Agenda Item 8 (iii)

Enclosure 5

Health and Care Professions Council
21 March 2018

Corporate Plan

For discussion and approval

From Marc Seale, Chief Executive and Registrar

Council, 21 March 2018

Corporate plan 2018-2020

Executive summary and recommendations

Introduction

At its meeting in February 2018, the Council discussed a draft of a corporate plan for 2018-2020. The Council agreed a small number of minor changes which have been incorporated in the revised version attached.

The Council also agreed a proposal for strategic planning in the next cycle. Specifically in the future that we will adopt the following approach.

- Discontinue the existing strategic intent.

- Publish a corporate strategy setting out our strategic aims / priorities for the next three years. (This would incorporate our key internal and external drivers, vision and values from the strategic intent and our strategic priorities from the proposed corporate plan.)

- Publish an annual corporate business plan setting out at a high level some of the work we plan to do in the coming year to achieve our strategic aims / priorities. (This would incorporate the remainder of the content from the proposed corporate plan.)

Decision

The Council is invited to discuss and approve the corporate plan for 2018-2020.

Background information

- None

Resource implications

- None as a direct result of this paper. However, the content of the corporate plan once implemented will impact upon allocation of resources over time.

Financial implications

- None as a direct result of this paper. However, the content of the corporate plan once implemented will impact upon allocation of financial resources over time.

Appendices

None

Date of paper

9 March 2018

Corporate plan 2018-2020

1. Introduction

1.1   This is the Health and Care Professions Council's (HCPC's) corporate plan for 1 April 2018 to 31 March 2020. Our overarching objective is the protection of the public.

1.2   This plan articulates our strategic priorities over the coming years and is underpinned by the vision, values and strategic objectives set out in the strategic intent 2016 to 2020.[1] This plan will be reviewed / updated as necessary each year and will inform the development and delivery of work plans across the organisation.

2. About the strategic priorities

2.1   This plan identifies four strategic priorities, explained briefly below. We then describe for each priority the outcomes we wish to achieve and how we plan to achieve them.

2.2   We have also identified 'key deliverables' for the 2018-19 financial year. These are specific activities that we plan to carry out in the next year in order to achieve the outcomes we have identified. They are not intended to be exhaustive.

Performance

Strategic priority 1: Improve our performance to achieve the Professional Standards Authority's Standards of Good Regulation

2.3   This priority is focused on securing the improvements required in our fitness to practise function to ensure that in the future we meet all of the Professional Standards Authority's (PSA's) Standards of Good Regulation on an ongoing and sustainable basis. In our 2016-17 performance review, we met 18 of 24 of the PSA's standards. We did not meet six standards for fitness to practise. The standards we did not meet raised a number of issues including our standard of acceptance policy and its application; the quality of our investigations; and the timely progression of cases. An improvement plan is already in place.

2.4   Although improving our performance in fitness to practise is a specific priority, it is not our sole focus. It is important that we continue to maintain and improve our performance across all of our functions.

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[1] Strategic intent 2016-2020
http://www.hcpc-uk.org/aboutus/aimsandvision/

Communications and engagement

Strategic priority 2: Ensure our communication and engagement activities are proactive, effective and informed by the views and expectations of our stakeholders

2.5   This priority is about building on our existing activity to ensure that we communicate and engage with our stakeholders in the most effective way possible, making best use of our available resources. In particular, we want to be more proactive in influencing the regulatory policy agenda. We also want to build further our presence in the four UK countries, ensuring that we are informed about, and can take account of, differences in policy and practice. Regulators are often seen to be remote from the point of delivery of health and care, and we want to consider the most effective ways of bridging this gap through reviewing our approach to engagement with employers, service users and carers, and the public.

Effective and efficient organisation

Strategic priority 3: Ensure the organisation is fit for the future and is agile in anticipating and adapting to changes in the external environment

2.6   This priority is about ensuring that we are forward looking in managing the organisation in a way that ensures it can be agile in anticipating and adapting to changes, for example, changes in registrant and fitness to practise case volumes and in legislation. This includes transforming our processes and systems to meet stakeholder expectations and to drive business efficiencies; and ensuring we have adequate financial and human resources to deliver our workload.

2.7   There will be significant changes in the external environment over the lifetime of this plan (and beyond) that we will need to be proactive in anticipating and managing. The creation of a new regulator of social workers in England in 2019 means that we need to ensure a smooth transition to the new regulator, whilst managing the impact on the organisation of this change. The consultation on regulatory reform may lead to primary and/or secondary legislation. We have already identified a discrete number of changes to our legislation we need to drive further improvement in our performance.

Data, intelligence and research

Strategic priority 4: Make better use of data, intelligence and research evidence to drive improvement and engagement

2.8   There has been increased focus in recent years on the role that professional regulators might play in preventing fitness to practise concerns. This could include, for example, generating intelligence from fitness to practise cases and using this to make changes to standards or to engage better with stakeholders who might be able to tackle the issues identified. This priority is about helping us move 'upstream' by over time focusing more activity on preventing the need for fitness to practise action. It is about using the data and intelligence we collect in our activities and research evidence to drive improvement in our policies, standards and processes and our engagement with stakeholders.

Strategic priorities 2018-2020

Performance

Strategic priority 1: Improve our performance to achieve the Professional Standards Authority's Standards of Good Regulation

What do we want to achieve

- We maintain and improve our performance across all of our functions.

- We achieve measurable improvements in the length of time taken to conclude fitness to practise cases.

- Our stakeholders have increased confidence that we have the necessary processes in place to ensure the robustness, quality and fairness of our investigations and decision-making.

- We make demonstrable progress in addressing the concerns raised in the 2016-17 PSA performance review such that, in the short term, we can meet more of the Standards of Good Regulation and, in the medium term, we can demonstrate compliance with all of the standards on an ongoing basis.

To achieve this we will:

- maintain a consistent focus on improving the quality and timeliness of our investigation and progression of fitness to practise cases;

- continue to drive improvements in the quality of our fitness to practise decision making, for example, through revised guidance and improved learning and development for employees and partners;

- ensure we have adequate financial and human resources to manage fitness to practise case volumes effectively;

- ensure that our quality assurance processes are effective in assuring the quality of our decisions by adopting a more thematic and risk-based approach to quality compliance audits;

- consider carefully the advice of the Tribunal Advisory Committee (TAC) to maximise the impact to improvement of the adjudication function;

- continue to review and improve performance across all our functions; and

- strengthen our engagement with key stakeholders, including the Professional Standards Authority, across the organisation to ensure that they are well informed about our work and we can better understand and anticipate their expectations.

Key deliverables for 2018-19

Area	Key deliverables	Completion by (quarter)
Improve our fitness to practise performance to meet PSA standards	Deliver the programme of work outlined in the Fitness to Practise (FTP) Improvement plan including:	
	Complete the review of case management competency and resource requirements	Q1
	Implementation of case progression strategy including a process for prioritising high risk cases	Q1-4 (ongoing)
	Review of the Standard of Acceptance policy and associated guidance	Q1 – Q2
	Revise the FTP quality assurance framework to align with the PSA standards of good regulation	Q1
	Meet with PSA on a quarterly basis to provide progress updates	Q1-4 (ongoing)

Communications and engagement

Strategic priority 2: Ensure our communication and engagement activities are proactive, effective and informed by the views and expectations of our stakeholders

What do we want to achieve

- Our stakeholders across the four countries of the UK have increased understanding of and confidence in our regulatory functions and public protection role.

- We have a positive reputation with our stakeholders as a forward looking, effective and agile multi-professional regulator.

- Our views on key topics are clear to our stakeholders and we are able to influence the regulatory policy agenda.

- We make effective use of the intelligence we receive to improve our work.

To achieve this we will:

- seek to better understand the preferences, needs and views of our stakeholders and use the insights gained to refine and develop communication and engagement strategies;

- build on our existing activities to strengthen our engagement with stakeholders in the four UK countries, ensuring that we are aware of and can take account of differences in policy and practice across the UK;

- ensure that our voice is heard in reforms of the regulatory sector by further building and harnessing our relationships with stakeholders including the four UK Governments and parliamentarians;

- take a proactive approach to communication and engagement to ensure that our stakeholders are aware of our views on key regulatory issues;

- explore how best to bridge the potential gap between national regulation and local delivery of health and social care by reviewing our approach to engagement with employers, service users and the public; and

- consider the skills, contacts and experiences we have across the organisation and how we might best utilise these in our communication and engagement activities.

Key deliverables for 2018-19

Area	Key deliverables	Completion by (quarter)
Seek to better understand the preferences, needs and views of our stakeholders	Commission research to better understand the views and expectations of our stakeholders and put in place an action plan as a result of the findings	Q3
Strengthen our engagement with stakeholders in the four countries of the UK	Develop a new stakeholder engagement plan to guide our engagement with stakeholders across the four countries	Q1
	Pilot holding an engagement forum for key stakeholders in one of the UK countries and evaluate its effectiveness	Q4
	Work in partnership with education sector stakeholders to review our approach to the quality assurance of education and training programmes	Q2 (planned event) and ongoing

Effective and efficient organisation

Strategic priority 3: The organisation is fit for the future and is agile in anticipating and adapting to changes in the external environment

What do we want to achieve

- The organisation is effective, efficient and financially sustainable and can demonstrate the impact it makes.

- The organisation is resilient and is able to adapt to changes in the external environment.

- Our people feel valued and supported to achieve high performance.

- We influence and secure the legislative changes we need to be an effective and efficient organisation on a sustainable basis.

To achieve this we will:

- keep our financial sustainability under review to ensure we have sufficient resources to effectively manage operational volumes and to meet the changing expectations of our stakeholders;

- continue to invest in our people, focusing on improving our recruitment and retention, building capability and ensuring that we have the right skills and competencies to drive our current and future performance;

- seek to secure the legislative changes we need to improve the effectiveness and efficiency of our regulatory functions;

- embed a strategic approach to risk and performance management to ensure that oversight and scrutiny focuses on the right areas;

- continue to invest in processes and systems to improve the experience of our stakeholders and drive business efficiencies; and

- keep our governance arrangements under review to ensure that they continue to be fit for purpose.

Key deliverables for 2018-19

Area	Key deliverables	Completion by (quarter)
Keep our financial sustainability under review	Review our cost base and ongoing financial sustainability, consulting if necessary on changes to registration fees	Q2 (and ongoing)
Embed a strategic approach to risk and performance management	Develop and agree a strategic approach to risk management by identifying a set of strategic risks	Q1
	Further develop our approach to measuring and monitoring performance:	
	Review our Key Performance Indicators (KPI) at least once a year	Q4 (and ongoing)
	Review and further refine the existing performance data set considered by the Council	Q2
Invest in processes and systems to improve stakeholder experience and drive business efficiencies	Build capacity required to accelerate business transformation	Q2

Data, intelligence and research

Strategic priority 4: Make better use of data, intelligence and research evidence to drive improvement and engagement

What do we want to achieve

- We are able to identify proactively issues and trends in our data which are relevant to public protection.

- Our stakeholders are better informed and have relevant information and intelligence to inform their own work.

- Evidence from research activities is used to drive improvement in our work.

To achieve this we will:

- continue to commission or carry out research (in collaboration, wherever appropriate) in areas relevant to our regulatory functions, ensuring that a clear action plan is in place and that we regularly evaluate impact;

- build internal capacity to identify, collect and analyse data and intelligence and deliver and manage research activity;

- continuously improve our existing approach to publishing and disseminating regular reports from our regulatory functions to ensure that stakeholders have relevant information and intelligence they need to inform their work;

- seek opportunities to make more of the data and intelligence we hold readily accessible, for example, by analysing our data in key areas and publishing and disseminating the findings; and

- continue to work with other professional regulators, regulators of health and care services and other organisations to share data and intelligence.

Key deliverables for 2018-19

Area	Key deliverables	Completion by (quarter)
Ability to collect data	Develop a classification system for capturing the characteristics of fitness to practise cases	Q2
Research action planning	Deliver a programme of work to deliver the outcomes of the University of Surrey research: Work to raise awareness on when to self-refer and when to refer with a particular focus on registrants, employers and complainants Engagement with educators to develop teaching and learning materials for educators using the case studies developed in the research Commission a literature review on the characteristics of effective clinical / peer supervision in the workplace and use this to engage with stakeholders including employers on the role of supportive approaches in preventing problems from occurring	Q1-4 (and ongoing)
Internal capacity to deliver research activity	Deliver at least one in-house research project: Working in partnership with a professional body or other stakeholder to look at the characteristics of fitness to practise cases in that profession; or	Q4

	if a partner cannot be identified, looking at a cross-profession issue such as the characteristics of cases about internationally qualified registrants.	

Annex A: Strategic intent 2016-2020

The table below shows how the strategic priorities help deliver the strategic objectives set out in the Strategic intent 2016 to 2020.

Strategic objective	Strategic priority
1. Good governance: To maintain, review and develop good corporate governance	4
2. Efficient business processes: To maintain, review and develop efficient business processes throughout the organisation	1, 4
3. Effective communication: To increase understanding and awareness of regulation amongst all stakeholders	3
4. Evidence informed regulation: To ensure that the organisation's work is evidence informed	2
5. Influence the policy agenda: To be proactive in influencing the wider regulatory policy agenda	3, 4
6. Engagement in the four countries: To ensure that our approach to regulation takes account of differences between the four countries	3