
Digital Transformation Strategy Update

Executive Summary

The HCPC’s refreshed Digital Transformation Strategy was presented to the Council at its meeting in December 2022. The refreshed strategy was developed following a careful review of progress to date, both in terms of the many significant achievements and areas where further improvements could be made. This included a revised Vision statement developed in consultation with key stakeholders and defined the transformation approach based on the risk appetite of the organisation and its then current level of digital maturity. It incorporates a set of Digital Principles that should inform and shape how we approach the delivery of the strategy.

The Committee is receiving an update on the progress and delivery of the Digital Transformation Strategy in furtherance of its role to provide the Executive with advice and support on the development and delivery of the Digital Transformation Strategy. The update also includes details of the current budget associated with the delivery of the strategy ahead of, and as helpful context for, the Committee’s review of the annual budget for 2024-25 at its next meeting.

Previous consideration	The People and Resources Committee was consulted in the development of the refreshed strategy on 6 September 2022, prior to presentation to the Council at its meeting in December 2022.
Decision	The Committee is asked to note and consider the update.
Next steps	Key next steps are set out in the presentation.
Strategic priority	The Digital Transformation Strategy is explicitly aligned with the Corporate Plan. It will support the achievement of all of HCPC’s strategic aims, in particular strategic aims 1 (continuously improve and innovate), 3 (develop insight and exert influence) and 5 (build a resilient, healthy, capable and sustainable organisation).
Financial and resource implications	Delivery of the Digital Transformation Strategy will require investment of both money and time. All individual investment decisions are subject to separate business case approvals in accordance with the HCPC benefits framework, within the budgets set by ELT and Council.

EDI impact	Improving the capture and analysis of EDI data has formed a key element of work to date on delivering the Digital Transformation Strategy. The strategy makes explicit the need to design new digital solutions around the needs of the end user, including those with specific accessibility requirements.
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Vision for a Digitally Enabled HCPC

HCPC will excel in the use of digital solutions and ways of working in order to provide effective regulation and prevention, and to provide a straightforward, value-adding experience for the people who rely on our services.

Digital Principles

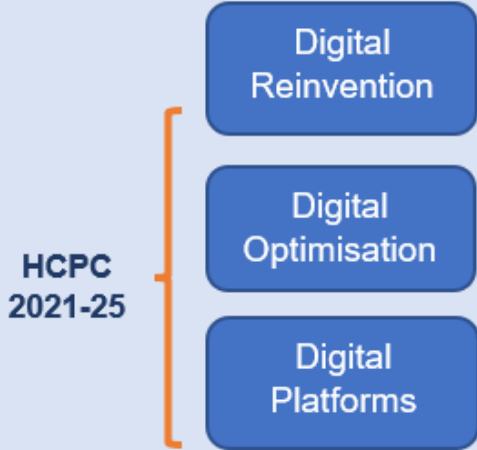
- Benefits driven
- User centred
- Value for money
- Cloud first
- Build (and invest) incrementally
- Standardise
- Keep it simple
- Keep it safe

Key Actions



- Complete our migration to the Cloud
- Adopt a Digital Platforms approach
- Improve the user experience
- Build our data platform and culture
- Develop our digital skills and capabilities
- Prepare for regulatory reform

Transformation Approach



HCPC will develop its digital platforms and optimise how it delivers its existing services. We will explore discrete opportunities for reinvention to achieve truly transformative change where there is a clear need and an acceptable level of risk and cost.

Corporate Plan Digital Aims

- Our processes are easily accessible • Our users have a positive experience • Our data is accurate, accessible, and useful •
- We have effective mechanisms for engaging with all our key stakeholders • We are responsive to those who contact us •
- We have improved our stakeholders' experience and our efficiency • We have the right skills to drive our future performance •

Key Actions 2023-25

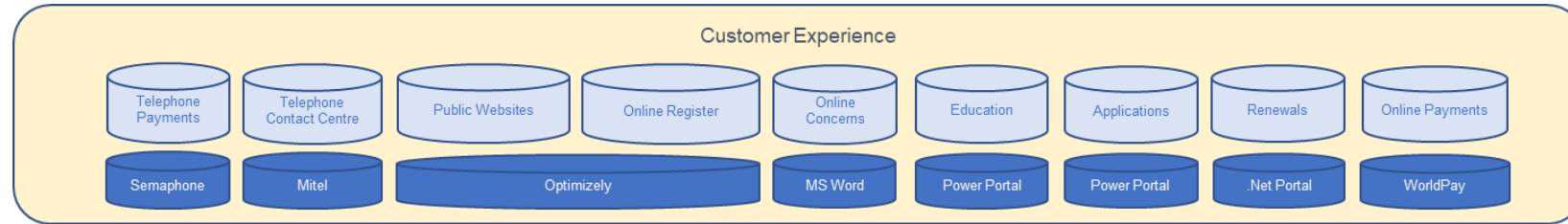
Action	RAG	Update
Complete our migration to the Cloud	G	Most underlying infrastructure now migrated. Sage being replaced. Network drive to be moved/replaced in 2024-5.
Adopt a Digital Platforms approach	A	New projects now being designed in line with Digital Platforms approach. Roadmap for evolving existing solutions required.
Improve the user experience	G	Key regulatory processes all now digitised. Draft UX goals developed, need testing on key stakeholders and measures defining. “My Registration” options to be explored.
Build our data platform and culture	A	Data platform development underway. Data quality improvement work progressing. Long term approach being defined.
Develop our digital skills and capabilities	G	Upskilling within IT & BC teams in train. IT role redesign intended for 2024-5. Wider skills analysis to be undertaken.
Prepare for regulatory reform	G	IT & BC teams closely engaged in longer term strategic work to identify digital options and opportunities.

Digital Platforms

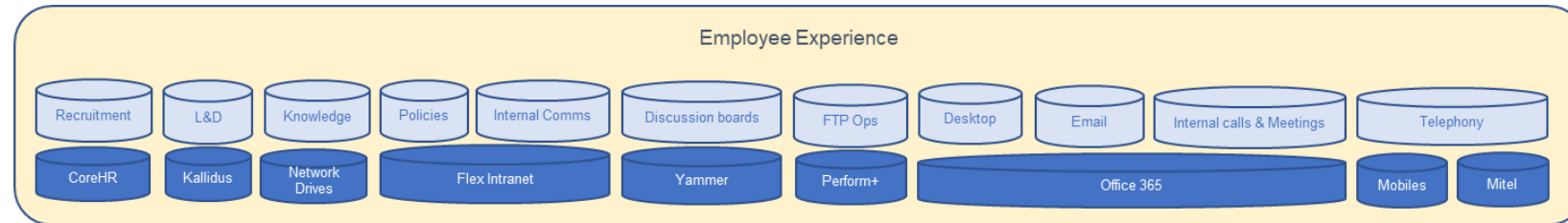
- Most Legacy systems now replaced with modern cloud-based solutions.
- Almost all key regulatory processes are now digitised (Online Concerns in progress).
- Decisions on earlier solutions were made without an overarching technology architecture.
- Mostly a 1:1 relationship between an 'application' and the 'system' it is hosted on.
- This leads to a large amount of technical overhead to manage them, and complexity to join them up.
- Adopting an approach where we have a range of 'Products' sat on a small number of 'Platforms' will overcome much of these challenges.
- This would enable us to simplify user experience, improve process and data integration, and achieve greater agility and scalability.
- We could move from 40 separate (strategically important) systems to around 20 key platforms.
- An evolutionary approach can be adopted, building on work and investments made to date.
- AI is being incorporated into many of the technologies we already use, and a number of potential use cases could be explored (in line with Transformation Approach).
- A full review of our key IT partners is proposed for the 2024-25 workplan. This will include consideration of technical, strategic and financial fit.

Digital Platforms

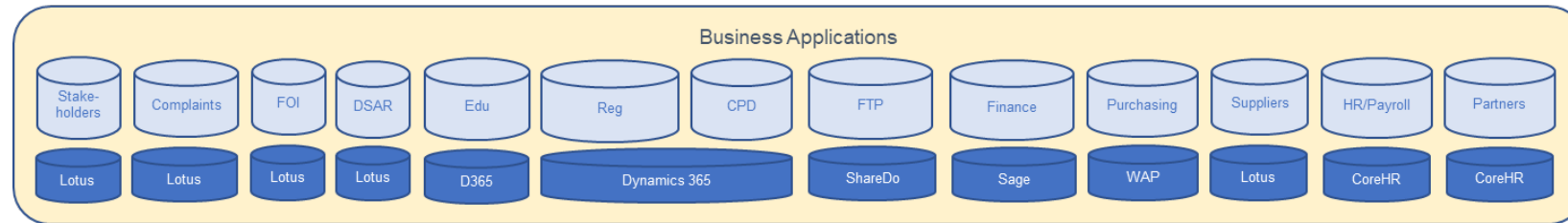
As-Is Systems Architecture



8 separate systems



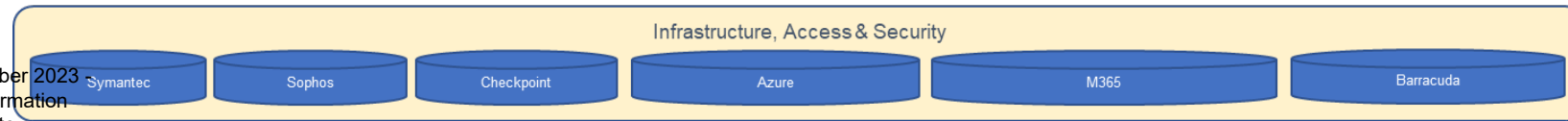
9 separate systems



12 separate systems



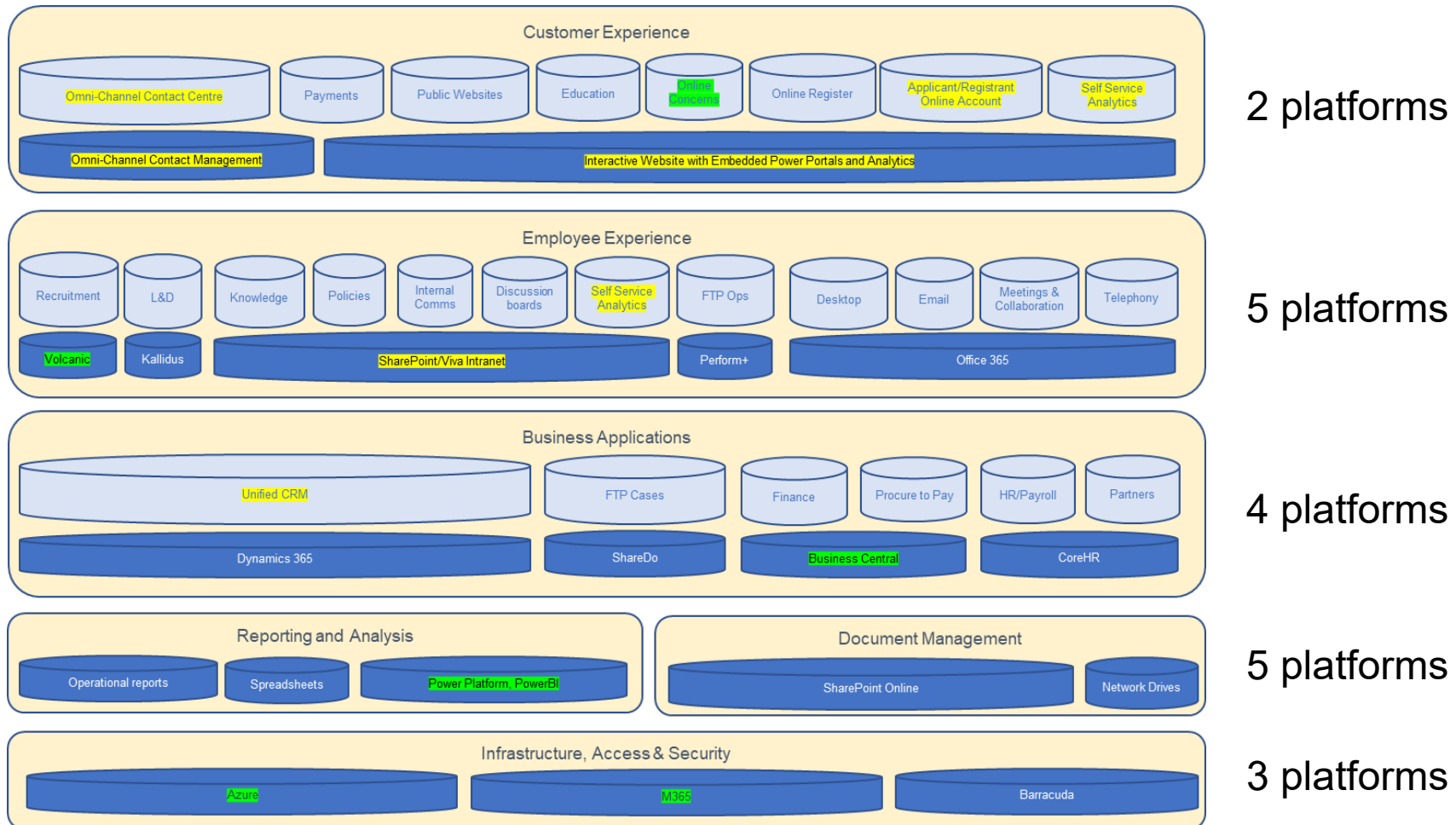
5 separate systems



6 separate systems

Digital Platforms

To-Be Architecture? (Indicative)



Green – projects/ initiatives in flight.
Yellow – projects/ initiatives will be considered through the budget setting process and major investment programme.

Data Platform and Culture

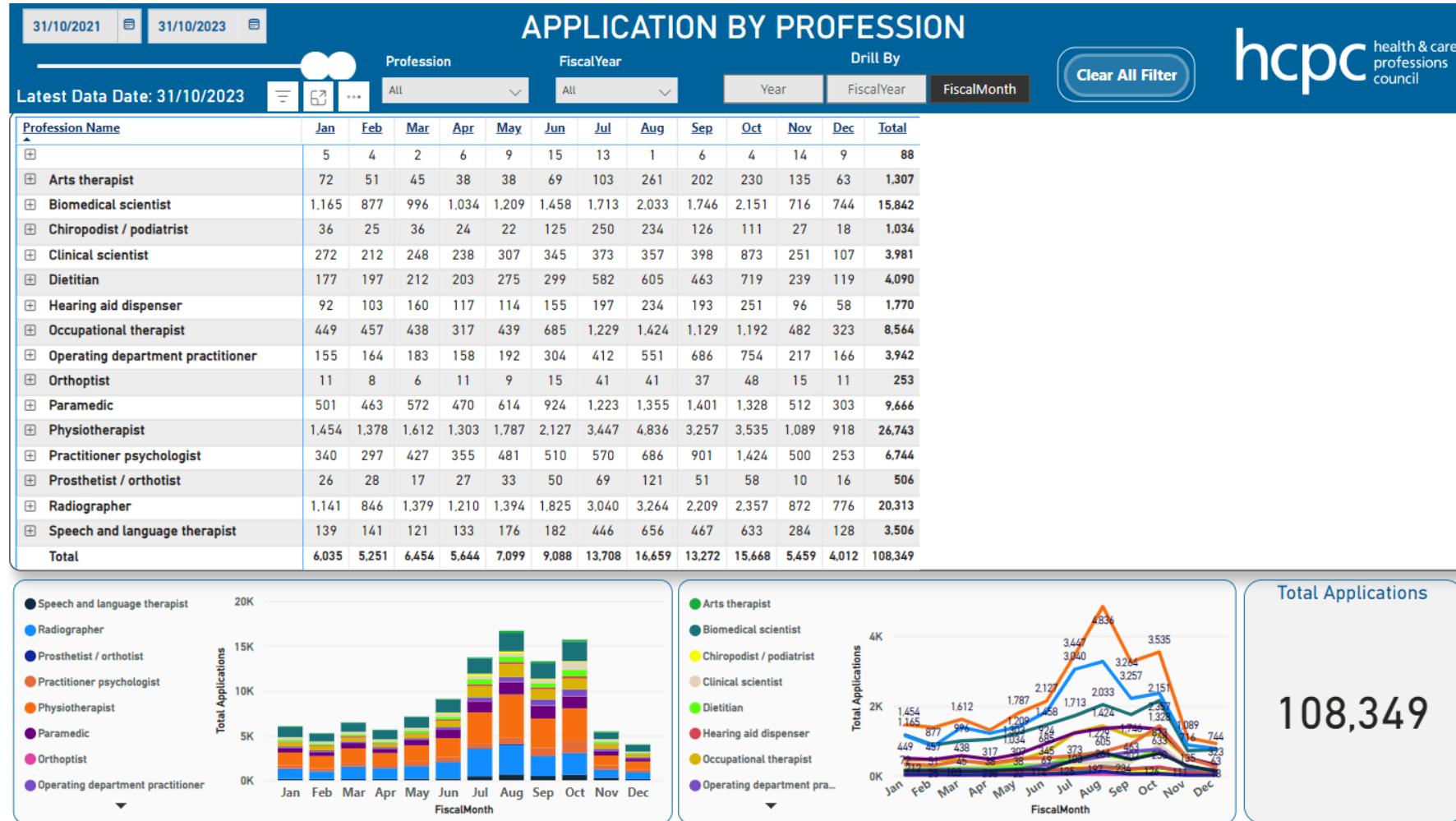
Work to date:

- Reg data onboarded into Data Platform through HEE project.
- Now being used by A&I team to support EDI analyses and other priorities.
- FTP reporting requirements gathered and Data Platform being further developed to address them.
- Other dashboards being built to address specific needs.
- Data Standards work progressing, with a focus on Reg and FTP.

Next steps:

- Education, Finance and HR datasets to be brought into Data Platform.
- Internal self service analytics tools to be developed prior to a subsequent external solution (subject to business case).
- Long-term approach to data standards and reporting to be defined.

Data Platform and Culture



Example PowerBI Dashboard

Budgeted Resources (2023-24)

Opex	£k
Software support & licences	1,962
Pay	1,026
Telephony	133
Website	97
Small IT projects (mostly security related)	81
Hardware maintenance	53
Specialist external support	41
Other	18
Total	3,411

Capex	£k
User devices (laptops, PCs)	75
Data Centre maintenance	15
Telephony enhancements	10
Total	100