
Partner Performance Management Presentation

Executive Summary

This presentation covers the quality assurance measures and central controls which are currently in place within those areas where partners provide services across the HCPC.

The presentation was developed in collaboration with Fitness to Practise, Registration, Education and Quality Assurance.

Previous consideration	The presentation has been shared with the Executive Leadership Team (ELT).
Decision	The Committee is asked to note and discuss the presentation.
Next steps	The Executive will work with PwC to identify further areas of improvement around performance management.
Strategic priority	Strategic objective 1 – Continuously improve and innovate.
Financial and resource implications	Budget and resources associated with working with PwC.
EDI impact	EDI impact will be fully considered when making changes to the way we performance manage partners.
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ELT and PRC 2023

Partner Performance across HCPC

Partner Performance

This presentation covers the quality assurance measures and central controls which are currently in place in those areas where partners provide services –

- Education
- Registration
- Fitness to Practise.

The Partner Team has additional responsibilities to ensure that we appoint partners with the required skills and experience, and that we provide them with regular training.

HCPC Partners - background

Partners are HCPC registrants, members of the public (lay) and legal professionals who contribute their expertise to the HCPC and play important roles in the regulatory process.

- Independent contractors
- Partner Services Agreement
- May hold multiple Partner roles
- Registrant, lay or legal background

We currently have 637 partner in 784 roles (Feb 2023) as many partners provide services in dual or multiple roles.

Partner recruitment and selection

- Each role has its own competency framework
- Candidates must apply using our competency-based application form
- All applications are shortlisted by two internal subject matter experts (normally manager or team leaders) who received shortlisting training provided by the Partner Project Lead
- Most interviews are conducted by one external independent HR expert and one internal manager
- The interview panel has received interview training and new panel members will be QA'ed by the Partner Project Lead
- A full EDI report will support each campaign.

Partner training

- The Partner team is responsible to ensure sufficient partner training and works closely with each department who delivers the content of the training
- All partners receive induction training and regular refresher training
- A ‘Learning library’ of eLearning modules and written guidance are made available through partner learning hub for certain roles
- Detailed process guidance, decision making frameworks, and template documentation are provided to partners by each department.

Contract management

- Contract management ensures that partners are:
 - aware of all partner policies
 - have up-to-date contracts
 - don't exceed the 8-year-rule where applicable
- The Partner team ensures that:
 - resignations are managed effectively
 - no partners perform services without a valid contractual agreement
 - Partners are aware of partner policies

Partner complaints and issues

- Complaints about partners are brought to the attention of the Partner Project Lead by the relevant manager
- Depending on the severity of the complaint, an informal or formal process will be followed according to the Partner Complaints Procedure
- A decision will be made in consultation with the Head of department on what action we will take (no action, further support, termination of contract etc)
- In severe cases, external legal advice might be requested.

Education



- Lead Visitors
- Visitors
- Service User Expert Adviser

Education partners

- Visitors 107 – assist with assessments of institutions and education and training programmes to ensure that they meet HCPC standards
- Lead Visitors 84 – assess institutions and education and training programmes by assessing documentation, decide on and undertake quality assurance activities, and then provide recommendations to our Education and Training Committee regarding the approval of institutions and programmes
- Service User Expert Adviser 11 – support lead visitors in making informed decisions related to service user and carer involvement in the education and training of HCPC professions.

- Decision-making frameworks used by partners as part of guidance through assessment activities
- Template feedback documents used to capture partner feedback in a structured way against standards / requirements
- Team members facilitate the process, including giving advice on the application of standards, to ensure we apply our standards and processes in a consistent way
- Requirements through internal process guidance to work with partners to ensure they understand our asks

- Using partner feedback, reports drafted by team members on partners' behalf, and peer reviewed internally before being agreed by partners
- Providers able to supply 'observations' should they not agree with outcomes
- Reports used to inform decision by the Education and Training Committee (Panel)

Fitness to practise



- Panel Chairs
- Investigating Committee Panel Chairs
- Panel Members (Lay and Registrant)
- Legal Assessors

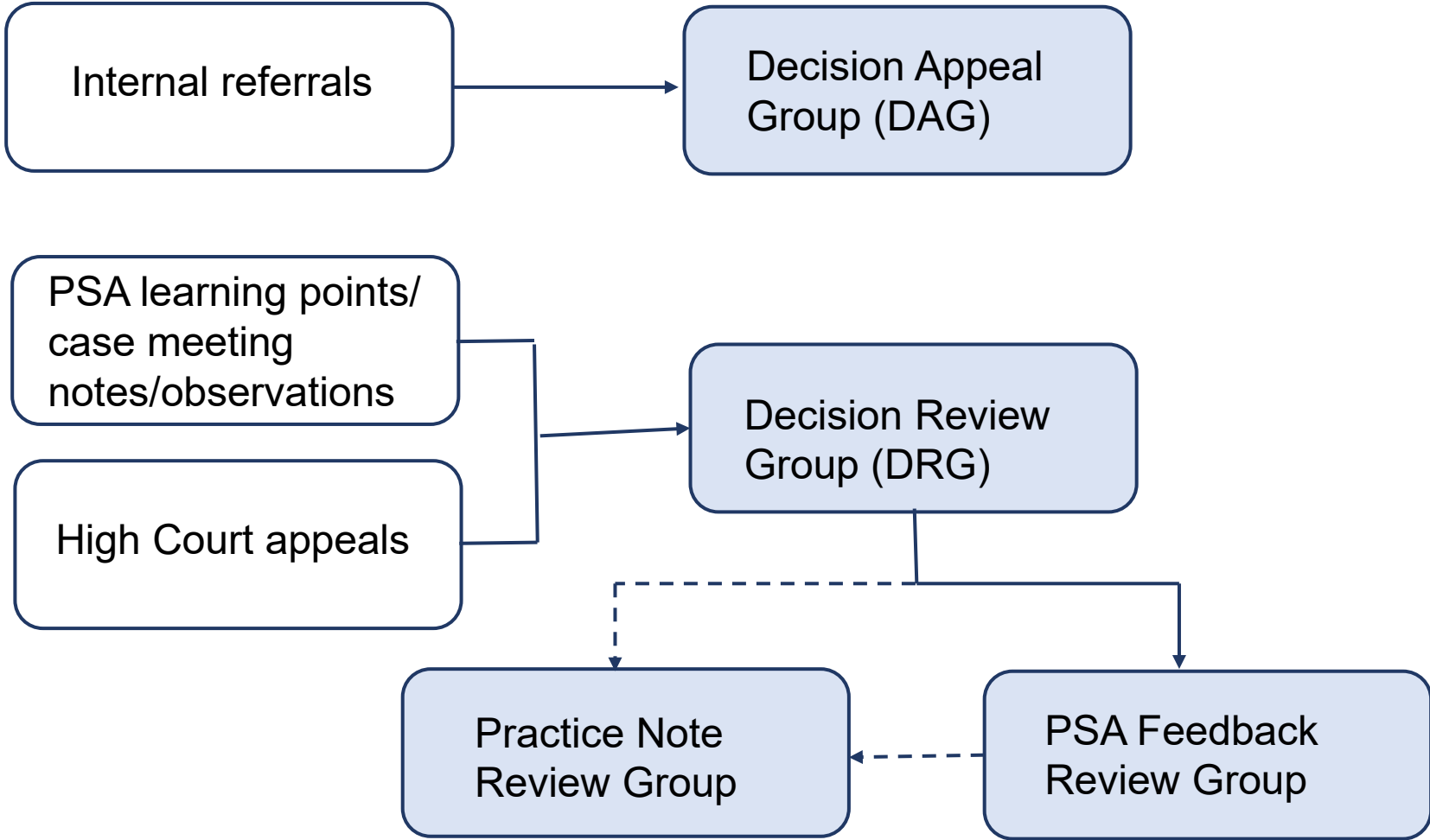
FTP partners

- Panel Chairs 35 – oversee independent panels considering fitness to practise allegations
- Panel Members 228 – consider information and evidence deciding on registrants' fitness to practise
- ICP Chair 14 – legally qualified and determine cases on behalf of the Investigation Committee Panel
- Legal Assessors 55 – legally qualified professionals who advise fitness to practise panels on questions of law

Fitness to practise – quality assurance measures

Measure	KPI 2 - S.29 appeals and learning points				Period	Nov 22
What it tells us	This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their S29 powers and the number of new PSA s29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.					
Reporting period commentary	<p>In July, we received notification that the PSA had applied to the High Court to appeal a final hearing decision. This matter is still at an early stage of the appeal process.</p> <p>Last quarter we received three learning points from the PSA in their quarter end digest. We did not receive any formal learning point letters from PSA. In this quarter to date we have not received any learning points from the PSA. PSA issue learning points to highlight areas for improvement in the quality of final hearing decisions. This is the lowest number of learning points we have received in a quarter. Improving the quality of our final hearing decisions has been a key element of our improvement programme.</p>					
2022-23		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	
S.29 Appeals	Number	0	1	0 - provisional		
PSA Learning Points	Number	11	3	0 - provisional		
2021-22		Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	
S.29 Appeals	Number	1	0	0	0	
PSA Learning Points	Number	10	5	7	7	

Fitness to practise – quality assurance measures



Fitness to practise – quality assurance measures

Example

May 2022 – developed e-learning for Panel Chairs, following PSA learning points and appeals

- Level of detail at sanctions stage
- Reference at the impairment stage to public interest in relation to a practitioner being able to offer services
- Assessment of dishonesty
- Reasons for public and person components at impairment stage

No further concerns from PSA relating to these points

Fitness to practise – quality assurance measures

Example

Following a referral, the DRG identified a need for development around the way in which Panels addressed the public component element of impairment in written decisions.

Direct feedback was provided to the Panel and Legal Assessor, and the example used in the Partner newsletter as a case study. Changes were also made to the Impairment Practice Note.

Registration



- Registration Assessors
- Registration CPD Assessors
- Appeals Panel Members
- Appeals Panel Chairs

Registration partners

- Registration Assessors 160 – assess applications from applicants who have completed professional training and practised outside the UK
- Registration CPD Assessors 71 – assess registrant CPD profiles against HCPC standards
- Registration Appeals Panel Members 17 – oversee appeals regarding admittance to the register, renewal and removal from the register
- Registration Appeals Panel Chairs 2 (plus 3 trained in March) – Council Members who don't sit on any other statutory committee

Registration – quality assurance measures

- Decision-making frameworks used by Registration Assessors and Registration CPD Assessors as part of guidance through assessment activities
- Template feedback documents used to capture partner feedback from assessors, appeals panel members and chairs in a structured way against standards / requirements
- Team members facilitate the international, CPD and appeals processes, including giving advice on the application of standards, to ensure we apply our standards and processes in a consistent way
- Requirements through internal process guidance to work with partners to ensure they understand our asks
- Registration and Registration CPD Assessor decisions reviewed by international and CPD registration team members to maintain consistency

Registration – quality assurance measures

- Previous international assessment data utilised to check 'reject' decisions from Registration Assessors to ensure this is consistent with previous assessment decisions
- Internal process performance standards are monitored to ensure Registration and Registration CPD Assessors provide the Executive with assessment recommendations within 10 working days
- Face to face tests of competency undertaken by two Registration Assessors where the appropriate skills and knowledge, to meet the standards of proficiency, are not demonstrated within the international application

Registration – quality assurance measures

- Registration Appeal Hearing Evaluation and Feedback form can be completed by any member of the panel. Any feedback received is logged and acted upon (if needed)
- Registration Appeal decisions are drafted by a Legal Assessor, a lawyer who gives advice on matters of law and procedure and is independent from the Registration Appeal Panel
- All partners work in pairs to undertake CPD and international assessments, to provide recommendations to the registration team

Unified Assurance Framework

- The Unified Assurance Framework is the overview of assurance across the entire of the HCPC, reported quarterly to ARAC. As a part of this framework, quality controls and risk mitigations are assessed for every department, across three “lines of assurance”.
- The Partners Function has improved from Low/Medium assurance in Q1 2023/24 to Medium over the last two quarters. This reflects that there are controls and mitigations in place but there are still some gaps or improvements to be made:

Function	Q1	Q2	Q3
Partners	M/L	Med	Med

- **Partner Decisions are monitored separately by the three regulatory areas. All “1st line” activity highlighted today adds to the level of assurance we have in our partner decisions.**
- In addition to this assurance activity, the QA team provides regular “2nd line” assurance to key decision points, prioritised based on risk and performance.
- **Some examples of 2nd line assurance activity are:**

ICP Decisions

- Regular QA audit
- Most recent audit outcome: 2022 – **High/Medium**

CPD assessment decisions

- Regular QA audit
- Most recent audit outcome: 2021 – **High/Medium**

Registration Appeals

- Regular QA audit
- Most recent audit outcome: 2021 – **Medium**

2023/24 QA Activity

- IO Decisions
- Registration assessment decisions (Int)

Partner Review Project

The HCPC has commissioned PWC to conduct a review of our partner model. We are currently holding workshops with internal stakeholders asking them to consider the following:

- . What are the biggest Partner related challenges we are facing?
- . What are the risks associated with these challenges?
- . Where are there opportunities for quick wins?

Over a period of seven weeks PwC will work closely with teams to:

- Review the current state
- Co-design how HCPC can work with Partners in the future
- Produce an options appraisal to assess the pros and cons of relevant approaches