Setting the Digital and AI Strategy 2026-31

People and Resources Committee

12 November 2026



hcpc health & care professions council

Digital Strategy 2022-25

Corporate Plan digital aims

- Our processes are easily accessible
- Our users have a positive experience
- Our data is accurate, accessible and useful
- 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

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 2021-25

- Digital reinvention
- Digital optimisation
- Digital platforms

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.

Digital Strategy 2022-2025: Outcomes and Achievements

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Improved User Experience	• Standard registrant processes now digitised and available 24/7. • Renewal and applicant journeys streamlined. • Online Concerns portal introduced.
Data, Intelligence and Automation	• Data Governance framework introduced and measurable data quality improvements achieved. • Data platform build in progress. • Equality, Diversity and Inclusion (EDI) data capture in place. • External-facing data hub and automated data sharing launched. • In-house automation capability established. • Artificial intelligence (AI) pilots undertaken and several tools adopted into BAU.
Flexible, Secure Platforms	• Most legacy technologies decommissioned. • Highly available key systems in place. • Resilient and recoverable, location agnostic. • Cyber defences battle-tested and hardened. • ISO27001, Cyber Essentials Plus and PCI DSS certificates maintained.

Digital Strategy 2022-2025: Learning Points

Prioritisation	• Wide-ranging technology roadmap with numerous workstreams. • Small in-house technical and change teams, finite budgets and limited operational bandwidth for change. • More focussed prioritisation is enabling progress to be maintained on key initiatives.
Long term planning vs short term realities	• Operational imperatives and evolving requirements have impacted on tech roadmap timescales. • Modular, iterative approach has allowed priorities and pace to adjust as required. • Future delivery mechanisms – and solutions – will need to be flexible by design.
Openness to change	• Considerable complexity in some core regulatory processes. • Regulatory reform was expected to be a catalyst for change – yet to arrive. • Increasing appetite for new ways of working and testing of perceived constraints.
Strategic partnerships	• Contractual, capacity and/or capability limitations with some key suppliers. • Some systems and/or supplier relationships may not be able to meet our evolving strategic requirements. • New tenders are enabling us to ensure we have the right strategic partners for the future.
Architecture	• Historic lack of technical design and data standards led to additional overheads for maintenance, security, integration and reporting, and slowed the pace of technical change. • New enterprise architecture and data governance frameworks provide a clearer basis to build on.

Corporate Strategy 2026-31

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.

Technology-Enabled Regulatory Excellence and Organisational Sustainability

Objective

To invest in our people, harness emerging technologies and modernise our systems to deliver efficient, high quality, and user-focused regulation that meets the evolving needs of public protection.

We are committed to delivering high-quality regulation that meets the expectations of the public, registrants, and stakeholders.

By simplifying processes and adopting smarter ways of working, we will improve outcomes, reduce burden, and enhance the experience of those we serve.

Corporate Strategy 2026-31

Technology-Enabled Regulatory Excellence and Organisational Sustainability

We will:

- Transform registrant services creating a seamless, accessible experience.
- Harness emerging technologies safely and transparently to enhance public protection, operational efficiency, and user experience.
- Deliver consistently high performance across all areas of our work by simplifying processes, strengthening accountability, and embedding continuous improvement.
- Empower our workforce by upskilling staff to use new technologies confidently, enabling them to focus on meaningful, value-adding work.

Putting patients at the centre of smarter, preventative regulation

- Use safe, ethical technologies to generate real-time and predictive analytics that help prevent harm.
- Enhance the accessibility of our data and deliver actionable insights that guide our regulatory work.

Supporting healthcare workforce development through proportionate, agile regulation

- Improve our regulatory performance through innovation, collaboration and technology integration

Strengthening public protection through the regulation of NHS Managers

- Implement government-mandated barring system for NHS board-level managers and their direct reports (in England), ensuring clear standards of conduct and accountability.

Digital Principles

User centred

Agile

Flexible and scalable

Explore new approaches

Standardise

Keep it simple

Keep it safe

Value driven

Continuing:

- User centred – primarily external, but also internal to provide effective services
- Standardise
- Keep it simple
- Keep it safe

Changes:

Agile: Building on previous 'Build (and invest) incrementally', we shall more formally adopt agile best practices in order to increase pace and ability to handle uncertainty.

Flexible and scalable: Digital solutions should be selected, designed and built to be able to be readily adapted, scaled or replaced as organisational and stakeholder needs evolve.

Explore new approaches: Our world, and especially technology, is changing fast, and we should actively look to harness the opportunities - whilst managing the risks.

Value driven: Combining the previous 'Benefits driven' and 'Value for money', with a new focus on optimising the lifetime return on investment (ROI) of solutions.

Key Strategic Themes (replacing Key Actions)

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User Experience

Data and Intelligence

Automation and AI

Fostering Innovation and Agility

Flexible and Secure Platforms

Continuing (from Tech Roadmap):

User Experience: continue to transform the user experience through an omnichannel customer contact centre and a single CRM.

Flexible and Secure Platforms: complete implementation of our modern digital platforms, maintain and enhance, review for strategic fit and value for money.

Changes:

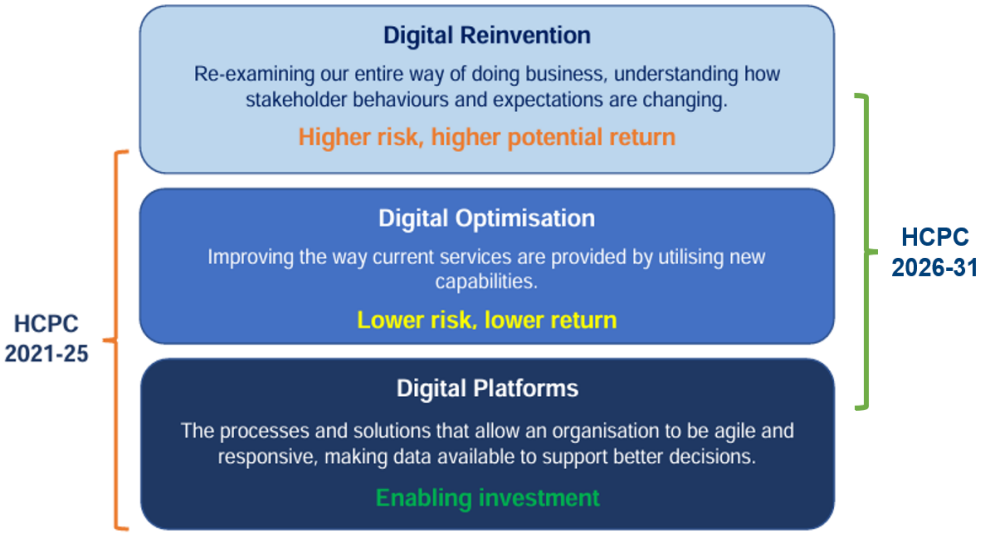
Data, Intelligence and Automation split into two distinct themes:

Data and Intelligence: A further step change in capabilities will be needed to meet operational reporting requirements and our ambitions around predictive analysis and prevention.

Automation and AI: Following successful early steps, the pace and scale of adoption must now accelerate.

Fostering Innovation and Agility: Empowering our employees, registrants and stakeholders to innovate, enabling us to adapt more quickly to changing needs and expectations.

Transformation Approach



During 2021-25 the 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 the HCPC will:

- Complete our work to implement modern digital platforms.
- Building on the success of the past strategy there will be a shift in emphasis to digital reinvention for a small number of agreed priority opportunities.
- 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.

Digital and AI Strategy 2026-31

Corporate Strategy Digital Aims

Transform registrant services creating a seamless, accessible experience.

Harness emerging technologies to enhance public protection, operational efficiency, and user experience.

Simplify processes and embed continuous improvement.

Empower our workforce to use new technologies confidently.

Use safe, ethical technologies to generate real-time and predictive analytics that help prevent harm.

Enhance the accessibility of our data, and deliver actionable insights.

Improve our regulatory performance through innovation, collaboration and technology.

Implement government-mandated barring system for NHS managers.

Strategic Objective

To invest in our people, harness emerging technologies and modernise our systems to deliver efficient, high quality, and user-focused regulation that meets the evolving needs of public protection.

Digital Principles

User centred

Agile

Flexible and scalable

Explore new approaches

Standardise

Keep it simple

Keep it safe

Value driven

Key Themes



Improve the **user experience**



Deliver a further step change in **Data and Intelligence** capabilities



Accelerate adoption of **Automation and AI**



Foster Innovation and Agility to empower our people and increase the pace of change



Maintain and enhance our **Flexible and Secure Platforms**

Transformation Approach

- Digital reinvention
- Digital optimisation
- Digital platforms

HCPC 2026-31

The HCPC will:

- Complete our work to implement modern digital platforms.
- Build on the success of the past strategy to shift to digital reinvention for a small number of agreed priority opportunities.
- Continue to optimise current processes and systems where appropriate and necessary.
- 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.