

Registrant Council Member (1 role)

Lay Council Member (3 roles)

Health and Care Professions Council Applicant Information Pack

Closing date for applications is 9am on Monday 25 November 2024.

Interviews will take place on 9, 10 and 13 December 2024.

Please visit our [website](#) for more information about the HCPC and to access the application forms.

If you require Braille, large print or tape versions of this information pack and the application forms, please contact Karen Flaherty, Head of Governance on 020 7840 1567 or by email to appointments@hcpc-uk.org.



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A message from the Chair of the HCPC

Dear candidate

Thank you for your interest in joining the Health and Care Professions Council (HCPC). As you are no doubt aware, your application comes at a critical moment for health and care professionals, as they cope with the significant challenge of workforce pressures and contribute to the planned transformation of health services. This is your opportunity to play a pivotal role in the current and future regulation of the sector.

The HCPC is an important public body, full of talented and dedicated people with a common purpose of protecting the public. The Council guides and supports the executive team to ensure that this shared purpose is at the heart of everything we do. You will be joining a supportive and ambitious non-executive team with diverse skills and experiences seeking to further increase the range of voices around the table.

We are approaching the final year of our five year corporate strategy, which sets out how we will become a high performing regulator, delivering forward-looking regulation, underpinned by strong data, collaboration and compassion. An essential part of the role of the Council is to ensure that the executive team delivers on the strategy whilst also offering guidance, support and challenge.

Being a Council member is a truly rewarding and fascinating role. The successful candidates will gain a unique opportunity to share their opinions and perspectives on the future of health and care regulation, and help to shape our progress on key issues such as intelligent use of data, environmental and financial sustainability, equality, diversity and inclusion, professionalism and workforce.

Thank you for your interest in joining us and I hope the information provided in this pack will encourage and inspire you to apply.

Christine Elliott
Chair of HCPC



Overview

Key dates

Closing date: 9am on Monday 25 November 2024

Shortlisting complete by: Week commencing 2 December 2024

Essential competencies

All candidates will need to demonstrate that they have met the following competencies:

- capacity and skill to understand the priorities of HCPC stakeholders;
- ability to contribute to strategic direction;
- ability to explore accountability of self and others;
- demonstrable commitment to equality, diversity and inclusion;
- ability to listen and communicate effectively; and
- ability to work effectively as part of a team.

Full details of the competencies can be found on page 8.

Desirable competencies

In addition to the above competencies we are particularly interested in hearing from candidates with:

- recent and relevant financial experience, including an accountancy qualification;
- legal regulatory knowledge and experience;
- expertise in technology and business change and the use of data and intelligence; and
- for the registrant Council member, involvement in patient and public experience and engagement.

Registrant Council Member (1 role)

Lay Council Member (3 roles)

Interviews to be held: 9, 10 and 13 December 2024

Appointment start date*: January 2025

Our Values

- Fair – being honest, open and transparent
- Compassionate – treating people with respect, empathy and care
- Inclusive – collaborating with others and championing diversity
- Enterprising – seeking opportunities to be creative and foster innovation to improve our performance

Eligibility

Please see pages 11-12 for full details of eligibility.

Remuneration

£13,000 per annum, together with travel and subsistence expenses.

Time commitment

Approximately 30 days each year, which includes preparation for meetings.

Key contacts

For more information regarding the selection or appointment process, please contact Karen Flaherty, Head of Governance by telephone on 020 7840 1567 or by email to appointments@hcpc-uk.org.

About the Health and Care Professions Council

Role of the HCPC

The Health and Care Professions Council (HCPC) is a UK wide, multi-professional regulator, established under the Health Professions Order 2001.

We currently regulate approximately 340,000 professionals across 15 professions.

Our statutory duty is to protect and promote the health, safety and wellbeing of the public.

HCPC delivers its functions by:

- setting the standards for education and training, professional skills, conduct, performance and ethics and continuing professional development for the health and care professions we regulate;
- keeping a register of professionals who meet these standards;
- approving education programmes that professionals must complete prior to registration; and
- taking action when registrants do not meet our standards.

Our vision, as set out in our [corporate strategy](#), is to be a high performing, adaptable and caring regulator that ensures public protection through strong, evidence-based regulation.

Our purpose is to promote excellence in the professions we regulate and champion high quality care that the public can access safely and with confidence.

We have four core values:



Fair – being honest, open and transparent



Compassionate – treating people with respect, empathy and care



Inclusive – collaborating with others and championing diversity



Enterprising – seeking opportunities to be creative and foster innovation to improve our performance



For more information about the HCPC please visit our website

www.hcpc-uk.org

Role of the Council

The Council is the governing body of the HCPC. The role of the Council is to:

- protect the health and wellbeing of those using or needing the services of registrants;
- ensure that the organisation discharges its functions under the Health Professions Order 2001;
- set, review and update the strategy, values and vision as necessary;
- encourage open accountability to the public and the professions;
- undertake strategic planning, policy making and development;
- ensure and monitor financial probity;
- delegate any functions, as it sees fit, to its committees or the executive team;
- appoint a Chief Executive and Registrar; and
- review how the HCPC's executive team is carrying out the Council's strategy, plans and policies.

Composition of the Council

The composition of the Council is set out in the Health and Care Professions Council (Constitution) Order 2009 (the Constitution Order).

The Council comprises six lay and six registrant members, including the Chair, made up as follows.

- **Six registrant members.** Registrant members are people who are on the HCPC register and must be wholly or mainly engaged in the practice, the teaching or management of, or research in one of the relevant professions regulated by the HCPC.
- **Six lay members.** Lay members are members who are not registered, have never been registered and are not eligible to apply for registration with the HCPC or:
 - under the Professions Supplementary to Medicine Act 1960, which created the Council for Professions Supplementary to Medicine (CPSM);
 - in the Association of Operating Department Practitioners (AODP) register;
 - in the Association of Educational Psychologists (AEP) register;
 - in the British Psychological Society (BPS) register; or
 - in the Hearing Aid Council (HAC) register.

At least one member of the Council must live or work wholly or mainly in each of England, Wales, Scotland and Northern Ireland.



To view a list of our current Council members please visit www.hcpc-uk.org/aboutus/council/councilmembers/

Role of Council members

The aim is to ensure that the Council, collectively, has a wide range of experience, capability and skills to understand the priorities of the HCPC's key stakeholder groups as well as the values that underpin good governance.

The HCPC is therefore always looking to ensure that the Council reflects a diverse range of interests, as well as one which has the necessary governance experience required to fulfil its responsibilities.

In summary, the role of a Council member is to:

- contribute their knowledge and expertise to the Council, to ensure robust governance and effective strategic decision-making;
- contribute to the delivery of the Council's objectives and strategy;
- ensure that they have a good working knowledge of the HCPC's role, key processes and other information that may help them in their role;
- carry out their work for the Council in accordance with the Council members' code of conduct and the HCPC's values; and
- act as an ambassador for the HCPC, representing the Council to stakeholders.

While the HCPC would expect all Council members to have a grasp of the principles of good regulation, we welcome applications from those who are not currently involved in regulation, as we are keen to ensure the Council has a breadth of experience and skills.

In the event members of other regulatory councils do choose to apply, the selection panel will consider carefully whether the conflict of interest which would be likely to arise, should they be appointed as a Council member at the HCPC, would be significant enough to preclude their membership of both councils.



Competencies and values required

For all roles, candidates will be required to demonstrate how they meet the core competencies and values shown below. Examples of how you meet these competencies, and demonstrate these values, should be included in your application form. A non-exhaustive list of examples of behaviours that would demonstrate these competencies are provided at Appendix 1.

Council member competencies

Capacity and skill to understand the priorities of HCPC stakeholders

- Demonstrable commitment to public protection and supporting confidence in public services.
- Knowledge and understanding of the diversity inherent in the work of the HCPC and differing priorities and viewpoints of our stakeholder groups.
- Knowledge and understanding of the wider health, social, political and educational landscape in which regulation sits.

Ability to contribute to strategic direction

- Understanding of the relationship between the purpose and values of an organisation and its strategic direction.
- Knowledge and experience of strategic planning and delivery.
- Experience of contributing to the achievement of objectives within time and resource constraints.

Ability to explore accountability of self and others

- Ability to lead by example and demonstrate the HCPC's values of being fair, compassionate, inclusive and enterprising.
- Understanding of the role and importance of good governance in public bodies.
- Ability to provide constructive challenge to help achieve the best outcomes for the organisation.

Demonstrable commitment to equality, diversity and inclusion

- Able to explore and work with values of fairness, compassion and inclusivity and what these might mean in a regulatory setting.
- Demonstrates cultural intelligence and is committed to meaningful participation of all groups.
- Awareness that equality and diversity issues are of key importance throughout any organisation.

Ability to listen and communicate effectively

- Good communication skills and the ability to put views across clearly and sensitively in an appropriate style for the intended audience.
- Ability to inspire confidence and support amongst HCPC stakeholders including service users, patients and members of the public.
- Awareness and acceptance of diverse views.

Ability to work effectively as part of a team

- Ability to take a constructive and active part in group discussions and decision-making.
- Understanding and ability to uphold boundaries between the executive and non-executive role, while working effectively with the executive team to achieve the organisation's aims.
- Ability to build and maintain effective and positive relationships at all levels.

Desirable competencies

We determine the skills and experience it would be desirable to find in a new Council member taking into account the profiles of our current Council members, as well as external and internal factors.

For this appointment we are particularly interested in applications from candidates with expertise in the following areas:

- a qualified accountant with recent and relevant financial experience;
- legal regulatory knowledge and experience;
- technology and business change and the use of data and intelligence; and
- for the registrant Council member, involvement in patient and public experience and engagement.

Values

- Fair – being honest, open and transparent
- Compassionate – treating people with respect, empathy and care
- Inclusive – collaborating with others and championing diversity
- Enterprising – seeking opportunities to be creative and foster innovation to improve our performance



On appointment

Remuneration

Council members receive an annual fee of £13,000. This remuneration covers attendance at Council and other HCPC meetings, including preparation and travelling time.

Remuneration is paid through the HCPC's payroll and subject to tax and National Insurance deductions at source. It is not pensionable.

Council members are eligible to claim expenses under the HCPC's applicable expenses policy for travel and subsistence costs while carrying out their role on behalf of the HCPC.

Impact of appointment on people in receipt of benefits

Appointment may have an effect on your entitlement to benefits. If you are in receipt of benefits you should seek advice from the Department for Work and Pensions.

Time commitment and location

It is expected that a commitment of approximately 30 days a year will be required by each Council member. Council and committee meetings are normally held virtually, with three or four meetings held in person each year, which are likely to be in London at the HCPC offices in Kennington.

Dates and times for Council and committee meetings in 2025 are available on our [website](#).

The Council meets six times annually and holds at least three more informal seminars. Council members are expected to take part in at least one Council committee. Our committees meet on average five times a year, which includes meetings and workshops.

Appointment and tenure of office

It is anticipated that the appointments will start in January 2025. Under the Constitution Order, any member of Council (including the Chair) may hold office for a maximum of eight years in any period of 20 years. The initial appointment will be for a period not exceeding four years. The term of office will be determined by the Privy Council on appointment. The HCPC may seek to stagger the end dates for terms of office to ensure continuity of membership of the Council.

Reappointments can be made at the end of the first period of office for a further maximum period of four years, subject to a satisfactory performance appraisal and the needs of the HCPC. However, a degree of change is often sought and there should be no expectation of automatic reappointment.

The post of Council member is a statutory appointment made by the Privy Council. This is a public appointment or statutory office, and is not subject to the provisions of employment law.

Standards in public life

As a Council member you will be expected to demonstrate high standards of corporate and personal conduct, including impartiality, objectivity and integrity in the role and carrying out your responsibilities.

You should note particularly the requirement to declare any conflict of interest that arises in the course of Council business and the need to declare any relevant business interests, positions of authority or other connections with other commercial, voluntary, academic or public bodies.

You must also confirm that you understand the standards of probity required by public appointees outlined in the seven principles of public

life. These principles are set out by the Committee on Standards in Public Life and are included in Appendix 2.

To ensure that public service values are maintained at the heart of the HCPC, Council members will be required, on appointment, and in addition to a commitment to the seven principles of public life, to subscribe to the HCPC's code of conduct. A copy can be obtained from the HCPC or via the website, using the following link:

www.hcpc-uk.org/aboutus/council/codeofcorporategovernance/

Equality, diversity and inclusion

The HCPC is committed to the principle of public appointments on merit with independent assessments, openness and transparency of process and to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, pregnancy and maternity, religion or belief, sexual orientation and gender reassignment.

We strongly encourage applications from all sections of the community and from people with diverse experience and backgrounds. More information about what equality, diversity and inclusion means to the HCPC, including our equality, diversity and inclusion strategy can be found on our website [here](#).

Eligibility

The following information should help potential applicants determine their eligibility for Council member roles. However, if you are unsure about your eligibility, please contact us before applying.

Registrant member

- You must live or work wholly or mainly in the United Kingdom.
- You must be HCPC registered.
- You should be HCPC registered at the point of application. Appointed candidates will be required to remain registered with the HCPC for the duration of their term on the Council.
- Applicants who are not HCPC registered will not be considered for the registrant member role.
- You must be wholly or mainly engaged in the practice, the teaching or management of, or research in one of the professions regulated by the HCPC.
- You will not be eligible for appointment if you are the subject of any allegation, investigation or proceedings concerning your fitness to practise in the HCPC.

Lay member

- You must **not** be registered with the HCPC.
- You must **not** have previously been registered with the HCPC.
- You must **not** be eligible for registration with the HCPC.

If you do not meet the above criteria you will not be eligible to apply for a lay member role. A full list of 'predecessor registers' is provided on page 6. If you have previously been registered in one of these registers, or were eligible to be registered, you will not be able to apply for a lay member role.

If you are an HCPC partner (for example, a panel member, international registration assessor or visitor) and you meet the above requirements, you are eligible to apply for a Council member role as applicable. The Council has previously agreed to a separation between its role in setting and overseeing the HCPC's strategy and decision-making in the core operational processes. So, if you were successful in being appointed to one of these Council member roles, you would be required to relinquish your partner role.

While we welcome applications from all sections of the community, Council members must reside in the United Kingdom (UK) and have the right to work in the UK. While some meetings and activities will take place virtually, Council members will need to attend meetings in the UK and be resident in the UK to meet our data protection requirements.

Disqualification from appointment

Appointments to many public bodies are governed by regulations which include details of circumstances in which an individual may be disqualified from holding office.

The criteria for disqualification from appointment as a member of the Health and Care Professions Council are set out in the Health and Care Professions Council (Constitution) Order 2009. Those criteria include:

- Anyone who has been convicted in the United Kingdom and received a prison sentence or suspended sentence of three months or more in the last five years.
- Anyone who has been declared bankrupt or has made a composition or arrangement with their creditors.
- Anybody who has been dismissed, other than by reason of redundancy, from any paid employment with a public body.
- Anyone who has had an earlier term of appointment as the chair or member of a public body terminated in certain circumstances.

- Anyone who is suspended from, has been removed from or subject to conditions on registration of any professional body.
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986.
- Anyone who has previously been removed from trusteeship of a charity by the court or the Charity Commission.

For further advice about disqualification for appointment please contact us.

Conflicts of interest

Close relationships with Council members or members of the selection panel may be considered a conflict of interest, and therefore must be declared at the application stage of the appointment process.

Any other perceived conflicts of interest will be fully explored by the panel at interview stage.

How to apply

To apply for these roles you **must** complete and return the following.

- Confidential Council member application form
- Conflicts of interest and other material information form

Please refer to the guidance notes in Appendix 1 of this information pack when completing the forms.

We also ask that you complete the Equal opportunities and diversity monitoring form. The deadline for completed application forms is **9am on Monday 25 November 2024**. Please note that CVs will not be accepted or considered by the selection panel.

The forms can be found on our website:
www.hcpc-uk.org/council-appointments

Please send your completed application to appointments@hcpc-uk.org.

Or send to:

Karen Flaherty
Head of Governance
Health and Care Professions Council
184-186 Kennington Park Road
London SE11 4BU

Braille, large print and tape versions of this information pack and the application forms are also available on request.

The HCPC is committed to interviewing persons with a disability who meet or best meet the minimum essential criteria and all reasonable adjustments will be made to assist in completing the application form and attending an interview, and any reasonable adjustments that would need to be made to the role or working environment if your application is successful.

Appointment process

The appointments process is carried out in accordance with the Professional Standards Authority (PSA) good practice guidance in making council appointments. This guidance can be found [here](#).

The PSA's role is to check the process we use and assess whether it is fair, transparent and open, whether it inspires confidence and whether it ensures all selection decisions are based on merit. The PSA advises the Privy Council whether the process meets this standard but takes no view on the suitability of particular candidates and has no say in who is appointed.

The HCPC's appointment process is based on the PSA's guidance and can be found [here](#).

Acknowledging your application

Once we receive your application we will process it as quickly as possible and will keep you informed at key stages.

After the closing date for applications, the process is as follows.

- We will acknowledge receipt of your application (by email if provided) and check it for completeness and eligibility. Ineligible or incomplete applications will be rejected at this stage. For convenience, all forms can be downloaded from our website www.hcpc-uk.org/council-appointments, completed electronically and sent by email to appointments@hcpc-uk.org.
- We will rely on only the information and evidence you provide on your application form to assess whether you meet the competencies and values required. Please ensure that you provide written evidence in the 'Supporting Statement' section of the form to show how you meet all the competencies identified in the 'Competencies and values required' section above.

Interviews

- The selection panel will include Christine Elliott, HCPC Chair and Chair of the panel, David Stirling, Senior Council Member, and Yasir Samir, independent panel member.
- In the week commencing 2 December 2024, the panel will decide which candidates will be invited to attend an interview, taking account of the evidence provided on your application.
- We will write to let you know whether or not you will be interviewed. Interviews will take place virtually on 9, 10 and 13 December 2024. The Governance team will undertake a test of your virtual connection before your interview.
- Before your interview, we will undertake checks related to any information about you which could bring into question your eligibility or ability to perform the role or which might represent a reputational risk to the HCPC or the Privy Council. Should these checks reveal information that might affect your suitability for appointment you will be given an opportunity to discuss the information before a course of action is decided upon.
- At the panel interview, the panel will question you about your experience and expertise and ask specific questions to find whether you meet the specified competencies for the role. The panel's questions will require answers which include examples of when you have demonstrated these particular behaviours and values in your professional or personal life.
- You will also be asked to prepare a short oral presentation for the interview to discuss and respond to the following question: How can healthcare regulation become patient-centred and fit for the future? This presentation should not include any slides or other visual elements and should last approximately five minutes.
- Due to the time and expense of reconvening the panel, requests for a change of interview date will not be considered unless a reasonable adjustment is being made to accommodate a candidate applying under

the HCPC's commitment to interview all persons with a disability who meet or best meet the minimum essential criteria for the role.

The outcome of your application

- If, in the view of the panel, you have the skills and experience, and have best met the competencies required, you will be recommended for appointment, subject to the receipt of satisfactory references.
 - The Privy Council will consider the selection panel's recommendation and will make the final decision on the appointment.
 - If you are successful, the Privy Council will write to you offering you the position on the Council.
 - If you are unsuccessful, you will be notified by the HCPC.
 - If you are unsuccessful at the interview stage and you would like feedback, please email appointments@hcpc-uk.org or write to us at the following address. We will endeavour to provide feedback as soon as we can.
- Karen Flaherty
Head of Governance
Health and Care Professions Council
184-186 Kennington Park Road
London SE11 4BU
- Unfortunately, due to the volume of applications we receive we are unable to provide feedback to applicants who are not shortlisted for interview.

Use of your personal information

Data Protection

The HCPC is required to retain information about the people who apply for appointment as Council member. All the information we collect will be retained in accordance with HCPC's record retention and disposal policy.

Monitoring information

This information is not used in the selection process. It will be removed on receipt and is not seen by the panel assessing your application. We use this information to monitor the diversity of candidates we attract and those we appoint in order to inform improvements to our recruitment process.

How to complain

The HCPC is committed to processes and procedures that are fair, transparent and free from discrimination. Complaints about any aspect of the appointments process will be monitored, recorded and promptly handled.

Complaints regarding the appointments process, or an individual's experience of the process, will be dealt with under the HCPC's central customer service and complaints process. Complaints and other feedback should be made in writing to the Feedback and Complaints Manager:

Feedback and Complaints Manager
Health and Care Professions Council
184-186 Kennington Park Road
London SE11 4BU

feedback@hcpc-uk.org

The HCPC complaints process has the following aims:

- To acknowledge receipt of feedback within three working days
- To respond to feedback within 15 working days
- To keep you regularly updated as to the progress of your enquiry if the issue has not been resolved within agreed times
- To deal with all feedback in an effective, fair and confidential manner
- To ensure continuous learning is taken from feedback and implemented

If you are dissatisfied with the response, you may ask the Chief Executive to conduct an internal review.

If you remain dissatisfied with the HCPC's response you will be able to raise your concerns with the Privy Council. Contact details are as follows: Privy Council Office, Room G/04, 1 Horse Guards Road, London SW1A 2HQ (020 7271 3292).

Appendix 1: Guidance on completing the application forms

When filling in your application form, please either complete electronically or write legibly using black ink. You should complete all the sections.

Braille, large print and tape versions of this information pack and the application forms are available from the HCPC.

If you have any difficulties, or to request any documents in alternative formats, please contact Karen Flaherty, Head of Governance on 020 7840 1567 or by email to appointments@hcpc-uk.org **in good time before the closing date of 9am on Monday 25 November 2024.**

Downloading the application forms from the internet

For convenience, a copy of the application forms can be downloaded from our website at www.hcpc-uk.org/council-appointments and be completed on your own laptop or PC. These can then be sent by email to us at appointments@hcpc-uk.org.

The application is made up of four parts:

Form 1 - Confidential Council member application form

The application form is divided into two parts: The first part asks for personal details, how you found out about the posts (to ensure we target our recruitment and advertising activity effectively in the future) and details of any reasonable adjustments you may require.

The second part is for you to tell us about the qualities that make you suitable for the Council member role. You should use this section of the application to give specific evidence of your expertise and experience.

Before completing it, please read the sections in this information pack that set out the role and responsibilities of the HCPC and the competencies and values required. You should ensure that your statement specifically

addresses these competencies and values. You should also read the information provided in the 'Overview' section above.

This supporting statement should be a maximum of 1,500 words. If you are not able to fit all your information in the space provided, you may use continuation sheets (no more than two sheets of A4), which should be attached to your form. The electronic application form will expand as you type.

Finally, you are asked to provide details of referees. Please give details of two referees, at least one of whom must be related to your recent professional and/or voluntary activities, who will be available to provide a reference **during the week commencing 16 December 2024**. Wherever possible please include contact email addresses. Referees will not be approached unless you are successful at interview. An appointment will not be offered until we have received satisfactory references.

As these are public appointments, basic information about those appointed will be made public in a variety of official publications, including press releases.

Form 2 - Conflicts of interest and other material information form

Most public bodies maintain a register of members' interests to avoid any danger of governing body members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

All Council members are therefore expected to declare any personal or business interest that may influence, or may be perceived to influence, their judgment. This should include, as a minimum, personal direct and indirect financial interests, and should normally also include such interests of close family members. Indirect financial interests arise from having connections with bodies that have a direct financial interest or from being a business partner of, or being employed by, a person with such an interest.

Form 3 - Equal opportunities and diversity monitoring form (optional)

The HCPC welcomes applications from all sections of the community for this and other public appointments. We are particularly keen to ensure proper representation on governing bodies by women, people of all ages, from a range of ethnic backgrounds and disabled people. This information is not used in the selection process and is not seen by the panel assessing your application. It will be removed from the rest of your application on receipt. However, we use the information you provide in this section to monitor the diversity of candidates we attract and those appointed.

Sending your completed application

Please email your completed forms and any continuation sheets to appointments@hcpc-uk.org to arrive before the closing date of 9am on **Monday 25 November 2024**.

Or you can send to:

Karen Flaherty
Head of Governance
Health and Care Professions Council
184-186 Kennington Park Road
London SE11 4BU

Applications received after the closing date or incomplete applications will not be considered.

If you are sending your application by email, please ensure that it will arrive before the closing date and time. If you are posting your application form please allow sufficient time for delivery. Applications will be acknowledged shortly after receipt.

Finally, please note that the recruitment and selection process is overseen by the Professional Standards Authority (PSA). Occasionally the PSA's scrutiny processes can take longer than anticipated, particularly prior to confirmation of appointments.

Applicants who declare a disability (Disability Confident employer scheme)

The HCPC is a Disability Confident employer, which means that we are committed to interview all persons with a disability who meet or best meet the minimum essential criteria for the role. By minimum essential criteria we mean that candidates need to demonstrate to the panel's satisfaction that they meet the competencies set out in this information pack.

So, in your supporting statement, please ensure that you provide sufficient information and examples so that the panel are provided with evidence that demonstrates that the competencies have been met. Each application is assessed anonymously to see whether a candidate's application demonstrates that they meet the competencies. Candidates who have applied under the 'guaranteed interview scheme' will only be invited for interview if the panel consider they meet all the essential criteria.

All reasonable adjustments will be made to assist in completing the application form, attending an interview, and any reasonable adjustments that would need to be made to the role or working environment if your application is successful.

Core competences and behaviours

Below are illustrative examples to aid candidates in understanding what each competency encompasses.

Capacity and skill to understand the priorities of HCPC stakeholders		
Positive behaviours	Negative behaviours	Outcome
Understanding the HCPC and what we are trying to achieve and acting as an ambassador for HCPC. Proactively seeking positive connections with HCPC stakeholders.	Not investing in positive working relationships with stakeholders, resulting in a limited network.	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.
Believing that working with stakeholders is essential and facilitating it happening.	Discouraging partnership working and interdependency with other organisations due to territorialism and mistrust.	
Thinking laterally to see the range of people who may be affected by decisions.	Being dismissive of stakeholders and giving a poor impression of the HCPC through your interactions with them.	
Consulting before making decisions that may impact stakeholders.	Being defensive about the HCPC and its performance.	
Having empathy with stakeholders and showing a genuine interest in their needs.	Keeping information to yourself or discouraging intelligence sharing with other organisations.	

Ability to contribute to strategic direction		
Positive behaviours	Negative behaviours	Outcome
Leading by example by demonstrating our values and a commitment to our mission and vision.	An inward focused mindset and a lack of curiosity or questioning the status quo.	Council Member actively contributes their skills and experience to assist the HCPC in setting and achieving an appropriate strategy.
Taking proper account of professional advice and expertise and using best practice to support the HCPC to learn and supporting an organisational learning culture.	Not obtaining or disregarding professional advice and expertise.	
Remaining focused on the 'bigger picture' of the HCPC's vision and mission and not seeking to become involved in operational matters.	Too detail minded or over-analytical at the expense of timely and strategic decision-making.	
Weighing up all aspects, thinking creatively, analytically and contributing constructively to timely collective decision-making.	Failing to make timely decisions or making important decisions without considering all the facts.	
Being realistic about objectives and targets and monitoring progress towards them.	Not preparing for or participating in Council and Committee meetings or using meetings to address personal or political priorities.	
Being financially aware, astute and responsible and seeking to ensure the HCPC is financially secure. Seeking assurance on risk management.	Lacking focus, direction, pace or sense of urgency.	
Preparing thoroughly and asking probing questions		

Ability to explore accountability of self and others		
Positive behaviours	Negative behaviours	Outcome
Being willing to accept responsibility and to be held accountable for personal decisions and to accept shared responsibility for Council decisions.	Using power, position or authority in inappropriate ways, for personal gain or to intimidate others.	Council Member upholds high personal and professional standards for themselves and encourages high standards in others in a positive way.
Supporting the Executive team whilst holding them to account for their performance.	Hiding or making excuses for errors or failure.	
Following the HCPC's policies and processes and taking conduct and probity issues seriously.	Avoiding transparent discussions and being unwilling to challenge poor behaviours or performance.	
Acting as a role model by displaying the HCPC's values and the seven principles of public life at all times.	Putting personal gain or agenda ahead of the interests of the HCPC and its stakeholders.	
Being trustworthy and keeping promises.	Promoting a blame culture and being critical without being constructive.	
Ensuring your skills and knowledge remain up to date and seeking and acting on feedback to improve personal effectiveness.		
Being aware of and complying with legislative and regulatory requirements relevant to the HCPC's work.		

Demonstrable commitment to equality, diversity and inclusion		
Positive behaviours	Negative behaviours	Outcome
Supporting a culture where people can be themselves and say what they mean without fear.	Showing favouritism to those you like or those who don't challenge you.	Council Member champions excellent equality, diversity and inclusion practice in the organisation and leads by example by treating everyone with respect and consideration.
Encouraging and enabling real participation by involving and including others in a decision-making process to achieve the best outcome.	Maintaining unsupported views of others based on personal feelings and biases rather than evidence.	
Treating others with dignity and respect and being sensitive to the experiences and feelings of others.	Only considering visible diversity and not seeking to understand others.	
Changing your view in the light of new information or dialogue.	Treating others disrespectfully or tolerating observed disrespect.	
Respecting the differing views of others.	Placing additional expectation on colleagues with diverse characteristics to represent their community.	
Reflecting on your own unintended unconscious biases and your impact on others.		

Ability to listen and communicate effectively		
Positive behaviours	Negative behaviours	Outcome
Actively seeking out and reflecting on diverse points of view and listening and contributing constructively to debates and decision-making.	Being impatient with other people's ideas, interrupting others or seeking to close down a debate before it is fully explored.	Council Member forms positive working relationships and values and seeks out the views of others.
Tailoring your communication style to your audience to maximise your effectiveness.	Acting in an aggressive or submissive way to force resolution of issues.	
Delivering very clear and consistent messages about the HCPC's values, mission and vision.	Not adapting your communication style and being too complex and using jargon.	
Checking back that you have heard and understood the other person's view accurately.	Communicating in a negative way that does not inspire others.	
Demonstrating patience, being diplomatic when taking appropriate action and using sensitivity.	Displaying superior or detached attitudes or showing your frustration or anger with others.	
Being approachable, open and friendly. Showing an interest in what a person is saying and using appropriate body language and eye contact.	Not being clear and sending mixed messages about policies, procedures and complaints.	

Ability to work effectively as part of a team		
Positive behaviours	Negative behaviours	Outcome
Accepting disappointments as learning opportunities, being able to share blame or criticism.	Being personal or public in unconstructive feedback or challenging for the sake of challenge.	Council Member works positively with, and values, other Council Members and the Executive.
Recognising and celebrating success, thanking people for their efforts.	Seeking to point score or gain influence or power through the withholding or sharing of information for personal gain.	
Fully utilising the range of skills and experiences within the Council and Executive. Sharing your expertise at the same time as being able to recognise expertise in others.	Undervaluing or ignoring skills and experiences within the Council and Executive, as well as being unwilling to seek external expertise where needed.	
Taking personal and collective action to review performance and identify improvements.	Failing to observe the distinction between non-executive and executive roles.	
Passing on knowledge and information to other Council and Executive members.	Treating fellow Council members or HCPC employees with suspicion or unnecessarily overruling employees' decisions.	

Appendix 2: The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service.

The seven principles of public life are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.