

Council, 25 September 2014

Competencies for the appointment of the Chair of Council

Executive summary and recommendations

Introduction

The term of office of the Chair of Council (a registrant member) will come to an end on 30 June 2015.

In preparation for the forthcoming recruitment exercise for that role, the Executive has reviewed the existing competencies for the role of Chair and has proposed amendments (appendix two to the attached paper). These have been informed by a review of competencies for similar roles, including those used in two recent exercises to recruit chairs to the other professional regulatory bodies.

Decision

The Council is invited to discuss the attached paper and to agree the revised competencies for the Chair of Council set out in appendix two (subject to minor editing amendments and any amendments agreed at the meeting).

Background information

- Outlined in attached paper.

Resource implications

- None as a direct result of the decision the Council is invited to make at this meeting.
- The appointments process is administered by the Secretariat Department. The resource implications for recruiting a new Chair of Council have been included in planning for 2014-2015 and will be included in planning for 2015-2016.

Financial implications

- None as a direct result of the decision the Council is invited to make at this meeting.
- The financial implications of recruiting a new Chair of Council, such as advertising and panel member costs, are accounted for in the 2014-2015 Council budget and will be accounted for in the 2015-2016 budget.

Appendices

- Appendix 1: Existing competencies for Council members and Chair.
- Appendix 2: Proposed revised competencies for the Chair.
- Appendix 3: Examples of competencies for Chairs.

Date of paper

11 September 2014

Competencies for appointment of the Chair of Council

1. Introduction

- 1.1 The Secretariat function is responsible for managing the process of appointing new Council members including the Chair; reappointing members; suspending or removing a Council member; and making emergency appointments. This has to be in line with the requirements of relevant legislation including the Health and Social Work Professions Order 2001 and the Health and Care Professions Council (Constitution) Order 2009.
- 1.2 The HCPC makes recommendations to the Privy Council for appointment. The appointment is made by the Privy Council. The process is overseen by the Professional Standards Authority (PSA) which advises the Privy Council as to whether it is satisfied about the process the regulatory body has followed.
- 1.3 The term of office of the Chair of Council (a registrant member of Council) will come to an end on 30 June 2015. At its meeting in December 2014, the Council will be invited to agree the process for the appointment of a new Chair to take office from 1 July 2015. To ensure that a recommendation for appointment is made to the Privy Council in good time, we anticipate that advertising will take place in February and March 2015, with interviews taking place in April 2015.

2. Existing competencies

- 2.1 The existing competencies for Council members and for the Chair are included in Appendix one. The competencies for Council members and the Chair were agreed by the Council in July 2008 in advance of a restructure of Council which took place in July 2009.
- 2.2 A workshop was held in February 2013 to discuss the competencies for Council members (not the Chair of Council) in advance of the last restructure of Council which took place in January 2014. No changes to the existing competencies were considered necessary at that stage.
- 2.3 We are currently in the process of appointing four Council members, three lay members and one registrant to take office from 1 January 2015. At its meeting on 2 July 2014, the Council agreed with the assessment of the Director of Policy and Standards (acting in part of the Director of Council and Committee Services' role) and the Chair of Council that no changes were necessary to the Council member competencies at that stage but that the Council should be asked to review the competencies after the appointment of a new Chair of Council in 2015. (This decision also avoids amending the competencies for all Council members whilst Council member recruitment against those competencies is on-going.)

3. The role of Council members and the Chair of Council

3.1 The role of Council members and the Chair of Council is set out in appendix B to the council members' code of conduct which forms part of the HCPC's code of corporate governance.¹ This is reproduced below.

'The role of a Council Member is to:

- contribute their knowledge and expertise to Council meetings, to aid effective decision-making;
- support the Council's objectives;
- ensure that they have a good working knowledge of HCPC's functions, processes and other information that may help their role;
- act in accordance with the Code; and
- act as an ambassador for the HCPC, representing the Council to stakeholders.'

'In addition to the role of Council member, the Chair will also:

- provide strong non-executive leadership, and encourage open and pro-active accountability to the public and the professions;
- act as an ambassador for the Council, inspiring confidence in the organisation and representing the interests of statutory regulation to outside bodies;
- develop and maintain constructive collaboration, networking and consultation with key stakeholders, and others when required;
- uphold public interest in all that the HCPC undertakes;
- chair meetings of Council;
- monitor and develop Council members' performance, providing support as necessary;
- manage the Council's Chief Executive so as to secure effective oversight of the development and achievement of the Council's strategic, policy and operational objectives and compliance with its statutory responsibilities.
- set the Chief Executive's objectives and monitor the Chief Executive's performance against those objectives;
- nominate a suitable person or persons to carry out the duties of the Chair if the Chair is absent or unavailable.'

¹ Code of Corporate Governance

<http://www.hcpc-uk.org/aboutus/council/codeofcorporategovernance/>

4. Reviewing the competencies for the Chair of Council

- 4.1 To inform a review, the Executive has considered the published competencies for the Chairs of a wide variety of different organisations including public bodies such as the Food Standards Agency, Heritage Lottery Fund and Medicines and Healthcare Products Regulatory Agency; NHS Boards / Trusts; and other professional regulators including the General Pharmaceutical Council (GPhC) and Nursing and Midwifery Council (NMC).
- 4.2 Appendix three includes three examples of Chair competencies for reference purposes only – two from professional regulators (the NMC and GPhC) and one from an NHS Trust.
- 4.3 The following table provides a summary of the common competencies for chairs found in the information reviewed. In putting this together we have excluded competencies which are industry specific (e.g. knowledge of specific professional, scientific or technical areas) and included instead the ‘generic’ experience and abilities required for senior level Chair appointments. The competencies that are described in the table were generally required to be demonstrated within a complex / high profile / high accountability organisation or environment.

Table 1: Summary of Chair competencies of other organisations

Broad area	Summary of competencies
Experience of leadership / ability to lead	<ul style="list-style-type: none"> • Demonstrates strong leadership skills. • Proven experience of leading at a senior level. • Able to exercise sound judgement and demonstrate strong decision making skills. • Stature or credibility to lead.
Experience and ability to Chair	<ul style="list-style-type: none"> • Board-level leadership experience; and/or Previous experience of chairing a Board; and/or Previous experience of chairing meetings; and/or Ability to chair meetings effectively. • Ability to provide strategic direction. • Ability to facilitate discussion including respecting and drawing on the skills, experience and views of others to reach consensus and make good

	<p>decisions.</p> <ul style="list-style-type: none"> • Experience of managing a Chief Executive / senior level staff and holding Executives to account.
Understanding of governance	<ul style="list-style-type: none"> • Understanding of governance issues and the legal responsibility / accountability of non-executives.
Ability to work with stakeholders in a way which inspires confidence and respect	<ul style="list-style-type: none"> • Strong communication and interpersonal skills. • Experience / ability to act as an ambassador for an organisation, with strong advocacy skills. • Ability (and credibility in order to be able) to build strong relationships with a range of senior level stakeholders. • Strong influencing, diplomatic and networking skills. • Politically sensitive and astute. • Experience of / ability to undertake public speaking.
Other	<ul style="list-style-type: none"> • Understanding of and commitment to the mission, vision and values of the organisation concerned. • Analytical thinking and problem solving skills. • Ability to understand complex issues and work to resolve them. • Team working skills. • Personal values including probity and integrity. • Financial acumen / oversight of budgets and performance.

4.4 The Executive has revised the Chair competencies having regard to the review above, and proposed changes which have been made in appendix two. No changes have been made to the competencies which apply to all Council members (see paragraph 2.3).

4.5 In summary, the Executive has proposed the following changes.

- The additional competencies for the Chair have been amended to bring them in to line generally with the style and language of the competencies required of all members. For example, the areas previously listed separately under 'Experience required' have been brought into the main table.

- The first competency area 'leadership' has been amended in line with the principles above to read 'Ability to chair and lead the Council'. As in the last iteration, whilst 'board level' experience and the experience and skills necessary to Chair and lead the Council are included, specific experience of chairing a board is only desirable.
- Two sub-competencies: 'Leads the Council to deliver its objective of protecting the public' and 'Leads the Council in its strategic thinking' have been amended and combined to read: 'Proven ability to lead the Council in its strategic thinking and in delivering its public protection role.'
- A new sub-competency under leadership has been added: 'Understanding of the respective leadership roles of the Chair and Chief Executive and Registrar'. As a result, the previous 'experience required' about '...working with and managing the Chief Executive of a comparable organisation' has become desirable only.
- Two other new 'sub-competencies' have been added, relating to governance and chairing skills.
 - 'Understand the role of governance in public bodies'
 - 'Proven ability to facilitate discussion, involving others to reach collective decisions which deliver organisational objectives'
- The second competency area has been renamed: 'Ability to command the respect of HCPC's stakeholders' to make it more distinct from that required of all members. The sub-competency related to the Chair's ambassadorial role has been amended to refer to 'building effective relationships'.

Appendix 1 – Existing competencies

These are the competencies used the last time an appointment process was run by the Appointments Commission for the Chair of the Council in 2008. (The competencies for all members have remained unchanged.)

Core Competencies Required - All members

For all roles, candidates will be required to demonstrate how they meet the core competences shown below. Some examples of how these may be met are shown in the table.

Competence	Evidence
Ability to contribute to strategic direction	<ul style="list-style-type: none">• Understanding of the relationship between the purpose and values of an organisation and its strategic direction.• Knowledge and experience of strategic planning and delivery, with the ability to scrutinise performance data.• Experience of contributing to the achievement of objectives within time and resource constraints.
Ability to explore accountability of self and others	<ul style="list-style-type: none">• Offer appropriate challenge to help achieve the best outcomes for the organisation.• Able to support the executive team whilst holding them to account for their performance.• Willingness to accept responsibility and to be held accountable for personal decisions and to accept shared responsibility for corporate decisions.• Experience of evaluating own and others' performance.• Ability to consistently hold the line on corporate decisions
Awareness of equality and diversity issues	<ul style="list-style-type: none">• Able to explore and work with values of respect, inclusion, fairness and transparency and what these might mean in a regulatory setting.• Awareness that equality and diversity issues are of key importance throughout any organisation.

Competence	Evidence
Ability to listen and communicate effectively	<ul style="list-style-type: none"> • Well developed listening skills. • Good communication skills and the ability to put views across clearly and sensitively in a variety of settings. • Awareness of, and acceptance, of diverse views.
Ability to work effectively as part of a team	<ul style="list-style-type: none"> • Experience of participating in group discussions. • Involving and including others in a decision making process to achieve the best outcome for an organisation. • Sharing expertise at the same time as being able to recognise expertise in others. • Ability to reflect on own behaviour and impact on others.
Ability to inspire confidence and support amongst HPC stakeholders	<ul style="list-style-type: none"> • Knowledge and experience of working in partnership with one or more of HPC's key interest groups. • Knowledge/experience in any of the following areas; governance, healthcare delivery, patient advocacy, consumer engagement, professional education, tribunals and enquiries, financial audit, quality assurance, management and research, voluntary, campaigning work.
Capacity and skill to understand the priorities of HPC stakeholders	<ul style="list-style-type: none"> • Knowledge and understanding of the prime purpose of regulation - ie public protection • Knowledge and experience of working with one or more of the HPC's key interest groups in any of the four UK countries. • Knowledge and understanding of the wider social, political, and educational landscape in which regulation sits. • Knowledge and understanding of the diversity inherent in the work of the HPC and differing viewpoints amongst key interest groups.

Additional Competencies for Chair

In addition to the competencies and experience required of a Council member, the Chair must be able to demonstrate the following competencies and experience:

Competence	Evidence
Leadership	<ul style="list-style-type: none">• Leads the Council to deliver its objective of protecting the public• Leads the Council in its strategic thinking• Able to chair formal and informal meetings effectively• Supports and monitors members' performance and develops their capacity and capability
Ability to inspire confidence and support amongst HPC stakeholders	<ul style="list-style-type: none">• Acts as an ambassador for the HPC, engaging with key stakeholders across UK countries and in the international arena.

Experience required:

- Board level experience (ideally Chairing experience) in a complex organisation.
- Experience of working with, and managing a Chief Executive of a comparable organisation

Appendix 2: Proposed revised competencies for the Chair

(Competencies for all members as per appendix 1)

Additional Chair competencies

Competence	Evidence
Ability to chair and lead the Council	<ul style="list-style-type: none">• Board level leadership experience in a complex organisation. (Experience of chairing a Board is desirable.)• Understanding of the role of governance in public bodies.• Proven ability to lead the Council in its strategic thinking and in delivering its public protection role.• Proven ability to chair formal and informal meetings effectively.• Proven ability to facilitate discussion, involving others to reach collective decisions which deliver organisational objectives.• Understanding of the respective leadership roles of the Chair and Chief Executive and Registrar.• Experience of working with, and managing the Chief Executive of a comparable organisation (desirable).• Ability to support and monitor members' performance to develop their capacity and capability.
Ability to command the respect of HCPC's stakeholders	<ul style="list-style-type: none">• Proven ability to act as an ambassador for the HCPC, building effective relationships with a range of senior level stakeholders across the UK countries and internationally.

Appendix 3 – Examples of competencies for Chairs

Nursing and Midwifery Council (NMC)

- The skill, judgment, and ability effectively to lead and manage a strong Council that meets in public and comprises both lay and registrant members.
- Highly developed communication, listening, and influencing skills, with the ability to establish positive strategic relationships to command the confidence and support of a wide and complex range of interested parties, and to navigate a complex political environment.
- Skills and expertise in effective strategic leadership gained in an organisation of equivalent scale and complexity, with the ability to drive forward the NMC's strategic agenda and the credibility to establish effective working relationships with Council members, executives, staff, and other interested parties.
- Sound governance skills, including the financial and commercial acumen to appraise strategic proposals, budgets, and performance.
- An understanding of the health sector, the issues facing the nursing and midwifery professions, and the role of professional regulation in a UK-wide context.
- Experience of chairing a board is desirable.

General Pharmaceutical Council (GPhC)

Experience and knowledge criteria

- Experience of leading a complex organisation in the public, private or voluntary sector.
- Experience of applying high level governance skills in chairing a governing body.
- Awareness of key stakeholders, the government and its operation and infrastructure.

Competencies

Personal qualities

- The ability to display credibility across and beyond the registered pharmacy professions.
- Excellent personal communication skills with the tact and diplomacy to deal with potentially difficult and sensitive issues.

Intellectual flexibility

- Forward vision that facilitates strategic planning
- A proven track record of working within a complex environment to reach decisions which establish shared corporate objectives.
- Effective influencing and communication
- Commitment to effectively communicate the collective decisions of the GPhC to key interest groups
- Demonstrable experience of working in partnership, gaining the respect, and promoting inclusion and involvement of one or more key stakeholder groups
- Proven record of managing external relationships and commanding the confidence and support of key stakeholder groups.

Effective team working

- Involves others in the decision making process to reach collective decisions and to obtain the best outcome for the organisation and its statutory functions
- Is willing and able to delegate as appropriate
- Has highly developed interpersonal skills with the proven ability to establish credible and effective working relationships.

Chairing skills

- High personal standards in relation to governance and quality assurance
- An understanding of regulation in either the public or private sectors with the commitment to improve healthcare and public safety through effective regulation
- An ability to chair a board of a complex organisation with particular strengths in managing divergent views
- The ability to represent the GPhC internally and externally with a focus on ambassadorial skills
- Sound understanding of the Chair and the Chief Executive & Registrar's respective leadership roles.

Colchester Hospital University NHS Foundation Trust

Patient and community focus

- A proven high level of commitment to patients, carers and the community
- High level of understanding of and interest in health and social care issues
- Commitment to NHS Values and principles

Strategic direction

- The ability to think and plan ahead, balancing needs and constraints
- Proven leadership skills – able to demonstrate leadership skills and engender respect from others

- Ability to understand complex strategic issues, analyse and resolve difficult problems

Holding to account

- Accustomed to a high level of accountability and experienced in holding Executives to account
- The ability to accept accountability and probe and challenge constructively
- Clear understanding, and acceptance of the legal duties, liabilities and responsibilities of Non-Executive Directors

Effective influencing and communication

- Highly developed interpersonal and communication skills and a capable public speaker
- Well respected with strong reputation for commercial expertise founded in the private or public sector
- Politically astute – able to grasp relevant issues and understand the relationships between interested parties
- Board level experience in a large/complex/changing organisation
- Proven ability in chairing Board level committees and public forums
- Open to transparency and constructive criticism

Team working

- Proven ability of working as a team member
- Ability to manage and develop Board members as a team to meet common goals and ensure they utilise their skills and expertise for the good of the organisation

Self-belief and drive

- The motivation to improve NHS performance and confidence to take on challenges
- Sufficient time and commitment to fulfil the role

Intellectual flexibility

- The ability to think clearly and creatively.
- The ability to understand and accept the legal duties and liabilities of the Non-Executive Directors
- Ability to understand the complexities of a hospital and clinical environment
- Ability to lead and quickly adapt to change in a complex organisation and NHS environment
- Strong business and financial acumen
- Strong knowledge of corporate governance and an evident ability to deal with arising issues.