

## People and Resources Committee

|                                                                                        |                                                                                                                                          |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Meeting Date</b>                                                                    | 13 November 2025                                                                                                                         |
| <b>Title</b>                                                                           | Partner Report Q2 2025-26                                                                                                                |
| <b>Author(s)</b>                                                                       | Uta Pollmann, Partner Project Lead                                                                                                       |
| <b>Executive Sponsor</b>                                                               | Claire Amor, Executive Director of Corporate Affairs                                                                                     |
| <b>Executive Summary</b><br><br>This is the operational partner report for Q2 2025-26. |                                                                                                                                          |
| <b>Action required</b>                                                                 | The Committee is asked to review the information provided and seek clarification on any areas.                                           |
| <b>Previous consideration</b>                                                          | Not applicable                                                                                                                           |
| <b>Next steps</b>                                                                      | This is a standing report to the Committee. The previous report can be found here: <a href="#">Q1 Report</a>                             |
| <b>Financial and resource implications</b>                                             | None                                                                                                                                     |
| <b>Associated strategic priority/priorities</b>                                        | Continuously improve and innovate                                                                                                        |
| <b>Associated strategic risk(s)</b>                                                    | 1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public |
| <b>Risk appetite</b>                                                                   | People - open                                                                                                                            |
| <b>Communication and engagement</b>                                                    | Not applicable                                                                                                                           |

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|                                                                                       |                                                                                      |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>    | An EDI report was presented to ELT recently and will be repeated on an annual basis. |
| <b>Other impact assessments</b>                                                       | Not applicable                                                                       |
| <b>Reason for consideration in the private session of the meeting (if applicable)</b> | Not applicable                                                                       |

## Partner Q2 2025-26 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**

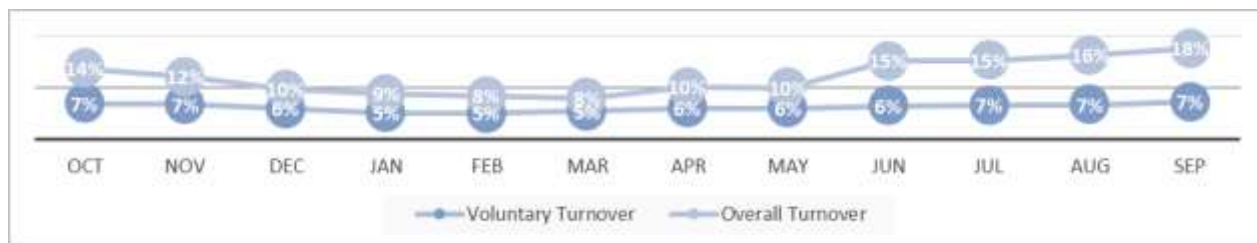
We went live with two new recruitment campaigns in Q2. The panel chair and legal assessor campaigns received over 300+ applications in total.

| <b>Q2 campaigns</b>           | <b>Vacancies</b> | <b>Applicants</b> | <b>Interviews</b> | <b>Appointed</b> | <b>KPI<sup>1</sup></b> |
|-------------------------------|------------------|-------------------|-------------------|------------------|------------------------|
| Panel chairs (lay/registrant) | 10               | 212               | 48                | 10               | 100%                   |
| Legal assessors               | 15               | 94                | tbc               | tbc              |                        |

**3.2 Turnover**

Voluntary resignations saw a small increase during Q2. Resignations increased to 14 from 12 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.

<sup>1</sup> KPI 80% for registrant roles and 100% for lay and legal roles



| Partner turnover                | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | YTD |
|---------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Voluntary Resignations          | 6   | 1   | 1   | 4   | 6   | 6   | 5   | 2   | 5   | 8   | 1   | 5   | 45  |
| 8-year rule                     | 0   | 0   | 0   | 0   | 0   | 7   | 14  | 0   | 33  | 0   | 0   | 7   | 54  |
| Terminations*                   | 0   | 0   | 0   | 0   | 1   | 0   | 1   | 0   | 0   | 0   | 6   | 2   | 8   |
| Total Leavers (Vol & Comp)      | 6   | 1   | 1   | 4   | 7   | 13  | 20  | 2   | 38  | 8   | 7   | 14  | 107 |
| Recruited partners              | 1   | 25  | 0   | 17  | 0   | 27  | 17  | 9   | 9   | 10  | 35  | 0   | 150 |
| <b>Total Number of Partners</b> | 665 | 689 | 688 | 700 | 694 | 699 | 696 | 694 | 673 | 671 | 699 | 682 | 688 |
| <b>Voluntary Turnover</b>       | 7%  | 7%  | 6%  | 5%  | 5%  | 5%  | 6%  | 6%  | 6%  | 7%  | 7%  | 7%  | 7%  |
| <b>Overall Turnover</b>         | 14% | 12% | 10% | 9%  | 8%  | 8%  | 10% | 10% | 15% | 15% | 16% | 18% | 16% |

\* Terminations include temporary contracts and changes to partner role

\*\* Normal range for voluntary turnover is  $\leq 8\%$

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 673 partners in 838 roles. The number of partners has remained stable, but the number of partner roles have increased. We have ten partners who have taken up additional roles.

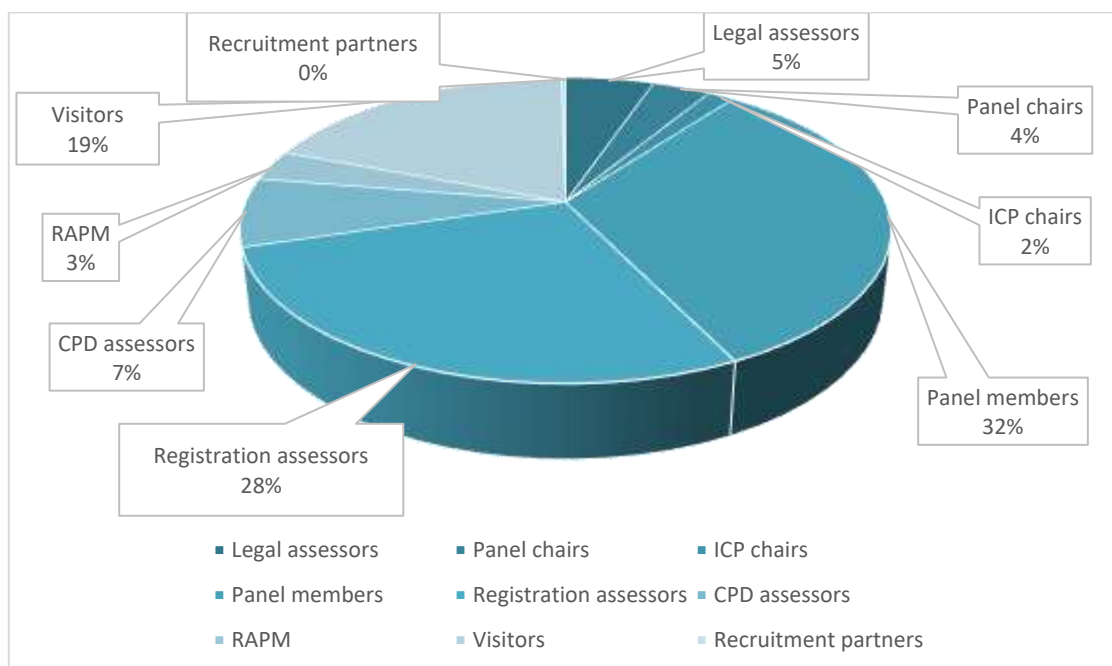
| Department          | Role                                       | Total      | Difference last quarter |
|---------------------|--------------------------------------------|------------|-------------------------|
| Fitness to Practise | Legal assessors                            | 44         | +/-0                    |
|                     | Panel chairs                               | 29         | -7                      |
|                     | Investigating Committee Panel (ICP) chairs | 13         | -2                      |
|                     | Panel members                              | 272        | +11                     |
| Registration        | Registration assessors                     | 231        | +30                     |
|                     | CPD assessors                              | 61         | +/-0                    |
|                     | Registration appeals panel members (RAPM)  | 27         | -2                      |
| Education           | Visitors                                   | 159        | -10                     |
| Recruitment         | Recruitment partners                       | 2          | +/-0                    |
| <b>Total</b>        |                                            | <b>838</b> | <b>+20</b>              |

- 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 |
|--|--------------------|------------|
|--|--------------------|------------|

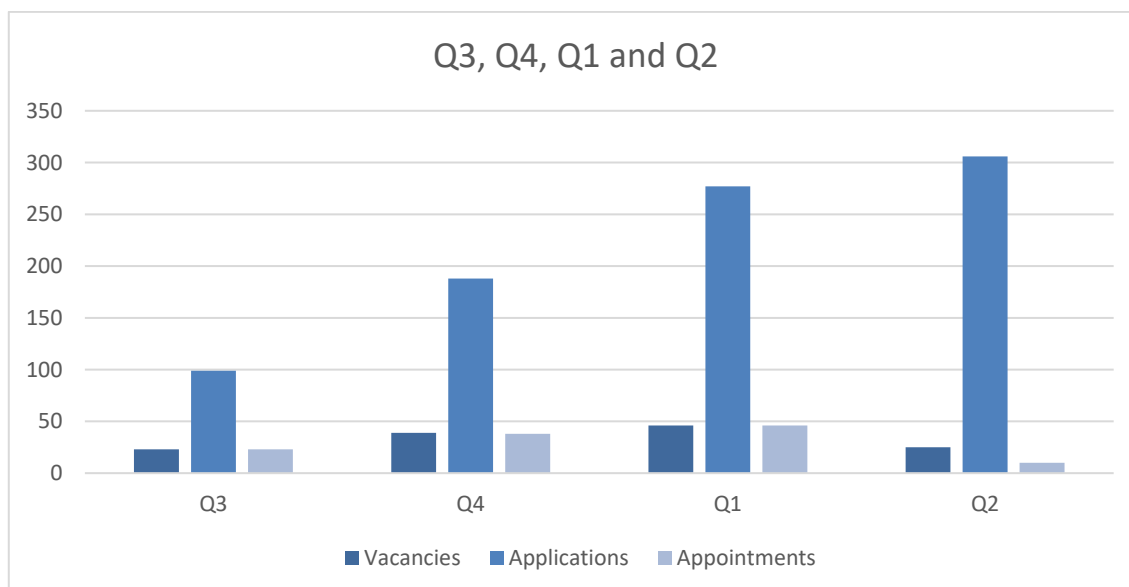
|                  |     |     |
|------------------|-----|-----|
| One partner role | 527 | 78% |
| Multiple roles   | 146 | 22% |

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 in Q2 – panel chairs and legal assessors.



| Campaign (role)       | Quarter | Vacancies | Applications | Appointments |
|-----------------------|---------|-----------|--------------|--------------|
| 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            |

|                       |    |            |            |            |
|-----------------------|----|------------|------------|------------|
| Visitor/Lead visitor  | Q1 | 12         | 66         | 11         |
| Registration assessor | Q1 | 34         | 211        | 35         |
| Panel chair           | Q2 | 10         | 212        | 10         |
| Legal assessors       | Q2 | 15         | 94         | tbc        |
| <b>Totals</b>         |    | <b>133</b> | <b>870</b> | <b>117</b> |

## 6. Exit survey feedback

- 6.1 We have received 119 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 The most recent feedback (10 responses in this quarter) were overwhelmingly positive. Partners cited how much they enjoyed their partner role and the experience it brought with it. There were some minor points raised about receiving bundles at short notice and the issue of (low) fees was raised in two of the responses.
- 6.3 As previously mentioned, the scheduling team is currently undergoing a review to improve their approach. A new partner remuneration policy has been signed off and is awaiting Council approval.

## 7. Partner training

- 7.1 We have provided training to 95 partners during Q2 via Microsoft Teams. A detailed breakdown can be found below.

| Role                  | Ind/Ref   | Date       | Attended |
|-----------------------|-----------|------------|----------|
| Legal Assessor        | Refresher | 03/07/2025 | 8        |
| Panel Chair           | Refresher | 03/07/2025 | 10       |
| Lead visitor          | Induction | 08/07/2025 | 10       |
| Legal Assessor        | Refresher | 09/07/2025 | 4        |
| Panel Chair           | Refresher | 09/07/2025 | 6        |
| ICP Chair             | Refresher | 04/09/2025 | 13       |
| Registration Assessor | Induction | 11/09/2025 | 19       |
| Legal Assessor        | Refresher | 16/09/2025 | 3        |
| Panel Chair           | Refresher | 16/09/2025 | 4        |
| Registration Assessor | Induction | 25/09/2025 | 18       |

## 8. Partner cost

- 8.1 Partner cost (fees) increased during Q2 in comparison to the previous quarter. We can see an increase in nearly all areas. FTP and registration appeals partner fees have increased due to a higher number of hearings. TOC had a backlog, and more resources have been brought in internally to schedule additional TOCs. Finally, the increase in CPD assessor fees is linked to the renewal cycle.

| Description                            | Q3           | Q4           | Q1           | Q2           | Total        |
|----------------------------------------|--------------|--------------|--------------|--------------|--------------|
|                                        | £'000        | £'000        | £'000        | £'000        | £'000        |
| Registration assessors                 | 362          | 519          | 205          | 285          | 1,371        |
| Test of competence                     | 16           | 14           | 29           | 50           | 109          |
| FTP legal assessors                    | 291          | 409          | 517          | 701          | 1,918        |
| FTP panel members                      | 224          | 317          | 407          | 559          | 1,507        |
| FTP panel chairs                       | 195          | 280          | 352          | 486          | 1,313        |
| CPD assessments                        | 3            | 7            | 16           | 32           | 58           |
| Lead visitors/visitors                 | 3            | 5            | 8            | 16           | 32           |
| Registration appeals - legal assessors | 6            | 5            | 9            | 18           | 38           |
| Registration appeals panel member      | 4            | 4            | 6            | 12           | 26           |
| Partner recruitment and interviews     | 5            | 3            | 2            | 4            | 14           |
| Panel fees - cancellation fees         | 14           | 23           | 22           | 32           | 91           |
| <b>Total</b>                           | <b>1,124</b> | <b>1,586</b> | <b>1,573</b> | <b>2,195</b> | <b>6,478</b> |

## 9. Partner risks

9.1 We currently have identified the following concerns and risks:

- a. We continue to assess the impact of the final employment tribunal decision in the NMC and Somerville case for the HCPC.
- b. New partner contracts are live, and the new payroll module has been implemented. The first pay run through payroll will be completed in November, and we are working closely with the regulatory functions to ensure that it runs smoothly. There is a residual risk of systems not being fully ready to easily produce the required data and that manual intervention will be necessary during the first pay run. We have developed contingency plans and put these in place for these areas. A full test on a new clone system will take place before uploading everything into the live environment for additional assurance.