
Chief Executive's report on organisational performance May 2024

Executive Summary

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

This report provides my assessment of the organisation's performance and highlights key pieces of work including in the areas of Policy and Standards and Resources.

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 2023-24 Corporate Plan.

Appendices

- A – Chief Executive's meetings in the reporting period
- B – KPI dashboard and performance data
- C – Corporate Plan 2023-24 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 July 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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Chief Executive's Organisational Performance Report – May 2024

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1. Chief Executive's Organisational Assessment

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

I am delighted to share that we have continued to strengthen our senior leadership team through the appointment of Paul Douglas, who has joined us on 7 May 2024 as Head of Case Progression, working closely with Laura Coffey, Executive Director of Fitness to Practise and Tribunal Services and Claire Baker, Head of Adjudication Performance, who has made a great start in her new role. Claire has a paper later on the agenda to update the Council on the important work of the Health and Care Professions Tribunal Service. These are significant roles for both the Fitness to Practise (FTP) department but also to the wider team in providing leadership across the organisation.

Engagement

In March we held our second in-person Professional Body Forum meeting. The meeting was well-attended with 24 external attendees from across 13 of our professions coming together to learn more about the work of our education team and the review of our English language proficiency for international applicants (which is also on the Council's agenda this month), as well as an engaging discussion on workforce issues and the role the HCPC can play alongside professional bodies, unions and employers on addressing the workforce challenges in healthcare.

As part of my regular engagement activity with registrants and employers, I look forward to joining our Chair on a visit to St George's University Hospitals NHS Foundation Trust on 31 May to learn more about a recent virtual reality trial under way within the physiotherapy unit. On 19 June I will be visiting a number of trusts in Glasgow including the Gartnavel Royal Hospital where I will meet with Allied Health Professional (AHP) leads to learn more about some of the opportunities and challenges they face.

Together with executive team members, we held pre-engagement meetings with Unison, Unite and GMB Union colleagues ahead of our consultation on fees. I have also met with the Chief Allied Health Professions Officer colleagues from across the four nations and the Chief Scientific Officers for both England and Scotland. These regular meetings provide an opportunity to discuss areas of mutual interest and share best practice.

A full list of my external meetings is at Appendix A.

As part of our commitment to service user engagement, we have agreed a new formal partnership relationship with The Patients Association (PA). This will allow us to better engage with service users directly and to utilise the wealth of experience from the PA. Our previous work with the PA has helped shape our standards, and this new agreement will enable us to build on this to further integration of the public/service user voice in our work.

Strategic Risk Register

Our Strategic Risk Register (SRR) is provided at Appendix D. This was discussed at the Audit and Risk Assurance Committee (ARAC) in March. There are no changes to the risk ratings since the SRR was last reviewed by the ARAC (November and March) and the Council (February). We had previously discussed reducing the risk rating for strategic risk 5 following the implementation of the previous fee rise, however we feel it is more appropriate to do so once more regular fee reviews are implemented in line with the work on the framework for future fee reviews discussed with Council recently.

Progress against our Corporate Plan for 2023-24

Appendix C provides our progress report against the 2023-24 corporate plan (Q4), with 17 of the 20 activities concluded. This achievement is a result of contributions from colleagues across the whole organisation and includes FTP participant support improvements aimed at reducing the impact of our processes on registrants and others and the successful implementation of a new finance system - a significant milestone in strengthening our financial operations.

There are three areas reported as amber, which will be actioned through our current corporate plan (2024-25):

- the transition to FTP frontloading in house was pushed back mainly due to recruitment timelines;
- the advanced practice work has not started in full as it is subject to funding from NHS England, which has not yet been released. Engagement with stakeholders on this subject has continued throughout and we have collaborated with NHS England and stakeholders across the UK on related work on independent prescribing and have published a [blog](#) setting out our position around advanced practice and outlining next steps of our work; and
- initiation for online reporting of FTP concerns was delayed whilst a review of the approach to auto case creation is assessed; the technical solution for the form has now been agreed and the definition phase of the project has commenced.

2. Regulatory Performance

Further details of our performance across our regulatory functions and against our other key performance indicators (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; a separate FTP performance report is included on the Council's agenda at the meeting.

Education

Education annual report

We published our education annual report in April. This report sets out the 'state of the nation' for education and training our professions. Through the report we have focused on key areas linked to the quality of education for programmes leading to HCPC registration and key challenges faced by the sector. We have six months of

engagement activities planned to ensure insight reaches the right people, to have a positive impact on the sector aligning with our regulatory standards.

Workforce

We have produced [information](#) for education providers who are developing their education provision in line with the ambitions of the NHS Long Term Workforce Plan in England. This information sets out scenarios education providers may face when responding to workforce needs. The guide provides information in an easy-to-follow format about how our expectations and processes as a regulator work in those scenarios, including when setting up and obtaining HCPC approval for new education programmes. This guidance can be used by any education provider across the four nations when developing new and existing education provision in line with workforce needs.

We are here to support education providers looking to expand their offer but are clear that our core priority is always public protection. To achieve this, we will need to be confident that our regulatory standards are met and maintained by education providers and programmes, to ensure those who complete programmes are fit to practise. We will continue to closely review education providers and programmes and will act if our standards are not met.

Artificial intelligence and related technology in education

We recognise education providers are currently grappling with the challenges and opportunities presented by developments in technology such as artificial intelligence (AI). We have produced a [document](#) to help education providers consider this area, align to our regulatory standards and requirements and signpost to resources produced by other organisations.

There are three key areas that education providers should consider when responding to developments in this area:

- how they continue to maintain academic integrity with increased accessibility of AI technology to learners;
- supporting staff and learners to become AI literate, including the risks and benefits of AI in learning and practice; and
- how they cover emerging technology within practice as part of programme curricula.

Education providers should proactively consider this area, which links to continued adherence with our standards in a changing environment.

We ran a webinar on this subject, which was attended by around 170 people. There were a range of organisations in attendance, including education providers, professional bodies, other regulators and NHS England. This high attendance rate, and the range of organisations present, shows the sector is looking for leadership on this area, which we have been able to provide through our work.

Registration

Customer service

Our contact centre continues to provide a good service for telephone, email and letter enquiries. The telephone call answer rate was over 99% during the period from January to February 2024 and over 98% in March 2024.

We continue to respond to emails in a timely manner, responding to emails in one working day during the period from January to February 2024 and two working days in March 2024. The KPI has been met since June 2022.

UK applications to join our Register

We received a total of 2,729 applications to join our Register from students completing UK education programmes during the period from January to March 2024. The team has managed the demand well and the median time to assess and process UK applications has been two working days.

International applications to join our Register

During the period from January to March 2024, we received 713, 690 and 832 applications each month, respectively. As expected, we continued to manage the large number of applications received in Q2 (as the Council will recall, we received approximately a year's worth of applicants in two months) as these are assessed and progress through the registration process. During the period from January to March 2024, the monthly performance median was 60, 57 and 45 working days, respectively. This is within our service standard and the reduction shows that we are working through the large number of applications we received and are coping with the demand.

Registration renewals

The renewal process has been running well.

- On 30 April 2024 physiotherapists ended their renewal window with 94.3% of registrants having renewed their registration compared to 90.7% in 2022.
- On 1 March 2024 art therapists began their renewal period. At the time of writing this report on 14 May 2024, 79.8% of art therapists had renewed.
- On 1 April 2024 dietitians began their renewal period. At the time of writing this report, 71.4% of dietitians had renewed.
- On 1 May 2024 chiropodists/podiatrists began their renewal period. At the time of writing this report, 51.7% of chiropodists/podiatrists had renewed.
- On 1 May 2024 hearing aid dispensers began their renewal period. At the time of writing this report, 27.6% of hearing aid dispensers 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.

COVID-19 Temporary Register

On 31 March 2024 the COVID-19 Temporary Register was withdrawn in line with the government's announcement. We communicated with the temporary registrants in advance of the Temporary Register closing, providing them with guidance on how to apply to re-join the main Register if needed and to thank them for their service.

Regulatory development

We have commenced a proof of concept using AI-powered software to assist us in responding to email queries received to the registrations team mailbox. This six-week pilot will provide us with valuable insight and learning into how AI can help us to provide a better quality and more efficient service to applicants and registrants. We will evaluate the benefits in the coming months and use this to inform our thinking around options for further investment, which ties into the regulatory systems review.

A further proof of concept to use AI assisted software to assist document redaction in FTP has also been designed and will commence shortly.

3. Policy and Standards

Advanced practice

We recently published a [blog](#) confirming our position on the additional regulation of advanced practice. We are confident that our decision not to further regulate advanced HCPC practitioners at the current time is the right one for the professions that we regulate.

We continue to take forward our work to develop a common understanding for advanced practice and this year we'll be looking at how we can emphasise the importance of considering advanced practice within continuing professional development for those of our registrants who are advanced practitioners. To lead this work we appointed a Policy Lead, Matthew Clayton, who joined us in April.

Standards of education and training (SETs) review

At the last Council meeting we reported that we had presented initial proposals and a plan for the review of the Standards of education and training to the Education and Training Committee.

We are now progressing with the first phase of the review which involves stakeholder engagement and research. This includes internal engagement; for example in May we will be holding a workshop with our education team and will

begin our external engagement with education providers (who are one of several stakeholder groups for this work, including students/newly qualified registrants, patients and service users, employers, professional bodies). The insights from these events will help us shape our proposals.

Equality, Diversity and Inclusion (EDI) development activity

Work has continued developing our EDI data, and subsequent analysis, of HCPC registrants. We now have EDI data for 99% of the Register and a piece of work has commenced to develop a policy for an organisation-wide approach to provide support and adjustments for people who need them.

In March we held a meeting of our external EDI forum, where registrants and their professional bodies meet with the HCPC to discuss EDI issues and to provide input and challenge on work that requires a specific EDI consideration. At this meeting, we had in-depth discussions on the outcome of the consultation exercise held on the proposals to revise our approach to evidencing English language standards, the updated Standards for conduct, performance and ethics and the EDI findings from education's annual quality assurance report.

We have also produced significant equality impact assessments (EIAs) for the work on developing our English language proposals and on the current public consultation on raising registrant fees.

4. Insights and Analytics

The insights and analytics team has developed a comprehensive analysis plan for two EDI-focused reports that will accompany the FTP annual report in the autumn. The first report will look at FTP activity and outcomes by diversity characteristics. The second report will be a detailed assessment of registration routes and FTP.

5. Resources

Business Central

Following the successful implementation of the Business Central finance system at the end of March, the project team, finance and other teams have focused on embedding the new system, supporting system users as they become accustomed to the new system and working towards formal project closure. The finance team will now focus on phase 2 improvements in reporting invoice processing and accounting for income and introducing more frequent direct debit functionality, which are enabled by the new system.

Fees consultation

The fees consultation remains open and is attracting a good response rate. Stakeholder engagement and implementation planning continue. We will separately provide Council with an update.

People

HR are working with heads of department to develop learning and development plans for 2024-25. The new recruitment portal is proving effective in allowing us to attract strong candidates and build a talent pool of potential future candidates.

ELT recently reviewed the pulse survey and HR performance report for Q4. The pulse survey shows improvements in employee engagement, leadership visibility, people's perceptions of the HCPC as an employer and on learning and development opportunities. The performance report shows sustained improvements over the year in a number of areas, including reduced staff turnover and average days to hire. The report also identifies some areas for further attention, including pulse survey response rates and the time taken to long-list candidates in the face of increased application numbers. The People and Resources Committee (PRC) will be reviewing the full report at its next meeting in June.

Projects

Work is underway on the FTP frontloading project, with the design phase largely completed in April and the project now preparing to move into the user acceptance testing phase. The wider portfolio of investment projects for 2024-25 is being updated to reflect the priorities identified as part of the regulatory systems review.

Sustainability

As part of our sustainability agenda, the HCPC has been on a carbon-neutral electricity tariff for a year. From April we transitioned to a new tariff that as well as being carbon-neutral is 100% generated from renewable sources. James McMahon, our Head of Estates, Facilities Management and Sustainability, will give a fuller update on sustainability at one of our future meetings later this year.

Other priorities over March and April have included continuing to strengthen our cyber security, with all public access points to HCPC now behind enhanced protections, financial year-end work, and a number of upgrades to the office accommodation.

Appendix A - Chief Executive's external meeting schedule covering 21 March 2024 – 22 May 2024

British Dietetic Association (BDA) – Liz Stockley, Chief Executive	21 March
Chief Executives of Health & Social Care Regulators Steering Group (CESG)	22 March
HCPC Professional Body Forum meeting	25 March
Unison – Celestine Laporte, Unison National Officer - Health	28 March
Suzanne Rastrick, Chief Allied Health Professions Officer for England	2 April
Unite - Jane Beach, Lead Professional Officer, Regulation	4 April
Dame Sue Hill, Chief Scientific Officer for England	8 April
Michelle Tennyson, Chief Allied Health Professions Officer for Northern Ireland	10 April
College of Operating Department Practitioners (CODP) - Hannah Abbott, President of CODP; Mike Donnellon, Chair of CODP Education and Standards Committee	17 April
Association of Clinical Psychologists – Professor Mike Wang	25 April
Chief Executives Officers Regulators Board meeting (CEORB)	26 April
DHSC – Phil Harper, Deputy Director – Professional Regulation	2 May
GMB – Rachel Harrison - National Secretary, Public Services Section	8 May
Healthcare Improvement Scotland (HIS) - Robbie Pearson - Chief Executive, Healthcare Improvement Scotland; Ann Gow - Deputy Chief Executive and Director of Nursing, Midwifery and Allied Health Professionals, Healthcare Improvement Scotland; Gareth Hill - Interim Professional Lead, Allied Health Professions and Associate Director of Nursing, Midwifery and Allied Health Professions Lead, NHS Education for Scotland	13 May
DHSC/HCPC/Scottish Government meeting – Kathryn Flynn - DHSC; Phil Harper - DHSC; Karis Gumbs - DHSC; Nigel Robinson - Nigel Robinson - Regulation of Health Professions, Scottish Government;	13 May
Catherine Ross, Chief Scientific Officer for Scotland and Carolyn McDonald, Chief Allied Health Professions Officer for Scotland	21 May

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Appendix B

- Key Performance Indicators Dashboard
- Register Demographics
- Media Reach Metrics

Key Performance Indicators dashboard

Education

Measure	KPI 3 - Education Quality and Timeliness										Period	May 2024	
What it tells us	<p>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</p> <p>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%</p> <p>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</p>												
Reporting period commentary	<p>Measure 1 – We have continued to support our stakeholders well, with three of the four months reported having no conditions set (and one month 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.</p> <p>Measure 2 – Performance has improved in this period, as expected from the last report. 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.</p>												
2023-24		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
1	%	0	0	0	0	0	0	0	25	N/A	0	0	0
2	days	129	24	31	27	32	62	54	62	N/A	25	27	31
2022-23		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
1	%	0	0	0	0	8	N/A	0	0	0	0	0	0
2	days	25	35	41	40	30	N/A	21	63	61	91	58	71

Registration

Measure	KPI 4 – Registration responsiveness											Period	May 2024
	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												
What it tells us	Responsiveness provides the 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	<p>UK applications: The KPI for UK applications has been consistently met since February 2022. The monthly performance median continues to remain within the 10 working days service standard.</p> <p>International applications: During the period from January to March 2024, we received 713, 690 and 832 applications each month, respectively. As expected, we continued to manage the large number of applications received in Q2 (as the Council will recall we received approximately a year's worth of applications in two months) as these are assessed and progress through the registration process. During the period from January to March 2024, the monthly performance median was 60, 57 and 45 working days, respectively. This is within our service standard and the reduction shows that we are working through the large number of applications we received and are coping with the demand. However, the spike in demand has resulted in the percentage of applications being assessed within KPI reducing to around 50%.</p> <p>During the period from January to March 2024, 2,280 international applicants were registered.</p> <p>Calls: The telephone call answer rate was 99.5% in January, 99.5% in February and 98.8% in March 2024. We continue to train more registration advisors to be able to take phone calls and this is having a positive impact on performance.</p> <p>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.</p>												
2023-2024		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
1: UK registration	%	100	99	100	100	99	100	100	100	100	100	100	100
2: Int registration	%	99	97	97	98	100	100	95	51	48	51	52	53
3: Calls	%	99	99	99	99	99	99	99	99	99	99	99	98

4: Emails	working days	1	2	1	1	3	2	2	1	2	1	1	2
	2022-2023	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
1: UK registration	%	100	100	99.5	99	100	100	99	100	100	100	100	100
2: Int registration	%	16	33	58	74	77	68	71	87	85	88	86	98
3: Calls	%	73	75	75	62	81	85	96	98	99	99	99	99
4: Emails	working days	9	8	2	3	2	3	2	2	1	1	1	2

Key Performance Indicators dashboard

FTP

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	May 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	In the last quarter we have continued to close more cases within KPI in the pre-ICP stage of the process. This reflects our focus on balancing the progression of both the older and younger cases in the system. In January we closed more cases within KPI that we have ever done previously. In February and March we focused on concluding a number of older cases, which reduced our KPI for these months. 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.													
2023-2024		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
1: Pre ICP	%	52%	63%	53%	59%	37%	64%	50%	66%	72%	82%	53%	49%	
2: Final Hearing	%	0%	16%	4%	5%	0%	0%	30%	14%	46%	0%	25%	0%	
2022-23		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
1: Pre ICP	%	44%	46%	36%	21%	31%	27%	34%	44%	50%	50%	62%	56%	
2: Final Hearing	%	0%	19%	21%	16%	22%	24%	10%	16%	13%	0%	9%	0%	

Measure	KPI 2 – Section 29 appeals and learning points												Period	May 2024
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 January we received notification that the PSA had applied to the High Court to appeal a final hearing decision. This matter is still at an early stage of the appeal process. In Q4 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 decision has been a key element of our improvement programme.													
2023-2024		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			
2022-23		Q1 April-June			Q2 July-Sept			Q3 Oct-Dec			Q4 Jan-March			
S.29 Appeals	Number	0			1			0			1			
PSA Learning Points	Number	11			3			4			2			

Key Performance Indicators dashboard

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	May 2024	
What it tells us	This measure focuses on outcomes which highlight the impact of our engagement. An engagement and media reach dashboard is provided in the performance report. Target 60%												
Executive commentary	<p>In January we delivered a session with the British Association of Arts Therapists related to the revisions to the standards of conduct, performance and ethics.</p> <p>In February we have continued to undertake our workshop for newly registered international registrants called Joining the UK workforce. We have also delivered this in person.</p> <p>In March we delivered a session around professionalism at the British Society of Hearing Aid Audiologists roadshow conference. We also delivered a session of professionalism in practice for registrants at an NHS trust.</p>												
Year to date		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Previous year	%	80	80	81	80	50	83	82	73	75	93	74	100
		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
	%	88	81	90	94	N/A	81	90	86	81	81	80	80

Key Performance Indicators dashboard

Customer Service

Measure	KPI 5 - Customer service: Number of complaints and % upheld												Period	May 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	Having dropped off in volume slightly in the second half of 2023, complaint volumes increased for January and February 2024. These were however, comparable to the same period of the previous year and historic trends. There were fewer complaints received in March 2024, possibly because of the Easter period. Themes for this period for the registration department have been mostly about international application processing times, handling and communication. FTP department complaints mainly concern length of time, case handling, communication and threshold case closure dissatisfaction. Upheld complaints increased in January 2024 but have remained steady otherwise.													
Year to date		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Monthly average
	Number	40	41	43	26	36	41	31	31	27	44	47	26	34
	% upheld	40	52	44	33*	31*	33*	17*	40*	28*	49*	36*	31*	36
Previous year		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Monthly average
	Number	40	127	74	48	51	49	54	48	29	46	41	47	56
	% upheld	59	42	60	54	62	61	56	55	42	66	49	40	56

* Approximate as cases still open at the time of reporting

Key Performance Indicators dashboard

Finance

Measure	KPI 7 - Finance: Performance against budgeted operating expenditure in range of 91.4% to 101.6%											Period	May 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 YTD.												
Executive commentary	Overall March 2024 YTD expenditure is lower than in the February 2024 forecast, with a favourable variance of £200k. The variance is mainly due to a slightly lower monthly assumption for new FTP case referrals in Q4, compared to the forecast assumption in February (total FTP volumes and expenditure for 2023-24 continue to show a significant increase compared to original budget assumptions). International applications in February and March were higher than anticipated (forecast applications for the year were 13,000 and actuals have come in at around 13,500). This higher number results in additional income of £322k, which is partially offset by £179k of lower registration and renewal fee income than forecast. After factoring in these updates, the forecast full year surplus for the year is c.£2.1m, compared to £1.6m in the February forecast. To ensure accuracy of FTP legal costs, finance business partners will be reviewing monthly suppliers reports with the newly-appointed department heads for case progression and quality and tribunal services. Similarly, international applications income will also be reviewed as part of monthly meetings with the income forecasting working group, which includes key heads of department from registrations, education and insight and analytics. Please note that some final year end figures need to be reviewed and reconciled as part of our year end activities and are subject to potential external audit adjustments.												
Year to date	(£000)	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	*Mar-24
	YTD Actual	-	5,840	8,459	11,818	15,313	18,209	21,203	24,450	27,907	31,504	34,401	37,953
	YTD Budget	-	5,937	-	-	-	-	-	-	-	-	-	34,015
	YTD Forecast	-	-	8,458	11,625	14,965	18,253	21,130	24,072	26,913	31,618	34,647	38,217
	YTD Variance	-	97	(1)	(193)	(348)	44	(73)	(378)	(994)	114	246	199
Previous year	Actual as % of budget / forecast	-	98.4%	100%	101.7%	102.3%	99.8%	100.3%	101.6%	103.7%	99.6%	99.3%	99.3%
	(£000)	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
	YTD Actual	-	5,260	8,458	10,680	13,738	16,435	19,311	22,349	25,010	27,852	30,755	35,237
	YTD Budget	-	5,753	8,483	-	-	-	-	-	-	-	-	33,292
	YTD Forecast	-	-	-	11,069	14,196	16,680	19,253	22,336	25,217	27,852	30,789	34,753
YTD Variance	-	493	24	389	458	245	(58)	(13)	207	0	34	(484)	
Actual as % of budget / forecast	-	91.4%	99.7%	96.5%	96.8%	98.5%	100.3%	100.1%	99.2%	100.0%	99.9%	101.4%	

Information technology

Measure	KPI 8 - Availability of core IT systems Target: >99.5%												Period	May 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	A brief outage was seen on the Online Register in September as a result of the cyberattack taking place during that time. Availability was restored in under an hour, and new mitigations were implemented to protect the Online Register from similar attacks.													
Year to date		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
	Availability %	100%	100%	100%	100%	100%	99.99%	100%	99.99%	99.99%	99.99%	99.81%	100%	
Previous year		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
	Availability %	100%	99.4%	99.99%	99.9%	100%	99.9%	99.7%	100%	100%	100%	100%	100%	

Measure	KPI 9 – Security Score Target: >80%												Period	May 2024
What it tells us	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-premise Server security posture for 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 cyber security score decreased to 80% in December, due in part to the Christmas change freeze but mostly as a result of new requirements added by Microsoft. Further new requirements were added in February and March, requiring additional work to implement.													
Year to date		Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
	Score %	95%	99%	92%	96%	94%	96%	94%	90%	80%	90%	89%	87%	
Previous year		Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	
	Score %	89%	80.5%	89%	88%	91%	93%	93%	96%	99%	98%	93%	99%	

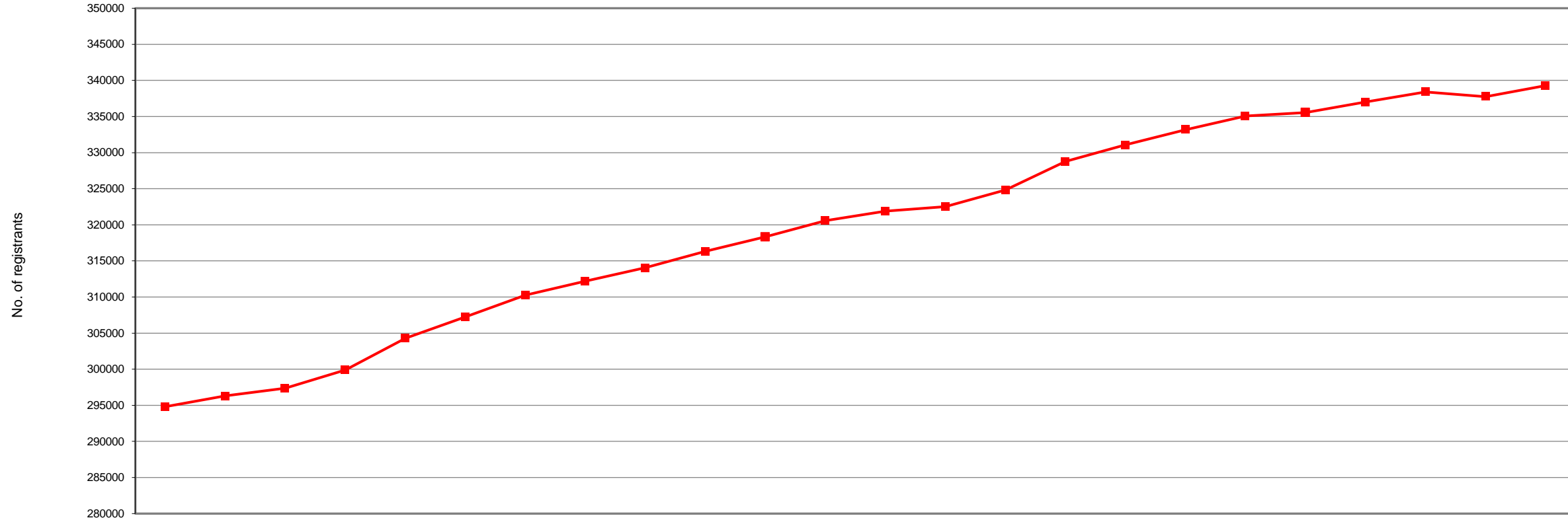
HR

Measure	KPI 10 - Voluntary staff turnover Target: <21%				Period	May 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 21% or less / Amber 22% - 27% / Red 28% or over					
Executive commentary	The HCPC has experienced a consistent decline in voluntary turnover throughout the year, reflecting a positive trend in employee satisfaction. Ongoing analysis of pulse surveys aims to identify and address potential issues.					
2023-2024		Q1	Q2	Q3	Q4	
%		16	15	13	12	
2022-2023		Q1	Q2	Q3	Q4	
%		23	16	17	15	

Measure	KPI 11 – Recruitment and onboarding efficiency				Period	May 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 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 42 days or less / Amber 41 days – 53 days / Red 54 days or over					
Executive commentary	The introduction of the HCPC's latest career website has proven highly advantageous in gathering significant interest from prospective candidates. Consequently, this influx has facilitated a notable reduction in recruitment timelines, leading to enhanced efficiency in both recruitment and onboarding processes.					
2023-2024		Q1	Q2	Q3	Q4	
Average (days)		30	40	40	31	
2022-2023		Q1	Q2	Q3	Q4	
Average (days)		59	59	40	62	

Number of Registrants by Profession April 2023 - March 2024

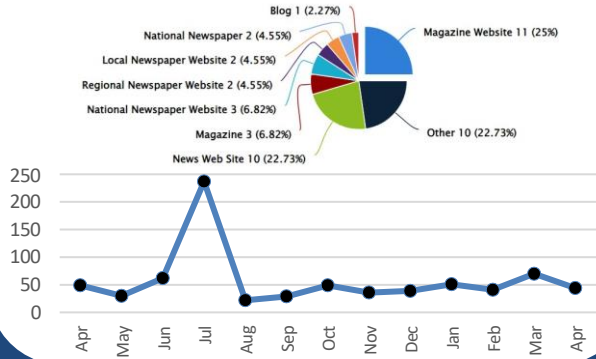
Registration Department



	2022												2023												2024												16/17 FYE	17/18 FYE	18/19 FYE
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Arts therapists	5,211	4,908	4,939	4,957	5,071	5,136	5,202	5,274	5,299	5,337	5,358	5,369	5,372	5,380	5,403	5,444	5,541	5,616	5,697	5,735	5,752	5,783	5,794	5,807	4,026	4,322	4,432												
Bio. scientists	24,246	24,458	24,572	25,047	25,413	25,652	25,919	26,174	26,480	26,804	27,078	27,345	27,523	27,704	27,916	28,168	28,398	28,493	28,638	27,015	27,413	27,596	27,764	27,888	22,902	22,395	23,284												
Chirops/ pods	12,479	12,452	12,444	11,796	11,901	11,939	11,966	11,972	11,959	11,966	11,982	11,984	11,988	11,976	12,016	12,120	12,212	12,254	12,274	12,285	12,269	12,265	12,265	12,260	12,931	13,115	12,833												
CI scientists	6,837	6,855	6,895	6,917	6,938	6,963	7,156	7,228	7,249	7,312	7,346	7,386	7,409	7,441	7,462	7,463	7,460	7,166	7,384	7,453	7,495	7,551	7,591	7,632	5,663	5,818	6,207												
Dietitians	10,739	10,743	10,268	10,462	10,582	10,636	10,747	10,839	10,878	10,936	11,006	11,057	11,089	11,146	11,206	11,393	11,482	11,567	11,713	11,809	11,853	11,910	12,007	12,048	9,107	9,585	9,722												
Hearing aid disps	3,635	3,639	3,661	3,477	3,568	3,622	3,686	3,736	3,768	3,814	3,845	3,932	3,982	4,019	4,073	4,125	4,182	4,232	4,291	4,329	4,386	4,419	4,438	4,480	2,593	2,908	3,047												
OTs	41,210	41,287	41,419	41,750	42,228	42,518	42,768	43,013	43,158	43,318	43,503	43,681	43,776	43,894	44,115	44,561	44,937	45,191	43,858	44,175	44,298	44,430	44,654	44,782	38,080	38,183	39,925												
ODPs	15,068	15,089	15,116	15,195	15,309	15,469	15,640	15,202	15,326	15,405	15,472	15,524	15,564	15,601	15,679	15,799	15,917	16,164	16,362	16,436	16,488	16,568	16,603	16,628	13,052	13,639	13,903												
Orthoptists	1,480	1,481	1,482	1,495	1,507	1,518	1,526	1,535	1,538	1,541	1,544	1,544	1,545	1,547	1,544	1,552	1,501	1,515	1,527	1,536	1,538	1,542	1,544	1,543	1,451	1,440	1,496												
Paramedics	32,531	32,673	32,915	33,275	33,781	34,206	34,495	34,703	34,789	34,976	35,182	35,395	35,554	35,722	35,959	36,321	35,625	36,208	36,619	36,741	36,811	36,935	37,069	37,461	23,992	25,465	27,686												
Physiotherapists	58,461	59,441	59,903	60,801	62,017	62,756	63,361	63,934	64,468	65,105	65,717	66,475	66,872	67,397	68,057	69,289	70,394	71,261	72,072	72,696	73,123	73,621	73,843	74,022	52,915	55,132	55,695												
Pract psychs	26,336	26,399	26,481	26,553	26,689	26,895	27,244	27,421	27,505	27,607	27,671	27,718	27,738	26,837	27,077	27,190	27,341	27,566	28,065	28,257	28,359	28,483	28,571	28,662	22,604	23,104	24,290												
Prosth/orthotists	1,107	1,108	1,113	1,123	1,142	1,152	1,163	1,165	1,168	1,177	1,187	1,193	1,196	1,203	1,215	1,222	1,235	1,173	1,182	1,187	1,187	1,190	1,191	1,197	1,063	1,051	1,101												
Radiographers	38,098	38,351	38,725	39,514	40,332	40,876	41,305	41,801	42,206	42,703	43,056	43,556	43,829	44,135	44,564	45,443	45,973	46,396	46,758	47,109	47,171	47,201	45,450	45,896	32,072	32,475	34,470												
Social workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	91,944	96,497	94,453												
SLTs	17,376	17,409	17,453	17,551	17,798	17,930	18,080	18,207	18,259	18,317	18,394	18,435	18,477	18,510	18,540	18,687	18,879	18,384	18,646	18,796	18,853	18,912	18,967	18,976	15,935	15,932	16,595												
Total	294,814	296,293	297,386	299,913	304,276	307,268	310,258	312,204	314,050	316,318	318,341	320,594	321,914	322,512	324,826	328,777	331,077	333,186	335,086	335,559	336,996	338,406	337,751	339,282	350,330	361,061	369,139												

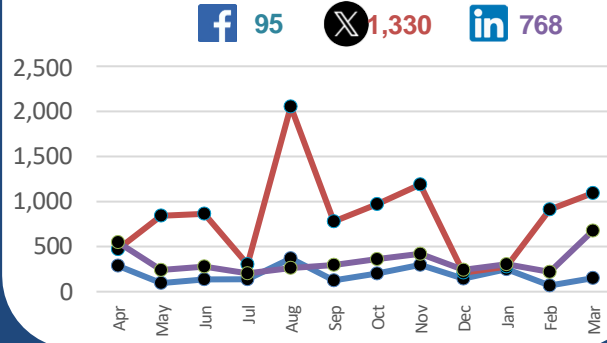
Media coverage

44 mentions



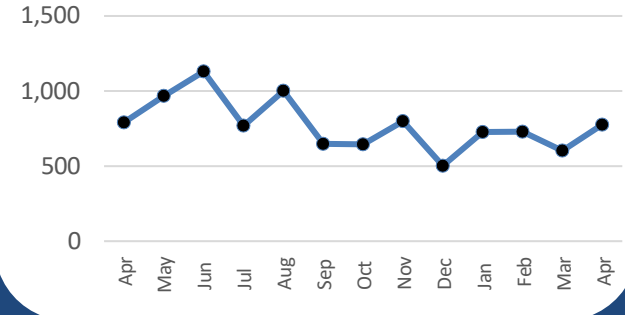
Engagement

Social media

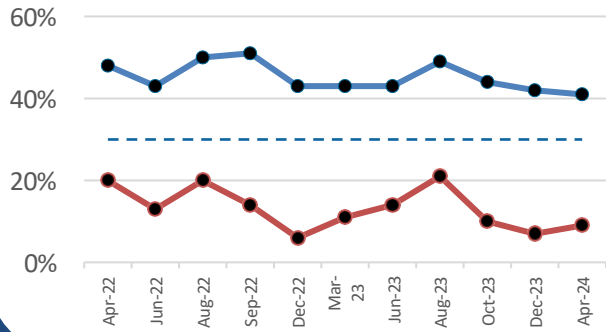


541 Direct messages

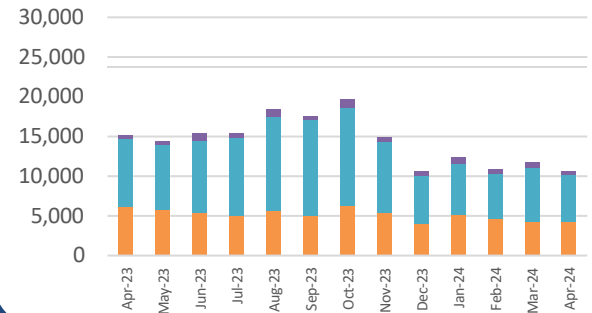
Social media



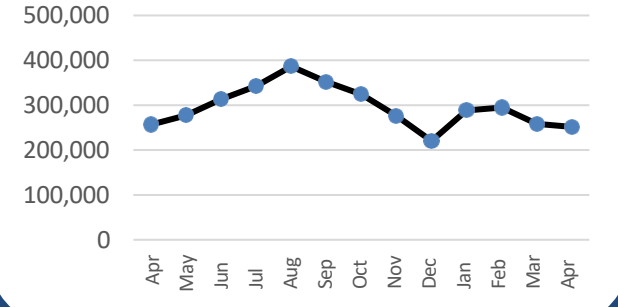
In Focus email



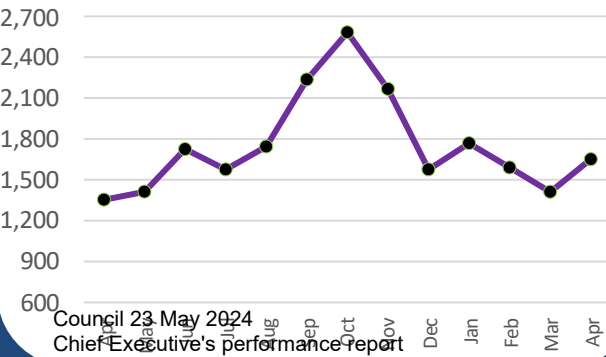
Blog & news views



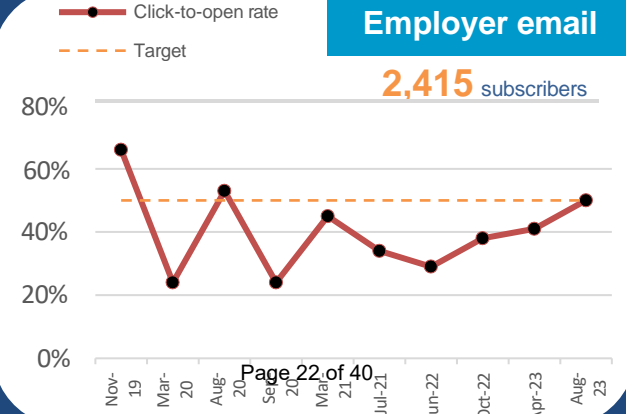
Online Register searches



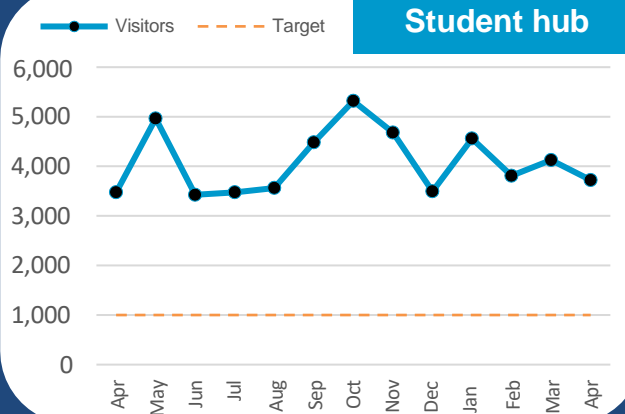
Employer hub



Employer email



Student hub



Chief Executive's report on organisational performance – May 2024

Appendix C

Corporate Plan 2023-24 - Deliverables Progress Report May 2024

Theme 1- Improving the experience of registrants and others who engage with the HCPC

	Area of development	Key milestones	Rag and comment
1	FTP Frontloading - Improve experiences of our fitness to practise process by shifting the focus of our investigation work to earlier in the process, which has shown in pilot to reduce the time FTP cases take overall.	<ul style="list-style-type: none"> a. Move into new operating model (Q4) b. Deliver changes to case management system to enable frontloading approach (Q3-4) c. Embed new ways of working and commence in-house frontloaded investigations (Q4) d. Start reporting on new KPIs for FTP processes (Q4) 	Implementation of new operating model is in progress. Implementation of frontloaded investigations was delayed due to resourcing and recruitment but following recruitment of key positions frontloaded investigations on track to commence in Q1 2024-25.
2	FTP participant support - Seek to reduce the impact of FTP processes on registrants and other participants through our new dedicated registrant support line, progressing our registrant health and wellbeing strategy and by continuing to run our lay advocacy service.	<ul style="list-style-type: none"> a. Complete tone of voice review of all FTP templates (Q2) b. Review of Lay Advocacy Service after one year (Q3) c. Review of Registrant Support Service after one year (Q4) 	Complete Tone of voice review of all FTP templates completed in October. Review of Lay Advocacy in progress and at sign-off stage. Review of Registrant Support Service on track to commence at the end of Q4.
3	Registration Operating Model - Transform our registration service operating model to enable a greater focus on good customer service for registrants and applicants.	<ul style="list-style-type: none"> a. Move into new operating model (Q3-Q4) b. Embed new process and ways of working (Q3-Q4) 	On track for completion as per updated timeline Decision to begin to implement new operating model in Q4 and progressing in line with revised timeline.
4	SCPE review - Ensure our standards and guidance reflects registrants' current practice and the situations they work in. in 2023-24 we will review our Standards of conduct performance and ethics and supporting guidance on aspects such as social media and the duty of candour.	<ul style="list-style-type: none"> a. Launch Standards and Social Media Guidance consultation (Q1) b. Consultation analysis complete and updated standards approved and published (Q3) c. Consultation on supporting guidance launch (Q3-4) 	On track for completion as planned Currently within the implementation period with work underway across the business. Social media guidance will come into effect September 2024. Supporting guidance and information has been scoped out and consequential changes will be implemented by September 2024; bigger pieces of guidance will need to be revisited at a later date pending consultation.

5	<p>EDI - Implement 2023-24 EDI action plan activities.</p>	<ul style="list-style-type: none"> a. Statistical analysis of FTP outcomes as impacted by EDI factors (Q2-3) b. Regulatory Reform Equality Impact Assessment (Q4) c. Publication of EDI factsheets across professions (Q1-4) 	<p>Complete Statistical analysis of FTP outcomes as impacted by EDI factors was included in the FTP annual report published in Q2.</p> <p>Awaiting regulatory reform timetable from the Department of Health and Social Care (DHSC). It is likely to be June 2024 at the earliest before we have a more definitive timeline from DHSC. We continue to engage and work closely with DHSC colleagues and the other regulators on regulatory reform.</p> <p>Publication of updated EDI factsheets across all professions with information beyond protected characteristics scheduled for June 2024.</p> <p>Further analysis of FTP data by protected characteristics planned for the FTP annual report 2023-24.</p> <p>Analysis of registration data by protected characteristics planned for Q3/4 of 2024-25.</p>
6	<p>Service user engagement - Strengthen the range voices informing our regulatory policy development by better engaging with service users and patients.</p>	<ul style="list-style-type: none"> a. Work with other regulators to pool resources on service user engagement (Q2-3) b. Development of a service user group forum (Q3-4) 	<p>Complete Service user engagement has taken place through consultations throughout the year, commissioning The Patients Association (PA) as part of this work. For 2024-25, we have a partnership model with the PA, which we will draw on for key projects throughout the year.</p>
7	<p>Welsh Language - Support our 4-country approach to UK regulation by making enhancements to our Welsh language accessibility as required by changes to the Welsh Language Scheme</p>	<ul style="list-style-type: none"> a. Work with Business Change, IT, Comms, and Regulatory Departments to implement necessary changes 	<p>Complete One of the standards is on track for June implementation, the other one we secured an extension until 2025 in line with other regulators.</p>

Theme 2- Contributing to sector wide workforce planning and resilience

	Area of development	Key milestones	Rag and comment
8	English Language - Review our English Language Requirements for registration to ensure that international registrations meet expectations on communication.	<ul style="list-style-type: none"> a. Conduct pre-consultation engagement (Q1) b. Consultation on proposals (Q2-3) c. Agree approach following consultation (Q4) 	Complete and on track as per plan The consultation launched in October 2024, closed on 19 January 2024. The analysis paper is included on the Council's agenda for this meeting to inform next steps and approach. Working on implementing the new approach by end of 2024 (subject to the Council's decision).
9	Standards of Education and Training - Working closely with education providers, commence a review of our SETs to ensure that the registrants of the future continue to join the workforce with the skills and knowledge they need to succeed.	<ul style="list-style-type: none"> a. Preparatory work and scoping of review (Q4) 	Complete Plan to ETC was provided in March and commenced scoping as per timeline.
10	Preparedness for practice - Undertake research into the experiences of new registrants entering the workforce, which will inform our work to support registrants to continue to meet our standards and stay on our register.	<ul style="list-style-type: none"> a. Communication and implementation of preceptorship principles (Q1) b. Interim research report on preparedness for practice (Q2-3) c. Final preparedness for practice research report received & action plan developed (Q4) 	On track for completion as planned Final report received, making a decision around publication.
11	Advance Practice - Continue our work on advanced practice regulation development to ensure that emerging roles and innovation in delivery continues to enable public protection.	<ul style="list-style-type: none"> a. Engagement with other regulators and key stakeholders on AP developments (Q1) b. Take forward development of definition/guiding principles (Q3) (subject to fee increase) 	Published assurance framework around prescribing with NHS England and stakeholders from across the UK in Q4. Inputted into NMC work on Advanced Practice and communicated our position to our stakeholders. We have published a blog setting out our position around advanced practice and outlining next steps of our work. The Policy Lead is now in post since April to take forward the development of definition and guiding principles work, albeit still subject to funding decision to inform next steps.

12	Data insights - Share insights from our data with shareholders, through the publication of profession specific data dashboards which enable greater visibility of the makeup of our register. Continue to pursue strategic data partnerships with key stakeholders regulators to enable us to better forecast workforce supply through new graduates and international registration.	<ul style="list-style-type: none"> a. Renewals data dashboard (Q1) b. Retention rate publications (Q3) c. Regular supply of Student level Higher Education Statistics Agency (HESA) and NHS Education Scotland (NES) data (Q4) 	<p>Complete Renewal data dashboard complete and now live on intranet.</p> <p>International retention rate publication completed/published, including profession and modality specific spreadsheets.</p> <p>The supply of HESA and NES data planned for Q4 won't be delivered this financial year, investment case put forward for delivery within next financial year.</p>
13	Covid-19 Temporary register - Support emergency workforce provision by the continuation of our temporary covid register.	<ul style="list-style-type: none"> a. Agree approach (Q1) b. Agree implementation (Q1-2) c. Phasing of operationalising (Q3-Q4) 	<p>Complete Temporary register closed as planned on 31 March 2024 with full registrant communications.</p>

Theme 3- Driving forward efficiencies and innovation in how we work

	Area of development	Key milestones	Rag and comment
14. a	Online registration services – pursuing our Digital Transformation Strategy to enhance our online application and renewal functionality for registrants and applicants enabling greater self-service and reducing manual and paper based inefficiency.	<ul style="list-style-type: none"> a. Scoping and developing new automated processes and system enhancements (Q3) b. Commence new automated ways of working (Q4) c. Scoping of technical solution to deliver mobile compatibility (Q3) d. Delivery of mobile compatibility – (Q4) 	Complete
14. a	Online FTP concerns form – develop an online form to submit an FTP concern to enhance the experience for complainants. Manual inefficiencies will be reduced through automatic case creation and population of relevant data fields. The online form will also allow the collection of EDI date for members of the public who raise an FTP concern with us.	<ul style="list-style-type: none"> a. Requirements gathering for online form including technical architecture for auto case creation – (Q1) b. Define data capture at form submission stage – (Q1) c. Build and test new online concerns form – (Q3) d. Delivery of online concerns form – (Q3-Q4) 	Initiation for Online Concerns has been delayed whilst a review of the approach to auto case creation is assessed. The technical solution for the form has now been agreed and the definition phase of the project has commenced.

15	<p>Partners - Review how we work with our Partners to optimise and streamline our processes and quality assurance.</p>	<p>a. Project established to implement recommendations following independent review in early 2023 (Q3-4)</p> <p>b. Work of task and finish group on employment status of partners in light of NMC legal case.</p>	<p>Complete</p> <p>There has been continued progress to address recommendations including payment issues (e.g. FTP cancellations) and quality assurance measures relating to the quality and consistency of Partners' work.</p> <p>The Task and Finish Group is overseeing development of potential changes that may be in required in light of legal judgements. Also addressing recommendations on financial control. We ate also liaising closely with other regulators on the implications of recent legal judgements.</p> <p>Work is underway with the Quality Assurance team around CPD assessments to provide a better understanding of how decisions are made. A pilot is under way.</p> <p>A cross-department review of quality and performance measures is under way looking at regulatory functions aimed at exploring commonalities.</p>

16	<p>People - Deliver the third year of our People Strategy, focusing on improving our ability to attract and retain talent.</p>	<ul style="list-style-type: none"> a. Implement upgrade to e-recruitment site and enhance the recruitment pages by making them more interactive (Q2-3) b. Develop a talent pool for candidates (Q3-4) c. Relaunch beyond barriers mentees and mentors (Q2) d. Succession planning: identify needs and key positions by priority departments (Q3). 	<p>Complete Recruitment Portal successfully went live on 31 January and the development of a talent pool is ongoing.</p> <p>Following a successful launch and candidate experience, Beyond Barriers and Reverse Mentoring programmes are on track for completion with planned end point reflections scheduled for the Council meeting in July and our all-employee development day in July. A further initiative “Let’s Talk with the Senior Leadership group, SLG” has been developed as a result of these schemes as a way to continue these conversations and accessibility of senior leaders. The first one of these took place on 30 April.</p> <p>Development of succession plan framework progressed with workshops held in Q2 with the Senior leadership group to identify needs and key positions; work will continue into 2024-25.</p>
17	<p>Financial management - Strengthen our financial management capabilities by modernising our financial IT systems.</p>	<ul style="list-style-type: none"> a. Implement Business Central (Q3) b. develop approach for strengthening financial reporting with new functionality enabled by Business Central and an approach for accounting for deferred income and automation of invoice processing (Q4). 	<p>Complete Implementation and go-live of Business Central completed successfully in Q4; the team will provide Council with a presentation on the piece of work at the meeting in May.</p>
18	<p>Sustainability - Improve our sustainability and further reduce our office footprint</p>	<ul style="list-style-type: none"> a. Establish HCPC’s carbon baseline & agree action plan and targets (Q1) b. Establish Employee Forum-sponsored programme of employee engagement (Q1) c. Review scope and take decisions on incorporating environmental considerations (Q3) 	<p>Complete Establishment of HCPC’s carbon baseline and agreement on action plan targets completed in Q1.</p> <p>Engagement through our Employee Forum is underway looking at</p>

			<p>potential initiatives and options for wider staff involvement.</p> <p>Sustainability statement agreed by Council in Q2 and published on website.</p> <p>Environmental sustainability is a theme included for consideration as part of the SETs review.</p>
19	<p>Engagement - We will establish a Chair and Chief Executive Office to better support strategic engagement with stakeholders and the prioritisation of Chair and Executive time as well as ensuring quality support is available</p>	<p>a. Ways of working established, all posts filled and operational (Q2)</p> <p>b. 6-month ways of working review (Q4)</p>	<p>Complete</p> <p>Team at full complement and operational. Ways of working review completed with actions identified for year 2 including developing a forward programme of speaker/listening events for Chair and Chief Executive/Deputy Chief Executive, as well as a forward programme of internal engagement activity.</p>

Chief Executive's report on organisational performance – May 2024

Appendix D

Strategic Risk Register March 2024

HCPC Strategic Risks

Summary of strategic risks

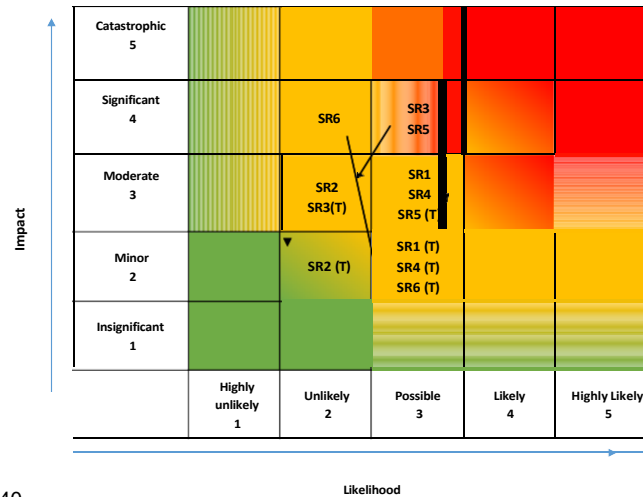
Strategy	Strategic Risks - High Level	Risk Description	Sep-23	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. Our regulatory performance 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.	6	4
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

* Expected risk score post planned actions

Mitigation key

	Preventative
	Monitoring
	Detective
	Remedial
	Horizon scanning
	Best practice development
	Communication

Heat map of strategic risks - residual to target (T)



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.

Current risk influencers

- The PSA published the HCPC performance report 2022-23 in June 2023. The HCPC met 16 of 18 standards, gaining three more standards than 2021-22, including all Registration standards and three out of five FTP 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.
- Our contact centre has been providing an improved service, we have answered 96% or more of the telephone calls we have received and responded to emails within two working days since October 2022.
- Online applications project delivered online International and UK applications. This has increased registration advisor processing productivity significantly.
- Pre engagement from stakeholders on planned international recruitment in 2023-24 increases confidence in forward resource needs.
- 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 with a continued focus on embedding of tranche 1 benefits.
- FTP Tone of Voice templates are live from start of October and in use, factsheets are now live publicly on the website and training has been completed for the department. Will monitor and continue to engage with professional bodies to measure impact
- ▲ Wider tone of voice work to be scoped in order to prioritise for the next phase of the project
- ✚ Teams will require additional resource to engage in regulatory reform preparation when commences for HCPC.

Mitigations in place

- 🔍 Second line QA plan for 2023-24 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 oversight board regularly meeting with attendance of PSA and DHSC. Regular self-assessment against PSA standards reported to Council.
- 🌟 Modern education QA model in place and embedding. 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 how other regulators have improved processes.
- 📊 Monitoring regulatory performance through performance reporting and KPIs.
- 🔍 Mature feedback and complaints service in place focused on extracting learning when things go wrong.
- 📋 Surge support partner in place to process increase in international application volumes and minimise any delay to stakeholders. Online application capability in place for UK and international applications.
- 📋 Regular learning and development for Partners and employees.
- 🌟 Registrant health and wellbeing strategy, registrant support line in place.
- 📋 Wide range guidance on HCPC's regulatory processes available on our website.

Review date

Feb-24

Risk owner

ELT Lead - 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 (planned mitigations in place)	2	x	3	6

No Change

Risk Appetite

As of October 2023:

Regulation = Measured
Compliance = Measured.

This risk needs to be rated in the amber range to meet the risk appetite due to the measured appetite for Regulation and Compliance. Reaching the target risk score is dependent on

1. The launch and successful embedding of the new Education QA model. - Delivered - Impact being monitored
2. Registration applications being online, volumes reducing and the review of the international process. - In progress
3. Changes from FTP improvement programme embedded and evidence that improvement is lasting in medium-long term. - In progress

Current risk level is within risk appetite

Planned mitigations 2023-24

progress

📋 Move into new FTP Frontloading Operating model (Q4)	➡	In progress. Recruitment continues for final required roles. Working group set up to create new operating model and progress implementation- expected to be in place by the end of the financial year. Criteria already in place for frontloaded cases.
🌟 Move into new Registration operating model (Q3-4)	➡	In progress. Continue to work with HR and Finance to move into new operating model for implementation from start of 2024-25.
📋 Enhance online registration services including mobile compatibility (Q4)	✓	Completed. All registration and application portals are mobile compatible.
🔍 Review of Records of Assessment (ROA) for International applications	➡	In progress. Implemented 8 January 2024 - any application sent to registration assessors must be completed to new requirements, QA reviewing at least one decision by every registration assessor.
📋 Online concerns project	➡	In progress. Requirements gathering under way, new timelines to be confirmed shortly.
📋 NEW: Plagiarism Software introduced in December for Registration	➡	New policy and process in place, team trained. Monitoring ongoing as intelligence develops.

Reporting period commentary

Risk score – No Change. We continue to work on meeting PSA standards we do not currently, as well as maintaining the standards we currently meet. The impact of ongoing mitigations must be measured before further decrease in the risk score.

Risk Influencers – The FTP Tone of Voice review has been delivered, including new factsheets which can also be found online to support people through the FTP process. The next stage of the tone of voice review has not yet been scoped, with work happening to identify the next highest priority for delivery. While there has been a delay in recruitment for the frontloading operating model, a working group has been created to ensure this does not impact the delivery of this by the end of the financial year.

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.

Current risk influencers

- Four country professional liaison resource in place better enabling UK wide prevention engagement.
- Partnership working with NHS England on Preceptorship principles (supporting new professionals transition to workplace) approved by Council and published. Implementation guidance published in November.
- Revised SOPs in effect as of 1 September. Detailed guidance and support available on the HCPC website.
- Changes to SCPEs may pose a risk to registrant understanding of expectations following implementation. Plan under active monitoring to mitigate.
- Changing expectations of our professions' practice as a result of pressures on services, technological or societal events.
- Revised SCPEs and guidance on social media approved by Council and a year long implementation phase will now take place. #mystandards 2023-24 events programme has commenced aiming raising awareness of standards requirements.
- Preparedness for practice research has launched.
- English Language Requirements: Consultation closed, presentation to Council in May with findings and proposal.

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, 'My Standards' webinar series.
- 🗣️ Dedicated website hubs for registrants, students, employers, members of the public, education providers.
- 🗣️ Policy and Communication teams at full complement. recruitment in progress for policy, Head of Communications coming into post shortly
- 🗣️ 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.

Reporting period commentary

Planned mitigations – The Revised SCPE and social media guidance has been approved and begins implementation, going live September 2024.

Review date

Feb-24

Risk owner

ELT Lead - Executive Director of Education, Registration & Regulatory Standards

	Impact	Likelihood	Risk Score
Inherent risk	5	x	5
Current risk	3	x	6
Target risk (planned mitigations in place)	4	x	4

No change

Risk Appetite

As of October 2023:
Regulation = Measured
Influence & Leadership = Seeks

This makes 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.

However, 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

Planned mitigations 2023-24

progress

🚧 Review our English Language Requirements for registration (Q1-4)	➡	In progress. Consultation closed, completing analysis - initial discussion with ETC in March prior to Council approval in May. Consultation due to finish in Q3 of 2024- 25.
🚧 Preparatory work and scoping of review of SETs (Q4)	➡	Started preparation for SETs review, including discussion with ETC in March.
🗣️ Undertake preparedness for practice research - Final preparedness for practice research report received & action plan developed (Q3-4)	➡	Report being finalised, University of Plymouth gave Council pre-consultation on findings in February. Report circulated to Council prior to publication.
🚧 Advanced practice - take forward development of definition/guiding principles (Q3) (subject to fee increase)	➡	Proposal for additional funding from NHS England, waiting for response. Recruiting Policy Lead to support this work.
🚧 Review of SCPE and social media guidance (Q1-3)	➡	Implementation working group in place with project management support to take forward implementation. Post-consultation activities include workshops exploring each of the Standards.

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

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.

Current risk influencers

- Findings of analysis of the attrition rates of the 15 professions published, contributing to wider workforce planning aims. Positive reception from stakeholders.
- Insight and Analytics commenced work on data dictionary. IT team delivered successful first modules of new data platform, supporting EDI reporting, meeting the needs of the HEE data sharing project and improving access to core registration data.
- 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.
- ⊕ Ongoing risk of single point of failure for operational performance data reporting. Focus on automating what we can and ensuring colleagues upskilled to avoid single points of failure.
- % of registrant EDI data held has improved with 75% 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 and QA teams working with Education, Registration and FTP to resolve and mitigate against data quality issues.
- Data priorities have been reviewed and aims for 2023-24 are more realistic and grounded in the reality of the current data quality. Priority is to improve data quality before moving to next maturity level.

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.
- 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.

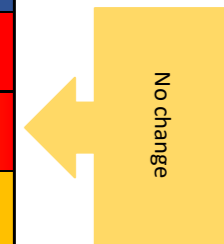
Reporting period commentary

Risk influencers – Streamlined focus for 2023-24 agreed, focused on underlying quality improvement and a smaller number of analyses projects. Data quality remains a negative impact on the score.
Mitigations in place - Renewals data dashboard established and in place.
Planned mitigations - Development of MDS across Regulation areas

Review date
Feb-24

Risk owner
ELT Lead - Executive Director of Education, Registration & Regulatory Standards

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	4	20
Current risk	4	x	3	12
Target risk (planned mitigations in place)	3	x	2	6



Risk Appetite

As of October 2023:
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 one level outside of risk appetite

Planned mitigations 2023-24

progress

- Statistical analysis of FTP outcomes as impacted by EDI factors (Q2) ➔ In progress. Further interrogation of data is needed and to be completed in 2024-25
- Regular supply of Student level Higher Education Statistics Agency (JISC) and NHS Education Scotland (NES) data (Q4) ➔ We are continuing with supply of HESA data in the current form, through JISC data consultancy. This data is not at the student level but is aggregated based on a data supply arrangement which has been in place for two years. This is in the corporate plan for 2024-25.
- Publication of EDI factsheets across professions (Q4) ➔ Rolling programme. 12 factsheets now published. After renewal window in Q4 there will be a full register at same point in time. There will then be an annual report. In summer of 2024 (June) refresh full register and annually thereafter.
- Definition and implementation of Minimum Data Sets (MDS) across Regulatory areas (Q4>) ➔ MDS finalised for registration and drafted for education and FTP. Systems development and improvement work has begun and will be ongoing into 2024-25. Next steps are to ensure embedding into the teams.

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

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.

- Current risk influencers**
- 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.
 - Professional liaison consultants in place in each of the four UK countries, improving our reach for engagement work.
 - Strategic Relationship Lead in place and actively managing and supporting relationship managers' network. Relationship management model reviewed and revised in first quarter. 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.
 - Service user engagement focus groups undertaken for SCPE review.

- 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 place across HCPC.
 - 📢 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 and allow 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 and posts filled

Reporting period commentary

Risk score – as previously reported, while positive work has taken place on mitigation which would otherwise reduce the risk score, the fee rise decision has had a negative impact on stakeholder sentiment and so the risk overall remains unchanged.
Risk influencers - Negative impact on perception due to fees consultation decision. Positive impact from more mature planning to engagement and professional liaison four country reach.

Review date	Risk owner
Feb-24	ELT Lead - Executive Director of Education, Registration & Regulatory Standards

	Impact	Likelihood	Risk Score
Inherent risk	5	x	5
Current risk	3	x	9
Target risk (planned mitigations in place)	3	x	6

No Change

Risk Appetite

As of October 2023:
Influence & Leadership = Seeks

To meet our target, risk our new engagement approach needs to embed which involved organisation-wide relationship managers, a central CRM system is required for this to be truly effective. The target also requires the scaling up of the Liaison service to have UK wide engagement. This risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.

Current risk level is within risk appetite

Planned mitigations 2023-24	progress
📢 Development of a service user group forum (Q3-4)	➡ Service user work on SCPEs and English language completed, tendering for an annual contract with a service user body, to begin April 2024.
📢 English language review consultation (Q3-4)	➡ In progress. Consultation closed, completing analysis - initial discussion with ETC in March prior to Council approval in May. Consultation to finish in Q3 of 2024-25.
📢 Welsh language scheme accessibility enhancements (Q3-4)	➡ In progress. Business change support in place for two standards which are to be delivered by Summer 2024. Compliance audit completed on other medium and high risk areas on progress.

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.

- Current risk influencers**
- 2022-23 external audit completed with clean audit opinion.
 - 2023-24 balanced budget achieved. Draft 2024-25 balanced budget, medium term financial plan.
 - Budget factors in projected future benefits of investments, to be validated at project initial phase and tracked to ensure deliver.
 - November 2023 fee rise implemented.
 - Regular, incremental fee reviews required to maintain HCPC's financial sustainability, including in light of increased costs from FTP volumes, need for continued investment and financial risks.
 - Business Central finance system go live planned in March 2024 before new financial year, to improve financial control and reporting.
 - 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.
 - Legal position on partners' employment status remains open, pending judgement in NMC employment tribunal case. Possibility of legacy and future costs arising for HCPC being addressed by dedicated Task and Finish Group and in budgeting and medium-term financial planning.
 - Review of partners operating model identified opportunities for improved quality assurance and efficiency.
 - 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.
 - 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.
 - Carbon baseline for HCPC now established with action plan for improving sustainability being developed with expert input and involvement of ELT and SLT.

- Mitigations in place**
- Adherence to budgeting and financial management and reporting processes which are subject to internal and external audit e.g. National Audit Office. Finance business partner challenge and budget-setting principles agreed by ELT to challenge the business on efficiency realisation. 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 seeks to identify training needs.
 - 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 protection, bribery, EDI.
 - 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 and processes.
 - 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 for corporate plan.
 - Benefits management approach in place.

Reporting period commentary

Risk score – With fee rise coming into effect on 9 November 2023, Likelihood has decreased to Possible (3) which has the overall score as 12 (red/amber) Planned mitigations - progress in reducing office footprint, overall reduction 50%. Delay to replacement finance system but continues to progress.

Review date	Risk owner
Feb-24	ELT - Executive Director of Resources

	Impact	Likelihood	Risk Score
Inherent risk	5	x	5
Current risk	4	x	3
Target risk (planned mitigations in place)	3	x	3

Decrease

Risk Appetite

As of October 2023:
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 of risk appetite

Planned mitigations 2023-24	progress
Partners - Review how we work with our Partners to optimise and streamline our processes and quality assurance (Q1-4)	In Progress. Review of quality measures ongoing. Quality statements updated for registration assessors, in review for CPD with pilot to happen in Q1 2024-25 (April - July) and systems update to happen August 2024. FTP QS reviews starting Q4 2023-24.
Implement upgrade to e-recruitment site and enhance the recruitment pages by making them more interactive (Q2-3)	Completed. New careers website, which is more approachable, enhanced employer brand, better engaged customer experience, talent network - already seen people uploading to this within a week of going live.
Implement Business Central and roll out improved management reporting (Q3-4)	Business Central is due to go live by the end of the financial year.
Establish HCPC's carbon baseline & agree action plan and targets (Q1-3)	Environmentally sustainability statement published. Pulse survey, working employee forum on engagement with staff. Carbon calculation for last year of audited accounts has been conducted. Moving towards renewable energy supply for electricity from April 2024
Online registration services – pursuing our Digital Transformation Strategy to enhance our online application and renewal functionality for registrants and applicants (Q3-4)	Completed. Mobile phone capability for all portals, "My Details" now on portal.
Implement change to fees (tbc)	Fee rise in place from November 2023.

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

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.

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.
- Regulatory reform included in 2023-24 corporate planning prioritisation and decision-making process to ensure delivery remains achievable. Reviewed for 2024-25 budget, but not included.
- ⊕ 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.
- ⊕ HCPC funding challenges risk being unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated long process to achieve this.
- ⊕ 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 the DHSC has run its consultation on the GMC legislation. Lack of timescale challenges planning and scaling up of resources within HCPC dedicated to reform.
- 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.
- 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.
- ⊕ 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.

Mitigations in place

- 🗣️ Communications and strategic engagement, including parliamentarians and cross-party engagement, on regulatory reform supported by Luther Pendragon.
- 👥 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 reform.
- 🗣️ HCPC medium term financial plan in place to seek to make provision for regulatory reform. Consultation expected to launch Sept 22.

Reporting period commentary

Risk influencers – DHSC have announced that the HCPC and NMC will be the next regulators to be prioritised for reform. This reduces the risk of significant delay to the HCPC's reforms. However, the financial risk posed has increased due to needing to scale up our internal resource and delay to fee rise parliamentary laying.
Planned mitigations - HCPC continue to have regular meetings with the DHSC.

Review date
Feb-24

Risk owner
ELT Lead - Executive Director of Education, Registration & Regulatory Standards

	Impact	Likelihood	Risk Score	
Inherent risk	4	x	5	20
Current risk	4	x	2	8
Target risk (planned mitigations in place)	2	x	3	6

No change

Risk Appetite

As of October 2023:
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

Planned mitigations 2023-24

progress

- 🗣️ Engagement with DHSC on regulatory reform as they develop GMC's legislation as a blueprint for our own. (ongoing) ➔ Monthly meetings with DHSC still ongoing and regular catch ups with GMC and NMC. Scoping meeting with DHSC, meeting with officials for lessons learned and requirements for the HCPC with a view to put together a timeline. We have had the opportunity to review both the GMCs rules and the NMCs planned rules.
- 🏢 Fee rise coming into force 2023 required to fund resources needed for reg reform. ➔ Fee rise in place from November 2023.
- 🔍 Detailed business case for resources needed for HCPC's regulatory reform go live (Q3) ➔ In development.

Risk Likelihood scoring

	Strategic	Programme/Project	Operational
Highly likely 5	"Clear and present danger" represented by this risk - will probably impact on this initiative - sooner rather than later.	Likely to occur in the life-cycle of the project, probably early on and perhaps more than once.	The threat is likely to happen almost every day.
Likely 4	Likely to happen at some point during the next one or two years.	Likely to happen in the life-cycle of the programme or project.	May well happen on a weekly basis.
Possible 3	May well occur during the lifetime of the strategy.	May occur during the life of the programme or project.	May well happen on a monthly basis.
Unlikely 2	Only small chance of occurring in the lifetime of the strategy.	Not likely to occur during the lifecycle of the programme of project.	Does not happen often - once every six months.
Highly unlikely 1	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.

Risk impact scoring

	Public Protection	Finance	Reputation	Operations	Strategy	Information Security
Catastrophic 5	A systematic failure for which HCPC is ultimately responsible. Exposes the public to serious harm in cases where mitigation was expected.	Unfunded pressures greater than £1 million.	Incompetence/ maladministration or other event that will destroy public trust or a key relationship.	Services to stakeholders are unavailable for an extended period of time (days)	Strategy rendered invalid	Significant breach of confidential information involving extensive quantities of data. Regulatory investigation required
Significant 4	A systematic failure for which HCPC is ultimately responsible. Exposes more than 10 people to harm in cases where mitigation was expected.	Unfunded pressures £250k - £1 million.	Incompetence/ maladministration that will undermine public trust or a key relationship for a sustained period or at a critical moment.	Services to stakeholders are unavailable for a significant period of time (hours)	Progress on multiple strategic objectives is stopped.	Significant breach of confidential information involving limited quantities of data. Regulatory investigation required.
Moderate 3	A systemic failure for which HCPC is ultimately responsible. Exposes more than 2 people to harm in cases when mitigation was expected.	Unfunded pressures £50,000 - £250,000.	Incompetence/ maladministration that will undermine public trust or a key relationship for a short period. Example Policy U-turn.	Services to stakeholders are significantly disrupted. Services are degraded or responses are slow for an extended period of time (days).	Progress on 1 strategic objective is stopped.	Limited breach of confidential information No regulatory investigation required
Minor 2	A systemic failure which results in inadequate protection for individuals/individual communities, including failure to resolve celebrity cases.	Unfunded pressures between £20,000-£50,000.	Event that will lead to widespread public criticism.	Services to stakeholders are disrupted. Services are degraded or responses are slow for a significant period of time (hours)	Progress on multiple strategic objectives is slowed.	Significant or widespread non-compliance to information security policy by employees. No breach of confidential information
Insignificant 1	A systemic failure which fails to address an operational requirement	Unfunded pressures under £20,000.	Event that will lead to public criticism by external stakeholders as anticipated.	Services to stakeholders are disrupted for a short period of time (minutes).	Progress on 1 strategic objective is slowed.	Minor or one-off non-compliance to information security policy by employees. No breach of confidential information

HCPC Risk Appetite - agreed October 2023

<p>Regulation – Measured (Registration, Education, FTP, Policy & Standards)</p>	<p>Our focus is on long term and lasting quality in our regulatory delivery. We prefer safer delivery options for meeting our requirements as a regulator, accepting a measured degree of residual risk and choosing the option most likely to result in successful delivery in order to continue as an effective regulator. It is essential that mitigations to ensure ongoing public protection are in place as a foundation of taking risks to delivering regulatory requirements.</p>
<p>Influence/Leadership - Seeks (Engagement, comms, profile, reputation, influence)</p>	<p>We are willing to take decisions which are likely to bring additional scrutiny of the organisation. We outwardly promote new ideas and innovations where potential benefits outweigh the risks. It is essential that the HCPC's voice is not perceived to be party political. The HCPC is neutral as a public body.</p>
<p>Compliance - Measured (PSA, ISO, ICO, Environmental, H&S, etc)</p>	<p>We have a preference for safe delivery options with little residual risk. We want to be reasonably sure we would win any challenge. Data protection, IT and cyber security are covered by this risk type. It is essential that the long-term achievement of PSA standards is assured.</p>
<p>Financial - Measured (Finance, VFM, Estates)</p>	<p>We will pursue safe delivery options, accepting small residual financial risk only if that could yield upside opportunities. Value for money, affordability and long-term financial sustainability are our primary financial concerns in fulfilling our regulatory responsibilities, but we are open to considering other benefits and constraints in evaluating financial plans. It is essential we remain a financially viable organisation to ensure continued public protection through continued operation. Significant financial risks are not compatible with this requirement.</p>
<p>People - Open (Employees & Partners)</p>	<p>We aim to invest in our people to create innovative mix of skills environment. We are prepared to accept risk as long as there is the potential for improved culture, recruitment and retention. It is essential that risk taking in this area is consistent with the HCPC's values and culture. As an employer are committed to upholding and promoting Equality, Diversity and Inclusion.</p>
<p>Data - Open (Quality, analysis, sharing)</p>	<p>We accept need for operational effectiveness in distribution and information sharing. We support innovation and new approaches, as long as there is the potential for improved data quality. (Please note data protection is covered by the Compliance risk type) It is essential that we understand our data when sharing and publishing analysis.</p>
<p>Reform - Open (Regulatory Reform)</p>	<p>We support innovation, with demonstration of benefit or improvement in service delivery. We are receptive to taking difficult decisions when benefits outweigh risks. Processes, oversight and monitoring arrangements enable considered risk taking. It is essential that the opportunities taken with regulatory reform are fully evidenced and cross organisational impact is considered and documented</p>