

**Council**

**Public minutes of the 128<sup>th</sup> meeting of the Health and Care Professions  
Council as follows:-**

**Date:** Wednesday 5 February 2020

**Time:** 1pm (preceded by a private session of Council at 12.30am)

**Venue:** Room K, Health and Care Professions Council, Park House,  
184 Kennington Park Road, London SE11 4BU

**Present:** Christine Elliott (Chair)  
Stephen Cohen  
Maureen Drake  
Kathryn Foreman  
Sue Gallone  
Helen Gough  
Sonya Lam  
Eileen Mullan  
David Stirling  
Kathryn Thirlaway  
Stephen Wordsworth

**In attendance:**

Roz Allison, Head of Communications  
Claire Amor, Secretary to Council  
Sarah Atkinson, Kingsley Napley  
John Barwick, Executive Director of Regulation  
Gordon Dixon, Interim Finance Director  
Guy Gaskins, Executive Director of IT and Resources  
Claire Holt, Interim Director of HR & OD  
Jacqueline Ladds, Executive Director of Policy and External Relations  
Benedict Newman, FtP Quality Assurance Manager  
James Penry-Davey, Capsticks LLP  
Kate Steele, Capsticks LLP  
Tian Tian, Director of Finance  
James Wilson, Registration Quality Assurance Manager

## Public Agenda

### **Item 1.20/9 Chair's welcome and introduction**

- 1.1. The Chair welcomed Council members, the Executive and those seated in the public gallery to the 128<sup>th</sup> meeting of Council.
- 1.2. The Council noted that it was the last Council meeting attended by Guy Gaskins, Executive Director of IT and Resources, as he would leave the HCPC on 13 March 2020. The Chair and Council thanked Guy for his many years of hard work for the organisation and wished him the very best for the future.
- 1.3. The Council welcomed Tian Tian, Director of Finance to her first meeting of Council since her return from maternity leave.

### **Item 2.20/10 Apologies for absence**

- 2.1 Apologies were received from Gavin Scott, as a result of the change of meeting date.

### **Item 3.20/11 Approval of Agenda**

- 3.1 The Council approved the agenda.
- 3.2 The Council agreed to discuss the recently published Paterson Inquiry report under any other business.

### **Item 4.20/12 Declaration of Members' interests**

- 4.1 No interests were declared.

### **Item 5.20/13 Minutes of the Council meeting of 4 December 2019**

- 5.1 The Council agreed the minutes of the 127<sup>th</sup> meeting of the Health and Care Professions Council.

### **Item 6.20/14 Matters arising**

- 6.1 The Council noted those matters arising from the meeting held on 4 December 2019.

- 6.2 The Council asked for more information on the development of the data and intelligence function. It was noted that this would be included in the budget for 2020-21 to be presented to Council in March.

## Standing items

### Item 7.20/15 Chair's report

- 7.1 The Council noted a report from the Chair.
- 7.2 The Council discussed the PwC baseline IT systems strategy review. It was noted that the results on this work would be presented to the Council in March, with a further discussion following once the Strategic IT role was in place to shape the HCPC's full response.

### Item 8.i 20/16 Corporate Plan January – July 2020

- 8.i.1 The Council received a report from the Interim Chief Executive.
- 8.i.2 The Council noted the following points:-
- the corporate plan had been produced to set out the HCPC's priorities for the next six months, by which time a permanent Chief Executive was expected to be in place;
  - whilst activities in the wider change plan would continue and the progress of the overall plan would be monitored by the SMT, the corporate plan set out the six key workstreams that are time critical and a priority in the interim period; and
  - the six workstreams were FTP sustainability and stabilisation, PSA standard performance improvement, organisational development and resilience, income, 2020-21 budget and financial control and the Registration Transformation and Improvement project delivery.
- 8.i.3 Council noted that culture and people were included in the organisational development and resilience workstream. It was agreed that the Council workshop on 9 March would be a starting point to begin to develop a new strategy, with culture and values being a key part of this.
- 8.i.4 The Council felt that the prevention agenda and use of data were key priorities. The Executive agreed but noted that the planned enhancements in these areas were predicated on achieving the fee rise, this did not happen. Plans needed to be reviewed in light of this, and a revised fee increase proposal, to determine what would be possible within the budget.
- 8.i.5 The Council noted that progress against the 12 change plan areas would be reported to Council at each future meeting and that KPI performance

reporting would continue. A revised performance dashboard had been produced for FtP.

- 8.i.6 The Council discussed the PSA performance review which was currently underway. It was noted that the Executive would not receive feedback until the final report was shared but that the HCPC had undertaken its own risk assessment which the Council received in December 2019. The Council would receive updates from the internal standards performance working group at each future meeting. The Council emphasised that change activity needed to be sustainable and be at the detriment of business as usual performance.
- 8.i.7 The Council noted that the PSA was aware of the HCPC's change plan and that the Executive and Chair continued to meet with the PSA on a regular basis where the change activity was discussed.
- 8.i.8 The Council asked how confident the Executive was that the current change activity would see results. It was noted that the current approach went back to first principles and focused on embedding a culture of openness to change and process improvement. This was different from previous performance improvement plans and the results of this work could already be seen through the business improvement workshop outputs.
- 8.i.9 The Council approved the Corporate Plan February – July 2020.

#### **Item 8.ii. 20/17 Change plan progress update**

- 8.ii.1 The Council received a paper from the Interim Chief Executive.
- 8.ii.2 The Council noted progress against the six key change plan areas.
- 8.ii.3 The Council discussed the income workstream. It was noted that reengagement had taken place with stakeholders in preparation for a revised fee increase proposal. The Council agreed that the narrative for the proposals needed to revisit the consultation responses and demonstrate that feedback had been acted on. A key message would be the significant work that had taken place on reducing the HCPC cost base.
- 8.ii.4 The Council agreed that the relationship built with the Unions needed to be maintained with proactive pre-engagement in future.
- 8.ii.5 The Council noted that regulatory reform is continuing with the government holding briefing sessions with the regulators.

#### **Items for discussion / approval**

#### **Item 9. 20/18 Fitness to Practise reporting dashboard**

- 9.1 The Council received a paper from the Interim Director of Business Improvement.

9.2 The Council noted the following points:-

- the presented dashboard was a work in progress example and would be presented to the Council at its March 2020 meeting;
- the format aimed to simplify the FtP metrics reporting to Council allowing Council to improve its oversight and understanding of FtP; and
- a Council Task and Finish Group comprising of the Chair of Council and two members, as well as the independent chair of the Tribunal Advisory Committee, had been established and had its first meeting. The group was established to support the development of the FtP dashboard.

9.3 The Council agreed that the dashboard was an improvement on previous reports. The Council requested that the dashboard include KPI target performance levels as a benchmark for performance. It was noted that the KPIs for FtP were also under review.

9.4 The Council noted that it was not possible to include a statistical process control chart as the volume of data was not sufficient.

#### **Item 10. 20/19 Finance update**

10.1 The Council received a paper from the Director of Finance

10.2 The Council noted the following points:-

- the FtP department was showing adverse variance of £401k, driven by the significant increase in the volume of cases and hearings;
- the FtP negative variance was netted off by an increase in number of applicants' scrutiny fees and savings in other departments;
- the transfer of prepaid social worker registration fees to Social Work England was still to complete;
- the budget setting process was moving from an annual cycle to a rolling period review. The underlying financial position would be reviewed on a quarterly basis; and
- the new budget setting approach would be supported by a restructure of the Finance Department to create a Financial Planning & Analysis team that aims to provide more support to budget holders and challenge their budgets appropriately.

10.3 The Council welcomed the revised format of the finance report. The Council noted that the year end result for 2019-21 was expected to be close to the 6 & 6 reforecast.

- 10.4 The Council noted that the recommendations from the PwC Financial Baseline Review were being implemented in a tailored approach suitable for the HCPC's context.
- 10.5 The Council noted that the reserves policy approach would be discussed at the March meeting of the Audit Committee.

#### **Item 11. 20/20 Audit Committee workshop summary**

- 11.1 The Chair of the Audit Committee provided the Council with a summary of the outputs of a recent workshop held by the Audit Committee.
- 11.2 The Council noted that the National Audit Office had facilitated a Committee performance self-assessment exercise. The results of this were positive with some minor improvements to take forward.
- 11.3 The HCPC's Internal Auditors BDO LLP facilitated a session on the HCPC's risk appetite approach. The Executive was considering the outputs of this discussion and next steps would be discussed at the Committee's March meeting.

#### **Item 12. 20/21 Any other business**

- 12.1 The Council noted a recent error in registrant CPD communication and the actions taken to mitigate and correct this.
- 12.2 The Council discussed the publication of the report of the independent inquiry set up following the conviction of surgeon Ian Paterson.
- 12.3 The Council agreed that the HCPC should engage registrants on the issue of whistleblowing raised in the report. It was noted that the HCPC's standards clearly require the proactive sharing of concerns that impact public safety and that communication would focus on the channels available for sharing concerns.
- 12.4 The Council agreed to receive an update at its March meeting on the HCPC's response to the report.

#### **Item 13. 20/22 Meeting evaluation**

- 13.1 The Executive Director of IT and Resources noted that the discussion had been focused but that the room dynamics required more thought.

#### **Item 14. 20/23 Date and time of next meeting:**

14.1 9 March & 24 March 2020 workshops, 25 March 2020 meeting, at Park House, 184 Kennington Park Road, London SE11 4BU.

Chair: .....

Date: .....

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