

Council, 25 March 2015

Policy and Standards Department Work Plan 2015-2016

Executive summary and recommendations

Introduction

The Policy and Standards Department Work Plan for the period 1 April 2015 to 31 March 2016 is attached.

Decision

The Council is invited to discuss and agree the attached document.

Background information

None

Resource implications

The resourcing of the Department is set out in the attached workplan.

Financial implications

The financial implications of the planned work are accounted for in the Policy and Standards budget for 2015-2016.

Appendices

See paper.

Date of paper

13 March 2015

Policy and Standards Department

2015-2016 Work plan

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1. Introduction

1.1 This document sets out a plan for the work of the Policy and Standards Department in the 2015-2016 financial year.

Policy and Standards planning

1.2 The nature of the issues that the Department deals with are such that work undertaken will consist of both planned projects and work which arises as a result of external factors, such as changes in Government policy and other developments that can be unpredictable. Flexibility is important in regularly reviewing priorities and allocating resources accordingly.

1.3 The following projects have been identified as relative priorities for the Department in the coming year.

- European policy.
- Extension of prescribing and medicines exemptions.
- Regulation of public health specialists.
- Review of the standards of conduct, performance and ethics.
- Review of the standards of education and training.
- Review of the standards of proficiency for social workers in England.

Resourcing

1.4 The Department currently consists of five employees.

Michael Guthrie	Director of Policy and Standards
Jane Tuxford	PA to Director of Policy and Standards and PA to Director of Communications
Nicole Casey	Policy Manager
Laura Coveney	Policy Officer
Edward Tynan	Policy Officer

About this document

- 1.5 This document is divided into six sections.
- Sections two to four describe the projects for 2015-2016 in more detail, grouped into three areas: developing and maintaining the existing business; external policy developments; and on-going activities.
 - Section five outlines potential projects for the period 2016-2017 to 2017-2018.
 - Section six looks at the risks owned by the Department.
- 1.6 Many of the activities outlined in sections two to four of this document are subject to discussion / approval by the Council or a Committee as appropriate.
- 1.7 Appendix 1 provides a summary table of projects for the 2015-2016 financial year, referenced against the HCPC's strategic objectives.

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2. Developing and maintaining the existing business

2.1 This section outlines the Department's activities in 2015-2016 which are focused on developing and maintaining the existing business. For example, this includes the following.

- Developing and reviewing standards, guidance and other documents.
- Reviewing processes, approaches and policy positions.

Review of the Standards of proficiency (first 15 professions)

2.2 The review is being taken forward on a rolling basis, with standards for the professions (excluding social workers in England) being reviewed in batches.

2.3 The standards for 14 professions have now been revised and published.

2.4 The standards for practitioner psychologists were consulted on in 2014-2015 and are due to be finalised and published early in the 2015-2016 financial year.

Review of the Standards of proficiency for social workers in England

2.5 The standards of proficiency for social workers in England were published in 2012, using the new generic structure which we have been rolling out to the other professions.

2.6 The third year of the programme of visits to programmes transitionally approved at the point the Register opened will conclude at the end of the 2014-2015 academic year. We have committed to reviewing the standards for social workers once these visits have concluded. The review will need to take account of a number of external developments including the review of social work education by Martin Narey and David Croisdale-Appleby and the publication of knowledge and skills statements by the chief social workers for children and adults.

2.7 The following activities are anticipated in 2015-2016.

- Activities to seek feedback from stakeholders including visitors, education providers and professional bodies on the existing standards.
- A public consultation on proposed amendments.

2.8 This is a priority project for 2015-2016.

Review of the Standards of conduct, performance and ethics

- 2.9 In 2015-2016, the review of the standards of conduct, performance and ethics will conclude.
- 2.10 The following activities are anticipated in 2015-2016.
- Public consultation on draft revised standards.
 - Analysis of responses to the public consultation and finalisation of standards for publication.
 - Drafting of other content including the foreword and introduction to the standards.
 - Working with a third party supplier to produce an 'easy read' version of the consultation document and draft standards for consultation and an easy read version of the final published standards.
 - Working with, and supporting the work of, the Communications Department, including with the following activities.
 - Facilitating workshops to seek the views of service users and carers on the draft during the consultation period.
 - Editing of the final publication draft of the standards to achieve the Plain English Campaign crystal mark for clarity of English.
 - Implementation of the Communications work plan for disseminating the new standards, including, for example, participation at events and assisting with copy for professional media.
- 2.11 Once the standards are published, we will also consider producing a version of the standards specifically tailored to service users and carers, setting out what they might expect of their health and care professionals. This was a suggestion made in the research and feedback gathering activities during the review.
- 2.12 We will also update the guidance on health and character as a result of the new standards being published, and identify other HCPC documents which might require amendment.
- 2.13 This is a priority project for 2015-2016.

Revision of the Guidance on conduct and ethics for students

- 2.14 The guidance on conduct and ethics for students was published in 2010. This guidance uses the 14 headers of the existing standards of conduct, performance and ethics to set out expectations for the conduct of students and trainees studying on programmes which lead to registration with the HCPC.
- 2.15 In 2015-2016, we will review and revise the guidance to implement the revised structure and content (once finally agreed) of the standards of conduct, performance and ethics. We anticipate undertaking some targeted work with students and educators where possible to refine a draft prior to a public consultation which will commence after the revised standards of conduct, performance and ethics have been finalised (shortly prior to or after publication).

Review of the Standards of education and training and guidance

- 2.16 In 2015-2016, a Professional Liaison Group (PLG) will be formed as the next phase of the review of the standards of education and training and its supporting guidance. The PLG will draw on the research and engagement activities carried out to date to help inform a revised draft of the standards and support guidance for public consultation.
- 2.17 The PLG is expected to meet four times between September 2015 and March 2016.
- 2.18 The following activities are anticipated in 2015-2016.
- Completion of research and engagement activities, including the following.
 - Research on 'Interprofessional education in education and training programmes approved by the HCPC'.
 - Research on 'Preparation for practice: The role of the HCPC's standards of education and training in ensuring that newly qualified professionals are fit to practise'.
 - Engagement with key stakeholders including educators; service users and carers; and employees, through surveys, meetings and events.
 - Establishing the membership of the PLG (with the Secretariat Department).
 - Researching and writing papers for the PLG.

- Beginning to put together a consultation document and revised draft of the standards of education and training and guidance (into 2016-2017).

2.19 A public consultation is expected to commence early in September 2016.

2.20 This is a substantive piece of work and a priority project for 2015-2016.

Threshold level of qualification for entry to the Register for paramedics

2.21 In 2014-2015, the Education and Training Committee considered an initial paper discussing the threshold level of qualification for entry to the Register for paramedics.

2.22 The threshold level for entry to the Register for paramedics is currently 'Equivalent to Certificate of Higher Education'. However, a significant majority of programmes are delivered in excess of this threshold. Health Education England is currently undertaking work looking at paramedic education and training, including implementing an all graduate at entry workforce in England.

2.23 The Education and Training Committee has agreed to consider this topic again in the light of the outcomes of the HEE project. The work required in this area is therefore unclear at this time. Any proposal to change the level specified in SET 1 would require a public consultation.

Guidance for disabled people wanting to become health and care professionals

2.24 We consulted between October 2014 and January 2015 on revised guidance for disabled people wanting to become health and care professionals.

2.25 The following activities are anticipated in 2015-2016.

- Completion of analysis of consultation responses.
- Finalisation of guidance.
- Working with and supporting the Communications Department with the publication and dissemination of the newly updated guidance, including development of website materials.

Annotation of qualifications in podiatric surgery

2.26 The Council has previously agreed to annotate the entries in the Register of podiatrists who have undertaken post-registration qualifications to allow them to perform podiatric surgery.

2.27 We consulted between October 2014 and January 2015 on standards for podiatric surgery.

2.28 The following activities are anticipated in 2015-2016.

- Finalisation of analysis of the outcomes of public consultation and finalisation of standards.
- Working with and supporting the work of the Communications Department to publish and disseminate the standards.
- Supporting the work of the Education Department as we move into the next phase which involves approving programmes against the newly published standards.
- Continued engagement with stakeholders.

Research to inform policy on health assessments

2.29 We have commissioned a team at King's College London to review the evidence of the links between cautions and convictions for alcohol related offences, alcohol dependency and fitness to practise / work.

2.30 This work is due to conclude early in 2015-2016 and forms part of a wider piece of work being carried out by the Fitness to Practise Department, the outcomes of which will help inform our ongoing approach to the issue of health assessments when registrants receive alcohol related cautions and convictions.

Returners to practice requirements

2.31 The existing returners to practice requirements were put in place in 2006.

2.32 Helen Townley, recently on placement with us from the Australian Health Practitioner Regulation Agency (AHPRA), undertook a 'rapid appraisal' for us of the returners to practice requirements. The overall conclusions in her report did not indicate that radical change was required, but did indicate that some improvements, such as changes to guidance, might be helpful.

2.33 The Executive is currently considering the work that might be required in 2015-2016. Completion of further work in this area next financial year will, however, be subject to other departmental priorities. This area of work has been identified as a relatively low priority.

Supporting the registration project

- 2.34 The Registration Department are undertaking a major project to review the registration processes in order to inform the build of a new registration IT system.
- 2.35 Some of these changes may potentially require amendments to the HCPC's Registration and Fees Rules. If amendments need to be progressed, activities in 2015-2016 may include writing a consultation document or documents and liaising with the Department of Health.

Fees

- 2.36 Should the Council decide that it wishes to propose to increase the registration fees, the Department will be responsible for writing the consultation document and analysing the responses.

Continuing Professional Development (CPD) sample profiles

- 2.37 We have now published around 50 joint-badged sample profiles, with at least one published for each part of the Register. Between two and five profiles have been published for most professions (in some professions many more).
- 2.38 Where professional bodies still wish to develop profiles, we will continue to work with them to ensure they meet the standards and are suitable for publication on the website. This is a reactive project.

Strategic intent

- 2.39 The existing strategic intent covers the period 2012 to 2015. In autumn 2015 the Executive will invite the Council to review the existing strategic intent document and agree a revised version for the period 2016-2020.

3. External policy changes

- 3.1 This section outlines project areas which are a result of, or closely related to, external policy developments including legislation or Government policy.
- 3.2 The key external policy changes are outlined below. Some of these areas are dictated by government policy decisions and the legislative timetable, so timescales are often not clear at this stage or are likely to change. This is particularly the case in 2015-2016 given the general election in May 2015.
- 3.3 Unless otherwise stated, activities in 2015-2016 are likely to include meeting with stakeholders including other regulators and the Department of Health and producing papers, briefings and correspondence, as required.

Law Commission reforms

- 3.4 In 2014, the three UK Law Commissions' published proposals and draft legislation to reform the legislation of the nine regulators. The Executive attended a number of meetings with the other regulators and the Department of Health on the draft Bill and provided feedback about its content. The Department published its response to the Law Commissions' proposals in January 2015.
- 3.5 In 2015-2016, the Department of Health is expected to continue to work with the regulators to develop its potential legislative proposals in this area. The timetable of any legislation (if any) will not be known until the outcome of the general election in 2015.

Regulation of new professions or occupations

A. Adult social care workers in England

- 3.6 In 2012-2013, the Council agreed a policy statement on the regulation of adult social care workers in England. This included proposals for the regulation of CQC registered managers and the establishment of a 'suitability scheme'. The statement was updated in 2014-2015.

B. Herbal practitioners

- 3.7 In 2015, the Herbal Medicines and Practitioners Working Group convened by the Medicines and Healthcare Products Regulatory Agency (MHRA) is expected to publish its report. The report is expected to make recommendations about the regulation of herbalists and Traditional Chinese Medicine (TCM) practitioners.

C. Regulation of public health specialists

- 3.8 In late summer 2014 the Department of Health consulted on proposals to regulate public health specialists from non-medical backgrounds through the HCPC.
- 3.9 The Department has recently published its response to the consultation, confirming its intent to introduce statutory regulation through the HCPC and confirming that it intends to progress legislation before the general election. Based on current timescales, the Register would open to public health specialists from non-medical backgrounds in April 2016.
- 3.10 The following activities are anticipated in 2015-2016.
- Participation in cross-department project to prepare for the opening of the Register.
 - Development of and consultations on the following.
 - Standards of proficiency.
 - Amendment to SET 1 of the standards of education and training.
 - Criteria for the transitional 'grandparenting' arrangements.
 - Amendments to the Registration and Fees Rules to set the registration cycle for the new profession.
 - Other papers and reports for the Education and Training Committee and the Council as may be required.
 - Continued engagement with stakeholders, including continued membership of the Public Health Workforce Advisory Group (PHWAG) Task Group on Regulation.
- 3.11 This is a priority project for 2015-2016.

Extension of prescribing and medicines exemptions

- 3.12 The Department of Health is working to introduce the ability for paramedics and radiographers to train to become independent prescribers; for dietitians to train to become supplementary prescribers; and for orthoptists to train to access post-registration medicines exemptions. The Department of Health currently intends to have legislation in place for autumn 2015.
- 3.13 The following activities are anticipated in 2015-2016.
- Participation in the Department of Health AHP Medicines Project Board.

- Development and consultation on standards for medicines exemptions for orthoptists.
- Working with the Communications Department to update the foreword / introduction to the standards of prescribing to reflect any extension of independent prescribing rights.
- Working with the Education Department to ensure that operational preparations are made in good time to approve programmes.
- Participation (as required) in major project to make the IT changes necessary to annotate the Register.

3.14 This is a priority project in 2015-2016.

Mid Staffordshire NHS Foundation Trust Public Inquiry

3.15 In July 2014, the Council received an update describing progress against its action plan in response to the Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry.

3.16 In July 2015, the Council will receive a further update. Any outstanding work will then be reported as part of standard operational reporting.

Continuing fitness to practise

3.17 This is a continuing piece of work. The following projects have completed to date.

- Review of existing revalidation processes that have been implemented by international regulators.
- Review of existing revalidation processes that have been implemented or are being developed by other UK regulators.
- Professionalism in healthcare professions (qualitative study undertaken by Durham University informing the on-going professionalism tool study).
- Service user feedback tools (literature review and Delphi consultation exercise undertaken by the Picker Institute Europe).
- Multi-variant analysis of fitness to practise data.

3.18 The following project will conclude in late 2014-2015 / early 2015-2016.

- A quantitative study undertaken by Durham University to measure professionalism and track students after graduation.

3.19 In 2015-2016, the following research activities will take place.

- CPD – costs and benefits. This is a Department of Health commissioned study. The HCPC will need to work with the research team to facilitate access to HCPC data. This study is expected to conclude by the end of 2015.
- CPD perceptions and experiences. This market research is being carried out by Qa research. The work is expected to conclude in June 2015. We anticipate that following the conclusion of this research we will commission the research team to use its findings to develop a survey tool which could be used to benefit from the views of students on approved programmes to inform the approval process.

3.20 The outcomes of this work will inform discussion of whether there should be any changes to the HCPC's approach to continuing fitness to practise, including the CPD audit process and standards.

European policy

3.21 The revised text of the Professional Qualifications Directive which affects movement of professionals within the European Economic Area (and therefore the HCPC's international registration process) was finalised at the end of 2013. The implementation of the revised Directive in UK legislation is being taken forward by both the Department for Business Innovation and Skills and the Department of Health. The HCPC is required to be compliant with the Directive from January 2016.

3.22 In 2015-2016 activities will include the following.

- Responding to anticipated consultations about implementation of the Directive.
- Continuing to respond to requests for information from the Department of Health and other Government departments as they continue to work through the implementing legislation.
- Continued membership of the Alliance of UK Health Regulators in Europe (AURE), a group which brings together all the regulators to discuss European policy issues.
- Participation in the cross-department project team to make the process and system changes necessary to comply with the revised Directive.
- Producing papers and briefings for the Education and Training Committee and the Council as may be required.

4. On-going activities

- 4.1 This section records regular or routine activities which are on-going from year-to-year.

Core activities

- 4.2 In 2015-2016 the Department will continue to perform the following core activities.
- Responding to emails into the policy and consultation inboxes and to hard copy correspondence.
 - Producing briefings, reports and papers as required.
 - Responding to consultations from other organisations (where relevant and where resources allow).
 - Producing articles or material for the HCPC 'In Focus' newsletter, for Education Update, for the HCPC blog, and for the HCPC intranet and website.
 - Working closely with the Communications Department, including undertaking planned speaking commitments, participating at HCPC events and assisting with press enquiries.
 - Stakeholder liaison on regulatory / policy matters including undertaking both reactive and proactive meetings with stakeholders (including working group participation).

Professional Standards Authority performance review

- 4.3 Each year, the Professional Standards Authority for Health and Social Care (PSA) reviews the performance of the HCPC and the other regulators within its remit against its standards of good regulation.
- 4.4 The Department is responsible for co-ordinating the HCPC's submission including writing some of the content. This process involves submitting a report to the PSA, attending meetings, providing additional information in response to follow-up questions, approving the final report and writing a paper for the Council on the outcomes.

Review of final hearing fitness to practise decisions

- 4.5 The review of final hearing decisions is aimed at providing a systematic way through which the Executive can review the decision making quality of final hearing panels, including checking adherence to the applicable law and to HCPC policy.
- 4.6 In 2015-2016 the Department will continue to be involved in auditing a sample of final hearing and substantive review decisions. This will involve data entry of relevant decisions and then writing a report based on the findings.

Welsh language standards

- 4.7 The Welsh Language Commissioner is responsible for promoting and facilitating the use of the Welsh language. This includes ensuring the compliance of public bodies with legislative requirements. The previous requirement for certain public bodies, including the HCPC, to publish a Welsh language scheme have now been replaced with Welsh language standards.
- 4.8 In early winter 2014-2015, the Commissioner commenced a review (known as a 'standards investigation') of the regulators including the HCPC. We responded to a range of questions about our activities with respect to the Welsh language. This will lead to finalisation of the standards in autumn 2015 which the HCPC and the other regulators will need to demonstrate compliance with.
- 4.9 The exact work required in 2015-2016 is unclear at this stage, but one of the Department's Policy Officers is our point of contact with the Welsh Language Commissioner's office and will work with colleagues across the organisation to ensure compliance, including reporting as necessary to the Council.

Research

- 4.10 The Department commissions research where helpful to inform policy development. It may sometimes when requested also support other Departments with research they wish to commission to support their activities.
- 4.11 This includes developing a research brief; tendering; considering proposals; providing the point of contact for the research team and providing input into the conduct of the research; facilitating access to HCPC data where required; and implementing the outcomes of research where applicable.

5. Projects for 2016-2017 to 2017-2018

5.1 The following project areas are likely to be priorities over the following two financial years.

- Any policy and consultation implications as a result of the legislation arising from the Law Commissions' review of the regulators' legislation.
- Completion of the review of the standards of education and training.
- Complete review and re-publish guidance on conduct and ethics for students (as a result of the revised SCPE).
- Completion of project to regulate public health specialists from non-medical backgrounds (subject to a final ministerial decision).
- Work to develop guidance to the revised SCPE – including consideration of published guidance on use of social media and reporting and escalating concerns.

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6. Risks

6.1 The Risks owned by the Department as set out in the HCPC's risk register are outlined below.

Category	Ref	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations Jan 2015	Likelihood before mitigations Jan 2015	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation Jan 2015	RISK score after Mitigation Jul 2014
Policy & Standards	14.1	Incorrect process followed to establish stds/guidance/policy eg no relevant Council decision	Policy & Stds Director	4	2	8	Legal advice and sign off sought on processes	Appropriately experienced and trained members of Policy team.	Quality mgt system & processes	Low	Low
		Links to 12.1									
Policy & Standards	14.2	Inappropriate stds/guidance published eg stds are set at inappropriate level, are too confusing or are conflicting	Council/committees	4	1	4	Use of professional liaison groups, and Council and committees including members with appropriate expertise	Appropriately experienced and trained members of Policy team.	Consultation with stakeholders & legal advice sought	Low	Low
Policy & Standards	14.3	Changing/evolving legal advice rendering previous work inappropriate	Policy & Stds Director	4	2	8	Use of well-qualified legal professionals. Regular reviews.	Legal advice obtained in writing.	Appropriately experienced and trained members of Policy team and others eg HR.	Low	Low
Policy & Standards	14.4	Inadequate preparation for a change in legislation (Health Professions Order, or other legislation affecting HCPC)	EMT	3	1	3	EMT responsible for remaining up to date relationships with governemnt depts and agencies.	HCPC's 5 year planning process	Legal advice sought	Low	Low
Policy & Standards	14.5	PLG member recruitment without requisite skills and knowledge	Policy & Stds Director HCPC Chair, Director of Council & Committee Services(?)	4	1	4	Skills and knowledge identified in work plan	Recruitment policy	Council Scrutiny of PLG result	Low	Low
		Lnks to 4.10									
Policy & Standards	14.6	Loss of Corporate Memory	Policy & Stds Director	3	3	9	Maintain appropriate records of project decisions	Appropriate hand over and succession planning	Department training	Low	Low

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Ref	Project area	Objectives / description	Key deliverables / milestones	Timescale(s)	Strategic intent
	Developing and maintaining the existing business				
2.2-2.4	Review of the standards of proficiency	To review the standards of proficiency (for the first 15 professions).	Publication of revised standards of proficiency for practitioner psychologists.	Completion in Q1	To maintain, review and develop efficient business processes throughout the organisation.
2.5-2.8	Review of the standards of proficiency for social workers in England*	To review the standards of proficiency for social workers in England.	Public consultation on revised standards of proficiency.	Q3-Q4	To maintain, review and develop efficient business processes throughout the organisation.
2.9-2.13	Review of the standards of conduct, performance and ethics*	To review the standards of conduct, performance and ethics.	Public consultation on revised standards of proficiency. Publication of final standards.	Q1 January 2016	To maintain, review and develop efficient business processes throughout the organisation.
2.14-2.15	Review of the guidance on conduct and ethics for students	To review the guidance on conduct and ethics for students.	Public consultation on revised guidance.	Q3/4 2015-2016	To maintain, review and develop efficient business processes throughout the organisation.
2.16-2.20	Review of the standards of education and training and guidance*	To review the standards of education and training and supporting guidance.	Completion of research and engagement activities. PLG	Q1-Q2 Q3-4	To maintain, review and develop efficient business processes throughout the organisation. To ensure that the

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					organisation's work is evidence based.
2.21-2.23	SET 1 for paramedics	To consider reviewing the level specified in SET 1 for paramedics.	Papers to Education and Training Committee and the Council as may be required.	September 2014	To maintain, review and develop efficient business processes throughout the organisation.
2.24-2.25	Guidance for disabled people wanting to become health and care professionals	To revise and rewrite the guidance: 'A disabled person's guide to becoming a health professional.'	Publication of guidance	Q1-Q2	To maintain, review and develop efficient business processes throughout the organisation.
2.26-2.28	Annotation of qualifications in podiatric surgery	To annotate the Register with qualifications in podiatric surgery.	Publication of standards	Q1-Q3	To maintain, review and develop efficient business processes throughout the organisation.
2.29-2.30	Research to inform policy on health assessments	To benefit from the literature on links between convictions for alcohol related offences, alcohol dependency and fitness to practise	Completion of literature review	Q1	To ensure that the organisation's work is evidence based.
2.31-2.33	Returners to practice requirements	To review the existing returners to practice requirements / or revise the guidance for returners	Specific activities TBC. Low priority project for 2014-2015.	2015-2016	To maintain, review and develop efficient business processes throughout the organisation.

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2.34-2.35	Supporting the registration project	To support the registration project, should it be necessary to progress amendments to the Rules	TBC	2015-2016	To maintain, review and develop efficient business processes throughout the organisation.
2.36	Fees	To review the registration fees (if required)	Public consultation (if required)	2015-2016	To maintain, review and develop efficient business processes throughout the organisation.
2.37-2.38	CPD sample profiles	To produce joint-badged sample profiles for the website.	Publish sample profiles.	On-going 2014-2015	To maintain, review and develop efficient business processes throughout the organisation.
2.39	Strategic intent	To revise the strategic intent	Public new strategic intent on HCPC website	Q3	To maintain, review and develop efficient business processes throughout the organisation.

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Ref	Project area	Objectives / description	Key deliverables / milestones	Timescale(s)	Strategic intent
	External policy changes				
3.4-3.7	Law Commission reforms and Regulation of new professions or occupations (with the exception of public health specialists)	Legislative reforms. Regulation of further professions / occupations.	Activities related to these policy areas, as required.	On-going 2014-2015.	To be proactive in influencing the wider regulatory policy agenda.
3.8-3.11	Regulation of public health specialists*	To open the Register to public health specialists.	Public consultations on standards, grandparenting criteria and Rules changes.	Q3 (TBC)	To maintain, review and develop efficient business processes throughout the organisation.
3.12-3.14	Extension of prescribing and medicines exemptions*	To prepare for extension of independent and supplementary prescribing and medicines exemptions to HCPC regulated professions.	Public consultation on standards for orthoptists exemptions.	Q2-Q3	To maintain, review and develop efficient business processes throughout the organisation.
3.15-3.16	Mid Staffordshire NHS Foundation Trust Public inquiry	To assist in delivering the HCPC's actions as a result of the public inquiry.	Progress report against action plan.	Q2	To maintain, review and develop efficient business processes throughout the organisation.
3.17-3.20	Continuing fitness to practise*	A series of research projects to explore	Professionalism tool (Durham University research).	Q1	To be proactive in influencing the wider regulatory policy

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		revalidation for the HCPC.	CPD - perceptions and experiences.	Q1	agenda. To ensure that the organisation's work is evidence based.
			CPD – costs and benefits (DH).	Q3-Q4	
3.21-3.22	European policy	To implement changes to the European Directive on the Professional Qualifications Directive (PQD)	Consultation responses. Attendance at meetings. Participation in cross-department project.	Q1-Q2 Q1-Q4 Q1-Q4	To maintain, review and develop efficient business processes throughout the organisation.

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Ref	Project area	Objectives / description	Key deliverables / milestones	Timescale(s)	Strategic intent
	On-going activities				
4.3-4.4	PSA performance review	To co-ordinate HCPC's performance review submission.	Submit performance review for 2015-2016.	Q3	To maintain, review and develop efficient business processes throughout the organisation.
4.5-4.6	Review of final hearing fitness to practise decisions	Review of final hearing decisions.	Audits undertaken.	On-going 2015-2016.	To maintain, review and develop efficient business processes throughout the organisation.
4.7-4.9	Welsh language standards	To monitor and ensure compliance with Welsh language standards.	Exact activities TBC, may include reporting to Council.	2015-2016.	To maintain, review and develop efficient business processes throughout the organisation.
4.10	Consultation process	To implement improvements to the consultation process.	Implement any small-scale improvements to the consultation process.	Q1-Q2.	To maintain, review and develop efficient business processes throughout the organisation.

Notes

*denotes a priority project

Some projects may arguably map to a number of strategic objectives. Those most directly relevant are referenced here.