

People and Resources Committee

Meeting Date	10 September 2026
Title	Investment plan update (Quarter 2 2026-28)
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Executive Sponsor	Alastair Bridges, Executive Director of Resources
Executive Summary The paper attached is the Q2 update on the investment plan presented in June 2026 (Q1). The Q1 paper set out the priorities and the approach for the new 24-month investment cycle. The paper presents updated priorities and reflects changes to the investment milestones following the deferment of some items by the Executive Leadership team (ELT) to Q3 to support the activities in support of the Fitness to Practise (FTP) customer improvement project. The new dates are proposed and will be further validated with the update of the technology roadmap at the next People and Resources Committee (PRC). The re-prioritisation was to ensure that resources in FTP, IT and Digital, Business Change and Insights and Analytics were released to support the FTP priorities. The financial outlook has been updated to reflect both this change in priorities, and to reflect the updated capital expenditure (capex) and operational expenditure (opex) rules shared by finance during Q1. The financial year (FY) 2026-27 opex forecast remains as planned. The technology roadmap outcomes remain unchanged and reflect the target for end 2027-28. This milestone may be adjusted in the planned technology roadmap update to the PRC later in this financial year.	
Action required	To review the information provided and seek clarification on any areas.
Previous consideration	The investment plan was submitted to ELT, PRC, and Council prior to approval in March, and later in June to ELT and PRC.
Next steps	Continue with the delivery as set out in the paper.
Financial and resource implications	The finding represented in the paper is aligned to the budget delegation approved for the investment budget.

Associated strategic priority/priorities	Technology-enabled regulatory excellence and organisational sustainability
Associated strategic risk(s)	SR09 - Digital Roadmap SR11 - Responding to Regulatory Change SR08 - Financial Sustainability
Risk appetite	People - open Influence/leadership - seeks Financial - measured
Communication and engagement	The paper includes an update to the priorities discussed with ELT.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	The initiatives set out in this paper will have consideration for data protection impact assessment, EDI and Welsh language through the change methodology applied by the Business Change team.
Other impact assessments	The presentation represents a collective position on the investment priorities.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Investment plan update (Q2 2026-28)

PRC – September 2026

People and Resources Committee September
Investment Portfolio update

Topics

1. Executive Update
2. Recap on approach
3. Phased plan (Q2)
4. Key Indicators
5. Technology roadmap priority linkage

Appendices from slide 6 – included for further reading

1. Executive Update

Key points of Note

- Progress against priorities have continued in Q1 across the seven investment areas as set out in the previous Q1 update.
- A strategic partner for the network transformation project are in place and the replacement network equipment order has been placed.
- The Fitness to Practise (FTP) data model has been built on the data platform and is undergoing final validation..
- An Invitation to Tender (ITT) process is in progress to select a partner to support the development of work items for FTP operational reporting.
- Procurement process continue to select a new single strategic support partner for our customer relationship management (CRM) and Business Central systems.
- The target operating model is complete and awaiting final validation for customer contact with the next phase moving to process and technical design.
- Phase 1 of the heating, ventilation and air conditioning (HVAC) project has completed successfully, and planning has started on the next phase.
- In the investment portfolio has been reprioritised (with several milestones moved from Q2 to Q3) to support the FTP customer services priorities – largely to reduce the people and change impact.

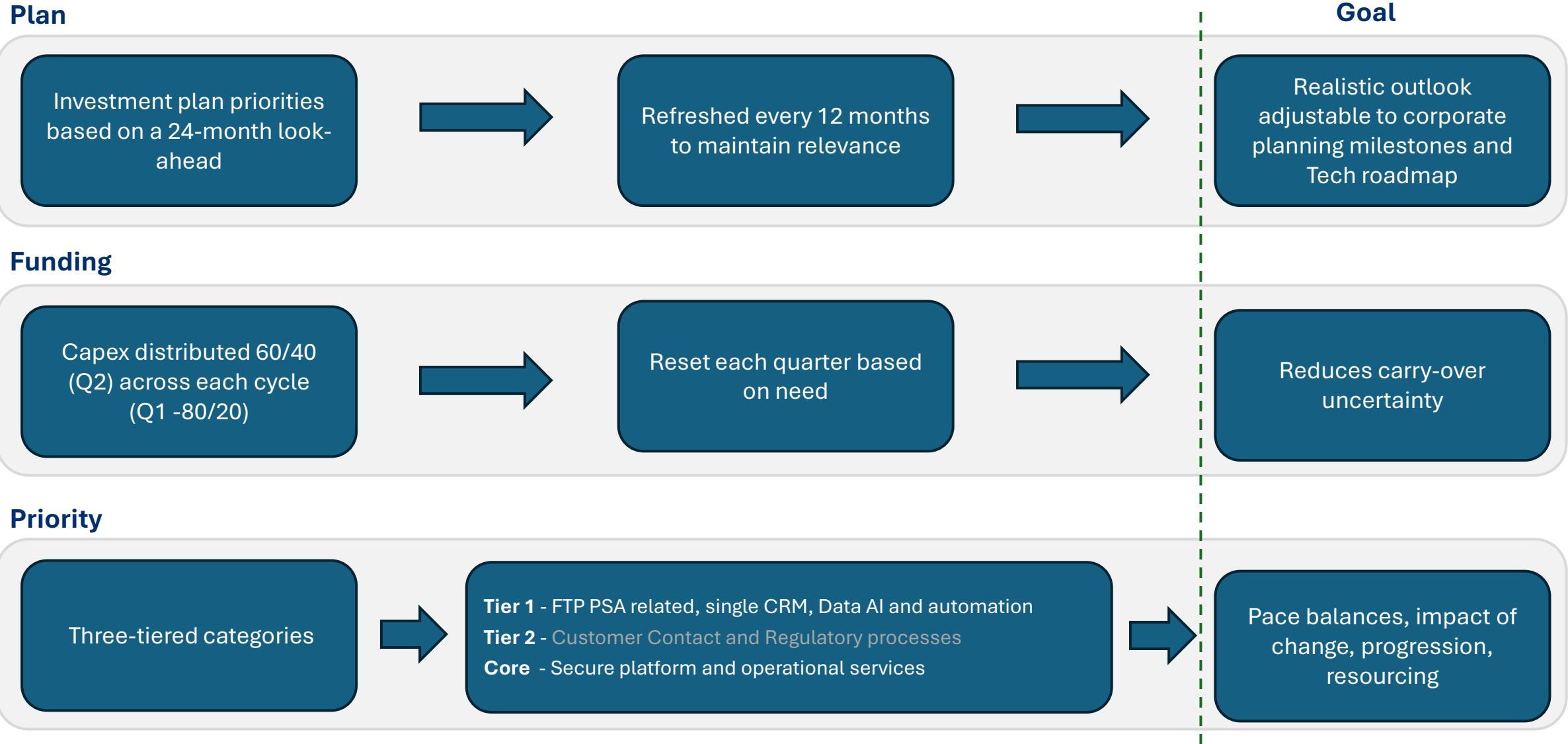
Investment budget and resources

- The 24-month investment forecast has been updated to reflect the updated FTP priorities and to reflect the updated capital expenditure (capex) and operating expenditure (opex) guidance.
- Opex forecasts for FY2026-27 (£307k) have been kept to budget with some costs deferred to next financial year as part of the priority review.
- Capex forecast (£1833k) have been updated to reflect same.
- Prioritisation review has reduced the resource backlog across key teams, with the recruitment with key IT and digital roles continuing.

Investment prioritisation review

- The Q2 investment priorities have been reviewed and updated to support the FTP customer services - several workstreams deferred to Q3 and Q4.
- This has released resource and change pressure on FTP, IT and Digital, Insight and Analytics, and Business Change to support FTP priority work.
- Retained priorities include FTP customer services, network transformation, FTP data model and operational reporting, and single CRM strategic partner.

2. Recap on approach



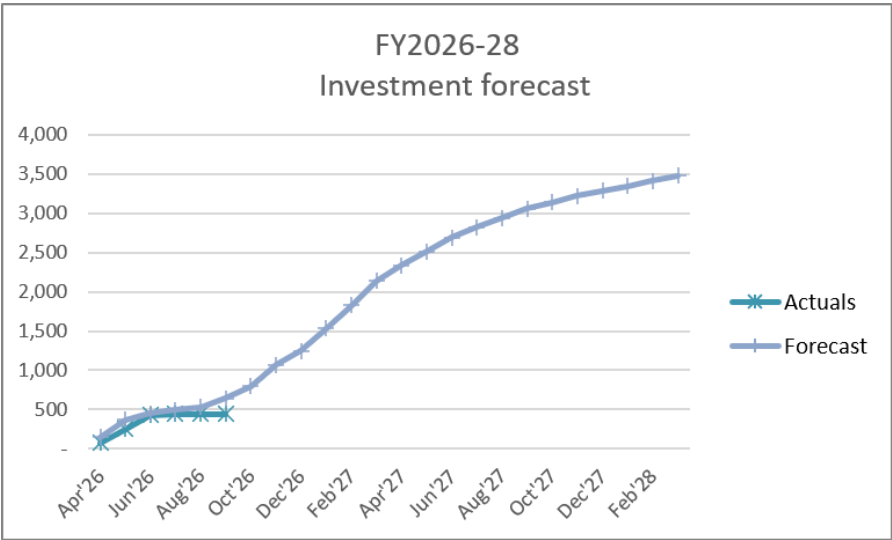
3. Phased plan (Q2 update)

PROGRAMMES	FY25-26	Q1	Q2	Q3	Q4	Q5 – Q8
Tier 1						
FTP Customer Service and process improvement Legal Services PSA Standards Process improvements	Reporting Document sharing Digital Signatures Recruitment (Legal) Research libraries	- Frontline checks - Training and best practices - Case Manager Recruitment	- Frontline checks - Training and best practices - Risk Assessment workflows - Reminder tool (Case updates) - Case Pary update external support	- Nexus change backlog review - Case Party updates external support - Continue with Q2 work	- Processes - Continue with Q1 – Q2 work	- Resource/scheduling /work allocation requirements - FTP CMS Futures analysis
Single CRM Online Experience UK Applications CRMs Website and portals	Website upgraded Search and Navigation updates	Requirements (Info and gov CRM)	Renewals flow review	Strategic Partner Selection	- Start HL designs and roadmap - Start CRM build – late Q4 - Start Applications design – late Q4	- My HCPC/Identity management - Website personalisation - Stakeholder, Info Gov CRM - Applications build - HCPTS Website design - Self-Service reporting
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	- FTP Data model built - Reg Data model designed	- AI Co-pilot enablement - FTP Data model validation	- Azure AI POC - FTP Data model validation	- Reg Data model build - Self Service reporting POC	- Direct Debit Automation - Education Data Model (Gold) - 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	- Voice of the Customer - User journeys	Target operating model	Business process design	- Cost model - Designs (people process, tech)	- Single Contact Centre - Webchat - Email AI
Regulatory processes Service improvement International Assessment Regulatory	Partner contracts Payroll system Payment pathways Redact Expert FTP Partner pensions and back payments	FTP Final hearing listing WIP	FTP Witness support	International Assessment	Partner KPI and Quality	- Partner/Resource work allocation requirements - FTP Final hearing listing model
Core						
Secure Platform Modern Workplace Cloud Network	Secure cloud network (Core) Portal Authentication / Cyber response	Secure Cloud network (discovery)	Secure Cloud network (deploy)		Enterprise secure document sharing	
Estates Facilities Sustainability Hybrid		HVAC Phase 1	Space planning	- HVAC Phase 2 - Collaboration rooms		

4. Key indicators

Investment Areas	FY26-27 (Forecast)	FY27-28 (Forecast)
FTP CS and Process*	47	126
Single CRM	91	379
Data and Automation	252	66
Customer Contact	135	127
Regulatory processes	212	338
Secure platform	299	50
Estates	802	7
Resources	47	126
Operation Resilience	220	-
Total	2140	1340

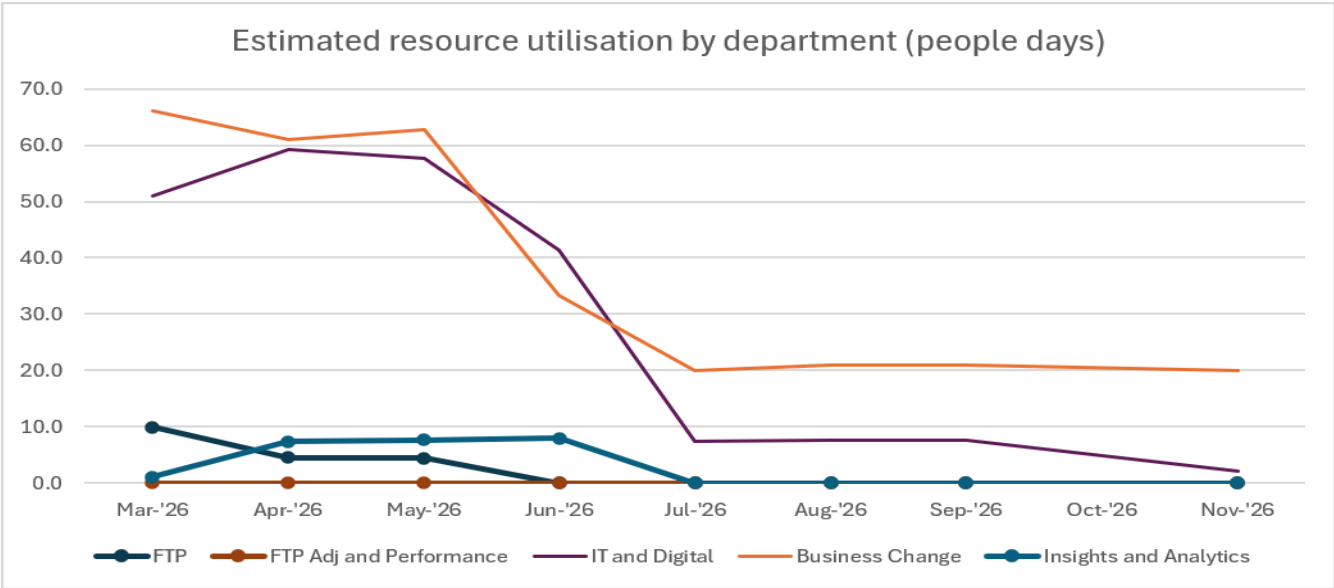
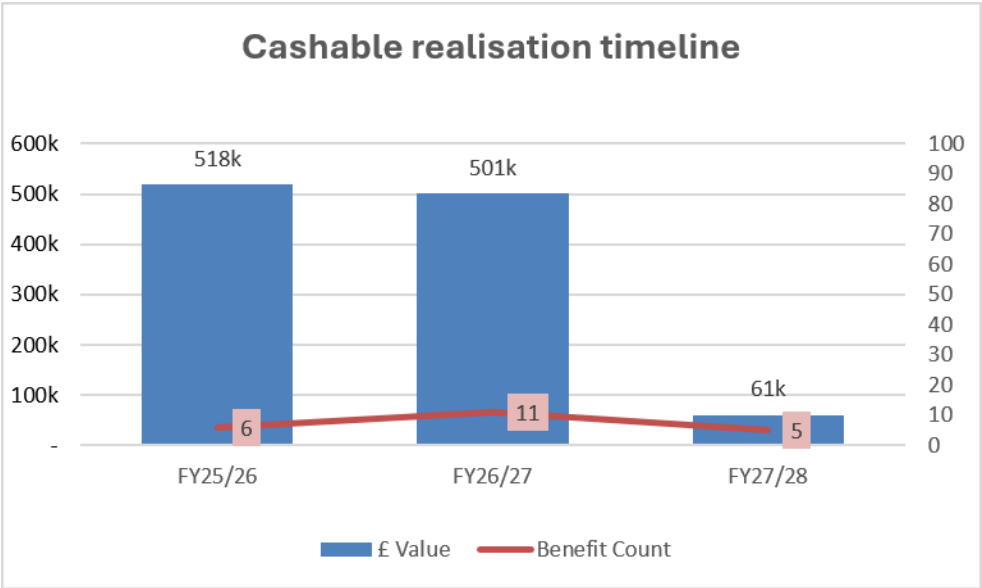
* Does not include FTP Customer Services allocation



2026-2027				2027-2028			
Q2	CAPEX	OPEX	Total	CAPEX	OPEX	Total	Total
IT / OFF	1022		1022	7		7	1029
Invest	811	307	1118	1144	189	1333	2451
Total	1833	307	2140	1151	189	1340	3480

2026-2027				2027-2028			
Q1	CAPEX	OPEX	Total	CAPEX	OPEX	Total	Total
IT / OFF	1026		1026			0	1026
Invest	1404	307	1711	743	0	743	2454
Total	2430	307	2737	743	0	743	3480

2026-2027				2027-2028			
Budget	CAPEX	OPEX	TOTAL				Total
IT / OFF	1026		1026				1026
Inv	2084	370	2454				2454
Total	3110	370	3480				3480



5. Programme linkages to Tech Roadmap priorities by end 2027-28

PROGRAMMES					
Tier 1					
FTP Customer Service and process improvement Legal Services PSA Standards Process improvements	0% --- 50% --- 100% Optimise balance between internal expertise and 3rd party tech partners				0% --- 50% --- 100% Longterm solution for FTP case management
Single CRM Online Experience UK Applications CRMs Website and portals	0% --- 50% --- 100% Single HCPC CRM Platform	0% --- 50% --- 100% Single unified registrant self-service portal	0% --- 50% --- 100% Personalised website content experience providing a seamless gateway to HCPC services	0% --- 50% --- 100% Optimise balance between internal expertise and 3rd party tech partners	0% --- 50% --- 100% AI-assisted online, email and telephone support
Data and Automation Data & Intelligence AI & Automation	0% --- 50% --- 100% Data Platform to provide a single source of truth	0% --- 50% --- 100% Internal self-service data and analysis tools.	0% --- 50% --- 100% External self-service data and analysis tools	0% --- 50% --- 100% End to end workflow solution	0% --- 50% --- 100% Optimise balance between internal expertise and 3rd party tech partners
Tier 2					
Customer Contact Single Contact Centre Reporting Operating model Email Webchat	0% --- 50% --- 100% Omnichannel customer contact centre	0% --- 50% --- 100% AI-assisted online, email and telephone support	0% --- 50% --- 100% Optimise balance between internal expertise and 3rd party tech partners	0% --- 50% --- 100% Single HCPC CRM Platform	
Regulatory processes Service improvement International Assessment Regulatory	0% --- 50% --- 100% AI-assisted process automation and decision support	0% --- 50% --- 100% AI-assisted online, email and telephone support	0% --- 50% --- 100% Single unified registrant self-service portal		0% --- 50% --- 100% Resource management platform
Core					
Secure Platform Modern Workplace Cloud Network	0% --- 50% --- 100% Complete Cloud migration & implement modern zero-trust secure network.	0% --- 50% --- 100% Modern Workplace Platform	0% --- 50% --- 100% Optimise balance between internal expertise and 3rd party tech partners		
Estates Facilities Sustainability Hybrid Office					

Appendix A – optional reading only

Detailed summaries of active initiatives

6. Detailed project summary updates (1/2)

Data and Intelligence

FTP data model delivery completed with validation underway; reporting proof of concept and procurement planning deferred to support FTP process. FTP operational reporting being brought into scope.

Upcoming Milestones

- 28/05/26 – FTP data model build complete
- 1/10/26 – FTP data model validation
- Q3 2026 – Procurement planning
- Q4 2026 – Registration model handover
- Q4 2026 – Reporting proof of concept (POC) workshop

Risks / challenges

- Budget/plan extension for FTP build fixes
- Budget/plan extension for Registration (Reg) build
- Procurement process may delay delivery
- Funding may be required for third-party reporting – ITT process under for FTP.

Outcomes

- Validated FTP and Reg data models
- Improved self-service reporting capability
- Reduced manual reporting and analysis activity
- Better insight for operational decision-making

Customer Contact

Single contact centre operating model agreed, with detailed business, process and technical design activities progressing in Q3. Work deferred may move contact centre build towards Q1 2027.

Upcoming Milestones

- 28/05/26 – Single contact centre model agreed
- Q3 2026 – Contact centre design phase
- Q1 2027 – Contact centre implementation

Risks / challenges

- Embedding new operating model and staff capability
- Training required for vulnerable FTP caller support

Outcomes

- Introduction of a single contact centre model
- Improved support processes for vulnerable FTP callers
- Better operational reporting and service oversight
- consistent advice and outcome (tone of voice) for our stakeholders
- delivery of service aligned to stakeholder needs (from voice of the customer research)
- continuous improvement based on stakeholder feedback

SingleCRM

Initial primary focus now on securing a strategic support partner and progressing the renewal process review. Work deferred for the FTP priorities will recommence in Q3

Upcoming Milestones

- 28/05/26 – Info and Governance CRM workshops complete
- Q3 2026 – Reg CRM diagnostic
- Q4 2026 – Architectural framework and CRM roadmap
- Feb 2027 - TSG contract renewal deadline
- Jul 2027 - IBM contract renewal deadline

Risks / challenges

- Supplier selection and replacement of IBM/ TSG contract milestones quite tight

Outcomes

- Integrated CRM, website and portal services
- Unified customer and stakeholder view
- Improved governance and customer interaction consistency

Network Transformation

Phase 2 procurement now completed and contracts in place with strategic supplier, implementation now progressing.

Upcoming Milestones

- 02/05/26 – Firewall implementation completed
- 20/08/26 – 6 Degrees kick-off meeting
- 20/08/26 - Contract signature target.
- 11/09/26 - Design and discovery complete
- Q4 - Lot 3 procurement planning

Risks/challenges

- Discovery and design acceleration activities under review and may impact plans
- Delays to the implementation may result in legacy contracts needing to be extended

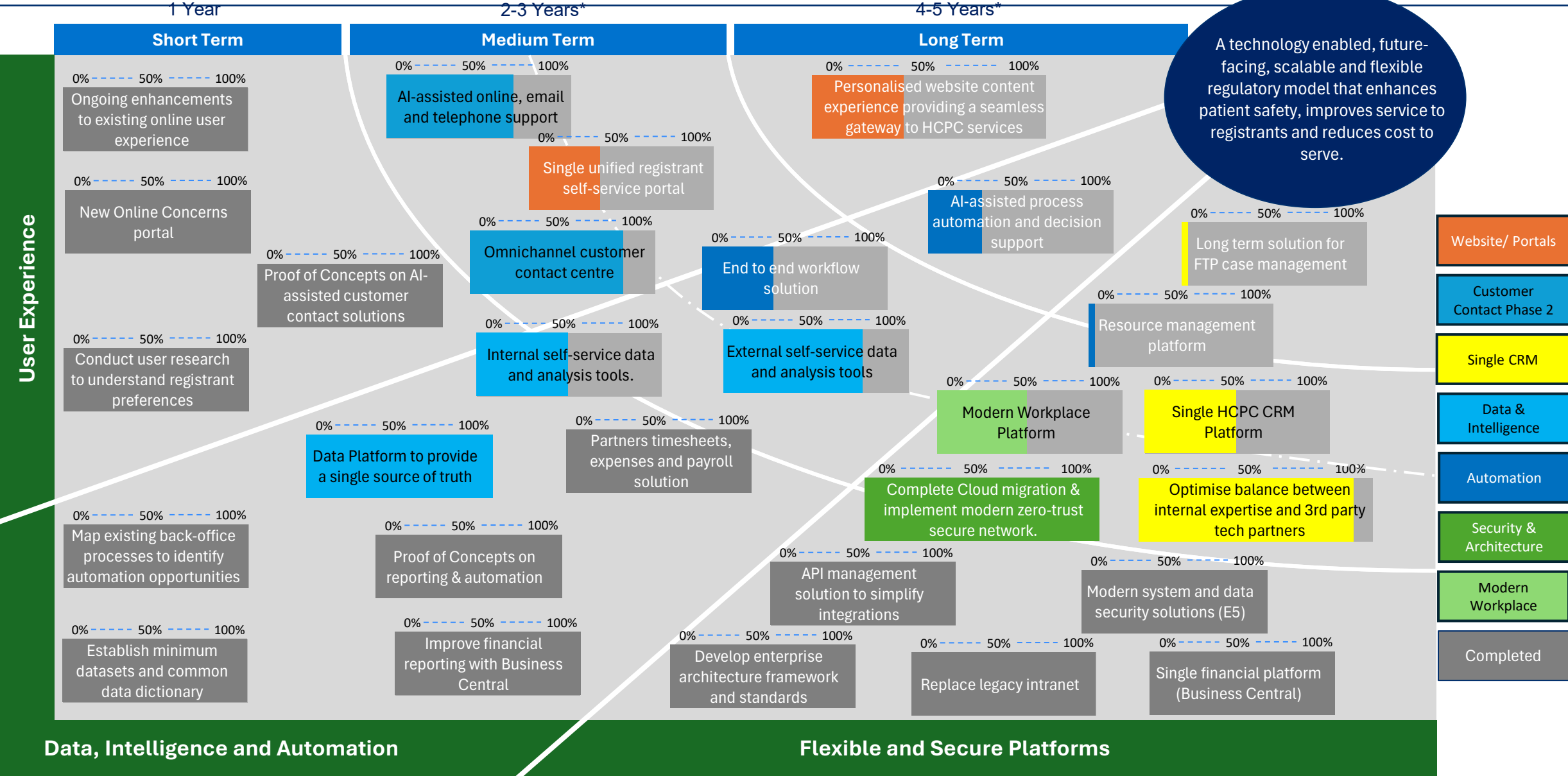
Outcomes

- Infrastructure resilience and security controls
- Stronger supplier onboarding and governance processes
- Better foundation for future technology delivery

7. Detailed project summary updates (2/3)

Partners and KPI	Legal Services	Business Central	Website and Portals
FTP payment pathway report updates underway with additional requirements to support process. Quality and KPI implementation work is deferred to Q4 to support DFTP process work Upcoming Milestones 07/05/26 – KPI scope approved by Board 15/09/26 – FTP payment updates - Q4 2026 – KPI reporting delivery Risks / challenges - FTP payment pathway requirements updated resulting in extended timeline. Outcomes - Improved KPI and quality reporting capability - More reliable FTP payment processing pathways - Better oversight of partner performance and delivery - Increased operational visibility through reporting improvements	Formal project tracking now closed, with final system changes transferred to FTP Customer Services project. Upcoming Milestones 01/06/26 – DocuSign rollout under review 09/06/26 – Legal reporting deployment 15/09/26 – Reporting refinements released Risks / challenges - Reporting measures currently dependent on manual workarounds - Additional Box licensing required due to FTP recruitment growth Outcomes - Reduced manual intervention in reporting processes - Improved reporting automation for council measures - Increased adoption of digital approval workflows - Improved operational capacity through system enhancements.	Duplicate invoicing solution development is complete and progressing through testing ahead of planned deployment in late June. Upcoming Milestones 27/08 – Duplicate invoicing fixes deployed follow TSG redevelopment - Nov 2026 – Begin duplication clean-up - Q2 2027 – Direct debit automation Risks / challenges - Data duplication removal required Registration system outage, planning and approach progressing Outcomes - Elimination of duplicate invoicing processes - Faster invoice testing and deployment capability - Improved accuracy of financial reporting and controls	Phase 1 now completed and new foundational layer in place. POC for exploring build options transferred to SingleCRM. Project now closed. Upcoming Milestones 1/7/2026 - Project closure complete Risks / challenges - Project closure complete. Outcomes - Modern platform to host new services - Improvements in search and navigation

Priorities targeted at end 2028



Appendix B – optional reading only

Historic updates

FY2025-26 Highlights

Data and Intelligence

Jan 2025: Self service POC | Apr 2025: HESA options research | May 2025: External data hub | May 2025: Common data dictionary | May 2025: Business Central data pipeline | Aug2025: FTP data model design | Dec 2025: Data governance framework | Jan 2026: Reg data model design | Jan 2026: Data governance manager | Jan 2026: FTP data model build

Customer Contact

Nov 2025: Mitel replacement | Nov 2025: New strategic partner | Nov 2025: Improved reporting | Nov 2025: New contact centre | Nov 2025: Teams telephony

Legal Services

Dec 2026: Research libraries | Jan 2026: Dictation | Apr 2026: Secure file sharing | May 2026: Legal team recruited

Partners

Feb 2025: Back-payments processes | Jul 2025: New worker status contracts | Sep 2025: Partner pensions | Oct 2025: New payroll system

Cyber response

Sep 2025: Implementation of Microsoft authenticator app for users of HCPC online services

FTP Transform

Jul 2025: Nexus Frontloading workflows live | Feb 2025: Online concerns portal | Feb 2025: Concerns EDI data captured

Websites and Portals

Feb 2026: Website foundational layer upgraded | Mar 2026: New search and navigation capabilities

Network transformation (Secure cloud network)

Apr 2026: Shared drives in the cloud | Oct 2010: New procurement partner | May 2026: New office firewall

Phased plan (Q1)

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	• Nexus - Reminders (Case updates) • Frontline checks • Training and best practices • Case Manager Recruitment	• Nexus change backlog review • Risk assessment workflows • Processes	Resource/scheduling /work allocation requirements	• FTP CMS Futures analysis
Single CRM Online Experience UK Applications CRMs Website and portals	Website upgraded Search and Navigation updates	• CRM Architecture framework • Renewals flow review • High-level designs and roadmap • Requirements (Info and gov CRM)	• Strategic Partner Selection • Begin CRM build • Applications design • Info and gov CRM build	• My HCPC/identity management • Stakeholder CRM • Applications build	• 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	• FTP Data model built • Reg Data model designed • AI Co-pilot enablement	• Self Service reporting POC • Reg Data model build • Azure AI POC	• 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	• Target operating model • Voice of the Customer • User journeys	• Business process design • Designs (people process, tech)	• Cost model • Single Contact Centre	• Webchat • Email AI
Regulatory processes Service improvement International Assessment Regulatory	Partner contracts Payroll system Payment pathways Redact Expert FTP Partner pensions and back payments	• Partner KPI & Quality • FTP Final hearing listing WIP	• International Assessment • FTP witness support	• Partner/Resource work allocation requirements • FTP Final hearing listing model	
Core					
Secure Platform Modern Workplace Cloud Network	• Secure cloud network (Core) Portal Authentication / Cyber response	• Secure Cloud network(Discovery)	• Secure Cloud network (deploy)	• Enterprise secure document sharing	
Estates Facilities Sustainability Hybrid Office		• HVAC Phase 1 • Space planning	• HVAC Phase 2 • Collaboration rooms		

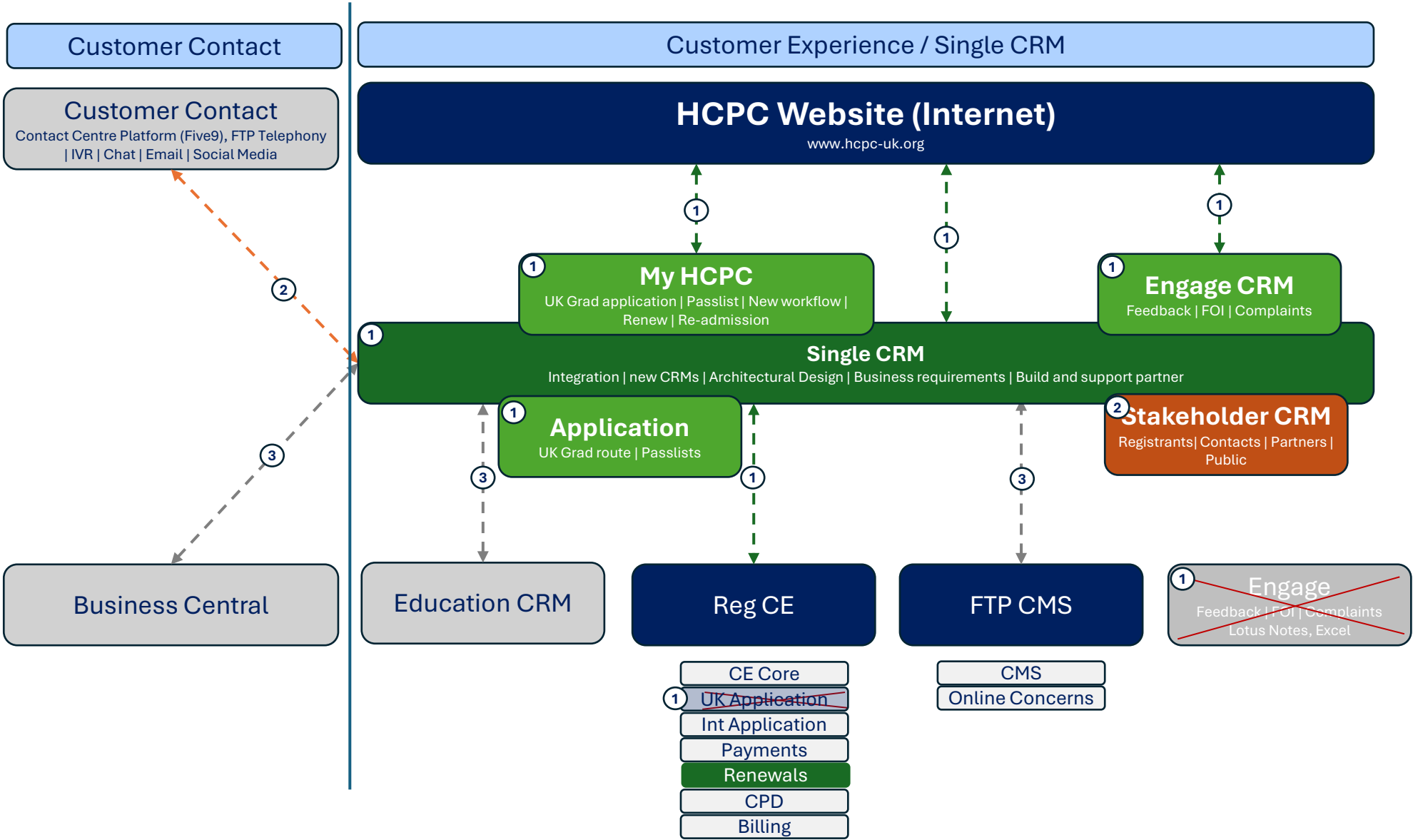
Benefits and value

Workstream	Initiatives / Deliverables	Capabilities enabled	Business value / outcomes
Legal Services	→ FTP frontloading FTP legal services Legal team recruited	→ Early investigations Internal legal capability Improved legal workflows	→ Reduced external legal cost Faster case handling
Automation	→ Digital signatures Secure file sharing	→ Faster document signing Secure information exchange Lower handling effort	→ Reduced manual effort Stronger signature governance Good data governance
Access, evidence & data	→ Online Concerns portal EDI capture Research library Data models and governance	→ Accessible services Equality data capture Low-cost research access Data hub	→ Better service-user access Stronger regulatory evidence Avoided research costs Data assets/good governance
Partners	→ 750+ partner contracts Payroll, pensions and payments Back-payment processes	→ Contract tracking (DocuSign) Payment pathway control Governance over obligations	→ Cleaner audit trail Reduced manual effort Improved operational control
Customer experience	→ Mitel telephony replacement Reporting updates Website and portal upgrade Secure Authentication	→ Continuity of telephony Modern portal platform Authentication and cyber protection	→ Architectural foundations Operational resilience Reduced cyber-impact exposure

Appendix C – optional reading only

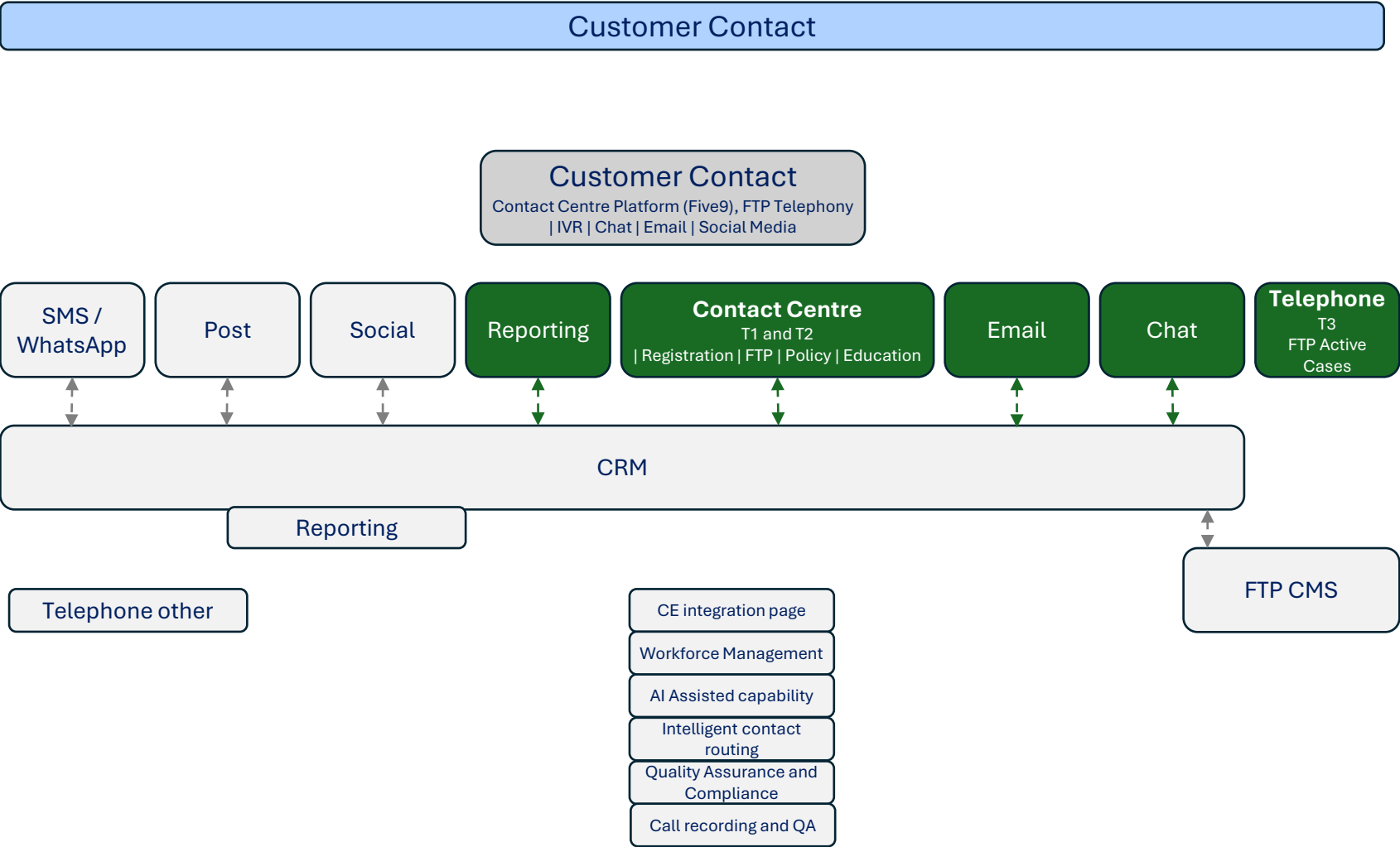
Visual alignment of SingleCRM and Customer Contact

Single CRM (Customer Experience) through to end FY 27-2028



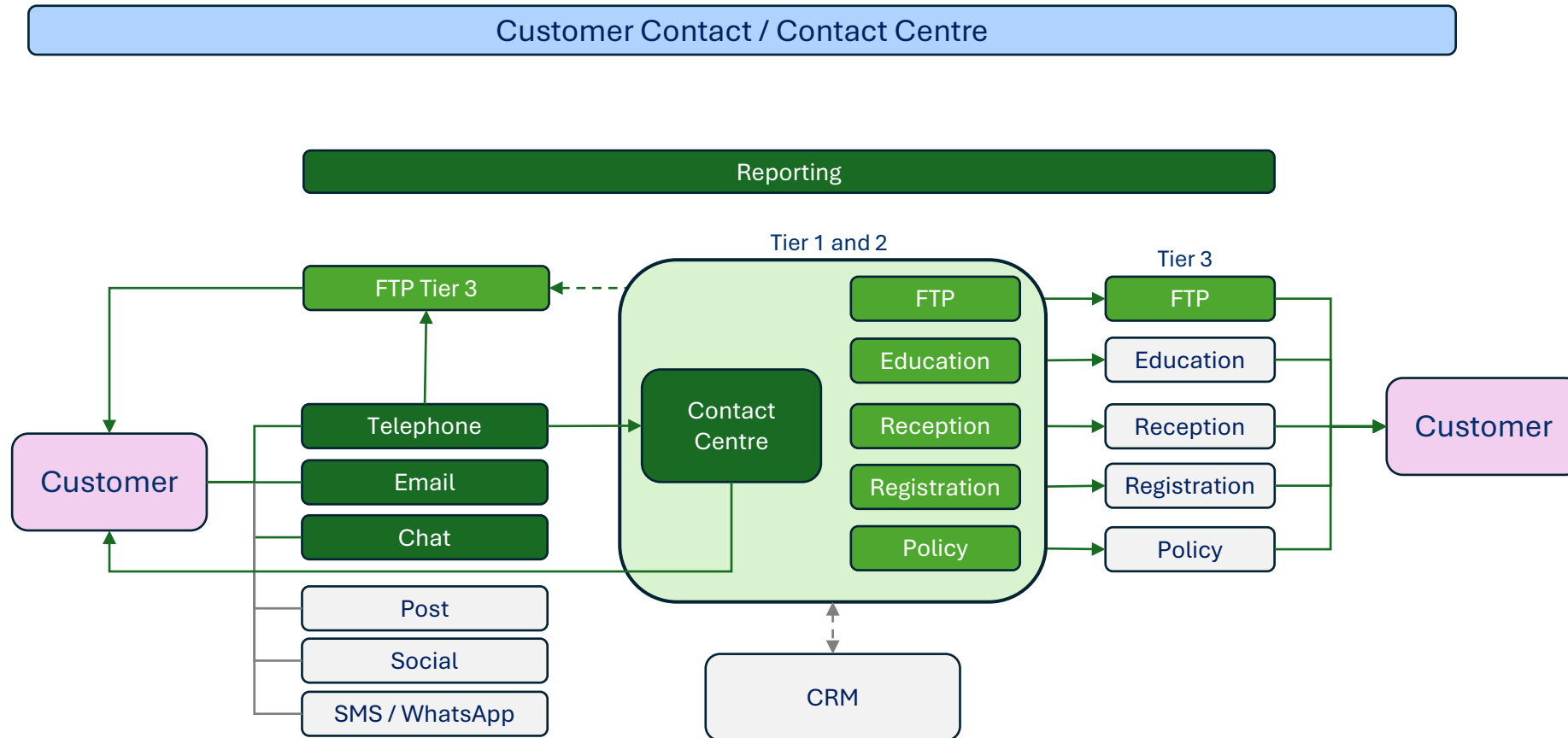
- **Rename and combine** SingleCRM and Online Experience (Website and portals)
- **Integrate or build** services into CRM
- **Rebuild** components **into** the **new CRM** from integrated systems to improve
- **Priorities** for **initial** phase and then expand in **iterations**
- **Architectural** design and new dev and **support partner** relationship
- Led with Business **requirements**
- **Single CRM** an **enabling** layer
- **Design** future state **FTP CMS** integration

Customer Contact Project through to end FY 27-2028



- **Integrate** into CRM
- **Priorities** for **initial** phase and then expand in **iterations**
- Lead with Business **requirements**
- **Active FTP** direct to Case Manager then fallback to **contact centre**
- **Active case** to **fall back** to **contact centre** after defined hops
- **Hearings** direct to hearing officers
- Use of **AI** (Chat Email)

Customer Contact flow through to end FY 2027-28



- **Integrate** into CRM
- **Priorities** for **initial** phase and then expand in **iterations**
- Lead with business **requirements**
- **Active FTP** direct to Case Manager then fallback to **contact centre**
- **Active case** to **fall back** to **contact centre** after defined hops
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