Item 07

Resources Directorate Performance Report

September 2025

Contents

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

1. Executive Summary: September 2025

Highlights:

- Continued good performance against most directorate KPIs, with some outliers highlighted.
- Website and Portals and Network transformation projects initiated. Customer Contact project in progress.
- IT incidents resolved within SLA increased to 97.4%. Average resolution times for high, medium and low priority incidents all remain within SLA.
- The Defender Secure Score (looking at the security of our systems and data centre) increased to 83%. The Microsoft Secure Score (looking at device and end user security) rose slightly to 73.1 % and remains well above the benchmark of comparable organisations (45.3%).
- The “Invoices paid on time” measure for September has remained on target at 97%.
- Overall office attendance has returned to being within benchmark for September.

Outliers:

- There was one critical incident, when the Online Applications and Online Concerns portals became unavailable overnight and most of the next working day. The root cause was a failed credit card payment for the Google Captcha solution. Due to the non-technical nature of the problem, the cause of outage was not diagnosed until the following working day. We are in the process of moving to an alternative Captcha solution with a more robust contractual relationship.
- The FTP data model build continues to be subject to delay due to the need to divert resources to non-project critical fitness to practise (FTP) reporting requirements. Additional resources have been put in place to recover some of the lost time, but there remains a risk to overall timelines.

Other issues and challenges:

- Plans to enable the move away from SMS-based Multi Factor Authentication were successfully implemented in early September, ending the prolonged cyber attack. Discussions with Microsoft regarding the potential financial impact are continuing.
- Recruitment to a platform engineer vacancy in the IT Team is ongoing. This post has been vacant since the postholder was appointed into the new security engineer role.
- Hearings utilisation: bookings specifically for hearings remains low in September. A number of ad hoc and other booked meetings take place within these spaces; longer-term options to improve the use of tribunal spaces continue to be under review.

2. Operational Dashboard: September 2025

People	Value	RAG	Trend
Vacancy rate	3.4%	G	↑
Voluntary turnover rate	10%	G	→
Average days to hire	23	G	↓

Finance	Value	RAG	Trend
Year to date surplus	£428k	G	↑
Procurement cost efficiencies	£0k	A	→
Invoices paid on time	97%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.4%	G	↑
Key system availability	99.7%	G	↓
Defender Secure Score	83%	G	↑

Estates	Value	RAG	Trend
Total Co2 emissions, (tonnes, GHG scopes 1 + 2)	3.89	G	↑
Office attendance	23%	G	↑
H&S incidents	1	G	↑

3. People Dashboard: September 2025

	Value	RAG	Trend
Permanent staff	342	G	↑
FTC staff	47	G	↑
Agency staff	7	G	↑

Establishment

(October data)	Value	RAG	Trend
Number of campaigns	5	-	↓
Internal offers made	1	-	↓

Recruitment & Progression *(see also operational dashboard)*

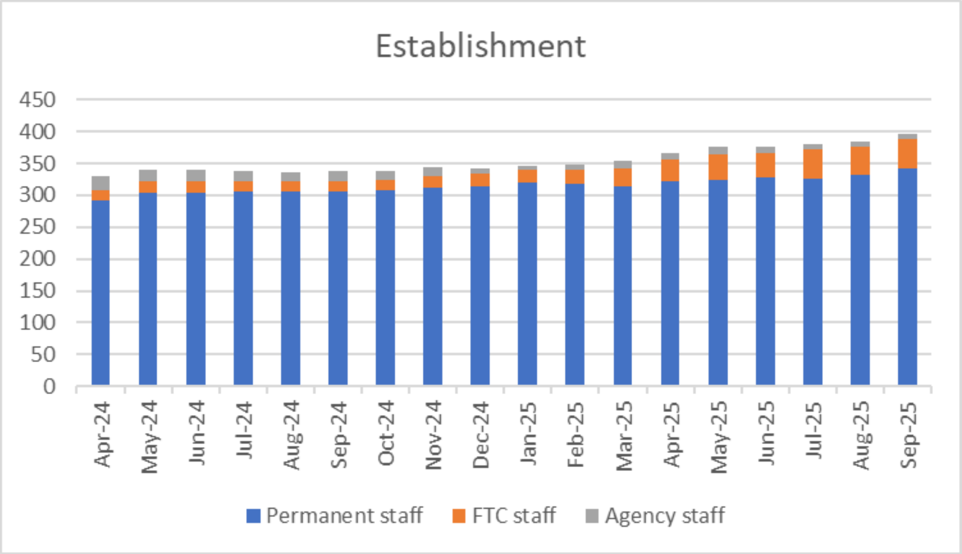
Retention & Culture

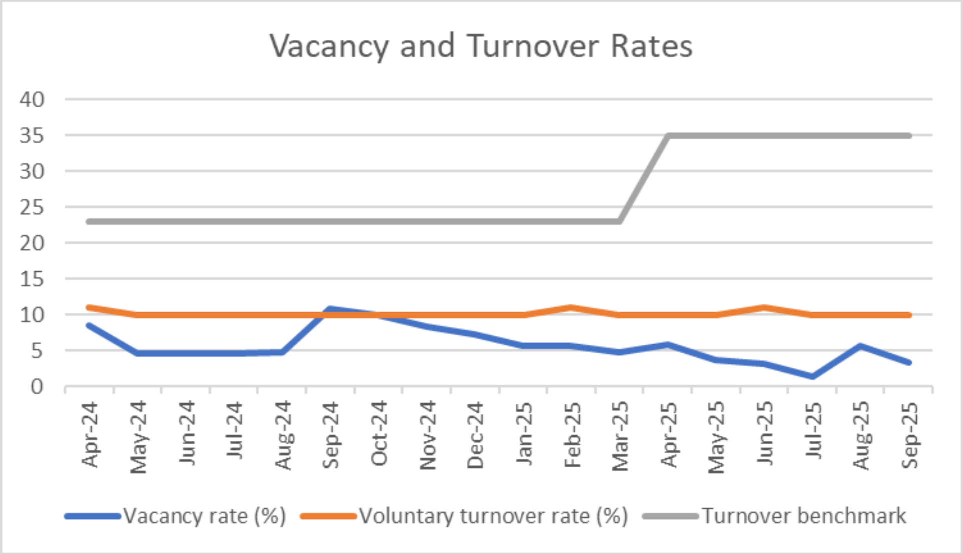
	Value	RAG	Trend
Employee relations cases (new)	1	G	→
Employee Satisfaction (quarterly Pulse survey)	82.2%	G	↓

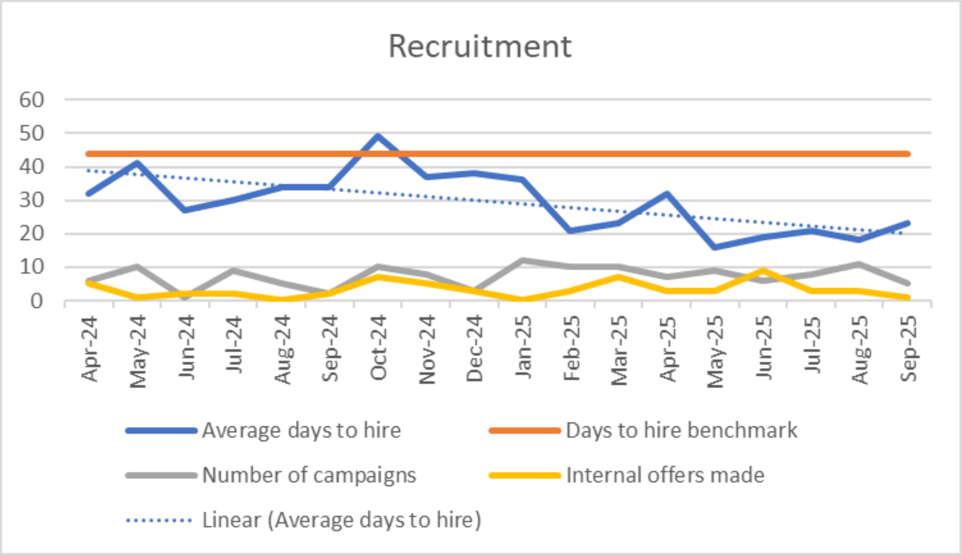
Commentary

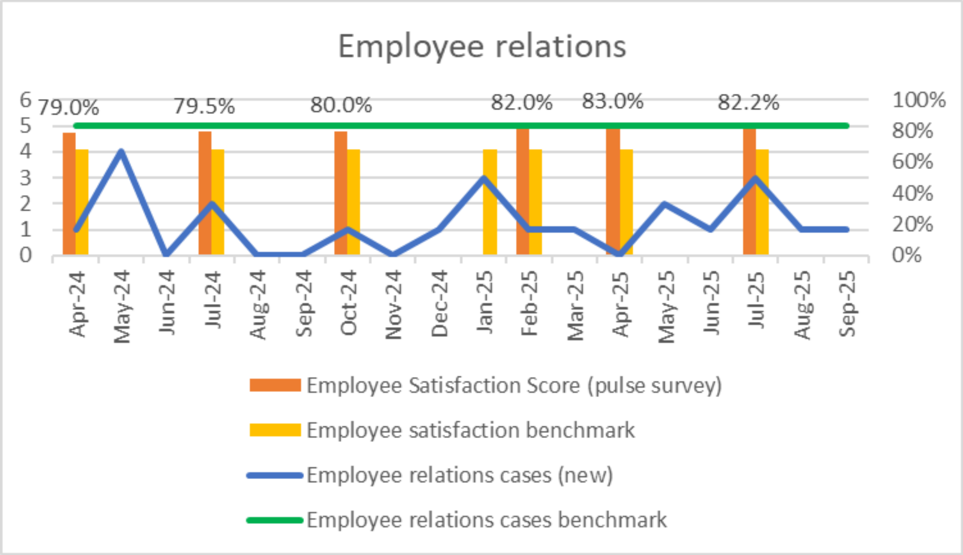
- Aspiring to management programme (ATM), Management development programme (MDP), Operational management development programmes (OMDP) have all commenced.
- 360-degree feedback launched for employees on the OMDP.
- Workforce planning workshops underway.
- RemCom paper developments.
- Recruitment of a Talent Acquisition Officer.
- Employee Forum corporate strategy focus group held.
- Corporate induction held onsite.
- Forensic Psychology webinar session delivered by BPS.
- Coaching and feedback, time management, presentation skills workshops delivered.
- MHFA training for managers delivered.

4. People Trends: September 2025









5. Technology Dashboard: September 2025

Incidents

	Value	RAG	Trend
Critical priority: avg resolution	18h	A	↓
High priority: avg resolution	9h 48m	G	↓
Medium priority: avg resolution	1d 19h	G	↓
Low priority: avg resolution	1d 13h	G	↓

Availability & Change

	Value	RAG	Trend
Key system availability: SaaS	99.7%	G	↓
Key system availability: on-prem	100%	G	→
Technical changes implemented as planned	100%	G	↑

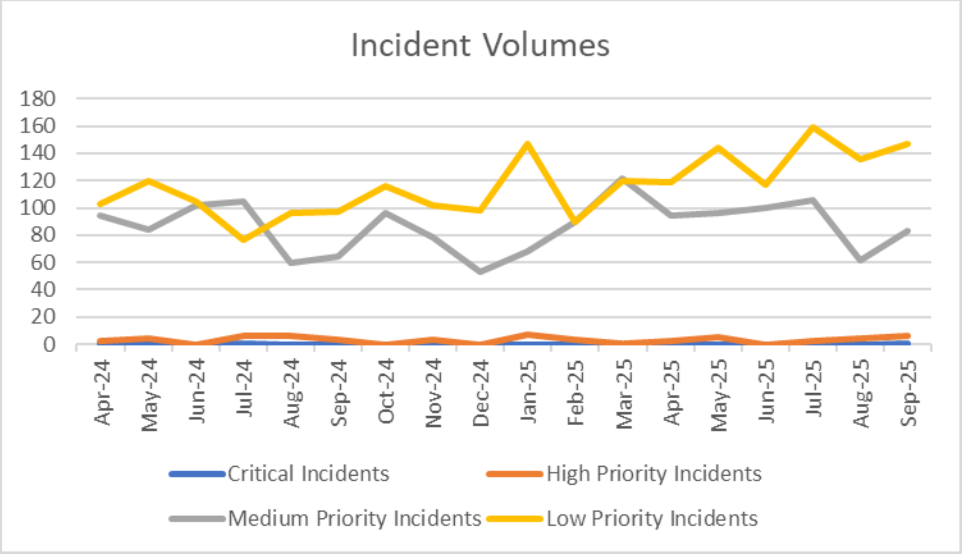
Security

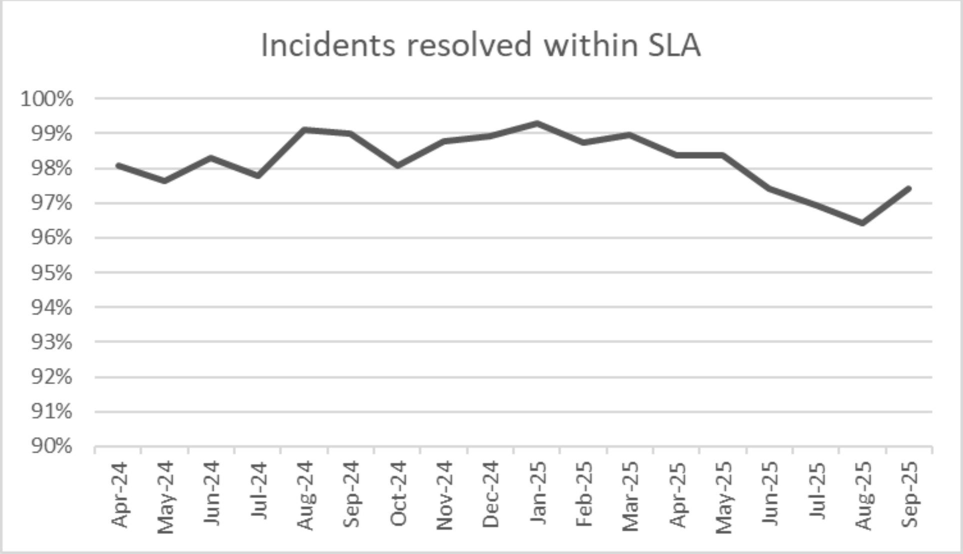
	Value	RAG	Trend
Defender Secure Score (on-premise and cloud infrastructure)	83%	G	↑
Servers patched up to date	100%	G	→
Microsoft Secure Score (devices and applications)	73.1%	A	↑

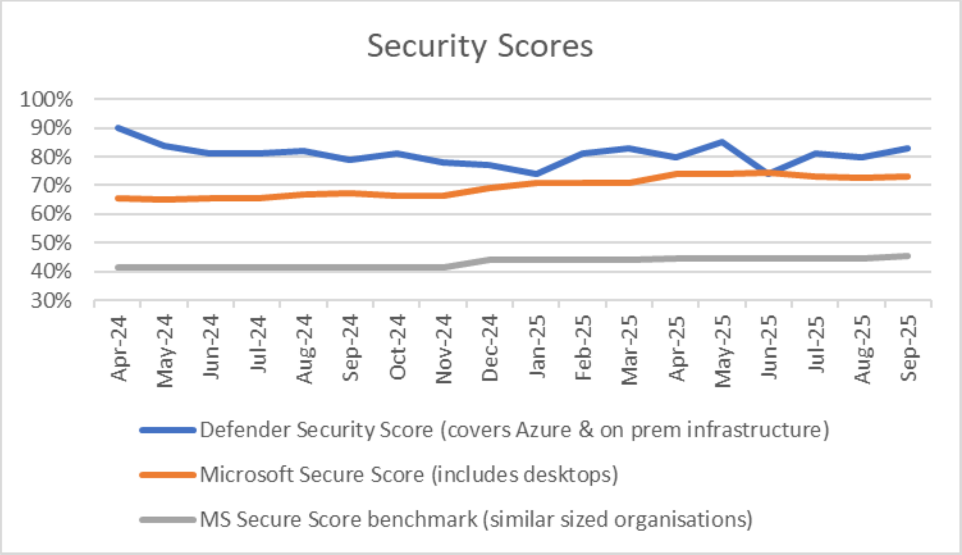
Commentary

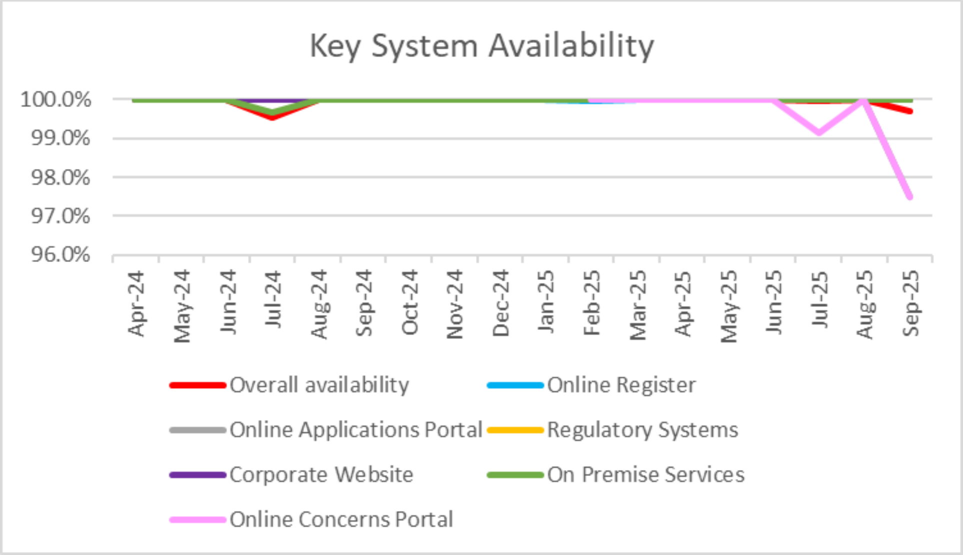
- IT incidents resolved within SLA increased to 97.4%. Average resolution times for high, medium and low priority incidents all remain within SLA.
- There was one critical incident, when the online applications and online concerns portals became unavailable overnight and most of the next working day. The root cause was a failed credit card payment for the Google Captcha solution. Due to the non-technical nature of the problem, the outage was not detected until the following working day, at which point alternative routes for raising concerns were signposted via the website whilst the issue was investigated and resolved. Plans are being put in place to move to an alternative Captcha solution with a more robust contractual relationship.
- The Defender Secure Score increased to 83%. The Microsoft Secure Score rose slightly to 73.1% and remains well above the benchmark of comparable organisations (45.3%).
- Plans to enable the move away from SMS mult-factor authentication (MFA) were successfully implemented in early September, ending the prolonged cyber attack. Discussions with Microsoft regarding the potential financial impact are continuing.

6. Tech Trends: September 2025









7. Estates Dashboard: September 2025

	Value	RAG	Trend
Scope 1 TCo2 (gas) YTD	3.89	G	↑
Scope 2 TCo2 (electricity) YTD	0	G	→

Sustainability
(see also Operational Dashboard)

	Value	RAG	Trend
Desk Utilisation	34%	A	↑
Office Attendances	1301	-	↑
Hearings Utilisation	6%	R	↑

Estates & Facilities

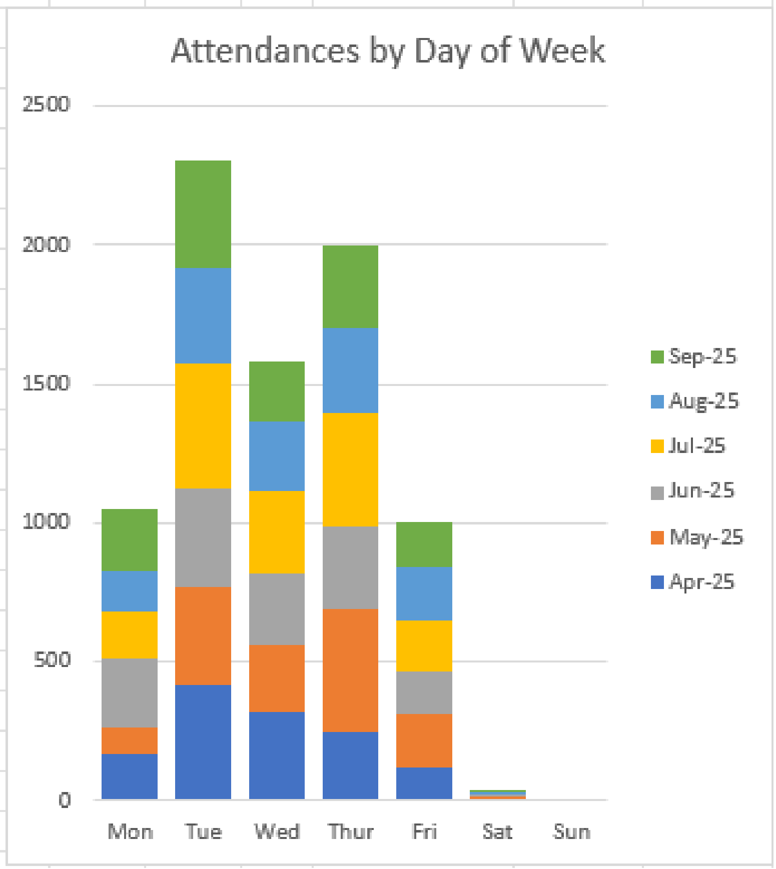
Health & Safety

	Value	RAG	Trend
H&S Incidents (mth)	1	G	↑
DSE reimbursements (YTD)	26	-	→
DSE assessments (mth)	20	-	↑
H&S Training/Awareness (mth)	11	-	→

Commentary

- Emissions reporting detail is provided retrospectively; we are currently showing April to September data. Scope 1 will increase throughout the year, while Scope 2 should remain low or nil as the supply is sourced from renewable energy.
- Options to improve utilisation of the Hearing space continue to be developed
- The department continues the work to validate and prepare the reporting of the Greenhouse Gas Emissions for the previous years' audited accounts.
- We continue progress on the development of the Heating, Ventilation, and Air Conditioning (HVAC) upgrade project at 20 Stannary Street.
- The People and Resources Committee meeting was hosted onsite; a site tour was provided and an interim update on developments regarding environmental sustainability within the meeting.
- One minor non-work related health and safety incident was recorded via recently enhanced reporting tools.

8. Office Attendance: September 2025



Note: the data in the table above is based on office attendance as recorded electronically by employees entering swiping into the building, with adjustments made for annual leave and sickness absence and any other Executive Director approved exceptions.

9. Investment Portfolio Dashboard

	Key Indicators
⬆	**People:** Alternate plan impacting data project agreed. Business Change restructure on target.
➡	**Financials:** Priorities on target, c20% carry-over into 2026/27 expected (mostly phasing)
⬆	**Schedules**: Revised Data and Intelligence plan under review. CRM approach now defined.
➡	**Roadmaps**: Roadmap priorities progressing well, modern workspace focus now set to secure document sharing in initial phase.

Benefits	Realised	At risk	On target	Proposed	Cancelled
112	52	10	49	1	2

Risks	Mitigated	Red	Amber	Green	New
65	32	0	7	21	5

Milestones	Complete	Red	Amber	Green
249	209	6	2	32

Projects	RAG
FTP Frontloading	Complete
Partner Transformation	Green
Data and Intelligence	Moving to Amber
Customer Contact	Moving to Green
Network Transformation	Green
Website and Portals	Green
Final hearing model	Green
Single CRM	Scoping
HVAC	Green
Document Security	Moving to green

Partners: Partner payroll system has gone live with first payroll run in November.

Data and Intelligence: FTP data model build restarted. Timeline at risk whilst data resource plan is updated, with positive options under review.

Customer Contact: 75% of build complete and ahead of schedule; World pay supplier issues being managed.

SingleCRM: Partner approach agreed with lead, will now move to initiation.

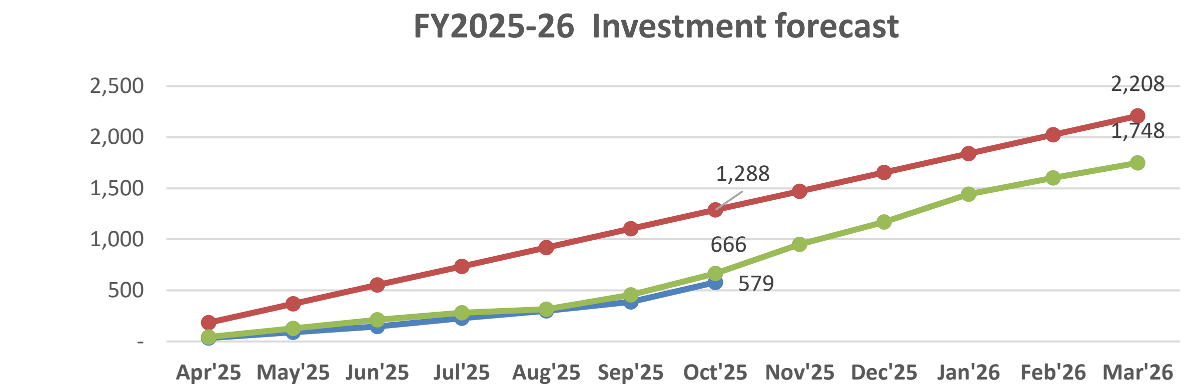
HVAC: Heating and ventilation sustainability work proceeding.

FTP Frontloading: Complete and closure report will now be finalised and brought to ELT in November 2025.

Website and Portals : Project initiated and build in progress and on target for completion this year.

Document Security: Work with partner to establish a security document area for sharing with information protection enabled.

10. Investment Portfolio: Financials and Resourcing



	Apr'25	May'25	Jun'25	Jul'25	Aug'25	Sep'25	Oct'25	Nov'25	Dec'25	Jan'26	Feb'26	Mar'26
Actuals	34	89	148	229	300	387	579					
Budget	184	368	552	736	920	1,104	1,288	1,472	1,656	1,840	2,024	2,208
Forecast	44	128	213	282	315	456	666	950	1,169	1,443	1,601	1,748

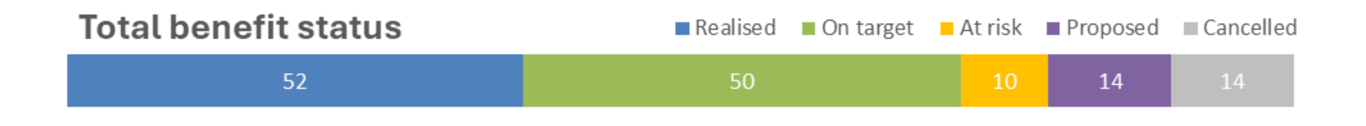
Programme	CAPEX Budget	OPEX Budget	Budget Total	Forecast (Total)	Committed (PO raised)	Actuals to date	26-27 (c/o)
Business Central	-	61	61	61	61	61	-
FTP Transformation	52	72	124	102	102	100	22
Security and Architecture	221	-	221	190	36	-	31
Sustainability	595	-	595	540	171	85	55
Website and Portals	162	-	162	141	110	15	21
Reg Process Improvement	225	30	255	7	7	4	225
Data and Intelligence	270	-	270	220	220	151	50
Customer Contact	194	102	296	271	176	84	25
Partner Transformation	125	-	125	125	80	82	-
Customer Relationship Mgmt	100	-	100	91	-	-	9
Total	**1,943**	**265**	**2,208**	**1,748**	**962**	**581**	**437**

Internal people utilisation	Days (forecast)	Days (actual)
Business Change	1376	984
Chief Executive	94	79
Communications	57	33
Education	13	13
Finance	120	89
FTP	179	167
Governance	166	117
Insights and Analytics	18	12
IT and Digital	985	307
Registration	55	37
Regulatory Dev & Perform	21	15
Assurance and Compliance	21	15

Internal people per project	Days (forecast)	Days (actual)
FTP Frontloading	644	644
Partner Transformation	609	432
Data and Intelligence	377	270
Customer contact	476	329
Network transformation	877	129
Website and Portals	105	46
Final Hearing listing model	17	17
Total	**3104**	**1867**

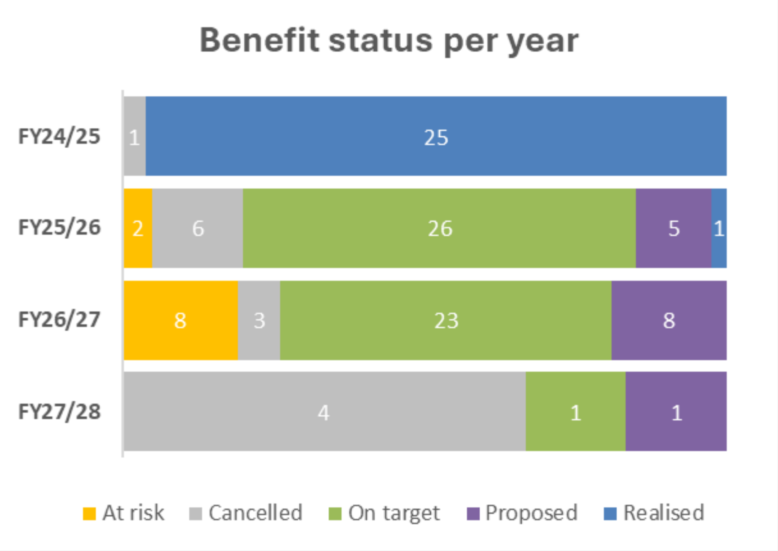
- **Financial outlook** positive with active projects forecasting around £1.7k spend this year and committed spend to date of around £962k (POs raised). 2026-27 carry-over forecast is largely planned phasing or contingency. CRM and international assessment work are currently behind start-of-year plan (but progressing). Expected carry-over at this stage is around 20% (target was 15%).
- **Restructure in Business Change** on target with a new programme manager and business analyst role in place with further position due to conclude on plan.
- New change disciplines to be developed in Q4. Capacity has supported the delivery of the portfolio to date.
- **Redirection of key data resources** for operational imperatives impacted extended the data project schedule - resolution plan now defined and additional capacity created for key data resources.

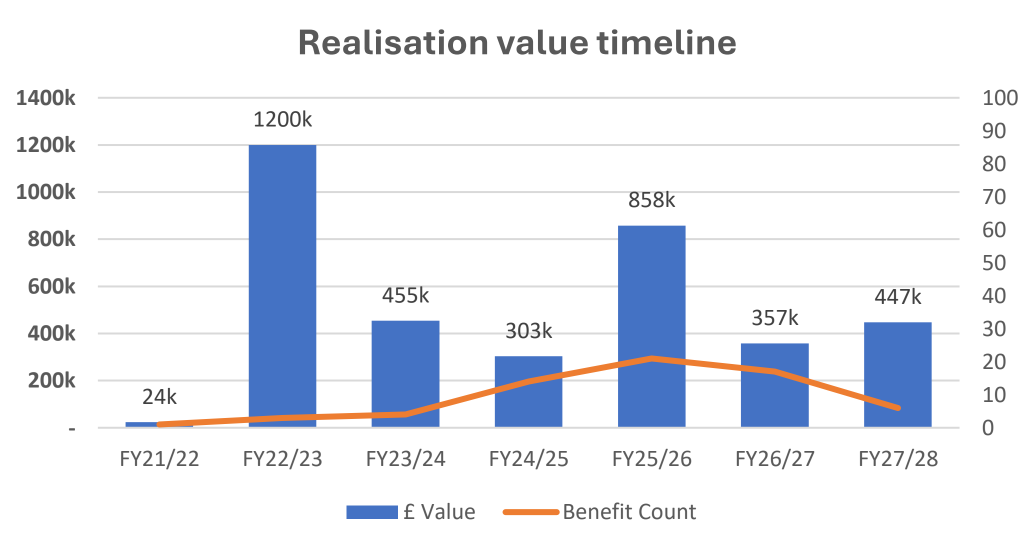
11. Benefits and Change



Key Indicators	
Process	Monthly benefit tracking in place by the project office across all benefits in the register. Investment template now captures benefits linked to outcomes for each project initiated. Resource tracking across all initiatives to better forecast impact of change now in place – reporting and use to be expanded.
Risks	Sales invoice duplication issues and the reallocation of key resources to support the development of key FTP reports will delay some benefit realisation; however alternate plans have been developed are a being actioned so impact will be minor. Work now started on developing a secure are for secure document sharing as part of the document security initiative.
Greens	Overall benefits portfolio for 2025-26 progressing well with most key initiative's underactive management. Foundational work for the Website and portals, partner selection (and the telephony replacement) on target. Reorganisation of Business Change on track with Business Analyst and Programme and Change role now filled and remaining roles to be in place by year-end. Specific changes to processes to support change management disciplines will begin in Q4.

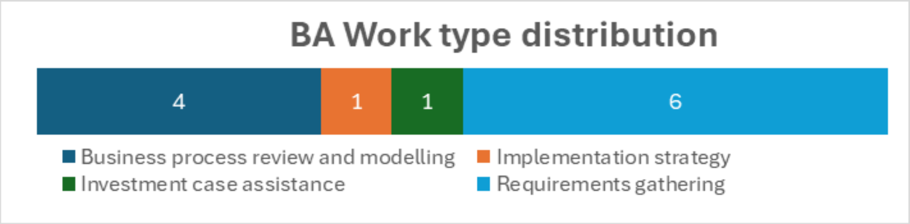
Annual Benefits						
Programme Name	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Business Central			86 k	289 k		
Customer Contact					125 k	
Data and Intelligence					60 k	
FTP Transformation				298 k	166 k	387 k
Partner Transformation				15 k	30 k	
People strategy			215 k	50 k		
Security and Architecture		79 k		11 k	89 k	97 k
Sustainability	1200 k	280 k				
Websites and Portals	24 k	95 k		19 k	30 k	
Grand Total	**1224 k**	**455 k**	**301 k**	**682 k**	**500 k**	**483 k**

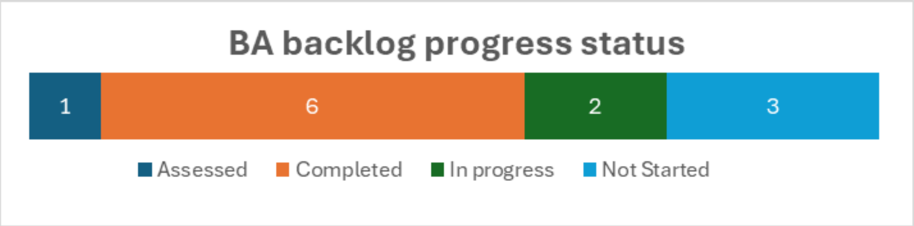




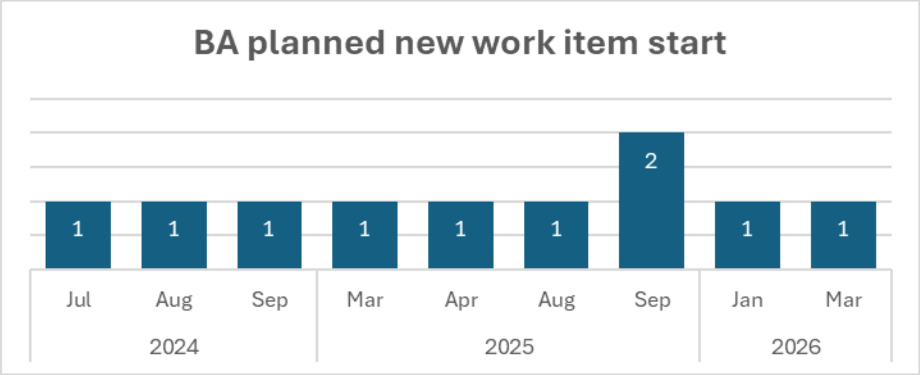
12. Business Analysis

	Key Indicators
➡	**People:** Business Analyst in place, 2nd recruitment due to start in December (Senior and 2nd BA). Maternity cover recruitment completed with new BA joining on 17 November.
➡	**Process:** BA backlog defined, and request work request template create. Further refinement will continue over coming months.
⬆	**Schedules:** Workload restricted due to availability, but recruitment of expanded team members in progress.





Planned Start	Activity	Status	Date Requested
16/07/2024	Non-payment chaser process	Completed	16/07/2024
19/08/2024	Tech requirements (Prof and Upstream reg)	Completed	01/08/2024
02/09/2024	Partner payment pathway	Completed	01/11/2024
05/03/2025	Automated ID doc checks	Completed	05/03/2025
01/04/2025	Customer contact - phase 1	In progress	01/04/2025
01/08/2025	Final hearing listings model IC	Completed	23/07/2025
01/09/2025	Customer contact - phase 2	In progress	01/05/2025
04/09/2025	No reg no rep data issue Nexus	Completed	04/09/2025
10/10/2025	Employer data on EDI and registrations	Assessed	01/10/2025
01/01/2026	Current state requirement capture for reg systems	Not Started	01/06/2024
02/01/2026	Final hearing listings model - phase 1	Not Started	23/07/2025
02/03/2026	Final hearing listings model - phase 2	Not Started	23/07/2025



13. Product Dashboard

Backlog (6-week CI sprints)	EDU	FTP	REG	FIN	TOTAL	Trend
Current Sprint (planned)	5	18	13	18	54	→
Work in progress (sprint)	3	3	2[1]	4[2]	12	↑
Carried over from last sprint	3	2	2	14[3]	21	→
Changes deployed this month		3	3		6	→
Backlog (future sprints)	55	39	99	21	214	→
Completed this FY	30	21	32	4	87	→
Additions (this month)			4	1	5	→
Next Prioritisation Meeting				29 October		

Source	Backlog type	Plan	Done	Trend
IT & Digital	Upgrades/ Updates	2		→
IT & Digital	Security Improvements		2	→
IT & Digital	Technical Debt/ Depreciation	3	3	→
IT & Digital	Other Maintenance Item	15	1	→
Business Change	Business Process Improvement	18		→
Business Change	Data Quality/ Management Improvement	12		→
Business Change	Finance Improvement	3		→
Business Change	User/ Performance improvement	1		→

Supplier performance (backlog)	Capacity (hrs)	Plan (Hrs)	Done (Hrs)	Trend
Reg (IBM)	396	396	396	→
FTP (Sharedo)	N/A	N/A	N/A	→
Edu (Synchronicity)	94.5	94.5	94.5	→
Fin (Dogma)	0	0	0	→

Incidents (month)	New	Open	Closed	Capacity (Hrs)	Used (Hrs)	Trend
Fitness to Practise	0	3	0	n/a	n/a	→
Education	0	3	0	0	0	→
Registrations	0	1	0	0	0	→

- **REG sprint:** [1] Sprint planning issue in PEN (security penetration) test recommendation. Review meeting is scheduled with IT on next steps.
- **FIN sprint:** [2] Issue identified in solution testing and in under investigation.
- **FIN sprint:** [3] On hold pending resolution duplicate invoice issue. Sprint restarted in September, but priority remains with the duplicate invoice clean-up. Progressing Workday activities.
- **FTP changes**: Support for partner payment pathway implemented, some follow-up ongoing with reporting deliverables.
- **Cyber Security:** MFA (multi-factor authentication changes) introduced into the Registrant portals.
- **International Applications:** Registration work on a priority change to the International Application process to align with new standards due for release in early October.

14. Technology Roadmap milestone summary

Programme	Key Milestones	Progress	Risk	Comment
Website and Portals	Upgrade website platform	G	L	Project now underway with contracts in place and on target to complete this financial year.
	Ongoing enhancements to existing online user experience	G	L	Continuous improvement of website and portals in accordance with business need and user feedback.
	Web-based registrant experience proof of concept (PoC)	G	M	Scope of PoC provisionally agreed, will be further developed once website upgrade work underway.
CRM	Create foundational CRM	A	M	Resourcing options for CRM architectural review being evaluated.
	Agree resource model for CRM and portal delivery	G	L	Will be informed by CRM architectural review.
Customer Contact	Replace telephony and call handling systems with future-proof solution	G	M	Work progressing well and remains on track for a pre-Christmas go live. Risk rating reflects impact rather than likelihood of any substantial delays.
Data and Intelligence	Enhance minimum datasets and common data dictionary	G	C	Initial data dictionary complete. Ongoing process for updates now in place.
	Build "Gold" data models to facilitate self-service reporting and analysis	R/A	M	Commencement of the FTP data model build was delayed due to non-project work. Mitigation plans are being put in place to seek to recoup lost time – new plan under review.
	Implement initial self-service reporting and analytical tools	G	M	PoC to be undertaken to help define requirements and approach.
	Improved financial reporting	G	L	"Workday" reporting module is being implemented which will be integrated with Business Central for financial reporting.
Automation	Review long term AI and automation solution options	G	L	To be assessed as part of CRM architectural review.
	Develop internal workflow and automation capability	G	M	Automation Developer now in post and being trained up. Risk status reflects the complexity of existing workflows within FTP.
	AI-based redaction proof of concept (PoC)	G	C	PoC complete and decision made to procure the preferred solution for use by FTP and Information Governance.
Security and Architecture	Decommission on-premise data centre and implement cloud-based network	G	M	Investment case approved. Specialist procurement partner appointed. Requirements being reviewed to identify the best route to market. Internal work to migrate file server into the cloud is progressing.
	Implement enterprise architecture framework	A	L	Framework not yet finalised – delayed due to conflicting priorities. Impact of delay is manageable.
Modern Workplace	Design modern data sharing and collaboration capabilities	A	M	Second discovery exercise undertaken which has identified a proportionate use case, short of a full SharePoint migration. Next steps now being assessed.
	Implement Partner payroll solution	G	L	Payroll system now live (first payroll in November) monitoring in place, 98% of partner contracts are complete. Payroll validation underway. Partner enrolment in new payroll system underway.