
Corporate Plan January – July 2020

Executive Summary

The HCPC has agreed an ambitious change plan to move us towards our vision of becoming ‘The UK healthcare multi-profession regulator of choice, delivering lean and intelligent regulation’.

The SMT currently has a number of interim members as well as an interim Chief Executive. Whilst needing to stabilise both FTP performance and the HCPC’s finances, it is important that the Executive is clear about what can be achieved in the short to medium term in this context.

This plan sets out the HCPC’s priorities for the next six months, by which time a permanent Chief Executive is expected to be in place. Whilst activities in the wider change plan will continue and the progress of the overall plan will be monitored by the SMT, this paper sets out the six key workstreams that are time critical and a priority in the interim period.

Previous consideration	None.
Decision	The Council is invited to agree the six areas outlined in the plan as being the HCPC’s priorities for delivery in the period January – July 2020.
Next steps	Progress on the Corporate Plan will be reported to Council at each meeting.
Strategic priority	Strategic priority 3: Ensure the organisation is fit for the future and is agile in anticipating and adapting to changes in the external environment
Risk	These priorities have been arrived at with reference to the strategic risk register and risk appetite statement.
Financial and resource implications	The change costs have been reflected in the 6+6 budget.
Author	John Barwick, Interim Chief Executive.

HCPC Corporate Plan January – July 2020

Introduction

We are a UK-wide regulator of 15 health and care professions. Our statutory responsibilities are set out in our legislation, the Health & Social Work Professions Order 2001. Our primary purpose is that of public protection.

Our governing Council has agreed an ambitious Change Plan to move us towards our vision of becoming ‘The UK healthcare multi-profession regulator of choice, delivering lean and intelligent regulation’. Full delivery of this is expected to take until the end of the 2021-22 financial year.

This Corporate Plan aims to articulate the HCPC’s change priorities during the period January – July 2020.

HCPC Change Plan

The Change Plan is focused on the themes of;

- Achieving the PSA standards
- Innovation and Improvement
- People
- Efficiency and Value
- Income

From these overarching themes, the plan can be condensed into the following key workstreams;

- FTP stabilisation and sustainability project (supporting attainment of the FTP PSA standards)
- Registration fee changes
- 2020-21 budget and improved financial control
- Additional revenue streams
- Financial modelling
- Exploration of system innovation investment funding
- Digital systems strategy
- Organisational design – permanent structure
- Organisation development and resilience
- Non-regulatory business process improvement workshop outputs
- Regulatory business process improvement workshop outputs
- Corporate strategy

Change plan priorities

For the period of January – July 2020 the Executive will prioritise the following key workstreams due to their importance and time critical nature, a summary of each is provided.

- FTP stabilisation and sustainability project
- 2020-21 Budget and improved financial control
- PSA
- Income (registration fee changes)
- Organisational development and resilience
- Delivery of the Registration Transformation and Improvement Project

1. FTP stabilisation and sustainability project

This project is currently in the diagnostic stage which has consisted of data interrogation and extensive engagement with FTP employees through business improvement workshops. The second stage of the project will commence in February and consists of four key elements;

- Flow
- Quality
- Organisation design and development
- Communications and engagement

A capacity model has been created accurately to predict the resource required sustain case 'flow' through the various FTP process stages. This model will inform the options for legacy case progression acceleration to be presented to Council in March.

Quality issue root causes will be interrogated with the engagement of employees and stakeholders. Working the Tribunal Advisory Committee, FTP panel members experiences will be canvassed to get a clear view of the key pain points for case quality. External stakeholders will also be engaged on this issue, for example union representatives. Process enhancements will result and key quality metrics will be identified for better oversight.

The organisation design and development strand will focus on ensuring the right resource is deployed in the right area as well as long term sustainability of the resource required to achieve and maintain FTP performance. There will be a strong focus on employee wellbeing and support along with equipping employees with the skills they may need to ensure process enhancements are a success.

The Communications and Engagement element is required to ensure that all the stakeholders are engaged and their feedback is listened to and evaluated. The PSA is a key stakeholder to remain consulted throughout the project on change outputs.

A FTP Task & Finish Group has been formed to support the project and provide regular feedback on change activity. A key focus of the group will be on improving the utility of FTP performance reporting to Council for enhanced Council oversight of FTP performance.

SMT lead – Interim Director of Business Improvement. A high-level timeline for implementation is shown below:

	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
	Discovery		Stabilisation			Sustainability	
Approach:	<ul style="list-style-type: none"> ➤ Improvement workshops ➤ Operational observations ➤ Data analysis 		<ul style="list-style-type: none"> ➤ Align capacity (Employees) with demand ➤ Operational 'quick wins' implemented ➤ Develop improvement cycle structure <ul style="list-style-type: none"> ➤ Develop initial improvement cycle concepts 			<ul style="list-style-type: none"> ➤ Improvement cycle implementation 	
Output:	<ul style="list-style-type: none"> ➤ Workshop outputs ➤ Draft Demand & Capacity Model ➤ Baseline data analysis 		<ul style="list-style-type: none"> ➤ Implementation plan ➤ Confirmed Demand & Capacity Model ➤ KPI Dashboard for performance monitoring 			<ul style="list-style-type: none"> ➤ Improvement cycle concepts ➤ Improvement cycle plans ➤ Impact monitoring reports 	
Outcome:	<ul style="list-style-type: none"> ➤ Employee engagement ➤ Confidence in improvement opportunities 		<ul style="list-style-type: none"> ➤ Employee engagement ➤ A solid base from which change can be measured 			<ul style="list-style-type: none"> ➤ Employee engagement ➤ Creating the 'drumbeat' of change and improvement 	

PSA standards

A performance improvement action plan will be developed. This builds on the Executive's assessment of performance and progress against each of the 18 Standards of Good Regulation considered by the Council in December 2019.

To support this a performance improvement working group has been formed internally to enhance the HCPC's ability to evidence the good practice already in place as well as identify areas for improvement.

PSA engagement will be ongoing at various levels through the HCPC.

SMT lead – Executive Director of Policy and External Relations

Key stages PSA standard performance improvement action plan approved by SMT – March 2020

Action Plan implemented and monitored – to December 2020

Organisational development and resilience

One part of this workstream is the recruitment of a permanent Chief Executive. The appointment process for this recruitment is live and interviews will take place on 2 March.

The other part consists of workforce development and resilience. Wellbeing initiatives are being developed from employee generated ideas. The organisational structure is being stabilised and succession planning developed.

SMT lead – Interim Director of HR and Organisational Development

Key Stages	Interviews 2 March 2020
	Confirmation of acceptance and start date to be agreed by 20 March 2020
	Induction programme to be in place by 1 April 2020 in readiness for start date

2020-21 Budget and improved financial control

Budget setting for 2020-21 will follow a different process. Initial Business Improvement workshops will focus on how departments can operate differently in order to improve the quality of service delivery while also delivering productivity gains. The budgeting process in moving to a two to three year rolling time horizon so as allow decisions to be made on the sustainability of changes and improvements.

Departmental quality and productivity improvement plans will document the initiatives that each department is targeting to achieve along with the measureable benefits realisation timetable.

A draft budget will be built bottom up from a zero base taking into account the delivery of these plans. Budgets will be finalised iteratively linking overall HCPC objectives to each departmental budget.

Monthly reporting will be changed to link operational quality and productivity improvements with financial performance.

The recommendations from the PWC baseline financial review are being implemented through the restructuring of the Finance Team and change to the budgeting process. The new structure of the Finance Team separates Financial Control from Financial Planning & Analysis thereby giving increased accountability for each function.

SMT lead – Director of Finance

Key Stages Finance Department restructure implemented – February 2020

2020-21 non-FTP budget agreed by Council – March 2020

2020-21 FTP budget agreed by Council July 2020

Income

Since the consultation outcomes and decisions made by Council in February 2019, the Executive has considered the strength of feeling put forward by stakeholders and is now proposing changes to the original fee proposals. This has been informed by discussions the Chair has undertaken with unions and some professional bodies which indicates these changes would be welcome.

Initial discussions have been held with DHSC and the Scottish Government on revised proposals, timelines and approach.

The main change is a proposed increase of £8.12 rather than £16.00 taking the registration renewal fee to £98.12, not £106 as originally proposed. This 9.02% increase has been mapped against the year on year % increases given to grade 5 NHS professionals since the last HCPC fees increase.

Additionally, we will retain the 50% discount graduate applicants receive for the first two professional years of registration.

Following further engagement with stakeholders, draft rules will be presented for Council approval in March with an aim of the rules being laid in April and becoming effective in July 2019.

SMT lead – Interim Chief Executive

Key Stages Council agreement of revised fee rules March 2020

Rules laid April 2020

Rules effective by July 2020

Delivery of the Registration Transformation and Improvement Project

The current registration system has been in place since 2003. In this time there have been changes both within the Registration Department and in the external environment which mean that corresponding changes to the Registration system are now required in order to engage with registrants in a manner which meets modern Expectations as well as enhancing the HCPC's ability to use its data intelligently.

In March 2019 the Council agreed to proceed with the build phase of the Registration Transformation and Improvement project which will deliver a new registration system. It was agreed that the project would be delivered through a series of releases with the first release entering testing in May 2020 at a cost of £2.4m.

The successful delivery and roll out of the new registration system is a significant project in terms of resource and cost as well as expected benefits. Over the next six months this needs to remain a key priority of the Executive.

The HCPC has commissioned PWC to undertake a review of the HCPC's systems implementation strategy. The findings of this review will be considered and acted on.

SMT lead – Interim Chief Executive

Key Stages	Testing commences May 2020
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	System delivery July 2020
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