

Council 4 December 2014

## Review of Partner and Council Member Fees 2014

### **1. Introduction**

- 1.1 The following paper sets out recommendations for revised partner and Council member fee rates. Recommendations take into account a number of factors including the results of a market benchmarking survey, the recruitment market and costs to the organisation.

### **2. Background**

- 2.1 Earlier this year, at the request of the Council, the Executive commissioned an in-depth remuneration survey for council and partner roles. The survey was carried out by QCG (Quintige Consulting Limited) and covered daily fees, additional fees, expenses and average time worked.
- 2.2 Data was received from 22 organisations. It should be noted, however, that not all of these organisations had comparable roles and that for some roles only two or three respondents supplied data. The QCG survey results report are attached at *Appendix 1*.

### **3. Remuneration survey report conclusions**

- 3.1 The QCG survey concluded that fees for some partner roles are below market rates and the daily fees payable to council members is marginally below market rate, with the caveat that the conditions which drive remuneration for this type of role vary widely between individual organisations.
- 3.2 The QCG report concluded that there is no evidence to suggest that the HCPC is out of line with the market with regards to additional fees (e.g. reading and training day attendance) and expenses.

#### 4. Current fees

- 4.1 Fees for HCPC partners and Council members have not changed since 1 April 2009 and are as follows:

|                       | <b>Fees</b> | <b>Fee basis</b> |
|-----------------------|-------------|------------------|
| Council Chair         | £310        | per day          |
| Committee Chair       | £310        | per day          |
| Council member        | £310        | per day          |
| Legal Assessor        | £580        | per day          |
| Panel Chair           | £310        | per day          |
| Panel member          | £180        | per day          |
| Registration Assessor | £72         | per assessment   |
| Visitor - review days | £72         | per assessment   |
| Visitor - visit       | £180        | per day          |
| CPD Assessor          | £20         | per assessment   |

#### 5. Comparison with market rates for similar roles

- 5.1 The following table has been produced from data provided in the QCG remuneration survey report.

| Role                  | HCPC day rate | Median market rate | HCPC rate compared with median market rate ('comparatio') | Number. of sources for market rate |
|-----------------------|---------------|--------------------|---|------------------------------------|
| Council Chair         | £310          | £625               | 50%   | 9                                  |
| Committee Chair       | £310          | £381               | 81%   | 10                                 |
| Council member        | £310          | £319               | 97%   | 10                                 |
| Legal Assessor        | £580          | £595               | 97%   | 3                                  |
| Panel Chair           | £310          | £349               | 89%   | 7                                  |
| Panel member (Lay)    | £180          | £306               | 59%   | 7                                  |
| Panel member (Reg)    | £180          | £306               | 59%   | 7                                  |
| Visitor (Lay)         | £180          | £310               | 58%   | 3                                  |
| Visitor (Reg)         | £180          | £310               | 58%   | 3                                  |
| Registration Assessor | -             | £306               | -   | 2                                  |
| CPD Assessor          | -             | -                  | -   | 0                                  |

- 5.1 In order for remuneration rates to be considered competitive by pay professionals, the 'comparatio', i.e. the percentage comparison between the HCPC fee rate and the median market rate, would be expected to be 85% or above. However, as noted previously, the number of organisations with comparable roles is small. In addition, the factors driving council and partner fees, for example pay rates in relevant professions, differ significantly between organisations.

5.3 Another factor to be considered in determining competitive remuneration levels includes the ease with which vacancies can be filled. In general there has been little difficulty in recruiting to HCPC partner and council roles and competition for partner vacancies for larger professions, for lay partner roles and for Council member roles in particular is strong.

## 6 Additional fees

6.1 The survey found that only three other organisations paid additional fees to either council or partner roles. Additional fees for all three organisations related to reading time, and each had a different approach to how these reading fees were calculated.

## 7 Costs

7.1 Overall costs for partners were over £3.75m in the financial year 2013/14 and the budget for partner costs in 2014/15 is over £4.1m.

7.2 The Council will already be aware that the impact on organisational operating costs of any increase in partner fees is significant. The 'Sensitivity analysis' for key variables in the HCPC Five Year Plan 2014 – 2019, considered by the Council at its meeting in September 2014, showed additional costs for a number of scenarios for partner fee increases. These additional costs ranged from £680,000 to £1,320,000 for the period 1 April 2015 – 31 March 2019 and are set out in the table below.

7.3 Additional costs for partner fee scenarios

|   | Increase to partner fees* from 1 April 2015 | Annual increase from 1 April 2016 onwards | Total additional cost 2015 - 2019 |
|---|---|---|-----------------------------------|
| 1 | £10 per day/£3 per assessment               | 2%  | £680,000                          |
| 2 | £20 per day/£3 per assessment               | 2%  | £1m                               |
| 3 | £30 per day/£3 per assessment               | 2%  | £1.32m                            |
| 4 | £20 per day//£3 per assessment              | 2% or 4%**                                | £1.11m                            |
| 5 | £20 per day/£3 per assessment               | £6 per day/£2 per assessment              | £0.9m                             |
| 6 | £30 per day/£3 per assessment               | £6 per day/£2 per assessment              | £1.22m                            |

\* Increases cover all roles except rates for CPD Assessors

\*\* £4 annual increase for Panel members and Visitors

- 7.4 The overall Council and Committee budget for the current financial year is £225,780, with fees accounting for approximately 42% of the budget, i.e. £94,600. The Five Year Plan 2014-2019 showed an increase in Council member fees to £320 for the financial year 2015-2016 and then a 2% annual increase for three years until 2019.
- 7.5 The Chairs' budget for the current financial year is £78,600 with fees accounting for approximately 70% of the budget, i.e. £54,000. Any increase to daily fees payable for Council roles would also impact on this budget.

## **8 Recommendation**

- 8.1 Market data collected in the QCG survey indicates that fees for the majority of partner roles should be increased. However, it would not be advisable to attempt to match fee levels paid by some other organisations or to introduce reading fees. This is due to a number of reasons including the different factors driving remuneration in other organisations, the on-going lack of issues in recruiting HCPC partners, and the significant cost implications of any partner fee increase resulting in the need to further increase registrants' fees.
- 8.2 In relation to the daily fee for the Council Chair, Committee Chairs and Council members, this has always been aligned with the daily fee received by Panel Chairs since the job role and responsibilities together with the skills and qualifications required are broadly comparable. Furthermore, a slight increase to the fee would match the market rate for comparable roles elsewhere.
- 8.3 Taking into account the considerations set out in 8.1 and 8.2 above, it is **recommended** that:
- from 1 April 2015 fees for all partner roles (except CPD assessors) should be increased by £10 per day (or by £3 per assessment for Visitors and Registration Assessors);
  - from 1 April 2015, fees payable for Council roles should be increased by £10 per day;
  - from 1 April 2016 fees for all partner roles (except CPD Assessors) should then be increased by 2% annually until 1 April 2018; and
  - from 1 April 2016, fees for Council roles should then be increased by 2% annually until 1 April 2018

## Recommended fees from 1 April 2015

|                       | <b>Fees</b> | <b>Fee basis</b> |
|-----------------------|-------------|------------------|
| Council Chair         | £320        | per day          |
| Committee Chair       | £320        | per day          |
| Council member        | £320        | per day          |
| Legal Assessor        | £590        | per day          |
| Panel Chair           | £320        | per day          |
| Panel member          | £190        | per day          |
| Registration Assessor | £75         | per assessment   |
| Visitor - review days | £75         | per assessment   |
| Visitor - visit       | £190        | per day          |
| CPD Assessor          | £20         | per assessment   |

### 9 Decision

The Council is requested to **approve** the recommendation in section 8.3 of this paper.

#### Financial implications

The costs to the Partners budget of the proposed partner fee increase is likely to be £80,000 in financial year 2015/2016 and a further £600,000 cumulatively over the three-year period from 1 April 2016 to 31 March 2019.

The costs to the Council and Committee budget of the proposed increase to the Committee Chair and Council member daily fee is likely to be £3,000 in the financial year 2015/2016 and a further £6,000 cumulatively over the three year period from 1 April 2016 to 31 March 2019.

The costs to the Chairs' budget of the proposed increase to the Chairs' daily fee is likely to be approximately £1,700 in the financial year 2015/2016 and a further £3,500 cumulatively over the next three years.

#### Date of paper

17 November 2014



People who deliver results

**Council and Partner Roles  
Remuneration Survey Report 2014  
Health and Care Professions Council**

**July 2014**

Results report  
(Redacted version)

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## **Section 1: Introduction**

This report will outline the final results of our 2014 survey of Council and Partner roles.

22 organisations participated in the survey. This consisted of 11 health regulators, 8 other regulators and 3 professional membership organisations.

The survey has covered:

- Daily rates for working days;
- Other methods of remuneration;
- Expenses; and
- Special arrangements.

Your feedback is important to us and we would be delighted to discuss your views at any point.



## **Section 2: Survey focus and roles covered**

This survey relates to remuneration levels for Council and Partner roles within the following organisations (redacted):

Council roles covered:

- Chair of Council;
- Chairs of Committees;
- Members.

Partner roles covered:

- Panel Chair;
- Panel members;
- CPD Assessors;
- Legal Assessors;
- Registration Assessors
- Visitors.

Data was collected in June and July 2014.

## **Section 3: Job matching and data**

### **Job matching**

The participating organisations matched their roles against the summary job match notes (see Annex A). Extra telephone support was offered where required which was more necessary for those who are not health regulators.

Key criteria for job matching were:

- Essential purpose of the role;
- Typical main accountabilities;
- Required skills, qualifications and experience to be fully competent in the role.

### **Confidentiality**

When presenting data collected in a survey we are extremely mindful of the confidentiality of incumbent data. The survey presents aggregate data for all participants and follows normal confidentiality conventions. All data are anonymous.

For where we have three organisations, we have shown the median. We have only shown the quartiles if five or more organisations have provided data so no individual's data may be identified.

## Section 4: Daily Fees

There is mixed practice when remunerating Council and Partner roles as some organisations pay a daily rate and others an annual fee. Three organisations reported that they do not remunerate council members.

The table below shows how many organisations pay a daily rate or an annual salary:

| Role                              | Number of Organisations Paying a Daily Rate | Number of Organisations Paying an Annual Fee |
|-----------------------------------|---|--|
| Chair of Council                  | 1   | 12   |
| Chair of Committees               | 2   | 6  |
| Council Member (Lay + Registrant) | 2   | 15   |

The table below shows the calculated fees offered to Council roles<sup>1</sup>:

| Role   | Calculated Daily Rate   |                               |                                   | Calculated Annualised Salary |                               |                                   | Other                             |
|--|-------------------------|-------------------------------|-----------------------------------|------------------------------|-------------------------------|-----------------------------------|-----------------------------------|
|  | Number of Organisations | All Data (LQ-MED-UQ)          | Health Regulator Data (LQ-MED-UQ) | Number of Organisations      | All Data (LQ-MED-UQ)          | Health Regulator Data (LQ-MED-UQ) |                                   |
| Chair of Council                               | 9                       | £462 - <del>£625</del> - £821 | <u>£544</u>                       | 13                           | £48k - <del>£60k</del> - £99k | £34k - <del>£49k</del> - £72k     | 1 organisation pays a reading fee |
| Chair of Committees                            | 10 <sup>2</sup>         | £253 - <del>£381</del> - £452 | <u>£447</u>                       | 11 <sup>2</sup>              | £16k - <del>£21k</del> - £33k | <u>£16k</u>                       | -                                 |
| Council Member (Lay + Registrant) <sup>3</sup> | 10                      | £230 - <del>£319</del> - £398 | <u>£377</u>                       | 15                           | £12k - <del>£13k</del> - £18k | £9k - <del>£14k</del> - £18k      | -                                 |

<sup>1</sup> If an organisation pays an annual fee and has provided the number of days worked in a year, the daily rate has been calculated. If an organisation pays a daily rate and has provided the number of days worked in a year, the annual salary has been calculated.

<sup>2</sup> We have assumed four organisations' Chair of Committees value based on our assessment that there is a circa 18% premium on Chair of Committees' pay.

<sup>3</sup> Few organisations pay differently for Lay and Registrant Members and we have therefore combined the two sets of data.

The table below shows how many organisation pay a daily rate or an annual salary:

| Role                            | Number of Organisations Paying a Daily Rate | Number of Organisations Paying an Annual Fee |
|---------------------------------|---|--|
| CPD Assessor                    | 1   | 0  |
| Legal Assessor                  | 3   | 0  |
| Panel Chair                     | 5   | 1  |
| Panel Member (Lay + Registrant) | 7   | 0  |
| Registration Assessor           | 2   | 0  |
| Visitor (Lay + Registrant)      | 3   | 0  |

The table below shows the fees offered to Partner roles:

| Role   | Daily Rate              |                                   | Annualised Salary       |                                   | Other  |
|--|-------------------------|-----------------------------------|-------------------------|-----------------------------------|--|
|  | Number of Organisations | Health Regulator Data (LQ-MED-UQ) | Number of Organisations | Health Regulator Data (LQ-MED-UQ) |  |
| CPD Assessor                                 | 1                       | -                                 | 0                       | -                                 | 1 organisation pays a daily rate and an additional sum per exam. Another organisation pays per hour. (which are amount to widely different rates).   |
| Legal Assessor                               | 3                       | £595                              | 0                       | -                                 | 2 organisations pay a reading fee. 1 keeps their policy for remunerating extra hours flexible.   |
| Panel Chair                                  | 7 <sup>4</sup>          | £335 - £349 - £373                | 6 <sup>4</sup>          | £3k - £7k - £10k                  | 3 organisations pay a reading fee. 1 organisation keeps their policy for remunerating extra hours flexible. 1 organisation pays for training days. 1 organisations pays for certain panel work.. |
| Panel Member (Lay + Registrant) <sup>3</sup> | 7                       | £300 - £306 - £310                | 6                       | £3k - £6k - £8k                   | 3 organisations pay a reading fee. 1 organisation keeps their policy for remunerating extra hours flexible. 1 organisation pays for training days. 1 organisations pays for certain panel work.  |
| Registration Assessor <sup>5</sup>           | 2                       | -                                 | 0                       | -                                 | -  |
| Visitor (Lay + Registrant)                   | 3                       | £310                              | 0                       | -                                 | 1 organisation keeps their policy for remunerating extra hours flexible.   |

<sup>4</sup> We have assumed some organisations' Panel Chair and Panel Members value based on our assessment that there is a circa 14% premium on Panel Chairs' pay.

<sup>5</sup> Where we have data for this role, there is insufficient data to provide a median but it should be noted that for organisations who have provided data, the daily fee is the same as their Panel Member.

## **Section 5: Additional Fees**

Some organisations pay additional fees to recognise work that does not require attendance.

### **Reading Fees**

Three health regulators offer council and partner roles reading fees and the practices are as follows:

- One organisation offers a maximum of half a day reading fee per week for some roles and for others it offers between 2.5 to 3 reading days per sitting day.
- One organisation offers a £75 reading allowance per meeting.
- One organisation offers between £120 to £290 per reading day taken.

### **Other**

One organisation pays partner roles a reduced daily rate for attending training days.

One organisation pays an additional allowance for an individual chairing a committee.

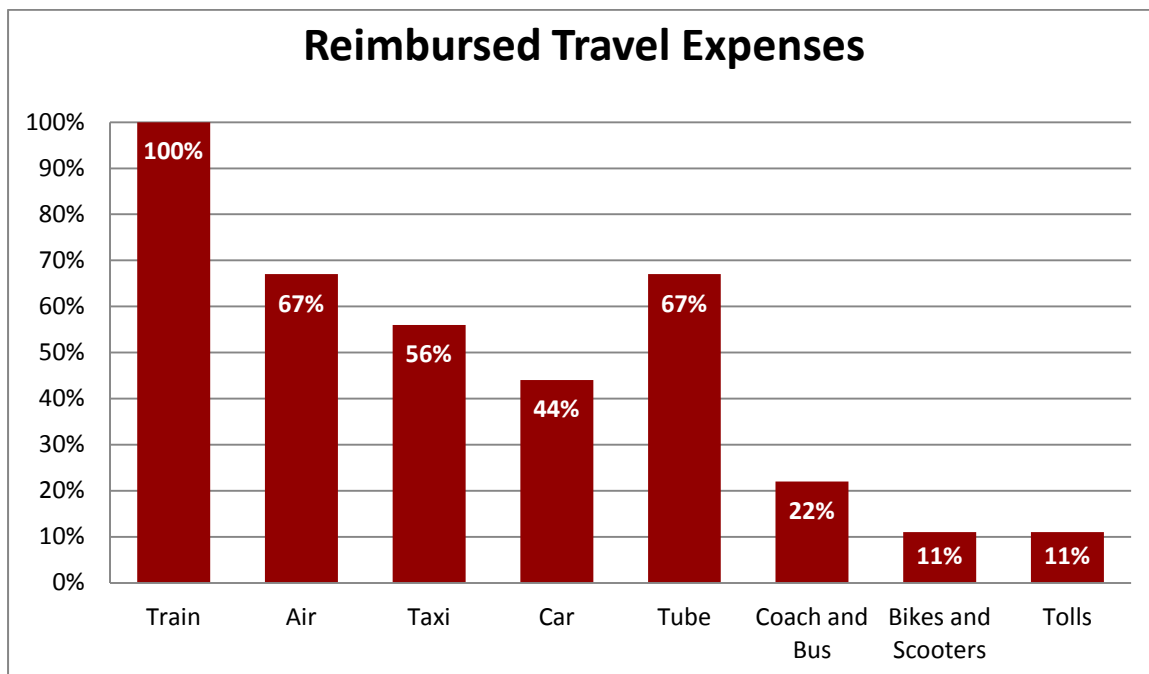
One organisation pays a sum to certain panel work.

## Section 6: Expenses

### Health Regulators

#### Travel Expenses

90% of organisations reported that they pay travel expenses to their Council members and 80% of organisations reported that they pay travel expenses to their Partner members<sup>6</sup>. Of the organisations that pay travel expenses, all organisations reported that they reimbursed the most cost effective travel. Most organisations specified that this would be standard class travel, but some organisations specified that first class travel would be reimbursed if this was proved to be the most cost efficient way of travelling. The graph below details the percentage of organisations that reimburse different travel expenses:



#### Accommodation Expenses

78% of organisations reported reimbursing accommodation costs to Council members and 67% reported reimbursing accommodation costs to Partners. Most of the organisations will specify which hotels the members can stay at.

#### Other

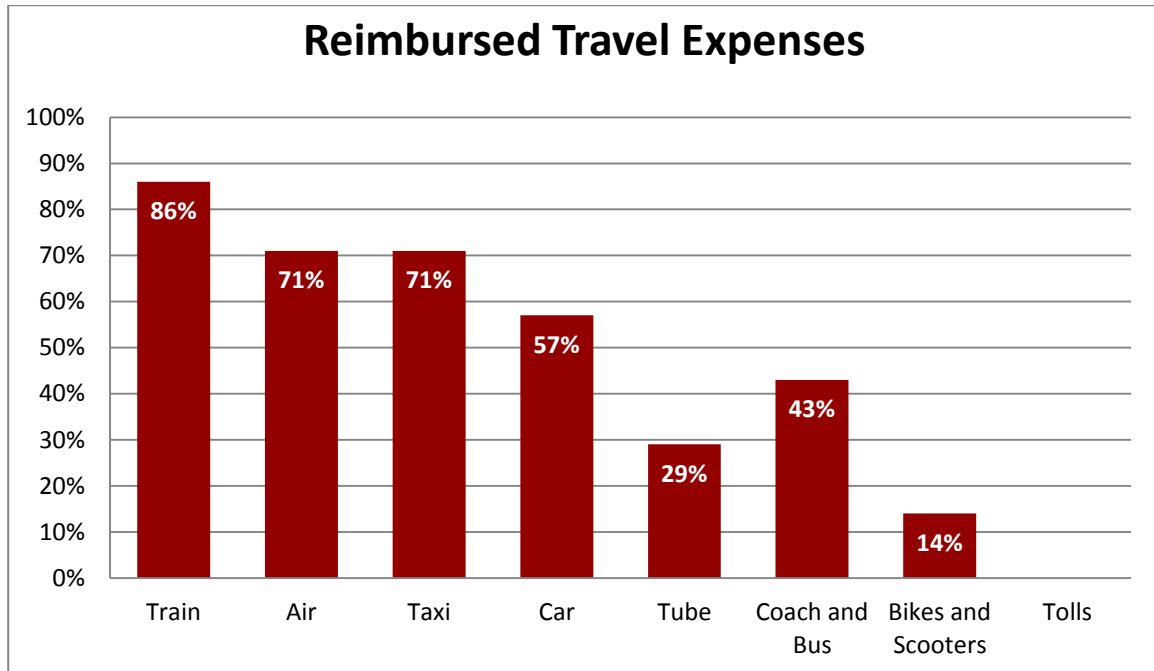
One organisation will pay entertainment expenses for external representation. Two organisations will reimburse childcare costs.

<sup>6</sup> One organisation arranged and paid for the Partner's travel and accommodation but paid their Council members' expenses

**Other Regulators**

**Travel Expenses**

88% of organisations reported reimbursing travel costs to their Council and Partner members. All organisations report that this should be standard travel. The graph below details the percentage of organisations that reimburse different travel expenses:



**Accommodation Expenses**

57% of organisation reported reimbursing accommodation costs to Council and Partner members.

**Other**

One organisation specifies that they will pay entertainment and hospitality expenses. One organisation pays benefits in kind instead of expenses.

**Other Professional Regulators**

One organisation reported reimbursing travel and accommodation costs to their Council and Partner members.

## Section 7: Days Worked

The table below shows the numbers of days worked by role in the survey:

| Role                                | Number of Organisations that Submitted Data | Estimated Time Commitment Per Year Range (days) | Estimated Time Commitment Per Year Average (days) |
|-------------------------------------|---|---|---|
| Chair of Council                    | 9   | 20-156  | 120   |
| Chair of Committees                 | 5   | 15-120  | 82  |
| Council Member (Lay and Registrant) | 10  | 20-80   | 63  |
| CPD Assessor                        | 0   | -   | -   |
| Legal Assessor                      | 2   | -   | -   |
| Panel Chair                         | 3   | -   | 22.5  |
| Panel Member (Lay and Registrant)   | 4   | -   | 16  |
| Registration Assessor               | 1   | -   | -   |
| Visitor (Lay)                       | 2   | -   | -   |
| Visitor (Registrant)                | 2   | -   | -   |

Please note that we cannot give a range where there are less than 5 organisations and may only provide an average if there are at least 3.



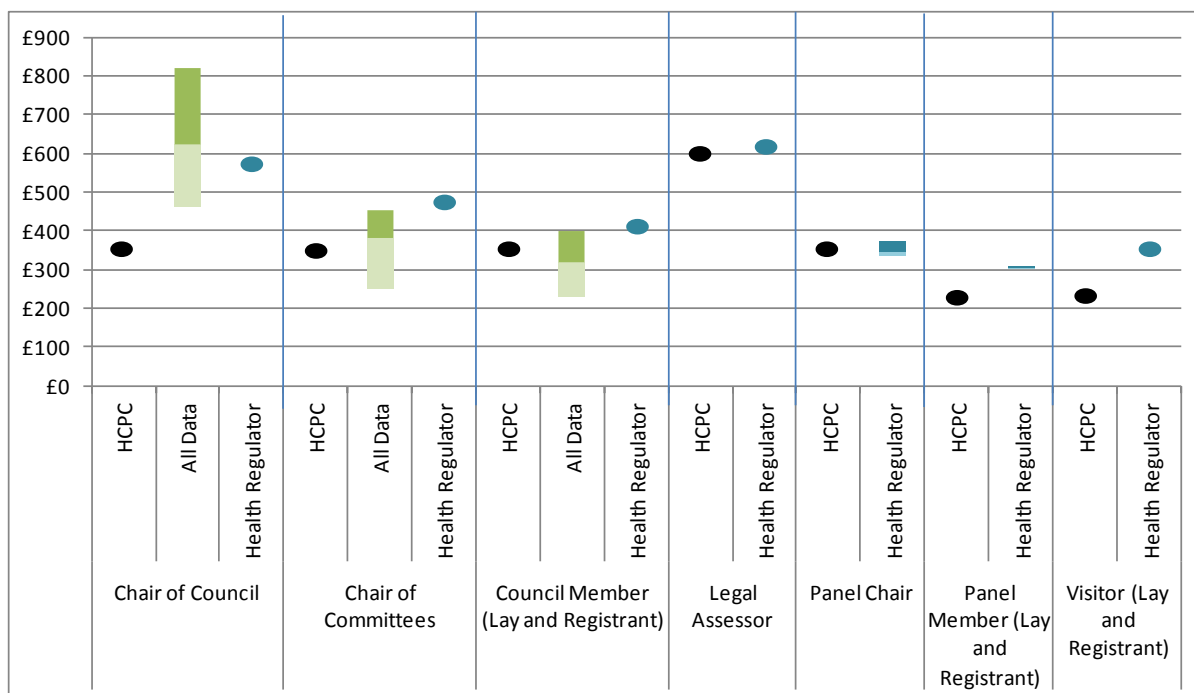
## Section 8: Conclusions

### Daily Fees

As with our normal pay surveys, we would consider a rate to be competitive with the wider market if it is within  $\pm 15\%$  of the benchmarked median. The table and graph below shows that HCPC is significantly behind the market when looking at daily rates for six roles. It is important to note when looking at this however, that daily rates are not the whole story. Firstly roles within the Council tend to receive an annual salary whilst Partner roles tend to receive a daily fee rate – see the first table on both page 6 and 7. Secondly the conditions which drive remuneration vary widely by comparator organisations and the ongoing challenges they face.

|                                    | <b>HCPC<br/>Current<br/>Daily Rate</b> | <b>Health<br/>Regulator<br/>Daily Rate</b> | <b>Comparatio</b> | <b>All Data<br/>Daily<br/>Rate</b> | <b>Comparatio<sup>7</sup></b> |
|------------------------------------|--|--|-------------------|------------------------------------|-------------------------------|
| <b>Chair of Council</b>            | £310                                   | £544                                       | 57%               | £625                               | 50%                           |
| <b>Chair of Committees</b>         | £310                                   | £447                                       | 69%               | £381                               | 81%                           |
| <b>Council Member (Lay)</b>        | £310                                   | £337                                       | 92%               | £319                               | 97%                           |
| <b>Council Member (Registrant)</b> | £310                                   | £337                                       | 92%               | £319                               | 97%                           |
| <b>Legal Assessor</b>              | £580                                   | £595                                       | 97%               | -                                  | -                             |
| <b>Panel Chair</b>                 | £310                                   | £349                                       | 89%               | -                                  | -                             |
| <b>Panel Member (Lay)</b>          | £180                                   | £306                                       | 59%               | -                                  | -                             |
| <b>Panel Member (Registrant)</b>   | £180                                   | £306                                       | 59%               | -                                  | -                             |
| <b>Visitor (Lay)</b>               | £180                                   | £310                                       | 58%               | -                                  | -                             |
| <b>Visitor (Registrant)</b>        | £180                                   | £310                                       | 58%               | -                                  | -                             |

<sup>7</sup> Comparatio is the % of the market rate that HCPC currently pays e.g. HCPC currently pays 50% of the market daily rate for the Chair of Council.



We are unable to report any data for the CPD Assessor and Registration Assessor roles as less than three organisations submitted data for these roles.

The following table shows the annualised salary which, as stated earlier, is more relevant when looking at Council roles.

|                                    | HCPC Days Worked | HCPC Current Daily Rate | HCPC Annualised Fees | Health Regulator Annualised Fees | Comparatio        |
|------------------------------------|------------------|-------------------------|----------------------|----------------------------------|-------------------|
| <b>Chair of Council</b>            | 204              | £310                    | £63,240              | £49,000                          | 129% <sup>8</sup> |
| <b>Chair of Committees</b>         | unknown          | £310                    | -                    | £16,000                          | -                 |
| <b>Council Member (Lay)</b>        | 24               | £310                    | £7,440               | £14,000                          | 53%               |
| <b>Council Member (Registrant)</b> | 24               | £310                    | £7,440               | £14,000                          | 53%               |
| <b>Legal Assessor</b>              | 22.5             | £580                    | £13,050              | unknown                          | -                 |
| <b>Panel Chair</b>                 | 25               | £310                    | £7,750               | £7,000                           | 111%              |
| <b>Panel Member (Lay)</b>          | 15               | £180                    | £2,700               | £6,000                           | 45%               |
| <b>Panel Member (Registrant)</b>   | 15               | £180                    | £2,700               | £6,000                           | 45%               |
| <b>Visitor (Registrant)</b>        | 7.5              | £180                    | £1,350               | unknwon                          | -                 |
| <b>Visitor (Lay)</b>               | 7.5              | £180                    | £1,350               | unknwon                          | -                 |

<sup>8</sup> This role is being paid significantly above the market when looking at the annualised rate. This should however be viewed with caution as some participating organisations were only able to supply an indication of the number of days worked as actual data was difficult to find.

|  | <b>HPCP<br/>Annualised<br/>Fees</b> | <b>All Data<br/>Annualised<br/>Fees</b> | <b>Comparatio</b> |
|--|-------------------------------------|---|-------------------|
| <b>Chair of Council</b>                | £63,240                             | £60,000                                 | 105%              |
| <b>Chair of Committees</b>             | -                                   | £21,000                                 | -                 |
| <b>Council Member (Lay)</b>            | £7,440                              | £13,000                                 | 57%               |
| <b>Council Member<br/>(Registrant)</b> | £7,440                              | £13,000                                 | 57%               |

It is therefore clear that the Panel Members' pay is below market benchmarks with regards to both daily fees and annualised salary. Council Members' pay is in line with the market with regards to daily fees but below the annualised equivalent. The Panel Chair is paid at market level for both daily fees and annualised salary. The Chair of Council is paid below market level with regards to daily fees but above market with regards to annualised salary, particularly when compared with other health regulators.

#### **Additional Fees and Expenses**

There is no evidence to suggest that HCPC is out of line with the market with regards to additional fees (e.g. reading and training day attendance) and expenses. Additional fees may be something HCPC would like to consider to recognise the low pay of some of these roles.

## Annex A: Job Match Notes

### COUNCIL

| Role                                | Essential Role Purpose and Responsibilities   | Skills and Qualification   |
|-------------------------------------|---|--|
| <b>Chair of Council</b>             | <ul style="list-style-type: none"> <li>• Chairs Council meetings and leads the Council</li> <li>• Encourages accountability to the public and the professions</li> <li>• Monitors and develops performance of Council members</li> <li>• Works with Chief Executive to ensure that the Council has oversight of the delivery of the organisation's delivery of strategy, policy, operational objectives and is compliant with statutory responsibilities</li> </ul> | <ul style="list-style-type: none"> <li>• An effective leader</li> <li>• Can explore accountability of self and others</li> <li>• Is aware of equality/diversity</li> <li>• Can work with stakeholders</li> </ul>   |
| <b>Chairs of Committees</b>         | <ul style="list-style-type: none"> <li>• As for members, but acts as chair as required</li> </ul>   | <ul style="list-style-type: none"> <li>• An effective leader</li> <li>• Can explore accountability of self and others</li> <li>• Is aware of equality/diversity</li> <li>• Can work with stakeholders</li> </ul>   |
| <b>Members (Registrant and Lay)</b> | <ul style="list-style-type: none"> <li>• Contributes previous experience to the Council to aide decision making</li> <li>• Supports Council's objectives</li> <li>• Acts as an ambassador to the organisation</li> <li>• Contribute to strategic direction</li> </ul>   | <ul style="list-style-type: none"> <li>• Registrant members must have current registration with the organisation</li> <li>• Lay members must have never been registered or have any relevant qualification</li> <li>• Can explore accountability of self and others</li> <li>• Is aware of equality/diversity</li> <li>• Can work with stakeholders</li> </ul> |

### PARTNERS

| Role               | Essential Role Purpose and Responsibilities  | Skills and Qualification/Background  |
|--------------------|--|--|
| <b>Panel Chair</b> | <ul style="list-style-type: none"> <li>• Works with panel members, acting independently and considers evidence presented to them.</li> <li>• Ensures panel reaches a fair and valid decision.</li> <li>• Chairs a range of independent panels to consider allegations of impairment of fitness to practise for individual registrants</li> <li>• Ensures the panel works collaboratively when reviewing if a case should go to hearing</li> <li>• Proactively works with other panel members and organisation staff to ensure cases are completed in the scheduled time</li> </ul> | <ul style="list-style-type: none"> <li>• Registrant Chairs must have current registration with the organisation</li> <li>• Lay Chairs must have never been registered or have any relevant qualification</li> <li>• Demonstrate abilities in establishing/maintaining working relationships</li> <li>• Time management, planning and delivery</li> <li>• Experience of encouraging/supporting ways of working that support public</li> </ul> |

|   |  | accountability  |
|---|--|---|
| <b>Panel Members (Registrant and Lay)</b> | <ul style="list-style-type: none"> <li>• Participates in a range of independent panels, considering allegations of impairment of fitness to practise for individual registrants</li> <li>• Applies the organisation's rules consistently and provides high quality regulation</li> <li>• Provides clear public decisions on any sanctions applied or outcomes of registration appeals</li> <li>• Contributes to collaborative review of case papers to decide if the case goes to hearing</li> <li>• Considers whether any action is required to protect the public if a case goes to hearing</li> </ul> | <ul style="list-style-type: none"> <li>• Registrant Panel members must have current registration with the organisation</li> <li>• Lay members must have never been registered or hold any relevant qualification</li> <li>• Ability to grasp detail of a wide range of issues</li> <li>• Ability to explain and justify decisions and promote interest to all stakeholders concerned</li> </ul>   |
| <b>CPD Assessors</b>                      | <ul style="list-style-type: none"> <li>• Provides services as an independent contractor</li> <li>• Assesses registrant CPD Profiles against the organisation's CPD Standards</li> </ul>  | <ul style="list-style-type: none"> <li>• Must be a current Registrant</li> <li>• Practising (clinical or academia)</li> <li>• Ability to grasp detail of a wide range of issues</li> <li>• Ability to explain and justify decisions and promote interest to all stakeholders concerned</li> </ul>   |
| <b>Legal Assessors</b>                    | <ul style="list-style-type: none"> <li>• Provides advice in accordance with matters which arise in the course of proceedings under legislation</li> <li>• Assists in the drafting of decisions</li> <li>• Ensures matters heard are restricted to relevant matters</li> <li>• Works collaboratively with the Fitness to Practise Department</li> </ul>   | <ul style="list-style-type: none"> <li>• A ten year general qualification (within the meaning of section 71 of the Courts and Legal Services Act 1990) or</li> <li>• Be an advocate or solicitor in Scotland of at least ten years' standing or</li> <li>• Be a member of the Bar of Northern Ireland of at least ten years' standing</li> <li>• Have a good understanding of professional regulation and experience of regulatory proceedings or quasi-judicial proceedings</li> <li>• Up to date with relevant and applicable case law</li> <li>• Good working relationships</li> <li>• Ability to analyse and evaluate complex information to help Panels draft decisions</li> </ul> |
| <b>Registrant on Assessors</b>            | <ul style="list-style-type: none"> <li>• Assesses applications for registration, using established processes, giving advice on professional issues</li> <li>• Other duties may include undertaking test of competence interviews/aptitude tests</li> </ul>   | <ul style="list-style-type: none"> <li>• Must be a registrant</li> <li>• Must be in or have clinical/academic experience</li> <li>• Ability to grasp detail of a wide range of issues</li> <li>• Ability to explain and justify decisions and promote interest to all stakeholders concerned</li> </ul>   |
| <b>Visitors</b>                           | <ul style="list-style-type: none"> <li>• Visits and assesses programmes of education/training by education providers</li> <li>• Assesses approved programmes of education using established monitoring processes</li> <li>• Provides recommendations to the Education and Training Committee regarding the approval/ongoing approval of programmes</li> </ul>  | <ul style="list-style-type: none"> <li>• Ability to grasp detail of a wide range of issues</li> <li>• Understand the principles of quality assurance in Higher Education and Further education or a clinical environment</li> <li>• Understanding of teaching, learning and</li> </ul>  |

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|                                      | <ul style="list-style-type: none"> <li>• Gives expert advice and contribute to discussions and decision making as directed by the Council or relevant committee</li> </ul>  | <p>assessment strategies</p> <ul style="list-style-type: none"> <li>• Ability to explain and justify decisions and promote interest to all stakeholders concerned</li> </ul>   |
| <b>Visitors (Registrant and Lay)</b> | <ul style="list-style-type: none"> <li>• Visits and assess programmes of education and training delivered (or proposing to be delivered) by education providers.</li> <li>• Assess approved programmes of education and training using established monitoring processes.</li> <li>• Provides recommendations to the Education and Training Committee regarding the approval/ongoing approval of programmes.</li> <li>• Gives expert advice and contribute to discussions and decision making as directed by the Council or relevant committee</li> <li>• Prepares visitor reports from approval visits and monitoring activities which include recommendations for the Education and Training Committee about the approval/ongoing approval of programmes.</li> <li>• Visits education providers who are normally based within the UK.</li> </ul> | <ul style="list-style-type: none"> <li>• Registrant Panel members must have current registration with the organisation</li> <li>• Lay members must have never been registered or hold any relevant qualification</li> <li>• Previous experience of using or engaging with the services of health and care professions regulated by the HCPC.</li> <li>• Is not currently registered with HCPC or with any other statutory body regulating health and social care professionals.</li> </ul> |