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## Digital Transformation Strategy

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### Executive Summary

This paper presents the HCPC Digital Transformation Strategy.

The Digital Transformation Strategy contains these key features:

1. the vision;
2. the alignment to the Organisational Strategy;
3. the Digital Transformation Strategy on a page;
4. the back story that allows the reader to understand at whatever level of detail is appropriate to their needs:
  - the strategic intent;
  - the current strategic need;
  - the context;
  - how HCPC will meet the strategic need.
5. the current implementation roadmap;
6. the operating model.

The Digital Transformation Strategy will need to be revisited annually to ensure the strategic intent and strategic needs remain relevant and the organisation is making progress on delivery.

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Previous consideration	Digital Transformation Orientation paper was discussed at Council in May 2020.
Decision	Council is asked to discuss and approve the Digital Transformation Strategy.
Next steps	<ul style="list-style-type: none"><li>• Finalise the capabilities, capacity and supplier relationships required to deliver the strategy.</li><li>• Further development of implementation approaches, technical architecture, and digital roadmap. Both to support the ongoing digital transformation and to frame any short-term goals.</li><li>• Check back in with the organisation.</li><li>• Set up the Digital Transformation Forum.</li><li>• Define Success Criteria</li></ul>
Strategic priority	Creating the right approach and execution of the digital transformation will support the emerging Corporate Strategy <ul style="list-style-type: none"><li>• Multi-professional regulator of choice for Healthcare groups</li></ul>

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- Lean and intelligent
  - Financially self-sufficient
  - PSA compliant
  - Relevant metrics & reliable data
  - Recognised externally as having Best Practice and viewed as experts
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Risk Outlined in the paper

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Financial and resource implications There are no financial and resource implications directly associated with approving the Digital Transformation Strategy. We will build plans and projects to support the implementation of the strategy, these will come through the appropriate approval channels.

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## Digital Transformation Strategy - background

The Executive Director of Digital Transformation has a primary objective to develop the HCPC Digital Transformation Strategy. The reasons the organisation needs this strategy can be summarised as:

- the old IT Strategy was approved in 2016, is no longer fit for purpose and actively failing in some areas;
- a moratorium on new technology investment was put in place whilst a new Digital Transformation Strategy is developed (a positioning paper noted by Council in May has given the organisation an opportunity to move itself forwards in some key areas);
- to put HCPC in the best position to exploit new technologies and modern collaborative ways of working;
- support the business improvement agenda;
- to give HCPC the ability to rapidly act and react to changing operating conditions and strategies fast enough to succeed.

### **1. Process**

The process of creating the Digital Transformation Strategy has involved collaboration across HCPC. The preferred methodology pre Covid would have been for several large workshops, involving multiple stakeholder groups. However, the approach given the need to conduct sessions remotely was to create a strawman based on the situational analysis, organisational strategy, best practice and the teams experience. The strawman covered definitions, objectives, vision, scope and approach.

### **2. Team Engagement**

There have been regular digital transformation strategy development sessions held with the Digital Transformation Management Team. The objective of these sessions has evolved from informing the team on what was going on and validating the current environment, through to gaining buy in on the reasons why the organisation has needed a change in tact on the approach to technology. The team are all contributing in their own areas to the definition of the strategy.

### **3. Organisational Engagement**

There were multiple collaboration sessions held across the organisation where nominated members of each directorate were walked through the strawman of the emerging digital transformation strategy and invited to contribute and challenge each element. These sessions covered people from all directorates and departments.

### **4. SMT Engagement**

SMT have been engaged throughout the process. This was achieved through the initial orientation paper and in ensuring SMT were nominating the correct people to support the collaboration sessions. In addition to reviewing the Emerging Digital Transformation Strategy.

There have also been more detailed conversations with SMT about the approach to data, the FtP CMS replacement system, the next phase of Registrations, the new normal workplace environment and the new Education System. These have contributed to the Digital Transformation Strategy as it has evolved.

## 5. Digital Transformation Forum

In order to ensure the strategy and approach have external scrutiny it is planned to create a Digital Transformation Forum from an external group of technology leaders. Members of the forum have now been identified and we will hold an initial session in October.

## 6. Risk

This section outlines what impact the approval of the Digital Transformation Strategy and the subsequent roadmap of implementation will have on the strategic risks and risk appetite.

### *Strategic risks*

1. Failure to deliver effective regulatory functions  
The Digital Transformation Strategy will reduce the risk, because it addresses key areas of process improvement and efficiency in Fitness to Practice Case Management, data and data analytics, Registrations and Education.
2. Failure to anticipate and respond to changes in the external environment  
The Digital Transformation Strategy will reduce the risk, because it gives HCPC the tools from a technical, data and process perspective to course correct proactively or reactively.
3. Failure to be a trusted regulator and meet stakeholder expectations  
The Digital Transformation Strategy will reduce the risk, one of the key strategies is to be driven by our multiple stakeholder needs.
4. Failure to be an efficient regulator  
The Digital Transformation Strategy will reduce the risk, one of the key strategies is to use digital technology to make the organisation more efficient.
5. Failure of leadership, governance or culture  
The Digital Transformation Strategy will reduce the risk, one of the key strategies is to ensure we are developing the right culture around the use of digital technology by creating diverse and empowered teams working in a collegiate way across the organisation.

### *Risk Appetite*

**Public protection** - The Digital Transformation Strategy is consistent with minimal approach. Delivery of better data and more robust FtP systems will improve public protection.

**Compliance** - The Digital Transformation Strategy is consistent with minimal approach.

**Communication** - The Digital Transformation Strategy is consistent with open approach.

**Innovation** - The Digital Transformation Strategy will be innovating to support public protection, quality and efficiency.

**People** - The Digital Transformation Strategy is consistent with measured approach, there will be some change to peoples roles, the HCPC approach and the way they do things, all of this should be positive to most people.

**Infrastructure** - The entire digital transformation strategy it aligned to the measured approach. We identify areas of need, we assess the likely benefits, we make small incremental investments to prove the benefits and repeat. This is made possible by adopting an agile approach in an environment where we implement out of the box software with minimum configuration.

**Financial** - The measured approach to infrastructure allows us to support the minimal approach to Financial Risk as we are always incremental in our development approach and only spending money where there is clear benefit.

# HCPC Digital Transformation Strategy V1 0

# What is digital?

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**Digital is a much over used word. In most corporate contexts it can simply be defined as:**

**“the bridge between people and technology.”**

**In HCPC’s case we will use the bridge to create the best experiences for our:**

- **registrants;**
- **colleagues;**
- **government;**
- **council members;**
- **partners;**
- **members of the public;**
- **employers;**
- **educators.**

## **The vision for Digital Transformation at HCPC:**

**“To be seen as the UK’s leading regulator for effective use of digital technology to support an agile organisation.”**



# Digital Transformation is an ongoing process

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The Digital Transformation Strategy needs to create a technical and working environment that is able to move rapidly with the changing needs of the business as the political, regulatory and technical landscape changes.

Leveraging some of the good decisions that have been made over the last IT Strategy cycle and position the organisation to extract itself from some of the poor decisions.

The Digital Transformation Strategy needs to be reviewed and renewed on a regular basis to ensure the organisation is in the best position to exploit the latest technologies, approaches and, importantly, that the strategic needs are still relevant.

# The Digital Transformation Strategy Enables the Corporate Strategy

# Digital Transformation enables all dimensions of the corporate strategy

## Vision and Purpose

### Vision

*To be the UK's foremost healthcare multi-profession regulator*

### Purpose

*To uphold the highest standards in the professions we regulate so that we protect the public and inspire their confidence*

### Core activities



## Core activities – our role

### Regulation

- Maintain and publish an accurate register
- Set appropriate standards
- Quality assure education and training programmes
- Respond proportionality to Fitness to Practice concerns, taking action to protect the public

### Learning

- We use our data to provide insight into risks and inform our regulatory approach, to support upstream regulation
- We use what we know to promote positive and inclusive professional working environments

### Prevention

- We use our knowledge to develop practical resources that embed standards and supports professional practice

## Overarching objectives

### We will

- Work with our stakeholders to understand and respond to their needs
- Actively listen to diverse groups including those who may not traditionally have a strong voice
- Be empathetic in our dealings with registrants, complainants and witnesses
- Work collaboratively with others to ensure joined up effective regulation
- Contribute and adapt to reflect regional, national and profession differences
- Use data and evidence to inform our decision making
- Be an excellent employer

### We will deliver

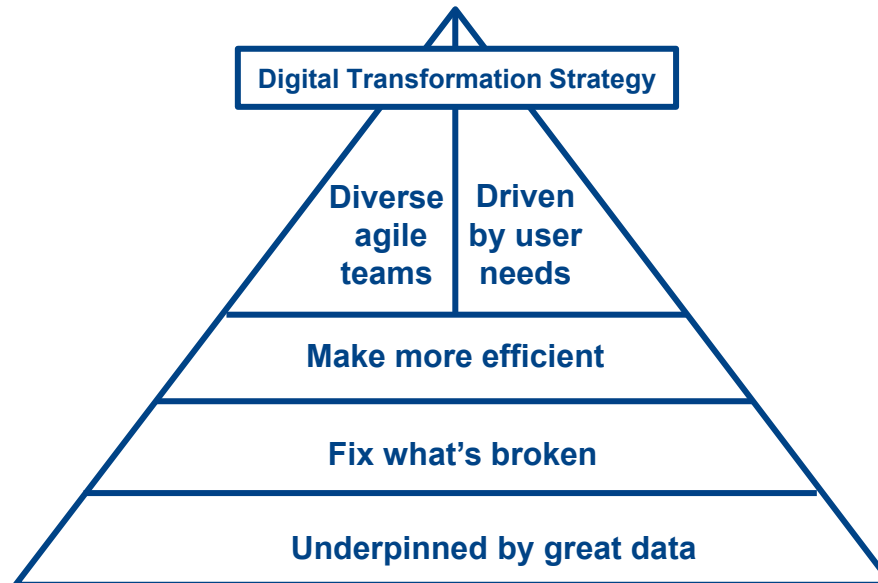
- Effective regulation which reflects best practice
- An excellent user experience
- Well-informed standards, guidance and regulatory processes that enable registrants to adapt to changes in healthcare
- Preventative regulation
- Learning, resources and knowledge that support professional practice
- Regulation that adapts to public needs

## Organisational Strategies

- 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

# Digital Transformation Strategy on a page

## Digital Transformation Strategy on a page



# The Backstory

# The Intent of the Digital Transformation Strategy

The Strategy	Strategic Intent
Underpinned by great data	<b>Create a data capability that brings all HCPC data together in a single location that will allow all parts of the business to gain new insights into performance and other analytical markers, in addition to consistent Service Level Reporting. This is not currently possible and encumbers progress on a number of strategic imperatives, particularly the Prevention Agenda which would benefit from looking for patterns across all our data sources.</b>
Fix what's broken	<b>To deliver a modern extendable technical architecture and way of delivering technology. This will allow HCPC to rapidly deploy the best services that meet their needs and then continually improve. This is not currently possible and development takes too long and costs too much.</b>
Driven by our user needs	<b>Everything HCPC does is driven by meeting the needs of its registrants, colleagues, students, employers, educators, government, council members, partners and members of the public.</b>
Build diverse agile teams	<b>To ensure HCPC are utilising the benefits of empowering teams to deliver measured incremental benefits, at a lower cost to the organisation.</b>
Make more efficient	<b>To create an efficient workplace environment that inspires colleagues and allows everybody to work seamlessly between office and other remote locations. That no matter what their role, colleagues can use an excellent digital environment that meets all their needs.</b>

# Underpinned by great data

## The current strategic need

There is a need to build consistent SLA driven performance reporting and to be able to further interrogate organisational data to deliver new insights into registrants behaviors and performance. Data is critical to delivering a number of key strategic objectives including the prevention agenda, risk management and EDI.

## The context

HCPC’s current approach to data means there is no integrated operational or analytical reporting capability. Most reporting is driven from application silos using operational data.

HCPC are implementing Microsoft Dynamics to deliver their registration system and are already using Microsoft Cloud (Azure) which gives it easy access to a data model and other components that will allow it to build a data platform to meet it’s needs.

## How we meet the strategic need

We deliver the data strategy by:

- incrementally designing and building a data platform, a data warehouse, a data sandbox and reporting tools to deliver new insights in organisational and registrant performance;
- building an organisational data model;
- building a capability to deliver the functionality;
- utilising the components of MS Azure and integrations with MS Dynamics. Build integrations with CoreHR, Sage/WAP finance systems, Education and FTP CMS;
- creating an analytic sandbox to support the organisations need for data insight, e.g. the prevention agenda;
- building a roadmap of SLA driven reporting epic user stories, in support of HCPC regulatory purpose;
- regularly evaluate that MS Azure is the right platform for the job.



# Fix what's broken

## The current strategic need

HCPC has been moribund in monolithic system development for a number of years and needs a way to quickly and cost effectively deploy best of breed technology.

## The context

The software built using a monolith approach is self-contained; its components are interconnected and interdependent. If developers want to make any changes or updates to a monolith system, they need to build and deploy the entire stack at once. With the monolithic architecture it can be difficult to adopt a new technology stack, and in case you want to use a new platform or framework, you'll have to rewrite the entire solution.

In contrast a microservice software architecture allows an organisations systems to be divided into a number of smaller, individual and independent services. Each service is flexible, robust, composable and complete. They run as autonomous processes and communicate with one another through APIs. Each microservice can be implemented in a different programming language on a different platform. Almost any infrastructure can run in a container which holds services encapsulated for operation. Since these containers can be operated in parallel, the existing infrastructure is easier to maintain.

## How we meet the strategic need

The strategic need will be met by adopting a microservices architecture. This will not require much course correction to execute, just a different way of thinking about application development and deployment. HCPC are already seeing sizable benefits in the approach for Fitness to Practise. This allows HCPC to:

- retain and develop the investments in Registrations on Microsoft Dynamics and Microsoft Azure;
- formalise the architectural the approach;
- assess best/most appropriate off the shelf products to support Fitness to Practice, Education, the data platform, Finance and HR. They need to follow some simple rules to ensure they provide standard integration (APIs) that allow the inter operability of systems;
- utilise the concept of Minimum Usable Product to get quickly to market by adopting out of the box configuration and not coding customisations;
- utilise a unified user experience layer to give the end user a consistent experience across their interactions with HCPC;
- utilise and deploy AI and Process Automation Tools when the need arises;
- consolidate other business applications into the Cloud;
- build products that evolve.

# Make more efficient

## The current strategic need

There is a clear need to ensure all colleagues, business operations and functions have modern tools to work seamlessly and efficiently between the HCPC office and other locations.

### The context

The HCPC response to the COVID19 pandemic has accelerated HCPC from a predominately office based workforce to a predominately remote workforce, in addition the removal of social workers from the register has shone a light on many operational inefficiencies.

Addressing this need will enable HCPC to:

- remove or automate labour intensive tasks to focus on high value tasks;
- rationalise it's physical office space requirement;
- build a contemporary employee experience to help attract and retain talent;
- reduce it's environmental footprint;
- act quickly and effectively in the event of future lockdowns.

### How we meet the strategic need

To meet the need of HCPC to utilise digital technology to drive efficiency we will:

- fix what is broken in FtP, Registrations and we will deliver on our data needs;
- have an ongoing programme of process improvement;
- transition our telephony system to a world class cloud based product allowing our colleagues the flexibility to take and make calls from any device they choose;
- support agile working with the use of laptops instead of PCs;
- continued use of both DaaS (Desktop as a Service) and SaaS (Software as a Service) technologies to support BOYD (bring your own device);
- equip HCPC meeting rooms to allow greater collaboration, through the installation of MS Teams Meeting Rooms and interactive media walls where required;
- deploy further technology (DirectAccess or Always On VPN) which will allow employees the ability to seamlessly undock their laptops and move to meeting rooms without any loss of connection to the network;
- where it is safe, allow, new digital technologies to enhance employee experience;
- utilise process automation and artificial intelligence tools.

# Be driven by our user needs

## The current strategic need

Only delivering or enhancing a digital product or service when HCPC understands how a solution helps our users meet their needs. Understanding user needs will help HCPC meet its strategic goals and intent. It will also save us time and money, by avoiding spending it on things people don't actually need.

## The context

The cornerstone of digital transformation and changing internal and external perceptions of HCPC is understanding User Experience. HCPC have done some work in the past in creating personas (archetypal users) and delivering some User Experience work in the website design. The strategic intent is to embed this approach.

We need to know who our users are, what it is they want and need, and how you can best deliver a solution that fulfils their wants and needs.

In HCPC's case 'User needs' are the needs that members of the public, registrants, educators, government and other stakeholders have of HCPC. These are the users of HCPC.

Every part of the HCPC-UK.org website design and architecture, and every piece of published content, should meet a valid user need.

## How we meet the strategic need

Ensuring we are driven by our stakeholders needs will require HCPC to:

- develop and own the HCPC personas, understand their needs, and design customer journeys;
- all new features are only developed based on understanding the user experience and meeting well defined and specified needs;
- use a consistent layer for the configuration and orchestration of rich personalised user interfaces and user experience. This means that all online services HCPC deliver will have a consistent user experience and cohesive customer journeys;
- actively engage in co-production;
- continually improve Conversion Rate Optimisation.

# Build diverse agile teams

## The current strategic need

Deliver measured and incremental improvements to our products and services which enable the organisation to realise benefits earlier and at a lower cost to our Registrants.

### The context

Inclusive and representative teams create working groups characterised by strength, depth and resilience.

They can draw from collective experiences to offer contrasting perspectives enabling effective delivery of change.

Using structured processes they can respond to changing business needs rapidly.

This ensures incremental benefits are delivered early, frequently and at a lower overall cost.

The strategy will enable HCPC to be quick to market utilising minimum usable products and build products that can evolve as required.

### How we meet the strategic need

To build these diverse teams we will:

- reinforce collegiate working across the organisation;
- map business priorities to the technology and align the product definitions;
- map product changes to clear desired business outcomes and benefits;
- identify technology leaders within the business and align to product delivery teams;
- use these leaders as a channel to identify and prioritise change needs early
- use small incremental changes to create new baselines for consultation and change opportunities.;
- use an effective methodology to deliver change in a controlled but rapid way;
- skill teams correctly to ensure consistent and measurable change is achieved.;
- use a delivery pipeline to automate testing and deployment ensuring safe rapid change cycles;
- build DevOps Capability;
- streamline decision making and define clear and understood limits of authority;
- use the correct tools and processes to ensure controlled and managed change.;
- manage priorities and use clear reporting to monitor the realisation of outcomes;
- align the support organisation to product lines and configure to support rapid change;
- encourage the freedom to innovate and experiment safely.

# Digital Enablers

<p>Governance</p>	<p>Governance is the leadership, organisational structures and streamlined processes to enable IT to work as a partner in sustaining and extending the organisation’s ability to produce meaningful value for its customers.</p> <p>The Digital Transformation has an ambitious agenda and roadmap, which means that there is a need to develop a Governance model to support transformation activity and operations.</p> <p>Some of these processes will exist, some will need defining or redefining to align to the way we propose to do things in the future, to support the agile, humanistic and environmentally friendly agenda.</p> <p>The organisational structure does not necessarily all report into the Digital Transformation Directorate, however in the spirit of empowered horizontally aligned teams certain roles will need to align to the new governance structure.</p>
<p>Security by Design</p>	<p>Retain our accreditations – ISO27001/PCI DSS/Cyber Security Essentials.          Provide robust and secure IT systems, that meets our stakeholders needs.          Improve our relationships with key technology vendors</p>
<p>Network and Data centres</p>	<p>Deliver secure, reliable and fast network and internet connectivity.          Reduce on-premise hardware and software footprint by leveraging cloud technologies.          Move from tradition SAN and Hypervisor Virtualization to a Hyperconverged solution.          Provide a single identity to users and registrants across all internal and public IT systems.          Provide industry leading BOYD remote working capabilities to our users.          Leverage cloud technologies, with a preference to SAAS over PAAS and PAAS over IAAS.          Leverage cloud scalability capabilities to adjust to varying stakeholder demands.          Promote the use of serverless and micro services, over monolithic systems.</p>

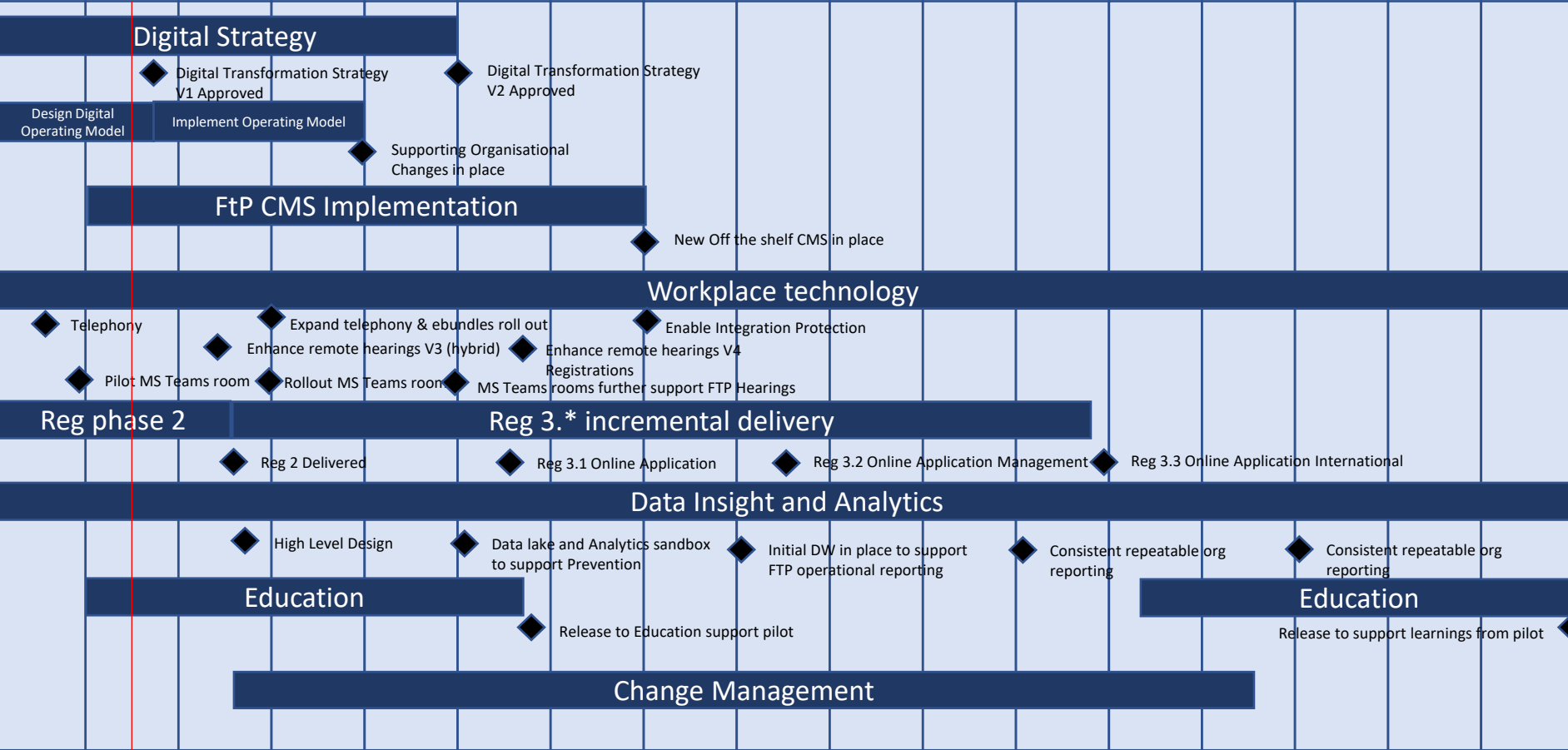
## Digital Enablers

Change Management	<p>Ensure HCPC has the correct communications, training, and ways of working channels in place. Build change networks to support and exploit:-</p> <ul style="list-style-type: none"> <li>• Adoption of new workplace technology;</li> <li>• Incremental roll out of new business applications.</li> </ul>
Service	<p>We will implement a new cutting-edge service desk for both IT and Office Services teams enabling efficient management of colleagues requests via a self-service portal with a friendly interface accessible via any device. This will give us:</p> <ul style="list-style-type: none"> <li>• built-in knowledge base, offering possible solutions and FAQs;</li> <li>• improved surveying and reporting, with the ability to provide instant consumer feed back;</li> <li>• incorporate a Service Catalogue into the new service desk to allow the delivery of products and services through a modern and user-friendly store front, giving faster request fulfillment.</li> </ul>

# The Roadmap

# Current Roadmap

Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21
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# The Operating Model

# The Operating Model

## Digital Transformation

Digital & UX	Architecture & Analysis	DevOps	Workplace Operations & Infrastructure	Project & Change Management	Data & BI	Supplier Management	Security
<p>All new development is driven by user needs via unified CX layer (Episerver) Proactively manage:</p> <ul style="list-style-type: none"> <li>• SEO/CRO;</li> <li>• Content;</li> <li>• Social Media.</li> </ul>	<p>HCPC owns it's technical architecture and can ensure adherence to some straight forwards architectural principles to allow the deployment of best in class solutions. Actively identify areas to make more efficient.</p>	<p>HCPC owns it's key platforms (Reg, FtP &amp; Education) and can configure and enhance them using automated tools to meet evolving business needs either themselves or via third parties.</p>	<p>Deliver exemplary service management experience, networks and supporting Infrastructure.</p>	<p>Governance, planning and tracking against our biggest products and projects. Ensure we are doing what we say we are going to do when we say we are going to do it. Ensure adoption through active change management.</p>	<p>HCPC is underpinned by great data, reporting and analytics and the need use that data to deliver better more efficient outcomes and insights.</p>	<p>How we manage our biggest contracts and supplier relationships.</p>	<p>HCPC has the necessary protection in place to meet it's risk appetite for security.</p>

Other considerations:

Coaching

Product ownership

Collegiate Agile Working:

- Squads;
- Tribe;
- Chapters;
- Guilds.