
Chief Executive's report on organisational performance

Executive Summary

This paper provides the Council with updates on the organisation's performance since the March 2020 Council meeting. It includes specific projects and activities for the Council to note, stakeholder engagement activity, an update on the Corporate Plan January – July 2020 and an assessment of performance.

The period results for all KPIs and the background data is available to Council and on our website for reference.

We are working on the format of this paper and the presentation of the metrics. We will share progress with the Council for comment and feedback.

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

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

Next steps	The next report will be received in July 2020.
------------	------------------------------------------------

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

Risk	This report is relevant to all strategic risks and risk appetite.
------	-------------------------------------------------------------------

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

Author	John Barwick, Chief Executive john.barwick@hcpc-uk.org
--------	---------------------------------------------------------------------------------------------------------

Executive summary – 21 May 2020

1. Introduction

- 1.1 Priorities in this period have understandably focused on the COVID-19 pandemic response, however as an organisation the HCPC has adapted quickly to complete remote operation and as such business as usual and development activity is progressing well.

2. Performance against key indicators

- 2.1 As Council has previously noted the KPIs have been in place since early 2018 and require review for ongoing suitability. The full KPI section previously presented in this report has been provided to members for reference along with the performance background data, but is not included here as we move to concise and more effective ways of reporting to Council on our performance. We anticipate proposing amended KPIs for agreement at the July 2020 meeting of Council.
- 2.2 All KPIs in the period were met with the exception of FTP and HR turnover. The FTP performance dashboard is included in this paper along with executive narrative of what the data is telling us about performance in the period. Additionally an expanded section on our HR performance is included.

3. Corporate plan January – July 2020 (Change plan)

- 3.1 Progress on the six priority work streams is presented in the appended table to this executive summary. Also included is an overview of a revised FtP operating model.
- 3.2 SMT have agreed its priority areas for the July - December 2020 Corporate Plan, taking into account progress in the first half of the year and the impact of the pandemic response. The forward Plan, along with a review of overall Change Plan progress will be presented to the Council at its July 2020 meeting for agreement.

4. Stakeholder communications and engagement

- 4.1 Much of our stakeholder work in this period has understandably been COVID-19 related, including continued engagement with the Chief Allied Health Professions Officers, Government officials, professional bodies, unions and education sector. However, the Executive has also started to reschedule meetings with the professional bodies which were postponed in March due to

the urgency of setting up the temporary registers and our response to the pandemic.

- 4.2 This includes meeting with colleagues from the Society of Radiographers to discuss advanced practise, potential regulation of sonographers, protection of title issues and working with the professional body on messaging the purpose of regulation. A meeting with representatives from Unite, where issues discussed included an update on COVID-19 work and a conversation on future ways of working. At the time of writing, a meeting with the College of Podiatry had also been scheduled.
- 4.3 The Chief Executive has also held update meetings with the Chief Executive of the PSA, which focused on the impact COVID-19 will have on the regulators, our approach to business as usual and an update on the change plan. He also met with DHSC representatives to discuss COVID-19 cost recovery, regulatory oversight, fees and our financial position.
- 4.4 A full list of the Chief Executive's stakeholder engagement activity is appended is included later in the report.

5. Regulatory development

- 5.1 FtP development is reported on as part of the change plan priority update section of this report.

5.2 Professionalism and upstream regulation

- 5.2.1 Kellie Green has been appointed to the lead role for the new function. Kellie has a wealth of regulatory knowledge having worked in professional regulation for some time, including more recently at HCPC in our FtP Department and scoping the new professional liaison team.
- 5.2.2 Her initial priorities and objectives include: engaging with the heads of the regulatory functions to develop a proposed framework for the Council to discuss and approve; establishing the professional liaison outreach service; and, with key stakeholders, planning joint initiatives that will focus on supporting paramedics to achieve our Standards. She will also be continuing the established MyStandards webinars, and will continue to develop our online engagement with registrants and employers.

5.3 Standards of Proficiency review

- 5.3.1 The Policy and Standards department are finalising the documentation for the SOPs consultation which is currently due to go live on 1 June 2020. The intended consultation approach of grouping professions and staggering the consultation has been revised in light of the pandemic

response pressures on stakeholders. All profession's SOPs will now be consulted on simultaneously for an extended period of four months. This will allow the original timescale for the review to be met.

5.4 Policy development

5.4.1 We are progressing our position on advanced practice and will be sharing a progress update with Council in May with a fuller discussion paper in July.

5.4.2 The initial findings of the University of Surrey research on registrant experiences of FTP has been received and we are developing a framework for the future direction of our work on registrant health and wellbeing for Council's consideration at its July meeting.

5.4.3 Following the appointment of an additional Policy Manager and two Senior Policy Officers we are able to better progress our work on the EDI action plan, service user engagement, health and character guidance review, supervision and leadership and reflective practice toolkits, the ODP SET1 review exploration and a review of our approach to Safeguarding.

5.5 PSA standard performance improvement

5.5.1 Our performance working group met in early May to consider the impact of the pandemic response on the timescales for the action plan. Project charters have been developed for each of the PSA's standards outlining our approach to development and improvement of our performance. Alongside this the quality assurance plan is being tailored to support and evidence the delivery of performance improvements.

5.5.2 At the time of writing the draft findings of the PSA's performance review for the period 2019-20 has not been received. The findings of this review will be considered and incorporated into the improvement action plan when received.

5.6 Progressing the review of education quality assurance

5.6.1 Following engagement with education providers and visitors, an exploratory workshop will take place with the Education and Training Committee (ETC) on 19 May ahead of a formal paper being presented at the June ETC meeting to approve a pilot of a new education quality assurance approach. Proposals are also being put forward for the systems infrastructure required to support pilot activity.

6. Organisational development

6.1 Wellbeing

6.1.1 May 2020 is wellbeing month for the HCPC with a series of engagement activities focused on employee wellbeing taking place. A new employee wellbeing platform has been launched dedicated to improving wellbeing whilst working from home and providing key COVID-19 guidance and FAQs. More detail on wellbeing initiatives is included in the corporate plan update.

6.2 Reviewing our Communications approach

6.2.1 Following the external review of the HCPC's Communication approach, a consultation on a new Communications structure is underway. The overarching aim is to future proof communications for the organisation, and support the development of a refreshed communications approach and external relations strategy.

6.2.2 External communications consultancy is being sought to support the implementation of the new structure including and to provide strategic communications support during the transition to the new structure. A paper on the future approach is included on the Council's private agenda.

6.3 Digital Transformation

6.3.1 The Executive Director of Digital Transformation, Neil Cuthbertson, has now been in role for one month. Whilst obviously he has been unable to meet any of the HCPC team face to face owing to the current restrictions, he has been able to complete an induction and orientation into HCPC and to understand the technical challenges the organisation faces, by making full use of our collaboration tools.

6.3.2 Neil has made an initial assessment as to the current state of the HCPC technical estate and our approach to digital. As a result of this assessment he has been able to put in place some guiding principles that will allow us to move forwards in some key areas and to achieve our short term objectives. In parallel he will lead on the development of a new digital strategy, building a business and technical architecture and creating a digital roadmap. Neil will present a discussion paper later on the meeting's private agenda.

21 May 2020

Chief Executive's report on organisational performance

Contents

	<u>Page number</u>
Corporate Plan January - July 2020 update	7
Fitness to Practise dashboard	13
HR and Organisational Development update	16
Chief Executive's meeting list	21

Priority	Progress in reporting period	Key deliverable	Due / Status
FTP stabilisation and sustainability	<ul style="list-style-type: none"> FTP has created a new BAU baseline and is resetting the improvement programme in light of the response to COVID-19. Improvement cycle implementation began earlier than expected (June) In order to react to pressures as a result of Covid-19. The challenges presented by the COVID-19 restrictions have accelerated new ways of working on FTP improvement. Working with IT and Projects, a virtual hearing set up has been quickly developed and a number of successful review hearings have been held. We intend to hold our first substantive hearing in June. Work is progressing well on an electronic bundles solution with proposals from two suppliers currently being reviewed. The team are also continue to progress looking at a remote telephony solution which best meets the needs of the organisation now and in the future. With the ED of Digital Transformation in post, discussions on taking forward a CMS replacement system have commenced. Due to the demands on the health service, progressing investigations will be impacted by COVID-19. This will further increase the FTP caseload and the time it will take to return to a stable caseload volume. The timescale planning for the priority is being revisited to reflect this impact. Laura Coffey (FTP Investigations lead) has been appointed as the interim Head of FTP as substantive recruitment is temporarily paused. Laura has been with the HCPC for a number of years in senior FTP management roles. 	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 / on track
		Impact monitoring reports	Jun-20 / on track
PSA	<ul style="list-style-type: none"> The PSA performance working group continues to progress on its planned actions for PSA standard improvement. The group met in early May to review the target deliverables in light of the impact of the COVID-19 response. The Council will receive an updated assessment of readiness at its May meeting. The Executive responded to the PSA's request to all regulators for an assessment of the impact of Covid-19 on the performance review process. The PSA has confirmed to the regulators that whilst the PSA will take account of the impact of COVID-19 on regulators performance, performance review activity will not be postponed and that the regulator's effectiveness in responding to COVID-19 will be within the scope of future reviews. The HCPC's current performance review (2019-20) is expected to continue as planned, albeit with a slight delay in the receipt of the draft report from the PSA. The Chair and Chief Executive met with the Chief Executive and new PSA Chair, Dame Glenys Stacey. The meeting was positive and as to be expected the impact of COVID-19 was a focus. Policy colleagues attended the virtual PSA Policy & Research Forum on 30 April. 	PSA standard performance improvement action plan approved by SMT	Mar-20 / complete
		PSA Action Plan implemented and monitored	to December 2020

HR and organisational resilience and stability	<p>Resilience</p> <ul style="list-style-type: none"> • May 2020 is wellbeing month for the HCPC with a series of engagement activities focused on employee wellbeing taking place. A new employee wellbeing platform has been launched dedicated to improving wellbeing whilst working from home and providing key COVID-19 guidance and FAQs. We have, through our insurers (within current premium), been able to offer employees access to a virtual GP service for medical advice and prescriptions. The SMT held its first virtual live Q&A and employee engagement was really encouraging with really positive feedback on the sense of inclusion it engendered, similar engagement is being planned • The all employee working from home survey had a good completion rate with positive responses regarding our IT and Facilities hard work to get everyone online and working effectively. A very small number of employees working from home physical set up is not sustainable and our facilities team is addressing this with the individuals directly. Employees whilst missing face to face interaction with their colleagues have been positive about the working from home experience and a fresh look at home working capability across the HCPC and the knock on impact of that, for example the estate strategy will be taken forward when restrictions are lifted. • Our HR team are developing a new performance review system for employees. The new approach will be an online platform which supports touchpoints throughout the year, empowers employees to manage their annual goals and encourages regular reflection development and achievement rather than being focused on an annual paper based exercise. <p>Stability</p> <ul style="list-style-type: none"> • The Executive Director of Digital Transformation, Neil Cuthbertson joined the HCPC on 12 April. The Council will receive his initial report at its meeting in May. The remaining SMT vacancy the Executive Director of Regulation appointment processing is being planned. Progressing the prevention agenda remains an important focus for the HCPC and to support this a Professional Upstream Regulation Lead has been appointed to progress this work. A QA Lead has been appointed and is expected to join the HCPC in early July. • Following the report on communication strategy, consultation on a new Communications structure is underway. External communications consultancy is being sought to support the implementation of the new structure including and to provide strategic communications support during the transition to the new structure. The post SW transfer 'right size' restructure of the HR and Finance has completed. 	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
Fees	<ul style="list-style-type: none"> • 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. A news story has been published on our website setting out Council's decision to reduce and defer the fee increase. • The SMT will continue to consider the appropriateness of progressing the fee rise with DHSC and Scottish Government civil servants. The HCPC's position has been communicated to our DHSC and Scottish Government colleagues. 	Council agreement of revised fee rules	Mar-20
		Rules laid	Apr-20 / postponed with Council agreement
		Rules effective	

Budget and cost control	<ul style="list-style-type: none"> As year-end processes are still ongoing, we cannot confirm the unaudited result for the 2019-20 financial year yet but these results will be presented to Council at its May meeting. We have successfully demonstrated sufficient evidence to the Department of Education for them to accept a claim for lost opportunity costs resulting from the delay to tendering for our legal contract with Kingsley Napley in 2019. The value of this claim is £709k. This was not previously forecasted for, therefore the 2019-20 result is likely to have a favourable variance against forecast. The Financial Planning and Analysis team has met virtually with all budget holders to discuss the end of year budget performance. The team will work with budget holders to identify their cost drivers to understand how to manage their costs more effectively in the new financial year. The Finance team are working with the Financial Modeller for the development of rolling forecast model which includes an income model. This work is progressing well. 	Finance Department restructure implemented	Feb-20 / Complete
		2020-21 budget agreed by Council	Mar-20 / Complete
Registration project	<ul style="list-style-type: none"> Confidence in the project plan has increased with progress being made on the resolution of a number of key issues and the delivery of the remaining features. Both the HCPC and IBM are managing the working from home dynamic well and the project overall continues to make good progress. Extensive testing systems are underway, with the integration to the other regulatory systems currently being tested. The project team is preparing for user acceptance testing. Three project lessons learnt workshops have been held, facilitated by PwC, the documented outputs of these workshops is expected to be received in May. 	Integration testing commences	May-20
		User acceptance testing	Jul-20
		System delivery	Oct-20

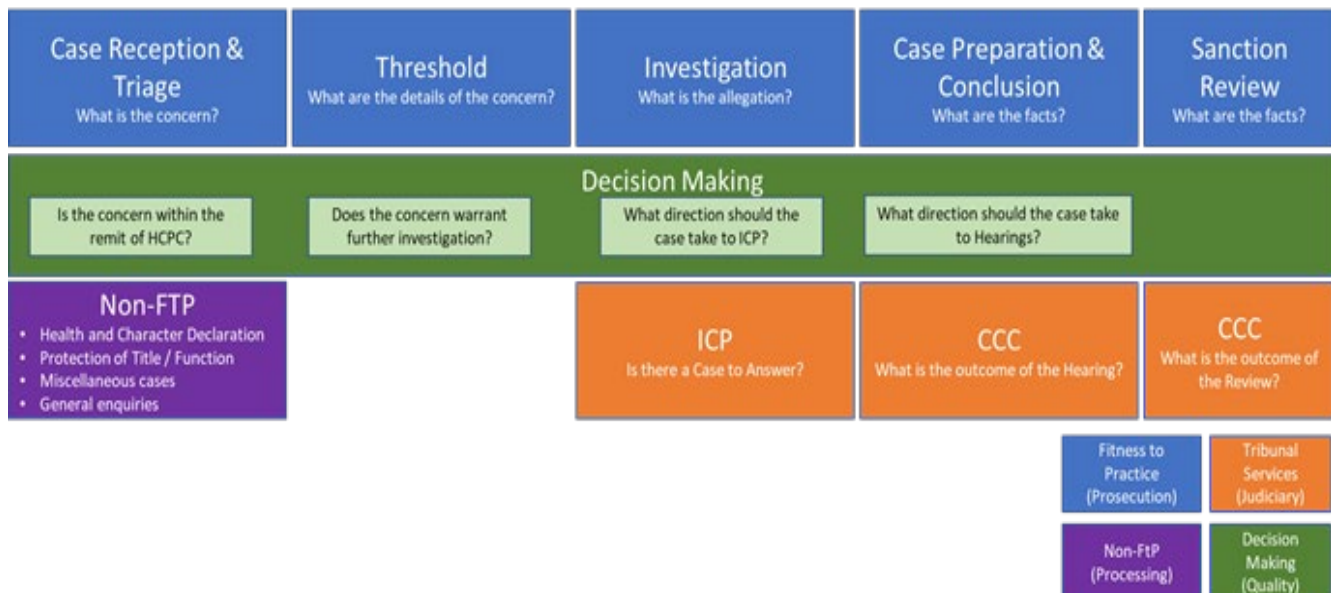
FTP Change Plan Overview

Laura Coffey, the Department Lead for Investigations, has taken on the role of Interim Head of FTP and work has been undertaken on changing the FTP Operating Model.

As Is - FTP Process Model – Level 0



To Be - FTP Process Model – Level 0



The initial strands for FTP improvement are:

- Flow;
- Decision Making (Quality); and
- People (Staff Wellbeing and Talent Management).

FTP Change Plan Overview

Flow

The changes being made to the FTP processes had started to show improvements in the KPIs, up until March 2020. The Demand and Capacity Model has been updated to assist with the planning of impact of Covid-19 and the management of the backlog.

Lean Six Sigma is being used as the technique to analyse processes in order to reduce waste and improve flow.

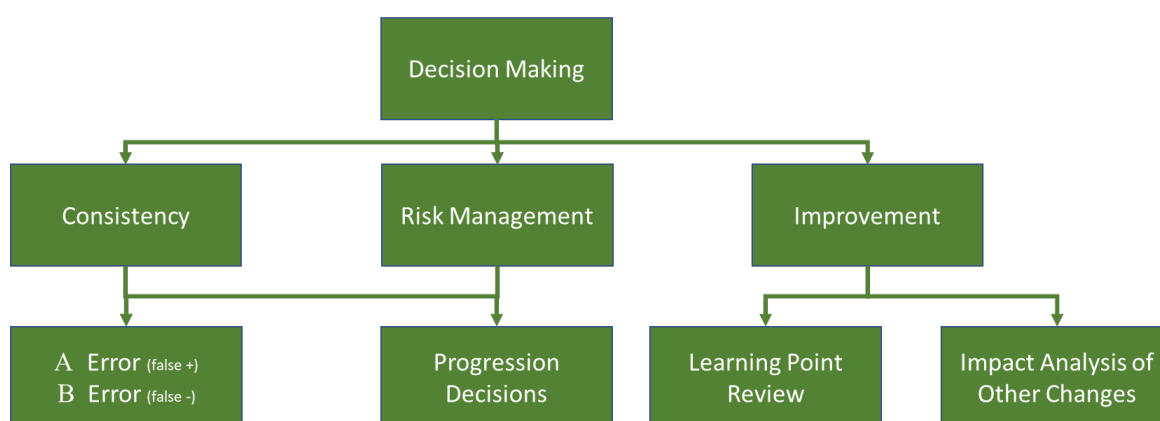
In addition, HCPC has been working closely with other regulators to ensure that lessons learned are shared across the regulators. As an example, the General Optical Council were able to provide their operational guidance for Hearings to be conducted by MS Teams. This enabled the HCPC IT Team to fast-track the development of MS Teams Hearings at HCPC.

Decision Making (Quality)

The focus on Decision Making is targeted at improving consistency of decision making and the risk management of cases as part of Business-As-Usual. Another component of the function is about ensuring that learning points from appeals and PSA are considered in improvement plans.

Linked to decision-making, work is now commencing on reviewing the risk management processes and categorisation. The hypothesis is that improved decision-making and -flow can be achieved by establishing clear criteria based on risk.

Decision Making Model – Level 1



People (Staff Wellbeing and Talent Management)

The people improvement workstream was designed to support improvement in recruitment and retention by a focus on staff well-being and talent management. The initial focus has been diverted by Covid-19 and the requirement to work through the implications of FTP staff returning to the office after Covid-19 lockdown eases.

FTP Change Plan Overview

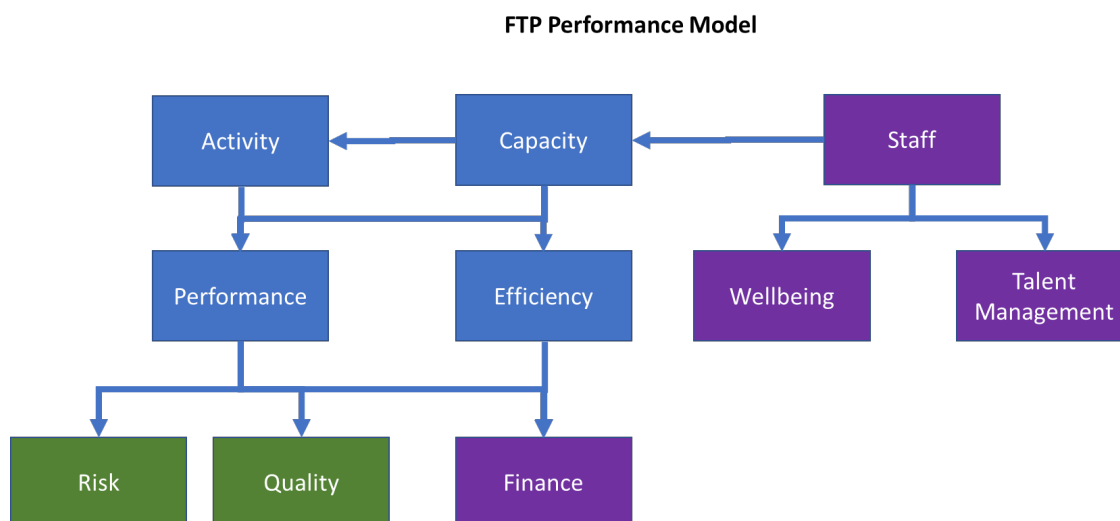
The people workstream is targeted at working with HR to ensure that FTP moves from being a laggard on staff considerations to being a leading department. The initial 3 priorities are:

- Ensuring that FTP becomes a leading implementer of the new HCPC ADPR (Annual Development & Performance Review) process as well as ensuring that FTP is moving to a multiple year view to staff development;
- Working with HR to explore the viability of developing an Advanced Apprenticeship to support FTP recruitment as well as working with L&D to improve the staff development options; and
- To ensure staff wellbeing as a key results area for managers and ensure managers are given the support to be wellbeing champions.

Balance Scorecard

Initial work on the FTP Balance Scorecard has recommenced after a hiatus caused by Covid-19. The key components of the Balanced Scorecard are contained within a FTP Performance Management Model.

The FTP Performance Management Model is designed to ensure that the FTP performance improvement can be tracked, and the trajectory accurately forecast.



Council meeting, 21 May 2020

Fitness to Practise performance dashboard

[1] CASE FLOW (exc. Rule 12)

[1.1] PERFORMANCE

	In month	Avg 3 months	Avg 6 months	Avg 12 months
PRE-ICP CASES				
Open cases at START of period	1,052			
Add: New concerns received	121	119.0	118.0	110.8
Less: Closed at Triage	(2)	(2.0)	(1.5)	(2.5)
Less: Closed at Threshold	(46)	(51.7)	(47.2)	(40.1)
Less: Closed at ICP (NCA)	(58)	(40.3)	(35.5)	(28.4)
Less: Moved to Post-ICP (Hearings) (a)	(54)	(36.7)	(31.2)	(34.3)
Net cases added/(closed) in period	(39)	(11.7)	2.7	5.4
Open cases at END of period	1,013			
POST-ICP CASES (HEARINGS)				
Open cases at START of period	311			
Add: Cases moved from Pre-ICP (a)	54	36.7	31.2	34.3
Less: Closed concluded at FH	(3)	(13.7)	(17.5)	(16.8)
Net cases added/(closed) in period	51	23.0	13.7	17.5
Open cases at END of period	362			
HCPC HIGH-LEVEL CASE FLOW SUMMARY				
Open cases at START of period	1,363			
Add: New concerns received by HCPC	121	119.0	118.0	110.8
Less: Closed	(109)	(107.7)	(101.7)	(87.8)
Net cases added/(closed) in period	12	11.3	16.3	22.9
Open cases at END of period (b)	1,375			
Rule 12 cases excluded from above (c)	45			
Total HCPC cases at end of period	1,420			

New concerns have returned to pre-Covid-19 levels and showing an increasing trend.

Triage and Threshold throughput has been slightly below pre-Covid-19 levels.

The capacity generated by fewer hearings has been used to increase the number of ICPs which has been used to test the virtual hearings processes.

Hearings are recommending mid-May now that using the technology for virtual hearings has been tested with ICPs

The backlog is increasing. The gains made in the first 3 months of 2020 are being challenged.

Well developed cases are progressing while newer cases at each stage are progressing at a slower rate creating a polarisation of case progression.

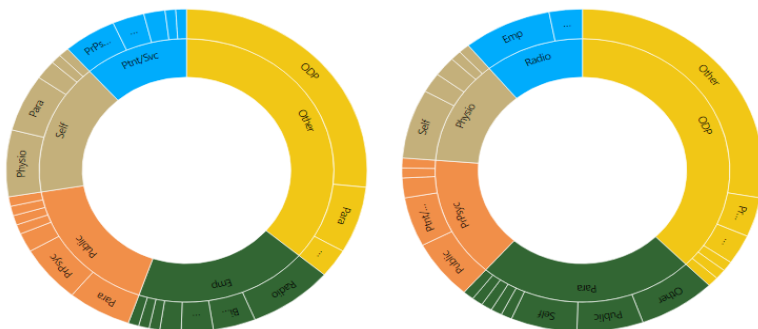
(a) Internal movement only - not a physical (loss) / receipt of cases
 (b) Some cases are closed at a point Pre/Post-ICP but may become live at a later stage
 (c) HCPC have minimal control over progress of these cases and are excluded from case flow performance

[1.2] NEW CONCERNS MIX

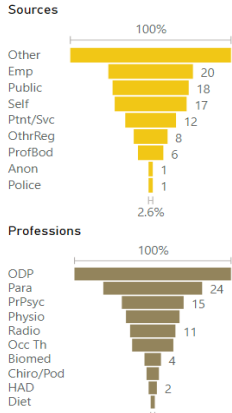
(Top 5 Professions)

Source of Concern x Profession

Profession x Source of Concern

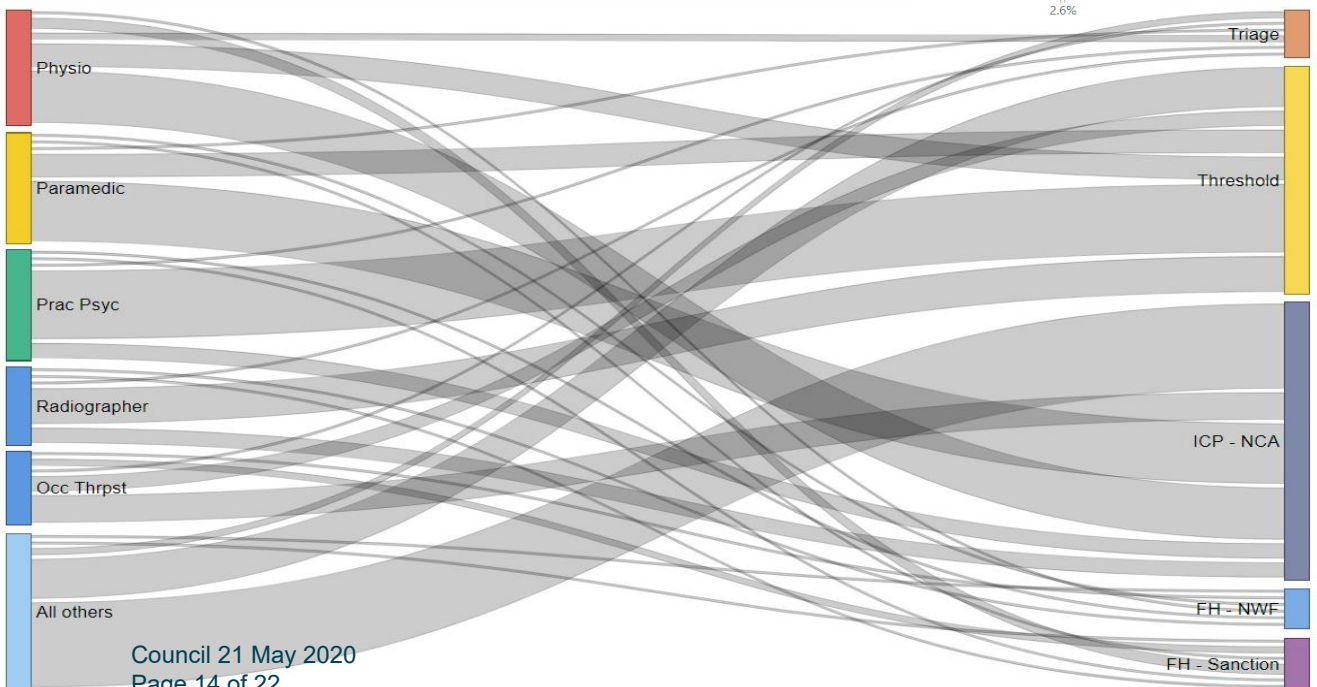


Summary of New Concerns



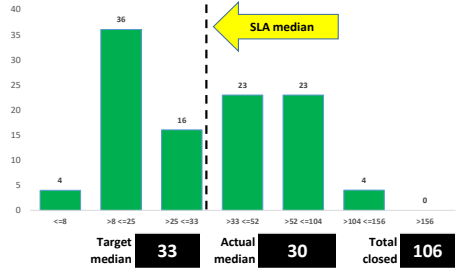
[1.3] SOURCE TO CLOSURE FLOW

(Top 5 Professions)

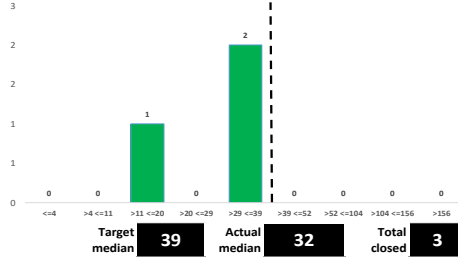


[2] PERFORMANCE

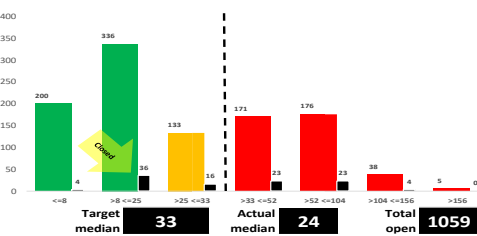
[2.1] CASES CLOSED BEFORE OR AT ICP IN PERIOD



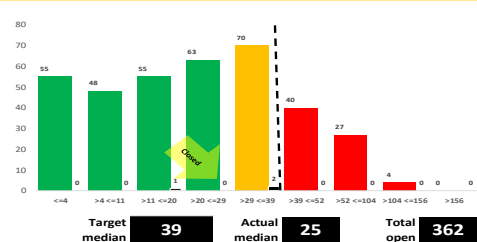
[2.2] POST-ICP CASES CLOSED IN PERIOD



[2.3] PRE-ICP OPEN CASES AT PERIOD END



[2.4] POST-ICP OPEN CASES AT PERIOD END

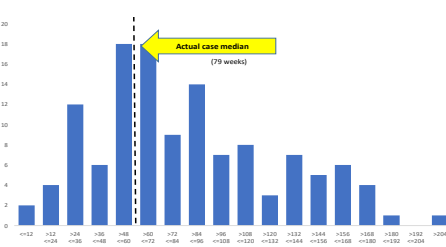


[4] IO CASES

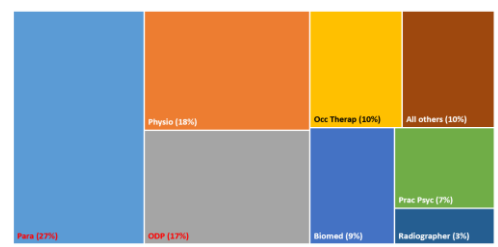
[4.1] PROFILE

	Number	Oldest
Pre-ICP	52	May 16
Post-ICP	73	
Total	125	
Mdn age	79	(wks)

[4.2] AGEING



[4.3] MIX

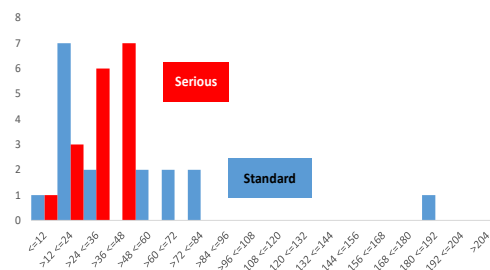


[5] RULE 12 CASES

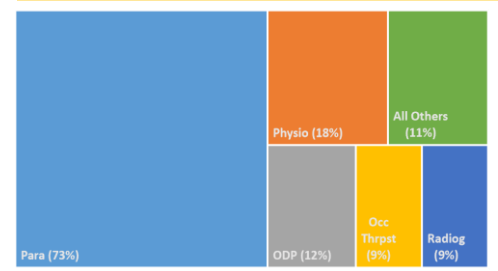
[5.1] PROFILE

	Number	Oldest	Med (wks)
Standard	29	May 16	58
Serious	16	May 18	34
Total	45		

[5.2] AGEING

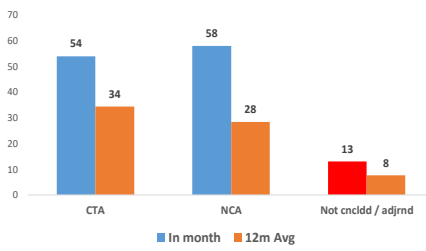


[5.3] MIX

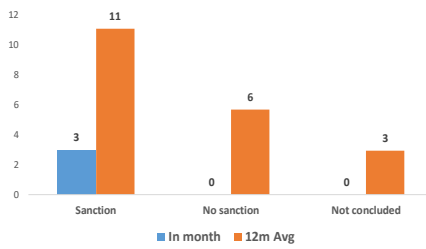


[3] QUALITY - ICP PANEL AND HEARING DECISIONS

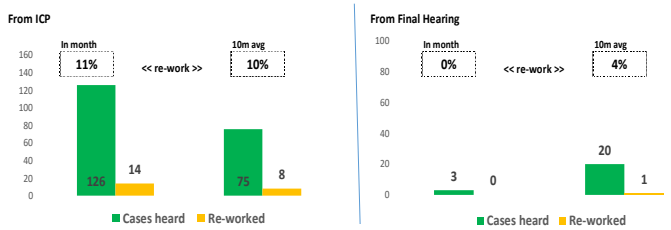
[3.1] ICP DECISIONS



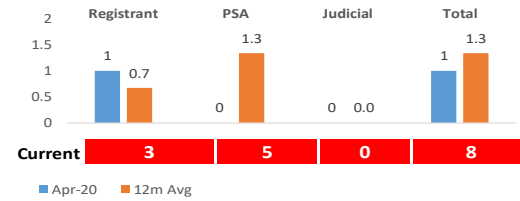
[3.3] FINAL HEARINGS



[3.4] CASE RE-WORKS IN PERIOD



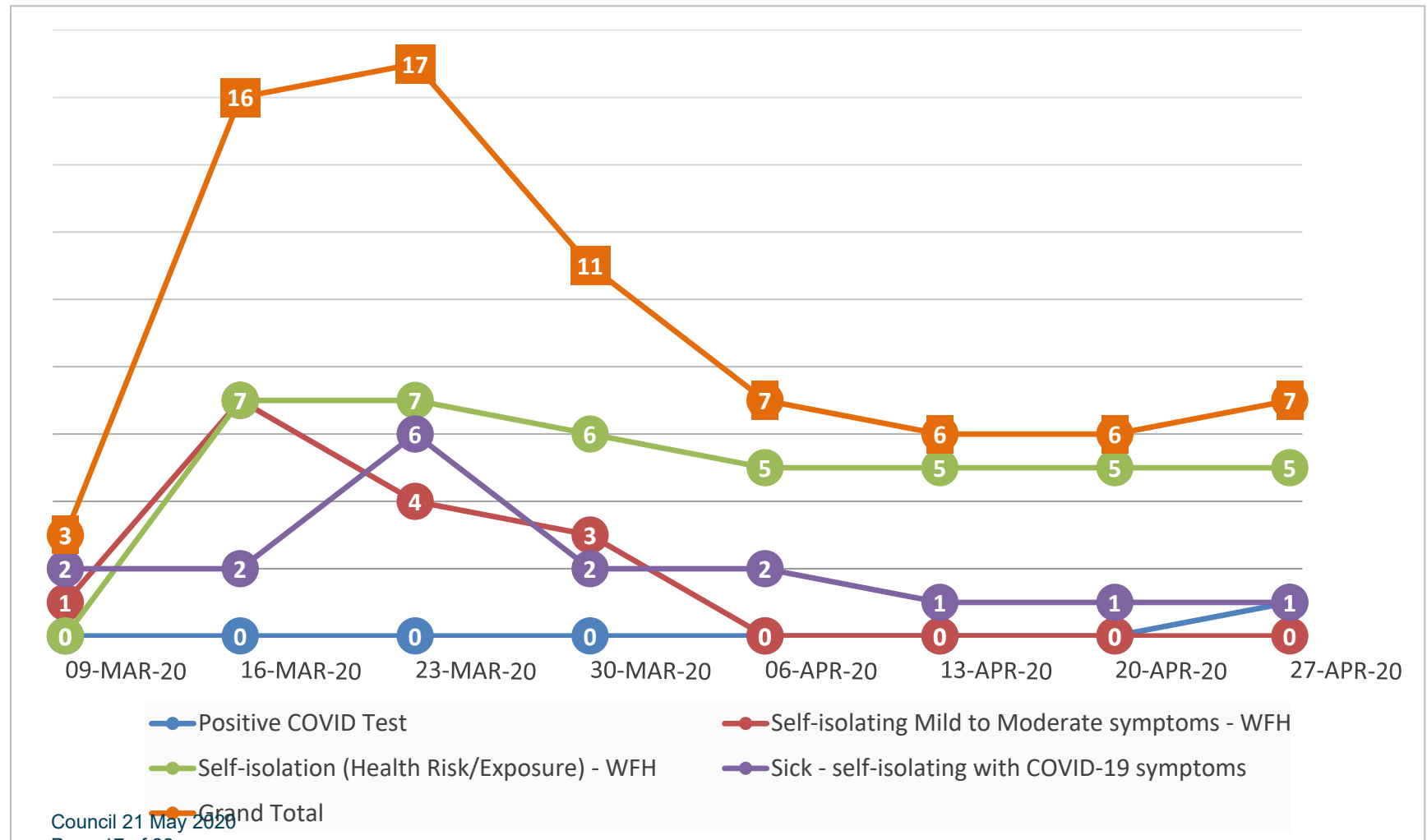
[3.2] APPEALS



HR & Organisational Development

Council update – May 2020

Sickness Absence at a glance – the last 8 weeks



COVID-19 related absence

Status	09-Mar	16-Mar	23-Mar	30-Mar	06-Apr	13-Apr	20-Apr	27-Apr
Positive COVID Test	0	0	0	0	0	0	0	1
Self-isolating Mild to Moderate symptoms – WFH	1	7	4	3	0	0	0	0
Self-isolation (Health Risk/Exposure) – WFH	0	7	7	6	5	5	5	5
Sick - self-isolating with COVID-19 symptoms	2	2	6	2	2	1	1	1
Grand Total	3	16	17	11	7	6	6	7

- One confirmed **positive** test for COVID-19
- No one has been **hospitalised**
- No one has been **furloughed**
- Despite Covid-19, **sickness absence** accounts for 2.6% compared to last year at this time 1.6%
- **Annual leave** booked for April 2020 is currently 2.96% compared to 12.87% in April 2019

Well-being

- Introduction of the Wellbeing Centre - Wellbeing guidance for all employees which outlines wellbeing initiatives offered by the HCPC.
- 14 trained Mental Health first aiders at the HCPC
- WfH survey - 124 participants provided mainly positive feedback
- Introduction of 24/7 Virtual GP for all employees and their families
- 'Clapforcarers' videos provided through Social Media with participating employees and their families

Communication and engagement

- CEO provides regular briefs to all employees which has triggered positive feedback captured by the survey
- Guidance for remote working for all employees
- Wellbeing Teams page which allows employees to communicate with each other
- Wellbeing Videos – encouraging employees to share their top three priorities whilst working from home
- First 'virtual' all employee meeting with employees participating throughout the live session.

Organisational Change

- Education, Finance and HR restructures are now complete and operational
- Communications restructure in progress (to complete by 6 July)
- Review of interim HCPC structure and realign SMT as appropriate (including review of Secretariat, Quality and Governance and Regulatory functions)
- Headcount reductions in line with transformational plan and budget achieved – decrease of 41 head count in 12 months.

Learning and development

- APDR's - extended deadline of 29 May 2020.
- OMT and Employee forum consultation on revised APDR rating structure
- Proposal to move to performance related pay in development for Remuneration Committee consideration should this progress.
- Online performance management system to be launched by September
- Mandatory eLearning completion rates - Information security 98% - Anti-bribery 95%

Recruitment

- Chief Executive and Registrar – John Barwick
- Executive Director of Digital Transformation – Neil Cuthbertson
- Interim Head of FtP – Laura Coffey
- Professional Upstream and Regulation Lead – Kellie Green
- Senior Policy Officers and Policy Manager – Matthew Clayton, Claire Willerton and Charlotte Rodgers
- Head of HR, OD & Well-being and Head of Partners and HR Operations – Fatma Ali and Uta Pollmann
- QA lead – preferred candidate has accepted, documentation to be formalised

Chief Executive – John Barwick**Meeting schedule period covering 23 March 2020 – 21 May 2020**

Chief Executives Steering Group	23 March
Interview for ED of Digital Transformation	24 March
Barnie Choudhury, Communications review	24 March
Covid-19 Response Update with UNISON	26 March
Joy Tweed – The Registration Council for Clinical Physiologists	26 March
Temporary Registration to further groups of AHPs - Linda Hindle, Public Health England (PHE)	31 March
Student temporary registration - Linda Hindle PHE	2 April
Temporary Register Covid-19 Registers teleconference with NHS, Scottish Government, Welsh Government and Chief Scientific Officers	3 April
PSA Chair and CEO with HCPC Chair	8 April
Matthew Smith – BDBPitmans	14 April
Lesley Longstone – General Optical Council (GOC)	17 April
BDBP High Court Monthly Call	17 April
DHSC – Mark Bennett	20 April
Andrea Sutcliffe – Nursing and Midwifery Council (NMC)	23 April
AI Project Follow up with Anna van der gaag	24 April
PSA Research with Anna Gibbons	27 April
PSA – Alan Clamp and Mark Stobbs	28 April
CEORB meeting	29 April
UNITE - Jane Beach	4 May
Richard Evans - Society and College of Radiographers (SoR)	5 May

Steve Jamieson and Stuart Baird - College of Podiatry (CoP)	13 May
Matthew Smith – BDB Pitmans	15 May
BDBP High Court monthly meeting	15 May
HENSE Q2 2020 meeting led by DHSC	20 May
Health and Social Care Regulators Forum – leg by the Care Quality Commission (CQC)	21 May