

30 November 2023

Unconfirmed minutes of the People and Resources Committee meeting of 9 November 2023

Committee Chair's summary to Council

The Committee met on the 9 November when a paper and presentation to update the Committee on progress with the Digital Transformation Strategy was received. The Committee welcomed hearing about the progress to date, particularly in relation to the approach to digital platform harmonisation, migration to the cloud, developing capability across the IT and Business Change teams, establishing a single data platform and the review of IT partners. The Committee commended the presentation but highlighted a number of areas for consideration prior to future reporting to the Committee and Council. These included identifying challenges and opportunities in harnessing innovations and deploying to benefit the organisation and its registrants, the basis for assessment of progress with actions, demonstrating return on investment including measuring user experience and wider benefits.

The now regular report from Resources and Business Performance Directorate was welcomed and key areas of improvement were highlighted. The Committee discussed a range of points including focus and measurement of KPIs, the increased need for agency staff noted since last report and proposed changes to reporting format relating to the project portfolio. A comprehensive HR performance report was welcomed by the Committee, noting the continued progress and key areas of focus including supporting the new chair and members of the Employee Forum.

The Committee welcomed the Partner report for the second quarter and commended the clarity and detail of reporting. Key areas highlighted included: partner recruitment in key disciplines and possible impact of a recent resignations, the findings of a recent internal audit being considered at the meeting of the Audit and Risk Assurance Committee later in November and the importance of ensuring participation in partner training. The Committee were reassured that the team were across all areas discussed.

In private session the Finance Report and Partners project update were received. The Committee welcomed the detailed discussions regarding Fitness to Practise and the position regarding the number of international registration applications.

Valerie Webster, Chair of the People and Resources Committee

People and Resources Committee

Public minutes of the 17th meeting of the People and Resources Committee held on:

Date: Thursday, 9 November 2023

Time: 1pm

Venue: Videoconference

Present: Valerie Webster (Chair)
Rebekah Eglinton
Kathryn Foreman

In attendance:

Fatma Ali, Head of HR and OD
Claire Amor, Executive Director of Corporate Affairs
Alastair Bridges, Executive Director of Resources
Laura Coffey, Executive Director of Fitness to Practise and Tribunal Services
Paul Cooper, Head of Business Change (until item 10)
Oore Fabunmi, Registration Advisor
Karen Flaherty, Head of Governance
Sue Gallone Chair of Audit and Risk Assurance Committee (for item 7)
Alan Keshtmand, Head of Finance
Geoff Kirk, Head of IT and Digital Transformation
Uta Pollmann, Partner Project Lead (for items 10 and 16)
Ewan Shears, Governance and Compliance Officer

Part 1 - Public

Item 1. Chair's welcome and introduction

- 1.1 The Chair welcomed those present to the 17th meeting of the People and Resources Committee.

Item 2. Apologies for absence

- 2.1 Apologies were received from Neville Hounsome and John McEvoy.

Item 3. Approval of agenda

- 3.1 The Committee approved the agenda.

Item 4. Declaration of members' interests

- 4.1 No interests were declared.

Item 5. Public minutes of the People and Resources Committee meeting of 7 September 2023 (report ref: PRC 35/23)

- 5.1 The Committee approved the minutes of its meeting of 7 September 2023 subject to:
- reflecting the disappointment of Committee members expressed at the meeting at the continuing poor response rates of Fitness to Practise and Registration teams to the HCPC employee pulse survey notwithstanding the work to improve engagement and the desire to understand the reasons for this; and
 - some additional minor amendments of a typographical or clarificatory nature provided by Committee members in advance of the meeting.

Item 6. Matters arising (report ref: PRC 36/23)

- 6.1 The Committee noted the report and the clarification provided that the update on the first action should have referred to the 'second workstream' on the second page of the report.

Item 7. Digital Transformation Strategy Update (report ref: PRC 37/23)

- 7.1 The Head of IT and Digital Transformation provided an update on the Digital Transformation Strategy, which included a reminder of the

strategy refresh presented to the Council at its meeting in December 2022 and the progress and delivery of the strategy ahead of, and as helpful context for, the Committee's review of the annual budget for 2024-25 at its next meeting.

7.2 The Committee noted:

- the completion of the migration of underlying infrastructure to the cloud other than the network drives, which would be part of the business planning and budget-setting for 2024-25 including options for migration to the cloud or the use of SharePoint, providing greater opportunities for information sharing;
- the digital platforms approach, which would ensure that the HCPC was in a better position to understand what users needed and how they wished to engage with the HCPC to simplify the user experience and improve processes and data integration;
- the development of digital skills and capabilities with the IT and Business Change teams and building connections with the wider organisation and the need to expand the digital skills and capabilities in the wider organisation to accelerate progress;
- plans to test and learn more about the use of artificial intelligence (AI), which was already incorporated in many of the technologies used by the HCPC, through a transformation approach, particularly data analysis and automation;
- the review of the number of IT partners and systems used by HCPC to ensure that these meet the needs of the organisation and provided value for money;
- the progress establishing a single data platform, which would include the majority of the HCPC's data once completed, with dashboards in place to meet reporting requirements; and
- the budgeted resources available, including as part of the major investment programme, a large part of which was IT related.

7.3 The Committee commended the presentation and the progress that had been made already and considered the following areas:

- the challenges and opportunities moving forward to harness innovation and ideas in a way that was focused on service users and stakeholders and making it feel like one organisation from a data and information perspective;
- the basis for the assessment of progress and the confidence in and likelihood of achieving actions by the end of the corporate planning cycle for 2023-24;

- how to demonstrate that the delivery of the Digital Transformation Strategy is achieving value for money and efficiencies as well as building capabilities;
- demonstrating more clearly the links between the Digital Transformation Strategy and the delivery of the wider corporate strategic plan and the mitigation of strategic risks;
- the commitment given to registrants as part of the recent fee increase to improve digital capabilities, and the need to develop measures to monitor user experience and report back to registrants about this.

Action: Future reporting about the delivery of the Digital Transformation Strategy should include:

- a breakdown of 'business as usual' expenditure showing the attribution between supporting existing IT systems and transformation; and
- key performance indicators (KPIs) measuring user experience and wider benefits of investment supported by the work of the Change and Benefits Forum.

Item 8. Resources and Business Performance Directorate Performance Report (report ref: PRC 38/23)

- 8.1 The Committee received a paper from the Executive Director of Resources, providing an update on performance in the areas covered by the HCPC's corporate enabler functions as at September 2023, including an update on the project portfolio.
- 8.2 The report highlighted areas of improvement in relation to time to recruit, IT availability and incident resolution, cyber-security based on an industry-wide standard despite recent denial of service cyber-attacks, application changes to support the recent fee increase, a number of key projects reaching project initiation stage and the deployment of mobile compatibility project.
- 8.3 Performance challenges included an increase in the number of agency staff reflecting staffing pressures in the Fitness to Practise (FTP) team as permanent staff were recruited and the decision to move the date of deployment of the new Business Central system to January 2024 to reduce the impact of system downtime on the registration renewals process.
- 8.4 The Committee discussed:
- whether the KPIs were focused on measuring the right areas and could be more purpose led, for example measuring the utilisation of desks and hearing rooms and office attendance, and if benchmarking

data could be incorporate to give a better indication of comparative performance;

- the use of temporary agency staff in different ways, to assess suitability of staff in the Registration team and to backfill roles in FTP while recruitment of staff to substantive roles was under way, with the impact of the use of agency staff on the wider team continuing to be monitored;
- proposed changes to the format of the reporting relating to the project portfolio, which would incorporate feedback from the Committee Chair and members, including that provided in response to the presentation about the Digital Transformation Strategy earlier in the meeting;
- the constraints on moving forward on the frontloading project before March 2024 due to supplier availability, although a definite response from the supplier was expected imminently;
- the latest update about the progress of the online concerns project following the project board meeting in October and selection of the option, which was now expected to complete by the end of the financial year and would incorporate some further changes as a result of the Welsh language scheme; and
- the low likelihood of identifying any Reinforced Autoclaved Aerated Concrete (RAAC) across HCPC buildings following investigations, with additional checks commissioned to confirm this.

Item 9. HR Performance Report - Q2 2023-24 (report ref: PRC 39/23)

9.1 The Committee received the HR performance report from the Head of HR and OD covering the second quarter of the 2023-24 financial year, which outlined the performance of the organisation in line with the KPIs from the HR function.

9.2 The Committee noted the following points:

- the increase in sickness absence, including long-term sickness and COVID-19 related absences and the actions being taken more broadly to reduce sickness absence;
- continued improvement in recruitment and turnover and new initiatives in learning and development and induction;
- planned improvements to the recruitment portal to create a more positive impression of HCPC and enhance the candidate experience by enabling greater interaction and presenting information more clearly, which should attract a wider and more diverse group of candidates and speed up the recruitment process; and

- the training in progress to support the Employee Forum in its representative role, with the next meeting taking place the following week to set the agenda relating to wellbeing, equality, diversity and inclusion and sustainability.

9.2 The Committee acknowledged the helpful and informative report and the continued improvements highlighted.

Item 10. Partner Report – Q2 2023-24 (report ref: PRC 40/23)

10.1 The Committee received the Partner report for the second quarter of the 2023-24 financial year from the Partner Project Lead, which provided an overview of a number of performance metrics. The updated partner costs information for the first quarter of 2023-24 included in the report was noted.

10.2 The following areas of the report were highlighted:

- two successful recruitment campaigns and the issues recruiting radiographers and the increase in overseas applicants for roles who did not perform as well as expected at interview, both of which would continue to be monitored;
- the increase in voluntary resignations in September 2023, which may have been triggered by contract renewal, with the main reasons given being changes to other work commitments and retirement;
- the reduction in training over the summer period to reduce the likelihood of partner being unable to attend;
- the development of new eLearning training modules for partners covering the Standards of conduct, performance and ethics (for lead visitors and visitors), Professional Standards Authority (PSA) feedback update (for FTP partners only) and sexual misconduct allegations (for FTP partners only); and
- the key findings and recommendations following the internal audit review of payment processes and the quality processes for continuing professional development decisions and the contract lifecycle, which would be reported to the Audit and Risk Assurance Committee at its meeting the following week.

10.3 The Committee discussed the importance and quality of the partner training and the actions taken to ensure partners completed the training and proactively engaging with partners to support active participation. The sexual misconduct was highlighted in particular as recognising the cognitive load and emotional impact of these cases for those involved and ensuring partners had the right skills to manage these issues with sensitivity.

Item 11. Committee Forward Planner (PRC 41/23)

- 11.1 The Committee welcomed and noted the latest Committee forward planner, which would continue to be reviewed and updated, including incorporating the impact on the HCPC of the reviews of NHS workforce planning across the four nations of the UK.

Item 12. Resolution

- 12.1 The Committee resolved that the remainder of the meeting would 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
13	H
14	H
15	C and H
16	H
17	H
18	H

Chair.....

Date.....