
Chief Executive's report on organisational performance July 2022

Executive Summary

This paper provides the Council with updates on the organisation's performance since the May 2022 Council meeting.

The report includes narrative updates on specific projects and activities for the Council to note, stakeholder engagement activity, regulatory development, organisational development and an update on Covid temporary registration.

As this is a quarterly edition of the report, it includes KPI, Corporate Plan and Strategic Risk reporting. The Council is invited to discuss these documents as they are the first iteration of the revisions agreed by Council to the KPIs and Strategic Risks, as well as being the first time the Executive has reported on progress on the 2022-23 Corporate Plan.

Appendices

- A – List of the Chief Executive's meetings in the reporting period
- B – KPI dashboard and performance data
- C – Corporate Plan 2022-23 deliverables tracker update
- D – Strategic Risk Register July 2022

Previous consideration	This is a standing item, considered at each Council meeting. As previously agreed by Council the March, July, September and November reports contain KPI data as well as the Strategic Risk Register and Corporate Plan tracker.
Purpose of report	The Council is asked to discuss the report. Council may wish to focus on the appendices as these represent the first performance data of the 2022-23 financial year.
Next steps	The next report will be received in September 2022.
Strategic priority	This report is relevant to all strategic priorities.
Financial and resource implications	None as a result of this paper.
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Chief Executive's Performance Report - July 2022

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1. Chief Executive's Organisational Assessment

Improving our core regulatory functions

This report includes the Corporate Plan milestones tracker for the first quarter of the 2022-23 Corporate plan; the first reporting against the revised Key Performance Indicators, as agreed by Council in May, and the updated Strategic Risk Register.

Good progress is being made with the majority of the Corporate Plan deliverables. With regards our operational performance, with UK applications going online in June most of our registration processes are now online. The move to online applications has been supported by establishing dedicated teams for managing UK applications and International applications. These changes provide the basic platform upon which we can make further digital improvements which will both enhance the user experience, make the registration process more efficient and reduce the amount of data entry required.

There are encouraging signs that the measures we have put in place to manage the high volume of international applications are having a positive impact as we see a reduction in the median length of time to process applications to first assessment decision. We continue to receive a higher than forecast number of international applications. It is therefore important that the improvements made are sustained. In view of the above forecast fee income resulting from international applications the Executive has made some tactical decisions regarding the additional resources required to ensure we maintain a positive trajectory to meeting our service standards. This includes continuing partnership working with our third party supplier.

Our responsiveness in relation to answering telephone calls and emails remains a priority focus. We have seen a significant improvement in how long it is taking us to respond to emails. This has been achieved at the same time we experienced high volume email traffic related to physiotherapists readmissions. Additional staff have been trained to handle telephone calls. Whilst there has been some improvement in this area we recognise further work is needed to meet expected performance standards. The new cloud-based telephony system is due to be rolled out in July which will provide enhanced contact centre capability.

Learning from the concerns raised by the Chartered Society for Physiotherapy (CSP) in May about the number of registrants that had been deregistered following the closure of the renewal window, we have reviewed how we track the progress of professions and engage with professional bodies to ensure registrants understand that they need to renew their registration and how to do it. We are now meeting with the professional bodies before and more regularly during the renewal cycle. These meetings provide an opportunity for us to proactively share real time data and decide on additional communications and reminders that may be required to ensure renewal rates are in line with expectations. Informed by feedback from the professional bodies we have also enhanced our renewal guidance for registrants.

A detailed update on the performance of the Fitness to Practise department is provided in a separate paper. This month we began frontloading investigation as business as usual following the pilot we completed as part of the FtP Improvement Programme.

In June, the Professional Standards Authority (PSA) published their performance review for the period 2021-22. This was the first of their new style monitoring reports,

reflective of the revised performance review approach. For the period from 1 January 2021 to 31 March 2022, the HCPC met 13 out of the 18 standards set by the PSA.

The report recognises the progress we have made in Education, Standards and Guidance, the improvements in our approach to Equality, Diversity and Inclusion (EDI), and our closer and more effective engagement with stakeholders. In relation to Fitness to Practice the report does recognise the enhancements we have made, highlighting our focus on the right initiatives, and the strong improvement in our decision making in FTP cases. The measures we have taken have significantly increased the quality and efficiency of our risk assessments. However, we must acknowledge that we only met one out of the five FTP standards this year which means we must maintain our focus on improving our FTP performance.

We agreed with the PSA that during this performance review a full audit of our FTP performance would not provide sufficient evidence of the impact the improvements with have made, given that a number of improvement projects were only concluded in July 2021. We expect an audit to be completed later this year as part of the current periodic review and expect to meet additional standards when the audit is completed.

Collaboration and engagement

Colleagues continue to engage closely with the DHSC and the other regulators on regulatory reform, with a particular focus on the GMC draft s60 Order which has been shared for comment. This has included specific feedback on proposals governing how regulators manage proposed increases to their funding. At the time of writing we are awaiting clarification of the timetable for the consultation on the GMC draft s60 Order as well as the publication of the government's response to the 2021 *Regulating healthcare Professionals, protecting the public* consultation. We do not believe publication will be before the summer parliamentary recess as originally indicated by the DHSC. We will be watching closely if there is any adverse impact on the timetable resulting from the complexity of the task or the recent cabinet reshuffle, considering this as part of our mitigations in respect of Strategic Risk 6.

I had the privilege of attending and presenting an award at the British Dietetic Association Awards event in Birmingham. After the restrictions of the past few years it was fantastic to be able to meet so many of our talented and committed registrants in person and hear about the inspirational work they do to ensure the very best care and outcomes for patients.

Organisational culture

Colleagues who had participated in the *Beyond Barriers* mentoring scheme shared their experience at a recent All Employee briefing meeting. Those had been mentored gave deeply personal accounts of how the scheme had made a positive impact on them. The presentations generated a lot of interest in the scheme so we will be looking at running the scheme again in the near future.

A number of events were organised to celebrate LGBTQ+ Pride month. I along with other members of the ELT had the pleasure of attending an in person quiz event which was both enjoyable and informative.

On hybrid working, work is progressing to reconfigure the office space to provide touchdown desks and collaborative spaces. The Executive has recently approved

the hybrid working policy and we expect teams to continue to pilot the new working arrangements and provide feedback on the new office layouts.

2. Stakeholder engagement summary

Stakeholder engagement

Public Affairs

In late May, the Chair and I met with the then Minister of State for Health Edward Argar MP. The meeting was positive and constructive. The focus was our improvement plan and trajectory as well as the financial and legislative reform levers that could further accelerate the pace of our improvement. We were also able to provide an update and assurance regarding the concerns raised about physiotherapists who had not renewed their registration. A meeting with Humza Yousaf MSP, Scottish Cabinet Secretary for Health and Social has been scheduled for August 2022

In response to the PSA's 2022 annual performance monitoring review, letters, outlining our current performance, improvements and plans were sent to the Rt Hon Sajid Javid MP, Secretary of State for Health and Social Care; the Rt Hon Jeremy Hunt MP, Health and Social Care Select Committee Chair; the Rt Hon Edward Argar MP, Minister of State for Health; and Ministers in Devolved Administrations.

NHS ConfedExpo

I recently spoke at the NHS ConfedExpo alongside GMC Chief Executive Charlie Massey, discussing workforce issues, regulatory reform and leadership in healthcare in an event hosted by Channel 4's Victoria Macdonald. Our Executive Director of Professional Practice and Insight, Naomi Nicholson, also spoke at the event alongside Shaun Gallagher, Director of Strategy and Policy at the GMC, and Matthew McClelland, Executive Director of Strategy and Insight at the NMC. Chaired by Celia Ingham Clark, Medical Director for Clinical Effectiveness at NHS England, the event focused on the development of compassionate, inclusive and collaborative environments for multidisciplinary teams. Our sessions were positively received, with key themes from the event as a whole being health inequalities and a recognition of the ongoing pressures on healthcare systems and staff in the wake of the pandemic, as well as a focus on embedding some of the positive innovations.

Professional bodies

In June we held an engaging session of our quarterly Professional Body Forum, with representation from across our range of professional bodies. We presented items on registration and renewals, with representatives particularly welcoming workforce data (see slides at section 3.8 below). We discussed implementation of the revised Standards of Proficiency and sought feedback on the approaches to both our review of the Standards of Conduct, Performance and Ethics and our work on preceptorship. The event received positive feedback from attendees.

Stakeholder engagement management

At the end of May, we were delighted to be joined by a new member of staff as our Strategic Relationships Lead. This new role is critical to allowing us to develop and deepen our relationships. In particular, the role will focus on our engagement across the devolved administrations and with trades union, as relationship manager for these key areas. As well as overseeing and managing our wider approach to stakeholder engagement, this role will also play a key role in reviewing and developing our approach to service user engagement.

3. Regulatory Development

3.1 Registration

In June we moved UK applications online. This means applications for UK and international applications are now submitted via the HCPC Portal and joins renewals as an online service. We have begun work to move readmission applications online by the autumn.

These changes improve customer experience and also help improve our own efficiency. In July we also set-up a dedicated UK applications team to help us manage the summer peak of UK applications.

We continue to see high numbers of international applications continuing to come in. As Council is aware we have put a number of measures in place including support from PwC to provide additional capacity and set up an international registration team. These changes are having a positive impact and in June our median time for first assessment decision for international applications was 55 working days and within our 60 working day KPI. This is the first time we have been within this KPI since March 2021. This has come down from 95 working days in March 2022 and 108 working days in January 2022.

There is still more to do to continue to positive trajectory. Further system improvements are in developments (due to go-live this month) and we are putting in place additional capacity within the international team to help further accelerate our performance back to steady state.

We are also working closely with NHSE/I and HEE on how we can collaborate on matters relating to international recruitment. We are also seeking to work with bodies in Scotland, Wales and Northern Ireland on the workforce agenda and international recruitment.

We have also made significant improvements in our responsiveness to emails. Our performance against our target of 5 working days for emails has been consistently improving from 17 working days in March 2022 to 2 working days in June 2022 and we are now within our service standard for the first time since February 2021.

Registration renewals

We are continuing in our work to engage more frequently with professional bodies during the renewal windows and use our data more proactively. Dieticians were the most recent profession to complete their renewal period with 95% of the profession renewing their registration (compared to 94% in the previous renewal window). Recent renewal rates are provided below:

Profession	2022	2020
Radiographers	95%	96%
Physiotherapists	91%	95%
Arts therapists	93%	91%
Dieticians	95%	94%

3.2 Fitness to Practise

A detailed update on the performance of the Fitness to Practise department is provided in a separate paper. This month we began frontloading investigation as business as usual following the pilot we completed as part of the FtP Improvement Programme.

3.3 Policy

Remote hearings

At its meeting on 26 May, Council approved our response to our remote hearings consultation, which ran between August and November 2021. We have since drawn up our consultation response document which provides detail about the decisions of the Council and how the agreed approach to remote hearings will be operationalised. The document also sets out the considerations that have contributed to our decision-making, including reflections on the equalities impacts we have identified, including the positive impacts of the decision, and the steps we have taken in order to mitigate any negative impacts which might arise as a result of our decisions. We are planning to publish our decisions document by the end of this month.

A detailed communications and engagement plan has also been developed to support effective communication of our decisions. We will be holding a range of webinars to ensure stakeholders have the opportunity to discuss our decisions with us and ask questions. We will also support communications with a blog post, social media and coverage in our newsletters. Specific engagement activities are planned with key stakeholders, including trades unions.

We are working with the DHSC who will be making legislative changes for a number of regulators. This is currently due to be laid in parliament in or around October 2022.

Extension of fit note certification

On 10 June, government [announced](#) that new legislation would come into force on 1 July to allow additional healthcare professionals (including physiotherapists and occupational therapists) to certify fit notes across the UK. The legislation is permissive, so registrants in those professions will not be required to certify fit notes but will now be allowed to do so.

Government has developed specific training and [guidance](#) to support employers and healthcare professionals in the implementation of this extension. Alongside other regulators, HCPC has provided a regulatory perspective on the development of the guidance. This has helped to ensure the guidance and approach supports effective regulation, for example by being clear about how this relates to scope of practice.

Professional bodies have also been closely engaged throughout and both HCPC and professional bodies have provided information to registrants/members about the new legislation.

Cross-border working in Northern Ireland

At DHSC's request, we have recently provided advice to government about possible approaches to addressing the potential of unregistered working in Northern Ireland (NI) by Republic of Ireland (ROI) registered health and care professionals. The issue has arisen following both emergency working during the Covid pandemic and the UK's exit from the European Union (EU), before which we operated a 'Temporary and Occasional Register' (TOR) for EU nationals registered in their home state but seeking to work occasionally in the UK. We are continuing to engage with government on this as their thinking develops.

3.4 Standards of Conduct Performance and Ethics

HCPC's [ten Standards of conduct performance and ethics](#) (SCPEs) require periodic review to ensure they remain valid and continue to effectively promote public safety. The most recent review was completed in 2016. This year, our review will also include a subsidiary review and consultation on the online materials that support these Standards – including guidance on social media, safeguarding and the duty of candour.

Stakeholder engagement will be a key priority throughout each stage of the review, consultation and implementation. Key stakeholders include professional bodies, education providers, trades union, employers, our EDI Forum and service users and their representatives.

EDI will be a key focus, not only in terms of our regulatory expectations as set out in the SCPEs, but also in ensuring that people with protected characteristics are effectively represented throughout stakeholder engagement. Accessibility and clarity will therefore be a consideration when creating and disseminating all communications material and when organising stakeholder workshops. A full equality impact assessment will be completed before the consultation period and updated as the review progresses.

Stage 1 has commenced with pre-consultation stakeholder engagement and desk research. We have received positive feedback on our approach from our recent professional body forum, and in July, we held productive SCPE workshops with the HCPC's EDI Forum. The review has also been shaped by discussions at May's Education and Training Committee meeting. We will be holding further workshops and carry out a stakeholder survey during this stage.

We expect to bring a draft consultation approach and recommendations to Council in September 2022, with a view to launching a consultation this autumn. Following analysis, we expect a further set of stakeholder engagement activities to support finalising the new Standards, prior to launching in late 2023, with a comprehensive implementation and communications plan, focusing on how we can support education providers, registrants, employers and other stakeholders to effectively engage with, internalise and champion the new SCPEs.

3.5 Preceptorship

Preceptorship refers to structured support programmes designed to develop confidence and practical skills as professionals transition into autonomous practice. Whilst often associated with new graduates moving into their first employment, the value of preceptorship programmes extends to other periods of transition throughout a registrant's career for example, returning to work after a prolonged break, significant changes to work environment or level of responsibility.

We have begun a programme of work to explore how preceptorship impacts on our registrants and whether there is more we can be doing to support registrants to access quality preceptorship programmes. This work supports our wider strategic ambitions, particularly to promote high quality professional practice and is informed by advice provided at May's meeting of our Education and Training Committee where this work was discussed in detail. We anticipate the outputs of this project will be similar to the guidance produced by the [Nursing and Midwifery Council](#) but rooted in evidence of what works across the 15 different professions we regulate.

We recently announced this project on [our website](#) and across social media. We have begun internal analysis of the data we hold to understand any relevant early career trends and in May we took part in a launch event with HEE and AHP professional bodies. At the same time, we have begun engaging across the four nations and with professional bodies representing clinical and biomedical scientists and practitioner psychologists. We are also in the process of initiating a project advisory group, seeking representation from across the four nations and our professions.

We are seeking evidence on preceptorship from across the four nations and our 15 professions. We are working closely with Health Education England (HEE), who have commissioned research to understand the specific preceptorship needs of AHPs.

We will use the HEE research findings, our internal analysis and feedback from stakeholder engagement to develop draft guidance and principles for consultation. We intend to bring the draft principles, along with the wider consultation approach, to the Education and Training Committee and Council in September, with a view to launching a formal public consultation in October 2022 and publishing guidance in early 2023.

3.6 Professionalism and Upstream Regulation

Since the recruitment of a second Professional Liaison Consultant in Scotland, in April, we have launched a 'shop window' for our Service, with the [Professional Liaison Service](#) webpage going live in May. This enables us to promote the Service and enables us to share details with external stakeholders more easily.

We continue to expand the Service and have begun recruitment for two Professional Liaison Consultants, one based in Wales and one in Northern Ireland. These appointments will ensure the Service has a UK-wide presence. We have shared details of the roles with key stakeholders in these countries, with a number kindly agreeing to promote the role within their networks.

Students

In May, we launched our first [student competition](#). We are inviting students, enrolled on an HCPC approved pre-registration programme, to create a learning session for their fellow students, which explores the principles and challenges of being open when things go wrong. We have seen a very positive response on social media and from stakeholders. The competition remains open over the summer and will close on 4 September 2022. We have seen an increase in traffic to our [Student hub](#), which we attribute to the launch of the student competition and our engagements with students.



Student events

In collaboration with the Chartered Society of Physiotherapists, we designed and delivered a series of six 'bitesize' ethical sessions for international students on a post graduate MSc physiotherapy programme at Cardiff University. We delivered four in-person and four virtual sessions to students and explored topics including the role of the HCPC and standards, confidentiality, duty of care, raising concerns, duty of candour and registering with the HCPC. We are currently evaluating the series.

Three Becoming a Health and Care Professional workshops have been delivered to under-graduate paramedic students at University of Surrey, Plymouth University and University of Bradford. 83 students attended these sessions, with 94% saying that both their knowledge of HCPC's role and standards, and HCPC's resources for students, had improved; and 98% saying they would recommend the session to fellow students.

Registrants

We continue to delivery our Joining the UK workforce programme, with 192 registrants attending four workshops across May and June. Again, feedback was positive, with 98% saying their knowledge of HCPC resources had improved, 86% saying their practice would change as a result of the session and 99% saying they would recommend the session.

In June we began our 2022-23 programme of #myhpcstandards. These webinars and workshops offer registrants the opportunity to learn more about the Standards and how to apply them in everyday practice. We began with a webinar exploring the benefits of regular reflection and sharing examples of how to achieve this. 322 registrants joined this, with 97% saying their knowledge of our role and the Standards had improved and 100% saying they would recommend the session. webinar and provided the following reflections on the session.

Our next webinar, on 20 July, will explore the duty of candour requirements across the UK, the challenges to meeting these requirements and how to overcome these.

We held an ‘in-conversation’ session with the NMC and the HCPC event at an Ambulance Trust, which was delivered with their Freedom to Speak Up Guardian. We explored the role of the regulator and the Freedom to Speak Up Guardian, the importance of speaking up and the responsibilities of registrants. All of those attending said their practice would change as a result of the session, and that they were more confident to speak up.

Employers

We published [Insights for employers](#) in June 2022, which had a focus on managing concerns and featured an article from Mersey Care on the successful implementation of just culture within their Trust. The click to open rate was 39%, broadly in line with previous editions. This year we are aiming to increase reach of this product as we engage with more employers, from the current base of approximately 500 employer subscribers.

3.7 Equality Diversity and Inclusion

Since May, we have continued to analyse our FtP data, looking at the relationship between sex/gender, age and the fitness to practise processes. This has included looking in more depth at specific professions to understand the picture across the register. This analysis was shared with the Chartered Society of Physiotherapy at their Annual Representative Conference in June, where the HCPC were offered the chance to deliver a talk on our EDI ambitions and support for registrants. This was the first time anyone from the HCPC had attended the CSP’s ARC and it provided a fantastic opportunity to share exclusive information and develop a new avenue for collaboration with a registrants from HCPC’s biggest professional group.

The Strategic Lead for EDI also delivered a seminar on EDI for Council members in June, with the aim of facilitating a challenging, stimulating conversation on the role Council play in addressing EDI, both in terms of our role as regulator and as an employer. The conversation was detailed, covering topics such as the legislative landscape, the wider environment and strategic focus from the Equality and Human Rights Commission, bias and Council’s decision making, plus the opportunity to consider how Council can play an even greater role in holding the organisation to account on its EDI ambitions.

We have also been working across directorates to support a small project looking to develop the HCPC’s data capabilities, with a focus on improving the ease of reporting the EDI data we hold about registrants, as collected from the online registration portal, and hoping to use the experience and knowledge gained to inform how we can best make use of this rich source of data.

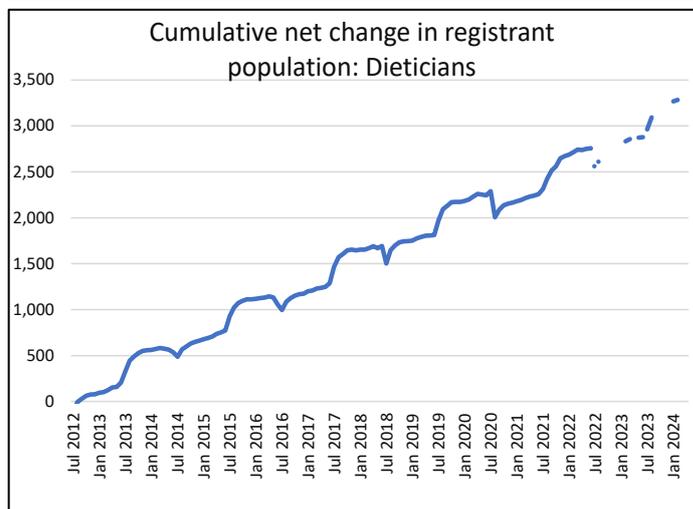
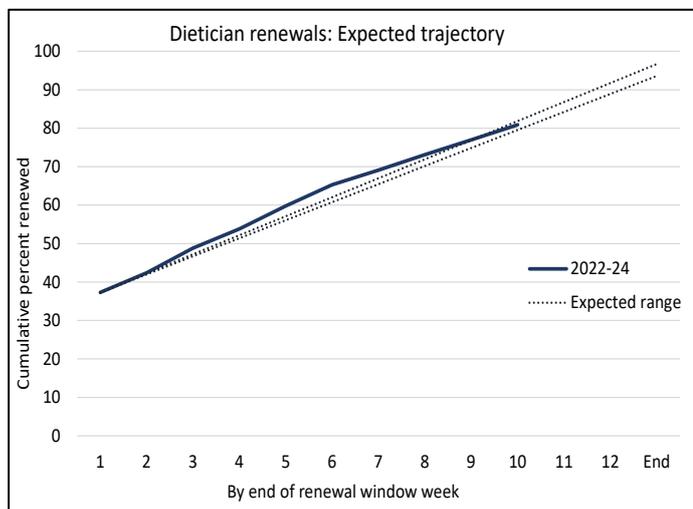
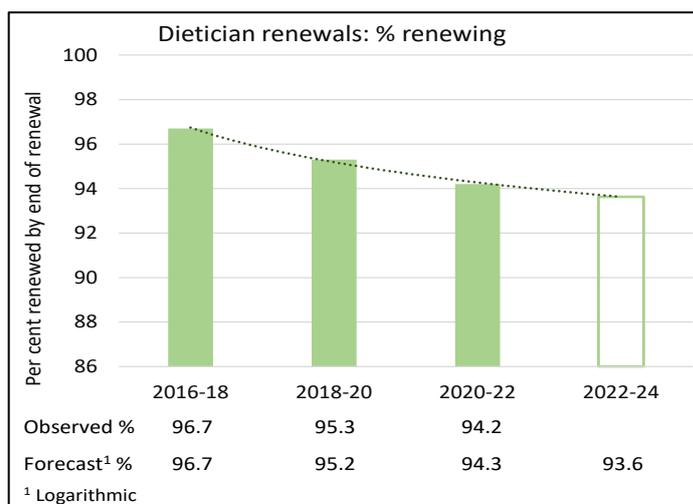
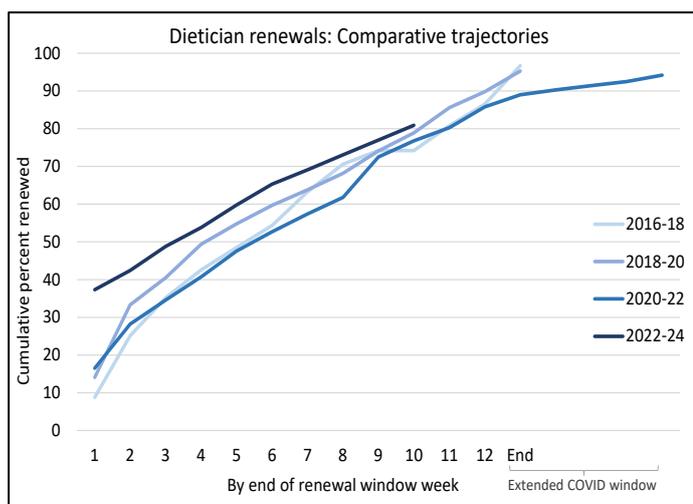
In July we held a meeting of the external EDI forum, where attendees – a mixture of representatives from professional bodies, registrant members and other interested parties – met to hear updates from HCPC workstreams and to discuss future developments and inform our plans. This meeting centred on a discussion on our work undertaking a review of the Standards for Conduct, Performance and Ethics, where we sought to understand how members felt the current SCPEs supported our EDI ambitions, and where they felt we had opportunities to improve and update them to match up to our intentions. We also shared details of our gender and ethnicity pay gap reports, provided them with an overview of our fitness to practise EDI analysis and provided an overview of the forthcoming work to develop guiding principles for

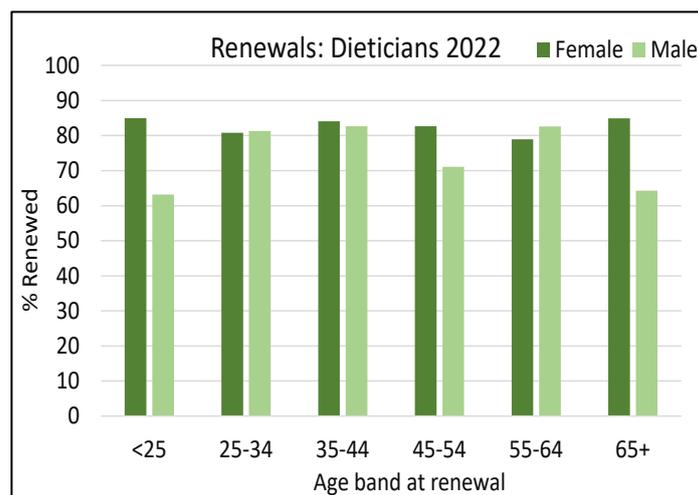
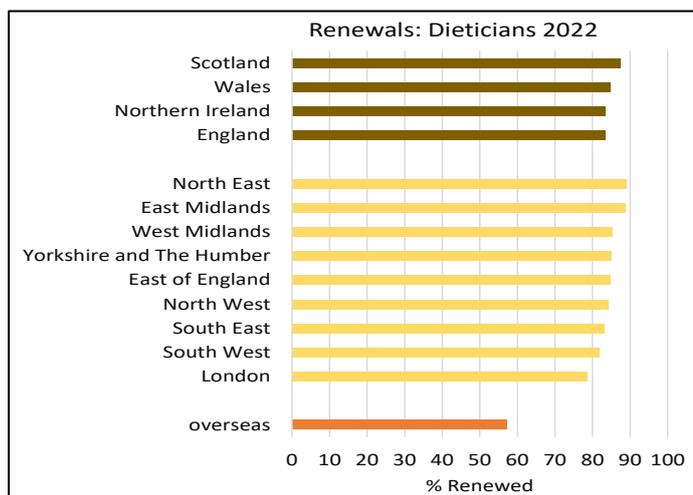
preceptorship, explaining the importance of registrants being able to access support through the crucial periods of professional transition (such as the move from education to practice).

3.8 Insights and Analytics

In addition to ongoing development of Programme for Data Excellence products, such as our data dictionary, and our FtP EDI analysis (as outlined in the EDI section above), through May, the team have been developing new analysis and interim analytical products to support professions in renewal. Some examples of the analysis that has been produced are illustrated below, with Dieticians providing an example profession. Our intention is to develop this, over coming months, into a replicable, largely automated process that can be run to support both effective internal monitoring and published externally to support HCPC engagement with professional bodies before, during and after renewal windows. Example slides were shared at the quarterly professional body forum in June, with attendees warmly welcoming this work and the intention to replicate, develop and publish it.

The team has also begun work to scope a 'profession profile' product that will provide key workforce and related information for each of HCPC's 15 professions. This product is designed largely in response to stakeholder requests and feedback. We will be consulting with, and seeking views from, professional bodies to inform this product's development over the coming months.





Dieticians 2022	n	%
Renewed	8,781	82.0
Not yet renewed	1,922	18.0
Not yet renewed but expected to	1,240 to 1,560	93.6 to 96.7

4 Covid Response

4.1 Temporary Register

The table below sets out the number of temporary registrants on each of the registers as of 1 July 2022. In summary there are 9,389 temporary registrants.

	Temporary registrants				
	England	Scotland	Wales	Northern Ireland	Total
AS	35	8	1	0	44
BS	1283	171	96	52	1602
CH	174	26	9	5	214
CS	257	37	13	5	312
DT	125	23	5	5	158
HAD	18	1	0	0	19
ODP	397	24	19	2	442
OR	75	8	6	1	90
OT	1669	187	90	58	2004
PA	838	171	143	35	1187
PH	845	119	49	19	1032
PO	39	14	3	2	58
PYL	625	62	35	19	741
RA	232	166	98	75	571
SL	746	90	41	38	915
Total	7358	1107	608	316	9389

Following the government's announcement that it will close Temporary Registers in September 2022, we contacted all temporary registrants to inform them that they can no longer work as a temporary registrant after this date, and to signpost them to returning to practice information. In addition, a joint letter from myself and the Chief Allied Health Professions Officers and other profession lead officers, in each of the four nations of the UK is being prepared to reinforce the messaging and to provide specific signposting to return to practice support programmes.

5 Organisational development

5.1 Communications

During the reporting period our communications team has supported the successful launch of online applications for UK applicants, including user experience input, a complete redesign of the website [guidance](#) and launch of a communications package providing information and guidance to registrants and education providers.

In May and June, we published [blogs](#) from the Chair and Chief Executive supporting the launch of our Corporate Plan 2022-23 and reflecting on HCPC's progress during 2021 and 2022. This was supported by a programme of social media activity highlighting key areas.

Our latest edition of 'In Focus', our registrant newsletter, received an increased (42%) open-rate, with a new blog providing registrants with top tips for submitting a CPD profile. We also provided tailored registration renewal communications for arts therapists, dietitians, podiatrists and hearing aid dispensers. Other communications during this period included:

- [Response to the PSA review](#)
- [New legislation expanding the number of professions able to issue fit notes](#)
- [Launch of HCPC's work on preceptorship](#)
- [Enter our Student Competition](#)
- promotion of our new graduate survey to education providers
- social promotion of Pride Month, World Orthoptic Day, Biomedical Science Day, Dietitians Week, renewals, our student competition and our #myHCPCstandards events

5.2 People and Culture

We are committed to building and reinforcing a positive organisational culture. We have not sought to define our culture in a single 'strapline' but to see it as expanding across everything that the organisation does, aligned closely with our values, behaviours, strategies and ways of working.

Since the launch of our new values and the Corporate Strategy, we have begun embedding the cultural components of the values and strategic priorities in all work streams. Namely, the introduction of the Beyond Barriers Mentoring scheme, which aims to support our diverse employee body, has been received very positively amongst the organisation with feedback received from all levels.

We continue to offer wellbeing and EDI initiatives which is assisting in building an inclusive culture. Since January 2022, we have run the following learning sessions for employees:

- Understanding Menopause
- Neurodiversity
- Men's Talk - prostate cancer
- Deaf Awareness session.

We continue our programme of work to embed our compassionate value across all our functions. This has included the development of an internal communication plan to continually promote the value, share how we are living it, and what is being done to overcome obstacles that have been identified. The first blogs from the senior leadership team have been published, reflecting on the importance of compassion and the improvements and commitments made in their areas to support this.

To further develop our communications and to encourage employees to feel able to approach HR, we have introduced monthly drop-in sessions where employees are invited to ask people related questions. The sessions focus on covering HR related topics such as benefits, wellbeing and EDI as well as recruitment but are also open for Q&A.

Although culture is not something that is easily measured (or indeed described), we will look to monitor impact through the use of regular pulse surveys and will respond to feedback to continually improve and focus on any issues which have been highlighted.

5.3 Partners

The volume of Partner recruitment activity continues to be high. We appointed 30 FtP Registrant Panel Members and 21 Education Visitors. We are currently recruiting for Legal Assessor roles.

A new 360-degree feedback platform pilot has been launched for Investigating Committee Panel Chairs, which initiates feedback after each ICP hearing to ensure that we can support the development of this role in an effective way. The pilot will run until the end of this year and learning points will be incorporated in future training.

5.4 Hybrid Working & Estates

Hybrid working

We continue to make progress towards embedding hybrid working as the HCPC's new normal. Our hybrid working policy is being developed supporting our hybrid working framework which is already in place. The majority of departmental hybrid workshops have now completed. Feedback from the workshops is being collated and it will inform the improvement and formalisation of our approach to hybrid working.

We have also evaluated enabling technology which will further support collaboration and productivity. Trials are planned during the summer. The reconfiguration and adaptation of our office layout continues in line with the pilot plan providing a number of collaborative spaces for hybrid working.

Estates

Following direction from Council in May and the decision at PRC in June the HCPC will remain within the current Kennington premises for the foreseeable future. A forward plan of improvement and optimisation for the estates will now be developed looking across a number of years in consideration of the sustainability objectives, financial position and hybrid working.

A sustainability strategy is being developed which will review our current environmental impact and determine a roadmap toward our sustainability aims. A number of objectives within the sustainability strategy will relate to the estates, including performance and enhancements that will be required to improve our environmental position.

5.5 Finance

Significant progress made with finalising draft financial accounts and narrative. An Interim Financial Controller is in place and working to completing the remaining actions on the clarification of deferred income. We expect to be able to commence the external audit to plan, beginning in July.

Key findings from a January 2022 internal audit of our core financial controls which raised some red rated risks, have now been completed or are close to completion. A detailed update on the work undertaken was provided to the Audit and Risk assurance Committee in June. A follow-up review will need to be carried out by BDO to give us the opportunity to evidence the progress made against the original assessment.

5.6 Business Change

Registration system

Following the success of the launch of the EDI portal and the Online Applications for international applicants, UK Online Applications launched in June. We are already seeing a large number of Applications through this route. Preparations for the follow-on phases are underway with the process review for Readmissions. Further system improvements, aimed at enhancing registrant experience are under consideration.

FtP system

Phase 2 of the FTP CMS project has initiated, this will enable an online concerns form and better capture of EDI data.

HEE partnership

Delivery to the requirements set out in the HEE partnership continues and positive feedback on progress in being reported by our HEE colleagues. This relationship is developing Preceptorship guidance in support of new Registrants, enabling the sharing of key data with our partners, processing International Applications identified through HEE channels, and to deliver system and process improvements to ensure the throughput and processing is sustainable in the longer term.

Programme for data excellence

Work has started on the Programme for Data Excellence with the initial phase establishing a data platform which can iteratively expand to support the reporting needs identified by the development of a data dictionary where key terms in the HCPC are identified and recorded. This data dictionary will then drive internal processes to improve and develop cleansed and consistent data sets.

5.7 Digital Transformation

The IT Team has continued to support the organisation as it moves to adopt hybrid working by default. Laptops have now been issued to all staff, removing the reliance on some staff providing their own IT equipment. As well as improving equity between different groups of staff, this will also enable the IT team to offer a better level of support to staff working remotely, while improving organisational resilience and flexibility.

As noted above, work is underway at Park House in conjunction with Office Services to refit the office accommodation to support hot-desking. A trial of further hybrid working technologies is planned to take place over the summer in order to explore how we can make best use of the available meeting spaces to support effective collaboration and communication. A cloud-based telephony solution is in the final stages of preparation for switchover, which will remove the reliance on Registration Advisors to be on site at Park House to be able to make use of full call handling functionality.

The modernisation of our technology infrastructure continues. While most of our key applications are now cloud based, the majority of our documents are still hosted on premise at Park House. Work is underway to migrate the document store into our Azure environment as a stepping stone to a subsequent migration to SharePoint Online. Additional work is taking place to ensure that all our systems make use of the latest best practice standards for security, especially around authentication and encryption. A value for money initiative is also underway to optimise the performance and resource consumption of the new applications that have been put in place over the past 18 months.

Chief Executive – John Barwick

Meeting schedule period covering 24 May 2022 – 10 July 2022

Department of Health and Social Care (DHSC) - Edward Argar MP, Minister of Health	25 May 2022
NHS Improvement Scotland: Ann Gow, Deputy Chief Executive & Alistair Reid, National Allied Health Professions Workforce Lead	25 May 2022
Health and Social Care Regulators Forum - Care Quality Commission (CQC) -	25 May 2022
Regulated Professions Advisory Forum – Department for International Trade	27 May 2022
CEORB Forum Meeting	27 May 2022
Jo Leneghan and Beverley Harden, Health Education England	09 June 2022
Scottish Government Quarterly meeting	10 June 2022
Unite the Union Quarterly meeting	13 June 2022
Unison Quarterly meeting – including officers from Northern Ireland and Wales	14 June 2022
AHP Workforce & Education Strategic Oversight Forum	15 June 2022
NHS Confed Expo, Liverpool – Joint session with Charlie Massey GMC, 'A new landscape for professional regulation and support' - In conversation with Victoria Macdonald, Health Editor Channel 4 News	16 June 2022
PSA Chair and Chief Executive	20 June 2022
Institute of Biomedical Science President, Debra Padgett Introduction meeting	20 June 2022
DHSC – Temporary Registers	20 June 2022
Royal College of Podiatry, Steve Jamieson – Chief Executive	22 June 2022
British Association of Prosthetists and Orthotists	22 June 2022

Suzanne Rastrick, Chief Allied Health Profession Officer England	27 June 2022
DHSC & Home Office & Advisory Council on the Misuse of drugs (ACMD)	1 July 2022
CESG	30 June 2022
NHSE/I – Long Term Plan, Matt Tagney Director of Policy	5 July 2022
GMB Union	5 July 2022
British Dietetic Association Awards Ceremony - Birmingham	5 July 2022
GMB Quarterly Meeting	12 July 2022
David Fuller Inquiry – Maidstone	18 July 2022
Healthcare Sciences Heads of Profession	20 July 2022

Chief Executive's report on organisational performance – July 2022

Appendix B

- Key Performance Indicators Dashboard
- Register Demographics
- Media Reach Metrics

Key Performance Indicators dashboard

FTP

Measure	KPI 1 - the proportion of cases concluded at each stage that are within KPI											Period	June 22
What it tells us	<p>1.70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt 2.70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer.</p> <p>This provides a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FtP Performance reports. RAG: R: <60% A: 60-70% G: >70%</p>												
Reporting period commentary	Closures at the pre-ICP stage of the process have remained broadly consistent over the last year. This reflects our focus on balancing the progression of both the older and younger cases in the system. At final hearing stages, more older cases are being concluded at a final hearing and we would therefore expect the proportion of cases concluded within KPI to be lower.												
2022		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22						
1: Pre ICP	%	40%	56%	44%	44%	46%	36%						
2: Final Hearing	%	38%	0%	6%	0%	19%	21%						
2021		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
1: Pre ICP	%	N/A	N/A	N/A	N/A	N/A	51%	48%	55%	48%	48%	37%	51%
2: Final Hearing	%	N/A	N/A	N/A	N/A	N/A	29%	4%	13%	7%	6%	5%	27%

Measure	KPI 2 - S.29 appeals and learning points											Period	June 22
What it tells us	<p>This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their S29 powers and the number of new PSA s29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.</p>												
Reporting period commentary	The PSA have not appealed any final hearing decisions to the High Court in the last quarter. There have been no appeals in the last year. In the last quarter we received 11 learning points from PSA. This consisted of 11 'digest' notices and no formal Learning Point letters. We have received one formal Learning Point letter in each of the previous three quarters. These are considered by our Decision Review Group for how we apply the learning.												
2022-23		Q1 Apr-Jun			Q2 Jul-Sep			Q3 Oct-Dec			Q4 Jan-Mar		
S.29 Appeals	Number	0											
PSA Learning Points	Number	11											
2021-22		Q1 Apr-Jun			Q2 Jul-Sep			Q3 Oct-Dec			Q4 Jan-Mar		
S.29 Appeals	Number	1			0			0			0		
PSA Learning Points	Number	10			5			7			7		

Education

Measure	KPI 3 - Education Quality and Timeliness											Period	June 22
What it tells us	1. Less than 20% of assessments resulting in conditions / formal requirements 2. 30 days or less to provide process reports to the education provider from conclusion of quality activities												
	<p>Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R >25%, A 20-25%, G <20%</p> <p>Measure 2 will tell us whether we have Met legislative requirements to deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R >36, A 31-35, G <30</p> <p>Note the new Education Quality Assurance process launched in September 2021, data commences from this date.</p>												
Reporting period commentary	<p>We have not needed to set any conditions during the approval process for education programmes since the launch of the new QA model. Reducing the number of conditions put in place is an explicit aim of the new QA model as we are working with education providers earlier in the process to support them to resolve any issues as early as possible.</p> <p>Since September 2021, we have finalised 16 assessment reports, so the numbers below are based on a small sample size. There was one case with a report finalised in June (the RAG rated red below), the production of which coincided with a busy period of time within the team and factors that were outside of the HCPC's control. This programme is due to start in September 2022, so there was no negative impact caused by the report taking 11 days longer than our KPI on this occasion. This measure is often impacted by factors outside of the HCPC's control and the Education Team are working on a revised KPI that more arcuately reflects the team's performance. This has already been discussed with the Education and Training Committee.</p>												
		Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22		
1	%	0	0	0	0	0	0	0	0	0	0		
2	days	N/A	27	15	N/A	29	52	8	25	35	41		

Customer Service

Measure	KPI 5 - Customer service: Number of complaints and % upheld												Period	June 22
What it tells us	This provides insight into potential customer service and performance issues. Narrative will be vital for Council to probe and should include information on corrective action taken.													
Executive commentary	The registration department had continued to get complaints mainly about delays with international applications and communication issues until June when there was a spike in complaints from physiotherapist registrants who were removed from the Register for a failure to renew. Many of those complainants stated they did not get reminders, or that reminders were no longer sent by post. This further resulted in complaints about the readmission process as many registrants had to apply for readmission.													
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22							Monthly average
	Number	63	46	49	40	127	74							66
	% upheld	72	54	59	59									
Previous years		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Monthly average
	Number	56	38	66	57	43	78	50	68	56	63	95	39	59
	% upheld	44	60	62	63	55	33	48	53	66	53	42	44	52

Professional practice and insight

Measure	KPI 6 - Professional practice and insight: 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event												Period	June 22
What it tells us	This measure focuses on outcomes which highlight the impact of our engagement. Engagement and media reach dashboard to be provided in performance report.													
Executive commentary	This year we have begun to deliver 'Joining the UK workforce' for all professions in two parts. This workshop aims to support registrants who recently registered via the international registration route and are commencing work in the UK. We invite registrants two months after they have joined the register. For instance, registrants who joined the register in March were invited to the May session.													
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22							
	%	71	81	89	88	81	90							
		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	
	%	43	56	54	47	49	N/A	85	N/A	80	100	70	N/A	

Sustainability

Measure	KPI 9 - KPI in development											Period	June 22
What it tells us													
Executive commentary	This KPI will be defined as the sustainability baseline work within the Corporate Plan 2022-23 progresses.												
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22						
Previous year		Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21

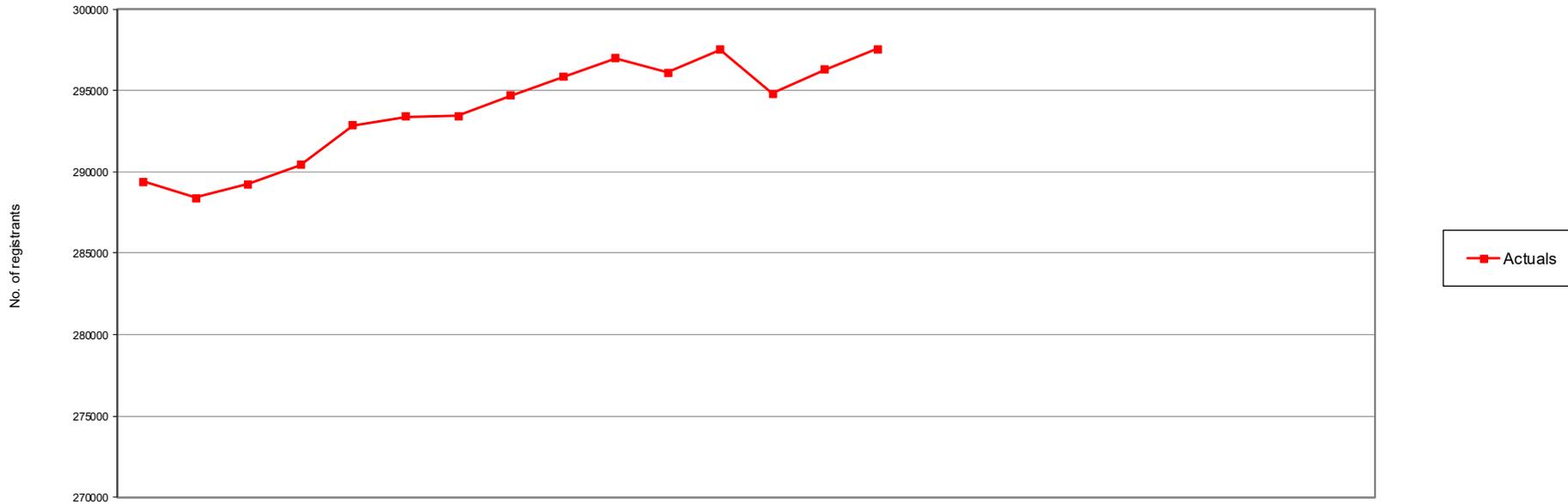
HR

Measure	KPI 10 - Voluntary staff turnover Target: <21%											Period	June 22
What it tells us	This will be based on permanent establishment leavers and not FTCs. This provides an indicator that could point to cultural issues. PRC considers more detailed HR and internal EDI metrics. (Figure is a rolling year to date total not the turnover in that quarter in isolation) Green 21% or less / Amber 22% - 27% / Red 28% or over												
Executive commentary	The beginning of this quarter has seen a reduction in voluntary turnover compared to the data for the last three-quarters of 2021/2022. This is a positive step, and we hope to be able to continue in that direction and further reduce staff turnover.												
FY 2022-23		Q1		Q2			Q3			Q4			
	%	23											
FY 2021-22		Q1		Q2			Q3			Q4			
	%	20		25			24			26			

Measure	KPI 11 – Recruitment and onboarding efficiency											Period	June 22
What it tells us	Time to hire is based on the advert going live to the appointee's offer date. This measures how effective HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market. Green 41 days or less / Amber 42 days – 52 days / Red 53 days or over												
Executive commentary	Generally, the expectation is to see an average of 41 days to hire (source LinkedIn). This number is a good average, although internal recruiting may take less time and some jobs requiring unique skills may take more time due to the specialist skills set required. Based on the previous financial year, there has been a significant reduction in the average days taken to hire. However, there has been an increase in the first quarter of this financial year, but this could be explained by external variables such as changes to the recruitment schedules e.g., extensions to recruitment closing dates, shortlisting and unique roles.												
FY 2022-23		Q1		Q2			Q3			Q4			
	Average (days)	59											
FY 2021-22		Q1		Q2			Q3			Q4			
	Average (days)	81		65			44			27			

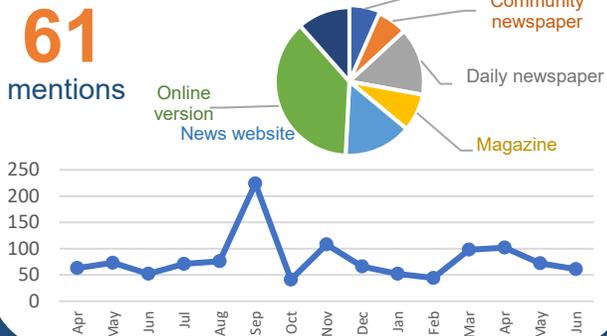
Number of Registrants by Profession April 2021 - March 2023

Registration Department

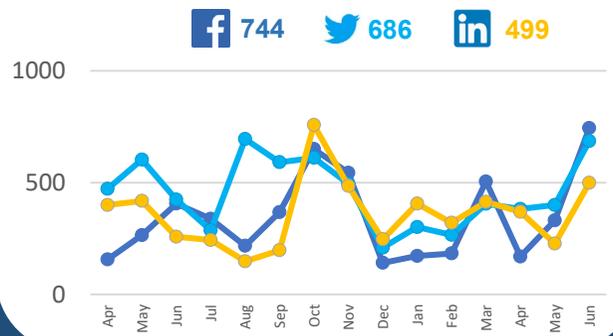


	2021			2022									2023									16/17	17/18	18/19	19/20	20/21	21/22	22/23				
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE	FYE	YTD	
Arts therapists	4,811	4,823	4,836	4,851	4,934	5,018	5,097	5,144	5,171	5,187	5,206	5,216	5,211	4,908	4,941										4,026	4,322	4,432	4,784	4,805	5,216	4,941	
Bio. scientists	23,875	23,973	24,102	24,198	24,384	24,417	24,569	23,061	23,457	23,729	23,915	24,109	24,246	24,458	24,751											22,902	22,395	23,284	23,064	23,807	24,109	24,751
Chirops/ pods	12,389	12,376	12,371	12,400	12,489	12,527	12,553	12,549	12,541	12,531	12,526	12,522	12,479	12,452	12,437											12,931	13,115	12,833	13,039	12,394	12,522	12,437
CI scientists	6,707	6,724	6,740	6,733	6,743	6,327	6,496	6,640	6,683	6,731	6,775	6,806	6,837	6,855	6,895											5,663	5,818	6,207	6,344	6,675	6,806	6,895
Dietitians	10,192	10,208	10,231	10,294	10,427	10,497	10,549	10,640	10,668	10,692	10,723	10,744	10,739	10,743	10,276											9,107	9,585	9,722	10,207	10,161	10,744	10,276
Hearing aid disps	3,390	3,411	3,421	3,431	3,461	3,496	3,528	3,554	3,559	3,579	3,611	3,631	3,635	3,639	3,660											2,593	2,908	3,047	3,338	3,377	3,631	3,660
OTs	41,338	41,380	41,413	41,473	41,863	41,978	39,225	40,492	40,690	40,886	41,028	41,142	41,210	41,287	41,418											38,080	38,183	39,925	40,062	41,290	41,142	41,418
ODPs	14,473	14,473	14,471	14,497	14,588	14,691	14,851	14,953	14,964	14,999	15,023	15,052	15,068	15,089	15,116											13,052	13,639	13,903	14,421	14,449	15,052	15,116
Orthoptists	1,512	1,509	1,507	1,503	1,424	1,445	1,453	1,460	1,466	1,474	1,476	1,480	1,480	1,481	1,482											1,451	1,440	1,496	1,489	1,514	1,480	1,482
Paramedics	31,137	31,244	31,262	31,413	30,701	31,201	31,705	31,922	31,988	32,186	32,284	32,440	32,531	32,673	32,917											23,992	25,465	27,686	29,139	30,965	32,440	32,917
Physiotherapists	58,348	58,478	58,596	58,813	59,872	60,374	60,868	61,152	61,289	61,467	61,625	61,773	58,461	59,441	59,910											52,915	55,132	55,695	58,133	58,223	61,773	59,910
Pract psychs	25,935	24,379	24,717	24,940	25,117	25,275	25,695	25,926	26,034	26,109	26,181	26,278	26,336	26,399	26,482											22,604	23,104	24,290	24,783	25,894	26,278	26,482
Prosth/orthotists	114	115	117	126	167	1072	1089	1098	1100	1102	1104	1105	1107	1108	1113											1063	1051	1101	1090	1113	1105	1113
Radiographers	36,959	37,085	37,218	37,516	38,268	38,585	38,865	38,985	39,004	39,039	37,330	37,871	38,098	38,351	38,728											32,072	32,475	34,470	35,002	36,877	37,871	38,728
Social workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											91944	96,497	94,453	0	0	0	0
SLTs	17,241	17,250	17,242	17,235	17,444	16,488	16,906	17,136	17,219	17,279	17,321	17,346	17,376	17,409	17,452											15,935	15,932	16,595	16,572	17,231	17,346	17,452
Total	289,421	288,428	289,244	290,423	292,872	293,391	293,449	294,712	295,833	296,990	296,128	297,515	294,814	296,293	297,578											350,330	361,061	369,139	281,467	288,775	297,515	297,578

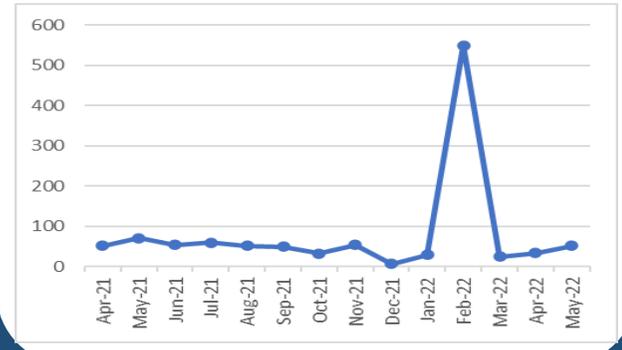
Media coverage



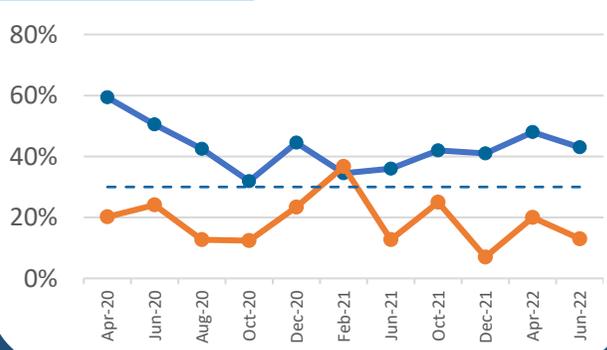
Social media engagement



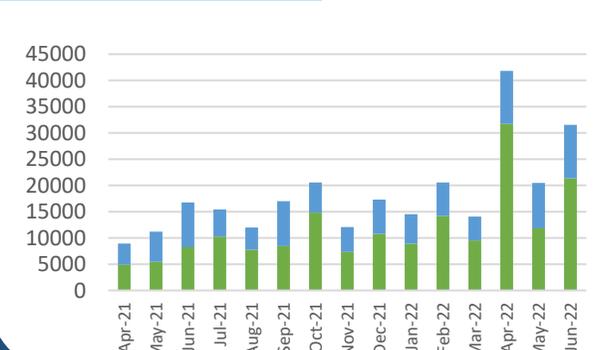
Policy queries



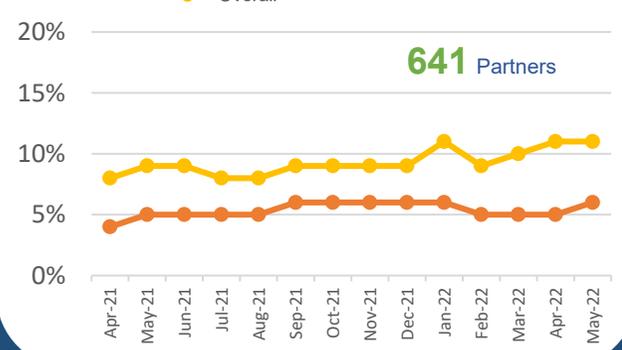
In Focus email



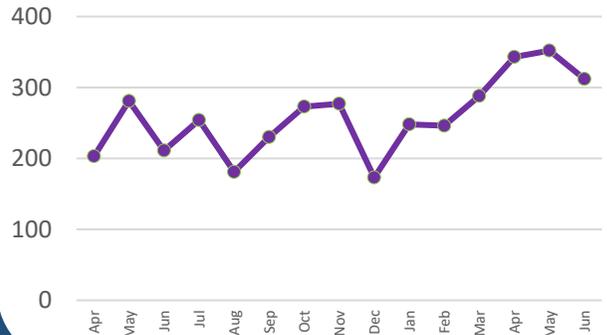
Blog & news views



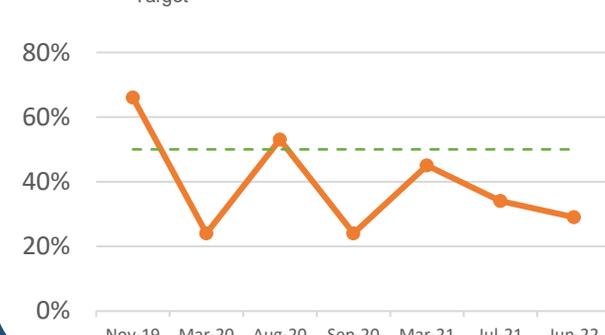
Partner turnover



Employer hub



Employer email



Student hub



Chief Executive's report on organisational performance – July 2022

Appendix C

Corporate Plan 2022-23 - Deliverables Progress Report July 2022

Strategic theme 1- Continuously improve and innovate			Target delivery (Q)	Benefit measure	Benefit target (Q)	Rag and comment
		Key milestones				
Continuing improvement of our regulatory operating models	A1	Continuing to improve the quality and timeliness of case management: 1. Transition to frontloading (gathering more evidence earlier on in the FtP process) of case management with external legal provider(s) 2. Build capability and capacity to deliver frontloading in-house. 3. Commence frontloading of cases in-house.	1. Q1 2. Q1-Q3 3. Q4	<ul style="list-style-type: none"> Reduction in length of time from ICP to final hearing for frontloaded cases (target 26 weeks compared to current 29 weeks from ICP) Reduction in number of preliminary hearings and not well found cases where quality of evidence is a factor in the decision (reduction by 70% in year one for those cases that are frontloaded). Improved timeliness in the flow of cases out of triage Improved quality of case presentation and panel decisions measured through a reduction in PSA s29 learning points and DRG feedback. 	Q4 for external legal provider managed frontloaded cases. From Q1 2023-24 for in-house managed frontloaded cases.	Appointed external legal providers and currently working with them to design front loading criteria and process with aim to go live in July
	A2	Protection of Title (POT) review: 1. Review and benchmarking of current POT case management process. 2. Development of new process and KPIs 3. Delivery of training and guidance for teams	1. Q1 2. Q2 3. Q3	<ul style="list-style-type: none"> Streamlined and efficient process that delivers proportionate investigation and improved partnership working Reduction in length of time to conclude a POT case (where there is no prosecution) 	Q3 Q4	Work not started due to operational demands and priorities.
	A3	Consolidating the benefits from the new Education QA model: 1. Review, quantify and report on the benefits of the new QA model, once it has operated through an academic year 2. Develop and report on a regular basis to ETC on quality measures. 3. Data model and process outcomes used to inform performance review selection for the 2022-23 academic year	1. Q3 2. Q3-4	<ul style="list-style-type: none"> Site visits only conducted where needed to assess standards, and in 10% or less of cases Fewer cases where conditions applied - approval process outcomes reduce from 9 months to 6 months Assessment of provider performance provides clear rationale for risk assessment <ul style="list-style-type: none"> Observations in 25% or less of cases Case outcomes accepted by the ETC panel in 90% of cases 	Q2-Q4	1. Planning started for review activities; paper will be presented to ETC (Sept). 2. Developing incremental reporting with support of I&A. 3.No updated for this quarter on data model and process outcomes.
	A4	Deliver future Registration Operating Model which includes the implementation of revised processes and an operating structure and better guidance on our registration processes.	Q1-4	<ul style="list-style-type: none"> For UK and readmission applications - achieve 10-day service standard throughout the year. For international applications achieve 60-day service standard from receipt of complete application to first assessment decision. Increase in service satisfaction amongst applicants and wider sector stakeholders. 	Q2 onwards Q3 onwards	Pilot to ringfence an international team commenced. Online UK applications launched on the 15 June 2022.

Pursuing technology enhancements to streamline key regulatory processes	B1	<p>Delivery of education provider self-service portal:</p> <ol style="list-style-type: none"> 1. Pilot and improve MUP portal 2. Develop support materials for external stakeholders 3. Launch portal to manage all provider interactions 	<ol style="list-style-type: none"> 1. Q1-2 2. Q2 3. Q3 	<ul style="list-style-type: none"> • Improved provider understanding of case / provider status • Reduction in provider queries related to case progression matters • Reduction in time spent managing documentation 	Q4	The MUP of the Education portal completed and deployed at the end of March along with supporting points, planning has started for the next iteration of improvements to be delivered before December 2022
	B2	Expand delivery of online Registration services to include UK and readmission applicants.	Q1- Q3	<ul style="list-style-type: none"> • Improved user experience for UK Applicants and those applicants returning to the Register • Increased EDI data capture • More efficient registration processing, reduction of temporary employee contracts / overtime needed to cover the peak UK application process for 6 months over the summer period (circa £100k savings) 	Q4	UK Online portal launched 15 June 2022. The mandatory EDI collection for Registrants, and EDI capture for Online Concerns will be implemented this calendar year. Readmissions process redesign in progress and will be implemented in the next release cycle.
	B3	<p>Delivery of Phase 2 of FtP Case Management System. Including:</p> <ul style="list-style-type: none"> • Streamlined workflows for all case types including support for frontloading • Improved reporting functionality • Online FtP concerns form 	Q1-2	<ul style="list-style-type: none"> • Improved internal user experience, and external user experience for those referring concerns. • Improved operational data and management information. • EDI data capture relating to complainants 	Q3-Q4	Phase 2 commenced and will complete by end of the Calendar year. Online Concerns portal (and EDI capture) are included in the scope of delivery and will complete by the end of the Calendar year.

Strategic theme 2 – Promote high quality professional practice			Target delivery (Q)	Benefit measure	Benefit target (Q)	RAG and comment
		Key milestones				
Maintaining and promoting high-quality professional Standards	C1	Publication and implementation of revised Standards of Proficiency (SoPs)	Q1	<ul style="list-style-type: none"> Updated SoPs improve clarity about our expectations for registrants and other stakeholders and support improved public safety Updated SoPs support our commitment to improving EDI in regulatory policy and ensure we are appropriately responding to public inquiries and developments in practice, including in relation to the impact of the pandemic. 	Q1 (publication) Q3 23-24 (implementation)	Revised SOPs approved by Council (March 2022). Implementation plan developed. Publication due imminently.
	C2	Review of Standards of Conduct, Performance and Ethics (SCPE) and launch consultation on any proposed revisions.	Q2 - Q3	<ul style="list-style-type: none"> SCPEs are up-to-date and continue to be fit for purpose, maintain registrants' high standards and help to secure public trust, confidence and expectations Ensuring appropriate EDI expectations in our SCPEs in line with the ambitions of our EDI strategy. 	Q3-Q4 Q1 2023-24 (publication)	Paper presented to ETC in June, update to Council in July, consultation post September Council.
	C3	Initiate review of Standards of Education and Training	Q4	<ul style="list-style-type: none"> Stakeholder mapping and early engagement to ensure our review of SETs in 2023-24 is well planned and broadly informed 	Q3 2023-4	No update for this quarter.
	C4	High quality programme of #myhpcstandards events to promote excellence in professional practice, e.g., duty of candour, sexual misconduct, reflective practice, supervision and professionalism, and some profession specific events based on evidence of risk	Q4	<ul style="list-style-type: none"> Increased engagement with registrants across our professions Registrants' understanding and embedding of standards improved, including new SoPs and guidance Supports HCPC's effective response to public inquiries in topics focused on 	Q1 2023-24	Programme of #myhpcstandards webinars commenced beginning of June with a webinar about reflective practice.
Regulatory policy development	D1	Engagement with DHSC on regulatory reform as they develop GMC's legislation as a blueprint for our own.	Q2	<ul style="list-style-type: none"> Legislation drafting takes account of HCPC's views, reducing the risk of an unworkable approach for the HCPC. Assurance that HCPC is effectively prepared and engaged for the revision of our own legislation, rules, processes, guidance, policies and operational changes 	Q4	Responded to DHSC consultation, reviewing drafting of GMC legislation maintaining engagement with stakeholders. Awaiting timetable details to inform resourcing.
	D2	Carry out preparedness for practice research	Q2-Q4	<ul style="list-style-type: none"> Research will inform the joint HEE/HCPC preceptorship project. 	Q4 2022-23 and 2023-24	Progressed and dedicated Policy Manager now in post (May) leading on the

				<ul style="list-style-type: none"> Better understanding of the registrant experience entering the workplace for HCPC and stakeholders, to inform future activity Identification of any professions with specific issues relating to readiness for practice within the preceptorship stage. 		project. The Invitation to tender due to go out mid-July.
	D3	Engagement and consultation on the development of preceptorship guidance	Q3-4	<ul style="list-style-type: none"> Improved support for registrants as they enter practice Value of regulation demonstrated to registrants at an early stage in their career Established approach to successful joint working. 	Q4 onwards	Preceptorship paper presented to ETC (June), planning to go to September Council for sign off and consultation.
	D4	Review social media guidance and develop and consult on revised approach as required	Q3	<ul style="list-style-type: none"> Registrants have a clearer understanding of our expectations in relation to the adherence to our standards and social media use Improved evidence-base for decision making in relevant cases 	Q3 onwards	ELT approved approach. This work now incorporated into SCPEs review with plan to review guidance after initial standards consultation.
Expanding our Professional Liaison Service	E1	Expanded Professional Liaison Service, achieving presence in each UK nation.	Q3	<ul style="list-style-type: none"> Increased engagement, education and influence of employers, registrants and other stakeholders across the UK. Improved awareness and understanding of the delivery of health and social care in devolved nations enabling greater responsiveness. 	Q4	Professional Liaison Consultant (Scotland) joined the team in April 2022, recruitment for consultant posts in Wales and NI commenced.
	E2	Development of employer hub and increase in subscriptions to Insights for employers (e-newsletter)	Q3	<ul style="list-style-type: none"> Enhanced support for, and influence with, employers. 	Q4	Employer e-newsletter published in May 2022
	E3	Partner with identified employers and deliver a programme of employer events	Q4	<ul style="list-style-type: none"> HCPC is able to influence the creation of supportive cultures and working environments for registrants Better quality referrals from relevant employers 	2023-24	Webpage to explain and promote the Professional Liaison Service published in June. This includes information about our partnering service. Professional Liaison Consultants are gathering and considering intelligence to identify employers to approach in their regions. Three employer webinars planned for autumn 2022.

	E4	Increased number of 'Joining the UK workforce' events	Q1-Q4	<ul style="list-style-type: none"> • Improved support for international registrants in applying our Standards • Greater understanding of our Standards amongst those entering the UK workforce 	Q1-Q4	x4 programmes of Joining the UK workforce delivered in Q1. One of profession specific (Podiatry) and one in-person workshop held at HCPC offices in May 2022.
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Strategic theme 3 – Develop insight and exert influence			Target delivery (Q)	Benefit measure	Benefit target (Q)	RAG and comment
		Key milestones				
Launching our Programme for Data Excellence	F1	Agreed and assured official data set(s) incorporating all aspects of HCPC business.	Q3	<ul style="list-style-type: none"> Single version of data for official statistics. Mechanism for enabling and replicating cross functional data view in place. Enabling key I&I framework analysis Reduced reliance on, and costs of, external IT providers for certain data reporting tasks. 	Q3 onwards	On track. Delivery dependent on F2
	F2	Agreed definitions, standards, processes and procedures for data.	Q3	<ul style="list-style-type: none"> Improvements to data quality. Analysis production time efficiency gains. Preparedness for future digital transformation work such as a data platform. 	Q3 onwards	Work commenced as part of the Programme for Data Excellence.
	F3	Production of public facing dashboards and reports using assured data (F1) and agreed standards (F2).	Q4	<ul style="list-style-type: none"> Better public visibility of HCPC data. Improved stakeholder relations through more timely meeting of data/analysis needs. Increased value of investment in PowerBI software. 	Q4 onwards	On track. Delivery dependent on F1 and F2.
Delivering our Insight and Intelligence Framework	G1	Expand Insight & Analytics team through the establishment of a new data scientist degree apprenticeship	Q2	<ul style="list-style-type: none"> Sought after talent secured Improved analytical capability 	Q3	On track. Candidate has accepted offer will join in Sept 22.
	G2	Analysis of FtP outcomes by diversity characteristics, focusing on age and sex, where data is available	Q1-Q2	<ul style="list-style-type: none"> Identification of potential unintended systematic EDI disadvantages in the FtP process for further exploration Analysis to inform our EDI action plan and priorities 	Q4	Council seminar held in April and work progressing.
	G3	Use FtP and other data to explore risks and establish characteristics of 'high-risk' registrants	Q1-Q4	<ul style="list-style-type: none"> Analysis enables more targeted upstream regulation and policy activities for HCPC and communication externally so others, including employers, can address key risk areas 	2023/24	Builds on work in G2.

Strategic theme 4 – Be visible, engaged and informed			Target delivery (Q)	Benefit measure	Benefit target (Q)	RAG and comment
		Key milestones				
Strengthening our organisational approach to equality, diversity and inclusion	H1	EDI action plan launched with suitable internal EDI oversight group	Q1	Realisation of the HCPC EDI strategic objectives.	Q1 onwards	Action plan launched and steering group in place. Implementation of action commenced supported by EDI working group and directorate EDI leads.
	H2	Internal audit of our organisation-wide approach to EDI, with actions to address any recommendations	Q4	Scrutiny of our work informs future planning and we are assured that we have robust plans to meet our objectives	2023/24	On track.
	H3	Introduce analysis of our Staff Survey results by protected characteristics	Q3	We understand how our workplace initiatives are experienced differently by groups of people who share protected characteristics	Q4 onwards	Planned hybrid working staff survey responses will be analysed by protected characteristics.
	H4	Introduce formal consideration of impact on our EDI objectives for all relevant ELT and Council decisions	Q2	Every relevant decision taken by HCPC leadership and Council is made with full understanding of its impact on our EDI objectives, and every opportunity to develop our EDI agenda will be utilised	Q2 onwards	Ongoing. All papers are asked to include a brief commentary on EDI issues, seminar delivered to Council on EDI in June focusing on this piece, but future plans to develop more detailed scrutiny at ELT, Committee and Council will be developed.
Increase partnership working with our stakeholders	I1	Expansion of devolved relationships management model to cover a wider range of stakeholders and 4 country relationship management	1. Q2	<ul style="list-style-type: none"> Improved responsiveness to stakeholders through formal structures and proactive relationship management Greater visibility and engagement with HCPC for key stakeholders in each of the four nations 	Q3 onwards	Strategic Relationships Lead in post (joined end of May) and has commenced management for the Trade Union.
	I2	Complete evaluation of initial year of devolved relationship management model	Q4	<ul style="list-style-type: none"> Learning and impact from first year identified and used to inform development of our strategic approach to stakeholder relationships management. 	2023/24	Strategic Relationship Lead has commenced this piece of work, full review planned for end of year.
	I3	Planning and scoping for service user engagement project	Q3	<ul style="list-style-type: none"> A service user perspective will ensure that we are hearing from this hard to reach groups. 	2023/24 onwards	Work not started yet.

Strategic theme 5 – Build a resilient, healthy, capable and sustainable organisation			Target delivery (Q)	Benefit measure	Benefit target (Q)	RAG and comment
		Key milestones				
Delivering year one of our new People Strategy	J1	Develop a comprehensive, strategic workforce plan which encompasses: <ul style="list-style-type: none"> Enabling agile response to resource demand Skills gap analysis Succession planning Increasing apprenticeships 	Q3	<ul style="list-style-type: none"> There is continuity of delivery Staff are motivated as they can see clear progression paths and are trained appropriately HCPC has the right skills in the right roles, with the number of vacancies reduced and less reliance on temporary staff in permanent roles. Turnover no higher than for other benchmark regulators. An increase in motivation and engagement as measured by the annual staff survey. 	2023/24	On track. Comms underway with SLG on workforce planning to identify skills gap. Learning development discussions with L&D manager. BBP – apprenticeship offerings progressed, policy and insights team (in post by Sept).
	J3	Review and relaunch our recruitment processes and induction programme to streamline onboarding and attract the right talent, as well as enhancing user experience and our employer brand.	Q2	<ul style="list-style-type: none"> Enhancing the pool of diverse candidates reducing dependency on Agency staff reduce onboarding time. new starters are given the right level of support through their induction. 	Q4	Review of recruitment processes and induction programme underway. Agency staff usage has reduced from last quarter.
	J4	Introduce Aspiring Leaders programme to develop our future leaders to ready them for management roles.	Q3	<ul style="list-style-type: none"> A year-on-year improvement in progression within the organisation by under-represented groups. The programme supports succession planning 	2023/24	Programme approved by ELT in June, wider comms planned.
Establishing our future hybrid working environment	K1	Undertake Hybrid Working pilot: <ul style="list-style-type: none"> Establish the desired future ways of working for HCPC, and the facilities and technologies needed to enable these Introduce a Hybrid working policy and supporting guidance 	Q2	<ul style="list-style-type: none"> Embedding an agile and new ways of working culture that support the health and wellbeing of employees, improve business performance enhance the employer brand 	Q3-4	In progress. Hybrid workshops delivered and pilot now underway, guidance documents produced to support employees and managers. Office space being reconfigured to support pilot and HCPC laptops have been rolled out to all staff. Hybrid working policy is being finalised for launch.

	K2	Review and update the Digital Transformation Strategy	Q3	<ul style="list-style-type: none"> An updated and agreed strategy that provides a blueprint and roadmap for how technology and digital services will better enable HCPC to deliver its purpose and vision, improve the user experience of our registrants and improve efficiency and security. 	2023/24	No update for this quarter, update will be provided for next iteration.
	K3	Modernisation of our IT infrastructure including: <ul style="list-style-type: none"> The organisation's technical security framework and policies. Business continuity and disaster recovery arrangements Migration to a cloud- and mobile-first approach. 	Q3-4	<ul style="list-style-type: none"> We enable collaborative and partnership working and improve the resilience and cyber security of HCPC's systems and registrants' data. More productive and flexible collaborative working is enabled through the roll-out of industry-standard technology , embedding learning from HCPC's response to the pandemic. 	Q4	Work underway to modernise security policies, laptops and server usage to ensure work in cloud-based way – business continuity and disaster recovery also included.
Ensuring our organisational sustainability	L1	Implement an upgrade to our financial system, so that we have a resilient, fit for purpose system that enables strong financial control and accountability and is better integrated with our core operational systems	Q4	Improvements in financial control and management, as measured by progress against internal and external audit recommendations. Clean statutory accounts delivered on time [not strictly delivered by the BC project, but a core priority]	2023-24	Implementation of financial system delayed due to requirement to retender. However, the appointment of Financial Controller and with year end plans in place will facilitate progress.
	L2	Develop a Financial Sustainability Strategy	Q2	Financial Sustainability Strategy agreed, setting out projections for expenditure, income from fees and efficiencies, to ensure financial sustainability	Q3	Discussion paper presented to may Council.
	L3	Establish a framework for change and benefits management	Q2	Qualitative and quantitative benefits of change and investment projects defined and tracked.	Q3	Approach for Benefits and Change framework identified, next steps are implementation and wider comms.
	L4	Develop an Environmental Sustainability Strategy and implement baseline analysis	Q3	Baseline defined for measuring future improvements in our environmental impact; reduction achieved in year including from impact of utilities usage.	Q4	On track, collating historical details across areas of business to measure our position with advice where required to develop strategy and roadmap and objectives within that strategy.

Strategic theme 6 – Promote the value of regulation			Target delivery (Q)	Benefit measure	Benefit target (Q)	RAG and comment
		Key milestones				
Improving registrant communications	M1	Develop a registrant communications strategy including mapping of registrant user journeys relating to communication and improving registration information and guidance	Q2-4	<ul style="list-style-type: none"> Clear and consistent approach to compassionate and inclusive registrant communication throughout the registrant journey Fewer contacts in relation to registration processes Perceptions survey outcomes in 2023/24 	Q4	In progress.
	M2	Promote high quality professional practice through the development of our digital content and digital audience hubs for students and employers	Ongoing	<ul style="list-style-type: none"> Increased registrant and student engagement with our digital content, improving understanding of the standards and the role of HCPC in promoting public safety Increased engagements with and online support for employers 	ongoing	Ongoing. The student competition drives registrants/students to relevant content (i.e meeting our standard page and student hub).
	M3	Deliver our first student competition	Q3	<ul style="list-style-type: none"> Greater awareness amongst students of HCPC, our role and value Improved understanding of HCPC standards in the next generation of registrants, supporting high-quality professional practice Increased visitors to our student hub, improving understanding of our Standards 	Q4	Student competition launched on May 22 and closes September 22.
Delivering the second year of our Registrant health & wellbeing strategy	N1	Increased support available for registrants involved in FtP cases, including development of a registrant support line	Q3-4	<ul style="list-style-type: none"> Improved information and support for registrants in the FtP process, including underrepresented registrants, promoting their wellbeing. 	From Q1 2023/24	Work not started yet.
	N2	Lay Advocacy support provision for members of the public and witnesses (including registrants)	Q2	<ul style="list-style-type: none"> Enhanced support for members of the public and witnesses to participate in the FtP process. 	Q3 onwards	On track, programme launched in June.
	N3	Review of the HCPC's FtP tone of voice to be more compassionate and accessible.	Q1-Q3	<ul style="list-style-type: none"> Clearer and more compassionate communications with registrants and other parties involved in FtP, supporting registrant wellbeing. 	Q3 onwards	Review and development of FtP process templates is progressing, changes are being made to ensure the tone and language is more compassionate and inclusive.
	N4	Educating and influencing employers in relation to FtP to make the right referrals and provide better support to those involved in FtP cases	Q3	<ul style="list-style-type: none"> Increased support to registrants going through FtP or involved in FtP cases (eg witnesses) Improvements in employer referrals – making the right referrals at the tight time 	2023/24	Insights for employers May 22 focusses on FtP and includes articles on developing a Just Culture from Mersey Care and supporting witnesses involved in FtP hearings.

Chief Executive's report on organisational performance – July 2022

Appendix D

Strategic Risk Register July 2022

HCPC Strategic Risks

Summary of strategic risks

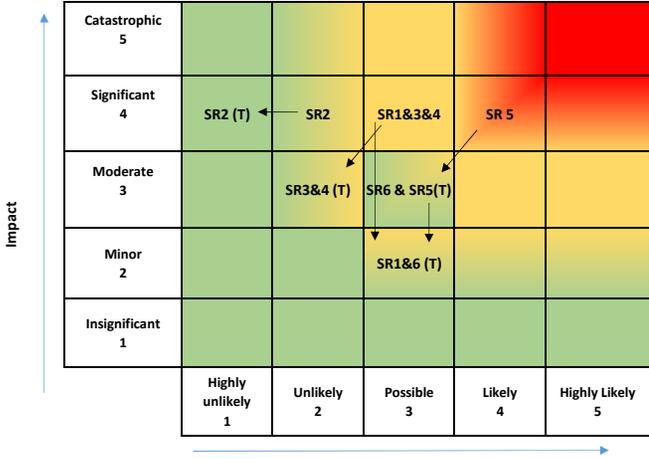
Strategy	Strategic Risks - High Level	Risk Description	Jul-22	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. Our regulatory performance does not meet the expectations of our stakeholders and as a result stakeholders have negative experiences of our regulation	This includes the appropriateness of the timeliness and quality performance targets we set ourselves, being in line with the expectations of our stakeholders. This requires awareness of new developments within the regulatory sector and strong stakeholder engagement to ensure expectations are understood. This risk also relates to the experiences of those participating in our regulatory processes, for example registrants, witnesses, professional bodies and education providers.	12	6
2 - Promote high quality professional practice - 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.	2. The HCPC's regulatory expectations are not appropriate or not understood by registrants and other stakeholders	This includes the quality and suitability of our standards and guidance in setting a threshold for safe practice which protects the public. It also includes how effectively we communicate our regulatory expectations, and the effectiveness of our professionalism and upstream regulation work.	8	4
3 - Develop insight and exert influence - 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.	3. We are unable to harness the benefits of the wealth of data we hold	This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator. It includes the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.	12	6
4 - Be visible, engaged and informed - 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.	4. We do not understand our stakeholders needs and so are unable to be as effective a regulator as we can be	This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change, like the impact of Brexit, devolution or a change in government as well as issues like workforce development.	12	6
5 - Build a resilient, healthy, capable and sustainable organisation - 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.	5. The resources we require to achieve our strategy are not in place or are not sustainable.	This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). It includes the development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.	16	9
6 - Promoting the value of regulation - The public, registrants, students and employers understand the value and importance of regulated health and care professionals.	6. HCPC is unable to realise the benefits of regulatory reform, or these benefits are significantly delayed	Regulatory reform is an essential component to helping HCPC realise its strategic ambition to provide a more human and compassionate regulation through the timely and proportionate disposal of fitness to practice cases.. Benefits also include greater flexibility to make process efficiencies, greater control over funding to enable financial sustainability in the long term and modernise governance structures. This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.	9	6

* Expected risk score post planned actions

Mitigation key

	Preventative
	Monitoring
	Detective
	Remedial
	Horizon scanning
	Best practice development
	Communication

Heat map of strategic risks - residual to target (T)



Strategic risk 1 - Our regulatory performance does not meet the expectations of our stakeholders and as a result stakeholders have negative experiences of our regulation

Risk summary

This includes the appropriateness of the timeliness and quality performance targets we set ourselves, being in line with the expectations of our stakeholders. This requires awareness of new developments within the regulatory sector and strong stakeholder engagement to ensure expectations are understood. This risk also relates to the experiences of those participating in our regulatory processes, for example registrants, witnesses, professional bodies and education providers.

Current risk influencers

- 2020-21 PSA performance report published, acknowledges progress is being made towards meeting standards
- HCPC not meeting a number of PSA standards, remediation is a longer-term effort due to case length
- Increasing international application volumes requiring more resource to process, this has intersected with the annual peak in UK applications and renewals causing some service delays, surge support partner in place to mitigate
- A process review underway to mitigate a repeat of international processing service issues. Surge-support partner contracted to process 4.5k international applications. Developed a specific international application team within Registration to ring fence needed resources
- Online applications project progressing well with international applications now online and plans to roll this out to UK and readmission applications in 2022-23
- Resourcing pressures within regulation directorate due to turnover and competitive employment market. Review of roles and remuneration planned
- The second tranche of FtP Improvement projects are in delivery, remaining focus on embedding of tranche 1 benefits
- Potential for ongoing covid disruption as BAU in new normal and need to mitigate for this in planning
- 2022-23 budget approved by Council provides the needed resources to deliver BAU work and planned improvement projects.
- Pre engagement from stakeholders on planned international recruitment in 2022-23 increases confidence in forward resource needs
- First successful in person hearings held post pandemic restrictions outside of the closed 405 tribunal centre. Permanent legislative provision for remote hearings progressing, consultation analysis underway for presentation to Council May 22
- Education QA model is new and in its first year of running, so stakeholders could experience disruption as the model beds in

Mitigations in place

- Enhanced second line QA plan for 2022-23 to review success of improvements in FtP (and registration & education) in addition to first line QA activity in place, such as the FtP DRG and panel member feedback following each hearing.
- FtP improvement programme and governance in place, FtP improvement oversight board regularly meeting with attendance of PSA and DHSC. Regular self-assessment against PSA standards reported to Council.
- Cross organisational working group focused on PSA standards attainment and learning from other regulators good practice. Participation in inter-regulatory working groups to share good practice and discuss common issues, this is also provided through the use of a panel of legal providers for FtP matters with experience of how other regulators have improved processes.
- Monitoring regulatory performance through performance reporting and KPIs
- Mature feedback and complaints service in place focused on extracting learning when things go wrong.
- Surge support partner in place to address increase in international application volumes and minimise any delay to stakeholders. Online application capability in place for international applications.
- Regular learning and development for Partners and employees
- Registrant health and wellbeing strategy in place.
- Wide range guidance on HCPC's regulatory processes available on our website
Stakeholder perception survey baseline established

Reporting period commentary

Risk Influencers - represents service challenges in registration due to increased international applications, also represents positive impact of surge support partner in place. Positive influencers include progress of legislative provision for remote hearings, process reviews, horizon scanning and FtP improvement progress

Risk Score - First scoring as risk was redefined with Council approval. FtP, Registration and Education functions have differing risk profiles, this score represents the amalgamation

Planned Mitigations - good progress in initiating workstreams at start of year. Online UK applications due to go live June will be a significant step forward, international applications already online

Review date
Jul-22

Risk owner
ELT Lead - Executive Director of Regulation

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	5	25
Current risk	4	x	3	12
Target risk (planned mitigations in place)	2	x	3	6

First scoring

Risk Appetite

Our risk appetite for actions to achieve regulatory quality is open, our risk appetite for actions relating to compliance is measured.

This risk needs to be rated in the green/amber range to meet the risk appetite due to the measured appetite for compliance (PSA standards) we currently are not meeting a number of PSA standards and have a comprehensive improvement programme in place to address this.

Reaching the target risk score is dependent on

- The launch and successful embedding of the new Education QA model.
- Registration applications being online, volumes reducing and the review of the international process.
- Changes from FTP improvement programme embed and evidence that improvement is lasting in medium – long term.

Current risk level is one level outside of risk appetite

Planned mitigations 2022-23

progress

Transition to frontloading of FtP cases (Q1-4)	Appointed external legal providers and developing front loading criteria and process aim to go live in June.
Protection of title review (Q1-3)	Work not started due to operational demands and priorities
Consolidating the benefits from the new Education QA model (Q3-4)	Paper will be presented to ETC (Sept)
Delivery of future Registration Operating Model including international process review (Q1-4)	Pilot to ring fence international team commenced
Delivery of education provider self-service (Q1-2)	MUP of the Education portal completed and deployed at the portal end of March
Expand delivery of online Registration services to include UK and readmission applicants (Q1-3)	UK Online portal target for launch on the W/C 6th June 2022
Delivery of Phase 2 of FtP Case Management System	Preparing for Initiation in June. Discovery phase complete
Increased support available for registrants involved in FtP cases, including development of a registrant support line (Q3-4)	Work not started yet.
Lay Advocacy support provision for members of the public and witnesses (including registrants) (Q2)	Initial onboarding and set up with a supplier, training with team (May) launch the support programme from June.
Review of the HCPC's FtP tone of voice to be more compassionate and accessible. (Q1-3)	Review of templates progressing

Strategic risk 2 - The HCPC's regulatory expectations are not appropriate or not understood by registrants and other stakeholders

Review date
Jul-22

Risk owner
ELT Lead - Executive Director of Professional Practice and Insight

Risk summary
This includes the quality and suitability of our standards and guidance in setting a threshold for safe practice which protects the public. It also includes how effectively we communicate our regulatory expectations, and the effectiveness of our professionalism and upstream regulation work.

Current risk influencers

- Professional liaison team - Scotland based resource in place and beginning engagement events. 22 PL events planned between March and May 22 demonstrating increase of reach possible.
- Recruitment for key roles in Policy and Communications teams successful bringing the team to full complement once post holders join.
- Materials supporting registrant understanding of Duty of Candour, Reflective practice guidance and supervision toolkit published.
- Revised SOPs approved by Council March 22. Implementation planning well developed and wide ranging.
- Review of SCPE commenced.
- 2022-23 includes a review of SCPE, implementation of SOPs and launch of SETs review. These are our three cornerstone standards and delivering this volume of work could be challenged by regulatory reform resource demands depending on timing of HCPC reform.
- Changes to SOPs may pose risk to registrant understanding of expectations if implementation plan not effective.
- Project to develop preceptorship guidance commenced this includes commissioning research.
- Changing expectations of our professions' practice, including as a result of pandemic response, technology or other societal events.

Mitigations in place

- Public consultation process in place
- Engagement with key stakeholders/experts for widescale profession specific changes to standards
- Guidance provided on meeting our standards, 'My Standards' webinar series
- Dedicated website hubs for registrants, students, employers, members of the public, education providers
- Dedicated Covid Hub covering practice in pandemic
- Policy enquiries function available to support understanding and application of our standards
- Regulatory approach to advanced practice defined and agreed by Council
- Professionalism Liaison service in place influencing employers, using knowledge to effect change through engagement and advice

	Impact	Likelihood	Risk Score
Inherent risk	5	x	5
Current risk	4	x	2
Target risk (planned mitigations in place)	4	x	1

No change

Risk Appetite

Our risk appetite for actions to achieve regulatory quality is open, the appetite for actions related to communication and profile is seeks.

This makes the risk appetite target level within tolerance if below amber. We are confident that our standards and guidance are fit for purpose and so this risk is currently within risk appetite.

However, to maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

Current risk level is within risk appetite

Planned mitigations 2022-23	progress
Publication and implementation of revised Standards of Proficiency (SoPs)(Q1)	Council approved SOPs in March. Commenced implementation plan.
Review of Standards of Conduct, Performance and Ethics (SCPE) and launch consultation on any proposed revisions. (Q2-3)	paper will be brought to June ETC meeting to launch process
Initiate review of Standards of Education and Training (Q4)	No update for this quarter.
High quality programme of #myhpcstandards events to promote excellence in professional practice, eg duty of candour, sexual misconduct, reflective practice, supervision and professionalism, and some profession specific events based on evidence of risk (Q4)	Programme of #myhpcstandards webinars planned and will begin on 8 June with a webinar about reflective practice. Promotion of events has commenced.
Carry out preparedness for practice research (Q2-4) Engagement and consultation on the development of preceptorship guidance (Q3-4)	Policy Manager now in post (May) leading on the project. Preceptorship paper will be presented at ETC (Sept) with the aim of going to July Council.
Review social media guidance and develop and consult on revised approach as required (Q3)	No update for this quarter.
Expanded Professional Liaison Service, achieving presence in each UK nation. (Q3) Increased number of 'Joining the UK workforce' events (Q1-4)	Professional Liaison Consultant (Scotland) joined the team in April 2022, recruitment for Consultant posts in Wales and Northern Ireland will commence in Q2.
Development of employer hub and increase in subscriptions to Insights for employers (e-newsletter) (Q3) Partner with identified employers and deliver a programme of employer events (Q4)	Employer e-newsletter published May 2022, dedicated engagement events with targeted employers commenced

Reporting period commentary

Risk influencers - reflect significant piece of work, review of SOPs approved and planning for implementation progressed. The recruitment of a PL consultant based Scotland is a positive influence as it is expanding our reach with the aim to build the team to be UK wide. Resources in policy team also at full complement following successful recruitment.

Mitigations progress - good progress made on planned mitigations implementation

Risk score - is not expected to reduce over 2022-23 but may increase should regulatory reform for HCPC commence as this would require reprioritisation of Policy resource and other standards related workstreams may not progress as planned in response

Strategic risk 3 - We are unable to harness the benefits of the wealth of data we hold (benefits - better regulatory decisions, prevention, workforce planning, influencing the agenda)

Review date
Jul-22

Risk owner
ELT lead - Executive Director of Professional Practice and Insight

Risk summary
This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator. It includes the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.

- Current risk influencers**
- Programme for data excellence, a Corporate Plan 22-23 commitment, has commenced with initial work on data dictionary. While no data platform in place yet, IT team delivered successful proof of concept for the first use of a limited data lake, improving the accessibility of some data sets
 - HCPC still at beginning of data capability improvement with significant development still required
 - Data Engineer recruited due to join HCPC in July. Insight and Analytics apprenticeship developed recruitment to commence in June
 - Ongoing risk of single point of failure for operational performance data reporting. Capability and capacity challenging and underutilisation of Power BI functionality. Executive considering future approach
 - Analysis of FTP outcomes linked to age and sex EDI characteristics produced. April 22
 - 1st provisional house statistical analysis report on EDI data was published in September 21
 - % of registrant EDI data held has improved with 57% of those renewing opting to provide data. System improvements will go live in September to increase prominence of data collection as part of online registration processes
 - Partnership funding secured which includes funding to improve our data capabilities
 - Insights and Intelligence Framework setting out priorities and approach for data analysis approved Sep21 in delivery

- Mitigations in place**
- 📢 Publication of FtP, Education and Registration information and datasets through annual reports and FOI requests
 - 📄 Insights and Intelligence Framework agreed, setting out priorities and approach for data analysis.
 - 👤 Dedicated resource for Analysis and Intelligence and Professionalism and Upstream Regulation

Reporting period commentary

Risk Score - While good progress has been made in the reporting period we do not expect the risk score to reduce until the programme for data excellence is well progressed and delivering results. The additional of data engineer expertise will also improve the risk outlook once embedded. As agreed during the review of strategic risks in March 22, professional liaison work has been moved out of SR3 into SR2 to enable greater focus on data in SR3.
Planned mitigations - Many are interlinked and interdependent

	Impact	Likelihood	Risk Score
Inherent risk	5	x 4	20
Current risk	4	x 3	12
Target risk (planned mitigations in place)	3	x 2	6

No change

Risk Appetite
Our risk appetite for actions to achieve regulatory quality is open, the appetite for actions related to communication and profile is seeks. These categories are not a direct link however and consideration is needed of the future expectations for data use in regulation and that we are at the start of our development in this area. . Therefore, our appetite for this risk is to be within the green-amber scale rather than a higher appetite.

To reach our target we need to have the data platform in place to enable an analytics environment. We will require a more substantial I&A team, as well as more systematic data collection through online applications to increase the % of registrant characteristics data held.

Current risk level is one level outside of risk appetite

Planned mitigations 2022-23	progress
🏗️ Agreed and assured official data set(s) incorporating all aspects of HCPC business. (Q3)	➡️ On track
🌟 Agreed definitions, standards, processes and procedures for data. (Q3)	➡️ Work commenced as part of Programme for Data Excellence
📊 Production of public facing dashboards and reports using assured data and agreed standards (Q4)	➡️ Dependent on actions above
🏗️ Expand Insight & Analytics team through the establishment of a new data scientist degree apprenticeship (Q2)	➡️ On track
🔍 Analysis of FtP outcomes by diversity characteristics, focusing on age and sex, where data is available (Q1-2)	➡️ Council seminar held in April and work progressing
🔍 Use fitness to practise and other data to explore risks and establish characteristics of 'high-risk' registrants (Q1-4)	➡️ Will build on action above

Strategic risk 4 - We do not understand our stakeholders needs and so are unable to be as effective a regulator as we can be

Risk summary

This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change, like the impact of Brexit, devolution or a change in government as well as issues like workforce development.

Current risk influencers

- An interim stakeholder CRM has been implemented to improve stakeholder engagement management and insights. Relationship managers system embedding well and being implemented with agreed prioritisation. Strategic Relationships Lead recruited and will join HCPC in May. Recruitment of Communication Business Partners successful.
- Two quarterly professional body forum meeting have been held since introduction
- ⊕ Service responsiveness within registration impacting negatively, forms a risk to HCPC reputation. Surge support has been put in place
- ⊕ Social media activity relating to physio renewals causing unnecessary concern to stakeholders and registrants.
- ⊕ Positive engagement in public affairs on regulatory reform, the value of regulation and development of the Health and Social Care Bill
- ⊖ Ops functions not resourced to respond as quickly as other regulators to urgent Government needs
- Positive engagement across the 4 nations in the reporting period. Scotland based Professional Liaison resource in place and has commenced engagements
- ⊕ EDI action plan approved by Council March 22. EDI Strategic Lead delivering speaking engagements with professional bodies. % of registrant EDI data held has improved with 56% of those renewing opting to provide data, focus on increasing complainant EDI data collection included in 2022-23 priorities

Mitigations in place

- 🚧 ELT relationship building and liaison with key stakeholders particularly Government Departments, professional bodies, other regulators, unions
- 📢 Operational level relationship manager engagement for key stakeholders in place across HCPC
- 📢 Communications and strategic engagement supported by Luther Pendragon
- 🔍 Horizon scanning and intelligence gathering including from relationship building to be aware of external drivers and influencers, early planning, and scenario development
- 📢 EDI strategy and action plan informed by independent audit of EDI practice. EDI stakeholder forum & internal EDI employee forum.
- 📢 Policy statement on approach to MOUs in place, a number of MOUs agreed with key stakeholders
- 📢 Analysis and action planning from feedback mechanisms including corporate complaints, FtP stakeholder surveys, stakeholder opinion polling and education provider survey
- 📢 Personal engagement plans for Chair & Chief Executive in place

Reporting period commentary

Risk influencers - Negative impact on perception due to responsiveness issues in registration (due to surge in applications) in reporting period physio renewals resulted in negative sentiment from professional body. Positive elements include the approval of the EDI action plan and establishment of internal steering group to monitor progress. % data held increased to 56% was 45% at time of March report.

Risk score - We do not anticipate the risk score reducing and expect a negative impact on stakeholder sentiment should the HCPC seek to increase its fees in 2022-23 to fund essential development work to meet stakeholder expectations.

Planned mitigations - first planned mitigation complete will move into mitigations in place next iteration.

Review date

Jul-22

Risk owner

ELT lead - Executive Director of Professional Practice and Insight

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	5	25
Current risk	4	x	3	12
Target risk (planned mitigations in place)	3	x	2	6

No change

Risk Appetite

Our risk appetite for actions related to communication and profile is seeks.

Current risk is outside of appetite due to our not meeting the PSA EDI standard and needs to be within the green/amber range to come within appetite.

To meet our target risk our new engagement approach needs to embed which involved organisation wide relationship managers, an central CRM system is required for this to be truly effective. The target also requires the scaling up of the Liaison service to have UK wide engagement. This risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.

Current risk level is one level outside of risk appetite

Planned mitigations 2022-23

progress

📢 EDI action plan launched with suitable internal EDI oversight group (Q1)	✓	Action plan launched, steering group established, implementation of action plan has commenced
🔍 Internal audit of our organisation-wide approach to EDI, with actions to address any recommendations (Q4)	➡	Work not started yet
📢 Introduce analysis of our Staff Survey results by protected characteristics (Q3)	➡	Hybrid working staff survey responses will be analysed by protected characteristics.
📢 Introduce formal consideration of impact on our EDI objectives for all relevant ELT and Council decision (Q2)	➡	All papers are asked to include a brief commentary on EDI issues, future plans to develop more detailed scrutiny
📢 Expansion of devolved relationships management model to cover a wider range of stakeholders and 4 country relationship management (Q2)	➡	Underway
📢 Complete evaluation of initial year of devolved relationship management model (Q4)	➡	Work not started yet
📢 Planning/scoping for service user engagement project (Q3)	➡	Work not started yet
📢 Dedicated communications plan to support fees consultation in planning	➡	Planning underway supported by partners Luther Pendragon

Strategic risk 5 - The resources we require to achieve our strategy are not in place or are not sustainable

Review date
Jul-22

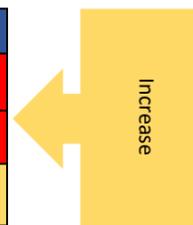
Risk owner
ELT - ED of Resources and Business Performance

Risk summary
This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). It includes the development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.

Current risk influencers

- Longer term approach to business planning is a focus, mapping of the delivery of the 5 year strategy and clear timetable in place for CP and Budget approved. Income strategy development commenced
- HCPC's last fee rise was reduced and delayed resulting in an impact on our medium to long term financial sustainability
- Ongoing legal test case (HCPC not a party) may impact on HCPC to be determined when Appeal concludes.
- System process interface issues between finance and registration systems, selected supplier did not sign the contract so required to retender. Head of IT & Digital Trans leading project. Aiming to be completed in time to ease Audit and Annual Report process
- Working group established to support external audit 2021-22, learn from challenges of 2020-21 and mitigate issues
- Paper to PRC June 2022 to discuss advice from Specialist consultancy on Estates plans and options. Increased Hybrid working at office
- Majority of organisation remote working increases risk of silo working
- Ongoing requirement to fund development and maintain financial stability, dependant on external factors and internal factors
- Grant funding for Covid response secured. Funding for data development from partnership at contract stage. Additional grant funding options being sought from DHSC etc. Temporary Register financial support from DHSC likely to finish within next 6 months
- Competitive jobs market and financial constraints limit our ability to match market rate increases, impacting ability to secure the right skills/experience
- People strategy approved and launched. First two tranches of HR policies reviewed based on prioritisation of impact
- Internal Audit of Financial Controls resulted in a number of high priority recommendations. Good progress has been made on implementing these with the ARAC informed on progress. Follow up audit planned to provide assurance of resolution.
- Finance team roles being filled with the right skills and capability to support the wider business. Few further roles to support systems and cross department functions in place or being developed. Some employees on loan from Registration to assist. Improved cross dept working
- Change management framework in development with a focus on benefits realisation and change control governance

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	5	25
Current risk	4	x	4	16
Target risk (planned mitigations in place)	3	x	3	9



Risk Appetite

Financial and Value for Money - how will we use our resources? – Measured
People - how will we lead our workforce? – Seeks

Current risk is outside risk appetite, the risk needs to be within the amber/green rate.

To meet our target risk we need to have in place a robust finance and registration interface, a stable budget and forward planning process with a 2-3 year forward planning timeframe and we need to have enacted our People Strategy and have confidence it is effective. The target also requires our financial reserves to be in a better position and the resources avoid deficit budgets.

Current risk level is one level outside of risk appetite

Mitigations in place

- Adherence to budgeting and financial management and reporting processes which are subject to internal and external audit e.g. NAO. Medium-Term Financial Strategy incorporating an efficiency action plan.
- All employees are set goals and objectives and undertake annual performance review which includes an assessment against our values (Fair, Compassionate, Inclusive, Enterprising) promoted through all employee performance system and seeks to identify training needs.
- HR includes a central learning and development function, which runs an annual learning and development plan for commonly identified skill and knowledge needs in addition to annual compliance training in areas such as data protection, bribery, EDI.
- Employee Forum acts as a consultation group for organisational change.
- Adherence to HR processes in relation to recruitment, annual performance development review and learning and development for Partners and employees.
- Effective IT system design maintaining confidentiality, integrity and availability of data. Digital transformation strategy provides roadmap for improving our IT systems.
- Maintenance of ISO27001 Information Security standard which is subject to external audit / Regular independent security assessments of key IT infrastructure.
- ELT monthly monitoring of productivity of all departments through detailed performance reporting.

Planned mitigations 2022-23	progress
Develop a comprehensive, strategic workforce plan (Q3)	On track
Review and relaunch our recruitment processes and induction programme to streamline onboarding (Q2)	Review of requirement processes and induction programme underway
Introduce Aspiring Leaders programme to develop our future leaders to ready them for management roles. (Q3)	Reviewing providers to deliver training
Undertake Hybrid Working pilot, establish future ways of working and the facilities and technologies needed, introduce a Hybrid working policy and supporting guidance (Q2)	Pilot underway, workshops held guidance documents produced. Office space being reconfigured and roll out of HCPC laptops to all staff
Review and update the Digital Transformation Strategy (Q3)	No update for this quarter
Modernisation of our IT infrastructure (Q3-4)	Work underway
Implement an upgrade to our financial system (Q4)	Delayed
Develop a Financial Sustainability Strategy (Q2)	Paper to Council in May for approval.
Establish a framework for change and benefits management (Q2)	Work underway
Develop an Environmental Sustainability Strategy and implement baseline analysis (Q3)	Work underway

Reporting period commentary

Risk Score
Increase from last iteration due to competitive job market posing a challenge to securing the right people, the impact on long term sustainability of the reduced fee rise initiated in 2018 and only implemented in 2021. Also adverse findings of a recent internal audit report relating to historical financial controls, finance team has been stabilised and many of the recommendations made have been completed, the results of a follow up audit will provide objective assurance that the risks highlighted are no longer live.

Planned mitigations
Workforce planning & recruitment - Comms with SLG on workforce planning, identify skill gap analysis. Learning development discussions with L&D manager. Apprenticeship offerings, policy and insights team. Agency staff usage has reduced from last quarter.
Modernisation of IT infrastructure - work underway to modernise security policies, laptops and server usage to ensure work in cloud-based way – business continuity and disaster recovery also included.
Financial system upgrade - Implementation of financial system delayed due to submitting a retender. However, the recent appointment of Financial Controller and with year end plans in place will facilitate progress
Establish a framework for change and benefits management - approach for Benefits and Change framework identified through a group workshop and overview of approach presented to SLG. Project initiation framework being updated to mandate benefit identification at point of Initiation and trackers being developed. Guidance being developed and will be presented for approval to ELT to mandate benefit plan prior to investment start.
Environmental Sustainability Strategy - on track – collating historical details across areas of business to measure our position with advice where required to develop strategy and roadmap and objectives within that strategy.

Strategic risk 6 - HCPC is unable to realise the benefits of regulatory reform, or these benefits are significantly delayed

Review date
Jul-22

Risk owner
ELT lead - Chief Executive

Risk summary
Regulatory reform is an essential component to helping HCPC realise its strategic ambition to provide a more human and compassionate regulation through the timely and proportionate disposal of fitness to practice cases. Benefits also include greater flexibility to make process efficiencies, greater control over funding to enable financial sustainability in the long term and modernise governance structures. This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.

	Impact	Likelihood	Risk Score
Inherent risk	4	x 5	20
Current risk	3	x 3	9
Target risk (planned mitigations in place)	2	x 3	6

First scoring

- Current risk influencers**
- HCPC engaging with DHSC on how the recommendations of KPMG on the future regulatory landscape will be taken forward.
 - HCPC engagement on Health and Social Care Bill led to positive change.
 - Performance against PSA standards could increase organisational vulnerability during a time of regulatory reform.
 - Continued uncertainty on timing of GMC s.60. Absence of an overall roadmap for reform after the GMC's s.60
 - Working group meeting weekly to oversee HCPC activity and engagement on reg reform this includes a dedicated policy resource to enable HCPC to feed into legislative drafting.
 - Funding unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated long process to achieve this
 - Draft GMC s.60 shared with regulators for comment, HCPC has participated in cross regulatory, and DHSC, round table discussions. HCPC working collaboratively with NMC to ensure HCPC is a priority for reform
 - Focus on bringing forward the regulation of Physicians Associates through GMC s60 at the detriment of other regulators requirements Personnel change within DHSC, longstanding main contact will change. Complexity and progress of regulatory reform.
 - Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform. Includes meeting with the four health ministers.
 - Collaboration with stakeholders such as HEE and NHSEI provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform
 - Proven model of multi profession model of regulation. Reform agenda open to benefits of model

Risk Appetite

Our risk appetite for actions to achieve regulatory quality is open, the appetite for actions related to communication and profile is seeks.

Current risk is within appetite.

The target risk will be reached if the outcome of regulatory reform and broader reforms compliments and endorses the multi profession regulation model. This requires successful HCPC engagement and effective messaging.

Current risk level is within risk appetite

- Mitigations in place**
- ☀️ Communications and strategic engagement, including parliamentarians, on regulatory reform supported by Luther Pendragon.
 - 🏗️ Some dedicated policy resource in place
 - 🕒 Weekly internal steering group
 - 🔍 Participation in cross regulator analysis of draft legislation and other regulatory themes and exploring joint working with NMC
 - 📊 Funding and resource required for progression of regulatory reform quantified within budget as a financial risk. Assessment of de-prioritisation of other development work undertaken to create capacity for regulatory reform.
 - 🏗️ HCPC medium term financial plan in place to seek to make provision for regulatory reform.

Planned mitigations 2022-23	progress
🗨️ Engagement with DHSC on regulatory reform as they develop GMC's legislation as a blueprint for our own. (Q2)	➡️ Responded to DHSC consultation, maintaining engagement with stakeholders. Awaiting timetable details to inform resourcing.
🏗️ Develop a Financial Sustainability Strategy (Q2)	➡️ Paper to Council in May for approval.

Reporting period commentary

Influencers and risk score - first scoring as risk is new agreed by Council. HCPC is not in control of many of the influencers of regulatory reform and its progression. A key driver of the risk is the uncertainty of timescales presenting a challenge to resource planning and scale up. Additional resource will be required, HCPC is unable to fund this until it is required which is unknown, and the job market is competitive as experiences with recent recruitment. Benefits of regulatory reform well understood from draft legislation presents a rare opportunity to transform stakeholders experiences of regulation.

Risk Likelihood scoring

	Strategic	Programme/Project	Operational
Highly likely 5	"Clear and present danger" represented by this risk - will probably impact on this initiative - sooner rather than later.	Likely to occur in the life-cycle of the project, probably early on and perhaps more than once.	The threat is likely to happen almost every day.
Likely 4	Likely to happen at some point during the next one or two years.	Likely to happen in the life-cycle of the programme or project.	May well happen on a weekly basis.
Possible 3	May well occur during the lifetime of the strategy.	May occur during the life of the programme or project.	May well happen on a monthly basis.
Unlikely 2	Only small chance of occurring in the lifetime of the strategy.	Not likely to occur during the lifecycle of the programme of project.	Does not happen often - once every six months.
Highly unlikely 1	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.

Risk impact scoring

	Public Protection	Finance	Reputation	Operations	Strategy	Information Security
Catastrophic 5	A systematic failure for which HCPC is ultimately responsible. Exposes the public to serious harm in cases where mitigation was expected.	Unfunded pressures greater than £1 million.	Incompetence/ maladministration or other event that will destroy public trust or a key relationship.	Services to stakeholders are unavailable for an extended period of time (days)	Strategy rendered invalid	Significant breach of confidential information involving extensive quantities of data. Regulatory investigation required
Significant 4	A systematic failure for which HCPC is ultimately responsible. Exposes more than 10 people to harm in cases where mitigation was expected.	Unfunded pressures £250k - £1 million.	Incompetence/ maladministration that will undermine public trust or a key relationship for a sustained period or at a critical moment.	Services to stakeholders are unavailable for a significant period of time (hours)	Progress on multiple strategic objectives is stopped.	Significant breach of confidential information involving limited quantities of data. Regulatory investigation required.
Moderate 3	A systemic failure for which HCPC is ultimately responsible. Exposes more than 2 people to harm in cases when mitigation was expected.	Unfunded pressures £50,000 - £250,000.	Incompetence/ maladministration that will undermine public trust or a key relationship for a short period. Example Policy U-turn.	Services to stakeholders are significantly disrupted. Services are degraded or responses are slow for an extended period of time (days).	Progress on 1 strategic objective is stopped.	Limited breach of confidential information No regulatory investigation required
Minor 2	A systemic failure which results in inadequate protection for individuals/individual communities, including failure to resolve celebrity cases.	Unfunded pressures between £20,000-£50,000.	Event that will lead to widespread public criticism.	Services to stakeholders are disrupted. Services are degraded or responses are slow for a significant period of time (hours)	Progress on multiple strategic objectives is slowed.	Significant or widespread non-compliance to information security policy by employees. No breach of confidential information
Insignificant 1	A systemic failure which fails to address an operational requirement	Unfunded pressures under £20,000.	Event that will lead to public criticism by external stakeholders as anticipated.	Services to stakeholders are disrupted for a short period of time (minutes).	Progress on 1 strategic objective is slowed.	Minor or one-off non-compliance to information security policy by employees. No breach of confidential information

HCPC Risk Appetite - agreed February 2021

<p>Regulatory Quality - Open How will we deliver effective regulatory functions?</p>	<ul style="list-style-type: none"> • Our focus is on long term and lasting quality in our regulatory delivery. We have to take risk and challenge ourselves to achieve positive change. Sticking with a low-risk status quo will limit our progress. • We are open to risks that will further us in our aim of delivering excellent regulatory functions. • We are prepared to try new approaches that do not have a guarantee of success where the potential benefits of success outweigh the consequences of failure. • We proactively seek to reduce public protection risk through the promotion of professionalism and prevention. • The risks we are willing to take do not have a significant chance of long-term negative impacts on our regulatory quality. We accept that in striving for excellence and trying new approaches, short term issues may arise which we will seek to mitigate as best we can. • It is essential that mitigations to ensure ongoing public protection are in place as a foundation of taking risks to improve our regulatory quality.
<p>Compliance – Measured How will we comply with our statutory, regulatory and policy requirements?</p>	<ul style="list-style-type: none"> • We have a preference for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward. • We are willing to take decisions that could be challenged only where we are confident we would be successful in defending against such challenge, and the adverse consequences of being unsuccessful are minimal. • We are willing to take low level risks of negative PSA performance impact given the appropriate controls are in place and we consider the potential benefits are required to maintain or improve our PSA standard performance. • It is essential that the long-term achievement of PSA standards is assured.
<p>Communication and Profile – Seeks How will we be viewed by our stakeholders?</p>	<ul style="list-style-type: none"> • We are eager to be innovative in content and method in order to communicate more effectively, despite greater inherent risk. • We are willing to express our views and communicate on issues where stakeholder opinion is divided, but where the HCPC has a legitimate voice and the Council has an agreed policy position. • In communicating our views, we are willing to accept the possibility of manageable reputational risk or a negative, but not irreversible, impact on a stakeholder relationship. • We acknowledge that being bold in communicating our position may lead to increased scrutiny from stakeholders. We accept this risk as being necessary to enable the HCPC to assert its voice and shape debate in the furtherance of excellence in regulation. • We seek meaningful two-way dialogue with our stakeholders, even where this may pose a risk to our profile due to uncomfortable feedback. • It is essential that the HCPC's voice is not perceived to be party political. The HCPC is neutral as a public body.
<p>People – Seeks How will we lead our workforce?</p>	<ul style="list-style-type: none"> • We are eager to be innovative and to choose options that increase our effectiveness as an organisation despite greater inherent risk. • We are prepared to accept risk as long as there is the potential for improving culture, recruitment and retention. • We want to innovate to improve our culture and working environment. • We are willing to review and restructure where this is needed, accepting the potential for short term disruption in order for the HCPC to benefit from better ways of working. • It is essential that risk taking in this area is consistent with the HCPC's values and culture. As an employer are committed to upholding and promoting Equality, Diversity and Inclusion.
<p>Financial and Value for Money – Measured How will we use our resources?</p>	<ul style="list-style-type: none"> • We are prepared to accept the possibility of limited financial loss where it does not have the potential to impact on our going concern. • Value for money is our primary concern in financial expenditure but we are willing to consider other benefits or constraints. • We are funded through registrant fees and we have a responsibility to ensure we invest cautiously to minimise loss while maximising benefit. • We accept that investments may be long term and take time to deliver rewards, appropriate benefit realisation monitoring is required to mitigate risk in investments. • It is essential we remain a financially viable organisation to ensure continued public protection through continued operation. Significant financial risks are not compatible with this requirement.