

## **Council – 4 July 2013**

Council members' performance and development review 2012

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 were provided with feedback from Committee Chairs for reflection when completing the self-appraisal. Committee Chairs also conducted self-appraisal and review meetings in respect of their Chair roles with the Council Chair.

The Council Chair's summary of key conclusions from review meetings 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**

For the fourth year, 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 2012.

Appendix B - Council members' reviews - comments from discussions

### **Date of paper**

19 June 2013

## Council members performance review 2012: Chair's summary of themes from qualitative feedback

### **Feedback on Review process**

The performance review process continues to generate useful feedback from Council members, both on a personal level for each member, and for the organisation. There were a few comments on the competencies and whether they needed to be reviewed further, but overall Members felt that the combination of written self appraisal and the opportunity for discussions with the Chair worked well.

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

Council members continued to provide positive feedback on the Executive team, who were perceived as a strong, hard working, responsive team, who work well together. There were many positive comments about the achievements of the past year, in particular, the transfer of the register of social workers (England) and the internal upgrade of the case management system.

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

There was a consensus that the relationship was working well. There is a high degree of trust, and a freedom to challenge. Members may not always agree but they continue to work well with each other and with the Executive in spite of differences of opinion. Confidence in the team is strong. There were a few comments which suggested that there was room for improvement here, and the need to continue to guard against complacency of any kind.

### **Areas for further consideration**

- Continue to work on the research agenda and in ensuring that it is articulated clearly, as well as thinking about ways of working more closely on the research agenda with other regulators in the future
- Continue to work on raising the profile of HCPC in the devolved administrations
- Consider how HCPC might be helpful to other regulators in the UK and abroad
- Consider additional ways of monitoring the performance of the organisation
- Encourage members of the Executive to visit Council members in their place of work to increase understanding of the work of the professions
- Encourage further dialogue about the contribution of Council in delivering the HCPC strategy
- The move to a smaller Council will be a big change for HCPC and needs to be carefully managed.

## **HCPC competency based appraisal 2012-13 - Feedback collated from discussions**

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

The Council continues to evolve as a team - members find the diversity valuable, and a number of members suggest areas for focus

- Over the year there has been an opportunity to get to know people better and to understand more about the very diverse skills and experience of the Council members. This has been valuable, both on a personal and a corporate level.
- As a Council we work well together, a very mixed team, which is how it should be and what is needed.
- A sense remains of the Executive and the Council being too 'cosy'.
- Occasionally the debates at Council seem overly long and somewhat tortuous
- We need to make sure we focus on priorities over the coming year and avoid getting sidetracked – we need to stick to the 'main road' and focus on where we want to be at the end of 2013.
- Agrees with the policy on personal CPD – it is up to individual members to keep up to date within their own area of expertise.

### **Council members find the role interesting and enjoyable.**

- Work with HCPC that has been varied and always interesting.
- The last year has been a good year, challenging, interesting and pleased to be involved.
- Looking back there have been some very interesting debates this year.
- happy and comfortable with HCPC, enjoys the work and the people.
- Have enjoyed the work.
- Enjoys the Council and Committee meetings.
- Time with HCPC has been very good and enjoyable.
- As ever, positive about the role as a Council member, proud to be part of the organisation.

- Working on Registration Appeals has a practical satisfaction to it.

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

### **Confidence in the Executive team is very strong.**

- The HCPC thrives because of the EMT's excellence.
- I rate them very highly. Responsive, eager to learn. The EMT at HCPC is one of the most dynamic positive teams I have come across. They are very open, have a 'can do' culture and work well as a team.
- A strong team, a remarkable group of enormously committed people. We are fortunate to have such a group.
- A good team who work well together.
- An incredible team, passionate, talented, hard working.
- EMT – a great team, all very committed, very proud to be part of the organisation and its achievements.
- The team is working well together.
- Ongoing admiration for their astuteness – they are capable, bright and astute.
- Relationships are well managed, and everyone delivers. We are very fortunate to have such a strong team.
- Policy and Communication teams are very skilled.

### **Members are positive about the work of the organisation in the last year.**

- A year of great achievement for the organisation – a remarkable set of achievements – from internal upgrades like CMS, to externally driven developments like the social workers. Very well done! Any one of these pieces of work could have de-stabilized HCPC.
- They have done an incredible job with the social workers.
- Having focused on social workers for 18 months there is a lull, which can be difficult – coping with the anti climax after such a busy period. An excellent outcome to get 90% on the Register. A good year for HCPC.
- The project to transfer the social worker register was very well managed.

- I see a more focused approach in Finance, which is good.
- Papers continue to be of a very high standard.
- We discussed the readability of papers, and why this might be different from previous years, possibly a combination of better summaries from the Executive that allow faster assimilation of all the points later on, as well as growing familiarity and competence.
- Some papers eg the NMC review and the cost effectiveness review – some complacency here.
- The HCPC can be perceived as a little complacent at times by Legal Assessors. Need to explore this.
- Attending a Fitness to Practise hearing was illuminating – found the process very well executed, with due diligence and care taken to make sure all was done properly. The Panel Chair was very good. A valuable learning experience.
- The induction process was very good, the Secretariat have been very responsive and accessible.

### 3. Suggestions for future focus

**Members are focussed on the effectiveness of the group going forwards, and particularly on working on feedback and communication mechanisms.**

- A key outstanding question is the effectiveness of the Council and the contribution it makes to the work of the HCPC.
- Could be useful to ask the EMT: is the Council helping the EMT to deliver the strategy?
- Important that there are opportunities to feedback to HCPC Executive as well as giving updates to Council.
- Would welcome more visits from Executive to Council member's day jobs over the coming year in order to increase understanding.
- At times the Chair and Management reports should be taken later on in order to maximize the focus on key decisions.
- There needs to be some succession planning for the Chairing roles.
- There would be a benefit to 'shadowing' before taking on the chairing role at appeals.

**Key agenda items for 2013-14 include building the evidence base for regulation and stakeholder communications.**

- The research agenda is very important for HCPC going forward – we are committed to being an evidence based regulator and have begun to build a reputation around this which needs to continue.
- HCPC took a brave step in embedding the research agenda into its strategic intent. However, the ‘stall’ needs to be set out more clearly for the Council – what have we done to date? Where has the research influenced policy? How has the research helped? Could more be done jointly with other regulatory bodies in the future? What position does PSA take on research?
- Would like to explore the use of KPIs as they can be important ways of helping an organisation to achieve.
- Could HCPC be more proactive in helping other regulators/providing consultancy internationally?
- Would like to see HCPC raising its profile in the devolved administrations.

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

**Council members find value in all or part of the appraisal process. They particularly find the opportunity to reflect useful, either in filling out the form, or in conversation with the Chair.**

- Most members reported finding value in either the exercise or the form.
- Good to reflect on performance and think about how to add value as a Council member.
- Important to reflect on the year.
- It’s a good opportunity to think through individual contribution.
- Useful to reflect on performance over the year, and make comparisons with others around the table.
- Useful to use the form to demonstrate/give examples of ‘how’ competencies have been met, rather than just reflecting on each and rating. overall performance.
- Process of annual reflection not overly burdensome. Would not want to make any changes to the format.

- Personal reflections are good opportunities to look back.
- A useful learning process.
- A useful exercise, especially when the form is combined with the conversation. The form is a useful starting point for reflection on performance.
- The conversation is more important than the form.
- Review form has become abit repetitive – it was more useful at the beginning than it is now.
- The ratings eg 'detail' of the business may not be possible for a non-executive.
- 'Debate cogently' and 'not resistant to change' should be considered as two separate competencies in any review of the appraisal system.

## **5. Feedback on Chair**

### **Leading the HCPC both internally and externally.**

- Highly skilled in delivering a clear vision and brings in new ideas from external meetings.
- Excellent at communicating the vision.
- impressed with the clarity of the Chair's vision and ability to convey this to at least one "different audience".
- An excellent chair, much respected well beyond the HCPC. One of the organisation's greatest assets.
- Anna has the ability to convey a clear and concise vision to council, along with other partners and general public.
- Excellent communicator.
- The Chair has a very clear vision but is flexible enough to take account of the changing environment.
- External reputation is excellent.

- Anna does this with enormous skill and diplomacy to a really huge range of audiences.
- I think that Anna clearly demonstrated this during the transition of the SW register and in particular student fitness to practice, when she was involved with a wide range of stakeholders.

### **Chairing meetings**

- Excellent – seeking contribution from members and effectively debating issues on the agenda.
- Manages time and agenda items very effectively.
- Some agendas have been so big that we haven't been able to give sufficient time to important issues later in the agenda (we may have made the right decisions but they were rushed at the end and relaxed at the beginning which doesn't always feel right).
- Allows everyone opportunity to give, and good at choosing the point to move on.
- Chair performs excellent job combining opportunities for all to participate, but ensuring decisions are made where necessary and that they command the confidence of the Council.
- A really challenging task as there are very complex agendas to be completed in relatively short time. She demonstrates a lot of patience!
- Excellent, all contributions are valued and treated with equal weight; but progresses to decision making when necessary.