

**Human Resources Department**  
**(including Partners)**  
**Management Information Pack**

Teresa Haskins, Director of Human Resources

May 2016

## **1. Key points**

### **1.1 Operational activity**

This has been a busy three months in HR with high levels of recruitment and learning and development activities, along with administering and supporting the appraisal and annual pay review processes.

### **1.2 Project work**

The HR System project is progressing through the system build phases. A communications plan is being rolled out to raise awareness across the organisation that more HR processes will be automated from the Autumn. Development work for the Partners system is progressing well, albeit a few months behind HR due to the need to adapt the system to fit partner requirements.

### **1.3 New payroll bureau provider**

In order to provide full integration with the new HR system, we will be changing our outsourced payroll bureau service provider in the Autumn. Preparation work for this change has been incorporated into the HR system build project.

## 2 Strategic Objective 1

“Recruit and retain high quality people”

### 2.1 Employee recruitment activity February - April 2016

#### Employee Vacancies filled:

<b>Role</b>	<b>Department</b>	<b>New or replacement role</b>	<b>Internal transfer/ promotion/external appointee</b>
Executive Assistant to the CEO	CEO	Replacement	Internal
Media & PR Officer	Communications	Replacement	Internal
Systems and Quality Officer	Education	Replacement	External
Receptionist	Facilities	New	External
Head of Financial Accounting	Finance	Replacement	External
Finance & Procurement Officer	Finance	Replacement	External
Hearings Officer	FTP	Replacement	External
Case Manager Advancement x 2	FTP	Replacement	Internal
Case Team Manager Advancement	FTP	Maternity cover	Internal
Case Manager x 2	FTP	Replacement	External
Adjudications Manager - Hearings	FTP	Replacement	Internal
IT Support Analyst	IT	Replacement	External
Registration Adviser	Registration	Replacement	Internal
Apprentice	Registration	Replacement	External
Information Governance Officer	Secretariat	Maternity cover	External

#### Employee Vacancies in progress

<b>Vacancy</b>	<b>Department</b>	<b>New or replacement role</b>
Web and Digital Officer	Communications	New
PA to Director of Education	Education	Maternity cover
Receptionist	Facilities	New
Scheduling Officer	FTP	Replacement
Hearings Team Manager	FTP	Replacement

Quality Compliance Manager	FTP	Replacement
Assurance and Development Manager	FTP	New
FTP Operational Manager (Preparation & Conclusion)	FTP	Maternity Cover
PA to Director of FTP	FTP	Replacement
HR Officer	HR	New
Registration Co-ordinator	Registration	Replacement
Registration Adviser	Registration	Replacement

## 2.2 Partner recruitment activity February - April 2016

We are currently running two recruitment campaigns for Visitors and Panel Members

Role	Profession	Number Required	Interviews
Panel Member	Social Worker	11	w/c 6 <sup>th</sup> June
Visitor	Social Worker	5	w/c 13 <sup>th</sup> June
Visitor	Orthoptist	2	w/c 13 <sup>th</sup> June
Visitor	AMHP	2	w/c 13 June
Visitor	Lay	6	w/c 13 June

## 3 Strategic objective 2

“Train and develop people”

### 3.1 Learning and development activity for employees February – April 2016

A wide range of learning opportunities have been provided for employees over the past 3 months as set out below. In addition to this a procurement exercise has been completed to purchase an e-learning platform for the HCPC. This new platform will enable us to diversify delivery methods for learning to suit a broader range of learning styles and requirements. Procurement was carried out in collaboration with the FTP and Registration departments to ensure that the e-learning system can deliver and enhance the job-specific training provided by these departments.

### 3.2 HR Essentials for Managers

The HR team continues to run our new programme of workshops for entitled 'HR Essentials for Managers'. We ran a workshop on managing probation in April.

### 3.3 Re-launched equality and diversity training programme

We continue to receive positive feedback about our on-going programme of Equality and Diversity training for new employees and managers. The programme has been updated to include innovative delivery methods and to focus on unconscious bias. Sessions for managers and employees ran in February and April. A refresher workshop ran for the EMT ran in April.

### 3.4 Learning and Development plan

A number of training events for employees ran in February, March and April including a Smoking Cessation workshop, Presentation Skills, Excel level 2, Letter and Report Writing, and Modules 2 and 3 of the HCPC Management Development Programme.

### 3.5 Partner Training February - April 2016

Role	Date	No attended
Reg. Appeals	5 <sup>th</sup> February 2016	14
Panel Member	3 <sup>rd</sup> March 2016	5

#### Refresher training

Role	Date	No attended
Panel Member	26 <sup>th</sup> February 2016	8

Other than the training courses listed above, the main activity during the past 3 months has been to schedule and invite attendees to 12 partner refresher training events that will be taking place during the remainder of the calendar year.

## **4 Strategic objective 3** “Encourage high performance”

### **4.1 Coaching delivery plan**

Following a commitment by the EMT to develop coaching management styles in the organisation, a coaching delivery plan has been developed. The plan includes coaching masterclasses and workshops, sessions from external speakers and a range of intranet resources. A coaching skills refresher session ran in March, introduced by members of the EMT, and Module 3 of the Management Development programme focussed on coaching skills.

### **4.2 Annual Performance development reviews**

All Annual Performance Development Reviews (appraisals) for employees for financial year 2015-2016 have now been completed. The HR team is in the process of analysing learning and development needs identified in APDR forms.

### **4.3 Panel member self-assessment for agreement renewals**

Panel members and chairs undergo a formal self-assessment exercise which they must complete to the required standard to demonstrate their suitability to be offered a renewal of their Partner Services Agreement for a further fixed term.

45 Panel Members underwent this self-assessment process in March. Of these 45, only 28 panel members demonstrated the competencies required to a sufficient standard to merit renewal of their agreements. 17 panel members failed the exercise and their agreements will not be renewed. This was an unusually high failure rate for the self-assessment process, in which the normal pass rate is over 90%. However the same information, timescales and support was provided to partners as for all previous self-assessments and the same standards of assessment were applied by the panel. There were no significant differences in the demographic characteristics of the group that passed and the group that failed. Pass rates for these exercises will continue to be kept under review.

## **5 Strategic Objective 5**

**“Encourage a positive organisational culture”**

### **5.1 All employee survey**

Following a procurement exercise a supplier had been appointed to deliver the HCPC’s employee engagement survey. The HR and Communications teams have been working with the supplier to plan and design the survey, including seeking employee input into the areas that the survey should cover. The survey will run in May and results will be made available to all employees and to the Council over the summer. Planning of any necessary follow up action will involve further input from employees.

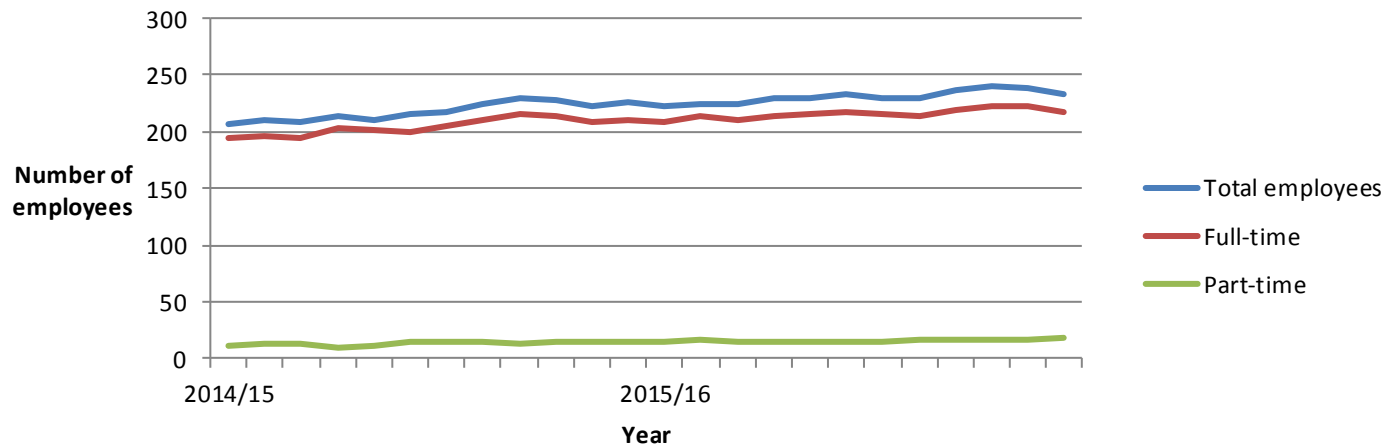
## **6 Strategic Objective 6**

**“Reward people according to their contribution”**

### **6.1 Annual pay review**

Work relating to management of the annual pay review was completed in March. All employees have been informed of the outcome and changes to pay have been implemented.

## Employee numbers



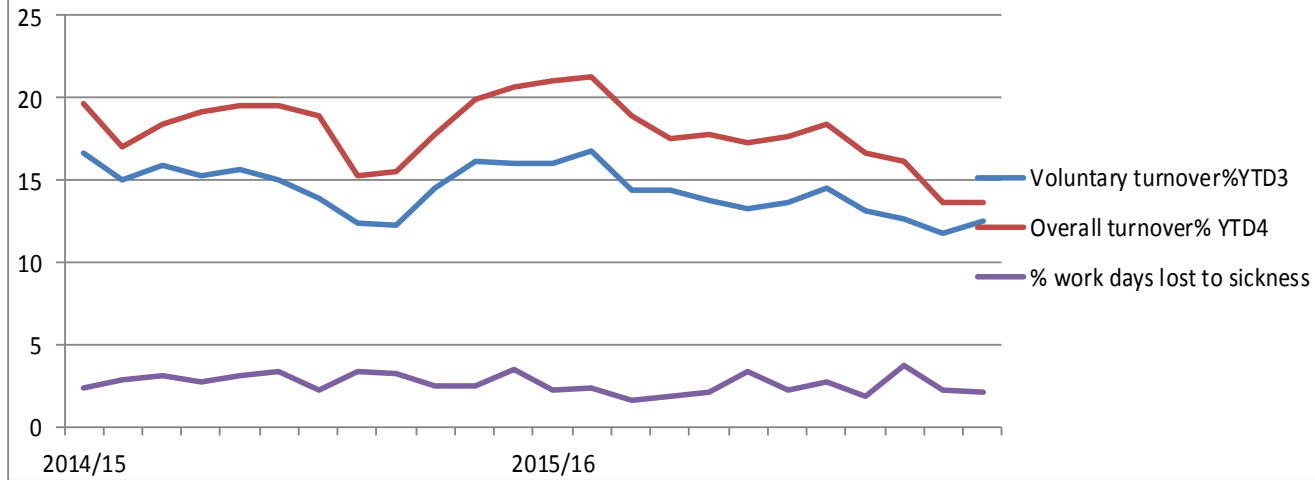
	2014/15												2015/16												11/12	12/13	13/14	14/15	15/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	YTD
<b>EMPLOYEES</b>																													
Budgeted employees	248	248	248	248	248	248	248	248	248	248	248	248	255	255	255	255	255	255	255	255	255	255	255	255	148	186	204	248	255
<b>Total employees</b>	<b>207</b>	<b>210</b>	<b>208</b>	<b>213</b>	<b>211</b>	<b>215</b>	<b>218</b>	<b>225</b>	<b>229</b>	<b>228</b>	<b>223</b>	<b>226</b>	<b>223</b>	<b>224</b>	<b>225</b>	<b>229</b>	<b>230</b>	<b>233</b>	<b>230</b>	<b>230</b>	<b>236</b>	<b>240</b>	<b>239</b>	<b>234</b>	<b>153</b>	<b>179</b>	<b>204</b>	<b>226</b>	<b>234</b>
Full-time	195	197	195	203	201	200	205	211	216	213	208	211	208	214	210	214	215	218	215	213	219	223	222	217	143	173	194	211	217
Part-time	12	13	13	10	11	15	14	14	13	15	15	15	15	16	15	15	15	15	15	17	17	17	17	19	10	7	10	15	19
Flexible working*													-	-	-	-	-	-	45	40	38	46	41	41					<b>41</b>
FTE	203	207	205	211	209	212	215	222	226	225	220	223	220	227	222	226	227	230	227	225	232	237	235	230	151	<b>178</b>	<b>194</b>	<b>223</b>	<b>230</b>
Permanent	197	201	198	200	203	206	208	215	218	217	214	220	217	221	220	226	226	228	226	226	232	235	234	229	142	174	194	220	229
Maternity/paternity leave	13	9	9	9	7	9	8	6	6	5	5	5	5	6	9	10	8	5	5	6	4	3	4	3	3	6	10	5	3
Fixed-Term Contracts	9	9	10	13	8	9	10	10	11	11	9	6	6	3	5	3	4	5	4	4	5	5	5	5	11	5	10	6	5
Starters (permanent)	2	3	3	6	2	4	4	8	2	5	1	4	3	7	5	7	1	1	3	8	3	4	1	1	4	86	47	44	44
Starters (fixed-term)	0	1	1	4	0	3	1	0	2	6	0	0	0	0	0	0	2	1	0	0	2	0	0	0	24	30	18	18	5

**\*Flexible working**  
**FTE**

Includes flexible working requests separate and in addition to part time working  
Full-time equivalent



## Employee sickness absence & turnover



	2014/15												2015/16												11/12	12/13	13/14	14/15	15/16
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	YTD
<b>Voluntary resignations<sup>1</sup></b>	0	0	5	2	4	3	2	1	4	5	7	2	0	2	0	2	3	2	3	3	1	4	5	4	13	24	33	35	29
Compulsory leavers <sup>2</sup>	0	1	1	3	0	0	0	0	1	0	2	2	1	0	1	0	2	0	0	0	0	0	0	0	6	2	6	10	4
Total leavers (vol. & comp.)	0	1	6	5	4	3	2	1	5	5	9	4	1	2	1	2	5	2	3	3	1	4	5	4	19	26	39	45	33
<b>Voluntary turnover%YTD<sup>3</sup></b>	<b>17</b>	<b>15</b>	<b>16</b>	<b>15</b>	<b>16</b>	<b>15</b>	<b>14</b>	<b>12</b>	<b>12</b>	<b>14</b>	<b>16</b>	<b>16</b>	16	17	14	14	14	13	14	15	13	13	12	13	<b>9</b>	<b>14</b>	<b>17</b>	<b>16</b>	<b>13</b>
Overall turnover% YTD <sup>4</sup>	20	17	18	19	20	20	19	15	16	18	20	21	21	21	19	17	18	17	18	18	17	16	14	14	13	16	20	21	15
Agency days	145	277	222	269	279	413	507	273	118	260	262	380	292	292	337	340	192	319	361	409	219	236	277	410	568	6053	2062	3403	3684
% work days lost to sickness	2	3	3	3	3	3	2	3	3	3	2	3	2	2	2	2	2	3	2	3	2	4	2	2	2	5	2	3	2
Average sick-days YTD	6	6	7	6	6	7	7	7	7	7	7	7	7	7	7	7	6	6	6	6	6	6	6	6	6	9	7	7	6
<b>Sick-days</b>	99	126	138	124	136	154	104	157	141	120	113	163	100	107	78	97	97	154	102	134	80	181	109	108	819	2370	1227	1576	1346
Occ. Health Referrals	1	5	0	3	2	2	4	1	3	2	3	3	0	0	0	4	2	6	3	2	1	2	3	0	15	47	12	29	23

<sup>1</sup> **Voluntary Resignations:** Includes resignations of permanent employees, or resignations of fixed term employees prior to the end of their contract

<sup>2</sup> **Compulsory Leavers:** Records leavers except for resignations. Includes expiries of fixed term contracts, redundancies, dismissals,

<sup>3</sup> **Voluntary Turnover YTD:** Shows the year to date turnover percentage (last twelve months) for resignations only

<sup>4</sup> **Overall Turnover:** Shows the year to date turnover (last twelve months) for all leavers - voluntary and compulsory

**FTE** Full-time equivalent

**YTD** Year to Date

**FYE** Final Year End

Partner roles - Numbers

Panel Members	2014			2015									2016									10/11	12/13	13/14	14/15	15/16			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE
Arts therapists	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	9	6	7	7	8
Biomedical scientists	12	11	11	11	11	12	12	12	11	11	11	11	11	11	11	7	7	7	6	6	6	7	8	8	12	9	12	11	12
Chirops & podiatrists	11	11	11	11	12	12	12	12	12	12	12	12	12	12	12	10	10	10	10	10	10	9	10	10	12	11	11	12	12
Clinical scientists	13	13	13	13	10	12	12	12	12	12	12	12	12	12	12	10	10	10	10	10	10	10	10	10	18	12	13	12	12
Dietitians	8	8	8	8	10	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
Hearing aid dispensers	6	6	6	6	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	9	9	6	8	9
Occupational therapists	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	10	10	10	10	10	10	13	13	12	10	10	12	12	12
Operating Dept Practitioner	12	12	12	12	10	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	10	10	10	8	13	12	9	12
Orthoptists	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	6	5	5	4	4
Paramedics	20	20	20	20	21	22	23	22	22	22	22	22	22	22	22	20	19	19	18	18	18	17	18	18	15	20	20	22	20
Physiotherapists	16	16	16	16	15	15	15	15	15	15	15	15	15	15	15	15	14	14	14	14	14	14	14	14	25	24	16	15	16
Practitioner psychologists	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	24	24	24	23	23	23	23	23	23	28	29	26	26	26
Prosthetists & Orthotists	5	5	5	5	4	6	6	6	6	6	6	6	5	4	4	4	4	4	3	3	3	2	3	3	3	5	5	6	5
Radiographers	16	16	16	16	16	16	16	16	15	15	15	15	15	15	15	11	11	11	11	11	11	12	12	12	15	14	16	15	16
Social workers	30	30	30	30	30	29	29	29	29	29	29	29	29	29	29	29	28	28	28	28	28	27	28	28		34	30	29	29
Speech/ Language Ther	13	13	13	13	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	11	12	12	9	15	13	12	12	
Lay members	55	53	53	53	60	60	58	57	58	58	58	58	56	56	56	46	46	46	44	44	44	45	44	43	50	57	55	58	55
<b>Total</b>	<b>267</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>268</b>	<b>271</b>	<b>269</b>	<b>267</b>	<b>265</b>	<b>265</b>	<b>266</b>	<b>266</b>	<b>263</b>	<b>262</b>	<b>262</b>	<b>233</b>	<b>230</b>	<b>230</b>	<b>224</b>	<b>224</b>	<b>224</b>	<b>226</b>	<b>231</b>	<b>229</b>	<b>237</b>	<b>281</b>	<b>267</b>	<b>266</b>	<b>268</b>
Visitors																									FYE	FYE	FYE	FYE	FYE
Arts therapists	10	9	9	9	9	9	9	9	9	9	11	11	10	10	10	11	11	11	11	11	11	12	12	12	13	12	11	11	10
Biomedical scientists	9	9	9	9	9	9	9	8	8	8	8	8	8	8	8	10	10	10	10	10	10	11	11	11	12	11	8	8	9
Chirops & podiatrists	11	11	11	11	11	11	11	11	11	11	11	12	12	12	12	13	13	13	12	12	12	15	15	15	9	11	11	12	12
Clinical scientists	8	8	8	8	8	8	8	8	8	8	11	12	12	12	12	12	9	9	8	8	8	7	8	9	6	6	14	12	7
Dietitians	8	8	8	8	8	6	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	9	8	8	7	8
Hearing aid dispensers	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	4	4	5	5
Independent Prescribers	9	9	9	9	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8			9	8	8
Occupational therapists	12	12	12	12	11	11	11	11	11	11	14	13	13	13	13	13	13	13	13	13	13	13	13	13	12	13	13	13	13
Operating Dept Practitioner	10	10	10	10	9	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	7	7	7	10	10	10	8	10
Orthoptists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	4	4	4	4	4
Paramedics	13	13	13	13	12	10	9	9	9	9	12	13	13	13	13	13	13	13	13	13	13	12	13	13	15	16	14	13	12
Physiotherapists	13	13	13	13	13	13	13	12	12	12	12	12	12	12	12	12	12	11	11	11	11	11	11	11	13	15	13	12	12
Practitioner psychologists	27	27	27	27	26	26	26	26	26	26	26	25	24	24	24	26	26	26	25	25	25	29	29	29	30	31	27	25	26
Prosthetists & orthotists	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	2	2	4	3	4
Radiographers	18	18	18	18	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	16	16	16	15	16	17	17	18
Social workers/ AMHP	28	28	28	28	27	27	27	27	27	27	30	31	31	31	31	31	30	30	28	28	28	28	29	29			28	31	31
Speech/ Language Ther	10	10	10	10	9	8	8	8	8	8	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	10	10	9	10
Lay members	3	3	3	3	0	17	17	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	17	4	4	4	16	16
<b>Total</b>	<b>202</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>190</b>	<b>201</b>	<b>200</b>	<b>198</b>	<b>197</b>	<b>197</b>	<b>212</b>	<b>214</b>	<b>212</b>	<b>212</b>	<b>212</b>	<b>217</b>	<b>213</b>	<b>213</b>	<b>207</b>	<b>207</b>	<b>207</b>	<b>213</b>	<b>216</b>	<b>218</b>	<b>166</b>	<b>173</b>	<b>209</b>	<b>214</b>	<b>215</b>

Registration Assessors	2014												2015												2016												10/11	12/13	13/14	14/15	15/16
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	FYE	FYE
Arts therapists	6	5	5	5	4	4	4	4	5	5	5	5	5	5	7	7	7	7	7	7	7	7	7	7	5	5	7	7	7	7	7	7	7	7	7	7	6	6	6	6	5
Biomedical scientists	13	13	13	13	12	12	12	12	11	11	11	11	10	10	10	10	10	10	9	9	9	9	9	9	10	10	10	10	10	10	9	9	9	9	9	9	15	15	14	13	10
Chirops & podiatrists	5	5	5	5	3	3	3	3	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	6	6	5	5	5
Clinical scientists	22	22	22	22	22	22	22	22	27	27	30	30	30	30	30	30	30	30	30	30	30	29	29	29	30	30	30	30	30	30	30	30	29	29	29	21	25	25	22	25	
Dietitians	7	7	7	7	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	7	7	7	7	7
Hearing aid dispensers	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Occupational therapists	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Operating Dept Practitioner	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	5	4	4	4	4
Orthoptists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	4	4	4	3	3	3	3	3	3	3	3	3	5	5	5	4	5
Paramedics	9	9	9	9	5	5	6	6	13	22	22	23	22	22	21	21	21	21	20	20	20	12	12	13	22	22	21	21	21	20	20	20	12	12	13	11	11	9	9	9	
Physiotherapists	17	17	17	17	17	17	17	17	17	17	17	17	17	17	18	18	18	18	17	17	17	18	17	17	17	17	18	18	18	17	17	17	18	17	17	21	20	20	17	17	
Practitioner psychologists	27	27	27	27	27	27	26	26	25	25	25	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	30	30	27	25
Prosthetists & orthotists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Radiographers	15	15	15	15	15	15	15	15	14	14	14	14	14	14	16	16	16	16	16	16	16	16	16	16	14	14	16	16	16	16	16	16	16	16	16	16	15	15	15	15	
Social workers	21	21	21	21	21	21	21	21	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20			21	21	20
Speech/ Language Ther	9	9	9	9	9	9	9	9	9	9	9	9	9	9	10	10	10	10	10	10	10	10	9	9	9	9	10	10	10	10	10	10	10	9	9	11	11	10	9	9	
<b>Total</b>	176	175	175	175	165	164	165	165	176	185	188	188	186	186	191	190	190	190	187	187	187	179	177	178	165	172	188	176	173												
<b>CPD Assessors</b>																									<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>FYE</b>	<b>FYE</b>												
Arts therapists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	4	4	4												
Biomedical scientists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8												
Chirops & Podiatrists	11	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	8	8	8	8	8	8	9	12	11	9	11												
Clinical scientists	0	2	2	2	1	1	1	1	1	1	1	1	0	0	0	0	0	0	4	4	4	4	4	4	0	2	2	0	2												
Dietitians	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3												
Hearing aid dispensers	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2		2	2	2												
Occupational therapists	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	8	8	8	9	10	10	9	10												
Operating Dept Practitioner	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10												
Orthoptists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2												
Paramedics	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	5	5	7												
Physiotherapists	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	10	10	10	10	10	10	11	12	11	11	11												
Practitioner psychologists	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8			7	8												
Prosthetists & orthotists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2												
Radiographers	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	8	9	9	9	9	9	9	9												
Reg Appeals Panel Member																						8	24	29																	
Social workers									17	17	17	17	18	18	18	18	18	18	18	18	18	18	18	18	18			18	18												
Speech/ Language Ther	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3												
<b>Total</b>	89	90	90	90	88	88	106	105	105	105	106	106	105	105	105	104	104	104	106	106	106	111	129	134	81	79	89	105	110												
<b>Legal Assessors</b>	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	37	37	37	37	37	37	37	37	37	20	20	42	38	38												
Panel Chair	29	29	29	29	38	39	40	38	37	37	37	37	37	37	37	35	35	35	34	34	34	34	33	33	19	19	29	29	37												
<b>Total Number of Roles</b>	801	797	797	797	787	801	818	811	818	827	847	849	841	840	845	816	809	809	795	795	795	808	834	841	688	744	824	828	841												