

Council, 7 July 2016

Council members' performance and development review 2015-2016

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 opportunities.
2. This year, the performance and development reviews were carried out in March and April for all members of Council.
3. The existing system, introduced in 2010, was reviewed by the Council earlier in 2016 and now includes provision for 360 degree appraisals to take place every other year. It is planned that 360 degree appraisals will commence from 2017, but the precise details and timings of these are still to be established.
4. The review process has always contributed to consideration of reappointment of Council members. This year there are two Council members whose terms of office come to an end in December 2016 who are eligible for reappointment. The outcomes of the performance and development reviews for these two Council members were taken into account by the panel considering their applications for reappointment. Following scrutiny by the PSA, the panel's recommendations for reappointment were approved by the Privy Council.
5. The Council Chair's summary of key conclusions from review meetings is attached as Appendix A.

Decision

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

Background information

Paper entitled 'Council members performance and development review system' ('PDR Review') 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.

Date of paper

20 June 2016

Council performance

The Chair completed all Council member's appraisals between 15th March and 14th April 2016. Appraisal meetings were conducted face to face where possible and via the telephone when not. The discussions were both reflective and constructive and provided an opportunity for the Chair to give feedback to individual Council members and also to receive feedback on the effectiveness of Council.

The general consensus was that Council is working well and members are becoming more aware of each other's strengths and areas of expertise. This insight was facilitated by a successful development session in January 2016, using the DiSC profiling model.

Council members felt that the relationship with the Executive Management Team and other members of the organisation continues to strengthen and several comments were made as to the high quality of papers produced for committee meetings and how approachable and helpful members of the organisation were when Council needed further clarification or explanation.

Forthcoming development needs were also discussed and each Council member highlighted their specific priorities. Much of the development activity identified was focused on further familiarisation with the HCPC's business processes. Several Council members were also keen to continue to contribute to external HCPC events.

There were a number of common themes which emerged about the collective performance of the Council:

- Transition between Chairs had been effective.
- Continue to focus Council agenda and debate around strategic issues, by achieving the right balance between operational detail and strategic debate.
- Continue to build on the positive relationship between Council and EMT.
- Further refine the contribution Council members can make, especially in relation to external stakeholder engagement.

There were a number of suggestions for improvement of the appraisal forms which will be incorporated in the forms for next year.

Feedback on the performance of the Chair

Council members were invited to offer feedback on the Chair's performance via a third party external to the organisation. The comments were collated and anonymised and fed back to the Chair via a face-to-face coaching session. The feedback was very positive and supportive.

Key points include:

- The Chair has built up trust and support from Council members.

- Demonstrating engaging and effective leadership.
- Needs to continue to facilitate a more strategic focus at Council through agenda planning and adequate time for debate.
- Appears to have built an effective working relationship with the Chief Executive.
- Able to provide support as well as constructive challenge.
- Needs to continue to develop the 'team' of Council members to ensure its effectiveness.
- Be mindful of succession planning within the organisation.