People and Resources Committee
9 November 2023

hcpc | health & care professions council

Resources and Business Performance Directorate Performance Report: September 2023 (including project portfolio update)

Executive Summary

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

The data shows continued good performance against directorate KPIs, with improved monthly performance on time to recruit, confirming the improving trend for the year. Most other HR indicators are green. IT system availability and incident resolutions scores remain high. The cyber security score increased to 96%. The system changes to support the forthcoming fee increase are ready for deployment.

Discovery work on the FTP Frontloading project has completed and project initiation is underway. Initiation is in progress for Online Concerns and for a new recruitment portal.

Outliers identified in the report include a small month-on-month increase in numbers of agency staff reflecting pressures in FTP. The deployment of Business Central is now expected to move into January 2024 to ensure no significant impact from the migration and system downtime on the registration and renewals process.

Previous consideration	The Committee reviewed the previous performance report at its meeting in September 2023.
Decision	The Committee is asked to discuss and note the report.
Next steps	The Executive will provide the Committee with regular reports at its future meetings.
Strategic priority	Building a resilient, healthy, capable and sustainable organisation.
Financial and resource implications	No direct implications from this report.
EDI impact	No direct implications from this report.

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Resources & Business Performance Directorate Performance Report

September 2023

Contents

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

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1. Executive Summary

September Highlights:

- Continued good performance against directorate KPIs.

- Improved monthly performance on time to recruit, confirming improving trend for year. Most other HR indicators green.

- IT system availability and incident resolutions scores remain high. The cyber security score increased to 96% despite the denial of service cyber-attack, including brief outage of online register; attack effectively mitigated but further mitigations are continuing.

- Required application changes to support the new fee increase have been created and are ready for deployment.

- Discovery work on the FTP Frontloading project has completed and project initiation is underway. Initiation is in progress for Online Concerns and for HR Recruitment. FTP Phase 2 project is now entering closure with operational dashboards move to the BAU tracking workstream. The product team has completed the deployment of the core update.

Outliers

- Small month-on-month increase in numbers of agency staff reflecting pressures in FTP.

- The deployment of Business Central is now expected move into January 2024 to ensure no significant impact of migration downtime on the registration process.

Other issues and challenges

- The cyber-attack on HCPC systems that commenced in late August continued throughout September and into October. Whilst there has been no risk to HCPC data, considerable effort has been diverted into ensuring the threat was contained and no impact felt by HCPC colleagues or service users. During the attack, the Online Register was brought down through malicious action but was restored within approximately 90 minutes. An Executive chaired cyber group is overseeing implementation of further risk mitigations. The Audit and Risk Assurance Committee will receive regular updates.

- An issue with the WorldPay integration between the Finance and CRM systems arose during the cyber-attack, which has now been resolved. The potential impact on registrants was mitigated by workarounds implemented in Finance and Business Change.

- A Reinforced Autoclaved Aerated Concrete (RAAC) investigation has been initiated; the review so far has not identified the material but the work is ongoing.

2. Operational Dashboard: September 2023

People	Value	RAG	Trend
Vacancy rate	6.1%	G	↑
Voluntary turnover rate	15%	G	→
Average days to hire	36	G	↑

Finance (July data)	Value	RAG	Trend
Forecast surplus/(deficit)	£2,700k	G	↑
Procurement cost efficiencies	£3.6k	G	↓
Invoices paid on time	99%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.4%	G	↓
Key system availability	99.9%	G	↓
Security score	96%	G	↑

Estates	Value	RAG	Trend
CO2 emissions (tonnes)	Not yet available	Not yet available	→
Office attendance	16%	A	↑
H&S incidents	1	G	↑

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3. People Dashboard: September 2023

	Value	RAG	Trend
Permanent staff	278	G	↑
FTC staff	30	G	↓
Agency staff	31	A	↓

Establishment

	Value	RAG	Trend
Number of campaigns	3	-	↓
Internal offers made	1	-	↓
Average days to hire	36	G	↑

Recruitment & Progression

Retention & Culture

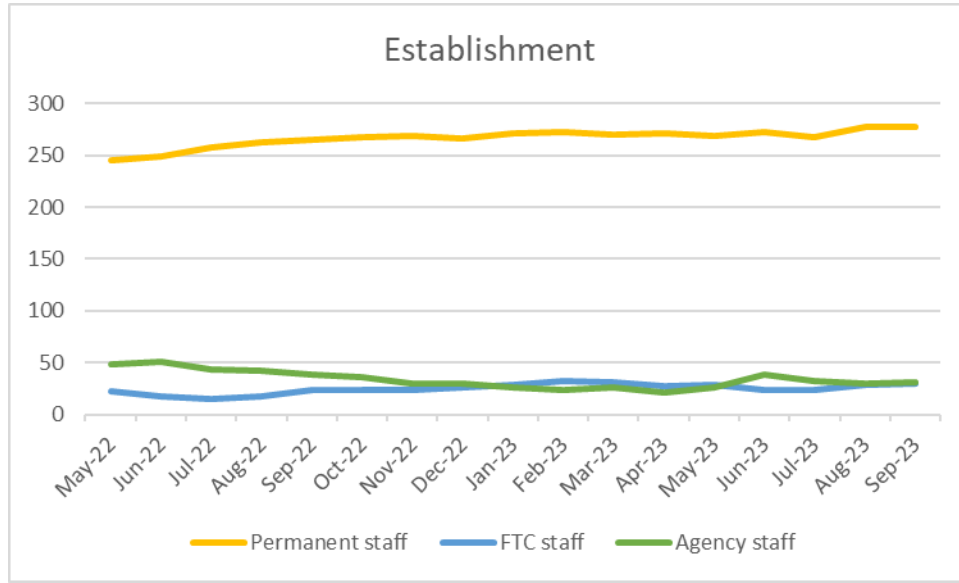|	Value	RAG	Trend
Turnover	15%	G	→
Employee relation cases	0	G	↑
Employee Satisfaction (quarterly Pulse survey)	77%	A	↓

Commentary- HR highlights

- Beyond Barriers programme launched
- Reverse mentoring programme launched
- PRC meeting – HR performance report and Pulse survey report presented
- People Strategy Audit commenced
- 30 Day check in for new starters launched
- Disability Confident – Level 2 (renewal)
- L&D Admin appointment

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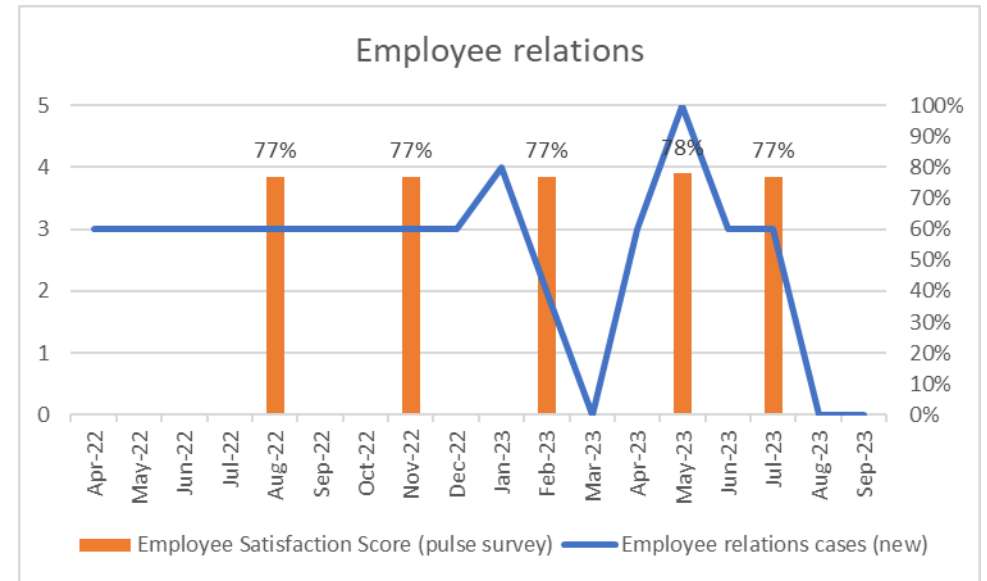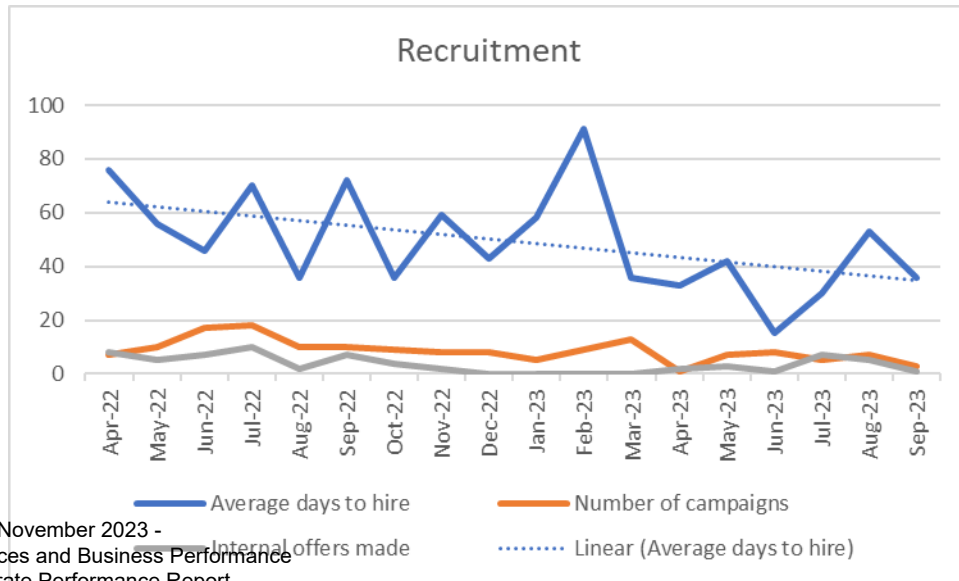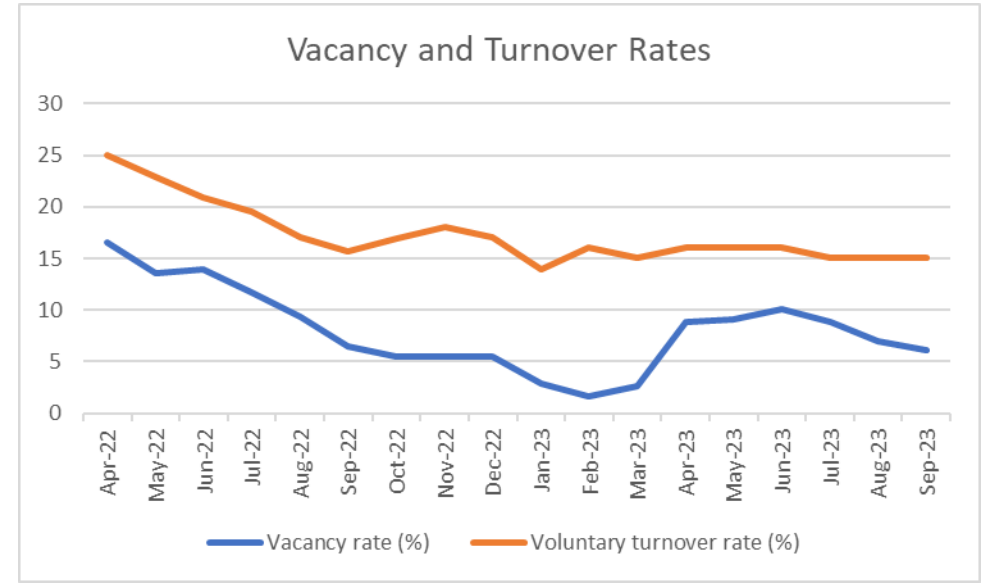
5. Technology Dashboard: September 2023

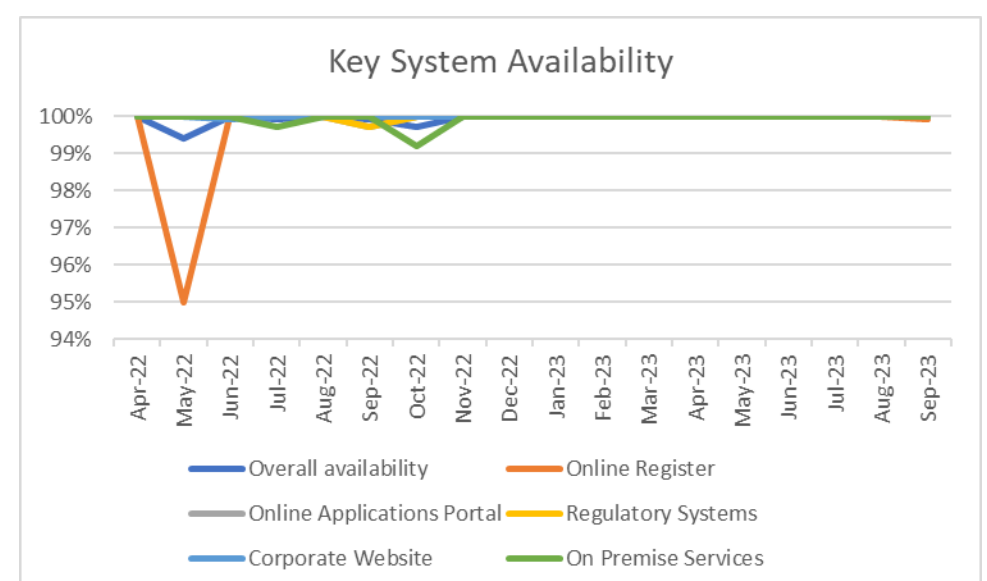|	Value	RAG	Trend
Critical priority: avg resolution	0	G	→
High priority: avg resolution	6h 38m	G	↓
Medium priority: avg resolution	1d 17h	G	↓
Low priority: avg resolution	2d 2h	G	↓

Incidents

	Value	RAG	Trend
Key system availability: SaaS	99.5%	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	96%	G	↑
Servers patched up to date	100%	G	→
Desktop security measure	Not yet available	Not yet available	Not yet available

Commentary

- Incidents resolved within SLA remains high at 97.4%. Average resolution times for high, medium and low priority incidents are all well within SLA.
- The cyber security score increased to 96%.
- The 'cyber-attack' on our online applications portal diverted considerable resource into protecting the organisation and its service users from any negative impact.
- Malicious action brought the ability to search the Online Register down on the 13 September but access was restored within 90 minutes. New protections have been implemented to protect the Online Register and online portals, and work is continuing to review all threat areas and enhance defences where necessary.
- An issue with the WorldPay integration also arose during the cyber-attack, which has now been resolved. The impact on registrants was mitigated by workarounds implemented in Finance and Business Change.
- User training is now underway on the hybrid collaborative technologies in Park House.
- Considerable resource continues to be dedicated to the ongoing Business Central project.

6. Tech Trends: September 2023
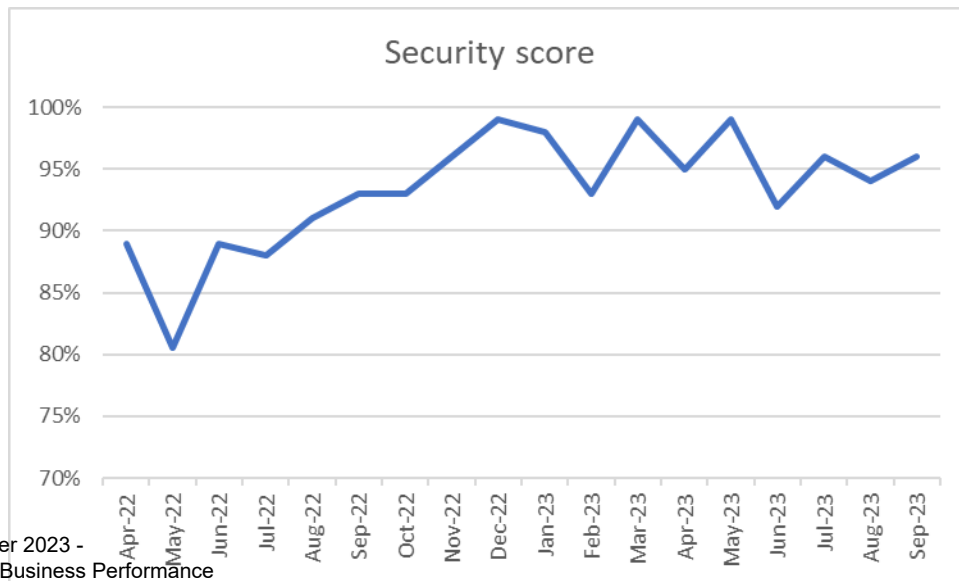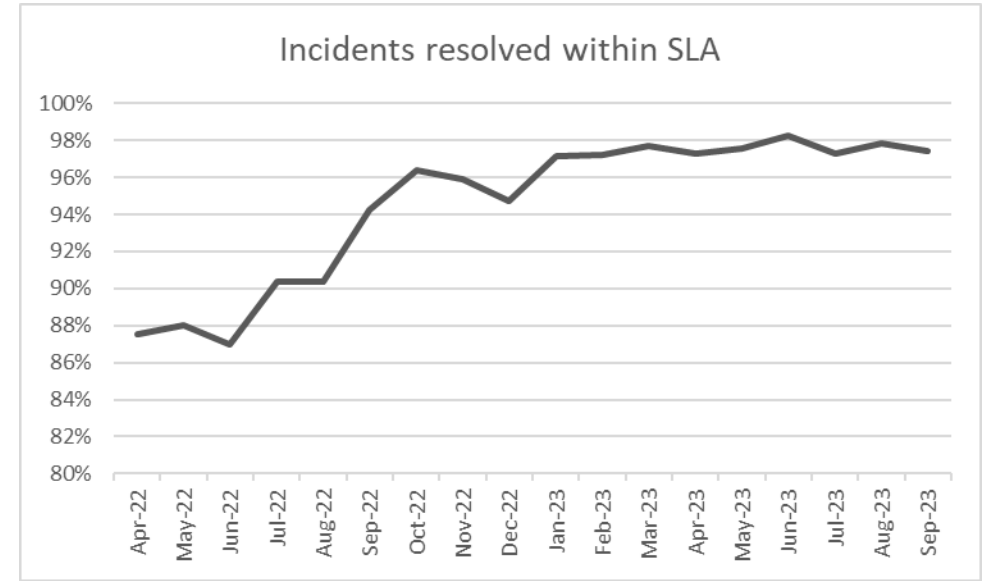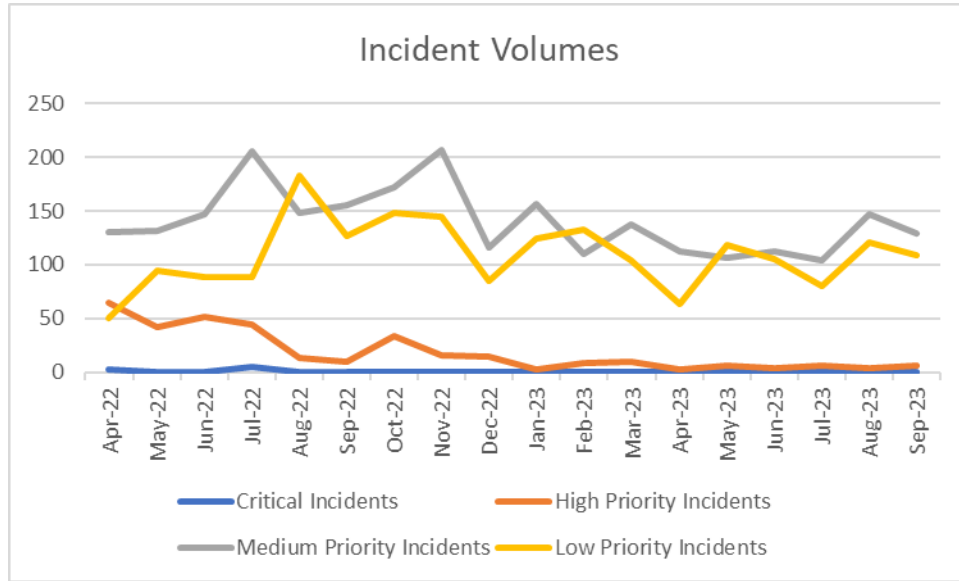
7. Estates Dashboard: September 2023

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

Sustainability

	Value	RAG	Trend
Desk Utilisation	28%	R	↑
Office Attendances	952	-	↑
Hearings Utilisation	0%	R	↓

Estates & Facilities

Health & Safety

	Value	RAG	Trend
H&S Incidents	1	G	→
DSE reimbursements (ytd)	17	-	→
DSE assessments (pcm)	5	-	→
H&S Training/Awareness	5	-	↑

Commentary

- Initiated a Reinforced Autoclaved Aerated Concrete (RAAC) investigation across all HCPC buildings, identifying potential locations with our architects, and conducting "opening up" works in preparation for further review by the structural engineers.
- Prepared Pulse survey questionnaire section on environmental sustainability.
- Published the Environmental Sustainability statement to the external website and internally intranet articles and an update at the all-employee briefing.
- Supported another regulator transitioning electricity supply toward a potential net zero source option.
- Ongoing mechanical and electrical consultants' survey and design work to replace gas boilers with electric heat pumps on-site in line with HCPC's future sustainability plans.
- Ongoing support for 186KPR glazing defect works

(Note: Statistics in development, CO2 emissions have not been externally validated or verified, DSE reimbursement timeframe now reported by calendar year where previously twelve month period)

8. Projects RAG: September 2023

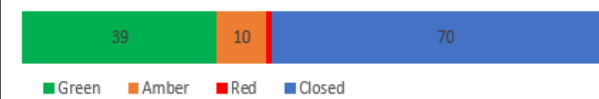| Project	Scope	Plan	People	Budget	Notes
Business Central	Green	Amber	Amber	Green	UAT phase started, go-live moved to January 2024, reviewing resources to ensure correctly specialists are available throughout UAT. Final migration approach under review.
Frontloading	Green	Amber	Green	Amber	Discovery complete and scope defined. Working with supplier to define proposal for delivery, although availability may result in delivery post March 2024. Budget to be confirm once proposal completed.
FTP Phase 2	Complete	Complete	Complete	Complete	The project in in closure. Core update completed and final deployment of dashboard reports on target to be delivered this financial year through operational teams.
Welsh Language standards	Green	Green	Green	Green	Project in startup phase clarifying requirements. Target delivery of changes to telephony messages and portal language options expected June 2024.
HR Recruitment module	Green	Green	Green	Green	Final stages of Initiation (due 30 October at ELT). Scope agreed and proposal from supplier under final scrutiny. Go live expected February 2024.
Online Concerns	Green	Amber	Green	Green	Final board decision on approach due to be considered on 20 October. Initiation to complete end November. Plan to be confirmed post board decision.
Online Applications	Green	Red	Red	Green	Initial approach agreed to scope, plan to start and resource assignment under development. PM not yet assigned.
Partner plan development	Green	Green	Green	Green	Activity plan created for activities this financial year and under review.

Budget / PO Description	Initial Budget Year	Project Code	2021-22 Actual Total	2022-23 Actual Total	2023-24 Initial Budget	2023-24 Updated Budget	2023-24 Forecast Total	2023-24 Committed Total	2023-24 Actual Total
Capex Costs			**915,110**	**551,646**	**475,000**	**540,544**	**770,167**	**474,886**	**451,490**
Online Applications (Phase 1)	2021-22	MP204	79,701	82,073			95,907		-
Online Applications (Phase 2)	2023-24	MP204	-	-	150,000	107,000	107,000		-
FTP Phase 2	2021-22	MP109	43,200	220,806		8,544	23,310	23,310	4,044
FTP Front Loading	2023-24	MP2301	-	-	50,000	50,000	50,000	33,600	33,600
Hybrid Working project	2021-22	MP114	115,474	71,431			-		86,181
Business Central	2022-23	MP115	-	177,336	230,000	330,000	448,950	417,976	267,665
Data Excellence	2022-23	MP2201	-	-					60,000
Welsh Language Standards	2023-24	MP2204	-	-	20,000	20,000	20,000		-
HR Recruitment Model	2023-24	MP2302	-	-	25,000	25,000	25,000		
Opex Costs			**355,807**	**87,023**	**86,000**	**20,000**	**20,000**	**-**	**-**
Hybrid Working project	2021-22	MP114	-	37,670			-	-	-
Data Excellence	2022-23	MP2201	-	29,353			-	-	-
Business Central	2022-23	MP115	-	-	76,000	10,000	10,000	-	-
Welsh Language Standards	2023-24	MP2204	-	-	10,000	10,000	10,000	-	-
			1,270,917	638,669	561,000	560,544	790,167	474,886	451,490

Benefit Dashboard £2,438.8 K

| 22 | 4 | 62 | 15 |

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

Risk Dashboard

| 39 | 10 | 70 |

Green | Amber | Red | Closed

Milestone Dashboard

| At Risk | 150 | In Exception | 13 |

At Risk | Complete | In Exception | On Target

176 Milestones

Complete
150

On target
13

At Risk
11

In Exception
2

To be planned
0

120 Risks

On target
39

At Risk
10

In Exception
1

Closed /Mitigated
70

103 Benefits

On target
62

Realised
22

Proposed
15

At risk
4

In exception
0
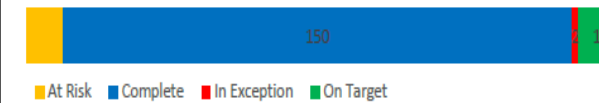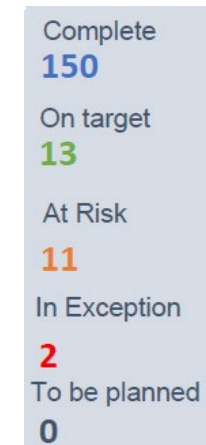
Investment / Benefit profile

Increase | Decrease | Total

- -1,258,474 (Mar '22)
- 1,200,000 (Apr '22)
- -1,467,497 (Mar '23)
- 1,680,430 (Apr '24)
- -765,253 (Mar '24)
- 2,341,400 (Apr '25)
- -1,000,000 (Mar '25)
- 2,354,525 (Apr '26)
- 1,000,000 (Mar '26)
- 2,361,525 (Apr '27)
- -1,000,000 (Mar '27)

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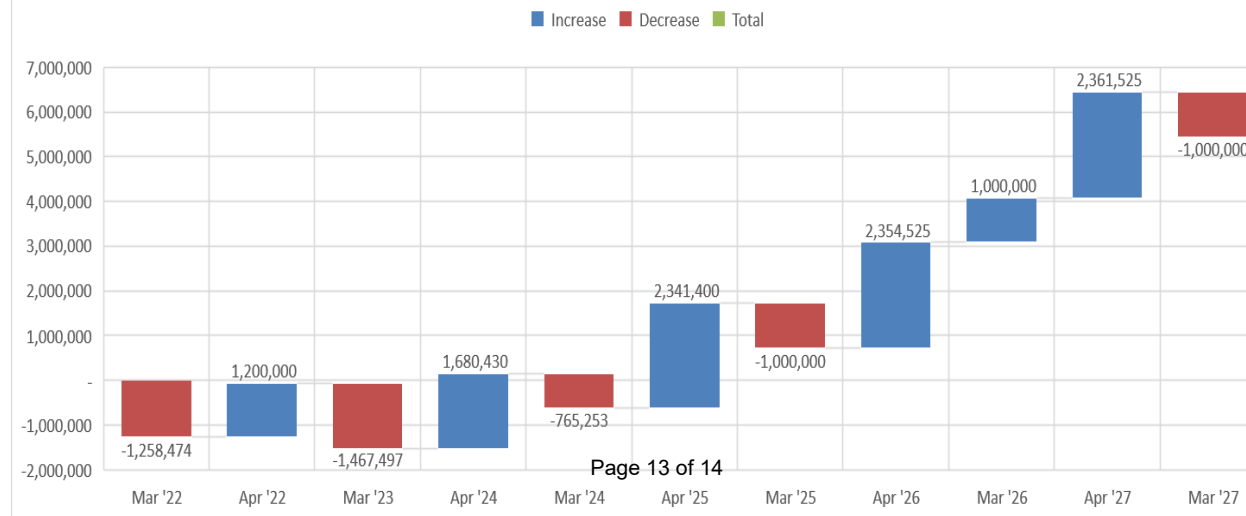
10. Products Dashboard

Core Product Management summaries

- FTP patch upgrade completed across all environments .

- Product team worked closely with IT and Finance to resolve and mitigate impact of the WorldPay outage.

- Provided guidance to IT and Comms to secure the Register on the Website from cyber-attack.

- Finalising the first iteration of work for the Mobile Phone Compatibility Project (phase 1 now deployed).

- Completed development to resolve data access to EDI data through Audit logs.

- FTP operational dashboards UAT in progress.

- FTP frontloading approach to system configuration under review with supplier.

Product incident resolution distribution

Legend: ■ FTP ■ REG ■ EDU
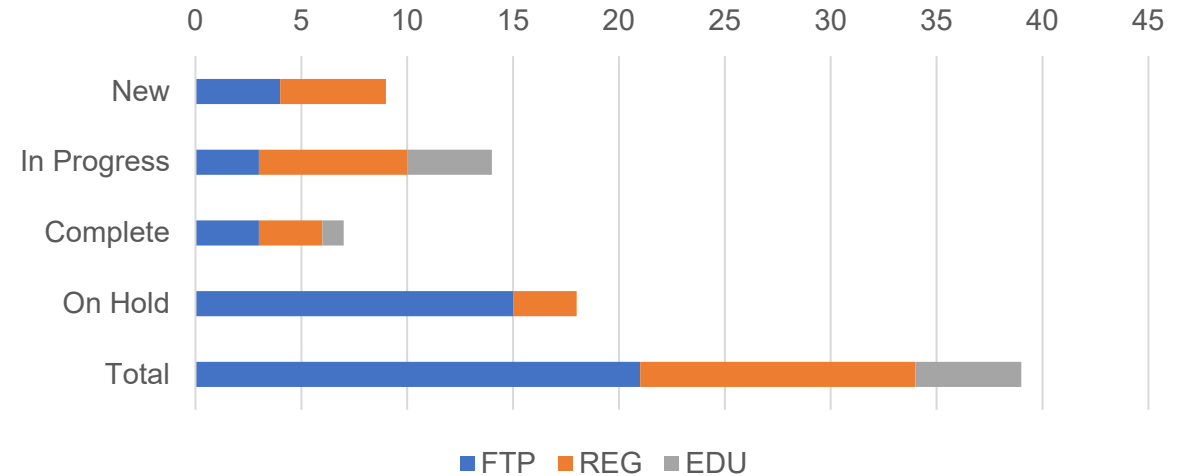
Continuous improvement stages

Legend: ■ Edu ■ FTP ■ Reg
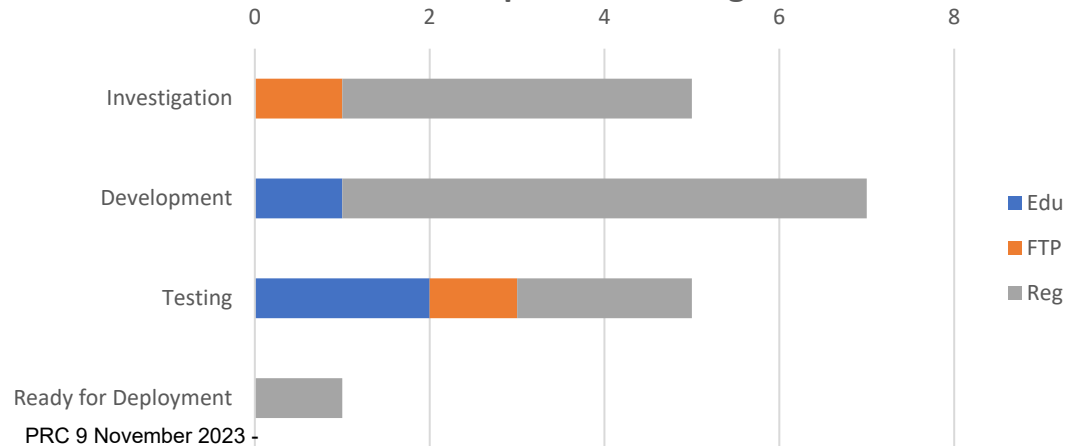
Forthcoming activities

- Deployment of the Mobile Phone Compatible Renew Flow into Production

- Business Central UAT starting in October.

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