
Council appointments 2024

Executive Summary

This paper updates the Council about the process to appoint up to three Council members to take office from 1 January 2025 or shortly after. There are two current vacancies on the Council following the departure of Council members at the end of 2023, one registrant and one lay member. Another Council member will reach the end of the current term of office on 31 December 2024, having served the maximum term of eight years.

While the HCPC undertakes the Council appointment process, all aspects are scrutinised by the Professional Standards Authority (PSA) and the final appointment is made by the Privy Council. It is therefore essential that our process and planning is compliant with the PSA's guidance on good practice in public appointments.

Decision	The Council is asked to: <ul style="list-style-type: none">• provide input to the Council member competencies approved in 2021 and confirmed in 2022; and• consider the range of skills and experience identified for recruitment as described in paragraph 2.8 of the attached paper.
Previous consideration	Council members were last recruited in 2022.
Next steps	<p>The process and timetable will be finalised and shared with the PSA and Privy Council and the membership of the selection panel will be identified. The Communications and HR teams will be engaged to assist with the preparation of the information pack, advert and advertising strategy and the application process.</p> <p>The Council will be asked to approve the process prior to submission of the notification to appoint to the PSA and the launch of advertising and the recruitment process.</p>
Strategic priority	Be visible, engaged and informed.

Financial and resource implications A budget of £16,000 has been allocated for appointments in 2024-25, which is in line with the budget for previous Council appointments. This includes advertisement and promotion as well as panel member fees.

EDI impact and Welsh Language Standards EDI monitoring is an element that the PSA regulates, anonymised data sets are provided to assist their assessment that the process was fair. These were updated with the input of the EDI Strategic Lead.

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1. Introduction

1.1 This paper seeks the Council's input to:

- the Council member competencies approved in 2021 and confirmed for the appointments in 2022; and
- consider the range of skills and experience identified for recruitment.

2. Council member appointments 2024

Background

- 2.1 This paper seeks the Council's input prior to finalising the process to appoint up to three Council members to take office from or shortly after 1 January 2025.
- 2.2 The process of appointing new Council members has to be in line with the requirements of relevant legislation including the Health Professions Order 2001 (the Order) and the Health and Care Professions Council (Constitution) Order 2009 (the Constitution Order).
- 2.3 The HCPC makes recommendations to the Privy Council for Council member appointments. The final decision, and issuing of any appointment notification, is made by the Privy Council. The process is overseen by the Professional Standards Authority (PSA), which advises the Privy Council as to whether it is satisfied about the process the regulatory body has followed.

The roles

- 2.4 The Constitution Order requires that the Council is comprised of six registrant and six lay members. Council members Maureen Drake, a registrant member, and Kathryn Foreman, a lay member, ended their terms on 31 December 2023 creating two vacancies on the Council. Sue Gallone, a lay member, will reach the end of her final term as a Council member on 31 December 2024, having served the full eight year maximum appointment term. Therefore, up to two lay members and a registrant member will be sought.

Four country requirement

- 2.5 The constitution of the Council requires at least one member to be resident or working in each of the four countries. The current membership of the Council

is meeting these requirements so this will not be a particular requirement for appointment.

Competency review

2.6 The existing Council competencies were reviewed in 2021 before the last Council appointment exercise and these competencies were confirmed for the appointments made in 2022. A copy of the current competencies is included with this paper.

Skills matrix

2.7 The Council's skills matrix is being refreshed to support identification of any skills gaps to which we should seek to recruit.

2.8 To maintain the current depth of financial knowledge and experience on the Council provided by current Council members, one of the lay members will be required to have an accountancy qualification and recent and relevant financial experience. Other skills identified for the lay member role are technology and business change following the recent review of IT regulatory systems and Council approval to implement those changes at its meeting in May 2024. For the registrant member, it is planned to include a focus on patient and public experience and engagement.

Process

2.9 The appointment process was updated ahead of the last appointment exercise in 2021. We are investigating the option of using the recruitment portal currently used for Partner recruitment to support the process. The policy will also be updated to reflect the guidance from the PSA's guidance on good practice in making council appointments, which was revised in July 2022.

Appointment panel

2.10 For Council member appointments, the Council member appointment panel will be comprised of:

- Christine Elliott – Chair of Council and Chair of the panel
- a Council member to be confirmed based on the skills and expertise being recruited and the balance and diversity of the panel
- independent panel member with experience in public appointments.

Application pack and promotion

2.11 The Communications team and external consultants will assist us in increasing the appeal of our candidate information pack and other promotional media. We will advertise across a broad spectrum of online and social media.

3. Risk

- 3.1 The most relevant strategic risk for Council appointments is Strategic Risk 4 - *We do not understand our stakeholders' needs and so are unable to be as effective a regulator as we can be.* This is because this risk includes the aspects of understanding stakeholders' needs and promoting diversity. Ensuring a diversity of views and experiences within the Council, and the ability to be able to understand and reflect the needs of our stakeholders is a key consideration in Council appointments.
- 3.2 In terms of risk appetite, the open appetite for 'people' is relevant here, which states we are eager to be innovative. The Council has demonstrated this to date through the Council Apprentice scheme and the executive and senior leadership teams will work with Communications and HR to pursue promotional approaches that support diversity.
- 3.3 Operationally, the risk of non-compliance with the PSA's requirements will be mitigated through prior engagement on our process and our experience of running compliant appointment campaigns.
- 3.4 The timing of regulatory reform has been considered when developing proposals to appoint new members. While there are expected to be some changes to the composition of the Council as a result of regulatory reform introducing a unitary board, the timing of this is currently not known. This was not included in the initial legislation for the regulation of anaesthesia associates and physician associates by the General Medical Council (GMC) and the GMC are awaiting further draft regulation to take this forward. In the consultation response to regulating anaesthesia associates and physician associates in December 2023, the Department of Health and Social Care indicated that it would look to develop reformed legislation for the HCPC and the Nursing and Midwifery Council over the next couple of years.
- 3.5 However, it would be detrimental to the quality of Council's decision-making to not have the required skills and experience in the current membership and running with a number of vacancies also poses a risk to the Council's quoracy and Committee membership impacting the efficiency of decision-making. For these reasons it is proposed that Council appointments continue until more detail on the timing of regulatory reform is known.

4. Appendices

- Council member competencies

For shortlisting	Examples to help applicants understand the competency NOT used for shortlisting, will be presented in a way to make this clear		
Competence	Positive behaviours	Negative behaviours	Outcome
<p>A - Capacity and skill to understand the priorities of HCPC stakeholders.</p> <p>1 - A demonstrable commitment to public protection and supporting confidence in public services.</p> <p>2 - Knowledge and understanding of the diversity inherent in the work of the HCPC and differing priorities and viewpoints of our stakeholder groups.</p> <p>3 - Knowledge and understanding of the wider health, social, political, and educational landscape in which regulation sits.</p>	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.	
<p>B - Ability to contribute to strategic direction</p> <p>1 - Understands the relationship between the purpose and values of an organisation and its strategic direction.</p> <p>2 - Knowledge and experience of strategic planning and delivery.</p> <p>3 - Experience of contributing to the achievement of objectives within time and resource constraints.</p>	Leading by example by demonstrating our values and a commitment to our mission and vision.	An inward focused mindset and a lack of curiosity or questioning the status quo.	Council Member actively contributes their skills and experience to assist the HCPC in setting and achieving an appropriate Strategy.
	Taking proper account of professional advice and expertise and using best practice to support the hcpc to learn and supporting an organisational learning culture.	Not obtaining or disregarding professional advice and expertise.	
	Remaining focused on the 'bigger picture' of the HCPC's vision and mission and not seeking to become involved in operational matters..	Too detail minded or over-analytical at the expense of timely and strategic decision making.	
	Weighing up all aspects, thinking creatively, analytically and contributing constructively to timely collective decision-making.	Failing to make timely decisions or making important decisions without considering all the facts.	
	Being realistic about objectives and targets and monitoring progress towards them.	Not preparing for or participating in Council and Committee meetings or using meetings to address personal or political priorities.	
	Being financially aware astute and responsible and seeking to ensure the HCPC is financially secure. Seeking assurance on risk management.	Lacking focus, direction, pace or sense of urgency.	
	Preparing thoroughly and asking probing questions		
<p>C - Ability to explore accountability of self and others.</p> <p>1 - Ability to lead by example and by demonstrating the HCPC's values of being fair, compassionate, inclusive and enterprising.</p> <p>2 - Understands of the role and importance of good governance in public bodies.</p> <p>3 - Ability to constructively challenge to help achieve the best outcomes for the organisation.</p>	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.	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.		
<p>D - Demonstrable commitment to equality, diversity and inclusion.</p> <p>1 - Able to explore and work with values of being fair, compassionate and inclusive and what these might mean in a regulatory setting.</p> <p>2 - Demonstrates cultural intelligence and is committed to meaningful participation of all groups.</p> <p>3 - Awareness that equality and diversity issues are of key importance throughout any organisation.</p>	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 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 others experiences and feelings	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.		
<p>E - Ability to listen and communicate effectively.</p> <p>1 - Good communication skills and the ability to put views across clearly and sensitively in the most appropriate style for the intended audience.</p> <p>2 - Ability to inspire confidence and support amongst HCPC stakeholders including service-users, patients and members of the public.</p> <p>3 - Awareness of, and acceptance, of diverse views.</p>	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 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.		
<p>F - Ability to work effectively as part of a team</p> <p>1 - Ability to take a constructive and active part in group discussions and decision making.</p> <p>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.</p> <p>3 - Ability to build and maintain effective and positive relationships at all levels.</p>	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 over ruling employees decisions.	