Resources Directorate Performance Report

July 2025

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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: July 2025

Highlights:

- Continued good performance against most directorate key performance indicators (KPIs), with some outliers highlighted.
- Q1 pulse survey launched; results will help track progress against culture and people priorities.
- The Fitness to Practise (FTP) frontloading project to improve the productivity and effectiveness of the way in which FTP cases are initially streamed and managed, has moved into closure phase following the end of the supplier hypercare phase. Lessons learnt workshops are scheduled, with closure due in mid-August.
- IT incidents resolved within service level agreement (SLA) has remained high at 97%. 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) moved back within target at 81%.
- A new indicator has been introduced to measure the percentage of technical changes that are successfully implemented as planned. In June, 14 planned changes were implemented, of which one needed to be ‘fixed forward’ due to issues with a legacy physical network device.
- The “Invoices paid on time” measure for June has remained on target at 97%.
- Office attendance remains consistently within the benchmark.

Outliers:

- The online concerns portal experienced an outage of approximately 6.5 hours following a security update, due to an unexpected technical issue that required support from Microsoft to resolve. Overall system availability remained within target at 99.95%.
- The FTP data model build has been delayed due to the temporary diversion of resource onto essential reporting updates outside the project. Mitigation steps have been identified and agreed by the Executive Leadership Team (ELT), but the RAG status remains red pending implementation of the mitigations.

Other issues and challenges:

- On major projects portfolio, forecast is for 84% of technology roadmap budget to be spend this financial year. Projected underspend mainly on international assessment model - phase 1 of the work is nearing completion as planned without external spend. Projected spend for phase 2 is subject to pending decision on scope and further development of model informed by the impact of changes made in phase 1. The Committee will receive a full update on benefits realisation and change management from the Head of Business Change at their November meeting.
- The cyber attack is continuing to cause significant excess costs and impact on resource availability for other work. Plans are in place to decommission SMS multi-factor authentication (MFA) which will remove the incentive for the attack and discussions are continuing with Microsoft with the aim of recouping some of the excess spend.
- Hearings utilisation: no hearings were held in person in July. Medium to long-term options to improve the use of tribunal spaces in the office continue to be pursued.

2. Operational Dashboard: July 2025

People	Value	RAG	Trend
Vacancy rate	1.3%	G	↑
Voluntary turnover rate	10%	G	↑
Average days to hire	21	G	↓

Finance	Value	RAG	Trend
Year to date deficit	£1k	G	↑
Procurement cost efficiencies	£0k	A	→
Invoices paid on time	97%	G	→

Technology	Value	RAG	Trend
Incidents resolved within SLA	97.0%	G	↓
Key system availability	99.95%	G	↓
Defender Secure Score	81%	G	↑

Estates	Value	RAG	Trend
Total Co2 emissions, (tonnes, GHG scopes 1 + 2)	2.23	G	↑
Office attendance	26%	G	↑
Health and safety incidents	0	G	→

3. People Dashboard: July 2025

	Value	RAG	Trend
Permanent staff	327	G	→
Fixed term contract staff	46	G	↓
Agency staff	9	G	↑

Establishment

(October data)	Value	RAG	Trend
Number of campaigns	8	-	↓
Internal offers made	3	-	↓

Recruitment and Progression *(see also operational dashboard)*

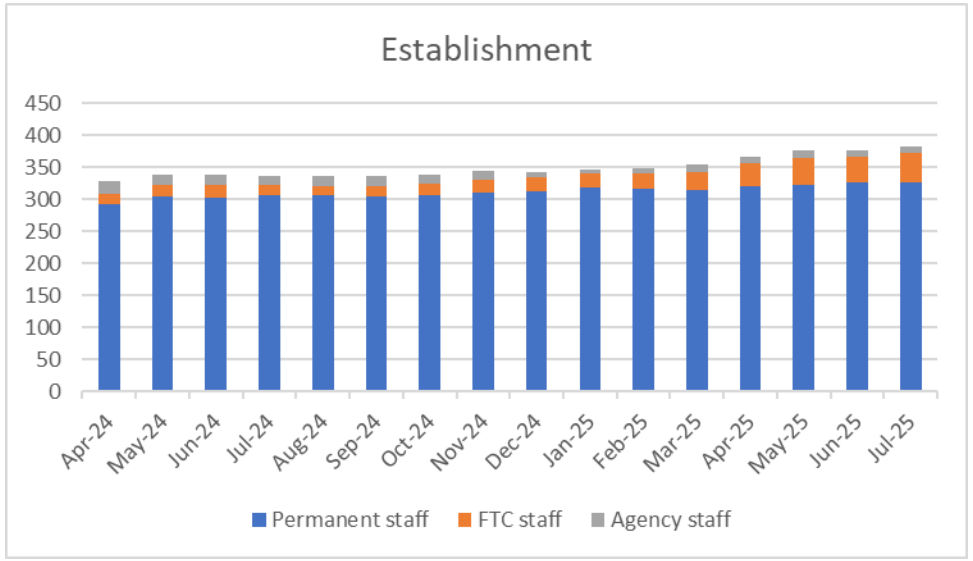
Retention & Culture

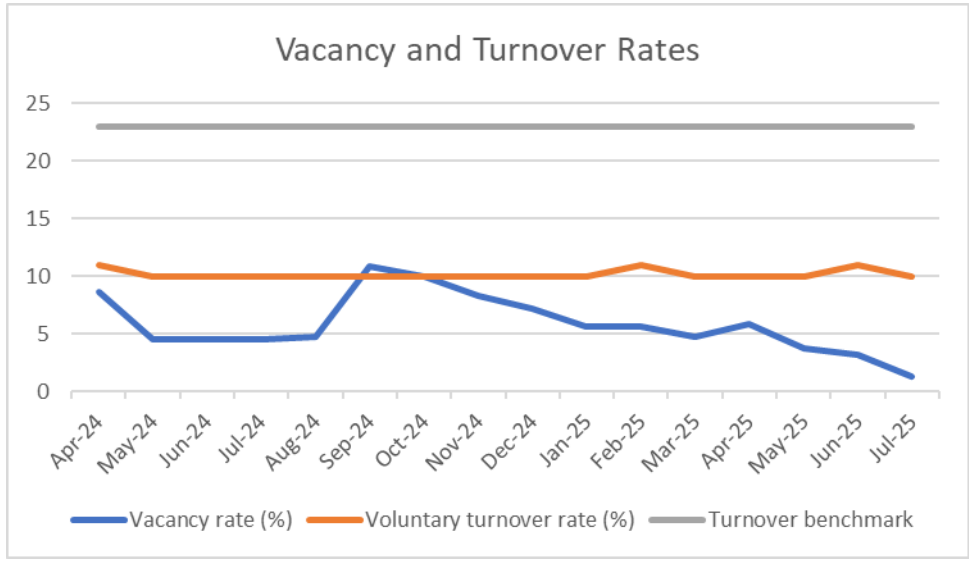
	Value	RAG	Trend
Employee relations cases (new)	3	G	↓
Employee Satisfaction (quarterly Pulse survey)	82.2%	G	↓

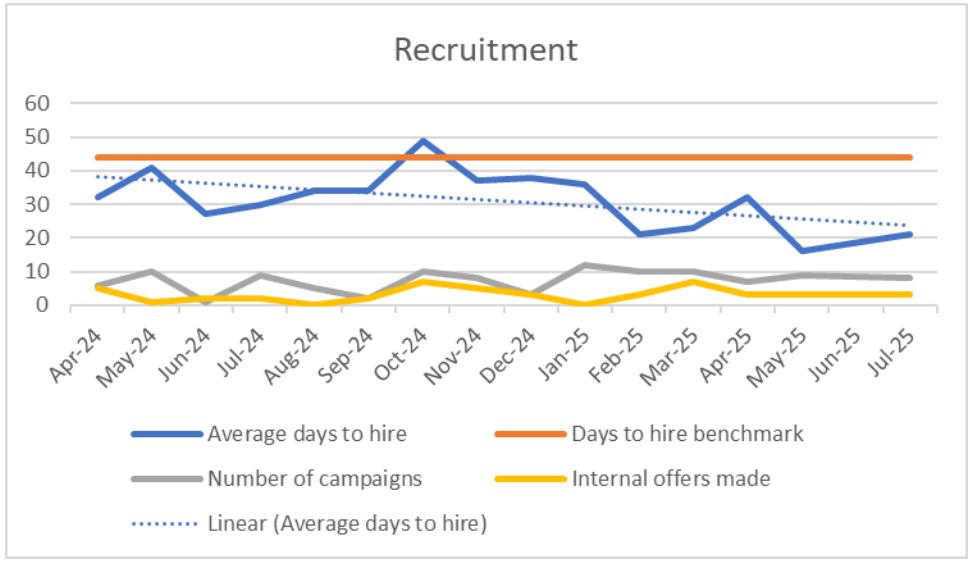
Commentary

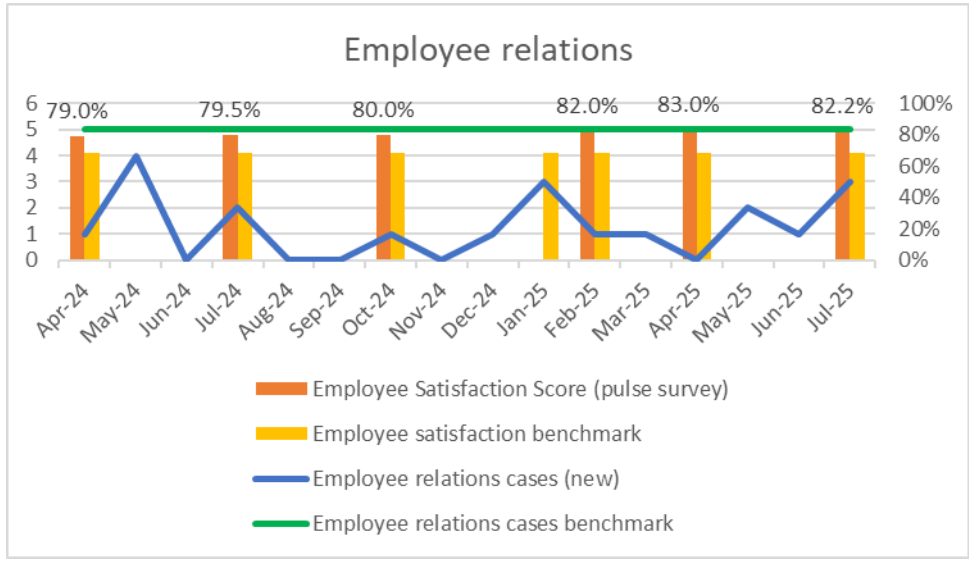
- Q1 pulse survey successfully launched, providing valuable insights into employee sentiment and engagement.
- AI training for managers has been secured, ensuring they are equipped with responsible knowledge and practical applications of artificial intelligence (AI).
- Recruitment remains a high organisational priority, with ongoing demand in key roles. Activity is focused on both attracting talent and strengthening retention strategies to reduce reliance on agency staff.
- Flexible working requests continue to be managed on a case-by-case basis, ensuring compliance with policy and legislation and balancing individual employee needs with operational requirements.
- Planning is underway for mental health first aid training for managers, strengthening our wellbeing network.

4. People Trends: July 2025









5. Technology Dashboard: July 2025

Incidents

	Value	RAG	Trend
Critical priority: avg resolution	6h 30m	G	↓
High priority: avg resolution	1d 2h	G	↓
Medium priority: avg resolution	17h 49m	G	↑
Low priority: avg resolution	23h 24m	G	↑

Security

	Value	RAG	Trend
Defender Secure Score (on premise and cloud infrastructure)	81%	G	↑
Servers patched up to date	100%	G	→
Microsoft Secure Score (devices and applications)	74.2%	A	↓

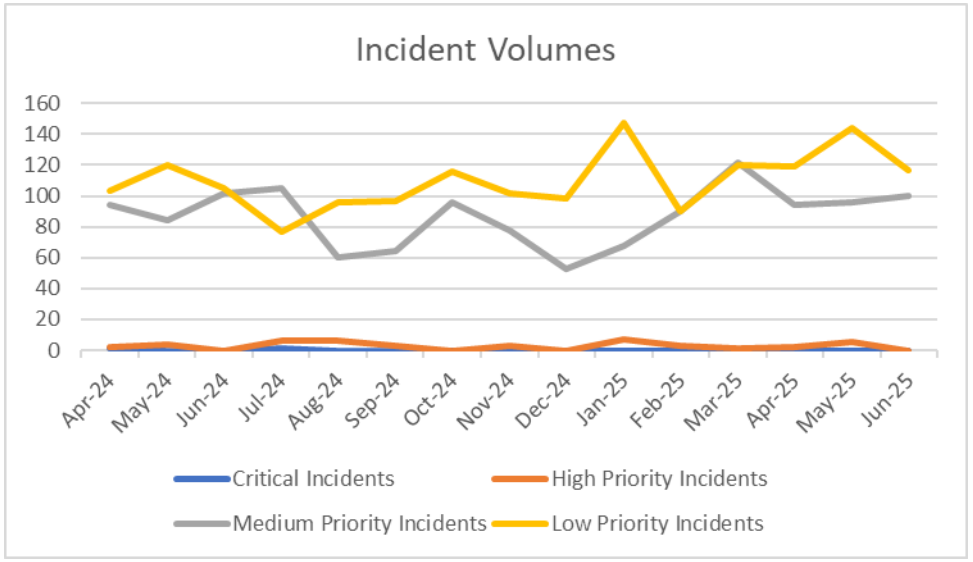
Availability & Change

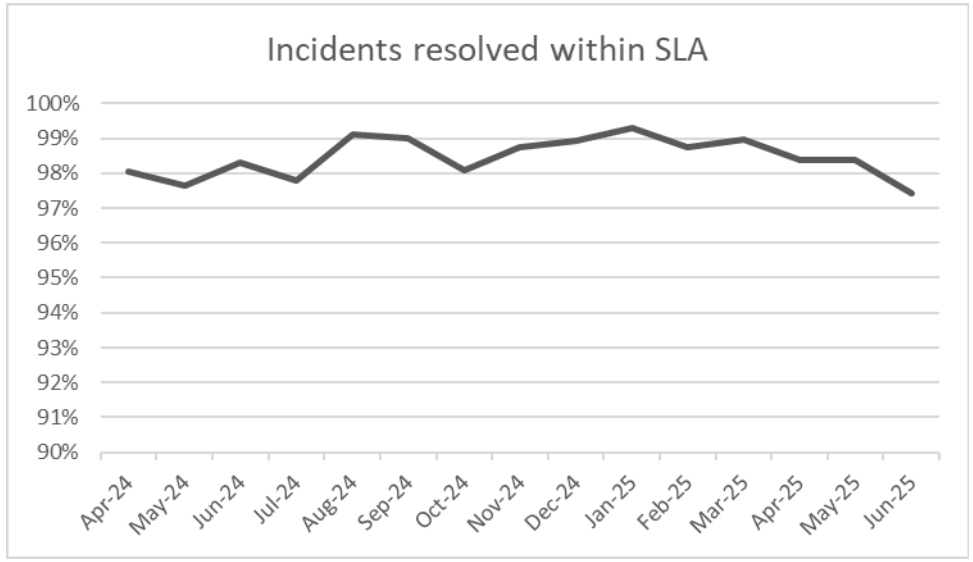
	Value	RAG	Trend
Key system availability: SaaS	99.9%	G	↓
Key system availability: on-prem	100%	G	→
Technical changes implemented as planned *(June data)*	92%	G	New Indicator

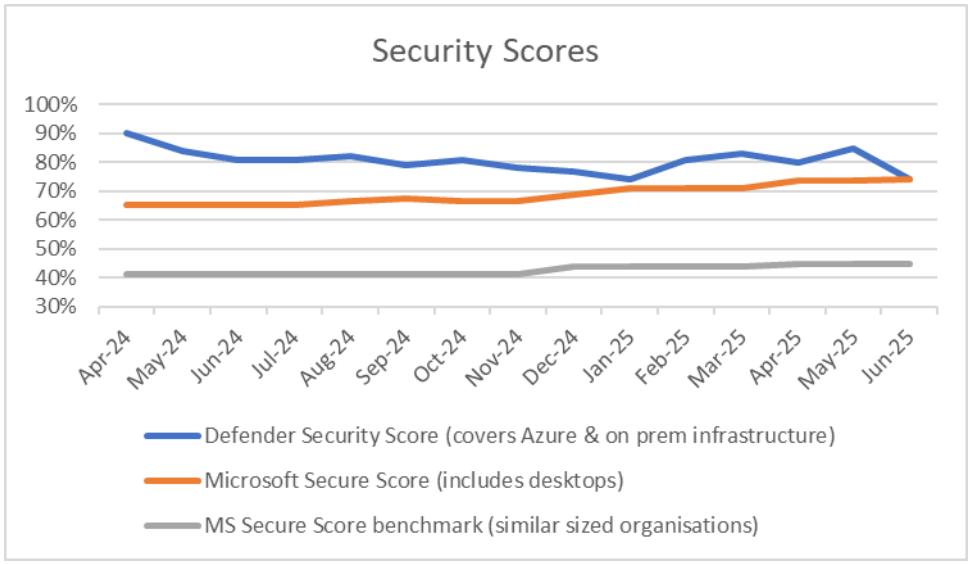
Commentary

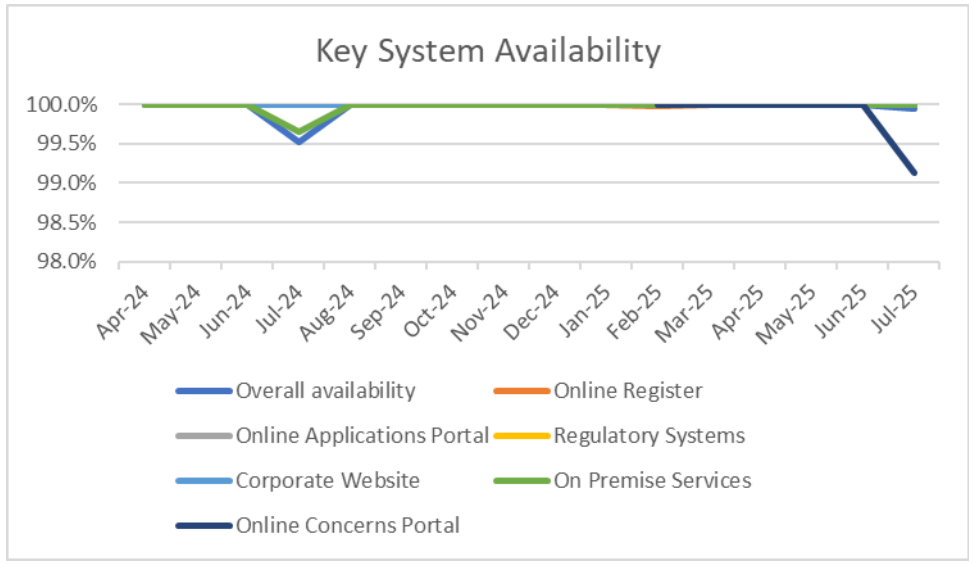
- IT incidents resolved within SLA has remained high at 97%. Average resolution times for high, medium and low priority incidents all remain within SLA.
- The Online Concerns portal experienced an outage of approximately 6.5 hours following a security update, due to an unexpected technical issue that required support from Microsoft to resolve. Overall system availability remained within target at 99.95%.
- The Defender Secure Score (looking at the security of our systems and data centre) moved back within target at 81%. The Microsoft Secure Score (looking at device and end user security) was almost unchanged at 74.2%.
- The cyber attack is continuing to cause significant excess costs and impact on resource availability for other work. Plans are in place to decommission SMS MFA which will remove the incentive for the attack.
- An Automation Developer has been appointed, taking up post in August. Recruitment to a platform engineer vacancy is ongoing.
- A new indicator has been introduced to measure the percentage of technical changes that are successfully implemented as planned. In June, 14 planned changes were implemented, of which one needed to be ‘fixed forward’ due to issues with a legacy physical network device.

6. Tech Trends: July 2025









7. Estates Dashboard: July 2025

	Value	RAG	Trend
Scope 1 TCo2 (gas) YTD	2.23	G	↑
Scope 2 TCo2 (electricity) YTD	0	G	→

Sustainability
(see also Operational Dashboard)

	Value	RAG	Trend
Desk Utilisation	36%	A	↑
Office Attendances	1525	-	↓
Hearings Utilisation	0%	R	↓

Estates & Facilities

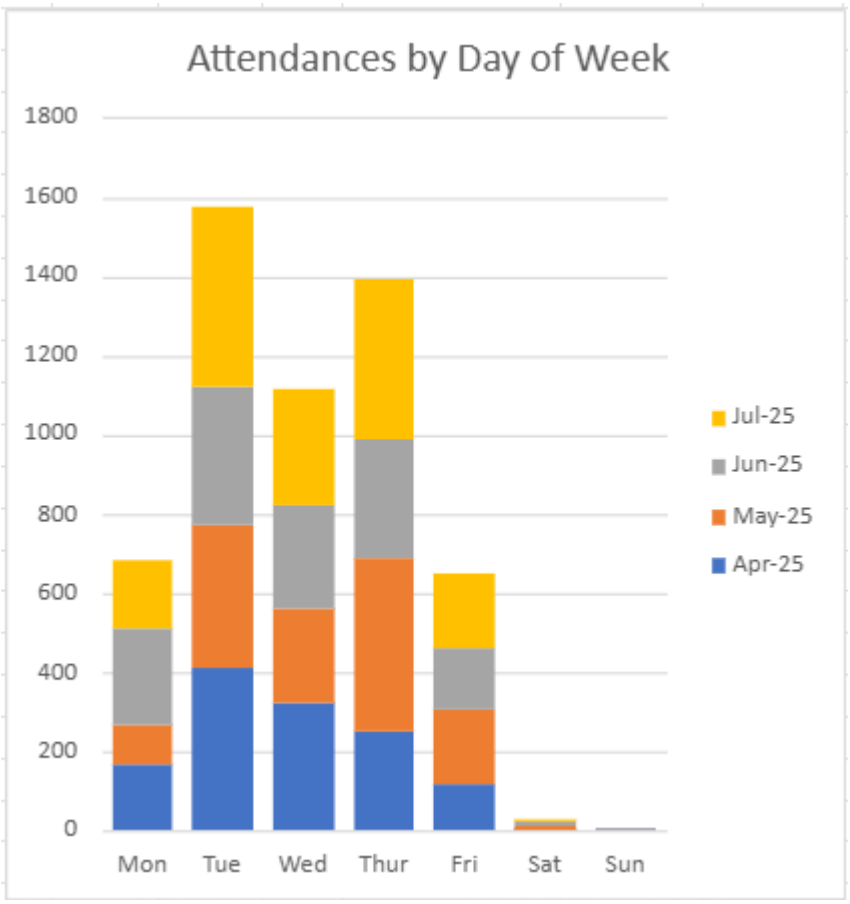
Health & Safety

	Value	RAG	Trend
Health and safety incidents (mth)	0	G	→
DSE reimbursements (YTD)	8	-	→
DSE assessments (mth)	16	-	↑
H&S Training/Awareness (mth)	0	-	→

Commentary

- Emissions reporting detail is provided retrospectively; we are currently showing April to June 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
- Attendance reporting has remained within the benchmark for the financial year to date.
- The department is working with our environmental consultants to audit and validate the greenhouse gas emissions for the previous years' audited accounts.
- The heating, ventilation and air conditioning (HVAC) upgrade project design team appointments are being finalised.
- Further engagement with the construction company regarding the long standing 186 façade warranty replacement works has been re-established. Associated plans for affected systems are likewise being developed

8. Office Attendance: July 2025

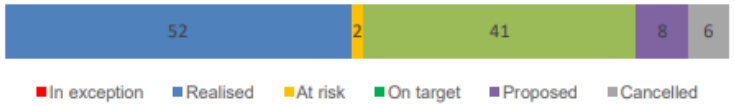


Note: the data in the table above is based on office attendance as recorded electronically by employees entering swiping into the building, with adjustments made for annual leave and sickness absence and any other Executive Director approved exceptions.

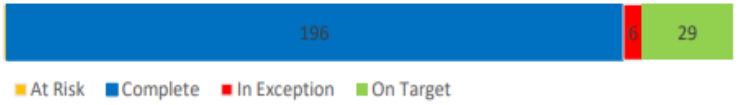
9. Portfolio Dashboard: July 25

Projects	Scope	Plan	People	Budget	Benefits
FTP Frontloading	Green	Green	Green	Green	Green
Website and Portals	Green	Green	Green	Green	Green
Partners	Green	[1]Amber	Green	Green	Green
Data and Intelligence	Green	[1] Red	Green	Green	Green
Customer Contact	Green	Green	Green	Green	Green
Business Central	Green	Green	Green	Green	Green
Network Transformation	Initiating	Initiating	Initiating	Initiating	Initiating
EVO upgrade (HR)	Green	Initiating	Initiating	Green	Initiating
Business Central Phase 3	Green	Green	Green	Green	Green

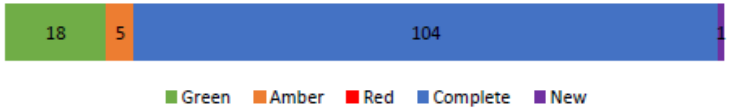
Benefit Dashboard



Milestone Dashboard



Risk Dashboard



232 Milestones

Complete	On target	At Risk	In Exception
196	29	1	6

128 Risks

On Target	At Risk	In Exception	New	Mitigated
18	5	0	1	104

103 Benefits

On target	Realised	Proposed	At risk	Exception
41	52	8	2	0

Programme	25-26 CAPEX Budget	25-26 OPEX Budget	25-26 Budget Total	25-26 Forecast (Total)	25-26 Committed (PO raised)	25-26 Actuals to date	26-27 (carry-over) CAPEX
AI Automation	12	-	12	-	-	-	12
Customer Experience	209	42	251	211	176	42	40
Data & Platform	237	-	237	187	187	69	50
FTP Transformation	29	-	29	29	29	24	(0)
Modern Workspace	24	-	24	-	-	-	24
Partners	125	-	125	125	74	51	-
Security and Architecture	225	-	225	205	10	10	20
Single CRM	108	-	108	91	-	-	17
Website and Portals	132	30	162	141	-	-	21
Grand Total	**1,101**	**72**	**1,173**	**989**	**475**	**196**	**184**

Programme	25-26 CAPEX Budget	25-26 OPEX Budget	25-26 Budget Total	25-26 Forecast (Total)	25-26 Committed (PO raised)	25-26 Actuals to date	26-27 (carry-over) CAPEX
Business Central	-	60	60	60	60	60	-
Change Management	75	-	75	-	-	-	75
FTP Transformation	23	2	25	2	-	2	23
HR Transformation	-	-	-	-	-	-	-
International Assessment	480	-	480	-	-	-	480
Sustainability	335	-	335	335	-	-	-
User Engagement	-	60	60	60	60	-	-
Grand Total	**913**	**122**	**1,035**	**457**	**120**	**62**	**578**

Commentary

FTP Frontloading: The project has moved into closure following the end of hypercare and transition to Nexus support. Lessons learnt workshops are scheduled, with closure to complete after the project manager returns in mid-August. The closure report will be submitted to the ELT in early September.

Website and Portals : A PM is now leading governance and output capture to inform the wider customer experience programme. The project will deliver a like-for-like website upgrade with improved search, followed by a pilot to assess functionality and future enhancements. Supplier Twenty Six's draft proposal has been reviewed, with a statement of work to be requested week commencing 4 August to begin the upgrade.

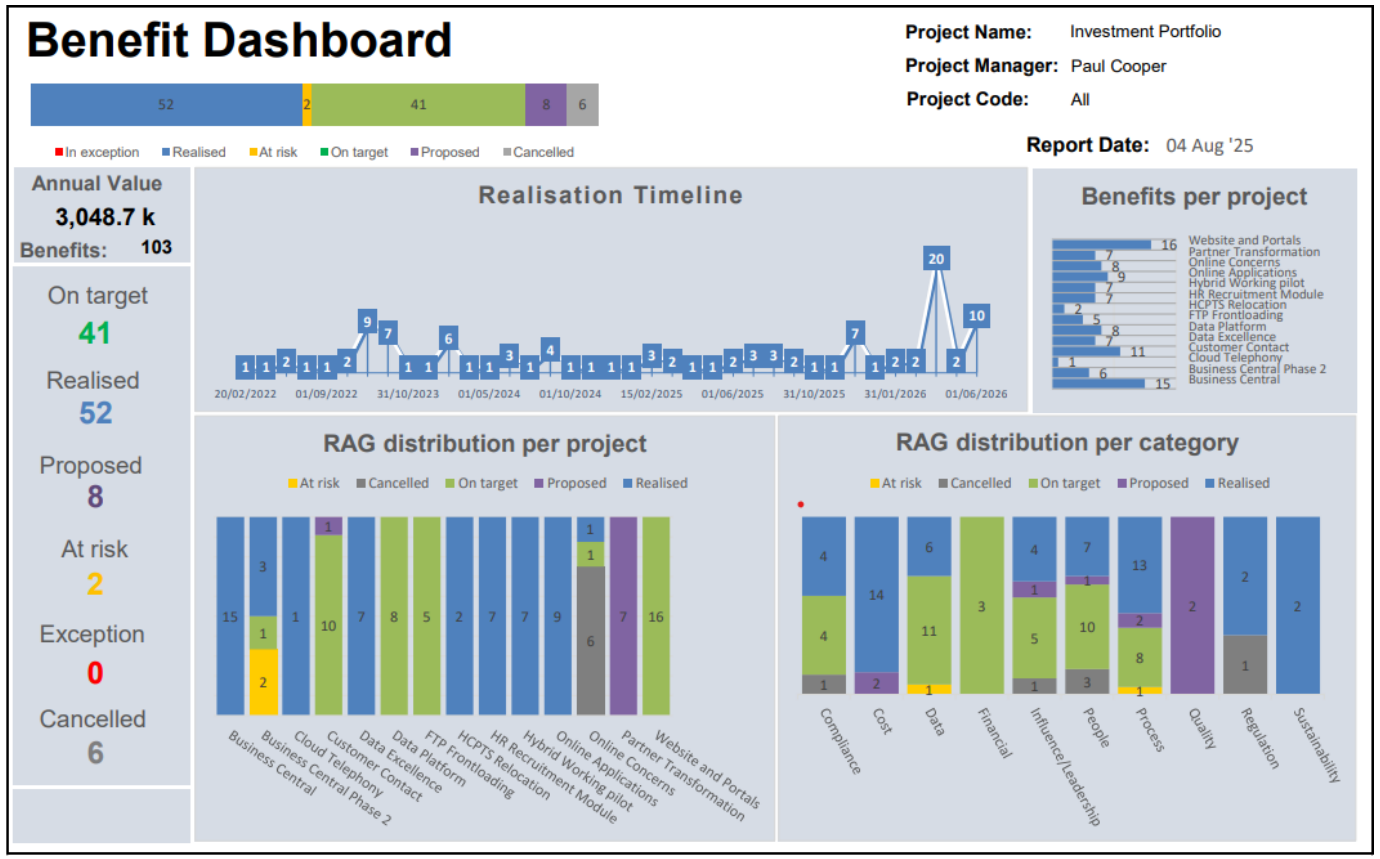
Partners: Over 96% of partner contracts are complete, with notices issued 27 July. Payroll validation ends 8 August, alongside a new upload solution for work item references. Gap analysis from quality/KPI workshops continues to define scope. The Board supports Smart Pensions in principle, with a final decision on 20 August. [1] A 31 July meeting with Access Group will confirm whether to proceed with Workspace and EVO development in August.

Data and Intelligence: [1]The FTP data model build may be delayed up to four weeks due to non-project work. Mitigation is being explored, but plan RAG remains red until resolved. Data governance is progressing, with stakeholders onboarded, the first governance group meeting held, and revised policies in development

Customer Contact: The project is initiated, with contracts signed and safeguards in place for price increases and system failures. Opus will mobilise from 1 August, delayed by one week with no impact on timelines. Recruitment is underway for a test analyst to support SMEs and backfill a registration role.

Network Transformation: Procurement is preparing a strategy proposal for IT on 7 August to assess the viability, value, and suitability of third-party support for long-term needs, ensuring effective contracts and services.

10. Benefits Dashboard: July 25



This slide is currently in development and current shows gross value of benefits for most initiatives.

Benefits Realisation Overview Commentary

Website and Portals
This project has introduced 14 new benefits adding a gross value of £6000.

Business Central Phase 2
Three benefits have been realised.

Partners:
Seven benefits in proposed status. Awaiting benefits meeting to be scheduled.

Project Benefits	Proposed	On target	At Risk	In exception	Realised	Total	Value (gross)
Cloud Telephony	-	-	-	-	1	1	79 k
Hybrid Working pilot	-	-	-	-	7	7	280 k
Online Applications	-	-	-	-	9	9	121 k
Data Excellence	-	-	-	-	7	7	k
HCPTS Relocation	-	-	-	-	2	2	1,200 k
FTP Frontloading	-	5	-	-	-	5	851 k
HR Recruitment Module	-	-	-	-	7	7	50 k
Business Central Phase 2	-	1	2	-	3	6	100 k
Business Central	-	-	-	-	15	15	89 k
Online Concerns	-	1	-	-	1	2	19 k
Data Platform	-	8	-	-	-	8	60 k
Customer Contact	1	10	-	-	-	11	125 k
Partner Transformation	7	-	-	-	-	7	45 k
Website and Portals	-	16	-	-	-	16	30 k
Total	**8**	**41**	**2**	**-**	**52**	**103**	**3,049 k**

11. Product Dashboard: July 25

Backlog (6-week CI sprints)	EDU	FTP	REG	FIN	TOTAL	Trend
Current Sprint (planned)	**11**	**15**	**8**	**13**	**47**	→
Work in progress (sprint)	11[1]	5	8	0[2]	**24**	↑
Carried over from last sprint	**11**[1]	**5**[3]	**6**[4]	**4**	**26**	→
Changes deployed this month		3	7		**10**	→
Backlog (future sprints)	**44**	**126**	**101**	**20**	**291**	→
Completed this FY	17	11	24	4	**56**	→
Additions (this month)		16	2		**18**	→

Source	Backlog type	Plan	Done	Trend
IT and Digital	Upgrades/ Updates	2	3	→
IT and Digital	Security Improvements		2	→
IT and Digital	Technical Debt/ Depreciation	7		→
IT and Digital	Other Maintenance Item	10	3	→
Business Change	Business Process Improvement	8	1	→
Business Change	Data Quality/ Management Improvement	7	1	→
Business Change	Finance Improvement	13		↑[1]

Next Prioritisation Meeting (Sprint2)	
Reg	6 Aug
Edu	20 Aug
FtP	7 Aug
Fin	18 Aug

Supplier performance (backlog)	Capacity (hrs)	Plan (Hrs)	Done (Hrs)	Trend
Reg (IBM)	450	450	450	→
FTP (Sharedo)	N/A	N/A	N/A	→
Edu (Synchronicity)	0	0	0	→
Fin (Dogma)	0	0	0	→

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

Commentary

- [1] Education partner changes experienced delays due to resource availability from staff sickness and issues in test. Team reviewing test results to agree approach to move forward.
- [2] Finance sprint has been on hold pending resolution of issue with duplicate invoices.
- [3] FTP are progressing security improvements for online concerns following pen test. With IT for review.
- [4] Registration has some items in sprint which will take more than a single sprint to complete.

Notable items

- FTP successful frontloading deployment in July and are now progressing partner changes. Requirements are with supplier for estimation.
- Reg have resolved a bug in the new sales order logic and deployed Security improvements in the portals.
- Finance are reviewing the missing document issue in sprint as this may be linked to the duplicate invoice issue. This is likely to be prioritised in next sprint once issue is resolved.

12. Technology Roadmap Progress: July 2025

Programme	Key Milestones	Progress	Risk	Comment
Website and Portals	Upgrade website platform	A	L	Contractual delays but upgrade project now commencing with mobilisation in early September.
	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	L	Scope of proof of concept provisionally agreed, will be further developed once website upgrade work underway.
Customer relationship management (CRM)	Create foundational CRM	A	L	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	Contract signed with new telephony partner and kick-off scheduled for September. Risk status reflects incumbent supplier issues and the hard deadline to migrate to a new platform.
Data and Intelligence	Enhance minimum datasets and common data dictionary	G	L	Initial data dictionary agreed, now being enhanced to reflect emerging data quality standards.
	Build “Gold” data models to facilitate self-service reporting and analysis	R	M	Commencement of the FTP data model build was delayed due to non-project work. Resource prioritisation is likely to remain an issue, balancing building for the future with immediate needs.
	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 has been procured 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 (August) and undertaking onboarding and initial training. Risk status reflects the complexity of existing workflows within FTP.
	AI-based redaction PoC	G	L	Preferred solution identified. Trial period planned ahead of wider adoption.
Security and Architecture	Decommission on-premise data centre and implement cloud-based network	G	M	Investment case and invitation to tender currently being prepared. The procurement will be complex and specialist support is being considered.
	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	Initial discovery exercise undertaken but proposed scope of work did not align with business requirements. Further discovery work scheduled for September.
	Implement partner payroll solution	G	M	Over 96% of partner contracts are complete. Payroll validation underway. Gap analysis from quality/KPI workshops continues to define scope.