

Remuneration Committee

Meeting Date	30 October 2025
Title	Annual review of Council and independent committee members remuneration policy and principles
Author(s)	Patricia Morrissey, Head of Governance
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary Background The Council and independent committee members remuneration policy and principles were developed as part of the review of the remuneration of Council and independent committee members carried out in 2024. The new policy and principles were considered by the Remuneration Committee at its meeting on 17 October 2024 and agreed by the Council at its meeting on 5 December 2024. The policy sets out the principles and guidance for determining the remuneration of Council and independent committee members of the Health and Care Professions Council (HCPC) and provides a clear framework promoting transparency around decision-making relating to the remuneration of Council and independent committee members. The policy and principles are reviewed on an annual basis. 2025 annual review The first annual review took place in October, with input from the Head of HR. Given the impact of the Somerville judgement on our partner remuneration arrangements, we considered it prudent to review and ensure that appropriate agreements and arrangements are in place confirming the status of our Council members and independent committee members. HCPC Council and independent committee members are office holders and the nature of the HCPC's relationship with both is made clear at the appointment stage and thereafter. HCPC Council members are public appointees appointed by the Privy Council and do not have a contract for services with the HCPC. There is also a statutory bar on employing Council members set out in Schedule 1 of the Health Professions Order 2001. The arrangements for our independent committee members are similarly clear, with any appointment vacancy listed as a public appointment/statutory office and not subject to the provisions of employment law. However, on further review of the appointment letter for independent committee members we have noted that this could be further	

strengthened to include additional detail, including confirming the status of the appointment.

The Council and independent committee members remuneration policy is functioning as intended and no concerns or necessary changes have been identified through the review process. As the underlying principles remain relevant, appropriate and effective for the coming year, no amendments are therefore proposed.

Recommendations

The Remuneration Committee is asked to:

- Consider the outcomes of the annual review and agree that no changes to the remuneration policy and principles are required at this time. If agreed, confirmation that the review has taken place will be provided via the Chair's report to Council. If during discussion, the Committee determines that changes are required, these will be recommended to the Council for approval.
- Note that the planning for the appointment of a new Chair will include consideration of the remuneration required for the role. If any changes are to be proposed, these will be presented to the Remuneration Committee for recommendation to the Council in 2026. This has been reflected on the Committee's forward plan for 2026.

Action required	The Committee is asked to consider and approve the proposal or recommendation.
Previous consideration	The Council and independent committee members remuneration policy and principles were considered by the Remuneration Committee in October 2024 and agreed by Council in December 2024. This is the first annual review of the policy and principles.
Next steps	The policy will be published. The next annual review of this policy is due to take place in October 2026. The Remuneration Committee reviews the remuneration of Council and independent committee members at least once every three years and the next review of remuneration will take place in the Q3/4 2026-27. Any actions related to the Chair appointment process will be taken sooner, as required.
Financial and resource implications	None at present. The financial impact will be determined when levels of remuneration are next decided, either as part of the Chair appointment process or the scheduled review of the remuneration of Council and independent committee members in 2026-27.

Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively 5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	Financial - measured People - open
Communication and engagement	HR and Governance teams were involved in reviewing the policy.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	Diversity and inclusion are addressed within the policy and principles.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Council and independent committee members remuneration policy and principles

1 Purpose

- 1.1 This policy sets out principles and guidance for determining the remuneration of Council and independent committee members of 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 Council and independent committee members.
- 1.2 Remuneration for Council members, including the Chair, and independent committee members is determined by the Council based on recommendations from the Remuneration Committee established by the Council.
- 1.3 Levels of remuneration for Council members, including the Chair, should reflect the time commitment and responsibilities of the role and they receive an annual fee, which is paid monthly in equal instalments. The expected time commitment for the Chair is approximately three days each week. The expected time commitment for Council members is 30 days each year, which includes meetings and other events and preparation time for these. An additional supplement is paid the chairs of the Council's committees and the Senior Council Member in recognition of the additional responsibility and time commitment required in chairing a committee of the Council and performing the role of Senior Council Member.
- 1.4 Independent committee members are remunerated on a day rate basis and receive a fee for attendance at Committee meetings and other meetings attended on behalf of HCPC where prior approval has been given. The expected time commitment for independent Committee members is between five and ten days each year. In each case this includes preparation and reading time for meetings and training requirements.
- 1.5 The levels of remuneration are intended to be sufficient to attract, motivate and retain Council members and independent committee members with the necessary skills, knowledge and experience to ensure the delivery of the HCPC's strategy and oversee the performance of its regulatory functions to a high standard. The skills and competencies required are reviewed regularly by the Council in advance of the appointment of any Council or independent committee members.

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 levels of employee remuneration (including those of the Chief Executive and the Executive Leadership Team), the skills and experience required for the role and the market rate for comparable roles in other 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 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.

3 Determination of remuneration

- 3.1 The Remuneration Committee should review the remuneration of Council and independent committee members at least once every three years, with the support of the Head of Governance. 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 for these roles and recognise the difference in size between the different regulators and the required time commitment for the role as well as the HCPC's status as a multi-professional 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. The HCPC generally positions employee pay at the median quartile and this should also be the starting point when considering remuneration for Council and independent committee members.
- 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 While the remuneration for Council and independent committee members does not include any performance-related elements, the Chair, Council members and independent committee members all participate in an annual review process. This provides an opportunity to focus on individual contribution to the overall

effectiveness of the Council or the relevant committee and the delivery of the HCPC's strategic objectives as well as well receiving constructive feedback on performance and areas for development. An update on completion of this process will be provided to the Remuneration Committee.

- 3.5 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.
- 3.6 Any changes to individual remuneration as a result of a Council member taking on additional responsibilities, such as chairing a committee of the Council or the role of Senior Council Member will be reflected automatically in their remuneration from the date of their appointment to the role. These changes will be confirmed in writing to the Council member.

4 Taxation and expenses

- 4.1 As office holders, remuneration for Council and independent committee members is paid through HCPC's payroll and subject to tax and National Insurance deductions at source.
- 4.2 The HCPC reimburses Council and independent committee members for all reasonable expenses incurred by members in relation to their attendance at Council or Committee meetings or those events where they are representing the HCPC in accordance with a separate fees and expenses policy for Council and committee members. Any tax arising on these expenses is paid by the HCPC.

5 Review of the policy and principles

- 5.1 This policy came into effect on 5 December 2024.
- 5.2 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.