Council

Meeting Date	30 January 2025
Title	Chief Executive's report on organisational performance January 2025
Author(s)	Bernie O'Reilly, Chief Executive

Executive Summary

This paper provides the Council with updates on the organisation's performance since the December 2024 Council meeting.

Key developments across education, registration, fitness to practise, policy and standards, data and insight and our corporate enablers are highlighted.

As this is a quarterly edition of this report, it includes our key performance indicator (KPI) dashboard, our strategic risk register and an update on our progress against our 2024-25 corporate plan.

Appendices

A – Chief Executive's meetings in the reporting period
B – Corporate plan 2024-25 deliverables tracker update
C – Strategic risk register
D – KPI dashboard and performance data

Action required	The Council is asked to review the information provided and seek clarification on any areas.
Previous consideration	This is a standing item, considered at each Council meeting.
Next steps	The next report will be received in March 2025.
Financial and resource implications	None as a result of this paper.
Associated strategic priority/priorities	This report is relevant to all strategic priorities.

Associated strategic risk(s)	This report is relevant to all strategic risks.
Risk appetite	Not applicable.
Communication and engagement	Discussed within the paper.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	EDI objectives and Welsh language standards are discussed as part of this paper.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

1. **Chief Executive's Organisational Assessment**

This report provides my assessment of the organisation's performance including our performance against our key performance indicators (KPIs), progress against this year's corporate plan at the end of quarter 3 of this financial year and an update on our strategic risks. Key developments across education, registration, fitness to practise (FTP), policy and standards, data and insight and our corporate enablers are highlighted.

People

I would like to start by offering a warm welcome to our 11 new colleagues who have joined since my December report. I continue to meet with all new starters as part of my commitment to a successful onboarding experience.

Claire Amor has returned to her role as Executive Director of Corporate Affairs following maternity leave - welcome back Claire.

I also wanted to take the opportunity to share with the Council that Tony Glazier, our Digital Communications Lead, has been working with the HCPC for 30 years, celebrating his work anniversary on 9 January 2025. Congratulations Tony and thank you for all your contributions and commitment over three decades.

At the close of 2024, it was important for me to acknowledge all of our achievements, and I did so via [this video message](). We registered nearly 15,000 UK applicants and just over 4,000 international applicants in this financial year; approved 51 new education programmes, monitored 46 education providers and published our first 'state of the nation' education annual report. Thank you for everyone's hard work and dedication through 2024.

Engagement

Fuller inquiry

The HCPC continues to contribute to the Inquiry into the issues raised by the David Fuller case with a meeting scheduled for 29 January 2025.

Regulation of NHS managers consultation

As the Council is aware, the HCPC has been invited to respond to the regulation of NHS managers consultation. A discussion on this topic is on the Council's agenda today.

Regular engagement

As part of our regular four nation engagement, I met with the Chief Scientific Officer for England, Dame Sue Hill (10 January 2025), the Chief Allied Health Professions

Officer for Northern Ireland, Michelle Tennyson (22 January 2025) and the Chief Allied Health Professions Officer for England, Suzanne Rastrick (23 January 2025).

As part of my continued engagement with counterpart health regulators, I have met with the Chief Executive of the General Dental Council (GDC), Tom Whiting (15 January 2025), the Chief Executive of the General Medical Council (GDC), Charlie Massey (17 January) and on 22 January 2025 I met with the new interim Chief Executive of the Nursing and Midwifery Council (NMC).

My full meeting list is provided at Appendix A.

Corporate Plan for 2024-25

Appendix B provides our progress report against this year's corporate plan, now in quarter 3. We are pleased to report continued good progress with much of the milestones rated green.

The collection of EDI data of FTP complainants at point of raising a concern has now been moved to green.

The FTP operating model is progressing well with most of the work delivered. We will continue to monitor the progress of this work and look to move this milestone to green once we have sufficient assurance and confidence in progress.

Business Central phase 2 remains as amber owing to the need to focus on delivering quarterly direct debits and capacity constrains for the other project priorities. The other deliverables are being progressed in line with updated timelines.

The draft 2025-26 corporate plan is on the Council's agenda today. This is the final plan of our current corporate strategy and has been developed alongside the annual budget. Both the corporate plan and the budget will then be presented to the Council in March 2025 for approval.

Strategic Risk Register

Our strategic risk register (SRR) is provided at Appendix C. This was discussed at the Audit and Risk Committee (ARAC) in November 2024. Strategic risk 1 has been updated following a review of the risks to better reflect the risks faced by the HCPC. The risks scores are unchanged, and we continue to monitor strategic risk 5 with the intention of reducing the score following the implementation of the next fee rise.

2. **Regulatory Performance**

Further details of our performance across our regulatory functions and against our other KPIs is presented in the KPI dashboard at Appendix D. Below I highlight some of the key points about the performance of our core regulatory functions of education and registration; and a separate FTP report is included on the Council's agenda today.

2.1 Education

Proactive consideration of education provider performance data

We access externally available education provider performance data, which we use as part of the evidence to inform our judgements about education provider alignment with our standards. Until the 2024-25 academic year, we only used data when undertaking planned assessments of education providers through our approval, focused review and performance review processes.

In September 2024, we established a business process to proactively consider education provider performance data when we receive it, in addition to our existing approval and review processes. This development strengthens one of the underpinning principles of our quality assurance model; that we use a broad range of information (including from external sources) to:
- inform decision making and our understanding of risks, issues and performance; and
- prioritise interventions

We do not make regulatory decisions solely using data we receive. We use data to form part of a quality picture for education providers/programmes. We have now developed our ability to use our resources in a targeted and risk-informed way, picking up potential issues earlier, and working with the education providers where issues may be apparent.

2.2 Registration

The implementation of the new Registration operating model will be completed by the end of January 2025, with recruitment to all the new vacant positions achieved.

Customer service

Our contact centre continues to provide a good service for telephone, email and letter enquiries. The telephone call answer rate was 95% for November and 96% for December 2024.

Our performance target of responding to emails within five working days has been consistently met. The monthly median was one working day during the reporting period.

This has been assisted using artificial intelligence (AI) and we continue developing the use of this technology across the team and in other departments, learning as we progress in line with the principles underpinning our technology roadmap.

UK applications to join our Register

During the two month period from November to December 2024 we received 1,710 applications and 2,297 people were successfully registered via the UK registration route. The team continues to manage the demand well and the median time to assess and process UK applications has been three and one working days each month, respectively.

International applications to join our Register

During the two month period from November to December 2024 we received 1,540 applications and we have received 6,984 applications this financial year to date. This is around 55% higher than originally budgeted for and the team is resourced to manage. All the seven additional roles that were approved by the Executive Leadership Team (ELT) in May 2024 have now been recruited but there have been several vacancies throughout the period.

The median time to assess international applications in November and December 2024 was 84 and 81 working days respectively (our service standard is 60 working days). This is due to the high volumes of applications and recruiting and training the additional staff approved in May 2024 by the ELT. We expect performance to continue to improve once the additional colleagues are fully trained. We will consider if we need further additional capacity within the team to manage the demand for this service.

2.3   Registration renewals

The renewal process has been running well.

- On 30 November 2024 the operating department practitioners ended their renewal period. During this period 94.8% of operating department practitioner had renewed their registration which is 1% lower than the previous renewal cycle.

- The next renewal cycle commences on 1 March 2025 for practitioner psychologists.

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

3. Policy and Standards

Standards of education and training

We began the review of the standards of education and training (SETs) in March 2024. The aims of the review are to:

- identify changes to current practice and if appropriate reflect these in the SETs;
- identify ways to strengthen the SETs that enable education providers to prepare learners for professional practice effectively;
- ensure alignment across HCPC standards; and
- ensure that education providers can implement any changes effectively.

So far, we have completed the mobilisation and research phase and listening and gathering insights phase of the review. In these phases, we engaged with a range of internal and external stakeholders to ascertain how they use the SETs and to identify potential areas for improvement. This included discussing the SETs with the Education and Training Committee, Professional Bodies quarterly meeting and workshops with the Education team and education providers.

We have now begun phase 3 of the review in which we will consider what we have heard so far and formulate our proposals for consultation. As part of this phase, we have shortlisted members for expert panels on the following topics:

- equality, diversity and inclusion;
- artificial intelligence;
- different models of learning; and
- simulation in learning.

The purpose of the expert panels is to provide expertise on how each topic can be better integrated into the SETs. Panel members include individuals from professional bodies, education providers and academia with individual expertise in these areas. The panels will begin to meet on 3 February 2024, and there will be a total of five panel meetings during the review.

Throughout February, we will also be hosting workshops with external stakeholders including education providers, professional bodies, service users and learners. In these workshops, we will test our proposals to assess their viability. We will also discuss our plans for implementation particularly, with the education team and education providers who will be most impacted by the standards. We will publish a stakeholder survey week commencing 27 January 2024, which will complement these activities and further inform our proposals.

Following phase 3 of the review, we will begin preparations for a public consultation. The consultation is planned to take place in summer 2025 and will run for 12 weeks.

English language proficiency

Our new English language proficiency evidence requirements for applicants using the international registration route will apply from 29 January 2025. Modifications to the online portal are complete and internal guidance is being finalised for colleagues working in the International Registration team.

A full update has been [published](#) on our website and circulated to stakeholder organisations.

4. **Insights and Analytics**

   EDI

   The first comprehensive report on diversity in FTP concerns was published in November 2024 and was presented to the Council and at the Professional Bodies Forum in December 2024. This report includes analysis of rates of concern by application route.

   A public facing PowerBI dashboard containing all nine protected characteristics and number of other characteristics was published on the HCPC website in November 2024 and was presented to the Council and at the Professional Bodies Forum in December 2024.

   Data developments

   In October the HCPC agreed to join the next phase of the UK-REACH I-CARE which is investigating links between ethnicity and NHS staff retention. Other UK regulators participating in this study are the General Medical Council (GMC), the General Dental Council, the Nursing and Midwifery Council (NMC), the General Pharmaceutical Council, the General Optical Council and the Pharmaceutical Society of Northern Ireland. The Head of Insight and Analytics is now a member of the study's stakeholder group.

   In December the HCPC opened talks with the GMC with regards to joining a cross regulatory data sharing initiative with the GMC, NMC and the Care Quality Commission (CQC). The ultimate aim of this initiate is to get early warning of emerging issues rather than reactively trying to pool data.

   Publications

   The analytical short report on sexual misconduct FTP cases was published in November 2024 and some key findings of that were presented ahead of the launch at the PSA Research Conference in October 2024. This report forms part of the resources in the sexual safety hub.

Recruitment

In November 2024 the capacity of the Insight and Analytics team was enhanced by the secondment of a senior analyst from the GMC, Dr Aitor Hernandez Ortega. Aitor is leading the development of a large-scale public facing PowerBI dashboard containing a wide array of registrant statistics. This is due for publication before the end of financial year 2024-25.

5. Resources

Fees

The parliamentary Order for the proposed fee rise, following the outcome of last year's consultation, is now being finalised by the Department of Health and Social Care (DHSC), to enable the necessary parliamentary approvals to be sought. We continue to liaise with officials in the Scottish Government and DHSC and internally we are engaged in active implementation planning, including for the introduction of quarterly direct debits as a mitigation measure.

Budget planning

The ELT reviewed a first draft of the 2025-26 budget before Christmas and a revised draft is now in preparation, as well as the latest proposed of investments in the technology roadmap and other improvements. The budget and investment plans are being developed alongside the draft corporate plan for 2025-26 which is separately on the Council's agenda. The People and Resources Committee (PRC) will review the draft budget in February 2025, prior to it going to the Council for approval at its March meeting. The Council will also receive an updated draft financial strategy and medium-term plan, following a PRC workshop in December 2024.

Partners operating model

The project to develop and implement an updated operating model for partners continues, with a focus on process design, quality and system changes.

Digital, cyber and technology roadmap

Progress continues against the technology roadmap, with current priorities including the specification of our requirements and options for a customer contact centre model of support; moving over time to implement a single customer relationship management (CRM) system capturing registrant and stakeholder regulatory information; and further upgrading our portals for registrants to provide a seamless, intuitive experience.

Work continues on phase 2 of Business Central, Online Concerns, FTP frontloading and other projects. The investment plan for 2025-26 will include further details about roadmap priorities.

Cyber security continues to be an important priority with the cyber subgroup meeting regularly to review progress on keeping our data and systems secure and addressing ongoing threats and emerging vulnerabilities. The IT team remain closely engaged in implementing current improvement projects, including AI proof of concept pilots, and have recently rolled out the latest version of Window 11 across the organisation, which includes better use of SharePoint functionality for sharing and saving documents.

Culture and Engagement

The 2024-25 quarter 2 pulse survey achieved the highest response rate to date, prompting a range of targeted communications and engagement activities aimed at ensuring employees feel supported and engaged. We are actively addressing specific areas of feedback identified in the survey and have recently conducted the quarter 3 survey to gain further insights into engagement levels and the overall health of the organisation's culture. A detailed update will be shared with the PRC in March 2025.

Recruitment

Recruitment activity remains at a high level, with several critical vacancies successfully filled. These vacancies include a mix of newly created and replacement roles. To sustain this level of demand and ensure continued delivery of effective business partnering support across teams, we are currently reviewing HR resourcing levels to ensure the team is adequately equipped to manage ongoing and future needs.

Appendix A

Chief Executive's external meeting schedule covering 5 December 2024 to 30 January 2025

The General Medical Council (GMC) - Jane Durkin - Assistant Director, Corporate Social Responsibility/GMC Freedom to Speak Up Guardian	9 January
Chief Scientific Officer for England – Professor Dame Sue Hill	10 January
The General Dental Council (GDC) – Tom Whiting, Chief Executive	15 January
The Nursing and Midwifery Council (NMC) - Helen Herniman, Acting Chief Executive	16 January
The General Medical Council (GMC) - Charlie Massey, Chief Executive	17 January
UNISON - Celestine Laporte, National Officer – Health; Nick Entwistle, National Officer, National Officer; Sharandeep Bandesha, National Officer – Health Group	20 January
DHSC – Gavin Larner, Deputy Director – Professional Regulation	20 January
Chief Allied Health Professions Officer for Northern Ireland - Michelle Tennyson	22 January
Chief Allied Health Professions Officer for England - Suzanne Rastrick	23 January
Chief Executives Officers Regulators Board meeting (CEORB)	24 January
The Fuller Inquiry, Imperial War Museum	29 January

Chief Executive's report on organisational performance – January 2025

Appendix B

Corporate Plan 2024-25 - Deliverables Progress Report January 2025

Strategic theme 1- Continuously improve and innovate		
Areas of development	**Key milestones**	**RAG and comment**
1 Strengthen our user experience	A) New team structures in registration fully implemented and embedded (Q2) B) Proof of value pilot on use of AI in HCPC contact centre completed and findings fed into future state design (also see strategic aim 5) (Q2) C) Design and implement opportunities to automate registration processes: verification of education provider passlists and proof of identify checks (also see strategic aim 5 and subject to the outcome of the system reviewed undertaken at the end of 2023-24) (Q4) D) Implement Tone of Voice principles in Registration, building on what we have already implemented in FTP (Q4) E) Update our contact centre and online portals to provide Welsh language options to ensure we are compliant with the new Welsh language standards (Q1)	New operating model effective as at 1 July 2024 with the successful candidate for the final vacancy due to commence employment with the HCPC on 27January 2025. Proof of value pilot on use of AI extended for another three months by the ELT, other opportunities to extend its use and carry out pilot are being explored alongside this. Benefits discussed at session at All Staff Development Day. Data from pilot has identified opportunities for automate services/move to self-service and these changes will come into effect the end of September. Use of AI has help improved the quality and consistency of our email responses. Contact centre updated to provided Welsh language options, online portal updates deferred until quarter 3 of 2025 with agreement of the Welsh Commissioner.
2 Partners transformation work	A) Following a review of the HCPC Partner operating model, develop costed medium-term plans taking account of recent legal developments that enable further improvements in quality and financial management (Q4) B) Payment's system and processes designed and implemented (Q4)	Partner project is on-going on to develop and implement new contractual arrangements and update systems and processes to take account of the implications for the HCPC of the Somerville case; the project will also identify some opportunities to improve quality, although more fundamental changes to the operating model will be separately considered in a later phase.
3 Education	A) Access and use more data available from Higher Education Statistics Agency data, to inform education quality assurance activities and also use to assist resource and financial forecasting for future registrant income (Q4) B) Continue to work with sector partners with the aim to reduce regulatory burden for education providers, whilst holding education providers and programmes to high regulatory standards (Q3)	Scoping started to access and use more data from Higher Education Statistics Agency and data work on the education IT system backlog. We have continued to work with other regulators and professional bodies – aiming to be a leader in the sector, to consider how we can reduce areas of overlap. Our aim is to continue to make good independent regulatory decisions, whilst considering and where possible aligning with the work of others to reduce overlap and burden for education providers. We are members of two inter-regulatory groups linked to artificial intelligence in education, and the use of data in education quality assurance. We took an update on this to the Education and Training Committee (ETC) meeting in November 2024. The ETC were supportive of this work and were particularly keen for us to take regulatory leadership in this area, using our influence to drive change more broadly than areas we are in direct control of.

| 4 | Continue FtP improvements/developments | A) Implement and embed changes to our FtP operating model and processes to support the introduction of in-house frontloaded investigations, including the establishment of a new legal team, building on the improvements we have delivered to the quality and timeliness of our investigations (Q2)
B) Implement changes to our FTP case management system to align with our new operating model and processes (Q4)
C) Review and optimise our scheduling and pre-hearing case management processes to reduce the time taken to list a matter for a Final Hearing (Q3)
C) Review our Sanctions Policy to ensure our guidance for panel members is up to date and continues to support them to make decisions that are fair, consistent, and transparent (Q4) | In-house frontloaded investigations commenced in June 2024. Our pre- and post-ICP legal teams are now in place and the changes to our operating model were completed in Q3.

Changes to FTP CMS has been pushed back to Q4 for operational reasons.

Review and optimisation of scheduling and pre hearing case management processes, improvements have been made to the quality, visibility and operational use of management data with the teams. This is required to enabled future process changes. Work to review and refine scheduling processes will commence in Q4.

Scoping discussions commenced to inform review of sanctions policy. |

Strategic theme 2 - Promote high quality professional practice		
Areas of development	**Key milestones**	**RAG and comment**
1	**SCPEs implementation and SETs review**	A) Implement the updated standards of conduct performance and ethics, which take effect from September 2024 (Q3) B) Promote and support registrants to embed the revised Guidance on the use of social media (Q3) C) Scope and then update supporting guidance materials relating to the SCPEs (Scoping Q1) D) Deliver our professionalism in practice programme, which supports registrants and employers to embed and achieve the SCPEs (Q4) E) Commence a review of the SETs, beginning with a pre-consultation engagement phase to gather stakeholder views and focusing on new and emerging issues such as sustainability and the increasing use of technology such as AI (Q3) F) Procure and maintain external partnership for the purposes of providing service user voice in HCPC work (also see strategic aim 4) that will inform the SETs review (Q1)	SCPEs came into effect on 1 September 2024. Implementation work completed via several internal and external workshops to inform registrants, professional bodies, education providers and colleagues of the revisions to the standards. Comms and promotion of new standards continue into quarter 3 through the mystandards webinars for example. 19 #myhcpcstandards learning events have been delivered to over 3,000 registrants, and 20 professionalism in practice sessions. Review of SETs continues with progress update provided to ETC in November, phase 2 of the review is complete which included the establishment of stakeholder groups and internal working groups to inform the scope of the review. The next update to ETC is planned for March 2025. External partnership with Patients Association ongoing (see strategic aim 4) and will continue into 2025-26 beyond a project focus to seeking their feedback on all major consultation pieces of work.
2	**English Language**	A) Publish the results from the public consultation and final proposals for changes to our English language requirements for applicants applying to join the HCPC register via our international route to registration (Q1) B) Implement the new requirements (including any associated system changes) from Autumn 2024 (Q4)	Results from English language requirements public consultation published (7 June) and implementation of new requirements will go live on 29 January 2025.

Strategic theme 3 - Develop insight and exert influence			
	Areas of development	**Key milestones**	**RAG and comment**
1	**Research**	A) Develop organisational research strategy to inform future research work (Q1) B) Commission research into the interaction between the increasing use of AI by healthcare professionals and professional regulation. As well as providing insight into areas where we might wish to develop further supporting materials for registrants/education providers, this research will inform our review of the Standards of Education and Training (Q2-3) C) Commission research to explore professional boundaries with a focus on sexual misconduct. This will inform our work in FtP, and upstream engagement and will also support the development of further guidance for registrants (Q3)	Research strategy developed as planned. Commenced scoping and early conversations internally and with ETC/Council colleagues to inform AI research piece prior to commissioning. Work will commence as part of 2025-26 plans. Chair of Council and ETC being kept appraised on these decisions. Scoping conversations commenced across teams to inform research work. Wider work on this subject has been completed via a programme of work, this has included upskilling a team of HCPC colleagues to support the development of standards, guidance and information for service users and registrants, as well as undertaking a comprehensive review of existing research relating to sexual safety and abuse. Sexual safety hub launched (Sept 2024). Comprehensive analysis work has also been completed by the Insights and Analytics team which will inform our research in this area.
2	**Continuing to improve data quality and our infrastructure to support better use of data**	A) Deliver minimum data sets for our core regulatory functions (Q1); address remaining gaps in the quality and consistency of these data sets (Q4) B) Establish a roadmap towards achieving a high standard in our use of data to report on delivery of our regulatory responsibilities, commencing with a focus on FTP (Q1)	Minimum data set for Registration completed and related system changed required have been implemented. Education minimum data set has been completed and related system changes planned. Minimum data set for FtP in development. Work to automate the production of the data required for the FTP Council Report was completed during Q1, alongside completion of the high-level design for a new FTP data model that would support self-service reporting in future. Plans have been drawn up to continue the data platform build to implement this model, alongside undertaking design and build work for Registration data, and onboarding Education, Finance and HR data to create a single source of the truth.

| 3 | Insights and Analytics work | A) Assess HCPC processes through an EDI lens, including analysis of FtP case outcomes by diversity characteristics (Q4)
B) Publish the second suite of the new registrant retention rate analyses (for both UK and internationally trained registration routes) to include those first registering between 2018 and 2020 and tracked until end of 2024 (Q4)
C) Improve and increase the volume and frequency of update of Register analyses accessible on the HCPC website. For example, demographic descriptions of registrant populations (e.g. age, sex, registration route etc). (Q3)
D) Establish data sharing initiatives to share (and receive) data with key stakeholders (Q4) | The first comprehensive report on Diversity in FTP concerns was published in November and presented to Council and at the Professional Bodies Forum in December. A public facing PowerBI dashboard containing all nine protected characteristics and number of other characteristics was published on the HCPC website in November 2024 and presented to Council and at the Professional Bodies Forum in December 2024.

Data sharing initiatives commenced via sharing of data with the CSP which was subject to DSA. |

Strategic theme 4 - Be visible, engaged and informed		
	Areas of development	**Key milestones**
1	**HCPC Service User Strategy**	A) Recruitment of a patient panel, focus groups on topics for patient input and sharing HCPC consultations and updates via Patients Association Weekly News and media platforms (Q1) B) Establish partnership relationship and undertake 1 x major piece of joint working (SETs) (Q1, ongoing) C) Review and develop longer term plan for service user engagement based on learning from our first year of working in partnership with a patient and service user representative body (Q4)
2	**Equality, Diversity and Inclusion** Continue to deliver the EDI Strategy and Action Plan.	A) Collecting EDI data of FTP complainants, analysing EDI data for registration decisions (Q4) B) Develop an evidence-based framework for assessment of education provider performance against our education standards linked to EDI (Q4)
3	**Stakeholder engagement**	A) Forward programme in place for engaging and listening to registrants, employers and other stakeholders (including CEO healthcare provider site visits, employers/speaker events for our Chair and Chief Executive office to listen and engage around key issues including patient safety and workforce planning (Q1, ongoing) B) Measure and evaluate the impact of our current engagement fora, such as the professional bodies forum (Q2)

The RAG and comment column:

	RAG and comment
1	Complete.
2	Collection of EDI data of FTP complainants at point of raising a concern is dependent on online concerns portal go live. Delivery of the online concerns portal is expected in quarter 4 which is on track. Scoping commenced for development of an evidence-based framework for assessment of education provider performance against our education standards linked to EDI.
3	Forward programme for 2024-25 to healthcare provider sites have included Glasgow (June), Belfast (September). The Chair presented to the Association of perioperative practice annual conference (2 August 2024). Evaluation underway with stakeholder feedback, good current trends/evidence.

| 4 | Council Apprentice | A) Develop the Council Apprentice alumni network (Q1)
B) Engagement with other regulators and other national apprentice schemes to understand learning and best practice (Q2-Q3)
C) Review learning and impact and share this with Council as part of proposals for future Council Apprentice scheme (Q3)
E) Share learning and model with other regulators/organisations to widen impact (Q3-Q4) | All current and previous Council Apprentices have agreed to join the Council Apprentices alumni network. The first meeting of the network is taking place on 7 February 2025. This will consider the impact of the experience of the Council Apprentice on career plans and goals.

We have engaged with the GMC and other health and care professions regulators about their arrangements and plans for similar schemes and a survey will be circulated to capture this information in a complete and consistent way. We will also engage with other organisations with similar schemes, including NHS England and the UK Regulators Network, which have similar schemes in place. |

Strategic theme 5 - Build a resilient, healthy, capable and sustainable organisation			
Areas of development		**Key milestones**	**RAG and comment**
1	**Update HCPC Fee model**	A) Develop framework for regular fee reviews to provide clarity about our future funding needs and ensure that the HCPC continues to be adequately funded and so can meet its statutory responsibility to safeguard patient safety while being ambitious about delivering high quality, effective regulation and services (Q1) B) Consult on changes to fees recommended by the next regular review, for implementation in 2025 (Q1-2)	Framework for regular fee reviews complete with Council approval. The parliamentary Order for the proposed fee rise, following the outcome of last year's consultation, is now being finalised by DHSC, to enable the necessary parliamentary approvals to be sought. We continue to liaise with officials in the Scottish Government and DHSC and internally are engaged in active implementation planning, including for the introduction of quarterly direct debits as a mitigation measure
2	**People strategy**	A) As part of our succession planning framework; take advantage of our new recruitment portal to extend HCPC's reach and attractiveness to candidates for critical roles; and roll out new learning and development programmes, including for aspiring managers and data apprenticeships (Q3) B) Monitor equality and diversity data to enable the advancement of underrepresented groups (Q3)	Between Q1 and Q3 we received 2,754 applications with 401 candidates joining our talent network pool. In September we successfully launched the aspiring leaders programme aimed at developing future leaders within the organisation. Data Apprenticeships have also been introduced to enhance skills in this area, supporting development to talent development and workforce capability. The monitoring of EDI data continues with ELT/PRC on a quarterly basis.
3	**Digital transformation**	A) Complete initial build of our modern data platform (Q4) B) Review technology roadmap and key technology partnerships (Q3 - (subject to the outcome of the system reviewed undertaken at the end of FY2023-24))	Work underway alongside Business Change on investment phase of modern data platform.

		C) Progress our work on user experience improvements via enhancements to our online services and developing proposals for a unified online portal and contact centre (Q4 - (subject to the outcome of the system reviewed undertaken at the end of FY2023-24)).	Technology roadmap signed off by Council, key technology partnerships being developed and PRC/Council engaged. The PRC received a detailed update in December. User experience improvement is on track and pilot successfully completed on uses of AI in registration.
4	**IT security modernis ation**	A) Update our systems with new capabilities and features included in Microsoft's E5 suite and strengthening further security controls in line with constantly evolving best practice (Q4)	Work continuing on roll out of E5 with investment case being developed for next phase.
5	**Sustainab ility**	A) Move to renewable energy source (electricity) (Q1), B) Evaluation criteria for procurement processes developed (Q2) C) Environmental management system (EMS) in place and plans for ongoing development (Q3-4)	The move to renewable energy source (electricity) completed in Q1. Evaluation criteria for procurement processes have been developed and now being implemented. An early-stage version of an EMS is in place, reporting on direct emissions but not indirect emissions (internal reporting) Ongoing work via Employee Forum to engage employees in delivering the sustainability strategy.
6	**Business Central Phase 2**	A) Invoice automation through add-on module to automate at least 80% of our invoices (c5,000 per month) (Q1) B) Deferred income module that will provide a split of our sales orders/invoices between recognised income and deferred income for registrant fees flowing through from our CRM Reg System to Business Central (Q3-Q4) C) Contract management module to bring our procurement processes and contracts from our current offline management onto the Business Central system (Q4) D) Produce KPI and Dashboard Reporting by utilising our PowerBI module as part of Business Central Reporting – (Q2/Q3)	Invoice automation work is underway with the testing phase nearing completion. The aim will be to roll-out the software before the end of financial year 2024-25 or early 2025-26. Deferred income module pushed back to quarter 4 2024-25/quarter 1 2025-26, owing to capacity constraints. Risk of further delay to quarter 2 2025-26 due to need to factor in cyber security requirements up front. Work ongoing between Finance, Business Change and IT on this part. Contract management module pushed back to quarter 1 2025-26. This is dependent on the roll-out of the invoice automation tool, which will have the additional feature of contract management. KPI and dashboard reporting on track per plan.

Strategic theme 6 - The public, registrants, students and employers understand the value and importance of regulated health and care professionals		
Areas of development	**Key milestones**	**RAG and comment**
1 **Increase engagements with and influence of employers** Through our Insights for employer's programme, we will influence employers to develop cultures and working environments that enable registrants to embed and achieve high professional standards.	A) Develop and deliver Insights for employer's webinar programme (Q2) B) Deliver our Professionalism in practice programme to support registrants and employers to embed and achieve the standards (Q4)	6 Insight for employers webinars have been delivered. New learning modules have been created for the professionalism in practice programme, which includes modules for managers on culture and leadership, managing concerns and professional boundaries. These are now being delivered.
2 **Support our new registrants to successfully transition to UK practice**	A) Promote our preceptorship principles and encourage employers to provide greater support for registrants who are new or returning to practice, and those moving into UK practice for the first time by collaborating with and influencing key stakeholders and employers who are recruiting and supporting international registrants (ongoing Q1- Q4)	Forward schedule of workshops planned to promote our preceptorship principles. Seven Joining the UK workshops sessions have been delivered 665 registrants, who have registered through the international registration route. Launch of new email (September) for registrants (September) (UK and international) to support registrants joining/returning the workforce.
3 **Increase engagements with learners**	A) Scale up the delivery of our Becoming a health and care professional programme for students, which supports learning about professionalism and the value of regulation. (Q2) B) Deliver our third student competition, promoting and encouraging engagement with the revised standards of conduct, performance, and ethics (Q3)	Nine Becoming a health and care professional sessions delivered to 390 students. Planning for 2025-26 programme has commenced. Programme has been updated to reflect the revised Standards of conduct, performance and ethics. Third student competition completed and winners announced in November 2024.

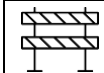| 4	**Registrant communication strategy**	A) Deliver an integrated communications campaign to increase awareness and provide understanding of the revised standards of conduct performance and ethics, including webinars and resources on the key changes (Q2) B) Launch new content to support understanding of our continuing professional development requirements, both for registrants and their employers (Q1) C) Continue to improve the experience of registrants with compassionate and inclusive communication throughout their journey, including new supportive content for those joining the Register (Q3) D) Provide information and signposting for registrants on practising sustainably (Q4)	Comms campaign for new standards completed with follow on comms to continue throughout the roll out phase to support with bringing new standards to life. Campaign planned for February 2025 alongside CPD week. As above, launch of new email for UK and international registrants (September) to support registrants joining/returning the workforce.
5	**Education annual reporting**	A) Engage with the education sector to share insight from the first education annual report delivered since our current quality assurance model was established, focused on key learning themes for education providers (Q2) B) Publish a 'state of the nation' report for the 2023-24 academic year and engage with the sector to share further learning (Q3)	Engagement with the education sector in progress with four webinars completed and three scheduled. Positive uptake on attendance with a combined total of 364 across the four webinars Kicking off data gathering for state of nation report for the 2023-24 academic year.
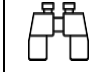
Chief Executive's report on organisational performance – January 2025

Appendix C

Strategic Risk Register January 2025

HCPC Strategic Risks
Summary of strategic risks

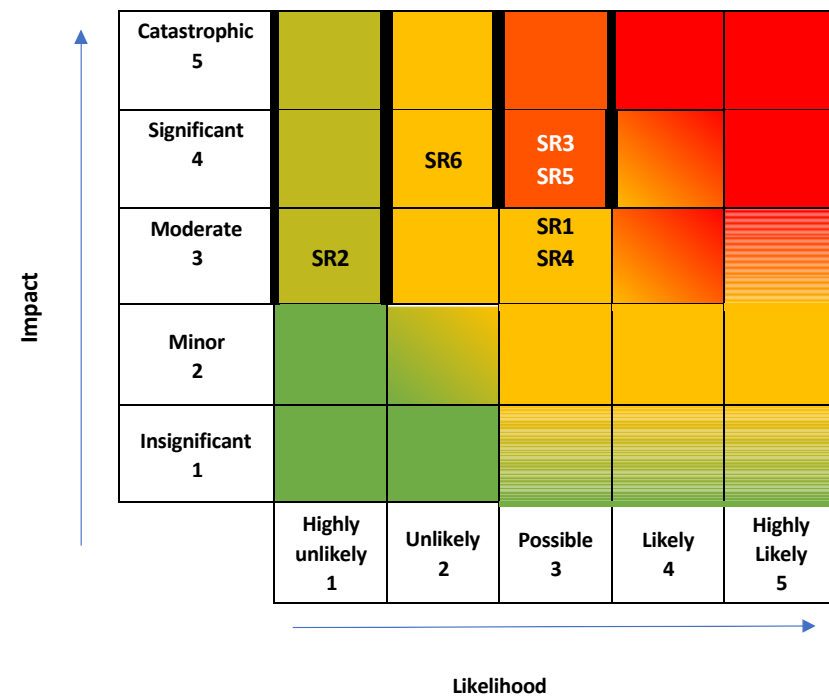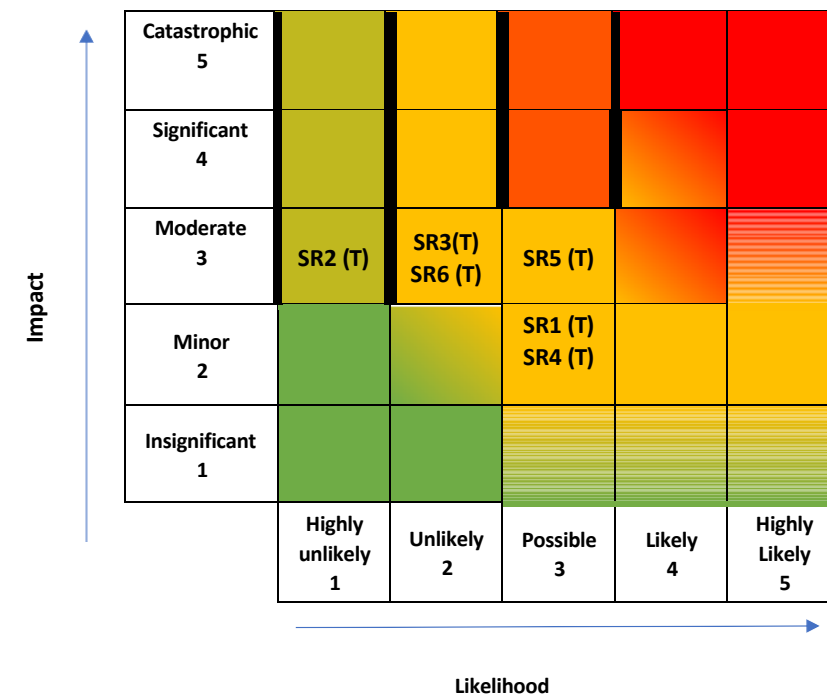| Strategy	Strategic Risks - to September 2024	Strategic Risks - from November 2024	Risk Description	Nov-24	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. Our regulatory performance does not meet the expectations of our stakeholders and as a result stakeholders have negative experiences of our regulation	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, effecting our ability to protect the public.	Not delivering or meeting: Informed registration decision making; Proportionate and fair FTP decision making; Engaged Education decision making; PSA Standards of Good Regulation; Appropriately managed improvement programmes in regulatory areas; Consideration of EDI needs, including accessibility of functions and fairness of decision making.	9	6
2 - Promote high quality professional practice - Enable our professions to meet our standards so they are able to adapt to changes in health and care practice delivery, preventing harm to service users.	2. The HCPC's regulatory expectations are not appropriate or not understood by registrants and other stakeholders	2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.	Relates to: Quality and suitability of our standards and guidance in setting a threshold for safe & effective practice which protects the public. How effectively we communicate our regulatory expectations. The effectiveness of our professionalism and upstream regulation work. Effective and informed consultation process, including enhanced EDI consideration.	3	3
3 - Develop insight and exert influence - Learning from data and research to inform our decision making and share insights to protect, promote and maintain the health, safety and well-being of the public.	3. We are unable to harness the benefits of the wealth of data we hold	3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making. 3.b We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and well-being of the public.	This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator and the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.	12	6
4 - Be visible, engaged and informed - We regulate, take and communicate decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.	4. We do not understand our stakeholders needs and so are unable to be as effective a regulator as we can be	4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.	This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change.	9	6
5 - Build a resilient, healthy, capable and sustainable organisation - Employees feel valued and supported, and fully able to contribute. The organisation is resilient and able to quickly adapt to changes in the external environment.	5. The resources we require to achieve our strategy are not in place or are not sustainable.	5.a The resources we require to achieve our strategy are not in place or are not sustainable. 5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.	This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.	12	9
6 - Promoting the value of regulation - The public, registrants, students and employers understand the value and importance of regulated health and care professionals.	6. HCPC is unable to realise the benefits of regulatory reform, or these benefits are significantly delayed	6. We do not sufficiently or appropriately promote our work leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised. This can manifest in two primary ways: a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers. b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.	This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.	8	6

Old	Mitigation key	New
	Preventative	
	Monitoring	
	Detective	
	Remedial	
	Horizon scanning	
	Best practice development	
	Communication	

Heat map of strategic risks - residual

Impact	Highly unlikely 1	Unlikely 2	Possible 3	Likely 4	Highly Likely 5
Catastrophic 5					
Significant 4			SR6	SR3 SR5	
Moderate 3	SR2			SR1 SR4	
Minor 2					
Insignificant 1					

Likelihood

Heat map of strategic risks - target

Impact	Highly unlikely 1	Unlikely 2	Possible 3	Likely 4	Highly Likely 5
Catastrophic 5					
Significant 4					
Moderate 3	SR2 (T)	SR3(T) SR6 (T)	SR5 (T)		
Minor 2			SR1 (T) SR4 (T)		
Insignificant 1					

Likelihood

Strategic Risk 1. We are unable to deliver our regulatory requirements effectively in a changing landscape, effecting our ability to protect the public.

Date	Risk Owner
Nov-24	Executive Director of Education, Registration & Regulatory Standards

Risk Summary

Not delivering or meeting:
Informed registration decision making; proportionate and fair FTP decision making; engaged education decision making; PSA Standards of Good Regulation; appropriately managed improvement programmes in regulatory areas; consideration of EDI needs, including accessibility of functions and fairness of decision making.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	3	9
Target risk	2	x	3	6

← No Change

Current Risk Influencers

- − The 2023-24 PSA performance report published August 2024 shows we met 16 of 18 standards. Engaging with regulatory reform programme and are next on the list to go through the process.
- − Online applications project delivered online Int and UK applications. This has increased reg advisor processing productivity significantly. The Education team are through the backlog now, and about six months ahead of where the team were this time last year. The team is now focusing on case planning which will ensure greater compliance with KPIs and service levels
- − The second tranche of FTP improvement projects are in delivery, continued focus on embedding of tranche 1 benefits. Wider tone of voice work to be scoped in order to prioritise for the next phase of the project.
- + Teams will require additional resource to engage in regulatory reform preparation when commences for the HCPC.
- + Restrictions of the current legislation is that we're not able to respond quickly to developments, constraining us in some areas.

Risk Appetite

Regulation = Measured; Influence and Leadership = Seeks

The risk appetite target level within tolerance if below red/amber. We are confident that our standards and guidance are fit for purpose and so this risk is currently within risk appetite.
To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

Current risk level is within risk appetite

Mitigations in place

- Second line QA plan for 2024-25 to review success of improvements in FTP, Registration and Education in addition to first line QA activity in place, such as the FTP DRG and panel member feedback following each hearing.
- FTP improvement programme and governance in place, FTP improvement oversight board regularly meeting with attendance of PSA and DHSC. Regular self-assessment against PSA standards reported to Council. Modern education QA model. Regular feedback sought and acted upon to improve process application and stakeholder experience. Education provider self-service portal in place improving experience of education centralised PSA coordination. Participation in inter-regulatory working groups to share good practice and discuss common issues, this is also provided though the use of a panel of legal providers for FTP matters.
- Monitoring regulatory performance through performance reporting and KPIs.

- Mature feedback and complaints service in place focused on extracting learning when things go wrong. Online application capability in place for UK and international applications.
- Regular learning and development for partners and employees.
- Registrant health and wellbeing strategy, registrant support line in place.
- Wide range of guidance on the HCPC's regulatory processes available on our website.

Areas of Development	Progress 2024-25	Mitigation
Strengthen our user experience	AI automation for contact centre has already seen improvements in quality and consistency of responses. An annual license has been purchased and work will be starting to identify other mailboxes access the business, starting with policy. Initial investigation undertaken on opportunities to automate other parts of the registration process (Education pass list verification, identity checks) Tone of voice review in registration on track for quarter 4.	By delivering these workplans we will support the expectations of our stakeholders more effectively, ensuring a positive experience.
Partners transformation work	Project initiated and plan presented to board. Initial focus on payment system, pathways and responding to the Somerville case. Finalised partner service agreements. Partner payment pathways design workshops and gap analysis undertaken with regulatory functions. Requirements for payroll identified. KPIs and quality assurance to start in quarter 4.	Updating our approach to our Partner stakeholder operating model.
Education	Scope of Higher Education Statistics Agency data added for review to the data platform work, however not yet confirmed if this will deliver the milestone as defined.	Reducing burden on education providers, and collaborating closely, will help provide a better experience.
FTP improvements/ developments	FTP operating model on track for quarter 4, including frontloading. Scoping discussions commenced to inform review of sanctions policy. Review of operational processes for Hearings and Scheduling in progress, outputs may drive system changes. On track for quarter 4.	The new FTP operating model, including frontloading, will allow us to provide more timely decisions for the most serious cases.

Reporting period commentary

The PSA performance report for 2023/24 was published on 30 Aug 2024. This showed that we met 16 out of 18 standards, including meeting standard 18 (FTP support/comms) for the first time. We continue not to meet standard 15 (FTP process/timeliness) and have not met standard 17 (FTP risk) after meeting last year.

The risk score remains the same due to this - while we lost a standard we met last year, this was due to a single case and we have gained a new standard.

Strategic risk 2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.

Risk Summary

Relates to:
Quality and suitability of our standards and guidance in setting a threshold for safe and effective practice which protects the public; How effectively we communicate our regulatory expectations; The effectiveness of our professionalism and upstream regulation work; Effective and informed consultation process, including enhanced EDI consideration.

Date	Risk Owner
Nov-24	Executive Director of Education, Registration & Regulatory Standards

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	1	3
Target risk	3	x	1	3

← No change

Current Risk Influencers

- – Four country resource in place in PUR better enabling UK wide prevention engagement.
- – Education team now has a national model with relationship managers in place for each provider
- – Partnership working with NHS England on Preceptorship principles (supporting new professionals transition to workplace) approved by Council and published. Implementation guidance published in November 2023.
- – Revised SCPEs and guidance on social media live Sept 2024. Easy read guide for SCPEs has been produces, aimed at the public.
- – #mystandards 2024-25 events programme has commenced aiming raising awareness of standards requirements.
- + Changing expectations of our professions' practice as a result of pressures on services, tech or societal events.
- + Changes to SCPEs may pose risk to registrant understanding of expectations following implementation. Plan under active monitoring to mitigate.

Risk Appetite

Regulation = Measured; Influence and Leadership = Seeks

Current risk level has reduced from 6 to 3, and therefore is within risk appetite.

To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

Current risk level is within risk appetite

Mitigations in place

- Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.
- Engagement with key stakeholders/experts for widescale profession specific changes to standards, including the EDI forum.
- Guidance provided on meeting our standards, #mystandards webinar series.
- Dedicated website hubs for registrants, students, employers, members of the public, education providers.
- Policy enquiries function available to support understanding and application of our standards.
- Regulatory approach to advanced practice defined and agreed by the Council.
- Professionalism Liaison service in place influencing employers, using knowledge to effect change through engagement and advice.
- Policy and Communication teams at full complement. Head of Comms in place

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
SCPEs implementation and SETs review	SCPEs came into effect on 1 September. Implementation work completed via several internal and external workshops to inform registrants, professional bodies, education providers and colleagues of the revisions to the standards. Commenced review of SETs: Status report to the ETC in November, in formulating proposals phase now.	Communication and guidance plans built into our standards reviews.	SCPEs successfully came into effect on 1 September.
English Language	Results from public consultation published (7 June). Implementation of new requirements is planned for January 2025, work underway with Business Change and Head of Regulatory Development. Progress update presented to the ETC (September). NEW: Develop new guidelines for advanced practice, secured funding from NHS England, programme of work taking forward, recruiting some resource as well.	The new English language requirements will bring us inline with other regulators - broadly consulted on	There has otherwise been little change since the last risk report. The risk remains the same.

Strategic risk 3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making. 3.b We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and well-being of the public.

Date	Risk Owner
Nov-24	Executive Director of Education, Registration & Regulatory Standards

Risk Summary

This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator and the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	4	20
Current Risk	4	x	3	12
Target risk	3	x	2	6

← No Change

Current Risk Influencers

- − Priority is to improve data quality before moving to next maturity level.
- − Findings of analysis of the attrition rates of the 15 professions published, contributing to wider workforce planning aims. Positive reception from stakeholders.
- − IT team delivered successful first modules of new data platform, supporting EDI reporting, meeting the needs of the HEE data sharing project and improving access to core registration data.
- − % of registrant EDI data held has improved with 95% of those renewing opting to provide data. System improvements delivered to make data collection mandatory as part of online registration processes.
- − Data Engineer in place, data standards officer on secondment. A data migration specialist has been recruited on a temporary basis to support the Business Central project.
- − Automation of Council reporting completed
- + Ongoing risk of short term appointment of data manager, data consistency, accuracy and completeness will continue to be a concern.
- + Quality and completeness of underlying data causing delays to analysis as significant cleansing work required. I&A team working with Ops teams to resolve and mitigate against continued imputing of new bad quality data.

Risk Appetite

Data = Open

Therefore, our appetite for this risk is to be within the amber scale rather than a higher appetite.

To reach our target we need to have the data platform in place to enable an analytics environment. We will require assurance on the quality of and approach to our data and reporting, including clear definitions.

Current risk level is outside risk appetite

Mitigations in place

- Publication of FTP, education and registration information and datasets through annual reports and FOI requests.
- Insights and Intelligence Framework agreed, setting out priorities and approach for data analysis.
- Dedicated resource for Analysis and Intelligence and Data Engineer in place.

- Publication of in house statistical analysis of EDI data and register attrition rates published.
- Oversight board for Programme for Data Excellence in place.
- Renewals data dashboard accepted report now in place agreeing renewals counts of actuals and previous windows.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Research	Discussions held with Turing institute and with Council Chair, Turing may have capacity to work with us next year on the interaction between the increasing use of AI by healthcare professionals and professional regulation. This will move to next year's plan, released some capacity to work on professional boundaries. Scoping is finalised on research to explore professional boundaries with a focus on sexual misconduct, and will continue into next year	Developing an organisational research strategy to utilise our data more effectively	We are using our data more effectively and actively. The Registration MDS systems work is in delivery. However there is still work to be done to cleanse the data, and to insure accountability. Risk score has not changed
Continuing to improve data quality/infrastructure	Minimum data set for FTP in development, we are bringing in a data manager to support this work and develop common data dictionary. Plans drawn up to continue the data platform build to implement this model, alongside undertaking design and build work for Registration data. Data manager will help to identify these.	Establishing MDS to support better use and consistency of data	
Insights and Analytics	Analysis of FTP case outcomes by diversity characteristics will be included and published in quarter 3. Proof of concept work now underway to establish the best technical approach to internal and external self-service reporting, alongside establishing what datasets the organisation wishes to make available in this way. Established with IT can publish a power bi on website, diversity factsheets being finalised now. Data sharing initiatives commenced via sharing of data with the Chartered Society of Physiotherapy which was subject to data sharing agreement. Trialling application programming interface (API) management solution to make data sharing initiatives easier and safer.	Using the data available to us to understand our registrants, and share this data with our stakeholders	

Strategic risk 4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.								

Date	Risk Owner
Nov-24	Executive Director of Education, Registration & Regulatory Standards

Risk Summary: This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	3	9
Target risk	3	x	2	6

← No Change

Current Risk Influencers

- – Professional liaison consultants in place in each of the four UK countries, improving our reach for engagement work.
- – Collaboration with NHS employers to reach out to attendees of joining the UK workforce upstream events, contributing to the wider workforce agenda. Also, in this area we published our analysis of register retention improving understanding of attrition, preceptorship principles published and preparedness for practice research launched.
- – Education team now has a national model with relationship managers in place for each provider
- – Strategic Relationship Lead in place and actively managing and supporting relationship managers' network. Relationship management model reviewed and revised in quarter 1. Engagement management group established to support more targeted forward planning for engagement.
- + Single CRM forms part of the tech roadmap agreed by Council and we will be progressing an investment case for the early stages of this work as part of the 2025-26 investment round.

Risk Appetite

Influence and Leadership = Seeks

We have built a strong engagement plan with our stakeholders, particularly building a more positive and transparent relationship with the Professional Bodies Forum.
In order to meet target, this risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.

Current risk level is within risk appetite

Mitigations in place

- ELT relationship building and liaison with key stakeholders particularly Government departments, professional bodies, other regulators, unions.
- Personal engagement plans for Chair and Chief Executive in place. Engagement management group meets regularly to monitor and plan engagement strategically. Operational level relationship manager engagement for key stakeholders in
- Communications and strategic engagement supported by external communication partner.
- Horizon scanning and intelligence gathering including from relationship building to be aware of external drivers and influencers, early planning, and scenario development.
- EDI strategy and action plan informed by independent audit of EDI practice. EDI stakeholder forum and internal EDI employee forum.

- Policy statement on approach to MOUs in place, a number of MOUs agreed with key stakeholders.
- Analysis and action planning from feedback mechanisms including corporate complaints, FTP stakeholder surveys, stakeholder opinion polling and education provider survey.
- Professional body forum in place, including regular meetings both virtually and in person.
- Office of Chair and Chief Executive established
- Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
HCPC Service User Strategy	Contract with the Patients Association agreed for one year, will have core element of engagement strategy included. Longer term plan underway, currently defining responsibilities	Ensuring service user engagement in development of policy/strategy	We have continued to deliver a programme of active engagement with our stakeholders, and also continue to strive to improve our engagement and impact. The online concerns project has been delayed to undertake quality assurance but will still be delivered this financial year. The risk score has not changed.
Equality, Diversity and Inclusion	Collection of EDI data of FTP complainants at point of raising a concern is dependent on online concerns portal go live. Delivery of the online concerns portal is expected in Q4 Scoping commenced for development of an evidence-based framework for assessment of ed provider performance against our education standards linked to EDI. Engagement with EDI forum, October forum will see something to inform this work. Scoping commenced for development of an evidence-based framework for assessment of education provider performance against our education standards linked to EDI.	Gathering further EDI information in order to identify any bias or unintended consequences in our decision making process.	
Stakeholder engagement	Forward programme progressing, CEO visits for 2024-25 to healthcare provider sites have included Glasgow (June), Belfast (September). The Chair presented to the Association of perioperative practice annual conference (2 August). Further events are in the pipeline. Evaluation planned with stakeholder feedback, good current trends/evidence. Finalising a survey now working with the Head of Insight and Analytics	Active engagement by CEO and Chair with stakeholders. Measuring the impact of our engagement will support continuous improvement.	
Council Apprentice	Received a positive response around establishing the network, a meeting will be scheduled imminently with opportunity for heads of service colleagues to join to update periodically on HCPC areas of interest. Engaging with the GMC who are looking at setting up their version so sharing some learning from the HCPC scheme Also engaging with other organisations.	Ensuring more diverse voices on council informing decisions.	

Strategic risk 5.a The resources we require to achieve our strategy are not in place or are not sustainable.
5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.

Date	Risk Owner
Nov-24	Executive Director of Resources

Risk Summary

This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure).
The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.

	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	4	x	3	12
Target risk	3	x	3	9

← None

Current Risk Influencers

- − Budget factors in projected future benefits of investments, to be validated at project initial phase and tracked to ensure deliver.
- − 23-24 balanced budget achieved. Draft 24-25 balanced budget, medium term financial plan.
- − November 23 fee rise implemented. Regular, incremental fee reviews required to maintain HCPC financial sustainability, including in light of increased costs from FTP volumes, need for continued investment and financial risks.
- − People strategy in place: BDO audit shows good progress. Performance against KPIs good - sickness absence and turnover reducing. APDR participation for 23-24 was 100%. New programme for aspiring managers launched in October 2024.
- − Business Central finance system live from April 2024, improving financial control and reporting. Phase 2 in progress.
- − Carbon baseline for HCPC now established with action plan for improving sustainability being developed with expert input and involvement of ELT and SLG.
- − Publication of Gender and Ethnicity Pay Gap Reports
- − Change and Benefits Forum established, reporting to ELT to strengthen change management and ensure delivery of benefits.
- − Restructure of ELT live from 1 Nov 2023, with maternity cover appropriately planned to mitigate gap.
- + Legal position on partners' employment status determined, following judgement in NMC employment tribunal case. Project initiated to manage the different streams of work including contracts, payments, and quality statements.
- + Rising inflation increases HCPC costs and HCPC employees cost of living pressures; impacts mitigated by budgeting, pay review and efficiency plans as part of benefits realisation.

Risk Appetite

Financial = Measured; People = Open

Current risk is outside risk appetite, with the benefits of the introduction of increased fees in November 2023 and a positive People Strategy internal audit report partially offset by continued financial pressures and long term risks. To meet our target risk we need regular fee reviews to maintain financial sustainability, in addition to maintaining the rate of progress in other areas. The target also requires our financial reserves to be stronger.

Current risk level is outside risk appetite

Mitigations in place

- Adherence to budgeting and financial management and reporting processes which are subject to internal and external audit e.g. NAO. Finance business partner challenge and budget setting principles agreed by ELT to challenge the
- Business change function provides challenge on benefits outcomes of investment in new areas of work or enhancements to existing processes. Medium-Term Financial Strategy in place incorporating an efficiency action plan.
- All employees are set goals and objectives and undertake annual performance review which includes an assessment against our values (Fair, Compassionate, Inclusive, Enterprising) promoted through all employee performance system
- HR includes a central learning and development function for employees, which runs an annual learning and development plan for commonly identified skill and knowledge needs in addition to annual compliance training in areas
- Employee Forum acts as a consultation group for organisational change.

- Adherence to HR processes in relation to recruitment, annual performance development review and learning and development for employees. All HR policies have been updated in the last 12 months.
- Adherence to Partner processes in relation to recruitment, onboarding and partner code of conduct (updated January 2024).
- Effective IT system design maintaining confidentiality, integrity and availability of data. Digital transformation strategy provides roadmap for improving our IT systems.
- Maintenance of ISO27001 Information Security standard which is subject to external audit/regular independent security assessments of key IT infrastructure. Maintenance of business continuity infrastructure
- ELT monthly monitoring of productivity of all departments through detailed performance reporting. KPIs reported to committees and Council for oversight of performance and progress in meeting agreed milestones.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Update HCPC Fee model	Framework for regular fee reviews complete with Council approval. Consultation on fee rise completed and Council considering consultation finding and making decision on fee rise at September 2024 meeting.	A new fee model allows is needed in order be sustainable and achieve our strategy	The fees consultation closed on 14 June 2024, proposing an increase of the registration fees by £6.98. A total of 1,040 responses to the consultation were received, all feedback is being reviewed and will be taken into account by Council when making a decision. On 9 July the NMC published and independent culture review which showed damning evidence effort the culture that employees were working within. Following the publication of this report the HCPC reviewed how we are assured on our own culture to identify any gaps or opportunities for improvement. The CEO also took quick action to actively communicate with all of ELT, SLT and the wider organisation. Risk score has not changed
People strategy	Recruitment portal has enabled high numbers of applications (690 in quarter 1), other activity has included a Career Fair promoting roles across FTP and Registration,1. Launch of new learning and development programmes (September) as planned. The monitoring of EDI data is taking place with ELT/PRC on a quarterly basis Introducing a Speak Up Guardian role to support staff - Expressions of interests received, and next stage of recruitment underway.	The people strategy is in place to improve retention, recruitment, and culture	
Digital transformation	Work underway alongside Business Change on investment phase of modern data platform, aiming for quarter 4. May slip into quarter 1/2 next financial year. Technology roadmap signed off by the Council, key technology partnerships being developed and PRC/Council engaged. User experience improvement is on track and pilot successfully completed on uses of AI in registration.	Modernising our data platform and approach is needed to ensure we are sustainable and effective	
IT security modernisation	Work continuing roll out of E5 with investment case being developed for next phase. On track for quarter 4. New: Design and deploy ALP and DLP solution for data loss prevention and document security. Investment case approved by the ELT on 17 September 2024	Modernising our IT security is needed to ensure sustainability	
Environmental Sustainability	Evaluation criteria for procurement processes have been developed and now being implemented. An early-stage version of an EMS is in place, reporting on direct emissions but not indirect emissions (internal reporting). Ongoing work via Employee Forum to develop sustainability workstream. Information for onsite operations and will continue to develop scope 3 over time (ongoing area to work on).	As a modern an conscientious organisation our environmental sustainability plan ensures we are in line with requirements.	
Business Central Phase 2	Invoice automation work on track as planned. Deferred income module pushed back to quarters 3-4, owing to capacity constraints. Approach now defined. Move to quarter 1 next year flagged. Contract management module pushed back to quarter 4, on track for quarter 4. KPI and dashboard reporting on track per plan – quarter 3/4	Delivery of phase two of business central is required to complete the modernisation of our financial systems	

Strategic risk 6. We do not sufficiently or appropriately promote our work leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised. This can manifest in two primary ways:
a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers.
b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.

Date	Risk Owner
Nov-24	Executive Director of Education, Registration & Regulatory Standards

Risk Summary

This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.

	Impact		Likelihood	Risk Score
Inherent risk	4	x	5	20
Current Risk	4	x	2	8
Target risk	3	x	2	6

← No Change

Current Risk Influencers

- − In its response to its consultation on regulatory reform, DHSC has confirmed that the HCPC and NMC will be the priority regulators for reform following the GMC.
- − HCPC provided feedback on, and participated in cross regulatory round table discussions, regarding the development of the GMC s.60 order. HCPC has responded to this consultation.
- − Government leadership changes, and challenges in the health landscape could impact on the progression of regulatory reform due to other priorities.
- − Collaboration with stakeholders such as NHS England provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform. Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform.
- − HCPC has engaged with DHSC on how the recommendations of KPMG on the future regulatory landscape may be taken forward. DHSC have indicated that this will not be progressed as a priority, with the S.60 taking priority.
- + Funding needed to progress regulatory reform internally not included in 2023-24 budget and will be funded by ringfencing any surplus in 2022-23 and contingency in 2023-24 budget.
- + HCPC funding challenges risk being unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated long process to achieve this.
- + Regulatory reform not included in 2024-25 budget, but will be reviewed once firmer dates are confirmed.
- + While the HCPC has now been named as the next regulator to undergo reform there is not clarity at this stage on the timescales for this. We expect this clarity once DHSC has run its consultation on the GMC legislation. Lack of timescale challenges planning and scaling up of resources within HCPC dedicated to reform. Change of government may have an effect.

Risk Appetite

Reform = Open

Current risk is within appetite.

The target risk will be reached if the outcome of regulatory reform and the longer-term regulatory landscape review compliments and endorses the multi profession regulation model. This requires successful HCPC engagement and effective messaging. Risk reduction also required greater clarity on timing of the HCPC's reform and confidence that funding and resources in place realise the opportunity of reform.

Current risk level is within risk appetite

Mitigations in place

- Communications and strategic engagement, including parliamentarians and cross-party engagement, on regulatory reform supported by Luther Pendragon.
- HCPC engagement on Health and Social Care Bill led to positive change.
- Some dedicated policy resource in place.

- Participation in cross regulator analysis of draft legislation and other regulatory themes, HCPC's comments on draft legislation have been provided.
- Funding and resource required for progression of regulatory reform quantified within budget as a financial risk. Assessment of de-prioritisation of other development work undertaken to create capacity for regulatory
- HCPC medium term financial plan in place to seek to make provision for regulatory reform. Consultation expected to launch September 22.

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Increase engagements with and influence of employers	Now delivered two insight for employer's webinars with further planned through the Autum and Winter. Will be complete by end of quarter 3. Professionalism in practice programme to support registrants and employers to embed and achieve the standards on track as planned, the targets set may not be achieved this financial year.	Increased engagements with wider stakeholders ensure understanding the value of our work, encouraging support for reg reform changes	Monthly meetings with DHSC still ongoing and regular catch ups with the GMC and the NMC. Scoping meeting with DHSC meeting with officials for lessons earned and requirements for the HCPC with a view to put together a timeline. We have had the opportunity to review both the GMC's rules and the NMC's planned rules.
New registrants to UK practice	Forward schedule of workshops planned to promote our preceptorship principles. Launch of new email for UK and international registrants (September) to support registrants joining/returning the workforce (email now been launched) Workshop with employers on preceptorship held (September).	Supporting registrants new to UK practice supports addressing the workforce crisis	The Professionalism and Upstream Regulation department continues to deliver a quality timetable of workshops to address the pressures facing our registrants.
Increase engagement with learners	Three sessions delivered to students with further sessions happening in September of our "Becoming a health and care professional" programme. Programme updated to reflect the new standards. Work is being delivered but the scaling up will not happen this financial year. Third Student competition now closed with 15 entries - the highest number received. Now in shortlisting, result early November, prize giving December.	As above	Risk score has not changed
Communication strategy	Comms campaign for new standards completed with follow on comms to continue throughout the roll out phase to support with bringing new standards to life. roll out of standard, rolling campaign continuing through quarters 3 and 4. launch has happened, ongoing campaign continues. Launch of new email in September for UK and International registrants to support registrants joining/returning the workforce.	As above	
Education annual reporting	Kicking off data gathering for state of nation report for the 2023-24 academic year. Paper to ELT, ETC November – findings from last academic year, plan out of this to produce info sheet linked with areas in our standards summarise our regulatory requirements and how providers have met them, common areas. annual report each year with key findings.	As above	

Chief Executive's report on organisational performance – January 2025

Appendix D

- Key Performance Indicators Dashboard

- Register Demographics

- Media Reach Metrics

Education

Measure	KPI 3 - Education Quality and Timeliness **1. Less than 20% of assessments resulting in conditions/formal requirements** **2. 30 days or less to provide process reports to the education provider from conclusion of quality activities**	Period	January 2025
What it tells us	Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R >25%, A 20-25%, G <20% Measure 2 will tell us whether we deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R >36, A 31-35, G <30		
Reporting period commentary	Measure 1 – We have continued to support our stakeholders well, with two of the four months reported having no conditions set (and two months with no decisions on approval). This is an explicit aim of our quality assurance model – we hold providers to high standards, but support them in meeting them, aiming to reduce the need for formal conditions. Measure 2 – Performance has dropped from the previous report period. As expected and noted in the last report, this is due to high numbers of assessments being concluded late in the 2023-24 academic year, and a bottleneck of report writing in September and October. We now are in a better position than last year – we have returned to reports being delivered within our KPI.		

		Jan-24	Feb-24	March-24	April-24	May-24	June 24	July-24	Aug-24	Sept-24	Oct-24	Nov-24	Dec 24
1	%	0	0	0	0	N/A	N/A	0	0	0	N/A	N/A	0
2	days	25	27	31	32	33	39	34	47	92	80	28	N/A
		Jan-23	Feb-23	March-23	April-23	May-23	June-23	July-23	Aug-23	Sept-23	Oct-23	Nov-23	Dec 23
1	%	0	0	0	0	0	0	0	0	0	0	25	NA
2	days	91	58	71	129	24	31	27	32	62	54	62	NA

Registration

Measure	KPI 4 – Registration responsiveness 1 - Decision on 95% of all UK registration applications within 10 working days 2 - Decision on 95% of all international registration applications within 60 working days 3 - Answer 90% of telephone calls 4 - Respond to emails within 5 working days		Period	January 2025

What it tells us	Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed Registration performance data. KPI 1 and 2 R: <80%, A: 81-94%, G: >95% KPI 3. R: <70%, A: 70-89%, G: >90% KPI 4 R: >11 days, A: 6-10 days, G: <5 days

Executive commentary	**UK application:** Performance against our service standard for UK applications has been consistently met since February 2022. The monthly performance median continues to remain within the 10 working days service standard. **International applications:** During the period from August to December 2024 3,941 applications were received and we have received 6,984 applications this budget year to date. This is around 55% higher than originally budgeted for and the team is resourced to manage. All the seven additional people that were approved by ELT in May 24 have now been recruited but there have been several vacancies throughout the period. There were 2,188 people who were successfully registered via the international route August to December 2024. The median time to assess international applications August to December 2024 was 47, 66, 70, 84 and 81 working days (our service standard is 60 working days). The percentage of applications assessed within our KPI is not as high as previous months and below our target. This is due to high volumes, training the additional staff approved by ELT in May 2024 and recruiting for several vacancies within the team. We expect performance to continue to improve once the additional resource is fully trained. **Calls:** The telephone call answer rate was 94.4% in August, 92.7% in September, 91.6% in October, 94.9% in November and 96.3% in December 2024. **Emails:** Our performance against our target of 5 working days for emails has been sustained and we have been achieving the KPI for emails since June 2022.

2023/2024		Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
1: UK registration	%	100%	100%	100%	100%	99%	100%	99%	100%	98%	100%	100%	100%
2: Int registration	%	51%	52%	53%	53%	97%	57%	41%	62%	44%	29%	8%	9%
3: Calls	%	100%	100%	99%	98%	98%	99%	97%	94%	93%	92%	95%	96%
4: Emails	working days	1	1	2	2	2	1	1	1	3	1	1	1
2022/2023		Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
1: UK registration	%	100%	100%	100%	100%	99%	100%	100%	99%	100%	100%	100%	100%
2: Int registration	%	88%	86%	98%	99%	97%	97%	98%	100%	100%	95%	51%	48%
3: Calls	%	99%	100%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%
4: Emails	working days	1	1	2	1	2	1	1	3	2	2	1	2

FTP

Measure	KPI 1 - the proportion of cases concluded at each stage that are within KPI 1.70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt 2.70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer.	**Period**	January 2025
What it tells us	This provides a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FTP performance reports. RAG: R: <60% A: 60-70% G: >70%		
Reporting period commentary	Closures within KPI at the pre-ICP stage of the process have increased in the last quarter and we continue to balance concluding our older and younger cases at this stage. In November we saw the largest proportion of cases concluded pre-ICP within KPI since January 2024. At the final hearing stage, we concluded some of our older cases at final hearing in Q3 and we would therefore expect the proportion of cases concluded within KPI to be lower.		

2023-24		Jan-24	Feb-24	March-24	April-24	May-24	June-24	July-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
1: Pre ICP	%	82%	53%	49%	56%	50%	41%	45%	33%	43%	49%	57%	48%
2: Final Hearing	%	0%	25%	0%	5%	7%	30%	8%	9%	18%	6%	12%	19%
2022-23		Jan-23	Feb-23	March- 23	April-23	May–23	June-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
1: Pre ICP	%	50%	62%	56%	52%	63%	53%	59%	37%	64%	50%	66%	72%
2: Final Hearing	%	0%	9%	0%	0%	16%	4%	5%	0%	0%	30%	14%	46%

Measure	KPI 2 - S.29 appeals and learning points			**Period**	January 2025
What it tells us	This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by the PSA under their S29 powers and the number of new PSA s29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.				
Reporting period commentary	In December 2024 we received notice that the PSA intended to appeal a final hearing decision. That appeal is still in the early stages. We currently have two live PSA appeals including that notified to us in December. In Q3 we received six learning points from the PSA, which is consistent with previous three quarters. PSA issue learning points to highlight areas for improvement in the quality of final hearing decisions. Improving the quality of our final hearing decision has been a key element of our improvement programme.				

2024-25		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	1	0	1	
PSA Learning Points	Number	6	5	6	
2023-24		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	1	1	1	1
PSA Learning Points	Number	10	5	1	6

Customer Service

Measure	KPI 5 - Customer service: Number of complaints and % upheld										Period	January 2025
What it tells us	This provides insight into potential customer service and performance issues. Narrative will be vital for the Council to probe and should include information on corrective action taken. Upheld RAG - Green <50 Amber 50-59 Red >59											
Executive commentary	Complaints appear to have levelled, with a slight decrease in complaints for Registration, although those remain relatively high with the majority determined as upheld. The work being undertaken to manage the high numbers of international applications should see an improving trend over time, as it in that area where most of the complaints are currently being generated. Fitness to Practise complaint themes remained the same and mostly related to delays, communication issues, case handling and threshold closure decisions. There were, however, fewer complaints determined as upheld as the reporting period progressed.											

Year to date		Nov-23	Dec-23	Jan-24	Feb-24	March-24	April -24	May-24	June-24	July-24	Aug-24	Sept-24	Oct-24	Monthly average
	Number	31	27	44	47	26	54	59	50	60	58	51	47	46
Previous years	**% upheld**	40*	28*	49*	36*	31*	39	49	64	59	60	33	43	44
		Nov-22	Dec-22	Jan-23	Feb-23	March-23	April-23	May-23	June-23	July-23	Aug-23	Sept-23	Oct-23	Monthly average
	Number	48	29	46	41	47	40	41	43	26	36	41	31	56
	% upheld	55	42	66	49	40	40	52	44	33*	31*	33*	17*	56

* Approximate as cases still open at the time of reporting

Professional practice and insight

Measure	KPI 6 - Professional practice and insight: 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event	Period	January 2025
What it tells us	This measure focuses on outcomes which highlight the impact of our engagement. Engagement and media reach dashboard to be provided in performance report. Target 60%		
Executive commentary	In this period, we have continued to deliver our workshop for newly registered international registrants called Joining the UK workforce. We delivered sessions of this online in September and October. We also delivered a session in November in person. We also continued the #myhcpcstandards webinar series for this year. We repeated two webinars related to the updated standards of conduct, performance and ethics in September. We also carried out bespoke sessions related to the updated standards at various workplaces across the UK. We also delivered bespoke sessions as part of our professionalism in practice programme related to record keeping and professionalism in this period.		

Year to date		Jan-24	Feb-24	March-24	April -24	May -24	June -24	July -24	Aug -24	Sept-24	Oct-24	Nov-24	Dec-24
	%	93	74	100	67	81	78	75	75	81	80	100	74
		Jan-23	Feb-23	March-23	April-23	May-23	June-23	Jul-23	Aug-23	Sept-23	Oct-23	Nov-23	Dec-23
	%	81	80	80	80	80	81	80	50	83	82	73	75

Finance

Measure	KPI 7 - Finance: Performance against budgeted operating expenditure in range of 98.4% to 103.7%										Period	January 2025

What it tells us: Indicates the grip and control in place and accuracy of forecasting. Measure will be the full-year forecast variance against the full-year budget moving from year to date (YTD).

Executive commentary
- Overall October 2024 YTD expenditure is in line with the latest quarter 2 forecast. November 2024 month-end is ongoing with reporting to be completed by 13 December 2024.
- The full year expenditure forecast is now £41.7m, which is increase of £1.0m compared to the quarter 1 forecast of £40.7 million and an increase of £1.4m compared to budget expenditure of £40.3m (103.5%).
- Key drivers include higher costs associated with FTP (timing of case volume progression and additional complex cases), brought forward spend initially planned for 2025-26 (around £300k) and other cost pressures around £313k, e.g. test of competence design improvements).

Year to date

(£000)	Jan-24	Feb-24	*Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
YTD Actual	31,504	34,401	37,953	3,292	6,343	9,491	12,753	16,075	19,217	22,619	x	x
YTD Budget	-	-	34,015	3,209	6,502	9,859	-	-	-	-	-	-
YTD Forecast	31,618	34,647	38,217	-	-	-	12,771	16,109	19,302	22,627	x	x
YTD Variance	114	246	199	(82)	424	708	23	34	85	8	x	x
Actual as % of budget / forecast	99.6%	99.3%	99.3%	102.6%	97.6%	96.3%	99.9%	99.8%	99.6%	100%	x	x

Previous year

(£000)	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
YTD Actual	27,852	30,755	35,237	-	5,840	8,459	11,818	15,313	18,209	21,203	24,450	27,907
YTD Budget	-	-	33,292	-	5,937	-	-	-	-	-	-	-
YTD Forecast	27,852	30,789	34,753	-	-	8,458	11,625	14,965	18,253	21,130	24,072	26,913
YTD Variance	0	34	(484)	-	97	(1)	(193)	(348)	44	(73)	(378)	(994)
Actual as % of budget / forecast	100.0%	99.9%	101.4%	-	98.4%	100%	101.7%	102.3%	99.8%	100.3%	101.6%	103.7%

Information technology

Measure	KPI 8 - Availability of core IT systems Target: >99.5%										Period	January 2025
What it tells us	Measure is based on actual hours of availability per month vs total number available. Given the reliance of our core functions on IT systems, this measure indicates the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominately interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available.											
Executive commentary	The long-term cyber attack that HCPC has been managing since August 2023 resumed in late July/early August, appears to have now abated, following further strengthening of our online defences in September. Whilst small scale attacks are now routine, there has been no further service disruption since this date. Work is continuing on enhancing our defences in preparation for the next attack.											
Year to date		Jan-24	Feb-24	March-24	April-24	May-24	June-24	July-24	Aug-24	Sept-24	Oct 24	Nov 24	Dec 24
	Availability %	99.99%	99.81%	100%	100%	100%	100%	99.5%	100%	100%	100%	100%	x
Previous year		Jan-23	Feb-23	March-23	April-23	May-23	June-23	Jul-23	Aug-23	Sept-23	Oct 23	Nov 23	Dec 23
	Availability %	100%	100%	100%	100%	100%	100%	100%	100%	99.99%	100%	99.99%	99.99%

Measure	KPI 9 – Security Score Target: >80%										Period	January 2025
What it tells us	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-prem Server security posture for the HCPC. The changes in the "Defender score" needs to be taken into context, as a change to the score could relate to new updates, security framework changes or Infrastructure changes within the HCPC's environment.											
Executive commentary	The Defender Secure Score (previously IT Security Score) has decreased from 90% at the beginning of the year. This KPI tracks compliance with Microsoft security recommendations, so is constantly moving as new recommendations are made. Around 7% of the current non-compliance is due to a delay in Microsoft making a fix available to us, which is now expected to be released in January. A new IT Security Engineer post has been created as part of the ongoing IT and Digital restructure and will be recruited to in the new year in order to increase capacity for this increasingly resource-intensive area.											
Year to date		Jan-24	Feb-24	March-24	April-24	May-24	June-24	July-24	Aug-24	Sept-24	Oct-24	Nov-24	Dec-24
	Score %	90%	89%	87%	90%	84%	81%	81%	82%	79%	81%	78%	x
Previous year		Jan-23	Feb-23	March-23	April-23	May-23	June-23	Jul-23	Aug-23	Sept-23	Oct-23	Nov-23	Dec-23
	Score %	98%	93%	99%	95%	99%	92%	96%	94%	96%	94%	90%	80%

HR

Measure	KPI 10 - Voluntary staff turnover Target: <23%			Period	January 2025
What it tells us	This will be based on permanent establishment leavers and not fixed term contracts. This provides an indicator that could point to cultural issues. The PRC considers more detailed HR and internal EDI metrics. (Figure is a rolling year to date total not the turnover in that quarter in isolation) Green 23% or less / Amber 24% - 27% / Red 28% or over				
Executive commentary	HCPC continues to see a decline in voluntary turnover in this financial year, indicating a positive trend in employee satisfaction. We continue to analyse pulse surveys to identify and address any emerging issues.				
FY 2024-25		Q1	Q2	Q3	Q4
	%	10%	10	10	x
FY 2023-22		Q1	Q2	Q3	Q4
	%	16	15	13	12

Measure	KPI 11 – Recruitment and onboarding efficiency			Period	January 2025
What it tells us	Time to hire is based on the advert going live to the appointee's offer date. This measures how effective the HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market. Green 44 days or less / Amber 43 days – 53 days / Red 54 days or over				
Executive commentary	HCPC's career website continues to attract significant interest from prospective candidates. This increased engagement has led to a substantial reduction in recruitment timelines, resulting in greater efficiency in both recruitment and onboarding processes.				
FY 2024-25		Q1	Q2	Q3	Q4
	Average (days)	33	33	x	x
FY 2023-22		Q1	Q2	Q3	Q4
	Average (days)	30	40	40	41

Number of Registrants by Profession April 2024 - March 2025
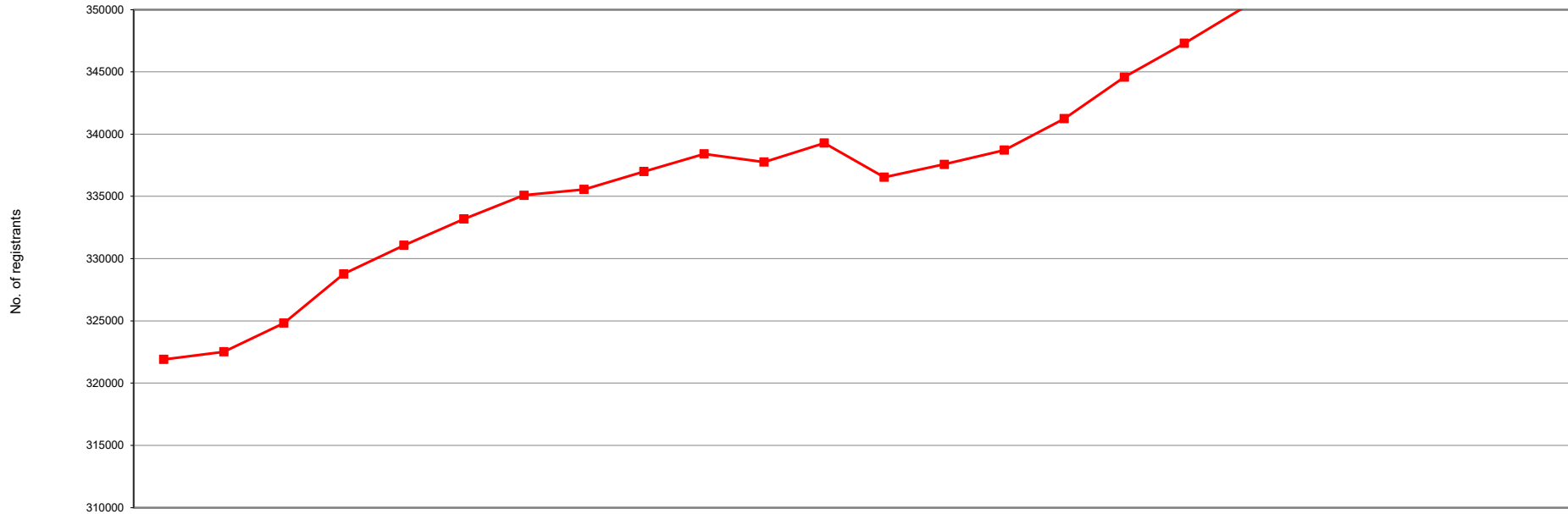
	2023 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 Jan	Feb	Mar	2024 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2025 Jan	Feb	Mar	16/17 FYE	17/18 FYE	18/19 FYE
Arts therapists	5,372	5,380	5,403	5,444	5,541	5,616	5,697	5,735	5,752	5,783	5,794	5,807	5,802	5,490	5,560	5,609	5,704	5,755	5,829	5,879	5,897				4,026	4,322	4,432
Biomedical scientists	27,523	27,704	27,916	28,168	28,398	28,493	28,638	27,015	27,413	27,596	27,764	27,888	27,999	28,113	28,235	28,376	28,541	28,676	28,847	29,003	29,152				22,902	22,395	23,284
Chiropodists/ podiatrists	11,988	11,976	12,016	12,120	12,212	12,254	12,274	12,285	12,269	12,265	12,265	12,260	12,219	12,179	12,188	11,706	11,822	11,864	11,898	11,906	11,902				12,931	13,115	12,833
Clinical scientists	7,409	7,441	7,462	7,463	7,460	7,166	7,384	7,453	7,495	7,551	7,591	7,632	7,666	7,692	7,707	7,722	7,740	7,765	7,940	8,026	8,076				5,663	5,818	6,207
Dietitians	11,089	11,146	11,206	11,393	11,482	11,567	11,713	11,809	11,853	11,910	12,007	12,048	12,045	12,061	11,657	11,849	11,946	12,007	12,136	12,246	12,281				9,107	9,585	9,722
Hearing aid dispensers	3,982	4,019	4,073	4,125	4,182	4,232	4,291	4,329	4,386	4,419	4,438	4,480	4,496	4,504	4,507	4,261	4,322	4,376	4,425	4,463	4,486				2,593	2,908	3,047
Occupational therapists	43,776	43,894	44,115	44,561	44,937	45,191	43,858	44,175	44,298	44,430	44,654	44,782	44,851	44,936	45,133	45,589	46,066	46,376	46,719	46,894	46,980				38,080	38,183	39,925
ODPs	15,564	15,601	15,679	15,799	15,917	16,164	16,362	16,436	16,488	16,568	16,603	16,628	16,643	16,675	16,721	16,817	16,890	17,030	17,264	16,678	16,797				13,052	13,639	13,903
Orthoptists	1,545	1,547	1,544	1,552	1,501	1,515	1,527	1,536	1,538	1,542	1,544	1,543	1,544	1,544	1,540	1,555	1,566	1,568	1,573	1,587	1,588				1,451	1,440	1,496
Paramedics	35,554	35,722	35,959	36,321	35,625	36,208	36,619	36,741	36,811	36,935	37,069	37,461	37,572	37,707	37,920	38,281	38,809	39,300	39,673	39,829	40,017				23,992	25,465	27,686
Physiotherapists	66,872	67,397	68,057	69,289	70,394	71,261	72,072	72,696	73,123	73,621	73,843	74,022	70,719	71,429	71,892	72,949	73,869	74,502	75,029	75,372	75,686				52,915	55,132	55,695
Practitioner psychologists	27,738	26,837	27,077	27,190	27,341	27,566	28,065	28,257	28,359	28,483	28,571	28,662	28,729	28,812	28,915	28,981	29,088	29,329	29,798	30,046	30,138				22,604	23,104	24,290
Prosth/orthotists	1,196	1,203	1,215	1,222	1,235	1,173	1,182	1,187	1,187	1,190	1,191	1,197	1,198	1,202	1,214	1,227	1,234	1,235	1,237	1,240	1,244				1,063	1,051	1,101
Radiographers	43,829	44,135	44,564	45,443	45,973	46,396	46,758	47,109	47,171	47,201	45,450	45,896	46,059	46,198	46,455	47,124	47,581	47,883	48,038	48,156	48,175				32,072	32,475	34,470
Social workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0	-							91,944	96,497	94,453
SLTs	18,477	18,510	18,540	18,687	18,879	18,384	18,646	18,796	18,853	18,912	18,967	18,976	18,993	19,027	19,065	19,189	19,401	19,622	19,793	19,921	19,979				15,935	15,932	16,595
Total	321,914	322,512	324,826	328,777	331,077	333,186	335,086	335,559	336,996	338,406	337,751	339,282	336,535	337,569	338,709	341,235	344,579	347,288	350,199	351,246	352,398				350,330	361,061	369,139

Media coverage

87 mentions

Pie chart: Media coverage breakdown
- Radio Website 25 (28.74%)
- News Web Site 13 (14.94%)
- Radio Station 8 (9.2%)
- Magazine Website 6 (6.9%)
- Local Newspaper 5 (5.75%)
- Local Newspaper Website 4 (4.6%)
- Magazine 4 (4.6%)
- Other 4 (4.6%)
- Regional Newspaper Website 4 (4.6%)
- Television Website 4 (4.6%)

Line chart (Apr–Nov): mentions, values range 0–250, peak ~230 in Jul.
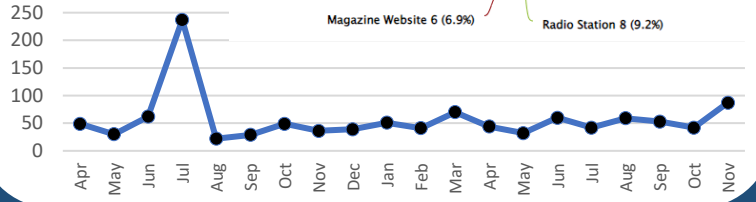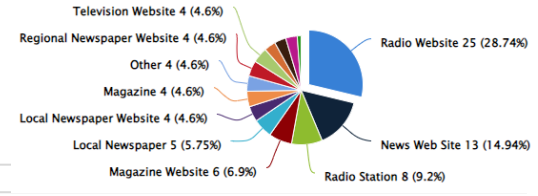
Social media engagement

Facebook: **70** X: **588** LinkedIn: **512**

Line chart (May–Nov), values range 0–2,500, peak ~2,000 in Aug.

Social media DMs

372 Direct messages

Bar chart (May–Nov), values range 0–1,500, peak ~1,100.
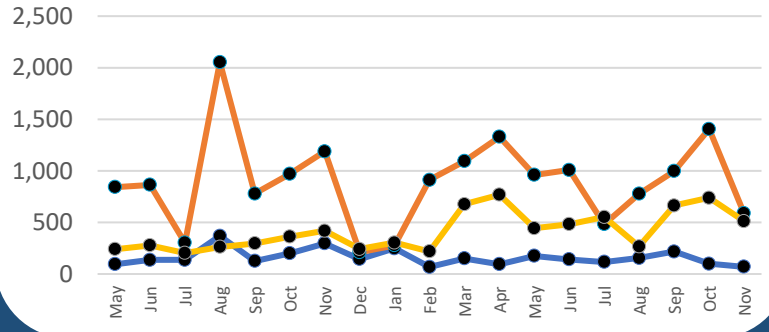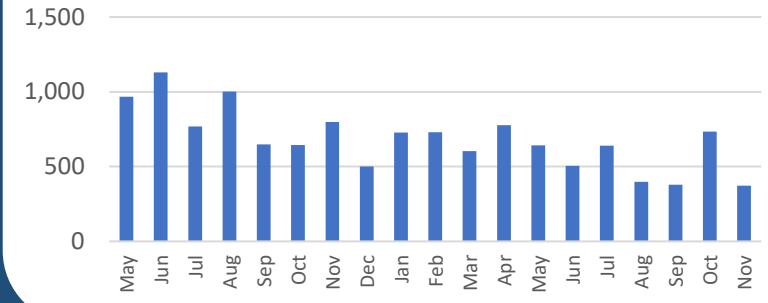
In Focus email

Legend: Open rate, Click-to-open rate

Line chart (Apr-22 – Dec-24), Open rate ~40–50%, Click-to-open rate ~5–20%, target line ~30%.

Blog & news views

Legend: Blogs, News, Stories

Stacked bar chart (May-23 – Nov-24), values range 0–30,000, peak ~20,000.
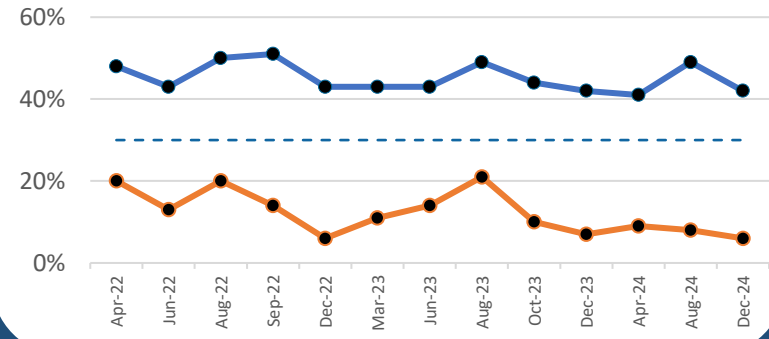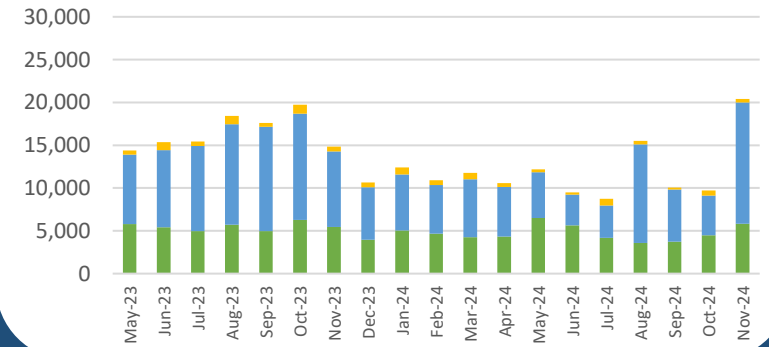
Online Register searches

Line chart (May–Nov), values range 0–500,000, peak ~390,000 in Aug.

Employer hub

Legend: Visitors

Line chart (May–Nov), values range 600–2,700, peak ~2,550 in Oct.
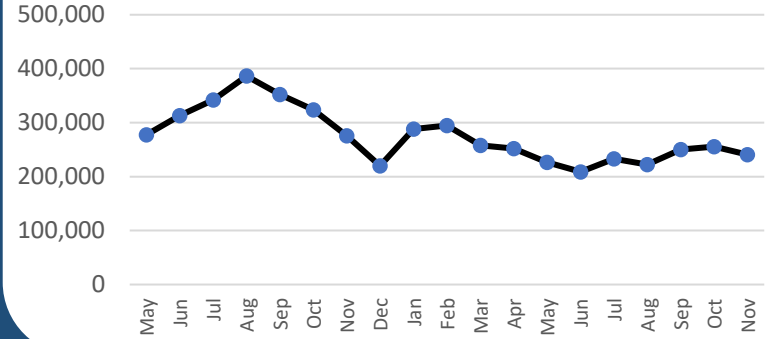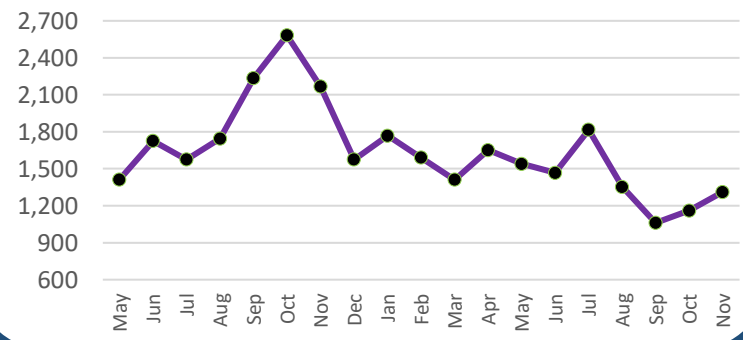
Employer email

Legend: Click-to-open rate, Target

1,578 subscribers

Line chart (Nov-19 – Nov-24), values range 0–80%, target ~50%.

Student hub

Legend: Visitors, Target

Line chart (May–Nov), values range 0–6,000, peak ~5,300 in Oct, target ~1,000.