

People and Resources Committee

Meeting Date	13 March 2025
Title	Review of Committee effectiveness
Author(s)	Karen Flaherty, Head of Governance
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
<p>Executive Summary</p> <p>Each of the Council’s committees should review its effectiveness periodically and report to the Council on this assessment.</p> <p>To help inform the People and Resources Committee (the Committee) in its review, a questionnaire was circulated to Committee members and regular attendees on 21 February 2025, the responses to which were intended to inform the review of effectiveness to take place at the meeting of the Committee.</p> <p>There was a good response to the questionnaire, with five responses received (an increase of one on 2024), and the responses to the questionnaire were positive overall, including in the comments. There were four areas that the Committee may wish to consider based on the responses relating to:</p> <ul style="list-style-type: none"> • the role of the Committee in relation to the Council and other committees; • the balance of experience, knowledge and skills on the Committee; • the presentation of plans and alternatives and the key risks and opportunities considered by executive management in making decisions or recommendations to the Committee; and • the level of detail in the reports. <p>These are different to the themes from the previous review of the Committee’s effectiveness in 2024. In terms of responding to these, the Committee may wish to consider:</p> <ol style="list-style-type: none"> 1. There is some overlap between the scope of the Committee and the Audit and Risk Assurance Committee, which reviews the strategic and operational risks across the HCPC, with a particularly focus on financial reporting and controls. There is scope to better coordinate the activities of both committees, with the Committee having a greater role in informing the Audit and Risk Assurance Committee in its work such as when considering the risk areas reviewed by the Audit and Risk Assurance Committee or for inclusion in the internal audit plan. This is also an area that has been identified by the Committee and other Council committees as part of their previous effectiveness reviews, which are seeking greater feedback from the wider Council on areas of focus for those committees. 	

2. Specialist skills, knowledge and experience was also raised by the Audit and Risk Assurance Committee in the review of its effectiveness. The specialist skills, knowledge and experience identified for Council members as part of the review prior to any Council member appointments are often cited as desirable competencies outside of the core competencies for Council members, resulting in Council members appointed not always having the specialist skills, knowledge and experience initially sought. There is scope to consider recruitment of individual Council members with the required skills as part of future recruitment. There may also be other ways in which the Committee could seek support from those with specialist skills, such as requesting training or advice from HCPC's advisers or other external sources and given the feedback from the Audit and Risk Assurance Committee this could be part of joint or wider Council training and development activity.

3. We have included time for reflection at the end of each meeting. This could be used to provide feedback on reports to colleagues in terms of improving the papers being considered by the Committee, including the level of detail or information provided. As part of the work to develop the new corporate strategy the key performance indicators and performance indicators will be reviewed and will provide an opportunity for review of the information provided to the Committee. A new cover sheet and paper writing guidance has been developed for the Council and all its committees. The guidance specifies that details of options considered and a summary of the merits and disadvantages of each should be included in the papers where relevant. This has been used for the first time for the Committee at its meeting in March 2025. Again, feedback on the new cover sheet and papers would be welcome, including whether this has gone any way to addressing these concerns

Action required	The Committee is asked to provide input and feedback to develop the proposal.
Previous consideration	The Committee last reviewed its effectiveness in February 2024.
Next steps	The Chair of the Committee will report to the Council on the results of its assessment of the Committee's effectiveness and any actions or recommendations as part of the Committee Chair's report to the Council.
Financial and resource implications	There are unlikely to be any financial or resource implications, however, this will be determined based on the actions or recommendations agreed as a result of the review.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	People - open

Communication and engagement	A questionnaire was circulated to Committee members and regular attendees to complete on 21 February 2025. Five responses were received.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	None identified.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

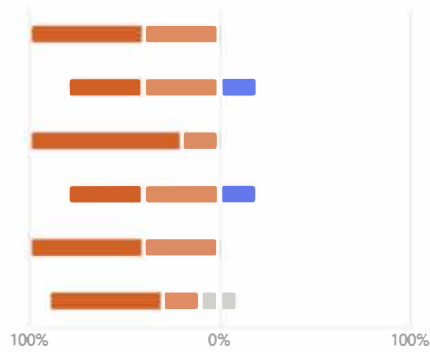
People and Resources Committee effectiveness review



1. Committee focus

● Strongly agree ● Agree ● Disagree ● Strongly disagree ● Unable to comment

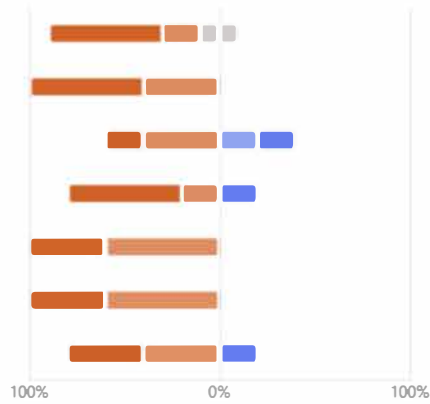
- The Committee has made conscious decisions about the information it would like to receive.
- The Committee has structured its annual programme of business and agenda to cover all the areas within its remit.
- Committee members contribute regularly to decisions about the areas of focus for the Committee.
- The Committee is aware of its key sources of assurance and who provides them.
- Committee members and attendees can provide examples of where the Committee's focus on areas had led to positive change...
- The Committee is clear about its role in relation to the Council and other Council committees.



2. Committee engagement

● Strongly agree ● Agree ● Disagree ● Strongly disagree ● Unable to comment

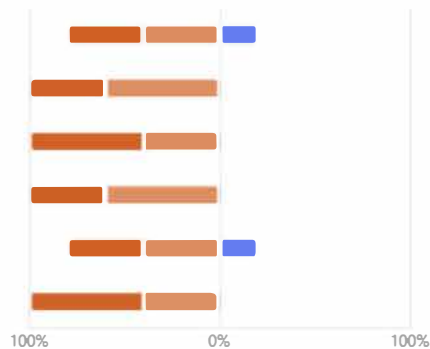
- The Committee has the right balance of experience, knowledge and skills to fulfil its role and responsibilities.
- The Committee ensures that the relevant members of the HCPC leadership team attend meetings to enable it to fully understand...
- Management fully briefs the Committee about key risks and opportunities and plans to mitigate or capitalise on these.
- The Committee is provided with timely and clear information to support the work of the Committee.
- The Committee's ways of working enable members and attendees to express their views and any concerns and raise any questions.
- The Committee supports open and proactive accountability from the HCPC leadership team and attendees to the Council, the...
- Decisions, actions and recommendations are implemented within the timescales agreed with the Committee.



3. Committee effectiveness

● Strongly agree ● Agree ● Disagree ● Strongly disagree ● Unable to comment

- The quality of papers received allows the Committee to perform its role effectively.
- Members of the Committee provide effective input and constructive challenge, not only seeking clarification and/or...
- Discussion at Committee meetings is allowed to flow and conclusions are reached without discussions being cut short or...
- In relation to each item on the agenda, the Committee is clear on the conclusion, who is doing what and when and, where require...
- The Committee regularly reflects on its discussions and any decisions made, any matters for escalation to the Council or any...
- The information provided to the Council about the Committee meetings provides the Council with assurance on those areas...



4. Is there anything that the Committee could do differently to better support either a) the Council; or b) the HCPC leadership team in its work?

The Executive sometimes presents a single solution with a Go/no go decision. It might be useful to show that more than one option has been considered with the risks associated with each.

Reduce the level of detail required in reports.

5. Is there any training or support members of the Committee feel would help them to fulfil their role on the Committee?

Deeper inductions into specific areas of the organisation, e.g. IT, Projects, Finance, FTP, etc.

6. Is there any other feedback you would like to provide relating to the effectiveness of the Committee?

Individuals with technology background would help with providing further insight into our investment programmes and technology roadmap.

The quality of papers and discussion has come on leaps and bounds in the last couple of years.

I am very grateful to the Committee for inviting me to present to them in my capacity as Lead Representative of the Employee Forum. I welcome the opportunity to do so and am regularly encouraged and appreciated by the Committee for the work of the Employee Forum which I share with the other Representatives. The current Employee Forum has been instrumental in changing the nature of the way feedback can be shared with the Representatives and are involved in many other projects. We would like to pass on our thanks for being provided with a platform on which to share these developments and for the engagement and enthusiasm of the Committee during the PRC meetings.