

People and Resources Committee

Meeting Date	13 November 2025
Title	Investment, change and benefit update
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Executive Sponsor	Alastair Bridges, Executive Director of Resources
Executive Summary This paper provides a detailed update document for Committee members to consider along with a supporting dashboard summary on progress. The paper represents developments and progress for the first two quarters of the financial year 2025-26 and will be presented in summary.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	Expansion of previous summary reporting considered by the Executive Leadership Team (ELT) in early November alongside the technology roadmap mid-year review.
Next steps	Investment reporting updates to continue a monthly schedule to ELT and quarterly to the Committee. Post activities include ongoing delivery and development of the 2026-27 investment plan.
Financial and resource implications	Representative update on the progression of the £2,208k investment allocation this financial year.
Associated strategic priority/priorities	Continuously improve and innovate Build a resilient, healthy, capable and sustainable organisation Promote high quality professional practise
Associated strategic risk(s)	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 wellbeing of the public 5.a The resources we require to achieve our strategy are not in place or are not sustainable

	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public
Risk appetite	People - open Influence/leadership - seeks Financial - measured
Communication and engagement	This paper is part of the ongoing reporting on the Investment plan and the delivery and changes and the realisation of associated benefits.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	All initiatives referenced in this paper will undergo the necessary due diligence prior to commencement.
Other impact assessments	All initiatives referenced in the paper consider people, financial, digital and sustainability strategies. The paper is in alignment with technology roadmap and corporate planning milestones.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Change and Benefits update

Change and Benefits realisation

Progress

Themes FY2025/6	Foundational	Update core technology and services ready for customer-facing changes	✓
	Partnerships	Ensure we choose partners to support our future changes	✓
	People	Have the right skills and capacity for changes now and in the future	✓
	Financial	Invest wisely and show progress against key risks	✓
☐ Good progress on the technology roadmap and investment plan priorities. ☐ Most high-value initiatives in progress and on track to prepare the foundational layers ☐ The reorganisation of the Business Change function has been supportive in this progress ☐ Operational imperatives on cyber, reporting and invoice duplication have impacted some schedules ☐ The end of year CAPEX carry-over projection is current estimated at 20% and largely related to project phasing or contingency. Single CRM Customer contact Website and portals Data and automation Cloud Migration Sustainability Service Improvements Partners Frontloading			

Change

	People	Have the right skills and capacity for to deliver the portfolio	✓
	Process	Ensure change is effective, governed and safe	✓
	People	Prepare for the future	✓

- ☐ The workforce planning toolkit launched and head of function populating. First resource modelling workshop completed with Fitness to Practise (FTP).
- ☐ Business Analyst and Senior Programme Manager appointed in Business Change as part of skill development. Work to create and embed change role delayed.
- ☐ Planned capacity for change much improved, investment resources now tracked and reported on, operational imperatives do impact short-term planning.
- ☐ New change governance processes agreed for small projects in continuous improvement sprints.
- ☐ Sales order changed for quarterly direct debits created some negative data issues which needed resolution.

Team restructure agreed	Embedding change
Right skills	Quality processes
Workforce planning	Capacity

Benefits

	Monitoring	Clear reporting demonstrating progress and status in dashboards	✓
	Realisation	Ensure benefits are tracked and updated	✓
	Processes	Ensure benefits and values are at the core of our decision making	✓
	Effectiveness	Are benefits bankable and bring measurable value	✓

- ☐ Audit review positive on the approach and effectiveness of the benefits framework development.
- ☐ Improved dashboards linked to detailed datasets created and show value, ownership and timeframe.
- ☐ Investments cases link benefits to deliverables and outcomes and are aligned to corporate risks.
- ☐ Monthly reviews with Benefit owners both during and post project through the realisation confirmed.
- ☐ Some investment (whilst acknowledge benefits) and still approved on costs vs value, and some costs savings related to people are not bankable.
- ☐ Redrafting of the Change and Benefits Forum delayed to second half of the year.

Effective processes in place	Reporting
Value based investing	Realisation tracking
Effective templates and support	Awareness

Appendix

FY2025-26 change summary

Theme	Change objectives	Progress
Single CRM	Establish a foundational CRM Define the resourcing model	CRM resource approach defined Work now being prepared to select a strategic partner
Customer Contact	Select a new strategic partner Replace the as-is telephony system Analysis for single contact-centre	New strategic telephony partner selected Replacement of telephony systems on target for completion. Analysis progressing to define the strategic requirements and organisational changes
Website and Portals	Migrate the foundational layer Validate approach new experience	Build work to replace the website and portal foundations week on target Changes will introduce enhanced search features New portal approach to be validated
Sustainability	Replace the boilers and ventilation systems	Heating ventilation and air-conditioning replacement in 20 Stannary Street started
Data and automation	Data platform and self-service reporting solutions Deferred Income processes Quarterly direct debits	Development of the data dictionary and data model continuing. Resourcing approached agreed for data architect. Quarterly direct debits enabled Financial modelling, deferred income processing invoice automation on target
Cloud Migration	Move core technology to the Cloud from Park House	Procurement partner selected Migration of core services from Park house in progress
Partners	New partner payroll system Payment pathways and process New contracts and quality KPIs	New payroll system and payment pathways deployed New partner contracts in place Work continues on quality model
Service Improvements	Implement a new international assessment quality model Reduce the time required to list a matter for a hearing Embed operational consistency across Investigations processes Equip new FTP Legal team with tools to support their day-to-day work	Work progress on redaction tool and FTP research database Work progressing on International application assessment quality and assurance Frontloading system changes have now completed Document Security has been phased to deliver a secure area for document sharing

Programme Dashboard

	Key Indicators
↑	People: Alternate plan impacting data project agreed. Business Change restructure on target. Project resource utilisation reporting now established.
→	Financials: Priorities on target, around 20% carry-over into 2026-27 expected (mostly phasing)
↑	Schedules: Revised Data and Intelligence plan under review. CRM approach now defined.
→	Roadmaps: Roadmap priorities progressing well, modern workspace focus now set to secure document sharing in initial phase.

Benefits	Realised	At risk	On target	Proposed	Cancelled
112	52	10	49	1	2
Risks	Mitigated	Red	Amber	Green	New
65	32	0	7	21	5
Milestones	Complete	Red	Amber	Green	
249	209	6	2	32	

Projects	RAG	Roadmap	RAG
FTP Frontloading	Complete	Websites and Portals	Green
Partner Transformation	Green	CRM	Moving to green
Data and Intelligence	Moving to Amber	Customer Contact	Green
Customer Contact	Moving to Green	Data and Intelligence	Moving to amber
Network Transformation	Green	Automation	Green
Website and Portals	Green	Security and Architecture	Moving to green
Final hearing model	Green	Modern Workplace	Moving to green
SingleCRM	Scoping		
HVAC	Green		
Document Security	Moving to green		

Partners: Partner payroll system has gone live with first payroll run in November.

Data and Intelligence: FTP data model build restarted. Timeline at risk whilst data resource plan is updated, with positive options under review.

Customer Contact: 75% of build complete and ahead of schedule; World pay supplier issues being managed.

SingleCRM: Partner approach agreed with lead, will now move to initiation.

HVAC: Heating and ventilation sustainability work proceeding.

FTP Frontloading: Complete and closure report will now be finalised and brought to ELT in November 2025.

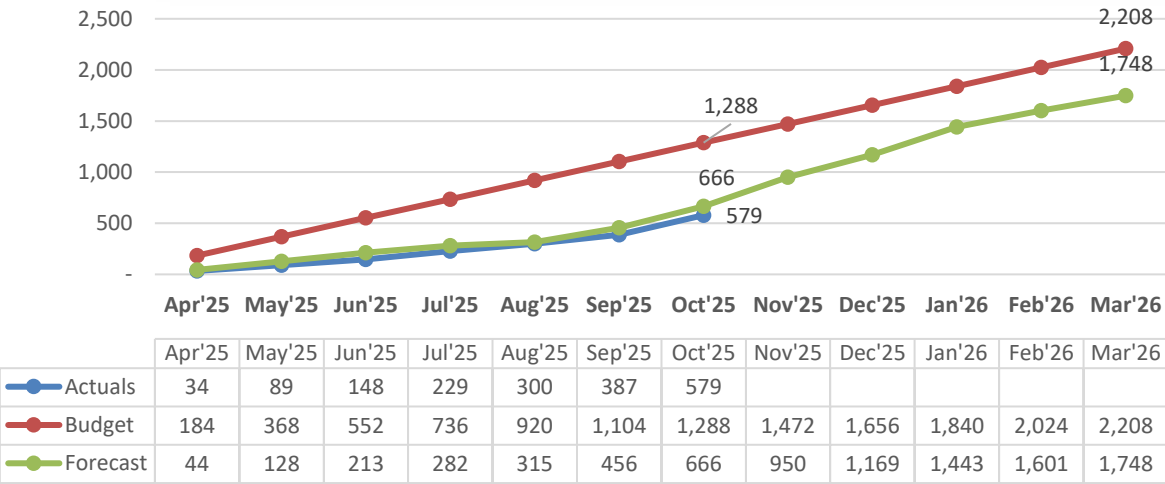
Website & Portals : Project initiated and build in progress and on target for completion this year.

Document Security: Work with partner to establish a security document area for sharing with information protection enabled.

Item 13

Financials and resourcing

FY2025-26 Investment forecast



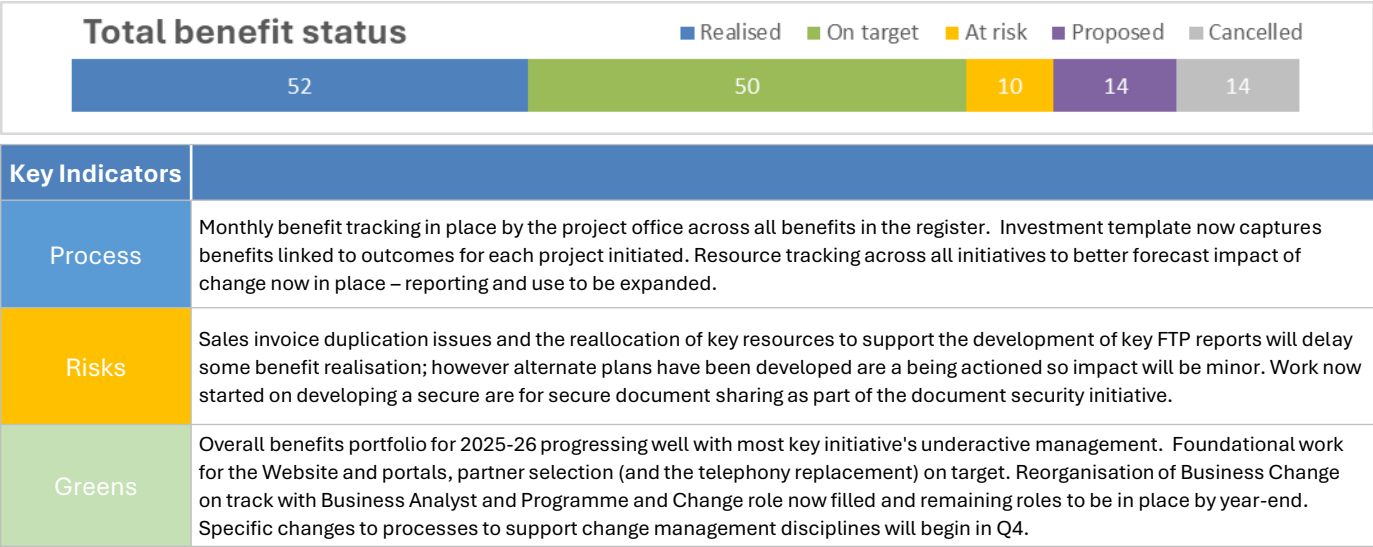
Programme	CAPEX Budget	OPEX Budget	Budget Total	Forecast (Total)	Committed (PO raised)	Actuals to date	26-27 (c/o)
Business Central	-	61	61	61	61	61	-
FTP Transformation	52	72	124	102	102	100	22
Security and Architecture	221	-	221	190	36	-	31
Sustainability	595	-	595	540	171	85	55
Website and Portals	162	-	162	141	110	15	21
Reg Process Improvement	225	30	255	7	7	4	225
Data and Intelligence	270	-	270	220	220	151	50
Customer Contact	194	102	296	271	176	84	25
Partner Transformation	125	-	125	125	80	82	-
Customer Relationship Mgmt	100	-	100	91	-	-	9
Total	1,943	265	2,208	1,748	962	581	437

Internal people utilisation	Days (forecast)	Days (actual)
Business Change	1376	984
Chief Executive	94	79
Communications	57	33
Education	13	13
Finance	120	89
FTP	179	167
Governance	166	117
Insights and Analytics	18	12
IT and Digital	985	307
Registration	55	37
Regulatory Dev & Perform	21	15
Assurance and Compliance	21	15

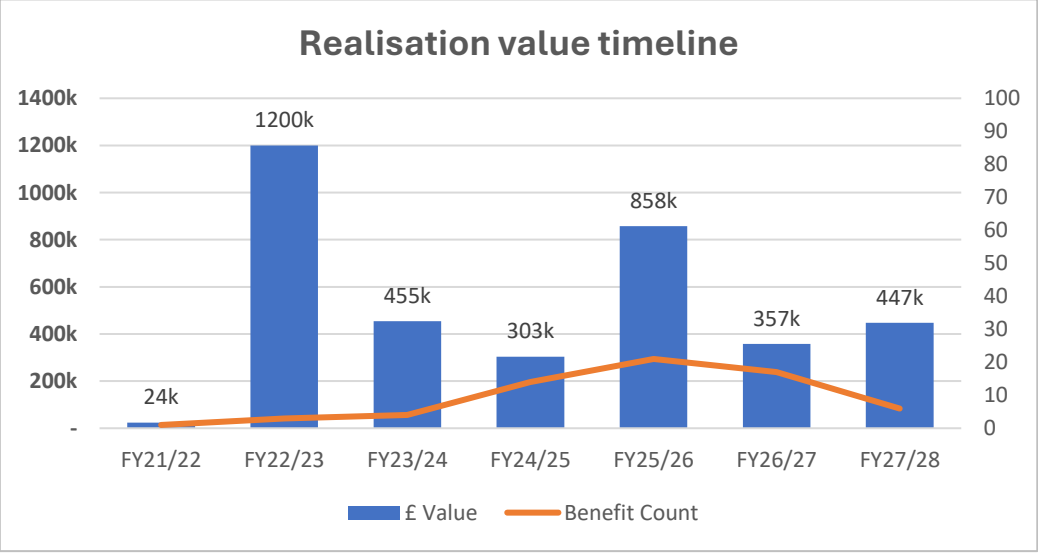
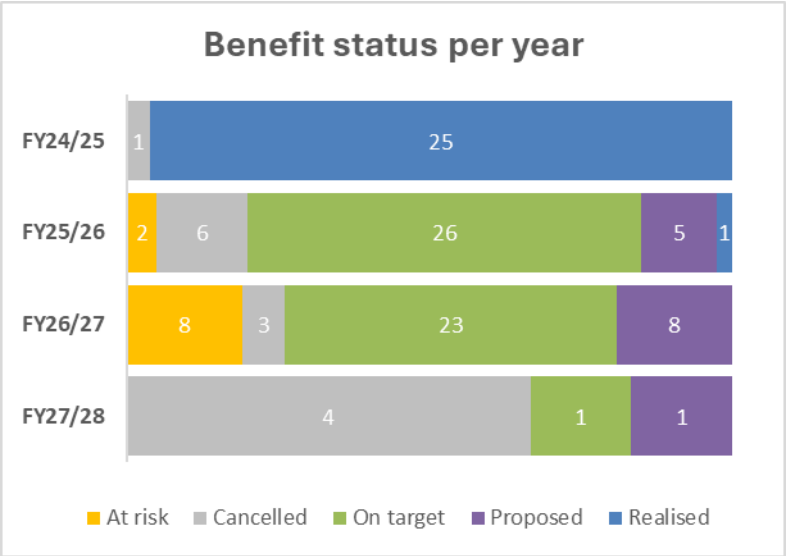
Internal people per project	Days (forecast)	Days (actual)
FTP Frontloading	644	644
Partner Transformation	609	432
Data and Intelligence	377	270
Customer contact	476	329
Network transformation	877	129
Website and Portals	105	46
Final Hearing listing model	17	17
Total	3104	1867

- Financial outlook** positive with active projects forecasting approximately £1.7k spend this year and committed spend to date of around £962k (POs raised). FY26-27 carry-over forecast is largely planned phasing or contingency. CRM and International Assessment work are currently behind start-of-year plan (but progressing). Expected carry-over at this stage is around 20% (target was 15%).
- Restructure in Business Change** on target with a new Programme Manager and Business Analyst role in place with further position due to conclude on plan.
- New change disciplines to be developed in Q4. Capacity has supported the delivery of the portfolio to date.
- Redirection of key data resources** for operational imperatives impacted extended the data project schedule - resolution plan now defined and additional capacity created for key data resources.

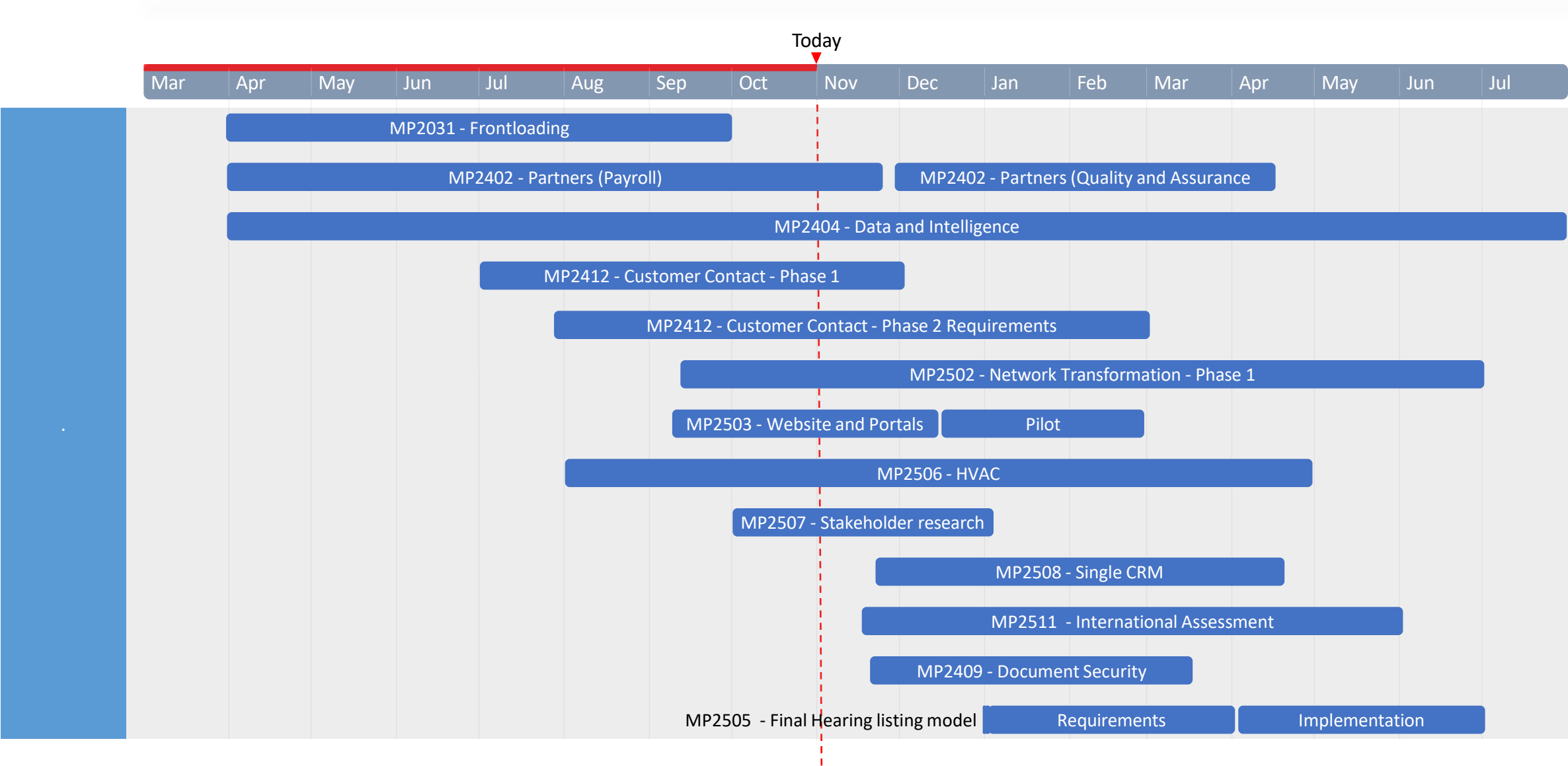
Benefits and change



Annual Benefits						
Programme Name	2022	2023	2024	2025	2026	2027
Business Central			86 k	289 k		
Customer Contact					125 k	
Data and Intelligence					60 k	
FTP Transformation				298 k	166 k	387 k
Partner Transformation				15 k	30 k	
People strategy			215 k	50 k		
Security and Architecture		79 k		11 k	89 k	97 k
Sustainability	1200 k	280 k				
Websites and Portals	24 k	95 k		19 k	30 k	
Grand Total	1224 k	455 k	301 k	682 k	500 k	483 k

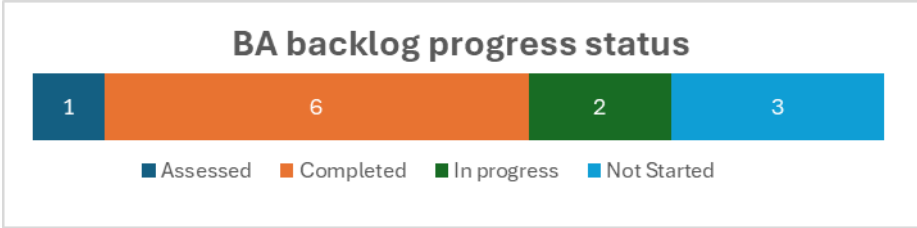
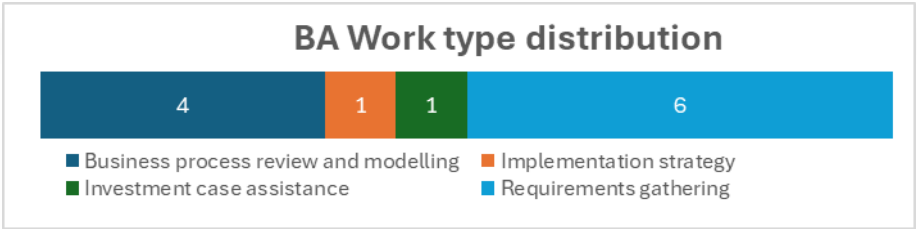


2025-26 Investment phase plan

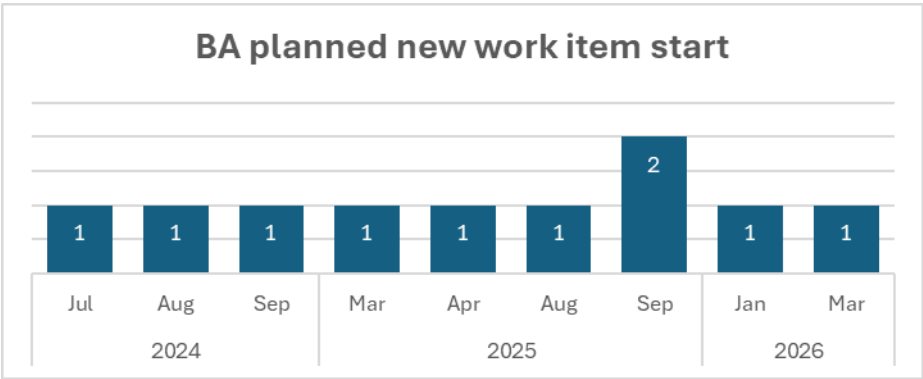


Business Analysis

	Key Indicators
➡	People: Business Analyst BA) (in place, second recruitment due to start in December (Senior and second BA). Maternity cover recruitment completed with new BA joining on 17 November.
➡	Process: BA backlog defined, and request work request template create. Further refinement will continue over coming months.
⬆	Schedules: Workload restricted due to availability, but recruitment of expanded team members in progress.



Planned Start	Activity	Status	Date Requested
16/07/2024	Non-payment chaser process	Completed	16/07/2024
19/08/2024	Tech requirements (Prof and Upstream reg)	Completed	01/08/2024
02/09/2024	Partner payment pathway	Completed	01/11/2024
05/03/2025	Automated ID doc checks	Completed	05/03/2025
01/04/2025	Customer contact - phase 1	In progress	01/04/2025
01/08/2025	Final hearing listings model IC	Completed	23/07/2025
01/09/2025	Customer contact - phase 2	In progress	01/05/2025
04/09/2025	No reg no rep data issue Nexus	Completed	04/09/2025
10/10/2025	Employer data on EDI and registrations	Assessed	01/10/2025
01/01/2026	Current state requirement capture for reg systems	Not Started	01/06/2024
02/01/2026	Final hearing listings model - phase 1	Not Started	23/07/2025
02/03/2026	Final hearing listings model - phase 2	Not Started	23/07/2025



Product Dashboard

Backlog (6-week CI sprints)	EDU	FTP	REG	FIN	TOTAL	Trend
Current Sprint (planned)	5	18	13	18	54	→
Work in progress (sprint)	3	3	2 ¹	4 ²	12	↑
Carried over from last sprint	3	2	2	14 ³	21	→
Changes deployed this month		3	3		6	→
Backlog (future sprints)	55	39	99	21	214	→
Completed this FY	30	21	32	4	87	→
Additions (this month)			4	1	5	→
Next Prioritisation Meeting				29 October		

Supplier performance (backlog)	Capacity (hrs)	Plan (Hrs)	Done (Hrs)	Trend
Reg (IBM)	396	396	396	→
FTP (Sharedo)	N/A	N/A	N/A	→
Edu (Synchronicity)	94.5	94.5	94.5	→
Fin (Dogma)	0	0	0	→

Incidents (month)	New	Open	Closed	Capacity (Hrs)	Used (Hrs)	Trend
Fitness to Practise	0	3	0	n/a	n/a	→
Education	0	3	0	0	0	→
Registrations	0	1	0	0	0	→

Source	Backlog type	Plan	Done	Trend
IT & Digital	Upgrades/ Updates	2		→
IT & Digital	Security Improvements		2	→
IT & Digital	Technical Debt/ Depreciation	3	3	→
IT & Digital	Other Maintenance Item	15	1	→
Business Change	Business Process Improvement	18		→
Business Change	Data Quality/ Management Improvement	12		→
Business Change	Finance Improvement	3		→
Business Change	User/ Performance improvement	1		→

- REG sprint:** ¹ Sprint planning issue in PEN (security penetration) test recommendation. Review meeting is scheduled with IT on next steps.
- FIN sprint:** ² Issue identified in solution testing and in under investigation.
- FIN sprint:** ³ On hold pending resolution duplicate invoice issue. Sprint restarted in September, but priority remains with the duplicate invoice clean-up. Progressing Workday activities.
- FTP changes:** Support for partner payment pathway implemented, some follow-up ongoing with reporting deliverables.
- Cyber Security:** MFA (multi-factor authentication changes) introduced into the Registrant portals.
- International Applications:** Registration work on a priority change to the International Application process to align with new standards due for release in early October.

Technology Roadmap summary

Programme	Key Milestones	Progress	Risk	Comment
Website and Portals	Upgrade website platform	G	L	Project now underway with contracts in place and on target to complete this financial year.
	Ongoing enhancements to existing online user experience	G	L	Continuous improvement of website and portals in accordance with business need and user feedback.
	Web-based registrant experience proof of concept (PoC)	G	M	Scope of PoC provisionally agreed, will be further developed once website upgrade work underway.
CRM	Create foundational CRM	A	M	Resourcing options for CRM architectural review being evaluated.
	Agree resource model for CRM and portal delivery	G	L	Will be informed by CRM architectural review.
Customer Contact	Replace telephony and call handling systems with future-proof solution	G	M	Work progressing well and remains on track for a pre-Christmas go live. Risk rating reflects impact rather than likelihood of any substantial delays.
Data and Intelligence	Enhance minimum datasets and common data dictionary	G	C	Initial data dictionary complete. Ongoing process for updates now in place.
	Build “Gold” data models to facilitate self-service reporting and analysis	R/A	M	Commencement of the FTP data model build was delayed due to non-project work. Mitigation plans are being put in place to seek to recoup lost time – new plan under review.
	Implement initial self-service reporting and analytical tools	G	M	PoC to be undertaken to help define requirements and approach.
	Improved financial reporting	G	L	“Workday” reporting module is being implemented which will be integrated with Business Central for financial reporting.
Automation	Review long term AI and automation solution options	G	L	To be assessed as part of CRM architectural review.
	Develop internal workflow and automation capability	G	M	Automation Developer now in post and being trained up. Risk status reflects the complexity of existing workflows within FTP.
	AI-based redaction PoC	G	C	PoC complete and decision made to procure the preferred solution for use by FTP and Information Governance.
Security and Architecture	Decommission on-premise data centre and implement cloud-based network	G	M	Investment case approved. Specialist procurement partner appointed. Requirements being reviewed to identify the best route to market. Internal work to migrate file server into the cloud is progressing.
	Implement enterprise architecture framework	A	L	Framework not yet finalised – delayed due to conflicting priorities. Impact of delay is manageable.
Modern Workplace	Design modern data sharing and collaboration capabilities	A	M	Second discovery exercise undertaken which has identified a proportionate use case, short of a full SharePoint migration. Next steps now being assessed.
	Implement Partner payroll solution	G	L	Payroll system now live (first payroll in November) monitoring in place, 98% of partner contracts are complete. Payroll validation underway. Partner enrolment in new payroll system underway.

Investment, change and benefits update

1. Executive Summary

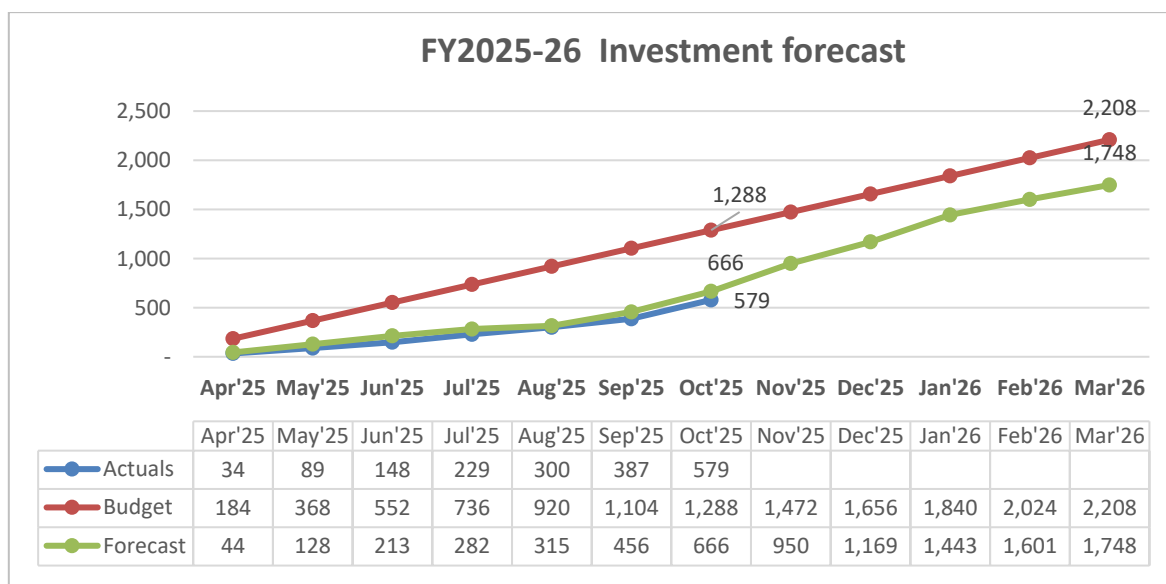
- 1.1 Delivery against the technology roadmap and investment plan priorities is progressing well with most high-value initiatives in progress and on track to prepare the foundational changes needed to support the delivery of more customer-facing changes from next year.
- 1.2 Foundational changes to our website to support the new customer experience and the replacement of our telephony system is on track to complete this year.
- 1.3 The new partner contracts, improvements to the payments pathways and the new payroll system is in place, with payroll runs starting in November.
- 1.4 Progress continues with the development of data and reporting models and the clean-up of existing data through both project and continuous improvement work. The schedule has been impacted by the need to redirect data resources to resolve some operational reporting needs, but a mitigation plan is now active.
- 1.5 Work to migrate core technology services from Park House to the Cloud and the project to replace the heating and ventilation systems in Stannary Street are in progress. Further phases on both projects will progress into next year.
- 1.6 Continuous improvement works have supported changes to our financial process for deferred income, financial modelling and quarterly direct debits whilst also resolving some issues with sale invoice duplication.
- 1.7 Further progress will be made in the next six months to implement some of the technology tools to support Fitness to Practise (FTP) such as dictation, in addition to the work completed on frontloading, the selection of a redaction tool and the initial requirements planning on final hearing listing model.
- 1.8 The reorganisation of the Business Change function has been supportive in this progress with introduction of new roles for Business Analyst and Programme and Change Management (and will finalise this year).
- 1.9 The workforce planning initiative and a new resource reporting model for change planning will continue to support the progression of priority change initiatives through a clear understanding and reporting of resource needs.
- 1.10 The end of year CAPEX carry-over projection is currently estimated at 20% and largely related to project phasing or contingency. This is a much stronger position than previous years where underspend was attributed to work constrained by resources.

2. Financial Summary

- 2.1 The investment portfolio for the financial year 2025-26 includes eleven programmes aligned to the technology roadmap and other strategic areas.
- 2.2 The total budget for 2025-26 is £2,208K (£1,943K CAPEX and includes 2023-24 carry-over from ongoing initiatives) – increase from £2,013k by ELT to support the FTP Redaction software.
- 2.3 Total committed project spend (purchase orders raised) has increased to £962k, and the forecast spend is approximately £1,748K.

2.4 Financial forecast

- 2.5 Early progress indicates a potential of 20% underspend expected this year based on current progression. Overall progression demonstrates good progress.



Programme	CAPEX Budget	OPEX Budget	Budget Total	Forecast (Total)	Committed (PO raised)	Actuals to date	26-27 (c/o)
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2.6 Progress against 2025-26 Investment themes

2.7 Single CRM: Establish a foundational CRM; define the resourcing approach.

CRM resource approach defined and project work now being prepared to select a strategic partner.

2.8 Customer Contact: Select a new strategic partner; replace the as-is telephony system, establish requirements for a single contact-centre approach.

New strategic telephony partner selected and replacement of telephony systems on target for completion.

Business Analysis work started to define the requirements and organisational change needs for a single contact-centre like approach.

2.9 Website and portals: Migrate the foundational layer ready for user-facing service development next year.

Work to replace the website and portal foundations week progress and on target to complete. Change will introduce enhanced search features.

2.10 Sustainability: Replace the boilers and ventilation at Park House.

Heating ventilation and air-conditioning replacement in 20 Stannary Street started and will complete in April 2026.

2.11 Data and Automation: Continue to develop the Data platform and self-service reporting solutions; complete deferred Income processes and embed.

Development of the data dictionary and data model continuing. Resourcing approached agreed for data architect.

Changes to support quarterly direct debits, financial modelling and deferred income processing completed

2.12 Cloud migration: Decommission the on-premises data centre and reprovision remaining services in the Cloud; prepare for the migration of file services from locally attached storage to Cloud storage.

Cloud migration of IT services from Park has begun and a procurement partner has been appointed.

Document Security has been phased to deliver a secure area for document sharing (with the data leakage protection policies in place) to accelerate path to key milestone.

2.13 Service improvements: Implement a new international assessment quality model; reduce the time required to list a matter for a hearing; embed operational consistency across Investigations processes; equip new FTP Legal team with tools to support their day-to-day work.

Regulatory process improvements such as redaction, FTP research database, and the process for enhancements to international applications assessments

Frontloading system changes have now completed, and ongoing services are being embedded.

2.14 **Partner transformation:** new partner payroll system, contracts, and payment processes.

New partner payroll system has been launched along with new partner contracts and improved payment pathways.

3. **Benefits Realisation**

3.1 **Process improvements**

3.2 Further processes developments continue to be incorporated into the change processes although work to refine the terms of reference for the change and benefits forum, and the fully embed new processes for benefits and change across the organisation has been delayed through team medical absences.

3.3 This work will continue over the next six months, but good progress has been started in in several areas:

Investment cases now capture full investment costs, benefits and resources and calculate the full planned return on investment.

Post project benefits realisation is tracked and recorded on every month by the Project Management Office (PMO) and updates records in the benefits register.

Dashboard reporting has been developed and matured, and benefits, roadmap milestones and resources are reported on each month.

3.4 Process to embed changes management approach to service embedding and benefit realisation will be developed as part of the new change discipline.

3.5 Financial benefits related to people time savings (which is not cashable) will be reflected within the workforce planning data to enable predications on future capacity to be assessed.

3.6 **Benefit summaries**

3.7 **Improved equality, diversity and inclusion (EDI) data** – The HCPC has been recognised by the Professional Standards Authority (PSA) as an industry leader for the scope and quality of our Registrant EDI data, and we are now using our experience there to develop other crucial EDI data sets.

3.8 **Registrant renewal process improved** - More registrants are completing their renewal early and can complete their renewal without issues on the first day of renewal due to improvements made to our renewal processes. Processes now complete in a few hours (instead of days) and has improved quality of service and communication.

3.9 **Customer self service improvements** - Registrants no longer need to contact the HCPC to request key information and can now log into the portal and securely

download documents including payment receipts and information regarding their current registration status.

- 3.10 **Key documents online for registrants** - Registrants can access through their online account important information regarding their registration status.
- 3.11 **Payment receipts are also now available for download** - Registrants no longer need to contact the HCPC to request key information
- 3.12 **New continuing professional development (CPD) record of assessment** - Registrants new record of assessment enables greater quality, consistency, and transparency in how CPD records are being assessed by partners. Quality of assessment decisions made by partner assessors can be audited and monitored through reporting.
- 3.13 **Improved data quality and reporting** - Further improving stakeholder perceptions of the HCPC by developing data assets, building a corporate dataset, and enabling a powerful datahub, which supports both self-services, and the ability to see more reporting.
- 3.14 **Quarterly direct debits for registrants** - As registrants next enter their renewal from April 25 their profession will have the option to pay by quarterly direct debits. This will help registrants to spread the cost of paying their fee, particularly as a new fee rise has come into effect on 28 April 2025.
- 3.15 **Automated sales order creation** - Sales order creation processes have also now been fully automated, which removes a risk that registrants may be charged incorrect fees and the need for manual adjustments for some payment scenarios.

4. **Provisional 2026-27 Investment planning**

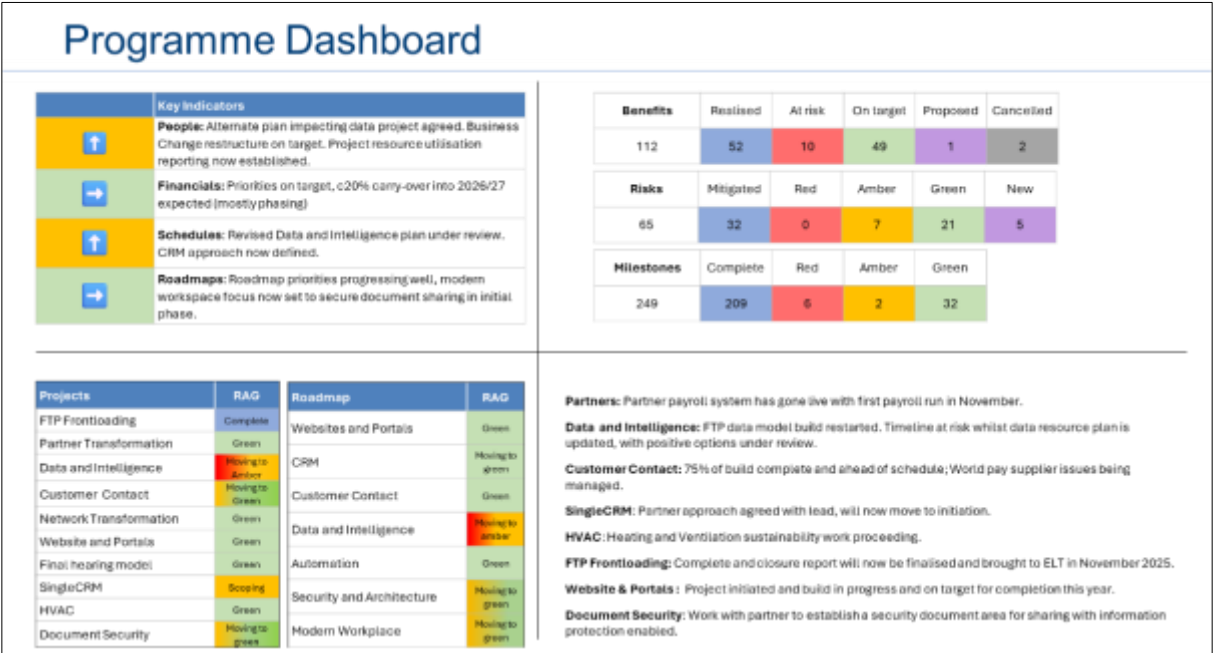
- 4.1 2026-27 investment planning has start with an initial review on key technology roadmap themes, followed by a review of priorities with members of the Senior Leadership Team (SLT) for additional priorities.
- 4.2 Key emerging themes for next year will seek to build on the foundation work completed this year and begin to develop the more customer facing capabilities. Priorities include:
 - **single CRM** including stakeholder, freedom of information (FOI) and complaints and integration into the current Registration, Education and FTP systems as appropriate;
 - progress the **unified customer experience** strategy by starting to migrate our existing online services on to a new integrated web experience (migrating from current power portal technology);
 - redesign the security of our online platforms to enable a personalised experience whilst protecting our registrant's personal information) by implementing modern **identify management**;
 - move to phase 2 of the **Cloud migration** by replacing core network infrastructure in Parkhouse and optimise the current internet connectivity

(WAN) to fully support the hybrid working model and reducing the reliance on the physical office for services;

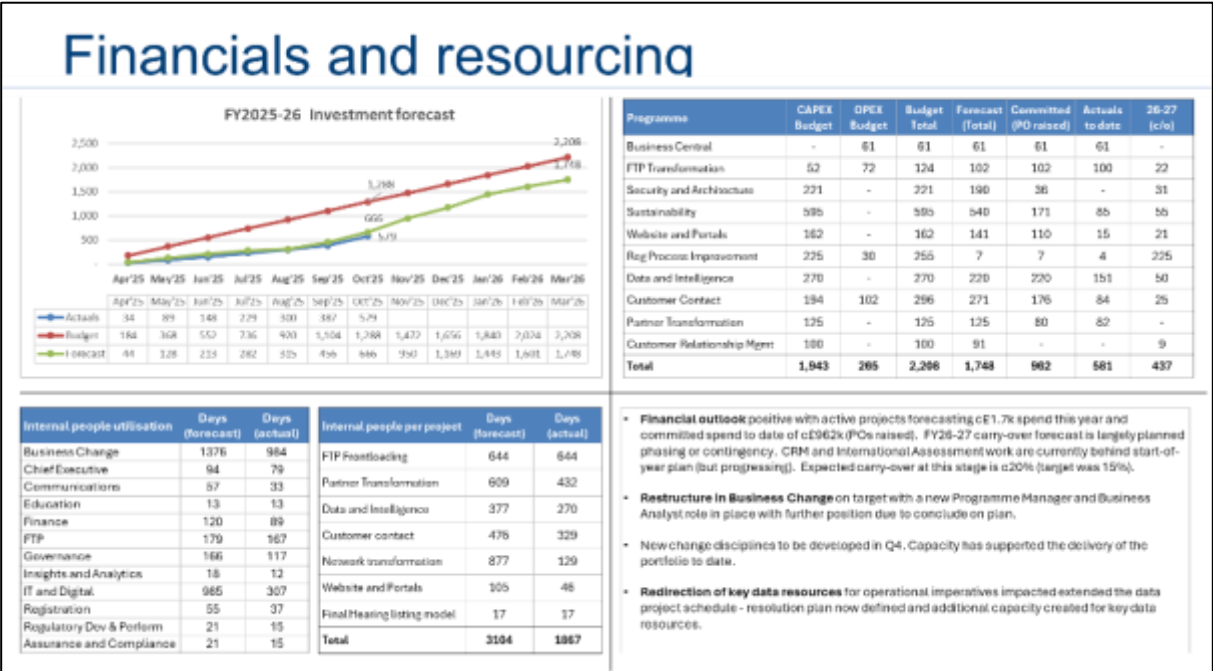
- begin the adoption of a more singular contact centre model and adoption of other **omni-channel services** both through a change in business process, expansion of the current contact centre and the integration with the CRM services;
- complete the business analysis and enable **secure document** sharing through the adoption of Azure information protection and other data leakage prevention technologies;
- design and begin the implementation of the **modern workplace platform** through the continued disinvestment from traditional network attached storage (S: and G: drives) to integrate services from MS Teams and Microsoft SharePoint;
- further progression of the **data strategy** and assess the future work on end-to-end workflow solutions.
- across all initiatives, a consideration of how we will use and **adopt artificial intelligence (AI)** both through research of new opportunities an adaptation of existing strategies and implementation will be considered; and
- modernisation and adoption of enhancements in support of the **regulatory products** will feature in both the investment and the product planning processes.

5. Appendix 1: Dashboards

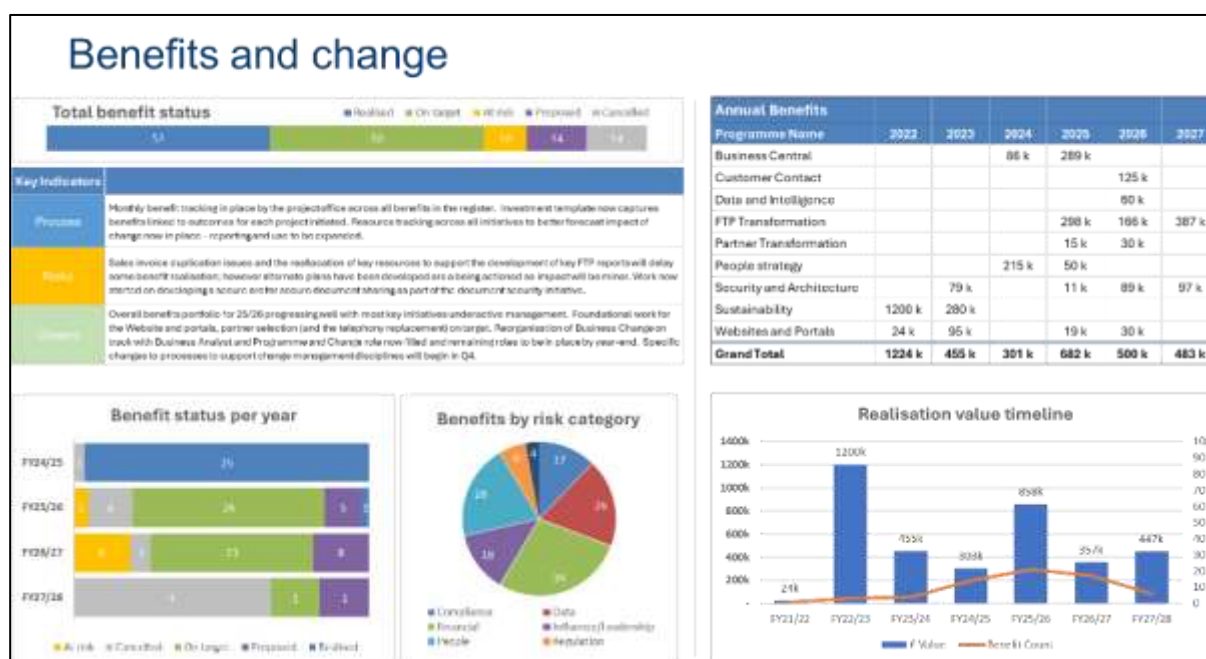
5.1 Programme indicators



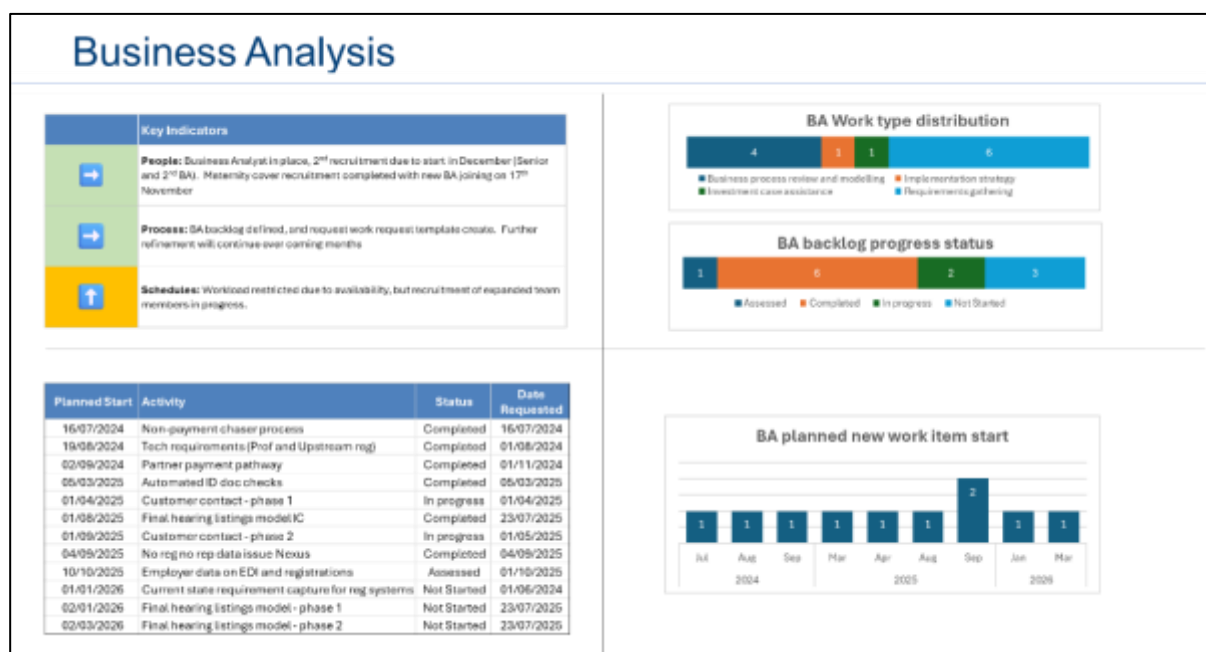
5.2 Financial and resourcing



5.3 Benefits and changes

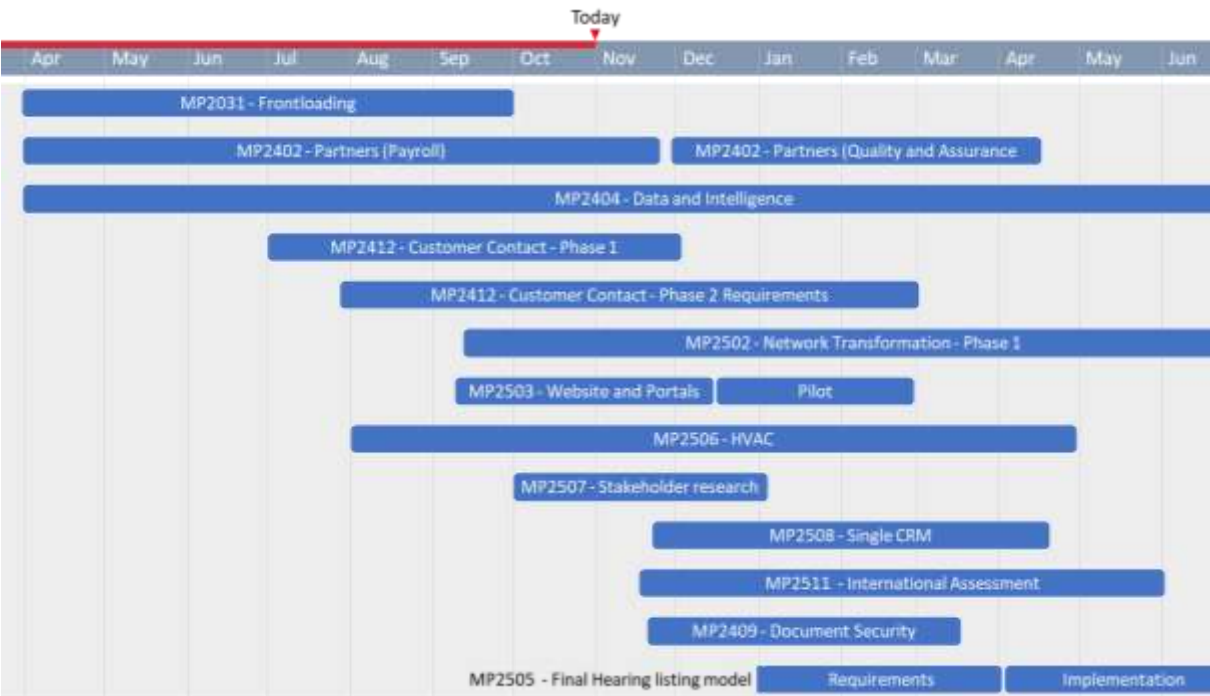


5.4 Business Analysis



6. Appendix 2: Timeline and milestones

6.1 Investment timeline



6.2 Technology roadmap milestones

Technology Roadmap summary				
Programme	Key Milestones	Progress	Risk	Comments
Website and Portals	Upgrade website platform	G	L	Project now underway with contracts in place and on target to complete this financial year.
	Ongoing enhancements to existing online user experience	G	L	Continuous improvement of website and portals in accordance with business need and user feedback.
	Web-based registration experience PoC	G	M	Scope of PoC provisionally agreed, will be further developed once website upgrade work underway.
CRM	Create foundational CRM	A	M	Researching options for CRM architectural review being evaluated.
Customer Contact	Agree resource model for CRM and portal delivery	G	L	Will be informed by CRM architectural review.
	Replace telephone and call handling systems with future proof solution	G	M	Work progressing well, not sensitive to track for a pre-Christmas go live. Risk rating reflects impact rather than likelihood of any substantial delays.
Data and Intelligence	Enhance minimum datasets and common data dictionary	G	L	Initial data dictionary complete. Ongoing process for updates now in place.
	Build "Gold" data models to facilitate self-service reporting and analysis	N/A	M	Commencement of the FTP data model build was delayed due to non-project work. Mitigation plans are being put in place to seek to recoup lost time - new plan under review.
	Implement initial self-service reporting and analytical tools	B	M	PoC to be undertaken to help define requirements and approach.
	Improve financial reporting	G	L	"Workday" reporting module is being implemented which will be integrated with Business Central for financial reporting.
Automation	Review long term AI and automation solution options	G	L	To be assessed as part of CRM architectural review.
	Develop internal workflow and automation capability	G	M	Automation Developer now in post and being trained up. Risk status reflects the complexity of existing workflow within FTP.
	AI-based selection PoC	G	C	PoC complete and decision made to procure the preferred solution for use by FTP and Information Governance.
Security and Architecture	Decommission on-premise data centre and implement cloud-based network	G	M	Investment case approved. Specialist procurement partner appointed. Requirements being reviewed to identify the best route to market. Internal work to migrate file server into the cloud is progressing.
	Implement enterprise architecture framework	A	L	Framework not yet finalised - delayed due to conflicting priorities. Impact of delay is manageable.
Modern Workforce	Design modern data sharing and collaboration capabilities	A	M	Second discovery exercise undertaken which has identified a proportionate use case, short of a full SharePoint migration. Next steps now being assessed.
	Implement Partner payroll solution	G	L	Payroll system now live (first payroll in November) monitoring in place, 98% of partner contracts are complete. Payroll validated on underway. Partner enrolment in new payroll system underway.

7. **Appendix 3: Detailed Project Summaries (as at end October 2025)**

7.1 **Data and Intelligence**

Scope	Plan	People	Budget
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Executive Summary

- 7.2 To support HCPC strategies for effective corporate and analytical reporting and to enable internal and external self-services capabilities, key HCPC datasets need to be centralised and data models reflecting the business rules needs to be designed and built.
- 7.3 This project will deliver data models to the required standard for FTP, Registration, Education, HR, and Finance departments.
- 7.4 Proof of concepts for internal and external self-service reporting will also be delivered as well as establishment of a common data dictionary.
- 7.5 Finally, a process to support and extend the dataset and model post-project will also be established.

Summary progress

- 7.6 The data model build partner, Telefonica Tech, have put forward an alternative resourcing plan to help protect and accelerate the FTP data model build plan which the project has agreed to.
- 7.7 The project now also plans to commence the Registration data model discovery workshops in parallel as another strategy to protect against further delays in the plan and these workshops are now booked in for November.
- 7.8 We await a proposal from Telefonica Tech for them to take ownership of the Registration detailed design. The plan RAG status consequently remains red until we can confirm final impact of project timelines. As this threatens benefit delivery dates benefit RAG status remains amber. The next round of data profiling activity is now underway, and first draft of an intranet data quality hub is complete, ready for review by the Communications team.
- 7.9 A proposal for extension to the data quality specialist role to be extended to mid-December has been agreed by the project and authorised by Head of Business Change.

7.10 **Partner Transformation**

Scope	Plan	People	Budget
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Executive Summary

- 7.11 This programme follows the findings of the PWC process review, NMC vs Somerville case and a need to establish a strategy for the partner operating module.
- 7.12 It will lead in six main workstreams to achieve its objectives: new contracts rollout; a payroll system for partners; implementation of quality statements and KPIs; payment pathways; back-payments and pensions.

Summary progress

- 7.13 The new partner payroll system and Evo platform upgrade went live this week. There have been no issues reported with the Evo upgrade and around 40% of partners have already signed up.
- 7.14 All post go live internal and external comms has been drafted, and initial comms to partners has been sent, the remaining comms will go out over the next week. All system changes are now in place for regulatory function partner payment pathways and work is taking place to ensure readiness of the partner payment reports.
- 7.15 Focus will now be on readiness for first pay run and restarting the workstreams of Quality and KPI, and Assignment logs. There is no current change in approach needed for the back payments workstream and so this continues as normal.

7.16 Customer Contact

Scope	Plan	People	Budget
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Executive Summary

- 7.17 Capture the business requirements and define the organisational and technology changes to support a modern and effective customer contact experience, starting with telephony services and then moving on to other channels in later phases.
- 7.18 The project will select a new strategic partner able to deliver the future strategy, define the business need and development and implement a new organisational model to support the configuration of a new telephony service which meets these needs.
- 7.19 Current vendor concerns will require a phased approach to ensure that telephony services are maintained, alongside the implementation of the new services, technologies, and processes.

Summary progress

- 7.20 The Project is currently ahead of schedule with 75% of the build completed including integration with Teams.
- 7.21 UAT has begun and due to complete by 20 November, with finalisation of the development for telephone payments to be completed this week. We have completed over 50% of the test cases with reporting, payments and supervisor testing to continue into next week when key stakeholders are back from leave.
- 7.22 We are continuing to monitor progression daily to address any concerns immediately and ensure minimal impact to our go-live date.
- 7.23 A concern has been raised regarding WorldPay integration (and lack of response from the supplier which will impact completing this area of development) which is being managed. UAT will proceed in parallel whilst the payment integration is issue is resolved to mitigate any overall delays.

7.24 Network Transformation

Scope	Plan	People	Budget
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Executive Summary

- 7.25 The HCPC is undertaking a comprehensive network transformation project to modernise its IT infrastructure in response to growing demands around scalability, resilience, and long-term sustainability.
- 7.26 The existing estate, comprising locally hosted systems, legacy networking hardware, and a managed WAN service, is increasingly misaligned with the organisation’s operational and strategic needs—particularly in supporting a robust hybrid working model.
- 7.27 The transformation will be delivered in three targeted lots: cloud migration, networking equipment modernisation and WAN connectivity services. These initiatives will position the HCPC’s IT infrastructure to better support current and future organisational objectives, enabling improved performance, security, and user experience.

Summary progress

- 7.28 The Project Initiation Document (PID) was approved by the ELT on 7 October 2025, marking a key milestone in project initiation.
- 7.29 Engagement discussions have been held with the procurement partner, eXceeding, to confirm scope and approach. Procurement is reviewing and refining eXceeding’s proposal and aligning associated tasks within the project plan to ensure clear dependencies and delivery milestones.

7.30 Websites and Portals

Scope	Plan	People	Budget
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Executive Summary

- 7.31 To support the future state customer experience (and portal) development as part of the technology roadmap, the foundation layer of the HCPC Website platform needs to be upgraded.
- 7.32 This support the alignment with International test of competence investigations, ensuring the new platform can use used to build out customer facing interface changes in FY26-27.
- 7.33 A review of the incumbent supplier relationship will be reviewed alongside the upgrade of the platform, and a small proof of concept will be run to ensure the teams have the necessary knowledge to begin developing customer facing applications next financial year.

Summary progress

- 7.34 The project has now been initiated and contracts updated both for the project and the underlying operational support framework.
- 7.35 Development is progressing well with Sprint 0 and 1 completed and Sprint 2 in progress. Sprint 2 contains more development which may roll-over into a third sprint,

however, to avoid delays the supplier will be providing additional resource to complete the tasks.

- 7.36 Review of testing has taken place and detailed planning underway for the Tribunals and Education section on the website
- 7.37 A risk is being managed regarding testing time allocation on the HCTPS website, but not critical at this stage.
- 7.38 Project completion is currently scheduled for Q4 2025-26.

7.39 FTP Frontloading

Scope	Plan	People	Budget
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Executive Summary

- 7.40 Across the 2024-25 financial year the FtP department will be delivering a new operating model and new regulatory processes to enable the delivery of frontloaded investigations in-house (currently all such investigations are conducted by external legal providers).
- 7.41 This project will implement the system changes required to deliver the new model.
- 7.42 Our case management system, Nexus, supports consistent and compliant FtP investigation and scheduling processes through automated workflow and document management. Workflows will need to be changed, and new workflows created to reflect the new investigations and legal processes of frontloaded investigations

Summary progress

- 7.43 The solution have been deployed and the HyperCare period completed. The project is now moving to closure.
- 7.44 Lessons learnt workshops with project stakeholders and FTP management have now been held and lessons learnt requested from IT, procurement stakeholders, and supplier via email.
- 7.45 Completion of the project closure report was paused in September whilst project manager workload was focused on other areas of the portfolio. The closure report will now be finalised and brought to the ELT in November 2025.

7.46 Document Security

Scope	Plan	People	Budget
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Executive Summary

- 7.47 The project will define document security profiles for HCPC documents to protect them both from external distribution, and in cases were shared externally to ensure only the correct people can access and view the documents.
- 7.48 The technology are called Azure Information Protection (AIP), and Document Leakage Prevention (DLP).

7.49 The first phase will deliver a secure enclave for document sharing, along with the necessary processes and templates to access and manage. This will be implemented with the support of a third party.

Summary progress

7.50 Initial work has started with a partner, Perspicuity, to identify the art of the possible in terms of the capability.

7.51 Scope reset based on the discovery findings and work due to commence in November.

7.52 HR Upgrade and AI capabilities

Scope	Plan	People	Budget
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Executive Summary

7.53 Upgrade the current COreHR system to the new EVO platform for both Partners and internal HCPC processes.

7.54 The new version increases the feature set and includes AI add-on capabilities to support enhanced searching of policy documents and key staff statistics.

Summary progress

7.55 Implementation work is being aligned with the change programme of Partners.

7.56 Test planning is underway, and deployed planning is currently progressing.

7.57 The project is participating in a DPIA (Data Protection Impact Assessment) to ensure that the new capabilities do not breach any pre-existing obligations.

7.58 Single CRM

Scope	Plan	People	Budget
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Executive Summary

7.59 Define a resourcing model, a strategic approach and create a single foundational CRM to support the development of integrated platforms (including FOI and complaints) in the next Financial year.

7.60 In the first phase of the project, a strategic partner will select who will eventually replace our incumbent suppliers supporting existing CRMs.

7.61 Capabilities will be validated through development of an initial stakeholder CRM.

Summary progress

7.62 Approach defined, now moving into formal initiation planning.