

## Executive Leadership Team

<b>Meeting Date</b>	12 March 2026
<b>Title</b>	Partner Q3 Report
<b>Author(s)</b>	Uta Pollmann, Partner Project Lead
<b>Executive Sponsor</b>	Claire Amor, Executive Director of Corporate Affairs
<b>Executive Summary</b>	
<p>This is the operational partner report for Q3 2025-26.</p> <p>The Committee is asked to review the report.</p>	
<b>Action required</b>	The Committee is asked to review the information provided and seek clarification on any areas.
<b>Previous consideration</b>	Not applicable
<b>Next steps</b>	The previous report can be found here: <a href="#">Q2 Report</a> .
<b>Financial and resource implications</b>	None
<b>Associated strategic priority/priorities</b>	Continuously improve and innovate
<b>Associated strategic risk(s)</b>	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public
<b>Risk appetite</b>	People - open
<b>Communication and engagement</b>	Not applicable

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<b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>	An equality diversity and inclusion (EDI) report was presented to the People and Resources Committee (PRC) last year and will be repeated on an annual basis.
<b>Other impact assessments</b>	N/A.
<b>Reason for consideration in the private session of the meeting (if applicable)</b>	Not applicable

## Partner Report - Quarter 3 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 – key performance indicators (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

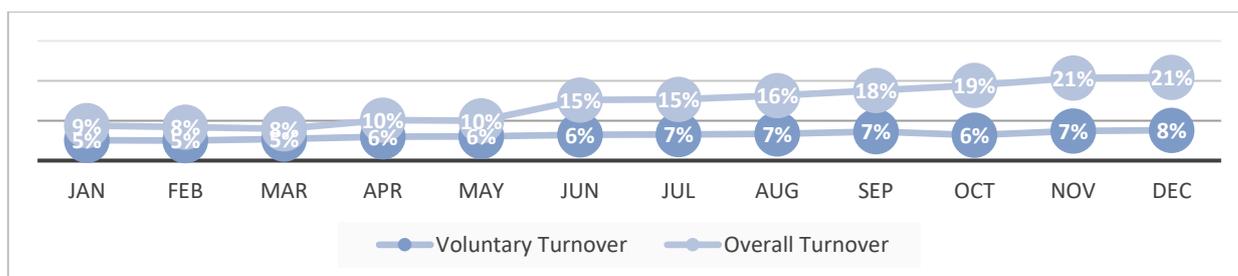
We went live with two new recruitment campaigns in Q3. The panel chair and legal assessor campaigns received 220 applications in total.

Q3 campaigns	Vacancies	Applicants	Interviews	Appointed	KPI <sup>1</sup>
Legal assessors	15	94	58 (in Q4)	15 (in Q4)	100%
Investigating committee panel (ICP) chair	5	126	25 – round 1 15 – round 2 (in Q4)	5 (in Q4)	100%

#### 3.2 Turnover

Voluntary resignations saw a small decrease during Q3. Resignations decreased to 10 from 14 in the previous quarter. The main reasons for resignation were other work commitments and dissatisfaction with work conditions (e.g. new record of assessment (ROA)). One partner left the United Kingdom and moved abroad. We have terminated five partners due to not signing/returning the new partner services agreement. 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 this quarter.

<sup>1</sup> KPI 80% for registrant roles and 100% for lay and legal roles



Partner turnover	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Voluntary Resignations	4	6	6	5	2	5	8	1	5	0	8	2	52
8-year rule	0	0	7	14	0	33	0	0	7	15	0	0	54
Terminations*	0	1	0	1	0	0	0	6	2	0	5	0	8
Total Leavers (Vol & Comp)	4	7	13	20	2	38	8	7	14	15	13	2	99
Recruited partners	17	0	27	17	9	9	10	35	0	10	0	0	134
<b>Total Number of Partners</b>	700	694	699	696	694	673	671	699	682	675	662	660	684
<b>Voluntary Turnover</b>	5%	5%	5%	6%	6%	6%	7%	7%	7%	6%	7%	8%	8%
<b>Overall Turnover</b>	9%	8%	8%	10%	10%	15%	15%	16%	18%	19%	21%	21%	14%

\* Terminations include temporary contracts and changes to partner role

\*\* Normal range for voluntary turnover is  $\leq 8\%$

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 654 partners in 817 roles. The number of partners has remained stable, but the number of partner roles have increased. We have ten partners who have taken up additional roles.

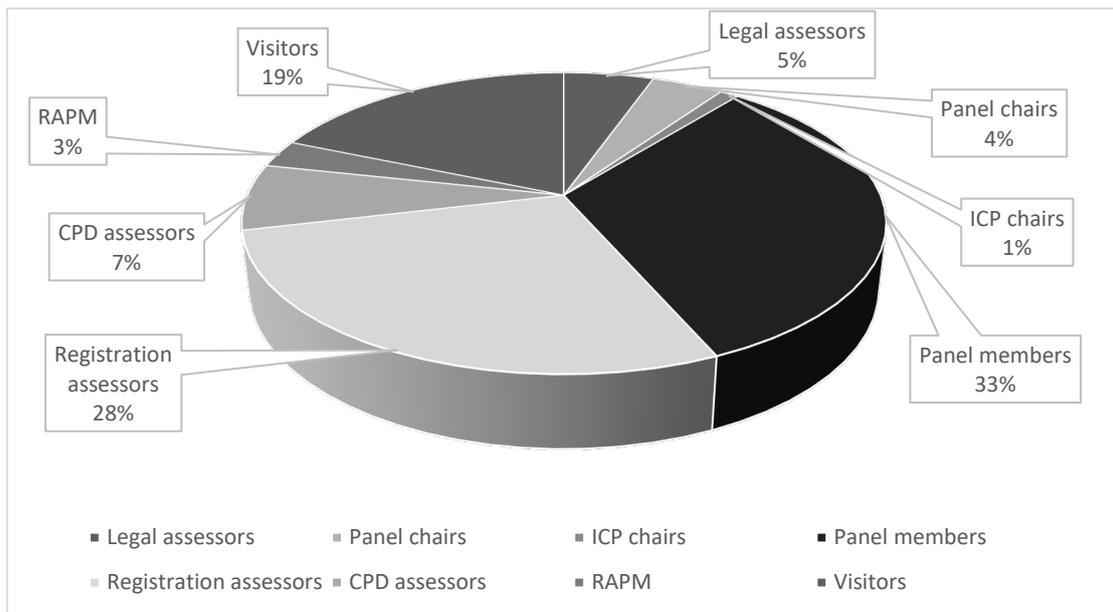
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	44	+/-0
	Panel chairs	35	+6
	Investigating Committee Panel (ICP) chairs	9	-4
	Panel members	266	-6
Registration	Registration assessors	227	-4
	CPD assessors	58	-3
	Registration appeals panel members (RAPM)	24	-3
Education	Visitors	152	-7
Recruitment	Recruitment partners	2	+/-0
<b>Total</b>		<b>817</b>	<b>-21</b>

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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).

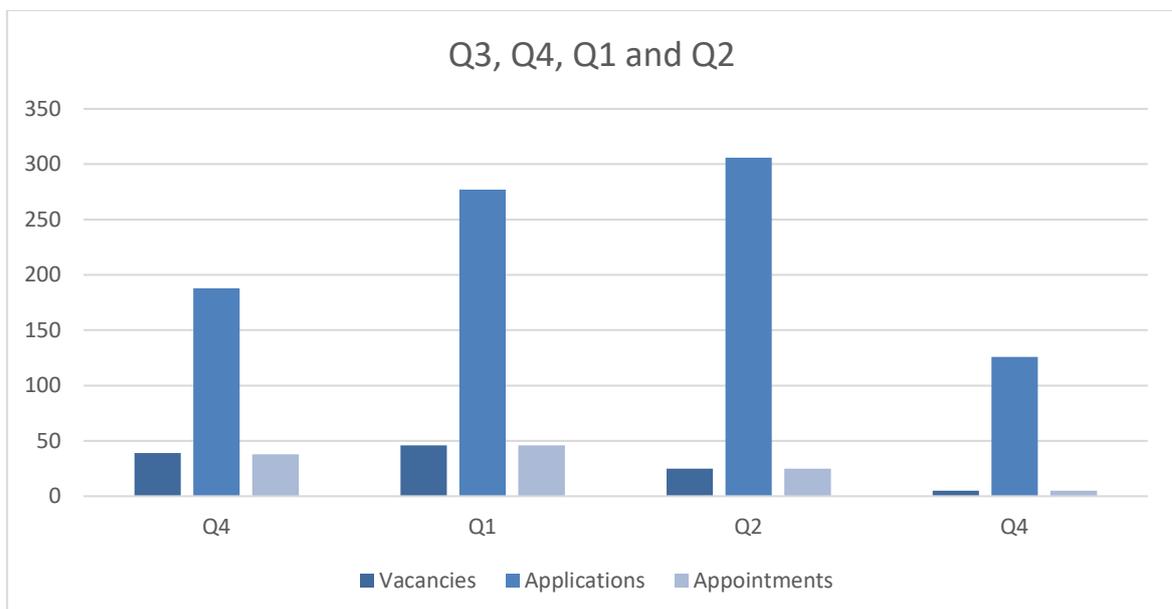
	Number of partners	Percentage
One partner role	507	78%
Multiple roles	147	22%

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



## 5. Partner recruitment

5.1 We were live with two recruitment campaigns in Q3 – panel chairs and legal assessors.



<b>Campaign (role)</b>	<b>Quarter</b>	<b>Vacancies</b>	<b>Applications</b>	<b>Appointments</b>
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	Q2	10	212	10
Legal assessors	Q2	15	94	15
ICP chairs	Q3	5	126	5
<b>Totals</b>		<b>115</b>	<b>897</b>	<b>94</b>

## 6. Exit survey feedback

- 6.1 We have received 123 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 The most recent feedback (eight responses in this quarter) provided some feedback on the lack of VAT paid to partners, general low pay, lack of face-to-face training and the new ROA being too complex. Other partners cited how much they enjoyed their partner role and the importance of protecting the public.

## 7. Partner training

- 7.1 We have provided training to ten partners during Q3 via Microsoft Teams and an eLearning module for 228 registration assessors was rolled out. A detailed breakdown can be found below.

<b>Role</b>	<b>Ind/Ref</b>	<b>Date</b>	<b>Attended</b>
Panel Chair	Induction	15/10/2025	10
Registration assessor	eLearning	19/11/2025	228

## 8. Partner cost

- 8.1 Partner cost (fees) remained consistent during Q3 in comparison to the previous quarter. Please note that previous data was year-to-date while the below data shows the individual amount per quarter.

Description	Q1	Q2	Q3	Total YTD
	£'000	£'000	£'000	£'000
FTP legal assessors	378	323	328	1,029
FTP panel members	297	261	264	822
FTP panel chairs	260	226	219	705
Registration assessors	158	127	91	376
CPD assessments	6	26	55	87
Test of competence	18	33	36	87
Registration appeals - legal assessors	8	10	0	18
Partner recruitment and training	1	3	8	12
Registration appeals panel member	5	7	0	12
Lead visitors/visitors	5	11	6	22
Partners cancellation fees	18	14	18	50
<b>Total</b>	<b>1,154</b>	<b>1,041</b>	<b>1,025</b>	<b>3,220</b>

## 9. Partner risks

- 9.1 We currently have identified the following concerns and risks:
- a. We continue to assess the impact of the legal decisions and are noting that the Court of Appeal will hear *Afshar v Addison Lee* in January 2027.
  - b. The new partner payroll system has been in place for three months and we continue to improve our pay data. There is a residual risk around the pay data from FTP coming through the Nexus system and further development will be deployed in February 2026 to address these issues.