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## Partner Report - Quarter 4 2023-2024

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### Executive Summary

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. Partners will be making decisions in relation to fitness to practise, registration, education and continuing professional development, or providing legal expertise and advice to the decision-makers.

This is the operational partner report for Quarter 4 2023-24, which includes:

- Measuring performance – KPIs
- Partner establishment
- Partner recruitment
- Exit survey feedback
- Partner training
- Partner review
- Partner costs
- Partner risks

The main risk to highlight in this report is that we have experienced an increase in resignations during the last three quarters which has pushed our turnover rate to 8% (YTD).

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Previous consideration	This report was discussed at ELT on 29 May 2024. The previous report can be found here: <a href="#">Q3 Report</a>
Decision	The Committee is asked to note the report.
Next steps	Continue with projects resulting from the PwC report and other changes to legal requirements.
Strategic priority	Strategic objective 1 – Continuously improve and innovate
Financial and resource implications	None – all activities are accounted for in the current budget.

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EDI impact  
and Welsh  
Language  
Standards

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We continue to work with the EDI Strategic Lead to improve the quality of the EDI data we hold about our partners.

Author

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Executive  
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# Partner Q4 2023-24 Report

## About Partners

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.

## Report summary

2. 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

## Measuring performance – KPIs

### *Recruitment*

3. We ran a total of three recruitment campaigns in Q4. We achieved our target of filling 100% of lay vacancies for the panel chair campaign. Two campaigns are at interview stage and further information is included in paragraph 10 below.

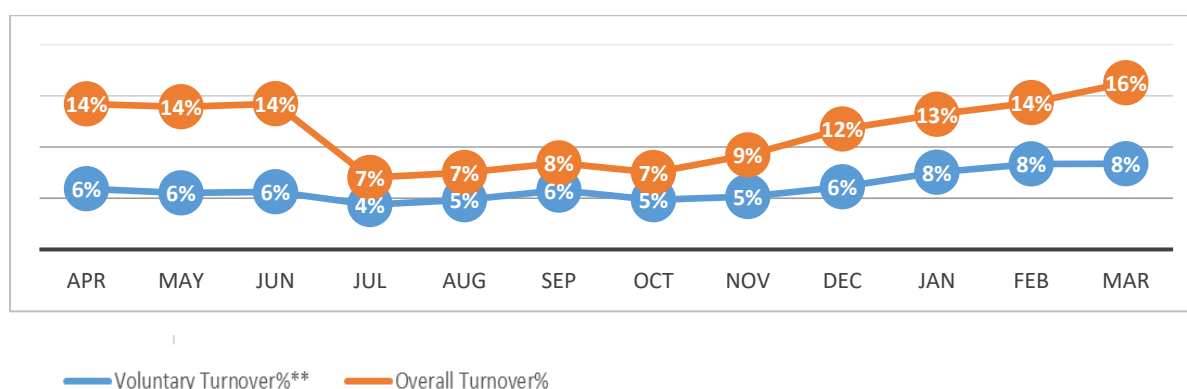
Q4 Campaign	Vacancy	Applicants	Interviews	Appointed	KPI achieved
Panel Chair	10-15	141	45	14	100%

### *Turnover*

4. Voluntary resignations have increased in Q4. 18 partners decided to voluntarily resign from their role. This is the third quarter in a row where we have seen an

upward trend in voluntary resignations, and we have reached the upper limit of our performance KPI (8%). The main reasons for resignation were (other) work commitments, retirement and dissatisfaction with the new record of assessment in registration (which was introduced in January 2024, following a pilot and training of partners, to improve the quality and consistency of how partners record their recommendations and supporting evidence).

5. A number of partner contracts (16) were terminated due to non-compliance with partner training requirements during the last two quarters of 2023-24 which has impacted the overall turnover.
6. 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 continue to achieve.



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Voluntary Resignations	1	2	1	1	3	10	9	2	6	9	6	3	53
8-year rule	0	0	0	15	0	0	0	5	10	0	3	0	33
Terminations*	0	0	0	1	0	0	0	4	0	0	0	12	17
Total Leavers (Vol & Comp)	1	2	1	17	3	10	9	11	16	9	9	15	103
Recruited partners	27	0	0	3	0	1	16	8	0	8	0	14	77
<b>Total Number of Partners</b>	654	652	651	637	637	630	639	636	621	620	611	613	633
<b>Voluntary Turnover%**</b>	6%	6%	6%	4%	5%	6%	5%	5%	6%	8%	8%	8%	8%
<b>Overall Turnover%</b>	14%	14%	14%	7%	7%	8%	7%	9%	12%	13%	14%	16%	16%

\* 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. resign from one role or add an additional partner role).

## Partner establishment

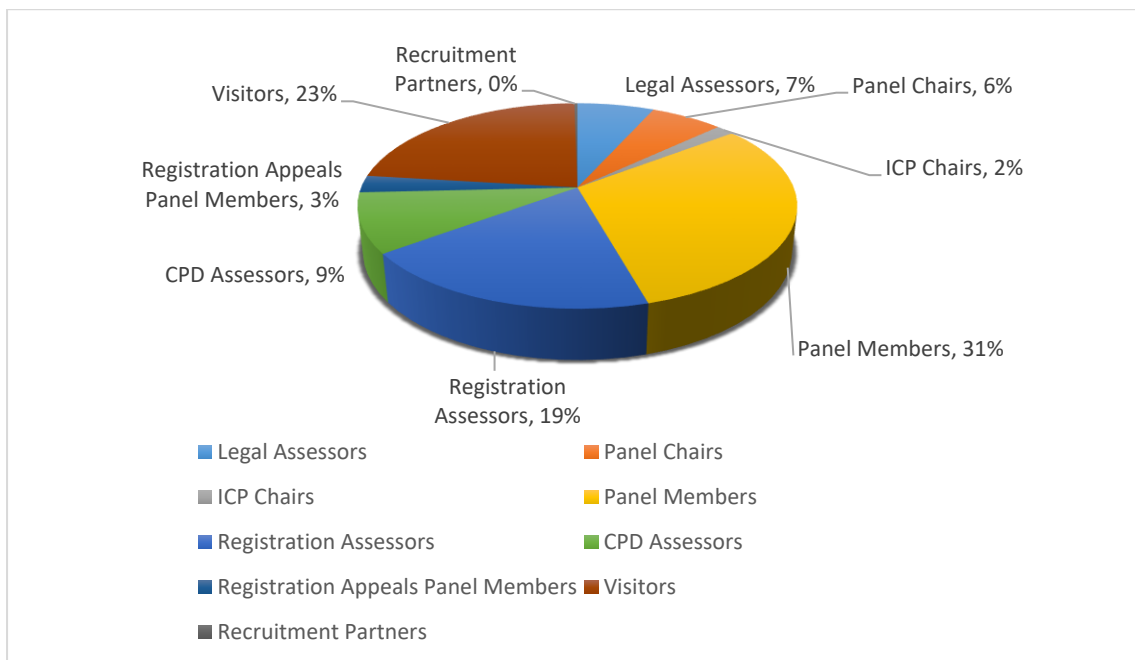
7. At the time of writing, we had 613 partners in 745 roles, which means we had a decrease in comparison to the last quarter.

Department	Role	Total	Difference last quarter
Fitness to Practise	Legal Assessors	50	-2
	Panel Chairs	47	+14
	Investigating Committee Panel (ICP) Chairs	12	-1
	Panel Members	231	-10
Registration	Registration Assessors	143	-12
	CPD Assessors	70	+/-0
	Registration Appeals Panel Members (RAPM)	20	+/-0
Education	Visitors	170	-11
Recruitment	Recruitment Partners	2	+/-0
<b>Total</b>		<b>745</b>	<b>-12</b>

8. As per PRC's request, 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). We encourage current partners to apply for other partner roles as they generally have a good understanding of our regulatory function.

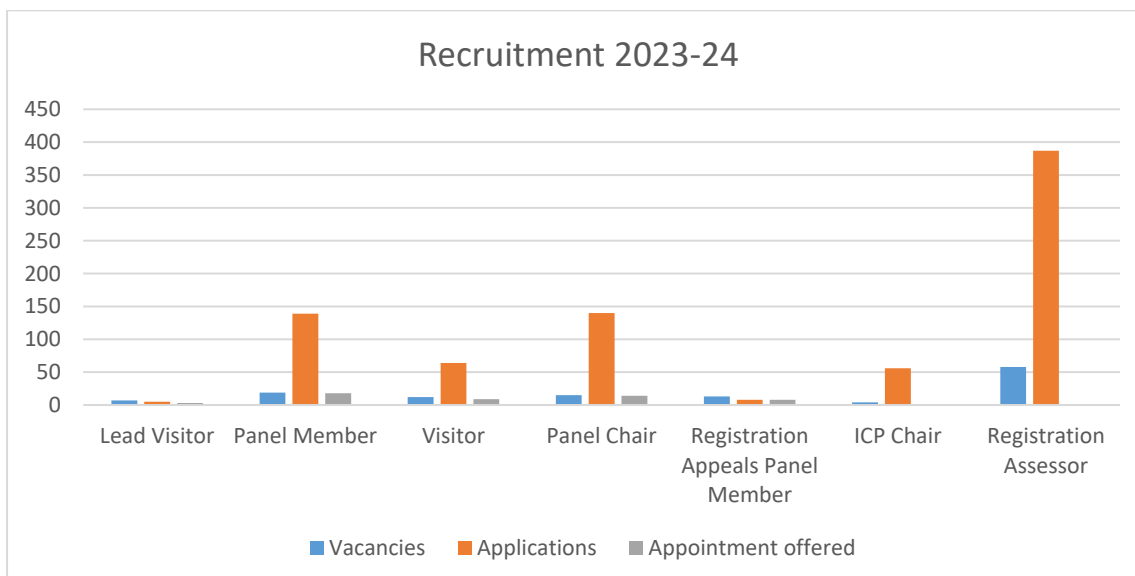
Number of Roles	Number of Partners	Percentage
1	494	80.58%
2	108	17.62%
3	9	1.47%
4	2	0.33%

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



### Partner recruitment

10. We are currently at interview stage for registration assessors and ICP chairs.
11. We are live with the visitor campaign for the Education department.
12. The chart below shows that external recruitment campaigns have been more effective in comparison to internal campaigns (lead visitor and Registration Appeals Panel Members only).



13. The table below provides an overview of the recruitment conducted during Q4 which highlights a record number of applications for the registration assessor campaign.

Role	Number required	Applications received	Appointed
Panel Chair	10-15	141	14
ICP Chair	4	56	tbc
Registration assessor	58	387	tbc

14. We have been using numerous channels to promote the registration assessor campaign and worked closely with professional bodies. Social media and direct communication have been the most successful way to attract candidates during this campaign.

Advertising channel	Number	Percentage
Direct Correspondence from the HCPC	150	38.8%
HCPC Website	41	10.6%
Other	67	17.3%
Social Media	96	24.8%
Word of Mouth	33	8.5%

### Exit survey feedback

15. We have received 71 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.
16. The main reason for the most recent leavers were personal reasons such as an increase in other work commitments or retirement, but a number of partners were commenting on the low fee payments and expressed their dissatisfaction with the introduction of the new record of assessment (ROA).
17. Feedback received on the implementation of the ROA had been considered and reflected on to minimise the impact of resignations during the introduction of the new CPD assessment form.

### Partner training

18. The following training has been provided in Q4:

Role	Ind/Ref	Date	Attended
Registration appeals panel member	Induction	January 2024	8
Panel chair	Induction	March 2024	14
<b>Total number of partners trained in Q4 (virtually)</b>			<b>22</b>

## Partner review

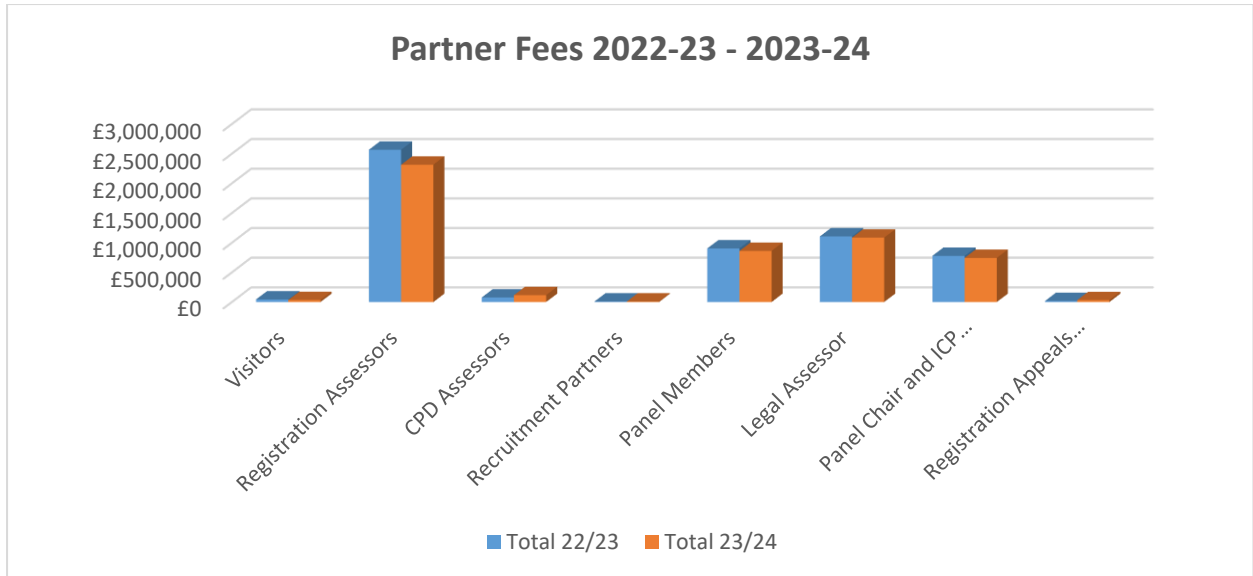
19. We continue to work closely with the Quality Assurance team to implement quality statements and performance measures for partners across all roles. We developed a project plan for the introduction of the new CPD assessment form.
20. In April 2024 we contacted all current CPD assessors and asked for volunteers to test and feedback on the new form. Nearly 50% of partners volunteered and we will start the pilot gathering their feedback shortly.

## Partner costs

21. Partner costs (fees) for the financial year 2023-24 for partner activity was **£5,196,563** (in comparison 2022-23 was £5,499,955) and breaks down as shown in the table below.

Partner Role	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total YTD
Visitors	£5,424	£14,294	£9,064	£5,019	£33,801
Registration Assessors	£575,804	£1,042,302	£274,126	£365,064	£2,257,296
Test of Competence	£13,390	£14,523	£16,274	£13,802	£57,989
CPD Assessors	£12,520	£21,640	£59,280	£22,960	£116,400
Recruitment Partners	£2,266	£2,060	£2,188	£2,289	£8,803
Panel Members	£213,725	£211,574	£224,712	£211,459	£861,470
Legal Assessor	£271,805	£264,663	£281,941	£266,736	£1,085,145
Panel Chair and ICP Chairs	£184,440	£183,048	£192,415	£183,947	£743,850
Registration Appeals Panel Members	£8,342	£4,289	£10,557	£8,621	£31,809
<b>Total</b>	<b>£1,287,716</b>	<b>£1,758,394</b>	<b>£1,070,557</b>	<b>£1,079,897</b>	<b>£5,196,563</b>
<b>Percentage</b>	<b>24.8%</b>	<b>33.8%</b>	<b>20.6%</b>	<b>20.8%</b>	<b>100%</b>





## Partner risks

22. We currently have identified the following concerns and risks:

- a) We have experienced an increase in resignations during the last three quarters which has pushed our turnover rate to 8% (YTD).
  - i. We have mitigated the impact on the business by conducting a larger than planned recruitment campaign for registration assessors and received a record number of applications. We anticipate to fully mitigate the organisational risk through this campaign.
  - ii. In collaboration with the Quality Assurance team, we are mitigating the risk of resignations from CPD assessors by engaging with partners and actively involving them in the process from the start.