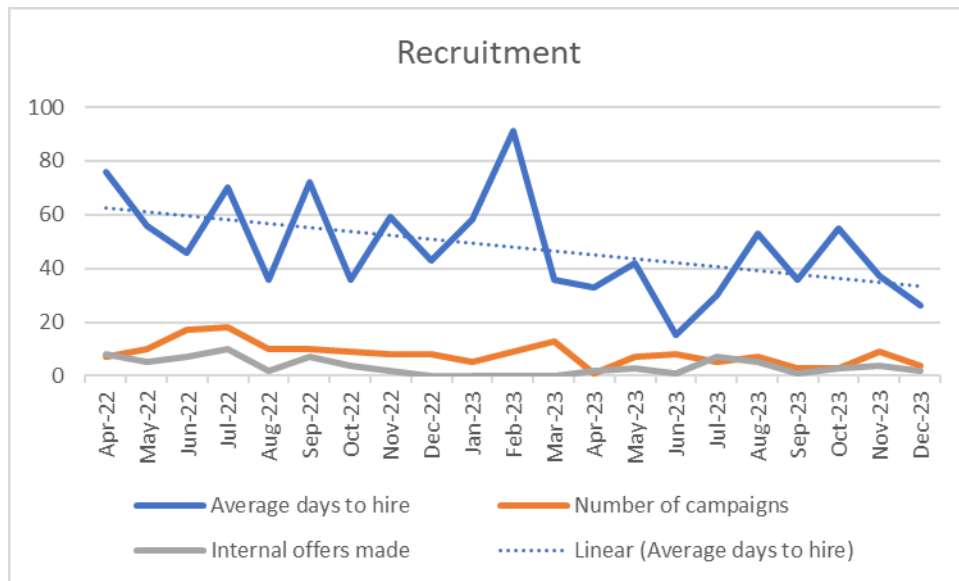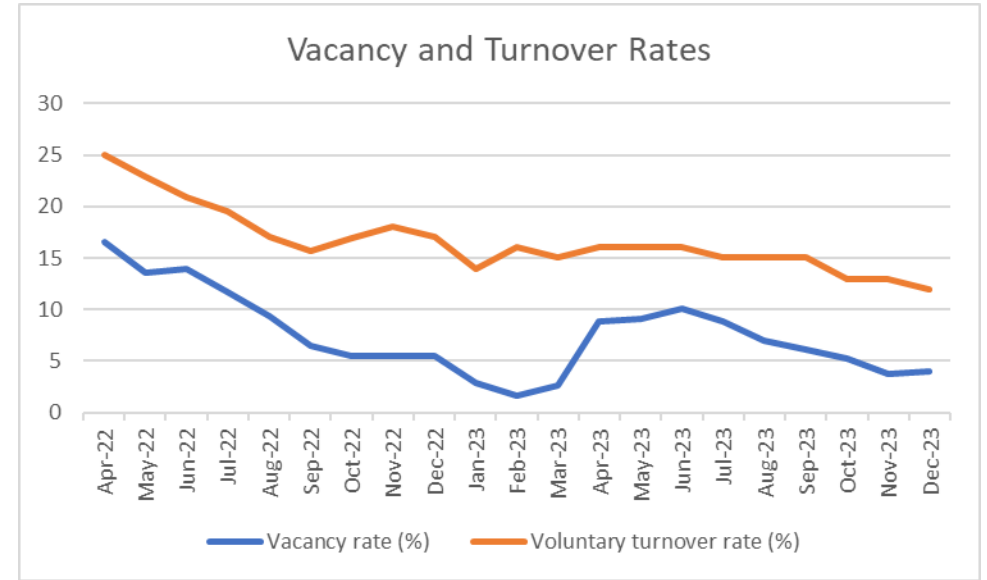
5. Technology Dashboard: Dec 2023

	Value	RAG	Trend
Critical priority: avg resolution	0	G	→
High priority: avg resolution	0	G	→
Medium priority: avg resolution	3d 17h	G	↓
Low priority: avg resolution	3d 15h	G	↓

Incidents

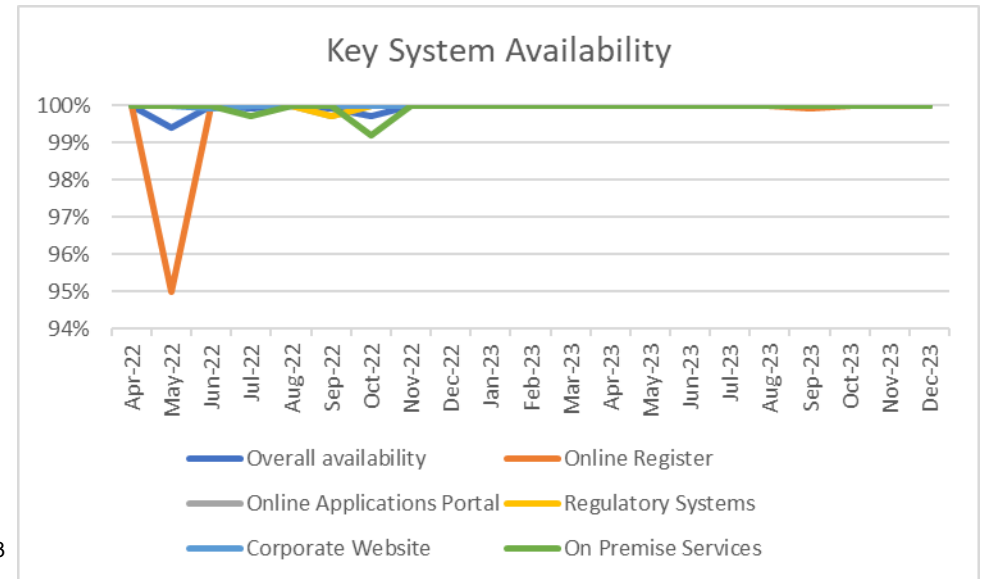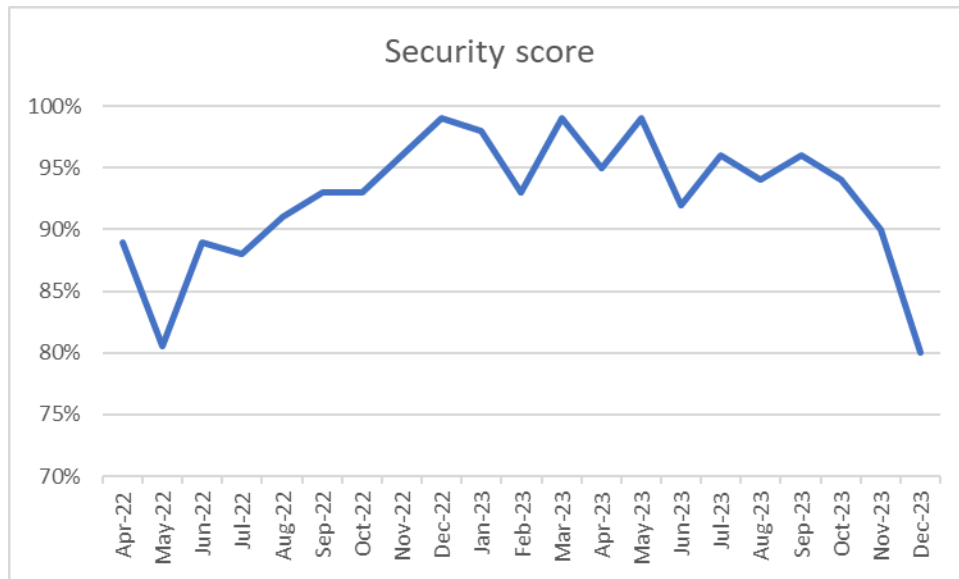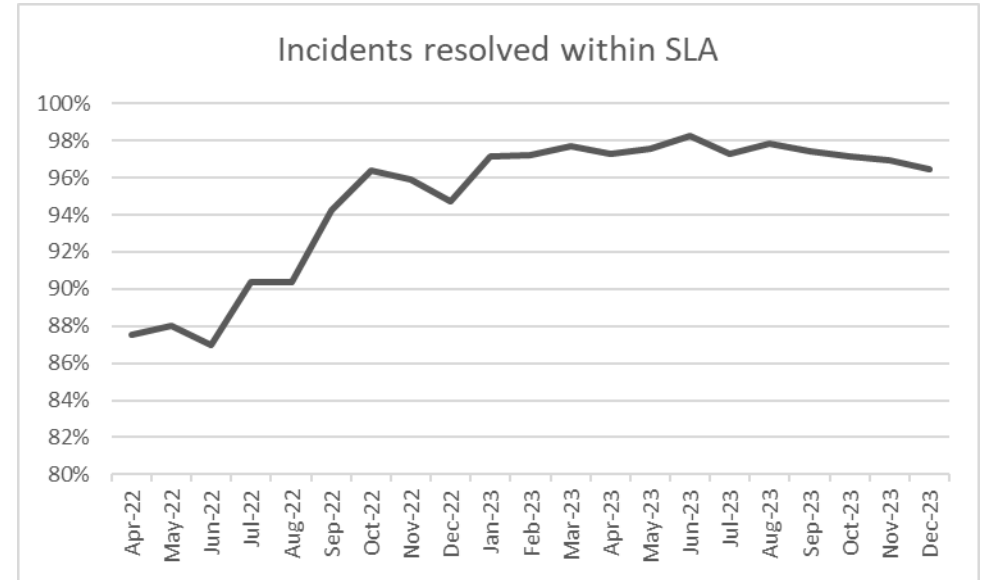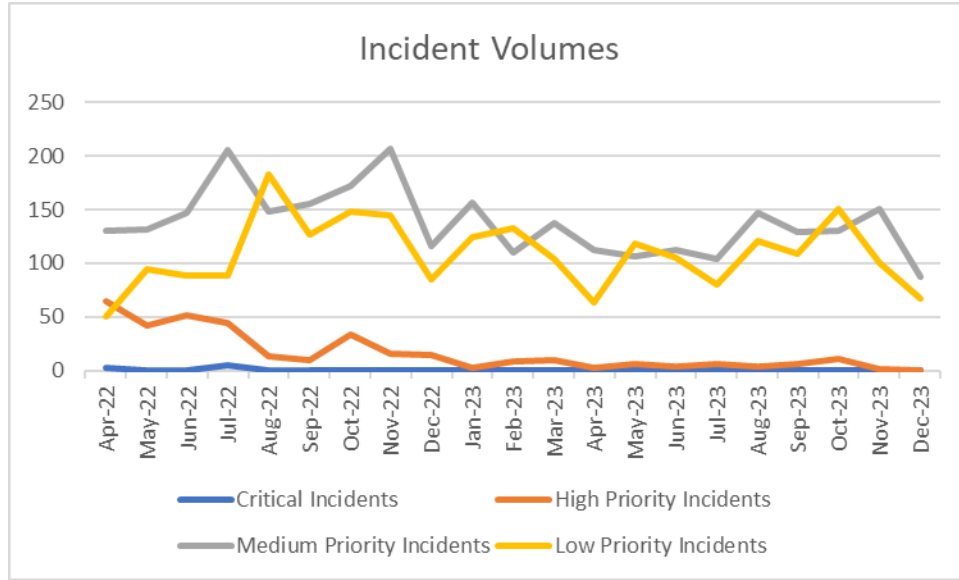|	Value	RAG	Trend
Key system availability: SaaS	99.99%	G	→
Key system availability: on-prem	100%	G	→
Technical change measure	Not yet available	Not yet available	Not yet available

Availability & Change

Security

	Value	RAG	Trend
Security Score	80%	A	↓
Servers patched up to date	100%	G	→
Desktop security measure	Not yet available	Not yet available	Not yet available

Commentary

- Incidents resolved within SLA reduced slightly to 96.5% as a result of reduced team capacity in December. Average resolution times for high, medium and low priority incidents also increased but remain within SLA.
- The cyber security score decreased to 80%, due in part to the Christmas change freeze but mostly as a result of new requirements added by Microsoft. Work is under way to address both the patching backlog and the new requirements.
- Considerable resource continues to be directed at the response to the cyber-attack on our online applications.
- A procurement process is under way to select a partner to support HCPC in implementing a new intranet solution.
- User training continued on the hybrid collaborative technologies in Park House during November and December.
- Careful prioritisation between BAU, cyber security, major projects and the new Q4 initiatives commissioned by ELT will be necessary over the coming weeks.

6. Tech Trends: Dec 2023

Sustainability

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

Estates & Facilities

	Value	RAG	Trend
Desk Utilisation	30%	A	↓
Office Attendances	729	-	↓
Hearings Utilisation	17%	A	↑

Health & Safety

	Value	RAG	Trend
H&S Incidents	0	G	→
DSE reimbursements (ytd)	31	-	↑
DSE assessments (pcm)	4	-	↑
H&S Training/Awareness	0	-	→

Commentary

- The Reinforced Autoclaved Aerated Concrete (RAAC) investigations intrusive structural survey (for less known areas) has been conducted; structural reporting confirms none of the material has been found. This information will form part of the broader report by our architects covering the whole site to confirm our position.
- We have reviewed the initial Mechanical and Electrical Engineers feasibility study to provide options for more energy and carbon efficient heating and hot water solutions and a final version is due to be with the HCPC in 2024.
- Ongoing support for 186 Kennington Park Road glazing defect works is progressing though still moving slowly.
- The majority of the planned works for Fixed Electrical Testing have been completed; some work has been rescheduled due to further planning required for critical IT infrastructure
- Greenhouse gas emission calculations for last financial year are being externally audited and will be available for review in January.
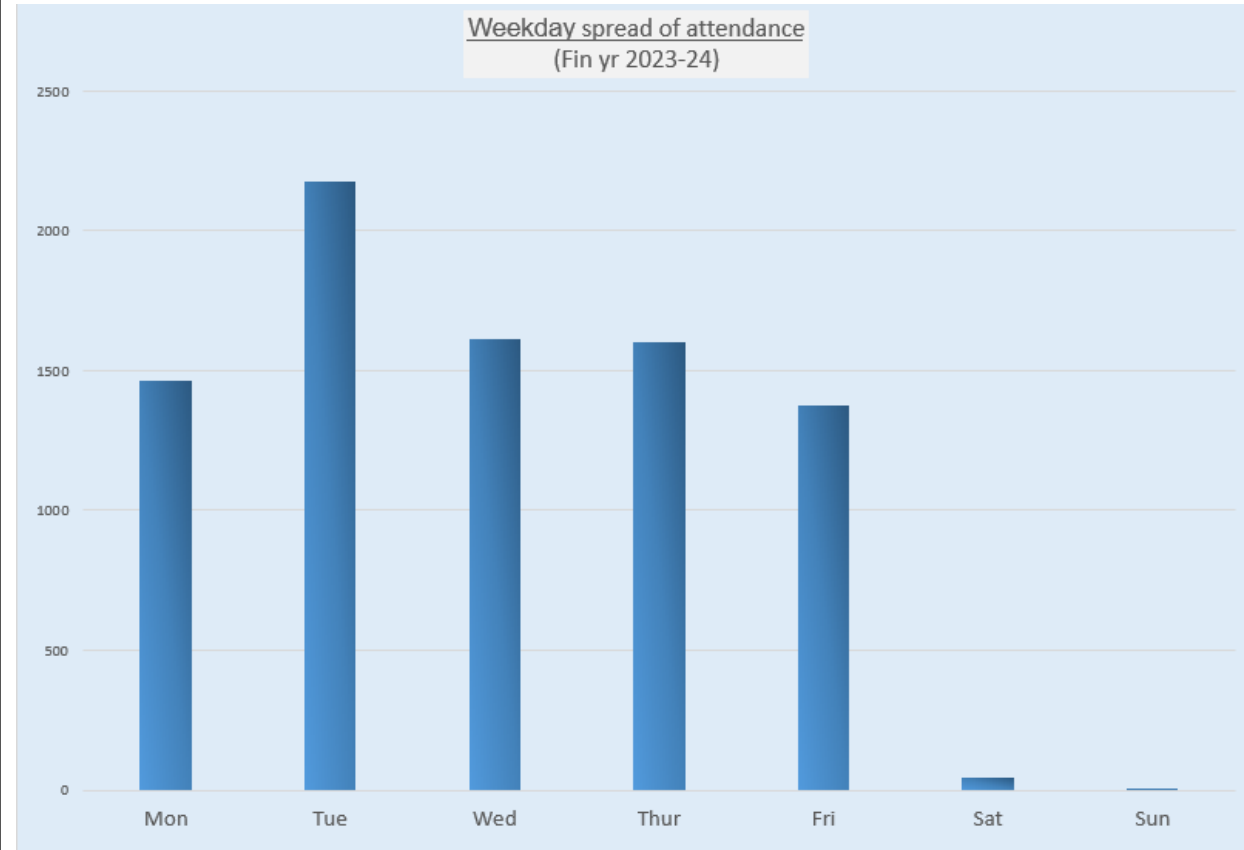
8. Office Attendance Trends: Dec 2023

Office Attendance Rates by Department (%)

DEPT	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
REGISTRATIONS	17.7	22.6	25.3	23.4	25.5	23.1	22.9	23.2	24.9
FITNESS TO PRACTISE	7.4	5.6	9.4	7.9	7.4	7.1	7.1	7.8	8.7
EDUCATION	8.8	6.3	6.2	7.2	2.7	6.3	6.3	6.8	12.3
POLICY AND STANDARDS	9.4	12.8	16.1	15.2	11.1	19.5	16.4	20.8	14.7
COMMUNICATIONS	7.4	12.5	16.7	11.6	9.8	16.2	5.6	13.1	16.1
INTELLIGENCE INSIGHT AND ANALYTICS	3.7	0.0	0.0	1.2	0.0	2.6	2.4	2.4	7.5
PROFESSIONAL & UPSTREAM REGULATION (incl PARTNERS until DEC 23)	4.2	7.1	7.1	13.2	8.1	16.9	13.2	15.8	11.0
IT & DIGITAL	17.6	24.4	18.7	20.4	20.4	25.5	20.9	21.0	24.0
FINANCE	6.0	7.7	9.3	7.2	4.0	5.8	6.9	20.7	14.8
BUSINESS CHANGE	13.9	11.5	12.3	14.4	17.4	19.8	22.8	13.6	9.9
HUMAN RESOURCES	12.1	18.5	17.5	17.3	21.4	19.6	20.1	26.0	18.7
OFFICE SERVICES	73.6	88.6	94.9	98.8	95.4	91.4	101.1	94.8	120.0
GOVERNANCE (incl QUALITY ASSURANCE until DEC 23)	7.8	5.7	40.6	20.4	13.5	12.1	11.3	13.0	18.4
QUALITY ASSURANCE									8.6
ELT	21.3	21.7	17.7	33.7	28.7	25.3	28.0	33.0	19.6

Office Serivces % affected by weekend working

Partners moved from PUR to GOV in DEC 23 and QA started reporting separately

Office Attendances by Day of Week

Weekday spread of attendance (Fin yr 2023-24)

9. Business Change: Projects RAG: Jan 2024

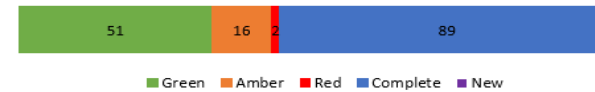| Project	Scope	Plan	People	Budget	Notes
Business Central	Green	Green	Green	Green	Migration date of 8, 9 and 10 March approved and currently on target. Second phase migration approach updated to remove requirement to migrate historic transactions.
Frontloading	Green	Amber	Green	Amber	Definition completed and final review of statement of work under review. Updated costs included in the budget and a full cost analysis of the project still shows strong financial benefits. Plan and finances remain amber until Initiation completes in March.
FTP Phase 2	In closure	Complete	Complete	Complete	The project in in closure and benefits realisation plan under development. Final audit of scope delivery under way as part of closure (target end March).
Welsh Language standards	Green	Amber	Green	Green	Telephony changes have now started with a supplier engaged to translate and record new audio messages. Risk assessment is starting on the online portals to inform the design. Portal target date may be deferred, but under review.
HR Recruitment module	Green	Complete	Complete	Complete	New portal is now live and project closure is in progress. Benefits already starting to be released from improved visual presence and an initial capture of candidates who have submitted details for potential future roles.
Online Concerns	Green	Amber	Green	Green	Proof of concept (POC) being planned to assess approach to applying the Welsh Language requirements. Technical review in place to ensure the integration between the portal and CMS is reliable and secure. Initiation delayed whilst these items and the final auto case creation design is completed.

Portfolio overview

- FY2023-24 finances are withing budget with £216K CAPEX carrying into FY2024-25.

- FY2024-25 priorities agreed with ELT and business case development now starting.

- Business Central phase 1 deployment planned for 8 March 2024 subject to a successful migration demonstration by our implementation partner.

- HR Recruitment portal has launched and is receiving positive feedback from stakeholders.

- Procurement reviews continue ahead of initiation for Frontloading. An analysis of costs and benefits show a strong financial case. Estimates for completion of system changes are between June to August 2024.

- Updates to the telephony messages for Welsh Language standards are expected to complete by March 2024, with planning on applying the same to the portals ongoing.

- Solution design planning on auto case creation for Online Concerns is in progress prior to the start of solution build which will start in April/May 2024

Benefit Dashboard

| 25 | 6 | 36 | 11 | 2 |

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

Risk Dashboard

| 51 | 16 | 2 | 89 |

■ Green ■ Amber ■ Red ■ Complete ■ New

Milestone Dashboard

| 11 | 169 | 4 5 |

■ At Risk ■ Complete ■ Not planned ■ On Target

189 Milestones

Complete **169**

On target **5**

At Risk **11**

In Exception **0**

To be planned **4**

158 Risks

On Target **51**

At Risk **16**

In Exception **2**

New **0**

Cancelled **0**

Mitigated **89**

80 Benefits

On target **36**

Realised **25**

Proposed **11**

At risk **6**

Exception **0**

Cancelled **2**

FY2023-FY2025 Portfolio	Type	Priority
Update HCPC Fee model	OPEX	1
Standard review and implementation	BAU	2
English Language review and Implementation	BAU	3
Registration Tone of Voice implementation	BAU	4
Replace HCPC Intranet	BAU	5
FTP Frontloading	CAPEX (FY24)	6
IT Security modernisation	OPEX	7
FTP Scheduling/Tribunal services updates	OPEX	8
Partners Operating Model transformation	CAPEX	9
Transform the Customer experience	CAPEX	10
HCPC data review and reporting	CAPEX (FY24)	11
Business Central Phase 2	CAPEX	12
Nexus workflow improvements	CAPEX	13
FTP Policy review	OPEX	14
Online Concerns	CAPEX (FY24)	15
Welsh Language standards	CAPEX (FY24)	16
Regulatory reform	CAPEX	17

Investment Planning

- 17 Initiatives have been shortlisted by ELT for inclusion in FY2024-25 Investment planning, including:
  - 5 already started in FY2023-24
  - 4 new CAPEX investments
  - 4 new OPEX initiatives requiring oversight and funding
  - 4 department project items requiring oversight

- Business cases will be developed in the priority order agreed with ELT and a full benefits plan will be produced alongside the papers ahead of ELT.

- The total investment budget under management in FY2024-25 is 916K, comprised of CAPEX carried forward and new proposed funding of £500K CAPEX and £200K OPEX.
  - £216K - FY2023-24 CAPEX carried forward
  - £500K – FY2024-25 proposed new CAPEX
  - £200K – FY2024-25 proposed new OPEX

- Annual benefits are estimated at £844K upon delivery of all objectives.

- ELT guidance on resources is to consider FTC vs agency where possible to ensure cost value.

11. Business Change: Product Dashboard: Jan 2024

Registrations

- Renewal process improvement in place for Radiographers (and now other professions) reduces the risk of delays and failed attempts early in Registration cycle.
- Preparations in place for the Physiotherapy renewal scheduled for 1 February 2024.
- Security improvements to address potential weaknesses deployed.
- Preventative work to prevent a Worldpay issue following the v23.1 upgrade of Business Central completed.

Education

- Requirements gathering completed for top four priorities completed.
- Outstanding issues with a core business process flow has been diagnosed.

FTP

- New reporting fields added to reduce risk of missed hearings by the Scheduling team.
- Correspondence templates with updated Tone of Voice have been enabled.
- Frontloading definition workshops have been used to confirm requirements.
- Updated test scripts and process documents for Frontloading have been approved by FTP.

Backlog summary	Education	FTP	Registrations	TOTAL
In current sprint	7	10	7	24
Completed (sprint)	-	1	2	3
Completed (YTD)	4	26	30	60
Added to backlog	-	-	8	8
Backlog remaining	38	66	96	200

Incidents	Education	FTP	Registrations	TOTAL
New			1	1
In triage	5	3	3	11
On hold	-	4	3	7
Complete	-	-	2	2

Data Quality

- Data Quality workshops held in January to establish a list of priorities to identify a minimum data set for reporting, cleansing and optimisation changes.

Project Support

- Resolved issue with Business Central v23.1 impacting payments from Worldpay.
- Created solution options and estimations to introduce Welsh Language into our registration portal.
- Discussions with Sliced Bread to secure resources for various work items in progress.

Upcoming activities

- Data quality workshop for Education to identify minimum data set.
- Review of regulatory systems.
- Business Central dry run testing ahead of launch approval.
- Added additional IBM resource for Q4 to begin delivery of priorities from Registration data quality workshop.
- Microsoft wave update planning and testing for Dynamics 365.
- BEAM (data and process) workshops taking place for the data work.
- Backlog prioritisation meetings on 12 March (Education), 19 March (FTP) and 20 March (Registration).