

People and Resources Committee

Meeting Date	11 June 2026
Title	Partner Quarter 4 Report
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary	
<p>This is the operational partner report for Q4 2025-26.</p> <p>The Committee is asked to review the report.</p>	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	Not applicable
Next steps	The previous report can be found here: Q3 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

Item 10

Equality, diversity and inclusion (EDI) impact and Welsh language standards	A Partners EDI annual report has been submitted to the Committee for discussion at this meeting (June 2026).
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Partner Q4 2025-26 Report

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 costs
 - g. Partner risks

3. Measuring performance – KPIs

3.1 Recruitment

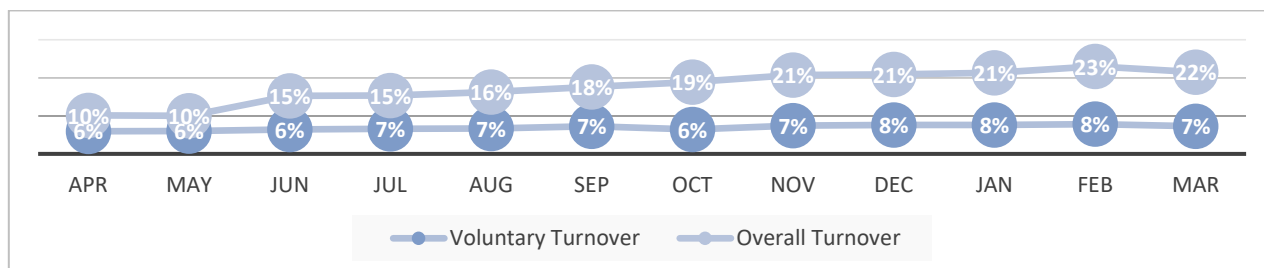
We went live with two new recruitment campaigns in Q4. We recruited continuing professional development (CPD) assessors from our current partner pool, but we went out externally for the various education roles as we have vacancies in 15 different roles, professions and modalities.

Q4 campaigns	Vacancies	Applicants	Interviews	Appointed	KPI¹
Legal assessors	15	94	58	15	100%
Investigating committee panel (ICP) chair	5	126	40	5	100%
CPD assessors (internal)	8	27	27	11	100%
Education (visitors, lead visitors and service user expert advisors)	29	177	TBC	TBC	TBC

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

3.2 Turnover

Voluntary resignations saw a small increase during Q4. Resignations increased from 10 to 13. The main reasons for resignation were other work commitments, de-registration and retirement. We have terminated four partners due to non-compliance with training requirements. 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.



Partner turnover	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Voluntary Resignations	5	2	5	8	1	5	0	8	2	4	7	2	49
8-year rule	14	0	33	0	0	7	15	0	0	2	7	0	78
Terminations*	1	0	0	0	6	2	0	5	0	0	4	0	18
Total Leavers (Vol & Comp)	20	2	38	8	7	14	15	13	2	6	18	2	145
Recruited partners	17	9	9	10	35	0	10	0	0	14	5	11	120
Total Number of Partners	696	694	673	671	699	682	675	662	660	668	655	655	674
Voluntary Turnover	6%	6%	6%	7%	7%	7%	6%	7%	8%	8%	8%	7%	7%
Overall Turnover	10%	10%	15%	15%	16%	18%	19%	21%	21%	21%	23%	22%	22%

* 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 656 partners in 833 roles. The number of partners has remained relatively stable, but the number of partner roles have increased. Twelve partners took on additional or new roles.

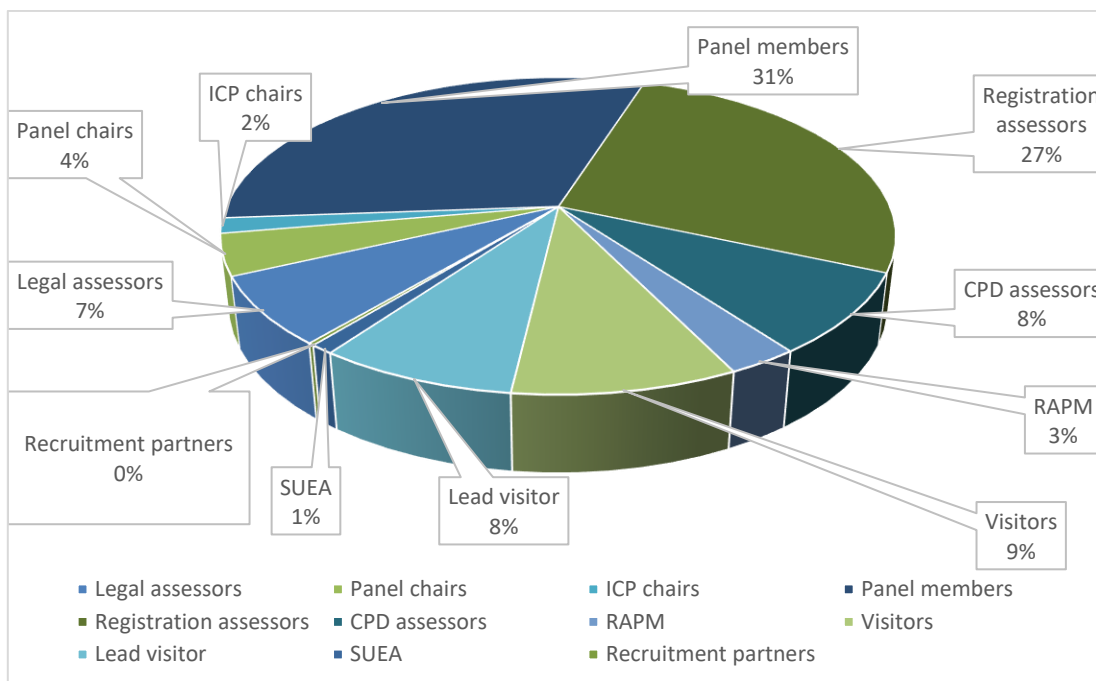
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	58	+14
	Panel chairs	35	+/-0
	Investigating Committee Panel (ICP) chairs	13	+4
	Panel members	259	-7
Registration	Registration assessors	222	-5
	CPD assessors	69	+11

Department	Role	Total	Difference last quarter
	Registration appeals panel members (RAPM)	24	+/-0
Education	Visitors	76	+/-0
	Lead visitor	67	+/-0
	Service user expert advisor (SUEA)	8	+/-0
Recruitment	Recruitment partners	2	+/-0
Total		833	+17

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).

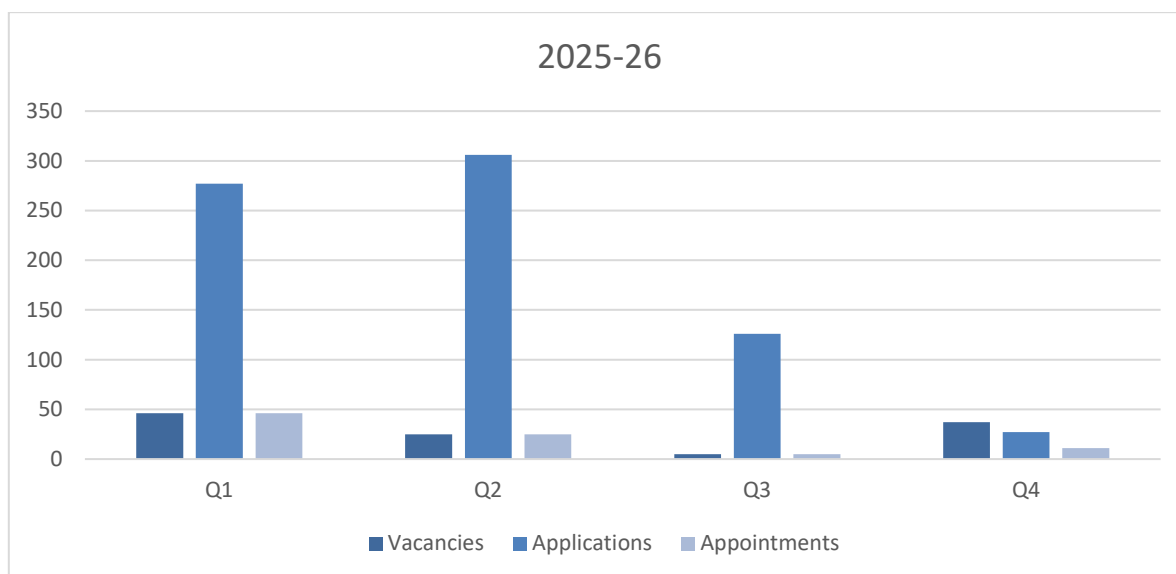
	Number of partners	Percentage
One partner role	497	76%
Multiple roles	159	24%

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



5. Partner recruitment

5.1 We went live with two new recruitment campaigns in Q4; CPD assessors and a variety of partner roles in Education.



Campaign (role)	Quarter	Vacancies	Applications	Appointments
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
CPD assessors	Q4	8	27	11
Visitor	Q4	10	TBC	TBC
Lead visitor	Q4	16	TBC	TBC
Service expert advisor	Q4	3	TBC	TBC
Total		113	736	87

6. Exit survey feedback

6.1 We have received 128 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 (five responses in this quarter) provided feedback on the new record of assessment (ROA) process, low fees for increased work and made a suggestion to have a designated person as their point of contact as they experienced delay in communication from our side.

7. Partner training

7.1 We have provided training to 19 partners during Q4 via Microsoft Teams. A detailed breakdown can be found below.

Role	Ind/Ref	Date	Attended
Legal assessors	Induction	28/01/2026	14
ICP chairs	Induction	11/02/2026	5

8. Partner costs

8.1 Partner costs (fees) remained consistent during Q4 in comparison to the previous quarter.

Quarter	Q1	Q2	Q3	Q4	Total YTD
	£'000	£'000	£'000	£'000	£'000
FTP legal assessors	378	323	328	366	1395
FTP panel members	297	261	264	294	1116
FTP panel chairs	260	226	219	248	953
Registration assessors - international	158	127	91	63	439
CPD assessments	6	26	55	41	128
Test of competence	18	33	36	30	117
Registration appeals legal - assessors	8	10	0	0	18
Partner recruitment and training	1	3	8	2	14
Registration appeals panel members	5	7	0	0	12
Lead visitors/visitors	5	11	6	3	25
Partners Cancellation fees - FTP	18	14	16	24	72
Partners Cancellation fees - Registration	0	0	2	1	3
Partners Cancellation fees - Education	0	0	0.5	0.5	1
Total	1154	1041	1025.5	1072.5	4293

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 six 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 was delayed due to the external provider's availability. It will be deployed in May 2026 to address some of these issues. There is still a remaining risk due to manual interventions, and the project board agreed for the Partner Project Lead to conduct a review on any issues remaining after the Nexus update.