
Council and Committee members annual review process

Executive Summary

This paper proposes some changes to the annual review process for Council and independent Committee members following a review of the current process.

The main changes proposed are:

- To follow the same process for Council and independent Committee members each year. While the Professional Standards Authority (PSA) stipulates certain requirements are followed when Council members are due for reappointment, it is equally valid for the HCPC to follow this process every year in terms of its own assurance around performance and effectiveness. It also supports succession planning and ensures that there are no surprises when a Council member is due for reappointment. This will also support the review of remuneration of Council members as performance may be a factor considered as part of this.
 - The process for the Chair will continue to be different in the years when the Chair is due for reappointment, principally due to the PSA requirement to engage an independent external reviewer to carry out the review. There is the option for the Chair or Senior Council Member to engage the support of an independent person any year if they believe that this would benefit the annual review process.
 - To include feedback from the Executive Leadership Team (ELT) in the process for Council members as well as feedback from the relevant Committee Chairs. An element of 360° feedback is both helpful and relevant in terms of assessing performance and behaviour and supporting a healthy culture. This is intended to be light touch with the Chief Executive facilitating feedback on behalf of the ELT. There is also scope to provide or seek feedback from other internal and external stakeholders as part of the annual review process.
 - To include both the competencies and the values and behavioural framework as part of the annual review process. The behavioural standards framework was introduced after the annual review process was last reviewed in 2021 so has not been incorporated in the process previously.
 - To provide less structured reflections on the learning and development provided to Council and Committee members rather than providing feedback on specific activities. More specific feedback could be collected immediately following an event if Council members felt that this would be helpful.
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- To record any agreed development and actions in a separate section of the form alongside the summary of the discussion.

The updated annual review process is included with this paper together with the form to record the annual review process and the pro forma for capturing feedback from the ELT and Committee Chairs.

Decision	The Council is asked to approve the proposed changes to the annual review process for Council and independent Committee members.
Previous consideration	The annual review process for Council and independent Committee members was last reviewed and approved by the Council in May 2021.
Next steps	<p>Subject to the Council's approval, following the meeting:</p> <ul style="list-style-type: none"> • the form used to record the annual review will be sent to each Council and independent Committee member to complete the self-reflection and comments sections; • each Council member will be asked to forward the completed form to the Chair of the Council and independent Committee members will be asked to forward completed forms to the relevant Committee Chair; • the Secretariat team will request feedback from the ELT and Committee Chairs, which will be submitted to the Chair or Committee Chair directly; • the Chair and Chief Executive's Office will arrange meetings between the Chair of the Council and each Council member and between the Senior Council Member and the Chair for an annual review discussion in November 2024; • the Secretariat team will liaise with each Committee Chair and the independent Committee members to arrange an annual review discussion; • following the discussion a summary of the annual review discussion will be completed and shared with the appropriate Council or independent Committee member for review, agreement and signature; and • the Secretariat team will be available to provide support with any actions agreed as part of the annual review.
Strategic priority	Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	No budget has been allocated for the annual review process in 2024-25 as no external resource requirement is anticipated. There may be costs associated with any development or actions identified through the annual review process.

EDI impact
and Welsh
Language
Standards

Author

EDI will be considered as part of the annual review as part when considering the competencies and values and behaviours.

Karen Flaherty, Head of Governance
karen.flaherty@hcpc-uk.org

Council and Committee members annual review process

1. Introduction

This document outlines the process for Council and Committee members' annual review. It provides guidance to those taking part in the process.

The annual review is an opportunity for Council and Committee members to reflect on the previous year and their individual contribution to the Council's overall effectiveness and the delivery of the HCPC's strategic objectives. It also provides time to look forward and identify learning and development opportunities and aspirations for the future, including in relation to reappointment.

All HCPC employees participate in an annual performance development review process and it is important for Council and Committee members to lead by example in engaging positively with the annual review process. Active participation in an annual review is also a requirement in the code of conduct for Council members.

The aims of the annual review process are to:

- acknowledge individual contributions to the work of the Council and Committees and the shaping and delivery of the strategy;
- provide constructive feedback on outcomes and behaviours, including areas for development;
- encourage and support personal and professional development;
- provide space for a constructive discussion about the Council's effectiveness;
- agree clear expectations and actions;
- maintain best practice and continuous improvement; and
- identify areas for improvement in the HCPC's learning and development and processes.

2. Council members

The focus of the annual review is to reflect on the Council member's performance and impact in the previous year as well as areas for development and focus in the year ahead. In advance of the review the Chair of the Council will consult the Executive Leadership Team (ELT) and the Chair of the relevant Committees for their reflections on the Council member's contribution to the Committees. Council members may suggest other internal or external stakeholders that they believe can provide feedback that offers further insight into their performance.

The annual review provides ongoing assurance that the Council member continues to perform effectively and to meet the competencies for Council members and that

their skills and expertise remain appropriate, taking into account the HCPC's strategy and the current and expected future skill set required by the Council.

Where a Council member of the Council is eligible and wishes to be considered for reappointment, this will be completed following the HCPC's processes for Council reappointments.

The outcome of the annual review will be used to provide the reappointments panel with a key piece of evidence as part of any reappointment submission. The Professional Standards Authority (PSA) has an oversight role in reappointment decisions and looks for evidence that the regulator has satisfied themselves that the Council member continues to have the skills and expertise to meet the Council's requirements and needs, taking into account the skill set of the Council members as a whole.

The process described below will be followed.

1. The Governance team populates the form used to record the annual review with the Council member's appointment and attendance record for the year under review. The form is then sent to the Council member.
2. The Council member completes the self-reflection and comments sections and forwards the form to the Chair of the Council.
3. The Chair of the Council seeks feedback from the ELT and the Chair of the relevant Committees and any other stakeholders suggested by the Council member.
4. The Chair of the Council and the Council member meet for a reflective discussion. The Chair will share any feedback with the Council member at this meeting.
5. The Chair of the Council prepares a summary of the discussion and any agreed development and actions for the year ahead.
6. The Chair of the Council shares the completed form with the Council member for agreement. Once agreed and signed the form is forwarded to the Governance team to be included in the Council member's records.

3. Council Chair

3.1 Annual review when the Chair is not due for reappointment

The annual review of the Chair of the Council is undertaken by the Senior Council Member in any year where the Chair is not due for reappointment. The Senior Council Member is free to seek feedback from any relevant internal or external stakeholders as they deem necessary to inform the annual review discussion. The

Chair may suggest internal or external stakeholders that they believe can provide feedback that offers further insight into their performance. As a minimum feedback should be sought from the Chief Executive due to the significance to the HCPC of the working relationship between the Chair and the Chief Executive.

The process described below will be followed.

1. The Governance team populates the form used to record the annual review with the Chair's appointment and attendance record for the year under review. The form is then sent to the Chair.
2. The Chair completes the self-reflection and comments sections and forwards the form to the Senior Council Member.
3. The Senior Council Member seeks feedback from the Chief Executive and any other relevant stakeholders, including those suggested by the Chair.
4. The Senior Council Member and the Chair meet for reflective discussion. The Senior Council Member will share any feedback with the Chair at this meeting.
5. The Senior Council Member prepares a summary of the discussion and any agreed development and actions for the year ahead.
6. The Senior Council Member shares the completed form with the Chair for agreement. Once agreed and signed the form is forwarded to the Governance team to be included in the Chair's records.

It will be open to the Chair or Senior Council Member to consider engaging the support of an independent person in any capacity if they believe that this would benefit the annual review process for the Chair.

3.2 Annual review ahead of reappointment of the Chair

The PSA requires that, ahead of a reappointment recommendation for a Chair, the HCPC must conduct a formal 360° appraisal process, conducted by an independent person or panel. The 360° appraisal process must seek the views of other stakeholders, that may include:

- related professional and service user organisations;
- the professional and policy leads in government health departments;
- the Chief Executive and the ELT; and
- other Council members.

The Senior Council Member has a formal role in planning and providing oversight of the annual review and the reappointment process for the Chair.

The process described below will be followed.

1. The Head of Governance and the Senior Council Member identify a suitable independent person to undertake the annual review and make a proposal to the Council for its agreement.
2. Following agreement by the Council the independent reviewer is provided with an overview of the HCPC, including key information as about our stakeholders and strategy.
3. A list of required third party inputs is agreed by the Senior Council Member and the independent reviewer, who then seeks this feedback directly.
4. The Governance team sends the form used to record the annual review to the Chair.
5. The Chair completes the self-reflection and comments sections and forwards the form to the independent reviewer.
6. The independent reviewer provides the Chair with a summary of the feedback received.
7. The independent reviewer and the Chair meet to undertake the annual review.
8. The independent reviewer prepares a record of the annual review and submits this to the Chair, the Senior Council Member and the Head of Governance. A copy will be included in the Chair's records.

The reappointment process for the Chair will be completed following the HCPC's processes for Council reappointments.

4. Independent Committee members

The annual review process for independent Committee members is the same as that for Council members set out above. Where the process refers to the Chair of the Council this should instead be read as the Chair of the relevant Committee(s).

5. Failure to Agree

In the event that a Council or Committee member does not agree with the summary of the discussion provided by the Chair of the Council or the Chair of the relevant Committee, as applicable, or if they feel they have been treated unfairly, they may submit their concerns in writing to the Head of Governance and, if appropriate, the Senior Council Member. These concerns will be included in the Council or Committee member's records with a copy of the annual review form.

6. Confidentiality

The specific content of the annual review will be kept confidential and only shared with the Council or Committee member, the Governance team (for administration) and any relevant reappointment panel (as evidence of a suitable performance record). All paperwork relating to annual reviews will be kept on the Council or Committee member's respective records, which will be maintained in a secure environment, and destroyed according to the HCPC's record retention and disposal policy.

Council member review form 2023-24

Name of member:		Review location:	
Date of review:		Contact number:	
Date(s) of appointment/ reappointment:		Current term ends:	

Attendance

	Meetings	Seminars and Workshops
Council	/	/
[Committee 1]	/	/
[Committee 2]	/	/

Competencies for Council members (Please rate 1-3)

1: Exceeded demonstrates required behaviours to a high level 2. Achieved consistently demonstrates the behaviours required 3. Development need required behaviours not demonstrated with sufficient consistency

Competencies	Evidence	Rating	Reflection and Comments
Capacity and skill to understand the priorities of HCPC stakeholders	The Council member is well informed about the wider system in which the HCPC and regulation sits. They are sensitive to the complexity and varied priorities of the HCPC's stakeholders.		
Ability to contribute to strategic direction	The Council member actively contributes their skills and experience to assist the HCPC in setting and achieving an appropriate strategy.		
Ability to explore accountability of self and others	The Council member upholds high personal and professional standards for themselves and encourages high standards in others in a positive way.		
Demonstrable commitment to equality, diversity and inclusion	The Council member champions excellent equality, diversity and inclusion practice in the organisation and leads by example by treating everyone with respect and consideration.		
Ability to listen and communicate effectively	The Council member forms positive working relationships with stakeholders and values and seeks out the views of others.		

Competencies	Evidence	Rating	Reflection and Comments
Ability to work effectively as part of a team	The Council member works positively with, and values, other Council members and members of the Executive Leadership Team.		

Values and behavioural standards for Council (Please rate 1-3)

1: Exceeded demonstrates required behaviours to a high level 2. Achieved consistently demonstrates the behaviours required 3. Development need required behaviours not demonstrated with sufficient consistency

Value	Positive behavioural indicators	Rating	Reflection and Comments
<p>Fair Being honest open and transparent</p>	<ul style="list-style-type: none"> • Actively recognises the contribution of others beyond the Executive team and proactively acknowledges and rewards contribution. • Engages in Council work with an open mind, shows a balanced opinion and sets realistic expectations through a wider understanding and context. • Executes the role in a fair and consistent manner and seeks to maintain a climate which reflects a culture of supportive and constructive feedback. 		
<p>Compassion Treating people with respect, empathy and care</p>	<ul style="list-style-type: none"> • Recognises and understands the working environment and pressures of people, especially when making requests that may have implications on both. Regularly checks the welfare and wellbeing of senior leaders. • Is patient when asking enquiry questions, particularly with those new to Council. • Provides positive, honest and constructive feedback on papers 		

Value	Positive behavioural indicators	Rating	Reflection and Comments
	<p>and ensures a balance of positive challenge with support and development to improve.</p> <ul style="list-style-type: none"> • Is self-aware of their own personal impact and intentionally builds strong relationships both in and out of meetings. 		
<p>Inclusive Collaborating with others and championing diversity</p>	<ul style="list-style-type: none"> • Actively welcomes staff into appropriate Council conversations and ensures agendas include space for staff contribution. • Using EDI as a measure, works to ensure staff see themselves reflected in both Council and ELT. • Engages regularly with teams by partaking in activities such as, but not limited to, back to the floor visits. 		
<p>Enterprising Seeking opportunities to be creative and foster innovation to improve our performance</p>	<ul style="list-style-type: none"> • Is supportive to others ‘can do’ attitude and is demonstrably open to new ideas, initiatives, creativity and willingness to change and evolve. • Shows acceptance when effort outweighs failure and is fair and honest in appraisal. • Speaks out when analysis/paralysis is identified and works with a balanced appetite to risk that allows initiative and change. 		

Value	Positive behavioural indicators	Rating	Reflection and Comments
	<ul style="list-style-type: none"> <li data-bbox="531 196 1016 407">Seeks different perspectives, approaches and solutions from elsewhere and accepts co-ownership and a collective responsibility to both decisions and outcomes. 		

Learning and development

Please provide your reflections on core learning and development activities and sessions (including seminars) for this year for Council and Committees (if appropriate) and how these have supported your personal and professional development.

Please identify any learning or development you would like to be provided with in the coming year and whether this would be of wider benefit to the Council or a particular Committee. If you have identified a specific development need, please describe why you feel it would be of interest and of relevance to your role as a Council/Committee member and support your personal or professional development.

Summary of discussion

Agreed development and actions for the year ahead

Signatures I have seen this form and have discussed it with the Council Chair

Council member _____ Date: _____

I have seen this form and have discussed it with the above Council member

Council Chair _____ Date: _____

Council member annual review feedback

Name of Council member:	
Date of review:	
Feedback provided by:	

What does the Council member do well?

Are there any opportunities for further learning and development?