
Corporate Plan July - December 2020

Executive Summary

The Corporate Plan for 2020 has been produced in two parts to reflect a need for flexibility in where we focus our resources as the organisation implements the Change Plan agreed by Council in September 2020.

The second part of the Corporate Plan covering the period July-December 2020 is presented to Council for approval. It sets out the seven key areas of focus for change in the period.

Also presented is a review of the completion of the first part of the plan (January-July 2020) and an updated Change Plan map.

Decision	The Council is invited to: <ol style="list-style-type: none">1. approve the Corporate Plan July-December 2020; and2. note the Executive's summary of the delivery of the Corporate Plan January-July 2020 and updated Change Plan map.
Previous consideration	The Council approved the Corporate Plan January-July 2020 in February 2020 and received updates on the progress of the plan at its meetings in March and May 2020. The Council last reviewed the Change Plan map at its December 2019 meeting.
Next steps	Progress on the Corporate Plan will be reported to Council at each meeting as part of the Chief Executive's performance report.
Strategic priority	Developing the HCPC's Corporate Strategy is a key priority of the presented Corporate Plan July-December 2020.
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 Q1 budget reforecast presented to Council at its July 2020 meeting.
Author	John Barwick, Chief Executive and Registrar.

Corporate Plan July-December 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'. This Corporate Plan aims to articulate the HCPC's change priorities during the period July-December 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 (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 July – December 2020 the Executive will prioritise the following key workstreams due to their importance and time critical nature, a summary of each is provided.

1. Corporate Strategy
2. Digital Transformation Strategy
3. FTP Improvement Programme
4. PSA
5. Organisational development and resilience
6. Budget and financial modelling
7. COVID-19

1. Corporate Strategy 2021-26

The Corporate Strategy will form the corner stone of future HCPC development and will ensure internal and external stakeholders understand our vision and purpose and how we will achieve this.

We will also revisit our values with our employees to ensure these are owned by everyone who represents the HCPC.

Engagement with stakeholders is central to our approach to strategy development, and this will take place throughout the reporting period, with a formal consultation launching in October 2020.

We anticipate a final Corporate Strategy being presented to Council for approval at its December 2020 meeting. An annual Corporate Plan for 2021-22 to support the implementation of the Strategy will be developed for approval in March 2021

SMT lead – Chief Executive and Registrar. The key milestones for the reporting period are:

Strategy development and timetable discussed with Council	Jul-20
Preliminary engagement with key stakeholders	Jul – Aug-20
Consultation draft received by Council	Sep-20
Consultation (including events/webinars etc)	Starts Oct-20
Corporate Strategy presented to Council for approval	Dec-20

2. Digital Transformation Strategy

HCPC's current technology strategy and approach to delivery requires transformation in order to support an ambitious organisation. The Digital Transformation Strategy aims to deliver this change.

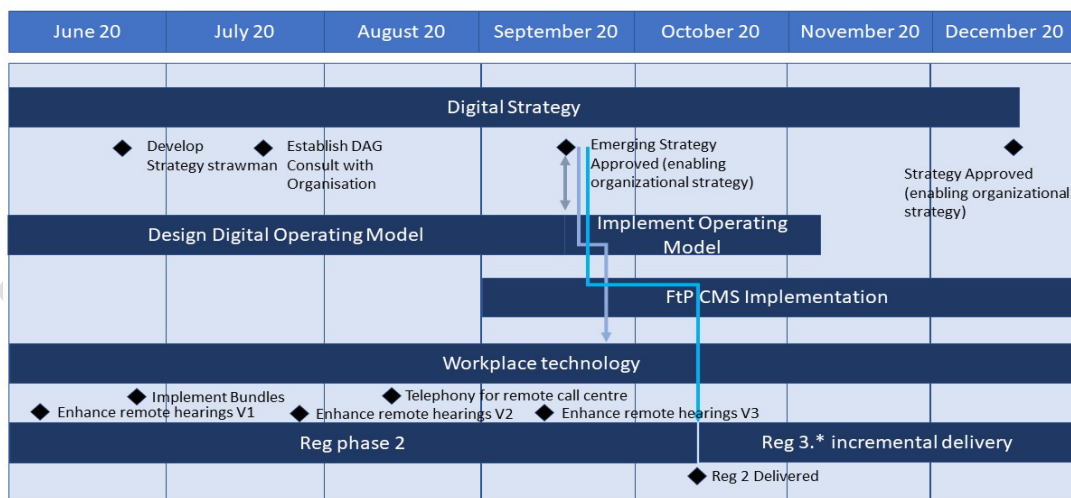
We will look holistically at all of our digital and technology assets and create a digital vision and a way of doing things that enables the entire organisation to deliver better outcomes through user experiences, our use of data and making the organisation more efficient. The end goal is to have a blueprint for digital technology and a way of doing things that will enable HCPC to deliver on its strategic priorities and be a person centered and data led organisation. We will achieve this by:

- engaging with the organisation;
- consulting with the sector and wider industry;
- aligning with the organisational strategy;
- optimizing the IT directorate;
- making progress on some quick wins and strategically important areas to prove the value of the approach.

At the end of the current Corporate Plan period (December 2020) the HCPC will have:

- a digital vision;
- an evolving digital strategy and roadmap that supports all areas of the organisation to make the best use of technology to support the implementation of the new organisational strategy;
- an optimised digital technology organisational structure that aligns to an agile approach, addresses gaps in capability and irons out hierarchical anomalies;
- delivered a series of quick wins to support more flexible working, we will have made a start on a new FTP Case Management System and we will have an iterative approach to delivering online registrations.

Below is a representation of the Digital Transformation timeline for the corporate plan period.



SMT lead – Executive Director of Digital Transformation. The key milestones for the reporting period are:

Establish Digital Advisory Group and consult with organisation	Jul-20
Enhance remote hearings V2	Jul-20
Telephony for remote call centre	Aug-20
Emerging Digital Transformation Strategy approved	Sep-20
Design Digital Operating Model	Sep-20
Enhance remote Hearings V3	Sep-20
Incremental Approach to Online Registrations implemented	Oct-20
Registration project delivered	Oct-20
Digital Transformation Strategy Approved	Dec-20

3. FTP Improvement Programme

This priority builds on the FTP stabilisation and sustainability focus of the first half of 2020. The key premise of the FTP Improvement Programme is that sustainable improvements can only be delivered by resolving the root causes rather than managing the symptoms.

The backlog of FTP cases can explain the impact on timeliness but cannot fully explain the failure to achieve the other PSA Standards. The FTP Improvement Programme will build on diagnostic findings to understand the root causes of the FTP performance issues and develop and start to implement a plan to resolve these root causes.

By December 2020 the programme aims to deliver a significant reduction in the backlog and improvements in the quality of case resolution.

The long term aims of the FTP Improvement Programme are to:

- Achieve PSA Standards
- Have a Human Centric Approach to FTP processes
- Have and Learning and Growth Culture
- Be recommended by staff as a place to work
- Have efficient and effective processes to support the culture
- Use insights to support Registrant's professional development

To support the FTP Improvement Programme the FTP Management structure has been revised and a new role of Operational Manager - Work-practice Improvement is being recruited to give the internal capacity to take over from the Business Improvement Team which will provide support until the end of September.

SMT lead – Director of Business Improvement. The key milestones for the reporting period are:

Enablers	CMS replacement selected	Aug-20
	CMS replacement implemented	Dec-20
	KPI framework redefined	Sep-20
	Team level performance management redefined	Sep-20
Case Flow	Case plans developed for Investigations	Sep-20
	Case plans developed for all teams	Dec-20
Case Resolution	Case resolution function defined	Aug-20
	Case resolution function operational	Dec-20
People & Culture	OM Development Plan agreed	Aug-20
	Initial impact analysis of OM Development Plan	Dec-20
	Case Manager recruitment strategy developed	Sep-20
	Case Manager career development framework developed	Dec-20

4. PSA standards

This priority continues from the last iteration of the corporate plan. A performance improvement action plan has been developed and will be actioned in the reporting period. This builds on the Executive's assessment of performance and progress against each of the 18 Standards of Good Regulation.

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. The key milestones for the reporting period are:

Performance action plan	Working group meetings	ongoing
	Updated post ftp audit and draft report findings	Sep-20
Council updates	Update on action plan and assessment of performance	Sep-20
	Readiness for 2020-21	Dec-20
Quarterly data sets	Submission of data sets to the PSA for the 2020-21 performance review	Aug-20 Nov-20
	Engagement with PSA	Meetings, events and fora attended

5. Organisational development and resilience

This priority continues from the last iteration of the corporate plan. A key element is the organisational structure. The permanent structure of the Senior Management Team is being developed by the Chief Executive with consideration of the accountabilities needed at this level. The Executive Director of Regulation is a key role to fill and recruitment is ongoing with an appointment expected in August 2020. Restructures are underway in Communications and FTP to support the development of these areas. Succession plans are being developed and will be in place by December 2020.

The other key focus is workforce development and resilience. Wellbeing initiatives are being developed from employee generated ideas. Employee engagement and participation is also central to our renewed organisational focus on Equality Diversity and Inclusion (EDI) promotion. Specific EDI initiatives are included in the EDI action plan.

An external organisation specialising in diverse recruitment has been appointed to ensure all vacancies are advertised specifically to attract applications from people

with diverse backgrounds, and to assist with a review of our web site and marketing techniques, to ensure that we have the correct focus to attract such candidates.

SMT lead – Director of HR and Organisational Development. The key milestones for the reporting period are:

Communications restructure complete	Jul-20
FTP restructure complete	Jul-20
Executive Director of Regulation appointed	Aug-20
EDI SMT 'buddying' in place	Aug-20
Internal EDI group in place and trained	Sep-20
Permanent SMT structure in place	Sep-20
Succession plans in place	Dec-20

6. 2020-21 Budget and financial modelling

Following the change in budgeting and forecasting process, the budget will be reviewed and updated on a quarterly basis to allow timely reflection of any change. The forecast will also be completed with on a three-year rolling time frame to allow decisions to be made on the sustainability of changes and improvements. Quarterly forecasted results will be submitted for Council approval.

The newly created Financial Planning & Analysis (FP&A) team has been working closely with the financial modeller to design forecasting models for income and costs that are more fit for purpose. The new models will link closely to the cost drivers of each department, allow scenario planning and sensitivity analysis and assist the FP&A team to report insightful management information.

As part of the FP&A work, reporting requirements for different stakeholders will be analysed and improvements to be made in order to link operational quality and productivity improvements with financial performance.

The current financial system will be upgraded in the year and as part of the project, new functionalities such as expense application and improved reporting functions will be explored and implemented to reduce the amount of manual processes, improve transparency and increase control on departmental costs.

SMT lead – Director of Finance. The key milestones for the reporting period are:

Q1 rolling budget forecast approved by Council	Jul-20
Income and financial forecasting model	Sep-20
Sage and WAP upgrade with improved functionality	Nov-20
Q2 rolling budget forecast approved by Council	Dec-20

7. COVID-19 response

At the time of writing the HCPC continues to operate on a remote basis. This has been successful, but we must not underestimate the effort and planning it will take to return to office-based working in a safe and considered way. For this reason, we will maintain a change methodology focus on establishing the HCPC's 'new normal'.

Central to this is embedding a renewed agile and flexible working culture, rethinking our approach to home working and office dynamics and reducing our environmental impact and costs through the use of virtual technology to reduce travel and the size of our estate. This will also enhance the user experience for our registrants and stakeholders through for example the use of virtual hearings, education approval visits and electronic renewals.

The Chief Executive will lead leading an internal working group including employees from various levels across the HCPC to develop an action plan for organisational reset and renewal. In developing the 'new normal' for the HCPC we will follow these principles:-

- Embed a renewed agile and flexible working culture
- Establish new operating models that incorporate virtual delivery of key processes
- Improved user experience for registrants and key stakeholders
- We have technology solutions that support new ways of working
- We adopt an agile approach to prioritising and managing projects
- Collaborative working and joined up problem solving
- Ensuring equality, diversity and inclusion underpins what we do
- Support and develop our people with easy access to relevant learning and wellbeing support
- Establish a learning culture – creating safe spaces to reflect, challenge and learn
- Reduce our costs and environmental impacts through reducing the size of the estate and the amount of activity that requires travel

Appendices

Appendix A - Review of Corporate Plan January-July 2020 delivery

An overview of the delivery of the January-July 2020 Corporate Plan is appended. All key milestones were met to target, with the exception of implementing the fee increase, which was postponed with Council agreement due to the external environment.

The Executive consider that the timely completion of these milestones whilst operating for half of the reporting period under lockdown restrictions, and needing to divert focus on the pandemic response, is an achievement. Our method of closely monitoring delivery will continue for the next set of priorities.

Appendix B - Change Plan Map

The Change Plan map has been updated to reflect progression to July 2020. The Council last reviewed the map in December 2019. The coding for the map is that blue boxes are complete, yellow boxes are not yet started and half and half represents a deliverable being in progress.

Future of the Change Plan

The development of a Corporate Strategy for 2021-26 is a key priority of our Corporate Plan July-December 2020. This Strategy will supersede the Change Plan as the 'road map' document against which HCPC development is monitored and reported.

Council is expected to be asked to approve the final Strategy at its December 2020 meeting. The Executive will then propose a 2021-22 Corporate Plan to support the implementation of the strategy at the Council's March 2021 meeting. Setting an annual Corporate Plan will be the ongoing approach to organisational priority setting and resource allocation.

The Executive will ensure all outstanding deliverables from the Change Plan map which remain relevant to the agreed Strategy are incorporated in future corporate planning.

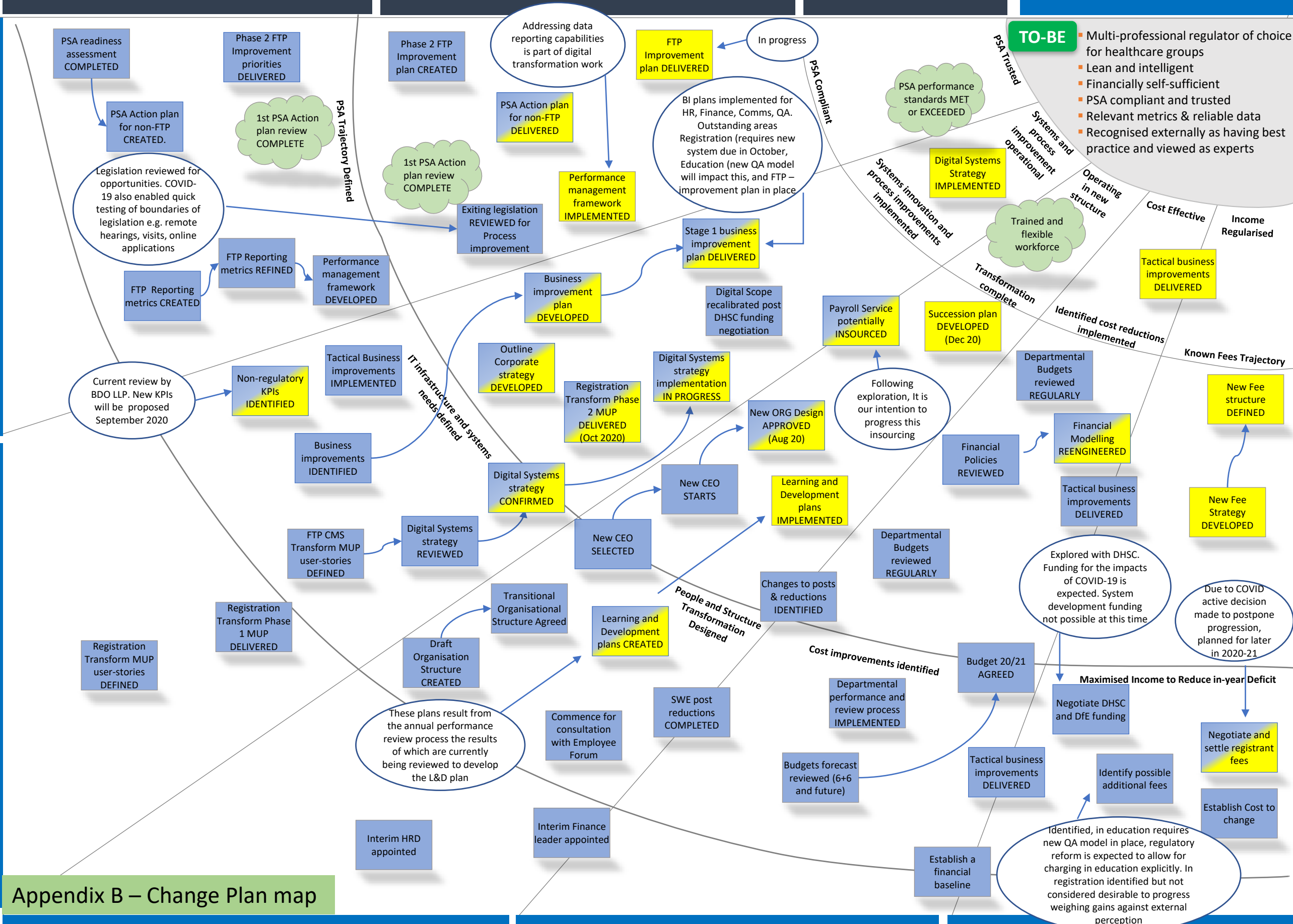
Priority	Reporting period close status	Key deliverable	Due / Status
FTP stabilisation and sustainability	<p>The focus of this priority was interrogating and improving four key elements of FTP performance:</p> <ul style="list-style-type: none"> • Flow • Quality • Organisation design and development • Communications and engagement <p>Root cause interrogation involved extensive engagement with FTP employees through business improvement workshops. This engagement also identified structural changes needed within FTP to move to a more effective operating model. This restructure has now completed, and a permanent Head of FTP is in plan, setting a firm foundation to build on for part two of the FTP improvement programme which is a key priority for the Corporate Plan July-December 2020.</p> <p>COVID-19 impact</p> <p>Whilst COVID-19 impacted on the progression of investigations which will have an impact on the backlog of cases, it also resulted an acceleration of innovation in hearing technology. A virtual hearing set up was quickly developed and a number of successful fully virtual hearings have been held. Work is progressing well on an electronic bundles solution. Planning to take forward a CMS replacement system, a key enabler of future FTP improvement, have commenced.</p>	Discovery phase transitions into stabilisation phase	Feb-20 / complete
		Baseline data analysis complete	Feb-20 / complete
		Demand and Capacity Model finalised	Apr-20 / complete
		Develop improvement cycle structure and initial cycle concepts	Apr-20 / complete
		Implementation plan	Apr-20 / complete
		KPI dashboard in play	Apr-20 / complete
		Improvement cycle implementation	Jun-20
		Impact monitoring reports	Jun-20
PSA	<p>The performance improvement action plan was developed and is being actively monitored and updated by the PSA performance working group. The Council had received two reports on progress at the May and July 2020 meetings. Engagement with the PSA is ongoing, and this priority will continue into the July – December 2020 Corporate Plan.</p> <p>COVID-19 impact</p> <p>The timeline for the 2019-20 PSA performance review has been extended by the PSA as a result of COVID-19 pressures. As a result we will receive the draft report later in the year, impacting on the length of time we have to review and act on any unknown findings before the next performance review cycle initiates. We have requested that the PSA considers when setting the timeline for the 2020-21 review.</p>	PSA standard performance improvement action plan approved by SMT	Mar-20 / complete
		PSA Action Plan implemented and monitored	to December 2020
Fees	<p>Following the Council's approval of the revised fee increase proposal, and agreement that the timing of progressing the increase required careful consideration, the HCPC has communicated that we will not be seeking an immediate rise to Professional Bodies and Unions. We continue to discuss progressing the fee rise with DHSC and Scottish Government civil servants.</p> <p>COVID-19 impact</p> <p>As the initial crisis phase of the pandemic has passed the Executive has re-engaged with the Scottish Government and DHSC, as well as a the unions, to progress the implementation of the fee rise. The projected implementation date is December 2020</p>	Council agreement of revised fee rules	Mar-20
		Rules laid	Apr-20 / postponed with Council agreement
		Rules effective	

HR and organisational resilience and stability	<p>This priority focused on the resilience and stability of the HCPC's organisational structures. Key to this was the appointment of the permanent Chief Executive which completed in March 2020, and the appointment of an Executive Director of Digital Transformation.</p> <p>In the reporting period restructures of the Communication, Finance, HR & Partners and FTP Departments were completed.</p> <p>A renewed focus on employee wellbeing was central to the priority, the importance of which was only increased due to the adjustment to full remote working resulting from COVID-19</p> <p>This priority will continue into the second half of 2020 as a focus of the July – December 2020 Corporate Plan with an additional explicit focus of equality diversity and inclusion development.</p> <p>COVID-19 impact</p> <p>the move to all employees working from home added significantly to the need to accelerate wellbeing initiatives and increasing employee engagement. Adapting to all employees working from home also required significant HR Department refocus and resource.</p>	CEO Interviews	02-Mar-20 / complete
	Confirmation of acceptance and start date to be agreed	by 20 March 2020 / complete	
	Induction programme to be in place in readiness for start date	by 1 April 2020 / complete	
Budget and cost control	<p>The HCPC's financial strategy has been defined and agreed by Council. The Finance Department has been restructured to support enhanced management information and control of costs.</p> <p>The first quarterly review of the budget in line with the new rolling budgeting process has completed and is presented to the Council at its July 2020 meeting.</p> <p>Cost control and financial modelling will continue as a priority of the July – December 2020 Corporate Plan .</p> <p>COVID-19 impact</p> <p>The costs of responding to the COVID-19 pandemic are expected to be met at least in part by government grant. This is being discussed with DHSC. The delay to the fee rise will have an impact on the HCPC financial position.</p>	Finance Department restructure implemented	Feb-20 / Complete
	2020-21 budget agreed by Council	Mar-20 / Complete	
Registration project	<p>The project is currently in user acceptance testing with the final system delivery expected for October 2020. This delivery will be monitored as part of the digital transformation focus of the July – December 2020 Corporate Plan.</p> <p>COVID-19 impact</p> <p>Concerns about an impact on supplier availability did not materialise and the project is expected to deliver to planned timescales.</p>	Integration testing commences	May-20
	User acceptance testing	Jul-20	
	System delivery	Oct-20	

Achieving the standards (PSA / FTP)

Innovation and Improvement

- TO-BE**
- Multi-professional regulator of choice for healthcare groups
 - Lean and intelligent
 - Financially self-sufficient
 - PSA compliant and trusted
 - Relevant metrics & reliable data
 - Recognised externally as having best practice and viewed as experts



Appendix B – Change Plan map