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Council, 29 June 2015

Council members' performance and development review 2014-2015

Executive summary and recommendations

### **Introduction**

1. The current system for Council members' performance and development review provides a mechanism for annual self-appraisal together with Council member appraisal of the Chair; an opportunity for members to discuss views and experiences of their year with HCPC and an opportunity to discuss training options.
2. This year, the reviews were carried out between January and April for those seven members of Council that joined in January 2014. For those newer members of Council who joined in January 2015, a more informal discussion was held and the focus of this was to find out how they were settling into their new role and their reflections on the organisation.
3. The existing system was introduced in 2010 after a thorough review and introduced a greater level of peer review achieved by seeking views from Committee chairs on performance and contribution. Since the Council has been restructured and the number of Committees reduced, there was not the opportunity to seek peer review in the same way.
4. Some terms of office will come to an end in December 2016 with an opportunity for reappointment. Over the years, the review process has always contributed to this. In light of changes to the appointments process and the involvement and oversight of the PSA, the Executive are planning to carry out a review of the existing performance review system in order to ensure that it remains fit for purpose. Proposals will be submitted to Council in the coming year.
5. The Council Chair's summary of key conclusions from review meetings is attached as Appendix A and comments from discussions outline in appendix B.

### **Decision**

The council is invited to note the paper; no decision is required.

### **Background information**

Paper entitled 'Council members performance and development review system' considered by Council at their meeting on 17 September 2010.

### **Financial implications**

None

**Appendices**

Appendix A - Chair's summary on aspects of the Council members' performance and development review system 2015.

Appendix B - Council members' reviews - comments from discussions

**Date of paper**

10 June 2015

## **Council members' performance review 2014-15: Chair's summary of themes from qualitative feedback**

### **Feedback on Review process**

The format for the review received positive comments, with no suggestions at this stage for any change. The three elements work well together and continue to be fit for purpose with a smaller Council. The appointment of four new members has had an impact on the timing of the annual reviews, which normally occur in the early part of the year. All members have had an opportunity to have one to one discussions with the Chair, and all but our four new members have completed the review forms as well. The summary below is based on these discussions.

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

The feedback on the Executive team and on the organisation was very good. HCPC seen as having a strong values based culture, one of continuous improvement. The Executive team were described as receptive, approachable, responsive, not defensive, highly motivated and having a good sense of 'team-ness'. A consistent team, clear on what they can and cannot do.

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

HCPC was described as a 'thoughtful' organisation, where there was an openness and a willingness to reflect and not feel criticised. A lot has gone on to get the organisation to its present status, and this was seen as worth preserving through shared learning. The logistics around Council meetings were described as good, aligned with the rest of the organisation. The quality of the papers was excellent. All of this contributed to healthy working relationships between the Council and the Executive. This was observed by those new to the Council as well as those who had been on the Council for some time.

### **Areas for further consideration**

- Getting the right balance between too much and too little detail given to us is difficult. Might be useful if the CE can explain to Council the purpose behind giving details to the Council from time to time, and for EMT to highlight key points in the papers.
- HCPC is better than most private sector companies in every way – except the switchboard who don't seem to know peoples extension numbers.
- Voicemail message discipline is not good.
- Management of the Registration Appeals process is variable.
- Useful for Council members to observe Fitness to Practise on a cyclical basis to keep familiarity with this function

- Might it be helpful for EMT to give feedback on individual and collective Council members' performance? What could be done better by members?

## HCPC Council members' performance review 2014-15: Feedback collated from discussion

### Feedback in relation to Council meetings

- The number and length of papers can be a challenge to process within a week;
- At Council meetings, the decision-making process is based on evidence and information and is collaborative;
- Smaller Council working well.

### Feedback in relation to HCPC generally

- I have been impressed with the continuous improvement approach adopted by HCPC;
- Impressed with the way things work at HCPC, the people are great;
- HCPC has an openness and a willingness to reflect and not feel criticized;
- Admiration for the HCPC and the way it has developed over the years.

### Feedback on the Executive

- The environment in which the Chair, CEO and EMT operate is one of openness and collaboration;
- Impressed with EMT and the way in which they are led by the CEO;
- Strong bond between the Executive and Council;
- A consistent team;
- Clear they feel valued and enabled to develop in their roles;
- Marc has an ability to engender a sense of 'team-ness' getting team to want to work at HCPC and to do well;
- Mature, politically-astute, clearly helped by Marc's guidance and influence. Approachable, responsive and not defensive of their work.

### Suggestions for future focus

- Lack of transparency around Committee appointments – it would be helpful if this was more transparent.

### The review process

- Might be challenging in the future to have chair feedback running concurrently with the member review - might be better if these were separate;
- Explore ways of gaining feedback from the EMT on Council's performance.

## **Feedback on Chair**

- Anna is able to convey the vision and business of HCPC with a consistent and clear manner;
- It is clear that Anna has good working relationships with the CEO and Senior Management Team and that there is a mutual respect and confidence in each other's skills and abilities;
- Anna is very effective in reinforcing the importance of HCPC strategic direction;
- Anna chairs the Council meetings very effectively and in a manner which encourages active listening, debate and constructive challenge;
- Anna has an authentic leadership style and a genuine interest in the effectiveness of the Council as a collective party;
- Anna has led and inspired the HCPC;
- Anna has developed strong, unambiguous relationships with stakeholders from the diverse registrant groups and with government officials across the UK and beyond;
- Anna has skillfully managed the change associated with the establishment of the new Council;
- Anna is an effective and sensitive Chair;
- Fantastic relationship with the Executive although a little concerned with a change in Chair as change is frequently challenging;
- The Chair is successful in nurturing a strong sense of transparency and inclusivity among Council and its working relationships with the Executive;
- The Chair recognises and values Council members' personal styles and strengths.

## **Council-wide learning and development suggestions and general themes**

- Attendance at 'Meet the HCPC' or an Employer event;
- There needs to be comprehensive training in relation to iPads both for the user and also for those preparing the papers to be read on the small screen;
- Council members could observe Fitness to Practise Hearings on a cyclical basis to keep their familiarity;
- Attendance at Committee meetings;
- Attendance at other regulatory body meetings;
- Further insight into HCPC functions – CPD assessments, FtP.