
Corporate Plan 2022-23

Executive summary

This paper presents the HCPC's second annual Corporate Plan under the Corporate Strategy 2021-26.

The Corporate Plan is predominantly intended to be an external facing document to provide our stakeholders with a simple summary of the HCPC's strategic development priorities in 2022-23. Detailed departmental workplans, and supporting strategies and actions plans underpin this high-level summary.

Development

This year there was a strong focus on ensuring all senior leaders within the HCPC took part in the planning process to strengthen consideration cross departmental impacts and considerations, as well as sharing ideas on how to achieve our strategy aims. This process has included:

- A Strategy gap analysis and a 5 year high level strategy delivery roadmap was developed with ELT and all department leads taking part in a series of workshops.
- Council provided feedback on this roadmap at its November 2021 seminar.
- In early January All HCPC business areas took part in a 2022-23 workplan sharing session, focused on priorities and required resources.
- Outline business cases were developed for all proposed investment areas, ELT discussed these and agreed the areas for prioritisation in 2022-23.
- The draft HCPC budget has been produced in parallel and cross referenced to ensure all activities are included within the budget or investment areas list.
- Council provided feedback on an early draft of the Corporate Plan 2022-23 at its meeting in February 2022.

Risk

The development of the priorities has taken into account the need to ensure the organisation is not over capacity or placing undue pressure on our people to deliver at pace. Part of the mitigation to avoid this has been the extensive engagement with the heads of service in jointly developing the plan for 2022-23 and the longer-term strategy delivery roadmap which commenced in October 2021.

The Executive has been mindful of the known impact regulatory reform will have and the need to ensure we are able to quickly reprioritise our focus if we are chosen to undergo reform next.

The Corporate Plan 2022-23 is relevant to the mitigation of all strategic risks. The activities outlined in the plan once approved will be reflected within the Strategic Risk Register as planned mitigations for 2022-23,

Appendices

Also attached to the paper is:

- A set of delivery milestones for 2022-23 for Council's holding the Executive to account for delivery at [appendix A](#).
- A review of the completion of the Corporate Plan 2021-22 at [appendix B](#).

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| Decision | Council is asked to: <ul style="list-style-type: none">• Approve the Corporate Plan 2022-23.• Note the associated 2022-23 milestones for ongoing monitoring, and the review of the Corporate Plan 2021-22 delivery. |
| Previous consideration | <p>The Council reviewed an early draft of the Plan at its meeting on 3 February 2022.</p> <p>The Council explored the wider the 5-year high level strategy delivery roadmap at its seminar in November 2021. This set out the phasing over the 5 years of key workstreams. The priorities selected for inclusion for 2022-23 accord with this roadmap.</p> <p>With regards to the end of year summary of delivery for 2021-22 the Council has received milestone updates through the year as part of the Chief Executive's performance report.</p> |
| Next steps | The Corporate Plan 2022-23 will be finalised and published on our website. The Executive will report against the milestones for 2022-23 as part of the Chief Executive's report in July, September, November and March. |
| Strategic aims | This plan outlines how the HCPC will advance all six Strategy aims in 2022-23 |
| Financial and resource implications | The Corporate Plan 2022-23 is closely linked to the budget. The 2022-23 budget, which is presented at today's meeting for approval, takes into account activities included in the Plan. |
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HCPC Corporate Plan 2022-2023

Message from our Chief Executive & Registrar



John Barwick, Chief Executive & Registrar

The plan to deliver our five-year Corporate Strategy is now entering its second year. Much has been achieved, with 85% of our workstream milestones met in the previous 12 months. As we look forward, our Corporate Plan for 2022-23 provides a blueprint, enabling us to build on advances already made and work towards our six priority areas, whilst concurrently being a present and informed voice on regulatory change that will shape the future of health and care.

Over the past year we have strengthened our regulatory and operational models, using technology to streamline our delivery and provide a better experience for registrants and stakeholders. An unexpected jump in international registrations put pressure on resources and highlights the scope for further improvement, including the current programme to bring registrations fully online. This will continue to be a focus.

The intelligent use of data to inform activity is central to HCPC's approach and is applied to inform our ED&I programme. Inclusion and engagement is vital to establishing and promoting high quality practice and this data-led approach will help us better understand the impact our work has on different groups.

Through our professional liaison team we will also continue our work to improve the HCPC's partnerships across the four nations.

Achieving high professional standards remains a priority. We have made good progress on the delivery of our Fitness to Practise (FTP) Improvement Programme with immediate benefits being realised. We have a well-funded and ambitious plan to continue the programme this year.

The HCPC recognises its responsibilities to people and the planet. We will continue to develop a workplace that is sustainable and flexible, harnessing technology to reshape the way we work and embracing hybrid models.

Regulatory reform presents a once-in-a-generation opportunity to embrace innovation, foster collaboration, improve efficiency and ultimately provide better quality care for service users. It is key that the HCPC has a central role in this conversation.

This participation, so fundamental to the HCPC's future and that of its stakeholders, will require resource and unblinking focus. In 2022-23 we must be flexible and agile, mindful that this vital work on regulatory reform will be done in balance with the organisation's other aims and priorities. Successful delivery of the plan across our six priorities will require careful stewardship of the HCPC's financial resources. Rising inflation rates and other economic pressures will require us to regularly reappraise our priorities.

Finally, I would like to thank everyone at the HCPC and our partners for the work they do in delivering the plan each day to ensure that the public can access high quality care safely and with confidence.

John Barwick

The Corporate Plan 2022-23

This Corporate Plan sets out how we will continue to make progress on each priority in 2022-23 and what we will achieve. It is rooted in the objectives set out in the HCPC's Corporate Strategy 2021-2026, underpinned by our vision and purpose as a multi-profession regulator ensuring public safety.

Our Purpose







To promote excellence in the professions we regulate and champion high quality care that the public can access safely and with confidence

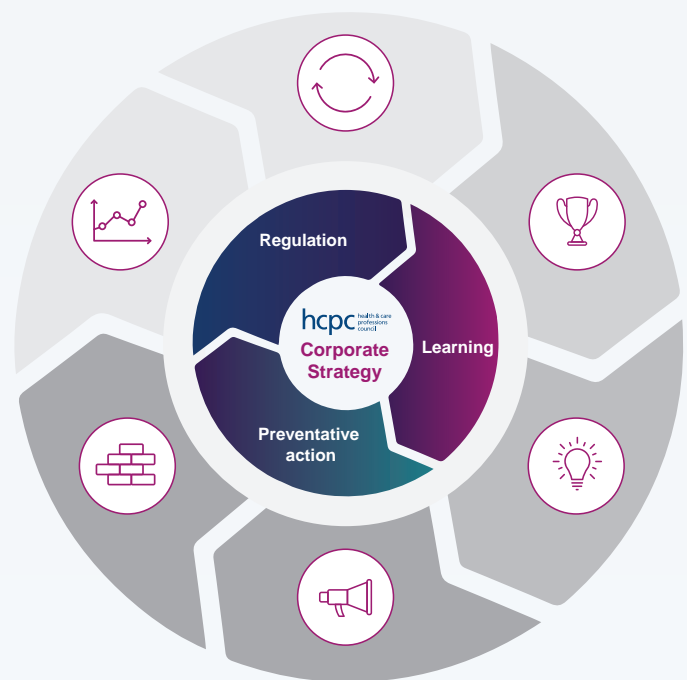
Our Vision

To be a high performing, adaptable and caring regulator that ensures public protection through strong, evidence-based regulation

The five-year strategy has been co-created with our stakeholders - patients and service users, our registrants, partners, professional bodies, education providers, trades union and employers - listening to them across the regions and professions and working with them collaboratively.

To deliver HCPC's core work of promoting public protection and effective regulation, we have developed six priority areas of work, our aims for these areas of work and where we expect to be at the end of the five year strategy period in 2026.

-  Continuously improve and innovate
-  Promote high quality professional practice
-  Develop insight and exert influence
-  Be visible, engaged and informed
-  Build a resilient, healthy, capable and sustainable organisation
-  Promoting the value of regulation



Our work in 2022-23

Our focus continues to be on delivering on these six priorities. This Corporate Plan sets out the major milestones that we aim to achieve within the next 12 months. We will also continue to work with and engage our stakeholders to get their feedback on how successfully we are delivering and implementing the key work areas identified within our strategy.

As a regulator of 15 professions essential to the UK health and care system we also deliver excellent regulation while we undertake this development.

Our core regulatory activity in 2022-23 will include:



Efficiently renewing
133,700
registrants as part of
the two-year cycle



We anticipate that we will receive
19,000
new registration applications



Delivering a programme of
36
live and virtual events
reaching approximately
7,500 stakeholders



Carrying out
161
education visits and
programme approvals



Undertaking
3,350
CPD audits



Responding to
1,300
policy and ethical enquiries
regarding our standards



We expect to receive
1,400
new concerns



We expect to list
480
hearings

Undertaking all this activity would not be possible without our dedicated employees and partners, each one of which has an important role to play in making our strategy a success and ensuring we deliver our regulatory purpose of protecting the public and promoting high quality professional practice across the 15 professions we regulate.

Regulatory Reform

Regulatory reform is a far-reaching programme of work to modernise and improve the legislative framework across all professional healthcare regulators. It will have a significant, organisation-wide impact on the way HCPC operates in the future.

We welcomed the Department for Health and Social Care's (DHSC) consultation on policy proposals to reform the legislative frameworks for all health and care regulators in June 2021. The intention of the reforms is to provide regulators with greater autonomy and flexibility in day-to-day operations, balanced with increased accountability and transparency.

These reforms will enable us to build on improvements already underway in fitness to practise, allowing us to adopt less adversarial approaches and, where appropriate, resolve cases at an earlier stage.

DHSC are now in the process of drafting legislation for the GMC (the first regulator whose legislation is being reviewed). This legislation will act as a blueprint for other regulators and we have been engaging closely with DHSC as this work progresses.

Confirmation of the timeframe for the transformation of the HCPC's regulatory framework is expected in the 2022-23 financial year. This will involve the creation of a new Health Professions Order and a transition to a modern governance structure.

In addition to this, we will need to review our operational policies and procedures across all our regulatory functions and re-make our rules in line with the powers and duties established in the new Order.

At the current time, the resources that we have allocated to regulatory reform are sufficient to allow us to work with the DHSC as they continue their work on the GMC's legislation.

As we enter into the next stage of this work, we will need to significantly scale-up our resource to ensure that we can effectively deliver the organisational change and benefits for our stakeholders that will follow. This will mean we may need to deprioritise other areas of development work and our commitments this year may need to be revisited.

We are clear that regulatory reform has the potential to bring real benefits to patients and service users. We look forward to continuing to work closely with the DHSC on reforming our underpinning legislation so that our approach is as effective and efficient as it can be in ensuring better, safer care for the public across the 15 professions that the HCPC regulates.

Continuously improve and innovate



Aim - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience



Key milestones achieved in 2021-2022:

Launched and completed a project to deliver a new Fitness to Practise Case Management IT System.

Closed or progressed our oldest cases and concluded cases which were postponed due to COVID-19 restrictions.

Introduced legally qualified ICP Chairs and completed a pilot to 'frontload' our Fitness to Practise investigations.

Introduced online registration capability, following testing this will be launched from March 2022 in phases.

Completed a project to capture diversity data at initial point of registration and renewal.

Delivered a successful pilot, and then full roll out, of a new quality assurance model for education programmes.

Continuously improve and innovate

In 2022-23 we will further this aim by:

Continuing to improve our regulatory operating models

Following the progress made through our Fitness to Practise Improvement Programme in 2021-22, in 2022-23 we will continue to focus on realising the benefits of this programme to improve our performance.

In 2022-23 we will build our capability to carry out more investigation work earlier in the FTP process (this is often referred to a 'frontloading' investigations). As well as enabling us to improve the quality of our investigations, this will also ensure we are prepared for the introduction of Case Examiners and new ways of working as a result of the DHSC's regulatory reform of our current outdated legislation.

In 2021-22 we ran a successful pilot of a new model for assuring the quality of education programmes, which has now moved into full implementation. The new model delivers proportionate and flexible regulatory action through a more intelligent use of data and a risk based approach to education programme assurance. In 2022-23 we will continue to implement a full roll out of the new model and seek to integrate external intelligence sources into our assurance.

Outcomes:

- ✓ A new FTP operating model to support improved quality of our investigations and therefore the experiences of those involved in our FTP processes.
- ✓ Benefits of our new education QA model quantified and opportunities for further continuous improvement identified and put into action, improving education providers experience of our assurance processes.

Pursuing technology enhancements to streamline key regulatory processes

In Registration we will continue to move our core activities online. This will include moving the application process for UK graduates applying to join our Register online and embedding the new online application process for international registration that went live in March 2022. Alongside this we will also review our operating model to ensure we have the right resources in place to support these new ways of working.

Technology will also enable improved regulatory experiences within FTP and Education, through an online FTP concern form and an interactive education provider portal .

Outcomes:

- ✓ Improved registration experience, diversity data capture and efficiency through online application functionality
- ✓ Online FTP raising concerns form – making it easier for people to raise concerns and improving our efficiency
- ✓ Education providers experience improved through provider portal pilot

Promote high quality professional practice



Aim: 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.



Key milestones achieved in 2021-2022

Developed learning materials for education providers and students.

Enhanced our employer hub & e-newsletter.

Developed and expanded our Professional Liaison service.

Delivered 22 mystandards events and 8 webinars to support our registrants' engagement with their standards.

Introduced a programme of support for international registrants.

Promote high quality professional practice

In 2022-23 we will further this aim by:

Maintaining and promoting high-quality professional Standards

We will continue to develop and promote our Standards to support delivery of excellent healthcare across HCPC's 15 professions. We will ensure our Standards, which are at the heart of our regulatory framework, continue to remain up to date and relevant and promote equality, diversity and inclusion and high-quality professional practice.

Throughout 2020 and 2021, we began to develop and deliver a programme of focused events and materials to support registrants to meet our Standards. This year, we will develop our programme to embed those Standards further into the delivery of professional healthcare.

Our [#myhpcstandards](#) programme will cover a wide range of critical areas, such as the duty of candour, sexual misconduct, reflective practice, supervision and professionalism, as well as providing profession specific events where there may be evidence of specific risks.

Outcomes:

- ✓ Launched revised Standards of Proficiency for all HCPC regulated professions that better reflect registrants' current practice.
- ✓ Our Standards of Conduct, Performance and Ethics review ensure the Standards continue to support and meet public trust, confidence and expectations.
- ✓ Our high-quality programme of [#myhpcstandards](#) events promotes excellence in professional practice.

Expanding our Professional Liaison Service

In 2020, we created our Professional Liaison Service to support our move towards a more upstream, preventative approach to regulation. This year, we plan to expand the Service and achieve a presence in each UK nation, increasing our opportunities to engage and collaborate with our stakeholders across all four UK nations.

We will increase our resources and support for employers through further development of our employer hub and e-newsletter. We will also work closely with identified employers to influence and support the development of cultures, working environments and practices that enable registrants to embed and achieve high professional standards.

Our [#myhpcstandards](#) programme will support our registrants to embed and achieve high professional standards. The programme will develop in 2022-23 to focus on key areas such as professionalism, sexual misconduct, safeguarding, duty of candour, reflective practice and supervision. Our Joining the UK Workforce programme will continue to grow, supporting new international registrants effectively transition into UK practice.

Outcomes:

- ✓ Increased support and partnering with employers to influence the creation of supportive cultures and working environments for registrants.
- ✓ Enhanced responsiveness to health delivery differences across the four UK nations through our expanded Professional Liaison Service
- ✓ Improved understanding and embedding of our Standards and high-quality professional practice among both UK and international registrants through our [#myhpcstandards](#) and joining the UK workforce programmes

Promote high quality professional practice

Regulatory policy development

Building on our work in recent years and reflecting recent challenges caused by the Covid pandemic, we will continue to provide thought leadership in regulatory research and guidance. We will carry out research to better understand how prepared for practice our registrants are. This research will aim to support both the HCPC and the wider system to respond positively to any challenges.

We will engage stakeholders and consult on the development of principles in relation to preceptorship (the early career stage). This work will aim to help the wider system ensure effective support is provided for those entering practice for the first time to further promote high quality professional practice. We will also develop our understanding of the issues that impact on specific groups through our EDI work, and how we can support the healthcare system to meet the changing needs of patients and registrants.

We will review our guidance in relation to social media usage to support registrants. We will also continue to work with stakeholders to monitor ongoing developments in relation to registrants who advance their practice, to ensure our regulatory approach remains appropriate.

Outcomes:

- ✓ Enhanced understanding of the challenges facing new registrants and guidance to support registrant development during the formative stage of their careers.
- ✓ Provision of a clear understanding to registrants of how social media can be used positively while maintaining the HCPC's Standards through the review of our social media guidance.



Develop insight and exert influence



Aim: 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.



Key milestones achieved in 2021-2022

Established our first Insight & Intelligence framework setting out our priorities for improving our use of data.

Developed our online portal to enable ongoing collection of diversity data from registrants.

Delivered guidance, supporting materials and led thinking on registrant health & wellbeing, professionalism, multi-professional regulation, supervision, reflective practice materials and duty of candour.

Set out the HCPC's regulatory approach to Advanced Practice.

Develop insight and exert influence

In 2022-23 we will further this aim by:

Delivering our Insights and Intelligence Framework

In 2021-22, we developed our first Insight and Intelligence Framework. This set out our approach to using our regulatory data to contribute to our policy and decision evidence base by uncovering patterns and trends.

In 2022-23 we will deliver priority data analyses identified in the framework, including publication of analysis relating to fitness to practise and equality, diversity and inclusion and investigating risk factors for fitness to practise cases.

We will also produce analyses to support other areas of work across, as well as expanding our analytical capability through offering a data science apprenticeship.

Outcomes:

- ✓ Improved analysis to support fair, proportionate and risk-based regulation.
- ✓ Ability to better target our preventative work towards areas of higher risk.

Launching our Programme for Data Excellence

To support the delivery of our Insight and Intelligence framework, in 2022-23 we will focus on agreeing and operationalising an enabling and precise approach to data discipline.

This Programme for Data Excellence will be foundational for the further development of risk-based regulation and support our digital transformation in an efficient and targeted way. It will support us to begin to confidently share appropriate data to support the wider healthcare system and the development of the healthcare workforce

Outcomes:

- ✓ Greater assurance of our data quality and consistency, and the resulting intelligence this data provides on how to make improvements to regulation.
- ✓ Enhanced ability to share and publish high-quality data to support wider healthcare system improvement.

Be visible, engaged and informed



Aim: 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.



Key milestones achieved in 2021-2022

Analysed data from our second annual diversity data and published our 2021 Diversity report, including profession specific fact-sheets.

Established stakeholder views on our regulatory functions and how we can improve through a stakeholder perceptions survey.

Engaged across the four nations and developed a strategic approach to stakeholder engagement, establishing a quarterly meeting with professional bodies supported by relationship management.

Established our employee EDI forum and began the implementation of our first EDI strategy.

Be visible, engaged and informed

In 2022-23 we will further this aim by:

Strengthening our organisational approach to equality, diversity and inclusion

In 2021/22 we developed an ambitious and wide-ranging Equality, Diversity and Inclusion Strategy (2021-26), setting out our vision to be an actively anti-discriminatory organisation that upholds and promotes best practice in equality, diversity and inclusion and an active ally for change.

Our seven strategic equality objectives encompass our role both as a regulator and as an employer. Following this, we developed an action plan to support delivery of our EDI Strategy.

Our action plan identifies how the HCPC will meet our commitments to EDI and how we will approach our day-to-day business through an EDI lens. The focus of the action plan is on identifying every possible opportunity to make a difference through the delivery of our core business objectives.

Commitments made in our EDI action plan feature throughout this Corporate Plan, such as the development of online systems to capture diversity data. The analysis of this data will help to inform improvements to our education quality assurance model, enabling us to better account for the experiences of all learners when ensuring that institutions and programmes continue to meet our standards.

Another area that will be informed by the data capture and analysis is our professional liaison service that supports working environments and practices to improve outcomes for all registrants across all protected characteristics.

As well as delivering our action plan, in 2022-23 we will also audit our EDI approach as an employer, procurer and regulator to provide assurance and inform our future activities.

Outcomes:

- ✓ Greater information about the diversity of our registrants, enabling analysis of our understanding of the impact we have on specific groups to inform our actions and priorities.
- ✓ Greater assurance that we are taking appropriate and targeted action to promote EDI and meet the ambitions of our EDI Strategy.

Be visible, engaged and informed

Increase partnership working with our stakeholders

For any regulator to be effective in delivering their public safety objectives, it is vital to work in partnership with others.

In 2022-23 we will continue to strengthen our relationships with stakeholders to promote professional practice. We will deepen our work with partners around shared objectives to develop and enhance our impact.

We will develop and improve structures and mechanisms to engage more closely with stakeholders, in particular, strengthening our collaboration with professional bodies, engaging more closely with them through our newly re-launched quarterly forum and by providing each of our 35 professional bodies with a relationship manager to improve the quality of our engagement with them.

We will continue to engage service users in our work and will review our approach to engaging with the public who use our registrants' services to consider how we can learn from others to strengthen our approach. We will also mature our systems for capturing and acting on stakeholder intelligence.

Outcomes:

- ✓ Improved responsiveness to stakeholders through formal and planned engagement structures and proactive relationship management.
- ✓ Improved capture of, and response to, stakeholder insights to inform our work and priorities.



Build a resilient, healthy, capable and sustainable organisation



Aim: 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.



Key milestones achieved in 2021-2022

Launched our first People Strategy, setting out how we will support and develop our people.

Developed a new Behaviours Framework for all staff and Council members bringing alive our commitment to our 4 values.

Delivered a programme of 'Becoming a compassionate regulator' workshops with all employees taking part.

Implemented our Medium-Term Financial Strategy incorporating an efficiency action plan.

Reviewed all HR Policies and Integrated our Organisational behaviours and values into our performance management system.

Build a resilient, healthy, capable and sustainable organisation

In 2022-23 we will further this aim by:

Delivering year one of our new People Strategy

In 2021, we developed HCPC's first People Strategy covering the period 2021-2026. This aims to ensure the HCPC is an organisation to which employees feel they belong and are valued; and that we foster highly skilled and talented individuals who enjoy working for the HCPC and enable us to achieve our goals.

During this year of the Strategy, we will focus in particular on recruitment and retention of high performing staff. We will also continue to promote equality, diversity and inclusion, including through EDI-focused mentoring and development for our diverse staff, working to reduce over time our ethnicity and gender pay gaps. We will build on work done in 2021 to further support staff engagement, staff recognition and continue to develop initiatives to promote staff health and wellbeing.

Outcomes:

- ✓ Our recruitment and onboarding approach is improved to ensure that the HCPC has the engaged, talented people it needs to deliver our strategy.
- ✓ We are able to offer more apprenticeships to provide springboards for talented people building their careers.
- ✓ Our 'Breaking Barriers' mentoring programme and our 'Aspiring Leaders' training will support the development of our diverse staff.

Establishing our future hybrid working environment

This year we will establish a hybrid working environment for our people that fosters a culture of collaboration through the intelligent use of physical spaces and technology, creating meaningful opportunities for face-to-face contact which builds a common sense of purpose and belonging with others across the organisation.

Establishing our hybrid approach also aims to empower employees to achieve a positive work-life balance by working flexibly while being supported effectively at home and in shared spaces.

Outcomes:

- ✓ Better collaborative working and organisational sustainability, through reconfiguration and reduction of our physical office space.
- ✓ All our people are enabled to make a full, productive contribution to the HCPC's work through the roll out of modern, resilient, flexible technology.
- ✓ Our technology infrastructure is developed in line with industry good practice and contributes towards organisational resilience, security and efficiency.
- ✓ Improvements to our technology infrastructure in line with industry good practice that improve organisational resilience, security and efficiency.

Build a resilient, healthy, capable and sustainable organisation

Ensuring our organisational sustainability

The success of our Corporate Strategy depends on our ability to invest in developing our people and in the systems and processes that enable them to deliver our purpose and vision. This year we will develop an updated medium term financial strategy that sets out our expenditure plans, income needs and efficiencies over the remainder of the corporate strategy period, against the backdrop of a challenging external financial environment.

We will strengthen our financial and commercial capability, including by upgrading our finance system to improve financial controls and reporting capability.

We will develop our change management and benefits realisation framework to ensure we are effective in defining and realising the benefits of our corporate strategy investments, holding ourselves accountable for success.

We will develop an environmental sustainability strategy that provides a pathway for the organisation to ensure we realise the ambition of reducing our environmental impact.

Outcomes:

- ✓ Financial sustainability over the medium term, through strong financial management, efficiency and by addressing our funding needs from fees.
- ✓ Qualitative and quantitative benefits from our change programmes are defined and on track to be delivered, improving service and efficiency.
- ✓ We understand our impact on the environment and we have begun implementing a strategy to reduce this impact.



Promoting the value of regulation



Aim: The public, registrants, students and employers understand the value and importance of regulated health and care professionals.



Key milestones achieved in 2021-2022

Engaged with stakeholders on the provision of mental health support, including guidance relating to suicidal ideation.

Embedded our registrant experiences research into employee learning and development and inductions.

Extensive engagement with the DHSC's programme of regulatory reform, both with DHSC and our wider stakeholders to help shape emerging legislation.

Developed our messages and dedicated engagement to the Future of Health and Care White Paper and anticipated Health and Care Bill, including responding to the Health & Social Care Select Committee inquiry.

Promoting the value of regulation

In 2022-23 we will further this aim by:

Improving registrant communications

We will develop a registrant communications strategy focusing on inspiring professionalism, bringing our Standards to life and enhancing registrants' understanding of both their own and the HCPC's role in promoting public safety.

This will include considering how we tailor our digital content to optimise our reach and continue to promote and inspire high quality professional practice through all of our digital channels, including our web presence and social media. We will also continue to promote equality, diversity and inclusion across our communications, promoting diverse registrant voices.

We will improve registrants' experience of our systems by developing our online services and accessibility of our communications. We will develop our digital hubs, focusing on our student hub to support and embed professional practice as early as possible in registrant's professional lives and careers.

Outcomes:

- ✓ Our Registrant Communication Strategy ensures we take a clear and consistent approach to compassionate and inclusive registrant communication throughout the registrant journey.
- ✓ We promote high quality professional practice through the development of our digital content and our digital audience hubs for students and employers. This will include engaging students in our first ever student essay competition.
- ✓ Our use of Search Engine Optimisation extends our digital reach and therefore our impact on improving practice and awareness of regulation.

Delivering the second year of our Registrant health & wellbeing strategy

In 2021-22, we began delivery of our Registrant Health and Wellbeing Strategy. This sets out our ambition to embed a compassionate approach to regulation; we want to exhibit empathy in all our interactions, demonstrate fairness in all that we do, and cultivate professionalism through a supportive, transparent and collaborative approach.

Through 2022-23, we will continue to develop and build on this work. Working with our stakeholders, we will increase the support available for registrants involved in fitness to practise cases. We will also continue to engage with registrants and other stakeholders to improve understanding of fitness to practise, how to manage concerns locally and when fitness to practise referrals or self-referrals are needed.

Outcomes:

- ✓ Improved support provided to registrants involved in fitness to practise cases helping to reduce impacts on registrant health and wellbeing.
- ✓ Improved understanding about fitness to practise amongst registrant and stakeholders
- ✓ More awareness of what does, or does not, need to be referred to fitness to practise, enabling us to use our resource where it is needed and reducing the impact on registrants.

Reporting our progress

We will report against our progress in achieving these commitments on a regular basis to our Council as part of the Chief Executive's organisational performance report. Key milestones have been developed for the year to enable the Council to hold the Executive to account for delivery. We will monitor risks to the delivery of the strategy through our Strategic Risk Register.

We will report on how successful our delivery of the Corporate Plan has been at the end of 2022-23, and we will take this opportunity to engage with our stakeholders on the impacts of the strategy and the alignment of common priorities in future years.



Appendix A - Corporate Plan 2022-23 Delivery Milestones

| Strategic theme 1- Continuously improve and innovate | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|--|----|--|----------------------------|---|--|
| | | Key milestones | | | |
| Continuing improvement of our regulatory operating models | A1 | Continuing to improve the quality and timeliness of case management: 1. Transition to frontloading (gathering more evidence earlier on in the FtP process) of case management with external legal provider(s) 2. Build capability and capacity to deliver frontloading in-house. 3. Commence frontloading of cases in-house. | 1. Q1 2. Q1-Q3 3. Q4 | <ul style="list-style-type: none"> Reduction in length of time from ICP to final hearing for frontloaded cases (target 26 weeks compared to current 29 weeks from ICP) Reduction in number of preliminary hearings and not well found cases where quality of evidence is a factor in the decision (reduction by 70% in year one for those cases that are frontloaded). Improved timeliness in the flow of cases out of triage Improved quality of case presentation and panel decisions measured through a reduction in PSA s29 learning points and DRG feedback. | Q4 for external legal provider managed frontloaded cases. From Q1 2023-24 for in-house managed frontloaded cases. |
| | A2 | Protection of Title (POT) review: 1. Review and benchmarking of current POT case management process. 2. Development of new process and KPIs 3. Delivery of training and guidance for teams | 1. Q1 2. Q2 3. Q3 | <ul style="list-style-type: none"> Streamlined and efficient process that delivers proportionate investigation and improved partnership working Reduction in length of time to conclude a POT case (where there is no prosecution) | Q3 Q4 |
| | A3 | Consolidating the benefits from the new Education QA model: 1. Review, quantify and report on the benefits of the new QA model, once it has operated through an academic year 2. Develop and report on a regular basis to ETC on quality measures. 3. Data model and process outcomes used to inform performance review selection for the 2022-23 academic year | 1. Q3 2. Q3-4 | <ul style="list-style-type: none"> Site visits only conducted where needed to assess standards, and in 10% or less of cases Fewer cases where conditions applied - approval process outcomes reduce from 9 months to 6 months Assessment of provider performance provides clear rationale for risk assessment <ul style="list-style-type: none"> Observations in 25% or less of cases Case outcomes accepted by the ETC panel in 90% of cases | Q2-Q4 |
| | A4 | Deliver future Registration Operating Model which includes the implementation of revised processes and an operating structure and better guidance on our registration processes. | Q1-4 | <ul style="list-style-type: none"> For UK and readmission applications - achieve 10-day service standard throughout the year. For international applications achieve 60 day service standard from receipt of complete application to first assessment decision. Increase in service satisfaction amongst applicants and wider sector stakeholders. | Q2 onwards Q3 onwards |

| | | | | | |
|--|----|---|---------------------------|---|-------|
| Pursuing technology enhancements to streamline key regulatory processes | B1 | Delivery of education provider self-service portal: 1. Pilot and improve MUP portal 2. Develop support materials for external stakeholders 3. Launch portal to manage all provider interactions | 1. Q1-2 2. Q2 3. Q3 | <ul style="list-style-type: none"> Improved provider understanding of case / provider status Reduction in provider queries related to case progression matters Reduction in time spent managing documentation | Q4 |
| | B2 | Expand delivery of online Registration services to include UK and readmission applicants. | Q1- Q3 | <ul style="list-style-type: none"> Improved user experience for UK Applicants and those applicants returning to the Register Increased EDI data capture More efficient registration processing, reduction of temporary employee contracts / overtime needed to cover the peak UK application process for 6 months over the summer period (circa £100k savings) | Q4 |
| | B3 | Delivery of Phase 2 of FtP Case Management System. Including: <ul style="list-style-type: none"> Streamlined workflows for all case types including support for frontloading Improved reporting functionality Online FtP concerns form | Q1-2 | <ul style="list-style-type: none"> Improved internal user experience, and external user experience for those referring concerns. Improved operational data and management information. EDI data capture relating to complainants | Q3-Q4 |

| Strategic theme 2 – Promote high quality professional practice | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|--|----|--|---------------------|--|---|
| | | Key milestones | | | |
| Maintaining and promoting high-quality professional Standards | C1 | Publication and implementation of revised Standards of Proficiency (SoPs) | Q1 | <ul style="list-style-type: none"> Updated SoPs improve clarity about our expectations for registrants and other stakeholders and support improved public safety Updated SoPs support our commitment to improving EDI in regulatory policy and ensure we are appropriately responding to public inquiries and developments in practice, including in relation to the impact of the pandemic. | Q1 (publication) Q3 23-24 (implementation) |
| | C2 | Review of Standards of Conduct, Performance and Ethics (SCPE) and launch consultation on any proposed revisions. | Q2 - Q3 | <ul style="list-style-type: none"> SCPEs are up-to-date and continue to be fit for purpose, maintain registrants' high standards and help to secure public trust, confidence and expectations Ensuring appropriate EDI expectations in our SCPEs in line with the ambitions of our EDI strategy. | Q3-Q4 Q1 2023-24 (publication) |
| | C3 | Initiate review of Standards of Education and Training | Q4 | <ul style="list-style-type: none"> Stakeholder mapping and early engagement to ensure our review of SETs in 2023-24 is well planned and broadly informed | Q3 2023-4 |
| | C4 | High quality programme of #myhcpcstandards events to promote excellence in professional practice, eg duty of candour, sexual misconduct, reflective practice, supervision and professionalism, and some profession specific events based on evidence of risk | Q4 | <ul style="list-style-type: none"> Increased engagement with registrants across our professions Registrants' understanding and embedding of standards improved, including new SoPs and guidance Supports HCPC's effective response to public inquiries in topics focused on | Q1 2023/24 |
| Regulatory policy development | D1 | Engagement with DHSC on regulatory reform as they develop GMC's legislation as a blueprint for our own. | Q2 | <ul style="list-style-type: none"> Legislation drafting takes account of HCPC's views, reducing the risk of an unworkable approach for the HCPC. Assurance that HCPC is effectively prepared and engaged for the revision of our own legislation, rules, processes, guidance, policies and operational changes | Q4 |
| | D2 | Carry out preparedness for practice research | Q2-Q4 | <ul style="list-style-type: none"> Research will inform the joint HEE/HCPC preceptorship project. Better understanding of the registrant experience entering the workplace for HCPC and stakeholders, to inform future activity Identification of any professions with specific issues relating to readiness for practice within the preceptorship stage. | Q4 2022/23 and 2023/24 |
| | D3 | Engagement and consultation on the development of preceptorship guidance | Q3-4 | <ul style="list-style-type: none"> Improved support for registrants as they enter practice Value of regulation demonstrated to registrants at an early stage in their career Established approach to successful joint working. | Q4 onwards |

| | | | | | |
|---|----|--|-------|--|------------|
| | D4 | Review social media guidance and develop and consult on revised approach as required | Q3 | <ul style="list-style-type: none"> Registrants have a clearer understanding of our expectations in relation to the adherence to our standards and social media use Improved evidence-base for decision making in relevant cases | Q3 onwards |
| Expanding our Professional Liaison Service | E1 | Expanded Professional Liaison Service, achieving presence in each UK nation. | Q3 | <ul style="list-style-type: none"> Increased engagement, education and influence of employers, registrants and other stakeholders across the UK. Improved awareness and understanding of the delivery of health and social care in devolved nations enabling greater responsiveness. | Q4 |
| | E2 | Development of employer hub and increase in subscriptions to Insights for employers (e-newsletter) | Q3 | <ul style="list-style-type: none"> Enhanced support for, and influence with, employers. | Q4 |
| | E3 | Partner with identified employers and deliver a programme of employer events | Q4 | <ul style="list-style-type: none"> HCPC is able to influence the creation of supportive cultures and working environments for registrants Better quality referrals from relevant employers | 2023/24 |
| | E4 | Increased number of 'Joining the UK workforce' events | Q1-Q4 | <ul style="list-style-type: none"> Improved support for international registrants in applying our Standards Greater understanding of our Standards amongst those entering the UK workforce | Q1-Q4 |

| Strategic theme 3 – Develop insight and exert influence | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|--|----|---|---------------------|---|--------------------|
| | | Key milestones | | | |
| Launching our Programme for Data Excellence | F1 | Agreed and assured official data set(s) incorporating all aspects of HCPC business. | Q3 | <ul style="list-style-type: none"> • Single version of data for official statistics. • Mechanism for enabling and replicating cross functional data view in place. • Enabling key I&I framework analysis • Reduced reliance on, and costs of, external IT providers for certain data reporting tasks. | Q3 onwards |
| | F2 | Agreed definitions, standards, processes and procedures for data. | Q3 | <ul style="list-style-type: none"> • Improvements to data quality. • Analysis production time efficiency gains. • Preparedness for future digital transformation work such as a data platform. | Q3 onwards |
| | F3 | Production of public facing dashboards and reports using assured data (F1) and agreed standards (F2). | Q4 | <ul style="list-style-type: none"> • Better public visibility of HCPC data. • Improved stakeholder relations through more timely meeting of data/analysis needs. • Increased value of investment in PowerBI software. | Q4 onwards |
| Delivering our Insight and Intelligence Framework | G1 | Expand Insight & Analytics team through the establishment of a new data scientist degree apprenticeship | Q2 | <ul style="list-style-type: none"> • Sought after talent secured • Improved analytical capability | Q3 |
| | G2 | Analysis of fitness to practise outcomes by diversity characteristics, focusing on age and sex, where data is available | Q1-Q2 | <ul style="list-style-type: none"> • Identification of potential unintended systematic EDI disadvantages in the FtP process for further exploration • Analysis to inform our EDI action plan and priorities | Q4 |
| | G3 | Use fitness to practise and other data to explore risks and establish characteristics of 'high-risk' registrants | Q1-Q4 | <ul style="list-style-type: none"> • Analysis enables more targeted upstream regulation and policy activities for HCPC and communication externally so others, including employers, can address key risk areas | 2023/24 |

| Strategic theme 4 – Be visible, engaged and informed | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|---|----|---|---------------------|---|--------------------|
| | | Key milestones | | | |
| Strengthening our organisational approach to equality, diversity and inclusion | H1 | EDI action plan launched with suitable internal EDI oversight group | Q1 | Realisation of the HCPC EDI strategic objectives. | Q1 onwards |
| | H2 | Internal audit of our organisation-wide approach to EDI, with actions to address any recommendations | Q4 | Scrutiny of our work informs future planning and we are assured that we have robust plans to meet our objectives | 2023/24 |
| | H3 | Introduce analysis of our Staff Survey results by protected characteristics | Q3 | We understand how our workplace initiatives are experienced differently by groups of people who share protected characteristics | Q4 onwards |
| | H4 | Introduce formal consideration of impact on our EDI objectives for all relevant ELT and Council decision | Q2 | Every relevant decision taken by HCPC leadership and Council is made with full understanding of its impact on our EDI objectives, and every opportunity to develop our EDI agenda will be utilised | Q2 onwards |
| Increase partnership working with our stakeholders | I1 | Expansion of devolved relationships management model to cover a wider range of stakeholders and 4 country relationship management | 1. Q2 | <ul style="list-style-type: none"> Improved responsiveness to stakeholders through formal structures and proactive relationship management Greater visibility and engagement with HCPC for key stakeholders in each of the four nations | Q3 onwards |
| | I2 | Complete evaluation of initial year of devolved relationship management model | Q4 | <ul style="list-style-type: none"> Learning and impact from first year identified and used to inform development of our strategic approach to stakeholder relationships management. | 2023/24 |
| | I3 | Planning and scoping for service user engagement project | Q3 | <ul style="list-style-type: none"> A service user perspective will ensure that we are hearing from this hard to reach group | 2023/24 onwards |

| Strategic theme 5 – Build a resilient, healthy, capable and sustainable organisation | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|--|----|--|---------------------|---|--------------------|
| | | Key milestones | | | |
| Delivering year one of our new People Strategy | J1 | Develop a comprehensive, strategic workforce plan which encompasses: <ul style="list-style-type: none"> Enabling agile response to resource demand Skills gap analysis Succession planning Increasing apprenticeships | Q3 | <ul style="list-style-type: none"> There is continuity of delivery Staff are motivated as they can see clear progression paths and are trained appropriately HCPC has the right skills in the right roles, with the number of vacancies reduced and less reliance on temporary staff in permanent roles. Turnover no higher than for other benchmark regulators. An increase in motivation and engagement as measured by the annual staff survey. | 2023/24 |
| | J3 | Review and relaunch our recruitment processes and induction programme to streamline onboarding and attract the right talent, as well as enhancing user experience and our employer brand. | Q2 | <ul style="list-style-type: none"> Enhancing the pool of diverse candidates reducing dependency on Agency staff reduce onboarding time. new starters are given the right level of support through their induction. | Q4 |
| | J4 | Introduce Aspiring Leaders programme to develop our future leaders to ready them for management roles. | Q3 | <ul style="list-style-type: none"> A year-on-year improvement in progression within the organisation by under-represented groups. The programme supports succession planning | 2023/24 |
| Establishing our future hybrid working environment | K1 | Undertake Hybrid Working pilot: <ul style="list-style-type: none"> Establish the desired future ways of working for HCPC, and the facilities and technologies needed to enable these Introduce a Hybrid working policy and supporting guidance | Q2 | <ul style="list-style-type: none"> Embedding an agile and new ways of working culture that support the health and wellbeing of employees, improve business performance enhance the employer brand | Q3-4 |
| | K2 | Review and update the Digital Transformation Strategy | Q3 | <ul style="list-style-type: none"> An updated and agreed strategy that provides a blueprint and roadmap for how technology and digital services will better enable HCPC to deliver its purpose and vision, improve the user experience of our registrants and improve efficiency and security . | 2023/24 |

| | | | | | |
|---|----|--|------|---|---------|
| | K3 | <p>Modernisation of our IT infrastructure including:</p> <ul style="list-style-type: none"> The organisation's technical security framework and policies. Business continuity and disaster recovery arrangements Migration to a cloud- and mobile-first approach. | Q3-4 | <ul style="list-style-type: none"> We enable collaborative and partnership working and improve the resilience and cyber security of HCPC's systems and registrants' data. More productive and flexible collaborative working is enabled through the roll-out of industry-standard technology , embedding learning from HCPC's response to the pandemic. | Q4 |
| Ensuring our organisational sustainability | L1 | Implement an upgrade to our financial system, so that we have a resilient, fit for purpose system that enables strong financial control and accountability and is better integrated with our core operational systems | Q4 | Improvements in financial control and management, as measured by progress against internal and external audit recommendations. Clean statutory accounts delivered on time [not strictly delivered by the BC project, but a core priority] | 2023-24 |
| | L2 | Develop a Financial Sustainability Strategy | Q2 | Medium term financial strategy for period to 2021 agreed, setting out projections for expenditure, income from fees and efficiencies, to ensure financial sustainability | Q3 |
| | L3 | Establish a framework for change and benefits management | Q2 | Qualitative and quantitative benefits of change and investment projects defined and tracked. | Q3 |
| | L4 | Develop an Environmental Sustainability Strategy and implement baseline analysis | Q3 | Baseline defined for measuring future improvements in our environmental impact; reduction achieved in year including from impact of utilities usage. | Q4 |

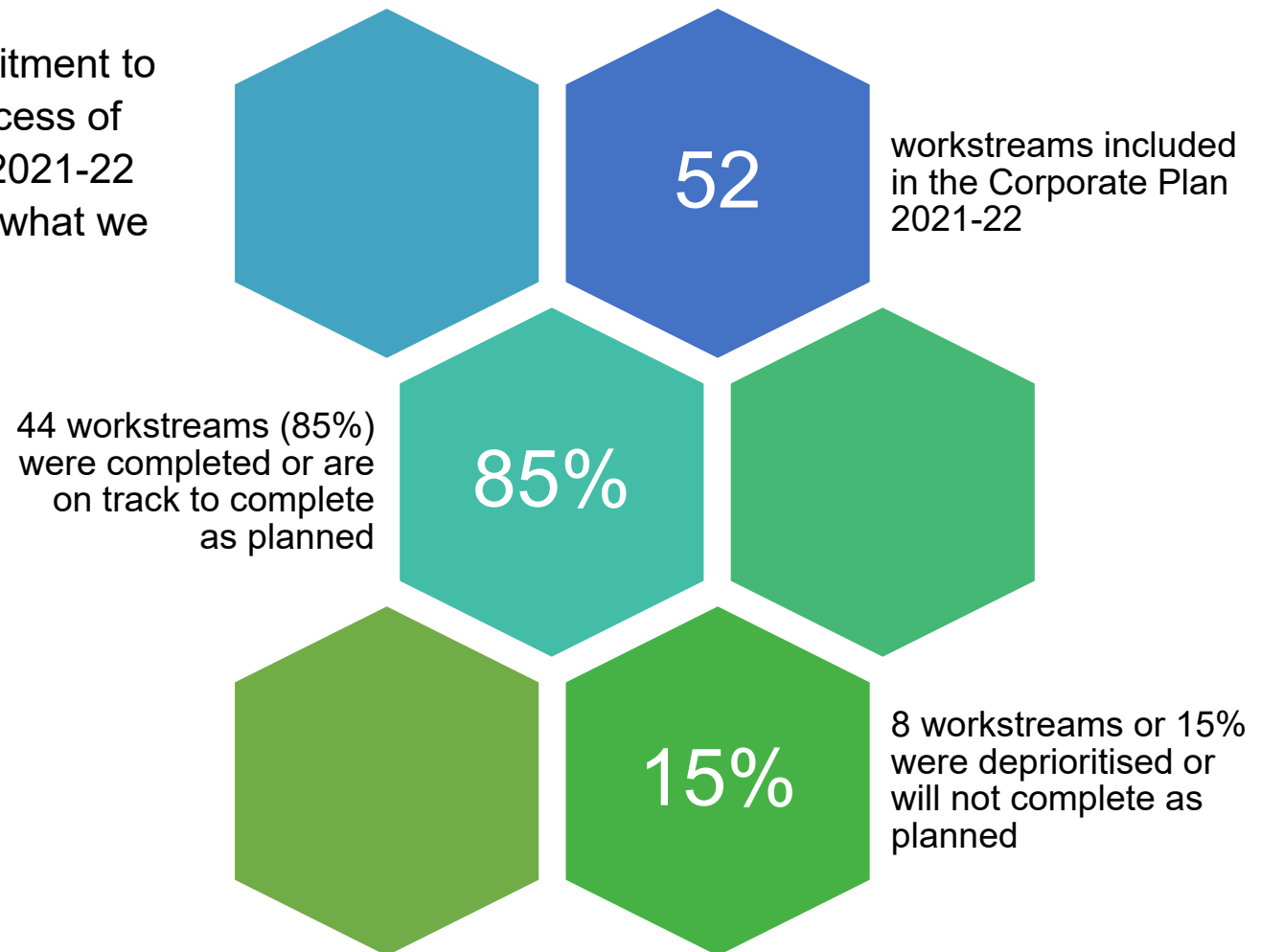
| Strategic theme 6 – Promote the value of regulation | | | Target delivery (Q) | Benefit measure | Benefit target (Q) |
|---|----|--|---------------------|--|--------------------|
| | | Key milestones | | | |
| Improving registrant communications | M1 | Develop a registrant communications strategy including mapping of registrant user journeys relating to communication and improving registration information and guidance | Q2-4 | <p>Clear and consistent approach to compassionate and inclusive registrant communication throughout the registrant journey</p> <ul style="list-style-type: none"> • Fewer contacts in relation to registration processes • Perceptions survey outcomes in 2023/24 | Q4 |
| | M2 | Promote high quality professional practice through the development of our digital content and digital audience hubs for students and employers | Ongoing | <ul style="list-style-type: none"> • Increased registrant and student engagement with our digital content, improving understanding of the standards and the role of HCPC in promoting public safety • Increased engagements with and online support for employers | ongoing |
| | M3 | Deliver our first student competition | Q3 | <ul style="list-style-type: none"> • Greater awareness amongst students of HCPC, our role and value • Improved understanding of HCPC standards in the next generation of registrants, supporting high-quality professional practice • Increased visitors to our student hub, improving understanding of our Standards | Q4 |
| Delivering the second year of our Registrant health & wellbeing strategy | N1 | Increased support available for registrants involved in FtP cases, including development of a registrant support line | Q3-4 | <ul style="list-style-type: none"> • Improved information and support for registrants in the FtP process, including unrepresented registrants, promoting their wellbeing. | From Q1 2023/24 |
| | N2 | Lay Advocacy support provision for members of the public and witnesses (including registrants) | Q2 | <ul style="list-style-type: none"> • Enhanced support for members of the public and witnesses to participate in the fitness to practice process. | Q3 onwards |
| | N3 | Review of the HCPC's FtP tone of voice to be more compassionate and accessible. | Q1-Q3 | <ul style="list-style-type: none"> • Clearer and more compassionate communications with registrants and other parties involved in FtP, supporting registrant wellbeing. | Q3 onwards |
| | N4 | Educating and influencing employers in relation to FtP to make the right referrals and provide better support to those involved in FtP cases | Q3 | <ul style="list-style-type: none"> • Increased support to registrants going through FtP or involved in FtP cases (eg witnesses) • Improvements in employer referrals – making the right referrals at the right time | 2023/24 |

Corporate Plan 2021-22

Review of Delivery

Overview

As part of our commitment to reporting on the success of the Corporate Plan 2021-22 these pages set out what we achieved.



Continuously improve and innovate

Launched and completed a project to deliver a new FtP Case Management IT System.

Closed or progressed our oldest cases, and concluded cases which were postponed due to COVID-19 restrictions

Introduced legally qualified ICP Chairs and completed a pilot to 'frontload' our FtP investigations

Introduced online registration capability, following testing this will be launched March 2022

Delivered a successful pilot, and full roll out, of a new quality assurance model for education programmes

Redesigned our approach to internal quality assurance improving timeliness of intelligence as well as value add.

Promote high quality professional practice

Developed learning materials for education providers and students

Enhanced our employer hub & e-newsletter

Developed and expanded our Professional Liaison service

Delivered 28 mystandards events and 8 webinars to support our registrants engagement with their standards

Introduced a programme of support for international registrants

Develop insight and exert influence

Established our first Insight & Intelligence framework setting out our priorities for improving our use of data

Developed our online portal to enable ongoing collection of diversity data from registrants

Delivered guidance, supporting materials and led thinking on registrant health & wellbeing, professionalism, multi-professional regulation, supervision, reflective practice materials and duty of candour

Set out the HCPC's regulatory approach to Advanced Practice

Delivered our first in house analytical reports

Be visible, engaged and informed

Engaged across the four nations and developed a strategic approach to stakeholder engagement, establishing a quarterly meeting with professional bodies supported by relationship management

Established stakeholder views on our regulatory functions and how we can improve through a stakeholder perceptions survey

Analysed data from our second annual diversity data and published our 2021 Diversity Report, including profession specific fact-sheets.

Established our employee EDI forum and began the implementation of our first EDI strategy

Improved use of search engine optimisation to increase the reach of HCPC key messaging.

Build a resilient, healthy, capable and sustainable organisation

Launched our first People Strategy setting out how we will support and develop our people

Developed a new Behaviours Framework for all employees and Council members bringing alive our commitment to our 4 values

Delivered a programme of 'Becoming a compassionate regulator' workshops with all employees taking part

Modernised our HR Policies and Integrated our Organisational behaviours and values into our performance management system

Implemented our Medium-Term Financial Strategy incorporating an efficiency action plan

Promote the value of regulation

Engaged with stakeholders on the provision of mental health support, including guidance relating to suicidal ideation

Embedded our registrant experiences research into employee learning and development and inductions

Extensive engagement with the DHSC's programme of regulatory reform, both with DHSC and our wider stakeholders to help shape emerging legislation

Developed messages and dedicated engagement for the Future of Health and Care White Paper and anticipated Health and Care Bill, including responding to the Health & Social Care Select Committee inquiry

Areas of the Corporate Plan we did not deliver

- We set an ambitious delivery plan for 2021-22 and we are pleased to report that 44 (85%) workstreams set out in our delivery plan were completed.
- 8 workstreams were not able to progress as we had initially planned.
- 4 of the 8 workstreams were part of our plans to improve our data capabilities. This couldn't go ahead due to vacancies and a rescoping of the needed approach.
- In 2022-23 we will take forward our Programme for Data Excellence.

Delivering change and development in 2021-22 outside of our Corporate Plan commitments

- Our 2021-22 plan was delivered in the context of our essential regulatory business as usual delivery and the external demands we needed to meet, in particular with regards to consultations and legislative development.
- During the year we experienced an unexpected and significant increase in international registration applications which required considerable resource to address, we had anticipated receiving 15,700 applications but we now expect to receive a total of **19,000**, including readmissions that number rises to 23,200.
- Additionally the following areas of work were delivered during 2021-22 outside of the Corporate Plan commitments.

Delivering change outside the Corporate Plan Commitments

FtP Improvement plan – only elements were represented the Corporate Plan

Estates – reduced footprint, adapted internal space, exploring future requirements, moving to hybrid working

Engaged with government and peers to support maintaining regulatory standards and patient safety in relation to the Professional Qualifications Bill

Continuing operation of temporary register
Engagement and guidance on vaccinations

Reviewed and updated our Standards of Proficiency for all 15 of our professions, following public consultation

Increased the threshold level of qualification to the Register (SET 1) for Operating Department Practitioners (ODP) to degree level following public consultation

Consulted on and updated our Guidance on Health and Character

Longer term planning development and embedding team culture and collaborative ways of working across SLG

Completed restructure with full Senior Leadership Team in place

Developed and launched new Risk Management Framework

Published our first ethnicity pay gap report

Launched 'Breaking Barriers' mentoring programme focusing on under-represented groups and senior women's leadership development programme

Delivering our core work during 2021-22

- While development work is exciting and new, it wouldn't be possible, or worthwhile, without the whole organisation delivering our essential public protection work, either on the frontline in our regulatory areas, or enabling delivery in our resources teams.
- The delivery of our work in 2021-22 is particularly notable given the context in which we have worked.
- 2021-22 was another extraordinary year with covid restrictions still in place, adding an extra challenge to our operation as an organisation but more importantly also individually to our registrants and employees
- The next page highlights just some examples of our core work delivery across the HCPC in 2021-22.

Delivering our core work in 2021-22

Registration

Received 19,000 new applications, including readmissions that number rises to 23,200.

Fitness to Practise

1193 new concerns received
1024 hearings (all types) held

Education

Approved 74 new programmes. Monitored ongoing compliance with standards for 760 programmes

Professional Liaison

Held 28 engagement events to support understanding of our standards

Policy and Standards

Responded to 510 bespoke policy enquires from stakeholders

Communications

12,273 social media engagements
870 mentions in the media
3.7 million website visits
329 web pages published

Insight and Analytics

Team established, began producing reports and analysis of future reporting priorities

Finance

Processed 20,796 invoices
Ran 8 high value procurements

HR & Partners

99 job offers made

Office Services

Supported 7212 days of employee office based working

Business Change

Supported 10 formal business change programmes

Governance

Ran 40 Council and Committee meetings
Appointed 3 Council members & 2 apprentices
processed 500 applications

QA

Completed 11 quality assurance audits and 10 advisory reviews

Compliance

Responded to 700 complaints, 400 FOI//DPA requests and received 100 positive feedbacks