
Fitness to Practise Improvement Plan - progress report

Executive Summary

This paper is to update Council on the progress of the Fitness to Practise (FtP) Improvement Plan.

It includes an update of the project status for each of the 16 projects, the benefits realisation map for the FtP Improvement Plan and an detailed look at projects nearing conclusion or those entering the benefits realisation stage.

This paper also includes a new performance report and analysis of our performance in FtP for January and February 2021.

Previous consideration	New standing item at Council (as of February 2021) to update Council on the progress of the FtP Improvement Plan.
	Oversight of the progress of our FtP Improvement Plan is also provided by the FtP Improvement Board.
Decision	Council is asked to discuss the update.
Next steps	The next report on progress will be provided to Council on 27 May 2021.
Strategic aim	Aim 1 - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience
Financial and resource implications	None as a result of this paper.
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1. Introduction

- 1.1 Improving our performance in Fitness to Practise (FtP) is the priority for the HCPC in 2021. This means improving the quality and pace of our management of FtP cases. The HCPC has an FtP Improvement Plan in place and we are taking action in 2021 to accelerate and augment our improvement work.
- 1.2 To do this we have prioritised 16 key projects to be delivered between January and July 2021. This paper provides a progress update to Council since the last meeting in February 2021 (including the status of each project), a more detailed look at some key projects due to be concluded soon (including the expected benefits of those projects) and the overall benefits plan for the FtP Improvement Programme.

2. Progress since February 2021

- 2.1 The new programme governance structure for the FtP Programme has been designed by PwC and approved. The first full cycle of that has been completed - the first Steering Committee (which meets monthly) was held on 12 March 2021.
- 2.2 A full programme review of progress will continue every fortnight chaired by the Head of FtP and the Programme Manager. These fortnightly programme reviews support and feed into the monthly Steer Committee meeting. These are timed to align with Council meetings to reduce duplication in reporting.
- 2.3 All project owners within the programme have been very supportive of these new governance arrangements. They have individually reported status and benefits in great detail to the PwC programme management team and engaged with all that has been asked.

FtP Improvement Programme – Projects current status

- 2.4 As of 12 March 2021, at the monthly Steer Committee 13 of the 16 projects were rated as green and on track for delivery.
- 2.5 Three of the 16 projects are tracking amber. The three projects that are rated as amber are project 7 – ‘recruitment and retention strategy’ project, project 4 – ‘updating SOPs and guidance for the new Case Management System (CMS) for related process changes’ and project 16 - ‘increase hearings capacity’.
- 2.6 In terms of project 7 (recruitment and retention strategy) the amber status is due to a delay against the plan in recruiting the 18 Case Manager roles. This delay has been caused by the huge response to the recruitment campaign (this was the first time the HCPC had used the new approach to advertising these roles). We have received over 270 applications and the volume means shortlisting is taking longer than planned. Overall, the delay is not significant with the first intake planned for May instead of April 2021. In some ways this is

helpful as the new CMS will be embedded by the time the new Case Managers join the team.

- 2.7 Project 4 (updating SOPs and guidance) is rated as amber because the Quality Assurance team's review of the draft documents has resulting in a further round of re-drafting. This slight delay will not impact on the completion date (only interim project milestone dates have been altered). The updated documents will now be ready for approval on 22 March 2021 meaning there is no impact on the go-live date or knock-on consequences for other projects. This level of QA feedback also demonstrates the positive impact of involving our internal Quality Assurance team in the development of our new procedures and guidance.
- 2.8 Project 16 (increase hearings capacity) is amber due to external risk factors. Although our activities in the project are progressing to plan, due to the ongoing Covid-19 related restrictions our ability to hold 'in person' hearings is limited. We will keep the timescales of this project under review as the Covid-19 restrictions begin to lift.
- 2.9 At the time of finalising this paper (on 16 March 2021) project 1 (the new CMS) reported issues with the system identified during user acceptance testing (UAT) which puts the planned go-live date (19th April 2021) at risk. At the time of writing this project may now be subject to a 2-3 week delay while the issues are resolved with the IT developer and UAT can be completed (see paragraphs 2.19 - 2.21).
- 2.10 Appendix 1 provides the status update as of 16 March 2021.

[A detailed look at key projects nearing completion](#)

- 2.11 In this section we provide an overview for Council on some of the key projects that are nearing completion where the focus is turning to benefits realisation.

[Improving the age profile of cases: Threshold and Serious Case Team \(SCT\)](#)

- 2.12 In February we handed over 280 of our oldest threshold cases to external law firms to increase our capacity to progress cases. Following the onboarding and transfer of cases this project now enters the benefits realisations stage of helping us manage our oldest cases at these stages and reducing our age profile at threshold and in the Serious Case Team (SCT).
- 2.13 Based on an SLA to have a threshold decision in 2 weeks, and if the case is not closed, to be ready for listing for the Investigating Committee Panel (ICP) in 10 weeks (based on average SLA) we forecast an estimated 200 cases for ICP listing by July (see Figure 1) based on the agreed phased return on cases. This is based on circa 30% of the total 280 cases being closed at threshold. The 30% closure rate is an indicative forecast to assist with planning for the flow of cases and is based on the law firms initial projections. We will keep this under review as they review more cases.

Figure 1: Projected time to conclude or progress our oldest 280 threshold cases

Threshold	Cases ready for ICP listing	% Total for ICP
May	85	43%
June	65	33%
July	50	25%
Total	200	100%

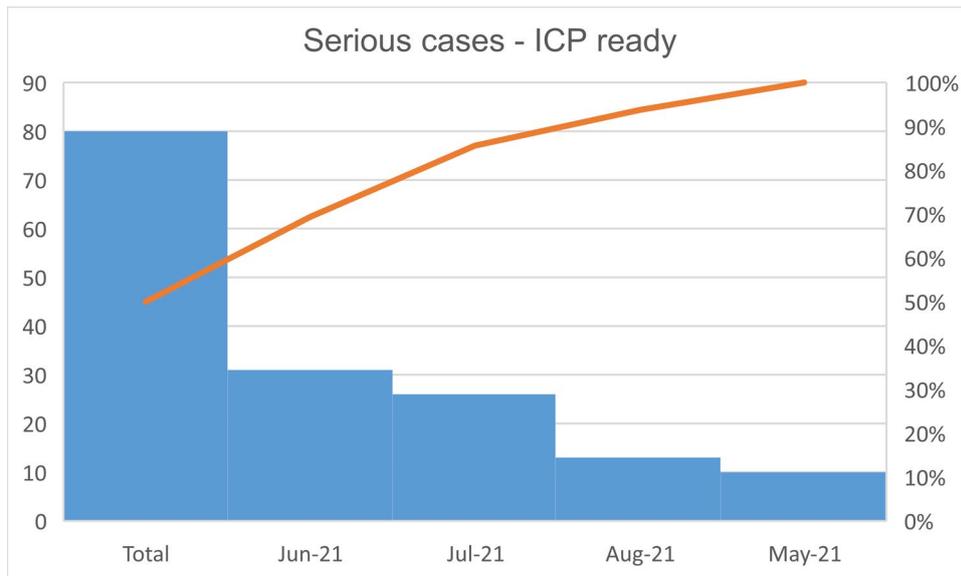


2.14 As shown in Appendix 2 of the 338 cases currently remaining in the threshold team in house 63% within KPI. Of those that are outside of KPI (37%, 124 cases) 64 are waiting for a threshold decision and will either be closed or will progress to the investigation date. We have also brought in a senior lawyer to review all new threshold case plans and risk assessments to help set the direction of the case at the start of the FtP process.

2.15 In February we also allocated 80 cases from our SCT to external law firms. Based on a 15 week timescale (average across firms) to be ready for listing at the ICP we forecast 84% of cases to be ready for ICP listing by July 2021. The final 16% will be ready for ICP listing in August 2021 (see Figure 2). As these cases are frontloaded they will be ready to schedule following an ICP decision that there is a case to answer. This therefore removes the current 39 week investigation time post-ICP.

Figure 2: Projected time to conclude or progress our SCT cases selected for the frontloading pilot

	Serious Cases ready for ICP listing	% Total ICP
May-21	10	13%
Jun-21	31	39%
Jul-21	26	33%
Aug-21	13	16%
Total	80	100%



The serious case graph is presenting case returns in descending order of level of cases by month.

2.16 There is a risk in terms of capacity of our Senior Decision Makers team and ICP to manage increased inflow of cases. The forward planning (as outlined in Figure 1 and 2) allows us to plan for this. For example, legally qualified Chairs for ICP will be in place before these cases reach the ICP stage.

2.17 For those 280 cases that are being managed by external law firms at the threshold stage they will continue to manage the case through the investigation stage to the ICP to reduce the pressure on our Investigations Team.

2.18 For all those cases that we have allocated to external law firms we are working with them to ensure insights from their work feeds into training for our case teams.

New Case Management System

2.19 The deployment of the new CMS tool was on track and in the UAT test phase as planned with the project on track to go-live on 19 April 2021.

2.20 At the time of finalising this paper (16 March 2021) UAT had identified a number of issues that required fixing before further meaningful UAT could continue. Therefore, the go-live of the new system may be delayed by between 2-3 weeks to allow the corrections to the system to be made by the IT provider before UAT is completed and the system signed-off.

2.21 Projects with a dependency on the new CMS (e.g. the new risk assessment tool) carry an associated risk of a delay. If the delay is a matter of weeks then it would be prudent to delay the launch of these projects. However, if (and there is no indication to suggest that this is the case) a delay to the launch of the new CMS was to be more significant mitigations such as a paper-based process for

the new risk tool remain an option with the completed risk assessment tool being attached to the existing CMS.

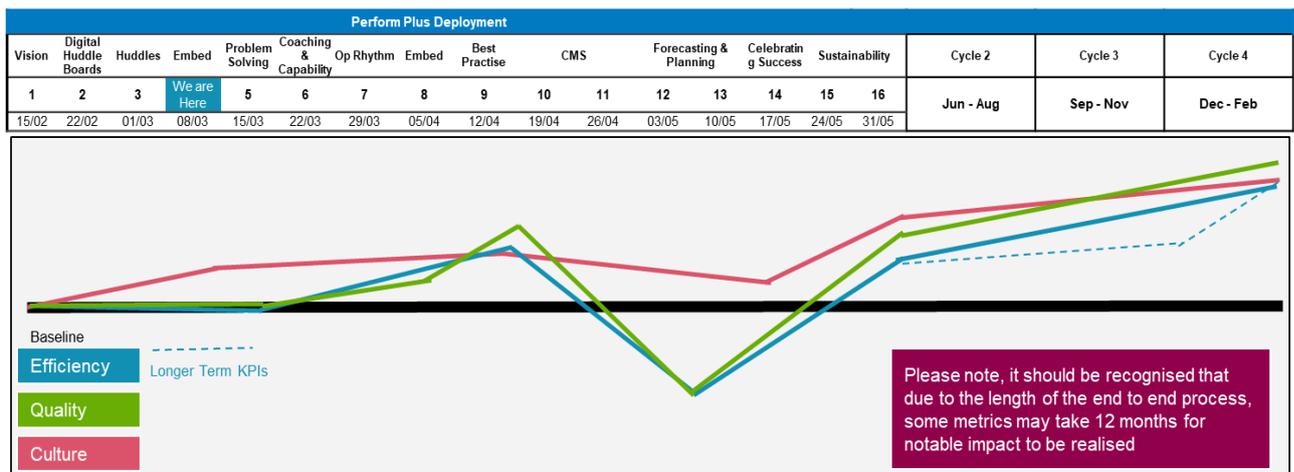
Legally qualified ICP Chairs

- 2.22 The process for recruiting legally qualified ICP Chairs is progressing on track. The training for the ICP Chairs will take place on 15 April and the new Chairs will start sitting on ICPs from 19 April 2021.
- 2.23 The key benefits are improving the quality, consistency and transparency of the decisions made at ICP stage and reducing the number of cases adjourned by the ICP for quality reasons or Not Well Found by a later final hearing panel.
- 2.24 The introduction of ICP Chairs will enable us to reduce the costs of running ICPs, which will be achieved by continuing remote ICPs on a permanent basis. In the financial year 2021-22 we expect to save approximately £74,800 increasing to approximately £81,000 in the financial year 2022-23.

Perform Plus – Development of our managers and improved team productivity

- 2.25 PwC's Perform Plus programme has been running for four of 16 weeks. This is a cultural change programme to create a more proactive culture of collaboration, problem solving, forecasting and planning as well as celebrating success in order to generate a sustainable performance uplift across FtP.
- 2.26 Over the next three months we expect to see around 10-15% increase in productivity metrics (e.g. 'Time per Case') as well as improving the quality of our work through effective coaching and empowerment.
- 2.27 Improvements to our productivity will support improvement of some of our longer-term metrics over time, such as end-to-end FtP process time and backlog reduction.
- 2.28 Figure 3 illustrates the projected improvements in efficiency, quality and culture. In March, we agreed the metrics to be used and set the baseline against which we will track benefits. The metrics include:
 - 2.28.1 Efficiency – time per case resulting in increased case output and reduced backlogs
 - 2.28.2 Quality – Team throughput, SLA adherence, age of case profile, reduced re-work
 - 2.28.3 Culture – cultural survey findings, Perform Plus mood board tracker.

Figure 3 – Illustrative Perform Plus related benefits



2.29 Figure 3 shows a projected decline in overall performance from mid-April to early May 2021. This is because of the launch of the new CMS (NB - the timing of this temporary dip may occur two weeks later than shown due to the expected short delay in the go-live of the new CMS – see paragraph 2.20).

2.30 As with any deployment of a major new system there will be an initial decrease in efficiency and quality as people get used to the new system following by an uptick in performance. The cultural metrics are also expected to decline as people react to a major change. The mitigations we have in place for this include involving large numbers of FtP staff in UAT for the system as well as training for all FtP staff.

2.31 In addition to this the Perform Plus programme will enter a two-week embedding period when the new CMS goes live. This means no new modules will be introduced during that period to give the team space to focus on the new CMS. However, the Perform Plus team and coaches will continue to support the FtP team during this period focusing on using the problem solving skills from week 5 of the programme to help embed the new system.

3. FtP performance dashboard

3.1 See Appendix 2 for the FtP Performance dashboard. This shows the data for 2021 and includes analysis of the data.

4. Benefits plan for the FtP Programme

4.1 Each project has its own benefits plan including the metrics that will be used to track the benefits of the project. The benefits are grouped into the following categories:

- 4.1.1 Improved timeliness of case management
- 4.1.2 Improved risk management of cases
- 4.1.3 Improved quality, consistency and customer service
- 4.1.4 Improved age profile of cases
- 4.1.5 Increased efficiency.

- 4.2 Appendix 3 provides an overview of the benefits map for the full FtP Programme.
- 4.3 These project benefits will feed into an improved FtP performance dashboard. Due to the timescales before cases are concluded and therefore metrics, such as the age profile of case, improve there will be a lag time of up to 12 months between individual project benefits being realised at a project and team level and that resulting in an improved dashboard for the end-to-end FtP process.

5. Next steps

- 5.1 Council will be updated on the progress against our plan at each meeting in 2021.

FtP Programme Summary Report

Overall RAG

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	Project	RAG	Leadership Attention	R&I	Plan
1	New Case Management System (CMS)	Red	UAT underway and project was on track for go-live on 19 April. However, at the time of writing this paper (16 March 2021) this is now at risk due to some issues identified during UAT which may require a 2-3 week pause in UAT while the system issues are resolved by the IT developer. This would delay go-live by 2-3 weeks.	Red	Red
2	New risk tool (embedded with CMS)	Green	Project on track for delivery alongside new CMS deployment. Training under review and design about to start. Sessions scheduled. Quality Assurance (QA) team review of how new process and use of tool has been embedded post deployment to be designed and agreed with QA. Benefits can not be measured until post deployment.	Green	Green
3	New tailored case plans (embedded within the new CMS)	Green	Project on track - Benefits can not be measured until post deployment.	Green	Green
4	Update Standard Operating Procedures (SOPs) and guidance for new CMS and related process changes (including staff training)	Orange	QA review of SOPs and guidance notes has resulted in a further round of re-drafting and updating rework. Impact on interim milestones. SOPs and guidance to be ready for approval on 22/3. No expected impact on final delivery and on track to be ready to align with new CMS deployment.	Green	Red
5	Targeted support to improve the age profile of cases at threshold stage	Green	Technical difficulties experienced by law firms accessing documents and files has caused delays to case handover. This issue has now been resolved and has not impacted overall project timelines so project is still tracing as green. Some complaints and queries received from registrants as they were not aware a law firm was taking over the investigation. - these complaints and queries have since been addressed by the FtP team.	Green	Green
6	Targeted support to accelerate old cases from SCT and Investigations team - including pilot of 'frontloading' for appropriate cases.	Green	Technical difficulties experienced by law firms accessing documents and files has caused delays to case handover (same issue as project 5). This issue has now been resolved and has not impacted overall project timelines so project is still tracing as green.	Green	Green
7	FtP recruitment and retention strategy	Orange	Delays against plan as a direct result of a recruitment campaign that surpassed expectations in both level of response and quality of applicants. No significant delay on the final onboarding process (Plan is now for May for first intake instead of April). Retention process yet to be analysed due to focus on current recruitment. Benefits can not yet be measured.	Green	Red
8	Introduce legally qualified ICP chairs	Green	Legally qualified chairs expected from April. Full transition by mid May. This project may potentially increase the average case age of cases in the short term as the new Chairs bed in and number of cases considered per panel may temporarily decrease. Benefits can not be measured until post deployment.	Green	Green
9	New listings/scheduling process for HCPTS	Green	Benchmarking process ongoing until end of March is critical to completion of Design phase. Full solution and associated plan to be confirmed early April 2021. Tentative deployment date June 2021.	Green	Green
10	Corrective case plans for all cases past KPI	Green	In pace for all investigations teams. Planning underway for rollout to extend to the Threshold team. Additional analysis on current team is being completed to fully understand benefits.	Green	Green
11 & 12	Internal quality audit of new threshold process	Green	First QA review completed on time. Learning and recommendations from first QA review accepted by the team and already implemented. Second QA review due to start as scheduled.	Green	Green
13	HCPTS panel member training	Green	Targeted training for Chairs and Legal Advisers scheduled with training packs due for review by 26 March. Plan for wider full review of training for HCPTS panel members in September is to be confirmed following the delivery of the targeted training for Chairs and Legal Advisers.	Green	Green
14	Tone of voice review	Green	Project in early stages - Full scope yet to be established but project on track in scoping stage.	Green	Green
16	Increase hearings to 500 hearings starting April 2021 (subject to COVID-19 restrictions)	Orange	Recruitment of five additional hearing officers on track. While this project is green in terms of progress to date there is a chance this could slip to due to Covid restrictions limiting our ability to hold face to face hearings. We will keep this project under review as the Covid- restrictions are removed	Orange	Green

Appendix 2: FtP Performance Report for February 2021

Case volumes and case flow

Case Volumes		
Stage	Current (Feb)	Prior (Jan)
Triage	12	8
Threshold	615	548
Investigations	361	374
SCT	137	134
Post-ICP	448	453

Case Flow Table		
Pre/Post ICP	Difference (Current vs Prior)	Median Number Of Weeks Within Current Team
Pre-ICP	61	22
1. Triage	4	1
2. Threshold	67	17
External law firms	277	26
Inhouse	-210	13
3. Investigations	-13	28
External law firms	8	63
In-house backlog team	-12	47
In-house case teams	-9	15
4 SCT	3	40
External law firms	78	44
Inhouse	-75	38
Post-ICP	-5	38
Total	56	25

Analysis

Threshold

- In February 2021, the number of cases in threshold increased slightly (+67 cases) showing that cases are not flowing through the Threshold team effectively.
- This is further supported by the median age of cases at threshold being 17 weeks (compared to a target of 10 weeks).
- To address this, in February 2021, 280 of our oldest cases at threshold (with a median age of 26 weeks) were given to external law firms to manage (either to closure at threshold or to the ICP stage (i.e. through the investigation stage). The data shows 277 cases as three cases were returned to the HCPC's threshold case team from a law firm in February. A further three case were allocated to the law firm but this was in March so is not captured in this dataset.
- The case remaining in the HCPC's Threshold team have a median age of 13 weeks. To support the Threshold team a senior law joined on secondment on 1st March to help with initial case plans and risks assessments at the threshold stage.

Investigations

- The HCPC's Investigation teams is performing relatively well as more cases are leaving that team (nine) than entering investigations (although that is partially due to cases not flowing through from the threshold stage). The median age of case in that team is 15 weeks (5 weeks under the 20 week KPI). To protect the Investigations team from a large number of threshold cases entering the Investigation team when the external law firms have completed their work on the 280 cases allocated to them we have agreed that those 280 cases will be managed by the law firms through to the ICP stage.
- The internal HCPC 'backlog' team, that was established in September 2020 to manage the oldest cases at the investigations stage has progressed 12 cases in February. The age of cases in this team will always be relative old by the very nature of the team (median age is 47 weeks). To assist the backlog team eight cases have been assigned to an external law firm.

SCT

- In February we began the pilot to frontload investigations. This includes existing cases within the SCT which were handed over to the external law firms. To ensure the pilot does not just include older cases we included new cases entering the SCT in the pilot as well.

Performance against KPIs

Current Cases Compared To Targets

Team - Ordered	Target (Weeks)	Ahead of Target	% Ahead	Behind Target	% Behind
<input type="checkbox"/> 1. Triage	2	11	91.7%	1	8.3%
Triage	★ 2	11	91.7%	1	8.3%
<input type="checkbox"/> 2. Threshold	10	214	34.8%	401	65.2%
External law firms	★ 10			277	100.0%
Inhouse	★ 10	214	63.3%	124	36.7%
<input type="checkbox"/> 3. Investigations	20	131	36.3%	230	63.7%
External law firms	★ 20			8	100.0%
In-house backlog team	★ 20	28	14.7%	162	85.3%
In-house case teams	★ 20	103	63.2%	60	36.8%
<input type="checkbox"/> 4 SCT	20	36	26.3%	101	73.7%
External law firms	★ 20	16	20.5%	62	79.5%
Inhouse	★ 20	20	33.9%	39	66.1%
<input checked="" type="checkbox"/> 5. Post-ICP	39	228	50.9%	220	49.1%
Total	20	620	39.4%	953	60.6%

Analysis

Triage

- The one case behind target was because the matter was reopened while we responded to a complaint. The case has now been reclosed.

Threshold

- In February, 280 of our oldest cases at threshold were given to external law firms to manage (either to closure at threshold or to the ICP stage (i.e through the investigation stage). The data shows 277 cases as three cases were returned to the HCPC Threshold case team from a law firm in February. A further three cases was allocated to the law firm but this was in March so is not captured in this dataset.
- As a result of this 63% of threshold cases being managed the HCPC's Threshold team are now within KPI. Of the 36.7% (124 cases) with the HCPC's Threshold team that are outside of the 10 week KPI 64 are awaiting a threshold decision and therefore will either be closed or progressed to the investigation stage imminently.

Investigations

- The HCPC's Investigation team managing the normal flow of cases is performing relatively well with 63% of cases within KPI. Of the 37% (60 cases) that are behind target 34 cases are at the 28 day statutory 'observations' stage. This is the time period that the registrant has to consider the HCPC cases ahead of the ICP. Our current CMS does not allow us to report on that step in our process easily therefore cases these cases are classed as behind target even though the HCPC has completed it's investigation so this is slightly misleading. The new CMS will help improve the granularity of data we can report.
- The HPC's backlog team (that was created in September 2020) is reported separately as by the very nature of this team the cases are older. At its inception the backlog team took on some aged cases from the Threshold team which when transferred to Investigations sat within the latter team's KPI.

SCT

- In February 2021, we began the pilot to frontload investigations. This includes existing cases within the SCT which were allocated to external law firms and to ensure the pilot does not just include older cases we included new cases entering the SCT in the pilot. We have the option to hand over circa 12 cases each month.
- Of the 39 in-house SCT cases behind target, 11 have a future ICP date and 22 are subject to third party investigations that are limiting our ability to progress them.

Age range of case

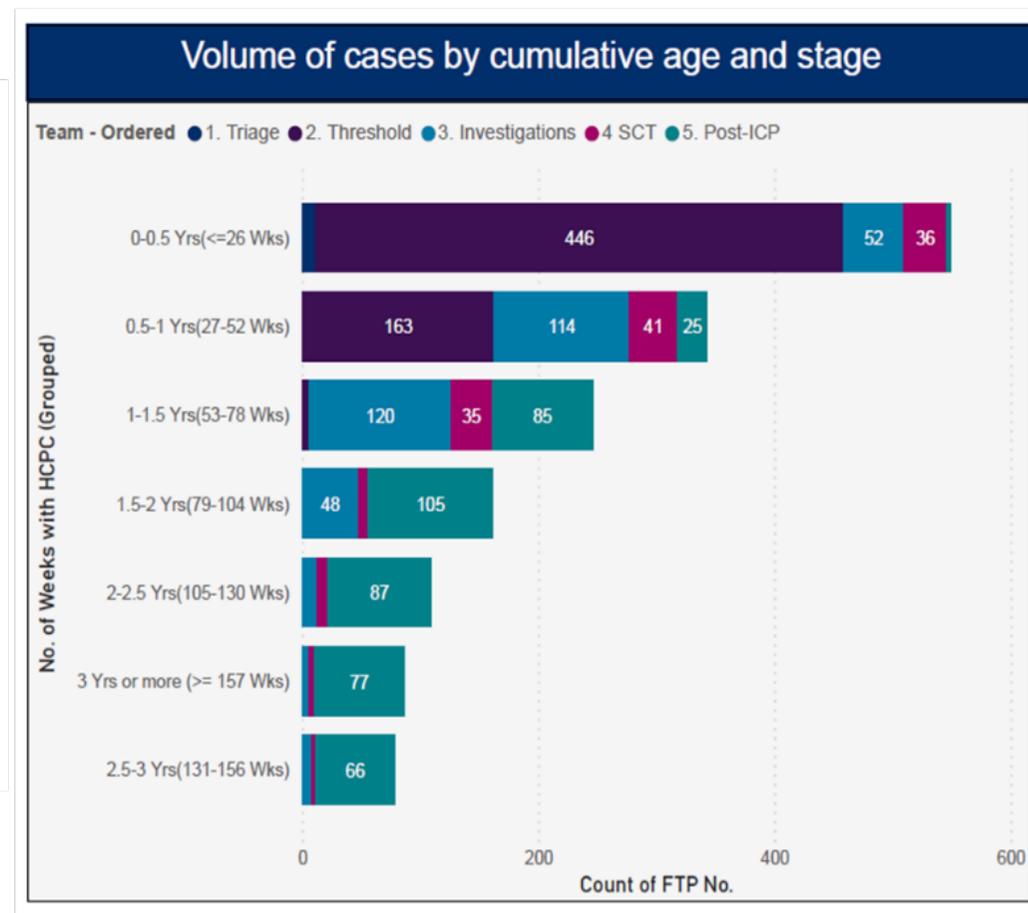
Number of Weeks at Each Stage (Case age looks only at cases in their current state)										
Ref Date (Non-Date) Pre/Post ICP	2021-01					2021-02				
	Target Weeks	Median	Max Weeks with Team	Min Weeks with Team	Median of Variance (weeks with team to target)	Target Weeks	Median	Max Weeks with Team	Min Weeks with Team	Median of Variance (weeks with team to target)
[-] Pre-ICP	20	21	194	0	7	20	23	198	0	8
[-] 1. Triage	2	1	4	1	-1	2	1	4	1	-1
[-] 2. Threshold	10	17	71	0	7	10	17	75	0	7
External law firms						10	26	75	16	16
Inhouse	10	17	71	0	7	10	7	63	0	-3
[-] 3. Investigations	20	27	188	0	5	20	30	192	0	8
External law firms						20	63	160	22	43
In-house backlog team	20	46	156	16	20	20	48	137	20	23
In-house case teams	20	15	188	0	-5	20	15	192	0	-5
[-] 4 SCT	20	39	194	1	19	20	42	198	1	22
External law firms						20	44	130	1	24
Inhouse	20	39	194	1	19	20	28	198	4	8
[+] Post-ICP	39	39	279	0	-1	39	37	283	0	-2
Total										

Analysis

- **Triage:** The oldest case in Triage (4 weeks) was a case that was reopened to respond to a complaint. This has now been closed.
- **Threshold:** In February, 280 of our oldest cases at threshold were given to external law firms to manage (either to closure at threshold or to the ICP stage (i.e through the investigation stage). The oldest case in Threshold (75 weeks) has been delayed by an ongoing employer investigation that was impacted by the pandemic last year. This case is now with the Senior Decision Making team for consideration against our Threshold policy.
- **Investigations:** Whilst overall the median age of cases at this stage is 10 weeks over the target, within the in-house team the median age is below target at 15 weeks. The current oldest case (192 weeks) remaining in the in-house team is listed for a future ICP.
- **SCT:** Following the transfer of the older SCT cases to the external legal firms, the median age of the in-house SCT cases has reduced to 28 weeks. The minimum age of cases in the in-house team at 4 weeks reflects the new SCT cases being sent to the external legal firms on receipt. The oldest case in-house (198 weeks) is subject to a third party investigation.

Cumulative age of cases

Overall Cumulative Age				
Team - Ordered	Cumulative Target	Median Weeks with HCPC	Max weeks with HPC	Min Weeks with HCPC
☐ 1. Triage	2	1	4	1
Triage	2	1	4	1
☐ 2. Threshold	12	18	75	0
External law firms	12	28	75	17
Inhouse	12	8	63	0
☐ 3. Investigations	32	55	205	5
External law firms	32	85	163	60
In-house backlog team	32	64	205	27
In-house case teams	32	36	192	5
☐ 4 SCT	22	44	234	2
External law firms	22	50	188	2
Inhouse	22	32	234	5
☐ 5. Post-ICP	71	106	373	19
Total				



Analysis

- Looking at the cumulative median age of cases the performance of case progression through the FtP process is reasonable for triage and in-house threshold and investigations teams but it is not where we want to be in the future. As we would expect, the majority of our caseload is at the earlier stages in the process, and most of our oldest cases are in the post-ICP stage.
- There are a number of older cases within the pre-ICP stage of the process that are adversely impacting the age profile in these areas. This is why a significant number of the projects in the FtP Improvement Plan are aimed at improving the age profile of cases and targeting the oldest cases in the process (e.g. adding additional capacity through external law firms to assist with our oldest threshold and SCT investigations, and creating the in-house 'backlog' team).

Note

Data presented excludes Rule 12 cases which are cases we are unable to progress due to ongoing criminal investigations. Except for IO cases relating to criminal investigations where these are included due to ensure enhanced monitoring and oversight.

Appendix 3: Project benefits map

Goal	Benefit	Projects Impacting
Timeliness of case management	Overall reduction in the average age of cases and those falling outside of KPIs	4 5 6 10
	Increased capacity within the team leading to increased throughput of cases	4 7
	Reduce cost per case	3 4 6
Improve risk management of cases	Clear measures to identify early warning signs for high risk / IO cases	1 2
	Critical decisions (e.g. to seek an IO) made earlier in case lifecycle	2 4 6
	Better data and information for decision making	1 2 11 12
Improve quality, consistency and customer service	Improved consistency and quality in case management and resolution	3 4 11 12
	Improve overall quality of investigation leading to fewer Adjournments, Prelims due to amendments and NWF conclusions at final hearing	3 4 6 8
	Reduce the number of Corrective Case Plan cycles a case goes through before completion	10
	Assurance over the quality of Senior Decisions Maker team decisions.	11 12
	Targeted recommendations for improvement for FtP to take forward.	11 12
	Reduce Number of Learning Points returned from PSA	3 4 13
	Consistency in tone, approach and language across all FtP processes and documents.	3 4 14
An improved experience for all external stakeholders who interact with HCPC and specifically the FtP department.	4 9 14	
Improve age profile of cases	Reduction in backlog of cases/increased throughput on cases.	5 6 10 16
Increase efficiency	Better user experience (driven by consistency in approach and efficiency in data collection and processing)	3 4
	Lessons learnt from external providers approach - increased throughput after the targeted support period ends.	5 6 7 10
	Reduction in staff turnover within the FtP department.	7
	Cost benefit of not having to continually refill roles due to reduced turnover	7
	Increased case resolution pre-hearing	5 6 8 10
	Increased throughput of cases by maximising capacity and efficiency of scheduling processes across FtP.	9
	Alignment with best practice through benchmarking of case management processes with other regulators for scheduling.	9
	Increased throughput and volume of hearings	9 13 16
Improved structure and approach in case management for FTP staff (reduced ambiguity and clearer process)	1 3 4	

Project list

- 1 = New CMS
- 2 = New Risk Tool
- 3 = New tailored case plans
- 4 = Updated SOPs and guidance
- 5 = Targeted support to improve age profile of cases at threshold
- 6 = Targeted support to accelerate old cases from SCT and Investigations teams
- 7 = FtP Recruitment and Retention Strategy
- 8 = Introduce legally qualified ICP Chairs
- 9 = New listings / scheduling process for HCPTS
- 10 = Corrective case plans for all cases past KPI
- 11 = Internal quality audit of new threshold process
- 12 = Internal quality audit of Senior Decision Maker team decisions
- 13 = HCPTS panel member training
- 14 = Tone of voice review
- 15 = Perform Plus – Development of our people supported by PwC
- 16 = Increase hearings to 500 starting from April 2021.