

People and Resources Committee

Public minutes of the 6th meeting of the People and Resources Committee held on:-

Date: Wednesday 17 November 2021

Time: 2pm

Venue: Zoom

Present: Stephen Cohen (Chair)
Eileen Mullan
Nicola Hunt

In attendance:

Ewan Shears	Governance Officer (minutes)
John Barwick	Chief Executive, and Registrar
Claire Amor	Head of Governance
Naomi Nicolson	Executive Director of Professional Practice and Insight
Fatma Ali	Head of HR
Gordon Dixon	Financial Consultant
Sonia Lam	Chair of Remuneration Committee
Sue Gallone	Chair of Audit and Risk Assurance Committee

Public

Item 1. Chair's welcome and introduction

- 1.1 The Chair welcomed those present to the sixth meeting of the People and Resources Committee.

Item 2. Apologies for absence

- 2.1 Apologies were received from Stephen Wordsworth.

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 of 15 September 2021 (report ref: PRC 25/21)

- 5.1 The Committee approved the minutes, of its meeting held on 15 September 2021

Item 6. Management Accounts – September 2021 (report ref: PRC 26/21)

- 6.1 The Committee received the report from the Executive.
- 6.2 The Executive noted it was expected that income for 2021-22 would increase to about £1,000k above the original budget, but with some of the known timing differences and delays in recognition of income that figure was currently about 300k above the original budget.
- 6.3 The Executive explained that costs were expected to increase by more than £1,000k and were associated with the following:
- An increase in Partner fees and temporary staff related to an increase of international registration applications and processing;
 - additional costs in concluding fitness to practise (FTP) cases, noting that the original budget wasn't sufficient and that the FTP costs were now reflected more accurately; and

- significant unexpected cash movement related to the break in lease of the 405 building and the reconfiguring of the 184-6 building.
- 6.4 The Committee noted that underspends in some of the smaller departments were small, but when grouped together became a significant number. The Executive agreed to include an appendix showing expenditure by department for future iterations of the management accounts.
- 6.5 In response to a question from the Committee the Executive summarised that there were no significant changes in this iteration of the management accounts to highlight to Committee.
- 6.6 In response to question from the Committee the Executive noted that absence due to sickness rates had been high but were significantly improved. The Committee noted that this would have a positive impact on payroll costs overall. The Committee noted that the tracking of absence rates was included in the HR and Partners report included on the agenda for this and future meetings of the Committee.
- 6.7 The Committee discussed the investment made in the two Council apprentices and noted the intention was to:
- Break down barriers;
 - increase diversity of Council;
 - bring a different perspective and ask questions that others might not have; and
 - invest in individuals to develop and grow them to be in a position to apply for board membership at the HCPC or elsewhere.

The Committee agreed that based on their experience with the apprentices that these objectives were being met and commended the excellent contributions to the Committee and Council over the duration of the year, to which the Executive concurred. The Executive added that it was their hope to develop a longstanding relationship with those individuals who would also be able to provide insights to the HCPC, such as for the international registration review.

- 6.8 The Executive noted that the spike in UK applications came at a time when the department was already naturally busy and might be attributed to those moving from the temporary to the main Register, along with those who had deferred registering due to the pandemic seeking registration. The Executive further noted that there was a 65% increase in international applications between January and September, which was also a significant increase in pressure on the department. The Committee was assured by the following points:

- The physical processing of international applications was being replaced by a new online application process in February 2022, which would significantly improve efficiency; and
 - the understanding of intelligence around the recruitment landscape was significantly enhanced through new working groups and engagement with HEE and other organisations across the UK.
- 6.9 The Committee noted that the tender process for the FTP legal contract was underway and that this was a high value contract. The Executive provided assurance that cost was a key consideration of that process. The Committee noted that this would be included in the budget for 2022-23 and would be in effect from 1 April 2022.
- 6.10 In response to a question from the Chair of Audit and Risk Assurance Committee the Executive clarified that the to-date figures showed an underspend on pay, however it was not forecast that by year-end this would still be the position. It was also clarified that the majority of temporary workers' costs were recorded through 'pay' in the accounts rather than 'other costs'.
- 6.11 The Chair of Audit and Risk Assurance Committee advised the Executive to represent the net effect of international scrutiny fees in future reports. The Executive agreed and noted that there was roughly an additional income of £1,000k with an increase of £500k of associated costs resulting in a surplus.
- 6.12 The Executive noted that in relation to Registrations, the expected efficiency gains with the new registration system for 2021-22, were not achieved.
- 6.13 The Chair of Audit and Risk Assurance Committee noted there was a break-even budget approved at the beginning of the year and asserted the importance of making Council aware of the impact of agreeing such budgets at the time. If budget holder's budgets were cut, then they should agree to manage within that or explain that they would not be able to deliver what they were required to do within those budgets. It should be the responsibility for budget holders to agree their own budgets.
- 6.14 The Chair of Remuneration Committee noted the importance of ensuring the HCPC was competitive in terms of recruitment and retention.

Item 7. HR & Partners Quarter 2, 2021-22 Performance Report (report ref: PRC 27/21)

- 7.1 The Committee received the report from the Executive.
- 7.2 The Committee noted the report covered the period from July 2021 to September 2021 and provided Key Performance Indicators (KPIs) for the

HCPC in relation to its people and partners. The Committee noted the main highlights that included the following:

- Recruitment – successful recruitment to some of the senior level vacant positions, such as the Head of Finance, Head of Policy, Head of Insights and Analytics and Head of IT;
- Organisational development: – successfully launched HCPC's coaching programme and 'Beyond Barriers' an inclusive mentoring programme. The apprenticeship levy was used to cover the cost of the coaching programme;
- Instant awards – 67 employees received an award during the period for living one of the HCPC values;
- Agency staff – remained high, but measures were being taken through ongoing recruitment campaigns to reduce the reliance on agency staff;
- Absences – long term sickness levels had been reduced. High levels of annual leave accounted for 34% of absence, which was attributed to people using higher than normal levels of annual leave built up and carried over due to the pandemic. This had a knock-on effect of the reliance on and the need to maintain some agency staff; and
- Partner recruitment – several successful campaigns had concluded recently.

7.3 In response to questions the Executive noted the following:

- The 27% of leavers leaving the HCPC for 'other' reasons were made up of people who had chosen to move abroad to be with their families; and
- the exit interviews and forms provided the data on people's reasons for leaving the HCPC, which included categories such as 'working conditions', 'salary' and enhanced job opportunity'. This intelligence was triangulated back to initiatives, such as the coaching, mentoring, management development and the aspiring to be leaders programmes. These all aimed to equip people with the relevant skills for career progression for when opportunities arose.

7.4 The Executive noted that a range of activities continued in the following areas:

- Improving working conditions both at home and in the office;

- working with the employee forum, staff and senior leaders on employee wellbeing which had resulted in a wellbeing framework and action plan which was recently approved by ELT;
- a new internal communications strategy to improve positive engagement with staff had been agreed;
- staff were being brought in to the office for the compassionate regulator workshops; and
- creating more fulfilling roles in areas such as Registrations

- 7.5 The Committee noted that the ELT received the HR performance data regularly and that reasons for leaving and turnover was a main focus to the Executive.
- 7.6 The Chair of Remuneration Committee noted that coaching for wellness was something they had undertaken recently and recommended it to the Executive as something they might wish to consider for staff.
- 7.7 The Executive agreed to include a breakdown and analysis of EDI data for leavers and for recruitment campaigns, in future reports.
- 7.8 The Executive agreed to follow up with the Committee outside of the meeting in response to a question on the number of voluntary resignations of Partners in September 2021.
- 7.9 The Executive confirmed to the Committee that the HCPC was actively signed up to the disability confidence scheme for Partners recruitment and was included on the application form as an option.
- 7.10 The Committee welcomed the high-quality paper and were encouraged by the oversight that ELT had. This focus was a new for the HCPC using new datasets, listening to staff and employing new techniques to effect change.

Item 8. Any other business

- 8.1 There was no other business.

Item 9. Date & time of next meeting(s):

- 9.1 4 February 2022, 2pm
 3 March 2022, 2pm
 6 September 2022, 2pm
 8 November 2022, 2pm

Item 10. Resolution

10.1 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
11	B, C, H
12	C, D
13	C, H
14	H

Chair.....

Date.....