

Lay Council member

Applicant Information Pack



Closing date for applications is 10am on Monday 28 September 2026.

Interviews will take place on 13 November 2026.

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

If you require Braille, large print or tape versions of this information pack and the application forms, please contact Patricia Morrissey, Head of Governance on 020 7840 1569 or by email to appointments@hcpc-uk.org.

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A message from the Chair of the HCPC

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 pivotal moment both for the health and care professionals that we regulate, as they cope with the significant challenge of workforce pressures and contribute to the planned transformation of health services, and also for the HCPC as we continue to fulfil our core public protection role in a rapidly changing health and care landscape. This is your opportunity to play a significant role in an organisation with national reach, deep societal impact and a clear statutory mission and to help shape the current and future regulation of the sector.

The HCPC is an important public body, a UK wide, multi-professional regulator full of talented and dedicated people with a common purpose of protecting the public. The Council sets the strategic direction, takes key decisions and offers guidance, support and challenge, holding the Executive to account 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 have just published [our new corporate strategy](#) up to 2031, Protecting the public through the people who care, which sets out how we will continue to fulfil our core public protection role in a rapidly changing health and care landscape.

While the mission remains constant, the strategy recognises that how regulation is delivered must evolve in response to system pressures, workforce change, technological innovation and rising public expectations.

The strategy places patients and service users firmly at the centre of regulatory decision-making, ensuring that regulation is not only robust, but compassionate and proportionate.

Being a Council member is a truly rewarding and fascinating role. You will gain a unique opportunity to share your opinions and perspectives on the future of health and care regulation and help to shape our progress on key issues such as the intelligent use of data, harnessing emerging technologies safely and transparently, organisational and environmental sustainability, equality, diversity and inclusion, professionalism and supporting allied health workforce planning.

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 the HCPC



Overview

Key dates	Closing date: 10am on Monday 28 September 2026 Shortlisting complete by: 21 October 2026 Interviews to be held: 13 November 2026 Appointment start date:¹ January 2027
Essential competencies	All candidates will need to demonstrate that they have met the following core competencies applicable to all Council members: • Capacity and skill to understand the priorities of HCPC stakeholders • Ability to contribute to strategic direction and deliver organisational change • 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 Full details of the competencies can be found on pages 9-10. To address an identified skills need within the Council, candidates will also need to demonstrate additional campaign-specific essential competencies of recent and relevant financial experience and an accountancy qualification from one of the following accounting bodies: Institute of Chartered Accountants in England and Wales (ICAEW) Association of Chartered Certified Accountants (ACCA) Institute of Chartered Accountants of Scotland (ICAS) Chartered Accountants Ireland (CAI) The post holder for this role is likely to be asked to chair the Council's Audit and Risk Assurance Committee.
Our values	• Trusted – We act with integrity, earning confidence by being open, fair and accountable. • Inclusive – We collaborate with others and champion diversity. • Compassionate – We treat people with respect, empathy and care. • Innovative – We seek opportunities to solve problems creatively and foster new ways of working to improve our performance.
Eligibility	Please see pages 13-14 for full details of eligibility.
Remuneration	£14,000 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 Patricia Morrissey, Head of Governance by telephone on 020 7840 1569 or by email to appointments@hcpc-uk.org .

¹ The decision of the selection panel is to recommend appointment only. Appointments, including start dates and terms of office, are made by the Privy Council.

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

The HCPC protects the public 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;
- maintaining and publishing an accurate Register of professionals who meet those standards;
- quality assuring education and training programmes;
- responding proportionately to fitness to practise (FTP) concerns.

We regulate more than 360,000 professionals across a diverse range of professions from the larger professions including paramedics and physiotherapists to our smaller but equally important professions including arts therapists and orthoptists. All of our registrants add vital resource to the UK's health and care workforce.

Our vision, mission and values

The HCPC's vision as set out in our [corporate strategy](#) is to protect the public through evidence-based and proactive regulation, delivered by a patient-centred, adaptable regulator.

Our mission is to protect the public by approving education programmes, setting and upholding professional standards, using evidence to promote safe and inclusive practice, and taking appropriate action when things go wrong.

The organisation is underpinned by four core values:

- Trusted – We act with integrity, earning confidence by being open, fair and accountable.
- Inclusive – We collaborate with others and champion diversity.
- Compassionate – We treat people with respect, empathy and care.
- Innovative – We seek opportunities to solve problems creatively and foster new ways of working to improve our performance.

These values shape how the HCPC engages with registrants, service users, partners and HCPC colleagues.

More information about our recent work can be found in the following:

[Corporate Strategy 2026-31](#)

[Corporate Plan 2026-27](#)

[Annual report and Accounts 2024-25](#)

[Annual Fitness to Practise Report 2024-25](#)

For further information about the HCPC please visit [our website](#).

Role of the Council

The Council is the governing body of the HCPC. It sets the strategic direction, takes key decisions and holds the Executive to account. The composition of the Council is set out in the Health and Care Professions Council (Constitution) Order 2009 (the Constitution Order).

The Council is made up of twelve members: six registrant members drawn from the professions we regulate, and six lay members, drawn from a variety of walks of life, all appointed by the Privy Council.

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.

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.

For this campaign we welcome applications from across the four nations of the UK. As the HCPC's Council Member for Northern Ireland will come to the end of their term at the end of 2026, applications from individuals living and working wholly or mainly in Northern Ireland are particularly welcomed.

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.

Further information about the [Council and its members](#) can be viewed on our website.

Day-to-day leadership is provided by the Chief Executive and Registrar, Bernie O'Reilly, supported by an [Executive Leadership Team](#).

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 meetings, to aid effective decision-making;
- support the Council's objectives;
- ensure that they have a good working knowledge of the HCPC's functions, processes and other information that may help them in their role;
- act in accordance with the Code; and
- act as an ambassador for the HCPC, representing the Council to stakeholders.

In summary, the role of a Committee Chair is to:

- approve draft agendas and approve draft minutes for the committee;
- manage the efficient and effective running of meetings by grasping the detail of a wide range of business, and contribute to objective decision making by exercising sound judgement;
- facilitate open discussion, and good decision-making;

- give an overview of the business of the Committee and present any relevant papers to Council;
- report annually to Council on the Committee's activities over the last year;
- ensure that the meeting is conducted in accordance with the standing orders, and that all members keep to the Code of Conduct; and
- act as spokesperson for the committee if required.

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 this role, 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

Competency 1: Capacity and skill to understand the priorities of HCPC stakeholders

- A 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.

Competency 2: Ability to contribute to strategic direction and deliver organisational change

- Understands 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 and effectively managing risk.

Competency 3: Ability to explore accountability of self and others

- Ability to lead by example and by demonstrating the HCPC's values.
- Understands of the role and importance of good governance in public bodies.
- Ability to hold others to account through constructive and positive challenge to help achieve the best outcomes for the organisation.

Competency 4: Demonstrable commitment to equality, diversity and inclusion

- Able to explore and work with values of being fair, compassionate and inclusive 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 and that unconscious biases may negatively impact others.

Competency 5: Ability to listen and communicate effectively

- Good communication skills and the ability to put views across clearly, persuasively 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 of, respect for and acceptance of diverse views.

Competency 6: 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 the boundaries between the executive and non-executive role, whilst being able to effectively work with the Executive to achieve the HCPC's aims.
- Ability to build and maintain effective and positive relationships at all levels.

In addition to the core competencies, we determine the skills and experience for each campaign to appoint 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 seeking to appoint a candidate **with recent and relevant financial experience and an accountancy qualification from one of the following accounting bodies:**

Institute of Chartered Accountants in England and Wales (ICAEW)

Association of Chartered Certified Accountants (ACCA)

Institute of Chartered Accountants of Scotland (ICAS)

Chartered Accountants Ireland (CAI)

The post holder for this role is likely to be asked to chair the Council's Audit and Risk Assurance Committee.

Values



Trusted

We act with integrity, earning confidence by being open, fair and accountable.



Compassionate

We collaborate with others and champion diversity.



Inclusive

We treat people with respect, empathy and care.



Innovative

We seek opportunities to solve problems creatively and foster new ways of working to improve our performance.

On appointment

Remuneration

Council members receive an annual fee of £14,000 as a Council member. This remuneration covers attendance at Council and other HCPC meetings, including preparation and travelling time. An additional payment of £3,000 per annum is also paid to our Committee Chairs, as required.

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

You will also be reimbursed for reasonable travel and out-of-pocket expenses incurred on HCPC business, in accordance with the Council's travel and expenses policy.

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 for the role. Council meetings normally take place in person at the HCPC offices in Kennington in London. Committee meetings are normally held virtually.

Dates and times for Council and committee meetings in 2027 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 appointment will start in January 2027. 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 were set out by the Committee on Standards in Public Life and are now safeguarded by the Ethics and Integrity Commission.

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](#).

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](#).



Eligibility

The role is open to lay candidates only. The following information should help potential applicants determine their eligibility for the role. However, if you are unsure about your eligibility, please contact us before applying. **Please note that registrants are not eligible to apply.**

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 position.

If you are an HCPC partner (for example, a panel member, panel chair 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 this Council member role, 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 interview 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

This is an online competency-based application process. Candidates should apply for this role through our [careers website](#). Click on the Council member vacancy and click on the 'read more' button to download the candidate information pack, the application form and conflicts of interest form.

Once downloaded, you can complete the forms offline. Please complete all sections in the application form and the conflicts of interest form.

Once you have completed the forms click on the 'apply now' button to complete the application process and upload the completed forms.

To apply for this role you **must** ensure that you complete and upload both of 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.

As part of completing your application online, you will also be asked to complete diversity monitoring questions. If you do not wish to provide this information, you may select 'prefer not to say' as your response. 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.

You must submit your application through our [careers website](#) by 10.00am on Monday 28 September 2026. Please note that CVs will not be accepted or considered by the selection panel.

For convenience, the forms can also be found on our [website](#).

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 people with a disability who meet or best meet the minimum 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.

Should you have any problems submitting your application, please contact appointments@hcpc-uk.org **before** the application deadline. If you contact us after the deadline, we will be unable to accept your application.

Appointment process

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

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.

Once you have submitted your application through the website, its receipt will be acknowledged immediately and automatically. Should you not receive this acknowledgement, check your spam and if you have not received this, please email appointments@hcpc-uk.org before the application deadline.

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

- We will check your application for completeness and eligibility. Ineligible or incomplete applications will be rejected at this stage.

- This is a competency-based application process. We will rely on the information and evidence you provide on your application form to assess whether you meet the competencies and values required. When completing the application form, you must address each competency and give specific detailed examples against each, concentrating on your role and input, process and outcomes as well as how you have demonstrated our organisational values. You will also be asked to provide your employment/appointment history. CVs will not be accepted or considered by the selection panel.
- Please ensure that you provide your written evidence in the 'Supporting Statement' section of the form to show how you meet all of the core and additional essential 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, Lianne Patterson, HCPC Lay Council member and Chair of the Audit and Risk Assurance Committee and Joe Montgomery, independent panel member.

- On 21 October 2026, 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 13 November 2026. 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 ask you specific questions about your experience and expertise to determine 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.
- 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 people 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 interview panel's recommendation and will make the final decision on the appointment. We expect this decision to be made in late December 2026/early 2027.
 - 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.
- Patricia Morrissey
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 not be 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 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.

Appendix 1 - Guidance on completing the application forms

Please complete all sections in the application form. You will need to download this from our [careers website](#), complete it offline and then upload it to our website.

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 Patricia Morrissey, Head of Governance on 020 7840 1569 or by email to appointments@hcpc-uk.org in good time before the closing date of 10.00am on Monday 28 September 2026.

For convenience, a copy of the application forms can also be downloaded from our [website](#).

The application is made up of the following:

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 post (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. 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 activities, who will be available to provide a reference during the week commencing 16 November 2026.

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 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.

Equal opportunities and diversity monitoring information (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. However, we use the information you provide in this section to monitor the diversity of candidates we attract and those appointed.

This information will be requested as part of your online application. You will be prompted to answer these questions.

Your completed application

Please submit your completed forms via our website before the closing date of 10am on Monday 28 September 2026.

Once submitted, you cannot retrieve your application to make any further amends. So please ensure you are happy that it is fully complete before submitting. Please also allow yourself sufficient time to complete the process, particularly if you are unfamiliar with online recruitment processes.

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

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 scheme)

The HCPC is a Disability Confident organisation, which means that we are committed to interview all people 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.

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 of 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 competencies and behaviours

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

Competence	Positive behaviours	Negative behaviours	Outcome
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.	Understanding the HCPC and what we are trying to achieve and acting as an ambassador for HCPC. Proactively seeking positive connections with HCPC stakeholders. Believing that working with stakeholders is essential and facilitating it happening. Thinking laterally to see the range of people who may be affected by decisions. Consulting before making decision that may impact stakeholders.	Not investing in positive working relationships with stakeholders resulting in a limited network. Discouraging partnership working and interdependency with other organisations due to territorialism and mistrust. Being dismissive of stakeholders and giving a poor impression of the HCPC through your interactions with them. Being defensive about the HCPC and its performance.	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.
B - Ability to contribute to strategic direction and deliver organisational change 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 and effectively managing risk.	Leading by example by demonstrating our values and a commitment to our mission and vision. Taking proper account of professional advice and expertise and using best practice to support the HCPC to learn and supporting an organisational learning culture. Remaining focused on the 'bigger picture' of the HCPC's vision and mission and not seeking to become involved in operational matters. Weighing up all aspects, thinking creatively, analytically and contributing constructively to timely collective decision-making having fully considered the risks, consequences and impact.	An inward focused mindset and a lack of curiosity or questioning the status quo. Not obtaining or disregarding professional advice and expertise. Too detail minded or over-analytical at the expense of timely and strategic decision making. Failing to make timely decisions or making important decisions without considering all the facts.	The Council member actively contributes their skills and experience to assist the HCPC in setting and achieving an appropriate strategy.

Competence	Positive behaviours	Negative behaviours	Outcome
C - Ability to explore accountability of self and others 1. Ability to lead by example and by demonstrating the HCPC's values. 2. Understanding of the role and importance of good governance in public bodies. 3. Ability to hold others to account through constructive and positive challenge to help achieve the best outcomes for the organisation.	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.	The Council member upholds high personal and professional standards for themselves and encourages high standards in others in a positive way.
	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 demonstrating effective constructive challenge through questioning, probing and testing ideas, decisions, and assumptions in a way that is purposeful, evidence-informed and respectful.		
	Being willing to accept responsibility and to be held accountable for personal decisions and accept shared responsibility for Council decisions.	Using power, position or authority in inappropriate ways, for personal gain or to intimidate others.	
	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 upholding the seven principles of public life at all times, identifying and managing conflicts of interest.	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	Positive behaviours	Negative behaviours	Outcome
D - Demonstrable commitment to equality, diversity and inclusion 1. Able to explore and work 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 and that unconscious biases may negatively impact others.	Supporting a culture of psychological safety where people can be themselves and say what they mean without fear. Encouraging and enabling real participation by involving and including others in a decision making process to achieve the best outcome. Treating others with dignity and respect and being sensitive to others experiences and feelings. Changing your view in the light of new information or dialogue. Respecting the differing views of others. Reflecting on your own unintended unconscious biases and your impact on others.	Showing favouritism to those you like or those who don't challenge you. Maintaining unsupported views of others based on personal feelings and biases rather than evidence. Only considering visible diversity and not seeking to understand others. Treating others disrespectfully or tolerating observed disrespect. Placing additional expectation on colleagues with diverse characteristics to represent their community.	The Council member champions excellent equality diversity and inclusion practice in the organisation and leads by example by treating everyone with respect and consideration.
E - Ability to listen and communicate effectively 1. Good communication skills and the ability to put views across clearly, persuasively 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 of, respect for and acceptance of diverse views.	Actively seeking out and reflecting on diverse points of view and listening and contributing constructively to debates and decision making. Tailoring your communication style to your audience to maximise your effectiveness. Delivering very clear and consistent messages about the HCPC's values, mission and vision. Checking back that you have heard and understood the other person's view accurately. Being open to different points of view and showing a willingness to reconsider or change your thinking in light of new information.	Being impatient with other people's ideas, interrupting others or seeking to close down a debate before it is fully explored. Acting in an aggressive or submissive way to force resolution of issues. Not adapting your communication style and being too complex and using jargon. Communicating in a negative way that does not inspire others.	The Council member forms positive working relationships and values and seeks out the views of others.

Competence	Positive behaviours	Negative behaviours	Outcome
	Demonstrating patience, being diplomatic, 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.	Not being clear and sending mixed messages about policies procedures and complaints.	
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.	Accepting disappointments as learning opportunities being able to share blame or criticism. Recognising and celebrating success thanking people for their efforts. 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. Taking personal and collective action to review performance and identify improvements. Passing on knowledge and information to other Council and Executive members.	Being personal or public in unconstructive feedback or challenging for the sake of challenge. Seeking to point score or gain influence or power through the withholding or sharing of information for personal gain. Undervaluing or ignoring skills and experiences within the Council and Executive, as well as being willing to seek external expertise where needed. Failing to observe the distinction between non-executive and executive roles. Treating fellow Council members or HCPC employees with suspicion or unnecessarily over ruling employees decisions.	The Council member works positively with, and values, other Council members and the Executive.

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 and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.