

## **Strategic intent – 2016-2020**

Effective from 1 January 2016.

## **1. Foreword**

- 1.1 This document is the Health and Care Professions Council's (HCPC's) strategic intent for the period 1 January 2016 to 31 December 2020. It was first published in 2002 and has been regularly updated.
- 1.2 The strategic objectives outlined in this document build on our previous achievements as an organisation and include developing internal processes; communicating and engaging with stakeholders about our work; and influencing and responding to external developments.

## 2. Introduction

### About this document

- 2.1 This document replaces the strategic intent published in April 2012 for the period 2012-2015.
- 2.2 This document will be kept under review and may be revised if there are significant changes to the internal and external environment.

### About us

- 2.3 We are a regulator and were set up to protect the public. To do this, we keep a register of professionals who meet our standards for their professional skills and behaviour. Individuals on our Register are called 'registrants'.
- 2.4 We currently regulate 16 professions.
  - Arts therapists
  - Biomedical scientists
  - Chiropodists / podiatrists
  - Clinical scientists
  - Dietitians
  - Hearing aid dispensers
  - Occupational therapists
  - Operating department practitioners
  - Orthoptists
  - Paramedics
  - Physiotherapists
  - Practitioner psychologists
  - Prosthetists / orthotists
  - Radiographers
  - Social workers in England
  - Speech and language therapists
- 2.5 To protect the public we:
  - set standards for entry to the Register and for continued registration;
  - approve education and training programmes that successfully deliver those standards;
  - maintain a register of individuals who successfully complete those programmes; and
  - take action if the standards may not have been met (for example, via our fitness to practise process).

### **3. External drivers**

- 3.1 The Command Paper 'Enabling Excellence – Autonomy and Accountability for Healthcare Workers, Social Workers and Social Care Workers' (2011) continues to be the most up-to-date statement of UK Government policy on professional regulation.<sup>1</sup>
- 3.2 We will need to anticipate and be responsive to any changes in Government policy. In particular, we still await decisions by the UK Government and Parliament about a possible Professional Accountability Bill which would reform the nine regulatory bodies' legislation.
- 3.3 The strategic objectives outlined in this document have been developed with reference to these external influences. However, this document will be kept under review and revised when there are significant changes to the internal or external environment.

---

<sup>1</sup> Enabling excellence: Autonomy and accountability for healthcare workers, social workers and social care workers (2011).

[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_124359](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_124359)

#### **4. Internal drivers**

- 4.1 The HCPC has a well-established culture of continuous quality improvement across all its departments. This culture acts as a catalyst for ongoing review of processes and implementing improvements. This aspect of the culture of the HCPC also guards against any sense of complacency and reflects the overall values of the organisation.

#### **5. Vision and values**

Our vision

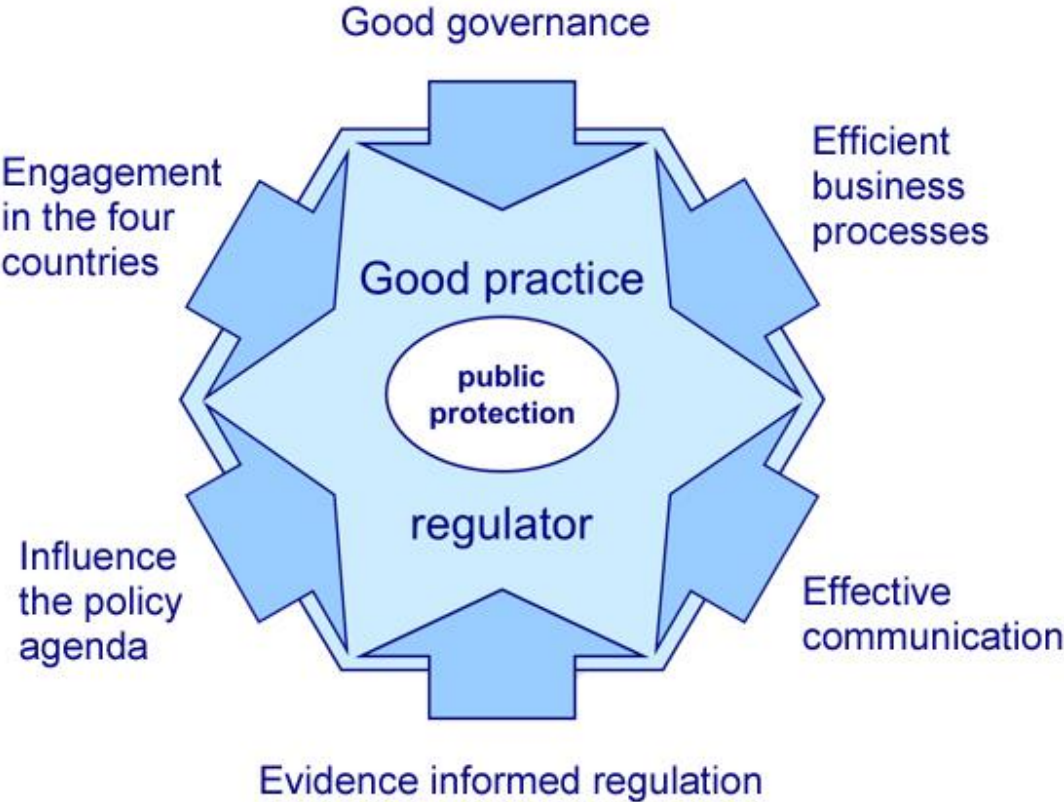
- 5.1 To be recognised nationally and internationally as a model of good practice in public protection through the regulation of health and care professionals.

Values

- 5.2 Our values are a set of guiding principles which reflect both the social context in which the organisation operates and its aim to deliver effective and efficient regulation.
- 5.3 Our values are:
- Transparency
  - Collaboration
  - Responsiveness
  - Value for money
  - High quality service

**6. Strategic objectives**

6.1 The diagram below illustrates how the strategic objectives are linked to the organisation’s central commitment to public protection.



6.2 The HCPC’s strategic objectives for 2016-2020 follow.

6.3 The bullet points beneath each objective indicate ways in which each objective might be achieved and the scope of each objective. They are not intended to be exhaustive and are for indicative purposes only. However, they do give some indication as to how these objectives will be embedded in work plans and progress reviewed by the Council and its Committees.

## **Objective 1: Good governance**

### **To maintain, review and develop good corporate governance**

- To ensure continued financial probity and sustainability.
- To ensure continued risk management.
- To maintain regular monitoring of performance against objectives.
- To invest in training of employees, partners and Council members to develop skills.
- To operate the annual performance review of Council members and the Chair.

## **Objective 2: Efficient business processes**

### **To maintain, review and develop efficient business processes throughout the organisation**

- To promote a culture of continuous quality improvement.
- To maintain, review and develop standards and processes as required across all functions.
- To ensure compliance with relevant external quality assurance frameworks.
- To maintain, review and develop organisation-wide policies including equality and diversity and corporate social responsibility policies.
- To build partnerships with suppliers to ensure value for money procurement.
- To increase the benefit from, and manage effectively the cost of, regulation.

### **Objective 3: Effective communication**

#### **To increase understanding and awareness of regulation amongst all stakeholders**

- To raise understanding of the HCPC's role across all key stakeholder groups.
- To extend engagement with the public through improved access to information about the HCPC.
- To ensure effective internal communications.
- To engage with registrants to increase understanding of the benefits of regulation, the work of the HCPC and what is required of them.
- To engage with employers, educators, government and other regulators.

### **Objective 4: Evidence informed regulation**

#### **To ensure that the organisation's work is evidence informed**

- To undertake research into the HCPC's regulatory role and functions.
- To ensure that HCPC and other research findings contribute to the HCPC's decision making.
- To ensure that research findings are disseminated, for example, through seminars to discuss findings with stakeholders.
- To promote the findings of HCPC research to contribute to the development of wider regulatory policy.

### **Objective 5: Influence the policy agenda**

#### **To be proactive in influencing the wider regulatory policy agenda**

- To promote the HCPC's views about the statutory regulation of further professions / occupations, where appropriate.
- To take account of, respond to, and influence, UK and international regulatory developments.
- To participate in and contribute to UK and international regulatory fora.



## **Objective 6: Engagement in the four countries**

**To ensure that our approach to regulation takes account of differences between the four countries**

- To build relationships and increase mutual understanding through meetings with stakeholders in England, Scotland, Wales and Northern Ireland.
- To monitor the need for changes to the HCPC's physical presence in Scotland, Wales and Northern Ireland with reference to changes in policy and context.

## **7. Measuring success**

- 7.1 The strategic priorities in this document will be delivered through the activities outlined in the work plans produced by each department or directorate.
- 7.2 These work plans are approved by the Chief Executive and Registrar and discussed by the Council. Progress against work plans is monitored as part of routine reporting to the Council by each directorate.