

People and Resources Committee

Meeting Date	10 September 2026
Title	Partner Quarter 1 report
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary This is the operational partner report for Q1 2026-27. The Committee is asked to review the report.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	N/A
Next steps	The previous report can be found here: Q4 Report
Financial and resource implications	None
Associated strategic priority/priorities	Supporting healthcare workforce development through proportionate, agile regulation
Associated strategic risk(s)	SR01 - Delivery of Regulatory Requirements
Risk appetite	People - open
Communication and engagement	N/A
Equality, diversity and inclusion (EDI) impact and Welsh language standards	An EDI report was present for the financial year 2025-26 in June 2026. The next EDI report is due in 2027.

Item 10

Other impact assessments	N/A
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Partner Quarter 1 2026-27 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 ran three large recruitment campaigns in Q1 for 33 different partner roles/professions and trying to fill a total number of 84 vacancies. We received 530 applications and conducted 214 interviews (some in early Q2).

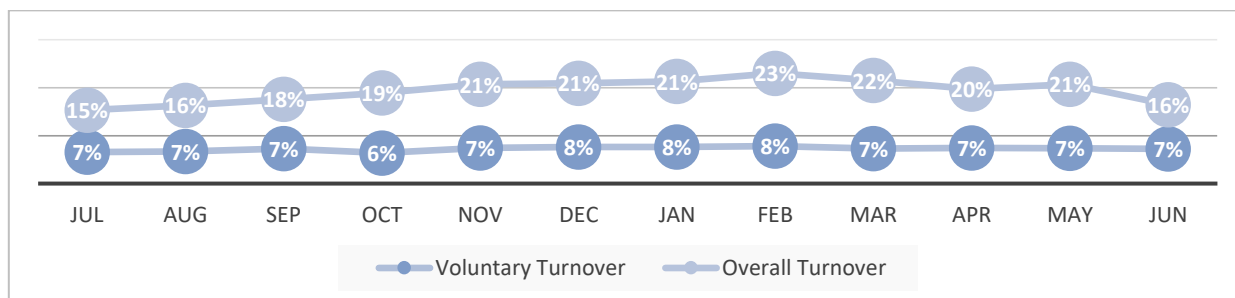
Q1 campaigns	Vacancies	Applicants	Interviews	Appointed	KPI ¹
Education (visitors, lead visitors and service user expert advisors)	29	177	62	23	83%
Registration assessors	33	182	89	41	100%
Panel members	22	171	63	TBC	

3.2 Turnover

Voluntary resignations remained stable during Q1 with a slight drop from 13 to 11. The main reasons for resignation were other work commitments, moving abroad and disagreeing with process changes. We terminated five contracts due to non-

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

compliance with training requirements. Two partners received notice due to performance and conduct issues. The graph below sets out the voluntary and overall turnover over the last twelve months (year to date). Our KPI** for voluntary turnover is a maximum of 8%, which we achieved this quarter.



Partner turnover	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Voluntary Resignations	8	1	5	0	8	2	4	7	2	6	1	4	48
8-year rule	0	0	7	15	0	0	2	7	0	1	7	0	39
Terminations*	0	6	2	0	5	0	0	4	0	0	0	5	22
Total Leavers (Vol & Comp)	8	7	14	15	13	2	6	18	2	7	8	9	100
Recruited partners	10	35	0	10	0	0	14	5	11	0	2	0	87
Total Number of Partners	671	699	682	675	662	660	668	655	655	648	648	642	664
Voluntary Turnover	7%	7%	7%	6%	7%	8%	8%	8%	7%	7%	7%	7%	7%
Overall Turnover	15%	16%	18%	19%	21%	21%	21%	23%	22%	20%	21%	16%	15%

* 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 635 partners in 801 roles. The number of partners has slightly declined due to resignations but once the vacancies during Q1 have been filled, the number will increase significantly.

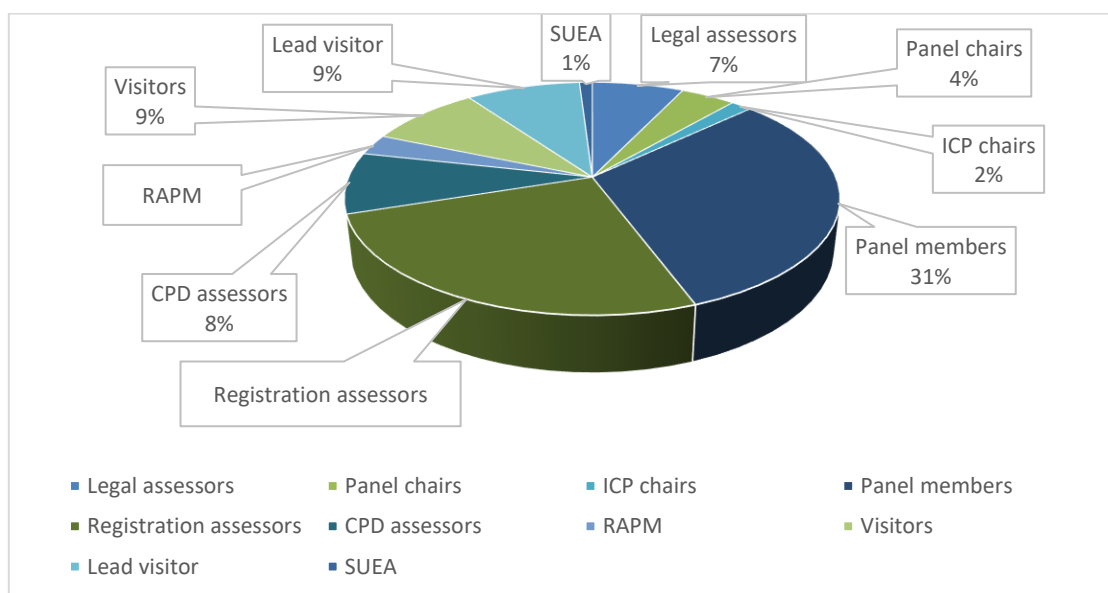
Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	57	-1
	Panel chairs	34	-1
	Investigating Committee Panel (ICP) chairs	13	+/-0
	Panel members	250	-9
Registration	Registration assessors	205	-17
	CPD assessors	68	-1
	Registration appeals panel members (RAPM)	23	-1
Education	Visitors	70	-1
	Lead visitor	71	+4
	Service user expert advisor (SUEA)	8	+/-0

Department	Role	Total	Difference last quarter
Recruitment	Recruitment partners	2	+/-0
Total		801	-32

- 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).

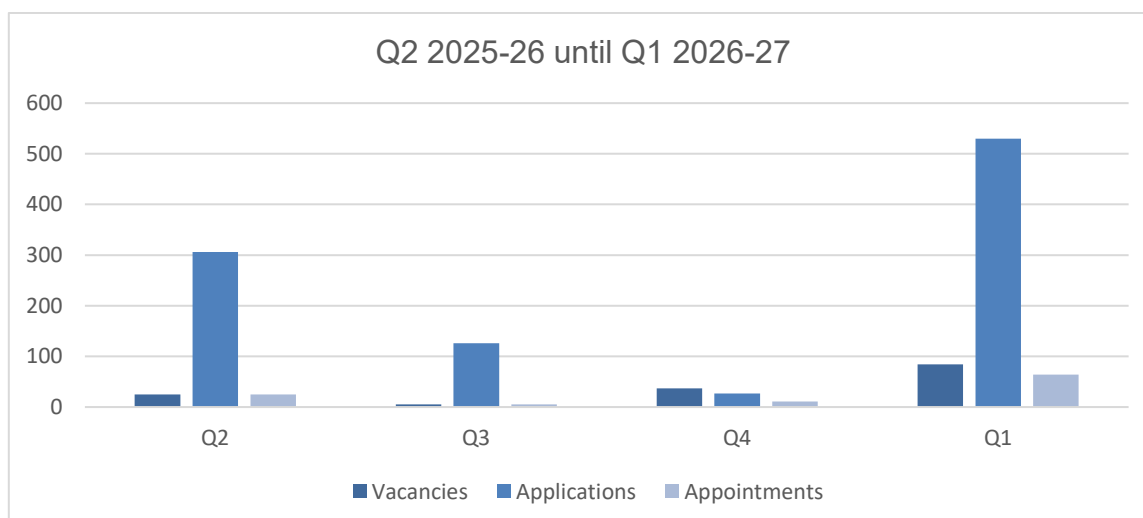
	Number of partners	Percentage
One partner role	484	76%
Multiple roles	151	24%

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



5. Partner recruitment

- 5.1 We went live with three new recruitment campaigns in Q1; registration assessors, panel members and a variety of partner roles in Education.



Campaign (role)	Quarter	Vacancies	Applications	Appointments
Panel chair	Q2	10	212	10
Legal assessors	Q2	15	94	15
ICP chairs	Q3	5	126	5
CPD assessors	Q4	8	27	11
Education partners	Q1	29	177	23
Registration assessor	Q1	33	182	41
Panel member	Q1	22	171	tbc
Total		122	989	105

6. Exit survey feedback

- 6.1 The most recent feedback (five responses during this quarter) provided feedback on the new record of assessment (ROA) process and the additional processes involved. Two partners expressed disapproval with the new ROA process while other partners provided positive comments about their partner experience.

7. Partner training

- 7.1 We have provided training to 90 partners during Q1 via Microsoft Teams. A detailed breakdown can be found below.

Role	Ind/Ref	Date	Quarter	Attended
LA / PC refresher training	Refresher	18/05/2026	1	20
LA / PC refresher training	Refresher	20/05/2026	1	13
LA / PC refresher training	Refresher	03/06/2026	1	21
LA / PC refresher training	Refresher	09/06/2026	1	12
LA / PC refresher training	Refresher	24/06/2026	1	9
LA / PC refresher training	Refresher	29/06/2026	1	15

8. Partner cost

- 8.1 Partner cost (fees) remained relatively consistent during Q1 in comparison to the previous quarter.

Quarter	Q2	Q3	Q4	Q1	Total YTD
	£'000	£'000	£'000	£'000	£'000
FTP legal assessors	323	328	366	351	1,368
FTP panel members	261	264	294	290	1,109
FTP panel chairs	226	219	248	244	937
Registration assessors - international	127	91	63	103	384
CPD assessments	26	55	41	37	159
Test of competence	33	36	30	36	135

Registration appeals legal - assessors	10	0	0	0	10
Partner recruitment and training	3	8	2	2	15
Registration appeals panel members	7	0	0	0	7
Lead visitors/visitors	11	6	3	5	25
Total	1,027	1,007	1,047	1,068	4,149

9. Partner risks

9.1 We currently have identified the following concerns and risks:

- a. We continue to consider the impact of legal decisions and consultations, 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 ten months. FTP payment data is still extracted through an insufficient reporting system and requires manual intervention which can lead to data error. We have been working with Cleo to update the system since last year, but further development was delayed due to the external provider's availability. We are hoping to have the report function updated within the next month.