



Candidate information pack

Appointment of Chief Executive

June 2023



An introduction from the Chair

Dear Colleague,

Thank you for your interest in applying for the post of Chief Executive Officer (CEO) at the Chartered Society of Physiotherapy (CSP). In this pack you will find the job description and the person specification, but I wanted to give you more insight into the post and the person we need to take the organisation forward. I also hope to give you a little more information about the CSP and the wider context in operates in.

The CSP is the professional body and trade union for physiotherapy in the UK. It celebrated the centenary of its Royal Charter (our governing document) in 2020 and we now have over 63,000 members (practising, non-practising, students and retired members).

CSP's Council is its highest leadership function. It identifies and agrees CSP policy and strategy and is responsible for the governance of the organisation. This member elected group of up to 12, will hold the CEO to account for delivery of the corporate strategy but are also a significant resource to tap into.

The new CEO will be joining the organisation at an exciting time, 1 year into a new 5-year corporate strategy. There is more detail on this in the pack, but to highlight, there are 4 core strategic aims, each with a sub-set of objectives.

1. Improve the health of communities through high quality physiotherapy
2. Help members achieve their full potential
3. A confident and influential physiotherapy community
4. An agile and sustainable organisation

Each of these are underpinned by a commitment to promote a positive public image of physiotherapy, personalised care, prevention and public health.

The objectives are wide ranging but interlinked and represent the ambition we have in delivering for our members. We are looking for someone who can match our ambition, or even push for more, but as a minimum someone who can fully commit to executing the strategy. In doing so you will be front and centre in maximising member engagement and amplifying our voice and impact outside of the profession.

Equity, diversity and belonging (EDB) is priority for the organisation and for the profession. Significant strides have been taken to incorporate EDB objectives into our corporate strategy, ensuring it is a "golden thread" throughout. Addressing inequalities of experiences faced by our members is important to us. The successful applicant will need to be committed to EDB and be a willing and effective ally for marginalised members. This means listening and being committed to demonstrating a tangible impact on their lives.

I hope you will be excited by that challenge and the opportunity to be part of something transformational.

You will have the opportunity to lead an inspirational and effective team of directors, so although ultimately accountable for delivering the strategy, there is an excellent range of talent for you to collaborate with as part of a distributed leadership structure. I see the successful candidate as being someone who will be able to continue to challenge this group to be highly motivated and highly accountable in delivering their objectives and managing their teams.

This however means you will also need to be someone with 'edge', who will not shy away from difficult decisions or from being visible, but will do so in a manner which is consistent with the organisational values. Seeking to learn, demonstrating courage, acting with integrity and being inclusive in your approach will be essential.

As with many organisations the context we are operating in is complex, in some ways it is rapidly changing and others perhaps not changing as quickly as we would like! These contextual considerations include a volatile national (UK) political climate and its impact on our work and members; the disheartening socioeconomic backdrop and regressive engagement trends we see across member organisations. You will need to navigate the CSP through this, ensuring you prioritise what is best for the sustainability of the organisation.

To lead the organisation through this you will need to be confident in change management and naturally strive for excellence through continuous improvement and innovation, identifying opportunities to modernise how the organisation works. To ensure we meet the needs of members and make informed organisation decisions, you will be experienced in and an advocate for the use of data and insight.

The CSP has faced several challenges over its recent history. To name a few these issues include working through the unimaginable impact of the COVID pandemic; making the decision to focus more on issues around social justice affecting our membership and for the first time in our history physiotherapists taking industrial action over pay. At times some of these challenges have felt almost existential in nature, but what I am proud of is the way as an organisation, a team, an institution the CSP has demonstrated its resourcefulness, agility and ability to positively impact members lives and champion the profession.

Our next CEO will bring new energy and vigour to the organisation, positively contributing and building on the prevailing culture. In doing so maximising the opportunity for delivering (and dare I say) exceeding our strategic objectives. Being ambitious and confident in reaching the high bar of expectation there will be on this next stage of the CSPs journey is essential.

I look forward to working with you to this end.

Kind regards,

Ishmael Beckford,

Chair of Council, The Chartered Society of Physiotherapy



Introduction to the CSP

With the announcement of our Chief Executive's retirement, we will now be looking for a successor to Karen Middleton to provide outstanding and transformational leadership to the CSP. Accountable to the Chair of Council, the Chief Executive will be responsible for delivering the corporate strategy, set by Council, for ensuring the CSP's compliance with all regulatory requirements, and for leading, managing and developing the CSP and its people.

The Chief Executive will increase the influence and impact of the CSP through visible and impactful external leadership, collaboration with key stakeholders, and be ambitious in seeking opportunities to promote the profession and its membership.

By providing dynamic leadership to the organisation in line with its [four key values](#) of being inclusive, integrity, learning and courage, the Chief Executive will support the Chair and Council in governing the CSP and leading the physiotherapy profession.

The Chartered Society of Physiotherapy is the professional, educational and trade union body for the UK's 64,000 chartered physiotherapists, physiotherapy students and support workers. 76% of the UK's registered physiotherapists are CSP members. Founded by four nurses in 1894, the CSP was awarded its Royal Charter in 1920 and has become the profession's leading membership organisation in the UK.

As a progressive, dynamic, member-centred organisation, we aim to:

- lead and support all members in developing and promoting high quality, innovative patient care;
- protect and further advance the interests and working lives of our members;
- raise the profile of the profession and influence the health care agenda; and
- work openly in partnership to meet the diverse needs of both our members and their patients.

For information on our finances please refer to our most recent financial statement, included as an annex to this document.

Our strategy

The purpose of the CSP is to transform the health and wellbeing of individuals and communities by empowering our members and exerting our influence.

Improve the health of communities through high quality physiotherapy

- Lead the development of evidence-based services which meet population health needs
- Promote physiotherapy staffing levels that meet service needs and reflect society across all sectors
- Promote equity for patients
- Integrate access to physiotherapy into primary care

Help members achieve their full potential

- Improve member experiences of education, seeking work and work
- Champion fair pay, terms and conditions for physios and physio support workers in all sectors and locations
- Support chartered and associate members to fulfil their career potential

A confident and influential physiotherapy community

- Through the CSP, provide physios, physio students and physio support workers with a supportive community
- Lead the movement for rehabilitation
- Create a collaborative community of rehabilitation and exercise professionals
- Enable members to promote physiotherapy as a sustainable healthcare intervention

An agile and sustainable organisation

- Achieve long term financial sustainability
- Enable our Council and committee members to thrive
- Enable our staff to thrive
- Reduce the environmental impact of CSP operations
- Transform our use of data and digital systems

Across the strategy, we will promote

- a positive public image of physiotherapy
- personalised care
- prevention and public health



How we are governed and run

The CSP Council provides leadership for the physiotherapy profession. It identifies and agrees CSP policy and strategy and is responsible for the governance of the organisation. The work of CSP Council is supported by four strategic committees: the Finance, Risk and Audit Committee, Employment Committee, Professional Committee and the Equity, Diversity and Belonging Committee. Council comprises of up to 12 members and includes the chair and vice-chair. Read about our Council members using the link [here](#).

The CSP's CEO is accountable to Council via its Chair. The organisation has five directorates, summarised below, and the leaders of each directorate form the Leadership Team:

- **The Chief Executive's Office (CEO)**, is responsible for the governance and internal day to day operation of the society. The directorate includes the Governance Team, responsible for supporting the chair, vice chair and members of Council, and managing and coordinating all decisions of Council. The directorate also includes the Human Resources and Organisational Development Team.
- **The Practice and Development Directorate (P&D)**, promotes high standards of physiotherapy practice, education, research and development. The directorate provides the tools and services to lead and support members in their physiotherapy practice and development and works with members to advocate for and promote the value of physiotherapy to stakeholders.
- **The Employment Relations and Union Services Directorate (ERUS)**, which is the trade union arm of the society. ERUS staff support CSP members, both individually and collectively, in the workplace and promotes both CSP and members' interests at local, regional, national and international level.
- **The Strategy, Policy and Engagement Directorate (SPED)**, which is responsible for promoting the physiotherapy profession, member communications, stakeholder relations, enquiry handling, policy and income generation.
- **The Corporate Services and Infrastructure Directorate (CSI)**, which is responsible for leading and shaping how the CSP carries out its business. This includes business systems and processes, financial management, use of data and analytics and infrastructure and ICT.



Our equity, diversity and belonging strategy

Our equity, diversity and belonging strategy has been produced in collaboration with CSP diversity networks, members, staff and stakeholders with insight into the discrimination and disadvantage faced by members and their patients.

Our strategy sets out our equity, diversity and belonging guiding principles, and the eight aims of the strategy (these are also shown below) with outcomes that will be measured under each aim.

Aims to achieve equity, diversity and belonging:

1. To create a physiotherapy profession that reflects the diversity in society
2. To develop members' confidence and ability to change the culture, policies and practices of physiotherapy services to make access and use of services equitable
3. To help our members feel they really belong by openly opposing discrimination and showing effective allyship, to make sure the experience of members marginalised due to their protected characteristics is positive, equitable and inclusive at university, when looking for work and at work
4. To increase representation of members marginalised due to their protected characteristics among those who are leading and influencing the profession at all levels
5. To encourage and enable members with different needs, identities, backgrounds and experiences to be active within the CSP by building a culture that makes people feel that they belong and adapting to meet changing individual preferences for how and when they want to get involved
6. To build and maintain an inclusive organisational culture, where we promote diversity and where discrimination and unfairness are identified and challenged
7. To challenge and remove any structural barriers within our organisation to achieving equity of opportunities and experience for everyone. This includes affirmative action in policies, procedures and organisational behaviour
8. To build a leadership that reflects the diversity of society and actively engages with and is accountable for equity, diversity and belonging across the organisation



Job description for the Chief Executive

Main responsibilities

Leadership

- Role-model CSP values at all times – act with integrity; actively engage diverse experience, expertise and opinion to inform decisions; have the courage to speak truth to power and take difficult decisions when necessary; and continue to learn and grow as a leader
- Demonstrate and advocate for an inclusive culture through compassionate leadership, psychological safety, distributed leadership and matrix working
- Demonstrate allyship, and challenge behaviours that do not align with the CSP values
- Promote and deliver a culture of inclusion, learning and psychological safety with distributed leadership and matrix-working
- Foster a culture of evidence-led thinking and data literacy and lead by example
- Be a visible and credible ambassador on the national and international stage and in all forms of media in the interest of members, the organisation and raising the profile of physiotherapy
- Network with other senior leaders to bring ideas, innovation, and insight to the work of the CSP to ensure it continues to be an employer of choice

Governance

- Build effective working relationships with the Chair of Council and Vice Chair
- Ensure the CSP is compliant with its Royal Charter, Trade Union legislation and financial audit, advising Council on any changes to the byelaws or standing orders
- Ensure Council and the Committees receive all the information, guidance and support they need to inform their decision-making on behalf of members, including the Chief Executive's Report and Performance Report
- Act as the Returning Officer in Council elections and ensure there is no discrimination in the election process as well as promote positive action to secure as diverse governance as possible
- Ensure the Annual General meeting runs effectively and efficiently to ensure accountability to the wider CSP membership
- Ensure the President and Vice-President are kept informed of relevant strategic and operational matters

Management

- Hold the Directors (Leadership Team) to account for the delivery of their strategic aims in the corporate strategy, including reporting to Council via the Performance Report
- Hold the relevant Directors to account for the Finance Strategy, the Investment Strategy and the Communications Strategy
- Hold to account the Directors of SPED and CSI for the delivery of the operational and financial plan for the year
- Build role appropriate data literacy across the organisation to support decision-making and accountability
- Manage the CEO Directorate (the Governance Team and the HR/OD Team) – its operational and finance planning; performance management and learning and development. Largely delegated to the Head of Governance and Head of HR/OD
- Work in partnership with Unite the staff representative TU, and the Equity Diversity and Belonging Staff Group
- Be one of the employer-nominated Pension Trustees for the CSP defined benefit staff pension scheme (closed to new members)

Person specification

The successful candidate will be a dynamic and communicative leader, capable of winning trust, and will bring all or most of the following:

Knowledge and experience

Essential

- Executive-level experience of a membership organisation, not for profit organisation or similar
- Experience of leading and managing a service or organisation through transformational change
- Experience of working strategically to deliver the vision/mission of an organisation or service
- Experience of working with senior stakeholders in potentially challenging political environments to deliver impact
- Knowledge and understanding of equity and diversity principles, including appreciation of privilege and allyship, and experience of engaging with marginalised and historically excluded groups
- Knowledge of organisational development theory, culture, models of leadership and change management, and an understanding of good governance and various models
- Knowledge and understanding of the UK parliamentary and healthcare landscape
- Educated to degree level or equivalent

Desirable

- Experience of working with and/or reporting to volunteers and activists and engaging them through a variety of media, including social media
- Experience and knowledge of health and social care, and of physiotherapy as a profession within the sector
- Experience of working with the press and other media
- Relevant post-graduate qualification, Masters, or equivalent



Skills and abilities

Essential

- Ability to think strategically and tactically, to horizon-scan, be visionary and think innovatively about future opportunities through exceptional cognitive abilities
- Ability to influence, persuade and negotiate effectively at the highest levels, and to foster and build impactful relationships
- Ability to use video-conferencing, MS Teams, Sharepoint and Zoom telephony plus other technologies that drive business efficiency
- Clear communicator and public speaker capable of delivering complex messages simply to a variety of audiences and media
- Ability to create resilience in an organisation through managing risk and valuing diversity
- Ability to quickly synthesise different forms of data, information and evidence in order to develop a robust intellectual position
- Sound financial, numerical and analytical skills, and financial acumen sufficient to hold the Director of CSI to account and assure the Council

Desirable

- Models the core behaviours of compassionate leadership
- Commercially astute and enterprising

Other Requirements

Essential

- Ability to undertake UK-wide and some international travel and work unsocial hours if required
- Ability to work flexibly from home/office with a regular office presence
- Takes responsibility for ensuring that data is GDPR compliant and secure, being aware of importance of confidentiality
- An awareness of and commitment towards trade union principles

One of the CSP's aims as part of our equity, diversity and belonging strategy is "to build a leadership that reflects the diversity of society and actively engages with and is accountable for equity, diversity and belonging across the organisation". With this aim in mind, we actively encourage applications from a diverse range of backgrounds, and from people passionate about continuing our work to build an inclusive organisation and profession.



Terms of appointment

Salary will reflect the seniority of the role and will depend on skills and experience.

Holiday entitlement: 27 days plus bank holidays and Christmas closure between 25th December and 1st January inclusive.

Pension: Defined Contribution Scheme with 12% employer contribution.

Find further information about working for the CSP including benefits [here](#).

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Chartered Society of Physiotherapists on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **ABJFA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is **noon on Monday 10th July 2023**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, Saxton Bampfylde is only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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