

People and Resources Committee

Meeting Date	13 March 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 3 2024-25. The main risk to highlight in this report is the recurring feedback about current partner fees.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	This is a standing report to the People and Resources Committee. The previous report can be found here: Q2 report
Next steps	Continue with projects resulting from the PwC report and other changes to legal requirements.
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	Not applicable

Equality, diversity and inclusion (EDI) impact and Welsh language standards	A separate Partner EDI will be presented to the Executive Leadership Team (ELT) shortly.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Partner Q3 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

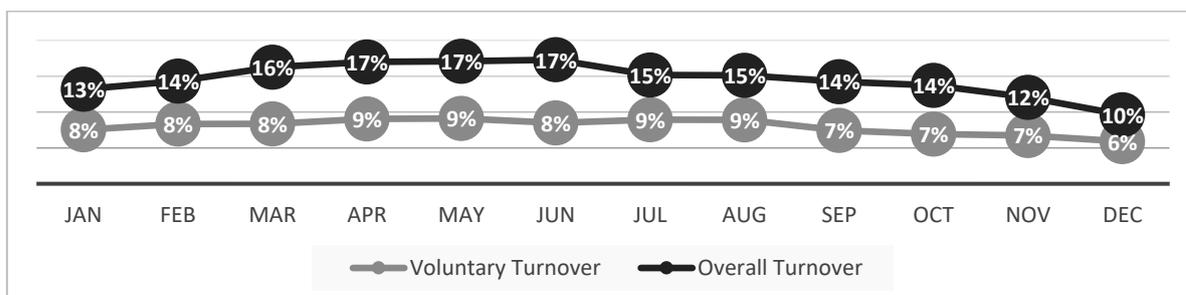
We ran four recruitment campaigns in Q3. Two campaigns concluded and partners are being on-boarded, and two are at interview stage.

Q3 campaigns	Vacancy	Applicants	Interviews	Appointed	KPI achieved
FTP lay panel member	30	282	88	30	100%
Registration appeals panel member	7	74	27	9	86% ¹
Registration assessor	23	99	55	tbc	tbc
Panel member (registrant)	19	137	tbc	tbc	tbc

¹ Over recruited in three professions, but couldn't fill one vacancy (chiropodist/podiatrist)

3.2 Turnover

Voluntary resignations continue to be low in Q3. Eight partners decided to voluntarily resign from their role. The main reasons for resignation were dissatisfaction with their role and/or remuneration. 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 achieved again this quarter with a drop to 6% in December 2024.



Partner turnover

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Voluntary Resignations	9	6	3	1	1	2	4	3	1	6	1	1	38
8-year rule	0	3	0	0	0	0	0	0	1	0	0	0	4
Terminations*	0	0	12	0	1	0	0	0	3	0	0	0	16
Total Leavers (Vol & Terminations)	9	9	15	5	2	2	4	3	5	6	1	1	33
Recruited partners	8	0	14	0	0	24	34	6	13	1	25	0	125
Total Number of	620	611	613	610	608	631	662	663	671	665	689	688	644
Voluntary Turnover%	8%	8%	8%	9%	9%	8%	9%	9%	7%	7%	7%	6%	6%
Overall Turnover%	13%	14%	16%	17%	17%	17%	15%	15%	14%	14%	12%	10%	5%

* 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 684 partners in 825 roles, which is an increase in comparison to the previous quarter.

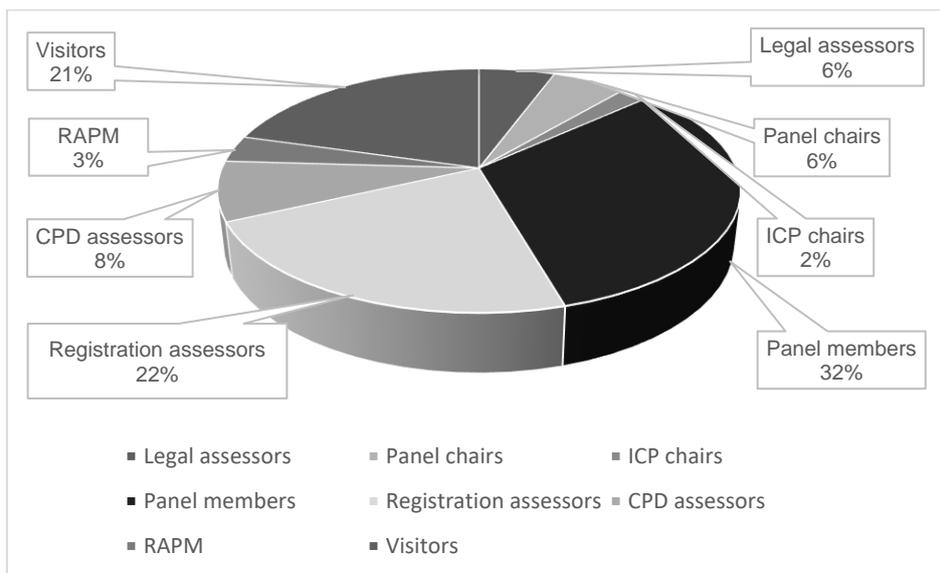
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	46	+/-0
	Panel chairs	46	+/-0
	Investigating Committee Panel (ICP) chairs	17	+/-0
	Panel members	266	+16
Registration	Registration assessors	185	-3
	CPD assessors	65	-1

Department	Role	Total	Difference last quarter
	Registration appeals panel members (RAPM)	29	+9
Education	Visitors	169	-4
Recruitment	Recruitment partners	2	+/-0
Total		825	+17

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).

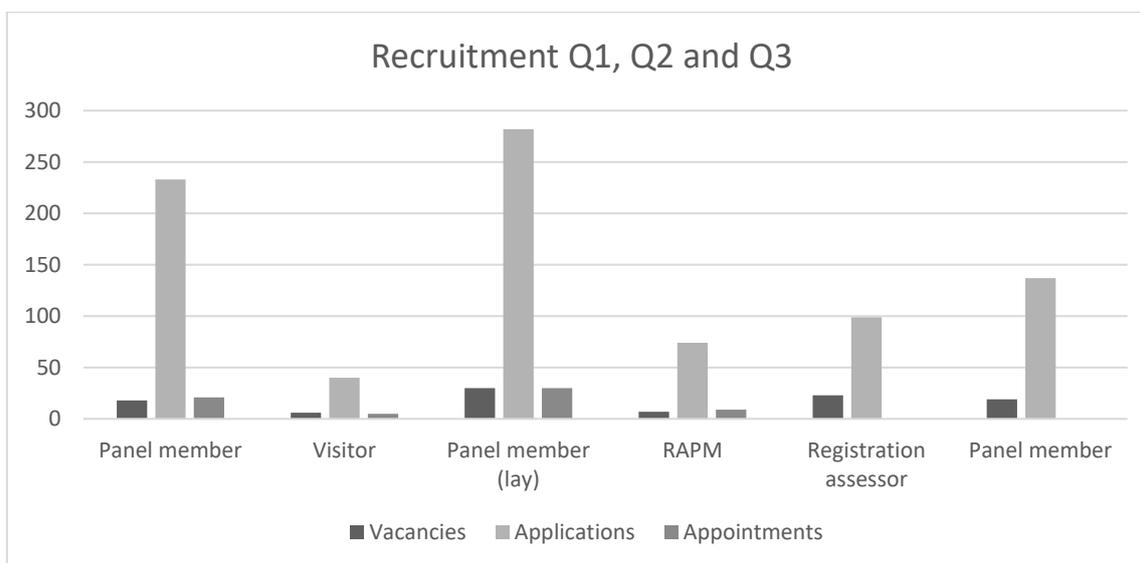
	Number of partners	Percentage
One partner role	558	81.6%
Multiple roles	126	18.4%

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



5. Partner recruitment

5.1 The recruitment demand remains high. We went live with a registration assessors and a registrant panel member campaign covering seven professions/modalities in each campaign before the Christmas break. Both campaigns are now at interview stage.



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	tbc
Panel member	Q3	19	137	tbc
Totals		165	1,308	132

6. Exit survey feedback

- 6.1 We have received 87 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.
- 6.2 In the most recent feedback, partner cited dissatisfaction about communication and workload.

7. Partner training

- 7.1 We have provided training to 61 partners during Q3 via Microsoft Teams. A detailed breakdown can be found below.

Role	Training	Date	Attended
ICP chair	Refresher	8 October	16
Registration appeals panel member	Induction	12 October	8
Panel member (lay) part 1	Induction	19 November	16
Registration assessors	Refresher	10 December	21

- 7.2 We also developed and launched new eLearning modules in October and December 2024:
- Information security training (all partners)
 - EDI training including sexual harassment (all partners)
 - SCPEs (FTP and registration appeals partners only)
 - Admission (FTP partners only)
 - PSA feedback (FTP partners only)

8. Partner costs

- 8.1 Partner costs (fees) during Q3 have very slightly decreased in comparison to previous quarters. There has been an increase in payments to FTP partners, which could be related to more hearings taking place. CPD and Education partner payments have reduced.

2024-25 (Dec-24 YTD)	Q1	Q2	Q3	Total
Account name	£'000	£'000	£'000	£'000
Registration assessors	360	408	362	1,130
Panel fees - legal assessors	234	251	291	776
Panel fees - panel members	190	207	224	621
Panel fees - panel chair	165	181	195	541
CPD assessors	29	33	3	65
Test of competence	19	20	16	55
Visitors	13	24	3	40
Registration appeals - legal assessors	5	5	6	16
Registration appeals - panel members	4	4	4	12
Recruitment partner	3	2	5	10
Partner cancellation fees	6	20	14	39
Grand Total	1,028	1,155	1,123	3,305

9. Partner risks

- 9.1 We currently have identified the following concerns and risks:
- Low remuneration is a recurring theme from the exit interviews and in more recent communication from current partners. A fees review has been conducted which will inform a new partner fee structure.
 - We continue to assess the impact of the final employment tribunal decision in the NMC and Somerville case for the HCPC.