Digital Strategy, Technology Roadmap and Investment Planning Update

Geoff Kirk and Paul Cooper, October 2024

Summary

- The digital transformation strategy 2021-2025 was refreshed in January 2023, setting out a clear digital vision for the organisation, underpinned by a set of guiding principles, key actions and transformation approach.

- In May 2024 the Council approved a technology roadmap setting out the short, medium and long term technology outputs and outcomes needed to deliver the digital transformation strategy and beyond. The roadmap identifies three key strategic workstreams:

  - user experience

  - data, intelligence and automation; and

  - flexible and secure platforms.

- Progress in 2024-25 so far has been considerable, with some actions complete, most planned actions on track, and a small number of actions where timescales have been revised. The actions are a mixture of quick wins, foundation setting, innovations and strategic delivery.

- Plans are being developed to take forward the medium and long term actions, which are summarised in the draft milestones appendix.

- To meet the ambitions set out by the Council, much of the work is frontloaded into the next two years of delivery, which will put in place the key strategic platforms required to improve user experience and drive internal efficiencies.

- The affordability of these plans will be assessed through the investment planning and prioritisation process. The actual pace of delivery will be determined by the level of resources available and the organisation's overall capacity for change.

- The investment planning process this year continues the theme to be benefits-led and to support the corporate and technical roadmap milestones and financial strategies set out by the HCPC.

- The investment cases development is not yet complete, however is being progressed with heads of function and through support of the ELT.

Digital Transformation Strategy

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Vision for a Digitally Enabled HCPC

HCPC will excel in the use of digital solutions and ways of working in order to provide effective regulation and prevention, and to provide a straightforward, value-adding experience for the people who rely on our services.

Digital Principles

- Benefits driven
- User centred
- Value for money
- Cloud first
- Build (and invest) incrementally
- Standardise
- Keep it simple
- Keep it safe

Key Actions

- Complete our migration to the Cloud
- Adopt a Digital Platforms approach
- Improve the user experience
- Build our data platform and culture
- Develop our digital skills and capabilities
- Prepare for regulatory reform

Transformation Approach

HCPC 2021-25

- Digital Reinvention
- Digital Optimisation
- Digital Platforms
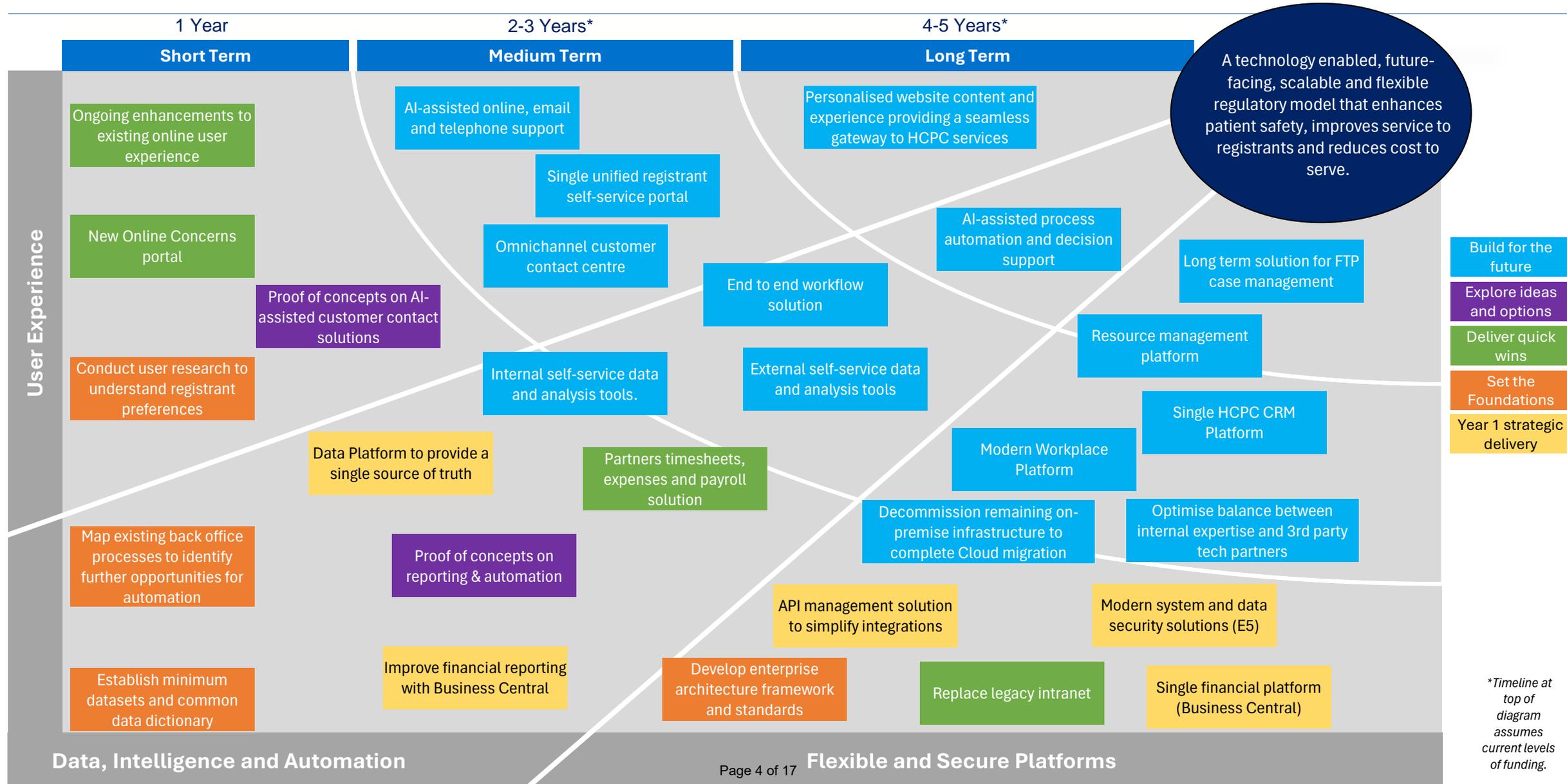
HCPC will develop its digital platforms and optimise how it delivers its existing services. We will explore discrete opportunities for reinvention to achieve truly transformative change where there is a clear need and an acceptable level of risk and cost.

Corporate Plan Digital Aims

- Our processes are easily accessible • Our users have a positive experience • Our data is accurate, accessible, and useful •
- We have effective mechanisms for engaging with all our key stakeholders • We are responsive to those who contact us •
- We have improved our stakeholders' experience and our efficiency • We have the right skills to drive our future performance •

High Level Technology Roadmap

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1 Year	2-3 Years*	4-5 Years*
Short Term	**Medium Term**	**Long Term**

A technology enabled, future-facing, scalable and flexible regulatory model that enhances patient safety, improves service to registrants and reduces cost to serve.

User Experience

- Ongoing enhancements to existing online user experience
- New Online Concerns portal
- Conduct user research to understand registrant preferences
- Proof of concepts on AI-assisted customer contact solutions
- AI-assisted online, email and telephone support
- Single unified registrant self-service portal
- Omnichannel customer contact centre
- Personalised website content and experience providing a seamless gateway to HCPC services
- AI-assisted process automation and decision support
- Long term solution for FTP case management
- End to end workflow solution
- Resource management platform

Data, Intelligence and Automation

- Map existing back office processes to identify further opportunities for automation
- Establish minimum datasets and common data dictionary
- Data Platform to provide a single source of truth
- Proof of concepts on reporting & automation
- Improve financial reporting with Business Central
- Internal self-service data and analysis tools.
- Partners timesheets, expenses and payroll solution
- External self-service data and analysis tools
- Single HCPC CRM Platform
- Modern Workplace Platform

Flexible and Secure Platforms

- Decommission remaining on-premise infrastructure to complete Cloud migration
- Optimise balance between internal expertise and 3rd party tech partners
- Develop enterprise architecture framework and standards
- API management solution to simplify integrations
- Replace legacy intranet
- Modern system and data security solutions (E5)
- Single financial platform (Business Central)

Legend:
- Build for the future
- Explore ideas and options
- Deliver quick wins
- Set the Foundations
- Year 1 strategic delivery

*Timeline at top of diagram assumes current levels of funding.

Technology Roadmap – progress to date

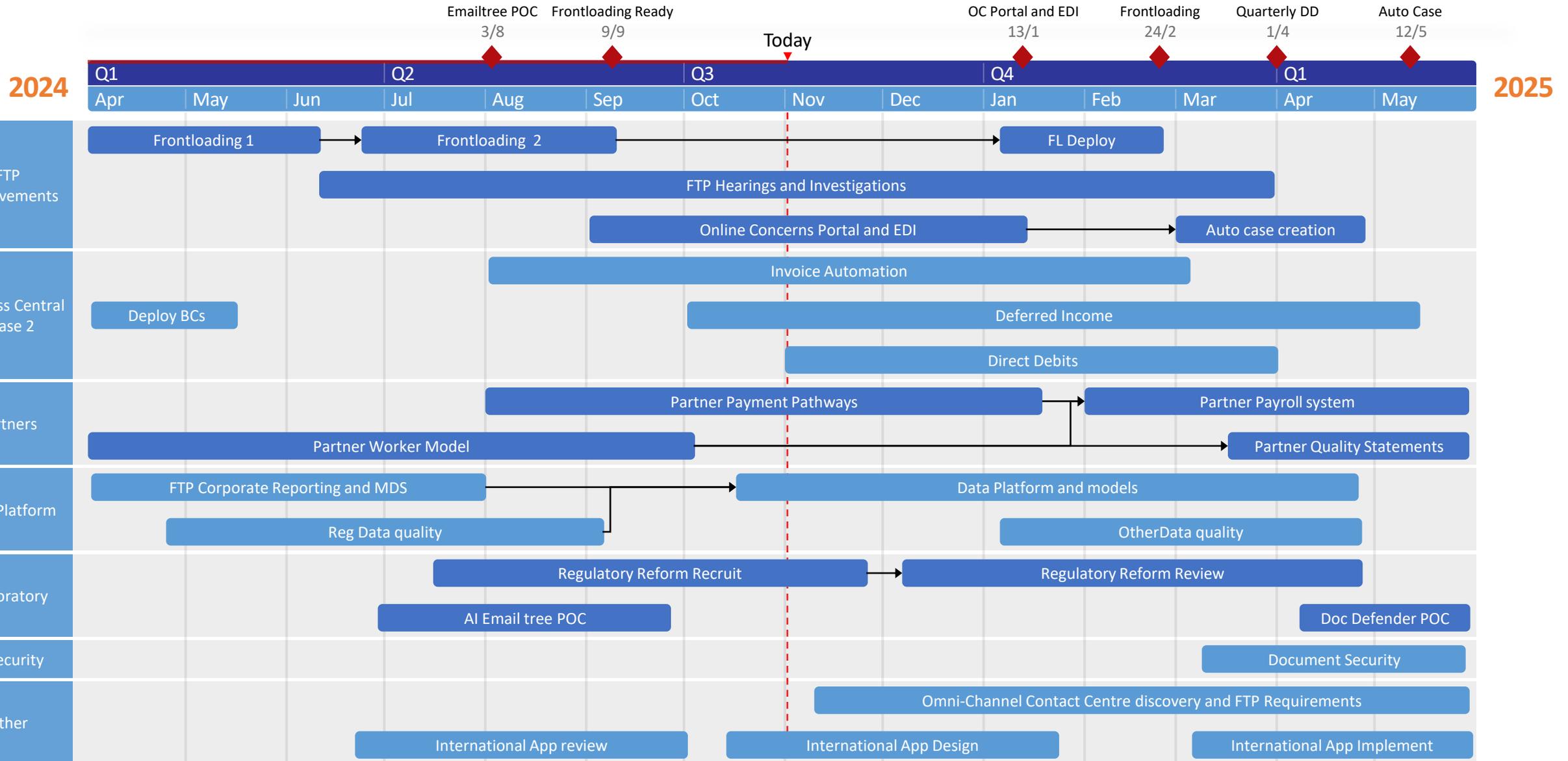| Theme	Areas	RAGD	Category	Comment
Foundational	Conduct user research to understand registrant preferences	G	User Experience	Initial limited scale research planned for Q4.
	Map existing back-office processes to identify further opportunities for automation	G	Data, Intelligence and Automation	Opportunities for improving integration and automation of FTP Status, invoice automation and deferred income being examined.
	Establish minimum datasets and common data dictionary	A	Data, Intelligence and Automation	Minimum datasets developed. Resource being recruited to take forward common data dictionary.
	Develop enterprise architecture framework and standards	G	Flexible and Secure Platforms	Draft principles identified. Work underway to translate into guidelines and standards.
Quick Win	Ongoing enhancements to existing online user experience	G	User Experience	All registrants can now access their documents online. Enhancements to existing registrant and education portals.
	New Online Concerns portal	A	User Experience	MVP scope being built for Jan 2025 (Portal and EDI), Auto case creation April 2025)
	Partners timesheets, expenses and payroll solution	A	Data, Intelligence and Automation	Timescale extended to accommodate Court rulings. Payment pathways requirements captured. Payroll system deployment starts Q4 2024-25.
	Replace legacy intranet	D	Flexible and Secure Platforms	Complete.
Y1 Strategic	Data Platform to provide a single source of truth	A	Data, Intelligence and Automation	Challenges in accessing source FTP data being worked through with supplier. FTP Corporate reporting automated.
	Single financial platform	D	Flexible and Secure Platforms	Complete.
	Improve financial reporting with Business Central	G	Data, Intelligence and Automation	Access to Business Central data through PowerBi being established.
	API management solution to simplify integrations	G	Flexible and Secure Platforms	POC underway.
	Modern system and data security solutions (E5)	G	Flexible and Secure Platforms	Rollout underway. New Security Engineer post agreed in IT&D restructure.
Exploratory	Proof of Concepts on AI-assisted customer contact solutions	D	User Experience	Complete.
	Proof of Concepts on reporting & automation	G	Data, Intelligence and Automation	POC to publish EDI data via interactive dashboard underway.

People and Resources Committee 14 November 2024
Digital strategy, technology roadmap and investment planning update

2024-25 Funding update

Programme	FY22-23 Actuals	FY23-24 Actuals	FY24-25 Budget	FY24-25 Forecast	FY24-25 Actuals	FY25-26 Deferred
Business Central	177	503	83	83	29	-
Data and reporting	-	30	113	90	-	23
Digital Architecture and Security	-	-	30	30	-	-
FTP Improvements	-	31	291	291	236	-
Partner transformation	-	-	150	120	60	30
Policy and Standards	-	6	37	37	7	-
Registration Automation	-	-	45	45	14	-
Customer Experience	-	15	166	154	6	12
Grand Total	**177**	**586**	**915**	**850**	**353**	**65**

Investment budget forecast (K)

Released, Committed, Actuals
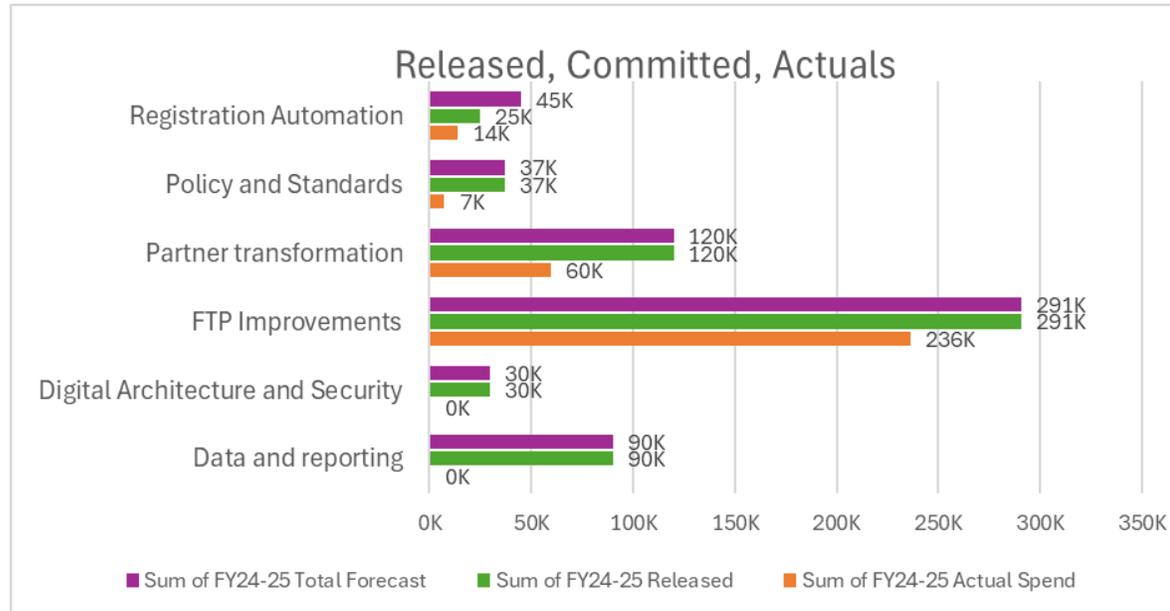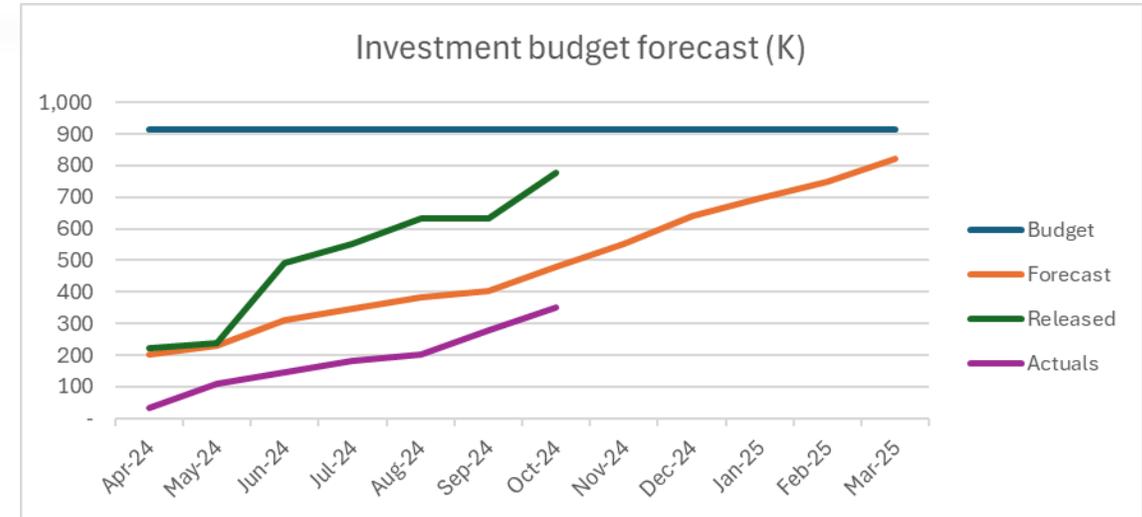
Summary

- Approved budget for financial year (FY) 2024-25 is £915k (£715k CAPEX).

- Actuals as at 31/10/2024 are £353k (projected to increase to around 850k by end of year).

- New cases approved for Business Central phase 2, data platforming and document security.

- Projected CAPEX deferral to next financial year includes costs for Partners, Online Concerns, Information Security and some Data Platform costs – expected around £65k-£100k.

- Forecast for new financial year 2025-26 Investments (around 1400k) under ELT review.

- New cases included omni-channel contact centre (November 2024) and sales order restructure under development for financial year 2024-25.

2024-25 Portfolio Timeline

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Milestone	Date
Emailtree POC	3/8
Frontloading Ready	9/9
OC Portal and EDI	13/1
Frontloading	24/2
Quarterly DD	1/4
Auto Case	12/5

Today

2024 — Q1 Apr May Jun | Q2 Jul Aug Sep | Q3 Oct Nov Dec | Q4 Jan Feb Mar | Q1 Apr May — **2025**

FTP Improvements
- Frontloading 1 → Frontloading 2 → FL Deploy
- FTP Hearings and Investigations
- Online Concerns Portal and EDI → Auto case creation

Business Central Phase 2
- Invoice Automation
- Deploy BCs
- Deferred Income
- Direct Debits

Partners
- Partner Payment Pathways → Partner Payroll system
- Partner Worker Model → Partner Quality Statements

Data Platform
- FTP Corporate Reporting and MDS → Data Platform and models
- Reg Data quality
- OtherData quality

Exploratory
- Regulatory Reform Recruit → Regulatory Reform Review
- AI Email tree POC
- Doc Defender POC

IT Security
- Document Security

Other
- Omni-Channel Contact Centre discovery and FTP Requirements
- International App review
- International App Design
- International App Implement

2024-25 Progress summary

- **Business Central** deployment completed in April 2024 and work in progress on invoice automation, deferred income, quarterly direct debits, reporting and contract management.

- **Data Platform** project started, and a data manager is being recruited to develop the data dictionary. Work progressing to on the BEAM process to continue the development of the data models. Requirements for HESA will be assessed as part of broader scope.

- **FTP Frontloading** development complete and deployment pending completion of organisational work in Investigations. Deployment scheduled for 24 February 2025.

- **Online Concerns** separated into two phase with Portal and EDI expected to launch January 2025. Auto-case-creation will deploy post Frontloading (includes cyber security design update) in May 2025.

- Recruitment underway for **regulatory reform** review with campaign through October 2024. Review will continue into 2025-26 funded operationally. Objective is to review legislation and identify HCPC priorities.

- POC delivered for **Registration email automation (Email-tree)** and has been extended to the end of the Financial year.

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- **FTP Hearings/Investigations:** Performance report development continuing with reports now being used within the Hearings team. PwC training began on 30 September 2024 and will run throughout October 2024.

- **Document security (IT security):** Investment case approved with work expected to start Feb 2025 and will align to modern workplace design as part for the Technology Roadmap for 2025-26.

- Investment paper for **omni-channel contact centre** brought forward from FY2025-26 to respond to the Mitel (telephony end-of-life notification). Scoping includes establish requirements for FTP and to establish a strategic partner capable for delivering the strategy.

- **Partner transformation programme** in progress with preparations in place for new partner contracts in October 2025, and implementation of a partner payroll system. Requirements workshops have now completed, and design phase starting and includes scope for partner quality assessments.

- Design work underway for a new **international assessment model** with implementation of key outcomes targeted for 2025-26.

2025-26 Investment Planning Timeline
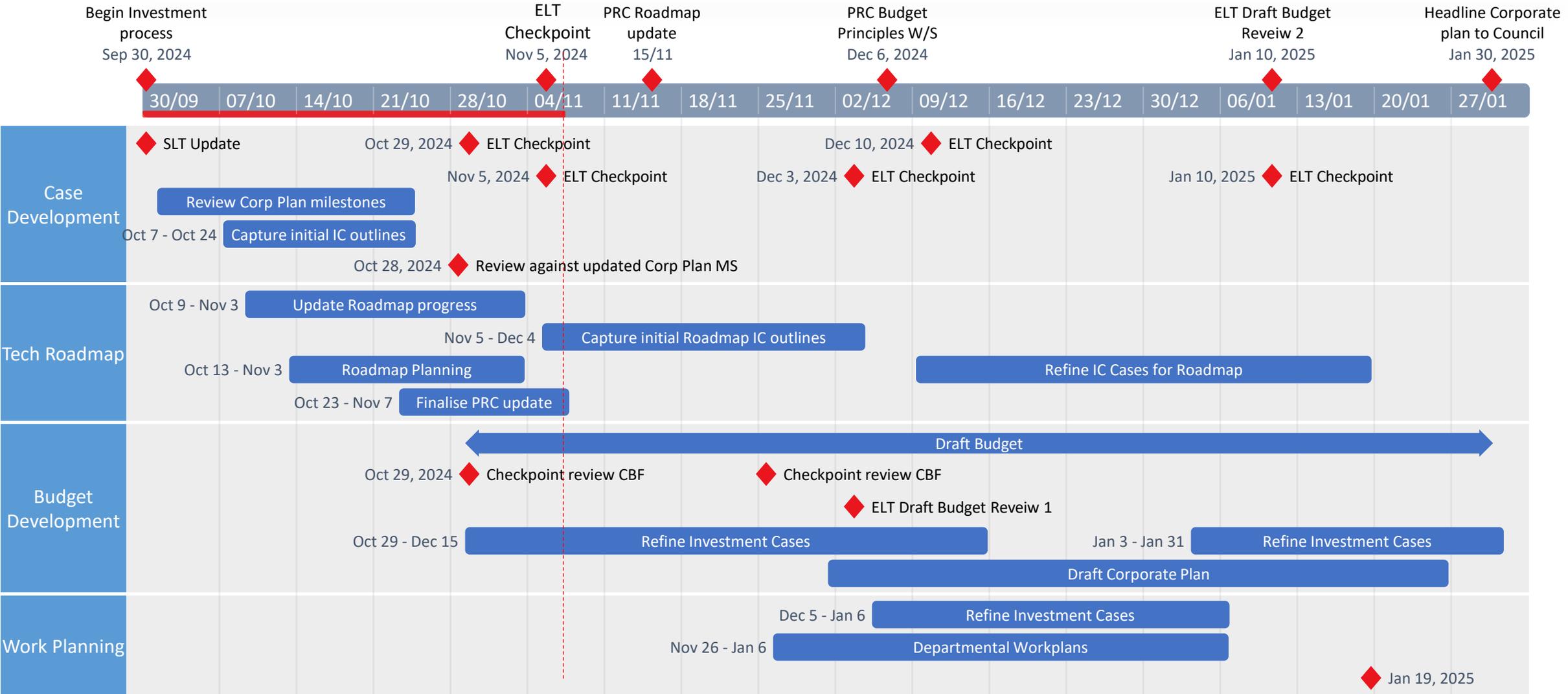
Next Steps

Continue to evolve the investment cases identified to develop full cost, benefit and resource plans

Review and update the priorities based on engagements with ELT and the financial targets set by Finance

Update the Corporate planning milestones with the key outputs prioritised in the investment cases

Continue the alignment with the Corporate and Roadmap planning priorities.

Appendix 1:

Draft Technology Roadmap Milestones

Draft Milestones – User Experience

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Area	Roadmap Goal	2024-25	2025-26	2026-27	2027-28	2028-29
Theme: User Experience						
Website / Portals	Personalised website content and experience providing a seamless gateway to HCPC services	Assess Optimizely's capabilities to support HCPC's long term objectives	Upgrade to latest Optimizely/.Net framework or commence procurement process	Implement new website CMS (if required) and initial personalisation features	Enhance personalisation features	Enhance personalisation features
		Ongoing enhancements to existing online user experience	Enhance current website and online content to reflect user feedback	Embed portal functionality within website	Continue to refine UX based on user feedback	Continue to refine UX based on user feedback
	Personalised website content and experience providing a seamless gateway to HCPC services	Implement Online Concerns portal (including EDI data capture)	Implement Auto Case creation			
		Ongoing enhancements to existing portals	Ongoing enhancements to existing portals			
	Single unified registrant self-service portal		Re-platform Renewals portal	Integrate registrant portal experiences	Enhance self-service features	Enhance self-service features
CRM	Single HCPC CRM Platform		Define requirements and business need			
		Assess architectural options for single CRM solution	Create foundational single CRM solution (incl. complaints, stakeholders)	Commence CRM consolidation	Continue CRM consolidation	Conclude CRM consolidation
	Optimise balance between internal expertise and 3rd party tech partners		Agree resourcing model for unified CRM and Portal delivery	Implement agreed resourcing model		
	Long term solution for FTP case management			Review long term solution options for FTP	Procure new FTP solution (if needed)	Implement new FTP solution (if needed)
Customer Contact	Omnichannel customer contact centre	Capture success criteria and key requirements for Contact Centre	Define Business process changes to support primary requirements	Implement Business Process Changes to support new model		
		Assess omnichannel customer contact solution options	Replace legacy telephony solution and call handling processes	Implement long term email and social media processing solution	Identify further opportunities for self service, automation and decision support	Enhance self service, automation and decision support
		Procure omnichannel customer contact solution	Develop long term email and social media processing solution	Implement new omnichannel contact handling model	Refine omnichannel contact handling model	Refine omnichannel contact handling model
	AI-assisted online, email and telephone support	Undertake POC of AI-based email processing	Undertake web chat POC	Implement web chat		

Draft Milestones – Data & Automation

Area	Roadmap Goal	2024-25	2025-26	2026-27	2027-28	2028-29
Theme: Data, Intelligence and Automation						
Data and Intelligence	Establish minimum datasets and common data dictionary	Establish minimum datasets and common data dictionary	Continue to improve data consistency and accuracy to support insight and intelligence	Continue to manage data quality	Continue to manage data quality	Continue to manage data quality
		Establish process and methodology for continuous management and improvement of data capture and cleansing	Establish a data team			
	Data Platform to provide a single source of truth	Complete initial data platform build	Refine "gold" data models to support self service reporting and analysis	Continuously improve and evolve the data platform	Continuously improve and evolve the data platform	Continuously improve and evolve the data platform
	Self-service data and analysis tools	Undertake POCs of self-service reporting (internal)	Implement initial Internal self-service reporting and analytical tools	Enhance internal self-service reporting and analytical tools	Enhance internal self-service reporting and analytical tools	Enhance internal self-service reporting and analytical tools
		Undertake POCs of self-service reporting (external)	Implement initial External self-service reporting and analytical tools	Enhance external self-service reporting and analytical tools	Enhance external self-service reporting and analytical tools	Enhance external self-service reporting and analytical tools
	Single financial platform	Implement Single Financial platform				
	Improve financial reporting with Business Central	Implement PowerBi for financial reporting	Implement PowerBi for financial reporting as part of the data platform	Continue to refine reporting	Continue to refine reporting	Continue to refine reporting
Automation	End to end workflow solution	Frontloading workflow implementation	Review long term AI and automation solution options	Implement long term end-to-end workflow solution	Design and build AI-assisted automated workflows	Design and build AI-assisted automated workflows
		Business Central Deferred Income, Invoice Automation, Contracts				
	Map existing back office processes to identify further opportunities for automation	Identify opportunities for automation	Establish internal workflow and automation development capability	Enhance internal workflow and automation development capability		

Draft Milestones - Platforms

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Area	Roadmap Goal	2024-25	2025-26	2026-27	2027-28	2028-29
Theme: Flexible and Secure Platforms						
Security	Modern system and data security solutions	Agree business rules for data loss prevention and information asset protection	Implement business rules for data loss prevention and information asset protection	Continue to manage and improve security	Continue to manage and improve security	Continue to manage and improve security
		Review options for replacing Firewall and VPN	Replace firewall and VPN with cloud-based solutions			
		Continue replacement of legacy security solutions, utilising E5 product suite				
		Decouple Online Register and Dynamics				
Architecture / Integration	Develop enterprise architecture framework and standards	Develop enterprise architecture framework	Implement EA framework	Simplify and standardise solutions	Simplify and standardise solutions	Simplify and standardise solutions
	API management solution to simplify integrations	Undertake POC of API management solution	Implement API management solution			
	Decommission remaining on-premise infrastructure to complete Cloud migration	Assess options for decommissioning remaining on-premise infrastructure	Decommission remaining on-premise infrastructure, implementing replacements as necessary			
Modern Workplace	Modern Workplace Platform	Replace legacy intranet	Design and start implement modern data sharing and collaboration capabilities	Implement modern data sharing and collaboration capabilities		
			Capture requirements and identify business process changes for internal SharePoint capabilities	Implement business process changes to support SharePoint cloud services		
		Assess options for completing modernisation of network and end user device management	Implement modern network and end user device management			
			Enhance hybrid working solutions and optimise use of physical estate			
Partners / Resource Management	Resource management platform	Partner Payroll requirements and approach	Implement short term Partner payment solutions			
		Define Payment pathways and optimise business processes	Review Employee and Partner management solutions and commence procurement process if needed	Design and begin Implementation of new Employee and Partner management solutions	Implement new Employee and Partner management solutions if needed	Extend Finance, Employee and Partner management solutions to offer full resource management capabilities

Appendix 2:

2025-26 Investment Plan Emerging Themes

Emerging Investment Themes

Provisional investment programmes summarise information captured from technology roadmap priorities and the ongoing engagement and review with head of function. They summarise around 95 technology milestones and 39 investment requests.

Additional investment requests have been captured covering other development areas such as sustainability, partners and international assessment.

Key themes include:

User Experience:
- Establish a single customer relationship management (CRM) platform, capture requirements for the delivery of complaints, feedback and stakeholder management and begin the iterative implementation on the Single CRM.
- Replace the current telephone system with a future-proof platform and progressing the single contact centre operating model.
- Upgrade the website to the latest underpinning technology, and re-platform registrant portal.
- Implement improved communication channels through the existing applications portal to support the applicant through the application journey.
- Implement a payment chaser process for missed/rejected payments and enable online payment capabilities for these types of payments.
- Align recruitment with core HR portals to increase professionalism and support/improve shortlisting.

Sustainability:
- To meet the organisational agreed emissions targets by end of 2027-28 for onsite operations (gas and electricity) and implement an EMS to allow for management and reporting of progress towards these targets.

Emerging Themes (continued)

Data and Automation:

- Continue to develop the Data Platform and self-service reporting solutions.
- Implement processes to embed data quality management.
- Complete deferred Income process and embed, implement the next phase of strategic reporting through PowerBI.
- Obtain data and insights from registrants via a survey on their registration portal to better support workforce planning and wider service improvement.
- Enable new artificial intelligence (AI) search capabilities included in the CoreHR upgrade and review/update HR policies.
- Closed source AI tool provides summarisation on large data inputs.

Platforms:

- Decommission the on-premise data centre and reprovision remaining services in the Cloud.
- Prepare for the migration of file services from locally attached storage to Cloud storage enabling disinvestment from local infrastructure and adopting Cloud services.

Service Improvement:

- Implement a new international assessment model building on the design work currently being undertaken.
- To reduce the time required to list a matter for a hearing, and to embed operational consistency across the management of Investigations processes.
- To equip the new FTP Legal team with tools to support their day-to-day work and help embed new legal services and processes.
- Complete the next phase of the partner programme and embed new contracts, payment processes and quality expectations