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# MACP's Strategic Plan 2026-2030: Final report



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## Part 1: Executive Committee Briefing

### Purpose

This report sets out a clear strategic direction for MACP, based on preliminary work, evidence review and the strategy day. It is intended to support decision-making, not just reflection.

### Key takeaway

MACP is moving from a model centred on recognising advanced practice to one that supports development across a career, while protecting the standards that underpin its credibility.

### What is now clear

- Standards remain a core strength and are widely valued. However, on their own they are not sufficient to support sustained engagement across the full career journey.
- Advanced practice is relatively well defined. However, MACP does not yet present a coherent set of career pathways across the full professional journey, recognising that members progress in different ways and not all will move into advanced practice roles.
- Member value is most strongly experienced where progression, support and recognition are evident. It is less consistently understood or experienced at earlier career stages.
- Capacity places a practical limit on what MACP can deliver, particularly given reliance on volunteers and the breadth of current activity. This creates a need for greater alignment between ambition and delivery.
- There is a consistent call for greater focus, with clearer prioritisation and more explicit boundaries around what MACP will and will not do.

### Strategic direction

MACP's new strategic direction emerging is that it will position itself as:

A standards-led professional home that supports MSK physiotherapists across their full careers through clear pathways, recognised development and focused contribution to the profession.

Key strategic shifts:

- Endpoint recognition → Career pathways
- Selective entry → Structured belonging
- Broad activity → Focused priorities
- Implicit capacity → Explicit delivery discipline

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What this means for members:

- clearer entry
- coherent progression
- better support
- maintained standards

### Strategic pillars (summary)

1. **Career pathways:** Create a clear and inclusive route into and through MACP, strengthening engagement and progression across the career journey
2. **Standards and recognition:** Maintain and evolve trusted standards, positioning them across the pathway rather than only at advanced level
3. **Influence and partnerships:** Focus external contribution where MACP adds distinct value, strengthening relevance without overreach
4. **Organisational sustainability:** Align ambition with capacity through prioritisation, clearer governance and sustainable delivery

### Key decisions required to confirm direction

The following areas require Executive Committee agreement to enable implementation. These are not detailed design decisions, but choices that will shape how the strategy is taken forward.

- **Membership model:** What overall structure best supports a clear pathway while maintaining standards?
- **Standards positioning:** How should standards be applied across the pathway, not only at advanced level?
- **External role:** Where should MACP actively influence, and where should it step back?
- **Prioritisation and stopping:** What activity should be reduced or stopped to enable focus?
- **Capacity alignment:** What level of ambition is realistic within current and future capacity?

These decisions will be refined through implementation, but initial agreement is required to confirm direction and avoid carrying forward the current model by default.

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## Part 2: Draft Strategic Plan content

### Purpose

To support and advance musculoskeletal physiotherapy by defining standards, enabling clear career pathways and strengthening professional development.

### Vision

A profession where musculoskeletal physiotherapists are supported and recognised across their careers, delivering consistently high-quality care and improved outcomes for patient.

### Mission

MACP strengthens the MSK physiotherapy community by defining and assuring standards, supporting career progression, connecting members and partners, and contributing to the wider professional system.

### Values

**Excellence:** We maintain high standards and ensure they are relevant, accessible and consistently applied in practice and development.

**Inclusion:** We widen access through clear pathways and support, recognising different career journeys without lowering expectations.

**Integrity:** We make decisions transparently, based on evidence and in the best interests of the profession.

**Collaboration:** We work with partners where it strengthens impact and are clear about our role and contribution.

**Focus:** We prioritise what matters most and use resources responsibly to ensure sustainable delivery.

### Strategic pillars

Pillar 1	Career pathways
<b>Goal</b>	MACP provides a clear, accessible and credible pathway from early interest in MSK through to recognised advanced practice, supporting development at each stage while maintaining high standards.
<b>Outcomes</b>	By the end of the strategy period: <ul style="list-style-type: none"><li>✓ Increased engagement from students and early-career physiotherapists</li></ul>

Pillar 1	Career pathways
	<ul style="list-style-type: none"> <li>✓ Clear, coherent and communicated progression routes understood by members at all stages</li> <li>✓ Increased conversion from early engagement to committed and progressing membership</li> <li>✓ Improved retention across career stages</li> <li>✓ Reduced perception of MACP as primarily for advanced practitioners</li> <li>✓ Stronger alignment between education, membership and recognition</li> </ul>
<p><b>Action</b></p>	<p><b>1. Define and introduce a clear career pathway</b></p> <p>This is the central shift in the strategy.</p> <p>MACP will move from recognising advanced practitioners to supporting progression across a career. This requires a small number of clearly defined stages, aligned membership categories, and visible entry points that make it easy to understand how to engage and progress.</p> <p><b>2. Strengthen early engagement and entry into MACP</b></p> <p>This is where the current gap is most noticeable and where the greatest opportunity sits.</p> <ul style="list-style-type: none"> <li>• Introduce targeted entry routes for students and early-career practitioners</li> <li>• Simplify how individuals first engage with MACP</li> <li>• Address perceived barriers, including clarity of offer, relevance and cost</li> </ul> <p><b>3. Support progression, not just recognition</b></p> <p>MACP needs to be experienced as something that actively supports development.</p> <ul style="list-style-type: none"> <li>• Develop mentoring and peer support linked to progression</li> <li>• Provide clearer guidance on how members move between stages</li> </ul> <p><b>4. Reposition standards within the pathway</b></p> <p>This is a reframing rather than a redesign.</p> <p>Standards should remain central but be translated so they are meaningful and coherent across different stages of practice, not only at advanced level.</p> <p><b>5. Make the pathway visible and consistently understood</b></p> <ul style="list-style-type: none"> <li>• Develop a simple visual articulation of the pathway</li> <li>• Align communications and messaging to it</li> </ul>

Pillar 1	Career pathways
Out of remit	<ul style="list-style-type: none"> <li>➤ Acting as a primary education provider or replicating university provision</li> <li>➤ Creating complex or highly granular pathway structures</li> <li>➤ Providing individualised career management at scale</li> <li>➤ Expanding beyond MSK-focused professional development</li> <li>➤ Lowering standards to increase accessibility</li> <li>➤ Defining workforce frameworks independently of system partners</li> </ul>

### Strategic intent

This responds to evidence of unclear entry, progression and early-career engagement, and a lack of coherent routes through MACP across the full career journey.

The pillar shifts MACP from:

- a model primarily focused on recognising advanced practitioners
- to:
- a structured professional pathway that supports entry, progression and recognition across a career

The intention is to:

- strengthen the pipeline
- improve retention
- increase relevance earlier in careers
- connect standards to lived professional development

Pillar 2	Standards and recognition
Goal	MACP maintains trusted, relevant and visible standards that support professional development, underpin practice and are recognised by members, employers and partners.
Outcomes	<p>By the end of the strategy period:</p> <ul style="list-style-type: none"> <li>✓ Stronger understanding of MACP standards across all career stages</li> <li>✓ Clear positioning of enhanced and advanced practice within the wider pathway</li> </ul>

Pillar 2	Standards and recognition
	<ul style="list-style-type: none"> <li>✓ Increased recognition of MACP standards by employers and system partners</li> <li>✓ Greater visibility of the link between standards and day-to-day practice</li> <li>✓ Continued confidence in the rigour and credibility of MACP recognition</li> <li>✓ Standards that are accessible without being diluted</li> </ul>
<b>Action</b>	<p><b>1. Clarify and simplify the standards framework</b></p> <p>This is the foundation for everything else in this pillar.</p> <p>The current framework is credible but not always easy to navigate or explain. MACP will define a clearer structure linking enhanced and advanced practice, reduce ambiguity in how standards are applied, and ensure alignment between standards, education and recognition.</p> <p><b>2. Position standards within the career pathway</b></p> <p>Standards need to be experienced across the journey, not only at the end.</p> <ul style="list-style-type: none"> <li>• Translate standards into expectations that are meaningful at different stages</li> <li>• Make earlier-stage expectations more visible and usable</li> <li>• Align standards with the pathway model developed in Pillar 1</li> </ul> <p><b>3. Strengthen external recognition and value</b></p> <p>This is about how standards are understood beyond MACP.</p> <p>MACP will clarify the value of its recognition to employers and system partners, strengthen alignment with CSP, NHS and relevant frameworks, and use evidence and case examples to demonstrate impact on practice and outcomes.</p> <p><b>4. Keep standards current and relevant</b></p> <p>Credibility depends on active stewardship.</p> <ul style="list-style-type: none"> <li>• Review standards regularly in light of changes in practice and policy</li> <li>• Incorporate developments in education, evidence and technology</li> </ul> <p><b>5. Improve how standards are communicated</b></p> <ul style="list-style-type: none"> <li>• Present standards in a clear and accessible format</li> <li>• Link them explicitly to progression and development</li> </ul>
<b>Out of remit</b>	<ul style="list-style-type: none"> <li>➤ Lowering standards to increase participation</li> <li>➤ Creating parallel or competing standards frameworks outside system alignment</li> <li>➤ Expanding beyond MSK-focused standards</li> </ul>

Pillar 2	Standards and recognition
	<ul style="list-style-type: none"> <li>➤ Maintaining standards that are no longer relevant or used</li> <li>➤ Positioning standards without clear linkage to practice and progression</li> </ul>

### Strategic intent

This responds to evidence that standards are strong but concentrated at advanced level, with limited visibility and application across earlier stages of practice.

This pillar ensures that MACP’s core strength, its standards, remains credible and relevant while supporting a broader pathway model.

It shifts MACP from:

- standards primarily experienced as an endpoint
- to:
- standards that inform and support development across the full career journey

The intention is to:

- maintain professional credibility
- strengthen the link between standards and practice
- increase external recognition and value
- ensure standards remain usable, not just respected

Pillar 3	Influence and partnerships
<b>Goal</b>	MACP contributes to the development of MSK physiotherapy through focused influence and partnerships where it adds clear and distinctive value.
<b>Outcomes</b>	<p>By the end of the strategy period:</p> <ul style="list-style-type: none"> <li>✓ Clear and consistent positioning of MACP within the wider MSK and physiotherapy landscape</li> <li>✓ Stronger and more focused partnerships aligned to strategic priorities</li> <li>✓ Increased visibility of MACP’s contribution to practice, education and professional development</li> <li>✓ Greater recognition of MACP as a credible and constructive partner</li> <li>✓ Clearer alignment between external activity and member value</li> </ul>

Pillar 3	Influence and partnerships
<b>Action</b>	<p><b>1. Be explicit about where MACP will and will not seek to influence</b></p> <p>This is the anchor for the pillar.</p> <p>MACP will define a small number of priority areas where it can add value and be equally clear where it will not lead. This includes clarity about its role alongside CSP, NHS and other partners.</p> <p><b>2. Focus partnerships on areas of clear strategic value</b></p> <ul style="list-style-type: none"> <li>• Prioritise relationships that directly support standards, pathways and professional development</li> <li>• Step back from activity that is not clearly aligned to these priorities</li> </ul> <p><b>3. Strengthen the link between external work and member value</b></p> <p>External activity needs to be visible and meaningful to members.</p> <p>MACP will translate its influence and partnerships into practical outputs such as guidance, insight and professional support.</p> <p><b>4. Position MACP as a specialist voice in MSK</b></p> <p>This is about clarity, not expansion.</p> <p>MACP will contribute where its expertise is distinct and avoid duplication with broader organisations.</p>
<b>Out of remit</b>	<ul style="list-style-type: none"> <li>➤ Acting as a system-wide policy or workforce lead</li> <li>➤ Engaging in partnerships without clear strategic value</li> <li>➤ Duplicating the role of CSP or other national bodies</li> <li>➤ Expanding influence activity beyond MSK scope</li> <li>➤ Undertaking external work that does not translate into member value</li> </ul>

### Strategic intent

This responds to evidence of broad and sometimes reactive external engagement, with a need for clearer positioning, focus and alignment to member value.

This pillar ensures that MACP's external role is focused, credible and aligned to its purpose.

It shifts MACP from:

- broad and sometimes reactive engagement
- to:
- selective, purposeful influence where it can add distinct value

The intention is to:

- strengthen MACP’s position within the professional landscape
- ensure external activity supports member value
- avoid overreach and protect organisational capacity
- reinforce MACP’s identity as a specialist, standards-led organisation

Pillar 4	Organisational sustainability
<b>Goal</b>	MACP operates in a focused, sustainable and well-governed way, aligning ambition with capacity and ensuring delivery of its strategic priorities.
<b>Outcomes</b>	<p>By the end of the strategy period:</p> <ul style="list-style-type: none"> <li>✓ Clear prioritisation of activity aligned to strategic pillars</li> <li>✓ Reduced spread of effort across low-impact or legacy activity</li> <li>✓ Greater confidence in MACP’s ability to deliver what it commits to</li> <li>✓ Improved clarity of roles, responsibilities and decision-making</li> <li>✓ More sustainable use of volunteer and staff capacity</li> <li>✓ Stronger alignment between strategy, resources and delivery</li> </ul>
<b>Action</b>	<p><b>1. Introduce clear prioritisation and stopping discipline</b></p> <p>This is the most important shift.</p> <p>MACP will define how decisions are made about what to start, continue, reduce or stop, and apply this consistently across all activity.</p> <p><b>2. Align activity with capacity</b></p> <p>Ambition will be matched to what can realistically be delivered.</p> <ul style="list-style-type: none"> <li>• Review current workload across volunteers and support</li> <li>• Avoid taking on new commitments without clear resource and priority</li> </ul> <p><b>3. Strengthen governance and decision-making clarity</b></p> <p>Clear roles and decision-making are required for delivery.</p> <p>This includes defining responsibilities, aligning leadership, and ensuring decisions are made and followed through.</p> <p><b>4. Sustain the volunteer model</b></p> <p>MACP depends on volunteer contribution, but this needs to be supported and protected.</p>

Pillar 4	Organisational sustainability
	Focus will be on clarity of roles, realistic expectations, and reducing over-reliance on a small number of individuals.
<b>Out of remit</b>	<ul style="list-style-type: none"> <li>➤ Expanding activity without clear prioritisation and capacity</li> <li>➤ Continuing legacy activity that does not support strategic priorities</li> <li>➤ Relying on informal or unclear decision-making structures</li> <li>➤ Increasing dependency on a small number of volunteers</li> <li>➤ Committing to delivery without defined ownership and resource</li> </ul>

### Strategic intent

This responds to evidence of stretched capacity, diffuse activity and the need for clearer prioritisation, decision-making and alignment between ambition and delivery.

This pillar ensures that MACP's strategy is deliverable.

It shifts MACP from:

- broad activity supported by goodwill
- to:
- focused delivery aligned to clear priorities and available capacity

The intention is to:

- improve delivery confidence
- reduce organisational strain
- enable sustainable contribution from volunteers and staff
- ensure that strategic choices are acted on, not just articulated

### Measuring progress and impact

MACP will adopt a focused and proportionate approach to monitoring progress and impact.

Rather than implementing a complex performance framework, the emphasis should be on clarity, consistency and relevance.

MACP will:

- define a small number of priority areas each year, aligned to the strategic pillars

- track a small and focused set of indicators that reflect both progress and impact
- review progress regularly and adjust activity where needed

This approach is intended to ensure:

- focus on what matters most
- evidence of progress and value
- flexibility to respond to a changing context

### Approach to measurement

Measurement will distinguish between:

- **progress indicators:** evidence that activity is being delivered and taken up
- **impact indicators:** evidence that MACP is making a difference to members, the profession and wider stakeholders

Indicators will be:

- limited in number
- aligned to strategic intent
- proportionate to available data and capacity

### Indicative measures by pillar

The following measures provide a starting point and will be refined over time.

	Progress indicators	Impact indicators
Pillar 1: Career pathways	<ul style="list-style-type: none"> <li>Number of students and early-career professionals engaging with MACP</li> <li>Uptake of new or revised entry routes and pathway elements</li> <li>Participation in mentoring, peer support or development activity</li> </ul>	<ul style="list-style-type: none"> <li>Conversion from early engagement to membership</li> <li>Movement of members between defined career stages</li> <li>Retention across career stages</li> <li>Member understanding of the pathway (survey-based)</li> </ul>
Pillar 2: Standards and recognition	<ul style="list-style-type: none"> <li>Uptake of standards across different career stages</li> <li>Participation in accreditation or recognition processes</li> <li>Engagement with guidance and supporting materials</li> </ul>	<ul style="list-style-type: none"> <li>External recognition of MACP standards (for example by employers or partners)</li> <li>Perceived value and credibility of standards among members</li> <li>Evidence of standards informing practice and development</li> </ul>

Pillar 3: Influence and partnerships	Number and focus of active partnerships aligned to strategic priorities  MACP contribution to external initiatives, guidance or policy discussions	Evidence of MACP influence on practice, policy or professional standards  Visibility of MACP as a specialist MSK voice  Member perception of the value of external engagement
Pillar 4: Organisational sustainability	Alignment of activity with agreed priorities  Delivery against annual workplans  Distribution of workload across volunteers and support	Reduction in low-priority or legacy activity  Improved confidence in MACP's ability to deliver  Sustainability of volunteer contribution over time

A small number of indicators are likely to cut across the pillars and could be considered as **headline indicators**, such as:

- Growth in early-career engagement
- Conversion and retention across career stages
- External recognition of MACP standards
- Delivery against agreed priorities

#### Review and use of data

Progress will be reviewed regularly through existing governance structures. The emphasis will be on:

- understanding what is working and what is not
- identifying where to continue, adapt or stop activity
- ensuring alignment between ambition, capacity and delivery

This is not intended to be a compliance exercise, but a practical tool to support decision-making and continuous improvement.

#### Strategy on a page

The strategy is summarised on the following page.

# MACP's Strategic Plan 2026-2030




**Purpose:** To support and advance musculoskeletal physiotherapy by defining standards, enabling clear career pathways and strengthening professional development.


**Vision:** A profession where musculoskeletal physiotherapists are supported and recognised across their careers, delivering consistently high-quality care and improved outcomes for patients.

**Mission:** MACP strengthens the MSK physiotherapy community by defining and assuring standards, supporting career progression, connecting members and partners, and contributing to the wider professional system.

## Our priorities

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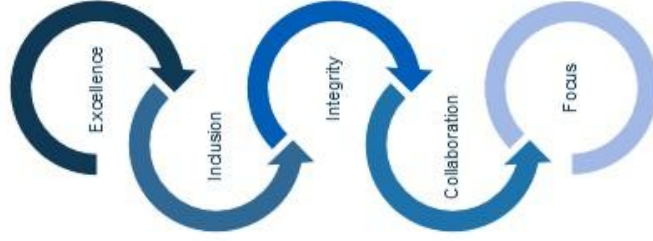
1. **Career pathways:** MACP provides a clear, accessible and credible pathway from early interest in MSK through to recognised advanced practice, supporting development at each stage while maintaining high standards.
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2. **Standards and recognition:** MACP maintains trusted, relevant and visible standards that support professional development, underpin practice and are recognised by members, employers and partners.
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3. **Influence and partnerships:** MACP contributes to the development of MSK physiotherapy through focused influence and partnerships where it adds clear and distinctive value.
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4. **Organisational sustainability:** MACP operates in a focused, sustainable and well-governed way, aligning ambition with capacity and ensuring delivery of its strategic priorities.

## Our values



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## Part 3: Narrative and rationale

### Introduction

MACP is a respected organisation with a strong track record in setting standards and supporting musculoskeletal physiotherapy. That position is not in question.

What is in question is whether the current model is sufficient for the next phase of the profession.

This section sets out:

- what has been learned from the evidence and strategy day
- where the current model is under pressure
- what needs to change, and why

### 1. What the evidence shows in practice

Across analysis, consultation and the strategy day, the same pattern appears.

#### 1.1 Entry into MACP is unclear

Advanced practice is relatively well defined. However, MACP does not yet present a clear and coherent set of career pathways across the full professional journey, recognising that members progress in different ways and not all will move into advanced practice roles.

- students and early-career clinicians struggle to see where they fit
- entry points are not well defined
- progression feels complex and, at times, inaccessible

This limits early engagement and weakens the future pipeline.

#### 1.2 Progression is not visible or well understood

Even for those engaged with MACP, the pathway is not clear.

- stages of development are not consistently articulated
- links between education, membership and recognition are not always obvious
- individuals are left to navigate routes themselves

This creates friction and reduces retention.

#### 1.3 Value is experienced unevenly

Members who are further along the pathway see clear value.

Earlier-stage members are less clear on:

- what MACP offers them
- how it supports their development

- 
- why it is worth engaging early

This reinforces the perception that MACP is primarily for those already established.

#### 1.4 Standards are strong but concentrated

MACP's standards are a clear strength.

However, they are:

- most visible at advanced levels
- less connected to earlier stages of development
- not always translated into everyday professional value

This limits their wider impact.

#### 1.5 Activity has grown without clear boundaries

MACP delivers across multiple areas: - education - standards - partnerships - events and networks

However: - priorities are not always explicit - some activity continues by default rather than design - capacity is stretched across too many areas

This reduces focus and effectiveness.

#### 1.6 Capacity is a limiting factor

MACP relies heavily on volunteers.

- delivery depends on goodwill and availability
- administrative support is limited
- succession and continuity are ongoing challenges

This creates a gap between ambition and what can be delivered.

## 2. What this means

Taken together, these issues point to a structural challenge.

MACP is not failing. It is operating with a model that: - works well for those already established - works less well for those earlier in their career - stretches the organisation across too many priorities

The risk is not immediate decline. It is gradual drift: - weaker pipeline - reduced relevance - increasing pressure on capacity

## 3. The change required

The shift required is practical and focused.

From:	To:
<ul style="list-style-type: none"> <li>• recognising achievement at the end of the journey</li> <li>• a relatively narrow entry point</li> <li>• broad and sometimes diffuse activity</li> </ul>	<ul style="list-style-type: none"> <li>• supporting development across the whole career pathway</li> <li>• clearer and earlier entry into MACP</li> <li>• focused activity aligned to priorities and capacity</li> </ul>

This is a change in how MACP delivers its purpose, not a change in purpose itself.

#### 4. The transition in practice

Current experience	Future experience
<p>A typical member journey:</p> <ul style="list-style-type: none"> <li>➤ awareness of MACP comes late</li> <li>➤ entry feels uncertain</li> <li>➤ progression requires individual navigation</li> <li>➤ recognition is the main visible endpoint</li> </ul>	<p>A clearer journey:</p> <ul style="list-style-type: none"> <li>➤ early awareness and entry</li> <li>➤ coherent and supported progression</li> <li>➤ defined stages of development</li> <li>➤ recognition as part of a wider pathway</li> </ul>

This is the practical difference the strategy is seeking to achieve.

#### 5. Why this matters now

The need for change is driven by three factors.

- Pipeline: Without clearer entry and progression, fewer individuals move into committed membership and leadership roles.
- Relevance: If MACP is not relatable and connected earlier in careers, it becomes less central to how the profession develops.
- Capacity: Without clearer priorities, activity continues to expand while delivery becomes harder to sustain.

These factors reinforce each other.

#### 6. Implications for MACP

The shift has direct implications.

##### Membership

- requires a clearer pathway structure
- needs defined stages and expectations

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## Standards

- remain central
- need to be positioned across the pathway, not only at the end

## Offer

- must align with career stages
- should prioritise what has most impact

## Organisation

- must make clearer choices
- needs to stop or reduce lower-value activity

## 7. How the strategy responds

The proposed strategy addresses these issues through four areas of focus:

- career pathways
- standards and recognition
- influence and partnerships
- organisational sustainability

These are designed to:

- improve clarity
- strengthen engagement
- maintain credibility
- ensure delivery is realistic

## 8. Implementation approach

Change will be phased.

<b>Phase 1: clarify and test</b>	Focus: confirm direction and reduce uncertainty, setting the boundaries for what MACP will and will not do <ul style="list-style-type: none"><li>➤ Confirm strategic priorities with the Executive Committee</li><li>➤ Design and test the career pathway and membership model</li><li>➤ Review current activity and identify what to stop or reduce</li></ul> This phase is about making choices early, not carrying forward existing activity by default. It establishes the foundation for subsequent implementation and sets boundaries for what MACP will and will not do.
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<p>Phase 2: pilot and refine</p>	<p>Focus: introduce changes in a controlled and testable way</p> <ul style="list-style-type: none"> <li>➤ Pilot pathway elements, including early-career entry points</li> <li>➤ Introduce mentoring and development support</li> <li>➤ Refine how standards are applied across stages</li> </ul> <p>Alongside this, MACP will test priority partnership activity and adjust based on feedback, uptake and capacity.</p>
<p>Phase 3: embed and scale</p>	<p>Focus: integrate the model and ensure it is sustainable</p> <ul style="list-style-type: none"> <li>➤ Implement the agreed pathway and membership structure in full</li> <li>➤ Align governance, roles and ways of working</li> <li>➤ Embed prioritisation and stopping discipline</li> </ul> <p>Ongoing monitoring will be used to assess progress and adjust where needed.</p>

9. Conclusion

MACP has a strong foundation. The strategy builds on that strength.

The change required is not about doing more. It is about:

- being clearer
- being more focused
- supporting the profession more effectively across its full career pathway

The success of the strategy will depend on making these choices and sustaining them over time.