
Chief Executive's Performance Report March 2024

Executive Summary

This report provides my assessment on the HCPC's organisational performance and highlights key developments and pieces of work since the Council last met in February 2024.

The areas discussed are organisation-wide and include regulation, policy and standards, professional liaison and resources.

At the Council's next meeting in May 2024, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2023-24 corporate plan and our strategic risks.

Previous consideration	This is a standing item, considered at each Council meeting.
Purpose of report	The Council is asked to discuss the report.
Next steps	The next report will be received in May 2024.
Strategic priority	This report is relevant to all strategic priorities.
Financial and resource implications	None as a result of this paper.
EDI impact and Welsh Language Standards	None as a result of this paper.
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Chief Executive's Performance Report – March 2024

1. Introduction

- 1.1. This report provides my assessment on the HCPC's organisational performance and highlights key developments since the Council last met in February 2024.
- 1.2. At the Council's next meeting in May 2024, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2023-24 Corporate Plan and our strategic risks.
- 1.3. Listening to colleagues across the organisation continues to be a key commitment of mine and this calendar year I have met with 20 individuals for one to one Let's Talk sessions where I have heard about their day-to-day work, career aspirations and much more. I have met 100 colleagues via these Let's Talk sessions since I joined the HCPC and I also meet with all new starters for a one to one welcome session.
- 1.4. We are coming together as a Senior Leadership Group on 14 March 2024. This will be an opportunity to welcome new colleagues and to reflect on how we work together as a leadership team and how we want to work together in the future.
- 1.5. On the Council's agenda at the meeting in March 2024 is the draft budget and 2024-25 Corporate Plan, which have been developed in tandem. As well as forward planning, we have also been reflecting on the current financial year and corporate activity and I am pleased to report that to date we have delivered 85% of our milestones for our current Corporate Plan, a result of cross-organisational effort and dedication. We will provide a more detailed update in May 2024 on the delivery of the 2023-24 Corporate Plan.

2. Stakeholder engagement

Registrants and employers

- 2.1. As the Council is aware, I have commenced important engagement activity with registrants and employers, with visits to Eastbourne Hospital (October 2023) and Lewisham Hospital (December 2023). Continuing this work is included in our 2024-25 Corporate Plan and I am pleased to share that I will be visiting the Welsh Ambulance Service NHS Trust on 8 May 2024.

Professional bodies forum

- 2.2. On 25 March we will be hosting our second in person Professional Body Forum to engage on core regulatory review work such as the implementation of the Standards of conduct, performance and ethics (SCPEs) and pre-consultation engagement of the Standards of education and training (SETs). Other

important topics include workforce development and English language proficiency work following the conclusion of the consultation in January 2024.

Regular engagement activity

- 2.3. As part of my regular engagement, I have met with my fellow healthcare professional regulators including the Chief Executive of the Nursing and Midwifery Council (NMC), Andrea Sutcliffe, and the Chair and Chief Executive of the Professional Standards Authority (PSA), Caroline Corby and Alan Clamp, alongside our own Chair, Christine Elliott.
- 2.4. Together with Andrew Smith, Deputy Chief Executive and Executive Director of Education, Registration and Regulatory Standards, we met with Unite colleagues: Jane Beach, Lead Professional Officer, Regulation, East and West Midlands; Richard Munn, Lead Professional Officer; and Dave Munday, Lead Professional Officer (Mental Health); and then with Unison's National Officer for Health, Celestine Laport. We also jointly met with the Chief Scientific Officer for England, Sue Hill. These regular meetings provide an opportunity to discuss areas of mutual interest and share best practice.
- 2.5. I have an introductory meeting scheduled with the new Chief Executive of the Chartered Society of Physiotherapy (CSP), John Cowman, which I look forward to.

3. Fitness to Practise

- 3.1 We updated the Council last month on the performance of the Fitness to Practise (FTP) department and the progress of the improvement programme. Due to the proximity of this meeting, there is little change in the granular data sets we present to the Council since the last meeting.
- 3.2 We have continued to see an improvement in our front-line check scores for the quality of case plans, since we introduced a new quality measure in November 2023 relating to the frequency of updates to parties to a case. In January and February 2024 compliance with the Best Practice Standard was 84% and 85%, respectively.
- 3.3 Our performance against our quality target for risk assessments has similarly improved. In February 2024 compliance with our Best Practice Standard was 89%, which is the highest score we have achieved since introducing the front-line checks. We have exceeded the 80% target for the quality of risk assessments each month since October 2023.
- 3.4 We will provide our next full FTP performance report to the Council at the May 2024 meeting.

4. Education and Registration

Education Annual Report

- 4.1. We will publish the education annual report in April 2024. We are grateful to the Education and Training Committee (ETC) for their review and input into this report earlier this month.
- 4.2. This report sets out a 'state of the nation' for education and training our professions. Through the report we have focused on key areas linked to the quality of education for programmes leading to HCPC registration, and key challenges faced by the sector. We have six months of engagement activities planned, to ensure insight reaches the right people, to have a positive impact on the sector aligning with our regulatory standards.

AI (Artificial Intelligence) in Education

- 4.3. The education and training sector is currently grappling with the challenges and opportunities presented by developments in AI technology, and we have started to receive queries about how education providers should align with our standards linked to this area. Education providers need to consider developments in the areas of academic integrity, supporting staff and learners to become AI literate, and covering emerging technology within practice as part of programme curricula. We will share information to help education providers understand our regulatory standards linked to this area in April 2024. Like the education annual report this was also discussed with ETC earlier this month.

Registration

- 4.4. There is good performance across main registration services and our contact centre.
- 4.5. As planned, our online services were unavailable 8-10 March 2024 whilst our finance system (Business Central) was implemented. This planned downtime was proactively communicated to key stakeholders (particularly those professional bodies who have professions in renewal) and through information on our website. This impact of our systems being unavailable was well managed.
- 4.6. Registration have initiated a proof of concept for using artificial intelligence (AI) to respond to email enquiries into the contact centre and have now progressed into scoping how the pilot will run the evaluation criteria to determine the pilot's success.

5. Regulatory Standards

Standards of education and training review

- 5.1. Planning for the next periodic review of the Standards of education and training (SETs) is underway. Policy Manager Rosemary Flowers-Wanje presented our

proposals to the ETC. Areas for review include technology and use of AI, sustainability and equality, diversity and inclusion (EDI) practice in education. The team will now commence phase 1 of the review involving stakeholder engagement and research activity. We will be seeking the input from the ETC on a regular basis as this work progresses. We will also update the Council at key points during the review.

English language proficiency

- 5.2. The Policy Team, led by Policy Manager Tom Miller, are currently reviewing our English language proficiency requirements for applicants using the international registration route. Following a 13-week consultation (which closed on 19 January 2024 with 526 responses), an initial paper was discussed at the ETC's recent meeting; a full analysis paper will be presented to the Council in May 2024.
- 5.3. Equality, diversity and inclusion (EDI) has been central to this piece of work with discussions held at our EDI forum meetings and a workshop session with the ETC to ensure we recognise the adverse impacts on some protected characteristics whilst also develop proportionate proposals to ensure public protection.

6. Professional Liaison

HCPC 2024 Student competition

- 6.1. [The HCPC 2024 student competition is now live](#). The competition, which has entered its third year, encourages HCPC-approved students to engage with the HCPC standards and our resources.
- 6.2. Students are invited to create a learning session for a chance to win a £300 voucher prize. This year entrants are asked to create a learning session for fellow students that explores the risks and benefits that using social media can pose to their practice as a health and care professional. This is especially relevant with our revised standards of conduct, performance and ethics and updated social media guidance coming into effect on 1 September 2024.

7. Resources

Pulse survey

- 7.1. We received the results of the latest pulse survey for Q3, which were shared at the all-employee briefing this month. There were 195 responses with continued positive scores in most areas including employees' sense of engagement with the organisation; and for management support and leadership visibility, an area which has reported an increase by 6% in the last nine months. There were lower scores in a few areas, including learning and development opportunities and feeling informed about what is happening in the HCPC. We will monitor progress through the next survey.

- 7.2. We have continued to implement the learning and development programme as part of our wider People Strategy, including the innovative and successful reverse mentoring scheme, which is on the Council's agenda at the meeting in March 2024.

Finance system

- 7.3. The new Business Central Finance system was successfully implemented by Paul Cooper's Business Change team, working very closely with Geoff Kirk, Head of IT and Digital; and colleagues across Finance, Registration and wider teams, as well as KPMG, our implementation partner. We communicated in advance with stakeholders that the registrations portal would be closed for planned maintenance during that period and there were no adverse impacts on registrants. The full deployment of the new system will happen at the beginning of the new financial year in April 2024, when internal users switch to Business Central for approving and paying supplier purchase orders and invoices. The new system will give us one version of the truth for all our finance data, and enable further improvements in financial reporting, control and efficiency.

Lease agreement

- 7.4. The Chair and the Council signed off a renewed lease with the General Chiropractic Council, for their continued occupancy of part of the Kennington freehold estate, following the Council's agreement in correspondence to the terms of the new lease. This gives us a secure income stream for next financial year and beyond.