Council

5 February 2020

Change Plan Progress Update

Executive Summary

Following the update provided to Council at its meeting, the SMT has been continuing to progress the implementation of the organisational change plan which is designed to move the organisation towards its vision of becoming 'The UK healthcare multi-profession regulator of choice, delivering lean and intelligent regulation.'

The change plan is structured around the five overarching themes:

- Achieving the standards(PSA/FTP)
- Innovation and Improvement
- People
- Efficiency and value
- Income

From these overarching themes there are the following key workstreams:

- FTP stabilisation and sustainability (achieving the PSA Standards
- Registration fee changes
- 2020-21 budget and improved financial control
- Additional revenue streams
- Financial modelling
- Exploration of system innovation and investment funding
- Digital systems strategy
- Organisational design – permanent structure
- Organisation development and resilience
- Non-regulatory business process improvement workshop outputs
- Regulatory business process improvement workshop outputs
- Corporate strategy

The SMT has prioritised the following 'mission critical' work streams which will be its focus over the next six months.

- FTP stabilisation and sustainability (achieving the PSA Standards
- Income (Registration fee changes)
- 2020-21 budget and improved financial control
- Organisational development and resilience

- PSA
- Delivery of the Registration Transformation and Improvement Project

Each priority area has an SMT lead. Progress against key deliverables within each priority area is reported and monitored on at SMT on a weekly basis using a RAG visual report. The priority work streams will be regularly reviewed by SMT.

Activity in the other work streams will continue, with appropriate PMO support, but this will not be the focus of regular SMT reporting.

The attached report provides an update against the six priority areas highlighted above. It is proposed that future update reports to Council will focus on the progress against the six priority areas.

Previous consideration	The interim turnaround planning document was considered by Council in private session on 25 September 2019. A progress update was provided to Council on 4 December 2020.
Decision	The Council is invited to discuss the progress update report.
Next steps	The Executive will continue to deliver the change plan, and report progress on a regular basis as agreed.
Strategic priority	The change plan in intended to accelerate progress against all of the Strategic Priorities.
Risk	The management and reporting of risk was considered by the Audit Committee at its meeting on 5 November 2019. The committee advised at a specific change project risk register was not needed but that Council should be provided with a clear dashboard reporting of the progress of the Change Plan as well as the risks posed by or to the plan.
Financial and resource implications	The change costs have been reflected in the 6+6 budget.
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Change Plan - Progress Update

FTP stability and sustainability project

- This project is currently in the diagnostic stage which has consisted of data interrogation and extensive engagement with FTP employees through business improvement workshops. The second stage of the project will commence in February and consists of four key elements – flow, quality, organisation design and development and communications and engagement

- A capacity model has been created to accurately predict the resource required sustain case 'flow' through the various FTP process stages. This model will inform the options for legacy case progression acceleration to be presented to Council in March.

- Quality issue root causes will be interrogated with the engagement of employees and stakeholders. Working the Tribunal Advisory Committee, FTP panel members experiences will be canvased to get a clear view of the key pain points for case quality. External stakeholders will also be engaged on this issue, for example union representatives. Process enhancements will result and key quality metrics will be identified for better oversight.

- The first meeting of the Council FTP Task & Finish Group took place on 24 January. This group will act as a reference group to assist in improving the utility of FTP performance reporting to Council. Membership includes the Chair, Council members Maureen Drake and Gavin Scott, as well as the Chair of the Tribunal Advisory Committee, Marcia Saunders.

- An initial FTP key metrics dashboard has been developed and is presented to Council later on the meeting's agenda.

- The organisation design and development strand will focus on ensuring the right resource is deployed in the right area as well as long term sustainability of the resource required to achieve and maintain FTP performance. There will be a strong focus on employee wellbeing and support along with equipping employees with the skills they may need to ensure process enhancements are a success.

- The Communications and Engagement element is required to ensure that all the stakeholders are engaged and their feedback is listened to and evaluated.

PSA

- An internal PSA working group has been formed to take forward actions through 2020 to improve our performance against the Standards of good regulation. The first workshop was held in January 2020.

- The 2020 performance review is underway. This will include an audit of closed FTP case files.

Organisational development and resilience.

- The appointment campaign for the permanent Chief Executive is underway with interviews due to take place on 2 March. A full briefing on this work is included later on the Council's meeting agenda.

- The interim level organisational structure is now in place. This structure was designed to ensure the organisation is in the appropriate form to ensure the successful delivery of the change plan. The organisation chart is attached to this update as an appendix.

- An all employee pulse survey has been launched. This provides an opportunity to understand how employees are feeling and in particular gauge the impact of the change plan, including understanding what is going well and where employees feel improvements can be made.

- Promoting the wellbeing agenda remains a key focus of the SMT and employees have shown great enthusiasm for contributing initiative ideas. The HR and Internal Communications function are surveying employees with a view to developing some of these ideas to implement.

- A session focusing on employee and registrant wellbeing (as well as prevention) is planned for the March Council workshop session.

Budget 2020-21 and financial control

- The Executive have considered the PWC financial baseline review and how its recommendations will be put into action. To support its implementation the finance department has explored the skills it needs in future. More detail is available in the finance update later on the meeting's agenda.

- As agreed at the December 2019 Council, a paper on the approach to budgeting for 2020-21 is included later on the meeting's agenda. A first draft of the budget will be presented to the Audit Committee at its 4 March meeting followed by the Council's consideration and approval at its 25 March meeting.

Income

- Discussions have been held with DHSC and Scottish Government about the process to progress the proposed fee increase. Stakeholder engagement on this issue is ongoing with a revised fee proposal to be presented to Council for decision in March 2020.

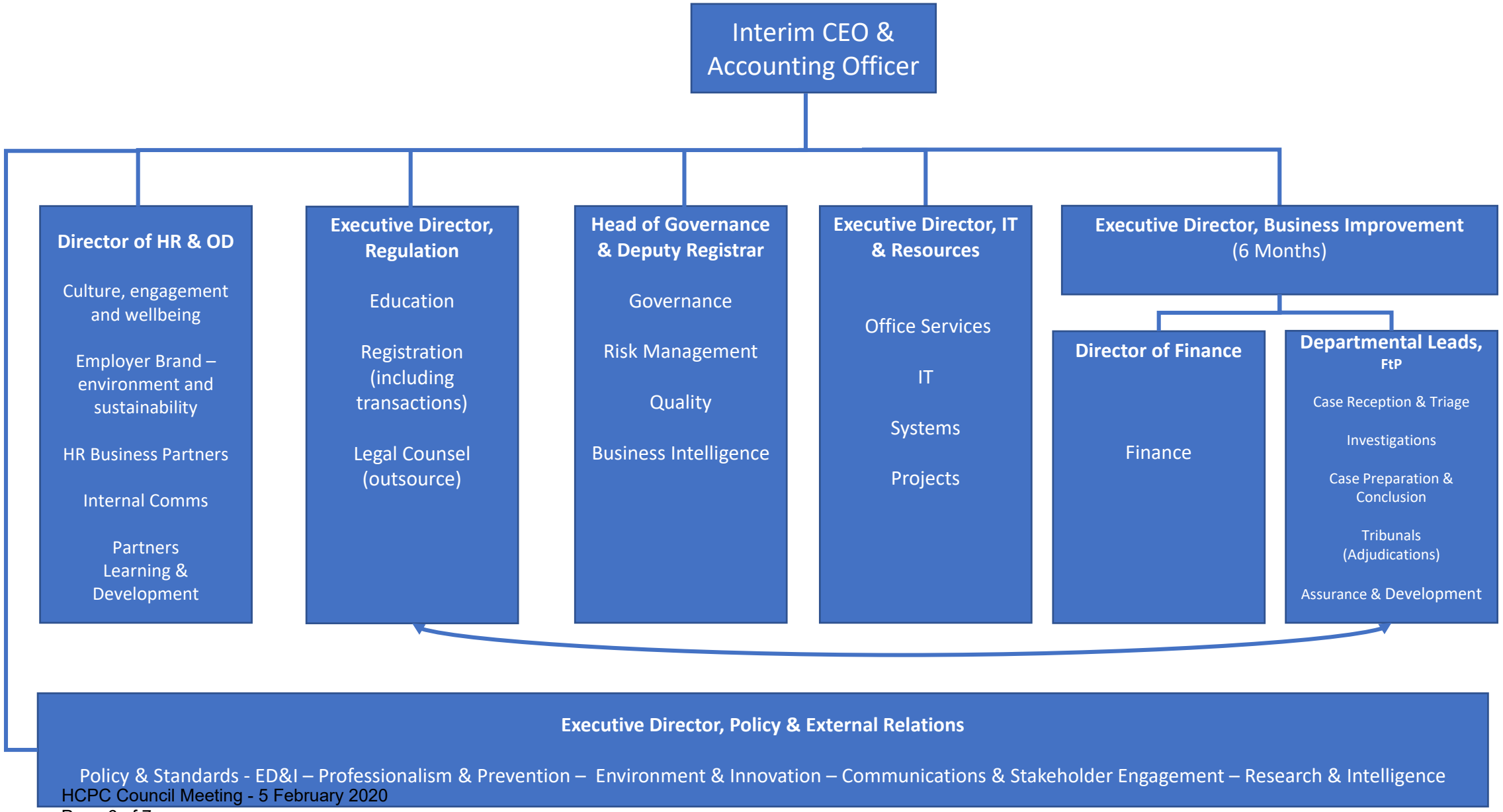
Registration Project Delivery and Systems Implementation strategy

- The initial report from PWC on the HCPC's systems implementation strategy has been received and is being reviewed by the Executive. The review is intended to provide assurance as to whether the current approach is fit for purpose and aligns with the Council's vision. It will also provide a 'roadmap'

for achieving the organisation's aspirations for digital transformation. The final report will be shared with the Council in due course.

- An initial output from this work is a recommendation to review the final planned build iterations for the current phase of the Registration project to ensure that benefit opportunities are maximised. The Registration project is currently in build phase and progressing well. The delivery of this project is one a six key priorities for the SMT over the next six months.

Interim organisational structure (effective January 2020)



HCPC Corporate Plan Implementation Assurance – Weekly Update Report

Activities Undertaken

- A

Deliverables Update

- A

Activities Next Period

- A

Concerns

- A

Positive Neutral Negative

One line overview of last week with mood indicator