

Agenda Item 7

Enclosure 3

**Health and Care Professions Council
25 September 2019**

Chair's report

To note

From Christine Elliott, Chair of HCPC

Chair's Report – September 2019

1. Purpose of Report

To update Council about the Chair's activity and developments on HCPC issues.

2. Strategy and Policy

A new mission is emerging for HCPC. It is one that recognises the circumstances in which we currently find ourselves; imminent and present changes in the regulatory landscape and most particularly, an ambition for HCPC that will enable us better to fulfil the goal of public protection. This mission is encapsulated in the phrase, ***'The UK healthcare multi-profession regulator of choice, delivering lean and intelligent regulation'***.

This mission has been tested at senior level with key external stakeholders and seems to find a resonance. It is built into the turnaround and transformation plan thinking.

2.1. Turnaround and Transformation Plan

As Council Members know, the plan has been under development since the appointment of Sean Sullivan as Advisor to Council. With the appointments of Claire Holt as Interim HR Director and of Gordon Dixon as Interim Finance Director, the speed and spread of the work has been able to be accelerated.

At its September meeting, Council will be asked to make a series of decisions in relation to the plan's proposals. The plan itself sets out an agile and nimble set of strategies and a programme for achieving the mission. Strategies and programme will be refined and re-orientated to respond to emerging priorities and intelligence as the plan begins to be implemented. When the work is underway and after Council's development day in October, we will take an information and consultation document out to stakeholders.

It is important to note that the plan arises from detailed discussions with departments' employees at all levels; a re-assessment of FTP data and priorities; and a thorough re-examination of budgets and the underlying assumptions, on a line by line basis, and consideration of how the organisation needs to be designed to accomplish its purpose in the context of the external regulatory and societal landscape and expectations.

Claire and Gordon have also worked quickly to re-establish their departments and provide strong leadership to their teams.

Sean has led the team's presentations to both the Department of Health and Social Care (DHSC) and the Professional Standards Authority (PSA), who are crucial to our successfully addressing the financial and operational failures of the past. His building of relationships with HCPC staff, albeit in understandably strained circumstances; and his ability to convert data into intelligence, have informed the plan. It will be presented in overview to Council and is underpinned by a substantial body of work.

We have shared plans at a high level with SMT and OMT colleagues and also with the Employees' Forum representatives.

In conclusion, the proposed plan moves us through a short-term turnaround into a transformative phase that, if funding can be achieved for it, will propel HCPC towards its new mission in a two and a half to three-year time frame.

2.2. Social Work England (SWE)

From a strategic perspective, I will be meeting Lord Patel (SWE Chair) at the end of the month. It will be amongst my objectives to see if we can work together to improve the positioning and perceptions of HCPC as the date on which the change of Registrar occurs, approaches.

2.3. HCPC Business Model

The proposed new Turnaround and Transformation Plan sets out a revised business model.

2.3.1. Proposed fee increase

Further to feedback from union representatives, the Advisor to Council and the Interim FD iterated various versions of what an inflation-based and a healthcare salary rise comparator index would look like, translated into a proposed HCPC fee increase. These commercially sensitive options are under discussion and I am following up directly with union representatives. Once a consensus has been achieved, we will attempt to secure backing from the politicians who objected to the initial proposal and then from the Scottish Government.

2.3.2. Grant funding

A meeting took place with the DHSC at which the Advisor to Council set out our current best understanding of the financial position and I focused on the HCPC future vision and the beginnings of the business case argument for supporting it.

We have approached the Department with various types of funding requests, and they are seeking further details behind the numbers provided. We are recommending to Council, for the purposes of providing independent assurance to the DHSC and any other potential funders, that a financial baseline is obtained. This would avoid the difficulties caused when the Department for Education (DfE) opted to ask PWC to check the movements and assumptions underlying the grant application to the DfE.

We will also go back to the DfE once the current legal tender round for services to HCPC has been concluded (October) as we will have current evidence of the additional costs of legal advice to support the SWE exit and can re-make the case for grant funding.

2.4. Fitness to Practise (FTP)

An analysis of previous understanding about the causes of FTP PSA Standards failures is incorporated in the turnaround and transformation plan. Solutions to tackle the issues and to provide performance tracking in order to be able to course-correct as need be, are proposed.

2.5. IT

To prepare HCPC for its mission and the future, we would ideally like to access the capital investment to move away from the current systems patchwork and develop an enterprise-wide platform that delivers efficiencies, intelligence and benefits to registrants. We have been having high-level discussions with potential partners who may be suitable to assist in preparing the business case and I.T. strategy. The IT component – and the culture change that needs to go with it – form part of the transformation plan.

3. Stakeholders

It has become very clear that our engagement with external stakeholders is not adequate in some respects. My plan is for Council to discuss how we can work together to provide consistent, well-informed stakeholder coverage, during our development day in October.

4. Succession Planning

4.1. Council Members

I was delighted to write to Council with news of our three new Registrant Members, Kathryn (Katie) Thirlaway David Stirling, and Helen Gough. Helen will be attending Council in an observer capacity until the end of this year, due to the anticipated succession schedule.

I would also like to acknowledge the sterling service of Appointments Panel members Satjit Singh and Jenny White. As a result of what we learned from

the process, together with the Head of Governance, we have co-designed a revised process, this will be presented to Council for approval at its December 2019 meeting.

4.2. HCPC Leadership

I will report to Council at the September meeting on changes relating to the SWE exit and to future planning.

5. Development

5.1. Council workshops

The Head of Governance has produced a schedule of proposed workshops and learning opportunities, chosen in accordance with Council Members' priorities.

5.2. Council Members' Objectives and Input

With the advice and help of Senior Council Member Robert Templeton, annual appraisals have been completed and will assist us in drafting Council Members' Objectives and Guidance for Input. Time permitting, a preliminary draft will be available to discuss at the October development day.

5.3. Council Development Day

Key components will be a facilitated session to enable Council Members to learn from and about one another; and working well with the Executive; a discussion about Council's role in delivering strategy and in stakeholder relations; the roadmap to lean and intelligent regulation (delivered by external party). The programme is still being refined.

6. Committees and Meetings

See attached list.

**Chair – Christine Elliott
5 July – 12 September**

1. Chartered Society of Physiotherapy, Karen Middleton, Chief Executive	5 July
2. Department of Health and Social Care, Claire Armstrong, Deputy Director Professional Regulation	8 July
3. Kings College Hospital, Lawrence Ambrose, Head of Policy and Public Affairs at The College of Podiatry	9 July
4. Department of Health and Social Care, Claire Armstrong, Deputy Director Professional Regulation	15 July
5. NHS England, Suzanne Rastrick, Chief Allied Health Professions Officer	17 July
6. UNISON, Sara Gorton, Head of Health	6 August
7. Professional Standards Authority, George Jenkins, Chair	7 August
8. Department of Health and Social Care	8 August
9. Department of Health and Social Care, Claire Armstrong, Deputy Director Professions Regulation	14 August
10. NHS England, Suzanne Rastrick, Chief Allied Health Professions Officer	20 August
11. Trilateral	20 August

12. Patrick Butterworth	21 August
13. EKIM Consulting Limited, John Bloor, Managing Partner	22 August
14. Accenture	30 August
15. UNISON, Sara Gorton, Head of Health	5 September
16. HCPC Audit Committee	10 September
17. Nursing and Midwifery Council, Philip Graf, Chair	11 September
18. Professional Standards Authority, Alan Clamp, Chief Executive & Regulatory Team	12 September