Council

26 September 2024

Chief Executive's report on organisational performance September 2024

Executive Summary

This paper provides the Council with updates on the organisation's performance since the July 2024 Council meeting.

Key developments across education, registration, fitness to practise, policy and standards, data and insight and our corporate enablers are highlighted.

As this is a quarterly edition of this report, it includes our key performance indicator dashboard, our strategic risk register and an update on our progress against our 2024- 25 corporate plan.

Appendices

A –Chief Executive's meetings in the reporting period
B – KPI dashboard and performance data
C – Corporate Plan 2024-25 deliverables tracker update
D – Strategic Risk Register

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 December 2024.
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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1. Chief Executive's Organisational Assessment

This report provides my assessment of the organisation's performance including our performance against our Key Performance Indicators (KPIs), progress against this year's corporate plan at the end of quarter 1 of this financial year and an update on our strategic risks. Key developments across education, registration, fitness to practise, policy and standards, data and insight and our corporate enablers are highlighted.

In my last report, I reflected on the Nazir Afzal and Rise Associates' independent review of the Nursing and Midwifery Council's (NMC) culture and rightly these conversations have continued, including a review of our own cultural assurances to understand any areas for development. We have since responded to the Professional Standards Authority's (PSA) request for our reflections on the NMC report and our own culture. We are confident that at the HCPC we have good assurance about our culture and we have a good foundation and framework in place to support staff through a number of initiatives across the organisation which aim to promote a positive and inclusive culture. Examples include the following.

- Our 100% completion rate for annual performance development reviews (ADPR) (for the last two years), reflecting our commitment to maintaining a culture of regular appraisals. These discussions include our organisational values and behavioural framework as well as performance.
- The introduction of 30-day check in meetings for all new starters to meet with our HR colleagues (as of October 2023); an opportunity to get an understanding of how new colleagues are settling in. New starters have welcomed the opportunity to meet and talk with our leadership team and have shared their positive experience of the HCPC's culture and its strong commitment to our aim of protecting the public. This feedback underscores the effectiveness of our onboarding process and the welcoming environment we strive to create for all employees.

We are not complacent and prior to the NMC report, the following additional development work had commenced.

- The next iteration of our employee pulse survey to address some of the lower response rates in some areas of the organisation and provide better cultural assurance. This work includes involvement from colleagues across HR, Insight and Analytics and Communications to understand what data we need in order to have an accurate representation of employee morale, using this in development of a more robust and effective survey to help us make informed and evidence-based decisions.
- To introduce a confidential, speak up guardian. In July before the NMC report was published our Employee Forum discussed the role of speak up guardians. I had a helpful conversation with Dr Jayne Chidgey-Clark, the National Guardian for the NHS, on 8 August 2024 about the role of speak up guardians and she has offered training and support. We have since agreed to

appoint, and a recruitment process is being planned. We look forward to having a freedom to speak up guardian at the HCPC to complement the other ways in which we already seek the view of colleagues.

Professional Standards Authority – HCPC Performance Review Report 2023-24

On 30 August 2024 the Professional Standards Authority published the HCPC's Performance Review Report for 2023-24. This provides the PSA's assessment of our performance between 1 April 2023 and 31 March 2024.

The report confirms the HCPC has achieved 16 of the 18 PSA standards of good regulation, maintaining the improvement in its performance over recent years as part of the HCPC's performance improvement plan that commenced in 2021; we remain determined to continue to build on the improvements made over the last few years.

The report highlighted some of the good practice we have put in place: for example, ensuring that a diverse range of voices contributed to the consultation on our revised standard of conduct, performance and ethics (SCPEs).

The report also acknowledges the broad improvements we have made as an organisation, as well as highlighting positive feedback from stakeholders in education, and the work we have carried out to embed equality, diversity and inclusion (EDI) across all our functions.

The review shows how our outcome-based approach to regulation is helping our 340,000 registrants to provide excellent care across the 15 professions we regulate.

This improvement is against a backdrop of an unprecedented increase in the number of fitness to practise concerns, increased numbers of interim order hearings, and significant numbers of applications to join our Register through the international application route.

We know there is still work to do to improve in certain areas and we have already taken steps to address points made in the report. We are also seeking to work with partners in government to remove any legislative barriers to improve the efficiency and timeliness of our fitness to practise investigations.

Engagement

Fee rise

Following the close of the recent consultation on the proposed fee increase, we have provided advice to the Council on the next stage in the process and a draft response for publication, which are separately on the agenda for the Council. We have also continued our productive engagement with decision-makers in government and other key stakeholders.

Registrants and employers

As part of my continued engagement with registrants and employers across the four nations, I have a visit planned to a number of settings in Belfast, Northern Ireland (19-20 September 2024), including a visit to Ulster University. I will be meeting with the Chief Allied Health Professions Officer, Michelle Tennyson, the Chief Nursing Officer, Maria McIlgorm, the Chief Paramedic Officer, Neil Sinclair, and the Health Minister, Mike Nesbitt; I look forward to meeting with stakeholders, the opportunity to gain more sector insight and hear first-hand about challenges.

Regular engagement

On 31 July 2024 I met with the Chief Executive of the Council of Deans of Health, Ed Hughes. I met with the Chief Executive of the National Guardian's Office, Jayne Chidgey-Clark to discuss freedom to speak up, allied health professions and the wider 'speak up' culture within the NHS, which has informed our own thinking at the HCPC. On 29 August 2024 I met with the new Chief Executive of the General Dental Council (GDC), Tom Whiting; I look forward to working alongside Tom as part of our important relationship with all the health care regulators. My full meeting list is provided at Appendix A.

Professional bodies

On 18 September 2024 we hosted an in-person Professional Body Forum meeting with 22 external guests – representing 25 professional bodies from 14 of our 15 professions. The session focused on our work around the standards of education and training, advanced practice and our work to improve the sexual safety of service users, registrants and students. I have detailed below an update on this important sexual safety work.

Improving sexual safety

We are seeing increasing concerns about the conduct of health professionals towards each other, other colleagues, students and learners and service users. This relates to the crossing of professional boundaries and sexual misconduct and involves HCPC registrants, as well as other health and care professionals.

In response we have begun a programme of work that is designed to help improve the sexual safety of service users, those working within health and social care, and the students and learners on HCPC approved programmes.

To date, this work has included:

- upskilling a team of HCPC staff to support the development of standards, guidance and information for service users and registrants, and undertaking a comprehensive review of existing research relating sexual misconduct and abuse;

- analysing our fitness to practise data on cases involving sexual misconduct and allegations of a sexual nature to inform our work, and sharing these insights with relevant stakeholders;

- publishing revised Standards of conduct, performance and ethics, which include new standards on maintaining professional boundaries with service users, carers and colleagues, including on social media;

- adding questions to the performance review for education providers who offer paramedic programmes, which explore how providers are supporting learners and practice educators to understand what are acceptable and unacceptable behaviours;

- speaking about the subject and its impact at key events and delivering learning sessions for registrants and employers;

- publishing a clear statement condemning such behaviour; and

- launching our Sexual Safety Hub for service users, registrants and students, exploring the relevant standards and behaviours expected of our registrants and signposting to support and advice.

Our future work will include:

- training for relevant staff, which will improve our understanding of what a disclosure of sexual misconduct means and how to respond appropriately to this, and the immediate and long-term effects of sexual misconduct on survivors;

- publishing the next edition of Insights for employers newsletter, which will focus on sexual safety, and delivering our autumn programme of Insights for employers webinars, which concludes with two webinars that focus on challenging sexual misconduct;

- delivering a webinar with the Association of Ambulance Chief Executives for the PSA's programme on sexual misconduct, which explores the specific challenges within the ambulance sector;

- delivering a session at the PSA's research conference that explores the patterns and learning from our fitness to practise data relating to allegations of sexual misconduct, our learning from a review of the related research and an outline of our work to improve sexual safety, including proposals for future research;

- continuing to deliver learning for our registrants and students on the harmful impact of these behaviours, the bystander effect and how to effectively challenge and raise concerns; and

- continuing to develop online materials supporting service users, registrants, students and employers.

Corporate Plan for 2024-25

Appendix C provides our progress report against this year's corporate plan as we come to the end of quarter 2. We are pleased to report good progress with many of the milestones rated green.

There are three areas rated as amber. The fitness to practise (FTP) operating model is rated as amber, as although the recruitment of roles has concluded and the onboarding process is underway, the changes are not yet embedded. Once this has happened and we are confident that the new model is working well, we will move this milestone to green.

The collection of EDI data of FTP complainants at point of raising a concern is dependent on the online concerns portal go live which is now expected to be delivered in the final quarter of 2024-25. We will continue to monitor the progress of this work and move this milestone to green once we have sufficient assurance and confidence in progress.

Business Central phase 2 is rated as amber. The KPI and dashboard reporting aspect of the milestones is on track as planned, however other areas of the milestones have been delayed due to dependencies and additional requirements, which teams are working though to progress the work against revised timelines. Once we have the sufficient assurance and confidence in progress, we will aim to move this to a green rating.

Alongside the budget and Investment process, work has commenced for the 2025-26 corporate plan which will see our current strategy come to its completion.

Strategic Risk Register

Our strategic risk register (SRR) is provided at Appendix D. This was discussed at the Audit and Risk Assurance Committee (ARAC) earlier in September. The risk scores are broadly unchanged and we continue to monitor strategic risk 5 with the intention of reducing the score following the implementation the fee rise which is in progress. A review of the risks has also commenced so an updated risk register will be presented to the ARAC and the Council in the next quarter.

2. Regulatory Performance

Further details of our performance across our regulatory functions and against our other KPIs is presented in the KPI dashboard at Appendix B. Below I highlight some of the key points about the performance of our core regulatory functions of education and registration; and a separate FTP performance report is included as part of Council's agenda.

2.1 Education

Reducing regulatory burden/overlap

In line with the last report, within the 2024-25 financial year we will continue to work with other regulators and professional bodies – aiming to be a leader in the sector - to consider how we can reduce areas of overlap. Our aim is to continue to make good independent regulatory decisions, whilst considering the work of others to reduce the burden for education providers.

We are currently working with specific stakeholders to understand the appetite for further reducing regulatory overlap and burden. There is a drive for this in the sector currently, with the Council of Deans of Health calling for reducing regulatory overlap in their manifesto work for the July 2024 general election.

Education annual report – concluded engagement

We published our education annual report in April 2024. This report sets out a 'state of the nation' for education and training for 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 now concluded our programme of engagement for this report, with stakeholders feeding back that the report and engagement has been useful to consider our requirements and the impact of changes in the sector on their programmes. In September 2024, we discussed plans for the next annual report with the Education and Training Committee.

2.2 Registration

The restructure of the registration team continues to progress well. This is now nearly complete with the conclusion of the campaign to recruit for the three new senior operational manager roles.

Customer service

Our contact centre continues to provide a good service for telephone, email and letter enquiries. The telephone call answer rate was 98% for June 2024 and 96% for July 2024.

We continue to respond to emails in a timely manner. We responded to 100% of emails within five working days during the months of June and July 2024 and are currently responding to emails within one working day. This has been assisted by the use of artificial intelligence (AI) and we are expanding the use of AI to mailboxes managed by the UK applications team.

UK applications to join our Register

We entered the busy summer peak for UK applications and received a total of 6,257 applications to join our Register from students completing UK education programmes during the period of June and July 2024. The team has managed the demand well and the median time to assess and process UK applications has been two and three working days each month, respectively.

International applications to join our Register

During the period from June and July 2024, we received 718 and 785 applications each month, respectively. The time to assess international applications in June and July 2024 was 54 and 49 working days, respectively (our service standard is 60 working days). The percentage of applications assessed within our KPI is not as high as in previous months and below our target. This is mainly due to the high volumes and as an executive team we approved the temporary additional resource to help manage this increased demand.

As part of the introduction of the new Registration operating model we have successfully recruited seven candidates to the new Registration Officer position which will provide additional specialised capacity to manage assessment decisions.

Registration renewals

The renewal process has been running well.

- On 31 July 2024 chiropodists/podiatrists ended their renewal period with 93.6% of registrants having renewed their registration compared to 91.5% in 2022;

- On 31 July 2024 hearing aid dispensers ended their renewal window with 92.2% of registrants having renewed their registration compared to 87.9% in 2022;

- On 1 September 2024 operating department practitioners began their renewal period. At the time of writing this report, 55.2% of operating department practitioners had renewed.

We continue to engage with the relevant professional bodies before and during the renewal windows, this includes us sharing renewal rates periodically and providing information to support registrants to renew their registration throughout the renewal window.

Regulatory development

We extended our proof of concept using AI powered software to assist us in responding to email queries into the registration contact centre for a further three months. As updated in previous reports, the proof of concept provided valuable insight and learning into how AI can help us provide better quality and more efficient service to applicants and registrants. We were keen to continue this work and to widen its use within the Registration team. During the extension period, we have successfully transferred our readmissions email engagement into the platform. This has meant that enquiries are more efficiently handled alongside progression regarding specific applications.

We are currently developing the online portal to offer self-service features which will enable all registrants to have the ability to download their current registration status document and provide registrants with the online ability to download payment receipts, this amounts to around 34% of email enquiries.

3. Policy and Standards

Standards of conduct, performance and ethics

The revised Standards of conduct, performance and ethics and guidance on social media came into effect on 1 September 2024. All registrants are required to ensure that their practice meets the revised standards from that point onwards. This concludes the implementation period of the review of the standards of conduct, performance and ethics.

During the implementation period (October 2023 – September 2024), we have undertaken several internal and external workshops to inform registrants, professional bodies, education providers and colleagues of the revisions to the standards. Engagement with registrants will continue through the #myhcpcstandards webinars.

Our guidance documents that accompany the standards of conduct, performance and ethics have been updated to reflect the revisions, along with our website materials.

We will be further reviewing some of our guidance documents including the guidance on conduct and ethics for students (as part of our review of the standards of education and training) and our guidance on confidentiality towards the end of 2024.

The revised standards are published alongside a new easy read version of the standards. We have also published Welsh versions of the standards, the easy read standards, the guidance on social media and guidance on conduct and ethics for students.

English language proficiency

Following a public consultation and extensive engagement work, on 23 May 2024 the Council adopted proposals for changes to our English language proficiency requirements for international applicants.

The Education and Training Committee was provided with a progress update in September. In summary, the implementation phase of the changes has now begun, with a view to a public launch early next year. Before then, policy details will be refined with the creation of the following.

- A qualifying countries list: this will be a list of countries where over 75% of the population speak English in day-to-day life. Applicants will be able to show that they took their primary qualifications in such a country to evidence their English proficiency.

- A set of criteria by which further English language tests will be approved and added to the two currently in place.

Work is underway to assess the needs of the International Registration team around IT requirements, guidance and training. A communications and engagement plan is also in place, with a public launch expected late in January 2025.

4. Insights and Analytics

The most comprehensive annual report analysis of FTP data was completed, part of which is included in the FTP annual report itself and part of which will be published separately.

A presentation on the orthoptist workforce was given at a conference in Glasgow. In the production of this workforce analysis a new approach to pass list matching was developed. Further work on passlist matching will now take place later this year as it is of great interest and use to stakeholders.

5. Resources

We completed a finance review and reforecast at the end of the first quarter of 2024-25 (also separately reported to the Council) to identify any financial risks not factored into the budget and enable us to take advantage to bring forward value for money expenditure.

Within the portfolio of investment projects, the system-related aspects of the FTP frontloading project have been successfully tested and are ready for deployment. We have also initiated the partners project, to govern consideration of options to address the potential implications for the HCPC of the recent NMC and Somerville case. We are developing reporting against the technology roadmap and looking at partnering options.

HR have played a leading role in reviewing a number of approaches for further strengthening the HCPC's internal culture and employee engagement, including the ways in which we measure staff engagement and cultural issues, looking at opportunities for further leadership development and further improving the routes open to staff to speak up about any concerns they may have. HR have also continued to focus on supporting FTP in recruiting to key operational vacancies and supporting other teams with their structural and development plans.

The team attended a recent careers fair at the Oval to boost the HCPC's profile as an attractive employer. There has also been a focus on learning and development, with the range of corporate development programmes planned for the year underway and support to teams in implementing their local training plans.

The IT and Digital team have continued to implement technical and process enhancements to cybersecurity, against the list of priorities identified by the cyber subgroup and are managing a number of significant contractual and commercial issues with suppliers, including on telephony, where we are exploring options to accelerate progress against the technology road map balanced alongside current operational priorities.

Appendix A - Chief Executive's external meeting schedule covering 18 July 2024 – 26 September 2024

DHSC/HCPC/Scottish Government meeting – Kathryn Flynn - DHSC; Phil Harper - DHSC; Karis Gumbs - DHSC; Nigel Robinson - Regulation of Health Professions, Scottish Government	22 July
Chief Executives Officers Regulators Board meeting (CEORB)	25 July
Ed Hughes, Chief Executive - Council of Deans of Health	31 July
Suzanne Rastrick, Chief Allied Health Professions Officer for England	2 Aug
DHSC – Phil Harper, Deputy Director – Professional Regulation	5 Aug
Neil Gray MSP - Scottish Cabinet Secretary for Health, Social Care and Sport	6 Aug
Dr Jayne Chidgey-Clark, National Guardian's Office	8 Aug
Tom Whiting, Chief Executive – General Dental Council (GDC)	29 Aug
GMB – Rachel Harrison - National Secretary, Public Services Section	4 Sept
Ruth Crowder - Chief Allied Health Professions Adviser, Wales	5 Sept
Helen Herniman, Acting Chief Executive – Nursing and Midwifery Council (NMC)	6 Sept
Unite - Jane Beach, Lead Professional Officer, Regulation	11 Sept
Michelle Tennyson, Chief Allied Health Professions Officer for Northern Ireland	19 Sept

![hcpc health & care professions council]

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Appendix B

- Key Performance Indicators Dashboard

- Register Demographics

- Media Reach Metrics

Education

Measure	KPI 3 - Education Quality and Timeliness **1. Less than 20% of assessments resulting in conditions/formal requirements** **2. 30 days or less to provide process reports to the education provider from conclusion of quality activities**		Period	September 2024
What it tells us	Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R >25%, A 20-25%, G <20% Measure 2 will tell us whether we deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R >36, A 31-35, G <30			
Reporting period commentary	Measure 1 – We have continued to support our stakeholders well, with three of the five months reported having no conditions set (and two months with no decisions on approval). This is an explicit aim of our quality assurance model – we hold providers to high standards, but support them in meeting them, aiming to reduce the need for formal conditions. Measure 2 – Performance has dropped slightly when compared to the same period last year. This is due to high numbers of assessments being finalised late in the academic year. We may see an increase in this figure in the next report, with a high number of assessments planned for conclusion in the next period. We are proactively managing assessments which are outside of, or on the cusp of not meeting, our time based KPIs. We continue to see improved performance when compared to figures for the November 2022-April 2023.			

		Sept-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	April-24	May-24	June-24	July-24	Aug-24
1	%	0	0	25	N/A	0	0	0	0	N/A	N/A	0	0
2	days	62	54	62	N/A	25	27	31	32	33	39	34	47
		Sep-22	**Oct-22**	**Nov-22**	**Dec-22**	**Jan-23**	**Feb-23**	**Mar-23**	**April-23**	**May-23**	**June-23**	**July-23**	**Aug-23**
1	%	N/A	0	0	0	0	0	0	0	0	0	0	0
2	days	N/A	21	63	61	91	58	71	129	24	31	27	32

Registration

Measure	KPI 4 – Registration responsiveness 1 - Decision on 95% of all UK registration applications within 10 working days 2 - Decision on 95% of all international registration applications within 60 working days 3 - Answer 90% of telephone calls 4 - Respond to emails within 5 working days	Period	September 2024

What it tells us	Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the Register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed registration performance data. KPI 1 and 2 R: <80%, A: 81-94%, G: >95% KPI 3. R: <70%, A: 70-89%, G: >90% KPI 4 R: >11 days, A: 6-10 days, G: <5 days

Executive commentary	**UK application:** Performance against our service standard for UK applications has been consistently met since February 2022. The monthly performance median continues to remain within the 10 working days service standard. **International applications:** During the period from April to July 2024 3,043 applications were received which is approximately 50% higher than budgeted for and the team is resourced to manage. In May 2024, ELT approved the recruitment of seven people on fixed-term contracts to manage this demand. As part of the introduction of the new registration operating model a new registration officer role has also been introduced and we have successfully recruited to seven of the eight vacancies. This new role will provide additional specialised capacity to manage international assessment decisions. During the period from April to July 2024, the monthly performance median was 53, 30, 54 and 49 working days (our service standard is 60 working days), respectively. This is within our service standard and the additional specialised resource will further assist to reduce the time taken to make a first assessment decision. The KPI performance in May 2024 was higher than recent months because the team focused on the initial stages of the international application process in March 2024, which resulted in a number of these decisions being received in May 2024. We need to continue to work across all parts of the international process to ensure first decisions on international applications are consistently within 60 workings days. **Calls:** The telephone call answer rate was 98.3% in April, 97.7% in May, 98.7% in June and 96.5% in July 2024. **Emails:** Our improved performance against our target of five working days for emails has been sustained and we have been achieving the KPI for emails since June 2022.

2023-24		Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
1: UK registration	%	99	100	100	100	100	100	100	100	100	99	100	99
2: Int registration	%	100	100	95	51	48	51	52	53	53	97	57	41
3: Calls	%	99	99	99	99	99	99	99	98	98	97	98	96
4: Emails	working days	3	2	2	1	2	1	1	2	2	2	1	1
2022-23		Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23
1: UK registration	%	100	100	99	100	100	100	100	100	100	99	100	100
2: Int registration	%	77	68	71	87	85	88	86	98	99	97	97	98
3: Calls	%	81	85	96	98	99	99	99	99	99	99	99	99
4: Emails	working days	2	3	2	2	1	1	1	2	1	2	1	1

Measure	KPI 1 - the proportion of cases concluded at each stage that are within KPI 1.70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt 2.70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer							Period	September 2024			
What it tells us	This provides a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FTP performance reports. RAG: R: <60% A: 60-70% G: >70%											
Reporting period commentary	Closures within KPI at the pre-ICP stage of the process have been under 50% since May 2024 as we have focused on progressing some of older cases through the ICP stage. At the final hearing stage, more older cases are being concluded at a final hearing and we would therefore expect the proportion of cases concluded within KPI to be lower. In June 2024 we saw the largest proportion of cases concluded at a final hearing within KPI since December 2023.											

2023-24		Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	April-24	May-24	June-24	July-24	Aug-24
1: Pre ICP	%	64%	50%	66%	72%	82%	53%	49%	56%	50%	41%	45%	33%
2: Final Hearing	%	0%	30%	14%	46%	0%	25%	0%	5%	7%	30%	8%	9%
2022-23		Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	April-23	May–23	June-23	Jul-23	Aug-23
1: Pre ICP	%	27%	34%	44%	50%	50%	62%	56%	52%	63%	53%	59%	37%
2: Final Hearing	%	24%	10%	16%	13%	0%	9%	0%	0%	16%	4%	5%	0%

Measure	KPI 2 – Section 29 appeals and learning points	Period	Sept 24
What it tells us	This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their section 29 powers and the number of new PSA section 29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.		
Reporting period commentary	In May we referred a decision to the PSA to consider under their section 29 process. The PSA has commenced an appeal of that decision, which is still in the early stages. In the first quarter of 2024-25 we received six learning points from the PSA. The PSA issues learning points to highlight areas for improvement in the quality of final hearing decisions. Improving the quality of our final hearing decisions has been a key element of our improvement programme.		

2024-25		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	1	0 - provisional		
PSA Learning Points	Number	6	2 - provisional		
2023-24		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	1	1	1	1
PSA Learning Points	Number	10	5	1	6

Customer Service

Measure	KPI 5 - Customer service: Number of complaints and percentage upheld											Period	September 2024
What it tells us	This provides insight into potential customer service and performance issues. Narrative will be vital for Council to probe and should include information on corrective action taken. Upheld RAG - Green <50 Amber 50-59 Red >59												
Executive commentary	Following the reported dip in complaints received in March 2024, there has been a continuation of an upward trend in complaints being received throughout the year to date. This can be mostly attributed to international registrations relating to updates on applications and some relating to applications subject to additional plagiarism checks. Complaints received about fitness to practice, however, have fallen which is a positive sign in relation to the PSA's standard 18, which we regained in the last performance review period.												

Year to date		Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	April-24	May-24	June-24	July-24	Monthly average
	Number	36	41	31	31	27	44	47	26	54	59	50	60	42
Previous years	% upheld	31*	33*	17*	40*	28*	49*	36*	31*	39	49	64	N/A**	38
		Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	April-23	May-23	June-23	July-23	Monthly average
	Number	51	49	54	48	29	46	41	47	40	41	43	26	56
	% upheld	62	61	56	55	42	66	49	40	40	52	44	33*	56

* Approximate as cases still open at the time of reporting
** Data not yet available

Professional practice and insight

Measure	KPI 6 - Professional practice and insight: 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event							**Period**	September 2024			
What it tells us	This measure focuses on outcomes which highlight the impact of our engagement. Engagement and media reach dashboard to be provided in performance report. Target 60%.											
Executive commentary	In this period, we have continued to deliver our workshop for newly registered international registrants called Joining the UK workforce. We delivered sessions of this in April, June and July 2024. We also started the #myhcpcstandards webinar series for this year. We have delivered four sessions related to the updated standards of conduct, performance and ethics in May and June 2024. We also delivered a session related to professionalism for hearing aid dispensers employed by Specsavers.											
Year to date		**Sep-23**	**Oct-23**	**Nov-23**	**Dec-23**	**Jan-24**	**Feb-24**	**Mar-24**	**April-24**	**May-24**	**June-24**	**Jul-24**	**Aug-24**
	%	83	82	73	75	93	74	100	67	81	78	75	75
		Sep-22	**Oct-22**	**Nov-22**	**Dec-22**	**Jan-23**	**Feb-23**	**Mar-23**	**April-23**	**May-23**	**June-23**	**Jul-23**	**Aug-23**
	%	81	90	86	81	81	80	80	80	80	81	80	50

Finance

Measure	KPI 7 - Finance: Performance against budgeted operating expenditure in range of 91.4% to 101.6%											Period	September 2024
What it tells us	Indicates the grip and control in place and accuracy of forecasting. Measure will be the full-year forecast variance against the full-year budget moving from year to date (YTD).												
Executive commentary	• Overall July 2024 YTD expenditure is slightly below the forecast, with notable savings in payroll and property costs offsetting adverse variances in temporary staff and partners costs. August 2024 month-end is ongoing with reporting to be completed by 13 September 2024. • The full year expenditure forecast is £40.7 million, slightly above the budget by £434,000. Key drivers include higher costs associated with partners and temporary staff. • Annual Report and Accounts are on track for laying in Parliament before the end of October 2024.												

Year to date	(£000)	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	*Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24
	YTD Actual	18,209	21,203	24,450	27,907	31,504	34,401	37,953	3,292	6,343	9,491	12,753	
	YTD Budget	-	-	-	-	-	-	34,015	3,209	6,502	9,859	-	
	YTD Forecast	18,253	21,130	24,072	26,913	31,618	34,647	38,217	-	-	-	12,771	
	YTD Variance	44	(73)	(378)	(994)	114	246	199	(82)	424	708	23	
	Actual as % of budget/ forecast	99.8%	100.3%	101.6%	103.7%	99.6%	99.3%	99.3%	102.6%	97.6%	96.3%	99.9%	
Previous year	(£000)	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
	YTD Actual	16,435	19,311	22,349	25,010	27,852	30,755	35,237	-	5,840	8,459	11,818	15,313
	YTD Budget	-	-	-	-	-	-	33,292	-	5,937	-	-	-
	YTD Forecast	16,680	19,253	22,336	25,217	27,852	30,789	34,753	-	-	8,458	11,625	14,965
	YTD Variance	245	(58)	(13)	207	0	34	(484)	-	97	(1)	(193)	(348)
	Actual as % of budget/ forecast	98.5%	100.3%	100.1%	99.2%	100.0%	99.9%	101.4%	-	98.4%	100%	101.7%	102.3%

Information technology

Measure	KPI 8 - Availability of core IT systems Target: >99.5%												Period	September 2024
What it tells us	Measure is based on actual hours of availability per month vs total number available. Given the reliance of our core functions on IT systems, this measure indicates the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominately interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available.													
Executive commentary	The long-term cyberattack that the HCPC has been managing since August 2023 resumed in late July/early August 2024 and a new (apparently unconnected) attack also started in early August 2024. Apart from a brief (six minutes) outage on the Online Applications portal, there has been no material impact on HCPC or registrants with no evidence of data loss or infiltration. Additional mitigations have been put in place to reduce the likelihood of outages when similar attacks happen in future. There was a six-hour interruption to incoming calls to the Registration contact centre in July 2024 as a result of an outage at Mitel's data centre. Messaging was provided to registrants and stakeholders via our website to apologise for the disruption.													
Year to date		Sept-23	Oct 23	Nov 23	Dec 23	Jan-24	Feb-24	March -24	April-24	May-24	June -24	Jul-24	Aug-24	
	Availability %	99.99%	100%	99.99%	99.99%	99.99%	99.81%	100%	100%	100%	100%	99.5%	100%	
Previous year		Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	March -23	April-23	May-23	June -23	Jul-23	Aug-23	
	Availability %	99.9%	99.7%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Measure	KPI 9 – Security Score Target: >80%												Period	September 2024
What it tells us	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-prem Server security posture for the HCPC. The changes in the "Defender score" needs to be taken into context, as a change to the score could relate to new updates, security framework changes or Infrastructure changes within the HCPC's environment.													
Executive commentary	The Defender Secure Score (previously called IT Security Score) has decreased to 82% from 90% at the beginning of the year. While the KPI remains 'green', there is a downward trend that highlights the increasing volume of work required to maintain the HCPC's security posture. Proposals to enhance capacity in this area are being considered.													
Year to date		Sept-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	March-24	April-24	May-24	June-24	Jul-24	Sept-24	
	Score %	96%	94%	90%	80%	90%	89%	87%	90%	84%	81%	81%	82%	
Previous year		Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	March-23	April-23	May-23	June-23	Jul-23	Aug-23	
	Score %	93%	93%	96%	99%	98%	93%	99%	95%	99%	92%	96%	94%	

HR

Measure	KPI 10 - Voluntary staff turnover Target: <23%			Period	September 2024
What it tells us	This will be based on permanent establishment leavers and not FTCs. This provides an indicator that could point to cultural issues. PRC considers more detailed HR and internal EDI metrics. (Figure is a rolling year to date total not the turnover in that quarter in isolation) Green 23% or less / Amber 24%-27% / Red 28% or over				
Executive commentary	The HCPC continues to see a decline in voluntary turnover in this financial year, indicating a positive trend in employee satisfaction. We continue to analyse pulse surveys to identify and address any emerging issues.				
2024-25		Q1	Q2	Q3	Q4
	%	10			
2023-24		Q1	Q2	Q3	Q4
	%	16	15	13	12

Measure	KPI 11 – Recruitment and onboarding efficiency			Period	September 2024
What it tells us	Time to hire is based on the advert going live to the appointee's offer date. This measures how effective the HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market. Green 44 days or less / Amber 43 days – 53 days / Red 54 days or over				
Executive commentary	The HCPC's career website continues to attract significant interest from prospective candidates. This increased engagement has led to a substantial reduction in recruitment timelines, resulting in greater efficiency in both recruitment and onboarding processes.				
2024-25		Q1	Q2	Q3	Q4
	Average (days)	33			
2023-24		Q1	Q2	Q3	Q4
	Average (days)	30	40	40	41

Number of Registrants by Profession April 2024 - March 2025

Register Demographics
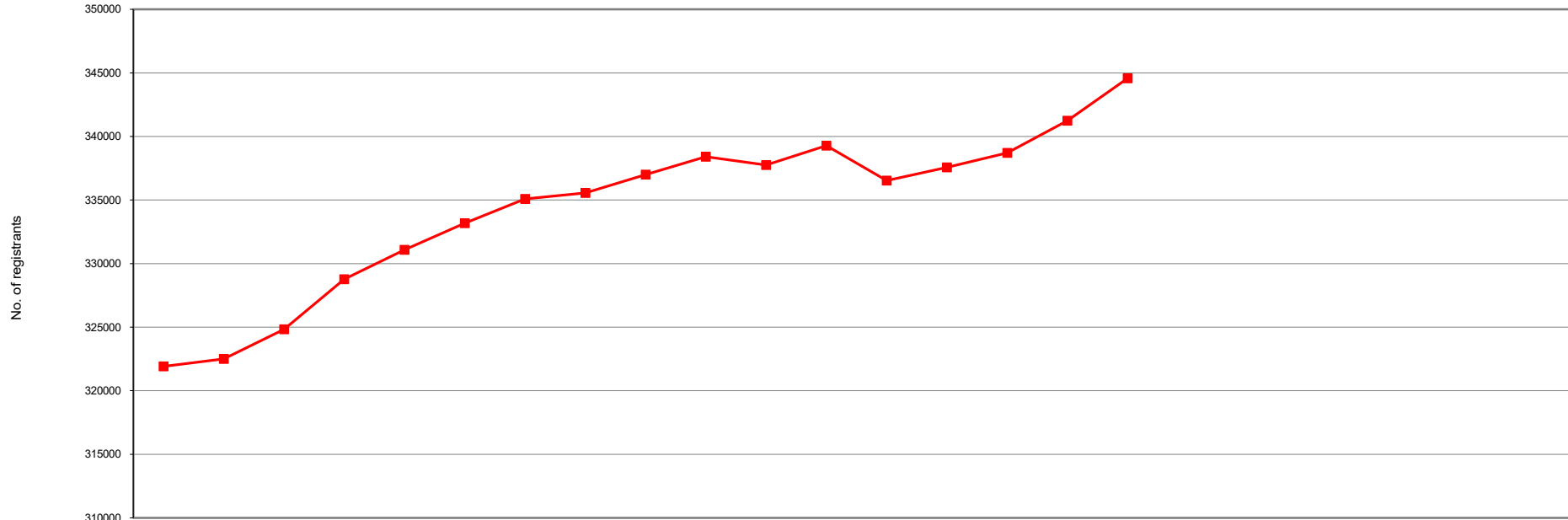
	2023								2024													2025			16/17	17/18	18/19
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE
Arts therapists	5,372	5,380	5,403	5,444	5,541	5,616	5,697	5,735	5,752	5,783	5,794	5,807	5,802	5,490	5,560	5,609	5,704								4,026	4,322	4,432
Bio. scientists	27,523	27,704	27,916	28,168	28,398	28,493	28,638	27,015	27,413	27,596	27,764	27,888	27,999	28,113	28,235	28,376	28,541								22,902	22,395	23,284
Chirops/ pods	11,988	11,976	12,016	12,120	12,212	12,254	12,274	12,285	12,269	12,265	12,265	12,260	12,219	12,179	12,188	11,706	11,822								12,931	13,115	12,833
CI scientists	7,409	7,441	7,462	7,463	7,460	7,166	7,384	7,453	7,495	7,551	7,591	7,632	7,666	7,692	7,707	7,722	7,740								5,663	5,818	6,207
Dietitians	11,089	11,146	11,206	11,393	11,482	11,567	11,713	11,809	11,853	11,910	12,007	12,048	12,045	12,061	11,657	11,849	11,946								9,107	9,585	9,722
Hearing aid disps	3,982	4,019	4,073	4,125	4,182	4,232	4,291	4,329	4,386	4,419	4,438	4,480	4,496	4,504	4,507	4,261	4,322								2,593	2,908	3,047
OTs	43,776	43,894	44,115	44,561	44,937	45,191	43,858	44,175	44,298	44,430	44,654	44,782	44,851	44,936	45,133	45,589	46,066								38,080	38,183	39,925
ODPs	15,564	15,601	15,679	15,799	15,917	16,164	16,362	16,436	16,488	16,568	16,603	16,628	16,643	16,675	16,721	16,817	16,890								13,052	13,639	13,903
Orthoptists	1,545	1,547	1,544	1,552	1,501	1,515	1,527	1,536	1,538	1,542	1,544	1,543	1,544	1,544	1,540	1,555	1,566								1,451	1,440	1,496
Paramedics	35,554	35,722	35,959	36,321	35,625	36,208	36,619	36,741	36,811	36,935	37,069	37,461	37,572	37,707	37,920	38,281	38,809								23,992	25,465	27,686
Physiotherapists	66,872	67,397	68,057	69,289	70,394	71,261	72,072	72,696	73,123	73,621	73,843	74,022	70,719	71,429	71,892	72,949	73,869								52,915	55,132	55,695
Pract psychs	27,738	26,837	27,077	27,190	27,341	27,566	28,065	28,257	28,359	28,483	28,571	28,662	28,729	28,812	28,915	28,981	29,088								22,604	23,104	24,290
Prosth/orthotists	1,196	1,203	1,215	1,222	1,235	1,173	1,182	1,187	1,187	1,190	1,191	1,197	1,198	1,202	1,214	1,227	1,234								1,063	1,051	1,101
Radiographers	43,829	44,135	44,564	45,443	45,973	46,396	46,758	47,109	47,171	47,201	45,450	45,896	46,059	46,198	46,455	47,124	47,581								32,072	32,475	34,470
Social workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0								91,944	96,497	94,453
SLTs	18,477	18,510	18,540	18,687	18,879	18,384	18,646	18,796	18,853	18,912	18,967	18,976	18,993	19,027	19,065	19,189	19,401								15,935	15,932	16,595
Total	321,914	322,512	324,826	328,777	331,077	333,186	335,086	335,559	336,996	338,406	337,751	339,282	336,535	337,569	338,709	341,235	344,579								350,330	361,061	369,139

Media coverage

59 mentions

News Agency Website 1 (1.69%)
Magazine 2 (3.39%)
Television Website 3 (5.08%)
Regional Newspaper Website 3 (5.08%)
Magazine Website 4 (6.78%)
National Newspaper Website 6 (10.17%)
National Newspaper 6 (10.17%)
News Web Site 18 (30.51%)
Other 8 (13.56%)
Local Newspaper 6 (10.17%)
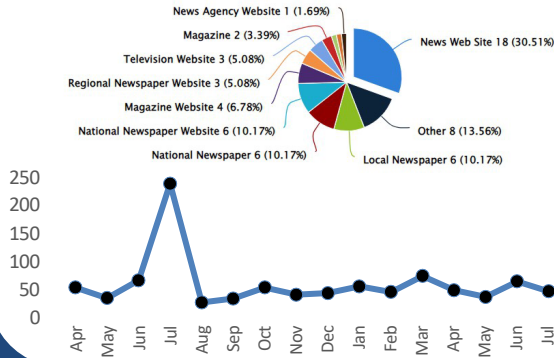
Engagement — Social media

f **155**   X **777**   in **267**
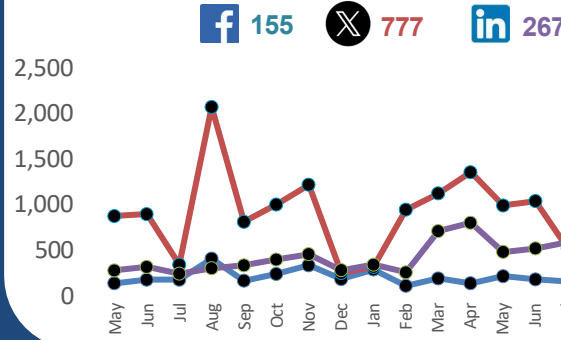
Social media

399 Direct messages
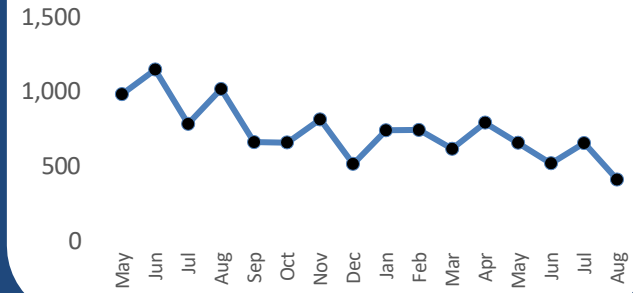
In Focus email

● Open rate
● Click-to-open rate
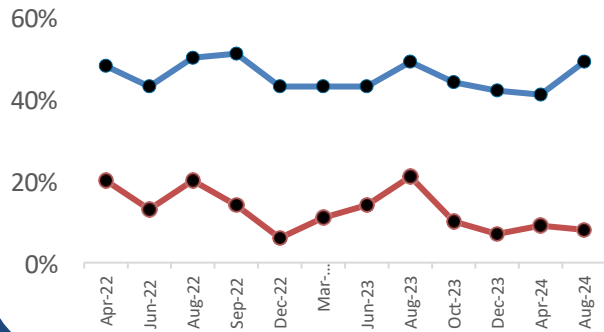
Blog & news views

■ Blogs ■ News
■ Stories
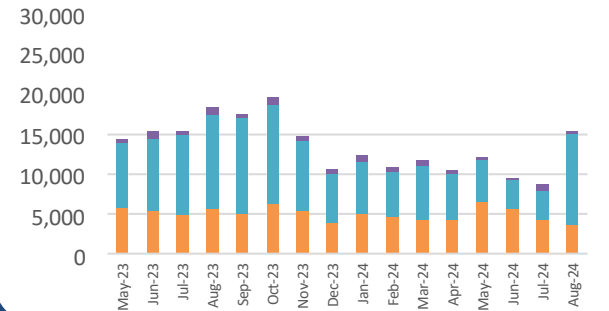
Online Register searches
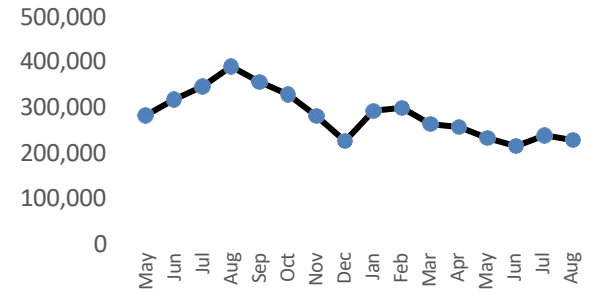
Employer hub

● Visitors
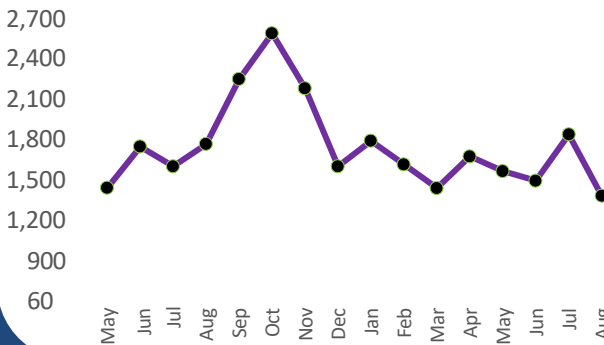
Employer email

● Click-to-open rate
Target

1,578 subscribers
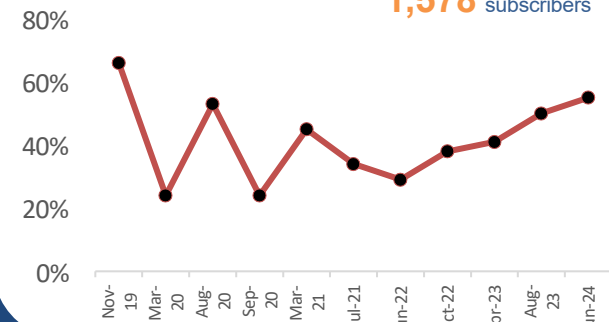
Student hub

● Visitors   Target
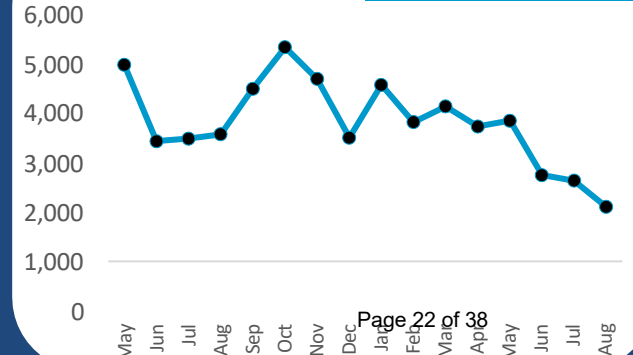
Chief Executive's report on organisational performance – September 2024

Appendix C

Corporate Plan 2024-25 - Deliverables Progress Report September 2024

Strategic theme 1- Continuously improve and innovate		
Areas of development	**Key milestones**	**RAG and comment**
1 Strengthen our user experience	A) New team structures in registration fully implemented and embedded (Q2) B) Proof of value pilot on use of AI in HCPC contact centre completed and findings fed into future state design (also see strategic aim 5) (Q2) C) Implement a new telephony system in the FTP department (Q2) D) Design and implement opportunities to automate registration processes: verification of education provider passlists and proof of identify checks (also see strategic aim 5 and subject to the outcome of the system review undertaken at the end of 2023-24) (Q4) E) Implement tone of voice principles in Registration, building on what we have already implemented in FTP (Q4) F) Update our contact centre and online portals to provide Welsh language options to ensure we are compliant with the new Welsh Language Standards (Q1)	New operating model effective as of 1 July 2024 with recruitment for vacancies on track for completion as planned. Proof of value pilot on use of AI extended for another three months by ELT, other opportunities to extend its use and carry out pilots are being explored alongside this. Benefits discussed at session at All employee development day. Data from pilot has identified opportunities to automate services/move to self-service and these changes will come into effect at the end of September 2024. Use of AI has improved the quality and consistency of our email responses. New FTP telephony system will now be implemented in Q1 2025-26 due to the need to review requirements and will be progressed as part of plans for next financial year. Contact centre updated to provided Welsh language options, online portal updates deferred until Q3 of 2025 with agreement of the Welsh Commissioner.
2 Partners transformation work	A) Following a review of the HCPC Partner operating model, develop costed medium-term plans taking account of recent legal developments that enable further improvements in quality and financial management (Q4) B) Payments system and processes designed and implemented (Q4)	Project plan developed to be presented to new project board in September, centred on implementing new payment systems and processes to take account of the implications for the HCPC of the NMC and Somerville case; the plan will identify wider opportunities to improve the current operating model, but will not cover more fundamental changes to the operating model, which will be separately considered in a later phase. Finalised partner services agreements.
3 Education	A) Access and use more data available from Higher Education Statistics Agency data, to inform education quality assurance activities and also use to assist resource and financial forecasting for future registrant income (Q4) B) Continue to work with sector partners with the aim to reduce regulatory burden for education providers, whilst holding education providers and programmes to high regulatory standards (Q3)	Scoping started to access and use more data from Higher Education Statistics Agency and data work on the education IT system backlog. In the early stages of thinking to reduce regulatory burden for education providers, including collating work activity that has already taken place in this area such as piloting work in data use. Second element is around identifying organisations to work with more closely. ETC engagement will continue as well as engagement with other regulators.

4	**Continue FTP improvements/ developments**	A) Implement and embed changes to our FTP operating model and processes to support the introduction of in-house frontloaded investigations, including the establishment of a new legal team, building on the improvements we have delivered to the quality and timeliness of our investigations (Q2) B) Implement changes to our FTP case management system (CMS) to align with our new operating model and processes (Q4) C) Review and optimise our scheduling and pre-hearing case management processes to reduce the time taken to list a matter for a Final Hearing (Q3) D) Review our Sanctions Policy to ensure our guidance for panel members is up to date and continues to support them to make decisions that are fair, consistent, and transparent (Q4)	In-house frontloaded investigations commenced in June 2024. Recruitment for lawyer and paralegal roles has concluded with successful candidates being onboarded over Q2 and Q3. Changes to FTP CMS has been pushed back to Q4 for operational reasons. Review and optimisation of scheduling and pre-hearing case management processes on target for Q3 completion. Scoping discussions commenced to inform review of sanctions policy.

Strategic theme 2 - Promote high quality professional practice		
Areas of development	**Key milestones**	**RAG and comment**
1 **SCPEs implementation and SETs review**	A) Implement the updated standards of conduct performance and ethics, which take effect from September 2024 (Q3) B) Promote and support registrants to embed the revised guidance on the use of social media (Q3) C) Scope and then update supporting guidance materials relating to the SCPEs (Scoping Q1) D) Deliver our Professionalism in Practice programme, which supports registrants and employers to embed and achieve the SCPEs (Q4) E) Commence a review of the SETs, beginning with a pre-consultation engagement phase to gather stakeholder views and focusing on new and emerging issues such as sustainability and the increasing use of technology such as AI (Q3) F) Procure and maintain external partnership for the purposes of providing service user voice in HCPC work (also see strategic aim 4) that will inform the SETs review (Q1)	SCPEs came into effect on 1 September 2024. Implementation work completed via several internal and external workshops to inform registrants, professional bodies, education providers and colleagues of the revisions to the standards. Further communications and promotion of new standards planned to continue into Q3 through the #myHCPCstandards webinars for example. Commenced review of SETs, with plan presented to ETC (March 2024), and progress update provided in September 204. Now moving into phase 2 – formulating proposals phase. External partnership with the Patients Association secured (see strategic aim 4).
2 **English Language**	A) Publish the results from the public consultation and final proposals for changes to our English language requirements for applicants applying to join the HCPC register via our international route to registration (Q1) B) Implement the new requirements (including any associated system changes) from Autumn 2024 (Q4)	Results from English language requirements public consultation published in June 2024. Implementation of new requirements is planned for January 2025, with work underway with Business Change colleagues as well as Head of Regulatory Development. Progress update presented to the Education and Training Committee (ETC) in September 2024.

Strategic theme 3 - Develop insight and exert influence		
Areas of development	**Key milestones**	**RAG and comment**
1 Research	A) Develop organisational research strategy to inform future research work (Q1) B) Commission research into the interaction between the increasing use of AI by healthcare professionals and professional regulation. As well as providing insight into areas where we might wish to develop further supporting materials for registrants/education providers, this research will inform our review of the standards of education and training (Q2-3) C) Commission research to explore professional boundaries with a focus on sexual misconduct. This will inform our work in FTP and upstream engagement and will also support the development of further guidance for registrants (Q3)	Research strategy developed as planned. Commenced scoping and early conversations internally and with ETC and Council colleagues to inform AI research piece prior to commissioning. Identified potential partner for the work, which will mean commencing the work in April 2025.The Chair of Council and ETC being kept appraised on these decisions. Scoping conversations commenced across teams to inform research work. Wider work on this subject has been completed via a programme of work; this has included upskilling a team of HCPC colleagues to support the development of standards, guidance and information for service users and registrants, as well as undertaking a comprehensive review of existing research relating to sexual safety and abuse. On 13 September 2024, we launched a dedicated sexual safety hub. Comprehensive analysis work has also been completed by the Insight and Analytics team, which will inform our research in this area.
2 Continuing to improve data quality and our infrastructure to support better use of data	A) Deliver minimum data sets for our core regulatory functions (Q1); address remaining gaps in the quality and consistency of these data sets (Q4) B) Establish a roadmap towards achieving a high standard in our use of data to report on delivery of our regulatory responsibilities, commencing with a focus on FTP (Q1)	Minimum data set for Registration completed and related system changed required have been implemented. Education minimum data set has been completed and related system changes planned. Minimum data set for FTP in development. Work to automate the production of the data required for the FTP performance report was completed during Q1, alongside completion of the high-level design for a new FTP data model that would support self-service reporting in future. Plans have been drawn up to continue the data platform build to implement this model, alongside undertaking design and build work for Registration data, and onboarding Education, Finance and HR data to create a single source of the truth.
3 Insights and Analytics work	A) Assess HCPC processes through an EDI lens, including analysis of FTP case outcomes by diversity characteristics (Q4) B) Publish the second suite of the new registrant retention rate analyses (for both UK and internationally trained registration routes) to include those first registering between 2018 and 2020 and tracked until end of 2024 (Q4)	Analysis of FTP case outcomes by diversity characteristics will be included and published by the end of Q4. Principal Analyst now in post who will lead on the new registrant retention rate analyses.

		C) Improve and increase the volume and frequency of update of Register analyses accessible on the HCPC website. For example, demographic descriptions of registrant populations (e.g. age, sex, registration route etc) (Q3) D) Establish data sharing initiatives to share (and receive) data with key stakeholders (Q4)	Proof of concept work now underway to establish the best technical approach to internal and external self-service reporting, alongside establishing what datasets the organisation wishes to make available in this way. Data sharing initiatives commenced via sharing of data with the CSP which was subject to a data sharing agreement.

Strategic theme 4 - Be visible, engaged and informed		
Areas of development	**Key milestones**	**RAG and comment**
1 **HCPC Service User Strategy**	A) Recruitment of a patient panel, focus groups on topics for patient input and sharing HCPC consultations and updates via Patients Association Weekly News and media platforms (Q1) B) Establish partnership relationship and undertake one major piece of joint working (SETs) (Q1, ongoing) C) Review and develop longer-term plan for service user engagement based on learning from our first year of working in partnership with a patient and service user representative body (Q4)	Contract with the Patients Association agreed for one year will have core element of engagement strategy included. Longer-term plan underway, currently defining responsibilities.
2 **Equality, Diversity and Inclusion** Continue to deliver the EDI Strategy and Action Plan.	A) Collecting EDI data of FTP complainants, analysing EDI data for registration decisions (Q4) B) Develop an evidence-based framework for assessment of education provider performance against our education standards linked to EDI (Q4)	Collection of EDI data of FTP complainants at point of raising a concern is dependent on online concerns portal go live. Delivery of the online concerns portal is expected in Q4. Scoping commenced for development of an evidence-based framework for assessment of education provider performance against our education standards linked to EDI.
4 **Stakeholder engagement**	A) Forward programme in place for engaging and listening to registrants, employers and other stakeholders (including Chief Executive healthcare provider site visits, employers/speaker events for our Chair and Chief Executive to listen and engage around key issues including patient safety and workforce planning (Q1, ongoing) B) Measure and evaluate the impact of our current engagement fora, such as the Professional Body Forum (Q2)	Forward programme progressing, Chief Executive visits for 2024-25 to healthcare provider sites have included Glasgow (June) and Belfast (September). The Chair presented to the Association for Perioperative Practice annual conference on 2 August 2024. Further events are in the pipeline. Evaluation underway with stakeholder feedback, good current trends/evidence.
5 **Council Apprentice**	A) Develop the Council Apprentice alumni network (Q1) B) Engagement with other regulators and other national apprentice schemes to understand learning and best practice (Q2-Q3) C) Review learning and impact and share this with Council as part of proposals for future Council Apprentice scheme (Q3) D) Share learning and model with other regulators/organisations to widen impact (Q3-Q4)	Received a positive response around establishing the network and a meeting will be scheduled imminently with opportunities for heads of service colleagues to join to update periodically on HCPC areas of interest. Engaging with the GMC, which is looking at setting up a similar scheme, and other organisations to share some learning.

Strategic theme 5 - Build a resilient, healthy, capable and sustainable organisation		
Areas of development	**Key milestones**	**RAG and comment**
1 **Update HCPC Fee model**	A) Develop framework for regular fee reviews to provide clarity about our future funding needs and ensure that the HCPC continues to be adequately funded and so can meet its statutory responsibility to safeguard patient safety while being ambitious about delivering high quality, effective regulation and services (Q1) B) Consult on changes to fees recommended by the next regular review, for implementation in 2025 (Q1-Q2)	Framework for regular fee reviews complete with Council approval. Consultation on fee rise completed and Council considering consultation finding and making decision on fee rise at September 2024 meeting.
2 **People strategy**	A) As part of our succession planning framework; take advantage of our new recruitment portal to extend the HCPC's reach and attractiveness to candidates for critical roles; and roll out new learning and development programmes, including for aspiring managers and data apprenticeships (Q3) B) Monitor equality and diversity data to enable the advancement of underrepresented groups (Q3)	Recruitment portal has enabled high numbers of applications (690 in Q1), other activity has included a Career Fair promoting roles across FTP and Registration. Launch of new L&D programmes in September 2024 as planned. The monitoring of equality and diversity data is taking place with ELT/PRC on a quarterly basis.
3 **Digital transformation**	A) Complete initial build of our modern data platform (Q4) B) Review technology roadmap and key technology partnerships (Q3 - (subject to the outcome of the system reviewed undertaken at the end of 2023-24)) C) Progress our work on user experience improvements via enhancements to our online services and developing proposals for a unified online portal and contact centre (Q4 - (subject to the outcome of the system reviewed undertaken at the end of 2023-24))	Work underway alongside Business Change on investment phase of modern data platform. Technology roadmap signed off by the Council and key technology partnerships being developed and PRC and Council engaged. User experience improvement is on track and a pilot successfully completed on uses of AI in registration (see above).
4 **IT security modernisation**	A) Update our systems with new capabilities and features included in Microsoft's E5 suite and strengthening further security controls in line with constantly evolving best practice (Q4)	Work is continuing on roll-out of E5, with investment case being developed for next phase.
5 **Sustainability**	A) Move to renewable energy source (electricity) (Q1) B) Evaluation criteria for procurement processes developed (Q2) C) Environmental management system (EMS) in place and plans for ongoing development (Q3-4)	The move to renewable energy source (electricity) completed in Q1. Evaluation criteria for procurement processes have been developed and are now being implemented.

			An early-stage version of an EMS is in place, reporting on direct emissions but not indirect emissions (internal reporting). Ongoing work via Employee Forum to develop sustainability workshops.
6	**Business Central Phase 2**	A) Invoice automation through add-on module to automate at least 80% of our invoices (c5,000 per month) (Q1) B) Deferred income module that will provide a split of our sales orders/invoices between recognised income and deferred income for registrant fees flowing through from our CRM Reg System to Business Central (Q3-Q4) C) Contract management module to bring our procurement processes and contracts from our current offline management onto the Business Central system (Q4) D) Produce KPI and Dashboard Reporting by utilising our PowerBI module as part of Business Central Reporting – (Q2/Q3)	Invoice automation work dependent on investment case, which is being developed with Business Change. Delayed to Q2 due to need to factor in cyber security requirements up front. Work ongoing between Finance, Business Change and IT on this part. Deferred income module pushed back to Q3-Q4, owing to capacity constraints. Contract management module pushed back to Q4. KPI and dashboard reporting on track per plan.

Strategic theme 6 - The public, registrants, students and employers understand the value and importance of regulated health and care professionals		
Areas of development	**Key milestones**	**RAG and comment**
1 **Increase engagements with and influence of employers** Through our Insights for employers programme, we will influence employers to develop cultures and working environments that enable registrants to embed and achieve high professional standards.	A) Develop and deliver Insights for employers webinar programme (Q2) B) Deliver our Professionalism in practice programme to support registrants and employers to embed and achieve the standards (Q4)	Now delivered two Insights for employers webinars with further webinars planned through the autumn and winter. Increase in reach has meant a higher percentage of those signing up to the webinars.
2 **Support our new registrants to successfully transition to UK practice**	A) Promote our preceptorship principles and encourage employers to provide greater support for registrants who are new or returning to practice, and those moving into UK practice for the first time by collaborating with and influencing key stakeholders and employers who are recruiting and supporting international registrants (ongoing Q1- Q4)	Forward schedule of workshops planned to promote our preceptorship principles. Launch of new email for registrants (UK and international) in September 2024 to support registrants joining or returning to the workforce.
3 **Increase engagements with learners**	A) Scale up the delivery of our Becoming a health and care professional programme for students, which supports learning about professionalism and the value of regulation (Q2) B) Deliver our third student competition, promoting and encouraging engagement with the revised Standards of conduct, performance and ethics (Q3)	Three sessions of our Becoming a health and care professional programme delivered to students with further sessions happening in September 2024. Programme updated to reflect the new standards. Third student competition now closed with 15 entries - the highest number received.
4 **Registrant communication strategy**	A) Deliver an integrated communications campaign to increase awareness and provide understanding of the revised standards of conduct performance and ethics, including webinars and resources on the key changes (Q2) B) Launch new content to support understanding of our continuing professional development requirements, both for registrants and their employers (Q1) C) Continue to improve the experience of registrants with compassionate and inclusive communication throughout their journey, including new supportive content for those joining the Register (Q3) D) Provide information and signposting for registrants on practising sustainably (Q4)	Communications campaign for new standards completed with follow on communications to continue throughout the roll-out phase to support bringing new standards to life. Campaign planned for February 2025 alongside CPD week. As above, launch of new email for registrants (UK and international) in September 2024 (September) to support registrants joining or returning to the workforce.

5	Education annual reporting	A) Engage with the education sector to share insight from the first education annual report delivered since our current quality assurance model was established, focused on key learning themes for education providers (Q2) B) Publish a 'state of the nation' report for the 2023-24 academic year and engage with the sector to share further learning (Q3)	Engagement with the education sector in progress with four webinars completed and three scheduled. Positive uptake on attendance with a combined total of 364 across the four webinars. Kicking off data gathering for 'state of the nation' report for the 2023-24 academic year.

Chief Executive's report on organisational performance – September 2024
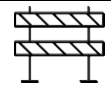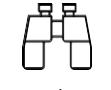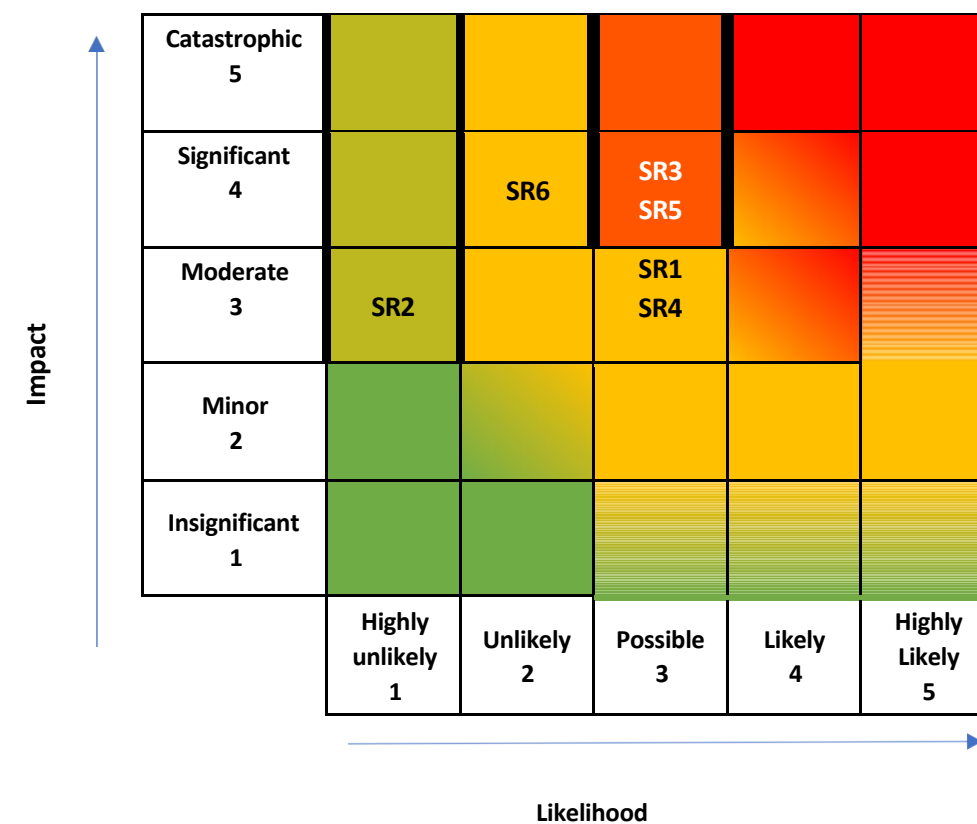
Appendix D

Strategic Risk Register September 2024

HCPC Strategic Risks
Summary of strategic risks

Strategy	Strategic Risks - High Level	Risk Description	Aug-24	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. Our regulatory performance does not meet the expectations of our stakeholders and as a result stakeholders have negative experiences of our regulation	This includes the appropriateness of the timeliness and quality performance targets we set ourselves, being in line with the expectations of our stakeholders. This requires awareness of new developments within the regulatory sector and strong stakeholder engagement to ensure expectations are understood. This risk also relates to the experiences of those participating in our regulatory processes, for example registrants, witnesses, professional bodies and education providers.	9	6
2 - Promote high quality professional practice - 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.	2. The HCPC's regulatory expectations are not appropriate or not understood by registrants and other stakeholders	This includes the quality and suitability of our standards and guidance in setting a threshold for safe practice which protects the public. It also includes how effectively we communicate our regulatory expectations, and the effectiveness of our professionalism and upstream regulation work.	3	3
3 - Develop insight and exert influence - 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.	3. We are unable to harness the benefits of the wealth of data we hold	This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator. It includes the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.	12	6
4 - Be visible, engaged and informed - 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.	4. We do not understand our stakeholders needs and so are unable to be as effective a regulator as we can be	This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change, like the impact of Brexit, devolution or a change in government as well as issues like workforce development.	9	6
5 - Build a resilient, healthy, capable and sustainable organisation - 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.	5. The resources we require to achieve our strategy are not in place or are not sustainable.	This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). It includes the development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.	12	9
6 - Promoting the value of regulation - The public, registrants, students and employers understand the value and importance of regulated health and care professionals.	6. HCPC is unable to realise the benefits of regulatory reform, or these benefits are significantly delayed	Regulatory reform is an essential component to helping HCPC realise its strategic ambition to provide a more human and compassionate regulation through the timely and proportionate disposal of fitness to practice cases. Benefits also include greater flexibility to make process efficiencies, greater control over funding to enable financial sustainability in the long term and modernise governance structures. This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.	8	6

Old	Mitigation key	New
	Preventative	
	Monitoring	
	Detective	
	Remedial	
	Horizon scanning	
	Best practice development	
	Communication	

Heat map of strategic risks - residual

Impact

	Highly unlikely 1	Unlikely 2	Possible 3	Likely 4	Highly Likely 5
Catastrophic 5					
Significant 4		SR6	SR3 SR5		
Moderate 3	SR2		SR1 SR4		
Minor 2					
Insignificant 1					

Likelihood

Heat map of strategic risks - target

Impact

	Highly unlikely 1	Unlikely 2	Possible 3	Likely 4	Highly Likely 5
Catastrophic 5					
Significant 4					
Moderate 3	SR2 (T)	SR3(T) SR6 (T)	SR5 (T)		
Minor 2			SR1 (T) SR4 (T)		
Insignificant 1					

Likelihood
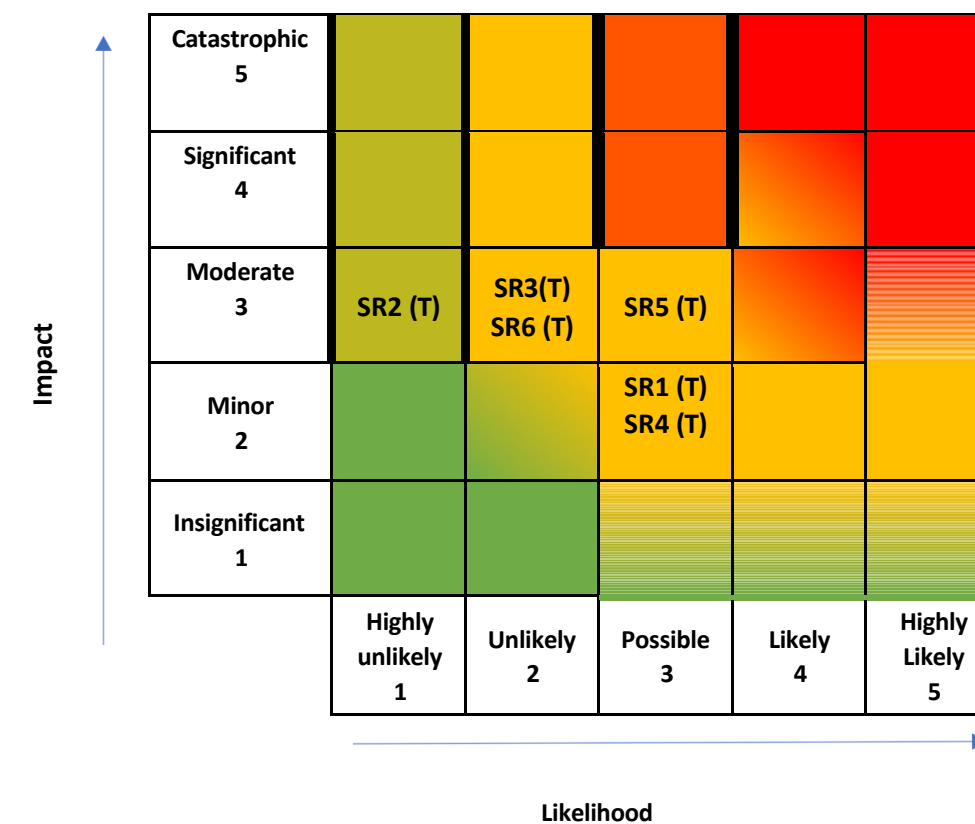
Strategic Risk 1 - Our regulatory performance does not meet the expectations of our stakeholders and as a result stakeholders have negative experiences of our regulation

Risk Summary

This includes the appropriateness of the timeliness and quality performance targets we set ourselves, being in line with the expectations of our stakeholders. This requires awareness of new developments within the regulatory sector and strong stakeholder engagement to ensure expectations are understood. This risk also relates to the experiences of those participating in our regulatory processes, for example registrants, witnesses, professional bodies and education providers.

Date	Risk Owner(s)
Aug-24	Executive Director of FTP & Tribunal Services
	Executive Director of Education, Registration & Regulatory Standards

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	3	9
Target risk	2	x	3	6

← No Change

Current Risk Influencers

- − The 2023-24 PSA performance report published Aug 2024 shows we met 16 of 18 standards.
- − We have continued to remain within our service standard of providing a first decision on an international application within 60 working days - we have been within our service standard since June 2022.
- − Online applications project delivered online International and UK applications. This has increased registration advisor processing productivity significantly.
- − The Education team are through the backlog now, and about six months ahead of where the team was this time last year. The team is now focusing on case planning, which will ensure greater compliance with KPIs and service levels.
- − The second tranche of FTP improvement projects are in delivery, continued focus on embedding of tranche 1 benefits.
- − Frontloading team has been resourced with Senior FTP Lawyer in post.
- + Wider tone of voice work to be scoped in order to prioritise the next phase of the project.

Risk Appetite

Regulation = Measured; Influence & Leadership = Seeks

The risk appetite target level within tolerance if below red/amber. We are confident that our standards and guidance are fit for purpose and so this risk is currently within risk appetite.

To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

Current risk level is within risk appetite

Mitigations in place

- Second line QA plan for 2024-25 to review success of improvements in FTP, Registration and Education in addition to first line QA activity in place, such as the FTP DRG and panel member feedback following each hearing.
- FTP improvement programme and governance in place, FTP Improvement Board regularly meeting with attendance of PSA and DHSC. Regular self-assessment against PSA standards reported to Council.
- Risk based education QA model. Regular feedback sought and acted upon to improve process application and stakeholder experience. Education provider self-service portal in place improving experience of education stakeholders.
- Centralised PSA coordination. Participation in inter-regulatory working groups to share good practice and discuss common issues; this is also provided through the use of a panel of legal providers for FTP matters with experience of
- Monitoring regulatory performance through performance reporting and KPIs.

- Mature feedback and complaints service in place focused on extracting learning when things go wrong.
- Online application capability in place for UK & international applications.
- Regular learning and development for partners and employees.
- Registrant health and wellbeing strategy, registrant support line in place.
- Wide range of guidance on HCPC's regulatory processes available on our website.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Strengthen our user experience	New Registration operating model effective as of 1 July 2024 with a number of vacant positions being recruited. AI proof of concept extended for another three months by ELT; other opportunities to extend its use and carry out pilot are being explored alongside this. Telephony system is dependent on work being prioritised elsewhere so will be delayed. Contact centre updated to provided Welsh language options, online portal updates deferred in line with agreement of the Welsh Commissioner. Portal update has been deferred to Q3 2025.	By delivering these workplans we will support the expectations of our stakeholders more effectively, ensuring a positive experience.	The PSA performance report for 2023-24 was published on 30 August 2024. This showed that we met 16 of 18 standards, including meeting standard 18 (FTP support/comms) for the first time. We continue not to meet standard 15 (FTP process/timeliness) and have not met standard 17 (FTP risk) after meeting it last year.
Partners transformation work	Project initiated, includes changes to operating model and response to NMC and Somerville case. Finalised partner services agreement. Seeking legal advice on the implications of NMC and Somerville case for the HCPC. Focus on planning for new Partner payroll system underway as part of project initiation.	Updating our approach to our Partner stakeholder operating model.	The risk score remains the same due to this. While we lost a standard we met last year, this was due to a single case and we have gained a new standard.
Education	Scoping started to access and use more data from Higher Education Statistics Agency, and data work on the product backlog. Investigating how to reduce regulatory burden for education providers, including collating work activity that has already taken place in this area such as piloting work in data use. Second element is around identifying organisations to work with more closely. ETC engagement will continue on this work, as well as engagement with other regulators.	Reducing burden on education providers, and collaborating closely, will help provide a better experience.	
FTP improvements/ developments	In-house frontloading commenced in June 2024, with three out of four legal posts now recruited to. Scale of internal frontloading will be small initially whilst we build our experience and knowledge of these types of investigations. Investment case for review of our scheduling process has been approved and the review is underway. Scoping discussions commenced to inform review of Sanctions policy.	The new FTP operating model, including frontloading, will allow us to provide more timely decisions for the most serious cases.	

Strategic risk 2 - The HCPC's regulatory expectations are not appropriate or not understood by registrants and other stakeholders

Risk Summary

This includes the quality and suitability of our standards and guidance in setting a threshold for safe practice which protects the public. It also includes how effectively we communicate our regulatory expectations, and the effectiveness of our professionalism and upstream regulation work.

Date	Risk Owner				
Aug-24	Executive Director of Education, Registration & Regulatory Standards				
		Impact		Likelihood	Risk Score
	Inherent risk	5	x	5	25
	Current Risk	3	x	1	3
	Target risk	3	x	1	3

Decreasing ←

Current Risk Influencers

− Four country resource in place in Professionalism and Upstream Regulation better enabling UK wide prevention engagement.

− Education team now has a regional model with relationship managers in place for each provider (divided by region).

− Partnership working with NHS England on Preceptorship principles (supporting new professionals transition to the workplace) approved by Council and published. Implementation guidance published in November 2023.

− #myhcpcstandards 2024-25 events programme has commenced aiming raising awareness of standards requirements.

− Revised SCPEs and guidance on social media go live in September 2024. Easy read guide for SCPEs has been produced, aimed at the

+ public. Changing expectations of our professions' practice as a result of pressures on services, technology or societal events.

+ Changes to SCPEs may pose risk to registrant understanding of expectations following implementation. Plan under active monitoring to mitigate.

Risk Appetite

Regulation = Measured; Influence & Leadership = Seeks

Current risk level has reduced from 6 to 3, and therefore is within risk appetite.

To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

Current risk level is within risk appetite

Mitigations in place

- Public consultation process in place.
- Engagement with key stakeholders/experts for widescale profession specific changes to standards.
- Guidance provided on meeting our standards, #myhcpcstandards webinar series.
- Dedicated website hubs for registrants, students, employers, members of the public, education providers.

- Policy enquiries function available to support understanding and application of our standards.
- Regulatory approach to advanced practice defined and agreed by Council.
- Professionalism Liaison service in place influencing employers, using knowledge to effect change through engagement and advice.
- Policy and Communication teams at full complement. Head of Comms in place

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
SCPEs implementation and SETs review	Implementation work going ahead for SCPEs, working with teams across business. Includes updating supporting guidance materials, making amendments – there will be additional work post-implementation. Commenced review of SETs, plan to ETC (March) and now moving in to phase 2 – formulating proposals phase.	Communication and guidance plans built into our standards reviews.	Public consultation for the English language requirements had one of the most extensive EDI impact assessments completed, learning will feed into consultation SOP going forward. The #myhcpcstandards events have had good feedback and attendance is at a high. Therefore risk score has reduced.
English Language	Results from public consultation published (7 June) New requirements expected to come into place in early 2025. The country list and list of test providers is being reviewed and Business Change is supporting system changes needed. An update will go to ETC in September.	The new English language requirements will bring us in line with other regulators -and were widely consulted on.	

Strategic risk 3 - We are unable to harness the benefits of the wealth of data we hold

Date	Risk Owner
Aug-24	Executive Director of Education, Registration & Regulatory Standards

Risk Summary

This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator. It includes the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	4	20
Current Risk	4	x	3	12
Target risk	3	x	2	6

← No change

Current Risk Influencers

- − Priority is to improve data quality before moving to next maturity level.
- − Findings of analysis of the attrition rates of the 15 professions published, contributing to wider workforce planning aims. Positive reception from stakeholders.
- − IT team delivered successful first modules of new data platform, supporting EDI reporting.
- − Data engineer in place, data standards officer on secondment. A data migration specialist has been recruited on a temporary basis to support the Business Central project.
- − Percentage of registrant EDI data held has improved with 95% of those renewing opting to provide data. System improvements delivered to make data collection mandatory as part of online registration processes.
- + Quality and completeness of underlying data causing delays to analysis as significant cleansing work required. Insight and Analytics team working with operational teams to resolve and mitigate against continued inputting of new poor quality data.
- + Ongoing risk of single point of failure for operational performance data reporting. Capability and capacity challenging, focus on progressing automation in Q1-Q2 2024-25.

Risk Appetite

Data = Open

Therefore, our appetite for this risk is to be within the amber scale rather than a higher appetite.

To reach our target we need to have the data platform in place to enable an analytics environment. We will require assurance on the quality of and approach to our data and reporting, including clear definitions.

Current risk level is outside risk appetite

Mitigations in place

- Publication of FTP, Education and Registration information and datasets through annual reports and FOI requests.
- Insights and Intelligence Framework agreed, setting out priorities and approach for data analysis.
- Dedicated resource for Analysis and Intelligence and Data Engineer in place.
- Publication of in-house statistical analysis of EDI data and register attrition rates published.
- Oversight board for Programme for Data Excellence in place.
- Renewals data dashboard accepted report now in place agreeing renewals counts of actuals and previous windows.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Research	Commenced scoping and early conversations internally and with ETC/Council colleagues to inform AI research piece prior to commissioning. Initial conversations with Professional Liaison team on research to explore professional boundaries with a focus on sexual misconduct underway.	Developing an organisational research strategy to utilise our data more effectively	We are using our data more effectively and actively. The Registration MDS systems work is in delivery. However, there is still work to be done to cleanse the data, and to ensure accountability. Risk score is unchanged.
Continuing to improve data quality/infrastructure	Minimum data sets for registration and education complete, FTP needs to be finalised. Progress in terms of developing plans for data platform. Automated data for FTP performance report for Council.	Establishing minimum data sets (MDS) to support better use and consistency of data	
Insights and Analytics	Analysis of FTP case outcomes by diversity characteristics will be included and published by the end of Q3 2024-25, on target. Principal Analyst now in post who will lead on the new registrant retention rate analyses. Data sharing initiatives commenced via sharing of data with the Chartered Society of Physiotherapy. With IT, exploring managed API (application programme interface) solution to enable on a broader scale to share with other professional bodies.	Using the data available to us to understand our registrants, and share this data with our stakeholders	

Strategic risk 4 - We do not understand our stakeholders needs and so are unable to be as effective a regulator as we can be				

Date: Aug-24

Risk Owner: Executive Director of Education, Registration & Regulatory Standards

Executive Director of Corporate Affairs (M)

Risk Summary

This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change, like the impact of Brexit, devolution or a change in government as well as issues like workforce development.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	3	9
Target risk	3	x	2	6

← No Change

Current Risk Influencers

- − Professional liaison consultants in place in each of the four UK countries, improving our reach for engagement work.
- − Education team now has a regional model with relationship managers in place for each provider (divided by region).
- − Collaboration with NHS employers to reach out to attendees of joining the UK workforce upstream events, contributing to the wider workforce agenda. Also, in this area we published our analysis of register retention improving understanding of attrition, preceptorship principles published and preparedness for practice research launched.
- − Service user engagement focus groups undertaken for SCPEs review.
- − The Communication strategy 2024-26 was approved by the Council in July 2024.
- −
- Strategic Relationship Lead in place and actively managing and supporting relationship managers' network. Relationship management model reviewed and revised in quarter 1. Engagement management group established to support more targeted forward planning for engagement.
- **+** Business case for a CRM not taken forward in investment prioritisation for 2023-24. Over the year we will better scope our needs to make the case for the following year's submission.

Risk Appetite

Influence & Leadership = Seeks

We have built a strong engagement plan with our stakeholders, particularly building a more positive and transparent relationship with the Professional Body Forum.
In order to meet target, this risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.

Current risk level is within risk appetite

Mitigations in place

- ELT relationship building and liaison with key stakeholders particularly government departments, professional bodies, other regulators, unions.
- Personal engagement plans for Chair and Chief Executive in place. Engagement management group meets regularly to monitor and plan engagement strategically. Operational level relationship manager engagement for key stakeholders in
- Communications and strategic engagement supported by external communication partner.
- Horizon scanning and intelligence gathering including from relationship building to be aware of external drivers and influencers, early planning, and scenario development.
- EDI strategy and action plan informed by independent audit of EDI practice. EDI stakeholder forum and internal EDI employee forum.

- Policy statement on approach to MOUs in place, a number of MOUs agreed with key stakeholders.
- Analysis and action planning from feedback mechanisms including corporate complaints, FTP stakeholder surveys, stakeholder opinion polling and education provider survey.
- Interim stakeholder CRM in place to improve stakeholder engagement management and insights.
- Office of Chair and Chief Executive established

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
HCPC Service User Strategy	Contract with the Patients Association agreed for one year, will have core element of engagement strategy included (SETs review may take place next financial year). Review and develop longer-term plan for service user engagement based on learning from our first year of working in partnership with a patient and service user representative body (Q4).	Ensuring service user engagement in development of policy/strategy.	We have continued to deliver a programme of active engagement with our stakeholders, and also continue to strive to improve our engagement and impact. The online concerns project has been delayed to Q4 2024-25 but will still be delivered this financial year.
Equality, Diversity and Inclusion	Collection of EDI data of FTP complainants is dependent on online concerns portal go live, which is currently in Q4 2024-25. Registrant EDI data analysis has commenced; internal meetings underway on analysis. Completed first tranche of analysis. Scoping commenced for development of an evidence-based framework for assessment of education provider performance against our education standards linked to EDI. Engagement with EDI forum, October forum will see something to inform this work.	Gathering further EDI information in order to identify any bias or unintended consequences in our decision-making process.	The risk score has not changed.
Stakeholder engagement	Forward programme in place with three Chief Executive visits to healthcare provider sites completed and two further visits scheduled for the calendar year, across the four nations. The Chair will be speaking at the Association of perioperative practice annual conference (2 August) and further events are in the pipeline. Evaluation planned with stakeholder feedback to measure and evaluate the impact of our current engagement fora, such as the Professional Body Forum. Good current trends/evidence.	Active engagement by Chief Executive and Chair with stakeholders. Measuring the impact of our engagement will support continuous improvement.	
Council Apprentice	Received a positive response around establishing the network; a meeting will be scheduled imminently with opportunity for heads of service colleagues to join to update periodically on HCPC areas of interest. Engaging with the GMC, which is looking at setting up a similar scheme, and other organisations to share some learning.	Ensuring more diverse voices on Council informing decisions.	

Strategic risk 5 - The resources we require to achieve our strategy are not in place or are not sustainable

Risk Summary

This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). It includes the development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.

Date	Risk Owner				
Aug-24	Executive Director of Resources				
		Impact	**Likelihood**	**Risk Score**	
Inherent risk		5 x	5	25	No Change
Current Risk		4 x	3	12	←
Target risk		3 x	3	9	

Current Risk Influencers

- − Budget factors in projected future benefits of investments, to be validated at project initial phase and tracked to ensure deliver.
- − 2023-24 balanced budget achieved. Draft 2024-25 balanced budget, medium-term financial plan.
- − November 2023 fee rise implemented. Regular, incremental fee reviews required to maintain HCPC financial sustainability, including in light of increased costs from FTP volumes, need for continued investment and financial risks.
- − People strategy in place: BDO audit shows good progress. Performance against KPIs good - sickness absence and turnover reducing. APDR participation for 2023-24 was 100%. Aspiring leaders, Beyond Barriers and reverse mentoring L&D programmes launched.
- − Business Central finance system live from April 2024, improving financial control and reporting. Phase 2 in progress.
- − Carbon baseline for HCPC now established with action plan for improving sustainability being developed with expert input and involvement of ELT and SLT.
- − Change and Benefits Forum established, reporting to ELT to strengthen change management and ensure delivery of benefits.
- − Restructure of ELT live from 1 November 2023, with maternity cover appropriately planned to mitigate gap.
- + Legal position on partners' employment status determined, following judgement in NMC employment tribunal case. Project initiated to manage the different streams of work including contracts, payments, and quality statements.
- + Rising inflation increases HCPC costs and HCPC employees cost of living pressures; impacts mitigated by budgeting, pay review and efficiency plans as part of benefits realisation.

Risk Appetite

Financial = Measured; People = Open

Current risk is outside risk appetite, with the benefits of the introduction of increased fees in November 2023 and a positive People Strategy internal audit report partially offset by continued financial pressures and long-term risks. To meet our target risk we need regular fee reviews to maintain financial sustainability, in addition to maintaining the rate of progress in other areas. The target also requires our financial reserves to be stronger.

Current risk level is outside risk appetite

Mitigations in place

- Adherence to budgeting and financial management and reporting processes which are subject to internal and external audit e.g. NAO. Finance business partner challenge and budget-setting principles agreed by ELT to challenge the business.
- Business change function provides challenge on benefits outcomes of investment in new areas of work or enhancements to existing processes. Medium-Term Financial Strategy in place incorporating an efficiency action plan.
- All employees are set goals and objectives and undertake annual performance review which includes an assessment against our values (Fair, Compassionate, Inclusive, Enterprising) promoted through all employee performance system and
- HR includes a central learning and development function for employees, which runs an annual learning and development plan for commonly identified skill and knowledge needs in addition to annual compliance training in areas such as data security.
- Employee Forum acts as a consultation group for organisational change.

- Adherence to HR processes in relation to recruitment, annual performance development review and learning and development for employees. All HR policies have been updated in the last 12 months.
- Adherence to Partner processes in relation to recruitment, onboarding and Partner Code of Conduct (updated January 2024).
- Effective IT system design maintaining confidentiality, integrity and availability of data. Digital transformation strategy provides roadmap for improving our IT systems.
- Maintenance of ISO27001 Information Security standard which is subject to external audit / Regular independent security assessments of key IT infrastructure. Maintenance of business continuity infrastructure.
- ELT monthly monitoring of productivity of all departments through detailed performance reporting. KPIs reported to Committees and Council for oversight of performance and progress in meeting agreed milestones.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Update HCPC Fee model	Develop framework for regular fee reviews to provide clarity about our future funding needs and ensure that the HCPC continues to be adequately funded and so can meet its statutory responsibility to safeguard patient safety while being ambitious about delivering high quality, effective regulation and services. Now completed. Consult on changes to fees recommended by the next regular review, for implementation in 2025-26 (Q1-Q2).	A new fee model is needed in order be sustainable and achieve our strategy	The fees consultation closed on 14 June 2024, proposing an increase of the registration fees by £6.98. A total of 1,040 responses to the consultation were received, all feedback is being reviewed and will be taken into account by the Council when making a decision. On 9 July 2024 the NMC published an independent culture review which uncovered evidence of a toxic culture in which some employees were having to work. Following the publication of this report the HCPC reviewed how we are assured on our own culture to identify any gaps or opportunities for improvement. The Chief Executive also took quick action to actively communicate with all of ELT, SLT and the wider organisation.

Risk score has not changed. |
People strategy	Recruitment portal going really well with really high numbers for applications, careers fayre at the Oval well attended by candidates, promoting FTP and Registration roles. Rolling out new learning and development programmes, all due to start in September. Data apprenticeships started. Monitoring equality and diversity presented to ELT and the People and Resources Committee (PRC) quarterly. Introducing a speak up guardian role to support staff - development underway.	The people strategy is in place to improve retention, recruitment, and culture.	
Digital transformation	Complete initial build of our modern data platform - work underway alongside Business Change 2 on investment phase. Technology roadmap review in progress and PRC/Council engaged. User experience improvement is on track and pilot successfully completed on email tree work and in conversations about next steps.	Modernising our data platform and approach is needed to ensure we are sustainable and Effective.	
IT security modernisation	Update our systems with new capabilities. Work continuing with rolling out E5 and working on investment case for next phase.	Modernising our IT security is needed to ensure sustainability.	
Environmental Sustainability	Move to renewable energy source (electricity) (Q1 2024-25) now completed. Evaluation criteria for procurement processes developed, in final stages for implementation. Environmental management system in place and plans for ongoing development: early stage version in place, reporting on direct emissions but not indirect emissions (internal reporting). Ongoing work with EF to develop sustainability w/s. ELT/PRC/Council presentation.	As a modern and conscientious organisation our environmental sustainability plan ensures we are in line with requirements.	
Business Central Phase 2	Invoice automation work dependent on investment cases, which are being developed with Business Change. Delayed to Q2 2024-25 due to IT security requirements, working with IT team on this part. Deferred income module pushed back to Q3-Q4 2024-25. Contract management module pushed back to Q4 2024-25. KPI and dashboard reporting on track per plan.	Delivery of phase two of Business Central is required to complete the modernisation of our financial systems	

| **Strategic risk 6 - HCPC is unable to realise the benefits of regulatory reform, or these benefits are significantly delayed** | | | | |

Date	**Risk Owner**			
Aug-24	Executive Director of Education, Registration & Regulatory Standards			
	Executive Director of Corporate Affairs (M)			

Risk Summary

Regulatory reform is an essential component to helping HCPC realise its strategic ambition to provide a more human and compassionate regulation through the timely and proportionate disposal of fitness to practice cases. Benefits also include greater flexibility to make process efficiencies, greater control over funding to enable financial sustainability in the long term and modernise governance structures. This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.

	Impact		Likelihood	Risk Score
Inherent risk	4	x	5	20
Current Risk	4	x	2	8
Target risk	3	x	2	6

← No Change

Current Risk Influencers

- In its response to its consultation on regulatory reform, DHSC has confirmed that the HCPC and NMC will be the priority regulators for reform following the GMC.
- HCPC provided feedback on, and participated in cross regulatory round table discussions, regarding the development of the GMC section 60 order. HCPC has responded to this consultation.
- Government leadership changes, and challenges in the health landscape could impact on the progression of regulatory reform due to other priorities.
- Collaboration with stakeholders such as NHS England provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform. Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform.
- HCPC has engaged with DHSC on how the recommendations of KPMG on the future regulatory landscape may be taken forward. DHSC have indicated that this will not be progressed as a priority, with the section.60 order taking priority.
- + Funding needed to progress regulatory reform internally not included in 2023-24 budget and will be funded by ringfencing any surplus in 2022-23 and contingency in 2023-24 budget.
- + While HCPC has now been named as the next regulator to undergo reform there is not clarity at this stage on the timescales for this. We expect this clarity once DHSC has run its consultation on the GMC legislation. Lack of timescale challenges planning and scaling up of resources within HCPC dedicated to reform.

Risk Appetite

Reform = Open

Current risk is within appetite.

The target risk will be reached if the outcome of regulatory reform and the longer-term regulatory landscape review compliments and endorses the multi profession regulation model. This requires successful HCPC engagement and effective messaging. Risk reduction also required greater clarity on timing of HCPC's reform and confidence that funding and resources in place realise the opportunity of reform.

Current risk level is within risk appetite

Mitigations in place

- Communications and strategic engagement, including parliamentarians and cross-party engagement, on regulatory reform supported by Luther Pendragon, our external communication partner.
- HCPC engagement on Health and Social Care Bill led to positive change.
- Some dedicated policy resource in place.

- Participation in cross regulator analysis of draft legislation and other regulatory themes, HCPC's comments on draft legislation have been provided.
- Funding and resource required for progression of regulatory reform quantified within budget as a financial risk. Assessment of de-prioritisation of other development work undertaken to create capacity for regulatory
- HCPC medium-term financial plan in place to seek to make provision for regulatory reform. Response to latest consultation published in December 2023.

Areas of Development	**Progress 2024-25**	**Mitigation**	**Reporting period commentary**
Increase engagements with and influence of employers	Delivered one "insight for employers' webinar" with others planned and in development to be delivered in the autumn and winter. Increase in reach has meant a higher percentage of those signing up to the webinars. Delivery our Professionalism in practice programme to support registrants and employers to embed and achieve the standards is on track.	Increased engagements with wider stakeholders ensure understanding the value of our work, encouraging support for reg reform changes.	Monthly meetings with DHSC still ongoing and regular catch ups with GMC and NMC. Scoping meeting with DHSC officials for lessons learned and requirements for HCPC with a view to put together a timeline. We have had the opportunity to review both the GMC's rules and the NMC's planned rules.
New registrants to UK practice	Two sessions delivered this year to encourage employers to provide greater support for registrants who are new or returning to practice, and those moving into UK practice for the first time this year. Workshop scheduled for Q2 2024-25 to promote our preceptorship principles.	Supporting registrants new to UK practice supports addressing the workforce crisis.	The Professionalism and Upstream Regulation department continues to deliver a quality timetable of workshops to address the pressures facing our registrants.
Increase engagement with learners	Three sessions delivered to students with further sessions happening in September of our "Becoming a health and care professional" programme. The programme is currently being updated to reflect the new standards. Third Student competition is live with a closing date of 1st September 2024.	As above.	
Communication strategy	The Communication strategy 2024-26 was approved by the Council in July 2024. This details our plans to deliver three key workstreams: Delivering high quality communications across our corporate channels. Building the communication function. Developing the organisation's communications capabilities.	As above.	Risk score has not changed
Education annual reporting	Engagement with the education sector in progress with four webinars completed and three scheduled. Positive uptake and attendance with a combined total of 364 across the four webinars. Kicking off data gathering for state of nation report for the 2023-24 academic year.	As above.	