
Chief Executive's report on organisational performance September 2022

Executive Summary

This paper provides the Council with updates on the organisation's performance since the July 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.

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 June 2022

Previous consideration	This is a standing item, considered at each Council meeting. As previously agreed by Council the March, July, September and December 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 December 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 - September 2022

Contents

1. [Chief Executive's Organisational Assessment](#)
2. [Stakeholder Engagement](#)
 - 2.1 [Public affairs](#)
 - 2.2 [Stakeholder engagement](#)
 - 2.3 [Relationship management](#)
 - 2.4 [Communication](#)
3. [Regulatory Development](#)
 - 3.1 [Registration](#)
 - 3.2 [Fitness to Practise](#)
 - 3.3 [Education](#)
 - 3.4 [PSA standard performance](#)
 - 3.5 [Regulatory reform](#)
 - 3.6 [Policy and Standards](#)
 - 3.7 [Professionalism and Upstream Regulation](#)
 - 3.8 [Equality Diversity and Inclusion](#)
 - 3.9 [Insights and Analytics](#)
4. [Covid Temporary Register](#)
5. [Organisational Development](#)
 - 5.1 [People and Culture](#)
 - 5.2 [Hybrid Working & Estates](#)
 - 5.3 [Partners](#)
 - 5.4 [Finance](#)
 - 5.5 [Business Change](#)
 - 5.6 [Digital Transformation](#)
6. *Appendices*
 - A - [Chief Executive Meeting List](#)
 - B - [KPI dashboard & data](#)
 - C - [Corporate Plan 2022-23 milestone tracker](#)
 - D - [Strategic Risk Register](#)

1. Chief Executive's Organisational Assessment

This report includes the Corporate Plan milestones tracker; KPI dashboard and data and updated Strategic Risk Register which was considered by the Assurance and Risk Committee alongside the Operational Risk Register at its most recent meeting in September.

Good progress is being made against most of the key Corporate Plan milestones, with many quarter 2 milestones being complete. There has been some slippage in relation to the Protection of Title review (A1) which we now anticipate commencing towards the end of Quarter 3. This is due to operational demands and prioritisation of resourcing. However, recent data reviewed by ELT shows a reduction in the open POT case load and significant increase in the number of cases being closed. Whilst positive progress has been made with the expansion of the Professional Liaison Service (E1) with the recent appointment of a Professional Liaison Consultant for Northern Ireland, the recruitment of a consultant for Wales was not successful and a second round of recruitment is therefore necessary.

Improving our core regulatory functions

With regards to registrations, there continues to be improvement with our international application performance against service standards and KPIs, with the median time for processing applications to first assessment decision now within the service standards. Our arrangement with the third-party providing surge capacity support has now concluded, with all applications now being managed by the in-house team. However, we retain the option to call upon the additional support should the rate of new international applications exceed the revised forecast numbers.

Pleasingly the introduction of online applications for UK applicants, coupled with establishing a dedicated team, has ensured we have been able to process these applications well within our service standards during the summer peak. Historically we have seen our performance dip during the peak months, so the changes that have been made have ensured greater resilience within the registrations team to manage peaks in activity.

Our responsiveness in relation to answering telephone calls and emails continues to improve. Emails are consistently being answered well within our service standard, and telephone responsiveness is improving due to a combination of the benefits of the recently rolled out cloud telephony system and training more people to answer calls. There is further work we need to do to improve call response times, which includes further enhancements to our core IT systems to provide real time information on the progress of applications.

A detailed update on the performance of the Fitness to Practise department is provided in a separate paper. But in summary, there continues to be steady improvement in both quality and timeliness and we are beginning to see the positive impact of the move to frontloading FTP investigations.

Collaboration and engagement

Much of the focus of our engagement with stakeholders over the summer has been on our financial sustainability plans and proposed fees consultation. We have had a number of meetings with the trade unions, professional bodies and government

officials to discuss our income strategy. These meetings have provided valuable challenge and input which have helped inform our proposals.

I had the pleasure of attending the launch of the Professional Standards Authority's new report *Safer care for all – solutions from professional regulation and beyond*, at a reception hosted by Baroness Finlay of Llandaff at the House of Lords. The report covers four key themes: tackling inequalities; regulating for new risks, facing up to the workforce crisis and accountability, fear and public safety. The main recommendation in the report is the appointment of an independent Health and Social Care Safety Commissioner for each UK country. The PSA envisage that these commissioners would identify current, emerging and potential risks across the whole health and social care system. They would also coordinate public inquiries and reviews and monitor how recommendations are implemented. The PSA is holding a one day conference in November to provide an opportunity to explore and discuss the themes of the report.

Organisational culture

Of particular note is the improvement in our employee sickness and turnover metrics which is a reflection of the impact of the People Strategy. As part of our commitment to hearing directly from employees, a quarterly pulse survey was conducted over the summer, the findings of which will be shared with the People and Resources Committee.

On hybrid working, colleagues have been using the newly configured office space and have had the opportunity to try out different types of meeting room technology as part of the hybrid working pilot. It has been encouraging to see more colleagues coming into the office to use the office for collaborative working. As we move to hybrid working, ensuring that our people remain connected to the wider organisation is important, especially for new starters. With this in mind, an all employee gathering took place in Kennington Park earlier this month which provided employees to get together informally and connect with colleagues they do not necessarily interact with on a regular basis. An evaluation of the hybrid working pilot, informed by employee feedback, will be considered by the Executive Leadership Team in October.

Finally, we were all deeply saddened by the death of Her Majesty the Queen. On behalf of HCPC I offered our sincere condolences to King Charles and the Royal Family. Whilst our core regulatory work continued during the period of National Mourning, it was necessary to rearrange a number of planned events and fitness to practise hearings. I would like to thank those colleagues who had to rapidly make the necessary changes.

2. Stakeholder engagement summary

2.1 Public Affairs

Financial Sustainability

A meeting has been arranged in late October between our Chair and Feryal Clark MP, Shadow Minister for Primary Care and Patient Safety, to discuss the HCPC's registrant fees. This is part of a process of engagement with government, the devolved administrations, professional bodies, trade unions and other key stakeholders on the HCPC's initial thinking regarding a rise in registrant fees, to ensure the HCPC remains financially viable and can meet its statutory obligation of protecting the public.

Further engagement with ministers, shadow ministers, civil servants and other stakeholders will take place both prior to and at the time of the launch of the public consultation, as well as throughout the consultation period.

Ministerial engagement

The Chair and I sent a letter outlining the HCPC's performance, progress, and future plans to Humza Yousaf MSP, Scottish Cabinet Secretary for Health and Social Care. The letter requested a meeting with the HCPC, which the Cabinet Secretary agreed to hold but subsequently had to postpone. A new date is currently being arranged.

A letter was also sent by the Chair to the newly appointed Secretary of State for Health and Social Care, Thérèse Coffey MP. As well as congratulating the Secretary of State on her appointment, it highlighted the HCPC's role in maintaining and growing workforce capacity in the health and care sector and emphasised the need to modernise the legislative framework for professional regulation. At the time of writing the new Minister of State for Health had not been announced.

2.2 Stakeholder engagement

Financial Sustainability

There has been an intensive period of dedicated stakeholder engagement to support work on our income strategy. In addition to government and parliamentary engagement, we have been engaging with professional bodies and trade unions to seek feedback and inform the development of a consultation on our fees which aims to secure HCPC's future financial sustainability. Feedback from this engagement has been captured and considered in developing our consultation approach.

Registrant fees were the subject of a meeting between our Chair, Council member David Stirling and representatives from trade unions in Scotland. I also met with Unison to discuss the issue, which was also the subject of a meeting between the HCPC and GMB in early September.

I had the opportunity to discuss our proposals with a number of professional bodies at the September meeting of the AHP Federation, where I held a question and answer session.

We will be publishing the consultation document and equality impact assessment with a series of questions which can be answered via a survey platform. We will

highlight the consultation to registrants and other key stakeholders through a range of channels, including our social media platforms, our website and newsletters.

Our engagement work will continue through the September to December (12-week) consultation period, and will focus on raising awareness and understanding of our proposals. This will include discussions at our quarterly Professional Body Forum in late September, a series of webinars for registrants and other stakeholders, specific service-user focus groups and regular check ins with key stakeholders and groups to ensure all our stakeholders are aware of, and encouraged to engage with and respond to, our consultation so that we can take this into account in determining our approach.

Standards

The revised Standards of Proficiency (SOPs) were published on 1 August, with targeted communications to key stakeholders such as professional bodies, education providers, registrants and employers. Stakeholders have been involved throughout SOPs review process and events have been set up and continue to run to explain the changes and support registrant awareness. Professional bodies have also been closely involved, including through dedicated briefing events and relationship management engagements. Periodic check-ins have also been scheduled to ensure that we effectively respond to feedback over the 12-month lead-in period prior to implementation in September 2023.

Stakeholders have also been engaged in developmental policy work, such as pre-consultation engagement relating to preceptorship and our review of the Standards of Conduct Performance and Ethics (SCPEs). This has included dedicated sessions for different groups, as well as public workshops to capture the views of registrants directly. 12 preceptorship principles meetings/workshops were held in August, attended by upwards of 500 people. On SCPEs, seven workshops were held between 1 and 7 September attended by just over 100 people. These workshops have included stakeholders such as professional bodies, trade unions, employers (including the private sector), students, education providers, representatives from across the four UK nations, members of the public, service users and registrants.

Wider engagement

Alongside project work, established engagements continue with trade union colleagues every quarter. Quarterly meetings are also in place with officials and Chief Allied Health Professions Officers and Chief Scientific Professions Officers across each of the four UK nations, with our next quarterly professional body forum due on 22 September. These scheduled engagements enable us to regularly update key stakeholders on our improvement journey, as well as flag upcoming work and respond to our stakeholder's needs, queries and feedback.

We also continue to respond to wider stakeholders' requests for engagement. For example, in late July we met representatives of the British Orthopaedic Foot and Ankle Society (BOFAS). This group does not represent HCPC registrants, but BOFAS sought the meeting to discuss the HCPC's regulatory processes for podiatrists practising podiatric surgery and how these were being applied in light of the increasingly complex practice of these registrants. Both our organisations are committed to protecting the public and we were happy to share how our processes

ensure high standards as well as to work with experienced professionals to learn where gaps may exist. We look forward to further work with BOFAS in the future.

2.3 Relationship management

Professional bodies have dedicated relationship managers to speak to between formal meetings, and these contact points are continuing to prove effective and popular.

There have been improvements made to the Relationship Management (RM) model, which provides a named HCPC member of staff as the key contact for each professional body. This has included periodic briefings for all RMs to promote best practice in stakeholder engagement, including guidance on how to most effectively capture notes and actions from meetings/interactions, so that these can be better collated and escalated to senior colleagues. Feedback from professional bodies have been positive.

During renewal periods these relationships become even more important, and processes are in place to ensure improved visibility and engagement at these critical times. RMs are also now provided with key updates every two weeks, to highlight main areas we wish to discuss and give clear lines to take on both key policy and operational matters. This has helped focus the RM system, provide clarity for RMs and ensure effective co-ordination of messaging to our stakeholders.

The Strategic Relationship Lead has also deepened relationships with trade union contacts and government officials and has taken on the role as lead relationship manager for the larger groups of professional bodies, including the Allied Health Professions Federation.

2.4 Communications

During the reporting period communication activity supported the integration of equality monitoring questions within online renewals, the renewal period for chiropodists, podiatrists and hearing aid dispensers and the publication of new website guidance for international applicants.

Our August edition of 'In Focus', our registrant newsletter, focused on the updates to our standards of proficiency and associated webinars. The email received an increased open-rate of 50%. It also included a survey to gauge awareness of claiming back tax on our fees. It promoted our work on preceptorship, our new graduate survey and our new approach to determining the most appropriate format for hearings.

Social activity during this period included promotion of International Paramedics Day, South Asian Heritage Month, Prosthetists and Orthotists Day 2022 and World Physiotherapy Day.

In September we communicated changes to our services during the national mourning period and for the Bank Holiday on 19 September for Queen Elizabeth II's state funeral. While core regulatory services continued during the mourning period, non-essential communications and events were paused and rescheduled to a later date as appropriate.

Key external communication published on our website during this period included:

News / resources:

- [HCPC is looking for two new lay Council members](#)
- [Chiropodist, podiatrist and hearing aid dispenser renewals - window closing soon](#)
- [Remote hearings consultation analysis and decisions](#)
- [HCPC updates standards of proficiency](#)
- [Join our latest #myhcpcstandards webinars - look in-depth at the updated Standards of Proficiency](#)
- [Joint statement on the closure of the COVID-19 Temporary Register](#)
- [Christine Elliott reappointed as HCPC Chair](#)
- [August Bank Holiday 2022 - Service availability and how to contact us](#)
- [Her Majesty the Queen - a statement by the HCPC](#)
- [Our services during the period of national mourning](#)

Blogs:

- [An opportunity to join our Council, and help shape the future of healthcare](#)
- [Updated standards of proficiency - inside the changes](#)
- [Supporting registrants with a flexible approach to hearings](#)

3. Regulatory Development

3.1 Registration

UK applications to join our Register

I am pleased to report that the annual summer peak of UK applications to join our Register from new graduates from our approved programmes was managed within service levels at all times. The team have been able to improve performance in this area as a result of the benefits of online applications and a dedicated UK applications team to manage this process. This has enabled performance against the KPI for UK applications to be consistently met this financial year so far.

International applications to join our Register

There continues to be a high volume of new online international applications, with an average of 250 per week being received in the last three months. Despite this, we have achieved our public service level performance target between June and August¹. This is the first time this service level has been achieved in over 12 months and demonstrates that the investments being made to improve capacity and efficiency are having the desired impact.

However, we have more work to do to ensure we maintain this performance and achieve a steady state across all parts of the international process.

A detailed performance report regarding our international performance was considered by the Education and Training Committee in September which can be read [here](#).

Service responsiveness

Our email response time has improved in the reporting period, being sustained at 3 working days in July and 2 working days in August. This KPI (to respond to emails within 5 working days of receipt) has been met since June 2022.

The telephone call answer rate was 81% in August which was our best performance in over a year and continues to improve with September's monthly answer rate increasing to 85%, as at the 12 September. While still not where we want to be in terms of our target (90%), we are making progress towards this target and we continue to enhance our call handling processes.

Registration renewals

We are continuing our work to engage more frequently with professional bodies during the renewal windows and use our data more proactively. Chiropodists / podiatrists and hearing aid dispensers were the most recent professions to complete their renewal periods. Recent renewal rates are provided right.

Profession	2022	2020
Arts therapists	93%	91%
Dietitians	95%	94%
Chiropodists/podiatrists	92%	94%
Hearing aid dispensers	88%	92%

¹ Median processing time from receipt of application to first assessment decision within 60 working days.

3.2 Fitness to Practise

A separate paper is provided to Council with an update on our performance as part of the FtP Improvement Programme.

Remote hearings

Council's decision relating to remote hearings was published on 21 July. This was supported with a series of events and publications, including engagement with professional bodies, as well as webinars for registrants. The webinars and the approach we're taking to making decisions about hearing format going forward were well received both in relation to the outcome itself and how this was communicated.

We expect our new permanent rules to be laid in parliament in November 2022, but recognise that the timeframes may be subject to change as a result of having a new government in place.

Compassionate regulation

The review of the tone of voice we use in FtP has progressed, with guidance being produced that articulates our intended inclusive and compassionate tone. We have recruited two secondees as dedicated resource to apply this guidance to each of the templates and documents we use within our FtP communications. We expect to develop this new suite of templates by the end of the financial year.

We have also engaged with [Pohwer](#), a charity and an external provider of advocacy services, to provide lay advocacy support designed for complainants and witnesses who may need additional support to access and engage effectively with the FtP process. Pohwer are used by a number of other public bodies, including Local Authorities and fellow professional regulators, including the NMC.

We have begun to roll out this service, which allows us to provide additional support for patients, service users and other complainants to ensure their voices are effectively heard during the FtP process.

The current phase of our FtP Improvement Programme includes plans to provide an independent wellbeing support line for registrants subject to an FtP investigation.

Since June 2022, each member of the Executive and Senior Leadership team has written a blog explaining what compassionate regulation means to them. These internally published blogs also identify the changes that have been made to help colleagues overcome the barriers to being compassionate, which were identified at the 'Becoming a compassionate regulator' workshops held November 2021 - January 2022.

3.3 Education

We introduced our Education Quality Assurance model in September 2021. The aim of the new model is for HCPC's Education function to be flexible, intelligent and data-led in our risk-based quality assurance of education providers.

We have now evaluated our first year of operations through internal audits, analysis of assessments and outcomes data, and interactions with stakeholders through

surveys and workshops to understand their experience. The purpose of this evaluation was to ensure we considered the operation of the model, and made improvements where required. Evaluation activities showed the model had delivered what we intended, namely:

- Achievement of risk-based outcomes which are proportionate and consistent;
- Operation of efficient and flexible quality assurance processes;
- Using a range of data and intelligence sources to inform decision making.

We have now closed off the 'change programme' and will continue to operate and develop the model as part of a continuous improvement. The full analysis was discussed with the Education and Training Committee in September, the report can be read [here](#).

3.4 PSA standard performance

Over the last 18 months, a significant amount of work has been done to improve our performance against the PSA standards of good regulation. The progress of these initiatives has been actively shared with Council, as well as directly with external stakeholders including the PSA.

As with all major improvement programmes, the impacts are not visible immediately, especially externally. Due to the pragmatic timelines of the improvement work, and the dates of the performance review cycles, we know that our improved performance will not begin to be reflected until the current 2022-23 cycle is completed.

We understand that there is still more work to be done to progress and fully deliver the improvement work needed to perform consistently and effectively. The tone of the last two performance reports from the Authority was positive and encouraging, and the acknowledgement of our commitment to Equality, Diversity and Inclusion reflected in meeting standard 3 shows that we can sufficiently evidence improvements in performance in order to meet standards.

With the PSA's case file audit approaching in Q3 we will be seeking to the significant progress we have made to be acknowledged in our future performance reports.

3.5 Regulatory reform

We continue to work closely with the DHSC and other regulators on proposals to reform regulators' legislative frameworks. Work on the regulation of physician and anaesthesia associates is nearing the point of public consultation and the draft legislation, the Anaesthesia Associates and Physician Associates Order, which will provide the blueprint for other regulators' legislation, has been shared with the HCPC.

We are also continuing to work closely with the NMC and have also deepened engagement with the GMC, holding discussions with GMC counterparts on our approaches and key themes in the reform programme.

While the change of government and royal events have caused some delays to government announcements, we nonetheless expect to receive greater clarity over the coming weeks on the next steps for regulatory reform.

3.6 Policy and Standards

Recognition of professional qualifications and trade agreements

We have continued to engage with the Department of Business, Energy and Industrial Strategy (BEIS) as the UK develops a framework for the recognition of professional qualifications following our exit from the European Union. This work has taken place through the Association of UK Regulators on Europe (AURE) as well as the Regulated Professions Advisory Forum. We are currently undertaking work to ensure that the HCPC will be compliant with the new Professional Qualifications Act 2022.

We have also enjoyed a good working relationship with the Department for International Trade (DIT) via the Regulated Professions Advisory Forum. This has included having sight of trade deals as they are being negotiated and having a platform to raise any concerns we may have. DIT has confirmed that it shares the view with UK regulators that while trade deals may make provision to encourage mutual recognition of each country's professionals, each regulator has the final say on the requirements to gain entry to their register and the standards which must be met to protect the public.

Welsh language standards

The HCPC's Welsh language scheme has been in place since 2011 and sets out our commitment to offer services to the public in Welsh on an equitable basis with English. The Welsh Government and Welsh Language Commissioner have been developing legislation for healthcare regulators to replace the individual schemes. This legislation passed the Senedd earlier this year and will begin to come into force at the end of October 2022.

We are in the early stages of discussions with the Welsh Language Commissioner to determine how the new standards will be implemented for the HCPC. For the most part, the new standards build on provisions already included in our scheme such as our commitment to respond to correspondence in Welsh in the same time scales as English and providing the opportunity for FtP hearings taking place in Wales to take place in Welsh. We will continue to update Council as discussions with the Commissioner progress.

Preceptorship principles

Our work to produce guiding principles for preceptorship provision continues in partnership with Health Education England (HEE). As part of the project, HEE commissioned research to look at AHP preceptorship and over the last month we have been extensively testing the research findings with key stakeholders. As part of this we hosted three public workshops with around 400 attendees from a variety of professional and educational backgrounds. We have also undertaken focused discussions with representatives from across the four nations and from each of the

15 professions regulated by the HCPC. This has enabled us to develop further the draft principles, ahead of a public consultation.

The Education and Training Committee have discussed the draft principles at their September meeting and have recommended the updated principles to Council for consultation. Due to the short timescales involved, the final consultation document is due to be shared with Council electronically approval outside of meeting towards the end of September.

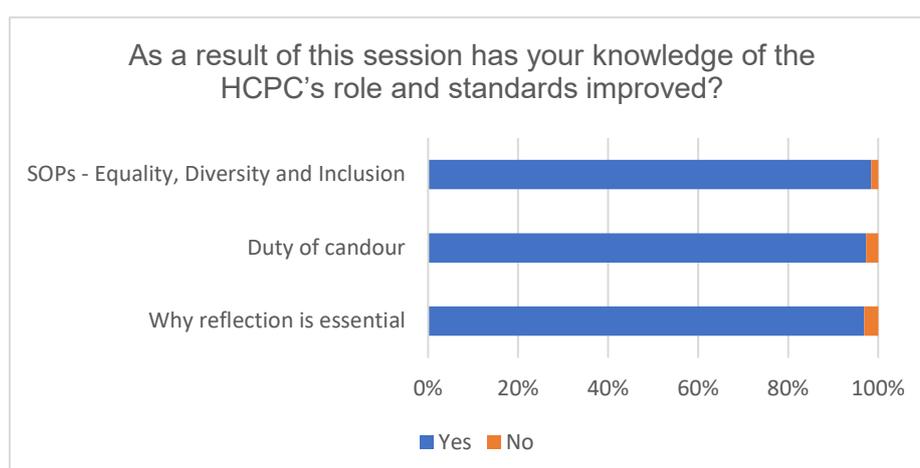
3.7 Professionalism and Upstream Regulation

Registrants

In July, we delivered two virtual 'Joining the UK workforce' workshops to 176 international registrants. These workshops support our new international registrants as they transition into UK practice. Feedback for these sessions remains very positive, with 100% of participants across the two sessions rating them as either 'good' or 'very good' and 98% saying they had a better understanding of HCPC's role as a result of the session.

We are currently collaborating with West Suffolk NHS Foundation Trust and the NMC to develop and deliver an in-person 'Joining the UK workforce session' to internationally recruited AHPs and nurses who have joined the Trust in the last year.

We launched our #myhpcstandards programme for August to November 2022. This is programme of webinars and workshops for HCPC registrants, which explores the standards and how to achieve and embed them in practice. We work through practical examples of every day ethical and professional challenges. The autumn programme includes five webinars that will support the implementation of the new Standards of Proficiency and webinars exploring reflection, duty of candour, safeguarding and supervision. At the time of writing, 966 registrants had attended the webinars held to date, and we have received the following feedback:



In July, we participated in West Suffolk NHS Trust's AHP 'Inspiring leaders' day. We spoke about fitness to practise and managing unprofessional behaviour. 100% of attendees said they would recommend this session to their colleagues and 75% said they would change their practice as a result of this session.

Students

HCPC's first student competition closed on 4 September, and we have begun judging the eight entries received. We invited students to create a learning session for their fellow students, which explore the principles and challenges of being open when things go wrong. This topic was selected to align with our focus on the duty of candour, and the development of materials for registrants on this area, published in February 2022. While entries were not as high in number as we had hoped, we have received some good quality entries and the competition announcement also drove traffic to our student hub, increasing awareness of HCPC's role and standards. We will build on this year's experience to inform our approach going forwards. One winning entry and two runner up entries will be selected and planning is underway for the presentation of awards, which provides further opportunities to promote HCPC's role and high quality professional practice. £300 in vouchers will be awarded for first place and £150 in vouchers for second and third places.

On 30 August, we delivered our 'Becoming a health and care professional' workshop in person to third year paramedic students at the University of West London. This received excellent feedback, with 100% of the students saying the session had improved their knowledge of the HCPC's role and standards.

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 explored topics including the role of the HCPC and standards, confidentiality, duty of care, raising concerns, duty of candour and registering with the HCPC. The feedback received was again very positive, with 94% of attendees saying their practice would change as a result of the session and 99% saying they would recommend the session to others. We will deliver this programme again to the next cohort of students at Cardiff, and have been approached by Plymouth University to deliver the programme to their international students in 2022/23.

Employers

In June, we published our Insights for employers e-newsletter, which featured articles on embedding a just culture, managing concerns and supporting staff involved in fitness to practise. The lead article was provided by Mersey Care, known for being one of the first NHS organisations to focus on introducing a just and learning culture. Our next edition will be published in October and will focus on supervision.

Our employer webinar programme will now commence in October 2022, having been postponed for the period of national mourning. We will deliver a series of three webinars exploring:

- How the new Standards of proficiencies apply to your HCPC staff
- Registration: what you need to know as an employer
- Developing a professional culture: learning from fitness to practise cases

We are also partnering with the South East Coast Ambulance Service and the College of Paramedics, to develop and deliver workshops on understanding fitness to practise and self-referrals.

Professional Liaison Team development

During the reporting period, we advertised for two Professional Liaison Consultant roles in Northern Ireland and Wales, to complement our existing two roles in Scotland and England. We worked closely with stakeholders in Northern Ireland and Wales in publicising these roles and are very grateful to them for supporting our recruitment process.

We are delighted to have appointed a Professional Liaison Consultant in Northern Ireland, who is due to join the team in November 2022. While we were unfortunately unable to recruit a Consultant in Wales in this round, we will begin a further round of recruitment this month, supported by increased engagement.

3.8 Equality Diversity and Inclusion

Since December 2021 we have been asking registrants to provide their diversity data when they renew their registration. This is supporting us to make significant progress in building registrant diversity data. Including those registrants who participated in the EDI Survey exercise in 2021, we now have information for 44% of active and registered professionals, up 14 percentage points from the 30% achieved in March 2022. For those renewing since December, percentages are much higher, for example at 82% for both hearing aid dispensers and chiropodists/podiatrists, the last two professions to renew. This has meant that EDI information, and analysis performed by our Insights and Analytics team, has been able to be better used in the development of equality impact analyses for a number of HCPC workstreams, including the fees consultation and the work on reviewing our Standards for Conduct, Performance and Ethics.

We are continuing to drive further improvements to data collection. In early September, we improved our processes so that collection is now integrated within the renewal process (prior to completing renewal). HCPC registrants renew every two years, with each of the 15 professions renewing at set times, determined in primary legislation, over a two-year period. We anticipate significant further progress in collection rates as the remaining nine professions complete their renewal cycles through 2022 and 2023 using this enhanced collection process.

In October, the HCPC's Internal Auditors, BDO LLP, will undertake a review of our EDI work to identify any areas of development for ensuring we continue to meet our statutory obligations and strategic ambitions in the delivery of our EDI action plan.

We have also met with our colleagues in other healthcare regulators as part of the Joint Healthcare Regulators EDI Forum to embark on shared workstreams aimed at harmonising our approaches to data collection, and learning from each other wherever possible.

3.9 Insights and Analytics

As referenced above, developing and deepening our EDI analysis of FtP data has been a key focus over the summer period. Initial internal analysis was carried out in relation to age and sex/gender. This initial analysis showed that older males were more likely to be involved in FtP cases, however, there is further work to do in order to understand impacts through the process and to bring in additional factors which could be impacting on outcomes.

Delivering the core priorities of the team has been challenging over the summer period, due to the amount of work required to access and cleanse data and reactive work to support key organisational priorities. Nonetheless EDI analysis continues, and the team has also carried out provisional analysis of deregistration rates for first-time UK-route registrants, which we aim to share with Council later this year.

Data quality issues are continuing to be addressed through the Programme for Data Excellence and a 'proof of concept' data lake has been developed for key data sets, this provides a strong platform for further development.

Recruitment is underway for a fixed term Data Standards Officer post to accelerate our work to establish clear and agreed definitions, standards, procedures and processes for data. In addition, in early September, we were delighted to welcome a new Data Scientist Apprentice. In September, the team carried out a review of the first year of delivery of the Insight and Intelligence Framework, which will be presented to the Council at its September meeting.

4 Covid Response

4.1 Temporary Register

The table below sets out the number of temporary registrants on each of the registers as of 12 September 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

At the time of writing it is expected that the Temporary Register will close at the end of September 2022, we have 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. We have also published a joint statement with Chief Allied Health Professional Officers and Scientific Advisers across the four nations of the UK thanking volunteers and encouraging those practising to return to the full Register.

5 Organisational development

5.1 People and Culture

People

A comprehensive KPI report on our performance against the People Strategy and other work to support our people was presented to the People and Resource Committee in September. This can be read [here](#). Highlights included a reduction in turnover and sickness absence and an increase in internal career progression. 20 out of 36 recruitment campaigns resulted in internal appointments. PRC also heard from the Head of HR about progress in further strengthening and improving HCPC's organisational culture.

As part of our commitments within the People Strategy, we are focusing on supporting performance and career progression. We have upskilled our internal Learning and Development teams to deliver training across the organisation where possible. This has the benefit of cost savings, but more importantly as our people are within the organisation, they are closer to the values and vision of the HCPC.

Engagement with our Annual Performance and Development Review (APDR) process has improved, with 89% of eligible employees having completed an ADPR for 2021-22. This is the highest level so far. After allowing for employees on long-term sick leave (5% rounded) the completion rate is 94%, above the 90% completion target set in the People Strategy. HR have followed up with the managers of the remaining 6% of employees and will actively monitor completion of the mid-year reviews about to get under way. Based on the analysis of last year's ADPR returns we have launched our annual organisational learning plan, which comprises nineteen learning and development programmes in 2022-23.

Culture

We will hold an all-employee event in September. This will be an informal gathering in Kennington Park giving employees the chance to get together in person and build networks across the organisation. As part of our Wellbeing Strategy we have also set up informal meetings bringing together employees who do not have the opportunity to connect through day to day business.

Hearing directly from our employees is key to ensuring that our development work is focused in the right areas. Our HR team have recently introduced drop-in sessions, allowing employees to ask any HR related questions. These meetings have been very well attended and have received positive feedback. We have also conducted a quarterly pulse survey, the analysis of which will be presented to a future People and Resources Committee.

5.2 Hybrid Working & Estates

Hybrid working

Our hybrid working pilot completes at the end of September. The pilot has included establishing a variety of physical spaces with support for hot desking, while maintaining dedicated areas for those larger departments with more regular onsite

attendances. Our use of space has also ensured that we can meet the accessibility needs of all our employees.

The use of technology is also key to our new ways of working, both in the office and remotely, and a trial of collaborative working technologies has been undertaken, building on the project work previously reported to provide all employees with a HCPC issued modern laptop.

Employee feedback so far has been positive and that the pilot approach had been well communicated. A survey is currently underway to capture the views of as many employees as possible, which combined with wider feedback will help inform the findings and recommendations that will be considered by ELT in October.

Estates and Sustainability

Plans to develop a sustainability strategy were outlined at the People and Resources Committee in June and updated in September. We have met a number of other healthcare regulators to inform our planning, both to reduce our organisational carbon footprint and in relation to wider considerations about engaging registrants more widely on sustainability issues in the future. We have signed a contract for the procurement of expert advice to help us to establish a baseline for our current carbon footprint and define metrics to inform targets towards net zero, likely to cover office space, travel, procurement, energy and waste. People and Resources Committee also discussed a report on future estates plans in light of the move to hybrid working.

5.3 Partners

HCPC currently has 640 Partners in 782 roles, an increase on last quarter (588 Partners in 732 roles). Recruitment activity has been high over the summer, with the need to replace 54 fitness to practise Partners whose Partner Service Agreements ended in July 22 and 8 education visitor Partners who resigned. We have also been recruiting for Registration Assessors to meet our increase in international applications. We are currently in the process of recruiting additional Legal Assessors to improve availability as wider court activity has increased. A detailed report on Partner management was discussed with the People and Resources Committee in September and can be read [here](#).

5.4 Finance

As noted at the July Council meeting, early in 2022 our Internal Auditors BDO LLP undertook a review of our key financial controls which resulted in a low assurance rating. All recommendations from the review have been completed or are near to completion and a detailed update was provided to the Audit and Risk Assurance Committee. A follow-up review will be undertaken by the Internal Auditors in October which will provide an opportunity to evidence the progress made.

Annual Accounts

Significant progress made with finalising the financial accounts and narrative for 2021-22. We are awaiting the completion of the audit review and anticipate seeking Audit and Risk Assurance Committee and Council approval in October.

5.5 Business Change

The Business Change Team was created at the end of 2021 and is a centre of expertise to strengthen HCPC's management of our portfolio of investment projects and to ensure value from our core Regulatory applications. An update on the development and work of the team was presented to the People and resources Committee in September. The update included the progress made on embedding a benefits culture and a change culture across the investment portfolio, including the expansion of the activities in the project investment process. This report can be read [here](#).

In October the HCPC's Internal Auditors BDO LLP will be supporting the development of the team through a workshop to explore industry best practices and to help the team to plan out next steps in embedding good change management and benefits focus within the organisation.

Investment projects

ELT now receive a monthly project portfolio report from the Business Change Team, showing progress against milestones and spend for each of the projects in the portfolio. Nine projects are active in the portfolio as outlined below.

Project Name	Status
Registrations (Online Apps)	Delivery
Business Central	Initiation
Hybrid working	Delivery
FTP Phase 2	Delivery
Data Excellence	Discovery
Online Experience	Not initiated
Education Enhancements	Not initiated
Tone of Voice	Delivery
HEE partnership	Delivery

Regulatory systems

Registration

Both international and UK application processes are now fully online. The system has also been configured to enable greater EDI collection. Provision of EDI data is now integrated into renewals (NB – 'prefer not to say' remains an option for those not wishing to provide this data). Benefits realised due to these projects include the following:

- c32,700 fewer calls to the Registration team following the implementing a system change to allow registrants self-service when activating their HCPC accounts.
- Achieved the PSA standard for EDI – a contributing factor was the increased data obtained through systematic enhancements.
- More than 12,000 registration applications submitted through the online portals which reduces manual effort to process papers, supports easier

recognition of scrutiny fees responding to the financial auditor note to ensure correct dates are used for deferred income.

- Removing the paper-based approach has resulted in a positive impact of error reduction, improved efficiency and applicant experience and sustainability benefits.

FtP Phase 2

Enhancements are being implemented based on feedback from users during phase 1. Phase 2 will also include an online concern form which is in development and is expected to go live at the end of 2022.

5.6 Digital Transformation

HCPC's first Digital Transformation Strategy was published in April 2021 and remains a core part of successfully delivering on HCPC's new five-year corporate strategy. The Strategy acknowledges that it needs to be reviewed and renewed on a regular basis to ensure the organisation is in the best position to exploit the latest technologies, approaches and, importantly, that the strategic needs are still relevant. A review is therefore underway, to ensure that the Strategy remains aligned with the strategic needs of the organisation and incorporates learning from the progress already made and evolving good practice in other sectors. The People and Resources Committee discussed the executive's plans to review the strategy and vision at its September meeting (which can be read [here](#)) and it is intended to bring forward an updated strategy to the December meeting of the Council .

Chief Executive – John Barwick

Meeting schedule period covering 11 July 2022 – 27 September 2022

GMB Quarterly Meeting	12 July 2022
Attendance as witness at the David Fuller Inquiry	18 July 2022
FTP Improvement Board	19 July 2022
NHS Education for Scotland	19 July 2022
NHS England and NHS Improvement - NHS Long Term Workforce Planning engagement meeting	22 July 2022
NHS England and NHS Improvement – National Joint Strategic Oversight Meeting	25 July 2022
Unison, meeting to discuss initial proposal for registrant fees	25 July 2022
British Association of Prosthetists and Orthotists (BAPO) - meeting to discuss initial proposal for registrant fees	27 July 2022
CEORB Meeting	27 July 2022
British Association for Music Therapy (BAMT) - meeting to discuss initial proposal for registrant fees	8 August 2022
Royal College of Speech and Language Therapist (RCSLT) - meeting to discuss initial proposal for registrant fees	8 August 2022
Royal College of Occupational Therapists (RCOT)- meeting to discuss initial proposal for registrant fees	10 August 2022
Suzanne Rastrick Chief Allied Health Professions Officer for England – quarterly catch up	11 August 2022
Society of Radiographers (SOR) - meeting to discuss initial proposal for registrant fees.	11 August 2022
Scottish Government officials – including Chief Allied Health Professions Officer and Chief Healthcare Science Professions Officer	22 August 2022
CORU Benchmarking	22 August 2022
Unite the Union - meeting to discuss initial proposal for registrant fee	23 August 2022

CEORB meeting	26 August 2022
SPC Health & Social Care Westminster Forum Projects	31 August 2022
Academy of Health Care (AHCS)	1 September 2022
GMB meeting to discuss initial proposal for registrant fees	1 September 2022
Ginny Hanrahan – Chief Executive Officer – CORU	2 September 2022
NHS England Workforce, Training and Education function – KPMG	5 September 2022
Allied Health Professions Federation (AHPF) Board meeting	6 September 2022
PSA - Launch of <i>Safer Care for all</i> – House of Lords	6 September 2022
GMB Quarterly meeting	8 September 2022
Sharing Intelligence Health and Care Group – Health Improvement Scotland	15 September 2022
Unite the Union Quarterly Catch up	15 September 2022
Unison - meeting to discuss initial proposal for registrant fees	15 September 2022
Professor Ian Young – Chief Healthcare Science Officer Northern Ireland	15 September 2022
DHSC and Scottish Government - meeting to discuss initial proposal for registrant fees	16 September 2022
The British Dietetic Association (BDA) meeting to discuss initial proposal for registrant fees	20 September 2022
Dr Rosie Benneyworth – HSIB’s Interim Chief Investigator	22 September 2022
HENSE 2022 Q3	22 September 2022
NHS England & NHS Improvement National Joint Strategic Oversight meeting	26 September 2022
PSA/HCPC Chair and Chief Executive meeting	26 September 2022
Annual touching base meeting Katerina Kolyva (Council of Deans for Health)	26 September 2022

Chief Executive's report on organisational performance – September 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	Aug 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 under 50% 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. A fuller picture of our performance is provided in the FtP Performance Update paper.												
2022		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22				
1: Pre ICP	%	40%	56%	44%	44%	46%	36%	21%	31%				
2: Final Hearing	%	38%	0%	6%	0%	19%	21%	16%	22%				
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	Aug 22	
What it tells us	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.												
Reporting period commentary	<p>In July, we received notification that the PSA had applied to the High Court to appeal a final hearing decision. This matter is still at an early stage of the appeal process.</p> <p>This quarter (Q2) to date we have not received any learning points from the PSA. PSA issue learning points to highlight areas for improvement in the quality of final hearing decisions. This is the first quarter when we have not received any such feedback from the PSA. Improving the quality of our final hearing decisions has been a key element of our improvement programme.</p>												
2022-23		Q1 Apr-Jun			Q2 Jul-Sep			Q3 Oct-Dec			Q4 Jan-Mar		
S.29 Appeals	Number	0			1								
PSA Learning Points	Number	11			0								
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	Aug 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	<ul style="list-style-type: none"> In August, we completed the approval process for 25 programmes. Despite the high volume we were within our KPI of 30 days. Despite experiencing resourcing challenges from February to July, we delivered approval for all programmes which requested it for September 2022. This means that those programmes were able to start as planned. In this reporting period, we set conditions on approval on one case. This was the first time we set conditions within the last 12 months We are still within our KPI of setting conditions on <20% of cases – we monitor against this measure as it enables us see if we are continuing to manage and deal with potential risks and issues against the standards earlier in the process, rather than resorting to formal requirements through conditions at the end of the process. This shows that we have been able to provide support to, and engagement with, education providers – which is important to timely and high-quality outcomes <p>This also shows that governance arrangements are working well, with the Education and Training Committee Panel being confident to make decisions based on visitors' reports</p>												
		Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22
1	%	0	0	0	0	0	0	0	0	0	0	0	8
2	days	N/A	27	15	N/A	29	52	8	25	35	41	40	30

Registration

Measure	KPI 4 – Registration responsiveness								Period	Aug 22			
	1 - Decision on 95% of all UK registration applications within 10 working days 2 - Decision on 95% of all international registration applications within 60 working days 3 - Answer 90% of telephone calls 4 - Respond to emails within 5 working days												
What it tells us	<p>Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed Registration performance data.</p> <p>KPI 1 and 2 R: <80%, A: 81-94%, G: >95% KPI 3. R: <70%, A: 70-89%, G: >90% KPI 4 R: >11 days, A: 6-10 days, G: <5 days</p>												
Executive commentary	<p>UK applications: Performance against the KPI for UK applications has been consistently met. The peak time for UK applications is June – September when students graduate and apply to join the Register. We have met our KPI throughout the summer peak. Moving to online applications forms and establishing a dedicated UK application team has contributed to this performance. The online application portal for UK applications went live on the 15 June 2022, as at the 31 August 2022, 7,451 applications have been submitted online.</p> <p>International applications: We continue to receive a high volume, with an average of 250 new international applications received per week over the past 3 months. However, the percentage of international applications reaching the first assessment decision within 60 working days continues to improve. As reported to ETC the median has been back within our 60 working day target since June 2022. In August 2022, this was 38 working days, improving from 55 working days in June 2022 (when we achieved this target for the first time since early 2021). This positive progress is as a result of the surge capacity support introduced in February 2022, the introduction of online applications and setting up a dedicated international registration team.</p> <p>Calls: The telephone call answer rate was 81% in August 2022 which was our best performance in over a year and continues to improve with September’s monthly answer rate increasing to 85%, as at the 12 September 2022. While still not where we want to be in terms of our target, we are making progress. We are continuing to train up more people to be able to take phone calls and this is having a positive impact on performance. The new cloud-based telephony system was introduced on the 13 July which supports hybrid working and provides greater flexibility.</p> <p>Emails: Our improved performance against our target of 5 working days for emails has been sustained at 3 working days in July 2022 and 2 working days in August 2022. The KPI has been met since June 2022.</p> <p>*As of 12 September</p>												
2022		Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22*					
1: UK registration	%	96	100	100	99.5	99	100						
2: Int registration	%	0	16	33	58	74	77						
3: Calls	%	69	73	75	75	62	81	85					
4: Emails	working days	17	9	8	2	3	2						

Customer Service

Measure	KPI 5 - Customer service: Number of complaints and % upheld												Period	Aug 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	<p>In recent months the number of complaints received has returned to a stable state. The monthly average for 2022 figure is distorted by a large number of renewal related complaints received from physiotherapists in May 2022.</p> <p>The majority of complaints continue to be as a result of international application processing times. These overwhelmingly relate to the older paper applications, rather than the ones now being received through the online portal which went live in May. An analysis of complaints and feedback for 2021-22 was presented to ARAC at its September meeting and can be read here.</p>													
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22					Monthly average
	Number	63	46	49	40	127	74	48	52					63
	% upheld	72	54	59	59	42	60	54	tbc					54
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	Aug 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	<p>We have been delivering 'Joining the UK workforce' over the course of this year. This workshop aims to support registrants who recently registered via the international registration route and are commencing work in the UK.</p> <p>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.</p> <p>In June and July we delivered the first of the #myhpcstandards series of webinars. The #myhpcstandards webinars offer registrants the opportunity to learn more about the HCPC Standards and how to apply them to their everyday practice.</p>													
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22					
	%	71	81	89	88	81	90	94	N/A					
		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	

Finance

Measure	KPI 7 - Finance: Performance against budgeted operating expenditure in range of 97.5% to 102.5%										Period	Aug 22	
What it tells us	Indicates the grip and control in place and accuracy of forecasting. Measure will be the full-year forecast variance against the full-year budget moving from YTD.												
Executive commentary	<p>As at 31 Jul-22 there is a total underspend of £0.3m, which is predominantly related to underspend in non-pay expenditure. Non-pay departmental underspends in FtP and Registrations are partially off-set by the decrease in reg and renewal fees.</p> <p>We will be carrying out further reviews on income, specifically around the profiling of renewal and registration fees and also refining the basis of forecasting international applications. The Aug-22 finance report has been amended to elaborate on the movement from the current surplus position to a year-end deficit position. Other key amendments include clear distinctions between budget and Q1 forecast, applying weightings against quantified risks and opportunities and identifying the need for deep-dive reviews of legal and partners costs and to confirm with HR if we require further phasing of vacant posts.</p>												
Year to date	(,000)	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22				
	YTD Actual	25,305	28,134	31,688	-	5,260	8,458	10,680	13,738				
	YTD Budget	25,631	-	-	-	5,753	8,483						
	YTD Forecast	-	28,557	31,788	-			11,068	14,196				
	YTD Variance	326	423	100	-	493	24	388	458				
	Actual as % of budget	98.7%	98.5%	99.7%	-	91.4%	99.7%	96.5%	96.8%				
Previous year	(,000)	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
	YTD Actual	21,346	23,904	28,062	2,407	5,002	7,768	10,060	12,957	15,752	18,134	20,989	23,429
	YTD Budget	-	-	-	2,924	5,757	8,721	10,328	13,092	15,998	18,397	20,816	23,211
	YTD Forecast	21,944	24,339	26,744	-	-	-	-	-	-	-	-	-
	YTD Variance	598	750	(1,318)	517	755	953	268	135	245	263	(173)	(218)
	Actual as % of budget	97.3%	98.2%	104.9%	82.3%	86.9%	89.1%	97.4%	99.0%	98.5%	98.6%	100.8%	100.9%

Information technology

Measure	KPI 8 - Availability of core IT systems Target: >99.5%										Period	Aug 22	
What it tells us	Measure is based on actual hours of availability per month vs total number available. Given the reliance of our core functions on IT systems, this measure indicates the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominately interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available.												
Executive commentary	There was a total of 36 hours of disruption to the online register in May following a surge in demand following the closure of a renewal window which received adverse publicity. Steps have been taken to improve how the website and online register respond to surges in demand in future. The same month also saw a 10 hour outage on the FtP system which was resolved by the system supplier.												
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22				
	Availability %	100.00	100.00	100%	100%	99.4%	99.99%	99.9%	100%				
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
	Availability %	100.00	100.00	99.98	99.98	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Measure	KPI 9 – Security Score Target: >80%										Period	Aug 22	
What it tells us	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-prem Server security posture for HCPC. The changes in the "Defender score" needs to be taken into context, as a change to the score could relate to new updates, security framework changes or Infrastructure changes within the HCPC's environment.												
Executive commentary	The Azure Security Score increased from 77% in March (when this metric was first tracked) to 91% at the end of August. At the beginning of the year a target of 80% was set, which is now being consistently bettered. However this metric varies constantly as new updates and security advisory notes are published and as a result of infrastructure changes needed to support the investment programme. As the 2022/23 major projects move into a more active delivery phase, more changes will be made as well as competing for the same engineer capacity. Both of these factors can be expected to have a downward pressure on this metric, although every effort will be made to maintain the progress made to date.												
Year to date		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22				
	Availability %	78.0%	83.0%	77.0%	89.0%	80.5%	89.0%	88.0%	91.0%				

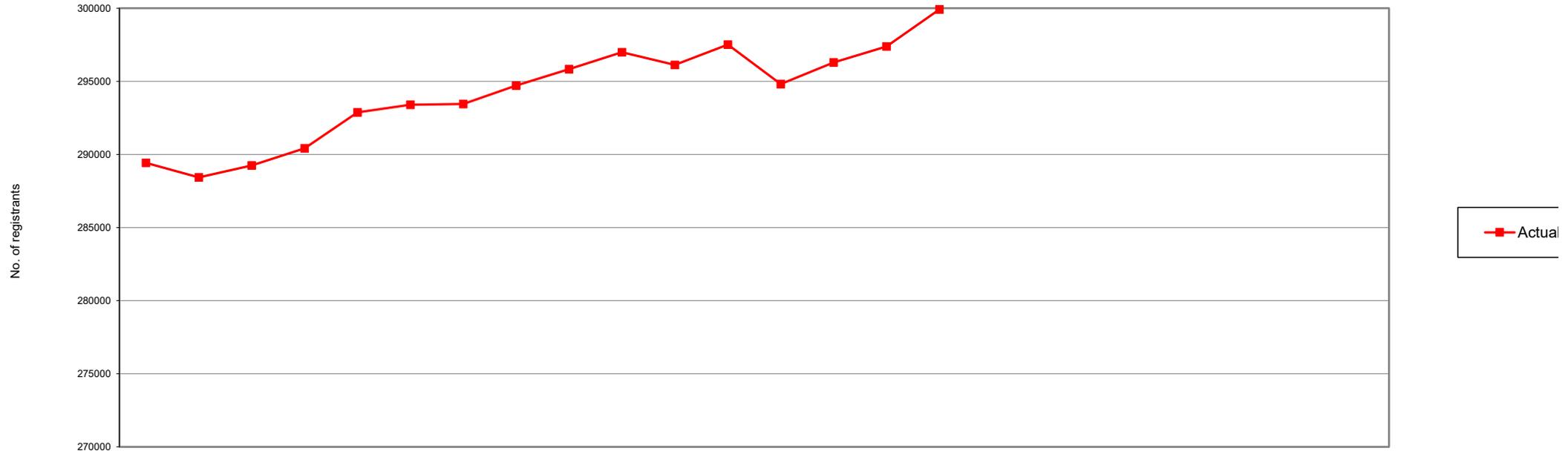
HR

Measure	KPI 10 - Voluntary staff turnover Target: <21%				Period	Aug 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	We are seeing a reduction in voluntary turnover compared to the data from Q1. However, as we are still within Q2, the data can likely change once we reach the end of September. However, the reduction in turnover is a positive step and illustrates the stability we are heading towards. We hope to be able to continue in that direction and further reduce staff turnover.					
FY 2022-23		Q1	Q2	Q3	Q4	
	%	23	17			
FY 2021-22		Q1	Q2	Q3	Q4	
	%	20	25	24	26	

Measure	KPI 11 – Recruitment and onboarding efficiency				Period	Aug 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 Q1, there has been a slight reduction in the average days taken to hire. However, as we are still within Q2, the data can likely change once we reach the end of September.					
FY 2022-23		Q1	Q2	Q3	Q4	
	Average (days)	59	53			
FY 2021-22		Q1	Q2	Q3	Q4	
	Average (days)	81	65	44	27	

Number of Registrants by Profession April 2021 - March 2023

Registration Department

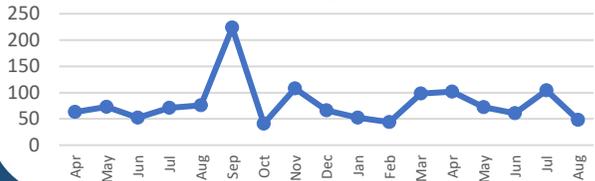
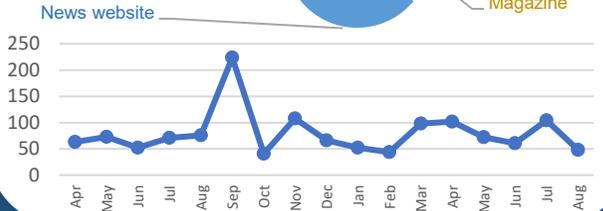


	2021			2022									2023									16/17	17/18	18/19			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE
Arts therapists	4,811	4,823	4,836	4,851	4,934	5,018	5,097	5,144	5,171	5,187	5,206	5,216	5,211	4,908	4,939	4,957	5,071								4,026	4,322	4,432
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	24,572	25,047	25,413								22,902	22,395	23,284
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	12,444	11,796	11,901								12,931	13,115	12,833
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	6,917	6,938								5,663	5,818	6,207
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	10,268	10,462	10,582								9,107	9,585	9,722
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	3,661	3,477	3,568								2,593	2,908	3,047
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	41,419	41,750	42,228								38,080	38,183	39,925
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	15,195	15,309								13,052	13,639	13,903
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	1,495	1,507								1,451	1,440	1,496
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	32,915	33,275	33,781								23,992	25,465	27,686
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	59,903	60,801	62,017								52,915	55,132	55,695
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	26,481	26,553	26,689								22,604	23,104	24,290
Prosth/orthotists	1,114	1,115	1,117	1,126	1,157	1,072	1,089	1,098	1,100	1,102	1,104	1,105	1,107	1,108	1,113	1,123	1,142								1,063	1,051	1,101
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	38,725	39,514	40,332								32,072	32,475	34,470
Social workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0								91,944	96,497	94,453
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	17,453	17,551	17,798								15,935	15,932	16,595
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	297,386	299,913	304,276								350,330	361,061	369,139

Media coverage

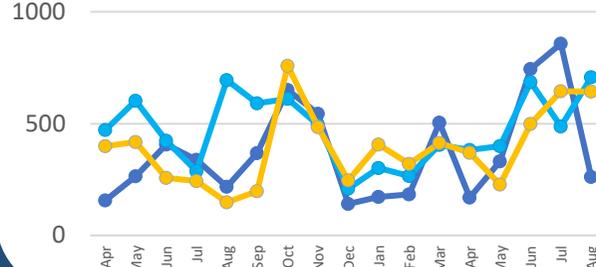
48

mentions

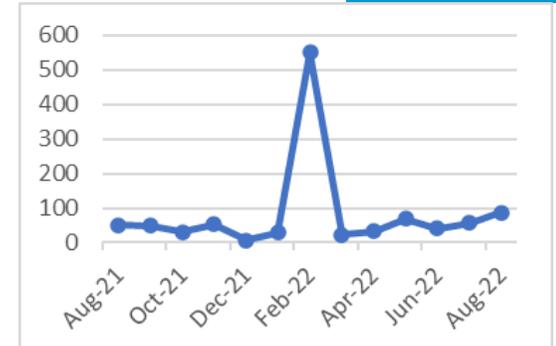


Social media engagement

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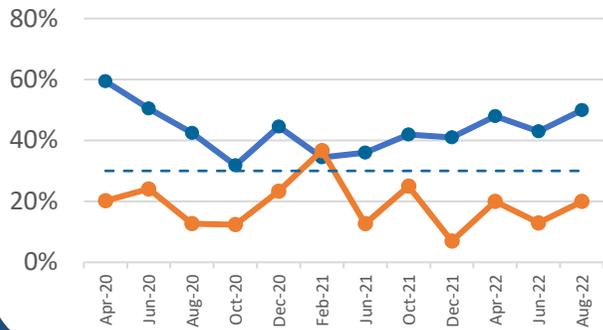


Policy queries



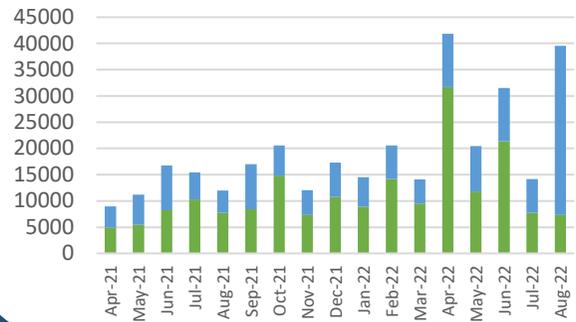
In Focus email

Open rate
Click-to-open rate



Blog & news views

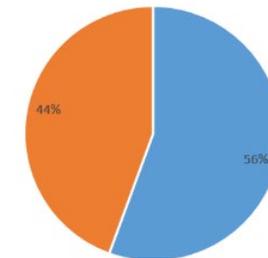
Blogs News



Becoming a health and care professional - University of West London (year 3 paramedics)

Event feedback

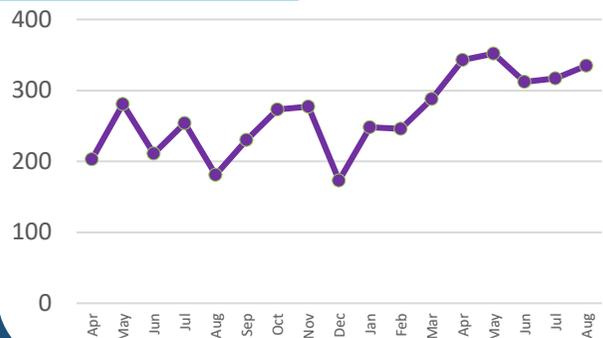
How do you rate the overall presentation?



Very good
Good

Employer hub

Visits



Employer email

523 subscribers

Click-to-open rate
Target



Student hub

Visits Target



Chief Executive's report on organisational performance – September 2022

Appendix C

Corporate Plan 2022-23 - Deliverables Progress Report September 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.	In progress – Appointed external legal providers and currently working with them to design front loading criteria and process went live in July, now in place. Commenced planning for in house managed front loaded cases including looking at operating model.
	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	Delayed – Work not started due to operational demands and priorities. Anticipate being in a position to commence towards the end of Q3.
	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	In progress – evaluation complete and benefits reported to ETC (Sept), developed incremental reporting with support of I&A.

Pursuing technology enhancements to streamline key regulatory processes	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	In progress - pilot to ringfence an international team and UK applications team commenced and reporting benefits to ETC in terms of our improved performance.
	B1	Delivery of education provider self-service portal: <ol style="list-style-type: none"> Pilot and improve MUP portal Develop support materials for external stakeholders Launch portal to manage all provider interactions 	<ol style="list-style-type: none"> Q1-2 Q2 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	In progress - the project for phase 1 closed at the end of FY2021-22 and as part of the development of the new application to support the new QA process a MUP portal was launched. 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	Completed - UK Online portal launched 15.06. The mandatory integrated EDI collection for Registrants implemented, and EDI capture for Online Concerns form planned for end of calendar year. Readmissions process redesign currently on hold and will be implemented in the next release cycle and will now be linked to RtP policy review.
	B3	Delivery of Phase 2 of FtP Case Management System. Including: <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	In progress - 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)	In progress - revised SOPs published, implementation plans underway.
	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)	In progress - pre consultation engagement events through August/September, approach presented to ETC (September) and recommended to Council for approval (Sept).
	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	In progress - programme of #myhpcstandards webinars commenced beginning of June with a webinar about reflective practice. Full programme planned and promoted up to end of calendar year.
Regulatory policy	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 	Q4	In progress – indicative timetabling outcomes received from DHSC 20-21 consultation to inform resourcing, maintaining

			legislation, rules, processes, guidance, policies and operational changes		engagement with stakeholders.
D2	Carry out preparedness for practice research	Q2-Q4	<ul style="list-style-type: none"> • Research will inform the joint HEE/HPCPC preceptorship project. • 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. 	Q4 2022-23 and 2023-24	In progress - tender process closed, analysing bids. Depending on bid selection, potential delays to timeline.
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	<p>In progress - external activity (workshops/events) throughout August, engagement with ETC and updated principles presented at their meeting in September.</p> <p>Complementary analysis piece of work completed by I&A team, included as part of the I&A annual update at this Council meeting.</p>
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. Looking at extent to which could bring forward implementation of revised guidance ahead of all changes in SCPEs review, discussions underway with FtP.

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	In progress – Scotland consultant in post, completed recruitment for NI, planned to join November, second round of recruitment for consultant post in Wales 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	In progress - Employer e-newsletter published in June, October edition being prepared.
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	In progress - Webpage to explain and promote the Professional Liaison Service published in June, 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	In progress - x4 programmes of Joining the UK workforce delivered in Q1, one profession specific (Podiatry) and one in-person workshop held at HCPC offices in May 2022. 3 workshops planned for Q2.

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.	Q4	<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	Delivery dependent on F2. Rolling programme in place and key elements will become on track from Q3 onwards. Programme for data excellence commenced with work on data dictionary. IT team delivered successful proof of concept for the first use of a limited data lake, improving the accessibility of some data sets.
	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	In progress - work commenced as part of the Programme for Data Excellence and recruitment campaign for a Data Standards Officer imminent.
	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	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	Complete – Apprentice joined 05/09 and attending this Council meeting as part of the Insights and Intelligence Framework annual review.

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	<p>Complete – integrated EDI collection went live 06/09 at renewal.</p> <p>Clean up of FtP data completed, commencing next stage of analysis.</p>
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	In progress - analysis work to understand risk of leaving registration complete, pending full follow up period for remaining professions.

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	Complete - action plan underway with regular monitoring via 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	Terms of reference agreed, audit will commence Sept/Oct.
	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	Complete/Ongoing - hybrid working staff survey (31.08) launched and 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	Complete - -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. Plans to review and develop paper writing guidance will include guidance around EDI impact with support of EDI lead.

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	Complete - Strategic Relationships Lead in post (joined end of May), commenced management for the Trade Union, refreshed key messages document for Relationship Management and providing proactive reports into ELT's Strategy & Planning meetings.
	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	In progress - 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	In progress - workforce planning discussions held with SLG. Learning development discussions with L&D manager. BBP – apprenticeships progressed with Insights and Analytics Apprentice now in post (5/09).
	J2	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	In progress - review of induction programme complete, review of recruitment processes underway.
	J3	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	In progress - programme approved by ELT in June, comms planned for October and programme to commence January 2023.
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	Progressed - hybrid pilot underway to inform learning, guidance documents produced to support employees and managers, collaborative technology trial completed (July) and feedback analysis underway to inform next steps. Office space has been reconfigured to support pilot and HCPC laptops have been rolled out to all staff. Hybrid working policy is being finalised for

						launch. Hybrid pulse survey analysis underway.
	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	In progress - paper presented to PRC in September to revisit vision statement and level of digital ambition.
	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	In progress - 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	Delayed - implementation of financial system delayed due to requirement to retender. However, the appointment of Financial Controller and with year end plans in place facilitated 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	In progress – discussed by Council (July) with public consultation plans underway.
	L3	Establish a framework for change and benefits management	Q2	Qualitative and quantitative benefits of change and investment projects defined and tracked.	Q3	Not yet established but approach for Benefits and Change framework identified and shared with PRC, 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	In progress - procurement process undertaken for specialist sustainability support. Contracts due for final sign-off shortly. Planned start dates set for mid-September with an ambitious timeline. The current works planned to run through into Q4.

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, paper to be presented to ETC in November for input.
	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	In progress/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	In progress - student competition launched in May and closes in September.
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	Not yet due but have begun to research what support already exists to inform what may be required.
	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	Complete - Lay Advocacy Service is now live.
	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	In progress – focus on reviewing and developing FtP process templates to ensure the tone and language is more compassionate and inclusive. Professional bodies due to review new sample letters following 22 Sept meeting and expert resource from fellow

						regulator due to join HCPC by end September to speed up progress. Amber rating given as work now due to complete in Q4 rather than Q3.
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 (e.g., witnesses) Improvements in employer referrals – making the right referrals at the right time 	2023/24	In progress - Insight for employers' webinars commence September, programme of 3 webinars – finishing with one focused on ftp in November. In addition, workshops with managers in their workplace.	

Chief Executive's report on organisational performance – September 2022

Appendix D

Strategic Risk Register September 2022

HCPC Strategic Risks

Summary of strategic risks

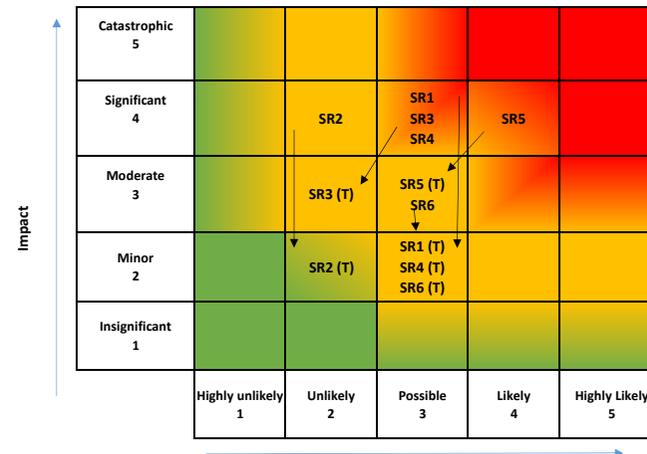
Strategy	Strategic Risks - High Level	Risk Description	Sep-22	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. Our regulatory performance 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

- ➡ HCPC not meeting a number of PSA standards, and lost one registration standard in the 2021-22 review. Remediation of FtP standards is a longer-term effort due to case length
- ➡ 2021-22 PSA performance report published, acknowledges progress is being made towards meeting standards
- ➡ Increasing Int application volumes requiring more resource to process continues. Processing time has returned to KPI since June
- ➡ A process review underway to mitigate a repeat of international processing service issues. Surge-support partner processed 5.5k Int applications. Now brought in house and being managed by new ring fenced Int application team within Registration to ring fence needed resources
- ➡ Online applications project delivered online Int and UK applications. This has increased reg advisor processing productivity 100%
- ➡ Resourcing pressures within regulation directorate. Review of roles and remuneration undertaken in Education. Planning for Reg and FtP
- ➡ Teams will require additional resource to engage in regulatory reform preparation when commences for HCPC
- ➡ The second tranche of FtP Improvement projects are in delivery, remaining focus on embedding of tranche 1 benefits
- ➡ 2022-23 budget 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
- ➡ Delivered year 1 of new education quality assurance model and completed review to be presented to ETC Sept 22. Learning being actioned
- ➡ Education QA model in its first year of running, stakeholders could experience disruption as the model beds in. Some KPIs have not been met and so risk not meeting SH expectations. Team at full complement should assist in returning to service standards
- ➡ Permanent legislative provision for remote hearings progressing laying expected Q3
- ➡ Closure of temp register poses some risk on clarity of our returners to practice requirements for those wishing to re-enter permanent register.
- ➡ Ring fenced UK application team established July ahead of new graduate surge. Enabled team to maintain service standards through the summer

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 process increase in international application volumes and minimise any delay to stakeholders. Online application capability in place for UK & 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 Score – No change. FtP, Registration and Education functions have differing risk profiles, this score represents the amalgamation

Risk Influencers – Positive represents new ringfenced application processing teams in registration and benefits of online applications, reported as resulting in 100% improvement in processing productivity. Outsourced surge support ended and work brought in house August 22 but partner remains on call to quickly assist should capacity challenges reoccur.

Negative – represents influence of lost registration PSA standard in recent review. Also notes some KPIs for the new Education QA model are not being met. The team is now at full complement and this is expected to improve as a result.

Planned Mitigations – good progress in a number of workstreams. POR review has not initiated as planned due to other priorities. FtP system phase two has completed.

Review date

Sep-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

No change

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 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

1. The launch and successful embedding of the new Education QA model.
2. Registration applications being online, volumes reducing and the review of the international process.
3. 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) ➡️ We went live in July with frontloading to external legal providers. Started work on the operating model to introduce frontloading in house later this year.
- 🏗️ 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) ➡️ Dedicated ringfenced teams in place for International and UK applications improvements showing in KPI compliance. Improved call handling arrangements and scripts introduced.
- 🏗️ Delivery of education provider self-service portal (Q1-2) ➡️ Resourcing pressures and competing demands for BC and IT resource may delay the deployment of the portal
- 🏗️ Expand delivery of online Registration services to include UK and readmission applicants (Q1-3) ➡️ Int and UK applications now online. Readmission online timing being reviewed. Online functionality has resulted in 100% improvement in processing productivity
- 🏗️ Delivery of Phase 2 of FtP Case Management System ✓ Complete
- 🏗️ Increased support available for registrants involved in FtP cases, including development of a registrant support line (Q3-4) ➡️ Due to commence Q3
- ☀️ Lay Advocacy support provision for members of the public and witnesses (including registrants) (Q2) ➡️ Go live by end of Sept. Comms plan in place for go live.
- 🏗️ Review of the HCPC's FtP tone of voice to be more compassionate and accessible. (Q1-3) ➡️ Appointment of secondee to lead the review of letters is underway.

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

Review date

Sep-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

- Scotland based PL resource in place. NI and Wales based consultants being recruited
- Delivering multiple projects and reactive work could be challenged by regulatory reform resource demands
- Recruitment for key roles in Policy and Comms teams successful bringing teams to full complement
- Project to develop preceptorship guidance progression with research out to tender and draft principles developed for discussion with ETC Sept 22
- Revised SOPs implementation underway with new standards published and engagement undertaken
- Changes to SOPs may pose risk to registrant understanding of expectations if implementation plan not effective. Plan under active monitoring to mitigate
- PL team undertaking a series of events to support the publication of materials on Duty of Candour, Reflective practice and supervision
- Changing expectations of our professions' practice as a result of pressures on services, tech or societal events.
- Review of SCPE pre consultation engagement underway, presentation to ETC and Council in Sept 22
- High volume of consultation activity in Q3 may risk stakeholder fatigue and lower quality engagement. Mitigated by targeted pre consultation engagement
- #mystandards 2022-23 events launched with high bookings and initial engagement

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
- Policy and Communication teams at full complement.
- 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

Reporting period commentary

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

Risk influencers - reflect significant piece of work, review of SCPEs approaching consultation stage and partnership work on preceptorship progressing to timeline. 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 with further recruitment of NI and Wales based consultants underway. Resources in policy and communications teams now at full complement.

Mitigations progress - good progress made on planned mitigations implementation

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	5	25
Current risk	4	x	2	8
Target risk (planned mitigations in place)	4	x	1	4

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 red/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. Implementation plan underway, with dedicated engagement |
| ■ Review of Standards of Conduct, Performance and Ethics (SCPE) and launch consultation on any proposed revisions. (Q2-3) | ■ To be presented to ETC and Council Sept 22 for approval to launch consultation |
| ■ Initiate review of Standards of Education and Training (Q4) | ■ Due to commence Q4 |
| ■ 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 for 2022-23 launched with high initial bookings |
| ■ Carry out preparedness for practice research (Q2-4) Engagement and consultation on the development of preceptorship guidance (Q3-4) | ■ Draft principles for consultation to be discussed with ETC and Council Sept 22. Research out to tender |
| ■ Review social media guidance and develop and consult on revised approach as required (Q3) | ■ Planned to commence Jan 23 |
| ■ Expanded Professional Liaison Service, achieving presence in each UK nation. (Q3) Increased number of 'Joining the UK workforce' events (Q1-4) | ■ Scotland based PL Consultant in place, recruitment for NI and Wales based Consultants underway |
| ■ 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) | ■ Dedicated engagement events with targeted employers commenced |

Strategic risk 3 - We are unable to harness the benefits of the wealth of data we hold

Risk summary
 (benefits - better regulatory decisions, prevention, workforce planning, influencing the agenda) 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 commenced with work on data dictionary. 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 in place, Insight and Analytics Apprentice recruited will join Sept 22. 6 month data standards officer secondment being recruited
 - ✚ 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
 - External review of our use of PowerBI has identified improvements within our current infrastructure, being implemented - includes building templates for reporting reducing need for consultancy
 - EDI data 61% of those renewing opting to provide data. Mandatory EDI collection at renewal will go live Sept 22
 - ✚ Quality of underlying data causing delays to analysis as significant cleansing work required. I&A team working with Ops teams to resolve
 - Partnership funding secured which includes funding to improve our data capabilities
 - ✚ Policy development not supported by data due to data due to availability or quality
 - Insights and Intelligence Framework annual review to be presented to Council Sept 22

- 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 Data Engineer in place.
 - 📊 Publication of 1st in house statistical analysis of EDI data and FtP outcomes
 - 🏛️ Oversight board for Programme for Data Excellence in place

Reporting period commentary

Risk Score – No change, while good progress has been made in the reporting period we have also encountered challenges with data quality. We do not expect the risk score to reduce until the programme for data excellence is well progressed and delivering results.

Risk Influencers negative - Issues encountered with data quality have delayed the progression of the analysis called for within the insight and intelligence framework. A 6 month secondment officer is being onboarded to support the improvement of data quality and standards.

Positive - developments with technology enablers. A way to improve our PowerBI use has been identified at low cost and the change to the registration portal to require EDI data collection at renewal is on track for a September launch. The latter has been added as a planned mitigation. % of EDI data has increased from last report (56% to 61%). Data engineer is in place.

Review date
Sep-22

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

	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. 6 month secondment officer being recruited to support work.
📊 Production of public facing dashboards and reports using assured data and agreed standards (Q4)	➡️ Due to commence Q4. Dependent on actions above
🏗️ Expand Insight & Analytics team through the establishment of a new data scientist degree apprenticeship (Q2)	➡️ Apprentice appointed due to start in Sept 22. An additional data standards officer is being recruited on a 6 month secondment.
🔍 Use fitness to practise and other data to explore risks and establish characteristics of 'high-risk' registrants (Q1-4)	➡️ Work has been delayed due to the quality of the underlying data, the team are working with the Ops teams to cleanse this data. On track to go live September
🏗️ Introduction of mandatory EDI data collection at renewal using online portal. (Q2-3)	➡️

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

- Strategic Relationship Lead now in place and actively managing and supporting relationship managers network. Review of approach in planning
- Service responsiveness within registration impacting negatively, forms a risk to HCPC reputation. Surge support in place
- Three quarterly professional body forum meeting have been held since introduction with good attendance and engagement
- Remote hearings webinars and other policy development engagement held in reporting period with positive engagement Positive feedback on HCPC speakers at events
- Social media activity in May 22 relating to physio renewals caused unnecessary concern to stakeholders and registrants. Required significant reactive work from communication and engagement teams
- Ops functions not resourced to respond as quickly as other regulators to urgent Government needs in increasingly complex environment
- Strategic relationship lead is assigned relationship manager for Unions and devolved nations. Scotland based Professional Liaison resource in place and has commenced engagements. NI and Wales based consultants recruitment underway
- Resources limit ability to be responsive to topical issues for stakeholder groups, for example possible industrial action by registrant groups
- EDI action plan in place with active oversight group. EDI Strategic Lead delivering speaking engagements with professional bodies
- % of registrant EDI data held has improved with 61% of those renewing opting to provide data. System enhancements will launch in September to enable mandatory collection at renewal

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 external communication partner.
- 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
- Interim stakeholder CRM in place to improve stakeholder engagement management and insights

Reporting period commentary

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.
Risk influencers - Negative impact on perception due to responsiveness issues in registration (due to surge in applications) physio renewals resulted in negative sentiment from professional body and concern from other stakeholders which required active management .
 Positive elements include strengthening of engagement team with Strategic Relationship Lead in place to manage devolved relationship management approach and dedicated engagement for devolved nations and unions.
 Planned mitigations – good progress across planned mitigations.

Review date
Sep-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 and needs to be within the amber range to come within appetite.
To meet our target, risk our new engagement approach needs to embed which involved organisation wide relationship managers, a 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
Internal audit of our organisation-wide approach to EDI, with actions to address any recommendations (Q4)	Scoping work has commenced
Introduce analysis of our Staff Survey results by protected characteristics (Q3)	Hybrid working staff survey responses will be analysed, survey will be launched in Sept 22
Introduce formal consideration of impact on our EDI objectives for relevant ELT and Council decision (Q2)	All papers include a brief commentary on EDI issues, future plans to develop more detailed scrutiny Strategic relationship lead in place and is relationship manager for developed nations. Scotland based PL consultant in place, recruitment for NI and Wales based consultants in progress.
Expansion of devolved relationships management model to cover a wider range of stakeholders and 4 country relationship management (Q2)	Planning commenced
Complete evaluation of initial year of devolved relationship management model (Q4)	Due to commence Q3
Planning/scoping for service user engagement project (Q3)	Pre engagement has commenced, plan produced to go live with consultation.
Dedicated communications plan to support fees consultation in planning	

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

Review date
Sep-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. Income strategy development progressed
 - Ongoing legal test case (HCPC not a party) may impact on HCPC to be determined when Appeal concludes
 - Working group meeting weekly to support external audit & mitigate challenges of 2020-21
 - Interface issues between finance and reg systems. Finance system replace required to retender
 - PRC Sept 22 to discuss office optimisation and sustainability. Pilot of hybrid working nearing completion, includes analysis of enabling technology
 - Sickness absence and turnover reducing. All employee survey undertaken to measure key metrics on employee experience
 - Majority of organisation remote working increases risk of silo working
 - Partnership funding for data development and increased capacity for international application processing progressing
 - Temp Registers to close and financial support end, end of Sept 22. Internal review to confirm final actions and utilisation of remaining funding
 - Many HR policies have been reviewed and approved by ELT, those remaining have been prioritised by impact
 - HCPC's last fee rise was reduced and delayed resulting in an impact on our medium to long term financial sustainability
 - Need to fund development work and maintain financial stability, complex external factors challenging ability to accurately income forecast
 - Change management framework in place with a focus on benefits realisation and change control governance
 - Competitive jobs market and financial constraints limit our ability to match market rate increases, impacting ability to secure the right skills/experience
 - Finance team roles being filled with the right skills and capability to support the wider business. Business Change team successful recruitment undertaken with key posts due to be filled Q3
 - Internal Audit of Core Financial Controls resulted in a number of high priority recommendations. Follow up audit planned Oct 22
 - Organisation growth not reflected in size of support functions leading to challenges of BAU capacity alongside development work
 - Rising inflation increases HCPC energy and other costs and HCPC employees cost of living pressures

- 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
 - Maintenance of business continuity infrastructure and processes
 - ELT monthly monitoring of productivity of all departments through detailed performance reporting

Reporting period commentary

Risk score - Increased in 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 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.

Risk influencers negative - Media reports in August outlined inflation rates hitting 10.1%, this in addition to the significant increases seen across utilities (gas and electricity supply, for which we continue to see price hikes forecast) will have an adverse financial impact on HCPC position. Whilst elements are beyond the control of the organisation it does highlight the progress and plans for the developing the sustainability agenda and the continued need to manage assets and resources effectively in an attempt to lessen such impacts.

Risk influencers positive - Turnover and sickness absence reducing and a number of key posts filled across the organisation. Partnership funding secured to support some development work longer term.

Mitigation progress - Change and Benefits approach presented to SLG. Benefits log and draft dashboard created and embedded in Project Management process. Now a mandatory step for project submission and initiation. Realisation model, and business case integration work still in progress. Change processes are embedded in the Project Management process and draft process model being tested. Translation of organisational wide model and embedding not yet complete. Procurement of specialist sustainability consultancy support is in progress. Data sets have been collated for assessment (further development is required to be guided by consultants). Discussions across a number of Health Regulators and with Greener NHS Programme to confirm our outline direction of travel in this developing area.

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

No change

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 range.

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

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 induction programme complete. Review of recruitment processes underway
Introduce Aspiring Leaders programme to develop our future leaders to ready them for management roles. (Q3)	Apprentice Levy will be used. Programme will launch Sept and start Jan 23
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 well underway. Office space being reconfigured and enabling technology tested. HW survey will be launched in September
Review and update the Digital Transformation Strategy (Q3)	Update underway with presentation to PRC Sept 22, aim for Council approval in Dec 22
Modernisation of our IT infrastructure (Q3-4)	Work underway
Implement an upgrade to our financial system (Q4)	Delayed - BC procurement underway to select a new implementation partner
Develop a Financial Sustainability Strategy (Q2)	Discussed by Council Jul 22, public consultation in development aim for launch Sept 22
Establish a framework for change and benefits management (Q2)	Underway but delayed see commentary box
Develop an Environmental Sustainability Strategy and implement baseline analysis (Q3)	On track see commentary box

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

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.

- Current risk influencers**
- HCPC engaging with DHSC on how the recommendations of KPMG on the future regulatory landscape will be taken forward. DHSC have indicated that this will not be progressed as a priority, with the S.60 taking priority
 - ✚ Though tone of recent PSA performance reports positive and acknowledge improvement efforts, PSA standards attainment could increase organisational vulnerability during a time of regulatory reform
 - Working group meeting regularly to oversee HCPC activity and engagement on reg reform this includes a dedicated policy resource to enable HCPC to feed into legislative drafting. Recently this resource has been increased
 - HCPC provided feedback on, and participated in cross regulatory round table discussions, regarding the development of the GMC s.60 order which is now in final draft awaiting consultation launch
 - Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform. Includes meeting with the four health ministers
 - ✚ Continued uncertainty on timing of regulatory reform of HCPC. Lack of timescale challenges planning and scaling up of resources within HCPC dedicated to reform. Some key roles needed for reform not yet in place due to this uncertainty. Consultation response expected in Sept which should provide a clear priority list
 - ✚ HCPC funding challenges risk being unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated long process to achieve this
 - ✚ Government leadership changes may result in further ministerial changes, which could impact on the progression of regulatory reform due to other priorities
 - Collaboration with stakeholders such as HEE and NHSEI provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform
 - ✚ Focus on bringing forward the regulation of PAs through GMC s60 uncoupled from wider GMC reform for expediency and to enable other regulators reform to commence in parallel. Concern that if we are not the next regulator to undergo reform, momentum may run out
 - Proven model of multi profession model of regulation. Reform agenda open to benefits of model

- Mitigations in place**
- 🗨️ Communications and strategic engagement, including parliamentarians and cross-party engagement, on regulatory reform supported by Luther Pendragon.
 - 🗨️ HCPC engagement on Health and Social Care Bill led to positive change.
 - 🏢 Some dedicated policy resource in place
 - 🗨️ Internal steering group meeting regularly
 - 🗨️ Participation in cross regulator analysis of draft legislation and other regulatory themes, HCPC's comments on draft legislation have been provided
 - 🏢 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. Consultation expected to launch Sept 22.

Reporting period commentary

Risk score – No change since last iteration which was the first scoring.

Influencers – 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. We anticipate greater clarity Sept/Oct 22 when the government is expected to publish its response to the regulatory reform consultation. Government leadership change poses a risk to timely profession of regulatory reform.

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.

Review date
Sep-22

Risk owner
ELT lead - Chief Executive

	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

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.

Current risk is within appetite.

The target risk will be reached if the outcome of regulatory reform and the longer term regulatory landscape review compliments and endorses the multi profession regulation model. This requires successful HCPC engagement and effective messaging. Risk reduction also required greater clarity on timing of HCPC's reform, a roadmap is expected to be published in the government's response to its consultation on regulatory reform, anticipated in September 22.

Current risk level is within risk appetite

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 SHs. Awaiting timetable details to inform resourcing
🏢 Develop a Financial Sustainability Strategy (Q2)	➡️ Council discussed July 2022, agreement to consult anticipated in September 22
🗨️ HCPC response to the consultation on regulation of physicians' associates (Q3)	➡️ Consultation not yet launched, expected in October 22
🏢 Detailed business case for resources needed for HCPC's regulatory reform go live (Q3)	➡️ In development
🗨️ Review of Council's agreed list of S.60 priorities to enable readiness for alternative reform approach if required.	➡️ To commence Q3

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.