

7 June 2022

Partner Q4 Report

Executive Summary

Partners have previously contributed to a joint HR, OD and Partners KPI report that was presented to the People and Resources Committee (PRC). On 1 February 2022, the Partners function moved from the Human Resources Department to the Professionalism and Upstream Regulation Department. This is the first Partners report since that move.

The report expands on the content previously provided and now includes information on:

- The current Partner establishment
- Recruitment activity undertaken, including some diversity information about Partner applicants
- Partner turnover and the known reasons for leaving
- Training provided and some evaluation data about the quality and impact of that training

We intend to further develop this report and key performance indicators relating to our Partners work.

Previous consideration	Previous 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
Strategic priority	Strategic objective 1 – Continuously improve and innovate
Financial and resource implications	The increased recruitment demand has added additional cost pressures to the Partner budget which have not been adjusted yet. The team is working with the finance department to address these, and a more detailed review will take place as part of the Q1 review.
EDI impact	We are working with the EDI Strategic Lead to improve the quality of the data we hold about our Partners EDI. Some EDI information is provided in this report and this will be developed in future reports.

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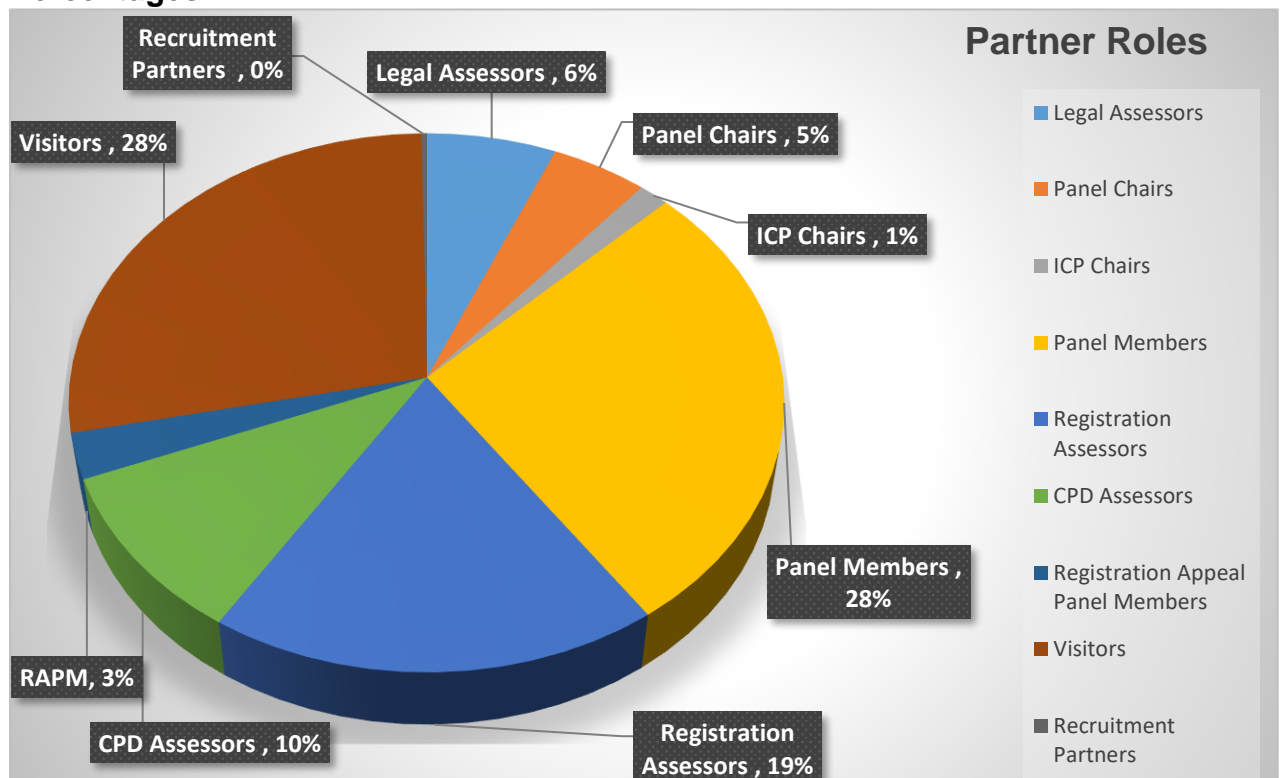
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Establishment – number of partners and roles

1. There are, at the time of writing, 588 Partners in 732 roles. Some Partners fulfil more than one role. The below table and chart identify the number of Partners in each role.

Department	Role	Totals
Fitness to Practise (FTP)	Legal Assessors	47
	Panel Chairs	35
	Investigation Committee Chairs	11
	Panel Members	202
Registration	Registration Assessors	137
	CPD Assessors	73
	Registration Appeal Panel Members	20
Education	Visitors	205
Recruitment	Recruitment Partners	2

Percentages



Recruitment activity

2. We have seen an increase in the level of recruitment required to support our international registration process and new Education quality assurance model. In addition, 42 panel members and 13 panel chairs will reach the end of their Partner Service Agreement in July 2022.
3. The additional recruitment demand impacts on the Partner budget due to an increase in induction training and fees paid to partners for attending training. Departments have been asked to review their requirements again for the remainder of the year and any requested changes to the budget will be reviewed together with the Head of Financial Planning and Analysis at the end of Q1 in light of wider organisational spend to date.

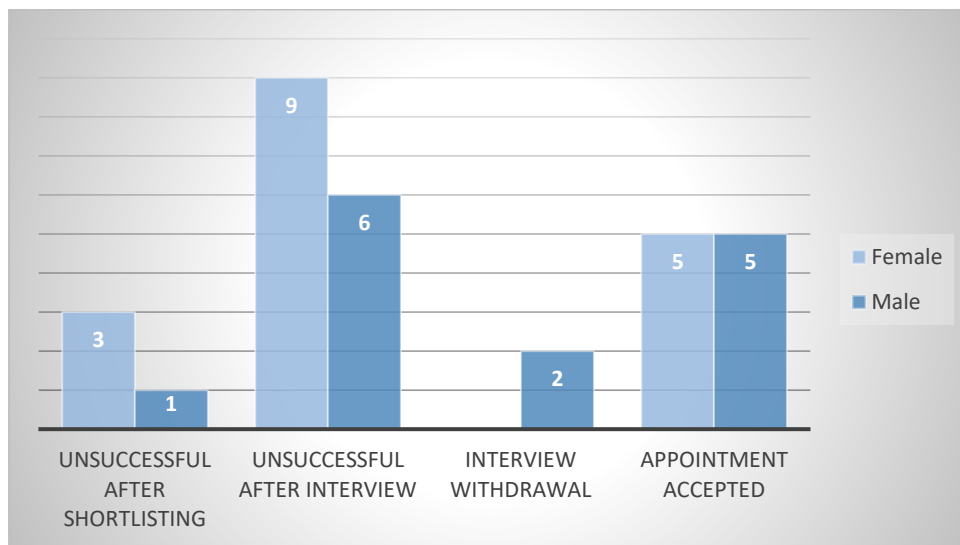
Role	Number required	Type ¹	Applications received	Appointed
FTP Panel Chairs	5 (minimum)	Any (Lay or Registrant)	32 (internal only)	10
FTP Panel Members	22	SLT (5) RA (5) CH (5) DT (5) PO (2)	SLT (56) RA (22) CH (32) DT (39) PO (13)	Interviews May 2022
Registration Assessors	26	BS (14) OR (2) PH (5) RA (5)	BS (146) OR (19) PH (30) RA (17)	Interviews May 2022
Visitors	19 (minimum)	AT (2) BS (2) HAD (1) OT (2) ODP (2) OR (2) PH (3) PS (5)	AT (1) BS (44) HAD (5) OT (11) ODP (3) OR (7) PH (19) PS (6)	Interviews May/June 2022

¹ Arts therapists (AT), Biomedical scientists (BS), Chiropodists (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)

Applicant Diversity

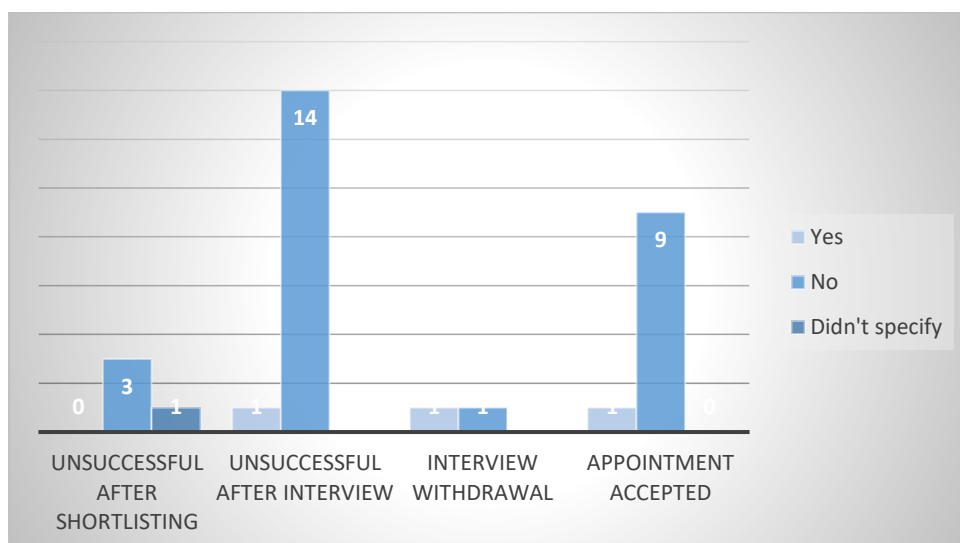
- Some diversity data is provided here for the (internal) FTP Panel Chair recruitment campaign for which we received 32 applications for 5 vacant positions. The campaign went live in January and interviews were held in March 2022. Further protected characteristics have been captured but not been included in this report as we wanted to review 'visible' protected characteristics and evaluate potential unconscious bias.
- The cohort of eligible applicants for this recruitment campaign was predefined as the pre-requisite was that they were current HCPC FTP panel members.

6. Gender



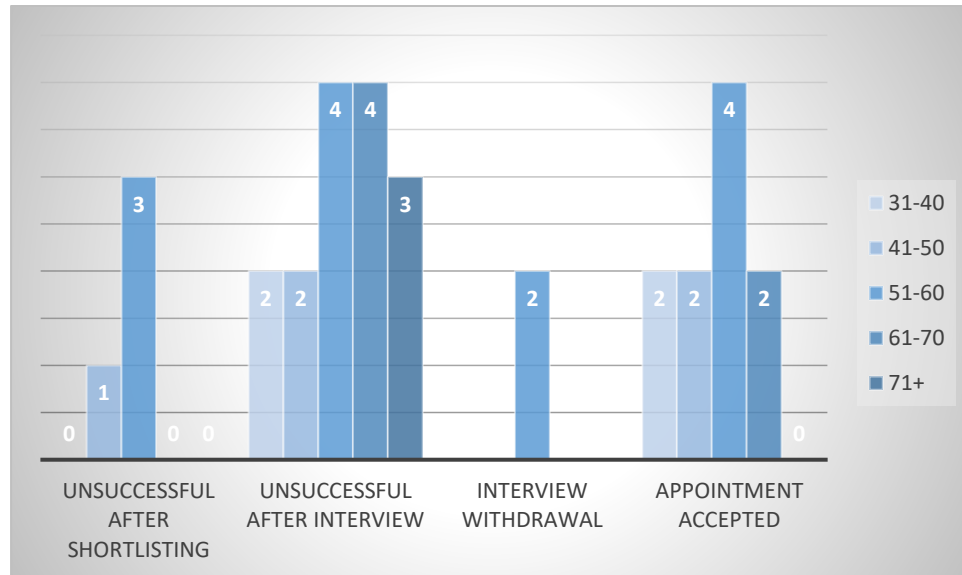
- The analysis shows there were an equal number of male and female applicants appointed out of the 32 applicants. However female applicants were somewhat less successful during the anonymised shortlisting process (invisible) in comparison to the interview process. This is a relatively small recruitment campaign with limited data.

Disability



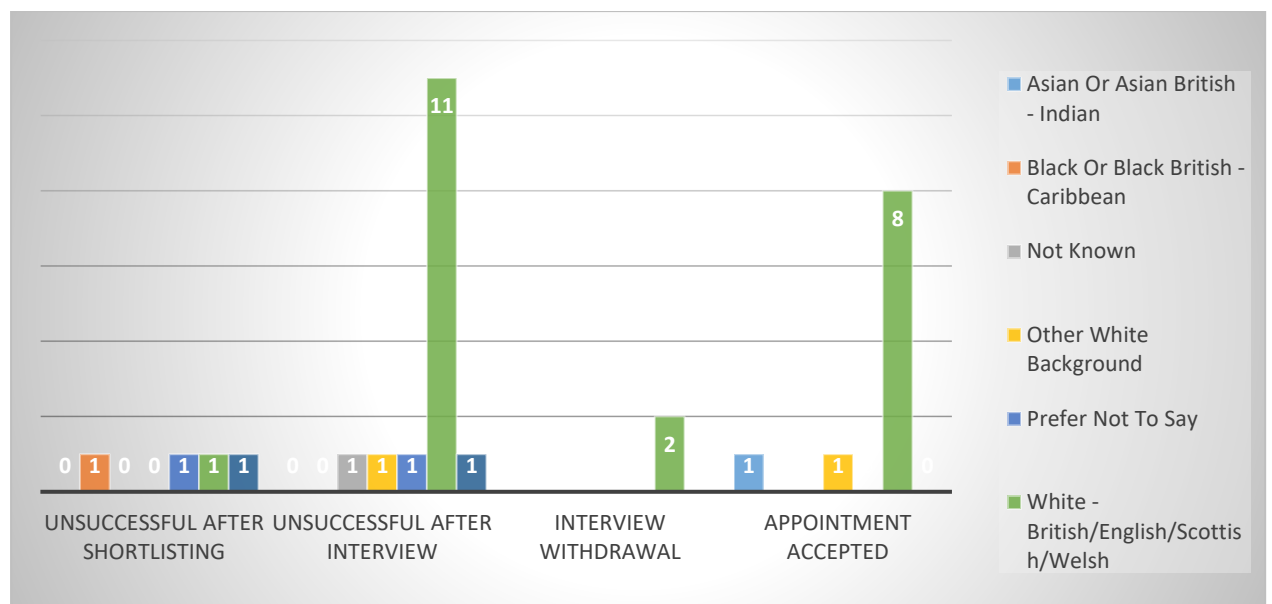
8. Disability can be visible or invisible. The above illustration shows that one applicant who declared a disability was appointed, and one applicant was unsuccessful during interview.

Age



9. The distribution of applicants reflects that those in the age bracket of 61-70 and 70+ were less likely to be successful during this campaign. It is most likely that we see a low number of younger candidates applying for this position due to the lack of experience in chair roles.

Ethnicity

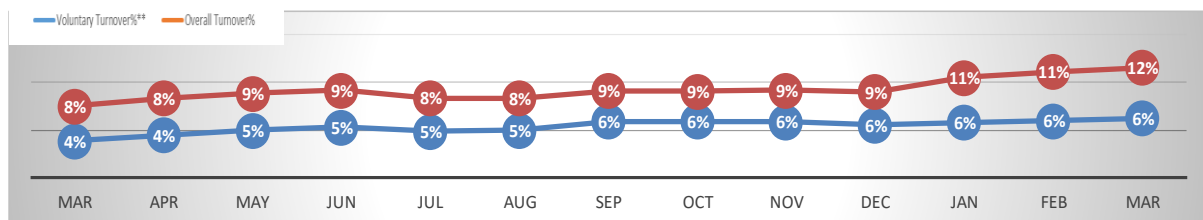


10. We received two applications from ethnic minorities and one application was successful. The other applicant was unsuccessful during the shortlisting process.

Turnover

11. We have seen a small increase in overall Partner turnover during Q4 of 2022, which is due to an increase in voluntary resignations (12 in Q4, as opposed to an average of 10 per quarter). The declared reasons for voluntary resignation during Q4 were ill health and other work commitments. We terminated 10 Partner Service Agreements in January 2022 as the Lay Visitor role ceased to exist.

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



Partner turnover

	2021/22													YTD
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Voluntary Resignations	1	4	4	3	0	1	7	3	3	3	4	5	3	40
8-year rule	0	1	0	0	15	0	0	0	0	0	0	5	0	21
Terminations*	0	0	0	0	0	0	0	0	1	1	10	0	1	13
Total Leavers (Vol & Comp)	1	5	4	3	15	1	7	3	4	4	14	10	4	74
Recruited partners	5	11	0	9	13	13	21	3	17	0	0	4	4	95
Total Number of Partners	617	623	619	625	623	635	649	649	662	659	645	635	635	638
Voluntary Turnover%**	4%	4%	5%	5%	5%	5%	6%	6%	6%	6%	6%	6%	6%	6%
Overall Turnover%	8%	8%	9%	9%	8%	8%	9%	9%	9%	9%	11%	11%	12%	12%

* 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%

13. In April 2022, we began to use a new survey that we invite Partners to complete when their Partner Service Agreement ends, which will enable us to capture and report more meaningful reasons.

Training

14. The following training was conducted during Q4:

Role	Date	Training	No of partners
Panel Member	18-Jan	Induction (2 days)	15
Visitor	25-Jan	New QA Model	10
Visitor	10-Feb	New QA Model	12

15. We introduced a new evaluation form at Panel Chair induction training in April 2022 and will roll this out to all training events going forward. It will provide more accurate data on the benefits of the training we deliver and the impact it has on the service partners provide to us. All respondents gave the highest mark

(‘excellent’) to the question about the degree to which learning objectives were met. A few reflective comments from our new panel chairs can be found below.

10. What key learning points will you take away from your training?

9 Responses

ID ↑	Name	Responses
1	anonymous	Clear rationale and decision making articulated in written documents
2	anonymous	All of it was useful. Nothing specific.
3	anonymous	I found all of the learning useful but key points to take away are the PSA slides- really useful, with enough detail yet concise.
4	anonymous	Detail, detail and detail about your decision making
5	anonymous	The need for detailed analysis/ reasoning at every stage of the decision. I will use the legal assessor in more ways.
6	anonymous	PSA presentation was very useful as a sort of check-list to ensure reasons are as clear and comprehensive as possible. practical points around the chair's role. scripts and tips. NB Learnt both from presentations and from other participants with a range of experiences.
7	anonymous	The importance of providing full reasons for all decisions
8	anonymous	How the PSA works in conjunction with regulatory bodies such as the HCPC, what they look for and best practice. How to complete an adjournment. Understanding the chairing process and the transition from panel member to chair. Understanding how to deal with sudden changes/complications. A better understanding of how to apply the public and personal components to impairment. A better understanding of insight and finally, how crucial it is to draw on the sanctions policy in relation to our reasoning with sanction orders at this stage of the hearing.
9	anonymous	Effective chairing Managing the room Appropriate use of the LA