



Resources Directorate Performance Report

September 2024

Contents

1. Executive summary
2. Operational KPIs dashboard: People, Finance, Technology, Estates
3. People Dashboard
4. People Trends
5. Technology Dashboard
6. Technology Trends
7. Estates Dashboard
8. Office Attendance Trends
9. Projects Dashboard
10. Products Dashboard
11. Technology Roadmap Progress Report

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

1. Executive Summary: September 2024

Highlights:

- Continued good performance against most directorate key performance indicators (KPIs).
- Average days to hire stable and within the 44 days target.
- Introduction of the updated recruitment policy.
- Technology roadmap: investment cases for IT security (AIP, DLP) and data platforms approved. Cases for Business Central phase 2 due to be reviewed by the Executive Leadership Team (ELT) shortly. Papers for omni-channel contact centre and partners operating model progressing.
- IT incidents resolved within service level agreement (SLA) has remained high at 99%. Average resolution times for high, medium and low priority incidents all remain within SLA.
- There were no recorded outages for any key IT systems, with availability at 100%.
- FTP Frontload Phase 2 build complete and user acceptance testing (UAT) now complete. Deployment deferred to February 2025 whilst team structuring progress.
- Requirements workshops for Partner programme completed and final write-up in progress ahead of the service design session in November 2024.
- Invoices paid on time measure has returned to green with 97% for September 2024.
- Office attendance has been consistently within benchmark for the last few months and on average for the (financial) year.

Outliers

- The Defender Secure Score (previously called IT Security Score) decreased to 79%. While there has been a downward trend to this KPI year to date, anomalies have been identified in the September score calculation that have been raised with Microsoft for review.
- The Microsoft Secure Score (looking at device and end user security) increased to 67.3%. This compares well against the benchmark of 41.2%, although we continue to aim towards the long-term target of 80%.

Other issues and challenges

- Risk previously highlighted for online concerns project now closed following ELT agreement on phasing of deliverables. EDI and portal now due to go live in January 2025 with auto-case creation deferred to April 2025. Frontloading will launch in February 2025 following the completion of the internal team development in fitness to practise (FTP) investigations.

2. Operational Dashboard: September 2024

People (June data)	Value	RAG	Trend
Vacancy rate	4.7%	G	→
Voluntary turnover rate	10%	G	→
Average days to hire	34	G	→

Finance	Value	RAG	Trend
Year to date surplus	£2.1m	G	↑
Procurement cost efficiencies	£0	A	→
Invoices paid on time	97%	G	↑

Technology	Value	RAG	Trend
Incidents resolved within SLA	99%	G	↓
Key system availability	100%	G	→
Defender Secure Score	79%	A	↓

Estates	Value	RAG	Trend
Total Co2 emissions, (tonnes, GHG scopes 1 + 2)	4.24	G	↓
Office attendance	22%	G	↑
H&S incidents	0	G	→

3. People Dashboard: September 2024

	Value	RAG	Trend
Permanent staff	305	G	↓
FTC staff	16	G	↓
Agency staff	16	G	↓

Establishment

Retention & Culture

	Value	RAG	Trend
Employee relation cases (new)	0	G	→
Employee Satisfaction (quarterly Pulse survey)	79.5%	G	↑

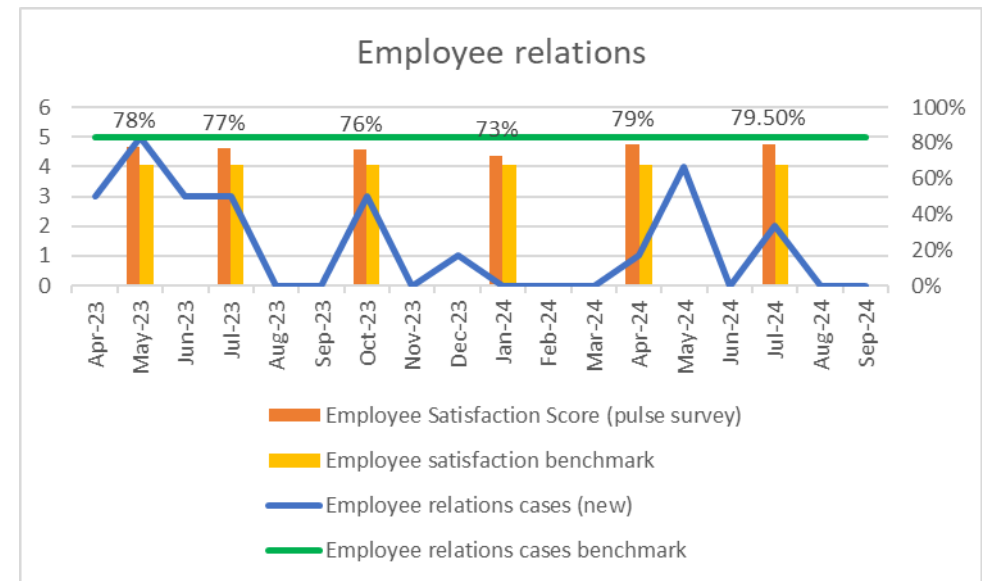
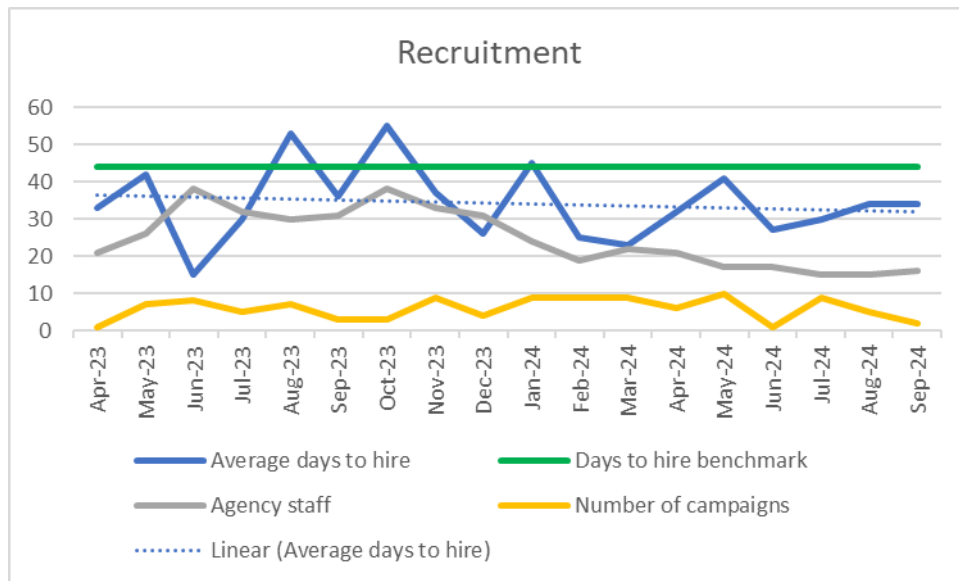
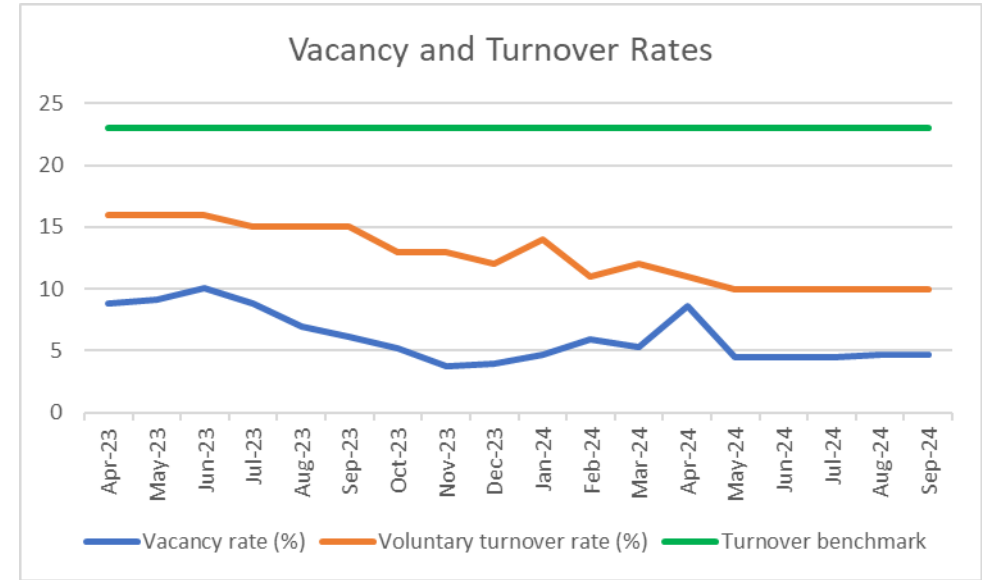
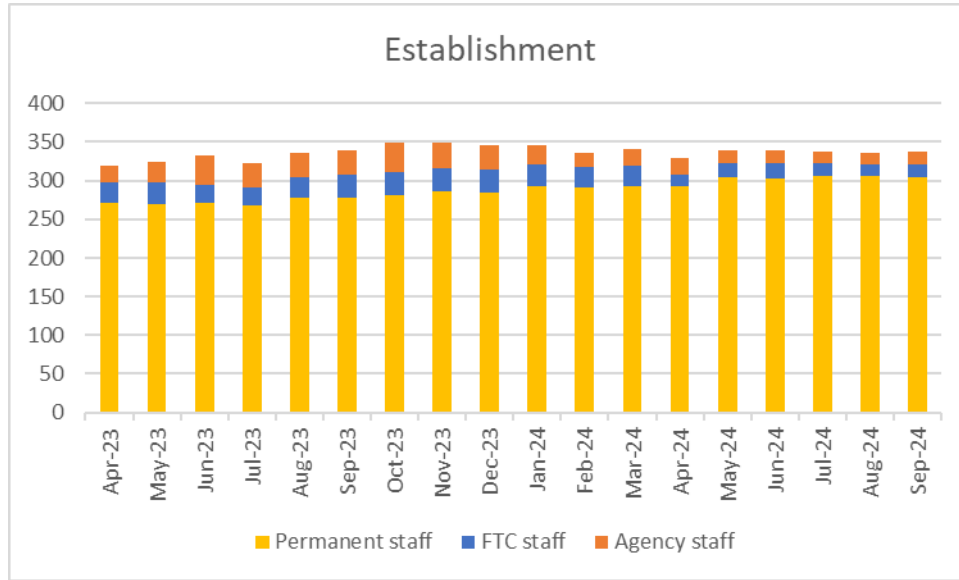
(September data)	Value	RAG	Trend
Number of campaigns	2	-	↓
Internal offers made	2	-	↑

Recruitment & Progression *(see also operational dashboard)*

Commentary

- Launch of Aspiring to Management Programme
- Launch of mid-year reviews
- Hybrid working data analyses
- 360 feedback for Chief Executive
- Employee Forum meeting
- Interview scheduling self-selection configuration on the HR system

4. People Trends: September 2024



5. Technology Dashboard: September 2024

	Value	RAG	Trend
Critical priority: avg resolution	-	G	→
High priority: avg resolution	1h 33m	G	↓
Medium priority: avg resolution	1d 20h	G	↓
Low priority: avg resolution	20h 10m	G	↑

Incidents

Security

	Value	RAG	Trend
Defender Secure Score (on premise and cloud infrastructure)	79%	A	↓
Servers patched up to date	100%	G	→
Microsoft Secure Score (devices and applications)	67.3%	A	↑

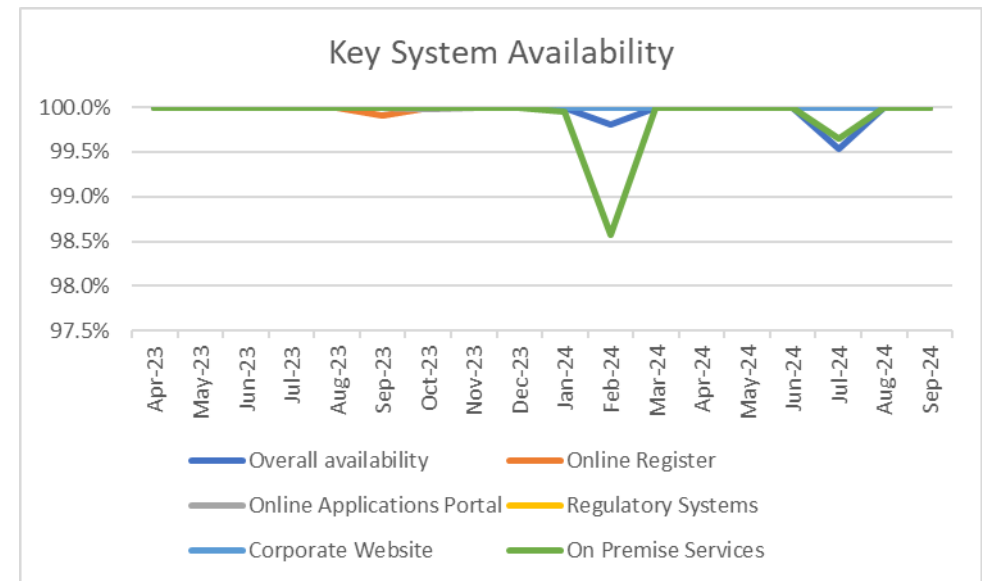
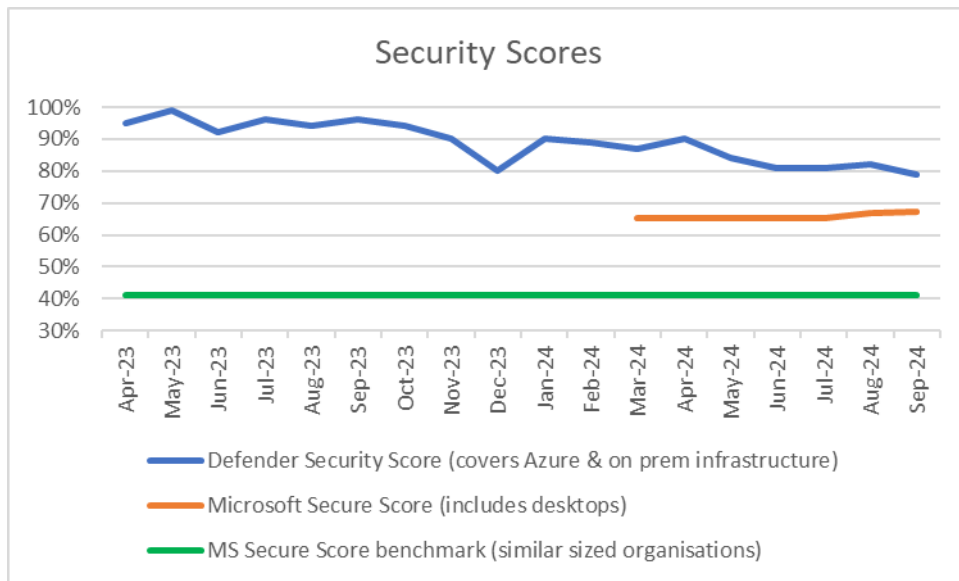
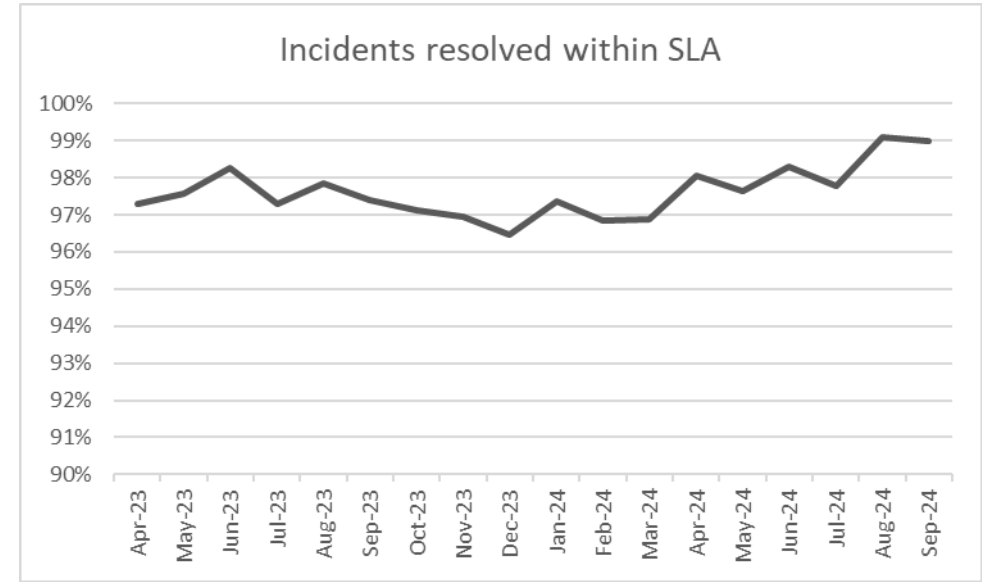
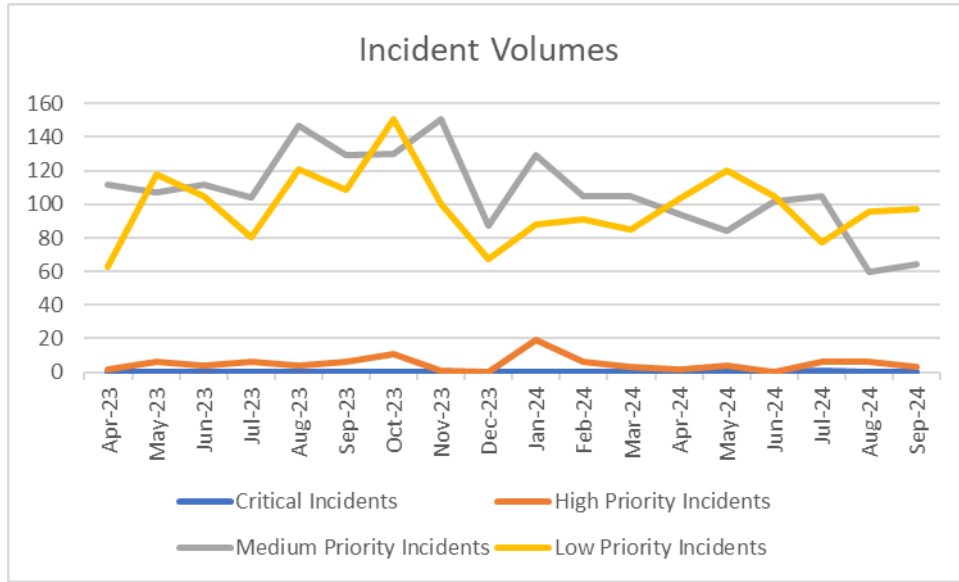
	Value	RAG	Trend
Key system availability: SaaS	100%	G	→
Key system availability: on-prem	100%	G	→
Technical change measure	Not yet available	Not yet available	Not yet available

Availability & Change

Commentary

- IT incidents resolved within SLA remained high at 99%. Average resolution times for high, medium and low priority incidents all remain within SLA.
- There were no recorded outages for any key IT systems, with availability at 100%.
- The Defender Secure Score (previously called IT Security Score) decreased to 79%. While there has been a downward trend to this KPI year to date, anomalies have been identified in the September score calculation that have been raised with Microsoft for review.
- The Microsoft Secure Score (looking at device and end user security) increased to 67.3%. This compares well against the benchmark of 41.2%, but with progress to make towards the long term target of 80%.
- The restructure of the IT and Digital department that was agreed by the ELT in September 2024 is now underway. This will provide new capacity for managing cyber security and workflow automation, as well as clarifying roles and responsibilities within the IT management team.

6. Tech Trends: September 2024



7. Estates Dashboard: September 2024

(August data)	Value	RAG	Trend
Scope 1 TCo2 (gas) YTD	4.24	G	↑
Scope 2 TCo2 (electricity) YTD	0.00	G	→

Sustainability (see also Operational Dashboard)

Health & Safety			
(August data)	Value	RAG	Trend
Health and safety incidents (mths)	0	G	→
DSE reimbursements (FY)	12	-	→
DSE assessments (mths)	17	-	↑
Health and safety training/awareness (mths)	6	-	↓

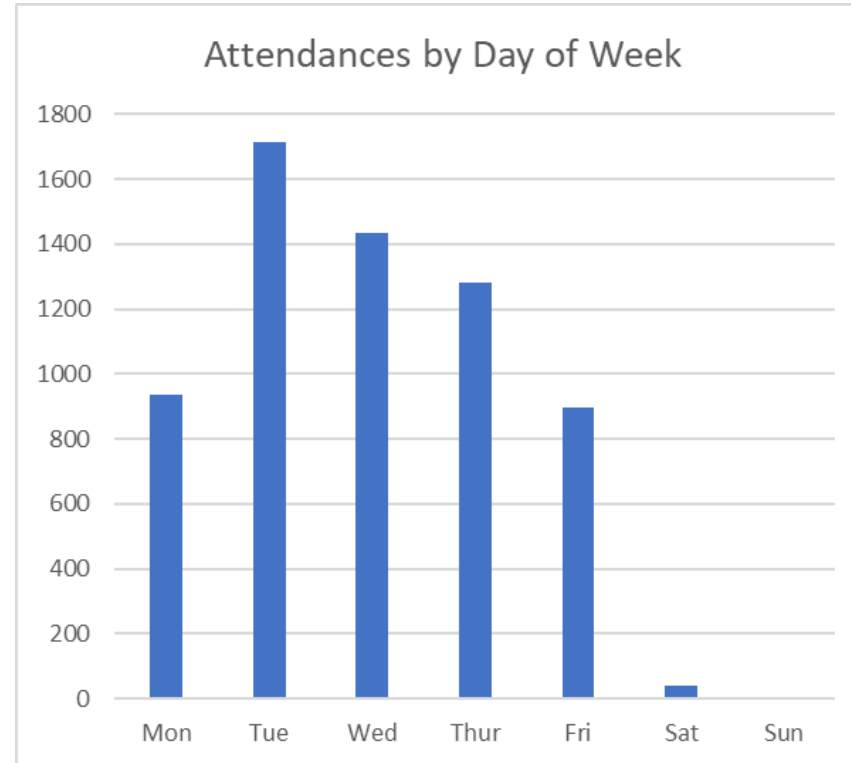
(August data)	Value	RAG	Trend
Desk Utilisation	31%	A	↑
Office Attendances	1301	-	↑
Hearings Utilisation	0%	R	↓

Estates and Facilities

Commentary

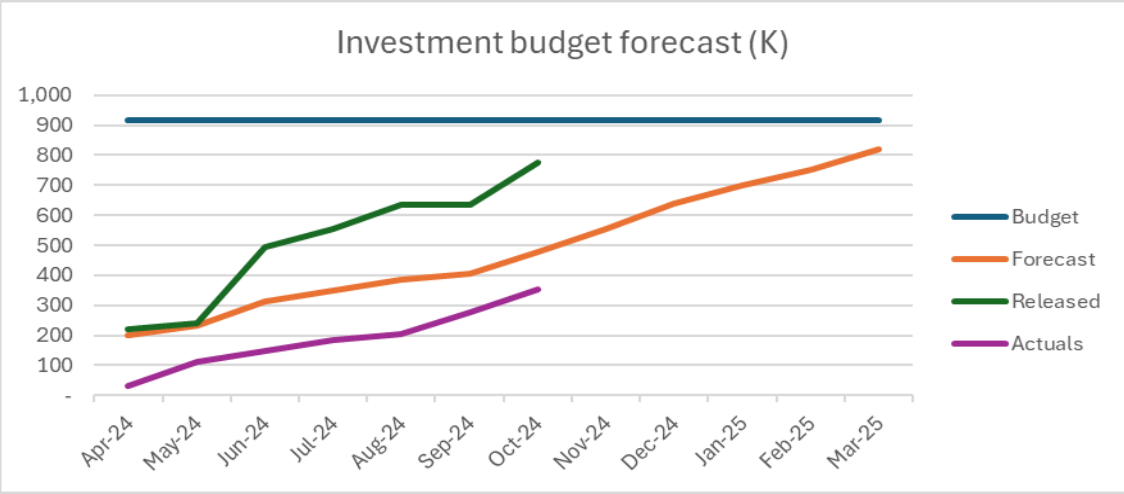
- A second workshop on environmental sustainability was held with a focus group of interested employees to determine further action areas and potential for broader employee involvement.
- We worked with BDO who conducted an environmental sustainability audit with the draft report due in October 2024.
- PRC and Council were provided with a paper updating progress on the environmental sustainability strategy.
- The ongoing 186KPR glazing project (requiring replacement) has seen the contractor put forward an option for replacement for review. Working with consultancy and architect advice, a decision on suitability should be determined in October 2024.
- Attendance reporting continues to show that the organisational attendance remains within the benchmark.
- Updated DSE information, training, and related support have been published on the new intranet, working with the HR, Finance, and Comms teams to support employees.

8. Office Attendance: September 2024



Business Change: Portfolio Dashboard: September 2024

Project Status 1	Scope	Plan	People	Budget	Benefits
FTP Frontloading	Green	¹ Amber	Green	Green	Green
Online Concerns	Green	Green	² Amber	² Amber	Green
Partners	Green	Green	Green	Green	Green
Reg Reform	Green	Green	Green	Green	Green
FTP Hearing / Investigations	Green	Green	Green	Green	Green



Programme	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Budget	FY24-25 Forecast	FY24-25 Actuals	FY25-26 Deferred Capex	FY25-26 New CAPEX	FY25-26 New OPEX
Business Central	177	503	68	83	29	-	-	-
Data and reporting	-	30	113	113	-	-	-	-
Digital Architecture and Security	-	-	30	30	-	-	-	-
FTP Improvements	-	31	274	291	236	-	-	-
Partner transformation	-	-	170	120	60	30	-	20
Policy and Standards	-	6	62	37	7	-	-	-
Registration Automation	-	-	24	58	14	-	-	20
Transform Customer experience	-	-	-	-	-	-	60	-
Customer Experience	-	15	174	183	6	35	-	-
Grand Total	177	586	915	915	353	65	60	40

Benefit Dashboard



Milestone Dashboard



Risk Dashboard



184 Milestones	96 Risks	72 Benefits
Complete 152	On Target 30	On target 25
On target 30	At Risk 1	Realised 45
At Risk 2	In Exception 0	Proposed 2
In Exception 0	New 1	At risk 0
To be planned 0	Mitigated 64	Exception 0
		Cancelled 0

Commentary

FTP Frontloading: ¹There is a risk that the 21 February 2025 go-live may be delayed due to dependencies on the core upgrade in Nexus and Online Concerns. Re-planning is commencing to reduce the risk and awaiting final decision on when Online Concerns can begin development. **(interim update 15/10: Issues now resolved with new OC plan)**

Online Concerns: ²Risks raised on security concerns with Portal automation may extend project timelines and increase costs. There is also additional work needed on post go-live support which may also increase support costs going forward. Meetings with suppliers to finalise the plan and design changes to complete on 7 Oct. **(interim update 15/10: Issues now resolved with new OC plan)**

Regulatory Reform: Recruitment approach agreed, and campaign will begin in early October 2024. Decision confirmed not to use agencies.

FTP Hearings/Investigations Performance report development continuing with reports now being used within the Hearings team. PwC training began on 30 September and will run throughout October 2024.

Investment Cases: IT Security and Data and Reporting investment cases are finalised and have been reviewed by the Change and Benefits Forum (CBF) and ELT.

10. Business Change : Product Dashboard: Sep 2024

Backlog (6-week CI sprints)	EDU	FTP	REG	FIN	TOTAL	Trend
Current Sprint (planned)	4	1	16	13	34	→
Work in progress (sprint)	2	0 ¹	8	5	15	→
Carried over from last sprint	0	0	8 ²	0	8	↑ ²
Changes deployed this month	1		3		4	→
Backlog (future sprints)	48	79	95	2	224	→
Completed this FY	3	15	26		44	→
Additions (this month)	5	5	2	10	22	→

Source	Backlog type	Plan	Done	Trend
IT	Upgrades/ Updates	15	1	↑ ²
IT	Security Improvements	1		→
IT	Technical Debt/ Depreciation	1		→
BC	Other Maintenance Item	2		→
BC	User Role/ Team Structure	3		→
BC	Business Process Improvement	4	2	→
BC	Data Quality/ Management Improvement	1	1	→
BC	Finance Improvement	7		→

Next Prioritisation Meeting (Sprint5)	
Reg	16 Oct
Edu	8 Oct
FTP	22 Oct
Fin	23 Oct

Supplier performance (backlog)	Capacity (hrs)	Plan (Hrs)	Done (Hrs)	Trend
Reg (IBM)	378	378	378	→
FTP (Sharedo)	N/A	N/A	N/A	→
Edu (Synchronicity)	47	8	3	→
Fin (Dogma)	12 of (32 per annum)	12	4	→

Incidents (month)	New	Open	Closed	Capacity (Hrs)	Used (Hrs)	Trend
Fitness to Practise	2	10	1	Metric not tracked	Metric not tracked	↑ ³
Education	0	3	0	8	0	→
Registrations	2	3	2	0	0	→

Commentary

- ¹Work to preserve frontloading configuration and align FTP environments (VNext and Pre-prod) with the products is starting at the end of September 2024. This will enable the core upgrade and online concerns to progress.
- ¹FTP core upgrade is planned to commence 14 October 2024 once the environment work is completed.
- ²Issue deploying Az Function app runtime extensions upgrade has now been resolved and the outstanding backlog items have been split among the development team to progress.
- ³Open incidents in FTP are pending frontloading release. As this has been delayed to February 2025, the team are reviewing any high priorities for earlier release.

Notable items

- Solution design work to improve use of document storage on SharePoint for registrants has progressed in September 2024.
- Replanning work has been carried out in September 2024 to support a delay to frontloading release to February 25 and ensure the configuration is preserved
- Solution design work with Dogma is progressing for finance backlog items including those submitted for investment. Some internal changes have also been prioritised in the sprint and planned with IT.

11. Technology Road Map – September 2024 Progress

Theme	Areas	RAGD	Category	Comment
Foundational	Conduct user research to understand registrant preferences	G	User Experience	Initial limited scale research planned for Q4.
	Map existing back-office processes to identify further opportunities for automation	G	Data, Intelligence and Automation	Opportunities for improving integration and automation of FTP Status, invoice automation and deferred income being examined.
	Establish minimum datasets and common data dictionary	A	Data, Intelligence and Automation	Minimum datasets developed. Resource being recruited to take forward common data dictionary.
	Develop enterprise architecture framework and standards	G	Flexible and Secure Platforms	Draft principles identified. Work underway to translate into guidelines and standards.
Quick Win	Ongoing enhancements to existing online user experience	G	User Experience	All registrants can now access their documents online. Enhancements to existing registrant and education portals.
	New Online Concerns portal	A	User Experience	MVP scope being built for Jan 2025 (Portal and EDI), Auto case creation April 2025)
	Partners timesheets, expenses and payroll solution	A	Data, Intelligence and Automation	Timescale extended to accommodate Court rulings. Payment pathways requirements captured. Payroll system deployment starts Q4 2024-25.
	Replace legacy intranet	D	Flexible and Secure Platforms	Complete.
Y1 Strategic	Data Platform to provide a single source of truth	A	Data, Intelligence and Automation	Challenges in accessing source FTP data being worked through with supplier. FTP corporate reporting automated.
	Single financial platform	D	Flexible and Secure Platforms	Complete.
	Improve financial reporting with Business Central	G	Data, Intelligence and Automation	Access to Business Central data through PowerBi being established.
	API management solution to simplify integrations	G	Flexible and Secure Platforms	POC underway.
	Modern system and data security solutions (E5)	G	Flexible and Secure Platforms	Rollout underway. New Security Engineer post agreed in IT and Digital restructure.
Exploratory	Proof of Concepts on AI-assisted customer contact solutions	D	User Experience	Complete.
	Proof of Concepts on reporting & automation	G	Data, Intelligence and Automation	POC to publish EDI data via interactive dashboard underway.