

## Chair's Report – May 2020

### **1. Purpose of Report**

To update Council about the Chair's activity and developments on HCPC issues and to give colleagues an opportunity to update Council on projects and initiatives referenced herein.

### **2. COVID-19**

In light of the pandemic, Council meetings continue to be conducted remotely. As well as regular updates from myself and the CEO, we have been actively exploring ways in which Council can maintain connectivity amongst Council members, with the senior management team; and by having better access to HCPC news and information. There appear to be some technology barriers and given the likely long tail of Covid-19, we will continue to seek work arounds and better solutions.

In keeping with our public openness duties, Minutes will be published and will seek to give a timely and appropriate account of decisions by reporting them more fully than might have been the case face-to-face.

The Chief Executive's efforts to communicate to and reassure staff, notably during this crisis, are clearly being effective and are important. I am keen that we now amplify and extend this targeted approach to external audiences. Since the onset of Covid-19, there has been a great drive to communicate in a targeted way with groups of registrants. Recent initiatives have included video posts and some Council members have participated in these. However, posting on the HCPC website and in limited social media platforms is the tip of the iceberg and I know the Council looks forward to the rapid development and deployment of a sure-footed, externally facing communications and public affairs strategy and plan.

Covid-19 impacts on the individual and on organisations are by no means yet fully understood. HCPC is, rightly in my view, adopting a cautious approach in terms of preparing a return to work. People who need to be shielding or who have elevated health risks will be home based for the foreseeable future.

The Chief Executive and his team, with a great deal of input from HR and Facilities, are developing a version of HCPC that will allow, when prudent, a

socially distanced return (for some) to the office when the time is right. The lack of call handling has been an issue, and this is being addressed as there are many telephony solutions available for creating and managing virtual call centres. On the other hand, it has become clear that much of HCPC's work can be done by home-based employees. My perception is that the senior team has been working hard to ensure that those employees who currently find it hard to do so because of their personal circumstances, are receiving support by way of equipment and personal wellbeing tools.

The crisis is a voyage of discovery and there are definitely opportunities to change the operating model at a speed and in ways not fully anticipated, pre-Covid. Council has an important role to play in thinking about, what does the post-Covid-19 future, look like? For that reason, the Chief Executive and I have invited a futurist to address our meeting in May. We will use the opportunity to open up our vista to horizon-scanning. This scenario-based view can then inform our emerging strategy. Short-term decisions will include those such as our remote working and estates footprint. What are implications for communications? Have new opportunities (and threats) emerged for HCPC? What workforce planning and development; and technology strategies do we need to be future-fit? And of course, what should our contingency planning do that it did not do, before?

I remain confident that the Chief Executive and his team are very capably responding to the imperatives of the Government, and working with UK healthcare regulators, NHS representatives across the four countries, the Council of Deans of Health and others to enact rational, proportionate guidance and support.

I have maintained contact with the DHSC and with the PSA and was glad to take an early opportunity of 'meeting' Dame Glenys Stacey DBE, the Authority's new Chair. The appointment was made by the Privy Council and Dame Glenys took up her post on 1 April 2020. She succeeded George Jenkins OBE who stepped down from his role on 31 March 2020 after four years with the Authority.

Last, but definitely not least, I would like to commend Council's involvement in the SMT 'buddy' scheme that was initiated by Eileen Mullan and to thank her for making this a reality; also to thank Kathryn Foreman who, together with input from the Head of Governance, has been carrying out a skills audit. At one level, this was intended to establish what expertise SMT members could draw on from Council, so that we could build on the relationships established during Council and Executive development days (making them less 'transactional'). Its wider uses include succession planning and it has now been rolled out to include wider committee membership.

### 3. Chair's meetings

| Date          | Meeting                                                                                                                                                                                                                                                                                                                                                                         |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| March 24      | Media Training with John Barwick, tutored by Prof. Barnie Choudhury.                                                                                                                                                                                                                                                                                                            |
| March 25      | Council.                                                                                                                                                                                                                                                                                                                                                                        |
| March 26      | Prof. of Computing and AI Philip Treleaven, UCL. Discussion, inter alia, about RegNet, an existing platform that securely allows regulators to share data without information management complications. We also discussed changes in the digital landscape.                                                                                                                     |
| April 1       | Head of Public Affairs at Google. We discussed topics that might be of mutual interest for research and/or projects.                                                                                                                                                                                                                                                            |
| April 3       | London Business School webinar on the Global Economy and the Covid pandemic.                                                                                                                                                                                                                                                                                                    |
| April 7       | <p>1. Mark Bennett, Acting Deputy Director, DHSC. A catch up and to get a sense of how the DHSC sees HCPC's Covid-19 performance; and general progress, thus far.</p> <p>2. Chairs of the GMC and NMC. Reviewing mutual experiences of Covid-19 so far; sharing experiences in respect of PSA performance reviews of Standards.</p>                                             |
| April 8       | Dame Glenys Stacey, PSA Chair, with PSA CEO and John Barwick. Introductory meeting at which we talked about her thoughts on the PSA's style and its future agenda. I requested that the PSA Chair consider a deferral of next year's fee contribution from HCPC, due to the pandemic impacts. This will be considered; the systemic nature of the problem will be investigated. |
| April 9       | <p>1. LBS webinar, Navigating a Crisis with reference to the pandemic.</p> <p>2. Rohit Talwar, CEO, Fast Future, to discuss potential input to HCPC horizon-scanning.</p>                                                                                                                                                                                                       |
| April various | I had one-to-one catch ups with all Council members to check in on how they are faring and any questions or concerns that they might wish to raise.                                                                                                                                                                                                                             |
| April 17      | OPEN Health webinar – with the Editor of The Lancet. Literature under development as a result of Covid-19.                                                                                                                                                                                                                                                                      |

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| April 20 | Workshop with the Deputy Governor, Monetary Policy and Chief Economist, The Bank of England. Along with others, I gave input on organisational impacts of the pandemic and saw a presentation on the economic picture to date.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| April 29 | Chairs, GMC and NMC. Discussion about shape of forthcoming Regulators' Chairs and CEO's meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| May 4    | Workshop on 'how to run a 'great' webinar'.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| May 5    | Involvement with GOC Chair recruitment matters.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| May 14   | <p>1. Professor Deborah Bowman, St. George's, University of London. I will be having a broad discussion with Deborah, having first met her when she gave a paper at the PSA Annual Conference in 2019.</p> <p>2. Meeting of Regulator Chairs and Chief Executives. HCPC was due to be hosting this meeting and will do so when we can comfortably get face to face. Meanwhile, I will chair the meeting, whose theme is 'Improving Professional Regulation in the post-Covid World'. We will have four 'provocations', one from John Barwick, then the NMC, GMC and GOsC. Unusually, and with the group's agreement, I have invited both the PSA and the DHSC as we hope to get them involved and on board with capitalising on the good learnings and practice of the Covid-19 situation.</p> |

## 4. Strategy and Policy

### 4.1. Strategy Development

Covid-19 has disrupted the expected timing of some of our work, as resources have necessarily been deployed to deal with its impacts. However, we will not have to re-do the strategic thinking that Council and SMT embarked on pre-crisis. With the organisation settling to a revised normality, the Chief Executive will shortly be setting out how he proposes we pick up on and continue strategy development. A strong communications approach is an essential component of this next phase.

### 4.2. Change Plan

The Executive has been focusing on six key priorities and is now ready to move to the next phase of implementation. The Chief Executive will brief Council on progress against the T-Map (Transformation Plan). It is encouraging that momentum has been largely maintained.

### **4.3. Proposed fee increase**

Plans are in place to get the proposed fee increase laid before Parliament. The timing remains under review with the DHSC and office of the Cabinet Secretary in Scotland.

## **5. Other items**

### **5.1. Annual Report and Accounts**

Gavin Scott has kindly followed up on his offer of last year to assist in a re-shape of the Report and Accounts and is working with the Director of Finance and others. This will be a great step forward in upping our communications approach, especially use of infographics.

### **5.2. GOC**

I have agreed to assist the GOC in recruiting its Council's next Chair. This is most worthwhile but necessarily time consuming, in bursts, as I will be chairing the Panel.

## **6. Succession Planning**

### **6.1. Appraisals**

Appraisals are planned in during June and while they are an opportunity to review and reflect, they will also be important conversations as we set future development needs, tone and priorities.

### **6.2. Senior Council Member**

Eileen Mullan and I continue our regular engagement. Eileen has pressed ahead with vim and vigour (Covid notwithstanding) on her agreed priorities: Equality, Diversity and Inclusion; and a review of Committee purpose and governance.