

---

## Partner Q3 Report

---

### 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. 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.

This is the operational partner report for Q3 2023-24, which includes:

- Measuring performance – KPIs
- Partner establishment
- Partner recruitment
- Exit survey feedback
- Partner training
- Partner review
- Partner engagement
- Partner costs
- Partner risks

---

Previous consideration	The previous report can be found here: <a href="#">Q2 Report</a>
Decision	The Committee is to note the report
Next steps	Continue with projects resulting from the PwC report and other changes to legal requirements.
Strategic priority	Strategic objective 1: Continuously improve and innovate
Financial and resource implications	Some resource implication due to project development

---

EDI impact and  
Welsh Language  
Standards

---

We continue to analyse diversity data relating to our recruitment and pool of Partners.

Author

---

Author(s) & Presenter(s) – Uta Pollmann, Partner Project Lead

ELT sponsor – Alastair Bridges, Executive Director of Resources

# Partner Q3 2023-24 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. These partners will be making decisions in relation to fitness to practise (FTP), registration, education and continuing professional development, or providing legal expertise and advice to the decision-makers.

## Report summary

2. This report covers the following highlights and developments:
  - a. Measuring performance – KPIs
    - i. Recruitment
    - ii. Turnover
  - b. Partner establishment
  - c. Partner recruitment
  - d. Exit survey feedback
  - e. Partner training
  - f. Partner review
  - g. Partner engagement
  - h. Partner costs
  - i. Partner risks

## Measuring performance – KPIs

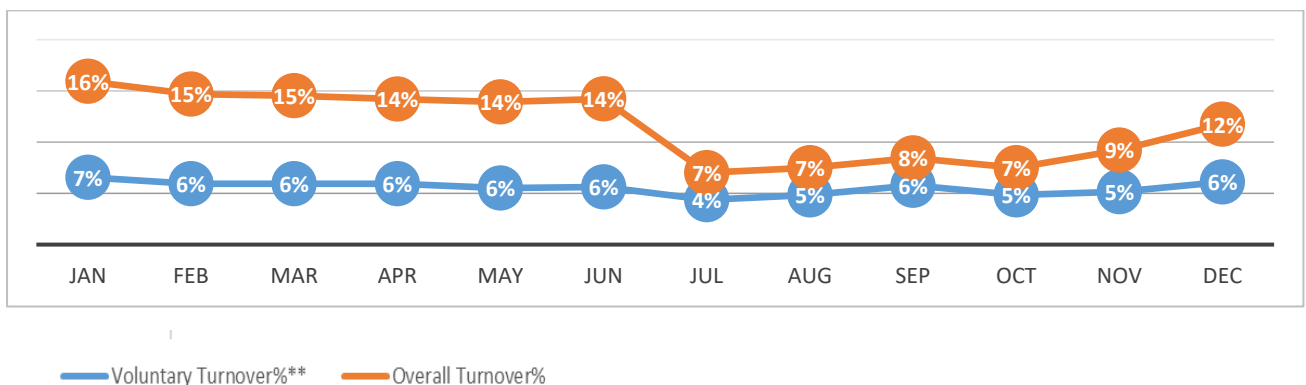
### *Recruitment*

3. We ran a total of two recruitment campaigns in Q3. One campaign is currently at interview stage. We didn't achieve our target of filling at least 80% of registrant vacancies for the registration appeals panel member campaign. The campaign was internal only and only open to current fitness to practise panel members, which limited our candidate cohort. After discussion with the operational manager, we decided to re-recruit into these roles through an external recruitment campaign.

Campaign (role) in Q3	Professions	Vacancies	Appointed	KPI achieved
Panel Chair	Registrant and Lay	10-15	141 applications 45 interviews	Tbc
Registration Appeals Panel members (internal expression of interest campaign)	<ul style="list-style-type: none"> <li>Psychologists</li> <li>Biomedical scientists</li> <li>Occupational therapists</li> <li>Paramedics</li> </ul>	13	8	<b>62%</b>

### Turnover

- Voluntary resignations have increased in Q3. 17 partners decided to voluntarily resign from their role. This is the second quarter in a row where we have seen an upward trend in voluntary resignations. The main reasons for resignation were (other) work commitments and retirement.
- The below graph sets out the voluntary and overall turnover over the last twelve months (YTD).
- Our KPI for voluntary turnover is a maximum of 8% which we continue to achieve (average of 5% in Q3).



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Voluntary Resignations	0	1	3	1	2	1	1	3	10	9	2	6	39
8-year rule	0	0	0	0	0	0	15	0	0	0	5	10	30
Terminations*	0	1	1	0	0	0	1	0	0	0	4	0	7
Total leavers (voluntary and compulsory)	0	2	3	1	2	1	17	3	10	9	11	16	75
Recruited partners	0	4	0	27	0	0	3	0	1	16	8	0	59
Total number of partners	634	636	632	654	652	651	637	637	630	639	636	621	638
Voluntary turnover percentage	7%	6%	6%	6%	6%	6%	4%	5%	6%	5%	5%	6%	6%
Overall turnover percentage	16%	15%	15%	14%	14%	14%	7%	7%	8%	7%	9%	12%	12%

\* Terminations include temporary contracts and changes to partner role

\*\* Normal range for voluntary turnover is ≤8%

Information does not capture those partners with multiple roles (e.g. resign from one role or add an additional partner role).

## Partner establishment

7. At the time of writing, we have 627 partners in 766 roles, which means we had an increase in comparison to the last quarter, mainly due to the recent FTP panel member campaign.

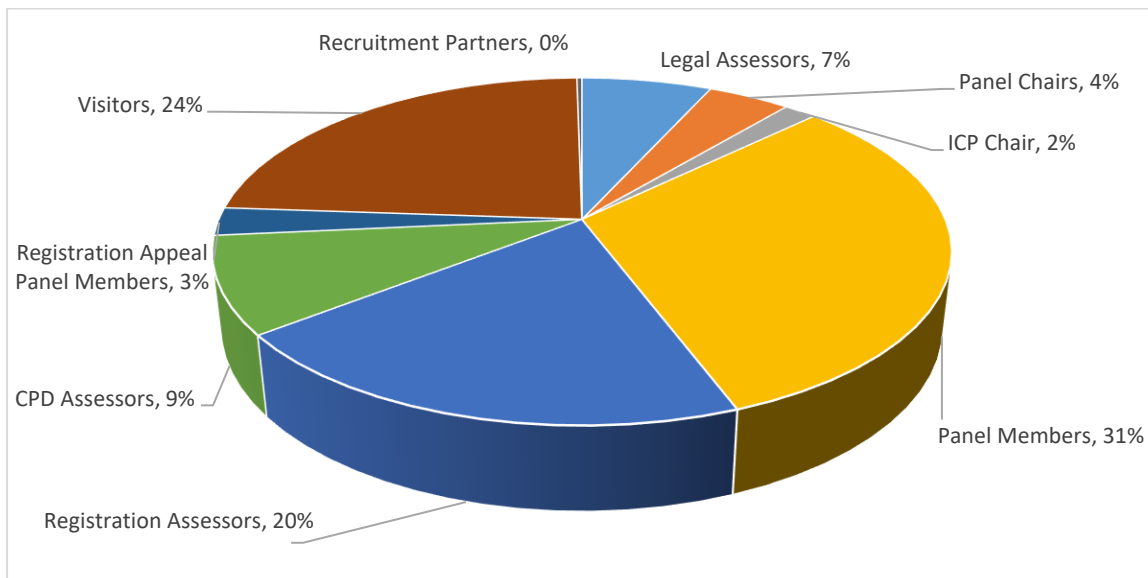
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal Assessors	52	+/- 0
	Panel Chairs	33	+/- 0
	Investigating Committee Chairs	13	-1
	Panel Members	241	+5
Registration	Registration Assessors	155	-3
	CPD Assessors	69	+/- 0
	Registration Appeals Panel Members	20	+/- 0

Department	Role	Total	Difference last quarter
Education	Visitors	181	-13
Recruitment	Recruitment Partners	2	+/- 0
<b>Total</b>		<b>766</b>	<b>-12</b>

8. Partners with dual or multiple roles are set out below. Please note that some of these are due to dual modalities in their profession. One partner is registered in two professions (hearing aid dispensers and clinical scientists).

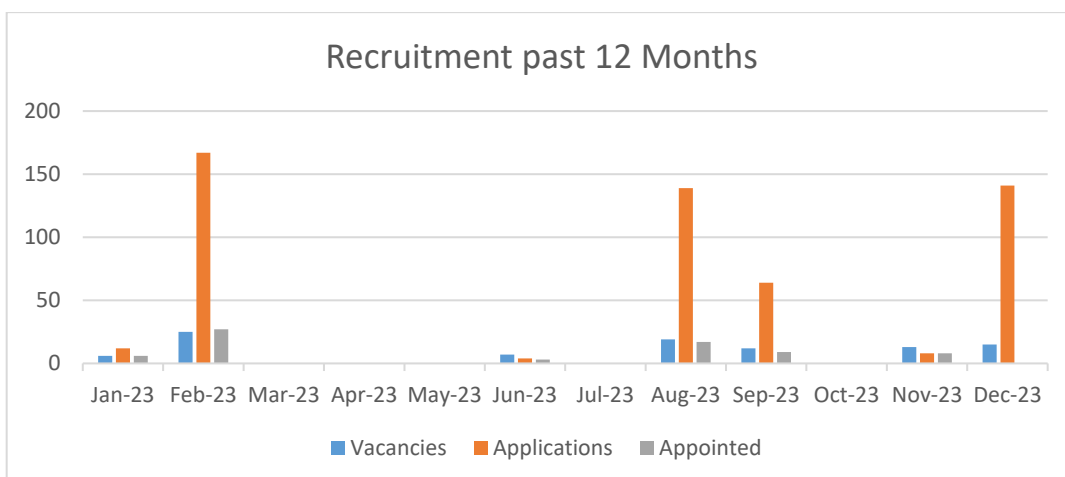
Number of Roles	Number of Partners	Percentage
1	503	80%
2	111	18%
3	9	1.5%
4	4	0.6%

9. The chart below shows the distribution of partners across all roles.



### Partner recruitment

10. We completed the interview and appointment process for new Registration Appeals Panel Members in Q3 and are at interview stage for Panel Chairs.
11. We are going live with two new recruitment campaigns in Q4: Registration Assessors and Investigating Committee Panel (ICP) Chairs.



12. The table below provides an overview of the recruitment conducted during Q3.

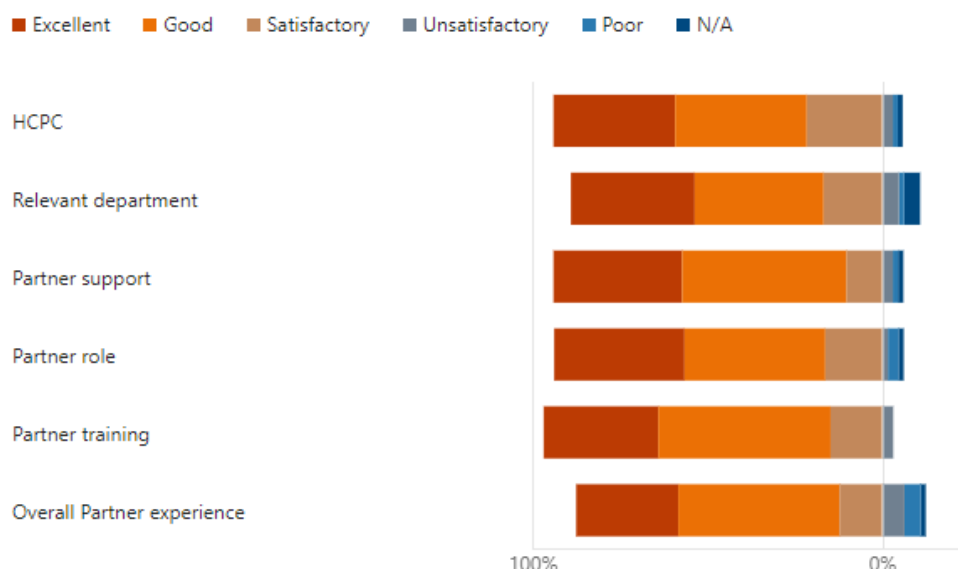
Role	Number required	Applications received	Appointed
Registrations Appeals Panel Member (internal)	13	8	8
Panel Chair	15	141	tbc

### Exit survey feedback

13. We have received 71 responses since the launch of the exit feedback survey in April 2022. We continue to capture this data and use it to inform and improve our ways of working with partners.
14. The main reason for the most recent leavers were personal reasons such as an increase in other work commitments or retirement. One partner left negative feedback and was unsatisfied with the overall support and training they received.

5. How would you rate your experience of the following?

[More Details](#)



### Partner training

15. The following training has been provided in Q3:

Role	Ind/Ref	Date	Attended
Panel Member	Induction	October 2023	8
Visitor	Induction	November 2023	8
<b>Total number of partners trained in Q3 (virtually)</b>			<b>16</b>

16. The following eLearning module was developed and launched in Q3: ‘Changing the way we assess the Applicant’s Primary Qualification’.

### Partner review

17. We continue to work closely with the Quality Assurance team to implement quality statements and performance measures for partners across all roles. We are currently working on a new audit form for CPD assessments and have started to review FTP guidance documents. We will be holding an in-house workshop across all functions on 27 February to identify commonalities and role specific performance measures.

### Partner engagement

18. The December 2023 Partner Newsletter included our second Partner Survey. The survey closed on 31 January 2024, and 307 partners (nearly 50%)



completed the survey (the 2022 survey received 226 submissions). A full analysis of the written feedback will be included in the Q4 report.

<b>Thinking about the Partner training you've received to date, how well equipped do you feel this made you to carry out your Partner role?</b>	
Adequately equipped	81.76%
Inadequately equipped	6.51%
Unsure	11.73%

<b>How confident are you that HCPC is a diverse and inclusive employer?</b>	
Extremely confident	0.33%
Completely confident	43.32%
Fairly confident	39.41%
Neutral	15.96%
Slightly unconfident	0.98%

<b>How would you rate your overall Partner experience?</b>	
Excellent	36.16%
Good	45.60%
Average	13.36%
Poor	3.91%
Very poor	0.98%

<b>Do you feel you understand how your work supports HCPC's regulatory function?</b>	
Clear understanding	97.07%
Partial understanding	2.28%
Not clearly understood	0.33%
Not sure	0.33%

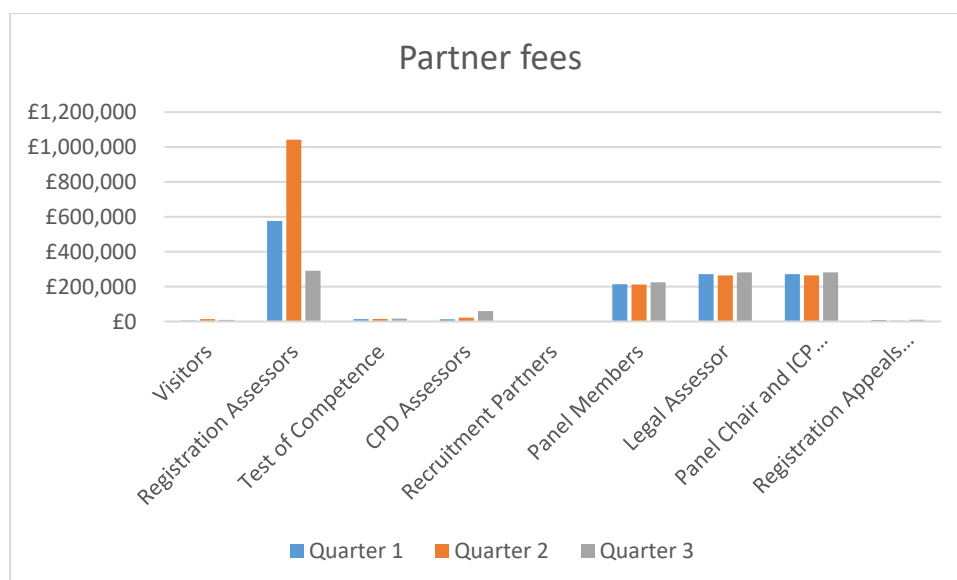
<b>Would you recommend becoming a partner to anyone else?</b>	
Yes	80.78%
Maybe	13.03%
No	6.19%

<b>How easy do you find balancing your partner role with your professional work and personal life?</b>	
Very easy	24.43%
Easy	45.93%
Neither	18.57%
Difficult	9.77%
Very difficult	1.30%

## Partner costs

19. Partner costs (fees) for the financial year 2023-24 (Q1, Q2 and Q3) for partner activity was **£4,200,127** and breaks down as shown in the table below.

Partner Role	Quarter 1	Quarter 2	Quarter 3	Total YTD
Visitors	£5,424	£14,294	£9,064	£28,782
Registration Assessors	£575,804	£1,042,302	£290,854	£1,908,960
Test of Competence	£13,390	£14,523	£16,274	£44,187
CPD Assessors	£12,520	£21,640	£59,280	£93,440
Recruitment Partners	£2,266	£2,060	£2,188	£6,514
Panel Members	£213,725	£211,574	£224,712	£650,011
Legal Assessor	£271,805	£264,663	£281,941	£818,409
Panel Chair and ICP Chairs	£271,805	£264,663	£281,941	£818,409
Registration Appeals Panel Members	£8,342	£4,289	£10,557	£23,188
<b>Total</b>	<b>£1,316,292</b>	<b>£1,780,234</b>	<b>£1,103,602</b>	<b>£4,200,127</b>



## Partner risks

20. We currently have identified the following concerns and risks:

- a) We weren't able to fill all vacancies for registration appeals panel members during the last campaign. There are a number of professions currently not covered.
- b) We have experienced a higher number of resignations during the last two quarters and need to ensure that we have sufficient number of partners across all professions. We have identified gaps in the registration assessor pool and are preparing for a large campaign currently.
- c) We are going to have to terminate a number of partners due to non-compliance with training. The increase of in mandatory eLearning modules (e.g. updates on the HCPC Standards of proficiency and the Standards of conduct, performance and ethics, Professional Standards Authority (PSA) feedback etc.) means that we have identified a number of partners who have not responded to multiple reminders and deadlines.