

Chair's Report – September 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

As Council Members know, in the course of my conversations with the senior executive team, I came across a piece of work led by Director of HR, Claire Holt, James McMahon, Head of Estates and Facilities Management, and Paul Cooper, Head of Projects, that I thought deserved our attention. I shared this presentation, which I discussed with our Director of HR during a virtual tour of the reconfigured office. In my view, it demonstrates the care with which HCPC has considered employees' wellbeing and safety, and I wanted to register that in my Chair's report this month.

Notwithstanding, stresses from COVID-19 and extended isolation are driving a range of positive and negative responses in the wider system. The HCPC resources devoted to employee wellbeing and support are to be commended. Nevertheless, we can expect some movement in the workforce as people express their preferences and make choices about future employment. For the foreseeable future, there is a portion of HCPC duties that can best be carried out in an office environment and this will be factored in to our own 're-set' plans, including future recruitment.

Prioritisation for return to the office is based on business need around re-establishing call capability, registration process, hybrid hearings and allowing space for those wishing to return for personal reasons.

The next phase (phase 4) is the bridge between addressing urgent business needs and the 'new normal' when the current social restrictions recede. Phase 4 will continue a process of prioritisation based on two main business needs: supporting teams in identified areas to meet performance expectations and KPI's which may be impacted by remote working; and second, to provide a limited basis for in person contact. The in-person contact (subject of course to the government guidance at the time) will in particular provide an opportunity for teams to meet and consider 'lessons learnt' from the Covid experience, supporting wellbeing and facilitating collaborative working which is one of the underpinning principles of establishing a 'new normal'.

We have plans to tackle the diversity and inclusion challenges whose profile has been raised by events during the pandemic. We will do so both at Council and through the Executive. I was therefore delighted to see the encouraging response to our EDI engagement on the proposed new strategy, from some prominent professional body leaders.

In the intervals between meetings, I have been checking in on Council Members' wellbeing. If anyone would like a more discursive conversation in future, please do let me know. We will need to keep working on how we best stay in touch in between formal meetings.

We need to refresh and to ready ourselves for the challenges that will undoubtedly lie ahead.

3. Communications

With the support of our recently appointed communications and public affairs consultancy, Luther Pendragon, I have been 'posting' about the benefits of the government's regulatory reform agenda, whilst being clear that this should not lower standards. Our drive at HCPC must be to take the best of lessons learned to build back in ways that better protect the people we serve.

Primarily on Twitter and LinkedIn, there is a positive build-up of connections with key influencers in our sector. I would like to see this embedded, as previously discussed, in a stakeholder mapping exercise as the prelude to an engagement plan involving Council.

4. Annual Report

The annual report has been, despite best Council Member efforts, a challenge and I am especially grateful for the contributions of the Audit Committee.

Our comms. consultancy has helped improve on our submission of last year and also, to provide a version with 'highlights' and infographics that showcases key facts and messages. This will be the proverbial journey to ever better formats and content, with the full potential impact not being realised till 2021.

5. Strategy and Policy

5.1. Strategy Development

The Chief Executive and I have continued with a round of stakeholder discussions about our high-level strategy and these are proving productive, not least because HCPC is getting recognition simply for doing them. The more granular strategies are also being developed and the first fruits of these will be discussed at Council.

5.2. Change Plan

Pelham Allen will be conducting a year-end review, and this will be available to Council. The Executive continues to deliver against the current agreed operational priorities. SMT and management briefings are aligned with these.

5.3. Proposed Fee Increase

The main unions: Unison, Unite and the GMB have indicated they will support, or not oppose our revised proposal. Encouragingly, they are engaged in our strategy consultation.

5.4. Risk Appetite

I have supported Council's aim to review risk appetite, especially in the light of our evolving new strategy, by identifying an experienced speaker (an audit and risk expert as well as knowledgeable about online delivery) who potentially can assist beyond the immediate workshop.

6. Succession Planning

6.1. Annual Reviews

Plans to recruit a Council Apprentice are progressing, reserving the place for a diverse candidate and helping them build experience and a network.

6.2. Committees Review

Eileen Mullan's review of Committee purpose and governance, supported by excellent work from the Head of Governance, is tabled for our meeting this September. I endorse the recommendations and look forward to Council's input.

6.3. Reappointments

Four members of Council are eligible for reappointment at the end of 2020. The process to consider reappointment applications has commenced. Council member Sonya Lam has kindly agreed to join me on the reappointment panel as senior Council member Eileen Mullan is unable to do this due to being one of the four eligible. In addition, a suitable independent panel member will be engaged to form the reappointment panel.

7. Sector news

As I reported to Council, the Chair of the PSA resigned in order to return to Ofsted. PSA Board Member Antony Townsend has been appointed Acting Chair and I hope to meet him in the near future

8. Chair's meetings

In the reporting period I have been engaged in the appointment process for the GOC Chair, which has required significant assessment time as the Chair of the Appointment Panel . Regular internal meetings, such as weekly catch up with CEO, are not listed.

Date	Meeting
July 13	1. Managing Director Luther Pendragon, strategy and communications discussion
July 14	1. British Association of Arts Therapists Chair and Vice-Chair introduction 2. Chair NMC
July 15	Chief Executive GMC
July 17	HCPC Council Summer Social
July 18	Director, Department of Health and Social Care
w/c July 20	3 days annual leave
July 28	HCPC Council meeting
July 30	Directors, Cityforum (re webinar participation)
August 7	Bank of England briefing (Chief Economist & The Governor) on economic forecast
August 10	Meeting with HCPC Audit Committee Chair
August 17	Data ethics webinar (speaker)
August 26	Chief AHP's HCPC strategy consultation
August 27	Professional bodies HCPC strategy consultation
September 4	GOC Chair appointment briefing
September 17	GOC Chair appointment long-listing meeting
September 18	Audit Committee (annual attendance)