

Agenda Item 8 (i)

Enclosure 4

**Health and Care Professions Council
04 July 2018**

**Chief Executive's report – performance
reporting and KPIs**

For discussion

**From Marc Seale, Chief Executive and
Registrar**

Chief Executive's report – 4 July 2018

1. Meetings attended

- A list of the meetings the Chief Executive has attended since the last Council meeting is attached.

2. Key areas to highlight to the Council

- The following are the key areas of organisational performance that I wish to bring to the Council's attention.

Financial performance year to date

- For the 2 months to 31 May 2018, total income was £5.6m, which is £39k / 0.7% more than the budget.
- Total expenditure was £6m, £842k / 12% less than budget. Expenditure in the first few months of the year is normally affected by the reversal of accruals made for the previous year end, so a clear pattern does not emerge until month 3 or later. A number of underspends are due to timing differences.
- Operating results for the 2 months to 31 May 2018 was a deficit of £664k, including depreciation and bank interest receivable, compared to £1.3m deficit per budget.
- The cash balance as at 31 May 2018 was £14.8m, £16k more than in the budget. Deferred income balance was £18.4m, £176k more than budget.

Fitness to practise (FTP) improvement and performance

The following have been completed or initiated since the May Council meeting:

- Capsticks LLP have been appointed to progress some of our oldest and more complex cases as part of the case progression plan presented to Council in March. The transfer of cases has commenced.
- An additional case progression team has been established within the Case Reception and Triage function as part of the case progression plan.
- The review of role competencies, skills, knowledge and behaviours has started, with the analysis of the time taken to complete specific case tasks.

- The review of the Standard of Acceptance policy has been completed, with a proposed approach being brought to Council for consideration in July.
- In terms of performance, the number of new FTP concerns continues to be above forecast levels (8%). This has contributed to the increase in the number of open cases in the pre-investigating committee stage. The number of open cases in the post-ICP stage continue to decrease in line with expectations.
- The Case Progression Plan endorsed by Council in March 2018 is now being implemented. It provides additional resource within the Case Reception and Triage team as well as the outsourcing of some of the more older cases. The impact of these is being monitored closely. The steps taken to ensure the correct application of the Standard of Acceptance (SOA) are becoming embedded practice and we are beginning to see some recovery to the volume of cases that the SOA is applied to and are closed as a result. Similarly, we are seeing a recovery in the number of cases that have allegations drafted and will be ready to progress to an Investigating Committee Panel.

Professional Standards Authority (PSA) performance review

- Following a review of the PSA's draft performance report, we made minimal changes to the draft and expect the final report to be published early July.

Registration Transformation and Improvement project (CPD)

- The final code quality review improvements, noted to Council in the Chief Executive's report of May 2018, have been undertaken and tested. We are deploying into a pre-production environment, in preparation of going live following regression testing. We anticipate we will launch the CPD Online Service with a select number of chiropractors/podiatrists.

186 Kennington Park Road building works

- We received the certificate of practical completion on 14 June and now have full access. Minor works will continue until the end of week beginning 1 July as well as any ongoing "snagging". The Reception and Education team moved into the new building from 18 June and the IT department moved on 25 June.

3. Updates

Joint letter to the Scottish Cabinet Secretary for Health, Shona Robison

- There is currently uncertainty surrounding the Mutual Recognition of Professional Qualifications (MRPQ) Directive 2005/36/EC and whether it will continue or in what form following the UK's exit from the EU. The HCPC, alongside the General Pharmaceutical Council and the General Dental Council, responded to a letter from the Scottish Cabinet Secretary affirming our continued commitment to working with both the Scottish Government and the UK Government on this issue.

PSA's Standards of Good Regulation consultation

- The PSA has published a second consultation as part of their review of the Standards of Good Regulation. The first took place last year and informed the new proposed draft standards. This second consultation is seeking feedback to these detailed proposals. The PSA are proposing to adopt five groups of Standards instead of the existing four, and reduce the number of Standards within each group. The draft Standards include a new group of General Standards covering governance and behaviours that affect performance. We will be responding to the consultation, which closes on 10 September 2018.

PSA 'Lessons Learned Review' into the NMC's handling of concerns about midwives' fitness to practise at the Furness General Hospital.

- On 16 May, the PSA published its 'Lessons Learned Review'. The report provides a narrative about the key cases examined and an analysis of the NMC's approach to the cases and families. It also sets out key lessons that have been learned, or are to be learned. These include, for example, issues like record-keeping, the investigation and analysis of complaints as well as the importance of working with other investigators and regulators. The PSA specifically highlighted the importance of engaging with service users and their families and the need to improve public confidence through transparency. We are currently conducting a review of the report and will present a paper to Council in September 2018.

The Professor Sir Norman Williams Review

- The Secretary of State for Health and Social Care commissioned Professor Sir Norman Williams to conduct a rapid policy review into issues relating to gross negligence manslaughter (GNM) in healthcare. In his final report, published on 11 June, Sir Norman made a number of recommendations that the Secretary of State accepted in full. Some of these will have an impact on professional regulators. We are currently reviewing the report and will provide Council with a paper for consideration in September 2018.

Social Work England

- Colum Conway, currently Chief Executive of the Northern Ireland Social Care Council, has been appointed as the Chief Executive of Social Work England. Recruitment to other senior executive and non-executive posts is also underway. At the beginning of June, the Government published their response to the policy consultation on the regulatory framework which will establish Social Work England. At the same time, regulations were laid that, subject to parliamentary approval, will enable Social Work England to operate. We anticipate they will be debated before the summer recess.

Chief Executive – Marc Seale

Period covering 25 May – 5 July

Association for Clinical Biochemistry & Labour Medicine President's Reception and Conference Banquet, Manchester	7 June
Department of Health and Department for Education Transition of social works regulation, HCPC	13 June
Health Education National Strategic Exchange London	20 June
Northern Ireland Social Care Council Colum Conway, Chief Executive	20 June
Westminster Health Forum London	21 June
Health Education Improvement Wales, Julie Rogers, Deputy CEO and Dr Chris Jones, Interim Chair, Wales	22 June
Healthcare Technology Innovation & Strategy Division, Welsh Government, Ruth Crowder, Chief Therapies Advisor and Rob Orford Chief Scientific Advisor for Health, Wales	22 June
Occupational Therapy Board of New Zealand Andrew Charnock, Chief Executive and Registrar, HCPC	27 June
Meet the HCPC Aberdeen	28 June
CORU – Regulating Health and Social Care Professionals Dublin	2 July
National celebration for the 70th anniversary of the foundation of the NHS York	5 July

Council meeting, 4 July 2018

Key Performance Indicators

Key performance indicators dashboard

TIMELINESS

Link to Strategic Priorities	Fitness to Practise: length of time from receipt to Investigating Panel (ICP)												
	Measure: Median time from receipt of allegation to ICP: 33 weeks (8 months)												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Weeks	58	54										
	Months	13.4	12.5										
	Fitness to practise: length of time from ICP to conclusion (Final Hearing)												
	Measure: Median time from ICP to Final Hearing: 39 weeks												
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Weeks	54	58										
	Months	12	14										
	Fitness to Practise: length of time from receipt to conclusion (Final Hearing)												
	Measure: Median time from receipt to Final Hearing: 73 weeks (17 months)												
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Weeks	85	105										
Months	20	24											
Fitness to Practise: length of time of interim order cases from receipt to decision													
Measure: Median time from receipt to decision: 16 weeks													
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	
Weeks	16	17											
Months	4	4											

	Registration: processing time for UK graduates												
	Measure: Median time for processing: 10 working days												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Working days	5	4										
	Registration: Processing time for International applications (European Mutual Recognition)												
	Measure: Median time for processing: 60 working days												
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Working days	55	56										
	Registration: processing time for International applications (Non-European Mutual Recognition)												
	Measure: Median time for processing: 60 working days												
		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Working days	51	51										

	Education: length of time for approvals process												
	Measure: Median time for processing approval cases from receipt to decision: 9 months												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Months	10	10										

FINANCE AND RESOURCES

Link to Strategic priorities	Finance: performance against budgeted operating and capital expenditure												
	Measure: Target range: 97.5% to 102.5% of budget												
Strategic priority 3	(,000)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	YTD Actual	3,609	7,046										
	YTD Budget	4,271	7,645										
	YTD Variance	662	599										
	Actual as % of budget	85%	92%										

	Human Resources: employee voluntary turnover												
	Measure: n/a (23% UK national average, Xpert HR labour turnover rates, published 2 October 2017)												
Strategic priority 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Turnover	27%	28%										

QUALITY

	Fitness to Practise: appeals against decisions												
	Measure: n/a												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Number of appeals	1	1										

	Registration: number of upheld appeals against registration decisions												
	Measure: n/a												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Number concluded	5	6										
	Number of upheld appeals	3	3										
	Upheld, no new info	0	0										

INFORMATION TECHNOLOGY

	Information technology: availability of HCPC corporate websites												
	Measure: 99.5% availability												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Availability	100.0%	100.0%										

Strategic priority 1: Improve our performance to achieve the PSA's Standards of Good Regulation

Strategic priority 3: Ensure the organisation is fit for the future and is agile in anticipating and adapting to changes in the external environment

Key performance indicators commentary

Education

Around a third of all cases included within this period (April and May) required a second response to meet outstanding conditions. This proportion, along with the timing of Education and Training Panels is the most likely contributor to this outcome which is slightly above the target timescale of 9 months.

Fitness to Practise

Length of time from receipt to ICP

We are focusing on this part of the process as part of the FTP Improvement Plan, and the Council approved Case Progression Strategy work has started. Cases have been allocated to an external provider, with a view to getting the cases to an ICP sooner. We will be evaluating this over the summer, and reporting back to Council in September. Whilst our intervention strategies are intended to improve performance against this KPI, our projections suggest that it will remain unmet for the first six months of this budget year, due to the numbers of cases already in the system.

ICP to conclusion of final hearing

This variance is because a number of cases require return to the ICP when new matters emerge during the legal investigation. There are a number of reasons for this, including the quality of our allegations, or the quality of information provided by the complainant at the start of the case. We have been concentrating on the conclusion of these cases as part of our overall length of time work. We expect that this situation will continue for the next 3 months.

Receipt to conclusion at final hearing

This variance is because the combination of cases that have spent longer in the pre-ICP stage of the process, and those with an adjournment contribute to this performance figure. We have established systems to ensure that cases that are investigated by our external lawyers return to us within the service level agreement timescales, and that we schedule cases as quickly as possible. The number of adjourned cases without a final hearing resuming date has fallen from over 100 to 12 in the last year. As these older cases conclude, the monthly performance will be outside the KPI, but the age of the remaining cases in the system will fall. We anticipate that this will be the case for the first six months of this budget year.

Interim Order cases from receipt to decision

We are looking at ways of expediting interim order cases, and have established a streaming protocol between the Case Reception and Triage team, and the Case Preparation and Conclusion team. This will assist in greater resource being available to expedite these important cases. We are looking at the resources required to manage and review interim order cases as part of the FTP Improvement Plan.

Finance

Larger underspend in April as, at the beginning of the financial year, annual accruals done at the end of last year are released out to income and expenditure statement. This will distort the actual figure.

Council meeting, 4 July 2018

Performance report

April and May 2018

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Education

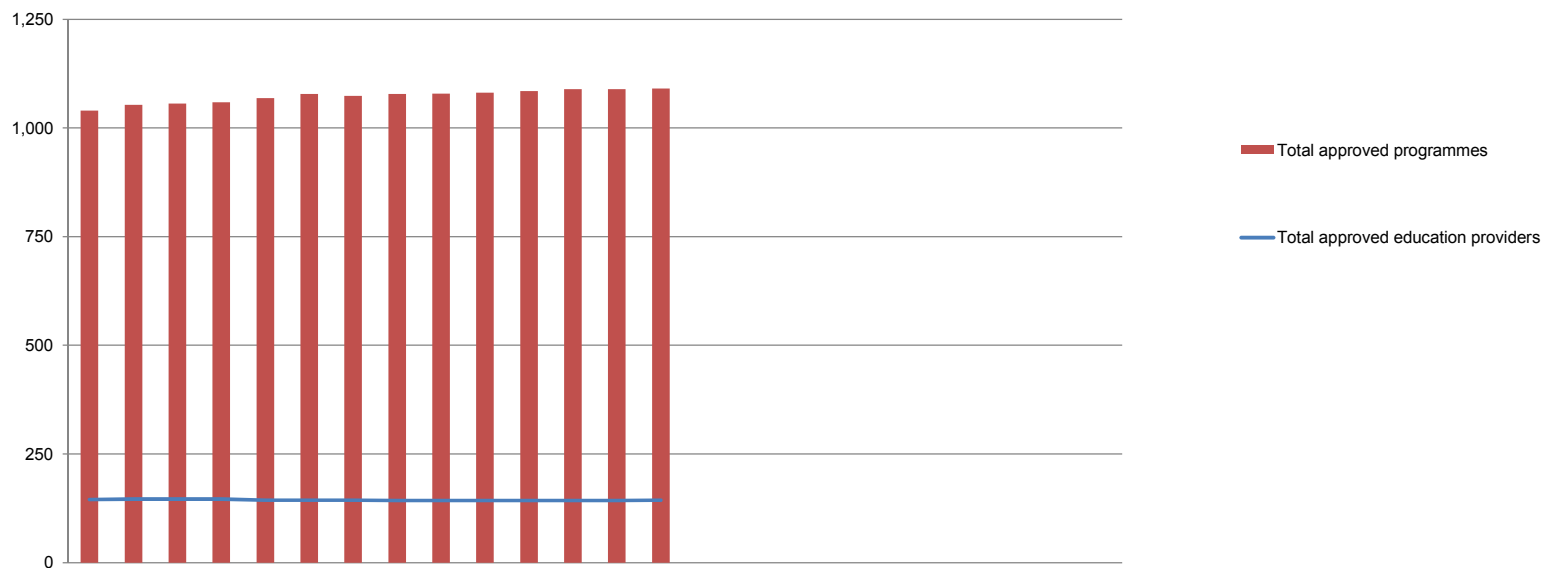
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Education: Overview of the work of department

- Approval activity
 - Completed visits for 20 cases YTD
 - Scheduled visits for 48 cases to the end of the FY
 - Unconfirmed visits in progress of being scheduled for additional 4 cases
 - 72 cases in total combining completed, scheduled and in progress approval work
 - With 3 months left to schedule, we are on likely to meet and exceed forecast case amount for FY (81)
- Many of these cases are new provision linked to degree apprenticeships and commissioning changes for allied health profession education in England. We are also visiting post-registration programmes providing annotations for orthoptist exemptions, independent prescribing and podiatrists practising podiatric surgery. Resourcing levels are being monitored and some months are already at capacity so provider requests are being pushed back.
- We have successfully recruited two replacement Education Officers, and also secured an additional Officer on a fixed-term basis (12 months). We will be recruiting over the summer for a replacement Education Administrator.
- The scope of the final 2018-19 work plan has been developed with this higher caseload and planned headcount in mind. Resources have been prioritised to ensure day-to-day operation of the approval and monitoring processes, with project based activity focused around key deliverables in the areas of process and service improvement, communications and stakeholder work.

Number of approved programmes, by profession April 2017 - March 2019

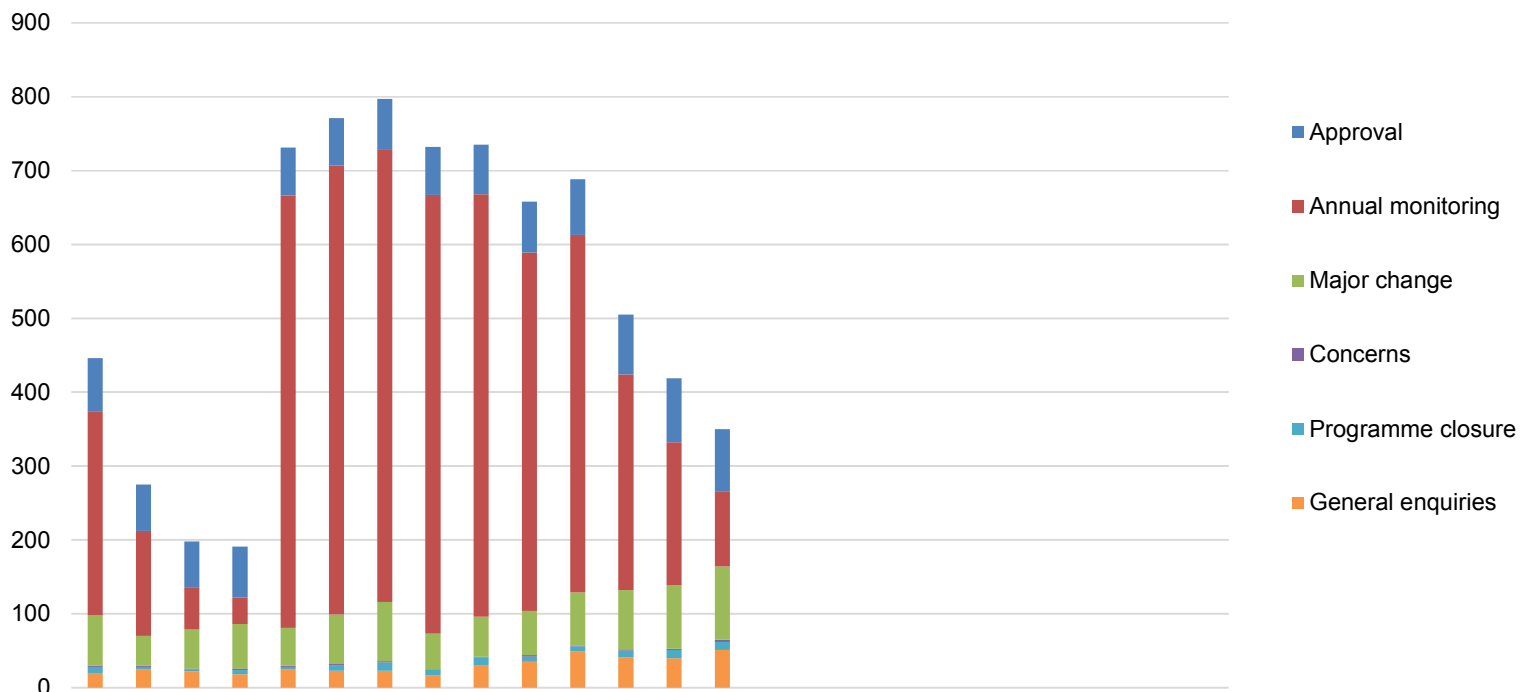


Profession/entitlement	2017			2018												2019									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Arts therapists	28	28	28	28	28	28	28	28	28	28	28	28	28	29											
Biomedical scientists	60	60	60	60	64	64	64	64	64	64	64	64	64	64											
Chiroprodists/ Podiatrists	17	17	17	18	18	19	19	19	19	19	19	19	19	19											
Clinical scientists	3	3	3	3	3	3	3	3	4	4	4	4	4	4											
Dietitians	32	32	32	32	33	33	33	34	34	35	35	35	35	35											
Hearing aid dispensers	18	18	18	18	18	18	18	19	18	18	18	18	18	18											
Occupational therapists	68	72	72	72	72	71	71	71	72	73	73	73	73	73											
Operating Department Practitioners	34	33	33	34	36	36	36	37	37	37	37	37	37	37											
Orthoptists	3	3	3	3	3	3	3	3	3	3	3	3	3	3											
Paramedics	73	74	75	75	76	74	74	74	72	75	75	76	76	77											
Physiotherapists	72	76	76	76	75	75	75	77	78	78	78	78	79	79											
Practitioner psychologists	102	106	104	104	104	108	107	103	103	105	109	109	109	109											
Prosthetists/Orthotists	2	2	2	2	2	2	2	2	2	2	2	2	2	2											
Radiographers	54	54	54	55	57	57	57	58	58	58	58	58	58	56											
Social workers in England	252	252	254	254	251	252	251	254	255	253	251	253	253	253											
Speech and language therapists	34	35	35	35	36	39	39	40	40	40	40	42	42	45											
Prescription only medicine - administration	4	4	4	4	4	5	5	4	4	4	4	4	4	3											
Prescription only medicine - sale / supply (CH)	6	6	6	6	6	7	6	5	5	5	5	5	5	5											
Prescription only medicine - sale / supply (OR)																									
Supplementary prescribing	51	51	50	50	50	50	50	50	50	49	49	49	49	49											
Independent prescribing	95	95	95	95	98	98	98	98	98	96	98	97	96	96											
Approved mental health professionals	32	32	33	33	33	34	33	33	33	33	33	33	33	33											
Podiatric surgery			2	2	2	2	2	2	2	2	2	2	2	2											
Total approved programmes	1,040	1,053	1,056	1,059	1,069	1,078	1,074	1,078	1,079	1,081	1,085	1,089	1,089	1,091											
Total approved education providers	145	146	146	146	144	144	143	143	143	143	143	143	143	144											

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
FYE	FYE	FYE	FYE	FYE	FYE	YTD
29	30	28	31	28	28	29
60	57	55	65	64	64	64
18	17	16	20	19	19	19
3	3	3	3	4	4	4
32	32	32	32	35	35	35
15	18	20	22	18	18	18
73	70	69	70	73	73	73
35	34	34	38	37	37	37
3	3	3	3	3	3	3
50	49	53	77	76	76	77
65	69	69	71	78	78	79
91	91	93	102	109	109	109
3	3	3	2	2	2	2
53	51	50	51	58	58	56
231	223	221	242	253	253	253
31	30	31	34	42	42	45
4	4	4	4	4	4	3
9	10	9	8	5	5	5
77	62	59	53	49	49	49
	86	89	93	97	97	96
27	26	26	34	33	33	33
					2	2
909	968	967	1,055	1,087	1,089	1,091
150	151	143	150	145	143	144

CH = Chiroprodists / podiatrists
OR = Orthoptists

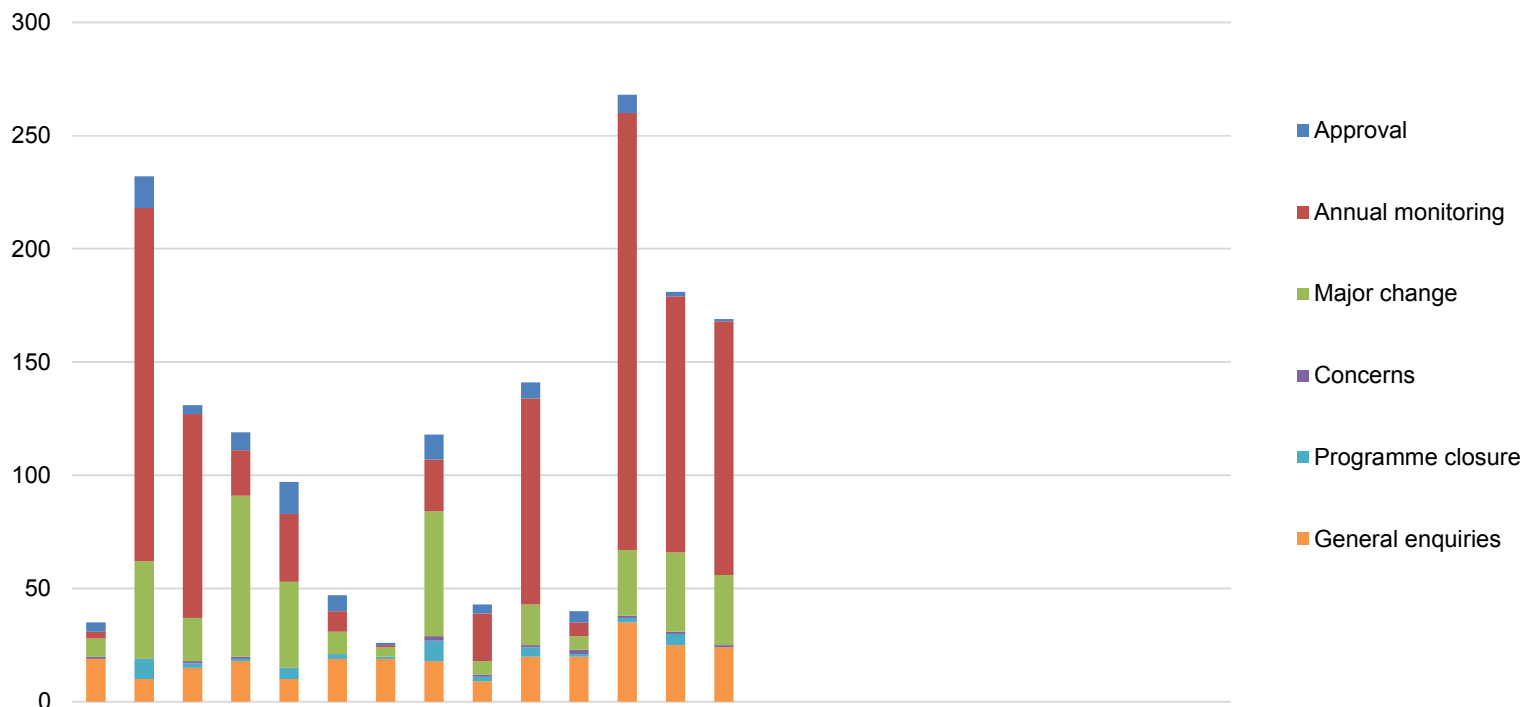
Overview of workload, Number of active cases, April 2017 - March 2019



Work area	2017			2018												2019									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Approval	72	63	62	69	65	64	68	65	67	69	75	81	87	84											
Annual monitoring	276	142	57	36	585	608	613	594	572	485	484	292	193	102											
Major change	68	40	53	60	51	67	80	48	54	60	72	80	86	99											
Concerns	2	2	1	2	2	2	2	0	1	2	1	2	2	3											
Programme closure	9	3	3	6	3	7	11	8	11	7	7	9	11	11											
General enquiries	19	25	22	18	25	23	23	17	30	35	49	41	40	51											
Total	446	275	198	191	731	771	797	732	735	658	688	505	419	350											

2016/17	2017/18	2018/19
FYE	FYE	YTD
70	81	84
283	292	102
57	80	99
3	2	3
8	9	11
31	41	51
452	505	350

Overview of workload, Number of resolved cases, April 2017 - March 2019



Work area	2017			2018												2019									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Approval	4	14	4	8	14	7	1	11	4	7	5	8	2	1											
Annual monitoring	3	156	90	20	30	9	1	23	21	91	6	193	113	112											
Major change	8	43	19	71	38	10	4	55	6	18	6	29	35	31											
Concerns	1	0	1	1	0	0	0	2	1	1	2	1	1	1											
Programme closure	0	9	2	1	5	2	1	9	2	4	1	2	5	0											
General enquiries	19	10	15	18	10	19	19	18	9	20	20	35	25	24											
Total	35	232	131	119	97	47	26	118	43	141	40	268	181	169											

2016/17 FYE	2017/18 FYE	2018/19 YTD
62	87	3
762	643	225
310	307	66
24	10	2
31	38	5
131	212	49
1,320	1,297	350

Finance

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Finance: Overview of work of department

- In the Finance tables, income and expenditure is compared against the budget for 2018-19.
- For the 2 months to 31 May 2018, income is on track, and operating expenditure is £842k / 12% under budget.
- Expenditure in first few months of the year is normally affected by the reversal of accruals made for the previous year end, so a clear pattern does not emerge until month 3 or later.
- The main departmental variances are:
 - Office Services are £128k / 21.9% under budget, this is mainly due to delay in delivering of furniture for 186KPR.
 - Fitness to Practise are £169k / 6.3% under budget, this is partly due to reversal of year end accrual. Timing differences in activities also resulted in reduced needs for legal services, room hire and transcriptions.
 - Major Projects are £83k / 25.2% **over** the Opex budget and £14k / 2% under the Capex budget. This is mainly caused by the 186 KPR project, which total cost (Capex and Opex) is £527k over budget. The budget assumed that cost for this project will spread evenly across the first 4 months of the year. However as the work was already near completion at end of the May, invoice amounts for April and May were higher than anticipated.
 - While the project team recruit to fill vacant posts, a number of small projects are delayed, on top of this phase 2 of the registration transformation project was also yet to commence. This has caused an under spend against budget, which net off with overspend by the 186KPR project.
- Operating result for the 2 months to 31 May 2018 was a deficit of £664k, including depreciation and bank interest receivable, compare to £1.3m deficit per budget.
- At 31 May 2018 cash balance was £14.8m, and deferred income was £18.4m.
- We are seeking to establish a Framework Agreement for the provision of audio recording, transcription and additional services following expiry of the existing contracts. The Framework Agreement would have a panel of four suppliers that will be available to provide the services to the HCPC and potentially to other Regulators.
- Contract signed recently included stakeholders research contract for Policy department and regulatory legal services for Fitness to Practise department.

Variance Commentary					May -18 Comments (Actuals vs 2018-19 Budget)	
Department	Movement YTD	Budget YTD	Forecast Variance	Budget Var %	Variations by Income Type	Variations by Profession
Total Income	5,615,595	5,576,239	39,356	0.7	Favourable variance in international scrutiny fees due to higher level of international applications processed in April and May.	On Target or variance below threshold
EXPENDITURE						
Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Chair	428	2,060	1,632	79.2		On Target or variance below threshold
Chief Executive	49,089	55,436	6,348	11.5	On Target or variance below threshold	On Target or variance below threshold
Council	14,766	29,416	14,649	49.8		On Target or variance below threshold
Communications	180,678	182,251	1,574	0.9	On Target or variance below threshold	On Target or variance below threshold
Education	196,327	221,828	25,501	11.5	On Target or variance below threshold	On Target or variance below threshold
Office Services	456,928	585,089	128,161	21.9	On Target or variance below threshold	<p>£102k underspend in office equipment due to delays in delivery of furniture for 186KPR, ground floor furniture is still to be determined.</p> <p>£13k underspend in catering costs due to consolidation of budget for the organisation in the office services department, actual costs are still going through individual department while the office service team is occupied with the 186KPR project.</p> <p>£13k underspend in building refurbishment costs as the team focus on the 186KPR project.</p>

Department	Movement YTD	Budget YTD	Variance v Forecast	Variance v Forecast %	Variations on Payroll	Variations on Non-payroll
Finance	181,614	173,290	(8,324)	(4.8)	On Target or variance below threshold	On Target or variance below threshold
Fitness to Practise	2,508,637	2,677,145	168,508	6.3	£44k overspend mainly due to use of temporary workers while there are uncertainty surrounding particular positions and with ongoing restructure within the department. High number of temps will cease in July when newly recruited team members are in place.	£80k underspend in public law, this is mainly due to timing difference and reversal of accruals. Standard of Acceptance audit by BDB was originally scheduled to begin in May, this has been rescheduled to start of June. £50k underspend in transcription writers, only 18 out of 54 final hearing concluded have reviewable sanctions and therefore require transcripts. Number of hearing adjourned during the period was also low compared to budget (8 vs 10), this also meant that less transcription were required. £34k underspend in room hire, this is due to less external hearing days held (40 days actual vs 52 days budgeted). Better utilisation of 405 KR over the period also contributed to the underspend. £30k underspend on FTP presentation and preparation costs as the budget included cost for the FTP improvement plan, this will be moved over to major projects department. Actual cost for this has yet to come through. £19k underspend in panel fees, accommodation and subsistence as HCTPS actively block book panel members to sit on multiple cases, therefore less travel and hotel costs as the partners book in advance.
Human Resources	129,117	202,014	72,897	36.1	On Target or variance below threshold	£61k underspend in organisational training, due to alternations to timings of planned events, plus a focus on delivering savings where possible. There has also been a delay in billing for payroll processing fees and no room hire required in the first 2 months of the year.
Human Resources Partners	66,067	86,538	20,471	23.7	On Target or variance below threshold	On Target or variance below threshold
IT Department	350,633	415,533	64,900	15.6	On Target or variance below threshold	£23k underspend in small project costs due to delay in delivery of service in relation to the completion of 186 KPR. Remaining variance is due to phasing difference.

Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Major Projects	410,803	328,106	(82,697)	(25.2)	On Target or variance below threshold	£112k over spend in project costs, this is mainly due to more opex related activities being performed in 186 KPR project. The budget also assumed that costs for the 186 KPR project will evenly spread across 4 months to July 18, whereas work were near completion at end of May, therefore invoice amounts were higher than anticipated. This over spend has been netted off with underspend in other projects.
Operations Office	78,308	135,465	57,156	42.2	Fixed term contractor costs was underspent by £28.7k due to two vacant post not yet filled. £15.7k underspend in permanent costs due to delayed recruiting for two post following resignations.	On Target or variance below threshold
Policy	36,435	102,950	66,515	64.6	On Target or variance below threshold	£49k underspend in research, this is due to delay in signing of the contract with the supplier. The contract has been signed at the end of May, work has commenced.
Registration	562,738	570,057	7,319	1.3	On Target or variance below threshold	On Target or variance below threshold
Secretariat	51,867	42,825	(9,042)	(21.1)	On Target or variance below threshold	On Target or variance below threshold
Depreciation	94,290	142,303	48,012	33.7		Lower depreciation costs due to delay in go live date of phase 1 of the registration transformation project.
PSA levy	924,000	924,000	0	0.0		On Target or variance below threshold
Apprenticeship levy	6,754	8,468	1,714	20.2		On Target or variance below threshold
Total expenditure	6,299,478	6,884,775	585,296	1.7		

Income and Expenditure

31 May 2018

	Period 2	Year to date				Full Year
	Actual	Actual	2018-19 Budget	Variance	Variance %	Budget
Income by Activity						
Graduate Registration Fees	133,377	271,576	278,551	(6,975)	(2.5)	1,804,823
Readmission Fees	20,790	47,385	44,994	2,391	5.3	231,901
Renewal Fees	2,429,446	4,868,755	4,892,753	(23,998)	(0.5)	29,851,092
International Scrutiny Fees	224,180	357,830	270,881	86,949	32.1	1,642,420
UK Scrutiny Fees	29,431	70,049	89,060	(19,011)	(21.3)	978,888
Registration Income	2,837,224	5,615,595	5,576,239	39,356	0.7	34,509,123
Cheque/credit card write offs	0	0	0	0		0
Rental Income - GCC	0	0	0	0		131,250
Total Income	2,837,224	5,615,595	5,576,239	39,356	0.7	34,640,373
Chair	312	428	2,060	1,632	79.2	98,360
Chief Executive	22,681	49,089	55,436	6,348	11.5	308,918
Council & Committee	9,608	14,766	29,416	14,649	49.8	234,546
Communications	96,445	180,678	182,251	1,574	0.9	1,040,924
Education	97,147	196,327	221,828	25,501	11.5	1,217,498
Office Services	269,352	456,928	585,089	128,161	21.9	2,903,029
Finance	64,745	181,614	173,290	(8,324)	(4.8)	719,889
Fitness to Practise	1,347,408	2,508,637	2,677,145	168,508	6.3	15,770,280
Human Resources	81,149	129,117	202,014	72,897	36.1	1,274,235
Human Resources Partners	33,700	66,067	86,538	20,471	23.7	466,295
IT Department	174,925	350,633	415,533	64,900	15.6	2,532,368
Major Projects	277,131	410,803	328,106	(82,697)	(25.2)	1,264,682
Operations Office	40,436	78,308	135,465	57,156	42.2	769,237
Policy	18,828	36,435	102,950	66,515	64.6	415,901
Registration	304,232	562,738	570,057	7,319	1.3	3,493,769
Secretariat	29,615	51,867	42,825	(9,042)	(21.1)	255,351
Depreciation	51,872	94,290	142,303	48,012	33.7	995,747
PSA Levy	0	924,000	924,000	0	0.0	924,000
Apprenticeship Levy	3,945	6,754	8,468	1,714	20.2	50,810
Operating expenditure	2,923,530	6,299,478	6,884,775	585,296	9	34,735,837
Operating surplus/(deficit)	(86,306)	(683,883)	(1,308,535)	624,652		(95,464)
Other income						
Investment Income	10,581	20,220	0	20,220		0
	10,581	20,220	0	20,220		0
Total surplus/(deficit)	(75,724)	(663,663)	(1,308,535)	644,872		(95,464)

Payroll costs

31 May 2018

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance	Variance %	
Chief Executive	18,196	42,751	43,646	896	2.1	236,878
Communications	52,353	105,807	105,461	(346)	(0.3)	632,769
Education	71,703	142,969	151,701	8,732	5.8	923,301
Office Services	29,447	52,216	56,373	4,157	7.4	338,237
Finance	40,319	80,600	81,320	720	0.9	494,919
Fitness to Practise	481,343	907,354	861,856	(45,497)	(5.3)	5,082,844
Human Resources	67,684	112,702	118,543	5,841	4.9	700,055
Human Resources Partners	12,669	25,406	26,170	764	2.9	157,022
IT Department	70,346	141,373	155,942	14,570	9.3	935,654
Major Projects	18,783	31,746	61,216	29,470	48.1	303,411
Operations Office	31,773	69,136	113,565	44,429	39.1	681,387
Policy	15,955	31,977	47,247	15,270	32.3	283,485
Registration	179,525	338,600	342,002	3,402	1.0	2,134,713
Secretariat	22,118	42,424	38,469	(3,955)	(10.3)	230,815
Payroll costs	1,112,214	2,125,061	2,203,513	78,452	3.6	13,135,491

Non-payroll costs

31 May 2018

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance	Variance %	
Chair	312	428	2,060	1,632	79.2	98,360
Chief Executive	4,485	6,338	11,790	5,452	46.2	72,040
Council & Committee	9,608	14,766	29,416	14,649	49.8	234,546
Communications	44,092	74,870	76,790	1,920	2.5	408,155
Education	25,445	53,358	70,127	16,769	23.9	294,196
Facilities Management	239,905	404,712	528,716	124,004	23.5	2,564,792
Finance	24,426	101,014	91,970	(9,044)	(9.8)	224,970
Fitness to Practise	866,064	1,601,284	1,815,289	214,005	11.8	10,687,436
Human Resources	13,464	16,415	83,471	67,055	80.3	574,180
Human Resources Partners	21,030	40,660	60,368	19,707	32.6	309,272
IT Department	104,579	209,260	259,591	50,331	19.4	1,596,713
Major Projects	258,348	379,057	266,890	(112,167)	(42.0)	961,271
Operations Office	8,663	9,173	21,900	12,727	58.1	87,850
Policy	2,873	4,458	55,703	51,245	92.0	132,416
Registration	124,707	224,138	228,055	3,917	1.7	1,359,056
Secretariat	7,497	9,443	4,356	(5,087)	(116.8)	24,536
PSA Levy	0	924,000	924,000	0	0.0	924,000
Apprenticeship Levy	3,945	6,754	8,468	1,714	20.2	50,810
Non-payroll costs	1,759,444	4,080,127	4,538,959	458,832	2.3	20,604,600

Statement of Financial Position

31 May 2018

	Actual Period 2	Budget YTD	Budget 31 March 2019	Actual 31 March 2018
Non-current assets				
Land & buildings, at cost or valuation	5,660,091	5,290,000	5,605,000	4,975,000
Land & buildings depreciation	(8,292)	(7,692)	(48,620)	0
	5,651,799	5,282,308	5,556,380	4,975,000
Computer equipment, at cost	485,059	502,930	592,287	485,059
Computer equipment depreciation	(423,542)	(421,925)	(452,974)	(413,244)
	61,517	81,005	139,313	71,814
Office furniture and equipment, at cost	1,183,115	1,183,115	1,183,115	1,183,115
Office equipment depreciation	(613,436)	(613,431)	(750,421)	(586,033)
	569,679	569,684	432,694	597,082
Intangible assets	7,587,257	7,970,679	9,628,493	7,525,603
Intangible depreciation	(6,004,640)	(6,054,875)	(6,699,352)	(5,956,342)
	1,582,617	1,915,804	2,929,141	1,569,261
Total non-current assets	7,865,612	7,848,802	9,057,528	7,213,157
Current assets				
Other current assets	1,251,746	1,183,123	2,125,603	2,107,123
Cash & cash equivalents	14,820,723	14,804,852	15,600,888	18,892,070
	16,072,469	15,987,974	17,726,492	20,999,194
Total assets	23,938,081	23,836,776	26,784,019	28,212,351
Current liabilities				
Trade and other payables	584,779	818,360	818,360	818,360
Other liabilities	1,869,455	2,354,952	2,354,952	2,354,952
Deferred income	18,365,274	18,189,763	19,923,936	21,256,802
Total current liabilities	20,819,508	21,363,076	23,097,248	24,430,115
Liabilities greater than one year	220,159	220,159	220,159	220,159
Total assets less liabilities	2,898,414	2,253,542	3,466,613	3,562,078
General fund b/fwd	(3,539,747)	(3,539,747)	(3,539,747)	(4,155,121)
Rev Res - Land & Building	(22,330)	(22,330)	(22,330)	(22,330)
This periods (surplus)/deficit	663,663	1,308,535	95,464	615,374
General fund c/fwd	(2,898,414)	(2,253,542)	(3,466,613)	(3,562,078)

Projects

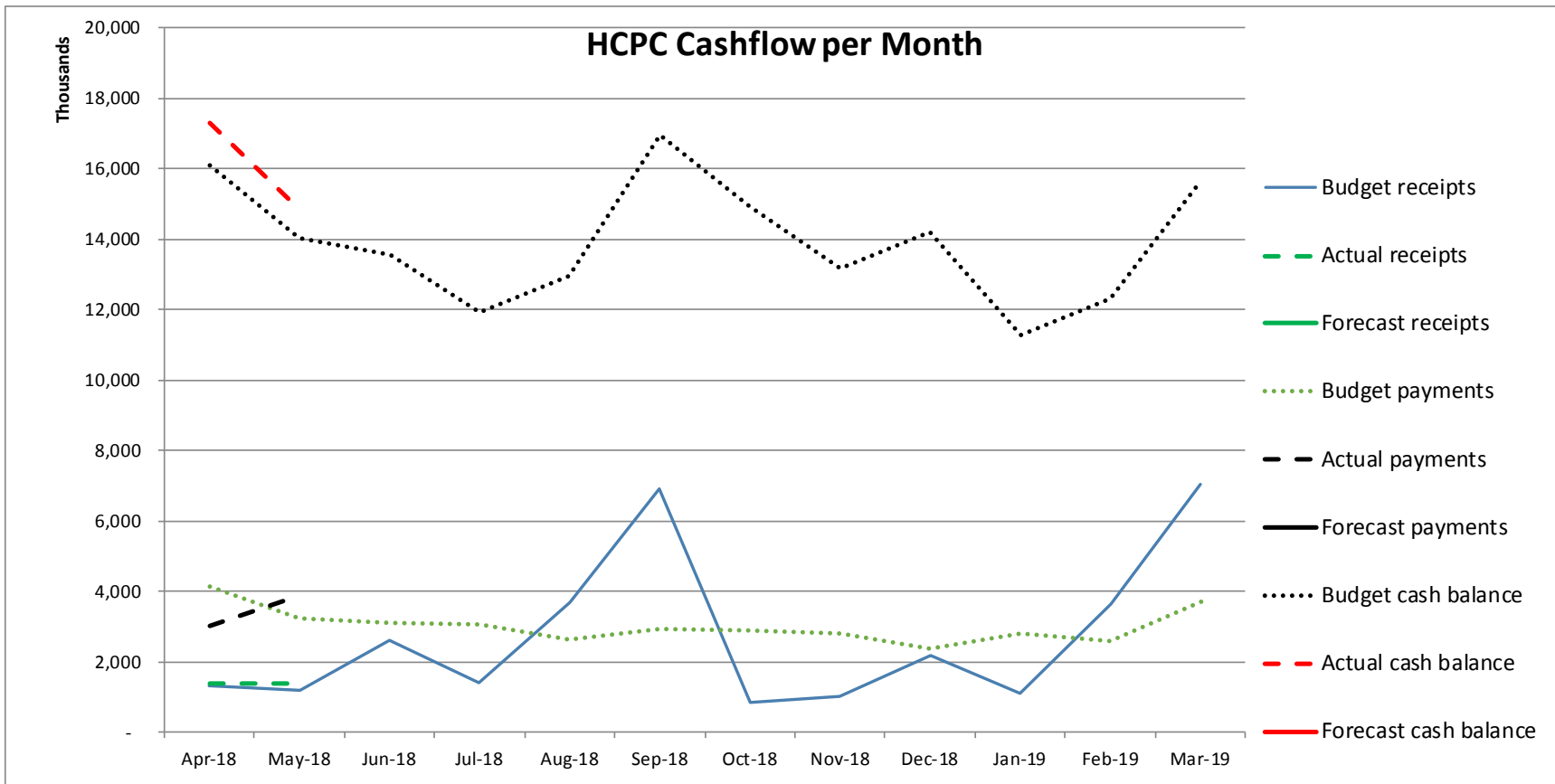
	Opex			Capex			Opex & Capex			Opex	Capex
	Actual YTD £	Budget 2018/19 YTD £	Variance £	Actual YTD £	Budget 2018/19 YTD £	Variance £	Actual YTD £	Budget 2018/19 YTD £	Variance £	Budget 2018/19 Full Year £	Budget 2018/19 Full Year £
HR and Partners Build	0	0	0	0	0	0	0	0	0	0	0
Reg Transformation and Improvement	(524)	24,000	24,524	(2,069)	147,000	149,069	(2,592)	171,000	173,592	348,000	882,000
HCPC website review and build	15,409	18,734	3,325	64,160	123,486	59,326	79,570	142,220	62,650	104,151	347,583
186 Kennington Park Road renovation	366,486	210,000	(156,486)	685,091	315,000	(370,091)	1,051,577	525,000	(526,577)	420,000	630,000
FTP CMS Review	0	11,400	11,400	0	11,250	11,250	0	22,650	22,650	181,500	275,400
FTP Improvement project	3,381	0		0	0		3,381			1,000	22,850
CPD Online Migraton	26,050	40,462	14,412	(846)	127,840	128,686	25,204	168,302	143,098	108,155	210,654
Education Changes 17/18	0	0	0	0	0	0	0	0	0	2,520	169,084
Netreg refresh	0	8,000	8,000	0	11,000	11,000	0	19,000	19,000	20,306	48,119
Fee review	0	200	200	0	500	500	0	700	700	2,500	5,750
Sage & WAP replacement	0	15,310	15,310	0	24,000	24,000	0	39,310	39,310	76,550	138,000
	410,803	328,106	(79,316)	746,337	760,076	13,739	1,157,140	1,088,182	(65,577)	1,264,682	2,729,440

Cash flow statement

From 1 April 2018

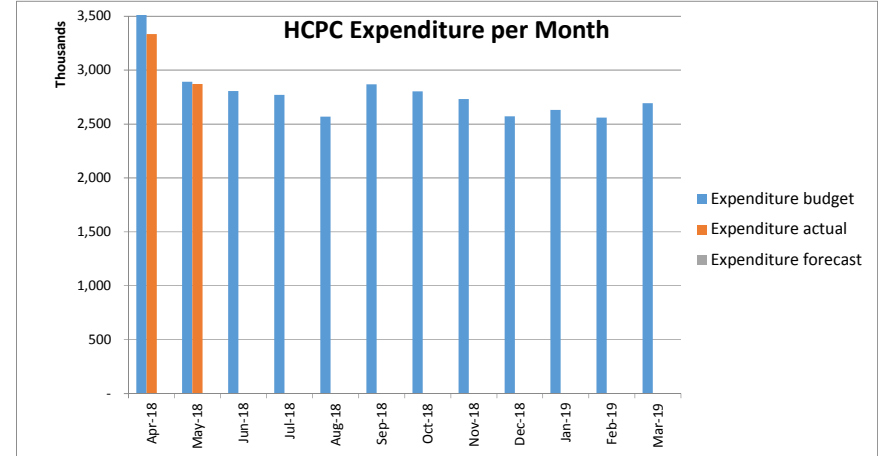
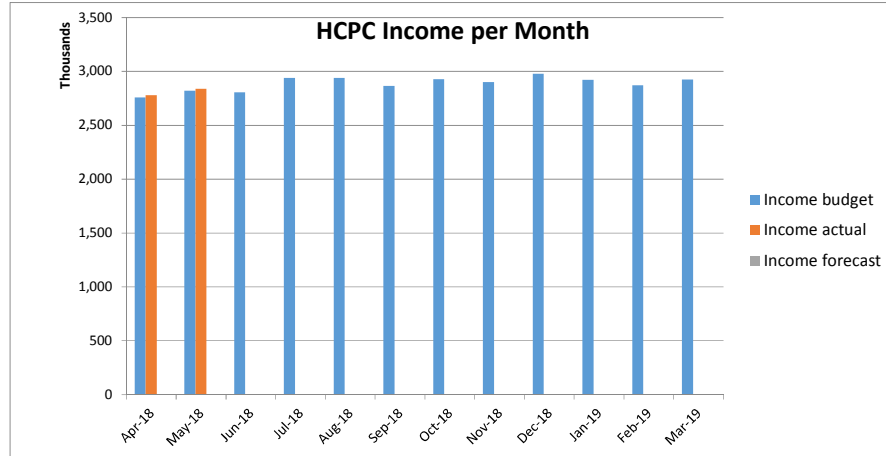
	Year to date actual £	Year to date Budget £	Full year budget £
Operating surplus/(deficit)	(683,883)	(1,308,535)	(95,464)
Add: Corporation tax	0		
Less: Depreciation	94,290	142,303	995,747
Decrease/(increase) in debtors & prepayments	855,377	924,000	(18,480)
Increase/(decrease) in creditors	(719,079)	0	0
(Decrease)/increase in deferred income	(2,891,528)	(3,067,039)	(1,332,867)
Net cash in/(out)flow from operating activities	(3,344,823)	(3,309,271)	(451,064)
Return on investments and servicing of finance			
Investment Income	20,220	0	0
Capital expenditure and financial investments			
Purchase of fixed assets	(746,746)	(777,947)	(2,840,118)
Increase/(decrease) in cash	(4,071,348)	(4,087,219)	(3,291,182)
Cash at beginning of period	18,892,070	18,892,070	18,892,070
Cash at end of period	14,820,723	14,804,852	15,600,888
Cash movement	(4,071,348)	(4,087,219)	(3,291,182)

Graphs - Cashflow

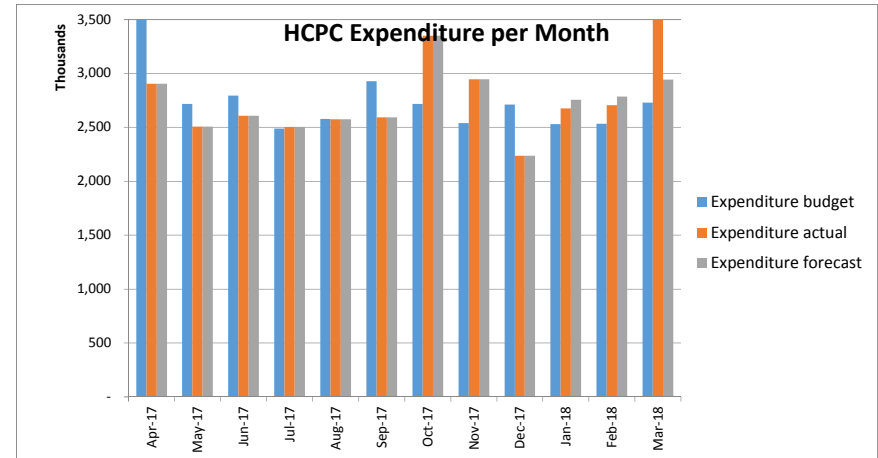
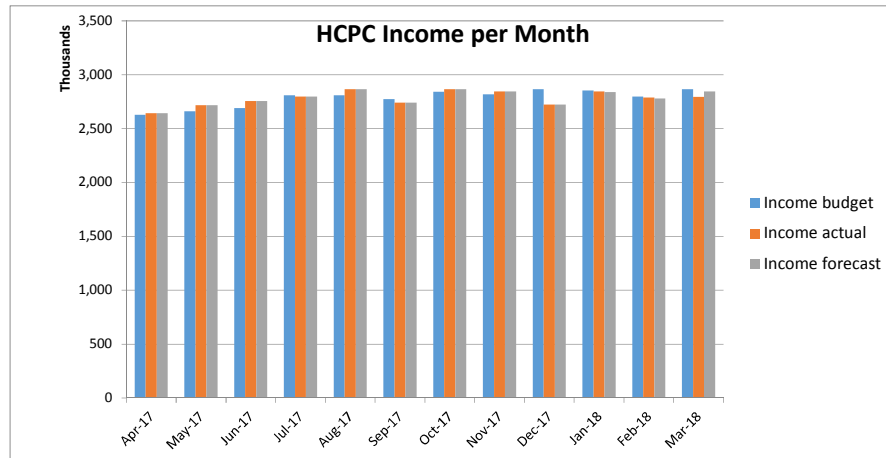


Graphs - Income and expenditure

2018-19

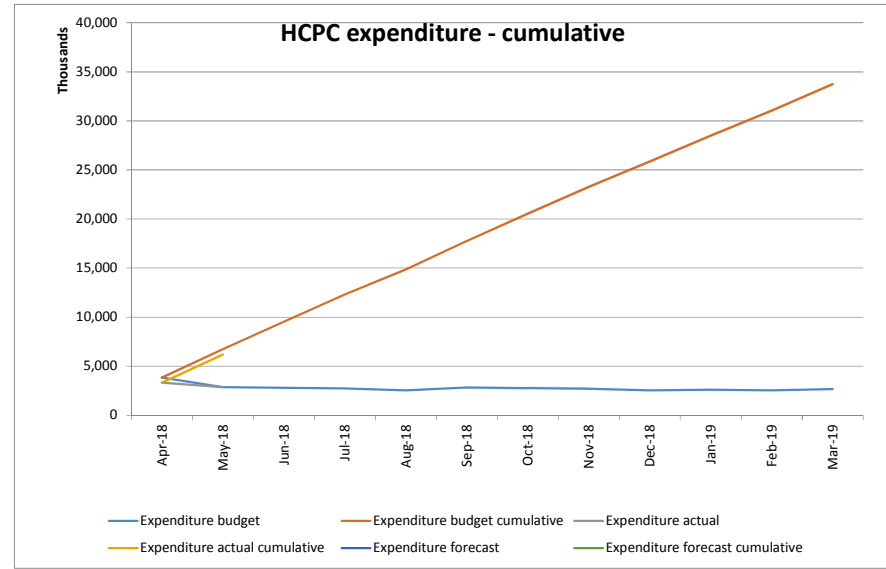
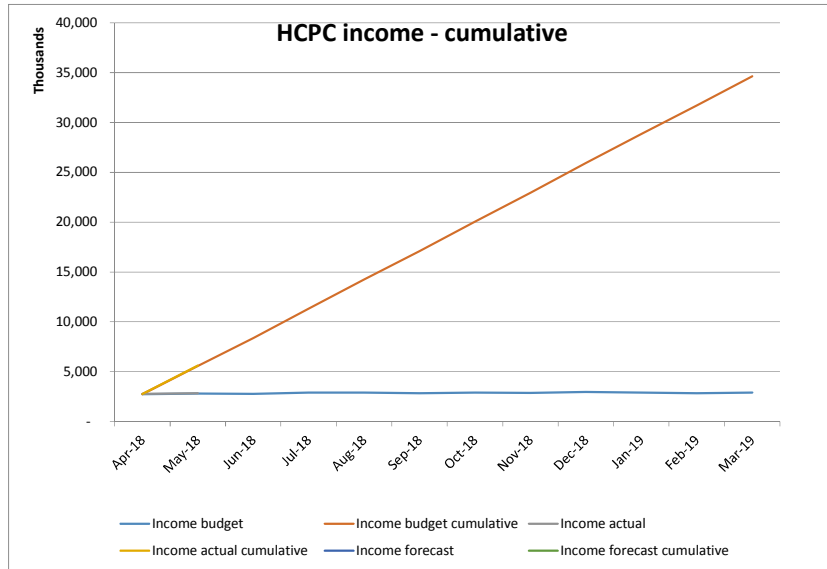


2017-18

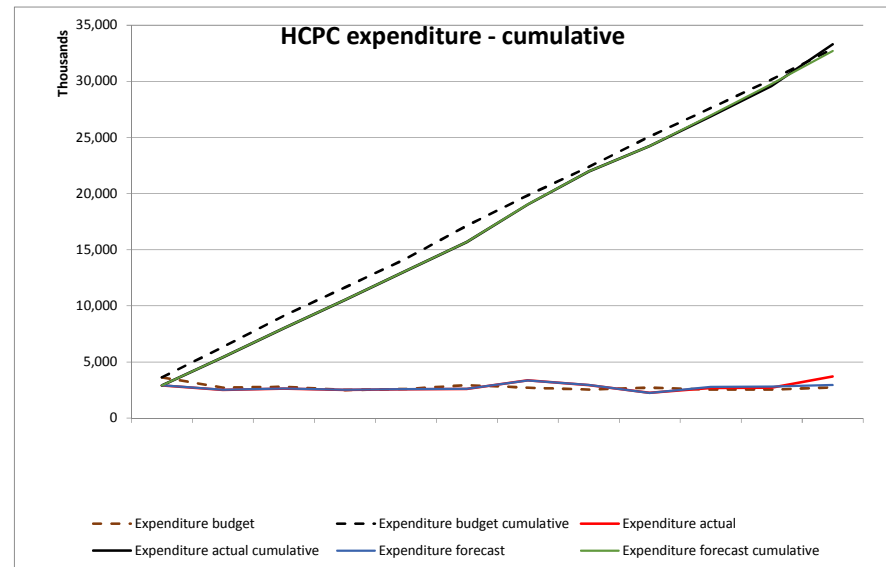
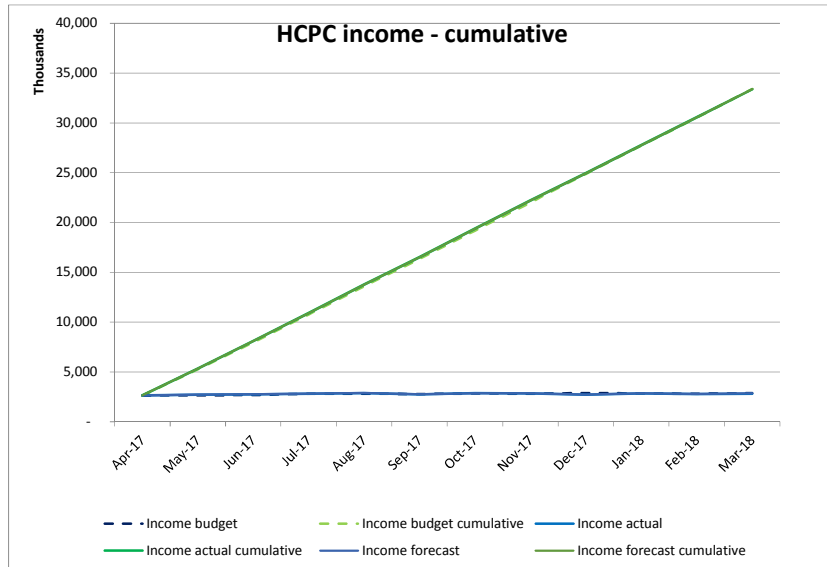


Graphs - Cumulative income and expenditure

2018-19



2017-18



Fitness to Practise

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Fitness to Practise: Overview of work of department

New and open cases

- The total new concerns received since the beginning of the reporting year is 404, which averages as 202 new cases per month. This is 8% higher than our forecasted average volume of new cases. (See Table 1)
- The total open case load is 2,203. The total number of open pre-ICP cases (1,853) continues to increase and is 5% above the 2018/19 forecast position. The increase is attributed to an increase in new cases received as well as the impact of the measures introduced in immediate response to the Professional Standards Authority's 2016/17 performance review. (See Table 1)
- The total number of open post-ICP cases matches favourably with the forecast expectations. Of the 350 open cases, 36% have a final hearing listed, 3% have a preliminary hearing listed, 39% are with scheduling and are being listed (or are awaiting further investigations on other, linked cases), and 22% are with our external legal suppliers. (See Table 1).
- The recruitment of permanent Case Managers to replace temporary staff as now complete with induction programmes underway. This should assist with the management of caseloads. Some additional temporary resource is being maintained to support operational resilience, in particular in relation to the management of the internal presenting work load. The Case Progression Plan approved by Council in March 2018 is now being implemented and provides additional resource within the Case Reception and Triage team as well as the outsourcing of some of the more older cases. The impact of these initiatives is being monitored closely. The steps taken to ensure the correct application of the Standard of Acceptance (SOA) are becoming embedded practice and we are beginning to see some recovery to the volume of cases that the SOA is applied to and are closed as a result. Similarly, we are seeking a recovery in the number of cases that have allegations drafted and will be ready to progress to an Investigating Committee Panel.

Length of time

- The length of time from receipt to a decision to close cases at the pre-ICP stage of our process in March - May 2018 was four (mean) and three (median) months. This is consistent with the previous months. It is also consistent with the last year's annual average of four and three months median (see Table 2).
- The mean and median length of time for cases to reach the final hearing once referred by the ICP is 16 and 14 months for compared to 15 and 12 months last month. This was a result of older cases being concluded this month, 22% of them (6 cases) were over 22 months old compared to 10% last month (3 cases). (See Table 3)

- The length of time to conclude cases at hearing from receipt has gone up in May to 29 months mean and 24 months median compared to 24 and 20 in April. This was a result of concluding a large proportion of older cases, 68% of cases which were over 20 months compared to 43% last month. (See Table 4)
- The average length of time for cases closed at all stages have remained constant at nine months mean and four months median. This is lower than the average from the previous reporting year. (See Table 5)

Age of open cases

- The mean and median age of the open pre ICP cases has increased to 8 months mean and 6 months median compared to 7 and 5 when last reported to Council in March 2018. This is in part a consequence of the higher than forecast number of pre-ICP cases which has been driven by the volume of new cases and the impact of the remedial measures put in place in response to the PSA performance report to improve the quality of investigations and decision making. (See Table 6).
- The Case Progression Plan is currently being implemented to support the improved progression of cases alongside the recruitment of permanent case managers. There is also a recovery in the volume of case closures and cases ready to progress to ICP users. This indicates that the measures put in place to support decision makers and improve the quality of investigations are being to have a positive effect.
- The number of open post ICP cases continues to decrease. The median age of cases in this group has slightly gone up to 20 months compared to 19 months previously. This is a consequence of the length of time for the cases to reach the ICP stage. The percentage of the case load that is over 15 months remained at 69% in May (See Table 8).
- The Case Progression Plan and other steps that we are taking to improve the progression of cases from the pre-ICP to post-ICP stage of our process will result in an increased volume of cases at the post-ICP stage and the age profile of these cases.

Challenges to Fitness to Practise Decisions

- Two appeals from registrants against the decision of the Conduct and Competence Committee have been received since April and are ongoing. All other appeals have been successfully concluded.

Table 1

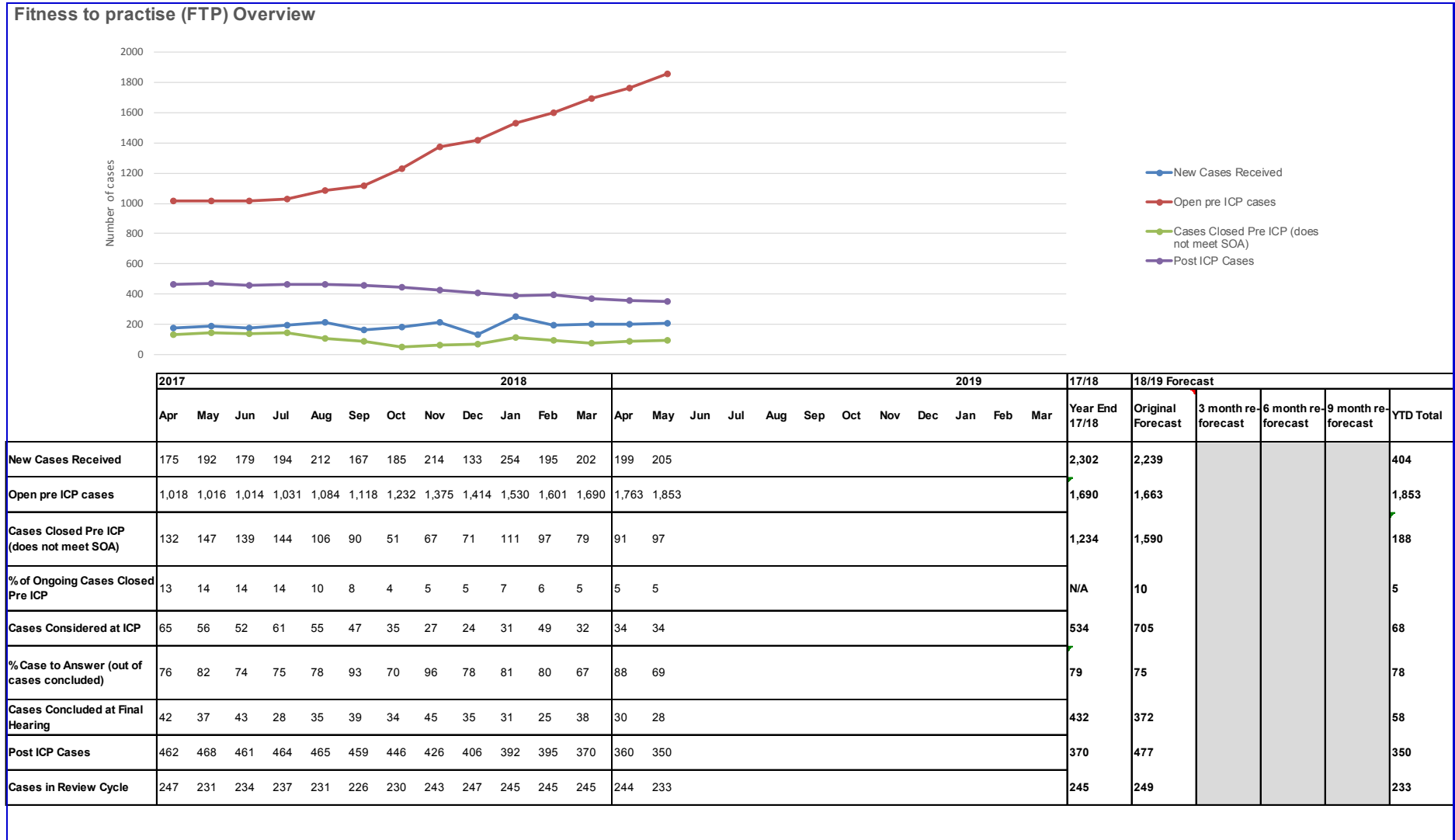


Table 2

Length of time: Receipt to Closure at SOA



Age Profile (number of cases)	2018						2019					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	37	28										
3 to 4 months	27	36										
5 to 7 months	8	14										
8 to 12 months	8	11										
13 to 15 months	2	0										
16 to 20 months	0	0										
21 to 24 months	1	0										
> 24 months	1	0										
Total	84	89										
Mean	4	4										
Median	3	3										
Age Profile (percentage of cases)												
0 to 2 months	44%	31%										
3 to 4 months	32%	40%										
5 to 7 months	10%	16%										
8 to 12 months	10%	12%										
13 to 15 months	2%	0%										
16 to 20 months	0%	0%										
21 to 24 months	1%	0%										
> 24 months	1%	0%										

14/15	15/16	16/17	17/18	18/19
FYE	FYE	FYE	FYE	YTD
199	367	570	615	65
305	378	510	189	63
265	418	427	160	22
194	355	227	94	19
37	69	41	24	2
27	54	43	19	0
6	11	15	11	1
9	9	21	18	1
1,042	1,661	1,854	1,130	173
6	6	5	4	4
5	5	4	3	3
19%	22%	31%	54%	38%
29%	23%	28%	17%	36%
25%	25%	23%	14%	13%
19%	21%	12%	8%	11%
4%	4%	2%	2%	1%
3%	3%	2%	2%	0%
1%	1%	1%	1%	1%
1%	1%	1%	2%	1%

Table 3

Length of Time: Investigating Committee Panel (ICP) Decision - Conclusion at Final Hearing



Age Profile	2018								2019			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0	0										
3 to 4 months	0	0										
5 to 7 months	0	2										
8 to 12 months	16	6										
13 to 15 months	6	7										
16 to 20 months	3	4										
21 to 24 months	2	3										
> 24 months	3	6										
Total	30	28										
Mean	15	16										
Median	12	14										

Age Profile	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0%	0%										
3 to 4 months	0%	0%										
5 to 7 months	0%	7%										
8 to 12 months	53%	21%										
13 to 15 months	20%	25%										
16 to 20 months	10%	14%										
21 to 24 months	7%	11%										
> 24 months	10%	21%										

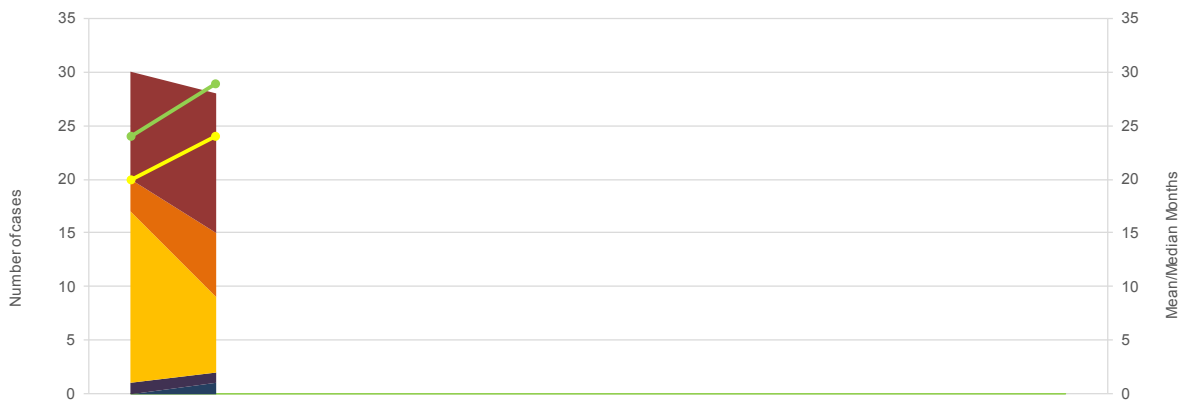
14/15 FYE*	15/16 FYE*	16/17 FYE	17/18 FYE	18/19 YTD
2	0	2	0	0
6	7	11	10	0
86	67	79	50	2
149	140	161	165	22
44	33	66	54	13
37	40	59	46	7
14	16	21	22	5
13	17	46	51	9
351	320	445	394	58
11	12	14	14	16
9	10	11	12	13

	0%	0%	0%	0%
	2%	2%	3%	0%
	21%	18%	13%	3%
	44%	36%	42%	38%
	10%	15%	14%	22%
	13%	13%	12%	12%
	5%	5%	6%	9%
	5%	10%	13%	16%

*Previously reported in different format

Table 4

Length of Time: Receipt - Conclusion at Final Hearing



	2018								2019			
Age Profile	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0	0										
3 to 4 months	0	0										
5 to 7 months	0	0										
8 to 12 months	0	1										
13 to 15 months	1	1										
16 to 20 months	16	7										
21 to 24 months	3	6										
> 24 months	10	13										
Total	30	28										
Mean	24	29										
Median	20	24										

Age Profile (percentage of cases)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0%	0%										
3 to 4 months	0%	0%										
5 to 7 months	0%	0%										
8 to 12 months	0%	4%										
13 to 15 months	3%	4%										
16 to 20 months	53%	25%										
21 to 24 months	10%	21%										
> 24 months	33%	46%										

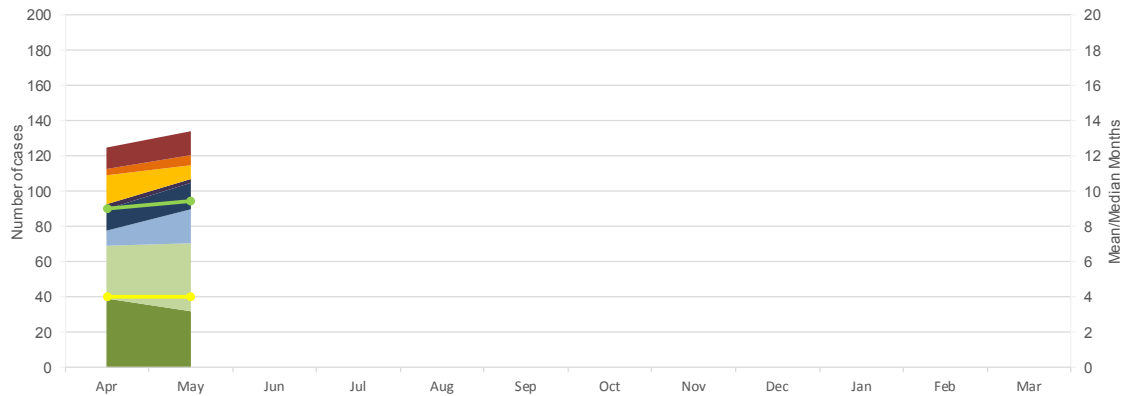
14/15 FYE*	15/16 FYE	16/17 FYE	17/18 FYE	18/19 YTD
0	0	0	0	0
0	0	1	0	0
1	2	1	1	0
59	24	23	17	1
80	44	50	53	2
99	90	109	121	23
53	43	66	53	9
59	117	195	152	23
351	320	445	394	58
19	23	25	26	26
17	21	22	20	22

0%	0%	0%	0%	0%
0%	0%	0%	0%	0%
0%	1%	0%	0%	0%
17%	8%	5%	4%	2%
23%	14%	11%	13%	3%
28%	28%	24%	31%	40%
15%	13%	15%	13%	16%
17%	37%	44%	39%	40%

*Previously reported in different format

Table 5

Length of time to close cases (combined)



Age Profile	2018						2019					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	39	32										
3 to 4 months	30	39										
5 to 7 months	9	19										
8 to 12 months	12	15										
13 to 15 months	3	2										
16 to 20 months	16	8										
21 to 24 months	4	6										
> 24 months	12	13										
Total	125	134										
Mean	9	9										
Median	4	4										

Age Profile	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	31%	24%										
3 to 4 months	24%	29%										
5 to 7 months	7%	14%										
8 to 12 months	10%	11%										
13 to 15 months	2%	1%										
16 to 20 months	13%	6%										
21 to 24 months	3%	4%										
> 24 months	10%	10%										

14/15 FYE*	15/16 FYE*	16/17 FYE	17/18 FYE	18/19 YTD
202	365	587	623	71
367	408	529	205	69
395	499	486	196	28
369	471	301	131	27
144	139	109	80	5
151	166	158	136	24
72	65	84	63	10
70	132	227	157	25
1770	2245	2481	1591	259
9	9	9	9	9
7	7	5	4	4

	16%	24%	39%	27%
	18%	21%	13%	27%
	22%	20%	12%	11%
	21%	12%	8%	10%
	6%	4%	5%	2%
	7%	6%	9%	9%
	3%	3%	4%	4%
	6%	9%	10%	10%

*Previously reported in different format

Table 6

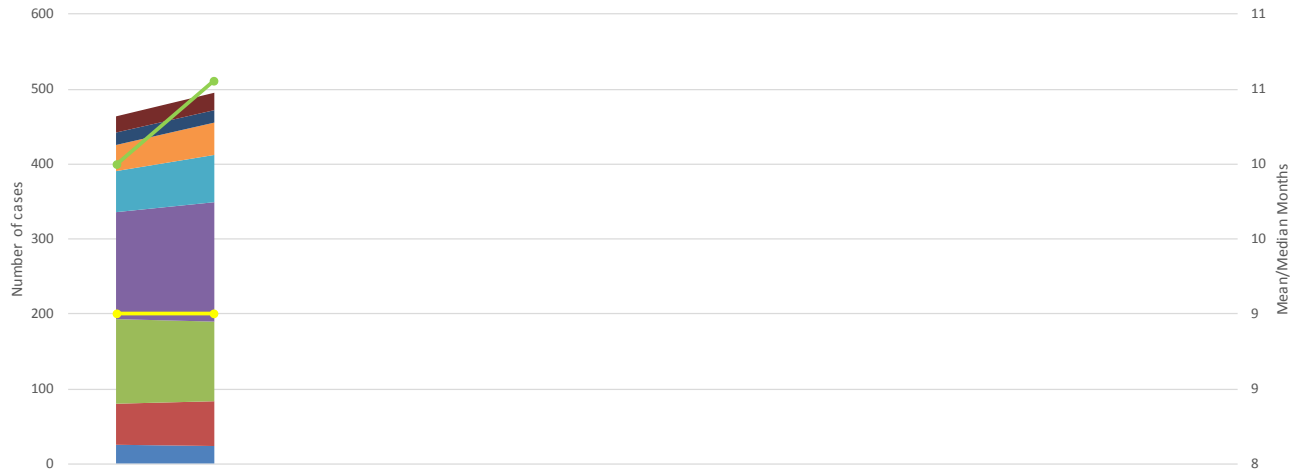
Length of time: Age of Open Pre ICP cases including Enquiries and those which met the SOA since receipt



Age Profile (number of cases)	2018											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	437	448										
3 to 4 months	290	283										
5 to 7 months	332	332										
8 to 12 months	389	430										
13 to 15 months	112	129										
16 to 20 months	81	87										
21 to 24 months	30	40										
> 24 months	50	55										
Total	1,721	1,804										
Mean	7	8										
Median	6	6										
Age Profile (percentage of cases)												
0 to 2 months	25%	25%										
3 to 4 months	17%	16%										
5 to 7 months	19%	18%										
8 to 12 months	23%	24%										
13 to 15 months	7%	7%										
16 to 20 months	5%	5%										
21 to 24 months	2%	2%										
> 24 months	3%	3%										

Table 7

Length of time: Age of Open Pre-ICP cases, where SOA was met, since receipt



	2018						2019					
Age Profile (number of cases)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	26	23										
3 to 4 months	54	61										
5 to 7 months	113	105										
8 to 12 months	143	160										
13 to 15 months	54	64										
16 to 20 months	36	43										
21 to 24 months	16	16										
> 24 months	22	24										
Total	464	496										
Mean	10	11										
Median	9	9										
Age Profile (percentage of cases)												
0 to 2 months	6%	5%										
3 to 4 months	12%	12%										
5 to 7 months	24%	21%										
8 to 12 months	31%	32%										
13 to 15 months	12%	13%										
16 to 20 months	8%	9%										
21 to 24 months	3%	3%										
> 24 months	5%	5%										

Table 8

Length of time: Age of Open Post Investigating Committee Panel (ICP) cases since receipt



Age Profile (number of cases)	2018								2019			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0	0										
3 to 4 months	0	1										
5 to 7 months	6	6										
8 to 12 months	48	41										
13 to 15 months	58	62										
16 to 20 months	95	84										
21 to 24 months	56	58										
> 24 months	97	98										
Total	360	350										
Mean	21	21										
Median	19	20										

Age Profile (percentage of cases)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	0%	0%										
3 to 4 months	0%	0%										
5 to 7 months	2%	2%										
8 to 12 months	13%	12%										
13 to 15 months	16%	18%										
16 to 20 months	26%	24%										
21 to 24 months	16%	17%										
> 24 months	27%	28%										

Table 9

Length of time: Age of Open Post Investigating Committee Panel (ICP) cases since referral from Investigating Committee

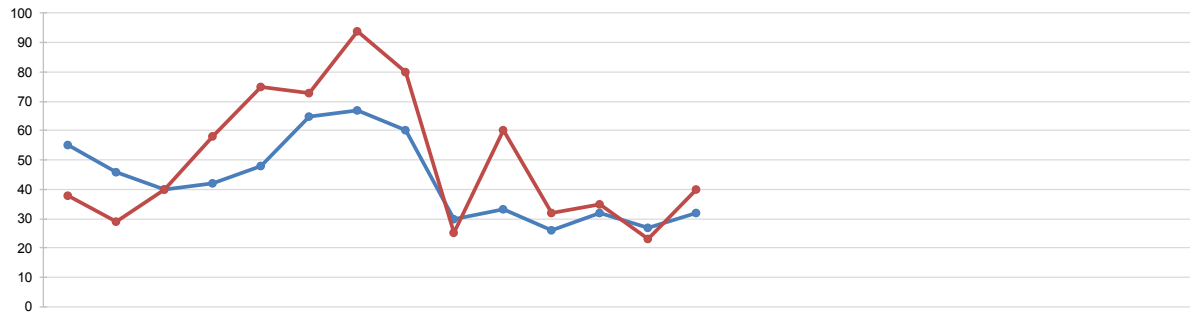


Age Profile	2018								2019			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
0 to 2 months	67	61										
3 to 4 months	39	56										
5 to 7 months	78	53										
8 to 12 months	109	112										
13 to 15 months	21	30										
16 to 20 months	18	13										
21 to 24 months	11	10										
> 24 months	17	15										
Total	360	350										
Mean	9	9										
Median	7	8										

Age Profile (percentage of cases)												
0 to 2 months	19%	17%										
3 to 4 months	11%	16%										
5 to 7 months	22%	15%										
8 to 12 months	30%	32%										
13 to 15 months	6%	9%										
16 to 20 months	5%	4%										
21 to 24 months	3%	3%										
> 24 months	5%	4%										

Table 10

Health and Character Declarations



— Open cases
— Total received

	2017			2018									2019			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Received	Renewal	2	4	0	2	0	0	1	1	0	1	0	0	0	1	
	Readmission	7	7	7	5	3	5	3	8	4	5	3	4	4	9	
	Admission	29	18	33	51	72	68	90	71	21	54	29	31	19	30	
	Self-referral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total received	38	29	40	58	75	73	94	80	25	60	32	35	23	40	
Considered	Admission accepted administratively	33	26	30	40	49	45	77	69	49	42	24	23	23	28	
	Considered by panel	11	11	8	9	14	12	13	15	9	17	13	6	5	11	
	Referred to FTP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Admission rejected by panel	0	1	0	0	2	0	1	1	0	0	2	0	0	1	
	Readmission rejected by panel	0	1	1	1	1	2	0	0	1	0	0	0	0	2	
	Renewal rejected by panel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Not referred to FTP	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
	Admission accepted by panel	6	7	2	1	9	7	11	13	6	12	10	4	5	4	
	Readmission accepted	4	1	2	7	0	2	0	1	2	4	1	0	1	4	
	Renewal accepted	1	1	2	0	2	0	1	0	0	0	0	0	0	0	
	Open cases	55	46	40	42	48	65	67	60	30	33	26	32	27	32	

14/15 FYE	15/16 FYE	16/17 FYE	17/18 FYE	18/19 YTD
50	36	109	11	1
114	79	101	61	13
692	617	499	567	49
0	0	1	0	0
856	732	710	639	63
Not previously reported		285	507	51
480	336	127	138	16
1	1	1	0	0
24	20	11	7	1
3	0	1	7	2
1	0	0	0	0
0	0	0	1	0
449	308	126	88	9
0	0	17	24	5
0	0	10	7	0

Table 11

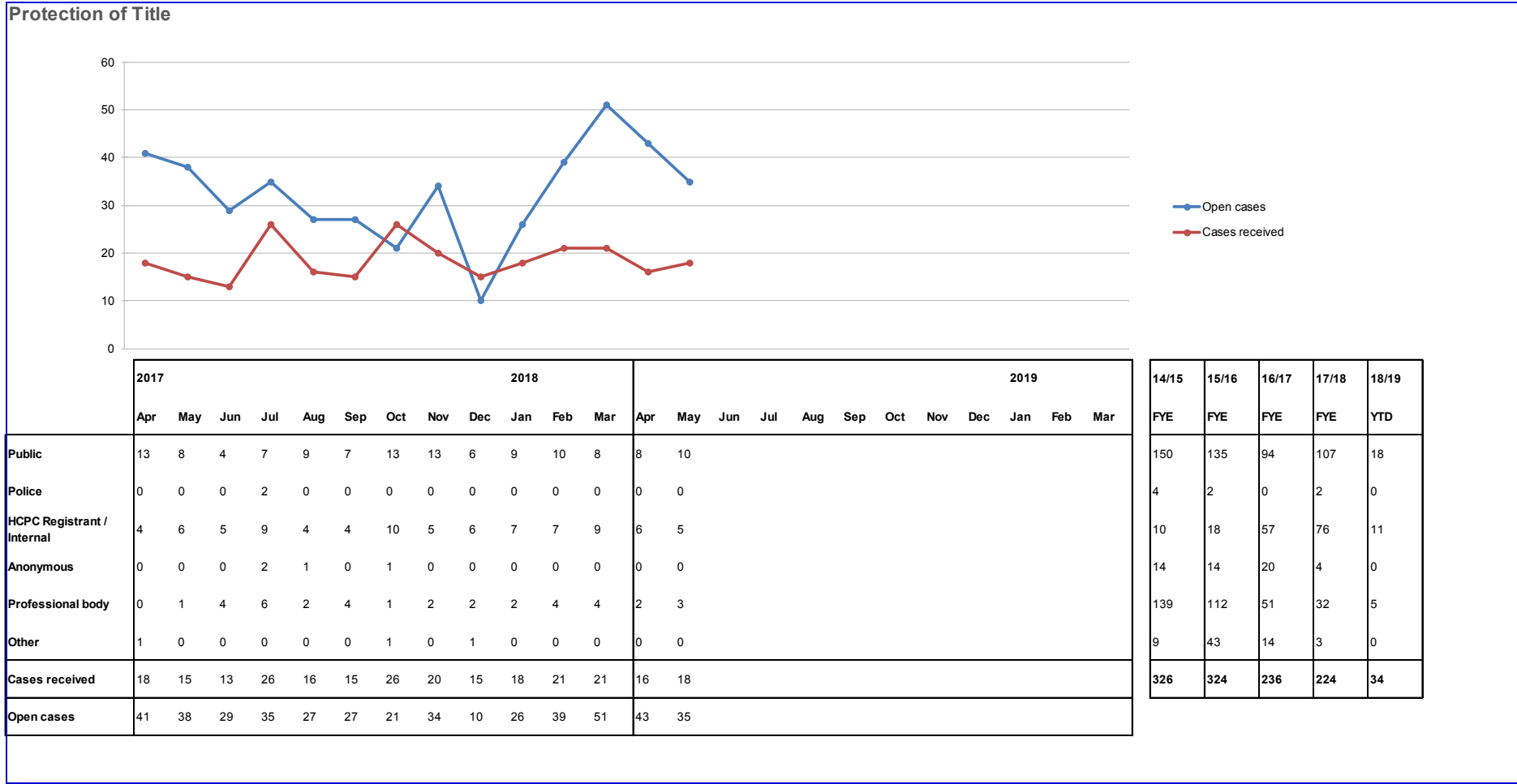
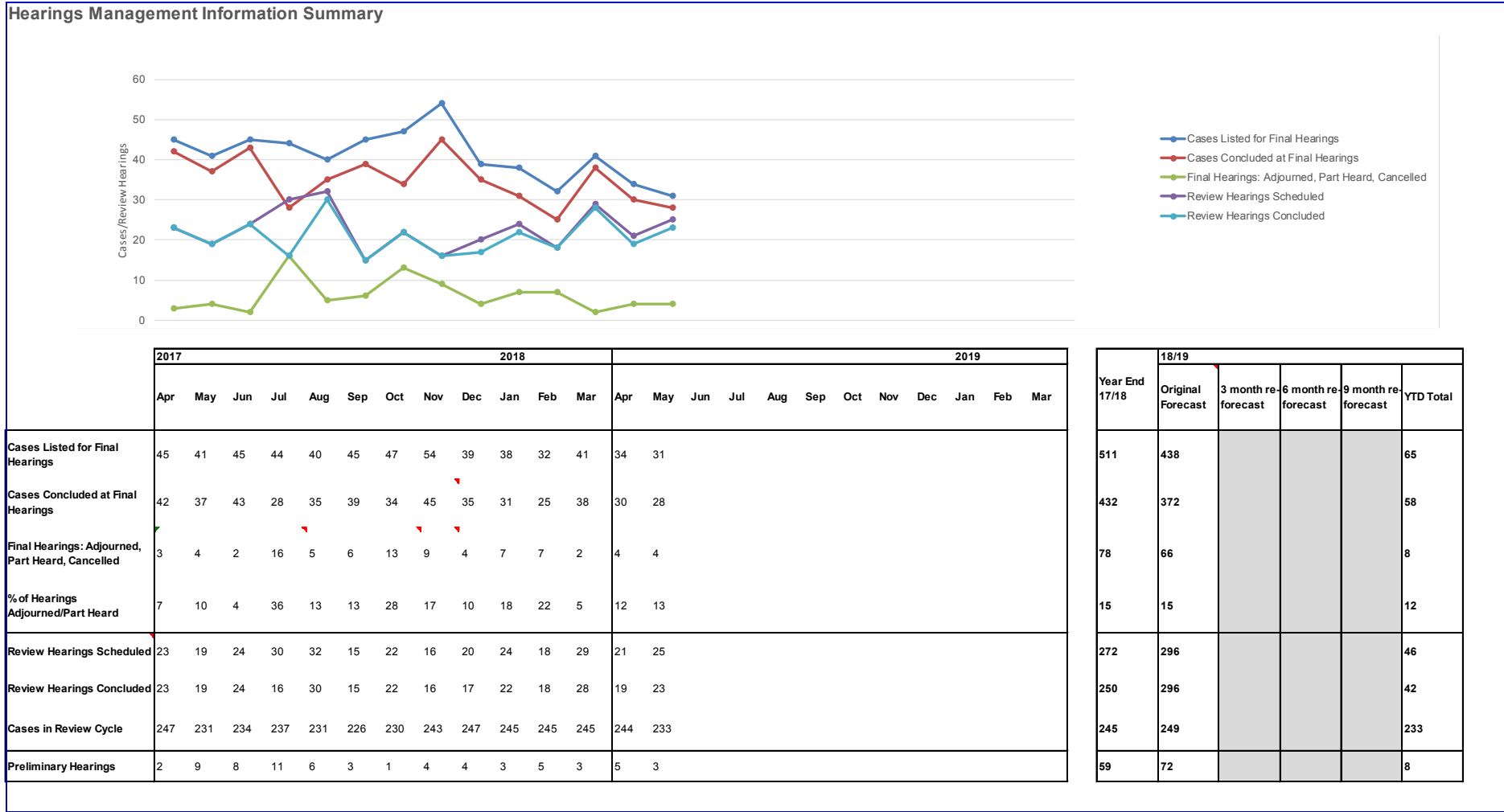


Table 12



Human Resources and Partners

Page number

Overview 47

Table 1: Employee numbers..... 48

Table 2: Employee sickness absence and turnover.....49

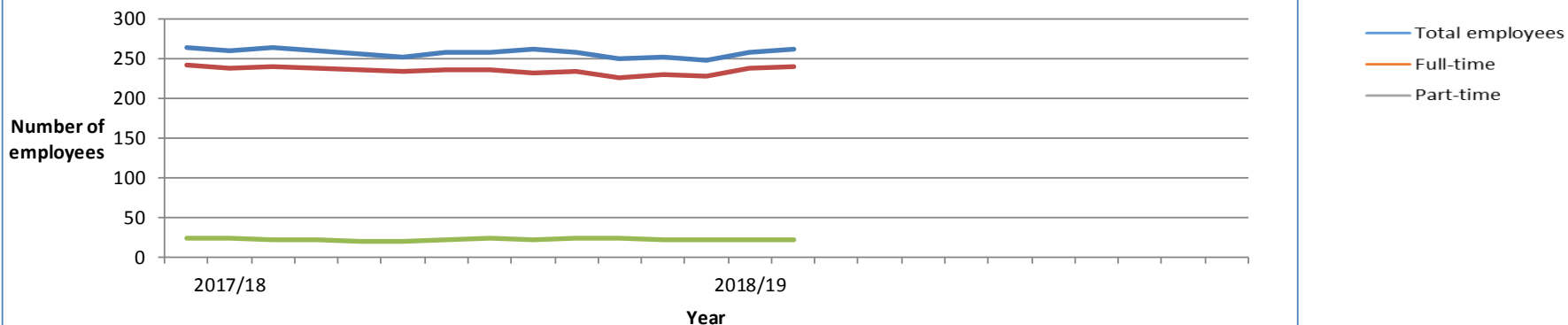
Table 3: Partner turnover.....50

Human Resources and Partners: Overview of work of department

- Employee turnover rates have risen to around 30% and 28% of this turnover is voluntary. This is above the latest available UK national average of 23% for overall turnover*. It is likely that turnover rates will continue at this level for the rest of the financial year, and may increase further due to uncertainties about the impact on the workforce of the transfer of social work.
- We have a number of measures in place to provide information and support to employees around change and uncertainty. These include intranet news items, communications from the CEO, a toolkit to help managers in supporting employees through change, an employee assistance programme, a planned series of change management workshops over the coming months and continued investment in employees' learning and career development. .

* (source: 'XpertHR Labour turnover rates' published 2 October 2017).

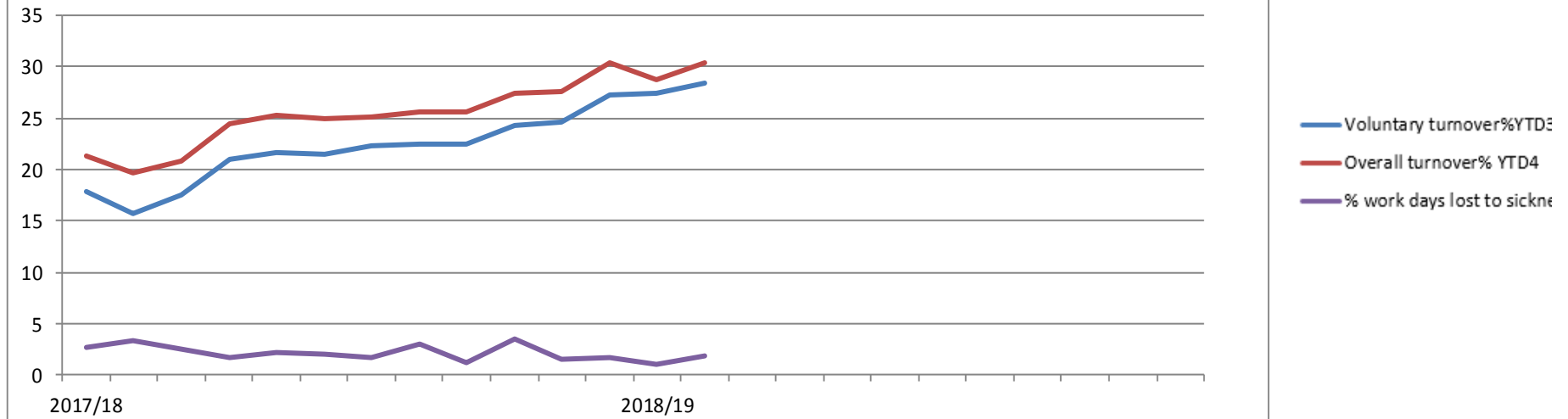
Employee numbers



	2017/18												2018/19												17/18	18/19
	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	YTD
Budgeted employees																										
Budgeted permanent	285	285	285	285	285	285	285	285	285	285	285	285	261	262	262	266	267	266	265	265	266	266	267	285	267	
Budgeted fixed term													20	20	18	16	16	16	16	16	16	16	15		15	
Total employees	260	263	259	256	252	258	258	261	257	250	252	248	258	261											248	261
Full-time	237	239	238	236	233	236	235	232	234	226	230	227	237	240											227	240
Part-time	23	22	21	20	19	22	23	21	23	24	22	21	21	21											21	21
Flexible working*	75	75	74	77	74	78	79	78	76	76	74	74	76	68											74	68
FTE*	255	256	255	251	247	253	253	249	201	244	246	242	252	254											242	254
Permanent	237	237	228	222	219	214	212	203	205	202	207	202	211	210											202	210
Maternity/paternity leave	9	10	11	14	11	11	11	10	8	7	7	11	9	7											11	7
Unpaid Sabbaticals	2	2	2	2	1	1	0	0	0	0	0	0	0	0											0	0
Fixed-Term Contracts	23	26	31	34	33	44	47	52	52	49	45	46	47	51											46	51
Starters (permanent)	4	2	1	1	1	0	2	0	0	0	2	4	9	3											17	12
Starters (fixed-term)	2	4	1	6	0	4	4	3	4	1	2	2	4	3											33	7
Vacancies	25	22	26	29	33	27	27	24	28	35	33	37	23	21											346	44

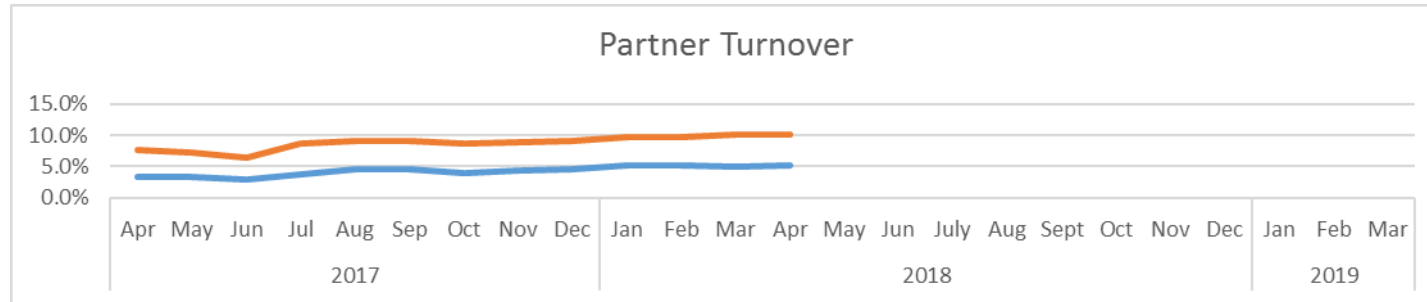
- *Flexible working** Includes flexible working arrangements separate or in conjunction with part time working
- *FTE** Full-time equivalent, includes maternity/paternity but does not include unpaid sabbaticals
- YTD** Year to Date
- FYE** Final Year End

Employee sickness absence & turnover



	2017/18												2018/19												17/18 YTD	18/19 YTD
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
Voluntary resignations¹	5	1	7	11	4	3	5	3	4	8	5	8	5	3											56	8
Compulsory leavers ²	3	1	0	0	0	0	0	1	0	0	0	0	0	2											5	2
Total leavers (vol. & comp.)	9	2	7	11	4	3	5	4	4	8	5	8	5	5											62	10
Voluntary turnover%YTD³	18	16	17	21	22	21	22	22	22	24	25	27	27	28											27	28
Overall turnover% YTD ⁴	21	20	21	24	25	25	25	26	26	27	28	30	29	30											30	30
Agency days	207	332	276	350	342	454	470	582	470	716	641	649	697	600											5489	1297
% work days lost to sickness	3	3	3	2	2	2	2	3	1	3	1	2	1	2											2	1
Average sick-days YTD	7	7	8	7	8	8	8	7	7	7	7	7	6	6											8	6
Sick-days	156	197	143	94	118	117	96	176	69	192	82	93	62	102											1533	164
Occ. Health Referrals	1	4	5	6	7	5	4	2	1	2	2	1	1	2											46	3

¹ **Voluntary Resignations:** Includes resignations of permanent employees, or resignations of fixed term employees prior to the end of their contract **FTE** Full-time equivalent
² **Compulsory Leavers:** Records leavers except for resignations. Includes expiries of fixed term contracts, redundancies, dismissals, **YTD** Year to Date
³ **Voluntary Turnover YTD:** Shows the year to date turnover percentage (last twelve months) for resignations only **FYE** Final Year End
⁴ **Overall Turnover:** Shows the year to date turnover (last twelve months) for all leavers - voluntary and compulsory



Voluntary Turnover%** Overall Turnover%

Partner turnover

	2017												2018												2019												17/18	18/19
	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	YTD
Voluntary Resignations	2	1	0	7	5	1	0	4	2	6	4	2	3												3												34	3
8-year rule*	2	1	0	24	0	0	0	0	0	0	3	5	0												0												35	0
Terminations	0	0	0	0	0	0	0	0	0	0	0	0	1												1													
Total Leavers (Vol & Comp)	4	2	0	31	5	1	0	4	2	6	7	7	4												4												69	4
Partners	660	670	676	666	670	685	702	698	696	690	689	689	700												700												683	700
Voluntary Turnover%**	3.3%	3.3%	2.9%	3.8%	4.5%	4.5%	4.0%	4.3%	4.6%	5.2%	5.3%	5.0%	5.1%																								5.0%	5.1%
Overall Turnover%	7.6%	7.3%	6.5%	8.6%	9.2%	9.2%	8.7%	8.9%	9.2%	9.7%	9.7%	10.1%	10.1%																								10.1%	10.1%

*Including failed renewal assessment

Turnover information does not capture those Partners who move from one role to another or those who leave one role and remain in another

YTD = Year to date

Registration

Page number

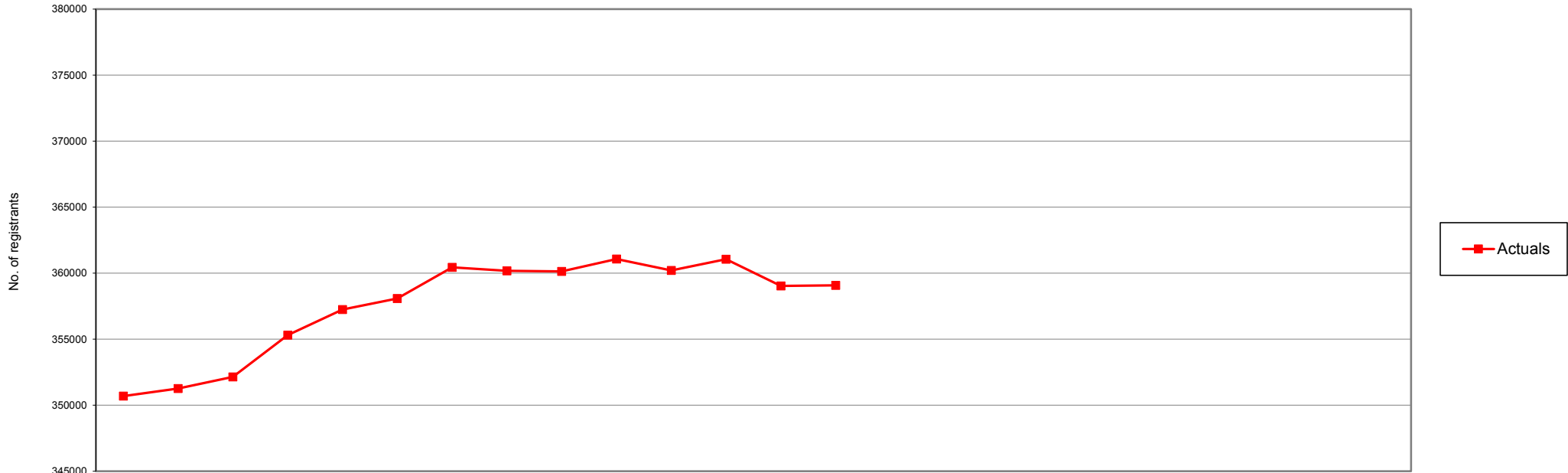
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Registration: Overview of work of department

- This section provides an update about the work of the Registration Department for April and May 2018. All of the department's 10 service standards were consistently achieved for the period with the exception of answering UK telephone calls and responding to emails.
- A total of 22,907 UK telephone calls were received which is 1,445 (or 5.9%) fewer compared to the same period in 2016 and 90% of UK telephone calls were answered. The shortage of fully trained Registration Advisors attributed to this service standard not being met as well as actively prioritising available resource to fulfil the department's regulatory functions of registering new applicants, renewing existing registrants and managing continuing professional development audits.
- A total of 7,490 UK emails were received which is 991 (or 15.2%) more than the same period in 2016. All emails were answered with an average of 3 working days. There is no single reason for the increase of UK email volumes for the period. However, there has been a 5.9% drop in UK telephone calls that may account for the higher number of emails.
- Recruitment campaigns are being held frequently to ensure vacancies are filled as quickly as possible. During the period from April 2018 to May 2018, 4 candidates were successfully recruited to Registration Advisor roles. A 6 month multi-skilling training programme for all new recruits is being delivered. At the time of writing this report 12 June 2018, recruitment is ongoing for 1 vacant Registration Advisor position with an assessment day being planned for July 2018.

Number of Registrants by Profession April 2017 - March 2019

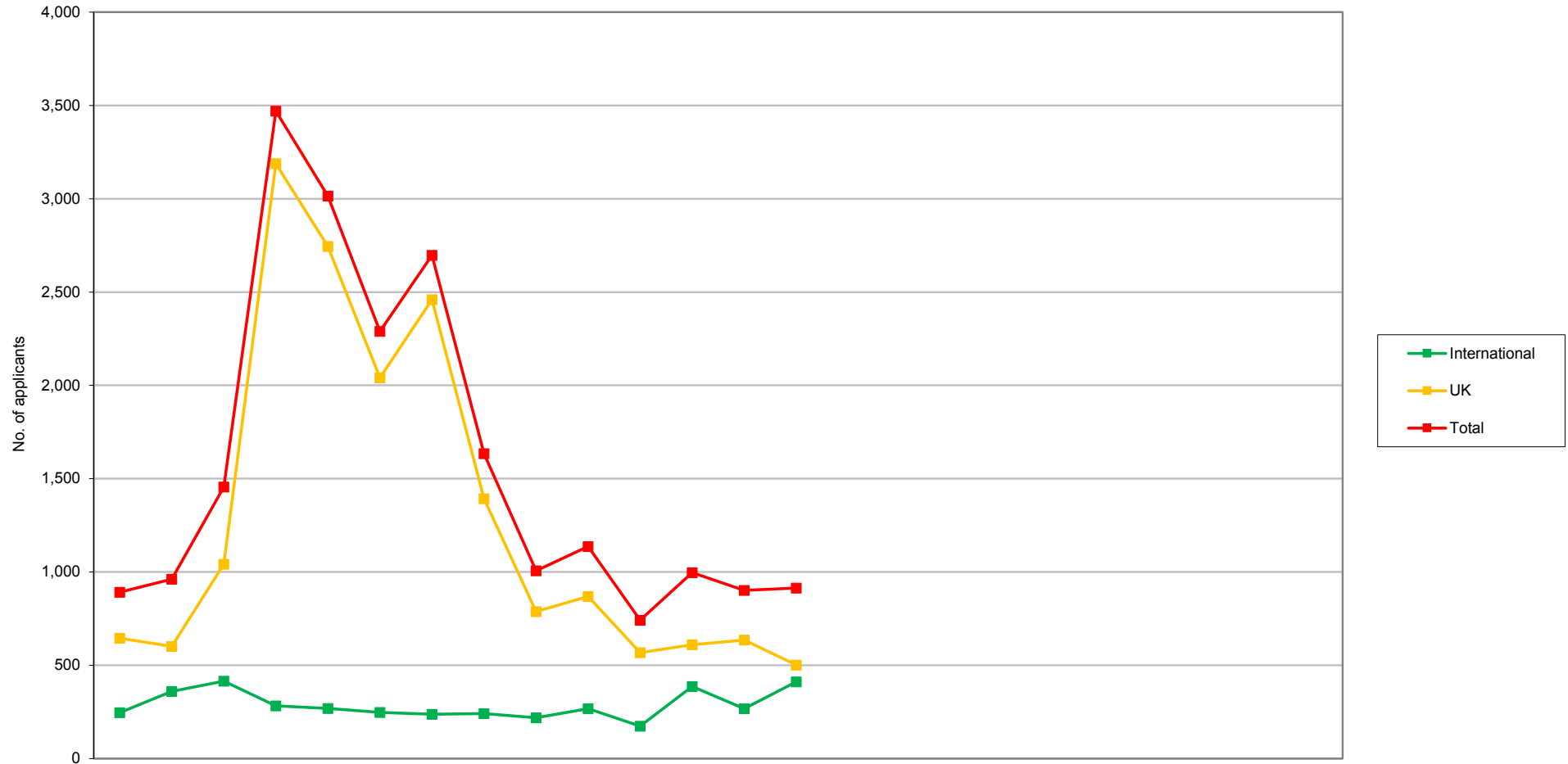
Registration Department



	2017			2018									2019						16/17 FYE	17/18 FYE	18/19 YTD								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				Oct	Nov	Dec	Jan	Feb	Mar		
Arts therapists	4,040	4,043	4,057	4,099	4,170	4,209	4,262	4,273	4,288	4,311	4,317	4,322	4,328	3,999												4,026	4,322	3,999	
Bio. scientists	22,906	22,879	22,974	23,100	23,172	23,119	23,153	23,142	22,121	22,262	22,335	22,395	22,491	22,519												22,902	22,395	22,519	
Chirops/ pods	12,920	12,914	12,949	13,075	13,128	13,163	13,185	13,186	13,164	13,120	13,122	13,115	13,101	13,059												12,931	13,115	13,059	
CI scientists	5,688	5,713	5,740	5,741	5,738	5,514	5,559	5,675	5,732	5,772	5,799	5,818	5,854	5,873												5,663	5,818	5,873	
Dietitians	9,120	9,131	9,173	9,355	9,464	9,505	9,541	9,556	9,547	9,564	9,566	9,585	9,611	9,596												9,107	9,585	9,596	
Hearing aid disps	2,607	2,627	2,648	2,682	2,726	2,761	2,803	2,836	2,857	2,871	2,889	2,908	2,927	2,934												2,593	2,908	2,934	
OTs	38,047	38,131	38,240	38,579	38,889	38,919	38,969	37,799	37,922	38,027	38,110	38,183	38,212	38,283													38,080	38,183	38,283
ODPs	13,082	13,086	13,122	13,175	13,289	13,484	13,602	13,595	13,630	13,645	13,640	13,639	13,657	13,635												13,052	13,639	13,635	
Orthoptists	1,448	1,447	1,439	1,450	1,407	1,424	1,432	1,441	1,441	1,441	1,440	1,440	1,442	1,442												1,451	1,440	1,442	
Paramedics	24,084	24,230	24,285	24,459	24,031	24,455	24,722	24,976	25,113	25,217	25,269	25,465	25,637	25,790												23,992	25,465	25,790	
Physiotherapists	52,906	53,057	53,359	54,030	54,532	54,744	54,852	54,980	55,050	55,140	55,177	55,132	52,440	52,955												52,915	55,132	52,955	
Pract psychs	22,544	22,521	21,993	22,085	22,172	22,311	22,695	22,853	22,960	23,017	23,065	23,104	23,156	23,182												22,604	23,104	23,182	
Prosth/orthotists	1,062	1,062	1,072	1,091	1,094	1,037	1,045	1,049	1,050	1,052	1,053	1,051	1,055	1,056												1,063	1,051	1,056	
Radiographers	32,112	32,183	32,469	33,092	33,278	33,451	33,570	33,638	33,618	33,586	32,167	32,475	32,578	32,662												32,072	32,475	32,662	
Social workers	92,181	92,275	92,613	93,183	93,950	94,510	95,380	95,388	95,824	96,175	96,367	96,497	96,571	96,108												91,944	96,497	96,108	
SLTs	15,941	15,967	16,009	16,120	16,200	15,475	15,671	15,785	15,818	15,870	15,898	15,932	15,977	15,988												15,935	15,932	15,988	
Total	350,688	351,266	352,142	355,316	357,240	358,081	360,441	360,172	360,135	361,070	360,214	361,061	359,037	359,081												350,330	361,061	359,081	

New Registrants April 2017 - March 2019

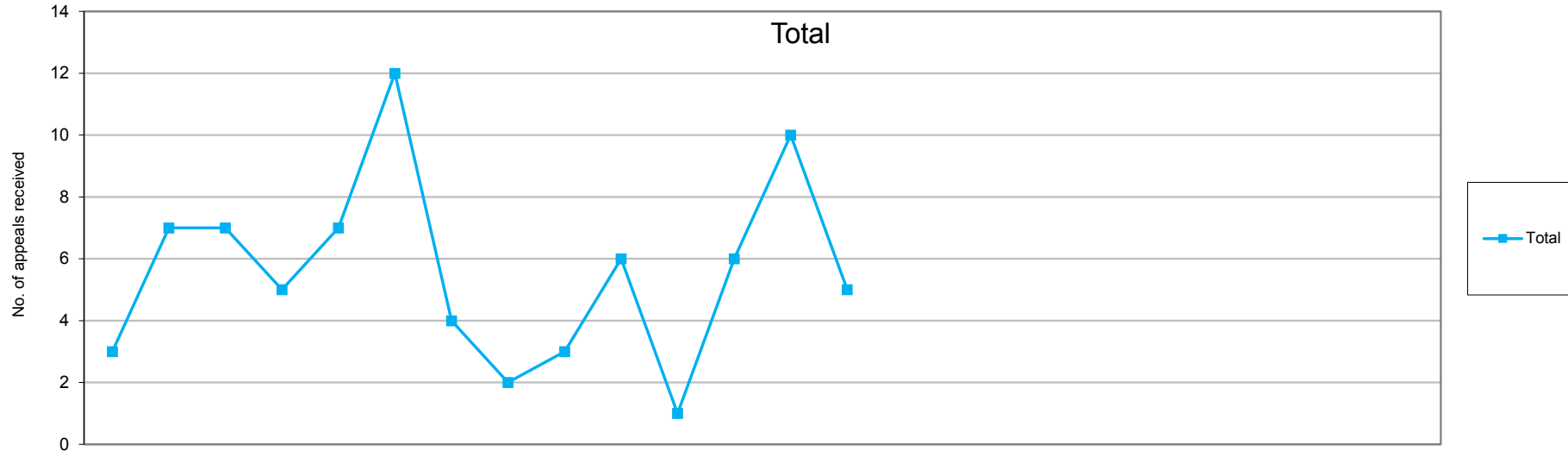
Registration Department



	2017			2018									2019						16/17 FYE	17/18 FYE	18/19 YTD								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				Oct	Nov	Dec	Jan	Feb	Mar		
International	246	360	415	282	269	248	237	241	219	267	174	386	267	412													2,958	3,344	679
UK	645	602	1,041	3,188	2,745	2,041	2,460	1,393	788	869	568	610	635	502													16,340	16,950	1,137
Total	891	962	1,456	3,470	3,014	2,289	2,697	1,634	1,007	1,136	742	996	902	914													19,298	20,294	1,816

Registration Appeals Received April 2017 - March 2019

Registration Department

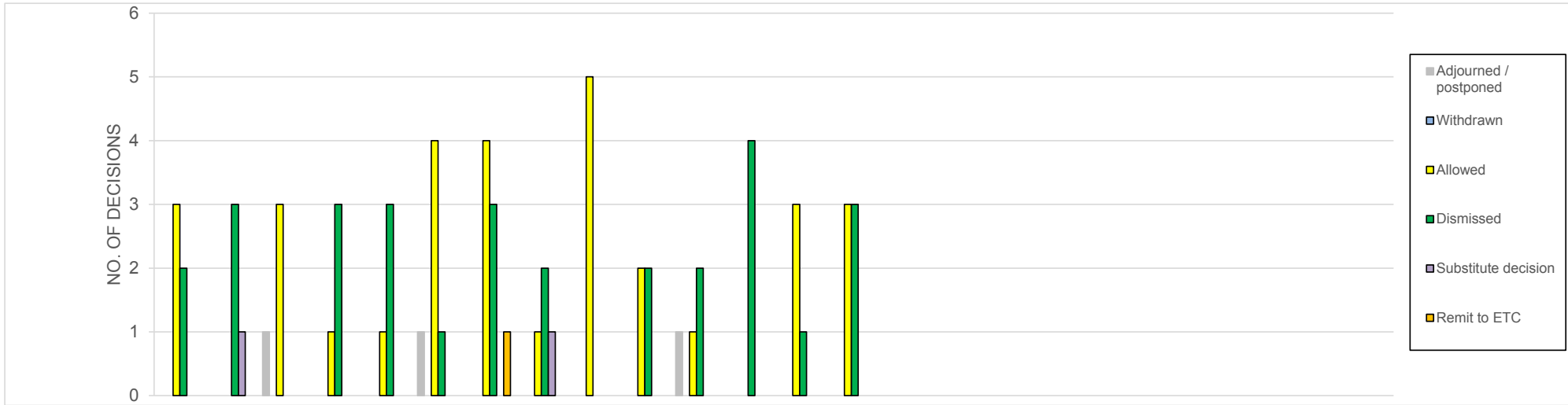


	2017			2018												2019					16/17	17/18	18/19					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	
EMR (1)	2	1	1	3	2	3	1	1	1	4	1	2	2	1														3
Non-EMR (2)	1	5	4	1	3	1	0	0	1	1	0	2	4	4														8
Visitors (3)	0	0	0	0	0	0	0	0	0	1	0	0	0	0														0
UK (4)	0	0	0	0	0	0	0	0	0	0	0	0	0	0														0
Returns to practice (5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0														0
CPD (6)	0	1	2	1	2	4	1	0	1	0	0	1	2	0														2
Health and Character declarations (7)	0	0	0	0	0	4	2	1	0	0	0	1	2	0														2
Total	3	7	7	5	7	12	4	2	3	6	1	6	10	5														15

- 1 International applications with European Mutual Recognition (EMR) rights.
- 2 International applications without EMR rights.
- 3 Delcarations to be on the Register of visiting health professionals.
- 4 UK applications for registration.
- 5 Applications for readmission to the Register.
- 6 Continuing Professional Development profiles.
- 7 Any application where a positive declaration has been made by the applicant for health and character.

Registration Appeal Decisions April 2017 - March 2019

Registration Department



	2017			2018									2019						16/17	17/18	18/19						
	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	YTD
Adjudged / postponed	0	0	1	0	0	1	0	0	0	0	1	0	1	0											0	3	1
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	0	0											16	0	0
Allowed	3	0	3	1	1	4	4	1	5	2	1	0	3	3											9	25	6
Dismissed	2	3	0	3	3	1	3	2	0	2	2	4	1	3											32	25	4
Substitute decision	0	1	0	0	0	0	0	1	0	0	0	0	0	0											2	2	0
Remit to ETC	0	0	0	0	0	0	1	0	0	0	0	0	0	0											5	1	0
Hearings held	5	4	4	4	4	6	8	4	5	4	4	4	5	6											48	56	11