Health Professions Council
Council 11th May 2006

REPORT FROM THE WORKSHOP HELD ON 7TH FEBRUARY 2006

Executive Summary and Recommendations

Introduction

A copy of the report on the Council Workshop held on 7th February 2006 which was prepared by Pam Garside is attached.

Decision

The Council is requested to instruct the Executive on any follow-up action that may be required.

Background information

None.

Resource implications

None.

Financial implications

None.

Background papers

None.

Appendices

Report of Council Workshop.

Date of paper
27th April 2006

Write Up of HPC Council Workshop - February 7th 2006

Purpose of the workshop:
To determine the role of Council, the role of the Executive Management Team and how these integrate to gain best governance for the organisation

Overarching conclusions/actions:

- This is the beginning of a development process which will extend into the next President's term. More development work with the Council is welcomed, including the planned October "Away Day"

- We must move on from past issues to make our organisation 'Fit for Purpose' for the many anticipated changes ahead

- The Executive and Council members are complementary in their roles and working - we must work to this end

- The process to elect the next President is important

- We must recognise that tensions will exist between Council members (CMs) and the Executive at times and that we may not agree on everything

- We need to work jointly on the strategic process in general

- Re Council process: need work on agenda setting and management, timing, the use of seminars and other formats, the private/public parts of the meeting, supporting papers and co-presentation between Executive and Committee Chairmen (Chairmen's meeting to work on this)
  For extensive list of ideas see below-results of afternoon group work
  Niamh and other Committee Secretaries to make suggestions to feed into this work

- Re Communications: Communications to employees re the results of this workshop will be made after the March Council meeting

- Re Strategy: Capture the results of today and incorporate where appropriate in the final document, also incorporate comments from Committees

Looking at the external environment 5 years out - result of brainstorm
(The Context)
- ☐ Fall Out from Foster and Donaldson
- ☐ Change of government
- ☐ Growth bin genericism, loss of identity of individual professions
- ☐ Extended role of professionals
- ☐ Fall out from other peoples' problems (other regulators)
- ☐ Regulation of assistant practitioners?
- ☐ Regulation of new professions
- ☐ Growth in alternative/complementary therapies
- ☐ Higher expectations: registrants, the public
- ☐ EU perspective - expanded EU, Education and Training
- ☐ Greater mixed economy - private/corporate and public employers
- ☐ Overproduction of graduates?
- ☐ Shift in proportion of graduate vs non graduate staff
- ☐ The Economy stops growing
- ☐ ? Relevance of degrees and training
- ☐ Part time working practice and pension issues
- ☐ Education to part time and distance learning
- ☐ Growth in referrals to FTP
- ☐ More standardised approach to regulation
- ☐ Increased effect of devolution…tensions
- ☐ PBR in education
- ☐ Heavier reliance on intranet, internet and extranet
- ☐ Rise in strength of professions which are not doctors and nurses
- ☐ Economic migrant professionals
- ☐ More government legislation
- ☐ Demographic shifts-pressure on registrants
- ☐ Funding tensions-raising registrant fees to keep up with rising costs
- ☐ Perceived decrease in democracy if changes to Council election process
- ☐ Public involvement agenda-need to raise profile with public in general
- ☐ Prof standards will be challenged
- ☐ Using different titles to avoid professional regulation
- ☐ Rise in power of Royal Colleges and Professional Associations..tensions re standard setting
- ☐ Technological change will affect professions

From morning group work: *(The What)*

With all that in mind, what are the most important tasks for the next 2-3 years (Top 5) and how shall we begin to tackle them?

Priorities/task areas

- ☐ Regulating/changing professional boundaries, emergence of new roles and new professions
- ☐ Devolution
- ☐ Europe and wider
- ☐ New President/role of VP
- ☐ Working with Registrants
  - ■ Support employers in CPD, improving communication with and involvement of registrants
  - ■ Communicate to registrants

- ☐ Education and Training (4 groups mentioned)
  - ■ Proactive E&T strategy that reflects best practice and change
  - ■ Become respected voice in changing and adapting context
  - ■ Link and liaise with Educators

- ☐ Patient/Public Involvement (4 Groups mentioned)
  - ■ Who for? Understanding and reflecting expectations
  - ■ How to deal with expansion and proactively push forward public protection
  - ■ How react with FTP?

- ☐ Setting and influencing the agenda
  - ■ Proactive strategic process/scenario planning
  - ■ Don't wait to be asked
  - ■ Take more control of the direction the Council is going
  - ■ Review orders/lobby proactively re legislation
  - ■ Work proactively with DH eg re structures
  - ■ Influence Education (see previous slide)

Strategic process

- ☐ Ensure clarity of Strategic Intent - what's our view? (to engender a full understanding of the value and merit of professional self regulation)
- ☐ Propose strategic priorities are identified 'earlier' and brought to Council by Executive/CEO - need a mechanism to alert/bring them to Council
- ☐ Communication of Strategic Objectives important
- ☐ And how do we evaluate ourselves
- ☐ 'Scalability' of HPC

Ideas from afternoon group work: *(The How)*

How shall we change the way we work?
eg Council and Committee meetings, agenda setting and management,
Complementarity of roles, Strategic process
What are our rules of engagement as a corporate body?
eg how we behave, hearing all sides of the argument, sticking to decisions
made, corporate behaviour 'rules', openness, trust

Council procedures

- Executive to suggest procedures for dealing with committee business at Council to allow detailed debate on discussion items
- Articulate process relating to each type of committee/PLG etc
- Consider holding private agenda before public agenda and Council Meeting
- Must integrate the work of Council and Committees - Council must respect and have confidence in Committees, look 'across' Committees for complementarities and potentially do more work through Committees
- Clarify role of Committee secretary and executive lead. Review attendance of executive leads at Chairs meeting as necessary
- More Away Days…

Council Meetings:

- Agenda setting is crucial. Less agenda items? Review meeting frequency?
- Use email ratification where possible to reduce load on Council agenda
- Use 'landscape' position papers to set the context
- President/Chairmen/Executive to discuss agenda setting - broad framework to be agreed
- Split day into 2 halves?
- Fewer papers at Council - designated for *noting* or for *debate*
- Clear papers for minor amendments in advance
- Make more space for strategic debate and relevant debate
- CEO slot should be used to set out Executive issues - an ongoing agenda item
- Attempt to set timing for each agenda item (accept that this is difficult)
- Discuss issues briefly on a preliminary basis. Decide whether to take forward to piece of work and return to Council
- Try different forms/models of Council Meetings and evaluate best fit
- CMs to ask for clarification before meetings, ie pre-consultation on papers
- Executive to provide history and context for decisions already made
- Make log of decisions from Committees and Council
- Learn from other regulators re good practice
- Should not be the opportunity to 'redo' work already done by Committees and PLGs
- Chairman of PLG must determine reporting arrangements
- Use joint presentations from Chairmen and Officers
- Chairmens' reports should be introduced with an introduction and the decision recommended

- Take soundings from other agencies before papers prepared and debated
- Make better use of communications technology and videoconferencing

Board 'Conduct'
- Chairmen/CMs should challenge relevance of comments (within the context of the strategic intent)
- Grow people's confidence and trust
- Consider adoption of 'House Rules' or 'Rules of Engagement' for Council meetings and revisit Standing Orders, use more actively and CMs to be encouraged to abide by them.
- Move through debate to voting if necessary for decision making
- Cabinet responsibility - internally and externally
- Active and sensitive chairing and observation of body language etc required
- Need to check on resources and capacity to take things forward before taking a decision (but this should not dictate strategic intent)
- Create environment of mutual respect so members can contribute if they wish
- Openness - no factionalism
- If people feel aggrieved - say something!
- Depersonalise comments on papers - comment on document, not the individual
- Less corridor muttering
- Could have a feedback sheet after meetings, and a list from all of 4 or 5 things we need to stop doing to collate and use
- Democracy means debate and then decide - once decision made, it must be supported by all
- Transparency of decision-making and documents

Pam Garside   February 2006

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