

Council, 6 July 2017

Council members' performance and development review 2016-2017

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 February and March for all members of Council.
3. The existing system, which was introduced in 2010, was reviewed by the Council in 2016. Modifications have subsequently been made to the form based on feedback received.
4. The review process has always contributed to consideration of reappointment of Council members. This year there are four Council members whose terms of office come to an end in December 2017 and who are eligible for reappointment. The outcomes of the performance and development reviews for three of those Council members who wished to seek reappointment was 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 2016-2017.

Date of paper

26 June 2017

Council performance

Appraisal meetings took place between the Chair and nine Council members, throughout February and March 2017. Minor modifications were made to the appraisal forms in line with the suggestions highlighted following last year's appraisal meetings. The forms were used to facilitate reflection and self-appraisal and formed the basis of the discussion with the Chair. A brief record of the appraisal discussion was captured by the Chair, along with development activities identified for the forthcoming year.

An informal progress meeting took place with the two members of Council who joined in January 2017, but no formal appraisal took place. The aim of the discussion was to ensure that colleagues were receiving appropriate induction opportunities and the necessary support. The new Council members gave very positive feedback on the quality of induction being provided by HCPC colleagues and that they felt welcomed and supported by fellow Council members and HCPC colleagues. An informal mentoring arrangement was put in place between new and experienced Council members.

2016 emergent themes:

- 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.

Areas highlighted from the previous year were reviewed and generally it was felt that progress was being made, however some colleagues felt this was slower than they would have liked.

A number of development sessions have taken place over the last year, some involving Council and Executive colleagues and others with Council alone. Several have included external facilitators. The output from these events has been significant in moving forward with the areas identified in 2016.

These include:

- A revised organisational wide performance report;
- Stronger Council engagement in agenda planning, facilitating a strategic focus;
- A comprehensive review of committee structure, constitution and function, including relationship with and reporting to Council;
- Council members continue to look for opportunities to work more closely with Executive colleagues. Areas have included employer engagement, support with the research strategy and partner selection events.

Council continues to reflect on its performance throughout the year, an evaluation of Council meetings remains a standing item on each agenda. The general consensus is that Council continues to work effectively. The receptiveness and responsiveness of Executive colleagues to requests for change has been valued. It should be noted that all Council members commented on the high standard of contributions by the Executive to Council and committee meetings, both written and verbal.

There is a strong desire to continue to strengthen the relationship between Council members and the Executive Management Team through the identification of opportunities for joint working on relevant projects.

Emergent themes for 2017\18:

- Continue to strengthen the strategic focus of Council activity;
- Embed and review the new governance arrangements;
- Continue to explore opportunities to fully utilise the experience and skills of Council members;
- Continue to build effective working relationships between Council and Executive colleagues.

Feedback on the performance of the Chair

Council members and the Executive management team 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 and concluded that the Chair was performing effectively in leading the organisation and moving it forward. It was also noted that she was effective in engaging Council and Executive colleagues in this journey.

The feedback also included a number of constructive suggestions for further improvement.

Elaine Buckley, Chair