Health Professions Council – Wednesday 7 July 2010

Council members' performance and development review 2009-2010

Executive Summary and Recommendations

Introduction

This is the fourth year of the review system agreed at the Council meeting of 14 December 2006. The system provides: a mechanism for annual self appraisal; Council member appraisal of the Chair; an opportunity for members to discuss views and experiences of their year with HPC; and a public annual report on key themes and issues identified by members.

The Council has been provided with a summary of feedback from members by the Chair, the feedback itself, as well as an explanation of some of the key parts of the process for information.

Individual requests for training will be followed up by the Secretariat over the next six months.

Decision

The Council is invited to discuss the feedback and make recommendations as appropriate.

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

For the second year the review was completed with no additional cost to HPC.

Appendices

Appendix A - President's summary on aspects of the Council members' performance and development review system 2009-10.

Appendix B - Council members' reviews - comments from discussions.

Appendix C - Explanatory note on the review process.

Date of paper

24 July 2010

Council members performance review 2010:
Chair's summary of themes from qualitative feedback

Feedback on Review process
Members feedback was that the form worked well and the process provided an opportunity for reflecting on performance in a useful way. One felt that the process could be extended to require Members to look at their impact on the organisation and how they have personally made a difference to the HPC.

Training and Development
Several Members mentioned areas where they felt further training would be useful for the whole Council, for example, updates on HPC legislation and other relevant legislation including the Equalities Bill and Mental Health Act. Listening events were viewed as useful opportunities to learn about registrants' perspectives and concerns as well as more about the HPC.

Feedback on the Executive
Council members viewed the Executive as a strong, professional, committed team, who worked well together and with the Members. Council papers and the organisation of meetings were of a consistently high quality, well prepared, and Executive team were always available to answer queries and clarify points.

Feedback on Council and its relationship with the Executive
Overall, Members expressed positive views of the relationships within the Council and between the Council and the Executive. Some members felt a need to explore more fully the role of the Council in scanning the landscape, setting strategy and in monitoring progress. The role of the Council was to 'optimise' the work of the Executive, to be 'supportive' and 'challenging'. Some Members felt it would be helpful to spend some time focusing on the performance of the Council – how effective is the Council itself? How do we measure our own performance? What contribution do Council members make to the organisation?

Areas where further improvements could be made:
Governance and administration
- More time for debate and discussion
- Financial reporting and forecasting could be better
- More use of the Members section of the website for background papers
- More notice of listening event dates to allow Members to attend

Strategic
- Continue building relationships with other regulators and professional groups outside regulation
- Use of impact assessment exercise on new and existing policies
- More horizon scanning e.g. workforce trends, PPI in regulation
- Being more proactive in influencing the policy agenda e.g. regulation of new groups

Appendix B
HPC competency based appraisal 2009-10 - Feedback from discussions

The review process

1 The process remains a useful exercise

No issues with the form – remains a useful process, especially time to discuss issues.

Review form – a useful exercise despite having a long track record of service at HPC.

Form useful, despite having completed it a number of times. Provides opportunity for useful reflection

Form remains a useful way of reflecting on the year and would not want to see any changes to the process. Important to have some consistency in process when so much in the organisation is changing.

Form satisfactory – feels familiar but still provides a helpful reflection on the year

Form remains useful, although the face to face discussion always has more value that the form itself.

Completing the form continues to be a helpful exercise.

A useful exercise, provides an opportunity to give reflective detailed account of each competency.

Found the form useful – quite similar to review processes elsewhere

Reflections continue to be useful both personally and organisationally

A useful exercise to review personal competencies but the process could work better if it also required Members to look at their impact on the organisation. For example asking Members to comment on one thing/area where they feel they have personally made a difference to the HPC.

Date: 2009-04-30
Ver: a
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Doc Type: DCB
Title: Members feedback - 2008-9

Status: Draft
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Feeback on committees and other meetings

2 HPC meetings and events are well executed

Happy with Council and Committee format and agendas

Audit Committee is able to test assumptions and to offer alternative views, which is important to the development of the organisation.

Was very impressed with listening events, very professional, well rehearsed and well executed, good attention to detail throughout. Gives a very professional impression to the registrants

Found the work on the generic SoPs PLG very enjoyable and interesting

Found attendance at listening event very useful

3 Members would like more time to debate

Need to make time for more debate on issues raised in the annual review by members.

There needs to be time for follow up of debates at February workshops

4 Submissions could be shorter

Routine updates eg management reports could be reduced in some of their detail and taken as items to note in order to maximise time spent in discussion on strategic issues.

Papers sometimes can be over long. Could possibly have some of the background material on the intranet.

Members using laptops need to have time during debate to find correct pages on screen – Chairs and Executive can facilitate this more carefully.

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Feedback on Chair

5 Working with the Executive

An excellent partnership with the Executive, which is important to the organisation.
Very committed to the HPC and puts a lot of effort in to the organisation.
Working well with the Executive and with the new Council.
Excellent job, good relationships with the Executive, Good at Chairing meetings and picking up on key issues
Continues to be an excellent Chair. Chair and CE work well together – a good team with complementary skills
Managed the transition and its consequences well.

6 Chairing the Council

Feedback on the competencies in the form reflects perception of an excellent Chair
Positive regard, good chairing skills, could at times be more directive when debate needs to be moved on.
Makes a sensible and committed contribution. An exemplary performance as Chair.
Appreciates additional work and reflective thought the Chair gives to the HPC. Council meetings are well chaired
A very inclusive style, good chairing skills, which are a good role model for others.
Doing a difficult job well. Chairs meetings very well, especially the difficult ones.

7 Leading the Council team

Continues to provide good leadership and command respect.
Respected by all, doing a good job.
Always fair and even handed.
Taking an ever more confident stance, a firmer view on issues which gives others confidence.
Made to feel welcome as a new Member, gave right level of support and right combination of formal and informal oppurtunies to become familiar with the organisation.
Continues to do a good job. Research initiatives have been very important to HPC going forward

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Feedback on Council

8 The restructured Council is working well

The new Council working well. There has been a real step change in the quality of the debates

Pleased with the new Council – feels that the newer members are offering new challenges, which is healthy and important to HPC's development. A positive and powerful change

Council is acting more strategically now than before – working well together with the EMT

Restructured Council working well. New perspectives are important to the Council

9 The Council continues to be reflective about whether it is effective

Might consider an audit of Council performance at some point – are we being effective as a Council?

Where do Council members get on the strategic train? Is it when the train leaves the station or at the first stop?

We need to explore in more depth what role the Council has on setting the strategy.

Council members need to be challenged to think about the contribution they make – have Council made a difference?

Council members are not the cheer leaders for the Executive – they must challenge the organisation, to optimise its work

Council is not here to 'nitpick' what the Executive do but to support what they do, challenge where necessary but not look for problems where there are none.

Should make more use of informal discussions outside meetings with the Executive to ask specific questions eg detailed questions about budgets – this would aid decision making during meeting

Not always sure what Executive feel about the Council and would like to think that they can be open with us.

10 Members feel part of a team

Impressed by the overall efficiency and enthusiasm of staff and Council

Feels great pride in the organisation and its progress.

Sees the Council as a team with diverse knowledge, working well together

The organisation has a very good Council that is working well together

A good team who work well together, are gaining in experience and who take their work seriously

It is important that we do not develop a 'them and us' mentality, or indeed a 'new and old' Council member split. We all bring a different perspective but we are part of the same team.

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Feedback on the Executive

11 HPC is a well run organisation

HPC has a 'can do' attitude which is distinctive.

A very well run organisation, with good staff and good structures

Impressed with the organisation and its achievements.

Generally Executive remain open to challenge and are working well with the Council.

Performance at Council and Committees is good, papers are detailed and on the whole well written

Knowledge of legislation remains the most challenging area but feels Executive provides input as and when necessary.

12 The executive is a strong team

A very good team, supportive of each other. Like the Chief Executive, all are passionate about their work.

Excellent team, work hard and well together, very professional, always helpful

Working well, a strong team.

Very impressed with the Executive team. They are open, enthusiastic, refreshingly different from other organsations

Has the highest regard for the EMT. They do a good job.

EMT always well prepared, helpful to Members.

EMT have been helpful and supportive during induction period and beyond, always available to answer questions

Important that all EMT members get continuing support from CE

13 The executive's confidence and professionalism is growing

Always very helpful, much less defensive than previously. Relationships with Council have improved.

EMT are showing ever increasing professionalism, more readiness to engage with Council members, and more transparency in approach.

Council increasingly able to look to the CE to hold Directors to account.

A good executive team that continues to grow in confidence. The quality of the work produced is consistently good.

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Suggestions for future focus

14 Focus on the wider environment

HPC must always aim to be inclusive. The Executive must send the right messages to the external world to achieve this.

HPC needs to continue to build constructive dialogue with the other regulators

Could HPC do more in terms of scanning the landscape? Discussing developments in the wider world for example; PPI and its relationship with regulation on issues of public protection and quality improvement? Or new SHA 'SIFT' contracts for non medical allocation and their implications for practice education and CPD?

May be useful to consider further updates on legislation especially impact of new egislation eg Equalities Bill, Mental Health Act.

Keen that HPC pursues the agenda on regulation of TCM – this is also very important for public protection and HPC need to remain proactive on this.

Concerns about the financial impact of changes to registrant numbers

Concerns also about the potential for complacency about the level of registrant fees – perceived to be low but registrants may not experience same

15 Individual suggestions for action

Would like more notice of dates of listening events to avoid diary clashes with other commitments

Would like more support from the Executive towards meetings attended as a representative of HPC

Would like to know more about the HPC audit process over the coming year.

Are HPC's policies put through an equality impact assessment? Can we defend our position in relation to equalities legislation?

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hpc health professions council

Council members' performance and development review process

Explanatory note

Introduction

1. The Good Governance Standard for Public Services, 2005 provides that:

    "An appraisal and performance review of individual governors demonstrates that their role and contribution is important and valued and provides an opportunity for them to take stock of their own development needs. The governing body can improve its collective performance by taking the time to step back and consider its own effectiveness."

2. The HPC Council performance and development review process has been developed in order to provide:

    *   a mechanism for annual self appraisal;
    *   Council member appraisal of the Chair;
    *   an opportunity for members to discuss views and experiences of their year with HPC; and
    *   provides a public annual report on key themes and issues identified by members.

3. The system was first introduced in December 2006 and has been developed further in line with suggestions and comments from members in each following year[1]. Feedback on the process itself has been built into the review, and comments from members have been consistently positive regarding the usefulness of the process. The system will be reviewed in the autumn of 2010 in line with good governance practice.

4. This paper provides an outline some of the key parts of the process for the Council's information.

Self appraisal and Chair appraisal

5. A competency based process was identified by the Council in 2006 as a best practice element of Board appraisal, and was adopted for the current system. Competencies are taken from the Council Member role brief and the standards of education and training which the Council has agreed for members. Members are asked to reflect on the Chair's performance against competencies taken from the Chair's role brief.

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[1] Example: comments boxes added to 2008 review following suggestions from members.

6. Self assessment systems help to create a stakeholder relationship between those being reviewed and the review process.

7. This stage of the review is entirely confidential in order to ensure that members are able to provide frank and honest feedback regarding their own performance. The addition of comment boxes has been welcomed by members, who now consistently feed back that this is a useful mechanism for reflection.

8. These observations and comments are discussed and agreed with the Chair during the annual review meeting.

Views and experiences of the year

9. The Good Governance Standard for Public Services provides that:

    "The Governing body should regularly review its performance as a whole. The review should involve assessing its ways of working and achievements and agreeing an action plan to put in place any necessary improvements'. It is an essential element of good governance to maintain"

10. The meeting with the Chair provides an opportunity for members to provide observations on the performance of the Council and its Committees, the Chair and on the wider work of HPC. It also provides an opportunity to discuss views on future work.

11. In order that the Council can discuss the outcomes of the reviews in public, the conclusions from each review meeting, as agreed between the member and the Chair, are collated by the Secretariat and presented to the Council with a summary by the Chair.

12. All personal references are removed to ensure that comments are not individually attributable, but the data is otherwise provided in its full form in order that the Council can identify and discuss themes and outcomes, and provide recommendations based on those discussions.

Secretariat
June 2010

Date	Ver.	Dept/Cmte	Doc Type	Title 2	Status	Int. Aud.
2010-07-07	a	SEC	PPR	Council members' performance and development review 2008-9 review process	Final DD: None	Public RD: None