People and Resources Committee

Meeting Date	12 November 2026
Title	Partner Q2 Report
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Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary This is the operational partner report for Q2 2026-27.	
Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	N/A
Next steps	This is a standing report to the PRC. The previous report can be found here: Q1 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 presented for the financial year 2025-26 in June 2026. The next EDI report is due in 2027.

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

Partner Q2 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 – 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

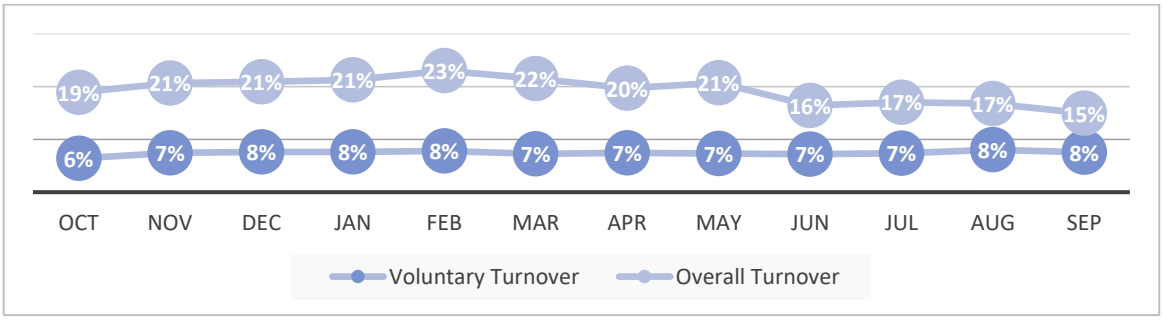
Recruitment

3.1 We ran three recruitment campaigns in Q2 trying to fill a total number of 56 vacancies. We received 248 applications and conducted 118 interviews (some in late Q1). We were able to reach our KPI for two campaigns, but the recruitment campaign for clinical scientists for registration is a difficult demand to fulfil. The pool of clinical scientists is limited, and the regulatory function wanted a total of 11 different specialisms, some of these have very few eligible registrants. Having been able to secure 16 new registration assessors from this profession was a satisfying outcome.

Q1 campaigns	Vacancies	Applicants	Interviews	Appointed	KPI[1]
Registration assessors (clinical scientists only with a large variety of specialisms)	34	59	46	16	47%
Panel members (registrant)	20	171	63	17	85%
Recruitment partner	2	18	9	3	100%

Turnover

3.2 Voluntary resignations increased during Q2 from 11 in Q1 to 16 in Q2. The main reasons for resignation were other work commitments, retirement and disagreement with process changes. We terminated three 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	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
Voluntary Resignations	0	8	2	4	7	2	6	1	4	9	5	2	50
8-year rule	15	0	0	2	7	0	1	7	0	0	0	0	32
Terminations*	0	5	0	0	4	0	0	0	5	3	0	0	17
Total Leavers (Vol & Comp)	15	13	2	6	18	2	7	8	9	12	5	2	99
Recruited partners	10	0	0	14	5	11	0	2	0	24	21	50	137
Total Number of Partners	675	662	660	668	655	655	648	648	642	658	669	711	663
Voluntary Turnover	6%	7%	8%	8%	8%	7%	7%	7%	7%	7%	8%	8%	8%
Overall Turnover	19%	21%	21%	21%	23%	22%	20%	21%	16%	17%	17%	15%	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 711 partners in 887 roles. The number of partners has increased significantly due to numerous recruitment campaigns.

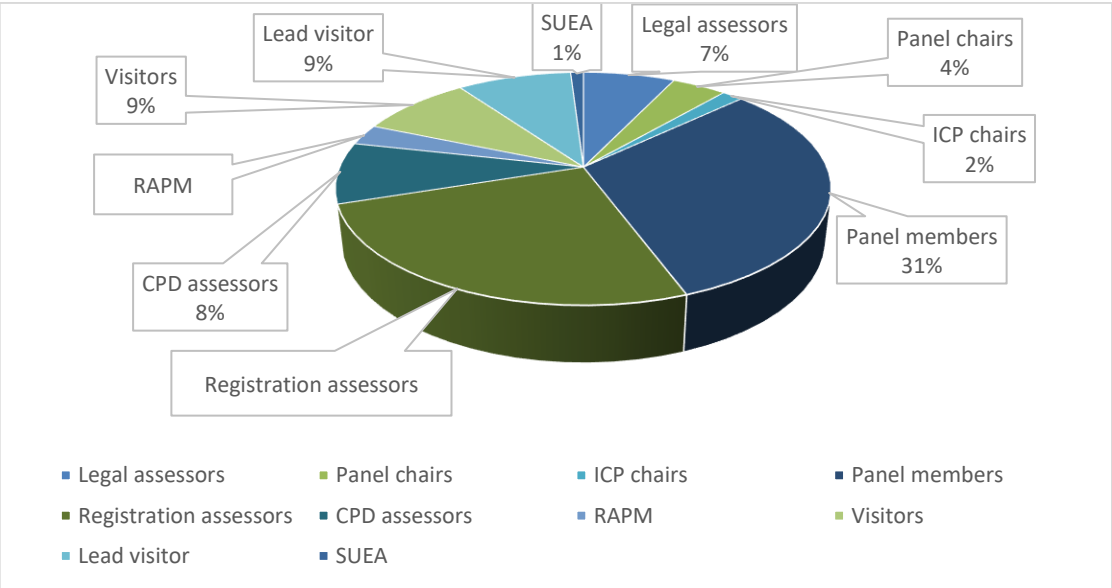
[1] KPI 80% for registrant roles and 100% for lay and legal roles

Department	Role	Total	Difference last quarter
Fitness to Practise	Legal assessors	57	+/-0
	Panel chairs	35	+/-0
	Investigating Committee Panel (ICP) chairs	13	+/-0
	Panel members	274	+24
Registration	Registration assessors	244	+39
	CPD assessors	66	-2
	Registration appeals panel members (RAPM)	23	+/-0
Education	Visitors	78	+8
	Lead visitor	83	+12
	Service user expert advisor (SUEA)	10	+2
Recruitment	Recruitment partners	4	+2
Total		**887**	**+85**

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).

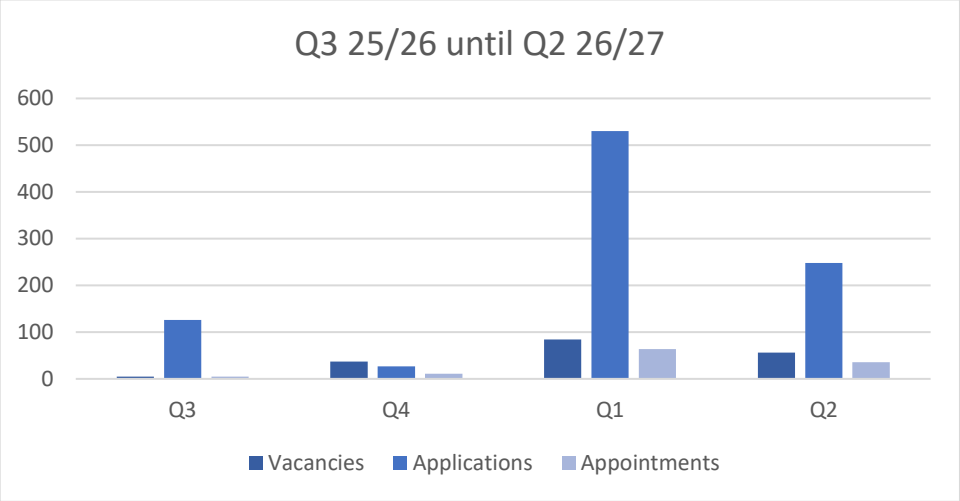
	Number of partners	Percentage
One partner role	552	78%
Multiple roles	159	22%

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



5. *Partner recruitment*

5.1 We delivered three new recruitment campaigns in Q2; registration assessors, panel members and recruitment partners.



Campaign (role)	Quarter	Vacancies	Applications	Appointments
ICP chairs	Q3	5	126	5
CPD assessors	Q4	8	27	11
Education partners	Q1	29	177	23
Registration assessor	Q1	33	182	41
Registration assessor	Q2	34	59	16
Panel member	Q2	20	171	17
Recruitment partner	Q2	2	18	3
Total		**131**	**760**	**116**

6. *Exit survey feedback*

6.1 The most recent feedback (seven responses during this quarter) provided neutral feedback on the new record of assessment (ROA) process but all of them mentioned that they enjoyed working as a partner. One FTP partner commented on their preference for in-person hearings, and another noted that the volume of communication from the FTP department was too high with too many requests for sitting in additional hearings.

7. Partner training

7.1 We have provided training to 85 partners during Q2 via Microsoft Teams. A detailed breakdown can be found below.

Role	Ind/Ref	Date	Attended
Service user expert advisor	Induction	08/07/2026	2
Visitor	Induction	08/07/2026	9
Lead visitor	Induction	08/07/2026	10
Registration Assessor	Induction	03/08/2026	20
Registration Assessor	Induction	10/09/2026	22
Panel Member	Induction	15/09/2026	22

8. Partner cost

8.1 Partner cost (fees) raised during Q2 in comparison to the previous quarter, mainly in FTP due to more hearings.

Quarter	Q3	Q4	Q1	Q2	Total YTD
	£'000	£'000	£'000	£'000	£'000
FTP legal assessors	328	366	351	425	1,470
FTP panel members	264	294	290	327	1,175
FTP panel chairs	219	248	244	277	988
Registration assessors	91	63	103	80	337
CPD assessments	55	41	37	28	161
Test of competence	36	30	36	27	129
Partner recruitment	8	2	2	3	15
Lead visitors/visitors	6	3	5	5	19
Cancellation fees - FTP	16	24	29	21	90
Cancellation fees - Reg	2	1	1	1	5
Cancellation fees - Edu	0.5	0.5	1	1	3
Total	1,026	1,073	1,099	1,195	4,392

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 one year. FTP payment data still requires some manual intervention which can lead to data error. Our average data error is currently 1.3%, but in the most recent months it has decreased to an average of 0.4%. An updated FTP report in Nexus has been finally implemented on 14 October, and we will be evaluating its impact.