

Council, 6 July 2023

Unconfirmed minutes of the People and Resources Committee meeting  
of 8 June 2023

Committee Chair's summary to Council

The People and Resources Committee met on 9 July 2023

### **Resources and Business Performance Directorate Report (including Project Portfolio Report)**

We received a comprehensive report from Resources and Business Performance Directorate, including a Project Portfolio report. As previously reported work on benefits realisation and confidence in financial gain from projects is still a work in progress. Committee noted there had been good progress against most performance measures. With appetite for in person hearings remaining low alternative uses of the space when free were being deployed and new opportunities explored. Committee welcomed the progress with the Partners work identified by Executive colleagues and are looking forward to the workshop planned for July to discuss initial findings and scope of work with the Committee. It was noted that staff time identified in main offices was still below benchmark. The Executive confirmed this continued to be an ELT focus and would be part of the next phase of engagement with teams.

### **HR Performance Report**

The HR Performance Report identified good performance against most measures. The Committee welcomed the report noting that the team were to be commended for reducing turnover from 24% to 15% in just one year. It was particularly pleasing to be informed that the 'tone of voice' review was now fully resourced and progressing following initial recruitment issues. The Committee sought assurances from the ELT that a consistent approach to use of data/agreed data point in time would be used by all teams and consideration would be given to presentation of data when small data sets were being reported.

### **Q1 Pulse Survey**

The Q1 Pulse Survey identified areas of strength such as the high level of understanding of how individuals work contributes to HCPC's strategic objectives, staff feeling valued and HCPC being seen as a diverse and inclusive employer. It was disappointing that response rate had gone down to 42% and the two largest departments continued to have very low response rates. The committee is looking forward to receiving future update on how feedback from workshops planned for

June 2023, further consultation with employee forum and feedback from the all staff away event will inform future work with staff teams and in identifying factors contributing to the findings noted.

### **Partner Performance Report**

The Committee received the Partner Performance Report and welcomed the monitoring of the new KPIs and the reflection on the whole year 2022-23. It was noted all vacancies had been filled and that Partners would no longer be allowed to provide services if regular training had not been completed. The Committee encouraged the team to continue their work to diversify further the partner pool.

### **Employee Forum**

A very informative verbal report was provided by the Chair of the Employee Forum, identifying a range of activities the forum has been engaged in. The Committee particularly welcomed the proactive approach taken by the HCPC and the Forum to ensure effective engagement in key issues such as Sustainability, Policy development, Hybrid working, use of space etc The Forum Chair informed the Committee how positive staff were feeling in relation to the staff development day and very much welcomed the opportunity to come together. The inclusion of the EF Chair and report in PRC has been a very positive step. The Committee thanked the Chair for his hard work and contributions and wished him well. The new EF Chair will attend next PRC.

### **Private session**

Partners update, ahead of the workshop and an Estates update were received in private session. At the request of the Chair a short presentation on international applications and current operating costs was given by Head of Finance in private session, this was welcomed by the Committee and will form part of ongoing monitoring.

*Valerie Webster, Chair of the People and Resources Committee*

## People and Resources Committee

### Public minutes of the 15<sup>th</sup> meeting of the People and Resources Committee held on:-

**Date:** Thursday 8 June 2023

**Time:** 1pm

**Venue:** MS Teams

**Present:** Valerie Webster (Chair)  
Neville Hounsome  
Rebekah Eglinton  
Kathryn Foreman  
John McEvoy

### In attendance:

Ewan Shears, Secretary to the Committee  
Claire Amor, Executive Director of Governance, Assurance and Planning  
Alastair Bridges, Executive Director of Resources and Business Performance  
Laura Coffey, Interim Executive Director of Regulation  
Andrew Smith, Interim Deputy CEO and Registrar  
Alan Keshtmand, Head of Finance  
Anna Raftery, Quality Assurance Lead  
Steve Nicol, Employee Forum Chair, Digital Communications Officer  
Paul Cooper, Head of Business Change (Item 7)  
Uta Pollmann, Project Lead, Professionalism & Upstream Regulation (Items 11 & 14)  
Natasha Chaugele, HR Business Partner  
Chantelle Blunt, HR Business Partner  
Vesna Maglov, Registration Team Leader  
Oli Davies, Council Apprentice

## Public

### **Item 1. Chair's welcome and introduction**

- 1.1 The Chair welcomed those present to the 15<sup>th</sup> meeting of the People and Resources Committee.

### **Item 2. Apologies for absence**

- 2.1 There were no apologies received.

### **Item 3. Approval of agenda**

- 3.1 The Committee approved the agenda.

### **Item 4. Declarations of members' interests**

- 4.1 No interests were declared.

### **Item 5. Minutes of the People and Resources Committee meeting 9 March 2023 (report ref: PRC 17/23)**

- 5.1 In response to a question the Executive confirmed that in relation to paragraph 6.7, the progress of payroll being brought in-house was on track and should be completed by early autumn.
- 5.2 The Committee approved the minutes of its meeting held on 9 March 2023.

### **Item 6. Matters arising (report ref: PRC 18/23)**

- 6.1 The Committee noted the report.
- 6.2 In response to a question the Executive confirmed that the High Court appeal referred to in matters arising 2 was progressing but no update was currently available. An update was due in the coming weeks and the Executive would inform the Committee of progress at its next meeting.

### **Item 7. Resources and Business Performance Directorate performance report (report ref: PRC 19/23)**

- 7.1 The Committee received a paper from the Executive Director of Resources and Business Performance. The Committee noted that the report and appendix provided an update on performance in the areas

covered by the HCPC's corporate enabler functions and showed performance and trends as at April 2023, with commentary on key issues.

7.2 The Executive further noted the following highlights:-

- there had been continued good performance against most performance measures, including staff turnover, IT system availability and security, and the performance of the finance function;
- average days to hire had improved;
- the figures on office attendance had improved by a small amount but remained below the benchmark level. The Executive noted that the Council had recently received a report on hybrid working and the actions being taken to increase attendance levels. This would remain under review;
- the appetite for in-person hearings remained relatively low and that some in-person hearings were required to take place in different parts of the UK, which accounted for a low hearings space utilisation. A review of in-person versus remote hearings would be undertaken alongside work to better predict demand for onsite hearings and thus room utilisation requirements. The hearings space was being made available through the desk booking system for the rest of the organisation when not required by the tribunal service, and future opportunities for that space were also being explored;
- a baseline for the HCPC's estates carbon emissions had been established;
- progress had been made with the latest phase of the FtP improvement project;
- the Business Central finance system reimplementation project was underway with the design phase completed and the next (build) phase signed off by ELT; and
- the Partners operating model review was progressing, and the Committee would be joining the Executive in a related workshop in July. The Executive noted a typographical error in the use of the word 'not', in the third paragraph of the Executive summary of the report; that should have read, "we are establishing project governance arrangements for the next phase including contractual changes potentially arising from the NMC case on partners' employment status."

7.3 In response to questions from the Committee, the Executive noted the following points:-

- Being clear on expectations of staff regarding home and office working, would be the focus of the next phase of engagement and review with the SLG (Senior Leadership Group); and this would also include local exceptions. The Committee asserted that while hybrid working benefitted individuals and the business, business needs should be the key driver helping shape approaches;
- the variances in the forecasts and budgets for projects including, data excellence, tone of voice and business central were due to a number of resets in the business change portfolio;
- the Committee noted the risk of 'glazed facades' and were assured that following inspection there was no current safety risk, however to prevent any future problems the windows at the front of the building would be replaced. The Executive would be seeking to recover any associated costs; and
- a certificate of compliance had been received by WorldPay in relation to changes to the Payment Card Industry. Further work would be required for continued compliance next year.

#### **Item 8. HR Performance Report Q4 2022-23 (report ref: PRC 20/23)**

8.1 The Committee received a paper from the Executive Director of Resources and Business Performance. The paper provided a number of performance metrics, with commentary for Q4 2022-23. The Committee noted the following points:-

- There was generally good performance against most of the measures;
- turnover rates had reduced over the year as a whole;
- recruitment was progressing well, noting that the lower activity in Q4 was due to a spike in activity in January that had levelled out over the latter period. The diversity of candidates was consistent and in line with that of the wider workforce, although there were still challenges at senior grades; and
- business partners were looking to work with teams to make more use of exit interviews;

8.2 In response to questions the Executive assured the Committee that:-

- any delays in recruitment due to the HCPC's manager availability had been addressed and recruitment was a high priority for the organisation. The Committee requested that a forward view for recruitment be provided at the next meeting, which should include

issues such as the HCPC's manager availability and also any changes or challenges in the recruitment market;

- the tone of voice review was now fully resourced and progressing following some initial recruitment challenges;
- Projects were currently recruiting for the remaining project manager position;
- CV and application training was being offered to employees to assist in preparing those staff applying for internal promotion. The Executive would review the naming of the training; and
- survey completion rates had dipped in Q4, which might be due to survey fatigue, or due to the year-end holiday period. Employee forum representatives would continue engaging with teams to encourage people to participate, and the Executive would consider the frequency and balance of the survey as well as the response rates from specific departments.

8.3 The Committee highlighted that the consistency of reporting needed to be addressed across the teams, with an agreed data point being used to allow comparisons. The Executive agreed to review its reporting and to also use appropriate measures when dealing with smaller numbers.

8.4 The Committee welcomed the report noting it was clear from it where progress was being made and commented that reducing turnover from 24% to 15% was exceptional, as was the 100% appraisal completion figure. The Committee suggested that it would be helpful if the report highlighted the top three items that were of particular significance or concern to the team. The Executive agreed to include that in the next iteration of the report.

### **Item 9. HR Pulse survey results (report ref: PRC 21/23)**

9.1 The Committee received the HR Pulse survey results Q1 to Q4 of 2022-23 from the Executive Director of Resources and Business Performance, who highlighted the following findings:-

- Areas of strength throughout the year continued to include a high level of understanding of how individuals' work contributed to delivery of the HCPC's strategic objectives, staff feeling valued and supported by their line managers and staff viewing the HCPC as a diverse and inclusive employer;
- the engagement score was introduced, which was calculated across all the answers provided and all the quantifiable scores;
- the Q4 findings had been set out consistently with the Q2 and Q3 survey to allow for better visualisation of the data. Benchmarking

with the Civil Service was included (where possible) following feedback from ELT and the Committee;

- the overall response rate had decreased to 42%. During this time there were 84 days of sickness leave and 195 days of annual leave taken, which could be a factor in the decrease;
- feedback from managers had been generally well received by employees, and had helped them to improve their performance;
- the senior leadership visibility question was amended in the Q2 Pulse Survey to provide clarification around the definition of senior leadership. There was an increase in Q4 of those who agreed with this question (senior leadership was visible) however this fell below the Civil Service Survey benchmark. The Executive recognised that the score appeared low for the HCPC as a relatively small organisation and would continue to progress engagement activities and monitor over time;
- the HR team would be leading workshops in June 2023 to focus on culture within the HCPC, and some of the themes of development arising from the Pulse Survey. These workshops would feed into the all-employee event in July 2023.

9.2 The Committee commended the organisation for the positive work and managing to connect the corporate plan and values down to individual employees at appraisal, providing an understanding of how they contribute to the organisation as a whole and also the wider landscape.

9.3 The Committee again noted that the two largest departments, FtP and Registration had the lowest response rate. The Executive assured the Committee that they were mindful of reaching those who were not engaging with the survey or workshops and would seek to address this by working with employee forum representatives to identify the reasons why and how best to promote involvement. They would also take a view on the optimum frequency of the survey. The Executive further noted that the employee away day represented a good opportunity to engage with all colleagues.

## **Item 10. Employee forum update (verbal)**

10.1 The Committee received a verbal update from the Employee Forum (EF) Chair.

10.2 The EF Chair provided examples of some of the activities the forum was involved in, which included the following:-

- EF representatives had been involved in the early discussions of the sustainability project, and since then had provided feedback, ideas and suggestions of how employees at the HCPC could be



involved. These included looking at what an HCPC 'Green Team' could look like and developing a questionnaire for employees to feedback on, if they'd like to be involved;

- a number of internal HR staff policies had been reviewed including those related to maternity leave, paternity leave special leave and adoption;
- the EF had received positive feedback regarding the installation of the 'Innovation Zones', and the new IT equipment that had been set up in office meeting rooms to support hybrid working;
- some of the tribunal space had been released (when not required by the HCPTS) providing more meeting space. This was a positive step as limited meeting space was a theme previously raised to the EF;
- the EF was working with Office Services to revise the policy on the use of onsite lockers, and to also make them available for staff to use overnight;
- all EF vacancies had now been filled;
- employees were looking forward to the all-employee development (away) day, on 7 July. The feedback from last year's event highlighted that both the venue and speakers were very well received; and
- the EF had taken note of the hard work being put into the development of the day which provided employees a great chance to connect with, not only new members of staff, but others from around the organisation, including Council members. It would also be the first chance that most employees would get to meet the new Chief Executive and Registrar, Bernie O'Reilly.

10.3 The EF Chair noted that the EF and Wellbeing Team wished to extend thanks to John McEvoy (Council and Committee member) who facilitated a 'Time to Talk' session on hillwalking, climbing and mountaineering. For employees that could not attend, a recording was circulated in the HCPC's internal newsletter Park Life, and the talk was well received.

10.4 The EF Chair noted that it would be his final update to the Committee as he had served the full two terms (4 years) as an EF Representative. He reflected that it had been an amazing experience and would now provide a great opportunity for somebody else. The EF Chair thanked the Committee for inviting the EF Chair to the Committee meetings, and for engaging with the EF as a whole.

10.5 The Committee thanked the EF Chair for the helpful update and the achievements of the forum under his stewardship and wished him well in

future endeavours. The Committee looked forward to meeting the new EF Chair in due course.

### **Item 11. Partner Report – Q4 2022-23 (report ref: PRC 22/23)**

11.1 The Committee received a paper from the Project Lead for Professionalism and Upstream Regulation who highlighted the key developments, which included the following:-

- KPI and performance measures related to the Partner team activity were introduced in Q3 2022-23 and these had been reflected for the whole year Q1 to Q4 2022-23 in the report;
- Panel member recruitment had been successful, with all required vacancies filled;
- Partner training in Q4 2022-23 had been lower than planned and measures had been taken to ensure this would be completed in Q1 2023-24. Partners would no longer be allowed to provide services if training was missed;
- A Partner pool comparison to the Registrant pool was undertaken for two professions (Physiotherapists and Practitioner psychologists), showing that there were slightly more female Practitioner psychologist partners and slightly more male Physiotherapist partners in comparison to their respective Registrant pools. Both professions showed a similar profile for Partner ethnicities when compared to the Registrant pool. There were differences however, in the age brackets for both professions, where the data showed a higher proportion of Partners towards the upper age brackets, although given the experience and skill set expected of Partners, this had not been a surprise to the Executive;
- Partner costs (fees) for the financial year 2022-23 was £5,499,955 which was higher than in previous years and could be attributed partly to the higher volume of international applications received and related Partner activity.

11.2 In response to a question, the Executive assured the Committee that they were mindful of the disparities in age profile of Partners and agreed that there might be some benefit in balancing out the age spread in some specific areas, as longevity in post and experience was not required to undertake the role. The Executive noted that they did not recruit for Partners in the wider press, but targeted either all Registrants directly in some of the smaller professions, or for the larger professions through the website and professional bodies. The Executive further noted that over 150 Partners had also been in the role for more than 10 years and this naturally had aged the profile.

- 11.3 In a response to a request, the Executive agreed to include subgroups to the Partner establishment table, detailing where partners are used for multiple roles or only fulfil one role.
- 11.4 The Executive agreed to include in future iterations of the report, the two or three headline risks or actions that the Committee should be alerted to.
- 11.5 The Committee welcomed the very clear report and thanked the Executive for the hard work that had gone in to producing it. The report was debate provoking and provided valuable information.

**Item 12. Resolution**

12.1 The Committee was invited to adopt one or more of the following:

‘The Committee hereby resolves that the remainder of the meeting shall be held in private, because the matters being discussed relate to one or more of the following;

- (a) information relating to a registrant, former registrant or applicant for registration;
- (b) information relating to an employee or officer holder, former employee or applicant for any post or office;
- (c) the terms of, or expenditure under, a tender or contract for the purchase or supply of goods or services or the acquisition or disposal of property;
- (d) negotiations or consultation concerning labour relations between the Council and its employees;
- (e) any issue relating to legal proceedings which are being contemplated or instituted by or against the Committee or the Council;
- (f) action being taken to prevent or detect crime or to prosecute offenders;
- (g) the source of information given to the Committee in confidence; or
- (h) any other matter which, in the opinion of the Chair, is confidential or the public disclosure of which would prejudice the effective discharge of the Committee’s or Council’s functions.’

Item	Reason for Exclusion
13	C, H
14	H
15	H
16	H

**Chair.....**

**Date.....**