People and Resources Committee
6 September 2022

Partner Performance Report - Q1 2022-23

Executive Summary

Partners are HCPC registrants, members of the public (lay) and legal professionals, who provide the expertise the HCPC needs for its regulatory decision-making processes. At the time of writing, we have 640 Partners in 782 different partner roles. These Partners will be making decisions in relation to fitness to practise, registration, education and continuing professional development, or providing legal expertise and advice to the decision-makers.

Our Partner team consists of two members of staff: the Partner Project Lead and one Partner Officer. They ensure the recruitment, appointment and retention of a sufficient pool of Partners in each role to deliver our forecasted regulatory business.

This paper reports on our Partners team's activity for Q1 2022-23, and provides:

- Details of the developments achieved
- Our plan of work for 2022-23
- Current Partner establishment
- Partner turnover and reasons for leaving
- Recruitment activity, including diversity information about applicants
- EDI data comparison for two professions
- Training provided and the feedback received

The Committee is asked:
- to note the report and in particular the Q1 developments identified at paragraph 11
- to discuss and agree
    - the performance measures we plan to develop, identified at paragraph 6
    - the workplan priorities identified at paragraph 10

Previous consideration	Last report (Q4 2021-22) Q1 2021-22 report
Decision	The Committee is asked to note the paper.
Next steps	Develop the content of this report further to provide for the analysis of Partners activity against KPIs

1

Strategic priority	Strategic objective 1 – Continuously improve and innovate.
Financial and resource implications	The increased recruitment demand had added additional cost pressures to the Partner budget which have been managed and compensated by • Managing departmental expectations (recruitment of 32 new partners instead of 90) • Moving training to non-compulsory eLearning knowledge libraries (no training fees) • Re-planning the recruitment needs for the remainder of the financial year in cooperation with the relevant departments
EDI impact	• We are working with the EDI Strategic Lead to improve the quality of the data we hold about our Partners EDI and have started the comparisons of the registrant partner pool with the registrant pool for two professions (dietitians and arts therapists). • Our Partner recruitment approach and processes will be subject to an EDI audit later this year.
Author	Uta Pollmann, Partner Project Lead Uta.Pollmann@hcpc-uk.org
Sponsor	Naomi Nicholson, Executive Director of Professional Practice and Insight Naomi.nicholson@hcpc-uk.org

2

Partner Q1 Report

About Partners

1. Partners are HCPC registrants, members of the public (lay) and legal professionals, who provide the expertise the HCPC needs for its regulatory decision-making processes. At the time of writing, we have 640 Partners in 782 different partner roles. These Partners will be making decisions in relation to fitness to practise, registration, education and continuing professional development, or providing legal expertise and advice to the decision-makers.

2. Our Partner team consists of two members of staff: the Partner Project Lead and one Partner Officer. They ensure the recruitment, appointment and retention of a sufficient pool of Partners in each role to deliver our forecasted regulatory business. The team is also responsible for the contractual agreements, partner policies, arranging training, and keeping Partners updated with HCPC developments and news. The team will manage any concerns about individual Partner performance.

Measuring performance

3. This quarter, we have reviewed how we measure both Partners' performance and the performance of the Partner team.

4. At present much of our Partners' performance is measured through the performance of the departments they support, namely Education, Registration and Fitness to Practise. We have been exploring with these departments and our Quality Assurance team how we ensure overall quality of our Partners is measured, as well as individual Partner performance. These discussions have resulted in a number of actions.

5. In Q2, we will pilot a 360-feedback process for all Investigation Committee Panel Chairs (ICP Chair) and, if effective, we will consider rolling this out to other Partner roles in 2023/24. The ICP Chair role is relatively new, and we are hoping that the feedback will provide us with further insight about additional training needs and insight on how we can develop the role further.

6. We will be developing performance measures that will allow us to monitor and respond to:
   - the maintenance of a sufficient number of Partners in each role to ensure uninterrupted business delivery
   - the diversity of our pool of Partners and how this compares with the national demographic data and profession data
   - the impact and quality of the training provided to Partners
   - our communication with Partners and whether they remain engaged, informed and up-to-date with relevant HCPC developments

3

7. We will continue to develop these and need to do more work to identify our benchmarks, goals or targets and the information we need to collect to begin reporting.

8. We have been developing a new recruitment survey, which will be introduced in Q2 and will allow us to monitor the quality of our recruitment process, help to ensure that we provide the right information to candidates and measure their experience of the process. Successful and unsuccessful candidates will be invited to complete the survey.

9. Equally important is that we can recruit partners as required by the relevant department. All departments are involved in the recruitment planning for each financial year and they provide us with an estimate of Partners needed based on voluntary turnover, the 8-year-rule [1]and additional business needs or changes. This feeds into the budget planning and cost assumptions made by the Partner Project Lead.

Workplan 2022/23

10. The 2022/23 Partners team workplan includes the following and we will update on progress through our reports to PRC.
    - Complete a review of our Partner Service Agreements and introduce new agreements from Q3
    - Review our appointment of legal assessors and CPD assessors, to ensure the most cost-effective option is being used, by Q4 (for implementation in 2023/24)
    - Improve quality and reliability of Partners' data and develop KPIs, quality assurance approach and reporting of Partners activities by Q3
    - Review and improve our communication with Partners to ensure they remain informed of HCPC news and developments by Q3
    - Embed our compassionate value to ensure that the service provided by the Partners team reflects our compassionate value (on-going)
    - Contribute to the reform of professional regulation, ensuring that the Partner roles and work are considered and included in reform proposals and policy development (ongoing)

Developments in Q1

11. In this quarter, we have:
    - Begun to compare the diversity of our Partner pool against profession specific EDI data
    - Developed and launched a new survey to evaluate training

---

[1]

Part 2 of The Health Professions Council (Practice Committees and Miscellaneous Amendments) Rules 2009 (**the 2009 Rules**) deals with Practice Committees. Rule 3(5) in particular provides that: "No person may be a member of one or more Practice Committees for more than an aggregate of 8 years during any period of 20 years but, for the purpose of computing that aggregate, any service as a member of a Practice Committee prior to 1 July 2007 is to be discounted."

4

- Developed and launched a new Partner exit survey to capture reasons for leaving
- Developed and prepared for the launch of a pilot of a 360-Feedback process for ICP Chairs
- Developed a new recruitment survey which will be launched in Q2
- Provided ELT with a detailed update paper on the NMC/Somerville case and its potential implications
- Enhanced the Partner Report to PRC

Partner establishment

12. At the time of writing, we have 640 Partners in 782 roles, which is an increase on last quarter (588 Partners in 732 roles). The main reason for the increase of partners is the recruitment of FTP Panel Members which will cover the roles of 54 Panel Members and Chairs who finish their 8-year-term on 31 July 2022. We also recruited 31 additional registration assessors to provide the required support with the increase of international applications.

13. This table and chart identify the number of Partners in each role and the difference from the last quarter.

Department	Role	Total	Difference from last quarter
Fitness to Practise	Legal Assessors	46	-1
	Panel Chairs	35	-
	Investigation Committee Chairs	11	-
	Panel Members	216	+14
Registration	Registration Assessors	165	+28
	CPD Assessors	72	-1
	Registration Appeal Panel Members	19	-1
Education	Visitors	216	+11
Recruitment	Recruitment Partners	2	-
Total		**782**	**+50**

5

Percentages

Below shows a distribution of partners across all roles.
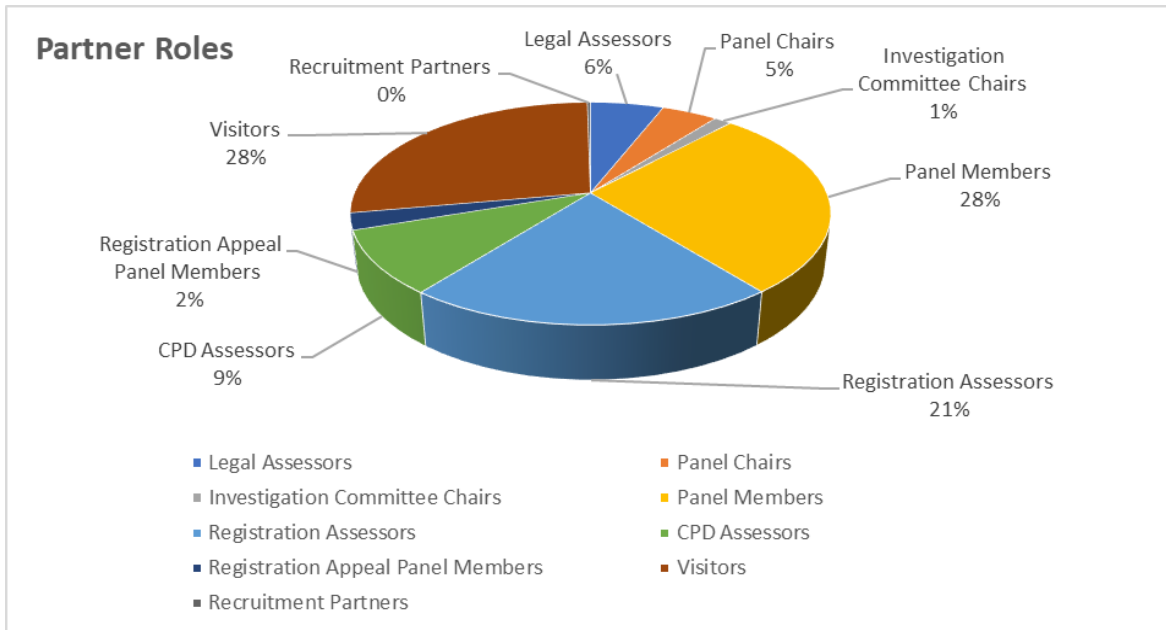
Recruitment activity

14. Recruitment activity in Q1 has continued to increase and the chart below identifies the increase in the last eighteen months.
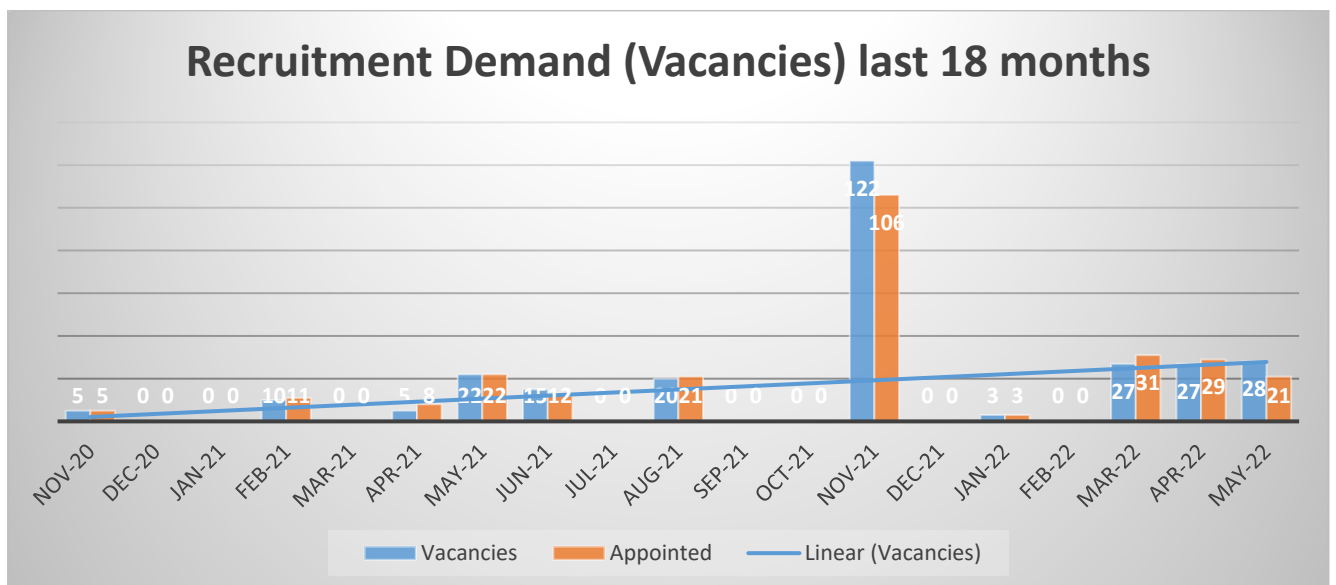
15. The reasons for this increase include the need to replace 54 fitness to practise partners as their Partner Service Agreements end in July 22, and 8 Visitor partners who resigned, as well as an increased demand for Registration Assessors to meet our increase in international applications.

16. Concerns have been raised around the availability of Legal Assessors, leading to postponed hearings. We are in the process of recruiting additional Legal Assessors to address these availability issues.

6

17. The table below provides the outcomes from our recent recruitment campaigns. We have been able to fulfil all recruitment requirements in Fitness to Practise and Registration, and 12/19 roles in Education. In some areas we have been able to increase the pool through over-recruitment due to the high standard of candidates.

18. Areas highlighted in red (below) are roles where vacancies remain. It has proved more challenging to recruit to the new Education Visitor role, particularly for our Hearing Aid Dispenser and Arts Therapist professions. We have completed two rounds of recruitment with these professions and made contact with all registrants in these professions.

19. The Education Department have advised that they can currently manage their business with the Partner numbers they have. We will run another recruitment campaign for these roles later in the year. We have discussed adjustments to our approach will contact the Professional Bodies and Education Providers for further support.

Role	Number required	Profession[2]	Applications received	Appointed
FTP Panel Members	22	SLT (5)	SLT (56)	SLT (9)
		RA (5)	RA (22)	RA (6)
		CH (5)	CH (32)	CH (6)
		DT (5)	DT (39)	DT (6)
		PO (2)	PO (13)	PO (2)
				Total: 29
Registration Assessors	26	BS (14)	BS (146)	BS (16)
		OR (2)	OR (19)	OR (2)
		PH (5)	PH (30)	PH (7)
		RA (5)	RA (17)	RA (6)
				Total: 31
Visitors	19 (minimum)	AT (2)	AT (3)	**AT (0)**
		BS (2)	BS (44)	BS (6)
		HAD (1)	HAD (7)	**HAD (0)**
		OT (2)	OT (11)	OT (3)
		ODP (2)	ODP (3)	ODP (2)
		OR (2)	OR (7)	OR (1)
		PH (3)	PH (19)	PH (7)
		PS (5)	PS (6)	PS (2)
				Total: 21

[2] Arts therapists (AT), Biomedical scientists (BS), Chiropodists/podiatrists (CH), Clinical scientists (CS), Dietitians (DT), Hearing aid dispensers (HAD), Occupational therapists (OT), Operating department practitioners (ODP), Orthoptists (OR), Paramedics (PA), Physiotherapists (PH), Practitioner psychologists (PS), Radiographers (RA), Speech and language therapists (SLT), Prosthetists / orthotists (PO)

7

Applicant Diversity

20. Diversity data is provided here for recruitment completed in Q1. The data for the Visitor and FTP Panel Members has been combined to provide an overview. Both campaigns were for registrant Partners.

21. The cohort of eligible applicants for these recruitment campaigns was predefined as the pre-requisite was that they are current HCPC registrants. The percentages in each table indicate the comparison of the criteria (eg 'Female') to the total amount of applicants within that status (eg 'Appointed').

Gender

22. There was a higher number of female applicants overall. Male applicants were successful in a similar proportion across all stages.
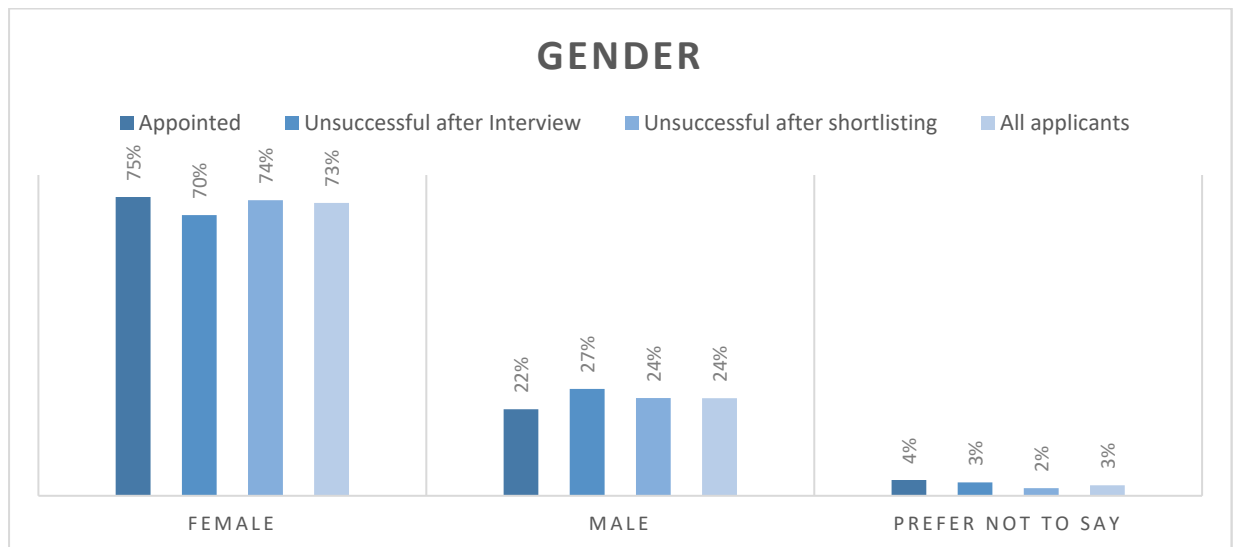
Disability

23. 7% of all applicants declared a disability and 14% of successful applicants identified themselves as disabled.

DISABILITY
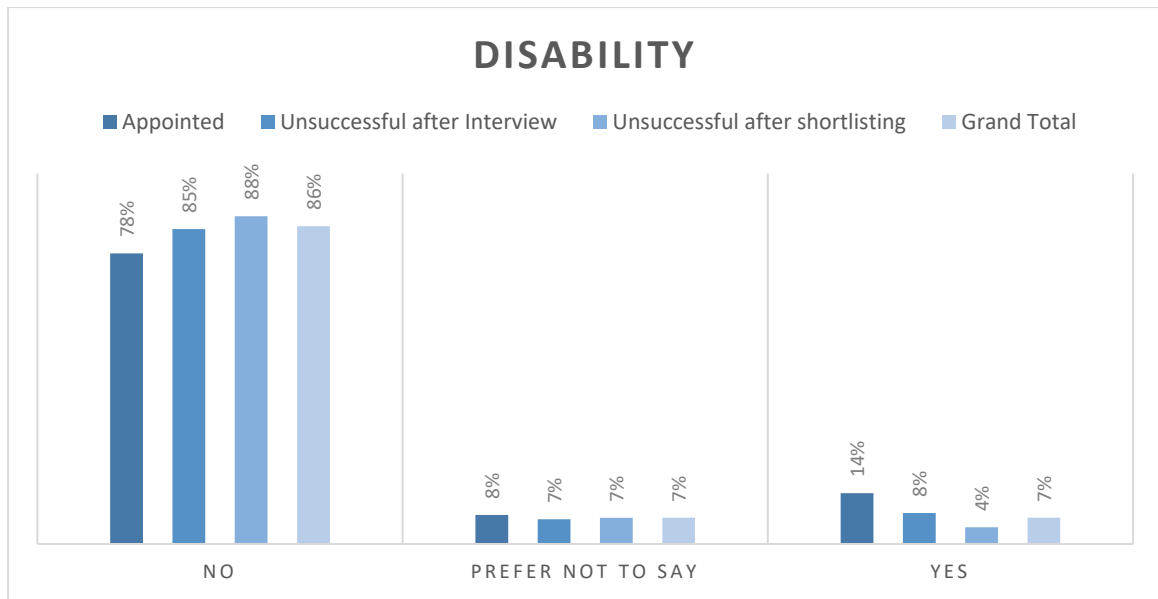
Age

24. Those in the age bracket of 50-59 were most likely to be successful during the recruitment. Applicants in the age bracket 30-39 performed well if they made it to interview stage. Lower success rates for younger applicants are likely to reflect that a significant amount of professional experience is required in order to meet Partner recruitment criteria.

AGE BRACKETS
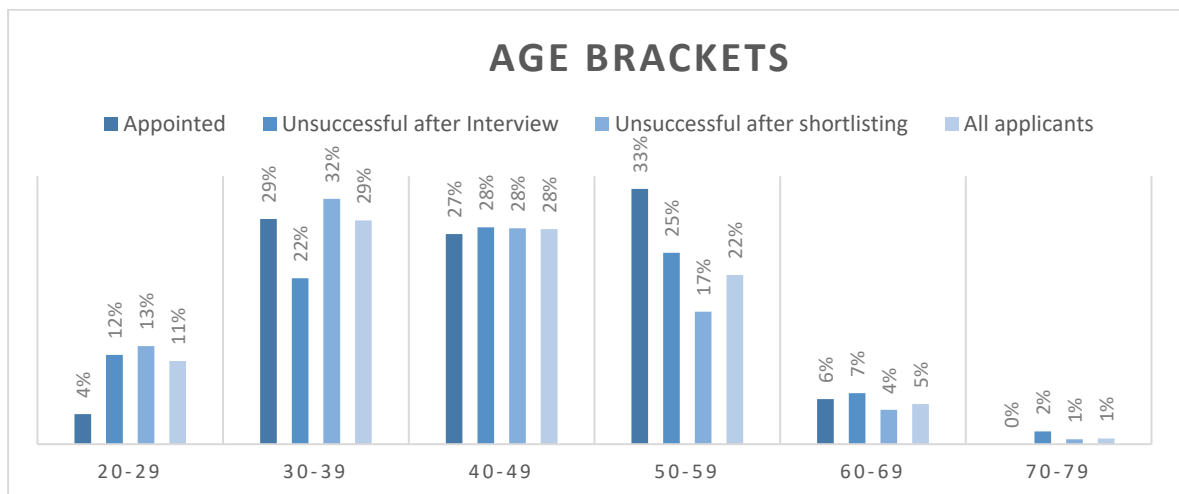
Ethnicity

25. The largest proportion of the applications received were from white candidates and 78% of those appointed where white. Similar proportions of Black/Black British candidates and those from Mixed/Multiple ethnic backgrounds were appointed as the proportion that applied. No applicants with an Asian background were appointed. The majority of these were unsuccessful after shortlisting, which is a fully anonymised process. A greater proportion of those from other ethnic groups were appointed than applied.

9

ETHNICITY

Legend: ■ Appointed ■ Unsuccessful after Interview ■ Unsuccessful after shortlisting ■ All applicants

Category	Appointed	Unsuccessful after Interview	Unsuccessful after shortlisting	All applicants
ASIAN OR ASIAN BRITISH	0%	7%	15%	10%
BLACK OR BLACK BRITISH	14%	13%	13%	13%
MIXED/MULTIPLE ETHNIC GROUPS	4%	0%	3%	3%
OTHER ETHNIC GROUP	4%	2%	1%	1%
PREFER NOT TO SAY	0%	3%	3%	3%
WHITE	78%	75%	65%	70%

Summary

26. The analysis of the EDI data during the last two recruitment campaigns shows that applicants are equally likely to be successful no matter their protected characteristic. The shortlisting process is fully anonymised, and the interview panel consists of trained experts in the area and an independent recruitment partner. The Partner Project Lead will QA any new interview panellists to ensure consistency.

27. We need to continue to be inclusive and ensure that we have a diverse interview panel. The cohort of applicants is predefined for registrant partner campaigns and going forward it will be helpful to compare the applicant data with the registrant data to gain further insight.

Diversity of our Partner pool

28. We now hold over 80% of EDI data for dietitians and arts therapists. This has allowed us to undertake some comparison of our registrant Partners from these professions. We have 27 dietitian Partners and 34 arts therapist Partners.

29. The analysis has helped us identify that our pool of Partners, in many areas, closely reflects the diversity of the profession. We differ in the age category, having a much higher proportion of Partners in the 50-59 age range, a slightly lower proportion of Partners who declared a disability, and low ethnic diversity in these two professions. The charts at Annex A provide more detail.

30. A further audit of our approach to diversity is planned and this will include an audit of our Partner recruitment process. We hope to identify learning from the audit that will enable us to achieve a more diverse Partner pool. This work also emphasises the importance of work done by a wide range of stakeholders, including government bodies, employers, education providers and professional bodies, in ensuring diversity across the professions.

10

Turnover

31. Partner turnover during Q1 has been stable overall with a small decrease in voluntary Partner turnover in comparison to Q4 21/22 (only 6 in Q1, as opposed to 12 in Q4). The declared reasons for voluntary resignations during Q1 were deregistering/no longer practising and time commitments.

32. The below graph sets out the voluntary and overall turnover by considering the last twelve months (YTD) for each month.

Partner turnover

	2021/22												
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Voluntary Resignations	0	1	7	3	3	3	4	5	3	3	2	1	29
8-year rule	15	0	0	0	0	0	0	5	0	0	0	0	20
Terminations*	0	0	0	0	1	1	10	0	1	0	0	1	13
Total Leavers (Vol &	15	1	7	3	4	4	14	10	4	3	1	2	62
Recruited partners	13	13	21	3	17	0	0	4	4	10	19	29	75
Total Number of	623	635	649	649	662	659	645	635	635	642	658	655	644
Voluntary Turnover%	5%	5%	6%	6%	6%	6%	6%	5%	5%	5%	6%	5%	5%
Overall Turnover%	8%	8%	9%	9%	9%	9%	11%	9%	10%	11%	12%	11%	10%

* Termination incl. temp contracts and change to partner role
Information does not capture those Partners who move from one role to another or those who leave one role and remain in another
YTD = Year to date
Normal range (voluntary turnover) between 0-8%

Exit Feedback

33. From April 2022, we have invited Partners leaving their roles to complete a survey. This enables us to capture and report more meaningful reasons for their departure and provides them with the opportunity to feedback on their HCPC Partner experience. We have received 29 responses so far. This provides a small snapshot based on one quarter's worth of data. All partners found that they had gained value from the role. They thought their experience could be improved in some areas. We will continue to capture this data and use it to inform and improve our ways of working with Partners.

34. The following shows a breakdown of overall satisfaction to the question, 'How would you rate your experience of the following?':

11
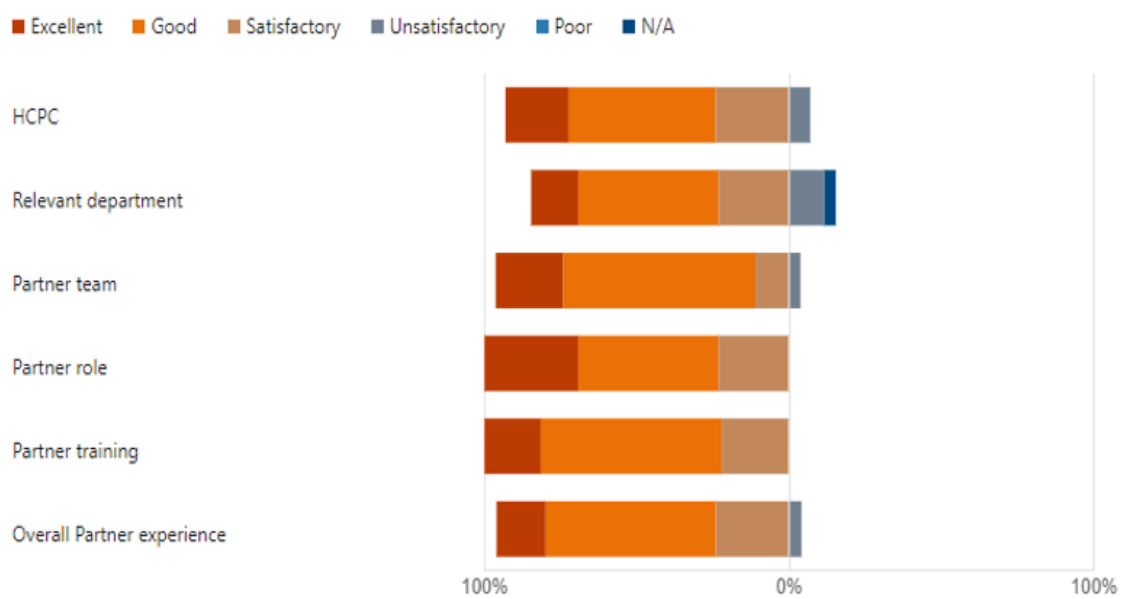
Partner Training

35. The following training has been provided in Q1:

Role	Ind/Ref	Date	Attended
Legal Assessor/Panel Chair	Refresher	05/05/2022	23
	Refresher	10/05/2022	13
	Refresher	18/05/2022	21
	Refresher	27/05/2022	11
	Refresher	08/06/2022	14
Registration Assessor	Induction	25/05/2022	19
	Induction	07/06/2022	12

36. A new evaluation form was introduced in April 2022 to help us better evaluate the impact of the training we provide to Partners. Feedback received to date is positive, with scores above 4/5 across all measures. Feedback on areas for improvement will be used to inform improvements to future training sessions.

Registration Assessor Induction Training Evaluation

37. Please see average scores of the training evaluation form below. All scores (on average) are on the good ('4') to excellent ('5') scale. The reports are shared with the departments to help them to evaluate the training they deliver and discuss with external providers if required.

(1 very poor, 2 poor, 3 satisfactory, 4 good, 5 excellent)

12

Registration Assessor Induction
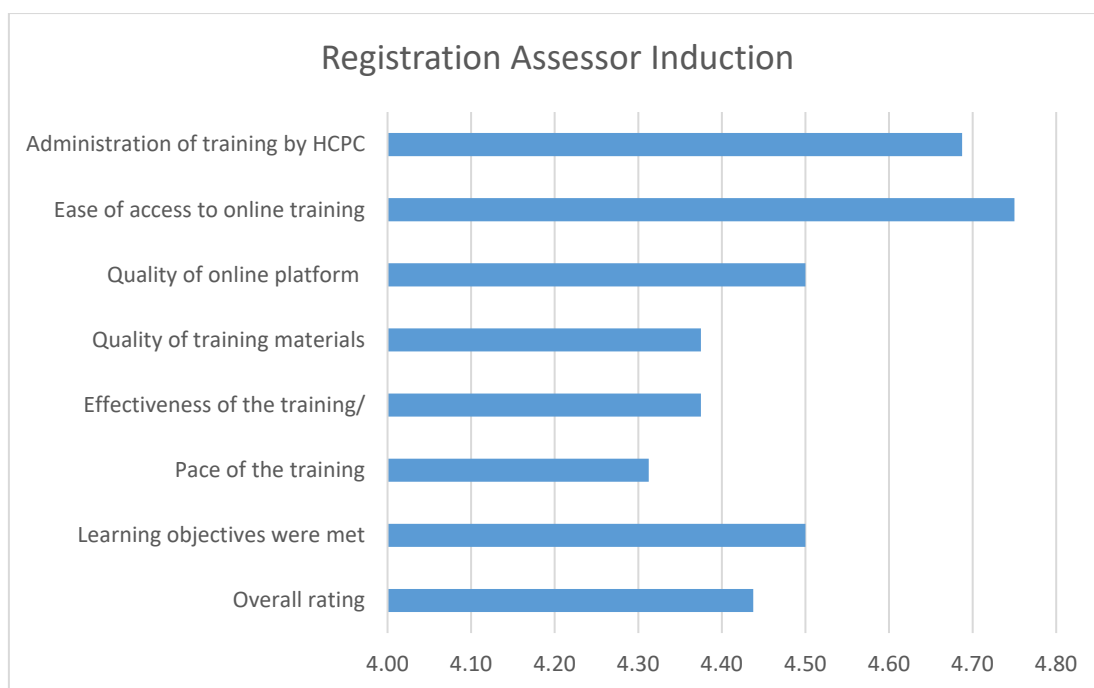
38. The key learning outcomes identified by Partners include:

What key learning points will you take away from your training?
Assessment process Support available Accountability and responsibility of an assessor
Time management will need careful consideration. Wording on reports needs to be precise, accurate and free of spelling errors. Verbal advice is available at any time from the Partners.
To ask for help where required, to fill in forms accurately
Review of EDI knowledge and data security. Methodology of completing registration paperwork and the sequential nature.
We are representing the HCPC and therefore need to act as such and need to ensure we are acting in accordance with the HCPC standards of conduct. I need to be aware of any unconscious bias I may hold so that I don't allow it to cloud my judgement during assessments.
The role of registration assessor is very complex, but by working hard to ensure all those who meet registration criteria are accepted we are able to maintain confidence in our profession.
The responsibility as an assessor to protect the public by ensuring all recommendations are evidence based, clear and concise.
The sections on how to complete the assessor forms were incredibly useful.
Unconscious bias, it made me think and reflect on my actions, being more conscientious. Legal aspect involved.

Legal Assessor and Panel Chair Refresher Training Evaluation

(1 very poor, 2 poor, 3 satisfactory, 4 good, 5 excellent)

13

Legal Assessor & Panel Chair Refresher Training
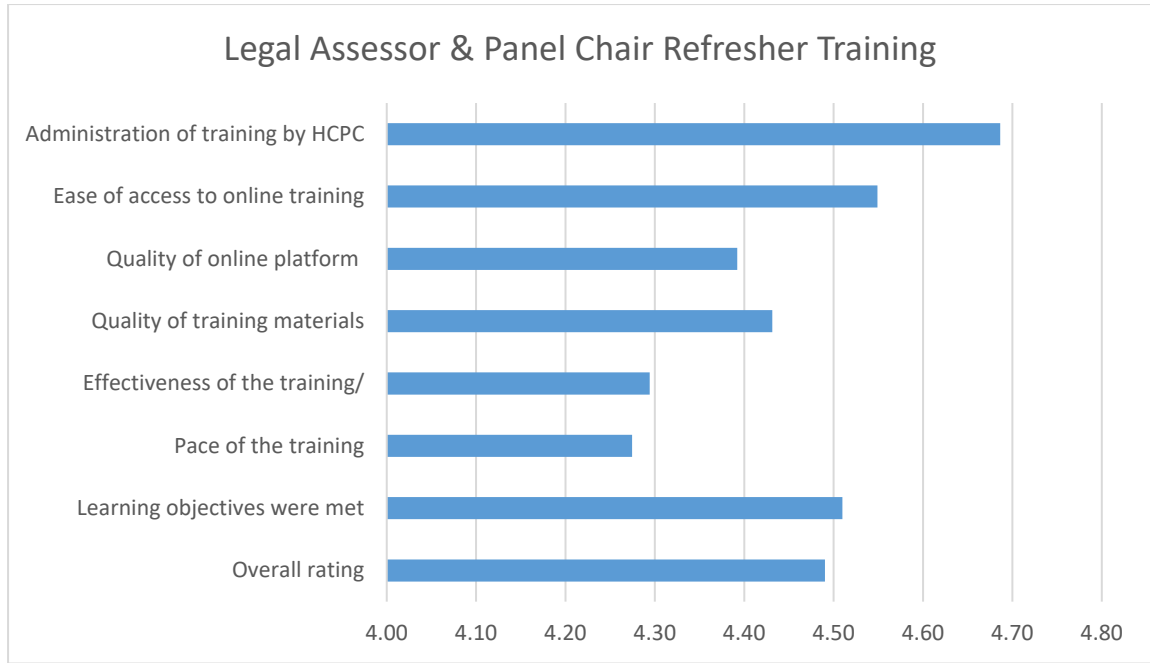
39. The key learning outcomes identified by Partners include:

What key learning points will you take away from your training?
Importance of explaining the reasons for decisions and ensuring the reasoning at each stage is consistent throughout.
The key points are giving reasons for decisions.
Really useful to go through recent case law and PSA decisions relating to aspects of decision making by panels.
Insight where the Registrant has advanced a defence that has been rejected. Whether allowing a competent practitioner to practice is relevant when considering impairment.
How to deal with demeanour evidence and insight where allegations are denied.
The absolute importance of ensuring that all stages of a determination flow logically and are consistent and coherent.
Very interesting discussions on demeanour of a witness and thought provoking.
A useful update on learning points from the PSA and recent regulatory caselaw.
Relevant caselaw (in particular, on degree to which continued denial of allegation can be taken into account at impairment and sanction stage).
The training reinforced the need to ensure that I spend time refreshing my knowledge through evolving case law.
Rationale for your decisions at all stages of the process. More consideration on length of potential orders. Insight on rejected defence cases and the input on the developing case law around demeanour and insight.
Enhanced understanding of insight, reflection and demeanour. Update on recent case law and its implications.
The importance of well-reasoned decisions and why that is important to all stakeholders.
The principles from the new cases, the importance of reasons, explaining departure for guidance. The importance of thinking about the cases carefully.
Enjoyed all aspects of considering PSA feedback and High Court decisions.

14

Annex A

Diversity of our Partner pool

Arts Therapists: Registrant – Partner comparison

AGE

■ All AT Registrants %   ■ Partner %

Age	All AT Registrants %	Partner %
20-29	8.0%	0.0%
30-39	29.6%	11.8%
40-49	26.3%	29.4%
50-59	23.0%	50.0%
60-69	11.0%	5.9%
70-79	2.0%	2.9%

GENDER

■ All AT Registrants %   ■ Partner %

Gender	All AT Registrants %	Partner %
FEMALE	83.3%	88.2%
MALE	12.7%	11.8%
PREFER NOT TO SAY	4.0%	0.0%

DISABILITY

Legend: ■ All AT Registrants %   ■ Partner %

	DISABLED	NOT DISABLED	PREFER NOT TO SAY
All AT Registrants %	10.3%	84.8%	4.9%
Partner %	5.9%	94.1%	0.0%

ETHNICITY

Legend: ■ All AT Registrants %   ■ Partner %

	ASIAN OR ASIAN BRITISH	BLACK OR BLACK BRITISH	MIXED OR MULTIPLE ETHNIC GROUPS	WHITE	OTHER ETHNIC GROUP	PREFER NOT TO SAY
All AT Registrants %	5.4%	2.4%	3.9%	81.3%	2.4%	4.5%
Partner %	0.0%	0.0%	2.9%	88.2%	0.0%	8.8%

SEXUAL ORIENTATION

Legend: All AT Registrants % (blue) | Partner % (orange)

Category	All AT Registrants %	Partner %
HETEROSEXUAL	74.3%	67.6%
GAY MAN	1.5%	2.9%
GAY WOMAN	2.3%	2.9%
BISEXUAL	4.6%	0.0%
ASEXUAL	0.2%	0.0%
QUEER	1.8%	0.0%
PANSEXUAL	1.3%	0.0%
PREFER NOT TO SAY	13.8%	26.5%
PREFER TO SELF-...	0.3%	0.0%

RELIGION

Legend: All AT Registrants % (blue) | Partner % (orange)

Category	All AT Registrants %	Partner %
NO RELIGION	44.2%	47.1%
CHRISTIAN	24.5%	26.5%
BUDDHIST	3.1%	0.0%
HINDU	0.2%	0.0%
JEWISH	1.9%	0.0%
MUSLIM	0.5%	0.0%
SIKH	0.1%	0.0%
SPIRITUAL	10.7%	0.0%
ANY OTHER RELIGION	1.7%	8.8%
PREFER NOT TO SAY	13.2%	17.6%

PRC 6 September 2022 -
Partner Performance Report 2022-23 Q1

Dietitians: Registrant – Partner Comparison

AGE

■ All DT Registrants %   ■ Partners %

Age	All DT Registrants %	Partners %
20-29	18.0%	0.0%
30-39	33.4%	14.8%
40-49	27.3%	25.9%
50-59	17.1%	33.3%
60-69	4.1%	22.2%
70-79	0.2%	3.7%

GENDER

■ All DT Registrants %   ■ Partners %

Gender	All DT Registrants %	Partners %
FEMALE	91.1%	92.6%
MALE	6.6%	7.4%
INTERSEX	0.0%	0.0%
PREFER NOT TO SAY	2.3%	0.0%

ETHNICITY

Legend: ■ All DT Registrants % ■ Partners %

Category	All DT Registrants %	Partners %
ASIAN OR ASIAN BRITISH	7.8%	0.0%
BLACK OR BLACK BRITISH	2.2%	0.0%
MIXED OR MULTIPLE ETHNIC GROUPS	2.2%	0.0%
WHITE	83.5%	100.0%
OTHER ETHNIC GROUP	1.4%	0.0%
PREFER NOT TO SAY	3.0%	0.0%

SEXUAL ORIENTATION

Legend: ■ All DT Registrants % ■ Partners %

Category	All DT Registrants %	Partners %
HETEROSEXUAL	90.1%	63.0%
GAY MAN	0.8%	0.0%
GAY WOMAN	0.6%	0.0%
BISEXUAL	1.3%	3.7%
ASEXUAL	0.1%	0.0%
QUEER	0.1%	0.0%
PANSEXUAL	0.2%	0.0%
PREFER NOT TO SAY	6.8%	29.6%
PREFER TO SELF- ...	0.0%	3.7%

DISABILITY

■ All DT Registrants %   ■ Partners %

	DISABLED	NOT DISABLED	PREFER NOT TO SAY
All DT Registrants %	4.5%	92.4%	3.2%
Partners %	7.4%	88.9%	3.7%