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HCPC
Digital Transformation

The vision for Digital Transformation at HCPC

To be seen as the UK's leading regulator for effective use of digital technology to support an agile organisation.

Digital is a much over used word. In most contexts it can simply be defined as:

"the bridge between people and technology."

In HCPC's case we will use the bridge to create the best experiences for our:

• *registrants;*

• *colleagues;*

• *government;*

• *council members;*

• *partners;*

• *members of the public;*

• *employers;*

• *educators.*

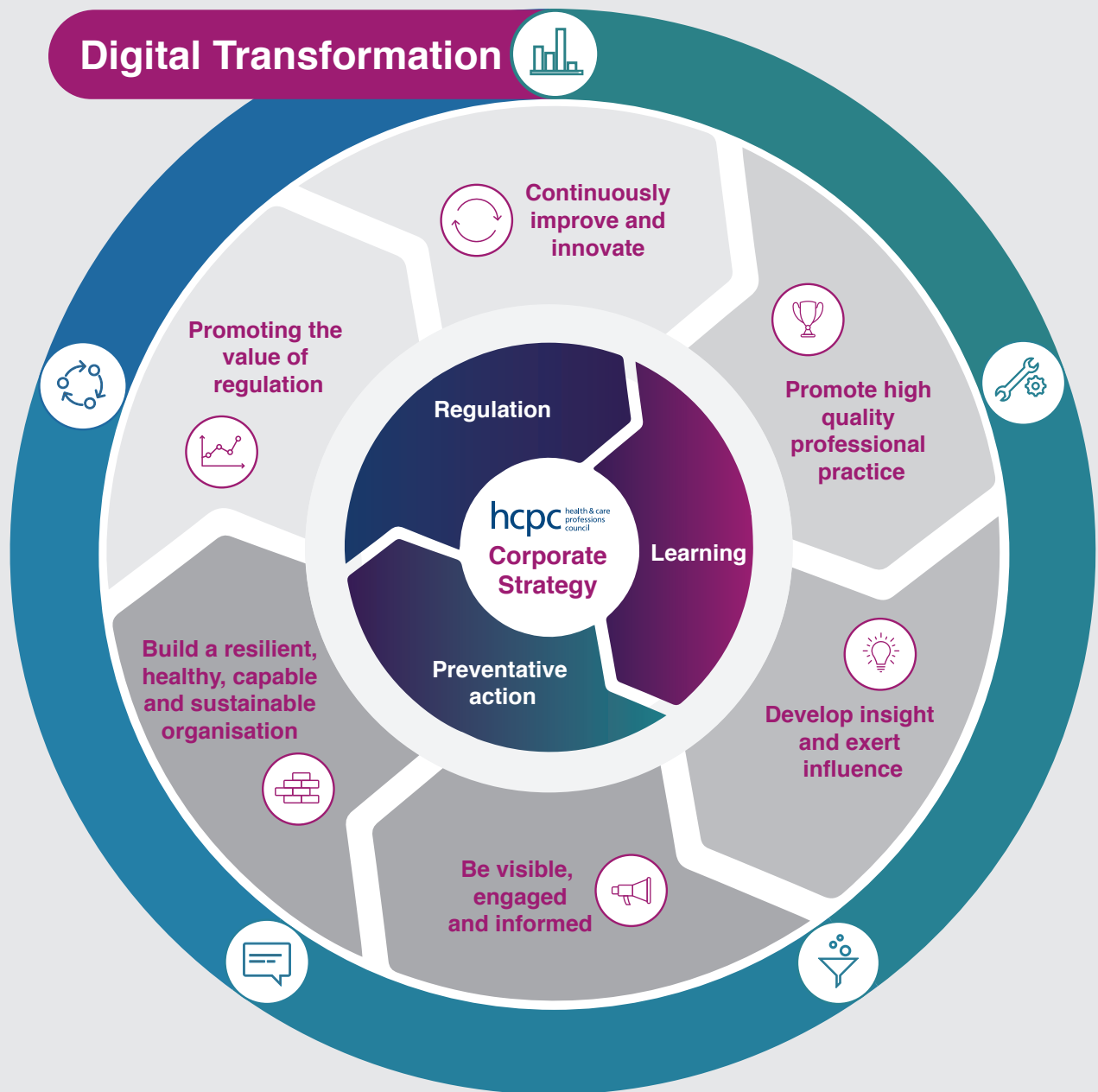## Digital Transformation is an ongoing process

The Digital Transformation Strategy needs to create a technical and working environment that is able to move rapidly with the changing needs of the organisation as the political, regulatory and technical landscape changes.

Leveraging some of the good decisions that have been made over the last IT Strategy cycle and position the organisation to extract itself from some of the poor decisions.

The Digital Transformation Strategy needs to be reviewed and renewed on a regular basis to ensure the organisation is in the best position to exploit the latest technologies, approaches and, importantly, that the strategic needs are still relevant.

The vision for Digital Transformation at HCPC

The Digital Transformation Strategy is rooted in supporting all the objectives set out in the HCPC's Corporate Strategy.

Digital Transformation

Continuously improve and innovate

Promoting the value of regulation

Promote high quality professional practice

Regulation

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Corporate Strategy

Learning

Preventative action

Develop insight and exert influence

Build a resilient, healthy, capable and sustainable organisation

Be visible, engaged and informed

The Digital Transformation Strategy

The Strategy has **five guiding principles to accelerate the HCPC's digital transformation**. These principles set out our ambitions to invest in new technologies and the organisation's increased focus on the use of advanced data and analytics.

Alongside investment in new technology and increased use of data, the HCPC will pursue a broader transformation, investing in skills and new ways of working to enable it to better understand and use innovative technology to benefit our registrants, colleagues, students, employers, educators, government, council members, partners and members of the public.

These principles will be underpinned by a number of **digital enablers**. These enablers are the key capabilities that will drive the transformation process. They represent the foundations for successful digitisation and collectively they provide the engine that allows us to deliver our vision for the future.

The following pages set out these principles and enablers in further detail.
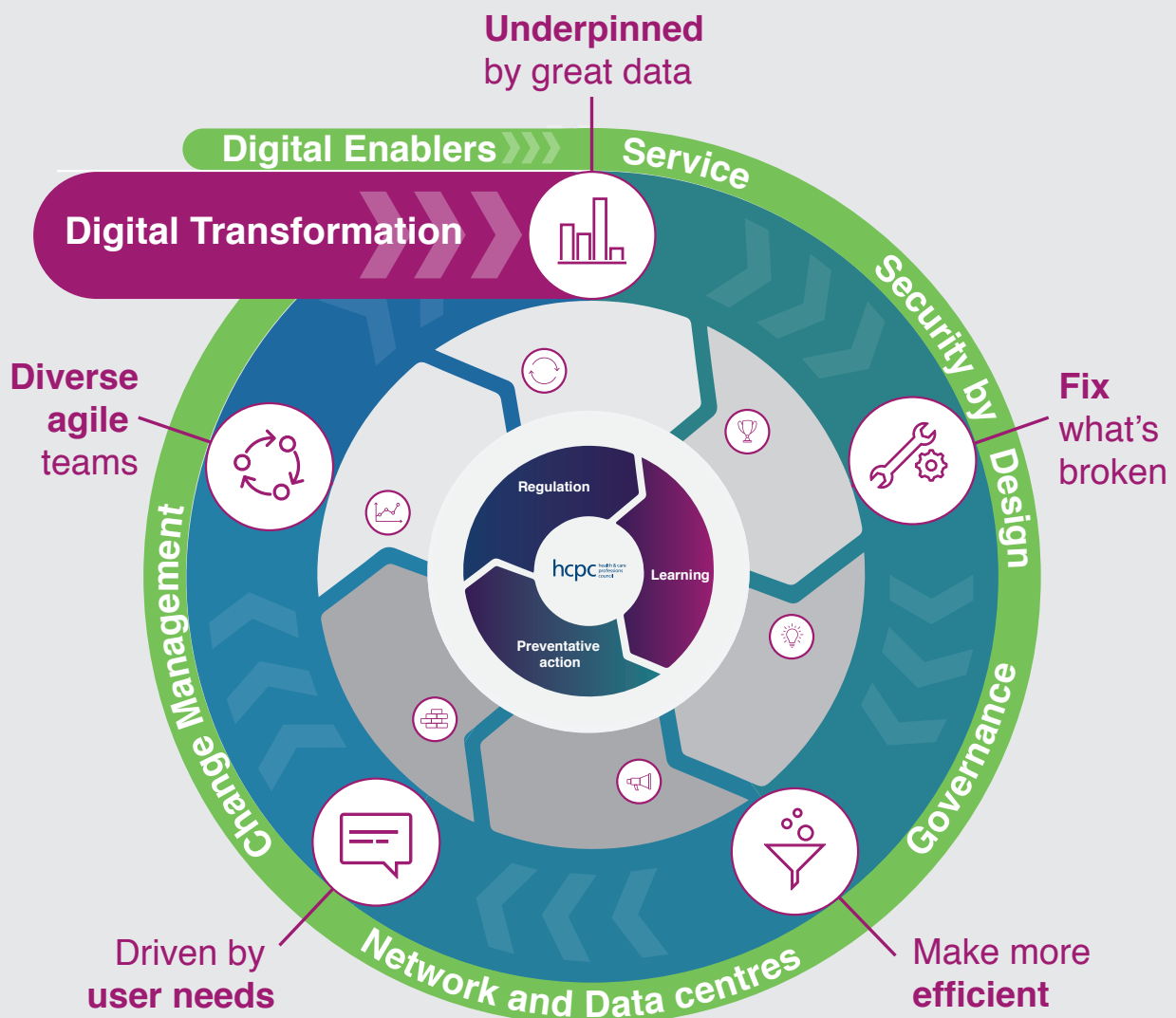
Our Digital Transformation principles

Underpinned by great data

Create a data capability that brings all HCPC data together in a single location that will allow all parts of the organisation to gain new insights into performance and other analytical markers, in addition to consistent Service Level Reporting. This is not currently possible and encumbers progress on a number of strategic imperatives, particularly the Prevention Agenda which would benefit from looking for patterns across all our data sources

Fix what's broken

To deliver a modern extendable technical architecture and way of delivering technology. This will allow HCPC to rapidly deploy the best services that meet organisational need and then continually improve. This is not currently possible and development takes too long and costs too much.

Make more efficient

To create an efficient workplace environment that inspires colleagues and allows everybody to work seamlessly between office and remote locations. That no matter what their role, colleagues can use an excellent digital environment that meets all their needs.

Driven by our user needs

Everything HCPC does is driven by meeting the needs of its registrants, colleagues, students, employers, educators, government, council members, partners and members of the public.

Build diverse agile teams

To ensure HCPC are utilising the benefits of empowering teams to deliver measured incremental benefits, at a lower cost to the organisation.

Underpinned by great data

The current strategic need

There is a need to build consistent Service Level Agreement (SLA) driven performance reporting and to be able to further interrogate organisational data to deliver new insights into registrants' behaviours and performance.

Data is critical to delivering a number of key strategic objectives including the prevention agenda, risk management and EDI.

The context

HCPC's current approach to data means there is no integrated operational or analytical reporting capability. Most reporting is driven from application silos using operational data.

HCPC are implementing Microsoft Dynamics to deliver their registration system and are already using Microsoft Cloud which gives it easy access to a data model and other components that will allow it to build a data platform to meet it's needs.

How we meet the strategic need:

- incrementally designing and building a data platform, a data warehouse, a data sandbox and reporting tools to deliver new insights in organisational and registrant performance;

- building an organisational data model;

- building a capability to deliver the functionality;

- utilising the components of Microsoft Cloud and integrations with Microsoft Dynamics. Build integrations with HR, finance systems, Education and Fitness to Practice Systems;

- creating an analytic sandbox to support the organisations need for data insight, e.g. the prevention agenda;

- building a roadmap of SLA driven reporting epic user stories, in support of HCPC regulatory purpose;

- regularly evaluate whether MS Azure is the right platform for the job.

Fix what's broken

The current strategic need

HCPC has been moribund in monolithic system development for a number of years and needs a way to quickly and cost effectively deploy best of breed technology.

The context

The software built using a monolith approach is self-contained; its components are interconnected and interdependent. If developers want to make any changes or updates to a monolith system, they need to build and deploy the entire stack at once.

With the monolithic architecture it can be difficult to adopt a new technology stack, and requires rewriting an entire new solution to use new platforms or frameworks.

In contrast a microservice software architecture allows an organisation's systems to be divided into a number of smaller, individual and independent services. Each service is flexible, robust, composable and complete. They run as autonomous processes and communicate with one another through APIs. Each microservice can be implemented in a different programming language on a different platform.

Almost any infrastructure can run in a container which holds services encapsulated for operation. Since these containers can be operated in parallel, the existing infrastructure is easier to maintain.

How we meet the strategic need

The strategic need will be met by adopting a microservices architecture. This will not require much course correction to execute, just a different way of thinking about application development and deployment. HCPC are already seeing sizable benefits in this approach for Fitness to Practise actions.

This allows HCPC to:

- retain and develop the investments in Registrations on Microsoft Dynamics and Microsoft Azure;

- formalise the architectural approach;

- assess best/most appropriate off the shelf products to support Fitness to Practise actions, Education, the data platform, Finance and HR. These practices need to follow some simple rules to ensure they provide standard integration (APIs) that allow the inter operability of systems;

- utilise the concept of Minimum Usable Product to get quickly to market by adopting out of the box configuration and not coding customisations;

- utilise a unified user experience layer to give the end user a consistent experience across their interactions with HCPC;

- utilise and deploy AI and Process Automation Tools when the need arises;

- consolidate other business applications into the Cloud;

- build products that evolve.

Make more efficient
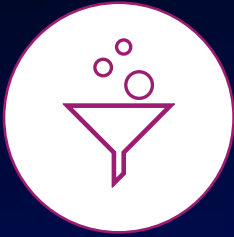
The current strategic need

There is a clear need to ensure all colleagues, business operations and functions have modern tools to work seamlessly and efficiently between the HCPC office and other locations.

The context

The HCPC response to the COVID-19 pandemic has accelerated HCPC from a predominately office based workforce to a predominately remote workforce.

In addition the removal of social workers from the register has shone a light on many operational inefficiencies.

Addressing this need will enable HCPC to:

- remove or automate labour intensive tasks to focus on high value tasks;

- rationalise it's physical office space requirement;

- build a contemporary employee experience to help attract and retain talent;

- reduce it's environmental footprint;

- act quickly and effectively in the event of future lockdowns.

How we meet the strategic need

To meet the need of HCPC to utilise digital technology to drive efficiency we will:

- fix what is broken in FtP, Registrations and we will deliver on our data needs;

- have an ongoing programme of process improvement;

- transition our telephony system to a world class Cloud-based product allowing our colleagues the flexibility to take and make calls from any devise they choose;

- support agile working with the use of laptops instead of PCs;

- continued use of both DaaS (Desktop as a Service) and SaaS (Software as a Service) technologies to support BOYD (bring your own devise);

- equip HCPC meeting rooms to allow greater collaboration, through the installation of MS Teams Meeting Rooms and interactive media walls where required;

- deploy further technology (DirectAccess or Always On VPN) which will allow employees the ability to seamlessly undock their laptops and move to meeting rooms without any loss of connection to the network;

- where it is safe, allow new digital technologies to enhance employee experience;

- utilise process automation and artificial intelligence tools.

Be driven by our user needs

The current strategic need

Only delivering or enhancing a digital product or service when HCPC understands how a solution helps our users meet their needs. Understanding user needs will help HCPC meet it's strategic goals and intent. It will also save time and money, by avoiding spending on things people don't actually need.

The context

The cornerstone of digital transformation and changing internal and external perceptions of HCPC is understanding User Experience. HCPC have done some work in the past in creating personas (archetypal users) and delivering some User Experience work in the website design. The strategic intent is to embed this approach.

We need to know who our users are, what it is they want and need, and how you can best deliver a solution that fulfils their wants and needs.

In HCPC's case 'User needs' are the needs that members of the public, registrants, educators, government and other stakeholders have of HCPC. These are the users of HCPC.

Every part of the HCPC-UK.org website design and architecture, and every piece of published content, should meet a valid user need.

How we meet the strategic need

Ensuring we are driven by our stakeholders needs will require HCPC to:

- develop and own the HCPC personas, understand their needs, and design customer journeys;

- all new features are only developed based on understanding the user experience and meeting well defined and specified needs;

- use a consistent layer for the configuration and orchestration of rich personalised user interfaces and user experience. This means that all online services HCPC deliver will have a consistent user experience and cohesive customer journeys;

- actively engage in co-production;

- continually improve Conversion Rate Optimisation.

Build diverse agile teams

The current strategic need

Deliver measured and incremental improvements to our products and services which enable the organisation to realise benefits earlier and at a lower cost to our registrants.

The context

Inclusive and representative teams create working groups characterised by strength, depth and resilience.

They can draw from collective experiences to offer contrasting perspectives enabling effective delivery of change.

Using structured processes they can respond to the changing business needs rapidly.

This ensures incremental benefits are delivered early, frequently and at a lower overall cost.

The strategy will enable HCPC to be quick to market utilising minimum usable products and build products that can evolve as required.

How we meet the strategic need

To build these diverse teams we will:

- reinforce collegiate working across the organisation;

- map business priorities to the technology and align the product definitions;

- map product changes to clear desired business outcomes and benefits;

- identify technology leaders within the business and align to product delivery teams;

- use these leaders as a channel to identify and prioritise change needs early;

- use small incremental changes to create new baselines for consultation and change opportunities;

- use an effective methodology to deliver change in a controlled but rapid way;

- skill teams correctly to ensure consistent and measurable change is achieved;

- use a delivery pipeline to automate testing and deployment ensuring safe rapid change cycles;

- build DevOps Capability;

- streamline decision making and define clear and understood limits of authority;

- use the correct tools and processes to ensure controlled and managed change;

- manage priorities and use clear reporting to monitor the realisation of outcomes;

- align the support organisation to product lines and configure to support rapid change;

- encourage the freedom to innovate and experiment safely.

Digital enablers

Governance

Governance is the leadership, organisational structures and streamlined processes to enable IT to work as a partner in sustaining and extending the organisation's ability to produce meaningful value for its customers.

The Digital Transformation Strategy has an ambitious agenda and roadmap, which means that there is a need to develop a Governance model to support transformation activity and operations.

Some of these processes will exist, some will need defining or redefining to align to the way we propose to do things in the future, to support the agile, humanistic and environmentally friendly agenda.

The organisational structure does not necessarily all report into the Digital Transformation Directorate, however in the spirit of empowered horizontally aligned teams certain roles will need to align to the new governance structure.

Security by Design

- Retain our accreditations – ISO27001/PCI DSS/ Cyber Security Essentials.

- Provide robust and secure IT systems, that meets our stakeholders needs.

- Improve our relationships with key technology vendors.

Change Management

Ensure HCPC has the correct communications, training, and ways of working channels in place.

Build change networks to support and exploit:

- Adoption of new workplace technology;

- Incremental roll out of new business applications;

- health and wellbeing.

Network and Data centres

- Deliver secure, reliable and fast network and internet connectivity.

- Reduce on-premise hardware and software footprint by leveraging cloud technologies.

- Move from tradition SAN and Hypervisor Virtualization to a Hyperconverged solution.

- Provide a single identity to users and registrants across all internal and public IT systems.

- Provide industry leading BOYD remote working capabilities to our users.

- Leverage cloud technologies, with a preference to SAAS over PAAS and PAAS over IAAS.

- Leverage cloud scalability capabilities to adjust to varying stakeholder demands.

- Promote the use of serverless and micro services, over monolithic systems.

Service

We will implement a new cutting-edge service desk for both IT and Office Services teams enabling efficient management of colleagues' requests via a self-service portal with a friendly interface accessible via any device. This will give us:

- A built-in knowledge base, offering possible solutions and FAQs;

- improved surveying and reporting, with the ability to provide instant consumer feed back;

- incorporate a Service Catalogue into the new service desk to allow the delivery of products and services through a modern and user-friendly store front, giving faster request fulfillment.