



The Chartered Society of Physiotherapy

Director of Practice and Development

Candidate Information Pack

Welcome Letter

Dear Colleague,

Thank you for your interest in applying for the post of Director of Practice and Development (P&D) at the Chartered Society of Physiotherapy (CSP). You will have seen the job advert, the job description and the personnel specification, but I wanted to give you more of a *flavour* of the post and the person I am looking for, as well as give you a little more information about the CSP.

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 60,000 members (practising, non-practising, students and retired members).

Clearly it has two prime functions as the professional *and* the trade union, but as the professional body it upholds the profession in terms of scope of practice and standards, education and research.

Since I joined the CSP as CEO in 2014, it has been my mission to see the 'professional arm' of the CSP thrive; for the CSP to really lead the direction of travel of the profession and the physiotherapy workforce and for members to feel we have a visible and tangible presence. We are definitely not there yet!

The CSP is a member-led organisation governed by a Council of elected members. This means that the members, through Council, really do set the strategic priorities for our work and I think there is a fine balance for the Director of P&D to ensure they remain accountable to Council for their work and yet inform and advise Council about what that work should like. This requires the upmost respect from the post-holder towards the membership and to be able to harness the diverse talent, experience and expertise of the profession, the CSP staff and wider stakeholders in order to lead the direction for the profession and inspire confidence in that vision.

A passion for physiotherapy is great for this role but it is not enough! You will need to be able to translate that passion into something meaningful to inform the corporate strategy and enable our teams to operationalise it into work streams and action plans.

I hope by now you are getting the sense that I am looking for a high-quality strategic leader for this role. Yes, there are line-management responsibilities and corporate accountabilities, but I am looking for someone who has the drive and energy to inspire the CSP staff and the profession as a whole. Someone who will be out there, proactively seeking out innovation, making connections and building relationships. Someone who can take up their authority on the national and international stage and inspire others to follow. And I am looking for someone with the courage to do what needs to be done and said, however uncomfortable.

Since I have been at the CSP, I have focused very much on ensuring the organisation is future-focused, modern and sustainable – and fit for purpose. The Leadership Team (LT) is a team and with the matrix working approach we have developed, it means collaboration and communication are key – as is negotiation. It is vital the LT role-models the behaviours we expect to see across the organisation and to exemplify our organisational values. This is all part of the cultural change I have been leading in order to ensure *everyone* fulfils their potential – which brings me to equity, diversity and belonging (EDB).

Equity, diversity and belonging is now my priority for the organisation and for the profession. I am ambitious for the change I want to see but realistic about how long truly transformational change can take. I expect equity, diversity and belonging to run through everything you do and the way you do it. In this role, it is paramount you understand the profession and the physiotherapy workforce through the equity, diversity

and belonging lens and are proactive in ensuring our work reflects the change we need to see. The same goes for your leadership and management of CSP employees.

Lastly, I look back at the history of this profession and I see how significant the two World Wars were in its development. I see the COVID pandemic in the same light, given the response of the profession to its devastating impact. And so this moment in time is really exciting for the person who takes up this post – to lead the profession with all that we have learnt during the pandemic, the opportunities it has provided, the change of practice across all sectors in response and the questions we are left with. It is an opportunity to bring all the talent to bear, from all sectors of our membership and across all specialities to really take this profession where it needs to be.

And you will have my support. As I have said, ensuring the professional body has the profile and visibility it should have has been a mission that I have not delivered on to date, but I will and I will support the new post-holder in this endeavour in any way I can. There are potential tensions about me also being a registered physiotherapist, but have no fear – I know my place! The advantage of me being a physio. is that I care deeply about this profession and the difference it can make. I may be able to amplify your vision for the profession, but it will be *your* vision.

Kind regards

Karen Middleton, CBE FCSP MA
Chief Executive Officer
The Chartered Society of Physiotherapy



About us

Founded in 1894, the Chartered Society of Physiotherapy has grown to become the profession's largest membership organisation. Learn about our structure, partnerships and international activities below.

What we do

The CSP is a member-led organisation governed by an elected Council. We provide a wide range of member services and campaign on behalf of all physiotherapy staff and the physiotherapy profession.

Our mission

For the CSP to transform the health and wellbeing of individuals and communities by empowering our members and exerting our influence

Our vision

For physiotherapy to transform lives, maximise independence and empower populations



CSP Corporate Strategy 2020 – 2022

OUR **AIMS**

Build a thriving physiotherapy community

Increase our membership amongst students, qualified physios and support workers in line with the growth of the profession.

Organise our members so that, collectively, they are in a stronger position to shape the profession and support each other.

Champion physiotherapy

Ensure that other professionals, and the public, recognise the scope and potential of physio.

Ensure the full roll-out of first contact physio in primary care.
Secure long-term investment in community rehabilitation for all.
Influence the balance between supply of, and demand for, physios and physio support workers to meet service needs.

Maintain an effective and sustainable organisation

Ensure the CSP remains financially stable.

Ensure our staff have the systems and support they need to deliver the strategy.

Use the research and data related to physio that is needed to deliver the strategy.

Support members in their professional and working lives

Provide the advice that members need in their practice and at work.

Protect working practitioners with PLI and legal support.

Represent members at work and negotiate on their behalf.

Develop members' leadership skills and help them into senior roles across health and care.

Help physios and physio support workers lead the way in using data and technology.

[To download a full copy of our strategy click here.](#)

Job Description

Job Title:	Director of Practice and Development
Directorate:	Practice and Development
Grade:	10
Hours:	Full time, 35 hours per week
Accountable to:	Chief Executive
Responsible for:	Assistant Director (Workforce and Education) 1 FTE Assistant Director (Research and Development) 0.5 FTE Assistant Director (Practice) 0.6 FTE Business Manager (Business Services) 1 FTE

Main purpose of the post:

To provide strategic leadership for the physiotherapy profession and the physiotherapy workforce across the UK and the Crown Dependencies in relation to education, research and clinical practice.

Main duties and responsibilities:

1.	To set the direction for the profession and advise Council with regard to all professional standards, scope of practice (including Public Liability Insurance) and regulatory issues, in light of the national and international healthcare and scientific context and the CSP corporate strategy.
2.	To be the authoritative voice externally on all aspects of physiotherapy, informed by the expertise within the membership and across the research community.
3.	To provide the CSP Council and Committees with proactive advice with regard to the physiotherapy profession and physiotherapy workforce.
4.	To translate the Royal Charter, Bye Laws, Standing Orders and the four pillars of practice into the work of the professional body.
5.	To be proactive in identifying innovation within and outside physiotherapy and the implications for the practice of physiotherapy in order to inform the work of the professional body.
6.	To inspire the CSP membership to change and adapt in light of changing population needs and research, education and practice innovation.
7.	To be accountable, as part of the Leadership Team, for the delivery of the Corporate Strategy, ensuring excellent communication, planning, budgetary control and accountability across the organisation, between directorates and teams.
8.	To provide inspirational leadership and line-management to the Practice & Development Directorate, delegating authority where appropriate.
9.	To be the UK prime authority on all physiotherapy issues on the international stage and provide the specific link with World Physiotherapy (WP) and the European Region of WP.
10.	To uphold and role-model the CSP organisational values (integrity, learning, courage and inclusivity) at all times.
12.	The duties and responsibilities highlighted in this job description are indicative and may vary over time depending on business need. Post holders are expected to undertake other duties

and responsibilities relevant to the nature, level and scope of the post and in accordance with the needs of the organisation.

The Chartered Society of Physiotherapy

Person Specification Form

The person specification below outlines the essential and desirable experience, knowledge and skills required for this role. Evidence for behaviours, knowledge and skills will be looked for throughout the selection process.

E – Essential requirements are those without which the job could not be done.

D – Desirable criteria are those that may enable better or more immediate performance in a job.

	ESSENTIAL / DESIRABLE (E or D)	ASSESSED BY APPLICATION/ INTERVIEW/ TEST (A/I/T)
Educational Requirements		
Post-graduate qualification or equivalent in leadership and/or organisational development.	E	A/I
Previous Experience		
Experience of being a budget-holder, of financial planning, phasing and re-forecasting.	E	A/I
Experience of assessing risk and managing a risk register.	D	A/I
Experience of working in complex systems.	D	A/I
Experience of working in the UK/Crown Dependencies healthcare system.	E	A/I
Professional/Technical and Occupational Requirements		
Unblemished record of registration with the HCPC.	E	A/I
Chartered Physiotherapist and member of the CSP.	E	A/I
Well-connected/extensive networks across healthcare and physiotherapy.	D	A/I
Skills and Knowledge		
Credible and inspirational leadership skills.	E	A/I
Strong people management including setting objectives, appraisals and performance-management.	E	A/I
Able to influence, negotiate and persuade to deliver positive impact.	E	A/I
Strategic thinker.	E	A/I
Future-focused.	E	A/I
Excellent communicator and able to engage through a range of media.	E	A/I
Emotionally intelligent.	E	A/I
Confident public speaker.	E	A/I
Flexible and agile approach to work.	E	A/I
Appreciation of different models of working e.g. matrix-working, hybrid working and understanding of the required skills and possible issues.	D	A/I
Skilled in managing stakeholders and collaborating in the service of the organisational priorities.	E	A/I
Good ICT and digital skills with experience of using a range of programmes.	E	A/I
Solid understanding of working in a membership body and its implications for work.	D	A/I

Broad knowledge of the profession, its development, underpinning education and evidence base.	D	A/I
A good understanding of physiotherapy through the lens of equity, diversity and inclusion.	E	A/I
Evidence of understanding and exhibiting allyship.	E	A/I
Evidence of our four organisational values – integrity, courage, learning and inclusivity.	E	A/I
Active on social media to good effect.	D	A/I
Takes responsibility for ensuring that data is accurate and up to date, whilst being aware of sensitive and confidential data.	E	A/I

Values

COURAGE

Challenge each other to do our best
Stand up for members
Make decisions and lead

LEARNING

Learn from our mistakes
Try out **new ideas**
Learn with a **purpose**



INTEGRITY

Earn trust through **honesty**
Take **responsibility** for our decisions
Focus on what needs to be done

INCLUSIVE

Open to new ideas
Seek different **points of view**
Challenge 'us and them' mentalities

CSP Governance

The CSP is governed by 12 council members elected by our membership. CSP's council identifies and agreed CSP policy and strategy. The work of the council is supported by three strategic committees: Finance, Risk and Audit Committee, the Employment Committee and the Professional Committee.

Click to [find out more about our governance structure.](#)

The organisation has five directorates to conduct member business:

The **Chief Executive's Office** is responsible for the governance and internal day to day operation of the society, supporting the chair, vice-chair and members of Council, and for managing and coordinating all decisions of Council. The directorate also includes the Human Resources Team. Karen Middleton CBE is CSP chief executive. Click to [find out more about Karen.](#)

Natalie Beswetherick is director of the **Practice and Development Directorate** which 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.

Claire Sullivan is director of **Employment Relations and Union Services (ERUS)**, 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.

Jon Mawby the director of our **Corporate Services and Infrastructure**, which manages the financial affairs of the Society, membership business, CSP's Information Communication Technology Team and upkeep of its various premises.

Rob Yeldham is director of **Strategy, Policy and Engagement Directorate**, and is responsible for promoting the physiotherapy profession, member communications, stakeholder relations, enquiry handling, policy and income generation.



Recruitment timetable

Date	Activity
8:30am, Wednesday 17 th November 2021	Closing date for applications
Wednesday 24 th November 2021	Shortlisting by panel members
Thursday 25 th November to Thursday 2nd December	Introductory meeting with Directors
Friday 3 rd December 2021	Interview date

