

People and Resources Committee

Meeting Date	19 September 2025
Title	Partner Report Q1 2025-26
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary This is the operational partner report for Q1 2025-26.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	Not applicable
Next steps	This is a standing report to the Committee on 19 September 2025. The previous report can be found here: Q4 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	Not applicable
Equality, diversity and inclusion (EDI) impact and Welsh language standards	An EDI report was presented to the Committee recently and will be repeated on an annual basis.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Partner Report Q1 2025-26

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

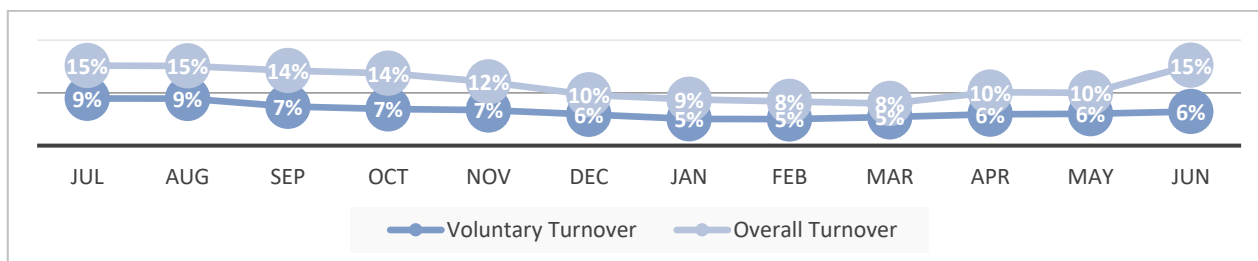
We went live with three new recruitment campaigns in Q1 in four different roles. The registration assessor and panel chair campaigns both received over 200 applications.

Q1 campaigns	Vacancies	Applicants	Interviews	Appointed	KPI ¹
Lead visitors/visitors (eight professions)	12	66	27	11	92%
Registrant assessor (seven professions)	34	211	87	35	100%
Panel chairs (lay/registrant)	15-20	212	48	tbc	tbc

¹ KPI 80% for registrant roles and 100% for lay and legal roles

3.2 Turnover

Voluntary resignations saw a decrease during Q1. Resignations dropped to 12 from 16 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	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Voluntary Resignations	4	3	1	6	1	1	4	6	6	5	2	5	44
8-year rule	0	0	1	0	0	0	0	0	7	14	0	33	55
Terminations*	0	0	3	0	0	0	0	1	0	1	0	0	5
Total Leavers (Vol & Comp)	4	3	5	6	1	1	4	7	13	20	2	38	104
Recruited partners	34	6	13	1	25	0	17	0	27	17	9	9	158
Total Number of Partners	662	663	671	665	689	688	700	694	699	696	694	673	683
Voluntary Turnover%	9%	9%	7%	7%	7%	6%	5%	5%	5%	6%	6%	6%	6%
Overall Turnover%	15%	15%	14%	14%	12%	10%	9%	8%	8%	10%	10%	15%	15%

* 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

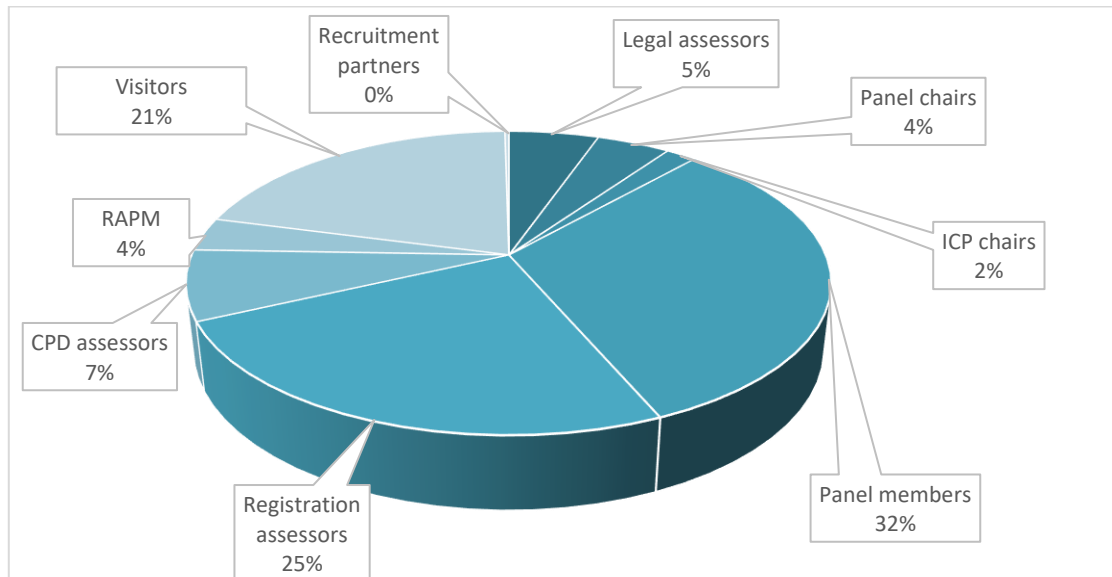
- 4.1 At the time of writing, we had 673 partners in 818 roles, which is a decrease in comparison to the previous quarter due to a larger group of partners came to the end of their eight-year term.

Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	44	-1
	Panel chairs	36	-1
	Investigating Committee Panel (ICP) chairs	15	-1
	Panel members	261	-34
Registration	Registration assessors	201	+16
	CPD assessors	61	-3
	Registration appeals panel members (RAPM)	29	+/-0
Education	Visitors	169	+/-0
Recruitment	Recruitment partners	2	+/-0
Total		818	-26

- 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).

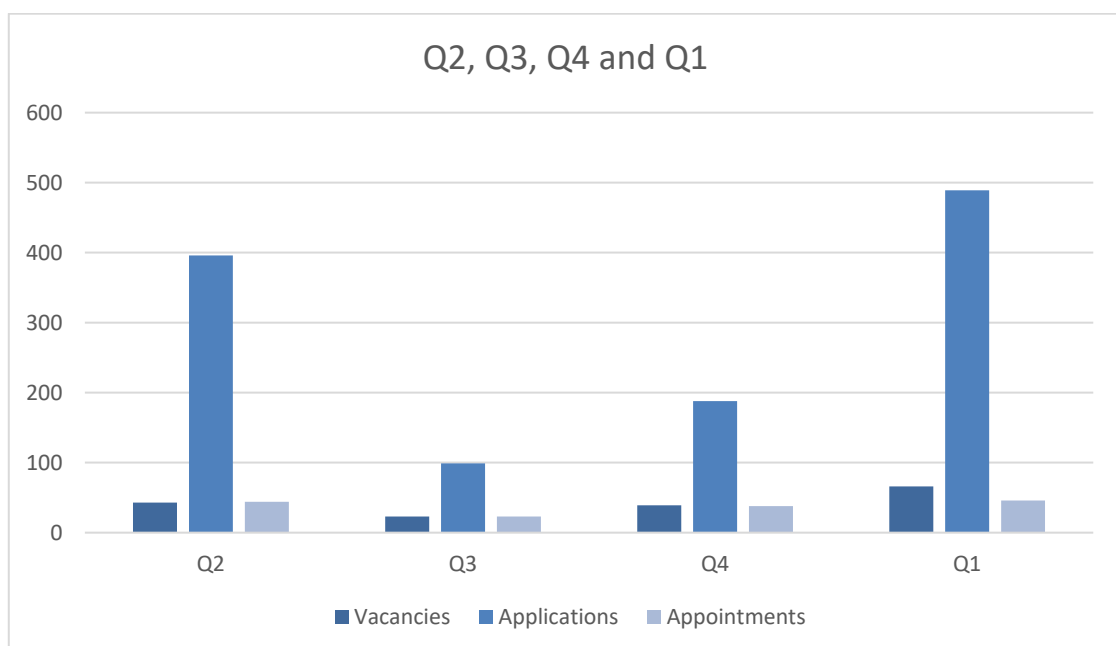
	Number of partners	Percentage
One partner role	537	80%
Multiple roles	136	20%

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



5. Partner recruitment

- 5.1 We went live with three recruitment campaigns across three regulatory functions during Q1; lead visitors and visitors, registration assessors and panel chairs.



Campaign (role)	Quarter	Vacancies	Applications	Appointments
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
Visitor/Lead visitor	Q1	12	66	11
Registration assessor	Q1	34	211	35
Panel chair	Q1	20	212	tbc
Totals		171	1172	151

6. Exit survey feedback

- 6.1 We have received 108 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, a couple of partners cited dissatisfaction with the scheduling of hearings (requirement of clearer communication, being slow to respond and too many hearings being cancelled), not being paid for training and not being offered enough work.
- 6.3 Dissatisfaction about 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. The scheduling team is currently undergoing a review to improve their approach.

7. Partner training

- 7.1 We have provided training to 71 partners during Q1 via Microsoft Teams. A detailed breakdown can be found below:

Role	Ind/Ref	Date	Attended
Panel Chair	Induction	30/04/2025	9
Legal Assessor	Refresher	05/06/2025	20
Panel Chair	Refresher	05/06/2025	20
Legal Assessor	Refresher	11/06/2025	5
Panel Chair	Refresher	11/06/2025	7
Legal Assessor	Refresher	24/06/2025	6
Panel Chair	Refresher	24/06/2025	4

8. Partner costs

- 8.1 Partner costs (fees) during Q1 very slightly decreased in comparison to the previous quarter. International application assessments have dropped, but there has been an increase in FTP partner fees and CPD assessments which links to the renewal cycle.

Description	Q2	Q3	Q4	Q1	Total
	£'000	£'000	£'000	£'000	£'000
Registration assessors	408	362	519	205	1,494
Test of competence	20	16	14	29	79
FTP legal assessors	251	291	409	517	1,468
FTP panel members	207	224	317	407	1,155
FTP panel chairs	181	195	280	352	1,008
CPD assessments	33	3	7	16	59
Lead visitors/visitors	24	3	5	8	40
Registration appeals - legal assessors	5	6	5	9	25
Registration appeals panel member	4	4	4	6	18
Partner recruitment and interviews	2	5	3	2	12
Panel fees - cancellation fees	20	14	23	22	79
Total	1,155	1,124	1,586	1,573	5,438

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. Readiness to go live with the payroll module and all related projects by 1 October: While there is no immediate concern, there is chance that some of the planned implementation might not be ready in time. We have time contingencies build into the project timetable which should allow us to address these.