

## Partner Report – Q4 2022-23

### 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.

Our Partner team consists of two members of staff: the Partner Project Lead and one Partner Officer. They ensure the recruitment, appointment and retention of a sufficient pool of Partners in each role to deliver our forecasted regulatory business.

This is the partner report for Q4 2022-23, which includes:

- KPIs and performance measures
- Turnover and exit feedback
- Overview of current partner establishment
- Partner recruitment and training
- Partner review
- Partner engagement
- Partner cost

**Previous consideration** This is a standing report presented to ELT and to the Committee. The previous report can be found on the HCPC website here: [Q3 report](#)

**Decision** The Committee is asked to note and discuss the report.

**Next steps** Identify and launch 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 (except budget and resources to work with PwC)
EDI impact	We are working with the EDI Strategic Lead to improve our ability obtain and analyse diversity data relating to our recruitment and pool of Partners
Author	Uta Pollmann, Partner Project Lead <a href="mailto:Uta.Pollmann@hcpc-uk.org">Uta.Pollmann@hcpc-uk.org</a>
Sponsor	Claire Amor, Executive Director of Governance Assurance & Planning <a href="mailto:Claire.Amor@hcpc-uk.org">Claire.Amor@hcpc-uk.org</a>

# Partner 2022-23 Q4 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, 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. KPIs and performance measures
  - b. Turnover and exit feedback
  - c. Overview of current partner establishment
  - d. Partner recruitment and training
  - e. Partner review
  - f. Partner engagement
  - g. Partner pool comparison to registrant pool (PHs and PYLs)
  - h. Partner cost

## Measuring performance – KPIs

3. We introduced KPIs in the 2022-23 Q3 Report but I have used these measures and applied them to the year 2022-23 below (point 4. onwards).
  - a. Appoint 100% of number of lay and legal partners including panel chairs required by the business
  - b. Appoint at least 80% of number of registrant partners required by the business
  - c. Annual review of training delivery with a target of 100% for induction training and 95% for refresher training for current partners
  - d. Retention and turnover: aim for no more than 8% of voluntary turnover

## Recruitment

4. We ran a total of 20 recruitment campaigns in 2022-23 and achieved our target of filling 100% of lay vacancies and at least 80% of registrant vacancies. We encountered some issues with smaller professions such as Hearing Aid

Dispensers, Art Therapists and Orthoptists when recruiting for Education Visitors.

Campaign (role)	Profession	Vacancies	Appointed	KPI achieved
Registrant	Total	52	59	83%
Lay	Total	9	15	100%

### Induction Training

- A small number of appointed candidates had to postpone their induction training due to personal reasons. They will join the next available induction training in their appointed role before they can commence their services.

Induction Training	Appointed	Trained	KPI achieved
<b>Total</b>	<b>111</b>	<b>107</b>	<b>97%</b>

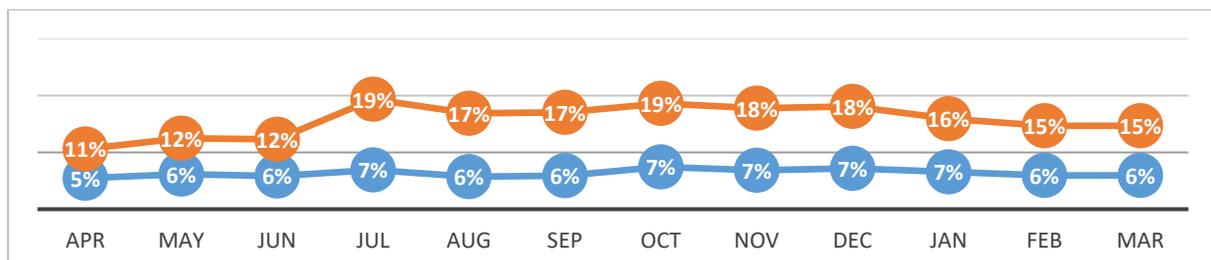
### Refresher Training

- We missed our target of 95% by a small margin. The two areas which had the lowest refresher training attendance were legal assessors (87%) and ICP Chairs (82%). It is worth noting that the cohort of ICP chairs is relatively small (11 partners in 2022-23). These partner groups have now been targeted for the upcoming training in July and a decision has been made that they will no longer be allowed to provide services if they fail to attend again.

Refresher Training	Invited	Trained	KPI achieved
<b>Total</b>	<b>224</b>	<b>209</b>	<b>93%</b>

### Turnover

- Voluntary resignations have seen a decrease in Q4. Only four partners decided to voluntarily resign from their role (down from 15 in Q3). The main reasons for resignation were (other) work commitments.
- 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.



Voluntary Turnover%\*\* Overall Turnover%

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Voluntary Resignations	3	2	1	8	1	4	10	3	2	0	1	3	38
8-year rule	0	0	0	54	0	0	0	0	0	0	0	0	54
Terminations	0	0	1	0	0	0	0	0	0	0	1	1	3
Total Leavers (Vol & Comp)	3	1	2	61	2	4	10	3	2	0	2	4	88
Recruited partners	10	19	29	32	0	17	11	0	0	0	4	0	118
<b>Total Number of Partners</b>	642	658	655	635	633	644	640	636	634	634	636	632	640
<b>Voluntary Turnover%</b>	5%	6%	6%	7%	6%	6%	7%	7%	7%	7%	6%	6%	6%
<b>Overall Turnover%</b>	11%	12%	12%	19%	17%	17%	19%	18%	18%	16%	15%	15%	14%

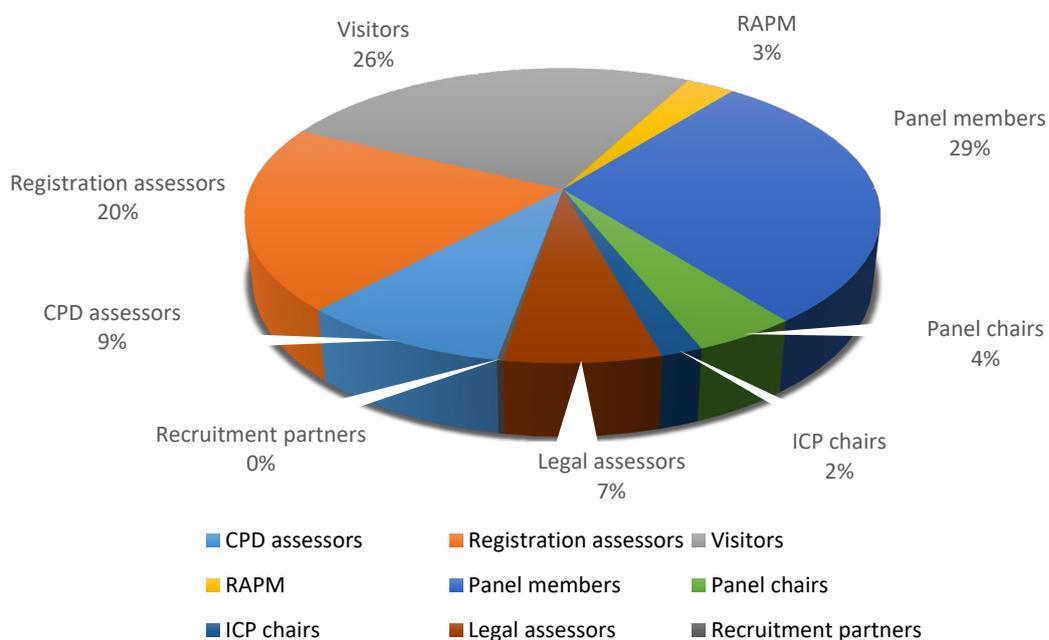
Information does not capture those Partners with multiple roles who move from one role to another or those who leave one role only or leave multiple roles at once.  
 Normal range for voluntary turnover is between 0-8%  
 YTD = Year to date

## Partner establishment

10. At the time of writing, we have 632 partners in 785 roles, which is nearly identical to the last quarter.

Department	Role	Total	Difference from last quarter
Fitness to Practise	Legal Assessors	53	-2
	Panel Chairs	35	+/- 0
	Investigating Committee Chairs	14	+4
	Panel Members	227	-2
Registration	Registration Assessors	160	+/-0
	CPD Assessors	71	+/-0
	Registration Appeal Panel Members	23	+6
Education	Visitors	200	-2
Recruitment	Recruitment Partners	2	+/- 0
<b>Total</b>		<b>785</b>	<b>+4</b>

11. The chart below shows the distribution of Partners across all roles.



### Recruitment activity

12. We have seen a slight increase in recruitment activities in Q4.



13. The table below provides an overview of the recruitment conducted during Q4.

Role	Number required	Applications received	Appointed
RAPM (internal only)	6	12	6
Registrant panel member	25	167 (6 withdrawn)	27 (interviews in Q1 23/24)

## Diversity

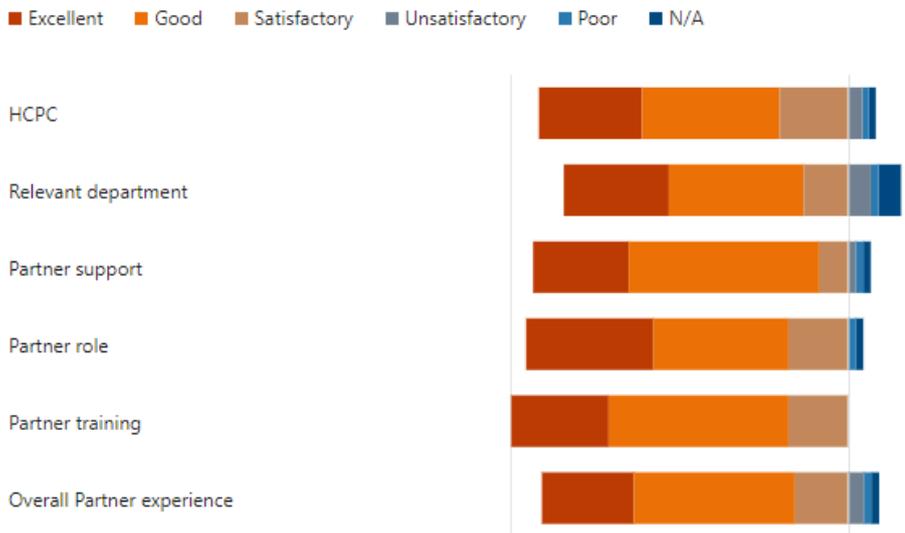
14. The Registration Appeals Panel Member campaign was an internal campaign, recruiting from our current pool. The campaign's diversity profile was analysed and showed that we had a high number of younger applicants with 39% of all candidates being 39 or below. The best performing candidates were those in the age bracket 40-49 and 60-69.
15. 65% of all applicants were female and 70% of those who were successful were female. The trend of female applicants performing better at interview stage continues despite a more gender mixed interview panel to prevent positive discrimination.
16. None of the candidates who identified as Asian were appointed with most of them not reaching interview stage. Of those who identified as Black only four candidates made it to interview stage, out of these two were appointed. It is important to note that all applications are fully anonymised and that shortlisters are not aware of any protected characteristics.
17. All successful candidates confirmed their religious beliefs either as no religion or Christian. The number of applicants from other religions were relatively small (less than 10%).

## Exit feedback

18. We have received 49 responses since the launch of the exit feedback survey in April 2022. We will continue to capture this data and use it to inform and improve our ways of working with Partners.
19. The main reason for the most recent leavers was that they came to the end of their 8-year term. They all commented that they would have liked to stay longer and that they really enjoyed their role.

5. How would you rate your experience of the following?

[More Details](#)



### Partner training

20. The following training has been provided in Q4:

Role	Ind/Ref	Date	Attendees
ICP Chair	Induction	01/02/2023	4
Registration Assessor	Refresher	15/03/2023	22
Registration Appeals Panel Member	Induction	16/03/2023	9
Registration Assessor	Refresher	17/03/2023	23
Registration Assessor	Refresher	22/03/2023	25

### Partner review

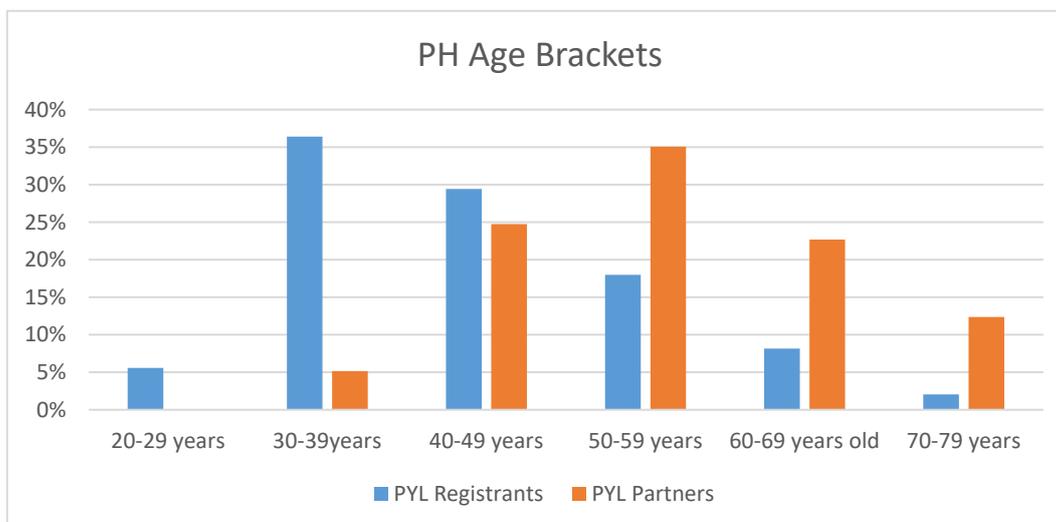
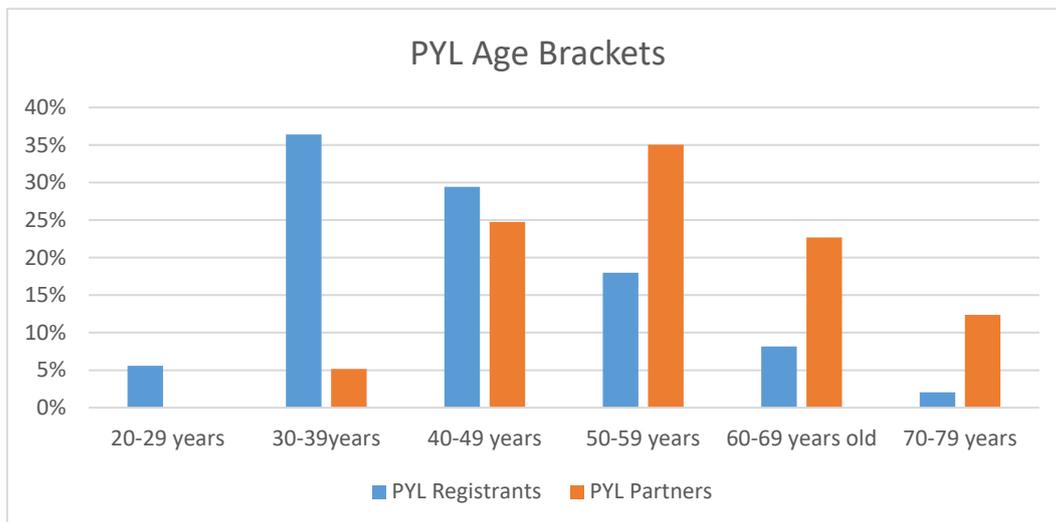
- In February 2023 the HCPC instructed PwC to conduct a review into the services partners provide. The purpose of the review was to set out future state recommendations and to identify improvement opportunities. During the review, PwC collaborated closely with the Partner Project Lead and various stakeholder groups, taking insights from the current state assessment, external examples, and direct feedback from current partners. The review provided PwC with the necessary understanding of our current state and helped to define priority areas for the future.
- Going forward the Partner Project Lead is working with the HCPC’s Business Change team to form a programme of projects to review, optimise and implement the recommendations made by PwC. The final report will be presented to the executive leadership team shortly and we are planning to hold a workshop for the People and Resources Committee in July.

## Partner engagement

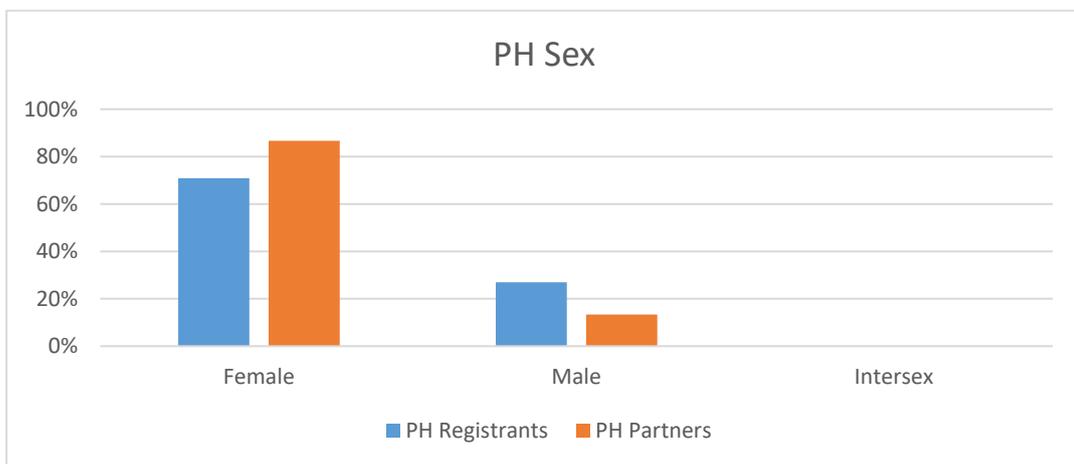
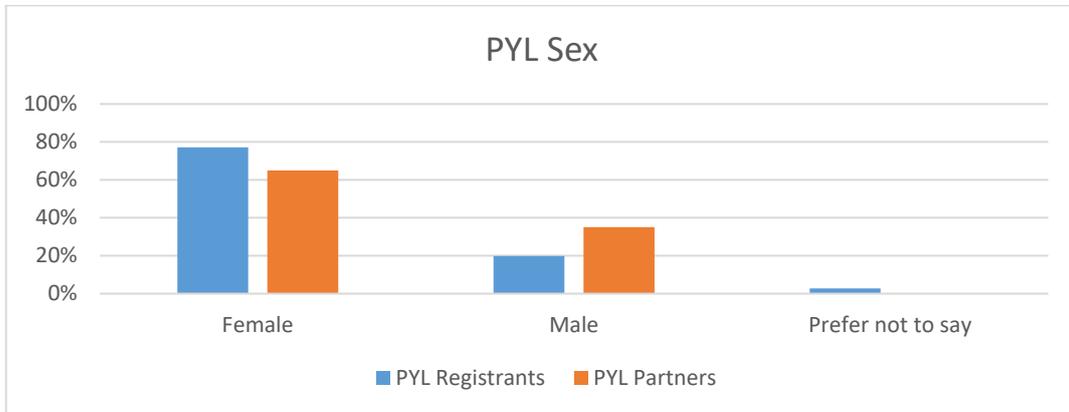
23. The partner team, in collaboration with the communication team, has updated the user journey on the partner pages of the HCPC website. After the review of the content this subsequent review ensures that information is easily accessible.

## Partner pool comparison to registrant pool

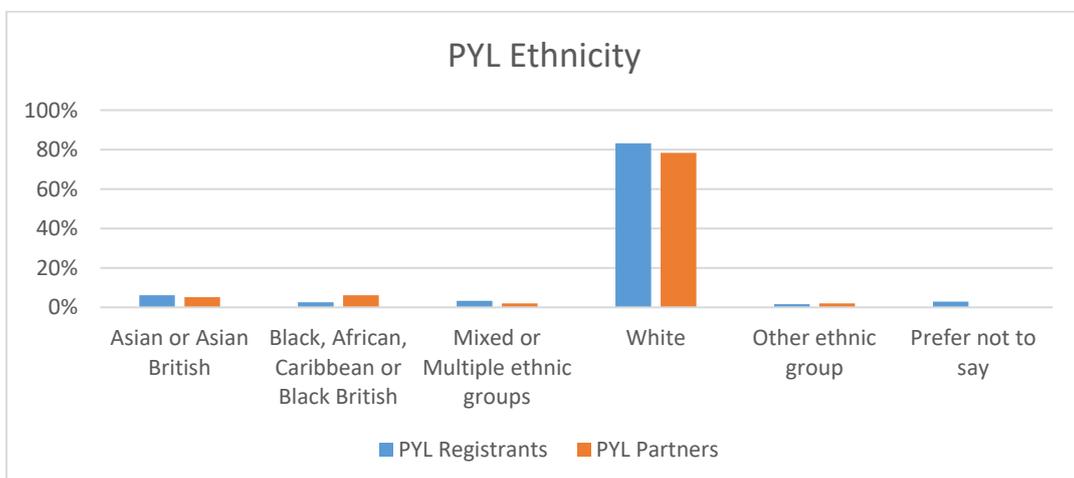
24. We hold 90% of EDI data for psychologists (PSY) and 74% for physiotherapists (PH). This has allowed us to undertake further comparison of our registrant pool from these professions to our partner pool. We have 50 PHs in 60 roles and 67 PYLs in 97 roles (many of these due to dual modalities).
25. The analysis shows that our partner pool overall closely reflects the diversity of the profession in many areas. We do differ in the age brackets which considering the experience and skill set we expect from partners is not surprising.

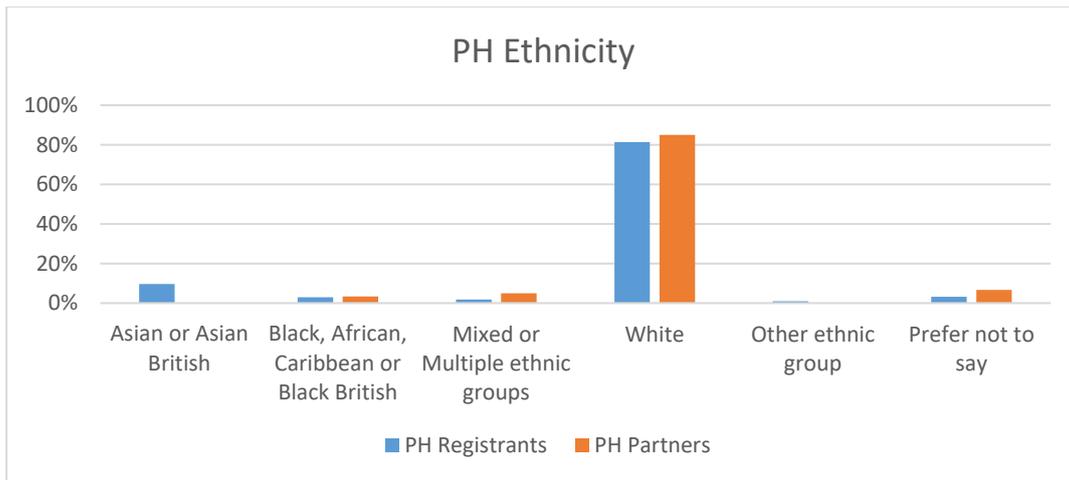


26. The below charts identify that we have slightly more female psychologists, but slightly more male physiotherapists in comparison to the registrant pool. Both professions show a similar profile for ethnicities when compared to the registrant pool.



27. The below charts show that overall the ethnic background of our partner pool reflects the registrant pool with the exception that we currently have no physiotherapists who identify as Asian in the partner pool.





## Partner cost

28. Partner cost (fees) for the financial year 2022-23 (Q1-4) for Partner activity was **£5,499,955** and breaks down as follows.

Partner role	Year to date total costs (Q1-4)
CPD Assessor	£76,460
Legal Assessor	£1106,237
Panel Chair	£778,560 (incl ICP chairs)
Panel member	£903,496
Recruitment Partner	£8,343
Reg Appeals Panel Member	£17,444
Reg Assessor	£2,566,018
Visitors	£43,398
<b>Total</b>	<b>£5,499,955</b>