

## Council

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| <b>Meeting Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 04 December 2025                                                                                                                           |
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Partner remuneration policy and principles                                                                                                 |
| <b>Author(s)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Uta Pollmann, Partner Project lead                                                                                                         |
| <b>Executive Sponsor</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Claire Amor, Executive Director of Corporate Affairs                                                                                       |
| <b>Executive Summary</b> <p>At its meeting on 17 October 2024 the Remuneration Committee agreed that a policy for partner fees should be developed to facilitate more regular review, to ensure that regulatory performance was maintained and that partner fees remain competitive and affordable, particularly given likely changes to fees paid by other health and care professions regulators.</p> <p>The draft partner remuneration policy and principles sets out the consideration of partner fees and provides guidance on how to determine these in a fair and transparent way. The policy includes the cancellation fees for partners which has been extracted from the expenses policy and moved into this policy for completeness</p> <p>The Remuneration Committee agreed at its meeting on 14 November 2025 that the current fees should remain unchanged for 2025-26 as the introduction of holiday pay and the employer pension contributions would represent a 15.07% increase to current fees. It is therefore recommended to complete the next partner fee review in Q3 2026-27 with any changes being implemented starting from 1 April 2027, and that an external benchmarking exercise should be conducted at least every three years.</p> |                                                                                                                                            |
| <b>Action required</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | The Council is asked to consider and approve the proposal or recommendation.                                                               |
| <b>Previous consideration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | The paper has previously been considered and approved by ELT and the Remuneration Committee.                                               |
| <b>Next steps</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The policy will be published and communicated to partners.<br>The next annual review of this policy is due to take place in November 2026. |
| <b>Financial and resource implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Financial impact will be determined when levels of remuneration are decided, starting from 1 April 2027.                                   |

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| <b>Associated strategic priority/priorities</b>                                       | Build a resilient, healthy, capable and sustainable organisation                                                                                                                                                                                                                   |
| <b>Associated strategic risk(s)</b>                                                   | <p>4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively</p> <p>5.a The resources we require to achieve our strategy are not in place or are not sustainable</p> |
| <b>Risk appetite</b>                                                                  | <p>People - open</p> <p>Financial - measured</p>                                                                                                                                                                                                                                   |
| <b>Communication and engagement</b>                                                   | Partner fee reviews have not been completed in a structured and regular way in the past. A consistent and transparent approach has been captured in the policy and aligns with the approach that we have adopted for Council members and independent committee members.            |
| <b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>    | The policy applies to all HCPC partners without any exception.                                                                                                                                                                                                                     |
| <b>Other impact assessments</b>                                                       | This policy is reflective of the Council and Committee remuneration policy.                                                                                                                                                                                                        |
| <b>Reason for consideration in the private session of the meeting (if applicable)</b> | Not applicable                                                                                                                                                                                                                                                                     |

## **Partner remuneration policy and principles**

### **1 Purpose**

- 1.1 This policy sets out principles and guidance for determining the remuneration of partners at the Health and Care Professions Council (HCPC). It is intended to provide a clear framework and promote transparency around decision-making relating to the remuneration of HCPC partners.
- 1.2 Remuneration for partners is determined by the Council based on recommendations from the Remuneration Committee.
- 1.3 Levels of remuneration for partners should reflect the time commitment and responsibilities of the role, which is paid monthly depending on the services provided.
- 1.4 Fitness to practise (FTP) partners and registration appeals panel members are remunerated on a day/half day rate basis and receive a fee for providing services at a hearing on behalf of the HCPC.
- 1.5 Education partners (visitors, lead visitors and service user expert advisors) are remunerated based on the type of assessment they are asked to provide to the education team.
- 1.6 Registration and CPD assessors are remunerated per assessment/audit.
- 1.7 Registration appeals panel members are remunerated on a day/half day rate basis and receive a fee for providing services at a hearing on behalf of the HCPC.
- 1.8 The levels of remuneration are intended to be sufficient to attract, motivate and retain partners with the necessary skills, knowledge and experience to ensure the delivery of the HCPC's regulatory functions to a high standard. The skills and competencies required are reviewed regularly by the Partner team and the regulatory functions.

### **2 Principles**

- 2.1 Sustainability: remuneration should be sustainable for the HCPC in the long term, both financially given its funding model and in ensuring it is able to deliver its strategic objectives.
- 2.2 Proportionality and fairness: remuneration should be proportionate and fair, considering the size and complexity of the organisation and the skills and experience required for the role and the market rate for comparable roles in other regulators/sectors.
- 2.3 Transparency: having a transparent remuneration policy or principles and practices, including disclosure of remuneration and the processes and any criteria used to determine remuneration, which provide an element of independence.
- 2.4 The wider market: the need to attract and retain particular skills in competition with other regulators/sectors and the private sector, while recognising that the remuneration is not the primary motivator for those interested in these roles, in the context of the funding model of the HCPC and the potential impact on fees charged to registrants.

- 2.5 Diversity and inclusion: ensuring the roles are structured and remunerated at levels that support the promotion of socioeconomic diversity and do not exclude those currently in work or who are not retired or independently wealthy.
- 2.6 Partner remuneration is based on a single fee that takes account of both preparation and attendance for services provided.

### **3 Determination of remuneration**

- 3.1 The Remuneration Committee should review the remuneration of partners at least once every three years, with the support of the Partner Project Lead. Any review should take place sufficiently far in advance to allow for any changes to the remuneration to be taken into account as part of the budget-setting process for the subsequent financial year and take effect from the start of that financial year where this is possible. This will normally mean that the review should be carried out in the third quarter of the financial year before taking effect from 1 April of the following financial year.
- 3.2 Benchmarking data from other health and care professions regulators should be used as the principal comparator group and recognise the differences in size and income between the different regulators and the required time commitment for the role as well as the HCPC's status as a multi-profession regulator. Wider market conditions and benchmarking data may also be used where relevant, including other regulators, public sector and the NHS and the not-for-profit and charitable sectors.
- 3.3 The Remuneration Committee may also consider engaging an external remuneration consultant to provide advice or otherwise support it in its decision-making as necessary, taking into consideration any issues of confidentiality and the HCPC's financial regulations.
- 3.4 The Remuneration Committee should take care to recognise and manage conflicts of interest when reviewing remuneration, including when receiving views from executive and senior management.

### **4 Taxation and expenses**

- 4.1 Partners are independent contractors under their partner services agreement (PSA) but become workers when providing services. While their remuneration is paid through the HCPC's payroll, it is the responsibility of the partner to account in full to the appropriate authorities for any tax, national insurance or other levy arising in relation to any fees paid to the partner under the PSA.
- 4.2 The HCPC reimburses partners for all reasonable expenses incurred by members in relation to them providing services in accordance with a separate expenses policy. It is the responsibility of the partner to account in full to the appropriate authorities for any tax, national insurance or other levy arising in relation to any expenses paid to the partner pursuant to the PSA and in accordance with the applicable expenses policy.

## 5 Cancellation fees

5.1 If a partner is booked for providing services, which require attendance and this is cancelled, postponed, adjourned or concludes early, the fees that will be paid will be based on when the partner was notified that scheduled work would no longer go ahead and where no alternative work can be allocated by the HCPC. This recognises that partners may not have committed to other paid work or be unable to take on other paid work at short notice. Notification is treated as given on a working day if it is communicated to partners before midnight on that day.

5.2 Cancellation fees are as follows:

| <b>When notification is given that attendance on a previously booked day is not required</b>   | <b>Fee payable</b>                                                                                          |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Notification on the day of attendance:                                                         | full fee for that day of attendance when no alternative paid work is undertaken on the cancelled days       |
| Notification at any time the day before but less than five working days before the attendance: | ½ day fee for the first day of attendance when no alternative paid work is undertaken on the cancelled days |
| Notification at any time five or more working days before the attendance:                      | no fee                                                                                                      |

## 6 Rolled-up holiday pay (RUHP)

6.1 As partners provide services in an irregular pattern, we will apply rolled-up holiday pay at a rate of 12.07% (which is based on the statutory entitlement) to the fees the partner earned.

## 7 Review of the policy and principles

7.1 This policy came into effect on 1 November 2025.

7.2 This policy will be reviewed on an annual basis by the Remuneration Committee, with any issues or proposed changes to be brought to the attention of the Council for review or approval as necessary.