
Chief Executive's report on organisational performance May 2022

Executive Summary

This paper provides the Council with updates on the organisation's performance since the March 2021 Council meeting.

The presented report includes narrative updates on specific projects and activities for the Council to note, stakeholder engagement activity, regulatory development, organisational development and an update on Covid temporary registration.

Appendices

A – List of the Chief Executive's meetings in the reporting period

Previous consideration	This is a standing item, considered at each Council meeting. As previously agreed by Council the March, July, September and November reports contain KPI data as well as the Strategic Risk Register and Corporate Plan tracker.
Purpose of report	The Council is asked to discuss the report
Next steps	The next report will be received in July 2022.
Strategic priority	This report is relevant to all strategic priorities.
Financial and resource implications	None as a result of this paper.
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Chief Executive's Performance Report - May 2022

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1. Chief Executive's Organisational Assessment

Over the past twelve months we have strengthened our regulatory and operational models and invested in technology to streamline our processes. The outcomes of this work include the implementation of a new model for assuring the quality of education programmes, improvements in the timeliness and quality of our management of Fitness to Practise cases through the FTP Improvement Programme and moving more of our core registration activities online. Continuing this improvement is a key objective of the 2022-23 Corporate Plan which we are now focussed on delivering.

In registrations, online applications for international applicants went live on 7 April. The number of applicants who have already begun applications using the portal is encouraging. Improving the processing time for international applicants to bring it back within our KPI remains a priority. Positive progress has been made with the additional processing capacity we've secured through partnership working. We continue to engage with stakeholders such as Health Education England, NES, and NHSE/I to understand their workforce plans and look for opportunities for supporting the effective and timely delivery of these plans through our registration process. This includes looking at the potential to expand the Comparable Qualifications list for those shortage professions the service is looking to recruit, and working closely with professional bodies regarding training routes in India and their alignment to meet UK standards.

In preparation for the summer peak of UK registration applications, good progress is being made with moving applications online. We expect this to be available in June. Improving our overall responsiveness and quality of customer service in registrations continues to be a priority and I am encouraged that the measures taken to expand the number of trained staff who can take telephone calls has resulted in improvements to our call responsiveness, although there is still a way to go.

On registration renewals, the Chartered Society for Physiotherapy (CSP) raised concerns about the number of registrants that had been deregistered following the closure of the renewal window on 30 April 2022. Renewal is an important part of maintaining public protection. Registrants are required to confirm that they continue to meet all of our standards and are safe to practise. The percentage of physiotherapy professionals who renewed was 91%. This was in line with our usual rates of between 90 and 97%. We have been working closely with the CSP to support registrants who inadvertently let their registration lapse to get back on the register as quickly as possible, recognising the impact this has on patients as well as the registrant's ability to work. At the time of writing we are processing applications within 24 hours of receipt and we have processed 95% of all readmission applications received.

In education we are monitoring the performance of the new quality assurance model. A more detailed report will be provided to the Education and Training Committee. There is a separate paper on FTP performance.

Collaboration and engagement

I had the privilege of attending the Advancing Healthcare Awards in London last month. The Awards recognise and celebrate the work of allied health professionals, healthcare scientists and those who work alongside them in support roles, leading

innovative healthcare practice across the UK. It was humbling and inspiring to hear and celebrate the positive impact that so many of our registrants have made to improving the care patients receive. The opportunity to engage with so many of our stakeholders, including the Chief Allied Health Professions Officers for Wales and Northern Ireland, in person again was most welcome. I invited a small group of colleagues from across the HCPC to join me so they could connect first-hand with the work of our registrants and the impact they make. One of the colleagues who attended summed up what the experience meant for him:

“It was so satisfying to see many of our registrants getting recognised, awarded, and celebrated. This was also a chance to answer questions from some of our Registrants, regarding how our organisation is evolving in order to more efficiently support our Registrants.”

Colleagues continue to engage closely with the DHSC and the other regulators on regulatory reform, with a particular focus on the GMC draft s60 Order which has been shared for comment. I would like to put on record my thanks for the support and guidance provided by Mark Bennett (Deputy Director of Workforce at DHSC) over the years as he leaves the Department for pastures new. I look forward to working with his successor, Phil Harper, and have an introductory meeting planned soon.

In terms of four country engagement, I had a constructive meeting with Catherine Ross, Chief Healthcare Science Officer for Scotland. We identified opportunities to improve HCPC’s understanding and connection with the Clinical and Biomedical professions on a four-country basis, recognising that the landscape is complex. I’m delighted that Fiona Campbell has now joined HCPC as a Professional Liaison Consultant based in Scotland.

Organisational culture

The Executive has recently received the feedback report on the all-employee event which was held on 11 March 2022. The response from colleagues to the event has been overwhelming positive. The Council Member sessions were particularly well received and there is an appetite for more opportunities to engage with Council Members. The Executive is considering plans for running another event next year as well as opportunities for colleagues to connect in person as part of hybrid working.

On hybrid working, teams have had workshops to consider the strategic and operational requirements for effective hybrid working. Teams that have had a workshop are now piloting the agreed working arrangements. To support hybrid working, laptops are being issued to colleagues who were using their own devices during the pandemic. Our office space is also being reconfigured to support the increase demand for touchdown desks and collaborative spaces. We will monitor the pilot arrangements and adapt arrangements in light of this as necessary.

As part of the organisation’s focus on employee wellbeing, we have promoted participation in Mental Health Awareness Week which took place between 9 & 15 May. A number of courageous colleagues took time to share their own personal experiences of mental health to encourage an open conversation about mental health and wellbeing at HCPC.

In terms of learning and development, Annual Performance and Development Reviews have been taking the outcomes of which will inform individual and organisational learning and development plans. Colleagues have also been completing e-learning modules on: Information Security, Anti-Fraud & Bribery, Equality, Diversity & Inclusion and Welsh Language Awareness.

2. Stakeholder engagement summary

Professional Body Engagement

We have continued to embed and develop relationships with professional bodies through our devolved relationship management approach. Relationship managers have been continuing to meet with professional bodies and discuss a wide range of issues, including in relation to workforce and demographic data, how various HCPC processes work and also agreeing how the professional bodies want to engage with us going forward. This has led to us responding and working positively with professional bodies on particular areas of interest for them, for example we have been working with the Royal College of Speech and Language therapists to promote our guidance on appropriate behaviours on social media.

On 17 March we held our spring Quarterly Professional Body Forum. The meetings were again well attended, with representatives from across our professions present. Our Executive Director for Regulation provided an updates on FtP improvement and registration performance, setting out the key challenges and the actions we have taken, and are taking, in these areas. This was welcomed by professional bodies and feedback noted an improvement in the tone and quality of communication from the Registration team.

We also provided general updates for discussion, including on the proposed implementation timeline for our Standards of Proficiency and updates on diversity data completion rates for the different professions to support improvement in this area. We consulted professional bodies on our response to the DHSC's consultation on professions that should be regulated ([‘Regulating healthcare professionals, protecting the public’](#) see section 3.4) Professional bodies indicated that they all intended to respond to the DHSC consultation; there were concerns in some quarters that professions may be removed from regulation. We advised that we were not aware of any government plans in this direction. We presented our proposed EDI action plan that was subsequently approved by Council at the end of March, with professional bodies expressing support for our EDI action plan. Forum members were also asked to provide feedback on the relationship management approach and focus of the quarterly meetings, with positive feedback received on both counts.

Four Country Stakeholder Engagement

We continue to engage closely with colleagues across the four nations. As well as partnership working with HEE, see section 3.7, we regularly meet colleagues in England, Wales, Scotland and Northern Ireland. For example, as mentioned above, on 16 May we met with Catherine Ross, Chief Healthcare Science Professions Officer for Scotland to provide her with an update and seek her support and engagement in our work. In recent months we have also met with the Chief AHP Adviser and the Deputy Chief Scientific Adviser in Wales to discuss our professional liaison service and its development in Wales. In March we attended the Northern Ireland Joint Regulators' Forum which noted the upcoming election, held on 5 May

the likelihood of extended negotiations to form a new NI Executive and discussed how regulators can work across Northern Ireland on emerging concerns.

Public Affairs

The Health and Care Bill and The Professional Qualifications Act

Following the HCPC's sustained engagement with peers and MPs regarding the provisions in the Bill on regulatory reform, The Health and Care Bill was granted the Royal Assent and became law, with the provisions relating to professional regulation remaining unchanged within it.

The Professional Qualifications Act also became law after receiving the Royal Assent. During the process, we raised concerns with parliamentarians around maintaining regulatory independence and high standards of practice, developing the necessary amendments. We will maintain a watching brief on this area as any relevant trade deals are negotiated.

Performance and improvement engagement

The Professional Qualifications Act also became law after receiving the Royal Assent. During the process, we raised with parliamentarians the need to maintain regulatory independence and high standards of practice, which led to government developing helpful amendments. We will maintain a watching brief on this area as any relevant trade deals are negotiated.

Myself and the Executive Director of Regulation also met with Mark Bennett, Deputy Director of Professional Regulation at the Department of Health and Social Care, to discuss the HCPC's improvement plans and achievements, and the PSA standards and benchmarks. These meetings drew on our key messaging around FTP, EDI, Registration and finance.

3. Regulatory Development

3.1 Registration Responsiveness

We continue to see large volume of international applications to join our Register. In January 2022, following a procurement process, we partnered with PricewaterhouseCoopers (PWC) to provide us with significant additional capacity (4,500 applications over a 3-6 month period) to process international applications. While a partner has been engaged, HCPC staff remain the decision maker as to whether an applicant can join the Register. As at the 6 May 2022 PWC had 3,904 international applications in progress. PWC will have progressed all applications by mid May 2022.

This additional support helped us get ready for the online international application process which went live on the 07 April 2022. As at the 9 May 2022 2,782 online international applications were in progress of which the applicants had fully submitted 493 applications to HCPC.

We have also established a dedicated team focusing on international application progression and assessment. Early signs indicate this is working well to improve our capacity to process new applications in light of increased volumes, and to begin to bring down the applications in progress awaiting assessment. We are also rapidly updating how we use our systems to remove process inefficiencies and to use our data more effectively to proactively monitor the progress of applications through the process. This, for example, has enabled the team to increase the number of new applications processed per week by 100% and we are on track to process over 1000 application assessments for the month of May. UK, readmission and CPD processing times are all within our service standards.

Improving the performance of our contact centre remains a key priority and we are progressing a project to introduce a cloud-based telephony system to support hybrid working. In April the Registration Department updated our training for members of staff working in the contact centre and we have increased the number of people trained to handle telephone enquiries with additional support from Team Leaders who are readily available to support our newly phone trained Registration Advisors on more complex enquiries. The pilot so far has been well received and is already showing signs of improvement on service level and response times, with a 10-15% improvement in our call answer rates. We still have further improvement to achieve our target and we continue to recruit and train more staff on handling telephone enquiries.

Physiotherapist Renewals

Physiotherapist renewals closed on 20 April. In our renewal processes, we usually see between 90 and 97% of a profession choose to renew, as people leave professions for many different reasons, including retirement or a career change. 91% of physiotherapists renewed on time this year which led to the CSP raising concerns on social media about the HCPC's renewal process. We invited the CSP to meet to discuss their concerns and clarify the renewal process. This lapse rate was reported on in one national media and the professional trade magazine.

Our renewal process did run as normal for physiotherapists with emails inviting registered physiotherapists to renew sent to all those we hold email addresses for

when the renewal window opened on 1 February 2022. 99.6% of these emails were successfully delivered. We also send a text message to all those we hold a mobile phone number for. For those that we don't hold a valid email address for we call them and then send a letter inviting them to renew their registration. We send a reminder 14 days before the end of the renewal window and also promote the renewal period in our newsletter.

Crucially, registrants do not need an email or letter to renew, they can simply go onto the website during the renewal window and renew. We issue regular reminders on our social media channels, and work with the relevant professional body (in this case the CSP) to encourage them to pass the message on to members that the renewal window is open – this includes sharing our guidance and supporting materials for them to pass on to their members.

We are working seven days a week to get people back on the Register as quickly as possible and have now processed 95% of all readmissions forms we have received and we are working at a service time of 24 hours to process a readmission.

3.2 Fitness to Practise

A detailed update on the performance of the Fitness to Practise department is provided in a separate paper.

We have concluded the procurement process for our FtP Legal Services Provider contract and have appointed a panel of law firms for the first time. The firms will be supporting us as we scale up frontloaded (gathering evidence such as witness statements and expert witness reports earlier in the process) investigations, as well as with our current post-ICP investigation and case presentation at hearings.

We have also just completed the recruitment process for a Deputy Head of FtP who will play a key role in our transition to 'frontloading' investigations in house.

3.3 Policy

Following the presentation of several key papers at March Council, the Policy team has continued with a busy programme of work, particularly in relation to regulatory reform, the implementation of the Standards of Proficiency and preparatory work on this year's review of our Standards of Performance, Ethics and Conduct. A separate paper is provided for Council's approval on next steps in relation to our Remote Hearings Consultation. Other key areas of work are summarised below.

In addition, the team has engaged on and supported a number of government and national initiatives, including contributing as part of the NHS Complaint Standards Working group; supporting policy development in the Jersey government in relation to assisted dying.

The team has also provided additional advice to government on the request of the DHSC to confirm our position on 'conversion therapy' (practices which seek to change an individual's sexual orientation or gender identity). We restated our agreed policy statement that any form of 'conversion therapy' would not be compatible with HCPC's Standards and that legitimate therapies, such as those provided in the context of Gender Identity Development Services, would not contravene HCPC's Standards.

Resourcing

In recent months we have taken a number of steps to provide for greater resilience in our Policy team. At the end of May, the team will be at full complement when a new Policy Lead and a Strategic Relationships Lead join us. These appointments provide the policy team with resource required to deliver key priorities as confirmed in this year's Corporate Plan.

3.4 Regulatory Reform

Since our last update to Council we have continued to input into legal drafting, which would form the basis for the reform of the General Medical Council's legislation and will act as a blueprint for other regulators. We have engaged internally with relevant HCPC Departments, taken legal advice as appropriate and taken part in workshops, both with DHSC and with fellow regulators on specific aspects of the drafting.

We have also held a number of bilateral discussions with the NMC to share ideas and support our respective policy development. In mid-May we held a very productive workshop with NMC colleagues to discuss how we might work together as work progresses. We are still awaiting an indication from DHSC of the timetable for the reform of HCPC's legislation but hope that this will be clarified in the next month or so, to inform our resource planning.

At the end of March, we [responded](#) to DHSC's consultation '[Healthcare regulation: deciding when statutory regulation is appropriate](#)', part of the wider regulatory reform programme. This consultation reviewed the criteria for deciding when statutory regulation was appropriate and asked whether those professions subject to statutory regulation were the right ones.

Our response welcomed the principles-based approach put forward in the consultation and largely agreed with the proposals, informed by discussion with Council in November 2021. Regarding the question of whether additional professions should be brought into regulation, we provided information on professions where we had previously made recommendations under the historic 'aspirant groups' process and where we are still contacted by groups seeking regulation. We set out our willingness to provide support and advice to the Department should they determine it appropriate to bring any new professions into regulation. We also suggested that DHSC carry out an equality impact assessment to establish any differences in terms of protected characteristics between regulated and unregulated professions and those accessing their services.

Government is currently considering responses to the consultation and we will continue to engage and provide advice to colleagues in the Department as the government's response develops.

3.5 Standards

Standards of Proficiency

Following Council's decision in March to approve the updates Standards of Proficiency (SOPs), we are developing a programme of work to implement them effectively from September 2023. This includes workstreams to communicate the

changes and support stakeholders, update our regulatory processes and support employees and our partners in applying the new SOPs.

As advised in March, we have been carrying out further work to develop our implementation planning and are working on phased approach to minimise disruption and provide time for education providers to introduce changes to their programmes to meet the standards. We are confident that this phased approach provides protection for the public, maintaining the HCPC's high Standards while also not unduly disrupting the work of education providers.

Targeted communications are being developed for UK students coming to the end of an approved programme during the transitional period. This will include information in their confirmation of registration document which will explain how the HCPC expects registrants to meet their Standards of Proficiency, insofar as they are relevant to their scope of practice. We will be advising registrants to focus their CPD on Standards that have been introduced and updated.

Standards of Conduct Performance and Ethics

We are commencing our planned review of the Standards of Conduct, Performance and Ethics. We will be taking an update on this work to ETC in June, and to Council in July.

3.6 Preceptorship

We are engaged in a joint project on preceptorship (early careers support) as part of the wider HEE funded agenda. This builds on work already undertaken in HCPC to understand the training and education experiences of new graduates (National Graduate Survey 2021) which identifies somewhat lower levels of agreement with positive statements relating to preceptorship.

We aim to consult on, and publish, a set of joint principles for preceptorship. We are mindful that HEE's focus is AHPs in England; HCPC will be consulting more widely including the psychological and scientific professions across the four nations to ensure applicability for all HCPC registrants. This work will also be supported by research we will shortly be commissioning on preparedness for practice which seeks to better understand how prepared newly qualified registrants are. We plan to provide a more detailed update on our preceptorship and preparedness for practice work at the June ETC and July Council meetings.

3.7 Partnership working

We are continuing to progress HEE-funded partnership work spanning a number of key areas. This includes work to improve our international registrations, ring-fenced resource to support specific international recruitment, work to enable data-sharing and work to develop guidance on preceptorship (as outlined above). Plans and reporting arrangements have been agreed with fortnightly project team meetings and monthly reporting to both ELT and HEE.

3.8 Advanced Practice

We are continuing to engage with other regulators and the HEE on advanced practice. I recently attended a round table with HEE, alongside other regulators,

where, I am pleased to report, there was an agreement in principle that regulators should collaborate on a shared set of principles setting out our approach to regulating advanced practice. This is in line with the approach set out to Council in July 2021. We will work closely with fellow regulators on this work, particularly the NMC who are devoting significant resource to this area. As part of the discussion, we, along with others, emphasised the need to work across the four nations to support the development of a coherent and effective regulatory response.

3.9 Professionalism and Upstream Regulation

In line with our Professionalism and Prevention Framework, the Professional Liaison and Upstream Regulation team has been developing and building its work, in particular scaling up its programme of workshops. The team has now expanded to two Professional Liaison Consultants, with Fiona Campbell joining the team in April, who is based in and works from Scotland.

Programmes

Over this period the team has continued to expand and improve the programmes it offers. Between the beginning of March and the end of May, the team will have delivered 22 workshops. This includes 13 Becoming a health and care professional workshops for students and nine Joining the UK workforce workshops for international registrants. A number of these focusing on specific professions identified for support or in response stakeholder requests, in this case events relating to paramedicine, physiotherapy and podiatry. It includes 'in-person' workshops with year 3 paramedic students at St George's, University of London. Workshops held from March to 11 May (the time of writing) have attracted over 400 participants in total.

These workshops attract very positive feedback. Between 90 and 100% of attendees at each event saying their knowledge of HCPC's role and Standards had improved and between 88 – 100% of attendees saying they would recommend the session to others.

We have also provided bespoke content with partners, for example, in March our Head of Professionalism and Upstream Regulation presented at a Northern Ireland NHS Collective Leadership Programme, focusing on how HCPC registration and our Standards support the development of leadership skills. In April the team delivered a seminar on 'Challenging unprofessional behaviours' as part of a University of Suffolk preceptorship-focused day. The team have also jointly presented events with HEE, such as workshops for international registrants.

Employers

On 12 April, colleagues from across the HCPC were delighted to welcome Specsavers for an all-day workshop at our Kennington offices. Specsavers are a key employer with approximately 650 Hearing Aid Dispensers across the UK. Specsavers' Head of Professional Advancement and Group Clinical Lead for Audiology and National Training Manager for Audiology updated us on their new patient management system and continuing professional development processes. We provided an update on HCPC current priorities, including our work on becoming a compassionate regulator, EDI, Standards of Proficiency implementation and international recruitment. We discussed opportunities for joint working and agreed

regular engagement between us in the future to support high quality professional practice.

The Professionalism and Upstream Regulation team are currently also planning and preparing materials for HCPC's inaugural student competition, due to be launched within the next month.

3.10 Equality Diversity and Inclusion

At its March meeting, Council approved HCPC's EDI action plan, which provides the framework for how we will meet the commitments we made in our EDI Strategy 2021-26. Since then, a small working group comprised of senior staff nominated as EDI leads for each Directorate has met regularly to ensure that the actions committed to for 2022-23 are supported by plans for each action holder. In addition, we held our first EDI Steering Group for the new Action Plan on 4 May, where action holders were brought together by the Executive Sponsor for EDI to agree ways of working and reporting arrangements.

At the Council's April seminar, members were given early sight of the HCPC's first analysis of fitness to practise presented by HCPC's Head of Insight & Analytics. This early analysis used registrants' recorded sex and age to understand more about the profile of registrants who find themselves in the process. This is the first time we have performed analysis of this nature and forms the foundations of the future of our EDI analysis. As the data we hold about our registrants improves we will be able to perform more detailed analysis, including across other protected characteristics. It is this analysis that will allow us to explore how we are measuring up against our ambitions to be a truly fair regulator and identify actions we can take in the future to support registrants most at risk of unsafe or inappropriate practice.

We are delighted with the progress we are continuing to make in relation to the collection of registrant diversity data, with 66% of physiotherapists, our largest registrant group, sharing their data with us during the recent renewal window. Weekly updates provided by the Insight and Analytics team are reviewed by senior leaders and relationship managers to support engagement with professional bodies.

There is an overall positive trend at renewal since routine data collection began on 1 December, as can be seen from the table below which provides data on the percentage of registrants in renewal (to date) who are choosing to provide their data. Nonetheless, we are continuing to look at how we can further improve our collection rates and have planned additional system improvements before our next profession goes into renewal on 1 September 2022.

<u>Profession</u>	<u>(%)</u>	<u>Renewal window</u>
Hearing aid dispensers*	82%	1 May 2022 – 30 June 2022
Podiatrists/chiropractors*	83%	1 May 2022 – 30 June 2022
Dieticians*	86%	1 April 2022 – 31 May 2022
Arts Therapists*	85%	1 March 2022 – 31 May 2022
Physiotherapists	66%	1 February 2022 – 30 April 2022
Radiographers	33%	1 December 2021 – 28 February 2022

* Note that figures for professions currently in renewal are likely to change as the renewals window progresses

In March HCPC attended the joint regulator's EDI forum where we were able to hear about the progress other regulators are making with their EDI agendas and learn from those who are further through their own plans. We have agreed to participate in discussions about approaching EDI data collection in a way that could provide the PSA with comparable information, as well as taking part in future cross-regulator work to establish a framework for collecting information relation to registrants' sex and gender. Prior to this, we were invited to speak at an AHP Professional Bodies EDI Workshop, where we presented on HCPC's approach to EDI and our EDI Strategy.

3.11 Insights and Analytics

As set out above, the Insight & Analytics team has been carrying out a range of work to support HCPC's strategic objectives, including producing and presenting the first iteration of the FtP & EDI analysis to Council in April and carrying out regular monitoring of EDI data collection rates to support increased collection. In addition to this, the team delivered a wide range of analyses of the 2021 New Graduate Survey to the Education Department and have started work with Education and others on the 2022 survey.

Programme for Data Excellence

The Insight & Analytics team has been working closely with the IT & Digital Transformation and Business Change teams on the development a of a key cornerstone of this programme, the data dictionary. The first iteration, to complete in June, is focusing on core data items, with following cycles covering wider data items from all areas including Fitness to Practise and CPD. This work is fundamental to ensure effective and consistent use of our data to produce reliable information both within HCPC and in relation to data we share with stakeholders.

Apprenticeship

To support growth and resilience of the Insight and Analytics team, the team has been working with Learning & Development and HR to develop a new degree-level Data Analyst apprenticeship. This is on track to advertise in June with a view to commence in September 2022.

4 Covid Response

4.1 Temporary Register

The table below sets out the number of temporary registrants on each of the registers as of 12 May 2022. In summary there are 10,707 temporary registrants.

	Temporary registrants				
	England	Scotland	Wales	Northern Ireland	Total
AS	35	8	1	0	44
BS	1283	171	96	52	1597
CH	174	26	9	5	213
CS	257	37	13	5	308
DT	125	23	5	5	154
HAD	18	1	0	0	19
ODP	397	24	19	2	441
OR	75	8	6	1	90
OT	1669	187	90	58	1985
PA	838	171	143	35	1184
PH	845	119	49	19	999
PO	39	14	3	2	56
PYL	625	62	35	19	731
RA	232	166	98	75	1977
SL	746	90	41	38	909
Total	7358	1107	608	316	10707

Following the Government's announcement that the COVID-19 Temporary Register would close on 30 September 2022, the HCPC updated its website to inform AHPs and scientists, and to encourage those who wish to continue practicing to re-join the main Register. We have also directly emailed all current temporary registrants. We will continue to engage with the relevant stakeholders between now and the deadline.

The Executive Director of Professional Practice and Insight will appear alongside Directors from the GMC and NMC at a joint session at the NHS Confed Expo in June, focused on the role of regulators in supporting collaborative multidisciplinary teams to aid recovery from the Covid-19 pandemic.

5 Organisational development

5.1 Communications

Since the last report, the team have supported the launch of online applications for international applicants, including updated guidance, web content and launch communications. We also provided support for registration renewals including additional content and social media support for physiotherapists re-joining the Register.

Other areas of focus have included publishing content on social media guidance, CPD mythbusting, Ramadan, content and planning for the closure of the Temporary Register, updates to the Standards of Proficiency, our new student competition, future registrant events and the drafting of a new registrant communications strategy.

Internal communications have included delivering our all-staff event (summary below), Eid celebration stories, talks on menopause and on neurodiversity for employees and the publication of our Health and Wellbeing Action plan.

News: [Closure of the COVID-19 Temporary Register](#)

Blog: [The registration renewal process explained](#)

Blog: [Using social media wisely](#)

Blog: [Ramadan 2022 – supporting Muslim colleagues at work](#)

Resource: [Health and Wellbeing Framework](#) and [Action Plan](#)

Report: [Education data set \(2021\)](#)

5.2 People and Culture

HCPC's all-staff event was held on Friday 11 March at County Hall in London; the first face-to-face all-staff gathering for 2.5 years. Key themes for the event included: getting to know each other, visibility of the Executive Leadership Team and Council, celebrating success, employee health and wellbeing and equality, diversity, and inclusion.

Attendees were asked to provide feedback and the overall event was very well received by employees, rated both 4.68 & 4.58 on average in our surveys (out of 5, where 5 is 'excellent').

Council member sessions were also very well received with an overall rating of 4.68. All individual sessions received a strong rating in the survey, and specific mention in the freeform part of the survey, and informally. Feedback for the externally led masterclasses was mixed. An overall rating from the initial short survey was positive with an average of 4.40, but further feedback for some of the individual sessions were not as positive.

The vast majority of attendees stated that they felt comfortable attending, despite the prevalence of COVID at that time. Praise was given for the organisation of the event by our in-house communications team. Many employees praised the energy of the event, with the majority of attendees citing that meeting and connecting with colleagues was the best part of the event. It was clear from the that there is a strong appetite from employees for more in-person events.

We are very grateful to Council members for their attendance and engagement at the event. We would particularly like to extend our thanks to both new and experienced Council members who took the time and trouble to present sessions at the event. It is clear these were a highlight for staff, who very much welcomed Council's engagement.

5.3 Hybrid Working & Estates

Our hybrid working framework has been produced and outlines a phased approach to hybrid working recognising the benefits of a pilot phase. This follows engagement with employees via several channels to understand the appetite for hybrid working arrangements and the model suitable for HCPC to adopt.

All HCPC teams are currently taking part in department specific hybrid workshops to reflect on experiences through the pandemic and to consider the strategic and operational needs of the department and what workplace arrangements will enable all staff to be most effective and fulfilled. Those who have already held their workshops have now moved to the pilot phase and it is envisaged that all departments will commence the pilot phase by June.

To enable more collaborative office-based working, we are adapting our accommodation layout to provide more spaces for hotdesking and informal working spaces. We have also invested in new, secure laptops which are issued to staff who previously relied on their own IT equipment for home working, thereby giving an improved user experience, productivity and security.

The HCPTS relocation project has closed with final costs £937K against a budget £1.2 million; the new tribunal spaces in Park House are now complete and available for use. We have continued working with our external estates adviser on finalising long-term estates options, with a view to final decisions at PRC in June following the steer from Council in March.

5.4 People Strategy

To support the delivery of our People Strategy, the HR team have rolled out a business partnering approach. This will enable better understanding of specific department development and succession planning needs. The reporting period has been a busy one for recruitment campaigns many of which have been run in house. Alongside this our all-employee annual performance and development review cycle has launched with high rates of completion across the organisation, the Executive team continue to monitor those reviews outstanding as this is a very important and rewarding process for developing our people.

5.5 Finance

Following the Council's approval of the 2022-23 budget, department budgets have been delegated to budget holders and the business partnering process has commenced to assist and guide those with budgeting responsibility. A working group has been established to develop future financial sustainability proposals, including in relation to fees, to enable us at least to maintain our current improvement trajectory and strengthen our financial position. A paper is separately on the private agenda for this meeting.

We are monitoring the potential financial risk posed by the NMC partners legal case, including liaising closely with other regulators.

Annual Accounts

Year-end work is under way in preparation for the preparation of the Annual Report and Accounts 2021-22 and statutory audit, with an update going to ARAC in June.

Our project to implement a new finance system, Business Central, has been delayed due to the selected supplier seeking unsuitable amendments to the CCS contract terms. Given the time elapsed we have rerun the procurement on a different framework. The contracting delay puts the timetable at some risk, but we are still aiming to have the new system in place by next year-end and aim to de-risk by building on the functionality already in place.

Finance team development

We are continuing to build the capacity and capability of the Finance Team, having successfully recruited to a number of budgeted roles following a partial restructure. These include a new financial controller, payroll specialist, system accountant and senior business partner. All the new colleagues are in post or will start soon.

5.6 Business Change

The Business Change Team has a significant workload to achieve this year to support aspects of our Corporate Plan commitments as well as other essential system developments. The team's ability to progress with this work has been impacted by difficulty in recruiting to a number of project manager vacancies. The Executive recently reviewed the prioritisation and sequencing of Corporate Plan projects given current capacity of the team, and we are trying different recruitment approaches to fill the vacancies.

Notwithstanding these challenges, the Team, working with colleagues across HCPC, has enabled successful delivery of the internal online applications project, the HEE funding project and has dealt with a number of tactical operational system issues. In addition, the team are developing a benefits realisation and change management framework which will be presented to Council at a future meeting.

5.7 Assurance and Compliance

At its June meeting ARAC will review the first iteration of a new 'unified assurance' report. This follows a project to combine and integrate the three lines of assurance across the HCPC into one coherent view. The unified approach brings together intelligence from first line checks, quality assurance activity, compliance activity, risk management, Internal Audit and external assurance providers. This represents a development in the maturity of the HCPC's assurance mechanisms.

Chief Executive – John Barwick

Meeting schedule period covering 23 March 2022 – 26 May 2022

Chief Executive's Steering Group	25 March 2022
Sharing Intelligent for Health & Care Group (SIHCG) and Healthcare Professional Regulators meeting - Scotland	28 March 2022
British Physiological Society (BPS) Chief Executive meeting: Sarb Bajwa, Tony Lavender	01 April 2022
Karen Middleton, Chief Executive Chartered Society of Physiotherapy (CSP)	05 April 2022
Allied Health Professions (AHPs) Into Action Programme Board (2021-22 QA) CAHPO NHS England & NHS Improvement	06 April 2022
GMB Quarterly Meeting	07 April 2022
Advancing Healthcare Awards 2022	08 April 2022
Department of Health and Social Care (DHSC) catchup, Mark Bennett, Deputy Director Regulation	20 April 2022
National Programme of International Recruitment meeting: NHS England and NHS Improvement	21 April 2022
Suzanne Rastrick, Chief Allied Health Professions (AHPs) Officer for England Quarterly Catch up	22 April 2022
CEORB Forum Meeting	29 April 2022
National Programme of International Recruitment meeting: NHS England and NHS Improvement	05 May 2022
Charlie Massey, Chief Executive General Medical Council (GMC)	06 May 2022
Health Education England (HEE) & Regulator Roundtable – Centre for Advanced Practice	09 May 2022
Chartered Society of Physiotherapy (CSP) Physiotherapist registration renewals meetings: Karen Middleton, Chief Executive and Ash James, Director of Practice and Development	11 May 2022
Catherine Ross, Chief Healthcare Science Professions Officer Scottish Government	16 May 2022
Introduction meeting with Phil Harper, Deputy Director Regulation, Department of Health and Social Care (DHSC)	17 May 2022

PSA Scotland Engagement Event	18 May 2022
Tracy Nicholls, Chief Executive College of Paramedics (COP)	20 May 2022
NHS Healthcare Improvement Scotland Meeting: Ann Gow, Director of Nursing, Midwives and (AHPs)	25 May 2022
Health and Social Care Regulators Forum	25 May 2022