

Council, 25 September 2014

Council members' performance and development review 2013-14

Executive Summary and Recommendations

### **Introduction**

The system provides: a mechanism for annual self-appraisal; Council member appraisal of the Chair; and an opportunity for members to discuss views and experiences of their year with HCPC. This year, members who joined the Council in January 2014 did not complete the written feedback forms as this was considered too early in their tenure to make a formal evaluation. Instead, all held one to one meetings with the Chair in July and will have an opportunity to complete the full formal review in January 2015. Seven Council members completed the formal evaluations as in previous years.

The Council Chair's summary of key conclusions from the discussions with all Council members is attached as Appendix A.

### **Decision**

The Council is asked to note the document; no decision is required.

### **Background information**

More information on the review system, including previous annual reports, is available from the Secretariat and can be found on the Council extranet.

### **Resource implications**

The review process requires a significant time commitment from the Chair.

### **Financial implications**

The review was completed with no additional cost to HCPC.

### **Appendices**

Appendix A - Chair's summary on aspects of the Council members' performance and development review system 2013-14.

Appendix B - Council members' reviews - comments from formal feedback

### **Date of paper**

2 September 2014

## Council members performance review 2013-14: Chair's summary of themes from qualitative feedback

### **Feedback on Review process**

The format for the review received positive comments again this year, with no suggestions for any change. The three elements work well together and continue to be fit for purpose with a smaller Council. The changes to the timetable for the re-structure has had an impact on the timing of the reviews, which normally occur in the early part of the year but this has been well handled by the Secretariat and should fall into place in due course.

### **Feedback on the Executive team**

Council members commented on the professionalism and commitment of the team. The combined experience in professional regulation is seen as a significant strength to the organisation. There had been some administrative issues at the start of appointments but overall, these have been dealt with swiftly. Some members raised outstanding issues in relation to policies and procedures and these will be reviewed by the Council over the coming months.

### **Feedback on Council and its relationship with the Executive**

The Council is working well as a new team, and relationships with the Executive continue to be good. Changes to the Committee structures have worked well, and the new meeting style has been broadly welcomed by members. The re-structure gives all members access to information which previously went to Committees, and there is more time for debate. Overall, the quality of papers presented is high and when challenge has been given it receives careful consideration by the Executive. External events in response to the Francis Report, the Austin seminar and the Executive's response to external reports have been well managed.

### **Areas for further consideration**

- Review of some of the Council's policies and procedures, and an opportunity to review the Council meeting feedback
- Give consideration to a mentoring system for new Council members as and when this is required
- Council must continue to be alert to external events and their influence on regulation
- Consider an exercise to look at individual characteristics of Council members (Meyers Briggs or similar)

## **HPCP competency based appraisal 2013-14 - Feedback collated from discussions**

### **1. On being a member of the Council**

The Council has recently undergone a restructure with some longstanding Council member's stepping down and new members with unique experience and views being incorporated.

#### **Restructure**

- Smaller Council makes it easier to discuss papers in meetings.
- Smaller Council allows everyone to participate in the decision making process.
- Keener sense of being able to influence discussion and decision making.
- New meeting style allows more time to think, reflect and discuss issues.
- The disbandment of some Committees and the incorporation of their business into
- Council requires information to be more focused to ensure effective use of the new board-like structure.
- Clear that consideration has been given to getting new members up to speed by providing background information in papers, however this requires continued focus.
- Varied experience and attributes is a strength of the new Council.
- Change is often necessary for the good of the organisation, along with public protection.

#### **Experiences during 2013-14**

- Challenging year in terms of external Reports, such as Francis and Social Work education.
- Proud to be part of the HPCP and committed to devoting time and energy to Council and the HPCP.
- Council members continue to view their role as interesting and worthwhile.
- Increased awareness of the functions of the Council and the legal framework within which it operates.

- Legislative framework continues to change and every effort made to stay abreast of changes.
- Better understanding of how the HCPC operates.
- Council thinks strategically on most issues, and contributes to risk management.
- Good relationships within council.
- Able to take an active part in council discussions.
- Members focusing on contributing in areas they feel they are more skilled in could require review as the Council is now smaller in size, may require more all rounders.
- Attending HCPC events are enjoyable and a vital opportunity for members to engage with stakeholders and keep abreast of current issues.
- The move to paperless meetings using iPads was positive and had worked well.
- Council members should scrutinize all papers.
- Equality and Diversity training very interesting.

## **2. Feedback on the Executive**

- Try to strike a balance between support and challenge in Council meetings.
- Only challenge decisions when required. The Executive and the HCPC team are public protection focused.
- Clear that the Council is there for scrutiny and monitoring of the Executive.
- Able to gain a better understanding of the range and scope of HCPC by spending time with Departments within HCPC.
- Members continue to hold the Executive team in high regard, and positive about the organization and its achievements.
- Developed strong relationships with the Executive and senior management team.

## **3. Suggestions for future focus**

- Greater understanding and appreciation of the broader regulatory landscape.

- Look at member's individual strengths and weaknesses of members, perhaps using Meyers Briggs type tools.
- Strategy is very clear but might be worth taking stock in the light of different political scenarios in 2015.
- Risk of Bribery does not justify a separate training session.
- Explore scenarios on devolution and the impact of the general election on the work of HCPC.
- Train more Council members in chairing Registration Appeals.
- Greater understanding of being an evidence based regulator.
- Some concern about the Council response to Nary and would like to see some acknowledgement of the concerns that Narey raised about the quality of placements in the children's sector.
- The HCPC has clear strategy but might be worth taking stock in light of different political scenarios in 2015

#### **4. The Review Process**

- Form is a good starting point, no changes required. The value is in the conversation and reflection rather than the form itself.
- Competencies relevant.

#### **5. Feedback on Chair**

##### **Leading the HCPC**

- Extensive knowledge and understanding about the political landscape and regulations, which allows her to convey a clear and concise vision to council, partners and the general public.
- Alert to rapidly changing regulatory climate, steers Council in setting strategic direction.
- Excellent at communicating the vision of HCPC on CPD.
- Anna and Marc have different and complementary skills and abilities, which makes for a very strong leadership team.

## **Chairing meetings**

- Balances leadership and direction with listening and consensus seeking.
- Makes clear and concise decisions.
- Manages meetings effectively, helps Council focus on primary issues.
- Has played an active role in ensuring that new members are able to contribute appropriately to decisions made by the Council.
- Anna has skilfully managed the change associated with the establishment of the new council.
- Seeks to develop individuals and Council through informal conversation; through 1:1s, and development days.
- Gives priority to issues, above people, when it becomes necessary.