

**Board meeting**  
Public minutes of the meeting  
15 January 2020



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**Approved Minutes of the Board meeting, 15 January 2020**

**Present**

George Jenkins (Chair)  
Alan Clamp (Chief Executive)  
Moi Ali (MA)  
Frances Done (FD)  
Renata Drinkwater (RD)  
Tom Frawley (TF)  
Marcus Longley (ML)  
Antony Townsend (AT)

**In Attendance**

Christine Braithwaite  
Mark Stobbs  
Graham Mockler  
Marija Hume  
  
Cristina Gomez (Secretariat)

**Observers**

Silvia Dominici (NMC)

**1. Welcome and Introductions & Declarations of Interest**

- 1.1 The Chair opened the meeting at 10:33 am and welcomed everyone to the meeting including members of staff and observers.
- 1.2 Silvia Dominici (NMC) attended as an observer.
- 1.3 There were no declarations of interests.

**2. Apologies**

- 2.1 No apologies received.

**3. Minutes of meeting held on 20 November 2019**

- 3.1 The minutes of the last Board meeting held on 20 November 2019 (Paper 1) were confirmed and approved as a true and correct record with the below amendments:
- 3.2 **Item 4.3 and 5.1:** It was noted that the “four regions” are referred to throughout the documents. The word “regions” is incorrect and should instead say “countries”. This should be amended throughout the document.
- 3.3 **Item 12.1:** “All publications are to be submitted to the Board and signed off by the Chair 48 hours prior to the publication date” should be amended to

“The Board should see all significant publications 48 hours before they are published”. This is line with the scheme of delegation, whereby the Chief Executive is responsible for signing off publications and consults on any significant reports with the Chair.

- 3.4 **Item 9.4:** “The Committee reviewed S29 initial review process the agreed that the Authority operations are functioning well and currently no changes are required” should be amended to
- 3.5 “The Committee reviewed the barrister’s comments but concluded that none of the identified cases would have proceeded to a S29 appeal. The Authority’s operations are functioning well and currently no changes are required.”
- 3.6 **Action log:** Actions that were not yet agreed as complete have been taken off the action log. Items should not come off the action log until the Board gives approval to do so. The Chair has asked AC to complete an audit of the work that has been done to ensure no items have been taken off unless agreed by the Board. It was also raised that the ‘process column’ should always be updated. When items are complete, a record should be kept in the minutes that the item can be taken off.
- Action:** AC to complete an audit of the work that has been done to ensure no items have been taken off unless agreed by the Board.
- 3.7 **Minutes:** Draft minutes of the meeting should be circulated to the Board within two weeks of the meeting, following approval by the Chair. The draft minutes will be circulated as an electronic copy, a copy will also be included in packs for the next meeting.
- 3.8 **Action log:** It was suggested that the action log should be a separate item on the agenda to ‘matters arising from meeting’ to ensure actions can be identified clearly.

**Action:** Agenda to include ‘Action log’ as a separate item.

#### 4. **Matters arising from meeting held on 20 November 2020**

- 4.1 **Item 4.2:** TF confirmed that the Director of Standards and Policy has assisted him in supplying information to RQIA. The item is complete, and the Board agreed it can be taken off the action log.
- 4.2 **Item 6.4:** The Chair confirmed that the Authority’s fee arrangements for 2020/21 went to the Board, then were submitted to the Privy Council and Department for Education (DfE) in December 2019. The item has been completed and the Board agreed it can be taken off the action log.
- 4.3 **Item 6.6:** The Director of Standards and Policy provided a briefing to the Board on the Health and Social Care (Quality and Engagement) (Wales) Bill. The item has been completed and the Board agreed it can be taken off the action log.
- 4.4 **Item 6.9:** DG incorporated narratives for performance year to date and explanations for any delays in processing or publication. The item has been completed and the Board agreed it can be taken off the action log.
- 4.5 **Item 6.10:** To incorporate details of exit interviews in the ‘People Report’ which will be submitted to the Board in March 2020.

**Action:** To update this as on-going in the 'action progress' column on the action log.

- 4.6 **Item 6.13:** To obtain the cost of the public perceptions of the AR Programme research, covering the four countries and submit to the Board for consideration. This will be discussed at today's Board meeting.

**Action:** To update this as on-going in the 'action progress' column on the action log.

- 4.7 **Item 10.2:** The Director of Governance and Operations has made the approved changes to the Authority's Board and Staff Travel and Expenses policies. The new policies came into effect for expenses incurred from 1 January 2020. The item has been completed and the Board agreed it can be taken off the action log.

- 4.8 **Item 12.3:** The wording was amended as discussed. The item has been completed and the Board agreed it can be taken off the action log.

## 5. Chair's report

- 5.1 The Chair suggested that moving forward the Chair's report and non-executive Board members report should have a more formal approach. The Chair will include this in his handover report to the new Chair.

- 5.2 The Chair had been in contact with a number of Chairs and the DHSC as part of his regular contact with them. The Chair was not able to attend some meetings due to being unwell.

## 6. Executive report

- 6.1 The Chief Executive highlighted the key areas of the Executive report (Paper 2).

- 6.2 The Chief Executive attended 'Cyber Security and Risk Management' training. There are points that could be further discussed at the Audit and Risk Committee to reflect the feedback from the auditors.

- 6.3 The Director of Scrutiny and Quality reported that there are currently no issues which need to be escalated. We have received the first case from Social Work England which has not raised any concerns.

- 6.4 There are concerns around the recent news about social workers in Manchester. It was confirmed that at the time of the events, social workers were unregulated. The Chair suggested that the Authority should have a statement prepared if we are asked about events in Manchester.

- 6.5 It was asked whether the Authority would be able to contact Social Work England about how they are dealing with the situation. The Director of Scrutiny and Quality suggested that we can write to the Chief Executive about lessons learned from these events. RD also raised that the Authority must be careful not to dismiss that similar events have occurred in other areas of the UK.

- 6.6 There were questions about the contributions provided by the Authority to the training for the Panel Chairs of the HCPC and the effect on Scrutiny Committee meetings in terms of declarations of interest (Paper 02, Executive Report). The Director of Scrutiny and Quality confirmed the contribution centred around the

Authority's role and learning points. This overview has been valuable in the past.

6.7 The Director of Standards and Policy reported that there are no major issues to be highlighted. The Futurology conference is scheduled for 5 March 2020. Various stakeholders have been invited to the event and have been given a deadline to RSVP. Interested Board members are invited to attend.

6.8 The Director of Governance and Operations was not in attendance; the Chief Executive noted that there were no issues to be raised by Governance and Operations.

Note: Melanie Hueser has been appointed to the job share post for Executive Assistant. She will be starting on 27 January 2020

6.9 It was noted that the Executive Report should be updated before the Board meetings so that items are not repeated.

**Action:** The Executive Report to be updated so items are not repeated.

6.10 **Annex A:** The Chief Executive highlighted the Performance against the Business Plan (Paper 2 Annex A).

6.11 The outcomes of renewal applications published by the accreditation date figure was highlighted. The Director of Standards and Policy raised that the report does not consider the different factors that contribute towards to the time it takes. It was suggested to amend it to follow a similar format to the KPI of Performance Reviews.

**Action:** The KPI for 'outcome of renewal applications published by the accreditation date' to be amended to a similar format to the KPI for Performance Reviews.

6.12 The Board highlighted that the paper had been improved, and that format was good.

6.13 **Annex B:** The Director of Standards and Policy highlighted the report on Accredited Registers (Paper 2 Annex B).

6.14 Following the recommendations from Research Works Consultancy, the Board suggested there should be one consumer group in each of the devolved administration, and six consumer groups in England. This would be to reflect population numbers. This is to be approved at the private Board meeting.

**Action:** CB to consult with Research Works Consultancy whether it was possible to have fewer than six consumer groups in England.

6.15 It was noted that shortfalls are not covered by unrestricted reserves unless approved by the Board first.

## 7. Finance report

7.1 It was noted that within the scheme of delegation, expenditure within the agreed budget is delegated to the Chief Executive. Anything that falls outside of that, including reserves, must be approved by the Board. The reserves strategy mentions that decisions on the use of reserves are made by the Board. This was discussed in relation to the use of reserves funds for the Accredited Registers which had not been agreed.

- 7.2 The Head of Finance reported on the 2019/20 budget position for the eight months ending on 30 November 2019. The budget is at surplus, due to the regulatory oversight and standards setting workstream, offset with a deficit in Accredited Registers – there has been no change to this since May 2019.
- 7.3 The main difference in regulatory oversight and standards setting is the administrative costs. The staff costs of the permanent staff are lower than expected, with a higher than expected amount of temporary staff costs, and legal and professional costs.
- 7.4 The communications and conferences costs are due to budget profiling and is expected to net off by end of year. However, an extra forecasting exercise showed there will be an underspend in the policy work by £60,000. The overall position looks like there will be a surplus of £150,000 by the end of the year, not including non-cash and depreciation. The capital expenditure has been lower than expected in 2019/20. This is including the cost of the S29 database; the ICT manager has confirmed that there are still further expenses that will be incurred this year.
- 7.5 Accredited Registers will be in overall net deficit, this includes the subvention from the DHSC, according to the latest forecast the net deficit will be £22,000 by the end of the year. This does not include the Judicial Review cost.
- 7.6 The Board reviewed and noted the Finance report (Paper 3).

## **8. People Strategy**

- 8.1 The Chief Executive introduce the People Strategy (Paper 4) for information, and comments from the Board. The Board reviewed the paper and commented the below:
- There should be a greater focus on equality and diversity and aim to go above just meeting legal requirements
  - The roadmap needs to include further detail about how objectives are going to be met and including timings as to when these will happen so that staff and Board are aware
  - The People Strategy needs to be personalised and bespoke to the Authority. It should reflect the high-skilled employees and the Authority's small size
  - There needs to be explicit references to the Board
  - The Audit and Risk Committee discussed that diversity must be actively promoted and we must find ways to do this
  - Equality and diversity data and the People report should be used to inform the People Strategy. Using this information, the Board can then identify what role it would like to take strategically, as well as what information they would like to see
  - Equality and diversity data, the People report, and staff survey results should be used to identify the specific needs of the Authority
  - The tone needs to be amended. There is no mentioned of staff engagement
  - It should include further details regarding the development of Senior Management and Directors

- It was highlighted that Board members can offer advice for the People Strategy
- There should be reference throughout the document to the work the Authority does and how staff are supported to protect the public.

**Action:** The Head of Governance to carry out the above Board's recommendations for the People Strategy. People Strategy to come back in March as annex to the People report for the Board to discuss further.

## 9. Stakeholder Engagement Strategy

9.1 The Director of Standards and Policy highlighted that item 3.2, in the coversheet (Paper 5), should say

'The Authority will hold workshops and meetings with staff and Board over the first two months of 2020 to seek views on the draft strategy and to assist with producing stakeholder mapping across the functions of the Authority'.

9.2 The Director of Standards and Policy highlighted the report (Paper 5) and that considerations have been made on developing the Authority's Stakeholder Engagement Strategy, the next steps will include talking to staff and Board for comments and considerations.

9.3 The Board reviewed the report on the Stakeholders Engagement Strategy (Paper 5) and commented the below:

- There is a need to consider what role the Board would like to take. Staff should be asked for their input on this
- There is a lack of reference to the engagement work that the Board does. The work of the Board needs to be included in the strategy so that staff and external stakeholders understand what the Board does and how they contribute to Stakeholder Engagement
- There needs to be consistency on how the Board engages with stakeholders, so the strategy should include formalised roles for Board members and expectations they should meet. This is an opportunity to make sure there is a structure for Board, Directors, and staff to follow
- Following the Board Effectiveness review, the Board agreed that a key area for improvement was the implementation of a strategic approach for Board engagement so that they are able to contribute in the best manner. This piece of work should be tied in with the Stakeholder Engagement Strategy
- There needs to be a good understanding between the Senior Management and the Board as to what the key relationships are, what the objectives for each of the stakeholder are, and agreement as to who is going to complete what. The Board can then use this as a framework when engaging with stakeholders
- The workshop with the Board should ideally include the new Chair as part of the handover
- It was highlighted that the Board can be asked for feedback, comments, and advice regarding the Stakeholder Engagement Strategy

- Seeking comments from the Board and staff should start as soon as possible in time for March Board meeting
- There needs to be a discussion so there is a clear and formalised difference between influencing the agenda and lobbying. This discussion should be included in the Board workshop
- Item 2.5: Instead of just raising the awareness of the Accredited Registers, it was suggested we might try to also raise acceptance of the Accredited Registers by the public. This discussion should be included in the Board workshop
- The Board workshop should include discussions about key areas and messages so there is a collective view from the Authority when engaging with stakeholders
- To consider Board and staff to be part of the same workshop to be able to share and discuss ideas.

**Action:** The Director of Standards and Policy to carry out the above Board's recommendations for the draft Stakeholder Engagement Strategy for discussion at a Board workshop in Q4 2019/20.

## 10. Any other business

10.1 There was no other business discussed.

## 11. Questions from observers

11.1 There were no questions from the observers.

## 12. Conduct of meeting

12.1 Board members confirmed that the meeting was conducted in an open manner and that all members were invited to participate and contribute to discussions.

## 13. Private session of the Board

13.1 The Board went into the private session of the meeting.

**Signed by Chair**



**Date 26/03/20**

## Board meeting

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### Action Log

In Progress Overdue Delayed Complete

Mtg. Date	Item No.	Action point	Owner	Date required	Action progress	Status
18 September 2019	6.8	The Assistant Director of Standards and Policy to schedule in sufficient time for discussion at the next Academic and Research Conference 5 & 6 March 2020	DB	5 & 6 March 2020	Complete, agenda includes more time than previously for questions to speakers and discussion	Complete
18 September 2019	6.11	The Director of Standards and Policy to consider engaging with RQIA and other similar organisations in the four countries as part of the Stakeholder Engagement Strategy.	CB	20 November 2019	In progress	In Progress
18 September 2019	6.20	The Accredited Register Team to submit feedback on the full website review and next stage of website development to the Board.	CB	20 November 2019	Complete Changes being made to home page to improve navigation. Further work paused to await outcome of perception audits.	In Progress



18 September 2019	8.4	The Chief Executive to incorporate highlighting public protection matters (e.g. oversight of Social Work England and safeguarding legislation gaps) to key stakeholders as part of the Stakeholder Engagement Strategy.	AC	20 November 2019	Complete, messages reinforced in stakeholder meetings and to be incorporated as a key part of the Stakeholder Engagement Plan	
18 September 2019	8.5	The draft Stakeholder Engagement Strategy to be circulated for comments and contributions prior to the 20 November 2019 Board meeting if possible with completed version to be submitted to the Board at 20 November 2019 Board meeting	CB	20 November 2019	Completed but further work in progress	
20 November 2019	4.1	To incorporate in the Stakeholder Engagement Strategy the engagements with RQIA and other similar organisations in the four countries.	CB	25 March 2020	In progress	
20 November 2019	4.2	To assist TF in supplying information to RQIA.	CB	15 January 2020	Completed	
20 November 2019	4.3	To keep relevant Non Executive Board Members informed of activities being carried out in the four countries	CB	On going	On going	
20 November 2019	6.6	To provide briefing to the Board on the Health and Social Care (Quality and Engagement) (Wales) Bill.	CB	15 January 2020	Completed	
20 November 2019	6.10	To incorporate details of exit interviews in the 'People Report', which will be submitted to the Board in March 2020.	DG	25 March 2020	Details of exit interviews have been included within the first draft of	

					the People Report to Board	
20 November 2019	6.13	To obtain the cost of public's perceptions of the AR Programme research, covering the four countries and submit to the Board for consideration.	CB	15 January 2020	Completed	
20 November 2019	6.15	To submit to the Scrutiny Committee the statement of instructions for Accredited Registers which prevents international practitioners using the quality mark.	CB	December 2019	Completed	
20 November 2019	8.1	To consider what role it would like to play and how it will conduct oversight in implementing the People Strategy and HR matters	Board	15 January 2020	To review at March meeting	
20 November 2019	8.2	To schedule an annual risk assessment exercise for the Board starting afresh without any reference points	AC/ DG	25 March 2020	Complete, on the agenda 25 March 2020	
20 November 2019	9.1	To provide a report on review of criteria for recommendations and conditions for Accredited Registers to Scrutiny Committee	The Accreditation Team	18 June 2020	This is due for the next Scrutiny Committee, in June 2020	
20 November 2019	9.2	To propose escalation procedure and template wording to highlight persistent failings of a regulator by the Scrutiny Committee to the Board (to go to Scrutiny Committee before coming to the Board)	MS	TBC	Complete, on the agenda 25 March 2020	

20 November 2019	11.2	To carry out the Board's recommendations, to draft a Stakeholder Engagement Strategy for discussion at a Board workshop in Q4 2019/20; and to take forward the full public perception audit of the AR Programme.	CB	25 March 2020	In progress	
15 January 2020	3.6	AC to complete an audit of the work that has been done to ensure no items have been taken off unless agreed by the Board.	AC	25 March 2020	Complete, subject to Board agreement in March	
15 January 2020	3.8	Agenda to include 'Action log' as separate item.	JMD	25 March 2020	Action log is now included as a separate agenda item	
15 January 2020	6.9	The Executive Report to be updated so items are not repeated.	DG	25 March 2020	G&O updates will now only include new items delivered since the last Board meeting, rather than a running list	
15 January 2020	6.11	The KPI for 'outcome of renewal applications published by the accreditation date' to be amended to a similar format to the KPI for Performance Reviews.	CB	25 March 2020	In progress	
15 January 2020	6.14	CB to consult with Research Works Consultancy whether it was possible to have fewer than six consumer groups in England.	CB	30 January 2020	1.4 Completed. Seven focus groups across the UK (four in England and one in each of Scotland, Wales and Northern Ireland. These	

					are running throughout March.	
15 January 2020	8.1	The Head of Governance to carry out the above Board's recommendation for the People Strategy. People Strategy to come back in March as annex to the People Report for the Board to discuss further	SD	25 March 2020	The recommendations have been carried out and will go to the Board for discussion in March	