

## Council

<b>Meeting Date</b>	26 March 2026
<b>Title</b>	Chair of Council appointment process
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<b>Executive Sponsor</b>	Claire Amor, Executive Director of Corporate Affairs
<p><b>Executive Summary</b></p> <p>This paper provides an update on planning for the Chair appointment process including detailed recommendations on the composition of the appointment selection panel and the remuneration for the role of Chair, both of which require approval ahead of the campaign expected to go live in June 2026.</p> <p>At its meeting on 4 December 2025, the Council agreed updates to the Chair and Council member competencies, reflected on the updated skills matrix for Council members and approved the amendments to the appointment process for Council members and other associated processes to enable the use of external non-executive recruitment agency to support the campaign.</p> <p>We have identified our preferred supplier, GatenbySanderson, to support the appointment process and are in the final stages of completing the procurement process following completion of the standstill period on 11 March 2026.</p> <p><b>Recommendations</b></p> <p>The Council is asked to approve:</p> <ul style="list-style-type: none"> <li>• the list of individuals proposed to be approached to be on the selection panel; and</li> <li>• the time commitment and remuneration for the role.</li> </ul>	
<b>Action required</b>	The Council is asked to consider and approve the proposal or recommendation.
<b>Previous consideration</b>	Council agreed the initial arrangements for the Chair appointments process at its meeting on 4 December 2025.

<b>Next steps</b>	We are refining the timetable in discussion with GatenbySanderson to ensure resource capacity. We will discuss the proposed timing of the campaign with the Privy Council and the Professional Standards Authority (PSA) and submit the formal advance notice of the appointment campaign to the PSA in May 2026 to allow sufficient time for scrutiny ahead of the campaign going live in June 2026.
<b>Financial and resource implications</b>	A preliminary budget of £35k has been made available for appointments in 2026-27. This is in line with the budget for previous Council appointments and includes an additional element related to agency support. The final costs will also be dependent on the payment of a day rate to the independent panel member and any associated expenses paid.
<b>Associated strategic priority/priorities</b>	Be visible, engage and informed Build a resilient, healthy, capable and sustainable organisation
<b>Associated strategic risk(s)</b>	4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively
<b>Risk appetite</b>	People - open
<b>Communication and engagement</b>	A detailed communication plan is being developed with support from GatenbySanderson and the HCPC Communications team. In line with PSA guidance, engagement activities will be undertaken early enough to allow stakeholders' views to be taken into account during the planning phase of the appointments process. The HCPC and GatenbySanderson will hold a number of briefing sessions during this planning phase. An update on the final plans and will be provided to the May Council meeting.
<b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>	As identified for development through the Council's effectiveness review in early 2025, we will look for additional opportunities to demystify the role of being a Council member. GatenbySanderson has a wealth of experience in placing diversity and inclusion at the heart of its support, running a process during which attracting, supporting and maintaining diversity (including and beyond the protected characteristics) will be a central focus at all stages. Diversity monitoring at each of stage of the appointment process will be undertaken to help assess the effectiveness of the process from an EDI perspective and identify any areas for improvement. EDI is also an element that the PSA scrutinises in the assessment of the process against its

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	<p>guidance and anonymised information will be provided to assist its assessment that the process was fair.</p> <p>GatenbySanderson will engage with the HCPC EDI Strategic Lead to ensure that it is aware of our equality and diversity obligations and how these will be implemented during the process.</p>
<b>Other impact assessments</b>	Not applicable
<b>Reason for consideration in the private session of the meeting (if applicable)</b>	Not applicable

## Chair of Council appointment

### 1. Chair appointment

- 1.1 This paper seeks to update the Council on the remaining elements of the appointment process which require approval ahead of the campaign going live in June 2026. The current Chair will demit office on 28 February 2027 following an eight-year tenure.

### 2. The process

- 2.1 The process of appointing new Council members, including the Chair, must be in line with the requirements of relevant legislation including the Health Professions Order 2001 (the Order), the Health and Care Professions Council (Constitution) Order 2009 (the Constitution Order) and the PSA's good practice guidance in making Council appointments.
- 2.2 The HCPC appointment process for Council members was developed in light of the PSA good practice guidance. At its meeting on 4 December 2025, the Council approved changes to the HCPC appointment process to allow for an external non-executive recruitment agency to support the selection process.
- 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 PSA will scrutinise the appointment process and then advise the Privy Council as to whether it can have confidence in the HCPC's process.

#### *Selection of external non-executive recruitment agency*

- 2.4 During January-February 2026 a procurement process was conducted in compliance with our internal procurement guidelines and relevant legislation. Following the deadline for proposals on 13 February 2026, the panel for appointing the external provider comprising: the Senior Council Member, the Independent Committee member of the Remuneration Committee and a senior member of the procurement team assessed the submissions and met with four agencies on 25 February 2026. The Head of Governance also attended the meetings as an observer but took no part in the assessment due to declared conflicts of interest. After due process and completion of the standstill period on 11 March, we are in the final stages of appointing GatenbySanderson to support the process. We have begun working with them to finalise the brief and the arrangements ready for the launch of the campaign and advertising of the Chair role from June 2026.

#### *Selection panel*

- 2.5 The PSA's guidance states that selection panels should consist of at least three and no more than five members and should be credible to inspire confidence in the integrity of the process. Panels must also include at least one member who is independent of the regulator in order to bring an impartial perspective. The independent member is also required to provide a report to the PSA at the end of the selection process.

- 2.6 The HCPC appointment process currently requires three members on the selection panel for Chair. This includes an independent member and the Chair of another regulator (to act as Chair of the Panel). The third member is to be drawn from those suitable candidates outlined in the PSA guidance.
- 2.7 As noted at the December Council meeting, it is proposed that David Stirling, Senior Council Member, will sit on the panel. In line with the PSA guidance regarding a current Council member sitting on the selection panel for a Chair appointment, the Senior Council Member is not eligible for reappointment, and his tenure on Council is due to end on 31 August 2027.
- 2.8 To complete the panel, the Council is asked to review the list of individuals proposed to be approached to be on the selection panel. A list is suggested to ensure that we have flexibility to take the process forward on our timeline and recognising the challenges that we may experience in securing diary availability of senior colleagues and to have due regard to the diversity of the panel and any conflicts of interest.

### *Chair*

- 2.9 The Chair of the panel must be a Chair of an independent regulator or public authority. The following individuals, as current Chairs of the larger healthcare regulators, are proposed to be included in the list:

- The Chair of the Nursing and Midwifery Council, Ron Barclay-Smith.

Ron Barclay-Smith was appointed as the Chair of the Nursing and Midwifery Council on 1 April 2025. Ron was the Chair of the British Transport Police Authority between 2018 to 2026 and served in the Royal Air Force Regiment until 1992, in both command and staff appointments in the UK and overseas. After leaving the RAF to pursue a civilian career, he became Regional Director of Performance Management at Trent Regional Health Authority from 1992 to 1993. After that he held a number of senior posts in both the public and private sectors.

- The Chair of the General Medical Council, Professor Dame Carrie MacEwen.

Carrie was appointed as Chair of the General Medical Council in May 2022. Carrie is a consultant ophthalmologist for NHS Tayside and Honorary Professor at the University of Dundee. Carrie has served on several committees in support of education, training and assessment and NHS committees regarding service re-design for general medical services. She chairs the multiprofessional subcommittee of the Royal College of Ophthalmologists and also chairs the Trustee Board of the Healthcare Quality Improvement Partnership.

- The Chair of the General Dental Council, Dr Helen Phillips

Helen was appointed as the Chair of the General Dental Council from 1 October 2025 and has a wealth of senior experience across a 30-year career in sectors including insurance, legal, social care and further education. With expertise in professional standards, she currently chairs the Chartered Insurance Institute and NHS Professionals, a workforce partner to the NHS, putting thousands of highly skilled healthcare professionals into NHS Trusts and other places to care.

- The Chair of the General Pharmaceutical Council, Gisela Abbam

Gisela has served as Chair of the General Pharmaceutical Council since 2022. Gisela is a Global Executive who has a wealth of experience in delivering change in the health and life sciences sector, both in the UK and globally including through her Executive roles at General Electric Healthcare and Abt Associates. She was named on the Powerlist for 2025 and in 2026 as one of the top 100 most influential black people in the UK. Previously, Gisela was Chair of the British Science Association (BSA) and has worked in collaboration with governments, the World Health Organisation, the United Nations, and other multilateral organisations to improve health outcomes for people across the world. She is the Senior Director for Government Affairs at Revvity, a global company that develops innovations for Life Sciences and Diagnostics. She also currently serves on a number of Advisory Committees and sits on the Board of the Bar Standards Board.

- The Chair of General Optical Council, Dr Anne Wright CBE

Anne has served as Chair of the General Optical Council since 2021. She is an experienced Chief Executive and Chair. Her most recent appointment was as Member and Lay Vice-Chair of the Nursing and Midwifery Council. She was Chair of the National Lottery Commission for eight years until 2013, and a Member of the Bar Standards Board from 2012 to 2017. Her career in higher education led to her appointment as the Vice-Chancellor of the University of Sunderland from 1990 to 1998. Anne's other non-executive roles have included the School Teachers Review Body and the Armed Forces Pay Review Body.

#### Independent panel member

- Cindy Butts

Cindy is currently the UK's first Independent Public Advocate. The Independent Public Advocate is a new statutory office with a permanent Standing Advocate to support victims of major incidents. The Standing Advocate supports victims of major incidents by signposting them to support services and helping them navigate the processes that follow a major

incident. A prominent figure in the field of public service, known for her extensive experience and dedication to improving access to justice and tackling inequality. Her career spans over 20 years, during which she has held various significant positions, including Commissioner at the Independent Police Complaints Commission during its Hillsborough investigation and the Criminal Cases Review Commission. Cindy also led the Independent Commission for Equity in Cricket when it published a report demanding urgent reform to tackle racism, class-based discrimination, elitism and sexism in the sport. Cindy acts as a Senior Independent Panel Member for public appointment assessment panels across government, providing independent oversight on Non-Executive Director recruitment. Cindy has previously acted as the independent panel member for the GMC.

- Jacqui Francis, AdinaMay Consulting.

Jacqui Francis of AdinaMay consulting specialises in independent scrutiny, ensuring recruitment exercises to public bodies, expert committees and public sector organizations are fair and transparent and follow the Nolan Principles of Public Life. Jacqui is a recruitment panel member for the Bar Standards Board Selection Panels. A Trustee of the Catholic Archdiocese of Birmingham and chair of the Workforce and Remuneration Committee and the Governance, Health & Safety, Risk Compliance Sub-Committee. She is a Lay Panel member for the Judicial Conduct Investigations Office and a member of the Labour Party Independent Complaints Board. Jacqui has previously acted as the independent panel member for the GMC.

- Dr Andrew Waller

Andrew is a lay panel member of the Judicial Appointments Commission. He has held various HR Director roles at Unilever PLC since 2009, including most recently HR Business Partner to the Chief Information Officer and IT Executive. Andrew was also HR Business Partner to the Home Care R&D organisation.

- Deirdre Toner, Chair Civil Service Commissioners for Northern Ireland

Deirdre Toner's background is in Senior Leadership as Chief Executive Officer and Executive Director positions in the voluntary and public sector, focusing on mental health and community development, with a strong focus on good governance, audit and accountability. Deirdre has previous experience reporting to the PSA and has undertaken the independent panel member role for Council member recruitment at the General Optical Council. Deirdre is based in Northern Ireland.

- Nicola Wood, Senior Independent Director, Information Commissioner's Office

Nicola is a former solicitor and has extensive board experience across a range of sectors mainly in financial services and health. In a pro-bono capacity, she has worked with different groups of vulnerable consumers

including the elderly, children and those with mental health issues. Nicola has previously chaired the ICO's Nominations Committee and Remuneration Advisory Sub-Committee.

- 2.10 In terms of remuneration for members of the selection panel, no payment is proposed for the Chair of the panel or the HCPC Senior Council Member, expenses will be paid. As the independent panel member is required to produce an independent report to the PSA, which is expected to be drafted on their own with PSA providing guidance directly to them on the requirements, they will be paid a partners' rate of £250 per day, plus expenses, to account for the additional responsibility and time involved in producing the report. Some flexibility on the day rate paid may be required. It is anticipated that the time commitment will be three to four days for preparation, attendance and reporting, dependent on the number of applications and interviews required.

### **3. Draft candidate pack**

- 3.1 The draft candidate pack is being produced in collaboration with the agency, this will include the updated competencies agreed by Council at its meeting on 4 December 2025.
- 3.2 The current vacancy for a registrant member means that we will be able to advertise the Chair appointment as being open to lay or registrant members.
- 3.3 The composition of the Council must include at least one member (lay or registrant) who lives or works wholly or mainly in each of England, Northern Ireland, Scotland and Wales. As the Council's current composition complies with this requirement, the appointment is open to applicants from all four countries. Our advertising strategy will seek to reach candidates from all four countries.
- 3.4 The remuneration and time commitment associated with the role were considered by the Remuneration Committee at its meeting on 26 February 2026. The Committee considered whether the proposed remuneration rate of £70k was sufficient in view of the HCPC's status as a high-performing, national multi-professional regulator. It was also acknowledged that due to the length of the recruitment process, any benchmarking statistics could become outdated by the time the new Chair was appointed. In view of this, the Committee concluded that a salary range would allow for some flexibility in agreeing the final remuneration rate.
- 3.5 The Committee agreed to recommend that the Chair's remuneration should be within the range of £70k-£80k and that the Head of Governance should discuss the Committee's decision with the successful recruitment agency to agree how the remuneration range would work in practise. In discussion with the agency its advice is that a flat rate provides clarity, rather than a range. A fixed rate of £80k is therefore recommended, this reflects the Remuneration Committee's view that the remuneration should keep pace with the market during the lengthy process
- 3.6 The Committee noted that the time commitment for the role had increased from two days to three days during the term of the current Chair and three days was considered to be a reasonable guideline for the time commitment required. The

information shared with candidates will emphasise the expected time commitment, recognising the need for flexibility in how the role operated in practice. The role will be positioned as a primary role, meaning those with existing commitments will need to demonstrate they have the required capacity to fulfil the role.

3.7 The final draft candidate pack will be provided to the Council at its May meeting.

#### **4. Advertising**

4.1 The advertising strategy and communications campaign is being prepared in collaboration with the agency and the HCPC communications team. The process aims to attract a strong and diverse field of suitable candidates and will be designed to ensure the market understands the priorities and context for this appointment.

#### **5. Timeline**

5.1 We have discussed the timeline with GatenbySanderson and it has provided feedback on resource capacity. Our plan remains to advertise the Council member role in June 2026. We expect the process will be complete with the appointment of the Chair in December 2026, subject to Privy Council approval of the recommendation for appointment.

#### **6. Decisions**

6.1 The Council is asked to approve:

- the list of individuals proposed to be approached to be on the selection panel; and
- the time commitment and remuneration for the role.