

Registrant Council Member x 2 Lay Council Member x 1 Health and Care Professions Council

Closing date for applications is 9am on Monday 2 August 2021

Interviews will take place on the 27th, 29th and 30th of September

If you require electronic, Braille, large print or tape versions of this information pack and the application forms, please contact Zoe Allan, Governance Coordinator on 020 7840 9711 or by emailing: 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. This is your opportunity to play a pivotal role in the current and future regulation of the sector, in the wake of the COVID-19 pandemic.

The HCPC is an important public body, full of talented and committed people with a shared purpose of protecting the public. The Council guides and supports the executive team to ensure that this common purpose is at the heart of everything we do.

Following extensive consultation, we recently published our very first 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 your role will be to ensure that the executive team delivers on that strategy.

Being a Council member is a truly rewarding and fascinating role. The successful applicants 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 equality, diversity and inclusion, and the education of health and care professionals.

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

Registrant Council Member x 2 Lay Council Member x 1

Key dates

Closing date: 9am on Monday 2 August 2021

Shortlisting complete by: 14 September 2021

Interviews to be held: week of 27 September

Appointment start date*: 1 January 2022

Essential Competencies

All candidates will need to demonstrate that they have met the following competencies. *Full details of the competencies can be found on page 8.*

- 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.
- Ability to work effectively as part of a team.

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 page 15 for full details of eligibility.

Remuneration

£12,000 per annum, plus travel and subsistence.

Time commitment

Approximately 30 days per annum which includes reading time.

Key contacts

For more information regarding the selection process, please contact Claire Amor, Head of Governance on:

Tel: 020 7840 9710 E-mail: 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 290,000 professionals across 15 professions.

Our statutory duty is to protect and promote the health, safety and well-being of the public.

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 to champion high quality care that the public can access safely and with confidence.

HCPC delivers its functions by:

- maintaining and publishing a public register of properly qualified members of the professions
- approving and upholding standards of education and training, and continuing good practice, investigating complaints and taking appropriate action when standards are not met
- working in partnership with the public, and a range of other groups including professional bodies
- promoting awareness and understanding of the aims of the HCPC

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

About the Health and Care Professions Council

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.
- when/If necessary, set, review and update strategy, values and vision.
- 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.
- appoint a Chief Executive and Registrar.
- review how the HCPC Executive are carrying out the Council's policy and strategy.

The constitution of the Council

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

The Council comprises of 6 lay and 6 registrant members, including the Chair and is made up as follows:

6 registrant members. Registrant members are defined as people who are on the HCPC register and must be wholly or mainly engaged in the practice, the research into, or the teaching or management of one of the relevant professions regulated by HCPC.

6 lay members. Lay members are currently defined as members who are not registered, have never been registered and are not eligible to register with the HCPC or are:

- 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/

About the Health and Care Professions Council

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 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 HCPC's role, key processes and other information that may help 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 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 to 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 how you 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.

Core competencies (A-F)

A Capacity and skill to understand the priorities of HCPC stakeholders

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

B Ability to contribute to strategic direction

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

C Ability to explore accountability of self and others

1. Ability to lead by example and by demonstrating the HCPC's values of being fair, compassionate, inclusive and enterprising.
2. Understands of the role and importance of good governance in public bodies.
3. Ability to constructively challenge to help achieve the best outcomes for the organisation.

Competencies and Values Required

D Demonstrable commitment to equality, diversity and inclusion

1. Able to explore and working with values of being fair, compassionate and inclusive and what these might mean in a regulatory setting.
2. Demonstrates cultural intelligence and is committed to meaningful participation of all groups.
3. Awareness that equality and diversity issues are of key importance throughout any organisation.

E Ability to listen and communicate effectively

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

F Ability to work effectively as part of a team

1. Ability to take a constructive and active part in group discussions and decision making.
2. Understanding and ability to uphold the boundaries between the executive and non-executive role, whilst being able to effectively work with the Executive to achieve the HCPC's aims.
3. Ability to build and maintain effective and positive relationships at all levels.

Desirable Competencies

We are particularly interested in hearing from candidates who have expertise in data and intelligence, and / or have current experience within the UK higher education sector.

These are desirable, not essential, criteria. Not holding either should not discourage you from applying as we have three roles available.

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 allowance of £12,000 per year. This remuneration covers attendance at Council and other HCPC meetings, including preparation and travelling time.

Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

Council members are eligible to claim expenses, according to HCPC policy, for travel and subsistence costs necessarily incurred on Council business.

Impact of appointment on people in receipt of benefits

Your appointment may have an effect on your entitlement to benefits. If you are in receipt of benefits you should seek advice from the Benefits Agency.

Time commitment and location

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

The meeting schedule for Council in 2022 is currently being finalised and is expected to be confirmed at the end of July 2021. The approximate

timings of meetings will be in line with previous years, which are available on our website.

On an annual basis, the Council meets 6-7 times a year and holds around 6 more informal seminar sessions. Council members are expected to take part in at least one committee. Our committees meet on average 5 times a year.

Appointment and Tenure of Office

It is anticipated that the appointments will start on 1 January 2022. 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' term end dates to ensure continuity of Council.

Re-appointments 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 HCPC. However, a degree of change is often sought and there should be no expectation of automatic reappointment. Members may serve a maximum of eight years in any 20-year period.

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.

On appointment

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct, including impartiality, objectivity and integrity in the implementation of the role and responsibilities.

You should particularly note 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 listed in Appendix 3.

To ensure that public service values are maintained at the heart of the HCPC, 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 HCPC or via the website, using the following link:

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

Diversity and Equal Opportunities

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, transgender and working patterns.

We strongly encourage applications from all sections of the community and from people with diverse experience and backgrounds.

Eligibility

The following table has been put together to help potential candidates determine their eligibility for registrant member roles. However, if you are unsure about your eligibility, please contact us before applying.

Registrant member	Lay member
<p>You must live or work wholly or mainly in the United Kingdom. You must be HCPC registered.</p> <p>Candidates 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.</p> <p>Candidates who are not HCPC registered will not be considered for the registrant member role.</p> <p>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</p> <p>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</p>	<p>You must not be registered with the HCPC.</p> <p>You must not have previously been registered with the HCPC.</p> <p>You must not be eligible for registration with the HCPC.</p> <p>(If you do not meet the above criteria you will not be eligible to apply for a lay member position. 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 position.)</p>

On appointment

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 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 roles, you would be required to relinquish your partner role.

Disqualification for 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 (including repeals and amendments made up to 21 July 2014).

Those criteria include the following:

- People who have been convicted in the United Kingdom, and received a prison sentence or suspended sentence of 3 months or more in the last 5 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 Commissioners.

For further advice about disqualification for appointment please contact us.

Conflict of Interests

Close relationships with Council members or members of the interview panel may be considered a conflict of interest, and therefore it 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 this post you **must** complete and return the following:

Form 1 – Confidential Council member application form.

Form 2 – Conflicts of interest and other material information form.

We also ask that you complete form 3 – Equal Opportunity and Diversity monitoring form (optional). The deadline for completed application forms is **9am on Monday 2 August 2021**. Please note that CVs will not be accepted or considered by the selection panel.

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

Or send to:

Claire Amor
Head of Governance
Health and Care Professions Council
Park House
184 Kennington Park Road
London SE11 4BU

Electronic versions of the forms can be downloaded from our website at:

www.hcpc-uk.org

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

Please refer to the guidance notes in Appendix 2 of this pack when completing your forms.

Appointment process

The appointments process is carried out in accordance with the Professional Standards Authority (PSA)'s 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.

How to apply

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/become-a-council-member/, completed electronically, and emailed 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 Section’ to show how you meet all of the relevant criteria**, which are identified in the ‘Core Competencies required’ section.

Interviews

- The selection panel will include Christine Elliott, HCPC Chair and Chair of the panel, Sonya Lam, Registrant Council Member, and Alistair Gray, independent panel member.
- By 14 September 2021, 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 during the week of 27 September 2021. 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, candidates 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. 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.
- 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 the essential criteria for the role.

How to apply

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 interview 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.

Claire Amor
Head of Governance
Health and Care Professions Council
Park House
184 Kennington Park Road
London SE11 4BU

Unfortunately, due to the volume of applications we receive we are unable to provide feedback to candidates 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 reach.

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 central customer service and complaints process. Complaints and other feedback should be made in writing to the Service and Complaints Manager:

Service and Complaints Manager
Health and Care Professions Council
Park House
184 Kennington Park Road
London SE11 4BU

feedback@hcpc-uk.org

The HCPC complaints process has the following aims:

- To deal with all complaints in an effective, fair and confidential manner.
- To acknowledge receipt of feedback within three working days.
- To respond to complaints within 15 working days.
- To keep complainants regularly updated as to the progress of their enquiry if the issue has not been resolved within agreed times.

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 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.

Electronic, 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 Zoe Allan, Governance Coordinator on: 020 7840 9711 or by e-mail: appointments@hcpc-uk.org in good time before the closing date of 9am on Monday 2 August 2021.

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/become-a-council-member/ and be completed on your own laptop or PC. It can then be e-mailed back 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 the information pack that set out the role and responsibilities of the HCPC and the 'Core 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'.

If you are not able to fit all your information in the space provided, you may use continuation sheets (no more than 2 sheets of A4) which should be attached to your form. The electronic application form will expand as you type in your evidence.

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 activity, who will be available to provide a reference **during the week commencing 4 October 2021**. 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 interests and other material information

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

Appendix 1: Guidance on completing the application forms

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 Opportunity & 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 boards 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. However, we use the information you provide in this section to monitor the diversity of candidates we attract and those appointed. It will be removed on receipt.

Sending in your completed application

Please email your completed forms and any continuation sheets to the following address **to arrive before the closing date of 9am on Monday 2 August 2021** – appointments@hcpc-uk.org

Or you can send to:

Claire Amor
Head of Governance
Health and Care Professions Council
Park House
184 Kennington Park Road
London SE11 4BU

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

If you are emailing your application, 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.

Appendix 1: Guidance on completing the application forms

Applicants who declare a disability (Disability Confident scheme)

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

So, in your supporting statement, please ensure that you provide sufficient information and examples so that the panel are provided with evidence which 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 of the essential criteria.

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



Appendix 1: Core competencies and behaviours

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

Competence A	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.	

Competence B	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 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		

Appendix 1: Core competencies and behaviours

Competence C	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.		

Competence D	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 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.		

Appendix 1: Core competencies and behaviours

Competence E	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.	

Competence F	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 willing 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.