People and Resources Committee

10 November 2022

Business Change Portfolio Performance Report – Q2 2022-23

Executive Summary

This paper is an abridged version of the full portfolio report published each month to ELT and includes Business Change highlights and achievements from projects included in the investment portfolio and from product-led activities across the core regulatory application function within the team.

The full version contains (in addition) detailed status reports on a per project basis and is included as detail in the Directorate reporting.

The key areas highlighted in this report include:

- Investment planning update,
- Benefits and change framework updates
- Investment portfolio update
- Project and team achievements
- Portfolio Risk, Milestone, and Benefits dashboards

Previous consideration	Paper presented to PRC on Business Change highlights, and update on the Change and Benefits framework
Decision	The Committee is asked to note the report; no decision is required.
Next steps	Monthly Portfolio report update provided to ELT and quarterly updates summarised for PRC
Strategic priority	Investments are linked to each priority
Financial and resource implications	Work and investment information already part of the investment and operational workplan.
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Business Change update and Investment report (October 2022)

Executive Summary

This paper is an abridged version of the full portfolio report which is published each month. The full version contains detail reports on a per project basis.

The paper also includes Business Change highlights and achievements from projects included in the investment portfolio and from product-led activities across the core regulatory application function within the team.

Investment planning

Following workshops in October with the Senior Leadership Team to review progress planned outcomes defined in the 5-year plan, updated investment request papers have been issued to the Heads of Function which now require both benefits identification, and linkage to outcomes in the corporate plan to be included.

Weekly clinics have been established by Business Change to support the Heads of Function in preparing investment submissions ahead of further planning with ELT in December.

Benefits and Change Framework updates

A provisional workshop date has been set for 6 December with BDO to review the progress of the Change and Benefits framework and to establish a plan for embedding.

Investment Update

The Investment portfolio for FY2022-23 includes eight initiatives prioritised for delivery with a forecast budget of £1,402K with six projects in progress and £503K committed.

During the Q1 reforecast, the investment budget was updated according to the updated CAPEX definition which increased the current forecast OPEX spend from £55K to £124K.

Further refinement of the OPEX costs current sees an increase to 140K, however this is expected to reduce through recovery of OPEX costs for Data Excellence from the HEE Partnership, and phasing of Tone of Voice across the FY end. Net OPEX impact could reduce to £100K.

Full costs for Business Central are still being finalised, however presently the cost increases expected are covered by underspend in other investments, so the budget remains flat.

[1] Portolfio review underway to recover overspend forecast in Business Central

Projects for Online Experience and Education have not yet been initiated and possible reduction in costs in the Online Applications are being reviewed considering opportunities which may be presented from the NHSEI initiative.

Activities regarding the extension of the UK Online experience, including Online Concerns, remain unchanged.

Financial Summary

Project Name	FY Budget (K)	FY Forecast (K)	Committed (K)	Started
Online Applications[1]	315	315	140	Delivery
Business Central	300	413	-	Initiation
Hybrid working	270	190	60	Delivery
FTP Phase 2	231	231	220	Delivery
Data Excellence	120	98	28	Discovery
Online Experience[1]	60	60	-	No
Education Enhancements[1]	40	40	-	No
Tone of Voice[1]	55	55	55	Delivery
Total	£1,391	[1]£1,402	£ 503	

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. Discussions are in progress to determine recovery of costs for the extension of the Emergency register for a further two years.

Benefit Realisation

Annual Financial benefits current identified for the projects have an equivalence of £220K however this calculation is not yet finalised, and work continues to identify and record data.

Activities in in the development of the Benefits framework include aligning the appropriate discounted cash flow analysis calculation within the business cases to reflect to investment value over its full lifecycle.

Concerns to note

The Business Central project end date planning is in exception due to the extended procurement process. Work continues to plan for Initiation in parallel, how the outlook of the end of year milestone remains at risk. Contracts and Initiation plans will conclude in November and with the supplier engagement starting before the shortly afterwards.

Some anomalies have been identified with how certain EDI data fields are captured by the portal and stored against contact records. The suppliers are working to resolve

the issue and to restore the data from the Application audit logs. The resolution is in the latter stages of resolution with changes to address the issues being implemented.

Highlight of achievements from FY2021-23 investments

- PSA standard for EDI achieved with over 109K data collections via the online portals - average completion rate of 85% per profession and is 36% of the Register (data from early September).
- UK Online applications has reduced processing time enabling early realisation of scrutiny fees with over 7991 Applicants now on the Register.
- International Online applications has reduced processing time enabling early realisation of scrutiny fees. 4,226 Applicants have been added to the Register this year.
- Reduced effort to manually process paper application has released RAs to work on International Applications
- Reduced processing time supporting efforts enabling Online Application SLA to be achieved for first time in a year and UK Apps nearing same day processing.
- 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.

Highlights and upcoming of Product achievements on the Core Regulatory applications

- 38,200 fewer calls to the contact centre which has saved saving RA time to manage an email address change through the introduction of a self-service option for Applicants to change their activation email
- Enhancements to the ‘confirmation of current registration status’ document request self-service option to enable a pre-populated for to be downloaded from the registrant’s portal. This replaces the manual process currently done by Registration Advisors.
- Finalising the international verification system changes to enable automatic issue, receipt, and storage of verification requests for International Applications. This replaces the manual process to create and email and then process returns into the system by the Registration Advisors.

- Planned changes to the voluntary deregistration process available to registrants on the portal to enhance the current experience from a request to deregister, to one where this request can be amended or retracted – replacing the manual process.

- Scheduled improvements have been made to the Education Dynamics 365 system to deliver efficiencies and ensure continued alignment with operational processes.

- Requested improvements made to SharePoint document segregation have enabled Education to open their self-service portal to all Education provider stakeholders.

- Critical updates have been made to the Education system integrations with the Registration system and Website to ensure they continue to function when certain components are deprecated at end of October.

- The core version of FTP Nexus was upgraded from version 7.01 to version 7.1.2 to ensure ongoing support and stability is maintained, and enhancements from the FTP Phase 2 work are supported in the Core product.

Project Overview

Active Projects: 9	Projects not started: 2	Milestones tracked: 148
Top risk being tracked: 28	Benefits tracked: 22	Forecast: £1,402K

Milestone status	Complete	On target	At Risk	Exception	Total
HEE Partnership	48	8	2	0	58
Business Central	5	0	0	5	10
Online Applications	13	0	0	0	3
FTP CMS Phase 2	12	0	0	0	12
Telephony	114	0	0	0	14
Tone of Voice	10	4	0	0	14
Hybrid Working pilot	16	0	0	0	16
Data Excellence	9	2	0	0	11
Total	127	14	2	5	148

Benefits status	Proposed	Complete	On target	Total	Value (pa)
Business Central	9	0	0	9	19,395
Online Apps	2	1	6	10	121,000
Tone of Voice	0	0	4	4	-
Data Excellence	2	0	6	8	-
FTP CMS Phase 2	9	0	5	14	-
Telephony	0	0	1	1	79,430
Total	22	1	22	45	219,825

Risk status	On target	At Risk	Exception	Total
Business Central	1	1	2	4
Hybrid Working pilot	1	2	0	3
FTP CMS Phase 2	3	2	0	5
Data Excellence	1	3	0	4
HEE Partnership	13	0	0	13
Online Applications	2	1	0	3
Tone of Voice	1	0	0	1
Telephony	2	0	0	2
Total	24	9	2	35

Benefit Dashboard

Project Name: Portfolio Summary
Project Manager: Paul Cooper

Report Date: 17 Oct '22

Benefits Financial Value

219.8 k

Benefits Count: **45**

On target
22

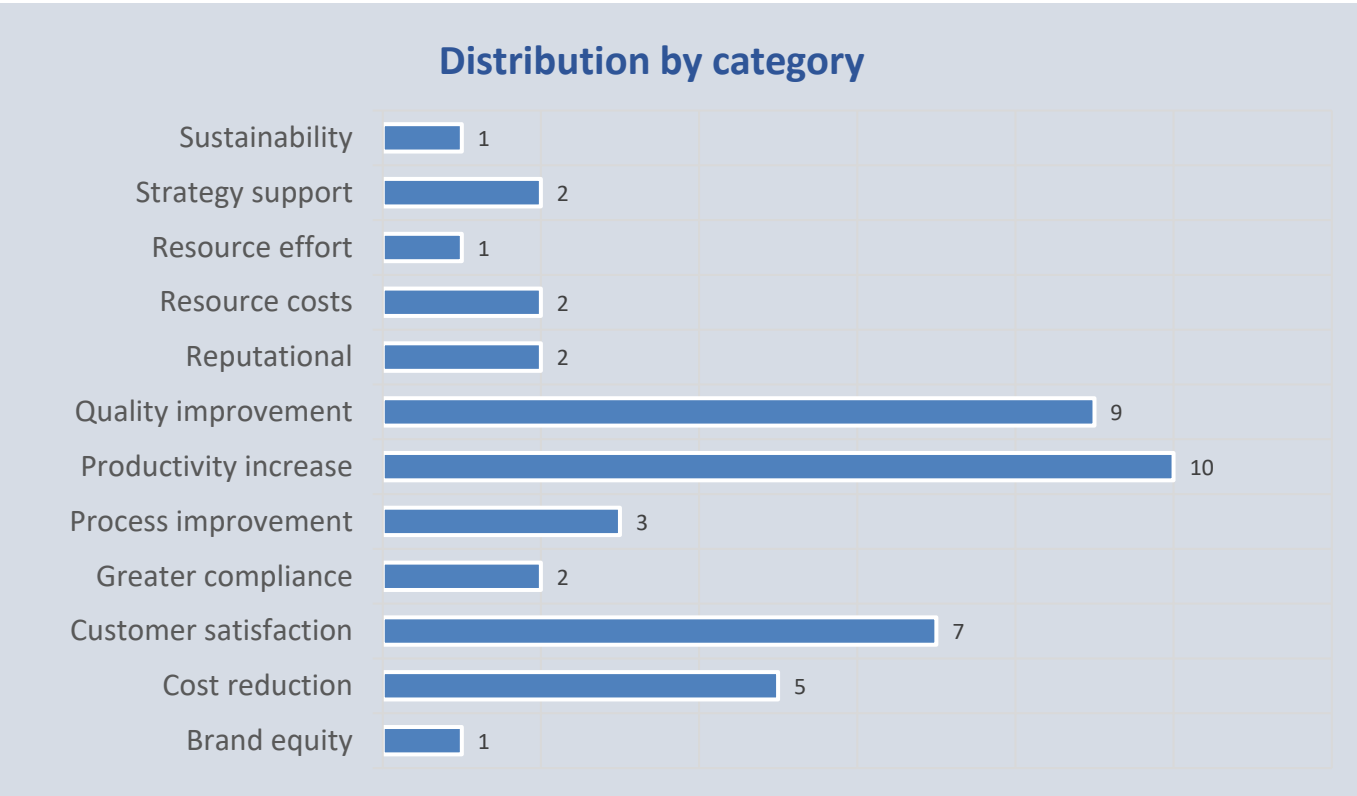
Realised
1

Proposed
22

At risk
0

In exception
0

Cancelled
0



Milestone Dashboard

Project Name: Paul Cooper
Project Manager: Investment Portfolio

Report Date: 03 Nov '22

Milestones

148

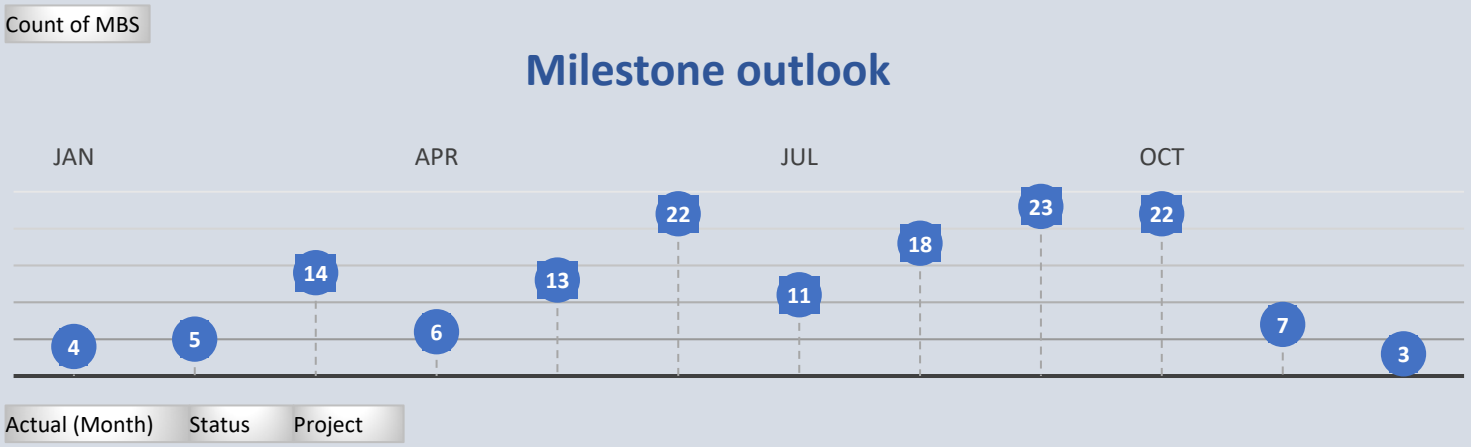
Complete
127

On target
14

At Risk
2

In Exception
5

Milestone outlook



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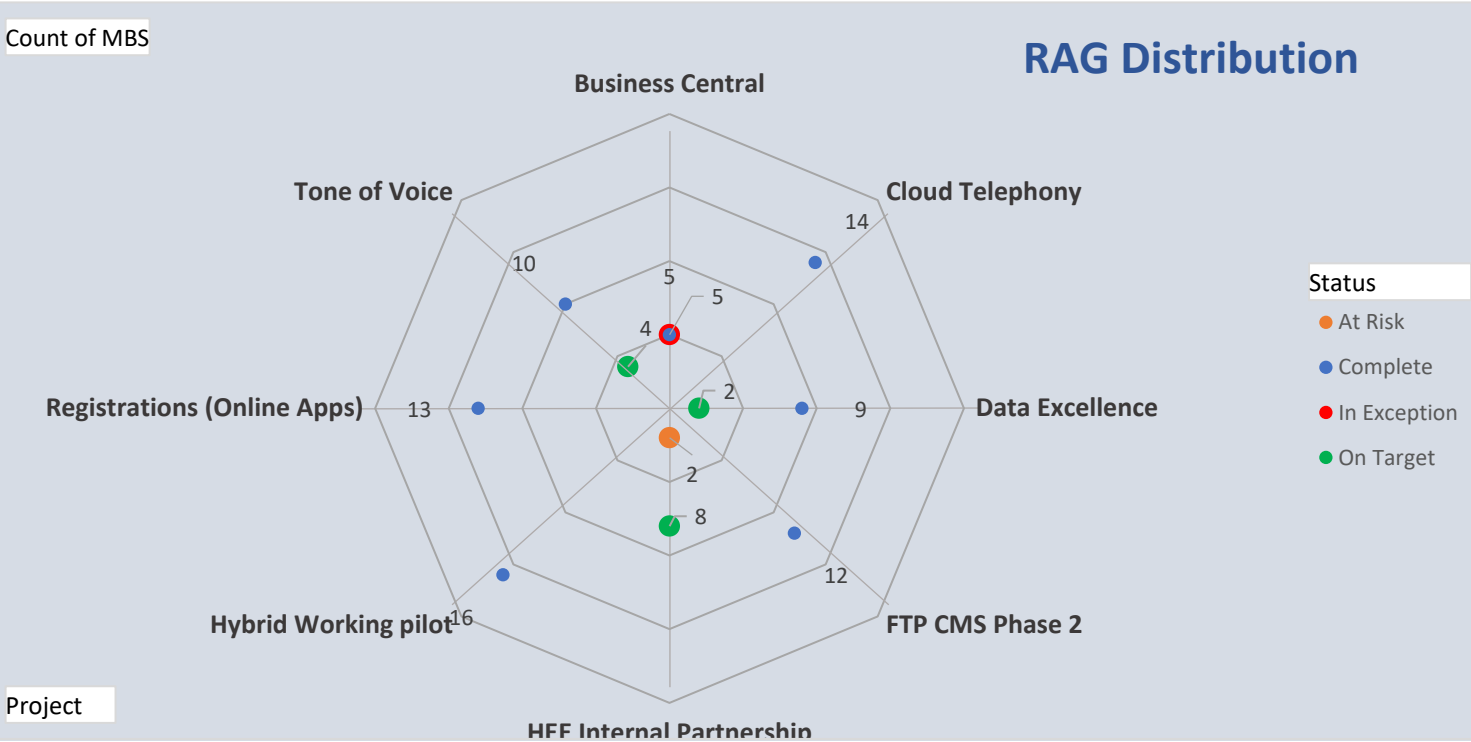
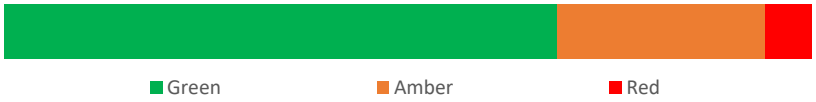


Risk Dashboard



Project Name: Paul Cooper
Project Manager: Investment Portfolio

Report Date: 27 Oct '22

Risks

35

On target
9

At Risk
24

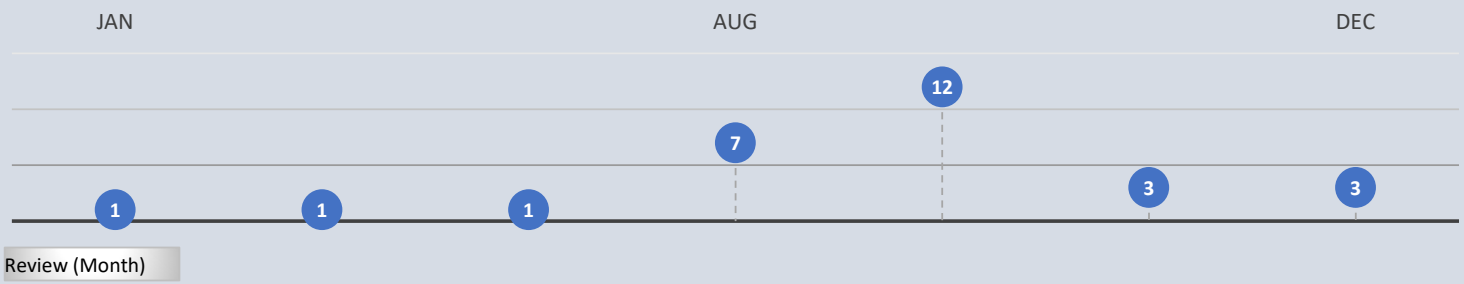
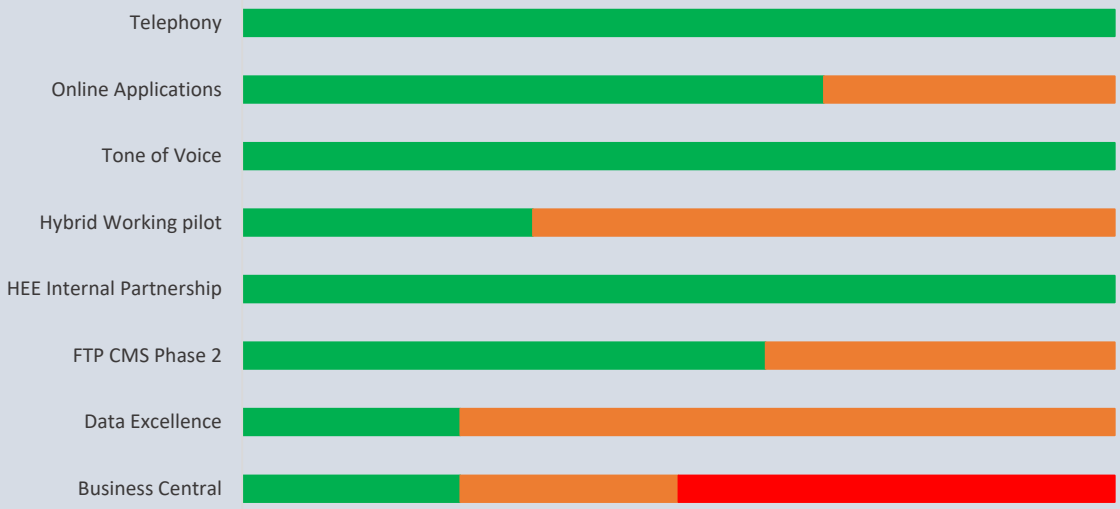
In Exception
2

Projects

8

Status | Project Code

Risk review outlook



Risk RAG Distribution