

---

## Chief Executive's report on organisational performance November 2023

---

### Executive Summary

This paper provides the Council with updates on the organisation's performance since the October 2023 Council meeting.

This report provides an assessment of some of the key papers coming to Council today and also provides an overview of other key developments.

At Council's next meeting in February 2024, Council will receive a detailed report with updates of performance against our key performance indicators, progress against our Corporate Plan for this current year and our strategic risks. This issue of the report is a briefer interim update on key matters.

---

Previous consideration	This is a standing item, considered at each Council meeting.
------------------------	--

---

Purpose of report	The Council is asked to discuss the report.
-------------------	---

---

Next steps	The next report will be received in February 2024.
------------	--

---

Strategic priority	This report is relevant to all strategic priorities.
--------------------	--

---

Financial and resource implications	None as a result of this paper.
-------------------------------------	---------------------------------

---

EDI implications	None as a result of this paper.
------------------	---------------------------------

---

Author	Bernie O'Reilly, Chief Executive <a href="mailto:bernie.oreilly@hcpc-uk.org">bernie.oreilly@hcpc-uk.org</a>
--------	--

## Chief Executive's Performance Report – November 2023

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

At Council's next meeting in February 2024, my report will provide a detailed update of our performance against our key performance indicators, progress against our corporate plan at the end of Q3 of this financial year and our strategic risks.

As Council are aware, in October I announced changes to our [Executive Leadership Team](#) and how the HCPC is structured. These changes came into effect on 1 November 2023. I am confident the changes made will set us up for future success and enable us to continue to do the critical work we do to protect the public. I am pleased to report that the changes have already been positively received.

As part of HCPC's wider leadership team, we have commenced the recruitment of a Head of Communications, Engagement & Public Affairs to provide strategic oversight of our external and internal communications as well as two critical leadership roles in Fitness to Practise (FtP) which will report into the newly created Executive Director of FtP and Tribunal Services. I will keep Council updated on the outcome of these campaigns.

Today's meeting includes an update from Professionalism and Upstream Regulation highlighting how we are working with our stakeholders across the four countries of the UK using our reach and influence as a regulator to promote our standards and support registrants and other stakeholder.

Gareth Davies, our Head of Insight & Analytics is also presenting the team's latest piece of insight work. This analysis looks at how long internationally qualified people who joined the HCPC Register stay registered with us. This, along with the retention rate analysis for those who qualified in the UK (that was published earlier this year), is how we are using our privilege and unique position in holding registrant data on over 330,000 health and care professionals in the UK are supporting those responsible for workforce planning. Workforce planning is not directly the role of the HCPC but we can play our part by sharing our data and analysis.

## 1. Stakeholder engagement

My engagement for this period has continued with important introductory stakeholder meetings from across the sector, where the NHSE Workforce Plan in England continues to be an important focus to understand the pressures and ambitions within the professions we regulate; and to see what more as a regulator we can do to help in addition to our primary role of ensuring high quality education and training routes that meet our standards.

Our work on Preceptorship is an example of where the HCPC can proactively help in retention and I am pleased to report that we have published our Principles of Preceptorship which aim to support our registrants to access Preceptorship when and where they need it, including at key transition moments in their careers.

As part of my engagement with registrants and employers, on 18 October I visited Eastbourne Hospital (East Sussex NHS Trust) and met with representatives from all of our Allied Health Professions to learn more about these roles and the important work they deliver. I am grateful for the warm welcome I received and the opportunity to visit. I now look forward to my scheduled visit to Lewisham Hospital on 13 December where I will meet with colleagues involved in supporting international recruitment as well as Preceptorship.

## 2. Covid 19 inquiry

As previously [reported](#), I submitted our draft witness statement at the end of August and we have now submitted the HCPC's final version.

## 3. Regulatory performance

### 3.1 Education

As Council is aware, we moved to our current model of education quality assurance in September 2021. This model enables us to be flexible, intelligent and data-led in our quality assurance of institutions and programmes. We have commenced 48 new assessments through our monitoring 'performance review' process from September 2023. This means all remaining education providers who have not yet been subject to a performance review under the new model will have been assessment by September 2024.

The team's quality assurance measures indicate that our decisions continue to be of good quality. Earlier this year the team collaborated with the Quality Assurance team on workshops to support the development of their front-line checks and quality assurance measures. As a result of these workshops further quality assurance measures have been implemented from September 2023. These have identified some areas of non compliance, and the team is currently working to ensure these are prevented in the future. None of these areas have impacted the quality of final outcomes.

We provide regulate updates on the performance of the Education Team to the Education and Training Committee.

## 3.2 Registration

### *Customer service*

Our contact centre continues to provide a good service for telephone, email and letter enquiries. The telephone call answer rate was over 99% in September and October 2023.

Our improved performance in responding to emails has been sustained at 2 working days in September and October 2023. The KPI has been met since June 2022, during which time we have received c5,000 – 6,000 emails per month.

### *UK applications to join our Register*

We received a total of 4,212 applications to join our Register from students completing UK education programmes during September and October 2023. This marks the end of the peak period of UK graduates applying to join our Register. Throughout the peak period, the team has managed the demand well and the median time to assess and process UK applications has been 3 days.

### *International applications to join our Register*

The number of new online international applications reduced during this reporting period. During September and October, we received 447 and 495 applications per month, respectively. This is a reduction compared to the rest of the year (where we received c1,000 to c1,200 per month).

As Council is aware, in July and August 2023 we received very high numbers of applications (c1600 and 4,100 respectively). We do not know the reason for this spike in July and August, but it could be because of the revised Standards of Proficiency coming into effect on 1 September 2023 and the fee increase which has just come into effect, resulting in applicants submitting their applications before these changes came into force. We are closely monitoring this.

The spike in applications in July and August 2023 will take time to progress through the assessment process and we will see an increase in the time it takes to reach the assessment decision. This has increased from 23 to 43 working days between August and October, but this is as we expected, and we are within our service standards (which is 60 working days).

### *Registration renewals*

The renewal process has been running well.

From the 01 September 2023 biomedical scientists were invited to renew. As at the 16 November 2023 84.5% biomedical scientists had successfully renewed their registration compared to 85.2% in 2021.

At the end of 30 September 2023 clinical scientists, speech and language therapists, prosthetists and orthotists ended their renewal period.

- 95.0% clinical scientists successfully renewed their registration compared to 93.0% in 2021.
- 95.7% speech and language therapists successfully renewed their registration compared to 92.3% in 2021.
- 93.7% prosthetists and orthotists successfully renewed their registration compared to 91.3% in 2021.

At the end of 31 October 2023 occupational therapists ended their renewal period. 95.2% occupational therapists successfully renewed their registration compared to 91.7% in 2021.

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

I am pleased to also share that our renewal and CPD portal is now mobile and tablet compatible. This is a key corporate milestone in supporting user experience improvements.

### *Covid-19 Temporary Register*

In line with the policy agreed by Council earlier this year, in August 2023, we invited the 219 remaining temporary registrants to complete a declaration to remain on Temporary Register.

Those on the Temporary Register were asked to confirm their practice continued to be in support of the Covid-19 recovery, there have been no changes relating to their good character or health that would affect their ability to practice safely and confirm they continue to meet the CPD standards. Of these, 87 temporary registrants responded and remain on the Temporary Register at this time.

### **3.3 Fitness to Practise**

As usual there is a separate paper on the agenda on the performance of our FtP department.

This month the report provides a focus on our work to improve and expand the ways in which we support registrants, complainants and other participants in the FtP process. This has been a key strand of Phase 2 of the FtP Improvement Programme and is central to our wider corporate aim to be a high-performing, adaptable and caring regulator. The FtP report also provides an overview of the progress we have made to reduce the number of old cases in the department.

#### **4. Research on Registrants Preparedness for Practice**

We have commissioned the University of Plymouth to undertake research about registrants' preparedness for practice. The research began in September 2022 and is due to complete in December 2023. Publication of the research and stakeholder activities will take place in January - June 2024. Progress on the research and outcomes have been reported to the Education and Training Committee.

The research follows our Graduate Survey Highlight Report in 2021, which highlighted areas where new registrants lacked confidence in their preparedness for practice and their preceptorship support. It also supports our work on preceptorship and will feed into our review of the Standards of Education and Training (SETs) in 2024.

So far, we have received a systematic review paper from the University. The paper highlights a lack of research and existing literature on health and care professionals' preparedness for practice. This is especially so for newly qualified AHPs. The University have submitted the systematic review to BMJ Open for publication and they are completing the final phase of the research project.

Drawing on the findings of the systematic review, the University are carrying out the second phase of the research. A range of health and care stakeholders and a selection of registrants from all 15 professions were interviewed about the preparedness for practice of newly qualified registrants.

The University are finalising qualitative data analysis and identifying key findings for the final report publication which will be shared with Council in February 2024.

#### **5. Resources**

Teams across HCPC prepared intensively for the successful implementation of the fee rise in early November. The next registration renewal window opens on 1 December for radiographers and we are well placed to manage those volumes, but we will monitor the position very carefully for any stakeholder or operational issues.

As separately reported, we re-set the financial forecast to take account of FtP demand pressures and a reduction in the volume of international applications. We are working to ensure that FtP have the necessary resources to meet demand, while maintaining tight cost control of costs and managing the impact on other corporate priorities.

Preparation for the go live of the Business Central finance system in the early new year has progressed well but continued to consume considerable time and resource. Work is also under way on other projects including Online Concerns and a new recruitment portal to improve our profile and success rate in attracting target candidates.

We are developing the budget and corporate plan for 2024-25 and the following year, for initial review by ELT in December. Linked to this we have begun work on a framework for future fee reviews, for discussion by Council in the new year.

Performance against our people metrics remains strong and the new management and leadership development programmes reported last month are successfully under way. Employee engagement remains strong, but we need to continue challenging ourselves to meet our developing resource needs and build capability. Other developments include further strengthening our cyber defences and migrating to a renewables-only electricity supply contract as part of our commitment to achieving net zero.

We expect to lay clean 2023-23 accounts in December and are now gearing up to produce an interim set of accounts and audit, paving the way for the 2023-24 year-end process.

## 6. Chief Executive meeting list

Department of Health and Social Care (DHSC) – Phil Harper	9 October 2023
Care Quality Commission (CQC) - Ian Trenholm, Chief Executive,	9 October 2023
AHP Strategy Programme Board	10 October 2023
British Psychological Society (BPS) - Sarb Bajwa, CEO, BPS and Hannah Randle, Head of Public Affairs, BPS	12 October 2023
Professional Standards Authority (PSA) - Caroline Corby, Chair, PSA; Alan Clamp, Chief Executive Officer, PSA; Christine Elliott, Chair, HCPC	16 October 2023
Association for Perioperative Practice (AfPP) - Alex Duke, Interim CEO, AfPP; Julia Spencer, Board Trustee, AfPP; Ruth Collins, President, AfPP	19 October 2023
College of Operating Department Practitioners (CODP) - Hannah Abbott, President of CODP; Mike Donnellon, Chair of CODP Education and Standards Committee	19 October 2023
Chief Executives Officers & Registrars Board (CEORB) meeting	24 October 2023
Adrain Whittington, National Clinical Lead for Psychological Professions (England)	25 October 2023
Richard Evans, Society of Radiographers (SoR)	25 October 2023
Association of Educational Psychologists (AEP) - Cath Lowther, General Secretary, AEP; Hardev Sohal, Head of Operations, AEP	1 November 2023
General Osteopathic Council - Matthew Redford, Chief Executive	1 November 2023
Royal College of Occupational Therapy (RCOT) - Steve Ford, Chief Executive;	2 November 2023
Danny Mortimer, Chief Executive, NHS Employers	2 November 2023
Healthcare Improvement Scotland (HIS) - Robbie Pearson - Chief Executive, Healthcare Improvement Scotland; Ann Gow - Deputy Chief Executive and Director of Nursing, Midwifery and Allied Health Professions, Healthcare Improvement Scotland; Gareth Hill - Interim Professional Lead, Allied Health Professions and Associate Director of Nursing, Midwifery and Allied Health Professions Lead, NHS Education for Scotland Andrew Smith - Deputy Chief Executive & Executive Director of Education, Registration & Regulatory Standards, HCPC	6 November 2023
General Medical Council (GMC) – Charlie Massey, Chief Executive	10 November 2023
Nursing & Midwifery Council (NMC) - Andrea Sutcliffe, Chief Executive	10 November 2023
Chartered Society of Physiotherapy (CSP) - Karen Middleton, Chief Executive Christine Elliott, Chair, HCPC	15 November 2023
Science Council - Professor Della Freeth, Chief Executive, Bernie O'Reilly, Chief Executive, HCPC	16 November 2023
British Association of Arts Therapists (BAAT) - Gary Fereday, Chief Executive	17 November 2023
Chief Executives Officers & Registrars Board (CEORB) meeting	29 November 2023