

---

## Corporate Plan 2023-24

---

### **Executive summary**

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

The Corporate Plan is predominantly intended to be an external facing document to provide our stakeholders with a simple summary of the HCPC's strategic development priorities in 2023-24. Detailed departmental workplans, and supporting strategies and actions plans underpin this high-level summary.

### **Development**

The priorities for 2023-24 are informed by the 5-year Corporate Strategy and the supporting delivery plan. Planning for 2023-24 has continued to closely involve our heads of function to revisit our strategy gap analysis and the onward roadmap for delivery to 2026. This year we further strengthened our approach through closer integration to the budget planning process and the investment prioritisation process undertaken by the Business Change team.

Each area of work included in the proposed Corporate Plan 2023-24 has a high-level business case which articulates the benefits expected. In addition to the strength of the benefits case made, decisions on prioritisation were informed by:

- Affordability - Ensuring that priorities reflected the financial constraints of the organisation
- Embedding - Consolidating and embedding the change undertaken over previous years
- Timing - Which items were essential for progression but dependent on securing a fee increase to be affordable?

### **Risk**

The development of the priorities has taken into account the need to ensure the organisation is not over capacity or placing undue pressure on our people to deliver at pace. Part of the mitigation to avoid this has been the extensive engagement with the heads of service in jointly developing the plan for 2023-24 and the longer-term strategy delivery roadmap which commenced in October 2021.

The Executive has been mindful of the need to ensure resource and capacity for progressing regulatory reform now that the HCPC has been named as a priority regulator for reform.

The Corporate Plan 2023-24 is relevant to the mitigation of all strategic risks. The activities outlined in the plan once approved will be reflected within the Strategic Risk Register as planned mitigations for 2023-24.

## Appendices

Also attached to the paper is:

- A set of delivery milestones for 2023-24 for Council's holding the Executive to account for delivery at appendix A. Council is asked to note that the delivery estimates will be refined as we initiate areas of work, but will be final aims by the time of first progress reporting in July 2023.
- A review of the completion of the Corporate Plan 2022-23 at appendix B.

---

<b>Decision</b>	Council is asked to: <ul style="list-style-type: none"><li>• Approve the Corporate Plan 2023-24.</li><li>• Note the associated 2023-24 milestones for ongoing monitoring,</li><li>• Note the review of the Corporate Plan 2022-23 delivery.</li></ul>
<b>Previous consideration</b>	<p>The Council reviewed an early draft of the Plan at its meeting on 23 February 2023. The Council explored the wider the 5-year high level strategy delivery roadmap at its meeting in December 2022. This set out the phasing over the 5 years of key workstreams. The priorities selected for inclusion for 2023-24 accord with this roadmap.</p> <p>With regards to the end of year summary of delivery for 2022-23, the Council has received milestone updates through the year as part of the Chief Executive's performance report.</p>
<b>Next steps</b>	The Corporate Plan 2023-24 will be finalised and published on our website. The Executive will report against the milestones for 2023-24 as part of the Chief Executive's report in July, September, November and March. The review of the 2022-23 delivery will be celebrated with our employees at an upcoming all employee briefing.
<b>Strategic aims</b>	This plan outlines how the HCPC will advance our Strategy aims in 2023-24.
<b>Financial and resource implications</b>	The Corporate Plan 2023-24 is closely linked to the budget. The 2023-24 budget, which is presented at today's meeting for approval, takes into account activities included in the Plan.
<b>Author</b>	Claire Amor, Executive Director of Governance, Assurance and Planning <a href="mailto:claire.amor@hcpc-uk.org">claire.amor@hcpc-uk.org</a>



# HCPC Corporate Plan 2023-2024

---

# Message from our interim Deputy Chief Executive and Registrar

We are now entering the third year of our five-year Corporate Strategy. This is an important year of transition for the HCPC as well as the health and care sector. Whilst many of the challenges from the pandemic have been overcome, we are still learning to live with Covid-19 and its consequences, and many challenges lie ahead, including around workforce.

Over the last 12 months we have achieved 80% of the project milestones from last year's plan. While we acknowledge there is still more to be done, we have made important advances in streamlining and improving our fitness to practise (FTP) process, advancing our online services and improving user experience of our registration services, and sharing our data to benefit the wider health and care system.

We have structured our Corporate Plan for 2023-24 around three key themes:

1. improving the experience of registrants and others who engage with the HCPC;
2. contributing to sector wide workforce planning and resilience;
3. driving forward efficiencies and innovation in how we work.

These three themes bring together elements of the six priority areas in our Corporate Strategy, and are underpinned by our commitment to Equality, Diversity and Inclusion (EDI).

As with other organisations, we have had to navigate the economic pressures of the last year and, while we want to continuously innovate and improve, we must remain financially diligent. We have consulted on a fee change and have had to take difficult decisions and prioritise projects in order to create a Corporate Plan which is affordable and continues to improve how we regulate.

Workforce planning will be particularly important for the health and care sector over the next year and beyond, and the HCPC is keen to play its part. Workforce pressures can exacerbate waiting times, create backlogs and can compromise patient safety. To this end, last year we launched a Consultation on preceptorship, to help us support and retain health professionals. We will continue collaborating with Health Education England (HEE) to engage stakeholders across the 4 UK nations and 15 professions to build on existing examples of good practice in preceptorship. As part of this work we have also published data on our retention rates, to aid employers, professional bodies and others responsible for workforce planning.

We are continuing to engage with NHS England on its long term workforce plan, as well as with Department of Health and Social Care (DHSC) on its programme of reform for the regulation of health and care professionals. DHSC have published draft legislation for the General Medical Council, and the HCPC are next in line for much needed reform to our legislation, along with the Nursing and Midwifery Council. We are clear that regulatory reform has the potential to bring real benefits to patients and service users and will continue to engage closely with the DHSC, professional bodies, unions and other key stakeholders as this work progresses.

Our work to improve and innovate could not be achieved without the hard work and dedication of the HCPC team. I look forward to working with them this year to deliver this plan, and ensure that the public can access high quality care safely and with confidence.

*Andrew Smith*



Andrew Smith,  
Interim Deputy CEO & Registrar

# Who we are

The HCPC was established under section 60 of the Health Act 1999. As a regulator of health and care professions in the UK.

- Arts therapists
- Biomedical scientists
- Chiropodists / podiatrists
- Clinical scientists
- Dietitians
- Hearing aid dispensers
- Occupational therapists
- Operating department practitioners
- Orthoptists
- Paramedics
- Physiotherapists
- Practitioner psychologists
- Prosthetists / orthotists
- Radiographers
- Speech and language therapists

Our role is to protect the public. We achieve this by:

- setting the standards for education and training, professional skills, conduct, performance and ethics and continuing professional development for 15 health care professions;
- keeping a Register of professionals who meet these standards;
- approving education programmes that professionals must complete prior to registration; and
- taking action when registrants do not meet our standards.

Our vision, purpose and values underpin everything we do

## Our Purpose

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

## Our Vision

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

Our values:



### Fair

being honest, open and transparent



### Compassionate

treating people with respect, empathy and care



### Inclusive

collaborating with others and championing diversity



### Enterprising

seeking opportunities to be creative and foster innovation to improve our performance

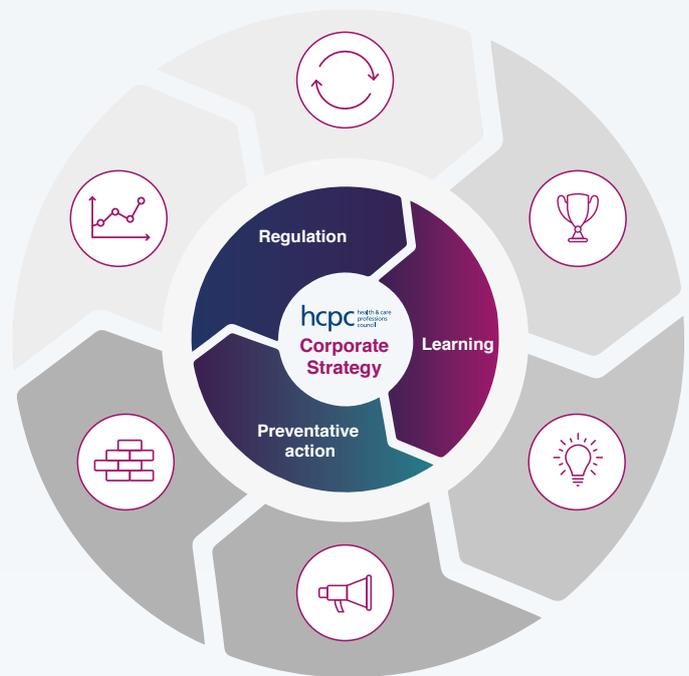
# Our Corporate Strategy 2021-26

2023-24 is the third year of our five year strategy.

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

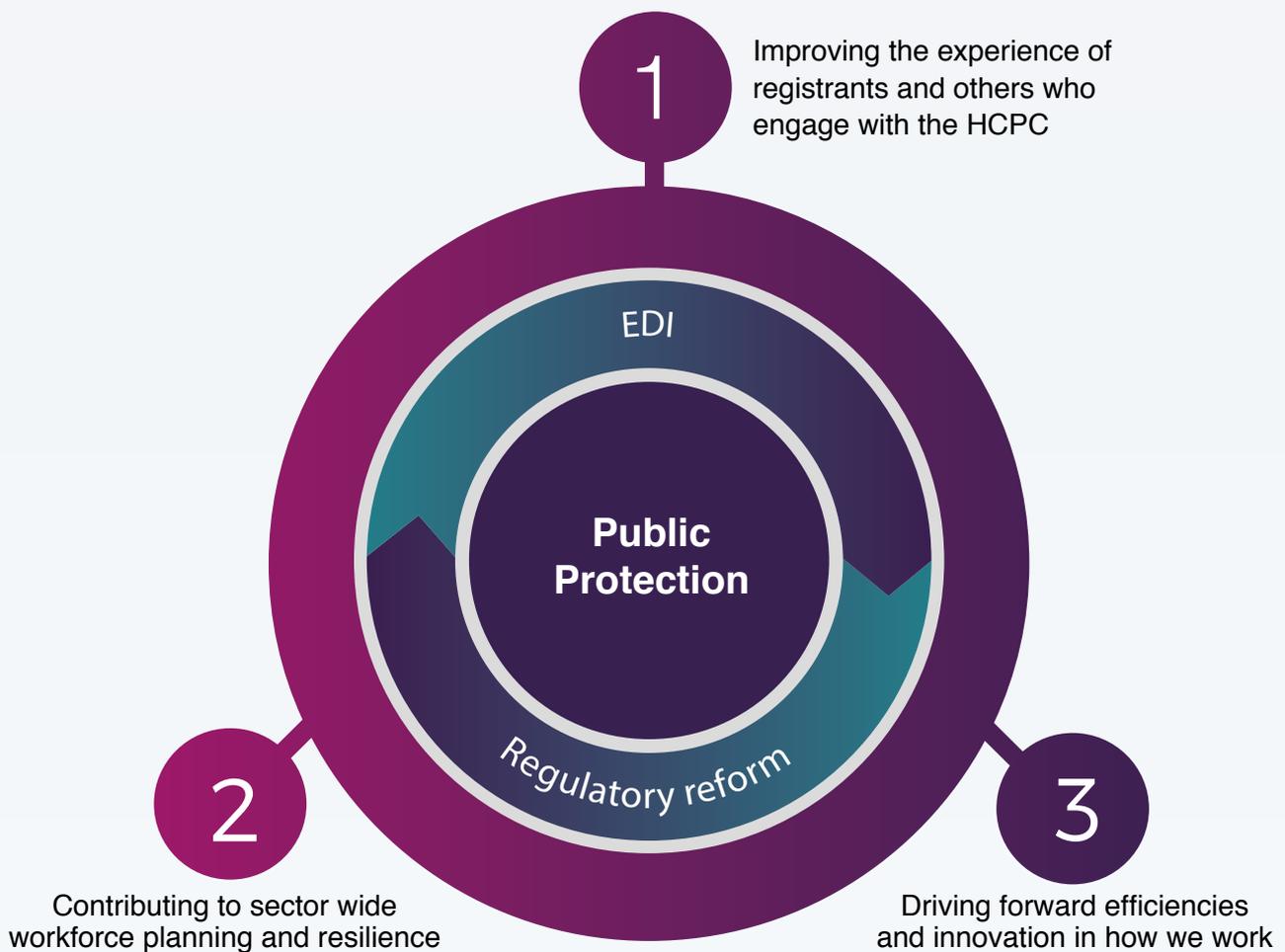
To deliver HCPC's core work of promoting public protection and effective regulation, we have developed six priority areas of work, our aims for these areas of work and where we expect to be at the end of the five year strategy period in 2026.

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



# Corporate Plan commitments 2023-24

Our work to progress our strategic aims in 2023-24 is aligned to three key themes which support our primary purpose of protecting the public. These are:



Public protection is at the heart of everything we do. Ensuring that Equality, Diversity and Inclusion (EDI) is also a core consideration and will be integral to our work as a regulator under each of the three themes.

In 2023-24 we will work closely with the DHSC and our other stakeholders on regulatory reform. Regulatory reform will span several years but will bring real benefits to patients, service users and the people on our Register.

# 1

## Improving the experience of registrants and others who engage with the HCPC

In order to be viewed as a kind and compassionate regulator and to exert our influence in the interest of public protection we need to ensure our interactions with our registrants, as well as others who engage with the HCPC, are positive and productive.

Over the last year, we have launched a registrant support line and a lay advocacy service to support people during the fitness to practise (FTP) process. In the next 12 months we will drive further improvements through the delivery of our registrant communication strategy.

Our registration services are a key part of our engagement with the people on our Register. We want to ensure our approach is customer focused while remaining true to our core purpose of public protection.

Effective engagement and communication will also enable us to articulate the benefits of regulatory reform and regulation in general to all our stakeholders.

### In 2023-24 we will:

- Improve experiences of our fitness to practise process by shifting the focus of our investigation work to earlier in the process, which has shown in pilot to reduce the time FTP cases take overall.
- Transform our registration service operating model to enable a greater focus on good customer service for registrants and applicants.
- Make it easier for registrants to manage their registration through mobile-compatible online services.
- Seek to reduce the impact of FTP processes on registrants and other participants through our new dedicated registrant support line, and by continuing to run our lay advocacy service.
- Ensure our standards and guidance reflects registrants' current practise and the situations they work in. In 2023-24 we will review our Standards of Conduct Performance and Ethics and supporting guidance on areas such as social media and the duty of candour.
- Strengthen the range of voices informing our regulatory policy development by better engaging with service users and patients.
- Support our four country approach to UK regulation by making enhancements to our Welsh language accessibility as required by changes to the Welsh Language Scheme.

# 2

## Contributing to sector wide workforce planning and resilience

Workforce planning will be particularly important for the health and care sector over the next year. In order to play our part in finding solutions to this challenge, the HCPC last year launched a preceptorship programme and shared data on the retention of the health and care professionals we regulate for the first time.

This year, data and analysis will continue to play an important role in achieving our aims under this theme as we develop our strategic data partnerships with Health Education England and the Higher Education Statistics Agency to improve our forecasting of new graduates and international registrations for the future workforce.

As well as welcoming new professionals to our Register, our work this year will focus on supporting current registrants to continue to contribute to the UK workforce, through our registrant health and wellbeing strategy and professional outreach work.

Learning from the insights from our data, and sharing this learning with our stakeholders, will be key to progressing this area of our work. For example, we will do further work to understand how long people stay on our Register, examine factors influencing FTP outcomes and publish dashboards on registration renewal rates.

### In 2023-24 we will:

- Share insights from our data with shareholders, through the publication of profession specific data dashboards which enable greater visibility of the makeup of our Register.
- Continue to pursue strategic data partnerships with key stakeholders to enable us to better forecast workforce supply through new graduates and international registration.
- Review our English Language Requirements for registration to ensure that applicants to join our Register who qualified outside of the UK meet requirements for communication.
- Working closely with education providers, commence a review of our Standards of Education and Training to ensure that the registrants of the future continue to join the workforce with the skills and knowledge they need to succeed.
- Undertake research into the experiences of new registrants entering the workforce, which will inform our work to support registrants to continue to meet our standards and stay on our Register.
- Continue our work on advanced practice regulation to ensure that emerging roles and innovation in how health and care is delivered continue to be safe and effective.
- Support workforce retention through the implementation of our registrant health and wellbeing strategy and our professional liaison outreach service.
- Support emergency workforce provision by the continuation of our temporary covid register.

# 3

## Driving forward efficiencies and innovation in how we work

This year we will persevere in our work to continuously improve and innovate, as we also begin to realise the benefits from work we have already completed over the past two years by using technology and new ways of working to create efficiencies.

This year our plan includes moving more of our registration processes online by enabling mobile and tablet friendly access to our registration systems.

Last year we undertook a Digital Transformation Strategy refresh, which we will begin implementing this year.

Work under this theme will also involve promoting sustainability in our organisation by determining our baseline and developing our sustainability action plan. We also intend to engage with the NHS as well as other health and care regulators to promote environmentally friendly and sustainable practice.

### In 2023-24 we will:

- Enhance our online application and renewal functionality for registrants and applicants enabling greater self-service and reducing manual and paper-based inefficiency.
- Review how we work with our Partners to optimise and streamline our processes and quality assurance.
- Deliver the third year of our People Strategy, focusing on improving our ability to attract and retain talent.
- Strengthen our financial management capabilities by modernising our financial IT systems.
- Deliver against our Digital Transformation Strategy – including enhancing user experience through system improvements.
- Improve our sustainability and further reduce our office footprint.

# Regulatory Reform



Regulatory reform is a far-reaching programme of work to modernise and improve the legislative framework across all professional healthcare regulators. It will have a significant, organisation-wide impact on the way the HCPC operates in the future.

We warmly welcome the DHSC's confirmation that it intends to consult next on modernising the regulatory regime for both the HCPC and the Nursing and Midwifery Council (NMC). Between ourselves and the NMC we regulate over a million health and care professionals, and a modern legislative regime will make a huge difference to the HCPC's ability to regulate fairly, proportionately and efficiently.

We look forward to working closely with the DHSC, NMC, professional bodies, unions and our other stakeholders to ensure the much-needed changes to our legislative framework

can be brought into effect as soon as possible, and that we can continue to fulfil our role of protecting the public in the increasingly complex and changing health and care sector.

As we enter into the next stage of this work, we will need to scale-up our resource to ensure that we can effectively deliver the organisational change and benefits for our stakeholders that will follow from regulatory reform. We have developed the 2023-24 Corporate Plan with this in mind, however, we may need to deprioritise other areas of development work and our commitments this year may need to be revisited.

# Equality Diversity and Inclusion (EDI)



We are ensuring that Equality Diversity and Inclusion (EDI) is at the heart of everything we do as a regulator. From meeting the Professional Standards Authority's (PSA) EDI Standard for the first time, completing our review of the Standards of Proficiency and launching a consultation on the Standards of Conduct, Performance and Ethics, all of which incorporate our EDI commitments, 2022-2023 was a landmark year in our EDI improvement journey.

In 2023-2024, we will continue our focus on this area in all of our work.

Over the course of the year, we will continue to collect registrant EDI data to build up an accurate picture of who our registrants are to inform the HCPC's policies and processes, as well as embolden us to tackle inequality and discrimination. This year we plan to collect even more registrant EDI data during registration and renewal, which will enhance the quality

and accuracy of the data we hold. Currently, we have 49% of registrant EDI data, with 50% of professions still due to renew. We hope to collect much of the remaining data over the course of this year and will have EDI data for 80% of the Register by March 2024.

We will create an internal EDI dashboard so that we're able to more easily track the demographics of our registrants, and how EDI characteristics impact things such as retention rates and FTP referrals and outcomes.

As part of our commitment to improving workforce resilience, we will review our registration policies including international routes to registration and English language requirements for entry to our Register.

Our 2023-2024 EDI Action Plan sets out in more detail how we intend to implement this important work to achieve our vision for the coming year.

# Our work in 2023-24

This Corporate Plan sets out the major milestones that we aim to achieve within the next 12 months. We will also continue to work with and engage our stakeholders to get their feedback on how successfully we are delivering and implementing the key work areas identified within our strategy.

As a regulator of 15 professions essential to the UK health and care system, we also deliver excellent regulation while we undertake this development. Our core regulatory activity in 2023-24 will include:

## Our core regulatory activity in 2022-23 will include:



We anticipate that we will receive **22,100** new registration applications



Efficiently renewing **201,250** registrants as part of the two-year cycle



Carrying out **100** education programme assessments and approvals



We expect to list  
**380**  
Substantive Final Hearings



Responding to  
**640**  
policy and ethical enquiries  
regarding our standards



We expect to receive  
**1,400**  
new concerns



Undertaking  
**5,200**  
CPD audits

Undertaking all this activity would not be possible without our dedicated employees and partners, each one of whom has an important role to play in making our strategy a success and ensuring we deliver our regulatory purpose of protecting the public and promoting high quality professional practice across the 15 professions we regulate.

# Reporting our progress

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

We will report on how successful our delivery of the Corporate Plan has been at the end of 2022-23, and we will take this opportunity to engage with our stakeholders on the impacts of the strategy and the alignment of common priorities in future years.



## Theme 1- Improving the experience of registrants and others who engage with the HCPC

	Area of development	Key milestones	Rag and comment
1	<b>FTP Frontloading</b> - Improve experiences of our fitness to practise process by shifting the focus of our investigation work to earlier in the process, which has shown in pilot to reduce the time FTP cases take overall.	<ul style="list-style-type: none"> <li>a. Move into new operating model (Q1)</li> <li>b. Deliver changes to case management system to enable frontloading approach (Q1)</li> <li>c. Embed new ways of working and commence in-house frontloaded investigations (Q2)</li> <li>d. Start reporting on new KPIs for FtP processes (Q3)</li> </ul>	
2	<b>FTP participant support</b> - Seek to reduce the impact of FtP processes on registrants and other participants through our new dedicated registrant support line, progressing our registrant health and wellbeing strategy and by continuing to run our lay advocacy service.	<ul style="list-style-type: none"> <li>a. Complete tone of voice review of all FtP templates (Q2)</li> <li>b. Review of Lay Advocacy Service after one year (Q3)</li> <li>c. Review of Registrant Support Service after one year (Q4)</li> </ul>	
3	<b>Registration Operating Model</b> - Transform our registration service operating model to enable a greater focus on good customer service for registrants and applicants.	<ul style="list-style-type: none"> <li>a. Move into new operating model (Q1)</li> <li>b. Embed new process and ways of working (Q2)</li> </ul>	
4	<b>SCPE review</b> - Ensure our standards and guidance reflects registrants current practise and the situations they work in. in 2023-24 we will review our Standards of Conduct Performance and Ethics and supporting guidance on aspects such as social media and the duty of candour.	<ul style="list-style-type: none"> <li>a. Launch Standards and Social Media Guidance consultation (Q1)</li> <li>b. Consultation analysis complete and updated standards approved and published (Q3)</li> <li>c. Consultation on supporting guidance launch (Q3-4)</li> </ul>	
5	<b>EDI</b> - Implement 2023-24 EDI action plan activities.	<ul style="list-style-type: none"> <li>a. Statistical analysis of FTP outcomes as impacted by EDI factors (Q2)</li> <li>b. Regulatory Reform Equality Impact Assessment (Q4)</li> <li>c. Publication of EDI factsheets across professions (Q4)</li> </ul>	
6	<b>Service user engagement</b> - Strengthen the range voices informing our regulatory policy development by better engaging with service users and patients.	<ul style="list-style-type: none"> <li>a. Work with other regulators to pool resources on service user engagement (Q1)</li> <li>b. Development of a service user group forum (Q3)</li> </ul>	
7	<b>Welsh Language</b> - Support our 4 country approach to UK regulation by making enhancements to our Welsh language accessibility as required by changes to the Welsh Language Scheme	<ul style="list-style-type: none"> <li>a. Work with Business Change, IT, Comms, and Regulatory Departments to implement necessary changes – tbc depending on implementation date received in Q1.</li> </ul>	

## Theme 2- Contributing to sector wide workforce planning and resilience

	Area of development	Key milestones	Rag and comment
8	<b>English Language</b> - Review our English Language Requirements for registration to ensure that international registrations meet expectations on communication.	<ul style="list-style-type: none"> <li>a. Conduct pre-consultation engagement (Q1)</li> <li>b. Consultation on proposals (Q2)</li> <li>c. Agree approach following consultation (Q4)</li> </ul>	
9	<b>Standards of Education and Training</b> - Working closely with education providers, commence a review of our SETs to ensure that the registrants of the future continue to join the workforce with the skills and knowledge they need to succeed.	<ul style="list-style-type: none"> <li>a. Preparatory work and scoping of review (Q4)</li> </ul>	
10	<b>Preparedness for practice</b> - Undertake research into the experiences of new registrants entering the workforce, which will inform our work to support registrants to continue to meet our standards and stay on our register.	<ul style="list-style-type: none"> <li>a. Communication and implementation of preceptorship principles (Q1)</li> <li>b. Interim research report on preparedness for practice (Q2)</li> <li>c. Final preparedness for practice research report received &amp; action plan developed (Q3)</li> </ul>	
11	<b>Advance Practice</b> - Continue our work on advanced practice regulation development to ensure that emerging roles and innovation in delivery continues to enable public protection.	<ul style="list-style-type: none"> <li>a. Engagement with other regulators and key stakeholders on AP developments (Q1)</li> <li>b. Take forward development of definition/guiding principles (Q3) (subject to fee increase)</li> </ul>	
12	<b>Data insights</b> - Share insights from our data with shareholders, through the publication of profession specific data dashboards which enable greater visibility of the makeup of our register. Continue to pursue strategic data partnerships with key stakeholders regulators to enable us to better forecast workforce supply through new graduates and international registration.	<ul style="list-style-type: none"> <li>a. Renewals data dashboard (Q1)</li> <li>b. Retention rate publications (Q3)</li> <li>c. Professions Risk Profile dashboard (Q4)</li> <li>d. Regular supply of Student level Higher Education Statistics Agency (HESA) and NHS Education Scotland (NES) data (Q4)</li> </ul>	
13	<b>Temporary register</b> - Support emergency workforce provision by the continuation of our temporary covid register.	TBC subject to Council decision on approach to ongoing maintenance (March 23).	

## Theme 3- Driving forward efficiencies and innovation in how we work

	Area of development	Key milestones	Rag and comment
14	<b>Online registration services</b> – pursuing our Digital Transformation Strategy to enhance our online application and renewal functionality for registrants and applicants enabling greater self-service and reducing manual and paper based inefficiency.	<ul style="list-style-type: none"> <li>a. Scoping and developing new automated processes and system enhancements (Q1-2)</li> <li>b. Commence new automated ways of working (Q3)</li> <li>c. Scoping of technical solution to deliver mobile compatibility (Q2)</li> <li>d. Delivery of mobile compatibility – (tbc)</li> </ul>	
15	<b>Partners</b> - Review how we work with our Partners to optimise and streamline our processes and quality assurance.	Tbc dependent on outcome of exploratory review (Q1)	
16	<b>People</b> - Deliver the third year of our People Strategy, focusing on improving our ability to attract and retain talent.	<ul style="list-style-type: none"> <li>a. Implement upgrade to e-recruitment site and enhance the recruitment pages by making them more interactive (Q1-2)</li> <li>b. Develop a talent pool for candidates (Q2)</li> <li>c. Relaunch beyond barriers mentees and mentors (Q3)</li> <li>d. Succession planning: identify needs and key positions by priority departments (Q3).</li> </ul>	
17	<b>Financial management</b> - Strengthen our financial management capabilities by modernising our financial IT systems.	<ul style="list-style-type: none"> <li>a. Implement Business Central (Q2)</li> <li>b. Roll out improved management reporting (Q4)</li> </ul>	
18	<b>Sustainability</b> - Improve our sustainability and further reduce our office footprint	<ul style="list-style-type: none"> <li>a. Establish HCPC's carbon baseline &amp; agree action plan and targets (Q1)</li> <li>b. Establish Employee Forum-sponsored green team (Q1)</li> <li>c. Review scope and take decisions on incorporating environmental considerations in SCPE (Q3)</li> </ul>	
19	<b>Engagement</b> - We will establish an Office of the Chair and Chief Executive to better support strategic engagement with stakeholders and the prioritisation of Chair and Executive time as well as ensuring quality support is available	<ul style="list-style-type: none"> <li>a. Ways of working established, all posts filled and operational (Q2)</li> <li>b. 6 month ways of working review (Q4)</li> </ul>	

## **Areas of development that will be progressed subject to achieving a rise in our fees, needed for financial sustainability**

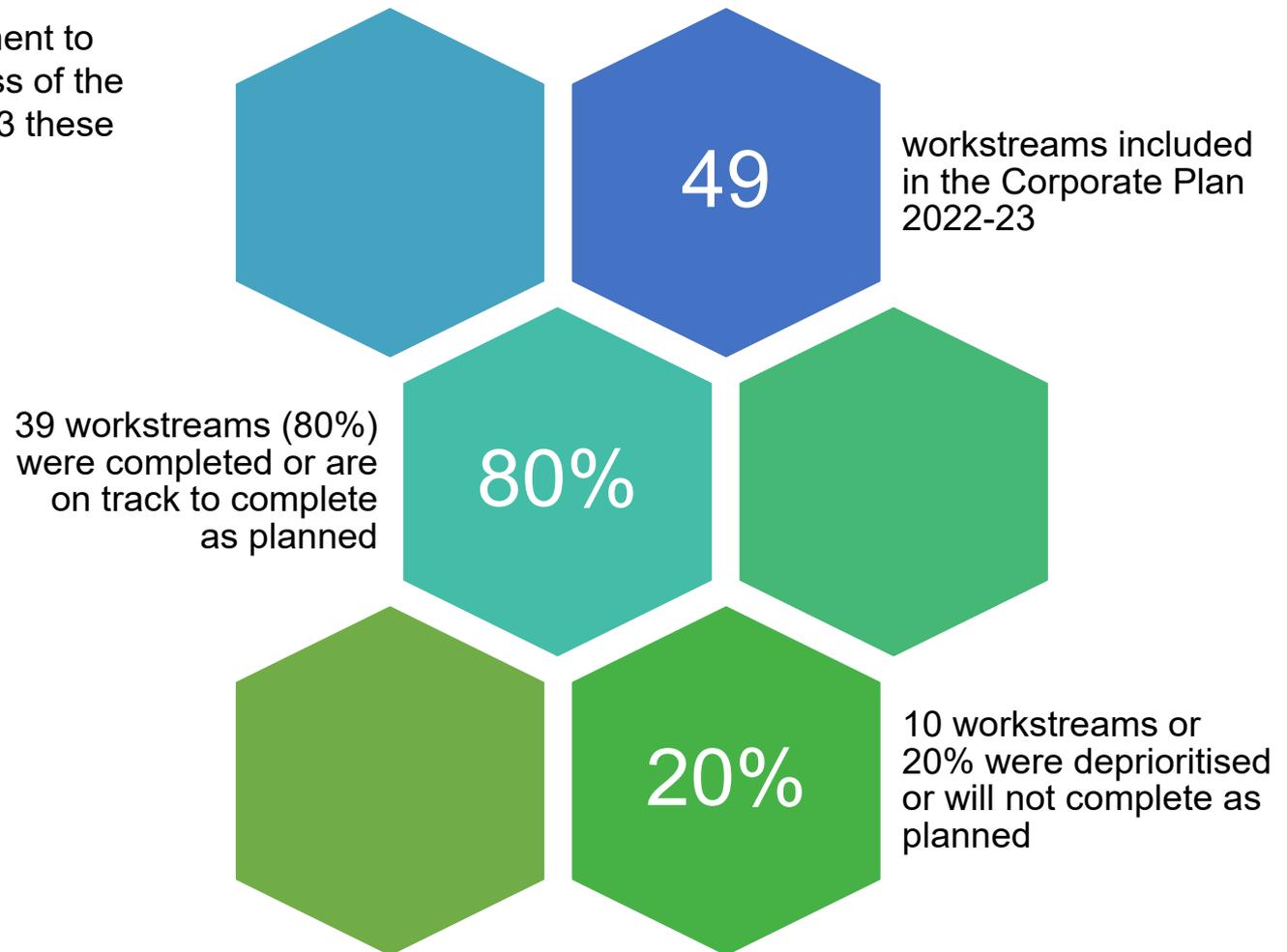
Our Council have agreed that subject to our future income needs being secured, we will include the following areas into our Corporate Plan.

1. Working with employers to secure better protected CPD time
2. Increase our promotion of registration fee tax relief
3. Increase the spread of direct debit payments

# Review of Corporate Plan Delivery 2022-23

## Overview

As part of our commitment to reporting on the success of the Corporate Plan 2022-23 these slides set out what we achieved.



## Continuously improve and innovate

Transitioned to frontloading of case management with external legal providers.

Delivered Phase 2 of FTP Case Management System including streamlined workflows, improved reporting functionality.

Expanded delivery of our online registration services to include UK and international applicants, offering an improved user experience, increased EDI data capture and more efficient registration services

Consolidated the benefits from the new Education QA model.

Developed and launched an education provider self-service portal to manage provider interactions

## Promote high quality professional practice

Reviewed, consulted on and published revised Standards of Proficiency (SoPs) and commenced implementation

Reviewed the Standards of Conduct, Performance and Ethics (SCPE) and launched a consultation.

Developed and launched a high quality programme of #myhcpcstandards events to promote excellence in professional practice

Developed our employer hub and increased subscriptions to Insights for employers (e-newsletter).

Our Professional Liaison service partnered with identified employers and delivered a programme of employer events.

Number of 'Joining the UK workforce' events increased (monthly webinars attract 200-300 newly registered international registrants).

Commenced research into registrant's experiences when first entering the workforce.

In partnership with Health Education England, developed preceptorship principles to support registrants as they enter practice.

## Develop insight and exert influence

Programme of data for excellence commenced.

Commenced analysis of FTP outcomes by diversity characteristics, focusing on age and sex with more analysis planned for 2023-24.

Established a new data scientist degree apprenticeship.

Published analysis of the register retention rate of new registrants for our 15 professions.

Improved visibility of renewal trajectories through renewal data dashboards.

## Be visible, engaged and informed

EDI action plan launched with steering group oversight.

Internal audit of our organisation-wide approach to EDI complete, with actions to address recommendations

Introduced analysis of our Staff Survey results by protected characteristics

Introduced formal consideration of impact on our EDI objectives for all relevant ELT and Council decisions

Expanded our devolved relationships management model to cover a wider range of stakeholders and 4 country relationship management

## Build a resilient, healthy, capable and sustainable organisation

Introduced our Aspiring Leaders programme to develop our future leaders to ready them for management roles.

Completed a hybrid working pilot with identified learning.

Reviewed and updated the Digital Transformation Strategy

Further progress on migration to Cloud completed.

Developed a Financial Sustainability Strategy and consulted on and agreed a change to the HCPC's registration fees.

Developed an Environmental Sustainability Strategy and implemented a baseline analysis

## Promote the value of regulation

Delivered our first student competition.

Lay Advocacy support provision for members of the public and witnesses involved in FTP launched.

Introduced programme of work focused on educating and influencing employers in relation to FTP to make the right referrals and provide better support to those involved in FTP cases.

Proactively engaged with DHSC on regulatory reform, and received confirmation that HCPC will be one of the next regulators to go through reform.

Launched a independent and confidential registrant support line.

---

## Areas of the Corporate Plan we did not deliver

- 9 workstreams were not able to progress as we had initially planned.
- A number of the workstreams relate to our work on data. The Programme of Data Excellence has commenced but key milestones have not completed as planned. This was in part due to additional work required to improve data quality as well as resource challenges and the delivery of work undertaken outside of corporate plan commitments. We are confident that this learning has been taken on board to ensure our commitments for data in 2023-24 are realistic and achievable within our current resources.
- There were delays with appointment of external secondee as part of the tone of voice review which impacted progress but work is now underway and due to complete Q1-2 2023-24.
- Our project to replace our financial IT system has commenced but will continue into 2023-24.

## **Delivering our core work during 2022-23**

- While development work is exciting and new, it wouldn't be possible, or worthwhile, without the whole organisation delivering our essential public protection work, either on the frontline in our regulatory areas, or enabling delivery in our resources teams.
- The next slide highlights the achievements of our core work delivery in 2022-23.

## Delivering our core work in 2022-23

### Registration

Received 15,702 UK applications, 13,250 international applications

### Fitness to Practise

1,446 new concerns received  
957 hearings (all types) held

### Education

Approved 62 new programmes. Monitored ongoing compliance with standards for 52 providers

### Professional Liaison

Held 91 engagement events to support understanding of our standards

### Policy and Standards

Responded to 672 bespoke policy enquires from stakeholders

### Communications

16,341 social media engagements  
3.8 million website visits  
335 web pages published

### Insight and Analytics

Programme for Data Excellence commenced, retention rate analysis published.

### Finance

Processed 41,726 invoices  
Ran 8 high value procurements

### HR & Partners

99 job offers made

### Office Services

Supported 11,100 days of employee office based working

### Business Change

Supported 9 formal business change programmes

### Governance

Ran 40 Council and Committee meetings  
Appointed 2 Council members & 2 apprentices

### QA

Completed 10 quality assurance activities, 4 consultation responses, 5 BDO audits and co-lead 70 risk & assurance meetings

### Compliance

Responded to 650 complaints, 477 FOI//DPA requests and received 93 positive feedbacks

### IT

Responded to 4,000 service desk tickets, applied 2,000 different security patches.