



HCPC
Corporate Plan
2022-2023

Message from our Chief Executive & Registrar



John Barwick, Chief Executive & Registrar

The plan to deliver our five-year Corporate Strategy is now entering its second year. Much has been achieved, with 85% of our workstream milestones met in the previous 12 months. As we look forward, our Corporate Plan for 2022-23 provides a blueprint, enabling us to build on advances already made and work towards our six priority areas, whilst concurrently being a present and informed voice on regulatory change that will shape the future of health and care.

Over the past year we have strengthened our regulatory and operational models, using technology to streamline our delivery and provide a better experience for registrants and stakeholders. An unexpected jump in international registrations put pressure on resources and highlights the scope for further improvement, including the current programme to bring registrations fully online. This will continue to be a focus.

The intelligent use of data to inform activity is central to HCPC's approach and is applied to inform our ED&I programme. Inclusion and engagement is vital to establishing and promoting high quality practice and this data-led approach will help us better understand the impact our work has on different groups.

Through our professional liaison team we will also continue our work to improve the HCPC's partnerships across the four nations.

Achieving high professional standards remains a priority. We have made good progress on the delivery of our Fitness to Practise (FTP) Improvement Programme with immediate benefits being realised. We have a well-funded and ambitious plan to continue the programme this year.

The HCPC recognises its responsibilities to people and the planet. We will continue to develop a workplace that is sustainable and flexible, harnessing technology to reshape the way we work and embracing hybrid models.

Regulatory reform presents a once-in-a-generation opportunity to embrace innovation, foster collaboration, improve efficiency and ultimately provide better quality care for service users. It is key that the HCPC has a central role in this conversation.

This participation, so fundamental to the HCPC's future and that of its stakeholders, will require resource and unblinking focus. In 2022-23 we must be flexible and agile, mindful that this vital work on regulatory reform will be done in balance with the organisation's other aims and priorities. Successful delivery of the plan across our six priorities will require careful stewardship of the HCPC's financial resources. Rising inflation rates and other economic pressures will require us to regularly reappraise our priorities.

Finally, I would like to thank everyone at the HCPC and our partners for the work they do in delivering the plan each day to ensure that the public can access high quality care safely and with confidence.

John Barwick

The Corporate Plan 2022-23

This Corporate Plan sets out how we will continue to make progress on each priority in 2022-23 and what we will achieve. It is rooted in the objectives set out in the HCPC's Corporate Strategy 2021-2026, underpinned by our vision and purpose as a multi-profession regulator ensuring public safety.

Our Purpose

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

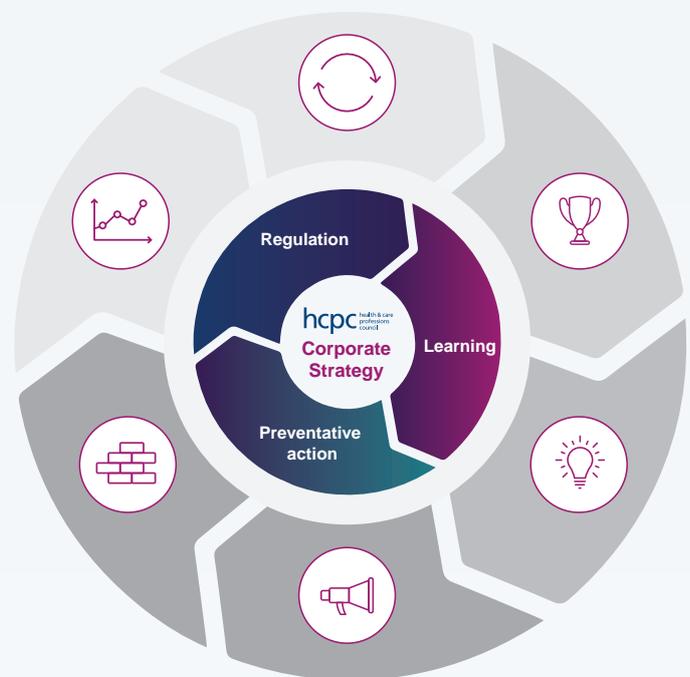
Our Vision

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

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
-  Promoting the value of regulation



Our work in 2022-23

Our focus continues to be on delivering on these six priorities. 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 2022-23 will include:



Efficiently renewing
133,700
registrants as part of
the two-year cycle



We anticipate that we will receive
19,000
new registration applications



Delivering a programme of
36
live and virtual events
reaching approximately
7,500 stakeholders



Carrying out
161
education visits and
programme approvals



Undertaking
3,350
CPD audits



Responding to
1,300
policy and ethical enquiries
regarding our standards



We expect to receive
1,400
new concerns



We expect to list
480
hearings

Undertaking all this activity would not be possible without our dedicated employees and partners, each one of which 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.

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 HCPC operates in the future.

We welcomed the Department for Health and Social Care's (DHSC) consultation on policy proposals to reform the legislative frameworks for all health and care regulators in June 2021. The intention of the reforms is to provide regulators with greater autonomy and flexibility in day-to-day operations, balanced with increased accountability and transparency.

These reforms will enable us to build on improvements already underway in fitness to practise, allowing us to adopt less adversarial approaches and, where appropriate, resolve cases at an earlier stage.

DHSC are now in the process of drafting legislation for the GMC (the first regulator whose legislation is being reviewed). This legislation will act as a blueprint for other regulators and we have been engaging closely with DHSC as this work progresses.

Confirmation of the timeframe for the transformation of the HCPC's regulatory framework is expected in the 2022-23 financial year. This will involve the creation of a new Health Professions Order and a transition to a modern governance structure.

In addition to this, we will need to review our operational policies and procedures across all our regulatory functions and re-make our rules in line with the powers and duties established in the new Order.

At the current time, the resources that we have allocated to regulatory reform are sufficient to allow us to work with the DHSC as they continue their work on the GMC's legislation.

As we enter into the next stage of this work, we will need to significantly scale-up our resource to ensure that we can effectively deliver the organisational change and benefits for our stakeholders that will follow. This will mean we may need to deprioritise other areas of development work and our commitments this year may need to be revisited.

We are clear that regulatory reform has the potential to bring real benefits to patients and service users. We look forward to continuing to work closely with the DHSC on reforming our underpinning legislation so that our approach is as effective and efficient as it can be in ensuring better, safer care for the public across the 15 professions that the HCPC regulates.

Continuously improve and innovate



Aim - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience



Key milestones achieved in 2021-2022:

Launched and completed a project to deliver a new Fitness to Practise Case Management IT System.

Closed or progressed our oldest cases and concluded cases which were postponed due to COVID-19 restrictions.

Introduced legally qualified ICP Chairs and completed a pilot to 'frontload' our Fitness to Practise investigations.

Introduced online registration capability, following testing this will be launched from March 2022 in phases.

Completed a project to capture diversity data at initial point of registration and renewal.

Delivered a successful pilot, and then full roll out, of a new quality assurance model for education programmes.

Continuously improve and innovate

In 2022-23 we will further this aim by:

Continuing to improve our regulatory operating models

Following the progress made through our Fitness to Practise Improvement Programme in 2021-22, in 2022-23 we will continue to focus on realising the benefits of this programme to improve our performance.

In 2022-23 we will build our capability to carry out more investigation work earlier in the FTP process (this is often referred to a 'frontloading' investigations). As well as enabling us to improve the quality of our investigations, this will also ensure we are prepared for the introduction of Case Examiners and new ways of working as a result of the DHSC's regulatory reform of our current outdated legislation.

In 2021-22 we ran a successful pilot of a new model for assuring the quality of education programmes, which has now moved into full implementation. The new model delivers proportionate and flexible regulatory action through a more intelligent use of data and a risk based approach to education programme assurance. In 2022-23 we will continue to implement a full roll out of the new model and seek to integrate external intelligence sources into our assurance.

Outcomes:

- ✓ A new FTP operating model to support improved quality of our investigations and therefore the experiences of those involved in our FTP processes.
- ✓ Benefits of our new education QA model quantified and opportunities for further continuous improvement identified and put into action, improving education providers experience of our assurance processes.

Pursuing technology enhancements to streamline key regulatory processes

In Registration we will continue to move our core activities online. This will include moving the application process for UK graduates applying to join our Register online and embedding the new online application process for international registration that went live in March 2022. Alongside this we will also review our operating model to ensure we have the right resources in place to support these new ways of working.

Technology will also enable improved regulatory experiences within FTP and Education, through an online FTP concern form and an interactive education provider portal .

Outcomes:

- ✓ Improved registration experience, diversity data capture and efficiency through online application functionality
- ✓ Online FTP raising concerns form – making it easier for people to raise concerns and improving our efficiency
- ✓ Education providers experience improved through provider portal pilot

Promote high quality professional practice



Aim: Enable our professions to meet our standards so they are able to adapt to changes in health and care practice delivery, preventing harm to service users.



Key milestones achieved in 2021-2022

Developed learning materials for education providers and students.

Enhanced our employer hub & e-newsletter.

Developed and expanded our Professional Liaison service.

Delivered 22 mystandards events and 8 webinars to support our registrants' engagement with their standards.

Introduced a programme of support for international registrants.

Promote high quality professional practice

In 2022-23 we will further this aim by:

Maintaining and promoting high-quality professional Standards

We will continue to develop and promote our Standards to support delivery of excellent healthcare across HCPC's 15 professions. We will ensure our Standards, which are at the heart of our regulatory framework, continue to remain up to date and relevant and promote equality, diversity and inclusion and high-quality professional practice.

Throughout 2020 and 2021, we began to develop and deliver a programme of focused events and materials to support registrants to meet our Standards. This year, we will develop our programme to embed those Standards further into the delivery of professional healthcare.

Our [#myhpcstandards](#) programme will cover a wide range of critical areas, such as the duty of candour, sexual misconduct, reflective practice, supervision and professionalism, as well as providing profession specific events where there may be evidence of specific risks.

Outcomes:

- ✓ Launched revised Standards of Proficiency for all HCPC regulated professions that better reflect registrants' current practice.
- ✓ Our Standards of Conduct, Performance and Ethics review ensure the Standards continue to support and meet public trust, confidence and expectations.
- ✓ Our high-quality programme of [#myhpcstandards](#) events promotes excellence in professional practice.

Expanding our Professional Liaison Service

In 2020, we created our Professional Liaison Service to support our move towards a more upstream, preventative approach to regulation. This year, we plan to expand the Service and achieve a presence in each UK nation, increasing our opportunities to engage and collaborate with our stakeholders across all four UK nations.

We will increase our resources and support for employers through further development of our employer hub and e-newsletter. We will also work closely with identified employers to influence and support the development of cultures, working environments and practices that enable registrants to embed and achieve high professional standards.

Our [#myhpcstandards](#) programme will support our registrants to embed and achieve high professional standards. The programme will develop in 2022-23 to focus on key areas such as professionalism, sexual misconduct, safeguarding, duty of candour, reflective practice and supervision. Our Joining the UK Workforce programme will continue to grow, supporting new international registrants effectively transition into UK practice.

Outcomes:

- ✓ Increased support and partnering with employers to influence the creation of supportive cultures and working environments for registrants.
- ✓ Enhanced responsiveness to health delivery differences across the four UK nations through our expanded Professional Liaison Service
- ✓ Improved understanding and embedding of our Standards and high-quality professional practice among both UK and international registrants through our [#myhpcstandards](#) and joining the UK workforce programmes

Promote high quality professional practice

Regulatory policy development

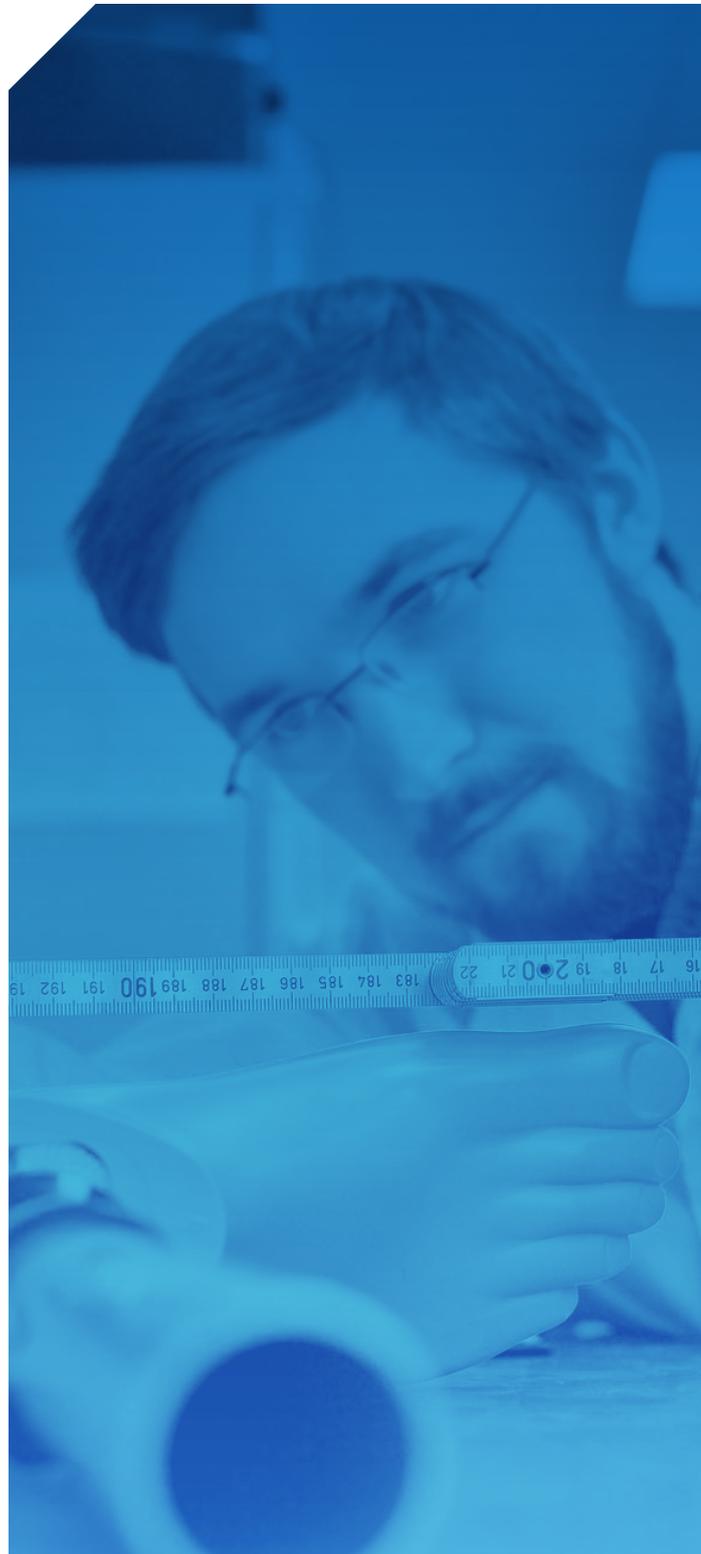
Building on our work in recent years and reflecting recent challenges caused by the Covid pandemic, we will continue to provide thought leadership in regulatory research and guidance. We will carry out research to better understand how prepared for practice our registrants are. This research will aim to support both the HCPC and the wider system to respond positively to any challenges.

We will engage stakeholders and consult on the development of principles in relation to preceptorship (the early career stage). This work will aim to help the wider system ensure effective support is provided for those entering practice for the first time to further promote high quality professional practice. We will also develop our understanding of the issues that impact on specific groups through our EDI work, and how we can support the healthcare system to meet the changing needs of patients and registrants.

We will review our guidance in relation to social media usage to support registrants. We will also continue to work with stakeholders to monitor ongoing developments in relation to registrants who advance their practice, to ensure our regulatory approach remains appropriate.

Outcomes:

- ✓ Enhanced understanding of the challenges facing new registrants and guidance to support registrant development during the formative stage of their careers.
- ✓ Provision of a clear understanding to registrants of how social media can be used positively while maintaining the HCPC's Standards through the review of our social media guidance.



Develop insight and exert influence



Aim: Learning from data and research to inform our decision making and share insights to protect, promote and maintain the health, safety and well-being of the public.



Key milestones achieved in 2021-2022

Established our first Insight & Intelligence framework setting out our priorities for improving our use of data.

Developed our online portal to enable ongoing collection of diversity data from registrants.

Delivered guidance, supporting materials and led thinking on registrant health & wellbeing, professionalism, multi-professional regulation, supervision, reflective practice materials and duty of candour.

Set out the HCPC's regulatory approach to Advanced Practice.

Develop insight and exert influence

In 2022-23 we will further this aim by:

Delivering our Insights and Intelligence Framework

In 2021-22, we developed our first Insight and Intelligence Framework. This set out our approach to using our regulatory data to contribute to our policy and decision evidence base by uncovering patterns and trends.

In 2022-23 we will deliver priority data analyses identified in the framework, including publication of analysis relating to fitness to practise and equality, diversity and inclusion and investigating risk factors for fitness to practise cases.

We will also produce analyses to support other areas of work across, as well as expanding our analytical capability through offering a data science apprenticeship.

Outcomes:

- ✓ Improved analysis to support fair, proportionate and risk-based regulation.
- ✓ Ability to better target our preventative work towards areas of higher risk.

Launching our Programme for Data Excellence

To support the delivery of our Insight and Intelligence framework, in 2022-23 we will focus on agreeing and operationalising an enabling and precise approach to data discipline.

This Programme for Data Excellence will be foundational for the further development of risk-based regulation and support our digital transformation in an efficient and targeted way. It will support us to begin to confidently share appropriate data to support the wider healthcare system and the development of the healthcare workforce

Outcomes:

- ✓ Greater assurance of our data quality and consistency, and the resulting intelligence this data provides on how to make improvements to regulation.
- ✓ Enhanced ability to share and publish high-quality data to support wider healthcare system improvement.

Be visible, engaged and informed



Aim: We regulate, take and communicate decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.



Key milestones achieved in 2021-2022

Analysed data from our second annual diversity data and published our 2021 Diversity report, including profession specific fact-sheets.

Established stakeholder views on our regulatory functions and how we can improve through a stakeholder perceptions survey.

Engaged across the four nations and developed a strategic approach to stakeholder engagement, establishing a quarterly meeting with professional bodies supported by relationship management.

Established our employee EDI forum and began the implementation of our first EDI strategy.

Be visible, engaged and informed

In 2022-23 we will further this aim by:

Strengthening our organisational approach to equality, diversity and inclusion

In 2021/22 we developed an ambitious and wide-ranging Equality, Diversity and Inclusion Strategy (2021-26), setting out our vision to be an actively anti-discriminatory organisation that upholds and promotes best practice in equality, diversity and inclusion and an active ally for change.

Our seven strategic equality objectives encompass our role both as a regulator and as an employer. Following this, we developed an action plan to support delivery of our EDI Strategy.

Our action plan identifies how the HCPC will meet our commitments to EDI and how we will approach our day-to-day business through an EDI lens. The focus of the action plan is on identifying every possible opportunity to make a difference through the delivery of our core business objectives.

Commitments made in our EDI action plan feature throughout this Corporate Plan, such as the development of online systems to capture diversity data. The analysis of this data will help to inform improvements to our education quality assurance model, enabling us to better account for the experiences of all learners when ensuring that institutions and programmes continue to meet our standards.

Another area that will be informed by the data capture and analysis is our professional liaison service that supports working environments and practices to improve outcomes for all registrants across all protected characteristics.

As well as delivering our action plan, in 2022-23 we will also audit our EDI approach as an employer, procurer and regulator to provide assurance and inform our future activities.

Outcomes:

- ✓ Greater information about the diversity of our registrants, enabling analysis of our understanding of the impact we have on specific groups to inform our actions and priorities.
- ✓ Greater assurance that we are taking appropriate and targeted action to promote EDI and meet the ambitions of our EDI Strategy.

Be visible, engaged and informed

Increase partnership working with our stakeholders

For any regulator to be effective in delivering their public safety objectives, it is vital to work in partnership with others.

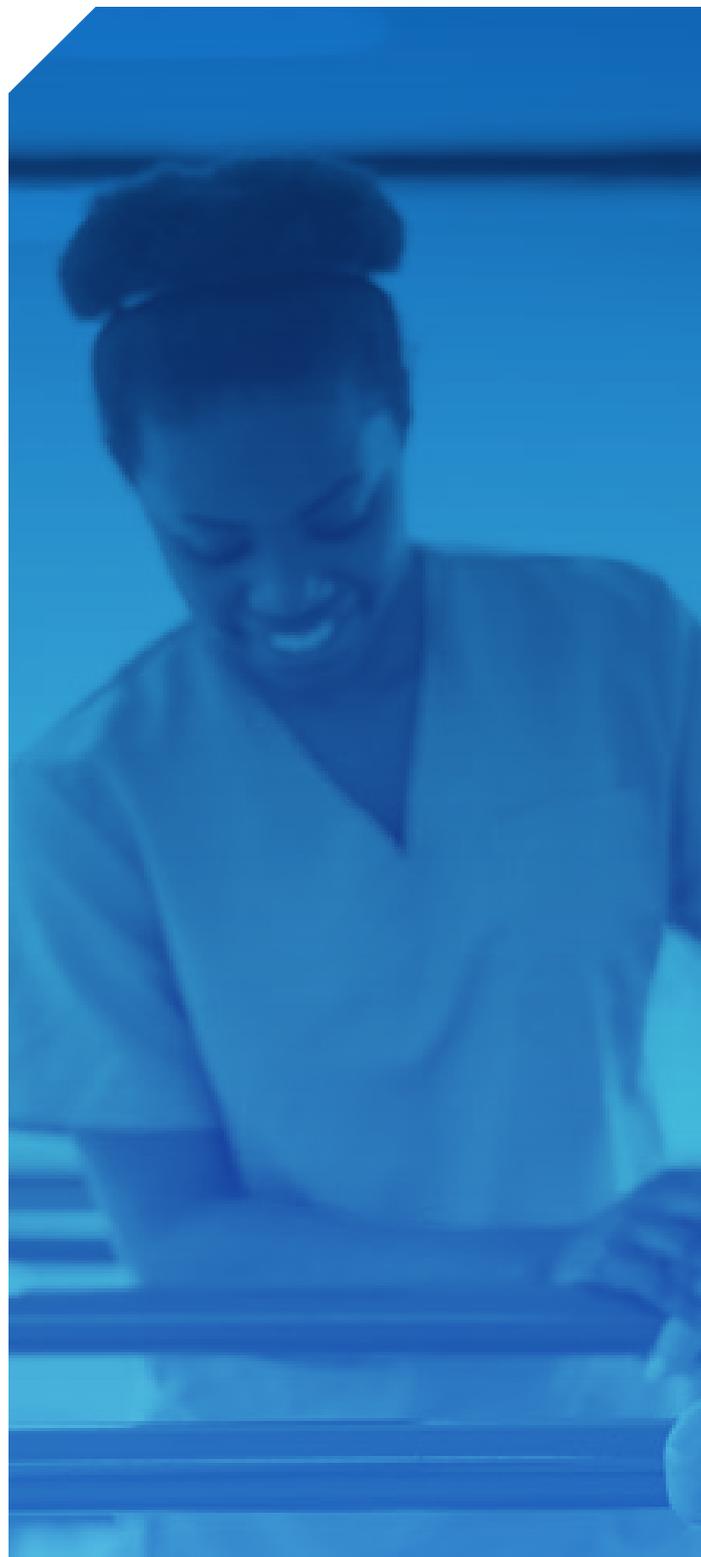
In 2022-23 we will continue to strengthen our relationships with stakeholders to promote professional practice. We will deepen our work with partners around shared objectives to develop and enhance our impact.

We will develop and improve structures and mechanisms to engage more closely with stakeholders, in particular, strengthening our collaboration with professional bodies, engaging more closely with them through our newly re-launched quarterly forum and by providing each of our 35 professional bodies with a relationship manager to improve the quality of our engagement with them.

We will continue to engage service users in our work and will review our approach to engaging with the public who use our registrants' services to consider how we can learn from others to strengthen our approach. We will also mature our systems for capturing and acting on stakeholder intelligence.

Outcomes:

- ✓ Improved responsiveness to stakeholders through formal and planned engagement structures and proactive relationship management.
- ✓ Improved capture of, and response to, stakeholder insights to inform our work and priorities.



Build a resilient, healthy, capable and sustainable organisation



Aim: Employees feel valued and supported, and fully able to contribute. The organisation is resilient and able to quickly adapt to changes in the external environment.



Key milestones achieved in 2021-2022

Launched our first People Strategy, setting out how we will support and develop our people.

Developed a new Behaviours Framework for all staff and Council members bringing alive our commitment to our 4 values.

Delivered a programme of 'Becoming a compassionate regulator' workshops with all employees taking part.

Implemented our Medium-Term Financial Strategy incorporating an efficiency action plan.

Reviewed all HR Policies and Integrated our Organisational behaviours and values into our performance management system.

Build a resilient, healthy, capable and sustainable organisation

In 2022-23 we will further this aim by:

Delivering year one of our new People Strategy

In 2021, we developed HCPC's first People Strategy covering the period 2021-2026. This aims to ensure the HCPC is an organisation to which employees feel they belong and are valued; and that we foster highly skilled and talented individuals who enjoy working for the HCPC and enable us to achieve our goals.

During this year of the Strategy, we will focus in particular on recruitment and retention of high performing staff. We will also continue to promote equality, diversity and inclusion, including through EDI-focused mentoring and development for our diverse staff, working to reduce over time our ethnicity and gender pay gaps. We will build on work done in 2021 to further support staff engagement, staff recognition and continue to develop initiatives to promote staff health and wellbeing.

Outcomes:

- ✓ Our recruitment and onboarding approach is improved to ensure that the HCPC has the engaged, talented people it needs to deliver our strategy.
- ✓ We are able to offer more apprenticeships to provide springboards for talented people building their careers.
- ✓ Our 'Breaking Barriers' mentoring programme and our 'Aspiring Leaders' training will support the development of our diverse staff.

Establishing our future hybrid working environment

This year we will establish a hybrid working environment for our people that fosters a culture of collaboration through the intelligent use of physical spaces and technology, creating meaningful opportunities for face-to-face contact which builds a common sense of purpose and belonging with others across the organisation.

Establishing our hybrid approach also aims to empower employees to achieve a positive work-life balance by working flexibly while being supported effectively at home and in shared spaces.

Outcomes:

- ✓ Better collaborative working and organisational sustainability, through reconfiguration and reduction of our physical office space.
- ✓ All our people are enabled to make a full, productive contribution to the HCPC's work through the roll out of modern, resilient, flexible technology.
- ✓ Our technology infrastructure is developed in line with industry good practice and contributes towards organisational resilience, security and efficiency.
- ✓ Improvements to our technology infrastructure in line with industry good practice that improve organisational resilience, security and efficiency.

Build a resilient, healthy, capable and sustainable organisation

Ensuring our organisational sustainability

The success of our Corporate Strategy depends on our ability to invest in developing our people and in the systems and processes that enable them to deliver our purpose and vision. This year we will develop an updated medium term financial strategy that sets out our expenditure plans, income needs and efficiencies over the remainder of the corporate strategy period, against the backdrop of a challenging external financial environment.

We will strengthen our financial and commercial capability, including by upgrading our finance system to improve financial controls and reporting capability.

We will develop our change management and benefits realisation framework to ensure we are effective in defining and realising the benefits of our corporate strategy investments, holding ourselves accountable for success.

We will develop an environmental sustainability strategy that provides a pathway for the organisation to ensure we realise the ambition of reducing our environmental impact.

Outcomes:

- ✓ Financial sustainability over the medium term, through strong financial management, efficiency and by addressing our funding needs from fees.
- ✓ Qualitative and quantitative benefits from our change programmes are defined and on track to be delivered, improving service and efficiency.
- ✓ We understand our impact on the environment and we have begun implementing a strategy to reduce this impact.



Promoting the value of regulation



Aim: The public, registrants, students and employers understand the value and importance of regulated health and care professionals.



Key milestones achieved in 2021-2022

Engaged with stakeholders on the provision of mental health support, including guidance relating to suicidal ideation.

Embedded our registrant experiences research into employee learning and development and inductions.

Extensive engagement with the DHSC's programme of regulatory reform, both with DHSC and our wider stakeholders to help shape emerging legislation.

Developed our messages and dedicated engagement to the Future of Health and Care White Paper and anticipated Health and Care Bill, including responding to the Health & Social Care Select Committee inquiry.

Promoting the value of regulation

In 2022-23 we will further this aim by:

Improving registrant communications

We will develop a registrant communications strategy focusing on inspiring professionalism, bringing our Standards to life and enhancing registrants' understanding of both their own and the HCPC's role in promoting public safety.

This will include considering how we tailor our digital content to optimise our reach and continue to promote and inspire high quality professional practice through all of our digital channels, including our web presence and social media. We will also continue to promote equality, diversity and inclusion across our communications, promoting diverse registrant voices.

We will improve registrants' experience of our systems by developing our online services and accessibility of our communications. We will develop our digital hubs, focusing on our student hub to support and embed professional practice as early as possible in registrant's professional lives and careers.

Outcomes:

- ✓ Our Registrant Communication Strategy ensures we take a clear and consistent approach to compassionate and inclusive registrant communication throughout the registrant journey.
- ✓ We promote high quality professional practice through the development of our digital content and our digital audience hubs for students and employers. This will include engaging students in our first ever student essay competition.
- ✓ Our use of Search Engine Optimisation extends our digital reach and therefore our impact on improving practice and awareness of regulation.

Delivering the second year of our Registrant health & wellbeing strategy

In 2021-22, we began delivery of our Registrant Health and Wellbeing Strategy. This sets out our ambition to embed a compassionate approach to regulation; we want to exhibit empathy in all our interactions, demonstrate fairness in all that we do, and cultivate professionalism through a supportive, transparent and collaborative approach.

Through 2022-23, we will continue to develop and build on this work. Working with our stakeholders, we will increase the support available for registrants involved in fitness to practise cases. We will also continue to engage with registrants and other stakeholders to improve understanding of fitness to practise, how to manage concerns locally and when fitness to practise referrals or self-referrals are needed.

Outcomes:

- ✓ Improved support provided to registrants involved in fitness to practise cases helping to reduce impacts on registrant health and wellbeing.
- ✓ Improved understanding about fitness to practise amongst registrant and stakeholders
- ✓ More awareness of what does, or does not, need to be referred to fitness to practise, enabling us to use our resource where it is needed and reducing the impact on registrants.

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.

