
Council, 1 July 2021

Unconfirmed public minutes of the People and Resources Committee meeting of 3 June 2021

Committee Chair's summary to Council

Introduction

The meeting was joined by Sue Gallone Audit and Risk Assurance Committee Chair and we welcomed Naomi Nicholson, Executive Director of Professional Practice and Insight and Fatma Ali, Head of HR and Organisational Development to their first meeting of the Committee.

New Management Accounts Format

The new form is intended to be a formal report that includes significantly more breakdown and analysis than previously reported, including tracking savings and efficiencies. It also included those savings identified in the budget setting process along with any financial benefits outlined in approved investment business case. The Committee welcomed the proposed change, which reverted to a more traditional one-year approach and the comprehensive quarterly reviews of the forecasts, with risk-based monitoring in the months between. Management accounts will continue to be presented to SMT on a monthly basis.

Business Case Template

The Committee welcomed this new format designed to help a more rigorous assessment of new projects or activities both in decision-making and monitoring payback. It also asked for measures to monitor success rather than just payback, and to mention opportunity costs.

EDI Report

The Committee welcomed the impressive list of activities and asserted that work in the EDI area was essential. The Committee further highlighted that the impressive work and staff engagement were achieved during the pandemic period and looked forward to seeing what could be done in more stable times and urged an empirical approach based on monitoring carefully what works and what doesn't.

Health and Wellbeing Report

The Committee welcomed the report and the efforts to support employees through recent difficult times. Employee feedback had been positive. The Committee suggested an approach of signposting to appropriate external services rather than internal provision.

Stephen Cohen, Chair of the People and Resources Committee

People and Resources Committee

Public minutes of the 3rd meeting of the People and Resources Committee held on:-

Date: Thursday 3 June 2021

Time: 2pm

Venue: Zoom

Present: Stephen Cohen (Chair)
Stephen Wordsworth
Nicola Hunt

In attendance:

Ewan Shears	Governance Officer (minutes)
Sue Gallone	Chair, Audit and Risk Assurance Committee
Claire Amor	Head of Governance
Jo Moore	Executive Director of Corporate Services
Naomi Nicolson	Executive Director of Professional Practice and Insight
Fatma Ali	Head of HR, OD and Wellbeing

Public

Item 1. Chair's welcome and introduction

- 1.1 The Chair welcomed those present to the third meeting of the People and Resources Committee and extended a warm welcome to Sue Gallone, Chair of Audit and Risk Assurance Committee, Fatma Ali, Head of HR, OD and Wellbeing, and to the new Executive Director of Professional Practice and Insight, Naomi Nicolson.

Item 2. Apologies for absence

- 2.1 Apologies were received from Eileen Mullan.

Item 3. Approval of agenda

- 3.1 The Committee approved the agenda.
- 3.2 The Committee noted that there would be an additional PRC meeting on 24 June 2021 to discuss the following items:
- the medium-term financial strategy;
 - the outline approach to the fee strategy;
 - the final version of the people strategy; and
 - the full year budget.

Item 4. Declarations of members' interests

- 4.1 No interests were declared.

Item 5. New format of the Management Accounts

- 5.1 The Committee received the report from the Executive Director of Corporate Services.
- 5.2 The Committee noted that the new format was a move away from the practice adopted in 2020-21 where a reforecast was undertaken each quarter and financial performance was measured against the reforecast numbers, rather than the original budget. The emphasis of the previous format was also on the year-to-date position rather than the forecast outturn, which led to some weaknesses in financial management and control.

- 5.3 The Committee noted that the new format was intended to be a formal report that included significantly more breakdown and analysis than previously reported, including tracking savings and efficiencies. It also included those savings identified in the budget setting process along with any financial benefits outlined in approved investment business cases.
- 5.4 The Committee noted that SMT were supportive of the new process and that new guidance would be produced as requested by them.
- 5.5 The Committee asserted that tight control was required along with understanding of any deviation from budget.
- 5.6 The Committee noted that the proposed change reverted to a more traditional one-year approach and there would be comprehensive quarterly reviews of the forecasts, with risk-based monitoring in the months between. Management accounts would also continue to be presented to SMT on a monthly basis.
- 5.7 The Committee were supportive of the proposed changes and noted that it was a comprehensive paper. The Committee urged the Executive to look for continuous efficiencies and that it would be an essential tool for Council and the Committee to ensure that the HCPC remained within financial constraints and budget, and to understand how that was being achieved.
- 5.8 The Chair of Audit and Risk Assurance Committee reminded the Executive to take note of the to-date position and to ensure that the table referred to in section 7 of the paper was included in the report.
- 5.9 The Committee welcomed the scrutiny of cash-flow and the Executive agreed to inform the Committee if there was an approved minimum cash balance and if it complied with the current investment policy.
- 5.10 The Committee noted that the investment and reserves policies would be reviewed by September 2021 and that if the minimum cash balance was not built in already, it would be built in as part of the review.
- 5.11 The Executive Director of Corporate Services agreed to inform the Committee outside of the meeting regarding the content (including the use of visuals) that was being proposed for the Chief Executive's report moving forward.

Item 6. Business Case template

- 6.1 The Committee received the report from the Executive Director of Corporate Services who noted the following:
- the business case template was developed with a steer from Council to ensure investment is being approved in the right way,

benefits captured prior to approval and that those benefits are being realised;

- the model was adopted and adapted from the treasury five case model and standard principles; and
- SMT had given their approval and the new guidance note within the paper had been produced at their request.

- 6.2 The Committee noted the template was familiar to them and welcomed its development.
- 6.3 The Committee noted that the evaluation and scrutiny section appeared to be primarily from a financial position and advised the Executive to also link this back to the investment and budget owners to measure success.
- 6.4 The Committee advised that it was important to monitor business case outcomes and to know who was going to report to whom and when. The Executive agreed to strengthen the guidance note in this area.
- 6.5 The Committee further advised that target delivery dates with savings over time should be employed, and any opportunity costs resulting from prioritisation should be made clear.
- 6.6 The Chair of Audit and Risk Assurance Committee welcomed the clarity around recurrent costs as set out in the paper and noted that in particular IT projects tend to have significant recurrent costs. They further advised that the risks of projects should also include their impact on strategic risks and be linked back to the Strategic Risk Register.

Item 7. Equality, Diversity & Inclusion report

- 7.1 The Committee received the report from the Head of HR, OD and Wellbeing.
- 7.2 The Committee noted that the HCPC adopts a zero-tolerance approach to discrimination on any of the protected grounds in the Equality Act 2010.
- 7.3 The Committee noted that the HCPC believes that a more inclusive workplace where people of different backgrounds work together, ensures better outcomes for all staff. To help the HCPC achieve its goal of a diverse and inclusive workplace, several initiatives had been implemented which included;
- LGBT+ history month;
 - international women's day;
 - religious celebrations;

- diversity events; and
 - health and wellbeing
- 7.3 The Committee noted the current and future action plan in the paper and that employees were encouraged to bring their ideas forward and create a more engaging environment where people were comfortable in sharing their views.
- 7.4 The Committee welcomed the impressive list of activities and asserted that work in the EDI area was essential. The Committee further highlighted that the impressive work was achieved during the pandemic period and looked forward to seeing what could be done in more stable times.
- 7.5 The Executive noted that the pandemic had limited progress in some areas, most notably face-to-face engagement, but had also provided opportunities to advance in other areas such as with social media and to promote externally.
- 7.6 In response to a question, the Executive noted that they were proud of what the HCPC was achieving internally and that this was on an improving trajectory. 15% of staff had been actively engaging with the initiatives and that there was space to improve. It was also noted that a range of different people were involved across the activities.
- 7.8 The Committee advised the Executive on the importance of monitoring the impact of the activities to ensure that results were achieved and noted that there would be limits on how much could be undertaken and a balance would need to be made. The Committee asked the Executive to set out how the measure of impact would be assessed.
- 7.9 In response to a question, the Executive assured the Committee that the recruitment of a new EDI advisor was further to, and separate from, the work HR was undertaking. It would also be essential to bring in the experience necessary to have an oversight of the HCPC's policies and processes, creating a set of actions to engage across the regulatory functions, that could make a real difference to the organisation.
- 7.10 In response to a question Executive assured the Committee that the application to join the 'Stonewall' membership was on hold, given the recent political sensitivity in relation to that organisation. The Committee advised that SMT and HR would need to make the decision in the future on whether to continue the application and that this should not be rushed.

Item 8. Health and Wellbeing report

- 8.1 The Committee received the report from the Head of HR, OD and Wellbeing.

- 8.2 The Committee noted the health and wellbeing pulse survey took place in late February 2021. The aim of the survey was to help identify any common factors within the organisation and generally discover how employees were feeling, which initiatives they most valued and identify new ways to support their health and wellbeing.
- 8.3 The Committee further noted that the results of the survey identified that employees were aware of how to take care of their health and wellbeing and had made use of the health and wellbeing initiatives made available to them at the HCPC.
- 8.4 The Committee welcomed the high engagement level of employees with the survey and noted that 131 out of 235 employees had completed it. a monthly newsletter was produced with metrics tracking, and that average engagement with employees was at 26%, which was recognised as a good take up rate when benchmarked against the industry standard.
- 8.5 The Executive noted that over the last 12 months the rewards platform had been renewed and extended beyond retail to include the wellbeing centre that offered support to employees for physical, mental, and financial matters. The wellbeing centre had been accessed by employees 223 times with 53 unique visitors.
- 8.6 The Executive further noted that as part of the rewards platform, the 'making a difference' award had been introduced, providing the department heads with a tool to issue a reward to staff members when applicable, and it also encouraged employees to send each other recognition e-cards.
- 8.7 The Committee noted that of the top five results published in the paper, number 5, *"I am confident in talking to someone at work about my Health and Well-being"* returned a medium level confidence score from employees and that the Committee would not wish to see this score go any lower. The Committee further advised the Executive to stay empirical, flexible and to continuously consider what works and what does not.
- 8.8 The Committee agreed that the Executive should determine how much health and wellbeing activity was appropriate and how to relay that to Council, noting that there would always be a desire to do more.
- 8.9 The Committee noted that a highlight from the survey was linked to workloads in FTP and that this was not included in the paper, as PWC were addressing the issues in FTP. The Executive assured the Committee that there were no other 'red flags' highlighted in relation to health and wellbeing.
- 8.10 The Committee noted comments in the report that found that some employees would like to see the HCPC introduce access to massage and yoga sessions. The Committee cautioned that the objective should be to

help people to help themselves through appropriate signposting and that the HCPC should not be duplicating what could be accessed externally.

- 8.11 The Committee highlighted that Public Health England (NHS) were providing in office health checks for persons over 40 years of age and that the Executive might wish to explore this as a future opportunity.

Item 9. Any other business

- 9.1 There was no other business.

Item 10. Date & time of next meeting:

- 10.1 Thursday 24 June 2021, 9am
Wednesday 15 September 2021, 2pm
Wednesday 17 November 2021, 2pm

Item 11. Resolution

- 11.1 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
12	C
13	B
14	C

Chair.....
Date.....