People and Resources Committee
9 March 2023

hcpc health & care professions council

Partner Report – Q3 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 Q3 2022-23, which includes:

- Current partner establishment
- Recruitment activity and diversity data
- Partner satisfaction survey
- Turnover and exit feedback
- Training
- 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: Q2 report
Decision	The Committee is asked to note the report.
Next steps	Work with PwC to: • Review the current state • Co-design how HCPC can work with Partners in the future • Produce an options appraisal to assess the pros and cons of relevant approaches.
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
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Partner Q3 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. Key highlight and development covered in this report are as follows:

    a. KPIs and performance measures

    b. Overview of current partner establishment

    c. Recruitment activity and diversity data of ICP chairs

    d. Turnover and exit feedback

    e. Partner engagement, website update and satisfaction survey

    f. Partner pool comparison to registrant pool (ODPs and HADs)

    g. Partner cost

Measuring performance

3. We are introducing more specific KPIs for which the partner team is directly responsible for:

    a. Success of recruitment campaigns and business needs

        i. Appoint 100% of number of lay and legal partners including panel chairs required by the business

        ii. Appoint at least 80% of number of registrant partners required by the business

        iii. Annual review of training delivery with a target of 100% for induction training and 95% for refresher training for current partners

   iv. Retention and turnover: aim for no more than 8% of voluntary turnover

4. The different KPI percentages between lay and registrant partners is based on the fact that the cohort we can recruit from is fairly small for some of the professions/modalities we register. While we often contact all eligible registrants to notify them about a vacancy, work closely with the professional bodies, and ensure that the information we provide is inclusive, we are limited to a pre-set group due to the criteria we have.

5. Performance of our partners is measured through the performance of the departments they support, namely Education, Registration and Fitness to Practise. We developed, in corporation these departments, a comprehensive performance review analysis which will presented separately.

6. We launched a partner satisfaction survey to measure our own performance (see point 23. onwards).

Partner establishment

7. At the time of writing, we have 644 partners in 781 roles, which is nearly identical to the last quarter.

Department	Role	Total	Difference from last quarter
Fitness to Practise	Legal Assessors	55	+9
	Panel Chairs	35	+/- 0
	Investigation Committee Chairs	10	-1 (became a LA)
	Panel Members	229	+14
Registration	Registration Assessors	160	-4
	CPD Assessors	71	-1
	Registration Appeal Panel Members	17	-1
Education	Visitors	202	-7
Recruitment	Recruitment Partners	2	+/- 0
Total		**781**	**+9**

8.   Below shows a distribution of Partners across all roles.
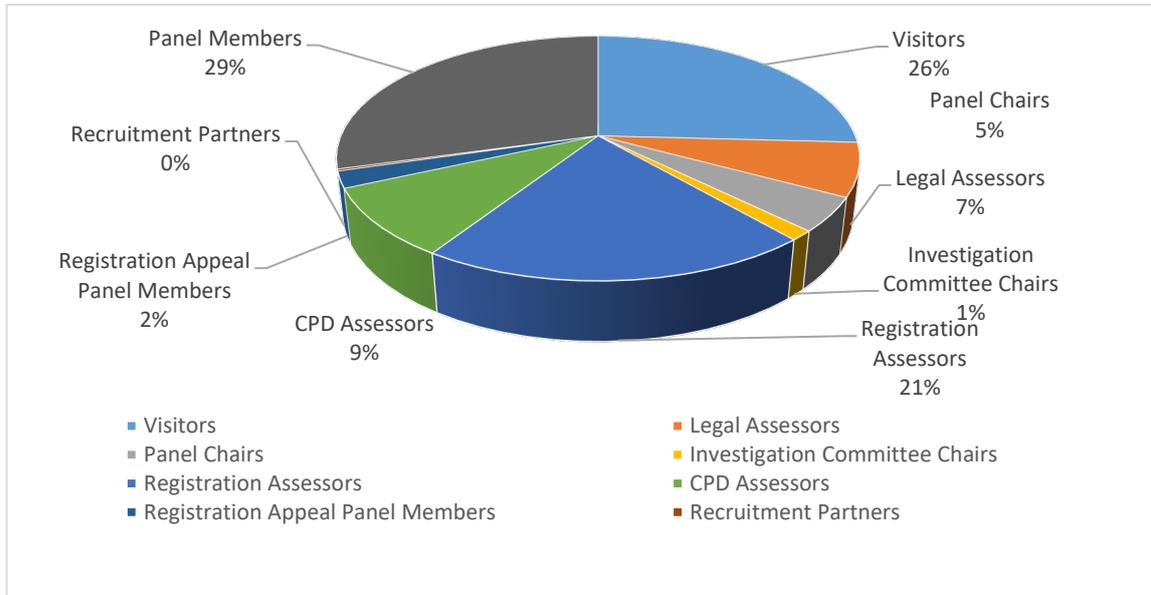
Recruitment activity

9.   Our recruitment activity has reduced this quarter, with one campaign to recruit Investigating Panel Chairs (ICP).
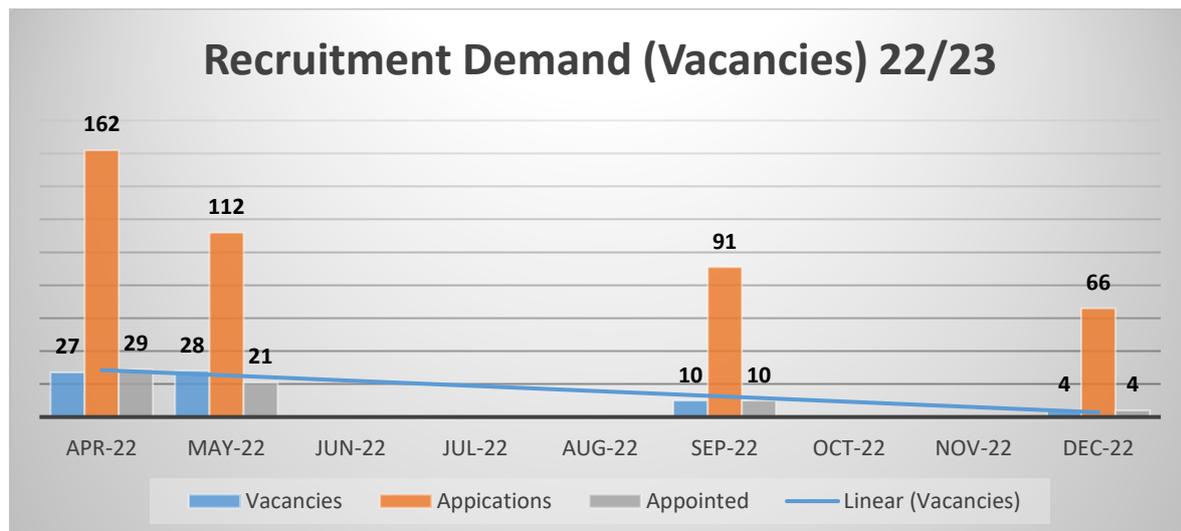
10.   The table below provides the outcomes from our Investigating Committee Panel Chair recruitment campaign. Our KPI for recruitment is 100% for non-registrant

roles. We aim to recruit the target as set by the recruiting manager within the constrains of the cohort. This has been achieved in the below campaign.

Role	Number required	Applications received	Appointed
ICP Chairs	2-3	66	3

Diversity

11. The diversity data collected during our Investigating panel chairs recruitment campaign identified:

- The number of female and male candidates was equal, but all appointed candidates were female.

- Those in the age bracket of 40-49 were most likely to be successful during the recruitment.

- 67% of those appointed identified as 'White' and 33% as 'Asian'.

Turnover

12. Voluntary resignations have seen a slight increase in Q3, as a total of 15 partners decided to voluntarily resign from their role. The main reasons for resignation were (other) work commitments and retirement, two people state dissatisfaction with the role.

13. The below graph sets out the voluntary and overall turnover by considering the last twelve months (YTD) for each month.

14. Our KPI for voluntary turnover is a maximum of 8% which we continue to achieve.
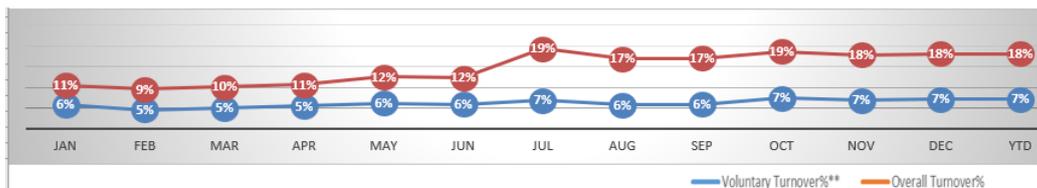
Partner turnover

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Voluntary Resignations	4	5	3	3	2	1	8	1	4	10	3	2	46
8-year rule *	0	5	0	0	0	0	54	0	0	0	0	0	59
Terminations*	10	0	1	0	0	1	0	0	0	0	0	0	12
Total Leavers (Vol &	14	10	4	3	1	2	61	2	4	10	3	2	116
Recruited partners	0	4	4	10	19	29	32	0	17	11	0	0	126
Total Number of	645	635	635	642	658	655	635	633	644	640	636	634	641
Voluntary Turnover%	6%	5%	5%	5%	6%	6%	7%	6%	6%	7%	7%	7%	7%
Overall Turnover%	11%	9%	10%	11%	12%	12%	19%	17%	17%	19%	18%	18%	18%

* Termination incl. temp contracts and change to partner role
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
YTD = Year to date
Normal range (voluntary turnover) between 0-8%

Complaints and concerns

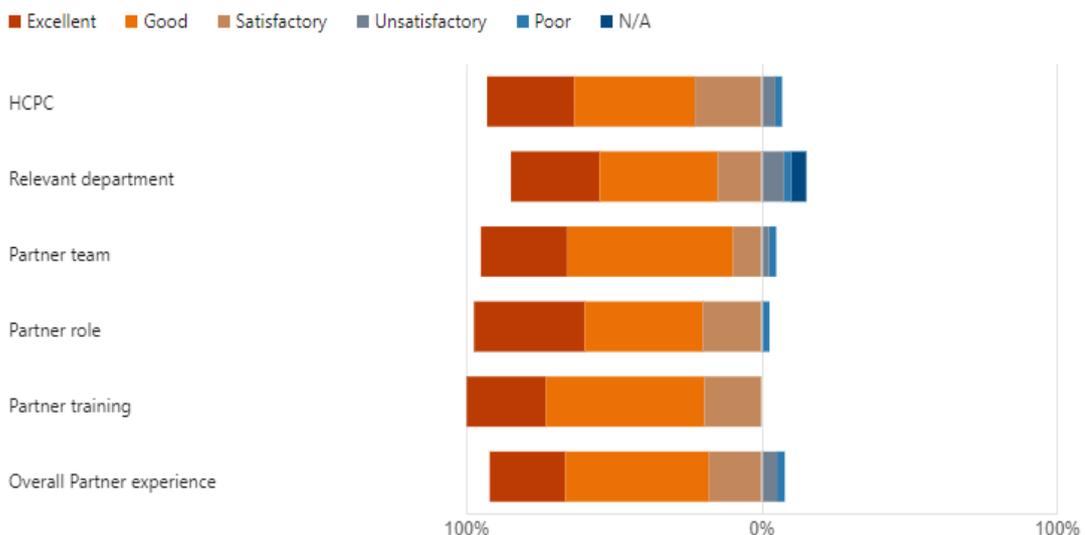15. Complaints and concerns are raised with the Partner Project Lead if:

a. the department has a concern about a partner's performance

b. there has been a trend which causes issue to the services the partner provides (eg on-going late submissions, last minute cancellations)

c. relevant feedback has been received from employees, other partners or stakeholders

d. where informal internal process/feedback has not been sufficient.

16. During Q3 we gave notice to one current partner due to on-going performance issues and started an investigation into the performance of another partner which led to termination in Q4.

Exit feedback

17. We have received 44 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.

18. The main reason for resignation continues to be completion of the eight-year term and work commitments followed by retirement/deregistration.

19. Some partners mentioned the low pay especially when considering reading/preparation time which they aren't paid for.

How would you rate your experience of the following?

More Details

Legend: ■ Excellent ■ Good ■ Satisfactory ■ Unsatisfactory ■ Poor ■ N/A

Categories (top to bottom): HCPC, Relevant department, Partner team, Partner role, Partner training, Overall Partner experience

Axis: 100% — 0% — 100%

Partner training

20. The following training has been provided in Q3:

Role	Ind/Ref	Date	Attendees
Panel Member	Induction	04/10/2022	18

Legal Assessor	Induction	12/10/2022	11	

Partner engagement

21. The partner team, in collaboration with the communication team, has reviewed and updated the partner related sections on the website to ensure that partners and applicants can easily find all relevant information. We introduced FAQs, provided more detailed information about the different partner roles, ensured that we celebrate inclusivity, relaunched the Partner Hub with news articles for partners and filmed three partners to talk about their roles (this will be added shortly).

Partner Newsletter

22. In December 2022 we reintroduced the partner newsletter with news articles, information for partners and launched a partner satisfaction survey.

Partner Satisfaction Survey

23. The partner satisfaction survey received 221 replies. Most of the replies were positive, and we received a lot of praise for the work we do. A sample of the questions and answers about their experience as a partner and the work they provide for us can be found as graphs below.

24. For the purpose of development and learning, the following concentrates on the aspects raised which require improvement.

25. Those who gave a 'poor' rating to any of the first set of questions were asked to give reasons for their rating. The following themes occurred:

   a. 17 partners referred to wider issues with communication with HCPC

   b. 5 partners referred to internal processes

   c. 3 partners have not been offered work

   d. 2 partners complained about payment issues

   e. 7 partners raised issues around scheduling

   f. 5 partners expressed disapproval about online training

   g. 3 partners complained about training

   h. 2 partners quoted delays in processes

   i. 1 partner was unhappy with the change to their role

26. We asked partner to comment if they felt that they feel that the training they received has equipped them to carry out their partner role:

   a. 170 positive answers

   b. The remaining comments can be mostly grouped in three categories:

      i. More face-to-face training

      ii. More training and updates in general

iii. Being trained but not used to provide services

27. We finally asked partners for any other comments. Again, certain themes appeared:

   a. High volume of work

   b. Too much/unpaid preparation work

   c. Internal processes

   d. 8-year-rule – they would have liked to stay longer

   e. Payment too low

   f. Remote hearings

   g. No work offered

   h. One partner enquired about the NMC case.

28. Overall, the feedback has been positive, but we have picked up on some of the issues and themes which are reoccurring and will share them with the operational teams and discuss how we can address them.
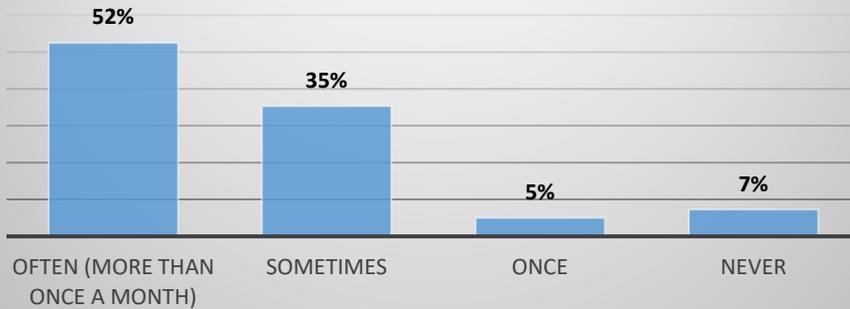
29. We plan to share the summarised outcome of the survey with partners in the summer newsletter, explain actions we have taken to address issues they raised, and plan to repeat the survey in December 2023.

30. The survey can be used for developing further partner team KPIs such as achieving a minimum of 95% of overall satisfaction rate.
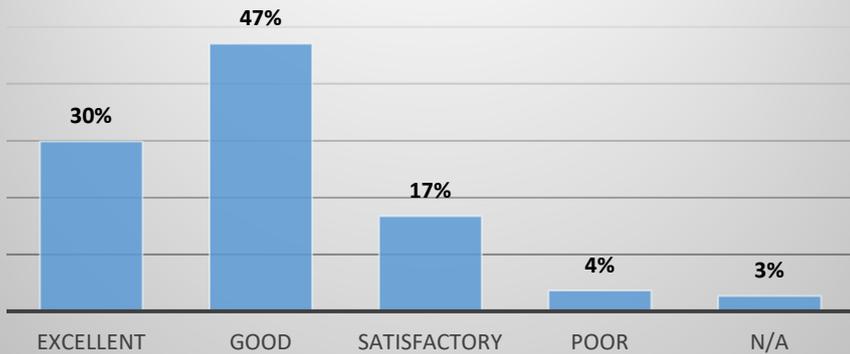
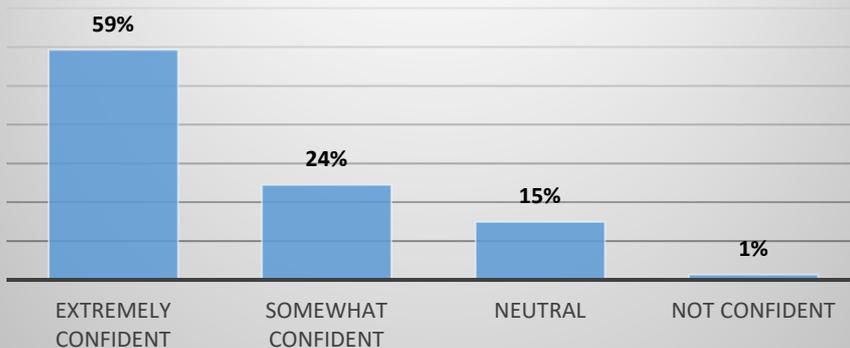*Graphs illustrating the replies from the Partner Satisfaction Survey*

How long have you been a Partner?

10 YEARS PLUS	5-10 YEARS	1-5 YEARS	LESS THAN 1 YEAR
33%	23%	31%	13%
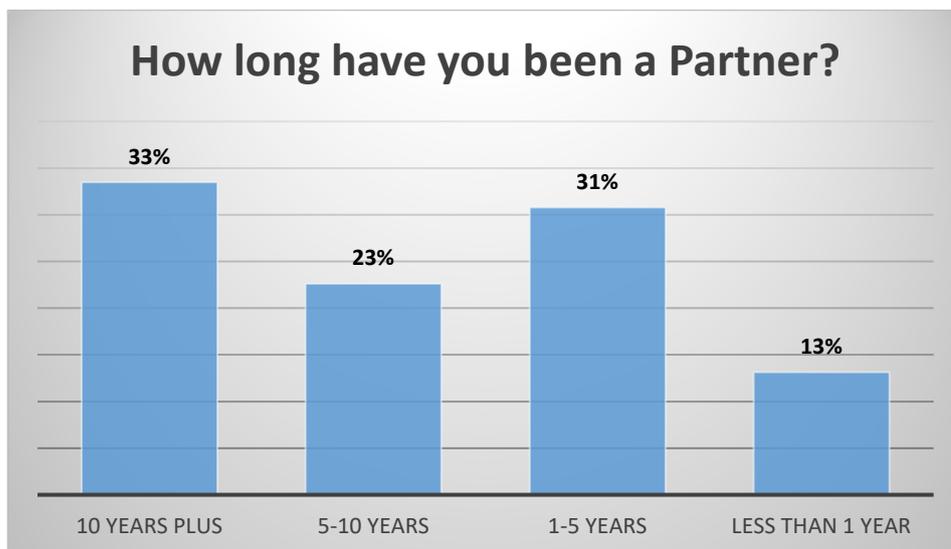
In the last 6 months, how often have you provided services for HCPC?

- OFTEN (MORE THAN ONCE A MONTH): 52%
- SOMETIMES: 35%
- ONCE: 5%
- NEVER: 7%

How would you rate your experience working with the department(s)?

- EXCELLENT: 30%
- GOOD: 47%
- SATISFACTORY: 17%
- POOR: 4%
- N/A: 3%

How confident are you that HCPC is a diverse and inclusive employer?

- EXTREMELY CONFIDENT: 59%
- SOMEWHAT CONFIDENT: 24%
- NEUTRAL: 15%
- NOT CONFIDENT: 1%

How easy do you find balancing your partner role with your professional work and personal life?

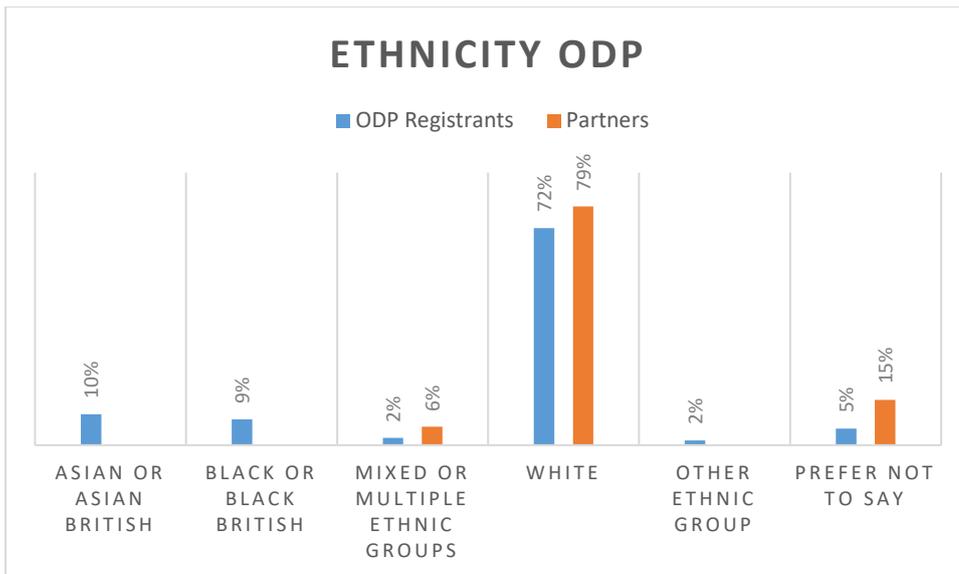| EXTREMELY EASY	SOMEWHAT EASY	NEUTRAL	NOT EASY
30%	46%	14%	10%
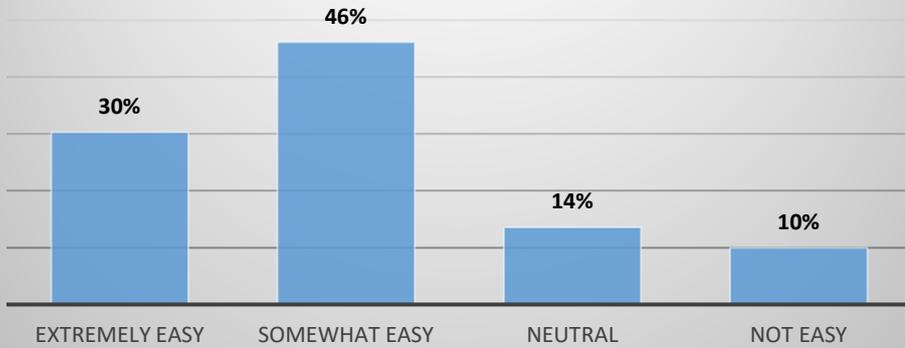
How would you rate your overall Partner experience?

EXCELLENT	GOOD	SATISFACTORY	POOR
31%	47%	18%	4%

Diversity of our Partner pool in comparison to registrant pool

29. We now hold over 80% of EDI data for Operating Department Practitioner (ODPs) and Hearing Aid Dispensers (HADs). This has allowed us to undertake further comparison of our registrant pool from these professions to our partner pool. We have 27 ODPs in 33 roles and 16 HADs in 23 roles.

AGE ODP

■ ODP Registrants ■ Partners

Age	ODP Registrants	Partners
20-29	22%	3%
30-39	35%	12%
40-49	23%	12%
50-59	17%	67%
60-69	4%	6%

AGE HAD

■ HAD Registrants ■ Partners

Age	HAD Registrants	Partners
20-29	19%	9%
30-39	33%	35%
40-49	20%	22%
50-59	18%	9%
60-69	9%	22%
70-79	1%	4%

ETHNICITY ODP

ETHNICITY HAD
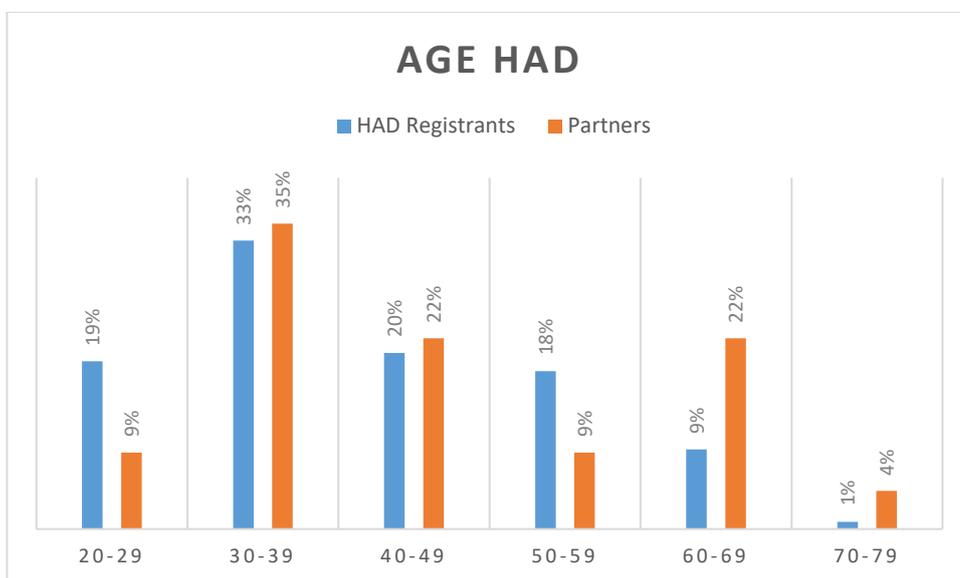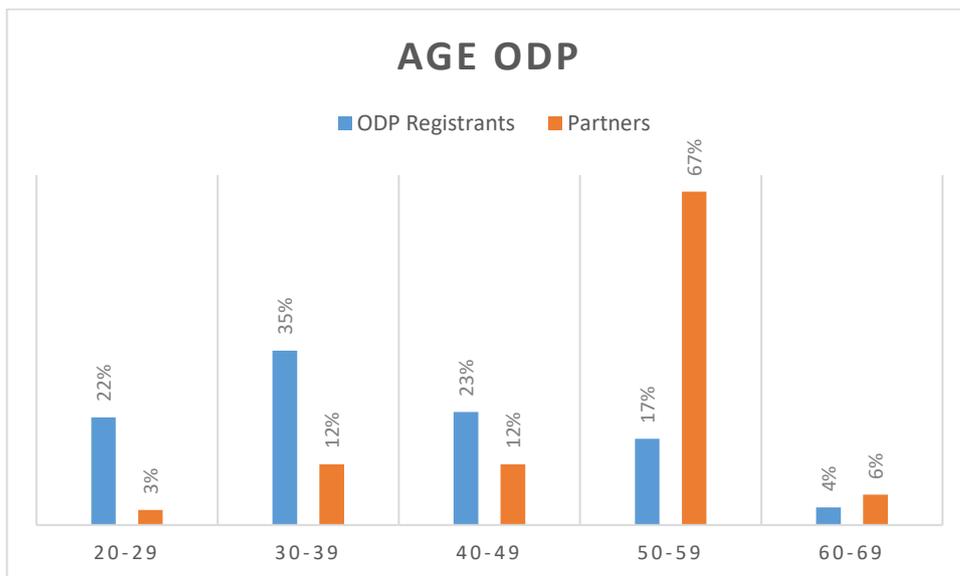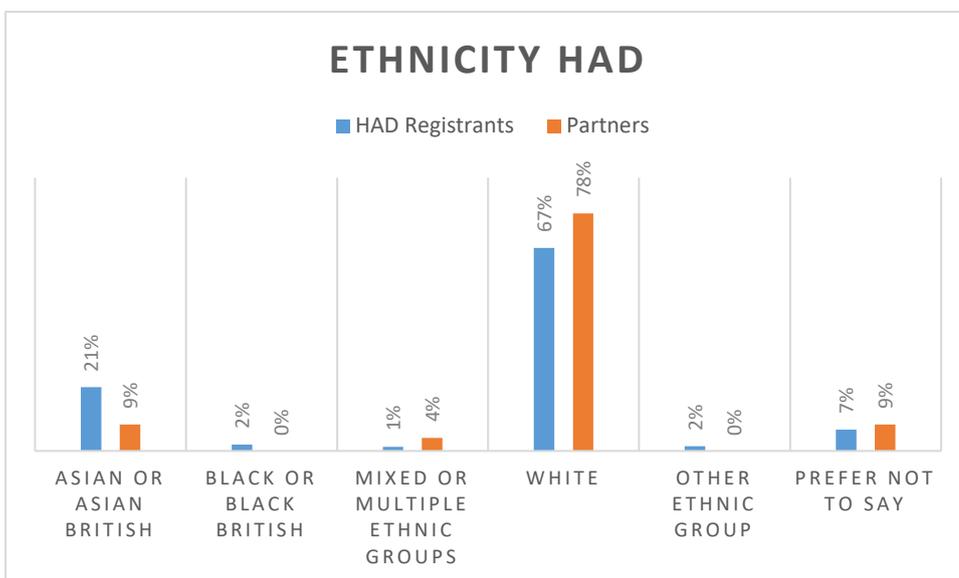
30. The analysis shows that our partner pool overall closely reflects the diversity of the profession in many areas. We differ in the age category, having a much higher proportion of ODPs partners in the 50-59 age range in comparison to the registrant cohort and a slightly lower proportion of female partners in that profession. In comparison, HAD partners are most likely to be between 30-39 and their gender and disability representation matches that of the registrant pool. For both profession we can identify a slightly lower ethnic diversity.

31. Analysis of the comparison of EDI data has provided us with an understanding of differences between the registrant pool and the registrant partner pool. Many aspects need to be considered such as the time registrant partners were recruited and the level of competencies required to ensure a fair comparison, but it has shown us till date that we need to ensure that we are seen as a regulator which champions diversity. One of the actions we took from the analysis was to update our webpages to ensure we address this by

celebrating diversity on our partner pages, by showing that we are a Disability Confident organisation, highlighting our commitment to EDI, explaining the benefits of becoming a partner, and our approach to reasonable adjustments.

32. An audit of our approach to diversity has been conducted and we are awaiting the final report. We hope to identify learning from the audit that will enable us to achieve a more diverse partner pool.

Policies, templates, competency frameworks, and guidance documents

33. We are in the process to update our partner templates, guidance documents and reviewing our partner policies as well as ensuring that our competency framework for partner roles still reflects the service we ask them to provide.

34. The FTP competency frameworks, Code of Conduct and Expense Policy have been updated so far and will be submitted to ELT in due course.

Partner cost

31. Year to date cost (Q1-3) for Partner activity is **£4,097,423** and breaks down as follows.

Partner role	Year to date total costs (Q1-3)
CPD Assessor	£75,420
Legal Assessor	£798,067
Panel Chair	£564,888 (incl ICP chairs)
Panel member	£658,047
Recruitment Partner	£7828
Reg Appeals Panel Member	£12,249
Reg Assessor	£1,940,448 (Applications) £16,480 (TOC)
Visitors	£15,242 (Approvals) £8,590 (Reviews) £164 (Changes)
Total	**£4,097,423**