
Digital Transformation Strategy Review

Executive Summary

HCPC's first Digital Transformation Strategy was published in April 2021, and was described as "a core part of successfully delivering on HCPC's new five-year corporate strategy".

The Strategy acknowledged that it "needs to be reviewed and renewed on a regular basis to ensure the organisation is in the best position to exploit the latest technologies, approaches and, importantly, that the strategic needs are still relevant." This paper sets out to summarise progress and learning to date, and identify areas where the Strategy could be refreshed in order to ensure that it remains fit for purpose.

The Committee is requested to provide a steer on whether it is appropriate to update the digital vision, and to set the level of digital ambition that balances achieving this vision with the risk appetite of the organisation. In addition, there are a number of elements that could be incorporated into the refreshed Strategy if these are felt to be sufficiently valuable.

Previous consideration	ELT considered this paper and the accompanying slidedeck on the 23 August. ELT recommended that the vision can and should be updated to reflect learning to date, and that the level of digital ambition during the lifetime of this strategy would be largely 'Digital Optimisation' with specific elements of 'Digital Transformation' where both the need and opportunity presented themselves.
Decision	The Committee is asked to provide a steer on whether it is appropriate to update the digital vision, and to set the level of digital ambition that balances achieving this vision with the risk appetite of the organisation.
Next steps	A timetable of actions leading up to sign-off by Council in December is provided in section 4 of the report.
Strategic priority	The Digital Transformation Strategy supports the delivery of all of HCPC's strategic priorities and the corporate plan.
Financial and resource implications	It is not possible to provide meaningful cost or benefit estimates for delivering the Strategy at this stage. For 2023-24, these will be worked up through the annual budget setting process. Anticipated

future investment requirements will be assessed following the Strategy refresh in order to support the move towards medium term financial forecasting and budgeting.

EDI impact Digital technologies have the potential to have both positive and negative impacts on EDI. Equality Impact Assessments will be undertaken on each initiative as it is developed into a formal project in order to maximise the positive impacts and mitigate any negatives.

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Refreshing our Digital Transformation Strategy

Introduction

- 1.1 HCPC's first Digital Transformation Strategy was published in April 2021, and was described as "a core part of successfully delivering on HCPC's new five-year corporate strategy". The Strategy acknowledged that it "needs to be reviewed and renewed on a regular basis to ensure the organisation is in the best position to exploit the latest technologies, approaches and, importantly, that the strategic needs are still relevant." This paper sets out to summarise progress and learning to date, and identify areas where the Strategy could be refreshed in order to ensure that it remains fit for purpose.
- 1.2 Slide 2 of the accompanying slide deck (Appendix 1) summarises the current Strategy. Although not explicitly referenced in the current Strategy, Slide 3 sets out the milestones contained within the Corporate Plan that have a clear Digital element, or a significant impact on the technologies, systems and data that HCPC will require to achieve these milestones.

Review of Progress to Date

- 2.1 Slides 4-6 set out some of the more significant pieces of work that have been undertaken to date, as well as seeking to capture an honest reflection of where more work may be required.
- 2.2 In summary, significant progress has been made on addressing some of the biggest 'pain points' faced by the organisation, at least from an internal perspective. The legacy Registration and Fitness to Practice (FtP) applications have been decommissioned, replaced with modern applications that offer far more flexibility and adaptability. Applicants are now able to apply to join the register online for the first time, massively reducing the volume of manual processing required by the Registration team. FtP are able to support both fully virtual and hybrid hearings in modern, purpose-built spaces. A new Education system has been built to enable the new operating model.
- 2.3 Employees are now able to undertake virtually all of their work from any location now that laptops have been rolled out to all staff and the telephone system has been migrated into the Cloud, along with most of our systems and data. A Hybrid Working pilot is underway exploring how we find the right balance between onsite and remote working.
- 2.4 However it is not clear that all of the activity to date has been driven by the Digital Transformation Strategy. This has probably been inevitable given the

operational necessity of much of the work, but it does mean that design and technology decisions have sometimes been made based on the immediate need to deliver solutions to individual problems. The pace of delivery has also meant that there has been limited opportunity to incorporate the user voice into the design process.

- 2.5 HCPC has successfully implemented a number of improved like-for-like replacement systems and have replaced many key paper-based processes with online versions, which has supported substantial improvements to our core activities. However by themselves these individual tactical solutions do not fully deliver some of the organisation-wide goals in the Digital Transformation Strategy and Corporate Plan, such as a unified user experience, integrated systems that conform to a common data model, and enabling a single customer access point. Now that the biggest ‘pain points’ have been addressed, there is an opportunity to consider the wider picture through the refresh of the Digital Transformation Strategy and how we take forward its delivery.

Considerations for the Strategy Refresh

- 3.1 The current vision statement is *“to be seen as the UK’s leading regulator for effective use of digital technology to support an agile organisation.”* Internal consultation to date suggests that while this is certainly stretching, it may not be realistic and says little about why we want to implement digital change.
- 3.2 **PRC is asked to provide a steer on whether it is appropriate to update the vision statement.** An alternative statement has been drafted for discussion that echoes the ambition of the current statement, but in a manner that is arguably more achievable, and is explicit on the link to HCPC’s purpose:

“For HCPC to be recognised as being effective in the use of digital solutions and ways of working, in order to provide a straightforward, value-adding experience for its service users.”

- 3.3 The current Strategy defines Digital as the ‘bridge between technology and people’. It does not however define HCPC’s approach to “digital transformation”, which is a term used to mean many different things. Slide 8 sets out 3 different terms that are useful in clarifying the level of ambition of a digital programme:

- Digital Platforms
- Digital Optimisation
- Digital Transformation

Most digital programmes contain elements of all three; the question is the balance between them. **PRC is asked for a steer on the level of ambition that is felt to be necessary and desirable to achieve the organisation’s objectives, in light of HCPC’s risk appetite.**

- 3.4 As well as specifying the level of digital ambition, digital strategies also often set out the approach to transformation that will be adopted, linking the delivery of technology solutions to the cultural, operational and organisational changes that will also be needed. They are also explicit about how the user voice will be incorporated into design decisions, and how feedback will be captured and acted on. An example model is provided on Slide 9. The right approach for HCPC will be explored during the next phase of the refresh process.
- 3.5 Many digital strategies also set out to describe how the organisation will look and feel once the transformation is complete. Various approaches exist, including Business Capability Models that show what the organisation will be able to do, and 'Day in the Life' storyboards that illustrate the experiences of key stakeholders (Slide 10). Either or both approach could help bring the Strategy to life and provide a direction of travel. Both would require a modest investment of senior stakeholder time to develop.
- 3.6 A high level Digital Roadmap is usually a key component of a digital strategy. As a minimum this should set out the order in which the key products and services will be brought on line, but may also show linkages to non-technology elements of a wider programme of change (Slide 11). The next phase of the Strategy refresh process will seek to identify the most appropriate approach to roadmapping for HCPC.
- 3.7 It is not possible to provide meaningful cost or benefit estimates for delivering the Strategy at this stage. For 2023/24, these will be worked up through the annual budget setting process. Once the roadmap has been developed and agreed, anticipated future investment requirements and cashable and qualitative benefits will be assessed, to support the move towards medium term financial forecasting and budgeting.

Timetable for Approval

- 4.1 The timetable for approving the refreshed Digital Transformation Strategy is as follows:

July / Aug	Internal stakeholder engagement
23 Aug	ELT discussion
6 Sept	PRC discussion
Sept/Oct	Engagement with external stakeholders, partners & employees
5 Oct	SLG discussion
Nov	Drafting
25 Nov	ELT sign-off
7 Dec	Council sign-off

Decision

The Committee is requested to provide a steer on the points highlighted in section 3.

Appendices

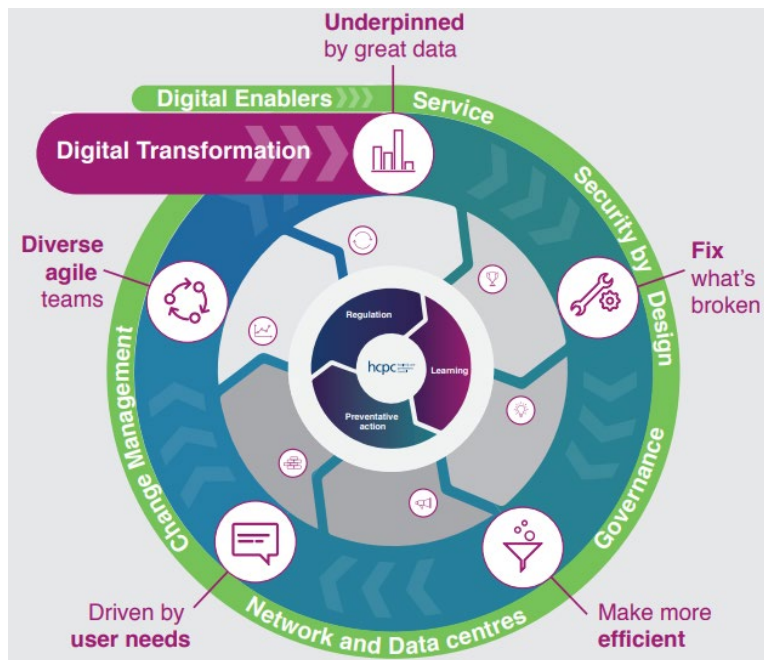
- DT Strategy Refresh PRC Sept 2022 slidedeck.

Refreshing our Digital Transformation Strategy September 2022

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Current DT Strategy on a Page

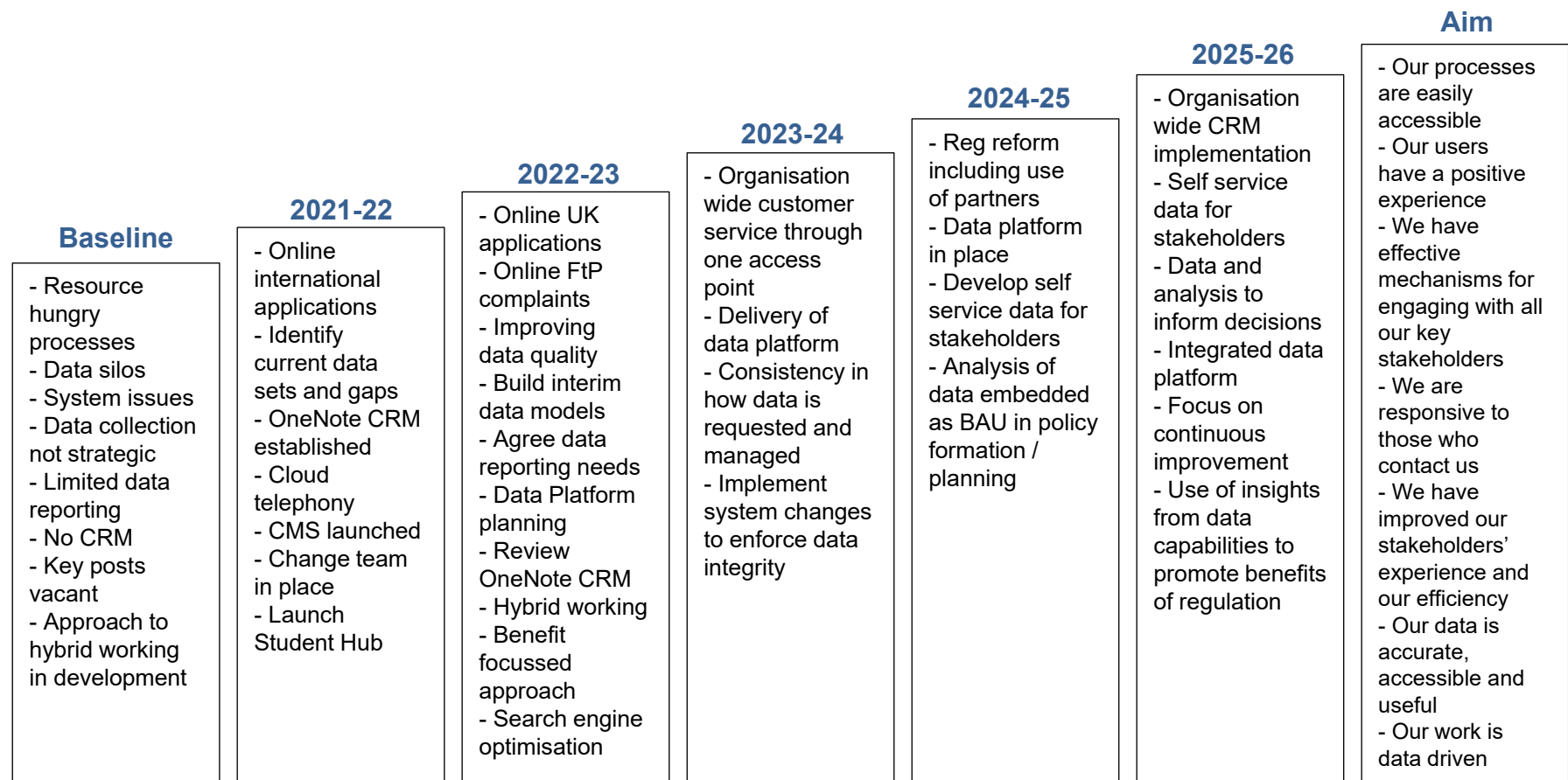
“Vision: To be seen as the UK’s leading regulator for effective use of digital technology to support an agile organisation.”



Underpinned by great data	Bring all data together in a single location to gain new insights and consistent reporting.
Fix what's broken	Deliver a modern extendable technical architecture and way of delivering technology to allow HCPC to rapidly deploy the best services and continually improve.
Driven by user needs	Everything HCPC does is driven by meeting the needs of our stakeholders
Build diverse agile teams	Empower teams to deliver measured incremental benefits at a lower cost
Make more efficient	Colleagues can use an excellent digital environment that meets their needs and allows them to work seamlessly between locations.

“Digital Transformation is an ongoing process. The strategy needs to create a technical and working environment that is able to move rapidly with the changing needs of the organisation as the political, regulatory and technical landscape changes.”

Corporate Plan: Digital Milestones



Where are we now?

Registrant Experience

- NetRegulate replaced with a D365-based system tailored to our current needs.
- Applicants can now apply & renew online.
- Telephone based customer service, limited to Registration issues.
- Little personalised online content or communication channels.

Fitness to Practice Experience

- Remote and Hybrid hearings now supported.
- Charter replaced with a SaaS product configured to our current needs.
- Separate product for bundling & sharing, manual redaction process.
- Separate telephone based support.
- Concerns online portal being developed.

Education Experience

- Education system built largely inhouse in D365, designed around new operating model.
- Student Hub created in website with some content tailored by profession.
- Separate telephone (and email) based support.

Where are we now?

Employee Experience

- Remote working now widely available, now including full call centre functionality.
- Hybrid working approach being piloted.
- Employee workflows spread across multiple applications.
- Difficult to collaborate across teams, and especially externally.

Partner Experience

- Little access to corporate systems or data.
- Limited to CoreHR, document bundles and emails.

Corporate Experience

- Most systems and data now cloud-based, improving resilience & flexibility.
- Core Finance remains in Sage 200, procurement in WAP (BC project underway).
- Document management, retention and sharing still to be modernised.
- No overall architecture, interoperability standards or integration approach in place.
- No single data source for reporting and analysis (work underway to create this).
- No single view of the customer/stakeholder.

Reflections

- Lots of activity and some big steps made (e.g. online apps, remote hearings).
- No 'failed' major IT projects since new business change framework introduced.
- Biggest (internal) pain points have now largely been addressed.
- Not clear that the DT Strategy is driving the workplan - more theoretical than practical currently.
- Much of the activity has been driven by operational necessity (not a bad thing).
- The user voice is not always prominent in our design process.
- Not clear how some organisation-wide elements will be delivered (e.g. single customer access point, unified user experience, common data model).
- Current activity is being done without an overarching technical architecture or common standards to fit within, which makes integration harder to achieve.
- Opportunity now the biggest 'pain points' have been addressed to consider the wider Digital picture.

Revisiting the Vision

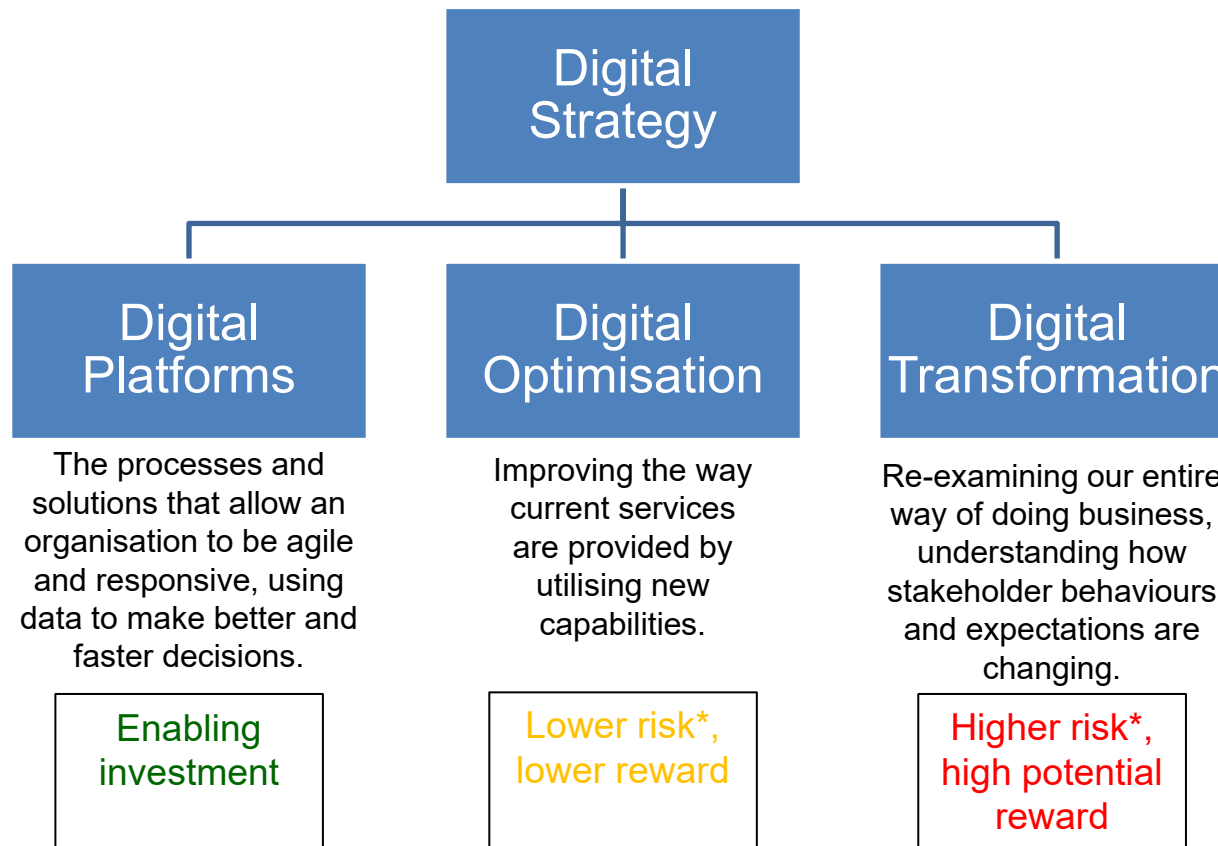
“To be seen as the UK’s leading regulator for effective use of digital technology to support an agile organisation.”

*Is this still the right Vision statement?
Is it realistic but stretching? Does it answer the ‘why’ question?*

How about:

“For HCPC to be recognised as being effective in the use of digital solutions and ways of working, in order to provide effective regulation and prevention as well as a straightforward, value-adding experience for its service users.”

Defining our Digital Ambition

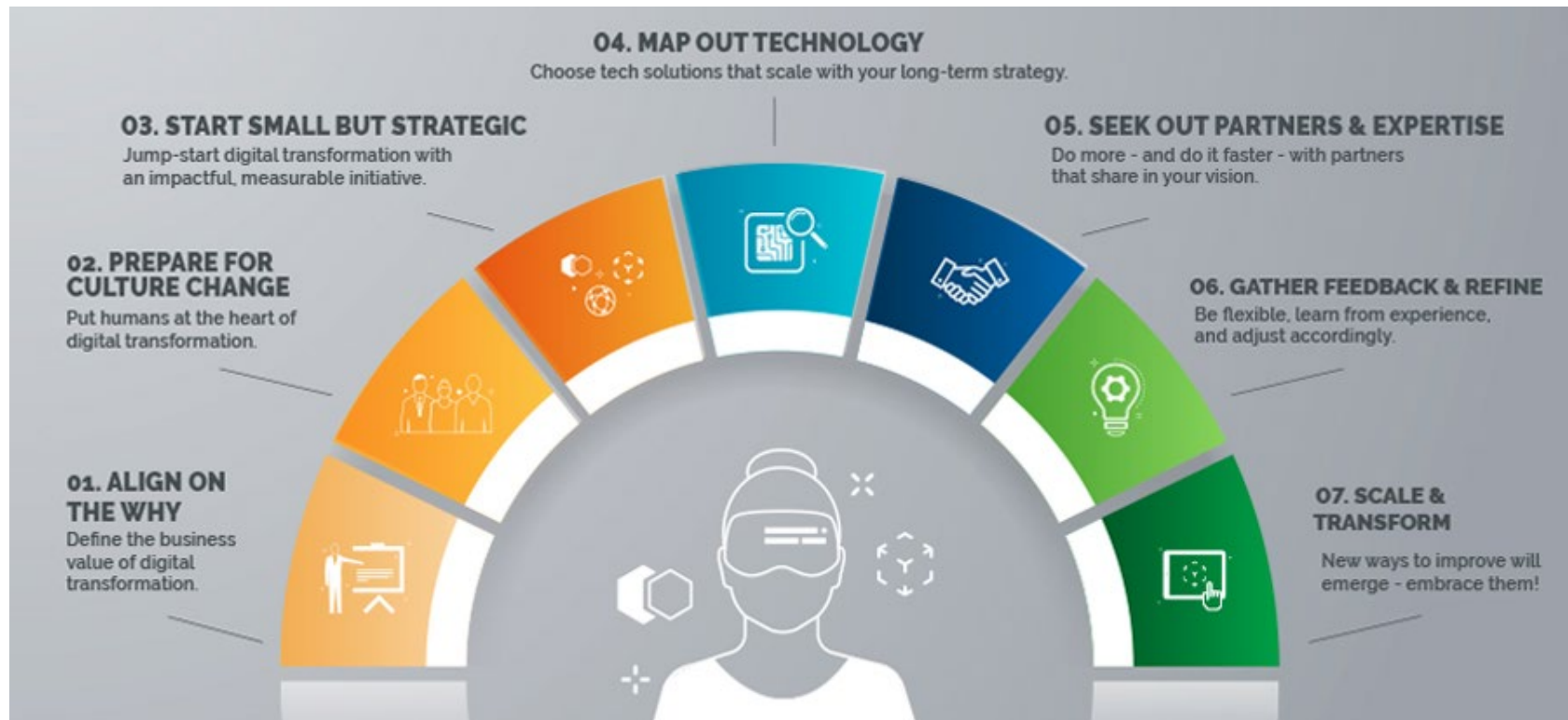


* Note that cost is not necessarily lower for digital optimisation than for transformation, as you may incur higher development costs in bespoke solutions to match existing processes.

* In industries being digitally disrupted, not transforming can be the riskiest option!

What balance between these three approaches is needed to achieve our digital vision and strategic aims?

The Approach



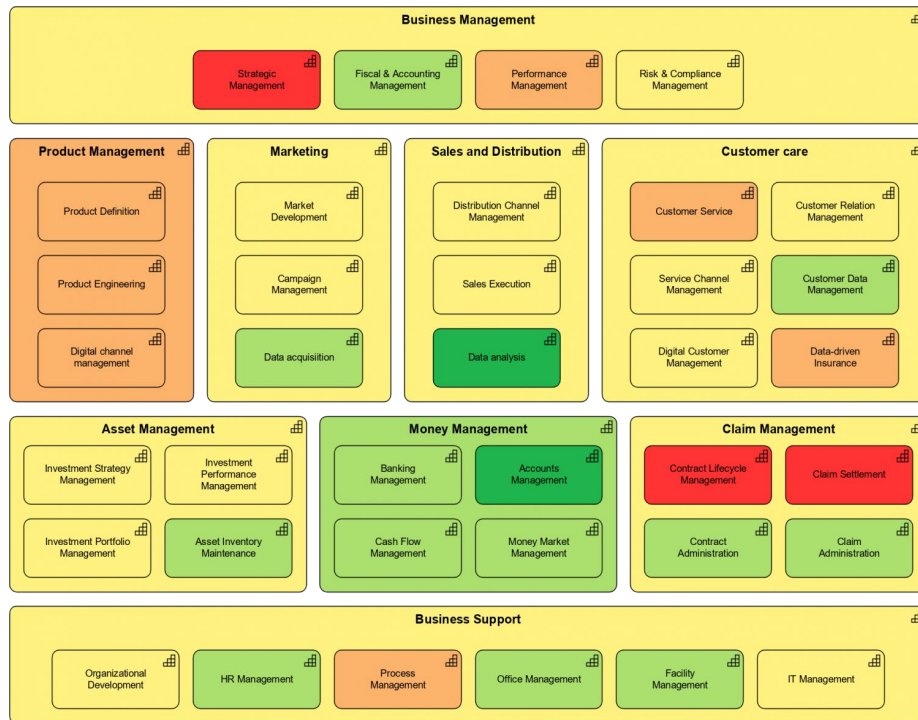
Digital strategies often set out the approach to transformation to be adopted.

Does the standard model above feel useful? What would we change?

What implications would it have for how we deliver the strategy?

Digital Blueprint

Many digital strategies incorporate a Blueprint, setting out the future state of the organisation that the strategy is designed to enable.

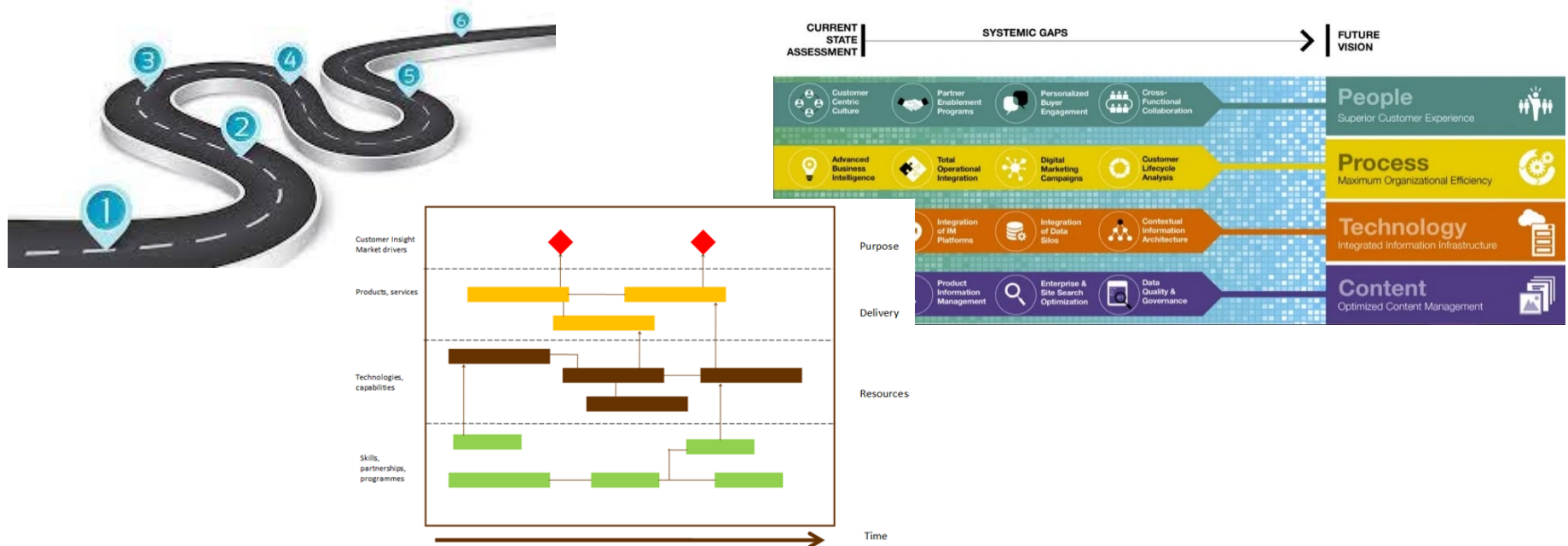


Do we want to develop our own blueprint for the future of HCPC, outlining what we will do (capability model), and/or what a day in the life of our key stakeholders might be like (storyboard)?



Digital Roadmap

Once the future state has been defined through the Digital Blueprint, the next stage is usually to develop a multi-year roadmap showing how this future state will be achieved over time. As a minimum this should show the order that key products and services will be brought on line. More sophisticated versions show the linkages between technical and human capabilities, or with a wider programme of change.



What approach to roadmapping feels useful (and achievable) for HCPC at this stage?

A Word on Costs (and Benefits)



Investment requirements for 2023/24 will be worked up through the annual budget setting process and in line with the benefits framework.

Anticipated investment requirements for future years will be assessed once the multi-year roadmap for delivering the refreshed strategy has been developed.

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