

People and Resources Committee

Meeting Date	12 June 2025
Title	Partner report
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary This is the operational partner report for Quarter 4 2024-25.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	N/A
Next steps	This is a standing report to the PRC on 12 June 2025. The previous report can be found here: Q3 Report
Financial and resource implications	None
Associated strategic priority/priorities	Continuously improve and innovate
Associated strategic risk(s)	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public

Risk appetite	People - open
Communication and engagement	N/A
Equality, diversity and inclusion (EDI) impact and Welsh language standards	A separate Partner EDI will be presented to the ELT shortly.
Other impact assessments	N/A
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Partner Q4 2024-25 Report

1. Background

- 1.1 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.

2. Report summary

2.1 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 costs
- h. Partner risks

3. Measuring performance – KPIs

3.1 Recruitment

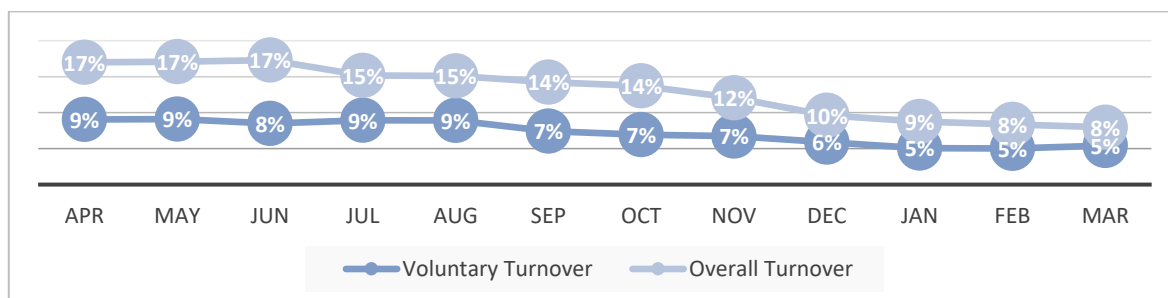
We went live with two new recruitment campaigns in Q4 across nine professions. An additional campaign closed in early January, and interviews, induction and on-boarding were completed during Q4.

Q4 campaigns	Vacancy	Applicants	Interviews	Appointed	KPI achieved
Registration assessor (seven professions)	23	99	55	23	100%
Registrant panel member (eight professions)	29	137	74	29	100%
Panel chairs (internal)	10	36	24	8	80%

3.2 Turnover

Voluntary resignations saw an increase during Q4 and doubled to 16 voluntary resignations from eight in the previous quarter. The main reasons for resignation

were retirement, the inability to commit enough time or a new role/position. The graph below 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 achieved again this quarter.



Partner turnover

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Voluntary Resignations	1	1	2	4	3	1	6	1	1	4	6	6	36
8-year rule	0	0	0	0	0	1	0	0	0	0	0	7	8
Terminations*	0	1	0	0	0	3	0	0	0	0	1	0	5
Total Leavers (Vol & Recruited partners)	5	2	2	4	3	5	6	1	1	4	7	13	53
Total Number of	610	608	631	662	663	671	665	689	688	700	694	699	665
Voluntary Turnover%	9%	9%	8%	9%	9%	7%	7%	7%	6%	5%	5%	5%	5%
Overall Turnover%	17%	17%	17%	15%	15%	14%	14%	12%	10%	9%	8%	8%	8%

* 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. those who resign from one role or add an additional partner role).

4. Partner establishment

- 4.1 At the time of writing, we had 699 partners in 842 roles, which is an increase in comparison to the previous quarter.

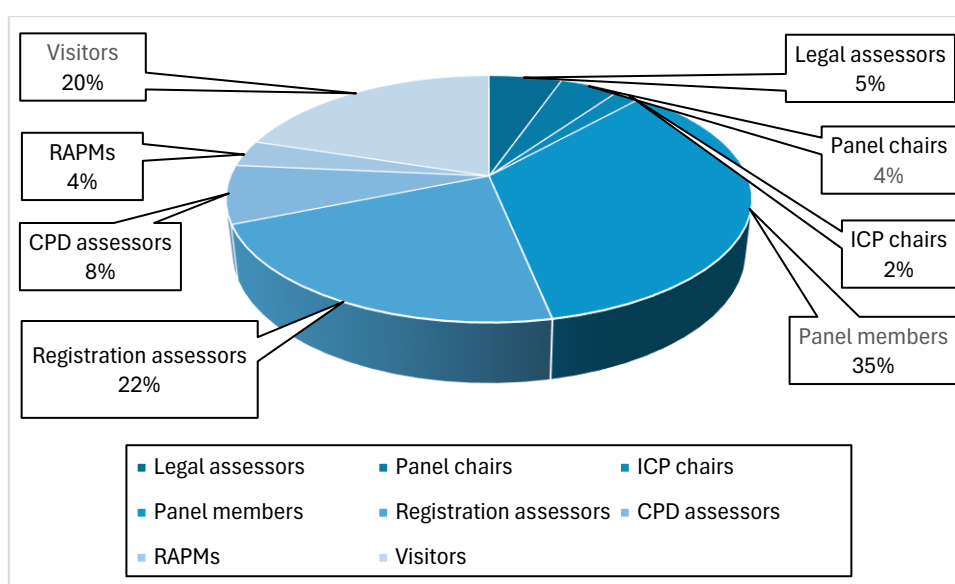
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	45	-1
	Panel chairs	37	-9
	Investigating Committee Panel (ICP) chairs	16	-1
	Panel members	295	+29
Registration	Registration assessors	185	+/-0
	CPD assessors	64	-1
	Registration appeals panel members (RAPM)	29	+/-0
Education	Visitors	169	-2
Recruitment	Recruitment partners	2	+/-0

Department	Role	Total	Difference last quarter
Total		842	+15

- 4.2 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).

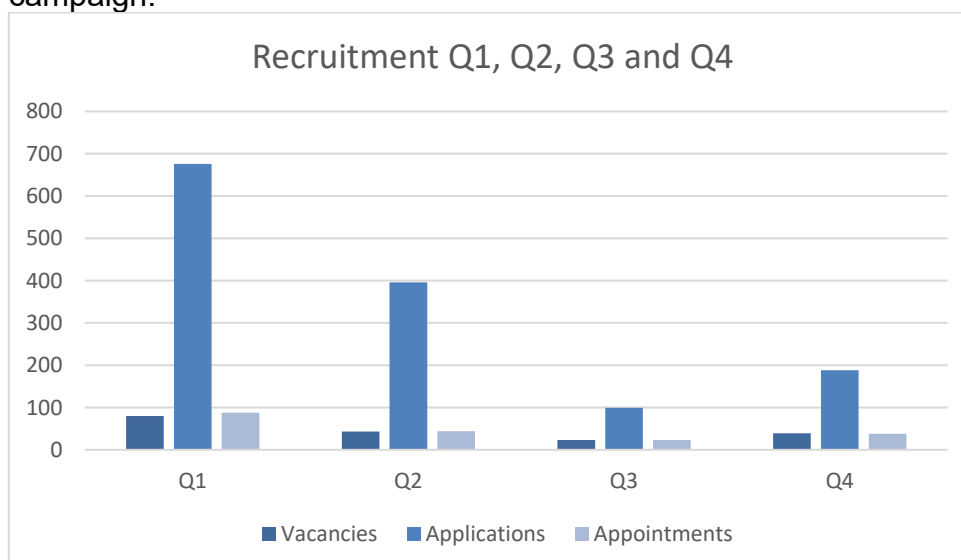
	Number of partners	Percentage
One partner role	558	79%
Multiple roles	147	21%

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



5. Partner recruitment

- 5.1 We went live with two recruitment campaigns for Fitness to Practise (FTP) in Q4; registrant panel members (eight different professions) and an internal panel chair campaign.



Campaign (role)	Quarter	Vacancies	Applications	Appointments
ICP chair	Q1	4	56	5
Registration assessor	Q1	58	387	62
Panel member	Q1	18	233	21
Visitor	Q2	6	40	5
Panel member (lay)	Q2	30	282	30
RAPM	Q2	7	74	9
Registration assessor	Q3	23	99	23
Panel member	Q4	19	137	21
Panel member (PH)	Q4	10	15	8
Panel chair	Q4	10	36	9
Totals		185	1359	193

6. Exit survey feedback

- 6.1 We have received 92 responses since the launch of the exit feedback survey in April 2022. We continue to capture this data, share it with the regulatory functions, and use it to inform and improve our ways of working with partners.
- 6.2 In the most recent feedback, partner cited dissatisfaction about not being offered work for long periods, poor communication and a lack of payments for mandatory eLearning training.
- 6.3 Feedback about remuneration has fed into the recent decision about partner fees. Dissatisfaction about long periods of not being offered work has been addressed by the relevant regulatory function and incorporated in their approach on how to provide sufficient opportunities for all their partners.

7. Partner training

- 7.1 We have provided training to 172 partners during Q4 via Microsoft Teams. A detailed breakdown can be found below.

Role	Training	Date	Attended
Registration assessor	Refresher	10/12/2024	21
Lay panel member	Induction	29/01/2025	16
Registration assessor	Refresher	29/01/2025	21
Registration assessor	Refresher	04/02/2025	21
Registration assessor	Refresher	13/02/2025	22
Registration assessor	Refresher	26/02/2025	20
Registration assessor	Refresher	06/03/2025	20
Registrant panel member	Induction	12/03/2025	9
Registration assessor	Induction	19/03/2025	22

8. Partner costs

- 8.1 Partner costs (fees) during Q4 have increased in comparison to previous quarters. There has been an increase in payments to FTP partners and registration assessors. This is due to a spike in international applications in January 2025 (2,468 applications received) and higher interim order applications activity in FTP.

Description	Q1	Q2	Q3	Q4	Total
	£'000	£'000	£'000	£'000	£'000
Registration assessors	360	408	362	519	1,649
Test of competence	19	20	16	14	70
FTP legal assessors	234	251	291	409	1,185
FTP panel members	190	207	224	317	938
FTP panel chairs	165	181	195	280	821
CPD assessments	29	33	3	7	73
Lead visitors/visitors	13	24	3	5	45
Registration appeals - legal assessors	5	5	6	5	21
Registration appeals panel member	4	4	4	4	16
Partner recruitment and interviews	3	2	5	3	13
Panel fees - cancellation fees	6	20	14	23	63
Total	1,027	1,155	1,124	1,586	4,893

9. Partner risks

- 9.1 We currently have identified the following concerns and risks:
- We continue to assess the impact of the final employment tribunal decision in the NMC and Somerville case for the HCPC.