

ELT / PRC

Digital And AI Strategy: Setting the Direction

June 2026

Digital Strategy to 2025

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

Digital
reinvention

Digital
optimisation

Digital
platforms

HCPC
2021-25

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 •

Digital Strategy to 2025: Outcomes and Achievements

Improved User Experience	<ul style="list-style-type: none">• Standard registrant processes now digitised and available 24/7.• Renewal and applicant journeys streamlined.• Online Concerns portal introduced.
Data, Intelligence & Automation	<ul style="list-style-type: none">• Data Governance Framework introduced and measurable data quality improvements realised.• Data Platform build underway.• EDI data capture in place.• External-facing Data Hub and automated data sharing launched.• Inhouse automation capability established.• AI pilots undertaken and several tools adopted into BAU.
Flexible, Secure Platforms	<ul style="list-style-type: none">• Most legacy technologies decommissioned.• Highly available key systems in place.• Resilient & recoverable, location agnostic.• Reskilling and upskilling of internal teams.• ISO27001, Cyber Essentials Plus and PCI DSS certified.

AI Adoption at HCPC

- Emailtree, Turnitin and RedactXpert all successfully piloted and adopted into general use.
- Copilot Chat (free version) available to all employees.
- AI functions available within HR and Finance systems.
- Five9 omnichannel customer contact solution procured, including digital channels with AI enablement.
- Teams Premium being trialled for minute-taking.
- AI Policy published to govern use by employees, contractors and partners.
- Work underway to put further technical controls in place.
- Manager training undertaken to raise awareness and interest.

Corporate Strategy 2026-2031

Our Vision

Protecting the public through evidence-based proactive regulation, delivered by a patient centred and adaptable regulator.

Our Mission

We protect the public by approving education programmes, setting and upholding professional standards, using evidence to promote safe and inclusive practice, and taking appropriate action when things go wrong.



Putting patients at the centre of smarter, preventative regulation



Supporting healthcare workforce development through proportionate, agile regulation



Technology-enabled regulatory excellence and organisational sustainability



Strengthening public protection through the regulation of NHS managers

Corporate Plan 2026-27

Our values: Trusted, Compassionate, Inclusive, Innovative.

“Apply behavioural science and data insight”

“Use safe, ethical technologies to generate real-time and predictive analytics”

“Enhance the accessibility of our data”

“Improve our regulatory performance through innovation, collaboration and technology integration”

“Modernise our fitness to practice processes”

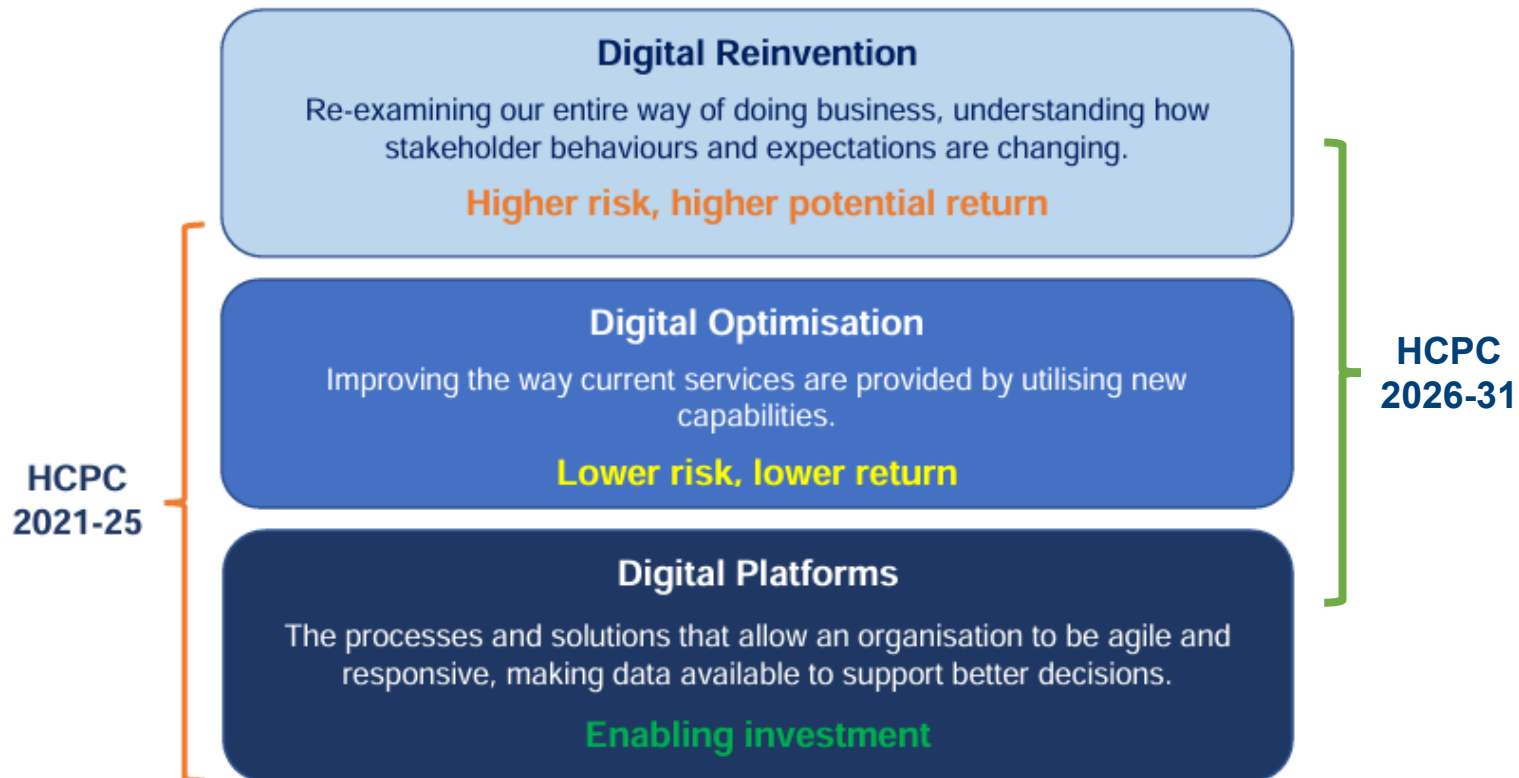
“Transform registrant services creating a seamless, accessible experience”

“Harness emerging technologies safely and transparently to enhance public protection, operational efficiency and user experience”

“Empower our workforce by upskilling staff to use new technologies confidently”

“Implement government-mandated barring system for NHS Managers”

Developing the Next Digital Strategy



During 2021-25 HCPC developed its digital platforms and optimised how we deliver existing services. We explored discrete opportunities for reinvention where there was a clear need, minimising risk and cost by tightly defining the scope of initial trials.

During 2026-31 HCPC will:

- Complete our work to implement modern digital platforms.
- Building on the success of the past strategy we propose there will be a shift in emphasis to digital reinvention for a small number of agreed priority opportunities (e.g. a new single CRM). We do not have the funding or capacity to undertake digital reinvention across the board.
- There will continue to be an important need to optimise current processes and systems where appropriate and necessary.
- We will continue to innovate by testing out new ideas at a small scale, before investing in the systems and solutions that enable these to be rolled out and embedded.

Updating the Tech Roadmap: Next 2 Years

PROGRAMMES	FY25-26	Q1 – Q2	Q3 – Q4	Q5 – Q6	Q7 – Q8
Tier 1					
FTP Customer Service and process improvement Legal Services PSA Standards Process improvements	Reporting Document sharing Digital Signatures Recruitment (Legal) Research libraries	<ul style="list-style-type: none"> Nexus - Reminders (Case updates) Frontline checks Training and best practices Case Manager Recruitment 	<ul style="list-style-type: none"> Nexus change backlog review Risk Assessment workflows Processes 	Resource / scheduling /work allocation requirements	<ul style="list-style-type: none"> FTP CMS Futures analysis
Single CRM Online Experience UK Applications CRMs Website and portals	Website upgraded Search and Navigation updates	<ul style="list-style-type: none"> CRM Architecture framework Renewals flow review High-level designs and roadmap Requirements (Info and gov CRM) 	<ul style="list-style-type: none"> Strategic Partner Selection Begin CRM build Applications design Info and gov CRM build 	<ul style="list-style-type: none"> My HCPC / identity management Stakeholder CRM Applications build 	<ul style="list-style-type: none"> Website personalisation HCPTS Website design
Data and Automation Data & Intelligence AI & Automation	Governance framework Data sharing BC Data pipeline HESA options Data quality team Data dictionary Data Owners FTP, REG Data models	<ul style="list-style-type: none"> FTP Data model built Reg Data model designed AI Co-pilot enablement 	<ul style="list-style-type: none"> Self Service reporting POC Reg Data model build Azure AI POC 	<ul style="list-style-type: none"> Direct Debit Automation Education Data Model (Gold) Self-Service reporting 	Self-Service reporting
Tier 2					
Customer Contact Single Contact Centre Reporting Operating model Email Webchat	New strategic partner Mitel replacement New phone system Improved reporting	<ul style="list-style-type: none"> Target operating model Voice of the Customer User journeys 	<ul style="list-style-type: none"> Business process design Designs (people process, tech) 	<ul style="list-style-type: none"> Cost model Single Contact Centre 	<ul style="list-style-type: none"> Webchat Email AI
Regulatory processes Service improvement International Assessment Regulatory	Partner contracts Payroll system Payment pathways Redact Expert FTP Partner pensions and back payments	<ul style="list-style-type: none"> Partner KPI & Quality FTP Final hearing listing WIP 	<ul style="list-style-type: none"> International Assessment FTP Witness support 	<ul style="list-style-type: none"> Partner / Resource work allocation requirements FTP Final hearing listing model 	
Core					
Secure Platform Modern Workplace Cloud Network	<ul style="list-style-type: none"> Secure cloud network (Core) Portal Authentication / Cyber response 	<ul style="list-style-type: none"> Secure Cloud network(Discovery) 	<ul style="list-style-type: none"> Secure Cloud network (deploy) 	<ul style="list-style-type: none"> Enterprise secure document sharing 	
Operational Services Facilities Sustainability Hybrid Office		<ul style="list-style-type: none"> HVAC Phase 1 Space planning 	<ul style="list-style-type: none"> HVAC Phase 2 Collaboration rooms 		

Updating the Tech Roadmap: Longer Term

- Extending our personalised website experience and online services
- AI-assisted decision support
- Corporate resource management
- NHS Managers barring system
- Determine future FTP system requirements
- Review of data requirements to enable predictive analytics

AI Adoption: Learning and Next Steps

Human involvement remains crucial

- User remains responsible for validity of outputs.
- Effective prompt-writing skills and rigorous testing required.
- Innovation Team to be established to provide leadership, technical support & policy guidance.
- Super-user group to be established to develop expertise, share learning and champion adoption.

Governance is vital: people, process and technical

- Current approach relies on human and process controls.
- Technical controls are being introduced to enable extension into more sensitive use cases.
- AI Innovation Group to be set up to support adoption and ensure alignment with policy and priorities.

AI runs on data (plus money and electricity)

- Data quality at HCPC improving, but further work needed and additional data items will be necessary for some use cases.
- Licencing and data processing costs can be substantial.
- Inefficient AI use could substantially increase HCPC's carbon footprint.
- Before scaling, prototypes will need to demonstrate a clear business case, including financial, equality and environmental impacts.

Question for PRC

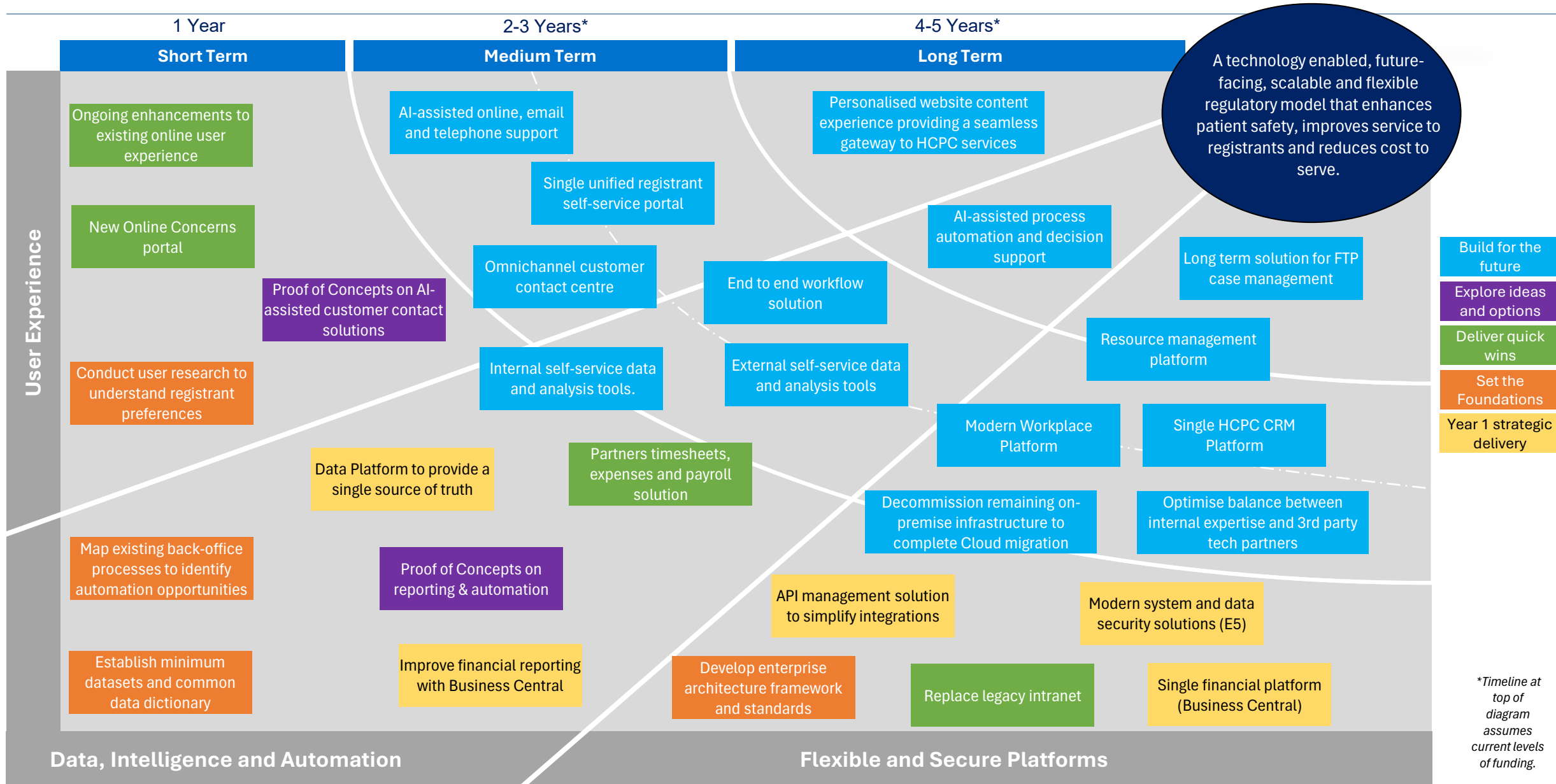
Does PRC agree the next Digital & AI strategy should focus on:

- completing the digital platform work;
- continuing to optimise current systems and ways of working where needed; plus
- a shift in emphasis to digital reinvention for a small number of agreed priorities?

ELT / PRC

Appendices

High Level Technology Roadmap



HCPC Tech in 2026: PESTLE

Political	Economic	Social	Technology	Legal	Environmental
<ul style="list-style-type: none"> NHS 10 Year Plan shift to community-based & preventative care, raising expectations on HCPC-registered professionals. Intention remains for HCPC to take on NHS Manager regulation. Political volatility set to continue both within UK and globally. 	<ul style="list-style-type: none"> Slump in international applications unlikely to reverse. Aiming for inflation-aligned fee increase every 2 years. Disruption of global supply chains and inflationary pressures. Risk of recession in UK and wider. 	<ul style="list-style-type: none"> Significant increase in volume of concerns being raised. Rise in on- and off-line discriminatory abuse. Digital divide getting narrower but deeper. 	<ul style="list-style-type: none"> NHS 10 Year Plan emphasises 'digital revolution'. AI evolving rapidly. Increasing risk of cyber attacks and disruption. 	<ul style="list-style-type: none"> Timeline and scope of regulatory reform is still unclear. Procurement Act 2023. 	<ul style="list-style-type: none"> Net Zero still a long term objective. Environmental impact of AI and 'Big Tech' growing rapidly, without full transparency.

HCPC Tech in 2026: SWOT

<p>Core regulatory processes have been digitised</p> <p>Cloud migration complete and modern platforms in place</p> <p>Successful early adoption of some standalone AI solutions</p> <p>Key system reliability & performance generally high</p> <p>Stable & experienced tech & change teams</p> <p>Strengths</p>	<p>Clear corporate strategy with tech seen as a key enabler</p> <p>Regulatory reform still promised</p> <p>Potential to reshape supplier partnership models in short to medium term through retendering</p> <p>Increasing appetite for innovation</p> <p>Opportunities</p>
<p>Small internal tech & change teams supporting both BAU and new projects</p> <p>Data maturity still developing</p> <p>Some supplier partnerships are no longer delivering best value and/or strategic fit</p> <p>Some critical processes are struggling with increased volumes</p> <p>Some highly complex regulatory processes</p> <p>Weaknesses</p>	<p>Cyber attacks</p> <p>Upstream outages</p> <p>Risk of supplier failure</p> <p>Skills availability & affordability</p> <p>Supply chain disruption and cost pressures</p> <p>Political volatility</p> <p>Threats</p>