
Corporate Plan 2021-22

Executive summary

This paper presents the HCPC's first annual Corporate Plan under the new Corporate Strategy 2021-26.

The Corporate Plan is predominantly intended to be an external facing document to use with stakeholders to provide a simple summary of the HCPC's priorities in 2021-22.

Detailed departmental workplans, and supporting strategies and actions plans such as FtP Improvement Plan and EDI strategy, underpin this high level summary.

Decision	Council is asked to approve the Corporate Plan 2021-22 for publication
Previous consideration	The Council considered a draft of the Plan at its meeting in February 2021.
Next steps	The Executive will further develop milestones and associated benefit deliverables for the plan. The first progress report against these milestones will be presented as part of the Chief Executive's May Council report.
Strategic aims	This plan outlines how the HCPC will advance all six Strategy aims in 2021-22
Financial and resource implications	<p>The Corporate Plan 2021-22 is closely linked to the budget. The developing budget takes into account activities included in the plan and the Executive remain committed to achieving the aims it sets out.</p> <p>There is a paper on the Council's agenda about the plan to agree the 2021-22 budget, part of the further work needed on the budget it to maximise the phasing of the Plan.</p>
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Corporate Plan 2021-22

1. Introduction

- 1.1 Following the Council's initial feedback at its meeting in February 2021, the final draft of the Corporate Plan 2021-22 is presented to Council for approval and publication.

2. Changes from the previous iteration

- 2.1 Taking on board Council feedback the following changes have been made to the plan:-
- the additional of a priority on ensuring financial sustainability;
 - the strengthening of the language on engagement and EDI improvements;
 - recognition of the significant business as usual activity that underpins the plan and is dependent on the contribution of all employees; and
 - a benefits realisation column has been added to the milestone tracker document. This is not included in the paper due to the need to fully scope the phasing of the plan, but the Council will receive the tracker for the first report against progress at the May meeting of Council.
- 2.2 The Corporate Plan 2021-22 document has been art-worked to match the style of the Corporate Strategy 2021-26.

3. Content of the plan

- 3.1 In summary the following areas are included in the plan

Priority 1 - Continuously improve and innovate

- Improving our Fitness to Practise performance
- Delivering online registration
- A new Education Quality Assurance Model

Priority 2 - Promote high quality professional practice

- Building our professionalism and prevention approach

Priority 3 - Develop insight and exert influence

- Delivering leadership in regulatory policy development
- Developing our data, analytics and reporting ability

Priority 4 - Be visible, engaged and informed

- Developing effective mechanisms to reach all stakeholders
- Strengthening our organisational approach to EDI

Priority 5 - Build a resilient, healthy, capable and sustainable organisation

- Establishing an agile, compassionate and inclusive culture
- Pursuing our Digital Transformation Strategy and building our Change Management capability
- Ensuring our financial sustainability

Priority 6 - Promoting the value of regulation

- Delivering year one of our Registrant health & wellbeing strategy
- Preparing for Regulatory Reform

4. Next steps

- 4.1 Following approval, the Plan will be published online and promoted through highlights in HCPC newsletters and blogs. It will form a key agenda item for upcoming stakeholder engagement meetings.
- 4.2 As detailed in the interim budget 2021-22 paper also on the meeting agenda, further work on the phasing of the plan will take place to ensure resource deployment is appropriately staggered through the year.
- 4.3 The Council will receive the first progress report on the delivery of the Plan at its May meeting.

5. Risk

- 5.1 New strategic risks aligned to the Corporate Strategy 2021-26 are presented to the Council on the later on the meeting agenda. The planned mitigations for these risks will be based largely on the activity within the Plan.



HCPC Corporate Plan 2021-2022

Foreword



John Barwick
Chief Executive

When we published our [new five-year Corporate Strategy](#) in January, we said that we would provide further detail about how we intend to achieve our aims, through annual plans setting clear and deliverable objectives.

This Corporate Plan 2021-22 marks the next important step in realising those ambitions and the milestones we expect to reach over the course of the next 12 months.

We continue to operate in unprecedented times as we and our registrants respond and adapt to the challenges presented by the Covid-19 pandemic.

In a time of national emergency, we have worked to create workforce capacity across the four nations of the UK by rapidly establishing temporary registers. We have provided additional guidance to our registrants through our Covid-19 hubs. We are also alert to the health and wellbeing needs of our registrants and have sought to support them by sharing their stories and signposting to resources.

Throughout, we have remained focused on ensuring that we regulate effectively to protect the public.

In 2020, we engaged extensively with key stakeholders on the development of the new Corporate Strategy, our revised proposals to increase registration fees and changes to our regulatory standards and guidance.

We also engaged with government and parliamentary stakeholders on issues which support our registrants including mental health, PPE and the delivery of vaccines.

This Corporate Plan ensures that over the next 12 months we consolidate and embed the progress made last year; fast-tracking improvements to our core regulatory functions, in particular in Fitness to Practise; reaching out to our registrants and key stakeholders through improved communication and collaboration; and building the foundations that are needed to enable us to successfully achieve our longer-term strategic objectives.

We of course remain alert to the continuing effects of the pandemic on the healthcare system, its users, our registrants and our employees, and we will flex our priorities to meet the challenges that it poses. But we must also lock in the lessons that we have learned and challenge ourselves about how we work, to further develop our organisational agility and collaborative approach. This Corporate Plan is another important step in helping us to achieve this goal.

I would like to thank all our stakeholders who have helped co-create the strategy that guides this Corporate Plan, and for working with us so closely to support the response to the Covid-19 pandemic.

John Barwick

The Corporate Plan 2021-22

This Corporate Plan is rooted in supporting all the objectives set out in the HCPC's Corporate Strategy 2021-2026, underpinned by our vision and purpose as a multi-profession regulator.

Our Vision

To be a high performing, adaptable and caring regulator that ensures public protection through strong, evidence-based regulation

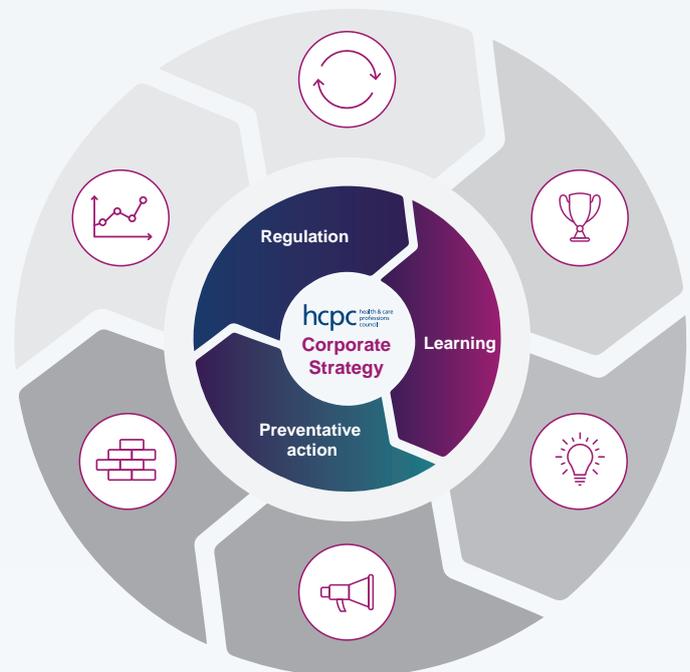
Our Purpose

To promote excellence in the professions we regulate and champion high quality care that the public can access safely and with confidence

The five-year strategy has been co-created with our stakeholders - patients and service users, our registrants, partners, professional bodies, education providers, trade unions and employers - listening to them across the regions and professions and working with them collaboratively.

To deliver HCPC's core work of promoting public protection and effective regulation, we have developed six priority areas of work, our aims for these areas of work and where we expect to be at the end of the five year strategy period in 2026.

-  Continuously improve and innovate
-  Promote high quality professional practice
-  Develop insight and exert influence
-  Be visible, engaged and informed
-  Build a resilient, healthy, capable and sustainable organisation
-  Promoting the value of regulation



Our focus now is to deliver on these ambitions. This Corporate Plan sets out the major milestones that we aim to achieve within the next 12 months to make progress on all six of these aims, with further detail about how and when we will deliver this strategy. We will also continue to work with and engage our stakeholders to get their feedback on how successfully we are delivering and implementing the key work areas identified within the strategy.

Our work in 2021-22

This plan sets out the important development work we want to achieve to progress our strategy.

As a regulator of 15 professions essential to the UK health and care system we also deliver excellent regulation while we undertake this development.

Our core regulatory activity in 2021-22 will include:



We expect to receive

1,380

new concerns



Efficiently renewing

154,300

registrants as part of
the two-year cycle



We expect to list

500

hearings



We anticipate that we will receive

15,700

new registration applications



Undertaking

3,850

CPD audits



Carrying out

64

education visits and
programme approvals



Delivering a
programme of

25

live and virtual events
reaching approximately
16,000 stakeholders



Responding to

1,300

policy and ethical enquiries
regarding our standards

Undertaking all this activity would not be possible without our dedicated employees and Partners, each one of which has an important role to play in making our strategy a success and ensuring we deliver our regulatory role.

Our commitments to progress each priority

1 Continuously improve and innovate



Aim

To improve our performance against the Professional Standards Authority (PSA) standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.

In 2021-22 we will further this aim by:

Improving our Fitness to Practise performance

We have not met all the PSA's FtP standards for a number of years. Improving our performance is our most pressing priority this year. This means improving the quality and pace of our management of FtP cases. Our Council has approved an ambitious FtP Improvement Plan along with significant funding to accelerate our improvement.

We will achieve:

- ✓ Improved age profile of cases at each stage of our FtP process.
- ✓ Improved quality of investigations and decisions.
- ✓ Improved relationships with key FtP stakeholders and a more compassionate approach.

Delivering online registration

In 2020 we launched our new registration IT system. In 2021-22 we will embed this new system and build on the foundations of this platform to enhance our registrants' experience

and enable greater efficiency through progressing a fully online application process.

We will also use this opportunity to increase the proportion of EDI and workforce data we hold for our registrants to improve our understanding of our registrants.

We will achieve:

- ✓ Improved customer experience by making progress on the transition to fully online registration.
- ✓ Increased EDI and workforce data capture.

A new Education Quality Assurance model

In 2020-21 we launched a pilot of a new model for assuring the quality of education programmes. The new model aims to deliver proportionate and flexible regulatory action through a more intelligent use of data and a risk based approach to education programme assurance.

In 2021-22 we will assess the outcomes of our pilot with the aim, if the pilot is successful, of agreeing to full implementation of the model by the end of the year.

We will achieve:

- ✓ Flexible, intelligent, data led and risk based education programme assurance.

Our commitments to progress each priority

2 Promote high quality professional practice



Aim

Enable our professions to meet our standards so they are able to adapt to changes in health and care practice delivery, preventing harm to service users.

In 2021-22 we will further this aim by:

Building our professionalism and prevention approach

In 2020, we established our Professional Liaison service, enabling us to increase our engagements with stakeholders. In 2021-22, we will develop this service further, extending our support and engagement for employers and registrants. This will include using the insights and intelligence that we gather to develop content for hubs on the website, e-newsletters and a programme of events.

We will also publish guidance in the most challenging areas of practice where registrants need support to provide the best care they can, for example professionalism, supervision & leadership and reflective practice.

It will also include creating partnerships at a local and strategic level to develop support for identified higher risk professions and working with them to influence cultures and working environments in our registrants' workplaces.

Finally, we will create materials for education providers and students on professionalism to support and embed learning around our standards and professionalism for our future registrants.

We will achieve:

- ✓ A shift in our approach to greater collaboration and support.
- ✓ Further influence in creating supportive workplace cultures that enable the achievement of high professional standards.
- ✓ Registrants understand the standards and can achieve them.
- ✓ Education providers delivering learning that enables students to have a greater understanding of our standards and regulation.

Our commitments to progress each priority

3 Develop insight and exert influence



Aim

Learning from data and research to inform our decision making and share insights to protect, promote and maintain the health, safety and well-being of the public.

In 2021-22 we will further this aim by:

Delivering leadership in regulatory policy development

In 2020, we initiated a project to identify any regulatory challenges or risks presented by registrants advancing their practice, and how the HCPC should respond to these to ensure public protection and to support our registrants' professionalism and good practice. In 2021, we will use the intelligence gathered through research and engagement to stakeholders to determine what our approach should be.

This year, we will begin to develop our thought leadership programme focusing on the importance of regulatory reform, the benefits of multi-profession regulation, importance of professionalism & prevention and the value of statutory regulation, as well as our role in supporting the workforce development agendas across the four nations.

We will achieve:

- ✓ Leading approaches to managing patient safety risk.
- ✓ Begin to be seen as thought leaders on professional regulation.
- ✓ Stakeholder feedback will inform changes to our regulatory approaches.

Developing our data, analytics and reporting ability

In 2020, we established the Insights & Intelligence function. In 2021-22, we will produce an insight and intelligence framework which sets out our approach to analysing our regulatory data and understanding the trends so we can act on them. A priority will be to undertake internal analysis of the FtP data we hold, including identifying risk areas and trends, for example, regional trends, profession-specific, length of service and/or links to CPD. This year, it will include scoping the research and analysis which can be used to inform a project to address the findings.

To support this, we will build an organisational data model that allows us to bring our data together in a format that enables us to consistently report on all dimensions of HCPC performance and provide insight for prevention, FtP, EDI, education, wellbeing and regulatory reform.

We will achieve:

- ✓ Identify and assess the risks that arise from the different kinds of practice we regulate.
- ✓ Develop a platform to provide a single reporting view of registrants, educators and FtP cases.

Our commitments to progress each priority

4 Be visible, engaged and informed



Aim

We regulate, take and communicate decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.

In 2021-22 we will further this aim by:

Developing effective mechanisms to reach all stakeholders

We will continue our commitment to extensive and far-reaching communications through multiple channels. This includes more direct communications with registrants, one-to-one meetings and roundtable discussions with professional bodies, partners and unions, thought leadership via blogs, opinion pieces and press, as well as promoting our activities through social media.

This will ensure that all our stakeholders see us as a leading voice for multi-profession regulation, providing evidence-based contributions on professional standards and public protection. We will implement personal engagement plans for our Chair and Chief Executive which will strengthen our relationships and ensure regular engagement with key stakeholders such as ministers, officials, government agencies and parliamentarians.

We will continue to develop our close relationships with the governments and stakeholders of the devolved nations, particularly following elections in Wales and Scotland. This will build on the successful engagement in 2020 to promote the role and value of HCPC registrants across the UK's health services.

We will achieve:

- ✓ Key stakeholders will see greater engagement with HCPC.
- ✓ An increased presence and profile.
- ✓ Embed a listening approach which sees HCPC regularly engage our stakeholders.

Strengthening our organisational approach to EDI

In 2021, we are determined to take bold action and make firmer commitments to be recognised as an active antidiscriminatory organisation that upholds and promotes best practice in equality, diversity and inclusion.

After analysing the EDI data we collected in our second annual survey, we will increase the volume of registrant EDI data collected at the point of initial registration and renewal.

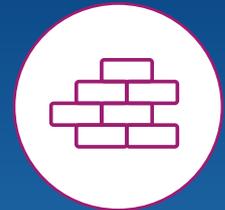
We will capture diversity data for parties involved in the FtP processes to understand the impact of our regulation on protected groups and make the right interventions to support them. We will establish an EDI Employee Forum so colleagues can input and scrutinise our approach.

We will achieve:

- ✓ Move forward in achieving Standard 3 of PSA's standards for good regulation.
- ✓ Evidence the impact our regulatory processes have on different groups and to use this to inform our decision making.
- ✓ Stakeholders are assured that we are doing all we can to eliminate discrimination, harassment and victimisation.

Our commitments to progress each priority

5 Build a resilient, healthy, capable and sustainable organisation



Aim

Employees feel valued and supported, and fully able to contribute. The organisation is resilient and able to quickly adapt to changes in the external environment.

In 2021-22 we will further this aim by:

Establishing an agile, compassionate and inclusive culture

We will make a success of our strategy if everyone at the HCPC understands our vision and their important contribution to it. We will evaluate our onboarding process and introduce new recruitment processes and induction training. We will introduce reward and recognition initiatives, that recognise behaviours that best demonstrate our values. Embedding new ways of working and addressing our turnover rates, will also be key priorities.

We will achieve:

- ✓ A defined culture with agreed behaviours which supports improved performance and positive registrant experience.
- ✓ Determine how best to use our space to support a collaborative culture.

Pursuing our Digital Transformation Strategy and building our change management capability

Our Council approved an ambitious Digital Transformation Strategy in 2020, which can be found [here](#). In 2021-22 we will continue to pursue

this strategy and roadmap. We will implement new FtP and finance IT systems to improve our effectiveness and efficiency. We will also maintain a focus on improving our stakeholders' digital HCPC experience, seeking to increase the reach of our content.

We will achieve:

- ✓ Enabling FtP and finance IT systems with improvements to registrant experience.
- ✓ Measurable increases in the reach of our content.

Ensuring our financial sustainability

The success of our Corporate Strategy depends on our ability to make the financial investments needed and be a financially viable organisation. We need to ensure that the fees we receive are aligned with the costs necessarily incurred to deliver the services we provide and demonstrate value for money. To do this we must have greater certainty on future fee rates to enable longer term financial and organisational planning. We also need an appropriate efficiency strategy which ensures that we generate measurable value-for-money efficiencies over the medium term culminating in an efficient and effective organisation at the end of the Corporate Strategy period.

We will achieve:

- ✓ An acceptable Fee Income Strategy.
- ✓ A stretching but achievable Efficiency Strategy.
- ✓ Embed the benefits of the MoU on mental health support for professionals.

Our commitments to progress each priority

6 Promoting the value of regulation



Aim

The public, registrants, students and employers understand the value and importance of regulated health and care professionals.

In 2021-22 we will further this aim by:

Delivering year one of our registrant health & wellbeing strategy

In 2020, the Council approved the strategy and action plan which was developed from the outputs of the University of Surrey's research into 'experiences of the Fitness to Practise process'. This sets out that we will be empathetic in our interactions, demonstrate fairness and cultivate professionalism through a supportive, transparent and collaborative approach.

In year 1, we have committed to embedding the findings of the research into all employee learning and development, implementing an organisation-wide tone of voice review to improve how we communicate and improve our stakeholders' understanding of regulation and our regulatory functions.

We will achieve:

- ✓ Our communications will be more human, accessible and compassionate.
- ✓ Improved understanding and perceptions of our regulatory functions, particularly Fitness to Practise.

Preparing for regulatory reform

This year will see significant reforms to the healthcare systems in England. We intend to play a central role in the regulatory reform proposals in the Future of Health and Care White Paper and the Health and Care Bill.

We will work collaboratively with the Department of Health and Social Care (DHSC), parliamentary bodies such as the Health & Social Care Select Committee, professional regulators, the PSA and other stakeholders to shape and inform these proposals and improvements to the legislative framework that underpins professional regulation and our work across the UK.

We will put forward a positive vision for multi-profession regulation, locking in the lessons learned from COVID and setting out an ambitious plan for transformation based on a preventative approach.

We will achieve:

- ✓ An informed organisational response to the consultation on regulatory reform.
- ✓ A clear position on the priorities for the HCPC for regulatory reform.



Reporting our progress

We will report against our progress in achieving these commitments on a regular basis to our Council as part of the Chief Executive's organisational performance report. Key milestones have been developed for the year to enable the Council to hold the Executive to account for delivery. We will monitor risks to the successful delivery of the strategy through our Strategic Risk Register.

We will report on how successful our delivery of the Corporate Plan has been at the end of 2021-22, and we will take this opportunity to engage with our stakeholders on the impact of the strategy and the alignment of common priorities in future years.

Looking ahead

As we progress through our first Corporate Plan we will be planning the next. Continuous improvement in our regulatory functions will remain mission critical and we acknowledge that sustaining improvement in FtP will require ongoing focus and investment.

This year's deliverables will enable our strategic work in the years ahead, in particular our ability to use our data to inform our work on professional practice and insight.