

Agenda Item 8

Enclosure 4

**Health and Care Professions Council
22 May 2019**

**Chief Executive's organisational performance
report**

For discussion

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

Chief Executive's report on organisational performance

Executive Summary

This report amalgamates the previously separate Chief Executive's report and performance report

This paper is provides the Council with updates on:

- Performance indicators.
- Strategic Priorities - key deliverables.
- Financial performance.
- Core regulatory functions and quality assurance activity.
- Chief Executive's engagement activity.

Previous consideration	This report is a standing item, considered at each meeting of Council.
Purpose of report	The Council is asked to discuss the paper.
Next steps	The next report will be received in July 2019.
Strategic priority	All strategic priorities are reported against in this report.
Risk	This report is relevant to all strategic risk areas and agreed levels of risk appetite.
Financial and resource implications	None as a result of this paper.
Author	Marc Seale, Chief Executive and Registrar marc.seale@hcpc-uk.org

Executive summary – 22 May 2019

1. Social Work Transfer

A detailed report on recent developments is included on the meeting's agenda.

2. Performance indicators

The following are some key updates to highlight to the Council

- **Age of open cases**

The target of bringing the age of open cases down to 2014 levels, to meet PSA expectations in this area, is on track for non-social work cases, which currently achieve these levels.

- **Employee voluntary turnover**

Voluntary turnover has reduced to 19%, down from 23% in December 2018. However, this figure does not account for fixed term contracts and agency resource.

3. Strategic priorities – key deliverables

- **Strategic priority 1**, Improve our performance to achieve the Professional Standards Authority's Standards of Good Regulation

The Fitness to Practise Improvement project has now completed. Monitoring and embedding the changes resulting from the project is a key focus of the FTP work plan for 2019-20

In April, the Executive met with the members of the PSA performance review team, to discuss the HCPC's evidence submission and provide a comprehensive overview of the changes made during the FTP Improvement project.

- **Strategic Priority 2**, ensure our communication and engagement activities are proactive, effective and informed by stakeholder views and expectations.

The final meeting of the Education quality assurance review working group will be held in mid-May with proposals for the future direction and further

engagement work being discussed at the Education and Training Committee meeting in June.

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

A request for additional grant funding in respect of additional costs incurred as a result of the uncertainty around the formal transfer date for social worker regulation was submitted to the DfE in March 2019. DfE's appointed internal auditors PWC have met with the Executive as part of their scrutiny of the request.

Following the Westminster Hall Debate on the HCPC's proposed fee increase, the Minister of Health and Social Care wrote to the HCPC regarding key points raised during the debate such as the impact on part time workers. The HCPC has now responded explaining the complexities and difficulties posed by introducing discounted fees.

The Chair and Chief Executive are due to meet with the Cabinet Secretary for Health and Sport in Scotland on 29 May to discuss the fee proposals.

- **Strategic priority 4:** Make better use of data, intelligence and research evidence to drive improvement and engagement

All concluded FTP cases are now being categorised in accordance with the agreed classification system. Data is available from February 2019 and Initial theme analysis is underway

4. Finance

- 2018-19 year-end financial processes are underway. Prior to the completion of the external audit, figures indicate that income is in line with the full year forecast and original budget, varying by 0.2%. Operating expenditure variance is 1.5%. These results are explored within the performance report.

5. Departmental reporting

The following are some key activities for the Council's attention.

- **Education programme approval** – as agreed in the transitional arrangements with Social Work England, the HCPC will close its new programme approval to social work programme applications in May. Work with systems suppliers to develop migration tools to support the data transfer work remains on track.

- **FTP appeals** - the proportion of appeals of HCPC's decisions remains low, despite increased activity on older cases.
- **FTP concerns** - The number of new concerns received since the beginning of the reporting year is 2,424. This is 10% higher than the comparable period in 2017-18 and is higher than the original 2018-19 forecast

Chief Executive – Marc Seale

Meeting schedule period covering 21 March – 22 May

Department of Health and Social Care Clinical Negligence Cover Public Consultation	1 April
College of Podiatry Chief Executive, Steve Jamieson, appointed Visiting Professor, Paul Chadwick and Head of Policy and Public Affairs, Lawrence Ambrose	1 April
Allied Health Professions Federation Chair, Parmjit Dhanda	8 April
Advancing Healthcare Awards 2019	12 April
Department of Health Northern Ireland AHP Lead Officer, Hazel Winnings, Belfast	15 April
Pharmaceutical Society Northern Ireland Chief Executive, Trevor Patterson and Chair, Dr Jim Livingstone, Belfast	15 April
Social Work England Chief Executive, Colum Conway, Belfast	15 April
Northern Ireland Blood Transfusion Service Laboratory Service Manager, Alison Geddis, Belfast	15 April
Transfer of Social Workers follow up meeting Professional Standards Authority, Department of Health and Social Care, Health and Care Professions Council and Social Work England	16 April
The Society and College of Radiographers Chief Executive, Richard Evans and Director of Professional Policy, Charlotte Beardmore	16 April
London South Bank University	16 April
Counsellors and Psychotherapists (Regulation) and Conversion Therapy Bill	1 May
The Association for Clinical Biochemistry & Laboratory Medicine Glasgow	2 May
INPTRA conference Geneva	8-9 May
Professional Standards Authority Edinburgh	13 May

The Society of Sports Therapists Vice Chair, Keith Waldon and Director, Jen Jones	14 May
Professional regulators Chairs & CEOs dinner	14 May
The Department of Health and Social Care Deputy Director Professional Regulation, Claire Armstrong and Director of Workforce, Gavin Larner	15 May

Council meeting, 22 May 2019

Performance report

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Council meeting, 22 May 2019

Key Performance Indicators

KEY PERFORMANCE INDICATORS DASHBOARD

TIMELINESS

Fitness to Practise

Measure	Median length of time from receipt of allegation to Investigating Committee Panel (ICP): 33 weeks										Period	Feb, Mar		
	Strategic priorities: 1 and 3													
Executive commentary	The KPI data is consistent with the strategy to focus on and expedite cases to a decision by a Panel. This performance will continue through Q1 of 2019-20, as we already have listed 250 of the oldest cases for ICP consideration through to June/July. We anticipate a reduction in the KPI data after this time.													
Year to date		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	56	63	63	53	67	50	58	72	62	84	
Measure	Median length of time from ICP to final Hearing: 39 weeks										Period	Feb, Mar		
	Strategic priorities: 1 and 3													
Executive commentary	Analysis of the concluded cases and those remaining open in the system indicate a convergence with the KPI. We anticipate this will occur mid-way through 2019-20.													
Year to date		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	57	51	55	64	53	53	43	46	42	43	50	
Measure	Median length of time from receipt to final hearing: 73 weeks										Period	Feb, Mar		
	Strategic priorities: 1 and 3													
Executive commentary	The KPI data demonstrates the impact of focusing on the closure of the oldest cases at both ICP and final hearing stage, and the re-listing of cases that are part heard or adjourned. As with the ICP stage, we have listed the oldest cases in the period up to July/August, after which we should expect to see reductions in this age at completion measure.													
Year to date		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	106	100	113	103	103	85	108	90	112	102	

Fitness to Practise (continued)

Measure	Median length of time of interim order cases from receipt to decision: 16 weeks											Period	Feb, Mar	
												Strategic priorities: 1 and 3		
Executive commentary	The number of interim order applications remains below forecast, but is affected in February and March by a small number of existing cases where significant changes or developments in received evidence led to a change in risk. The time from identification remains within the expected timescale for getting the information to a Panel. Analysis shows the change to be case specific, not a new trend in this group of cases.													
Year to date		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	19	14	13	41	16	18	23	13	34	34	
Measure	Number of open pre-ICP cases (not including Rule 12 cases*): 1600 open cases by 31/3/19											Period	Feb, Mar	
												Strategic priorities: 1 and 3		
Executive commentary	The open caseload has returned to a stable position, following the introduction of the new Threshold Policy on 14 January 2019. The caseload is higher than the case progression strategy aim of 1600 due to a 10% increase on the previous year's new received cases, and the changes in recruiting and retaining staffing across HCPC and FTP teams. The age of cases open in the earliest stage of the process is improving, with around 50% (989 cases) received in the last 6 months.													
Year to date		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	1,721	1,804	1,867	1,946	1,936	1,960	1,939	1,959	1,984	2,008	1,988	1,938	

Registration

Measure	Median processing time for UK graduates: 10 working days											Period	Feb, Mar	
												Strategic priorities: 1 and 3		
Executive commentary	This indicator is in line with the optimum figure.													
Year to date		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	6	8	10	10	7	5	7	6	7	10	
Measure	Median processing time for International applications (European Mutual Recognition): 60 working days											Period	Feb, Mar	
												Strategic priorities: 1 and 3		
Executive commentary	This indicator is in line with the optimum figure.													
Year to date		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	64	55	40	42	49	46	54	52	55	55	

Registration (continued)

Measure	Median processing time for International applications (Non-European Mutual Recognition): 60 working days										Period		Feb, Mar	
	Strategic priorities: 1 and 3													
Executive commentary	This indicator is in line with the optimum figure.													
Year to date		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	67	45	41	35	49	46	54	51	57	51	

Education

Measure	Median time to produce visitors reports following a visit: one calendar month										Period		Feb, Mar	
	Strategic priorities: 1 and 3													
Executive commentary	The production of visitors' reports in this period is in keeping with our legislative requirement.													
Year to date		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	27	28	28	28	27	27	28	28	28	28	21	22	

FINANCE AND RESOURCES

Finance

Measure	Performance against budgeted operating expenditure in range of 97.5% to 102.5%										Period		Feb, Mar	
	Strategic priorities: 3													
Executive commentary	KPI consistently met since June 2018. February and March show actual expenditure to be within 98% of the YTD budget.													
Year to date	(,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	3,376	6,299	9,324	12,239	14,910	17,436	20,377	23,398	26,083	28,879	31,522	34,957	
	YTD Budget	3,891	6,821	9,656	12,505	15,140	18,079							
	YTD Forecast							20,564	23,671	26,727	29,047	32,151	35,472	
	YTD Variance	515	521	332	265	230	642	187	273	644	168	628	516	
	Actual as % of budget	87%	92%	97%	98%	98%	96%	99%	99%	98%	99%	98%	98%	

Human Resources

Measure	Employee voluntary turnover: 22% (21.8% London average, Xpert HR labour turnover rates, published 5 May 2018)										Period		Feb, Mar	
	Strategic priorities: 3													
Executive commentary	There has been a slight reduction in labour turnover in the last two months and is now below the London average.													
Year to date		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	25%	26%	25%	23%	23%	23%	22%	22%	23%	22%	21%	19%	

QUALITY

Fitness to Practise

Measure	Number of cases per case manager: 45										Period		Feb, Mar	
	Strategic priorities: 1 and 3													
Executive commentary	The number of cases is slightly higher than the KPI, due to higher new cases received.													
Year to date		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	55	54	52	53	54	54	49	54	57	53	49	53	

Registration

Measure	Number of upheld appeals against registration decisions										Period		Feb, Mar	
	Strategic priorities: 1 and 3													
Executive commentary														
Year to date		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	
	Concluded	5	6	5	5	4	7	4	6	4	6	5	5	
	Upheld	3	3	2	3	2	4	2	4	1	3	4	2	
	Upheld/ no new info	0	0	0	0	0	0	0	0	0	0	0	0	

INFORMATION TECHNOLOGY

Information technology

Measure	Availability of HCPC websites (including Register and online portal): 99.5%										Period		Feb, Mar	
Executive commentary														
Year to date		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%	100.0%	100.0%	100.0%	100.0%	100.0%	95.6%	99.9 %	100.0%	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

*Rule 12 is a designation that is typically applied to cases where there is limited anticipated case activity due to the existence of an on-going Police investigation. The designation allows the Fitness to Practise Department to more accurately monitor case progression and distinguish between cases that can be expeditiously progressed and those cases which cannot be progressed because any progression is dependent on a third-party investigation.

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Strategic Priorities – progress of key deliverables

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

Area	Key deliverables (and completion by quarter)	Progress
<p>Improve our fitness to practise performance to meet PSA standards</p>	<p>Deliver the programme of work outlined in the Fitness to Practise (FTP) Improvement plan including:</p>	<p>The Fitness to Practise Improvement Project has now completed, and the project close down report compiled. The FTP workplan for 2019-20 contains a number of actions relating the monitoring activities and ensuring the changes have been firmly embedded.</p>
	<p>Complete the review of case management competency and resource requirements (Q1)</p>	<p>This activity has concluded, with all FTP team members job descriptions reviewed. New roles or making piloted roles substantive has begun. This recruitment programme is being undertaken in conjunction with HR colleagues, and will continue through May 2019.</p>
	<p>Implementation of case progression strategy including a process for prioritising high risk cases (Q1-4 (ongoing))</p>	<p>This activity continues as planned. There are now no pre-Threshold decision cases with the investigations teams. All interim orders and serious cases are with a dedicated team. This movement of cases has moved over 450 cases to the appropriate specialist team.</p>
	<p>Review of the Standard of Acceptance policy and associated guidance (Q1 – Q2)</p>	<p>This activity is completed, with the new Threshold Policy being implemented on 14 January 2019.</p>
	<p>Revise the FTP quality assurance framework to align with the PSA standards of good regulation (Q1)</p>	<p>The framework describing the independent audit activity for 2019-20 has been agreed, and the first audits commenced.</p>
	<p>Meet with PSA on a quarterly basis to provide progress updates (Q1-4 (ongoing))</p>	<p>The Executive Director of Regulation and Head of FTP continue to meet with the Director of Scrutiny and Quality at PSA on a quarterly basis. In April, we also met with the members of the Performance Review team, to run through our data and evidence submission, and describe the changes made during the FTP Improvement Project.</p>

Strategic priority 2: Ensure our communication and engagement activities are proactive, effective and informed by stakeholder views and expectations

Area	Key deliverables	Progress
Seek to better understand the preferences, needs and views of our stakeholders	Commission research to better understand the views and expectations of our stakeholders and put in place an action plan as a result of the findings (Q3)	The Policy team commissioned research from ComRes who have provided a detailed report on awareness and perceptions of our stakeholders. This has informed the development of the HCPC Communications Strategy and 19-20 Communications Department workplan which has been approved and is being implemented.
Strengthen our engagement with stakeholders in the four countries of the UK	Develop a new stakeholder engagement plan to guide our engagement with stakeholders across the four countries (Q1)	HCPC Communications Strategy and workplan has been agreed. A more detailed stakeholder engagement plan will be completed in May identifying frequency, type of contact, engagement opportunities for HCPC spokespeople to develop relationships further with influential stakeholders.
	Pilot holding an engagement forum for key stakeholders in one of the UK countries and evaluate its effectiveness (Q4)	Pilot completed with 20 attendees and more interested but unable to attend due to a clash with an alternative event. Feedback was positive – delegates said the Forum was a welcome opportunity to share information and to give views on HCPC plans. Round table discussions also gave delegates the opportunity to comment on our strategic priorities, and demonstrated that the initiatives we are looking to develop reflect the priorities of our stakeholders. Events in the four Nations form part of the 19/20 workplan.
	Work in partnership with education sector stakeholders to review our approach to the quality assurance of education and training programmes (Q2 (planned event) and ongoing)	Engagement has been constructive in the two working group meetings held so far with the third and final working group taking place 17 May. Following this, the working group report with recommendations will be considered by SMT and then ETC in early June. At this stage, we are envisaging the next stage of engagement being carried out between June and March 2020.

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

Area	Key deliverables	Progress
Keep our financial sustainability under review	Review our cost base and ongoing financial sustainability, consulting if necessary on changes to registration fees (Q2 (and ongoing))	The five-year financial plan was approved by Council in September 2018. In February 2019, the Council approved proposals to increase our fees. The 2019-20 budget was approved at the March Council. The 2018-19 end of year closure and audit of annual accounts is underway.
Embed a strategic approach to risk and performance management	Develop and agree a strategic approach to risk management by identifying a set of strategic risks (Q1)	The Strategic Risk Register continues to be considered by the Audit Committee at each meeting. At the March 2019 meeting, the Committee considered risk 2 in more depth, and will be focusing on risk 1 at their May meeting. Going forward, Council and Committee coversheets now incorporate reference to strategic risks.
	Further develop our approach to measuring and monitoring performance	Ongoing – see note below.
	Review our Key Performance Indicators (KPI) at least once a year (Q4 (and ongoing))	The KPI dataset will be reviewed by the Executive shortly.
	Review and further refine the existing performance data set considered by the Council (Q2)	Ongoing improvements.
Invest in processes and systems to improve stakeholder experience and drive business efficiencies	Build capacity required to accelerate business transformation (Q2)	<p>FTP Case Management System (CMS) Review: the project initiated in January. The objective is to update the business case, document and prioritise the requirements for a replacement CMS and to select a build partner for implementation. Workshops have begun to identify and prioritise the business requirements.</p> <p>Registration transformation: A proposal to proceed with the implementation of phase two of the project was approved at the March Council. Contract negotiations with the preferred supplier are close to conclusion, after which the implementation project will formally start.</p> <p>Education systems major project – The platform upgrades are due to complete by June. The suppliers are developing functional changes which are due to be tested following the platform upgrades in the coming months.</p>

Strategic priority 4: Make better use of data, intelligence and research evidence to drive improvement and engagement

Area	Key deliverables	Progress
Ability to collect data	Develop a classification system for capturing the characteristics of fitness to practise cases (Q2)	Cases that conclude at all stages of the FTP process are now being categorised. We have data from February 2019, and are about to start to review the initial themes.
Research action planning	Deliver a programme of work to deliver the outcomes of the University of Surrey research: (Q1-4 (and ongoing))	Work has been ongoing, and is highlighted in the sections below. Our focus, over the coming months, will be to progress the research projects outlined, develop teaching and learning materials, and further stakeholder engagement.
	Work to raise awareness on when to self-refer and when to refer with a particular focus on registrants, employers and complainants	Information for registrants has been published to the website, along with case studies and an infographic. We are currently developing a poster for distribution.
	Engagement with educators to develop teaching and learning materials for educators using the case studies developed in the research	We've had early discussions on approach to this content, which will be developed over the coming weeks. We intend to engage key education stakeholders on content.
	Commission a literature review on the characteristics of effective clinical / peer supervision in the workplace and use this to engage with stakeholders including employers on the role of supportive approaches in preventing problems from occurring	Newcastle University were awarded this work in March and have commenced the research.
Internal capacity to deliver research activity	Deliver at least one in-house research project: Working in partnership with a professional body or other stakeholder to look at the characteristics of fitness to practise cases in that profession; or if a partner cannot be identified, looking at a cross-profession issue such as the characteristics of cases about internationally qualified registrants. (Q4)	We have commenced work to consider the characteristics of fitness to practise cases concluding with no further action.

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Finance report

Finance

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Finance: Overview

- **Income and expenditure:** Income and expenditure for the year compares the actual results with the forecast done in period 9 and the budget set last year. The figures presented are draft and subject to audit which is underway.

Income is on forecast, and the full year forecast is in line with the original budget. Operating expenditure is £516k under forecast. Within that:

- Pay cost are on forecast and showing a minor operational adverse variance of £32k
- Non Pay cost is showing a saving of £557k

The saving against forecast is driven by human resources £175k underspend mainly on the learning and development, £182k training originally planned not undertaken partially offset by overspent in other lines of the HR budget.

Major projects with SWE transfer account for £250k saving against the forecast. This is mainly due to delays in incurring costs for the social worker transfer project, which caused by uncertainties around the transfer date, delays in recruitment of backfill staff and changes in supplier delivering dates.

Office services are £83k saving against forecast. This is mainly due to delays in purchasing furniture for 186KPR seating areas.

The forecasted rent increase from December was also overestimated.

Overspends against forecast are noted in FTP £64k and policy £19k. Savings in registration budget is mainly in the printing budget not fully used.

The net impact of the savings against forecast is partially offset by the minor over spend in pay costs and depreciation. This gives us an overall operating favorable variance of £448k against forecast.

- **Other Expenditure:** Non-operating expenditure is a business system write off for the Registration Transformation and Improvement Project. Web-forms technology (ADX Studio) was implemented as part of phase 1 but became unsupported by Microsoft almost as soon as we went live with it. ADX Studio has been decommissioned as of March 2019 and hence the write off. This has now been replaced by an in-house web based tool. The corporation tax liability was not included in the forecast as this is calculated annually.
- **Other income:** Non-operating income consists of interest and the one off grant for SWE transfer. Investment income is on forecast and grant income is under forecast by £212k. This is mainly due to the delay in transfer date and in line with reduced expenditure on the project.
- **Surplus:** At the end of the period 12 we are showing a surplus of £232k against the forecast surplus of £44k.
- **Cash and Balance Sheet:** Cash as at 31 March 2019 was £19m and deferred income balance was £22m.

Variance Commentary

					March -19 Comments (Actuals vs 2018-19 M9 Forecast)		February -19 Comments (Actuals vs 2018-19 M9 Forecast)	
Department	Movement YTD	M9 Forecast YTD	Forecast Variance	Forecast Var %	Variations by Income Type	Variations by Profession	Variations by Income Type	Variations by Profession
Total Income	34,555,069	34,622,834	(67,765)	(0.2)	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
EXPENDITURE								
Department	Movement YTD	M9 Forecast YTD	Forecast Variance	Forecast Var %	Variations on Payroll	Variations on Non-payroll	Variations on Payroll	Variations on Non-payroll
Chair	75,508	61,912	(13,597)	(22.0)		On Target or variance below threshold		On Target or variance below threshold
Chief Executive and SMT	803,189	803,881	692	0.1	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Council	311,742	296,851	(14,891)	(5.0)		On Target or variance below threshold		On Target or variance below threshold
Communications	810,835	857,850	47,015	5.5	On Target or variance below threshold	£38k under the forecasted figure; this is mainly due to the lower level of staffing in the team to deliver all the activities which were planned for in the 18/19 forecast outturn. These activities have now been postponed into 2019/20 but there has been an unsuccessful recruitment round of two team members still required for a full team complement.	On Target or variance below threshold	On Target or variance below threshold
Education	935,242	982,845	47,603	4.8	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Office Services	3,052,943	3,158,052	105,109	3.3	On Target or variance below threshold	£79k under the forecasted figure; this is mainly due to planned expenditure on furniture for 186 KPR seating areas being delayed due to further options being looked at. In addition; extra costs were estimated for the maintenance of window blinds; the contractors will now start in the new financial year. Also, the rent increment back pay for December to March over estimated; the actual budgeted rent figure in the 19/20 budget had to be amended due to the same reason.	On Target or variance below threshold	£110k under the forecasted figure; this is mainly due to planned expenditure on furniture for 186 KPR seating areas being delayed due to further options being looked at; replacement of franking machines not yet purchased; outstanding electricity billing since end of December; this is now being looked into for year end provision purposes. Also, the rent increment back pay for December to March over estimated; the actual budgeted rent figure in the 19/20 budget had to be amended due to the same reason.

Variance Commentary

					March -19 Comments (Actuals vs 2018-19 M9 Forecast)		February -19 Comments (Actuals vs 2018-19 M9 Forecast)	
Department	Movement YTD	M9 Forecast YTD	Forecast Variance	Forecast Var %	Variations on Payroll	Variations on Non-payroll	Variations on Payroll	Variations on Non-payroll
Finance	729,053	722,578	(6,475)	(0.9)	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Fitness to Practise	16,361,368	16,099,941	(261,427)	(1.6)	£198k over the forecasted figure; this is mainly due to the additional temps recruited to fill FTC roles or temps with no notice period that have left the organisation. There has been a high turnover of staff in the last two months; during the month of February five additional staff have left the organisation and two have gone on maternity leave; this has increased the outturn spend to the expected forecast figure. The recruitment campaign has commenced in Feb and continuing in March and April which will mitigate the overspend. In addition there has been a sizeable one off redundancy payment in the month of March which has increased the year end outturn.	On Target or variance below threshold	£100k over the forecasted figure; this is mainly due to the additional temps recruited to fill FTC roles or temps with no notice period that have left the organisation. There has been a high turnover of staff in the last two months; during the month of February five additional staff have left the organisation and two have gone on maternity leave; this has increased the outturn spend to the expected forecast figure. The recruitment campaign has commenced in Feb and continuing in March and April which will mitigate the overspend.	On Target or variance below threshold
Human Resources	987,967	1,170,895	182,928	15.6	On Target or variance below threshold	£176k under the forecasted figure; this is mainly due to departmental training originally planned but has either been delayed, delivered in a different way or postponed due to departmental workload. Internal lead development initiatives were used for the FTP Improvement plan deliverables. In addition much work was carried out by the internal learning consultant instead of an external consultant. Also, there were certain departments unable to respond to the 9+3 re-forecasting exercise which has lead to estimates being included in the forecasts which will now generate a lower forecast outturn than originally anticipated.	£34k under the forecasted figure; this is mainly due to the timing of staff recruitment invoices. There are two large invoices that have just been received in March which will reduce this current large variance. The anticipated forecast outturn will be on target by year end.	£101k under the forecasted figure; this is mainly due to departmental training originally planned but has either been delayed or postponed due to departmental workload. Also, there were certain departments unable to respond to the 9+3 re-forecasting exercise which has lead to estimates being included in the forecasts which will now generate a lower forecast outturn than originally anticipated.
Human Resources Partners	342,860	351,319	8,460	2.4	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
IT Department	2,312,047	2,299,300	(12,747)	(0.6)	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold

Variance Commentary

					March -19 Comments (Actuals vs 2018-19 M9 Forecast)		February -19 Comments (Actuals vs 2018-19 M9 Forecast)	
Department	Movement YTD	M9 Forecast YTD	Forecast Variance	Forecast Var %	Variations on Payroll	Variations on Non-payroll	Variations on Payroll	Variations on Non-payroll
Major Projects	1,759,178	2,049,167	289,990	14.2	On Target or variance below threshold	£251k under the forecasted figure. £32k of is due to a project cost's provision no longer required. £126k of the total amount can be attributed to the Social workers transfer project and £93k to the other projects; This is mainly due to the change of the transfer over date from 1st of October to 1st of December and also the impact of the change in the transitional arrangements originally agreed with Social Work England which has had a resultant impact on the cost forecasted; some of the legal and communication work forecasted for the final quarter of 18/19 will now be delivered in the new financial year. Also, some resource costs have been coming in lower than originally estimated.	On Target or variance below threshold	£275k under the forecasted figure. £217k of the total amount can be attributed to the Social workers transfer project and £58k to the other projects. This is mainly due to the change of the transfer over date from 1st of October to 1st of December and also the impact of the change in the transitional arrangements originally agreed with Social Work England which has had a resultant impact on the cost forecasted; some of the legal and communication work forecasted for the final quarter of 18/19 will now be delivered in the new financial year. Also, some resource costs have been coming in lower than originally estimated.
Project (Managers)	295,172	303,927	8,755	2.9	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Policy	337,766	341,135	3,368	1.0	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	£35k under the forecasted figure; this is mainly due to the cost of the research work contract just signed in February and this cost was originally forecasted for February.
Quality Assurance	602,620	615,287	12,667	2.1	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Registration	3,252,740	3,376,951	124,211	3.7	£58k under the forecasted figure. This is mainly attributable to key positions not backfilled while Registration managers and adviser are allocated out on projects. There are four vacant advisers positions and an appeal co-ordinator post. The recruitment campaign continues into M1 of 19/20.	£66k under the forecasted figure. This is mainly due to the savings generated from the printing expenditure budget and the archiving destruction work was not completed in March as expected. The International qualification verification (IQV) project not set to commence this financial year; so there was a lower forecast outturn than anticipated.	£34k under the forecasted figure. This is mainly attributable to key positions not backfilled while Registration managers are allocated out on projects. There will be a recruitment drive for Registration assistants and an appeal co-ordinator in M12; the forecast outturn will now be lower than originally expected but there might be an increase in temporary costs in March to cover registration assistants current vacancies.	£65k under the forecasted figure. This is mainly due to printing costs which will actually be happening in March; Xerox has been commissioned to carry out work in relations to Psychologist renewal period and also some scanning and archiving work also happening before the end of March 19. The forecasted spend on the International assessors fees is lower than expected; most of the February applications processed will have corresponding assessment fees paid in March 19 and the International qualification verification (IQV) project not set to commence this financial year; so lower forecast outturn is expected.
Secretariat	176,957	177,125	168	0.1	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold	On Target or variance below threshold
Depreciation	849,308	840,225	(9,083)	(1.1)		On Target or variance below threshold		On Target or variance below threshold

Variance Commentary

					March -19 Comments (Actuals vs 2018-19 M9 Forecast)		February -19 Comments (Actuals vs 2018-19 M9 Forecast)	
Department	Movement YTD	M9 Forecast YTD	Forecast Variance	Forecast Var %	Variations on Payroll	Variations on Non-payroll	Variations on Payroll	Variations on Non-payroll
PSA levy	924,000	924,000	0	0.0		On Target or variance below threshold		On Target or variance below threshold
Apprenticeship levy	36,225	39,220	2,995	7.6		On Target or variance below threshold		On Target or variance below threshold
Total expenditure	34,956,719	35,472,461	515,742	1.5				

Income and Expenditure

31 March 2019

	Period 12	Year to date				Full Year Forecast (M9)	Full Year Budget
	Actual	M9 Forecast YTD	Variance v YTD Forecast	Variance v YTD Forecast %			
Income by Activity							
Graduate Registration Fees	149,011	1,778,028	1,762,617	15,411	1,762,617	1,804,823	
Readmission Fees	30,645	308,070	296,769	11,301	296,769	231,901	
Renewal Fees	2,475,780	29,416,237	29,616,333	(200,096)	29,616,333	29,851,092	
International Scrutiny Fees	206,910	1,754,775	1,617,384	137,391	1,617,384	1,642,420	
UK Scrutiny Fees	42,532	1,083,681	1,118,143	(34,462)	1,118,143	978,888	
Registration Income	2,904,878	34,340,791	34,411,246	(70,454)	34,411,246	34,509,123	
Other Income	2,435	83,979	81,289	2,690	81,289	0	
Rental Income GCC	14,583	130,299	130,299	(0)	130,299	131,250	
Total Income	2,921,895	34,555,069	34,622,834	(67,765)	34,622,834	34,640,373	
Chair	20,516	75,508	61,912	(13,597)	61,912	98,360	
Chief Executive	75,018	803,189	803,881	692	803,881	731,838	
Council & Committee	28,395	311,742	296,851	(14,891)	296,851	234,546	
Communications	66,647	810,835	857,850	47,015	857,850	941,571	
Education	55,978	935,242	982,845	47,603	982,845	1,025,420	
Office Services	298,126	3,052,943	3,158,052	105,109	3,158,052	2,903,029	
Finance	91,109	729,053	722,578	(6,475)	722,578	719,889	
Fitness to Practise	1,499,531	16,361,368	16,099,941	(261,427)	16,099,941	15,217,197	
Human Resources	134,958	987,967	1,170,895	182,928	1,170,895	1,324,558	
Human Resources Partners	44,706	342,860	351,319	8,460	351,319	466,294	
IT Department	282,230	2,312,047	2,299,300	(12,747)	2,299,300	2,412,649	
Major Projects: <i>without SW Transfer Costs</i>	125,682	1,009,867	1,087,433	77,566	1,087,433	1,459,682	
Social Workers Transfer Costs	72,461	749,311	961,734	212,423	961,734	0	
Project managers	25,689	295,172	303,927	8,755	303,927	566,658	
Policy	129,773	337,766	341,135	3,368	341,135	367,953	
Quality Assurance	70,237	602,620	615,287	12,667	615,287	680,052	
Registration	316,607	3,252,740	3,376,951	124,211	3,376,951	3,411,904	
Secretariat	12,130	176,957	177,125	168	177,125	203,681	
Depreciation	82,274	849,308	840,225	(9,083)	840,225	995,747	
PSA Levy	0	924,000	924,000	0	924,000	924,000	
Apprenticeship Levy	3,084	36,225	39,220	2,995	39,220	50,810	
Operating expenditure	3,435,151	34,956,719	35,472,461	515,742	35,472,461	34,735,837	
Operating surplus/(deficit)	(513,256)	(401,650)	(849,627)	447,977	(849,628)	(95,464)	
Other expenditure							
Projects Capital items Write off	184,917	184,917	182,743	(2,174)	182,743	0	
Corporation Tax	46,795	46,795	0	(46,795)	0	0	
	231,712	231,712	182,743	(48,969)	182,743	0	
Other income							
Investment Income	9,805	115,992	114,651	1,341	114,651	0	
Grant Income	369,226	749,310	961,734	(212,424)	961,734	0	
	379,031	865,302	1,076,385	(211,083)	1,076,385	0	
Total surplus/(deficit)	(365,937)	231,940	44,014	187,925	44,014	(95,464)	

Payroll costs

31 March 2019

	Period 12	Year to date				9+3 Forecast	
	Actual	Actual	M9 Forecast	Variance	Variance %	Full Year Forecast	Full Year Budget
Chief Executive	79,233	736,363	721,722	(14,640)	(2.0)	721,722	659,798
Communications	41,271	552,835	562,243	9,408	1.7	562,243	533,416
Education	44,419	664,421	682,226	17,804	2.6	682,226	731,704
Office Services	30,474	351,885	373,470	21,585	5.8	373,470	338,237
Finance	50,789	470,079	473,426	3,347	0.7	473,426	494,919
Fitness to Practise	517,526	5,378,739	5,180,956	(197,783)	(3.8)	5,180,956	4,724,761
Human Resources	91,763	657,418	664,767	7,349	1.1	664,767	750,378
Human Resources Partners	10,118	150,014	152,763	2,749	1.8	152,763	157,022
IT Department	89,446	791,344	786,418	(4,926)	(0.6)	786,418	815,936
Major Projects: <i>without SW Transfer Costs</i>	29,868	381,128	334,410	(46,719)	(14.0)	334,410	303,411
Social Workers Transfer Costs	38,405	482,649	568,627	85,978	15.1	568,627	0
Project (Managers)	25,813	294,931	302,805	7,874	2.6	302,805	555,618
Policy	14,133	166,214	188,202	21,989	11.7	188,202	235,537
Quality Assurance	63,851	528,828	528,362	(465)	(0.1)	528,362	602,522
Registration	156,181	1,988,894	2,047,056	58,162	2.8	2,047,056	2,053,088
Secretariat	9,483	149,827	146,221	(3,606)	(2.5)	146,221	179,385
Payroll costs	1,292,772	13,745,569	13,713,675	(31,894)	(0.2)	13,713,675	13,135,730

Non-payroll costs

31 March 2019

	Period 12	Year to date				Full year	
	Actual	Actual	M9 Forecast	Variance	Variance %	Full Year Forecast (M9)	Full Year Budget
Chair	20,516	75,508	61,912	(13,597)	(22.0)	61,912	98,360
Chief Executive	(4,214)	66,826	82,158	15,332	18.7	82,158	72,040
Council & Committee	28,395	311,742	296,851	(14,891)	(5.0)	296,851	234,546
Communications	25,376	258,000	295,607	37,607	12.7	295,607	408,155
Education	11,559	270,821	300,619	29,798	9.9	300,619	293,716
Office Services	267,652	2,701,058	2,784,583	83,525	3.0	2,784,583	2,564,792
Finance	40,320	258,974	249,152	(9,822)	(3.9)	249,152	224,970
Fitness to Practise	982,005	10,982,629	10,918,985	(63,645)	(0.6)	10,918,985	10,492,436
Human Resources	43,195	330,548	506,128	175,579	34.7	506,128	574,180
Human Resources Partners	34,589	192,846	198,557	5,711	2.9	198,557	309,272
IT Department	192,784	1,520,703	1,512,881	(7,821)	(0.5)	1,512,881	1,596,713
Major Projects: <i>without SW Transfer Costs</i>	95,814	628,739	753,024	124,285	16.5	753,024	1,156,271
Social Workers Transfer Costs	34,056	266,661	393,107	126,446	32.2	393,107	0
Project (Managers)	(124)	241	1,122	881	78.5	1,122	11,040
Policy	115,640	171,553	152,932	(18,621)	(12.2)	152,932	132,416
Quality Assurance	6,386	73,793	86,925	13,132	15.1	86,925	77,530
Registration	160,426	1,263,846	1,329,895	66,049	5.0	1,329,895	1,358,816
Secretariat	2,647	27,130	30,903	3,773	12.2	30,903	24,296
PSA Levy		924,000	924,000	0	0.0	924,000	924,000
Apprenticeship Levy	3,084	36,225	39,220	2,995	7.6	39,220	50,810
Non-payroll costs	2,060,105	20,361,843	20,918,561	556,718	2.7	20,918,561	20,604,360

Income by profession

31 March 2019

	Period 12	Year to date				Full year	
	Actual	Actual	M9 Forecast	Variance	Variance %	M9 Forecast	Full Year Budget
Arts Therapists	32,273	392,733	389,057	3,676	0.9	389,057	396,427
Bio-medical Scientists	183,600	2,136,780	2,124,582	12,198	0.6	2,124,582	2,113,748
Chiropractists	95,497	1,169,477	1,173,908	(4,431)	(0.4)	1,173,908	1,205,523
Clinical Scientists	49,279	555,093	550,169	4,924	0.9	550,169	547,153
Dietitians	76,793	934,988	926,939	8,048	0.9	926,939	934,664
Hearing Aid Dispensers	22,903	268,357	267,373	984	0.4	267,373	270,185
Occupational Therapists	309,752	3,635,711	3,620,865	14,846	0.4	3,620,865	3,597,177
Operating Department Practitioners	101,953	1,235,370	1,237,949	(2,580)	(0.2)	1,237,949	1,241,371
Orthoptists	10,834	131,723	131,026	696	0.5	131,026	133,169
Paramedics	224,987	2,451,949	2,447,665	4,284	0.2	2,447,665	2,463,313
Physiotherapists	455,849	5,350,849	5,348,110	2,739	0.0	5,348,110	5,514,618
Practitioner Psychologists	182,799	2,226,312	2,205,746	20,566	0.9	2,205,746	2,190,785
Prosthetists & Orthotists	8,516	102,614	102,596	17	0.0	102,596	102,008
Radiographers	298,078	3,430,785	3,377,486	53,299	1.6	3,377,486	3,340,709
Social Workers	718,896	8,796,103	8,991,934	(195,832)	(2.2)	8,991,934	8,947,315
Speech & Language Therapists	132,869	1,521,952	1,515,840	6,111	0.4	1,515,840	1,510,960
Registration Income	2,904,878	34,340,791	34,411,246	(70,454)	(0.2)	34,411,246	34,509,123
Other Income	2,435	83,979	81,289	2,690	3.3	81,289	
Total fee income	2,907,312	34,424,770	34,492,535	(67,765)	(0.2)	34,492,535	34,509,123

Statement of Financial Position

31 March 2019

	Actual Period 12	Month 9 Forecast YTD	Budget 31 March 2019	Month 9 Forecast Full Year	Actual 31 March 2018 Full Year
Non-current assets					
Land & buildings, at cost or valuation	5,745,000	5,515,921	5,605,000	5,515,921	4,975,000
Land & buildings depreciation	(0)	(49,752)	(48,620)	(49,752)	0
	5,745,000	5,466,170	5,556,380	5,466,170	4,975,000
Computer equipment, at cost	541,472	563,027	592,287	563,027	485,059
Computer equipment depreciation	(437,379)	(435,491)	(452,974)	(435,491)	(413,244)
	104,093	127,536	139,313	127,536	71,814
Office furniture and equipment, at cost	1,200,296	1,182,330	1,183,115	1,182,330	1,183,115
Office equipment depreciation	(746,541)	(744,287)	(750,421)	(744,287)	(586,033)
	453,756	438,043	432,694	438,043	597,082
Intangible assets	8,110,058	8,145,422	9,628,492	8,145,422	7,525,603
Intangible depreciation	(6,514,835)	(6,480,542)	(6,699,352)	(6,480,542)	(5,956,342)
	1,595,223	1,664,880	2,929,141	1,664,880	1,569,261
Total non-current assets	7,898,072	7,696,628	9,057,528	7,696,628	7,213,157
Current assets					
Other current assets	2,970,827	1,878,132	2,125,603	1,878,132	2,107,123
Cash & cash equivalents	18,662,518	18,197,701	15,600,889	18,197,701	18,892,070
	21,633,345	20,075,833	17,726,492	20,075,833	20,999,194
Total assets	29,531,417	27,772,461	26,784,019	27,772,461	28,212,351
Current liabilities					
Trade and other payables	1,578,506	216,764	818,360	216,764	818,360
Other liabilities	1,612,006	1,630,445	2,354,952	1,630,445	2,354,952
Deferred income	22,107,880	22,156,109	19,923,936	22,156,109	21,256,802
Total current liabilities	25,298,391	24,003,318	23,097,248	24,003,318	24,430,115
Liabilities greater than one year	163,052	163,052	220,159	163,052	220,159
Total assets less liabilities	4,069,974	3,606,092	3,466,613	3,606,092	3,562,078
General fund b/fwd	(3,539,747)	(3,539,747)	(3,539,747)	(3,539,747)	(4,155,121)
Rev Res - Land & Building	(298,287)	(22,330)	(22,330)	(22,330)	(22,330)
This periods (surplus)/deficit	(231,940)	(44,014)	95,464	(44,014)	615,374
General fund c/fwd	(4,069,974)	(3,606,092)	(3,466,613)	(3,606,092)	(3,562,078)

Projects

		Opex			Capex			Opex & Capex			Opex	Capex	Opex	Capex
		Actual	Reforecast	Variance	Actual	Reforecast	Variance	Actual	Reforecast	Variance	Budget	Budget	Reforecast	Reforecast
		YTD £	2018/19 YTD £	£	YTD £	2018/19 YTD £	£	YTD £	2018/19 YTD £	£	2018/19 Full Year £	2018/19 Full Year £	2018/19 Full Year £	2018/19 Full Year £
HR and Partners Build	P78	(31,753)	0	31,753	(5,914)	0	5,914	(37,667)		37,667	0	0	0	#REF!
Reg Transformation and Improvement	P85	17,602	17,602	0	34,776	32,184	(2,592)	52,378	49,786	(2,592)	348,000	882,000	17,602	32,184
HCPC website review and build	P90	73,082	77,626	4,545	255,486	255,486	(1)	328,568	333,112	4,544	104,151	347,583	77,626	255,486
186 Kennington Park Road renovation	P89	627,966	627,966	(0)	543,794	540,922	(2,872)	1,171,760	1,168,888	(2,872)	420,000	630,000	627,966	540,922
FTP CMS Review	P94	0	7,500	7,500	57,078	22,200	(34,878)	57,078	29,700	(27,378)	181,500	275,400	7,500	22,200
FTP Improvement project	P95	178,316	188,400	10,084	0	0	0	178,316	188,400	10,084	195,000	0	188,400	0
CPD Online Migraton	P96	104,323	111,832	7,509	164,266	182,966	18,700	268,588	294,797	26,209	108,155	210,654	111,832	182,966
Education Changes 17/18	P97	0	750	750	0	0	0	0	750	750	2,520	169,084	750	0
Netreg refresh	P98	24,746	34,577	9,831	14,410	14,410	0	39,155	48,987	9,831	20,306	48,119	34,577	14,410
Fee review	P99	0	2,500	2,500	0	5,000	5,000	0	7,500	7,500	2,500	5,750	2,500	5,000
Sage & WAP replacement	P100	0	0	0	0	0	0	0	0	0	76,550	138,000	0	0
Education Changes 18/19	P101	0	750	750	68,641	132,185	63,544			0	0	0	750	132,185
Registration Analysis	P103	4,731	6,731	2,000	161,263	163,710	2,447	165,994	170,441	4,447	0	0	6,731	163,710
HR system upgrade	P102	10,856	11,200	344	10,800	12,960	2,160	21,656	24,160	2,504	1,000	22,850	11,200	12,960
		1,009,867	1,087,433	77,566	1,304,600	1,362,022	57,423	2,245,826	2,316,520	70,694	1,459,682	2,729,440	1,087,433	1,362,022
Regulation of Social workers	P92	749,311	961,734	212,424	0	0	0	749,311	961,734	212,424	0	0	961,734	
		1,759,178	2,049,167	289,990	1,304,600	1,362,022	57,423	2,995,137	3,278,255	283,118	1,459,682	2,729,440	2,049,167	1,362,022

Regulation of Social workers Project Statement	Actual YTD £
Total Costs Charged	749,311
Claims up to Mar 19	749,311
Actual Grant Received	446,117
Net Position	(303,194)

Capital Commentary
£57k below the forecasted figure; mainly due to the variance on the Education Changes project of £64k. This is mainly due to supplier delay; the project has been deferred into 19/20. This has been reflected in the latest Capex project budget update for 19/20.

Capital expenditure

	Actual YTD £	M9 Reforecast 2018/19 YTD £	Variance £	M9 Forecast 2018/19 Full Year £	Budget 2018/19 Full Year £
<u>Land & Buildings</u>	543,794	540,922	(2,872)	540,922	630,000
	543,794	540,922	(2,872)	540,922	630,000
<u>Information Technology</u>					
Software Licences	30,173	17,850	(12,323)	17,850	0
Computer equipment	84,447	106,002	21,555	106,002	107,228
	114,619	123,852	9,232	123,852	107,228
<u>Office Equipment</u>	23,964	5,998	(17,966)	5,998	0
<u>Projects</u>					
Capital Expenditure (excl. 186 KPR)	760,806	835,671	74,865	835,671	2,102,890
Total Capital Expenditure	1,443,183	1,506,443	63,259	1,506,443	2,840,118

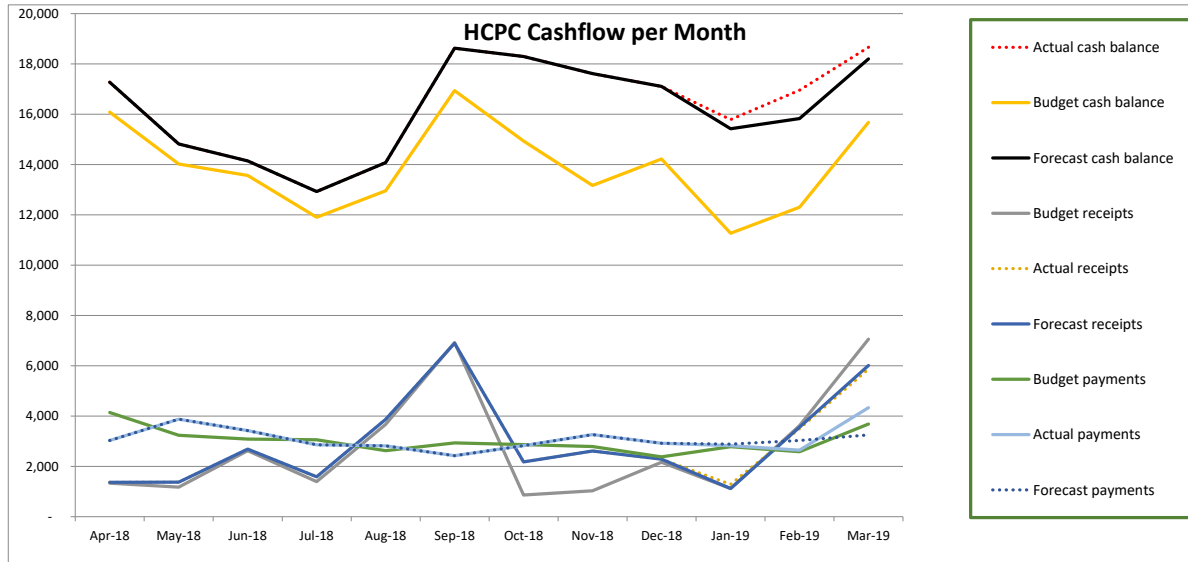
Cash flow statement

From 1 April 2018

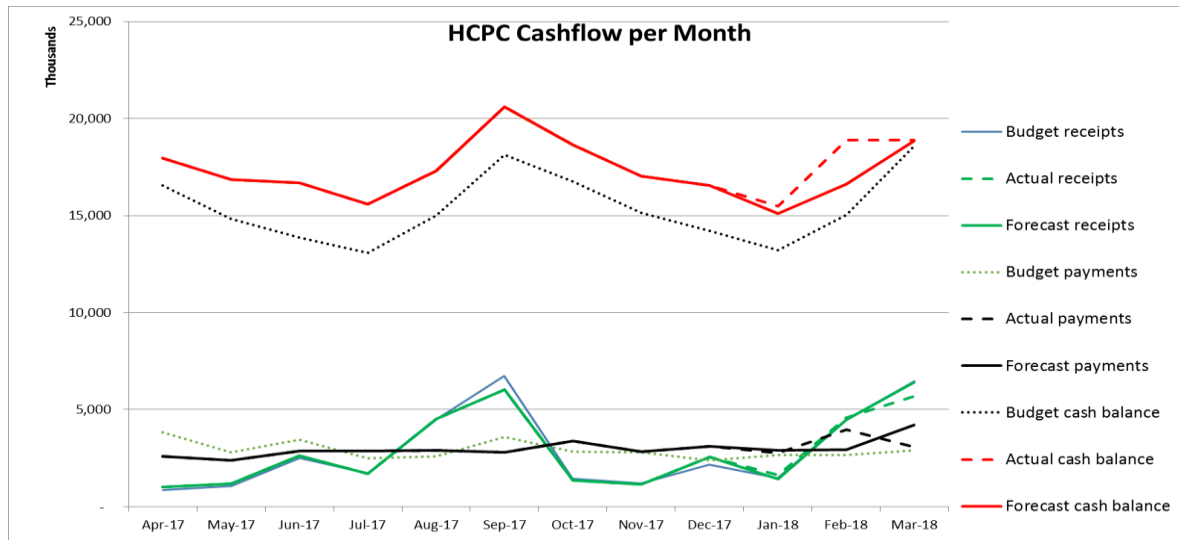
	Year to date actual £	Year to date M9 forecast £	Full year budget £	Full year M9 Forecast £
Operating surplus/(deficit)	(401,650)	(849,627)	(95,464)	(849,627)
Add: Corporation tax	(46,795)			
Less: Depreciation	849,308	840,225	995,747	840,225
Grant received from Department of Education	749,310	961,734		961,734
Decrease/(increase) in debtors & prepayments	(863,703)	228,991	(18,480)	228,991
Increase/(decrease) in creditors	(39,908)	(1,383,210)	0	(1,383,210)
(Decrease)/increase in deferred income	851,077	899,306	(1,332,867)	899,306
Net cash in/(out)flow from operating activities	1,097,638	697,420	(451,064)	697,420
Return on investments and servicing of finance				
Investment Income	115,992	114,651	0	114,651
Capital expenditure and financial investments				
Purchase of fixed assets	(1,443,183)	(1,506,443)	(2,840,118)	(1,506,443)
Increase/(decrease) in cash	(229,552)	(694,369)	(3,291,182)	(694,369)
Cash at beginning of period	18,892,070	18,892,070	18,892,070	18,892,070
Cash at end of period	18,662,518	18,197,701	15,600,889	18,197,701
Cash movement	(229,552)	(694,369)	(3,291,182)	(694,369)

Graphs - Cashflow

2018-19

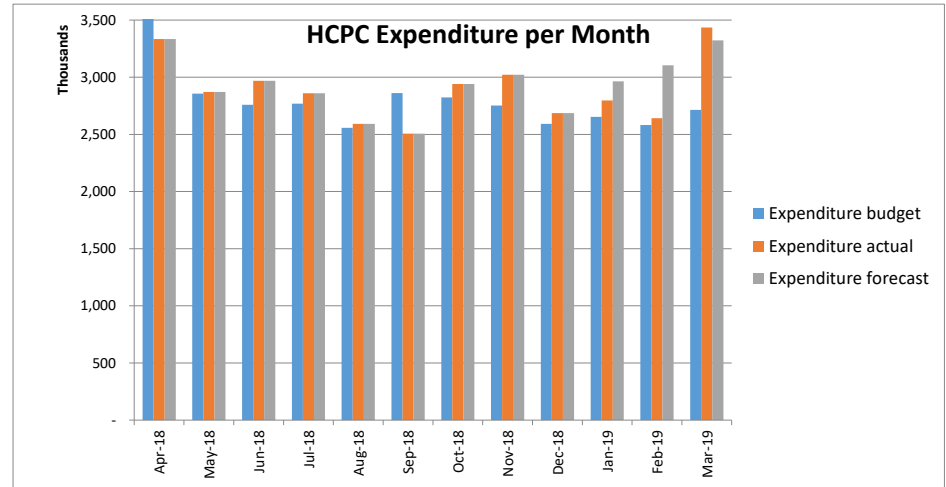
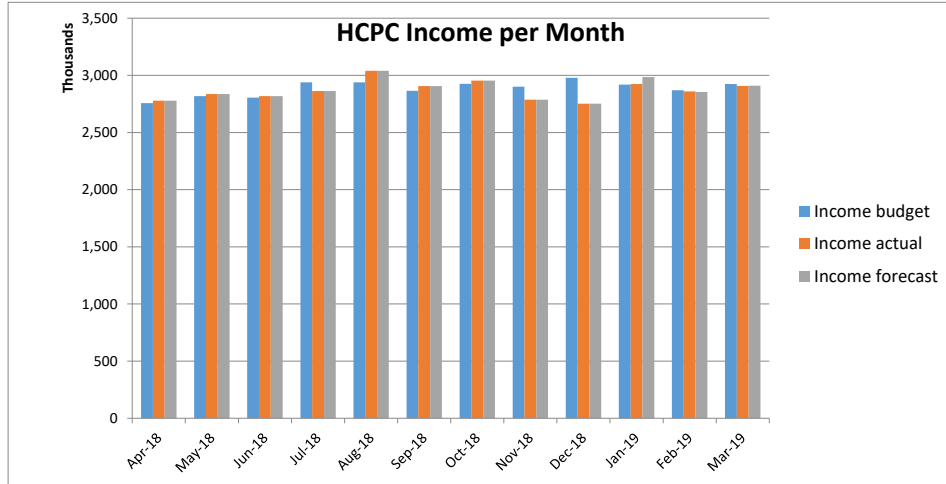


2017-18

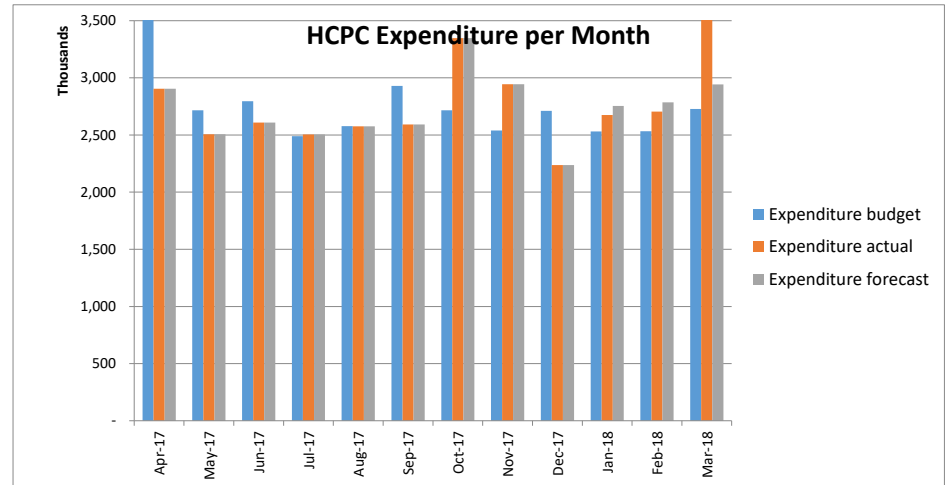
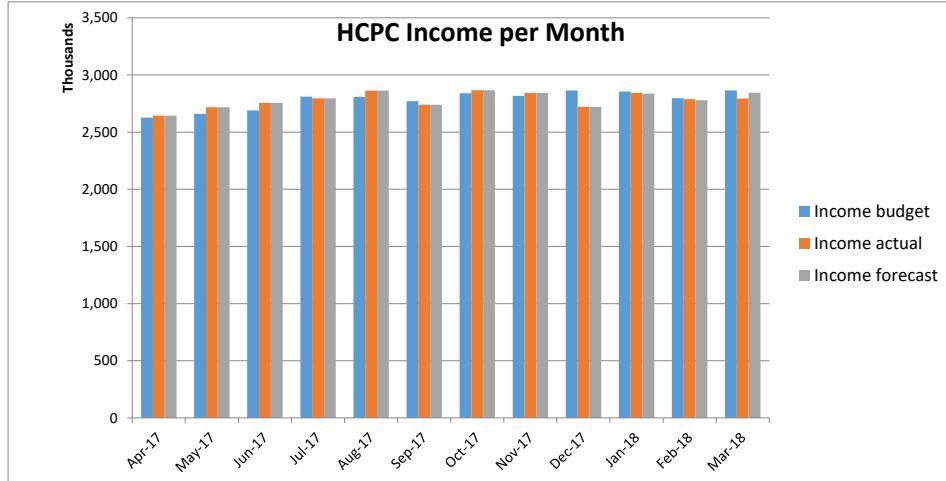


Graphs - Income and expenditure

2018-19

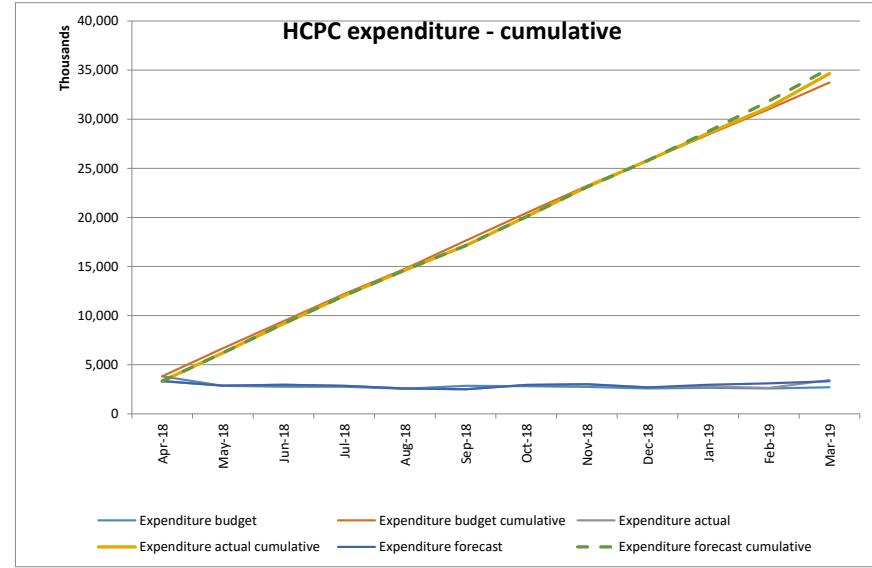
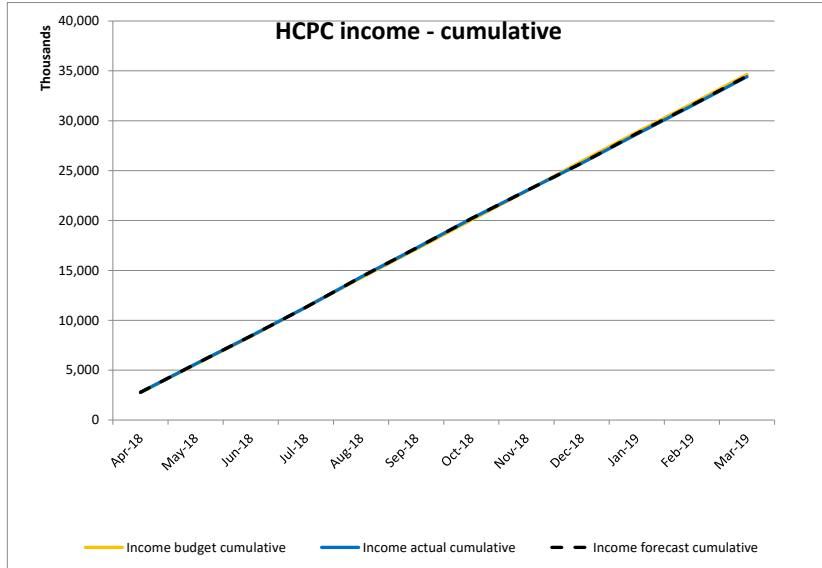


2017-18

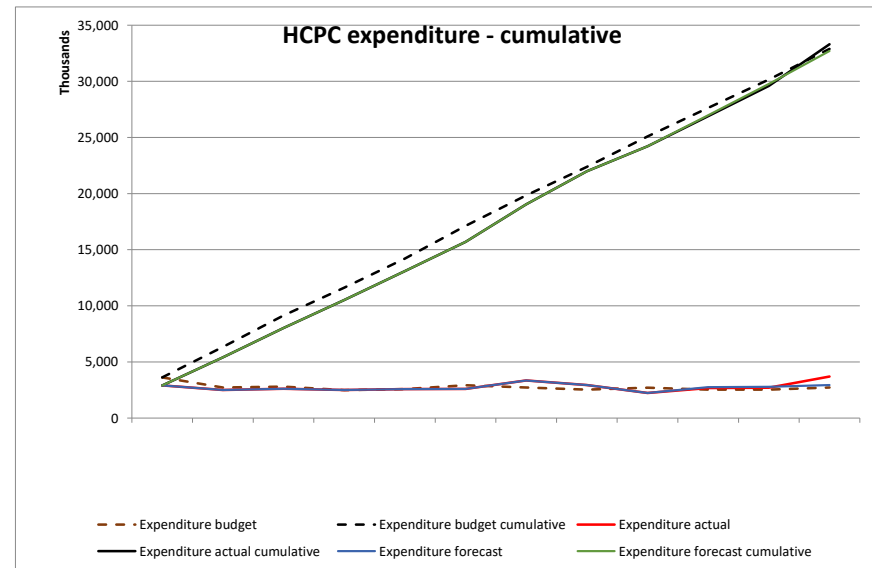
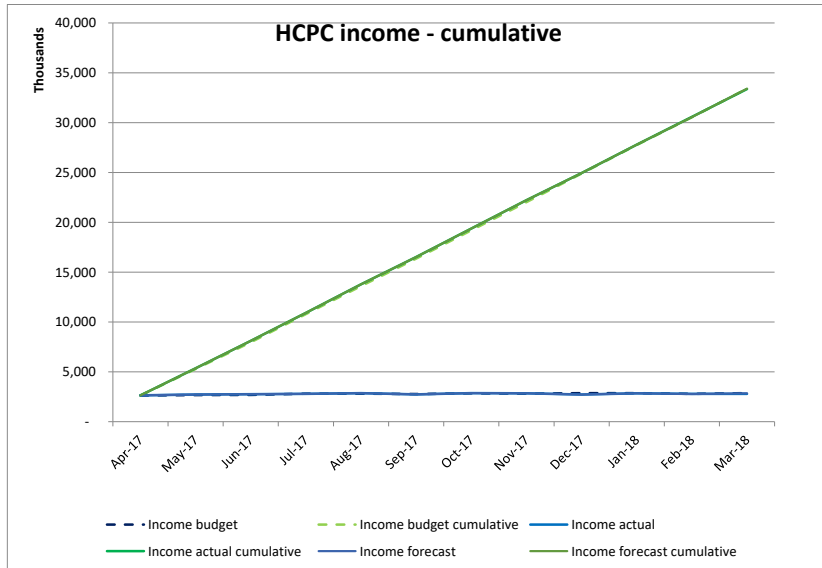


Graphs - Cumulative income and expenditure

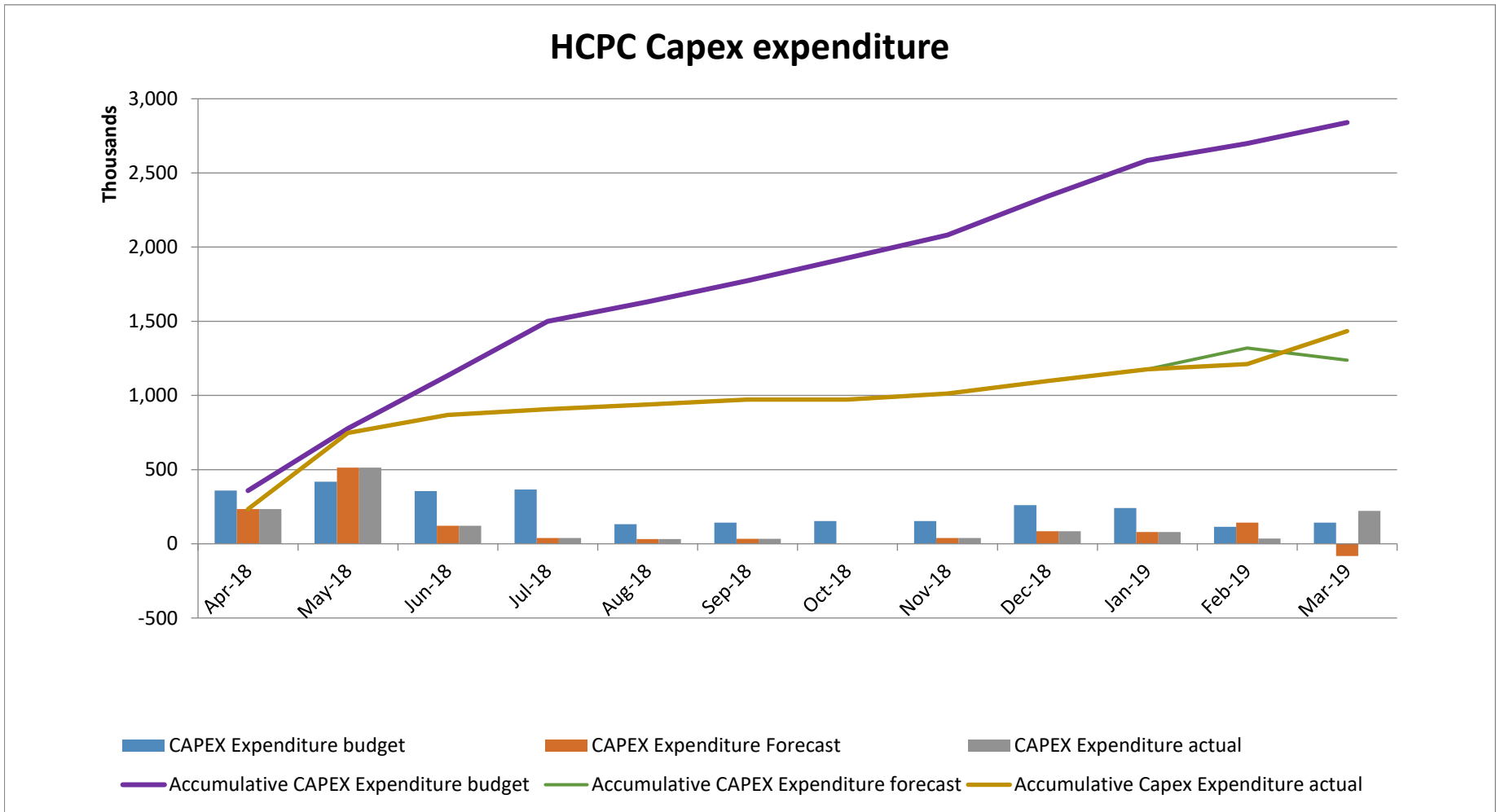
2018-19



2017-18



Graphs - Capital expenditure



Council meeting, 22 May 2019

Department reports

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Education

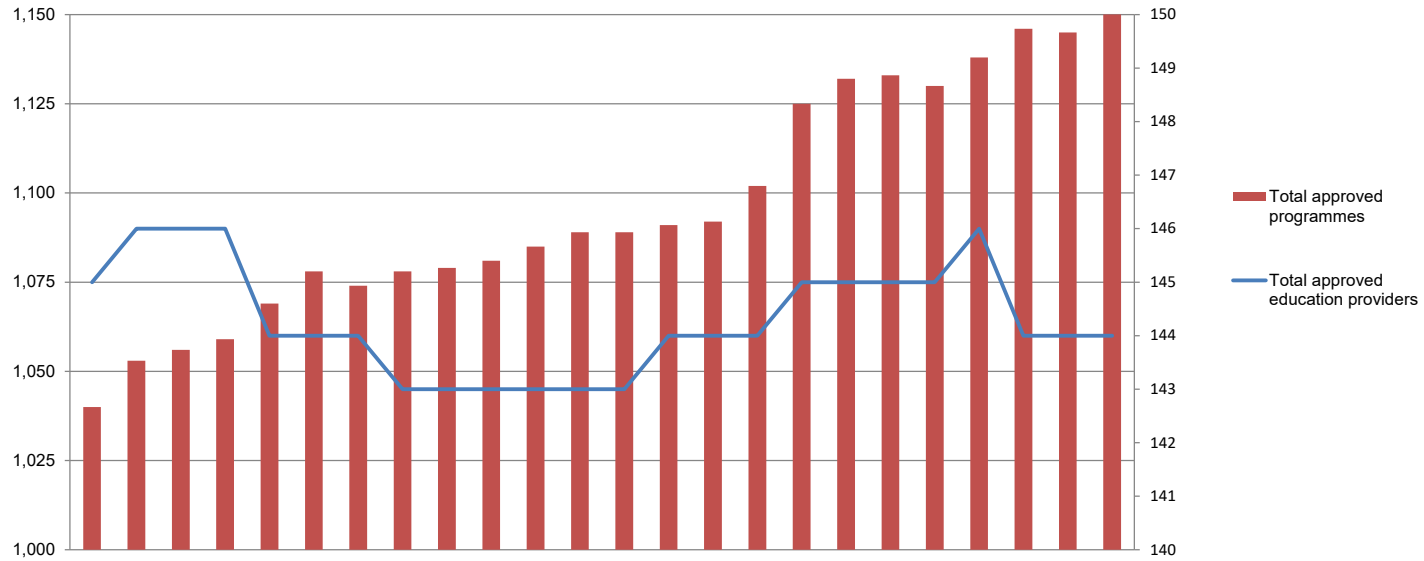
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Education Department – Overview

- **Approvals:** We approved 66 new programmes in the 2018-19 financial year, and 1 new education provider (net of education providers and programmes closing). This indicates a significant appetite for new programme delivery across the sector. We completed 77 approval visits by the end of the financial year, which slightly less than the budget reforecast of 87. We continue to meet our report generation performance target, indicating timely service is being provided through this process.
- **Social work transfer:** Our work with systems suppliers to develop migration tools to support the data transfer work remains on track. A change in transitional arrangements now means we will carry over more work in progress cases to the new regulator. Regular meetings are being held between the two organisations in relation to education. As per the agreed transitional processes, we are due to close off our approval process to new work in May.
- **Podiatric surgery:** Following the update to Council in the previous reporting period, the two programmes being assessed are due to provide a second a final response to conditions shortly, following the further visit held in mid-March. We are ready for the annotation to go live, subject to the outcome of this approval process.
- **Threshold qualification for paramedics:** Useful discussions have been held with NHS Education for Scotland and the Scottish Ambulance Service around their planning to deliver degree only entry for paramedic programmes in September 2021. A way forward has been reach which ensures our policy can be implemented in Scotland, and can be done so in a way that supports the needs of the future workforce.
- **Education quality assurance review:** two working group meetings have now been held, with very useful insights being gained from the Council of Deans of Health and their members into how our approach should be developed for the future. We are due to hold a final meeting in mid-May with proposals for the future direction and further engagement work being discussed at the Education and Training Committee meeting in June.
- **Education systems major project:** this is currently ongoing, with suppliers developing functional upgrades which are due to be tested in the coming months. The project has been delayed due to supplier availability to support the SharePoint element of the work, which has resulted in a small time exception being raised and approved.
- **Realignment of teams:** We have recently realigned the operational teams in the department. We now have two operational teams, which is in keeping with our business targets set out in the five year plan. New ways to manage the teams have also been implemented, including the use of our internal systems more efficiently to support the near team structures.

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

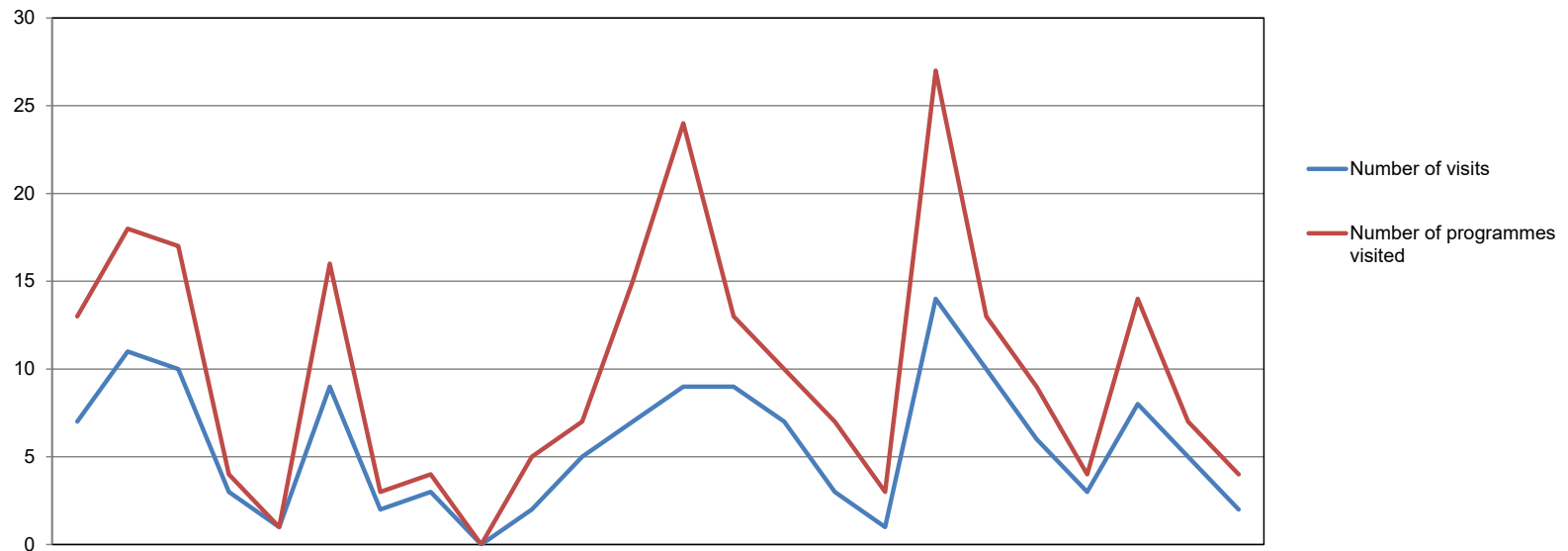


Profession/entitlement	2017			2018												2019								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Arts therapists	28	28	28	28	28	28	28	28	28	28	28	28	28	29	29	31	31	31	31	31	31	31	31	31
Biomedical scientists	60	60	60	60	64	64	64	64	64	64	64	64	64	64	64	64	67	71	71	71	71	71	71	71
Chiropodists/ Podiatrists	17	17	17	18	18	19	19	19	19	19	19	19	19	19	19	19	19	19	18	18	18	18	18	18
Clinical scientists	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Dietitians	32	32	32	32	33	33	33	34	34	35	35	35	35	35	35	36	39	39	39	39	39	40	40	40
Hearing aid dispensers	18	18	18	18	18	18	18	19	18	18	18	18	18	18	18	18	20	20	20	20	19	19	19	19
Occupational therapists	68	72	72	72	72	71	71	71	72	73	73	73	73	73	73	74	75	75	75	80	81	81	81	82
Operating Department Practitioners	34	33	33	34	36	36	36	37	37	37	37	37	37	37	37	39	39	39	38	39	42	42	44	44
Orthoptists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	6	6	6	6	6	6	6	6
Paramedics	73	74	75	75	76	74	74	74	72	75	75	76	76	77	77	76	79	79	78	75	74	74	74	74
Physiotherapists	72	76	76	76	75	75	75	77	78	78	78	78	78	79	79	80	83	85	86	87	89	90	90	90
Practitioner psychologists	102	106	104	104	104	108	107	103	103	105	109	109	109	109	109	114	114	114	114	114	115	115	115	115
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
Radiographers	54	54	54	55	57	57	57	58	58	58	58	58	58	58	56	56	56	57	57	57	57	57	57	57
Social workers in England	252	252	254	254	251	252	251	254	255	253	251	253	253	253	253	254	255	255	256	258	260	261	262	262
Speech and language therapists	34	35	35	35	36	39	39	40	40	40	40	42	42	45	45	44	45	46	46	46	46	46	46	48
Prescription only medicine - administration	4	4	4	4	4	5	5	4	4	4	4	4	4	4	3	3	2	2	2	2	2	2	2	2
Prescription only medicine - sale / supply (CH)	6	6	6	6	6	7	6	5	5	5	5	5	5	5	5	5	5	5	5	5	4	4	4	4
Prescription only medicine - sale / supply (OR)																1	4	4	4	4	4	4	4	4
Supplementary prescribing	51	51	50	50	50	50	50	50	50	49	49	49	49	49	49	49	49	49	49	49	49	49	50	50
Independent prescribing	95	95	95	95	98	98	98	98	98	96	98	97	96	96	97	98	97	97	97	97	98	98	101	101
Approved mental health professionals	32	32	33	33	33	34	33	33	33	33	33	33	33	33	33	32	31	31	31	29	30	29	29	29
Podiatric surgery			2	2	2	2	2	2	2	2	2	2	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	1,092	1,102	1,125	1,132	1,133	1,130	1,138	1,146	1,145	1,155
Total approved education providers	145	146	146	146	144	144	143	143	143	143	143	143	143	144	144	144	145	145	145	145	146	144	144	144

2016/17 FYE	2017/18 FYE	2018/19 YTD
28	28	31
60	64	71
17	19	18
3	4	4
32	35	40
18	18	19
68	73	82
34	37	44
3	3	6
73	76	74
71	78	90
102	109	115
2	2	2
54	58	57
252	253	262
34	42	48
4	4	2
6	5	4
		4
51	49	50
95	97	101
32	33	29
	2	2
1,039	1,089	1,155
145	143	144

CH = Chiropodists / podiatrists
OR = Orthoptists

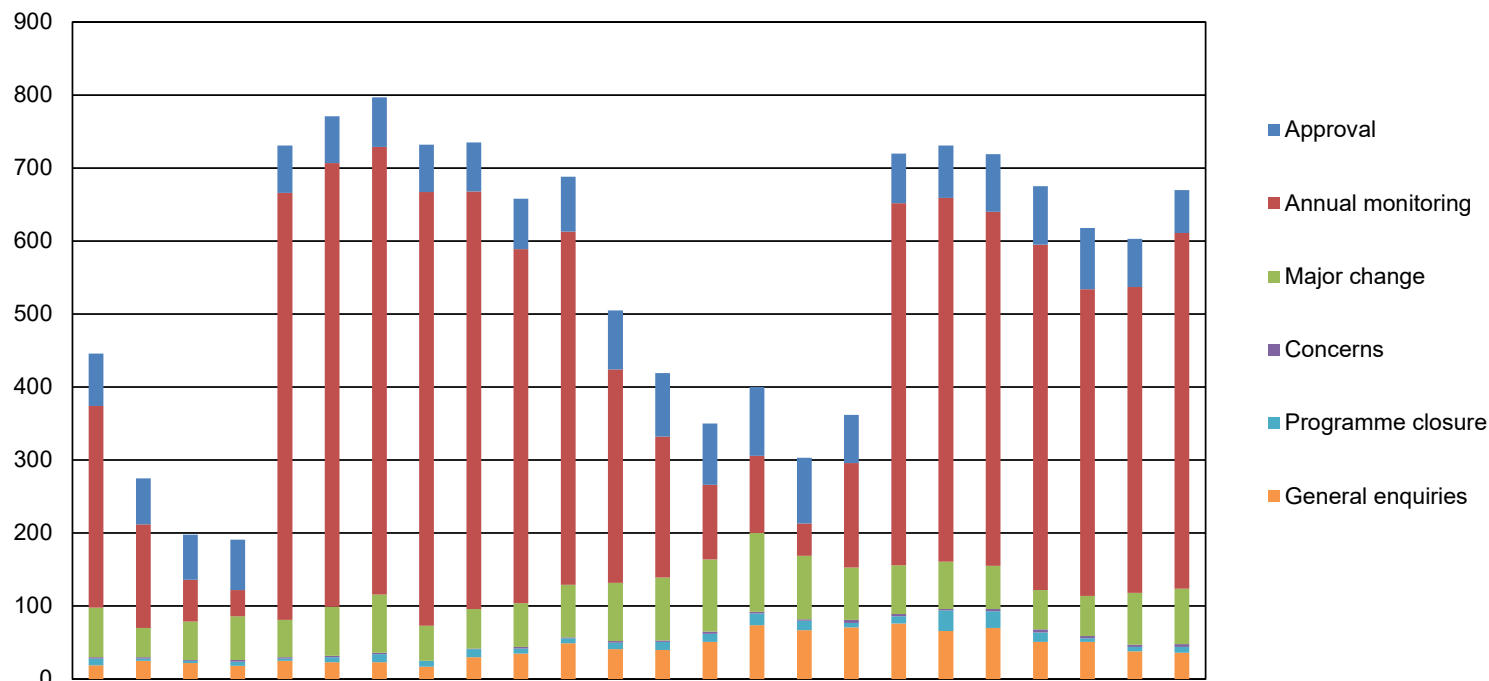
Overview of approval visits April 2017 - March 2019



Overview of approval visits	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
Number of visits	7	11	10	3	1	9	2	3	0	2	5	7	9	9	7	3	1	14	10	6	3	8	5	2
Number of programmes visited	13	18	17	4	1	16	3	4	0	5	7	15	24	13	10	7	3	27	13	9	4	14	7	4

2016/17	2017/18	2018-19
FYE	FYE	YTD
44	60	77
78	103	135

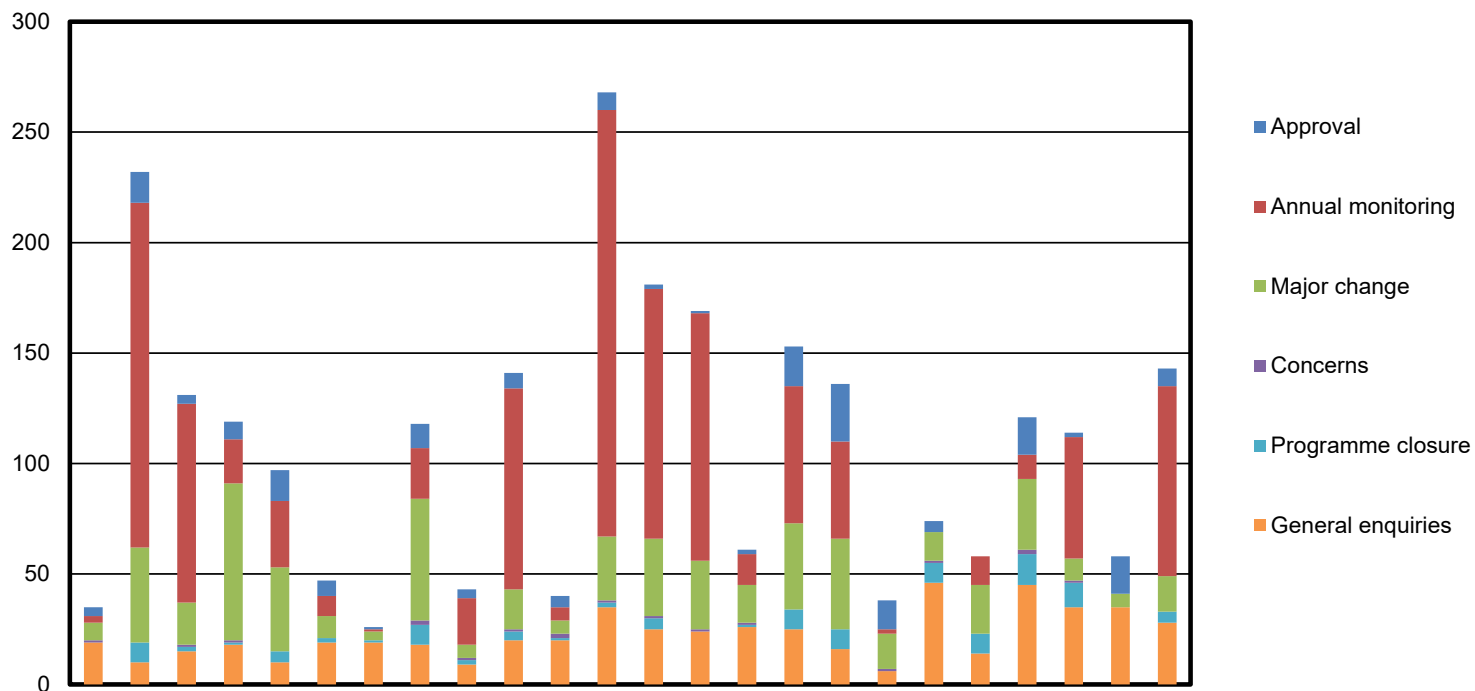
Overview of workload, Number of active cases, April 2017 - March 2019



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	94	90	66	68	72	79	80	84	66	59
Annual monitoring	276	142	57	36	585	608	613	594	572	485	484	292	193	102	106	44	143	496	498	485	473	420	419	487
Major change	68	40	53	60	51	67	80	48	54	60	72	80	86	99	108	87	72	67	65	59	54	55	71	76
Concerns	2	2	1	2	2	2	2	0	1	2	1	2	2	3	2	2	4	3	2	3	4	3	3	4
Programme closure	9	3	3	6	3	7	11	8	11	7	7	9	11	11	16	13	6	10	28	23	13	5	6	8
General enquiries	19	25	22	18	25	23	23	17	30	35	49	41	40	51	74	67	71	76	66	70	51	51	38	36
Total	446	275	198	191	731	771	797	732	735	658	688	505	419	350	400	303	362	720	731	719	675	618	603	670

2016/17	2017/18	2018/19
FYE	FYE	YTD
70	81	94
283	292	106
57	80	108
3	2	2
8	9	16
31	41	74
452	505	400

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	2	18	26	13	5	0	17	2	17	8			
Annual monitoring	3	156	90	20	30	9	1	23	21	91	6	193	113	112	14	62	44	2	0	13	11	55	0	86			
Major change	8	43	19	71	38	10	4	55	6	18	6	29	35	31	17	39	41	16	13	22	32	10	6	16			
Concerns	1	0	1	1	0	0	0	2	1	1	2	1	1	1	1	0	0	1	1	0	2	1	0	0			
Programme closure	0	9	2	1	5	2	1	9	2	4	1	2	5	0	1	9	9	0	9	9	14	11	0	5			
General enquiries	19	10	15	18	10	19	19	18	9	20	20	35	25	24	26	25	16	6	46	14	45	35	35	28			
Total	35	232	131	119	97	47	26	118	43	141	40	268	181	169	61	153	136	38	74	58	121	114	58	143			

2016/17	2017/18	2018/19
FYE	FYE	YTD
62	87	111
762	643	512
310	307	278
10	10	8
31	38	72
131	212	325
1,306	1,297	1,306

Fitness to Practise

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Fitness to Practise: overview

The following report is based on data up to the end of March 2019.

New and open cases

- The total new concerns received since the beginning of the reporting year was 2424. This is almost 10% higher than the comparable period in 2017-18, and higher than the original 2018-19 forecast. New cases from all professions have increased, from an average of 190 per month in the first half of the year, to 212 in the second half. Eight of the 12 months in the year had more cases received than forecast. The largest proportion of this increase is social workers. (See Table 1)
- The total open caseload was 2,317 at the end of the year. The total number of open pre-ICP cases (1,938) is higher than our initial forecast of the year end. It should be viewed in the context of the higher number of newly received cases, but also that it has remained stable for 8 consecutive months, following 12 consecutive months of increases. (See Table 1)
- The total number of open post-ICP cases has increased since the last performance report, from 303 to 329 cases. This is directly a result of increased activity at the ICP and expected. Of the 329 open cases, 37% have a final hearing listed, 2% have a preliminary hearing listed, 22% are with scheduling and are being listed, and 39% are with our external legal suppliers. These proportions remain in line with our budget and planning assumptions.

Length of time

- The median length of time from receipt for cases to reach an ICP decision has fluctuated through the year, as we have successfully expedited older cases for consideration by ICP. The year to date figure is 61 weeks. Of the 556 concluded ICPs, 60% have been targeted cases in the PSA age groups. Almost half of these have been presented to the Panel for consideration in the last quarter, demonstrating the momentum to conclude these cases. A further 250 cases are listed with ICP in the coming two months, including some of the oldest unresolved ones. (See Table 2)
- The median length of time for cases to reach the final hearing once referred by the ICP was 50 weeks across the year. Of the 353 concluded hearings, 47% of them were expedited PSA age group cases. As we have hearings listed into August 2019, this focus is likely to continue until Q2 of next year, after which, this KPI will be nearer to the target. (See Table 3)
- The median length of time to conclude cases at hearing from receipt was 101 weeks across the year. This figure is a composite of the two previous KPIs, and so is affected in the same way when older cases conclude. Our analysis of the cases downstream show that once the oldest cases conclude (in the next 2 quarters), the remaining cases will be significantly younger. As an illustration, the median age of the pre-Threshold cases – which makes 62% of the open

caseload) is 4 months (down from 5 months at the last performance report in March). The remaining cases that have met the Threshold but not yet concluded is 11 months. (See Table 4)

- Interim order cases progression fluctuated in February and March, due to a small number of cases where there were significant changes in the nature or evidence relating to the case. This includes Police and criminal investigation findings. As the numbers of cases are small (9 and 11 cases per month), a change can have a large impact on the KPI data. Year to date, the KPI is 15.5 weeks, meaning we continue to meet the KPI of 16 weeks. (See Table 5)

Age of open cases

- On quarterly basis, the PSA monitors the number of open cases which are over 156 weeks old, over 104 weeks old and over 52 weeks old. Our target is to bring the number of cases over 156 weeks old to 14, over 104 weeks old to 80 and over 52 weeks to 378, the figures in 2014. Currently, non-Social Work cases meet these levels, meaning we are on track to deliver against PSA expectations after transfer of cases to Social Work England.
- At the end of the year, we had 42 cases which were over 156 weeks, 172 cases which were over 104 weeks and 596 cases which were over 52 weeks. There has been some fluctuations in these numbers across the year, as we focus on different parts of the process, but the two oldest categories have not increased significantly, suggesting that we are keeping pace with conclusions of the oldest cases that are being advanced as a result of our improvement works. Of the 42 oldest cases, 31 are in the post ICP stage, with 15 listed for a hearing, and all but 2 of the remainder being listed. (See Table 6)
- The number of total open pre-ICP cases had reduced to 1938 in March. Out of this number 75% were received in the current budget year. 10 cases are older than 156 weeks, 66 cases are older than 104 weeks and 427 cases are older than 52 weeks. (See Table 1)
- The number of open post ICP cases reflects the higher volume of cases concluding at ICP, having risen to 329 from 303 in January. The case to answer at ICP remains low, so our projections of postICP cases (and therefore hearing activity) remains in line with budget and staffing expectations. Out of this number the number of cases over 156 was 31 (9%), over 104 weeks was 100 (30%) and 156 (47%) over 52 weeks. All categories of cases are stable and within the expected tolerances. (See Table 3)

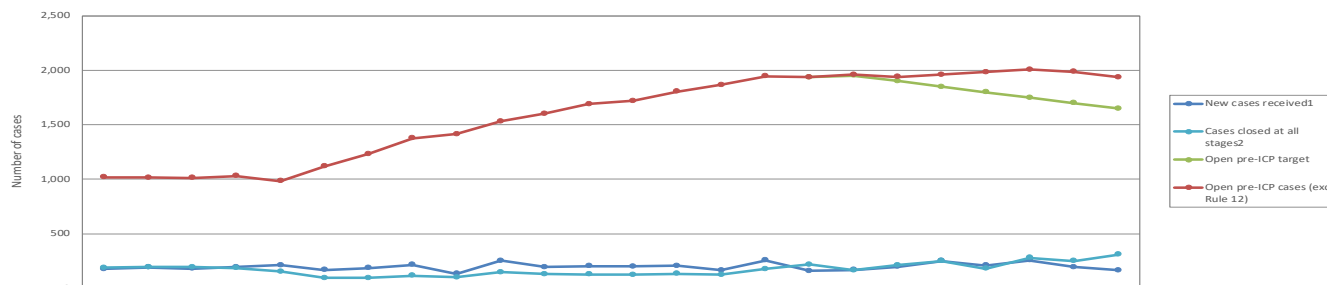
Challenges to Fitness to Practise Decisions

- There have been eight appeals against the decision of the Conduct and Competence Committee from registrants or PSA since April 2018. There is one new appeal since the last Council performance report. Only two of the seven appeals remain live; the remainder having been successfully defended. As such, the proportion of appeals of HCPC's decisions remains low, despite increased activity on older cases. (See Table 7)

Table 1

Fitness to Practise (FTP) Overview - all professions including Social Workers

Fitness to Practise Department



	2018												2019												17/18 Year End 17-18	18/19 Forecast				2018-19 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		Original Forecast	3 month re-forecast	6 month re-forecast	9 month re-forecast		
New cases received ¹	175	192	179	194	212	167	185	214	133	254	195	202	199	205	165	256	158	168	197	250	209	257	195	165	2,302	2,239	2,311	2,370	2,424		
Rolling 12 month average New Cases	187	184	183	184	186	183	183	185	184	192	192	192	194	195	194	199	194	195	196	199	205	205	205	202	N/A	Not specifically forecast				202	
Cases closed at all stages ²	189	193	194	184	152	93	94	114	101	147	130	126	123	133	125	176	218	164	211	251	179	280	251	307	1,717	2,123	2,127	2,861	2,418		
Cases open at all stages ³	1,518	1,528	1,523	1,545	1,495	1,621	1,716	1,835	1,855	1,957	2,036	2,101	2,123	2,203	2,246	2,310	2,283	2,297	2,286	2,293	2,316	2,355	2,362	2,317	2,101	2,140	2,186	2,186	2,317		
Open pre-ICP cases (excl Rule 12)	1,018	1,016	1,014	1,031	984	1,118	1,232	1,375	1,414	1,533	1,601	1,690	1,721	1,804	1,867	1,946	1,937	1,960	1,939	1,959	1,984	2,008	1,988	1,938	1,690	1,663	1,732	1,886	1,938		
Average cases per Case Manager (PreICP excl Interim Order and Rule 12)	Not previously reported on												55	54	52	53	54	54	49	54	57	53	49	53	N/A	Not specifically forecast				53	
Number of Case Managers (PreICP excluding Rule 12 only)	Not previously reported on												16	17	17	18	18	20	22	24	22	26	29	21	N/A	Not specifically forecast				21	
Open Rule 12 cases	38	44	48	50	46	44	38	34	35	32	40	41	42	49	48	46	41	43	44	41	45	44	46	50	41	67	52	47	50		
Open post-ICP cases	462	468	461	464	465	459	446	426	406	392	395	370	360	350	331	318	305	294	303	293	287	305	328	329	370	477	454	300	329		
Open restoration cases	Not previously reported on												5	6	5	4	5	6	4	4	4	4	5	5	8	N/A	Not specifically forecast				8
Cases closed pre-ICP (does not meet SOA)	132	147	139	144	106	90	51	67	71	111	97	79	91	97	83	135	164	113	164	188	137	83	No longer measured	1,234	1,590	1,626	1,606	1,255			
Cases closed pre-ICP (closed at Triage)	Not previously reported on in this way												Not previously reported on in this way												6	3	5	14			
Cases closed pre-ICP (does not meet Threshold)	Not previously reported on in this way												Not previously reported on in this way												84	130	144	358			
Cases Obs'ed	43	54	63	44	40	29	37	30	32	25	31	35	53	50	54	59	70	53	77	84	41	49	59	73	463	759	765	779	722		
Cases considered at ICP	65	56	52	61	55	47	35	27	24	31	49	40	34	34	23	41	48	52	64	60	46	80	79	60	542	705	673	643	621		
Cases closed at ICP (No Case to Answer)	15	9	12	14	11	3	8	1	5	5	8	9	4	10	8	13	22	24	19	24	15	24	27	18	100	160	152	244	208		
Cases concluded at ICP (Case to Answer)	47	41	34	41	39	40	19	23	18	22	33	26	28	22	13	21	19	22	40	27	25	50	47	34	383	474	448	322	348		
Cases considered but not concluded at ICP (Further Information) ⁴	3	6	6	6	5	4	8	3	1	4	8	5	2	2	2	7	7	6	5	9	6	6	5	8	59	70	74	77	65		
% Case to Answer (out of cases concluded)	76	82	74	75	78	93	70	96	78	81	80	67	88	69	62	62	46	48	68	53	63	68	64	65	79	75	75	57	63		
Cases concluded at Final Hearing	42	37	43	28	35	39	34	45	35	31	25	38	28	26	34	28	32	27	28	39	27	20	22	32	432	438	402	428	343		
Concluded restoration cases	Not previously reported on												0	0	1	0	0	1	0	0	1	0	1	1	N/A	Not specifically forecast				5	
Cases in review cycle	247	231	234	237	231	226	230	243	247	245	245	245	232	225	224	220	215	217	208	201	197	193	193	198	245	249	223	214	198		
Balance between new cases and closed cases	-14	-1	-15	10	60	74	91	100	32	107	65	76	76	72	40	80	-60	4	-14	-1	30	-23	-56	-142	585	N/A	N/A	N/A	-142		

1 Includes only cases where the 'Created Date' is within the reporting month. This means those cases received at the end of the month and not yet logged on CMS will be picked up in the reporting for the following month.

2 Includes: SOA not met, ICP no case to answer, and Cases concluded at FH.

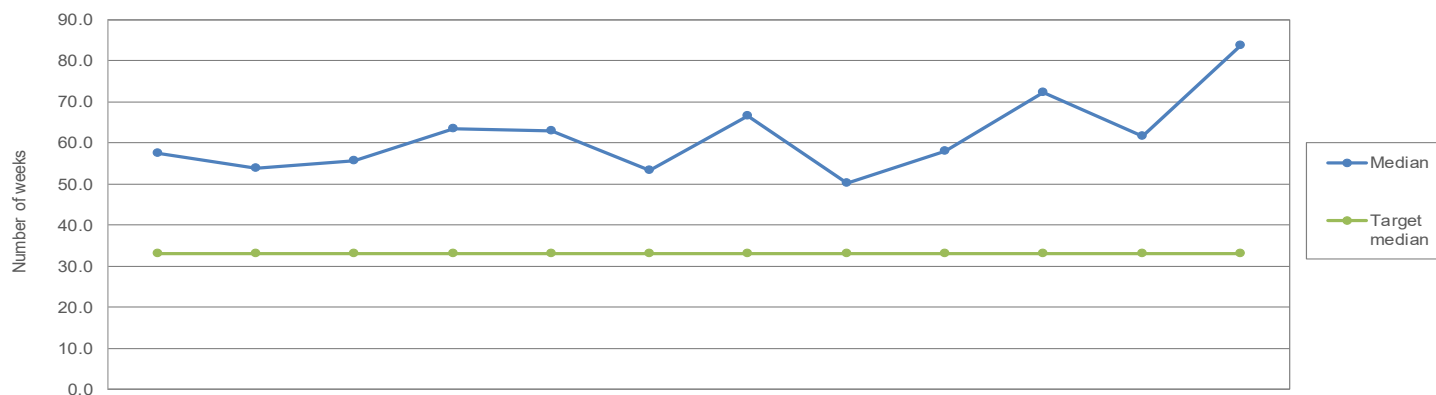
3 Includes Open pre-ICP, Open post-ICP, and open Rule 12 cases.

4 Not specifically forecast; obtained by subtracting 'Cases concluded at ICP' from 'Cases considered at ICP'.

Table 2

Length of time from receipt to a decision by an ICP (in weeks) - all professions including Social Workers

Fitness to Practise Department



FTP target: median of 33 weeks

Age Profile: number of concluded cases	2018									2019			2018-19 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<=8 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0
>8 and <=25 weeks	2	4	4	4	2	1	2	2	0	1	5	2	29
>25 and <=33 weeks	5	5	3	1	4	2	1	5	3	10	5	4	48
>33 and <=52 weeks	7	6	3	9	11	18	12	21	13	13	20	9	142
>52 and <=104 weeks	16	14	8	14	22	21	39	22	20	41	31	23	271
>104 and <=156 weeks	1	3	2	6	2	4	4	1	4	7	11	10	55
>156 weeks	1	0	1	0	0	0	1	0	0	2	2	4	11
TOTAL concluded cases¹	32	32	21	34	41	46	59	51	40	74	74	52	556
Mean	62.1	56.2	62	66	61	61	72	55	64	70	68	86	66
Median	57.5	53.9	55.6	63.4	62.9	53.4	66.6	50.3	58.1	72.4	61.6	83.8	61.1

Age Profile: number of open cases (pre-ICP including Rule 12)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2018-19 YTD
<=8 weeks	363	354	323	388	314	282	312	361	360	369	386	322	322
>8 and <=25 weeks	556	570	609	606	624	620	585	558	549	578	579	613	613
>25 and <=33 weeks	197	197	208	207	203	237	240	227	228	212	178	166	166
>33 and <=52 weeks	350	396	399	385	381	381	373	382	407	391	379	366	366
>52 and <=104 weeks	243	278	312	343	390	413	402	401	411	424	434	440	440
>104 and <=156 weeks	49	52	58	56	60	63	62	62	64	65	66	70	70
>156 weeks	5	6	6	7	6	8	9	9	10	13	12	11	11
TOTAL open cases	1,763	1,853	1,915	1,992	1,978	2,004	1,983	2,000	2,029	2,052	2,034	1,988	1,988

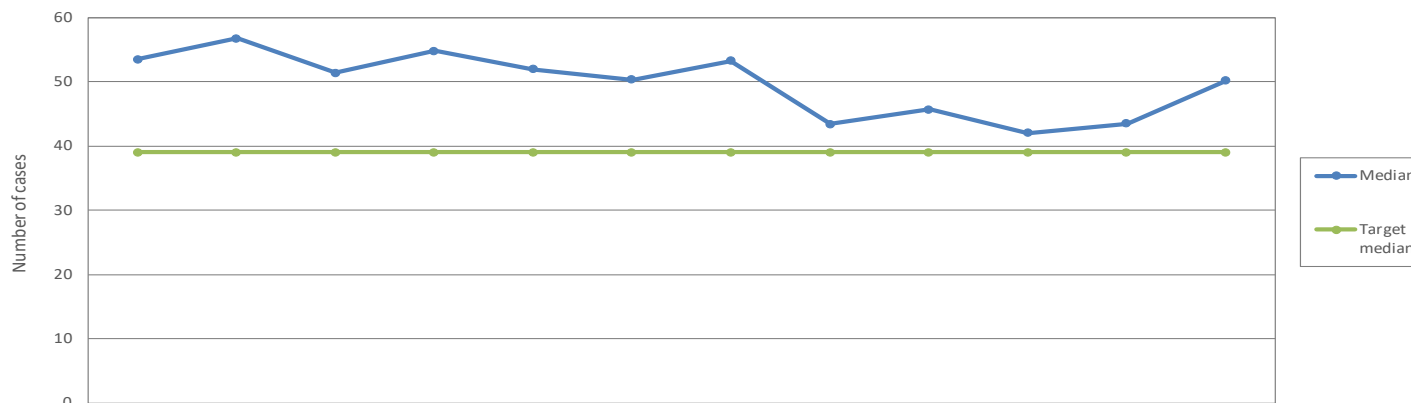
Balance between open cases and concluded cases	1,731	1,821	1,894	1,958	1,937	1,958	1,924	1,949	1,989	1,978	1,960	1,936	1,432

¹ Total concluded cases includes 'Case to Answer' and 'No Case to Answer'.

Table 3

Length of time from ICP to conclusion (Final Hearing) (in weeks) - all professions including Social Workers

Fitness to Practise Department



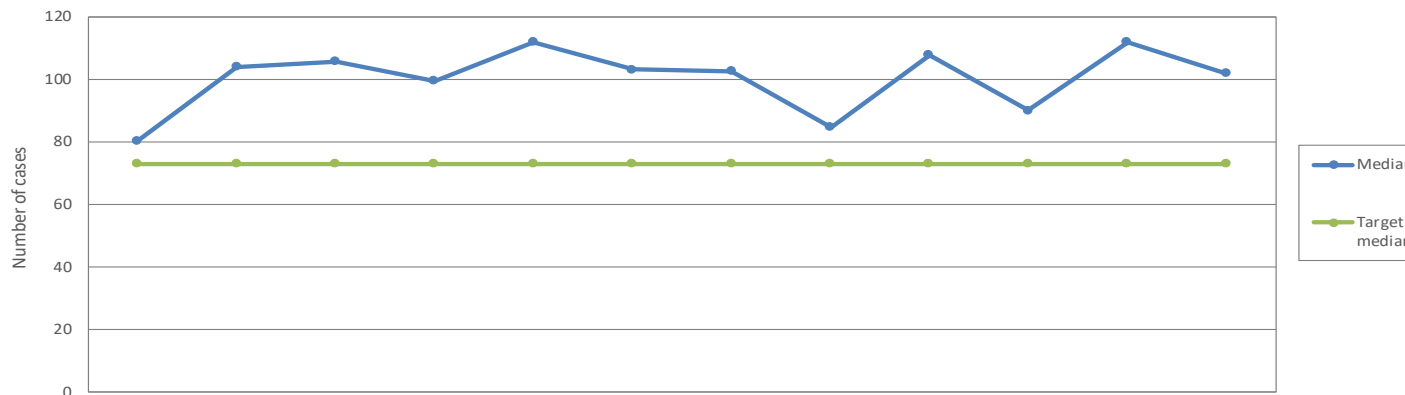
FTP target: median of 39 weeks

	2018										2019			
Age Profile: number of concluded cases	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2018-19 YTD	
<=4 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	
>4 and <=11 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	
>11 and <=20 weeks	0	0	1	2	0	2	0	1	1	1	0	1	9	
>20 and <=29 weeks	0	2	3	1	3	1	0	5	2	3	3	5	28	
>29 and <=39 weeks	4	3	3	4	7	2	7	10	7	7	3	5	62	
>39 and <=52 weeks	10	4	13	3	6	10	7	10	8	7	4	6	88	
>52 and <=104 weeks	10	12	13	13	13	10	14	11	6	11	4	15	132	
>104 and <=156 weeks	3	5	1	5	3	2	0	1	2	1	5	0	28	
>156 weeks	1	0	0	0	0	0	0	1	1	0	2	0	5	
TOTAL concluded cases	28	26	34	28	32	27	28	39	27	30	22	32	353	
Mean	64.6	66.5	54	63	56	55	56	50	55	50	49	54	55.9	
Median	53.5	56.7	51.4	54.8	51.9	50.3	53.3	43.4	45.7	42.1	43.5	50.1	50.4	
Age Profile: number of open cases post-ICP	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2018-19 YTD	
<=4 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	
>4 and <=11 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	
>11 and <=20 weeks	0	1	0	0	0	0	0	0	0	0	2	0	0	
>20 and <=29 weeks	4	2	1	2	2	1	1	1	1	1	4	6	6	
>29 and <=39 weeks	9	10	8	3	5	5	3	9	8	7	10	9	9	
>39 and <=52 weeks	38	28	24	24	16	19	18	17	21	25	28	25	25	
>52 and <=104 weeks	210	205	188	185	185	171	173	163	156	159	163	156	156	
>104 and <=156 weeks	70	78	83	78	71	72	80	77	78	86	95	102	102	
>156 weeks	29	26	27	26	26	26	28	26	23	25	26	31	31	
TOTAL open cases	360	350	331	318	305	294	303	293	287	303	328	329	329	
Balance between open cases and concluded cases	332	324	297	290	273	267	275	254	260	273	306	297	-24	

Table 4

Length of time from receipt to conclusion (Final Hearing) (in weeks) - all professions including Social Workers

Fitness to Practise Department



FTP target: median of 73 weeks

Age Profile: number of concluded cases	2018										2019			2018-19 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
<=8 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	0
>8 and <=25 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	0
>25 and <=33	0	0	0	0	0	0	0	0	0	0	0	0	0	0
>33 and <=73 weeks	9	3	6	3	7	5	3	7	3	6	3	1	56	
>73 and <=104 weeks	9	10	12	9	6	9	14	15	9	16	7	7	123	
>104 and <=156 weeks	6	10	13	11	17	11	11	13	11	7	10	9	129	
>156 weeks	4	3	3	5	2	2	0	4	4	1	2	15	45	
TOTAL concluded cases	28	26	34	28	32	27	28	39	27	30	22	32	353	
Mean	101.4	120.6	108.8	117.9	109.1	107.6	102.2	104.7	111.4	94.2	117.4	108.2	107.8	
Median	80.5	104.0	105.7	99.6	112.0	103.1	102.6	84.7	107.9	90.1	111.9	102.1	101.9	

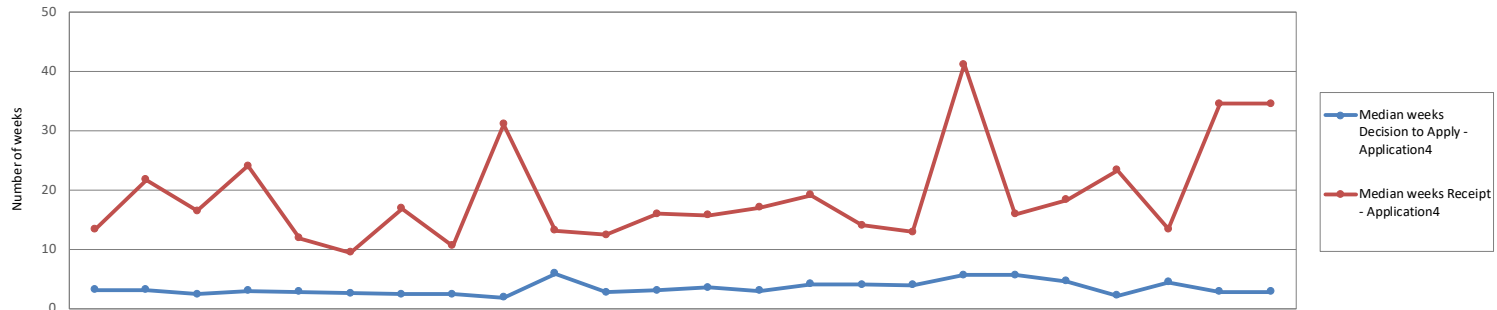
Age Profile: number of open cases since receipt	2018										2019			2018-19 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
<=8 weeks	363	354	323	388	314	282	312	361	360	369	386	322	322	
>8 and <=25 weeks	558	571	610	606	625	620	585	559	549	578	583	617	617	
>25 and <=33 weeks	202	203	210	210	206	239	242	230	229	217	182	172	172	
>33 and <=52 weeks	394	430	429	411	400	404	393	405	436	419	415	396	396	
>52 and <=73 weeks	243	287	299	310	333	337	324	303	276	286	295	317	317	
>73 and <=104 weeks	210	196	201	218	242	246	251	261	291	297	302	279	279	
>104 and <=156 weeks	119	130	141	134	131	135	142	139	142	151	161	172	172	
>156 weeks	34	32	33	33	32	34	37	35	33	38	38	42	42	
TOTAL open cases	2,123	2,203	2,246	2,310	2,283	2,297	2,286	2,293	2,316	2,355	2,362	2,317	2,317	

Balance between open cases and concluded cases	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
	2,095	2,177	2,212	2,282	2,251	2,270	2,258	2,254	2,289	2,325	2,340	2,285	1,964																																																																						

Table 5

Interim Orders breakdown (in weeks) - all professions including Social Workers

Fitness to Practise Department



	2017			2018												2019			15/16	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	FYE	YTD
Applications considered	8	15	16	11	12	19	17	18	5	11	15	17	17	19	18	20	18	6	13	23	8	6	9	11	89	142	164	168
Applications adjourned	Not captured in this way in 2017/18												1	3	1	1	4	1	2	3	0	0	1	0	Not captured in this way			17
Applications granted	7	13	15	10	11	16	14	17	5	8	11	14	13	14	14	15	8	4	8	18	6	5	8	8	78	128	141	121
Applications not granted	1	2	1	1	1	3	3	1	0	3	4	3	3	2	3	4	6	1	3	2	2	1	0	3	11	14	23	30
Interim Orders reviewed	29	33	36	35	46	18	23	29	29	23	28	11	18	26	26	19	35	26	32	46	27	37	28	14	261	317	340	334
Interim Orders revoked	3	0	0	1	1	0	0	0	0	0	2	0	1	4	2	1	3	0	3	3	1	3	2	0	7	8	7	23
IOs sent to BDB to request High Court extension ¹	4	0	9	3	3	0	6	2	5	3	2	7	4	6	8	4	3	5	3	3	5	10	8	12	19	23	44	71
Interim Order not imposed at Final Hearing ²	0	0	0	1	2	1	0	0	2	2	0	1	1	0	1	1	0	0	0	0	0	1	0	0	Not reported	1	9	4
Mean weeks Receipt - Application ³	21	30	23	31	13	26	24	19	40	18	15	23	23	30	29	22	16	52	27	22	32	19	40	40	22	29	24	24
Median weeks Receipt - Application ⁴	13	22	16	24	12	9	17	11	31	13	12	16	16	17	19	14	13	41	16	18	23	13	35	35	15	22	14	16
Mean weeks Decision to Apply - Application ³	4	5	3	3	3	3	3	3	2	6	3	4	5	5	5	5	4	6	6	5	2	5	3	3	3	3	4	5
Median weeks Decision to Apply - Application ⁴	3	3	2	3	3	3	2	2	2	6	3	3	4	3	4	4	4	6	6	5	2	4	3	3	2	3	3	4

1 This is the number of cases we send to DBD, regardless of whether they go to High Court or not - the latter number is not available.

2 Covers appeal period.

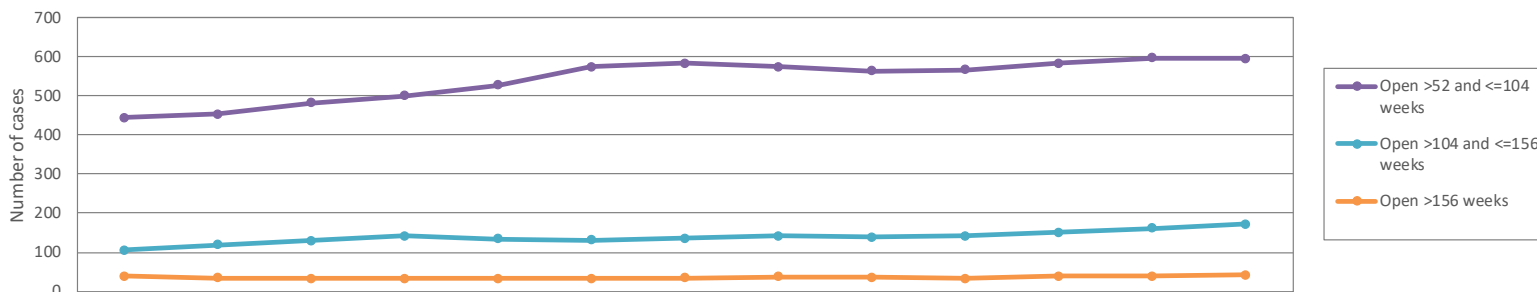
3 From 2017/18, the mean is calculated on year-to-date data, and is not the mean of monthly means.

4 From 2017/18, the median is calculated on year-to-date data, and is not the mean of monthly medians.

Table 6

Key PSA measures - all professions including Social Workers

Fitness to Practise Department



	2018												2019				18/19			
	Target	Mar-18	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	15/16	16/17	17/18	YTD		
New cases received		202	199	205	165	256	158	168	197	250	209	287	195	165	2,127	2,259	2,302	2,454		
Total open cases (pre- and post-ICP)		2,060	2,123	2,203	2,246	2,310	2,283	2,297	2,286	2,293	2,316	2,355	2,362	2,317	1,675	1,491	2,060	2,317		
Open >52 and <=104 weeks	378	444	453	483	500	528	575	584	575	564	567	583	597	596	Not previously reported in this way			596		
Open >104 and <=156 weeks	80	105	119	130	141	134	131	135	142	139	142	151	161	172				172		
Open >156 weeks	14	38	34	32	33	33	32	34	37	35	33	38	38	42				42		
Open pre-ICP		1,690	1,763	1,853	1,915	1,992	1,978	2,004	1,983	2,000	2,029	2,052	2,034	1,988	1,208	1,027	1,690	1,988		
Open post-ICP		370	360	350	331	318	305	294	303	293	287	303	328	329	467	464	370	329		

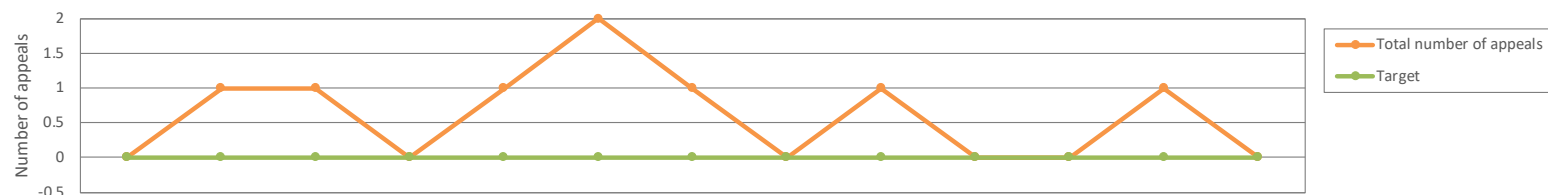
PSA monitors quarterly cases that have been open for longer than 52 weeks, longer than 104 weeks, and longer than 156 weeks.

Our targets are the following number of cases in the relevant brackets:

- >52 and <=104 weeks: 378
- >104 and <=156 weeks: 80
- >156 weeks: 14

Table 7

Number of court appeals received against fitness to practise decisions

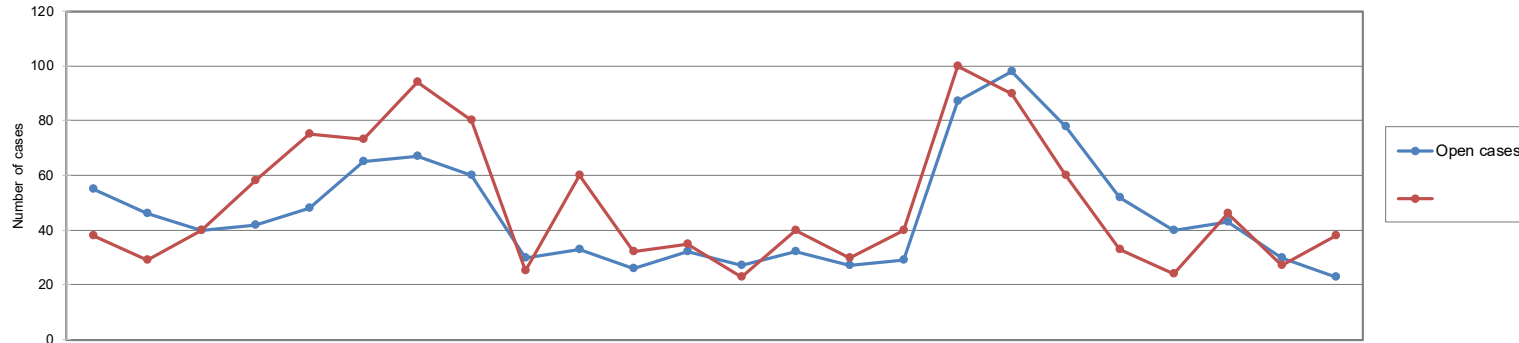


	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	2017-18 YTD
Number of fitness to practise FH decisions	38	28	26	34	28	32	27	28	39	27	30	22	32	353
Number of registrant appeals	0	1	1	0	1	2	1	0	1	0	0	0	0	7
Number of PSA appeals	0	0	0	0	0	0	0	0	0	0	0	1	1	2
Number of Judicial Reviews	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total number of appeals	0	1	1	0	1	2	1	0	1	0	0	1	0	8
Appeals against FTP decisions ratio - %	0.00	0.04	0.04	0.00	0.04	0.06	0.04	0.00	0.03	0.00	0.00	0.05	0.00	0.0

Table 8

Health and Character Declarations - all professions including Social Workers

Fitness to Practise Department

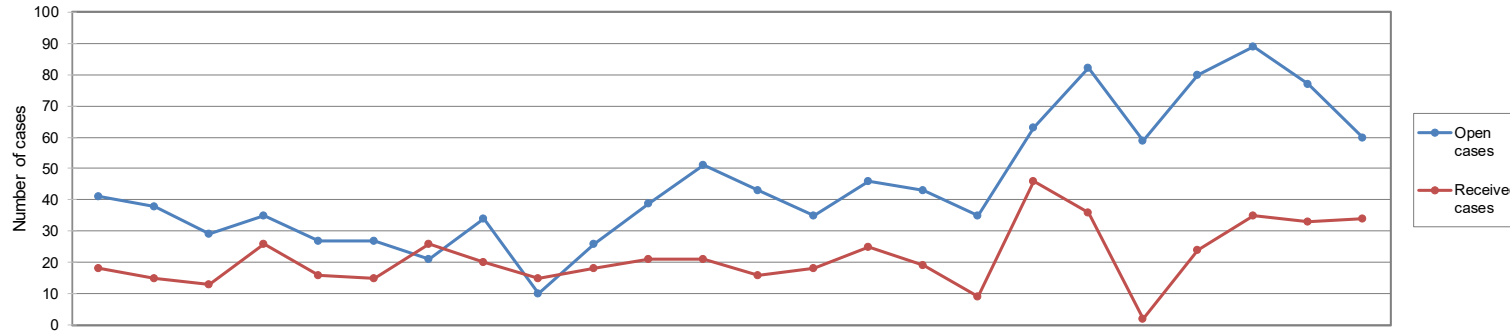


		2017			2018									2019									15/16	16/17	17/18	18/19			
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD
Received	Renewal	2	4	0	2	0	0	1	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	36	109	11	1
	Readmission	7	7	7	5	3	5	3	8	4	5	3	4	4	9	9	1	3	2	2	5	4	17	10	5	79	101	61	71
	Admission	29	18	33	51	72	68	90	71	21	54	29	31	19	30	21	39	97	88	58	28	20	29	17	33	617	499	567	479
	Self-referral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
		38	29	40	58	75	73	94	80	25	60	32	35	23	40	30	40	100	90	60	33	24	46	27	38	732	710	639	551
Considered	Admission accepted administratively	33	26	30	40	49	45	77	69	49	42	24	23	23	28	26	14	27	65	58	46	21	47	24	22	Not previously reported.	285	507	401
	Considered by panel	11	11	8	9	14	12	13	15	9	17	13	6	5	11	12	5	14	17	31	20	15	14	11	22	336	127	138	177
	Referred to FTP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
	Admission rejected by panel	0	1	0	0	2	0	1	1	0	0	2	0	0	1	3	0	0	0	2	1	1	1	0	1	20	11	7	10
	Readmission rejected by panel	0	1	1	1	1	2	0	0	1	0	0	0	0	2	1	2	0	0	0	0	0	0	0	1	0	1	7	6
	Renewal rejected by panel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	Admission accepted by panel	6	7	2	1	9	7	11	13	6	12	10	4	5	4	6	1	12	15	27	15	11	7	14	14	308	126	88	131
	Readmission accepted	4	1	2	7	0	2	0	1	2	4	1	0	1	4	2	2	2	2	2	4	3	6	7	6	0	17	24	41
	Renewal accepted	1	1	2	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	7	0
Open cases	55	46	40	42	48	65	67	60	30	33	26	32	27	32	27	29	87	98	78	52	40	43	30	23					

Table 9

Protection of Title - all professions including Social Workers

Fitness to Practise Department



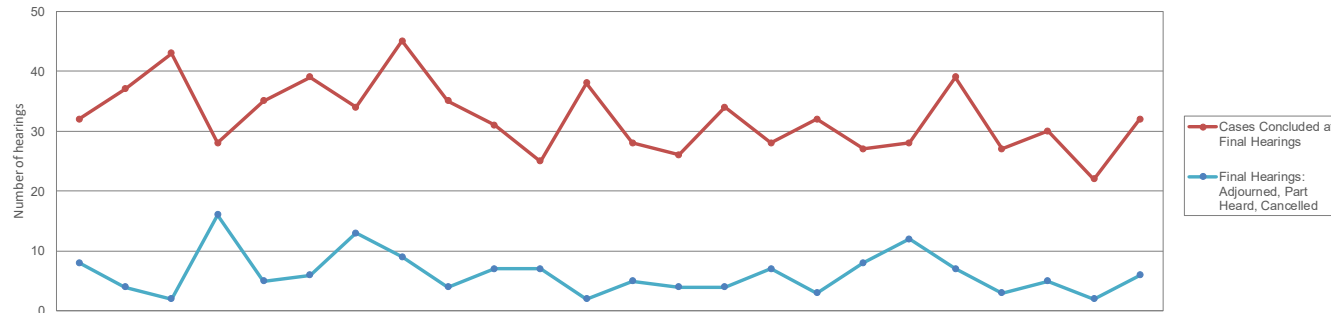
	2017			2018									2019											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Public	13	8	4	7	9	7	13	13	6	9	10	8	8	10	12	9	4	21	12	1	9	11	16	17
Police	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
HCPC Registrant / Internal	4	6	5	9	4	4	10	5	6	7	7	9	6	5	10	4	3	12	16	1	10	18	11	12
Anonymous	0	0	0	2	1	0	1	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0	1	0
Professional body	0	1	4	6	2	4	1	2	2	2	4	4	2	3	3	5	2	11	6	0	5	6	4	3
Other	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	2	0	0	0	1	1
Received cases	18	15	13	26	16	15	26	20	15	18	21	21	16	18	25	19	9	46	36	2	24	35	33	34
Open cases	41	38	29	35	27	27	21	34	10	26	39	51	43	35	46	43	35	63	82	59	80	89	77	60

14/15	15/16	16/17	17/18	18/19
FYE	FYE	FYE	FYE	YTD
150	135	94	107	130
4	2	0	2	1
10	18	57	76	108
14	14	20	4	4
139	112	51	32	50
9	43	14	3	4
326	324	236	224	297

Table 10

Hearings Management Information Summary - all professions including Social Workers

Fitness to Practise Department



	2017			2018			2019						Year End 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	Original Forecast	3 month re-forecast	6 month re-forecast	9 month re-forecast	YTD Total
Cases Listed for Final Hearings	41	41	45	44	40	45	47	54	39	38	32	41	33	30	38	36	35	35	40	46	30	35	24	38	511	438	402			420
Cases Concluded at Final Hearings	32	37	43	28	35	39	34	45	35	31	25	38	28	26	34	28	32	27	28	39	27	30	22	32	432	372	350			353
Final Hearings: Adjourned, Part Heard, Cancelled	8	4	2	16	5	6	13	9	4	7	7	2	5	4	4	7	3	8	12	7	3	5	2	6	78	66	52			66
% of Hearings Adjourned/Part Heard	20	10	4	36	13	13	28	17	10	18	22	5	15	13	11	19	9	23	30	15	10	14	8	16	15	15	13			16
Review Hearings Scheduled	23	19	24	30	32	15	22	16	20	24	18	29	21	25	18	18	28	13	33	27	19	16	22	20	272	296	263			260
Review Hearings Concluded	23	19	24	16	30	15	22	16	17	22	18	28	20	25	21	16	25	13	30	27	18	16	17	19	250	296	265			247
Cases in Review Cycle	247	231	234	237	231	226	230	243	247	245	245	245	232	233	224	220	215	217	208	201	197	193	193	198	245	249	223			198
Preliminary Hearings	2	9	8	11	6	3	1	4	4	3	5	3	5	3	2	9	2	5	7	2	2	2	6	0	59	72	63			45

Registration

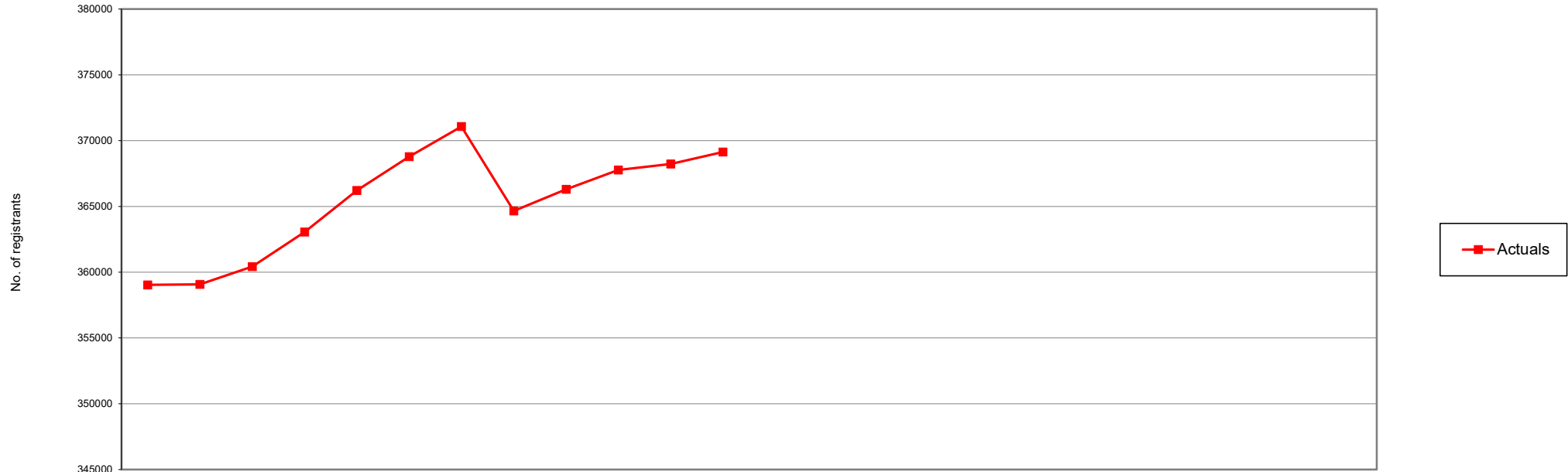
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Registration: overview

- This section provides an update about the work of the Registration Department from February - March 2019. All of the department's service standards were consistently achieved for the period with the exception of answering UK telephone calls, International emails and paper registration renewals.
- A total of 18,830 UK telephone calls were received which is 3,751 (or 24.9%) more than compared to the same period in 2017 and an average of 87% 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 and managing continuing professional development audits.
- A total of 6,855 UK emails were received which is 1,765 (or 34.7%) more than the same period in 2017. All emails were answered with an average of 2 working days. We received a high number of UK emails due to the opening of the renewal period for Practitioner psychologists.
- A total of 4,304 international emails were received which is 321 (or 8.1%) more than the same period last year. All emails were answered with an average of 4 working days. There is no single reason for the increase of international email volumes for the period. However, there has been a 42.9% increase of international applications received that may account for the higher number of emails. The shortage of fully trained Registration Advisors attributed to this service standard not being met.
- A total of 1,165 international applications were received which is 350 (or 42.9%) more than compared to the same period last year. For the period from February - March 2019 the 60 working days service standard was met.
- Recruitment campaigns are being held frequently to ensure vacancies are filled as quickly as possible. We held 2 assessment days from February – March 2019 and 1 candidate was successfully recruited to the Registration Advisor role. At the time of writing this report 2 May 2019, recruitment is ongoing for 4 further vacant Registration Advisor positions with an assessment day being planned for June 2019. A 6 month multi-skilling training programme for all new recruits is being delivered.

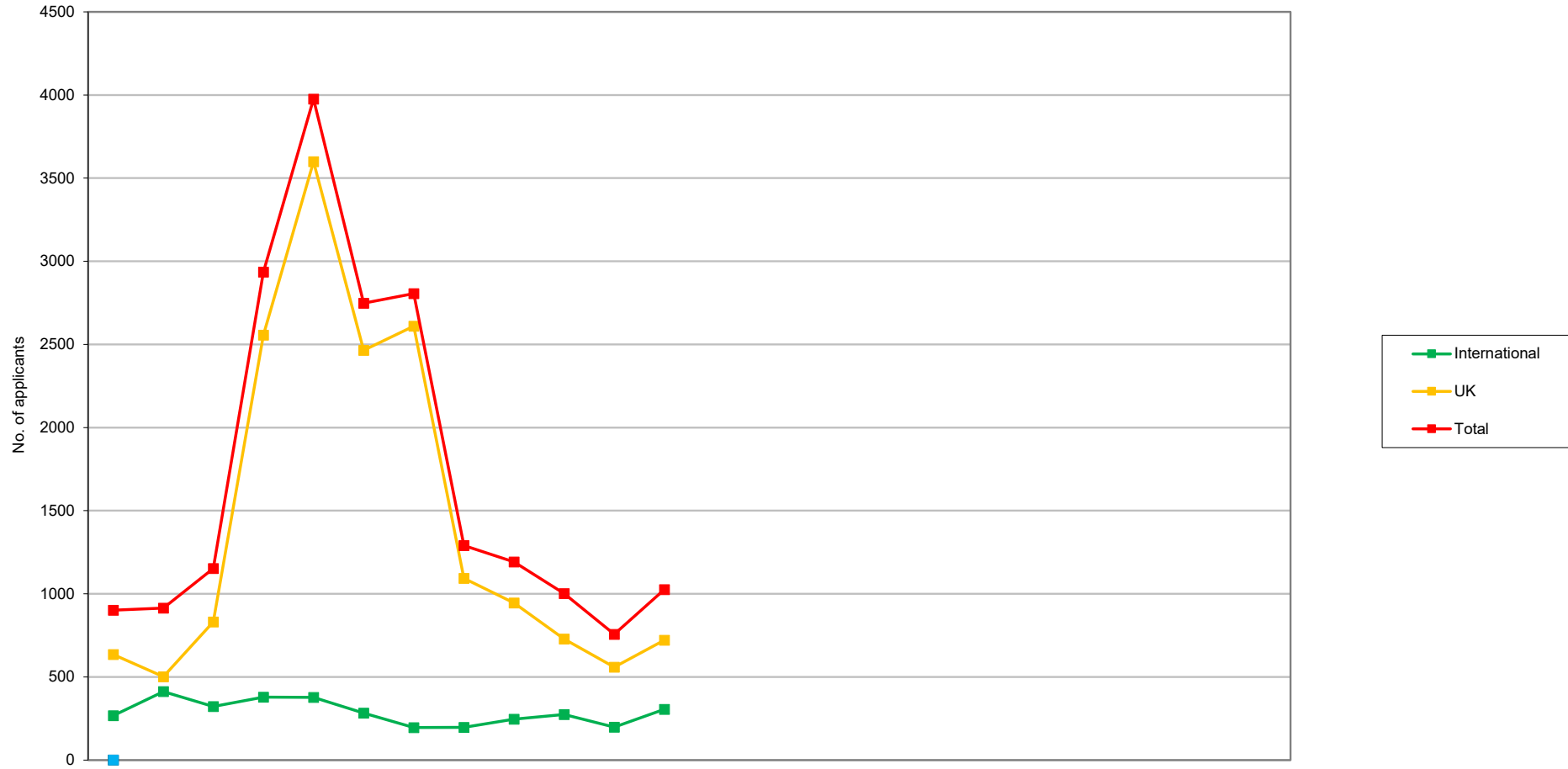
Number of Registrants by Profession April 2018 - March 2020



	2018												2019												2020												16/17	17/18	18/19	19/20
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	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	YTD
Arts therapists	4,328	3,999	4,073	4,110	4,230	4,291	4,345	4,363	4,380	4,416	4,422	4,432																									4,026	4,322	4,432	4,444
Bio. scientists	22,491	22,519	22,603	22,693	22,835	22,928	22,990	22,980	23,084	23,194	23,222	23,284																									22,902	22,395	23,284	23,328
Chirops/ pods	13,101	13,059	13,090	13,206	12,775	12,824	12,845	12,842	12,846	12,826	12,825	12,833																									12,931	13,115	12,833	12,828
CI scientists	5,854	5,873	5,902	5,917	5,934	5,947	6,052	6,123	6,156	6,183	6,194	6,207																									5,663	5,818	6,207	6,232
Dietitians	9,611	9,596	9,620	9,381	9,556	9,611	9,648	9,662	9,666	9,685	9,704	9,722																									9,107	9,585	9,722	9,738
Hearing aid disps	2,927	2,934	2,948	2,962	2,851	2,901	2,936	2,962	2,988	3,010	3,025	3,047																									2,593	2,908	3,047	3,063
OTs	38,212	38,283	38,370	38,687	39,200	39,440	39,544	39,669	39,750	39,837	39,873	39,925																									38,080	38,183	39,925	39,886
ODPs	13,657	13,635	13,655	13,731	13,850	14,103	14,173	13,731	13,823	13,877	13,884	13,903																									13,052	13,639	13,903	13,913
Orthoptists	1,442	1,442	1,445	1,461	1,482	1,489	1,497	1,495	1,493	1,490	1,494	1,496																									1,451	1,440	1,496	1,495
Paramedics	25,637	25,790	25,856	26,021	26,270	26,699	27,101	27,210	27,374	27,405	27,483	27,686																									23,992	25,465	27,686	27,826
Physiotherapists	52,440	52,955	53,301	54,009	54,696	54,986	55,125	55,293	55,401	55,514	55,560	55,695																									52,915	55,132	55,695	55,671
Pract psychs	23,156	23,182	23,237	23,305	23,407	23,584	23,923	24,074	24,151	24,233	24,265	24,290																									22,604	23,104	24,290	24,340
Prosth/orthotists	1,055	1,056	1,071	1,086	1,095	1,096	1,099	1,098	1,099	1,101	1,100	1,101																									1,063	1,051	1,101	1,108
Radiographers	32,578	32,662	32,897	33,511	33,888	34,112	34,240	34,286	34,358	34,292	34,329	34,470																									32,072	32,475	34,470	34,543
Social workers	96,571	96,108	96,350	96,842	97,844	98,419	99,081	92,365	93,206	94,126	94,246	94,453																									91,944	96,497	94,453	94,845
SLTs	15,977	15,988	16,013	16,133	16,295	16,353	16,470	16,505	16,529	16,581	16,596	16,595																									15,935	15,932	16,595	16,637
Total	359,037	359,081	360,431	363,055	366,208	368,783	371,069	364,658	366,304	367,770	368,222	369,139																								350,330	361,061	369,139	369,897	

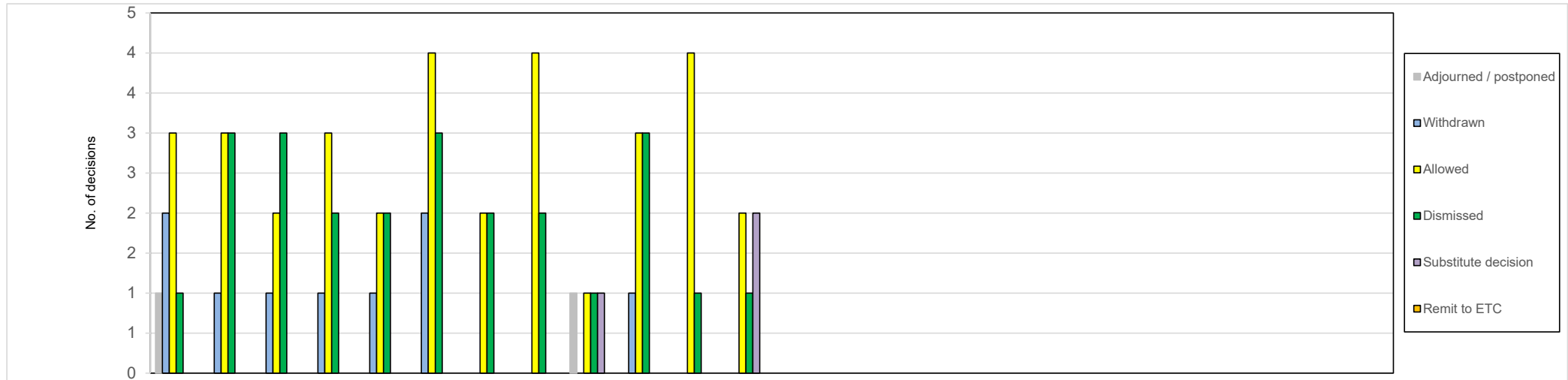
NOTE: Information captured on the last day of each calendar month.

New Registrants April 2018 - March 2020



	2018			2019									2020									16/17	17/18	18/19	19/20								
	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	YTD					
International	267	412	322	379	377	283	196	197	246	274	198	305																					
UK	635	502	831	2,556	3,599	2,465	2,610	1,093	946	728	559	721																					
Total	902	914	1,153	2,935	3,976	2,748	2,806	1,290	1,192	1,002	757	1,026																					

Registration Appeal Decisions April 2018 - March 2020



	2018			2019									2020												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Adjudged / postponed	1	0	0	0	0	0	0	0	1	0	0	0													
Withdrawn	2	1	1	1	1	2	0	0	0	1	0	0													
Allowed	3	3	2	3	2	4	2	4	1	3	4	2													
Dismissed	1	3	3	2	2	3	2	2	1	3	1	1													
Substitute decision	0	0	0	0	0	0	0	0	1	0	0	2													
Remit to ETC	0	0	0	0	0	0	0	0	0	0	0	0													
Hearings held	5	6	5	5	4	7	4	6	4	6	5	5													

16/17 FYE	17/18 FYE	18/19 FYE	19/20 YTD
0	3	2	0
16	0	9	0
9	25	33	0
32	25	24	0
2	2	3	0
5	1	0	0
48	56	62	0

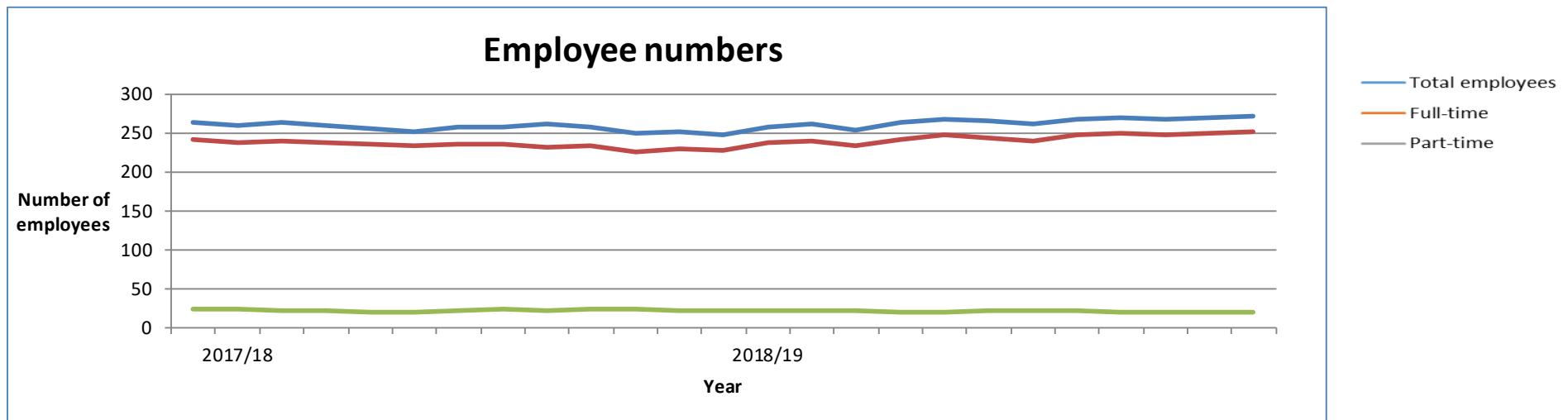
Human Resources and Partners

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Human Resources and Partners: overview

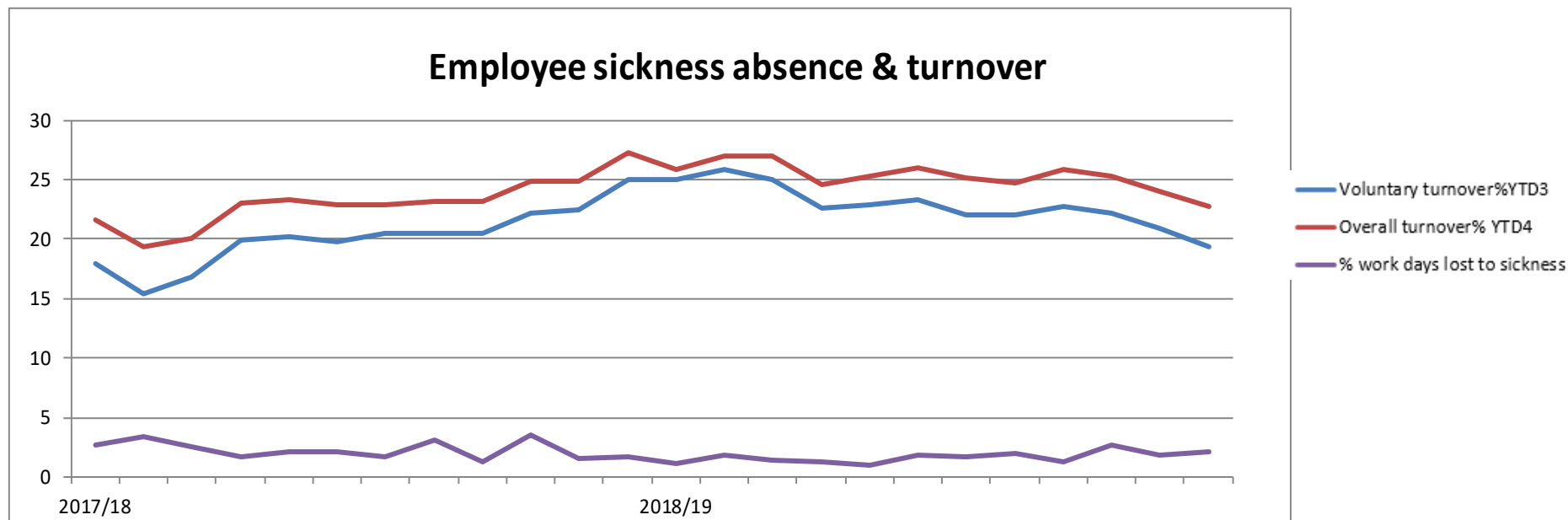
- **HR system upgrade:** The HR system was successfully upgraded to the latest version ensuring that it is compliant with legislative updates and security features. In the next phase we will deliver additional functionality which will significantly enhance management information.
- **FTP Project Recruitment:** we have successfully filled a number of new posts as an outcome of the implementation project
- **Information Security Training:** L&D managed the end-to-end process for this work on behalf of Quality Assurance department and this training was completed by 93% of employees, exceeding the target by 8%.
- **FTP Learning Activity:** As part of the Fitness to Practise Improvement Plan, employees in this department have completed the Risk Assessment eLearning module, and HCPTS Management Team Development workshop was delivered on 8 April for employees.
- **Partner Refresher Learning:**
 - FTP: Training has been scheduled and released for the period of 2019/20 to ensure early (and cost effective) booking option and participation.
 - Education: 90% of all visitors have completed the first part of their eLearning refresher training. The second part will be launched later in the year.
 - Registration: Planning for the next UK wide registration assessor training is under way and venues have been booked in Edinburgh, Manchester and Southampton as well as London.



	2017/18												2018/19												15/16 FYE	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				
Budgetted employees																												
Budgetted permanent	285	285	285	285	285	285	285	285	285	285	285	285	261	262	262	266	267	266	265	265	266	266	266	267	255	262	285	267
Budgetted fixed term													20	20	18	16	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	254	263	267	265	261	268	269	267	269	271	234	249	248	261
Full-time	237	239	238	236	233	236	235	232	234	226	230	227	237	240	233	242	247	243	240	247	249	248	250	251	217	226	227	240
Part-time	23	22	21	20	19	22	23	21	23	24	22	21	21	21	21	20	20	22	21	21	20	19	19	20	19	22	21	21
Flexible working*	75	75	74	77	74	78	79	78	76	76	74	74	76	68	66	70	82	74	74	74	74	72	72	78	41	56	74	68
FTE*	255	256	255	251	247	253	253	249	201	244	246	242	252	254	248	248	262	259	256	262	264	262	264	266	230	242	242	254
Permanent	237	237	228	222	219	214	212	203	205	202	207	202	211	210	206	212	218	216	214	213	210	208	209	206	229	234	202	210
Maternity/paternity leave	9	10	11	14	11	11	11	10	8	7	7	11	9	7	6	6	6	10	6	6	4	1	3	4	3	6	11	7
Unpaid Sabbaticals	2	2	2	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Fixed-Term Contracts	23	26	31	34	33	44	47	52	52	49	45	46	47	51	48	55	49	49	47	55	60	59	60	65	5	15	46	51
Starters (permanent)	4	2	1	1	1	0	2	0	0	0	2	4	9	3	2	2	0	2	2	1	1	3	2	1	44	45	17	28
Starters (fixed-term)	2	4	1	6	0	4	4	3	4	1	2	2	4	3	5	5	1	2	0	2	6	3	1	2	5	23	33	12
Vacancies	25	22	26	29	33	27	27	24	28	35	33	37	23	21	26	19	16	17	20	13	13	15	13	11	5	23	346	207

***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

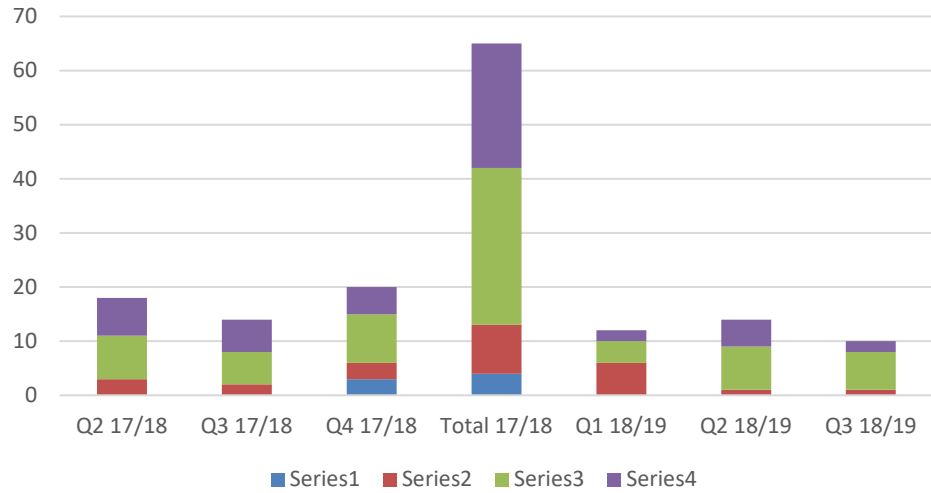
Employee sickness absence & turnover



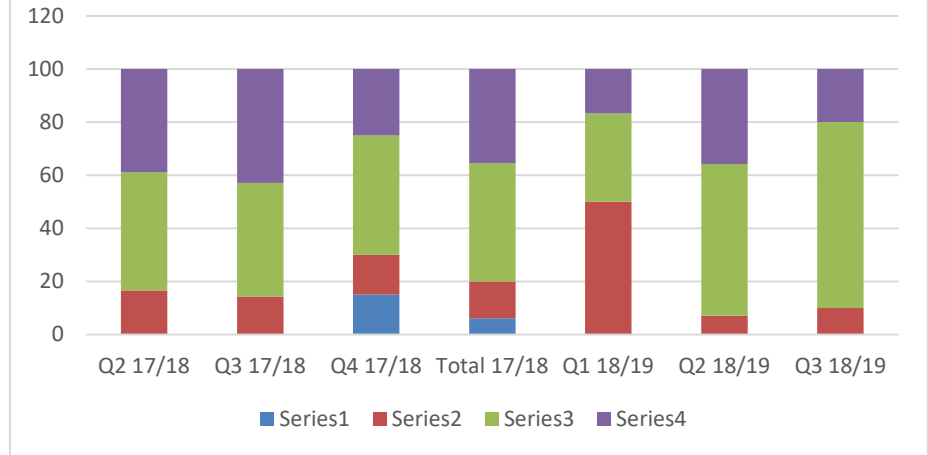
	2017/18												2018/19												15/16	16/17	17/18	18/19
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD
Voluntary resignations¹	5	1	7	11	4	3	5	3	4	8	5	8	5	3	5	5	5	4	2	3	6	7	2	4	29	43	56	51
Compulsory leavers ²	3	1	0	0	0	0	0	1	0	0	0	0	0	2	3	0	1	1	1	0	1	0	0	1	4	5	5	10
Total leavers (vol. & comp.)	9	2	7	11	4	3	5	4	4	8	5	8	5	5	7	5	6	5	3	3	7	7	2	5	33	48	70	60
Voluntary turnover%YTD	18	15	17	20	20	20	21	20	20	22	23	25	25	26	25	23	23	23	22	22	23	22	19	22	17	25	22	
Overall turnover% YTD⁴	22	19	20	23	23	23	23	23	23	25	25	27	26	27	27	25	25	26	25	25	26	25	24	23	15	19	27	26
Agency days	207	332	276	350	342	454	470	582	470	716	641	649	697	600	419	499	549	531	692	767	420	581	737	741	3684	4304	5489	7233
% work days lost to sickness	3	3	3	2	2	2	2	3	1	3	1	2	1	2	1	1	1	2	2	2	1	3	2	2	2	3	2	2
Average sick-days YTD	7	7	7	7	7	8	7	7	7	7	7	6	6	6	5	5	5	5	5	5	5	5	5	5	6	6	8	5
Sick-days	156	197	143	94	118	117	96	176	69	192	82	93	62	102	76	71	60	109	98	114	75	154	106	125	1346	1757	1533	1152
Occ. Health Referrals	1	4	5	6	7	5	4	2	1	2	2	1	1	2	2	1	1	1	0	1	0	1	0	8	23	17	46	18

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

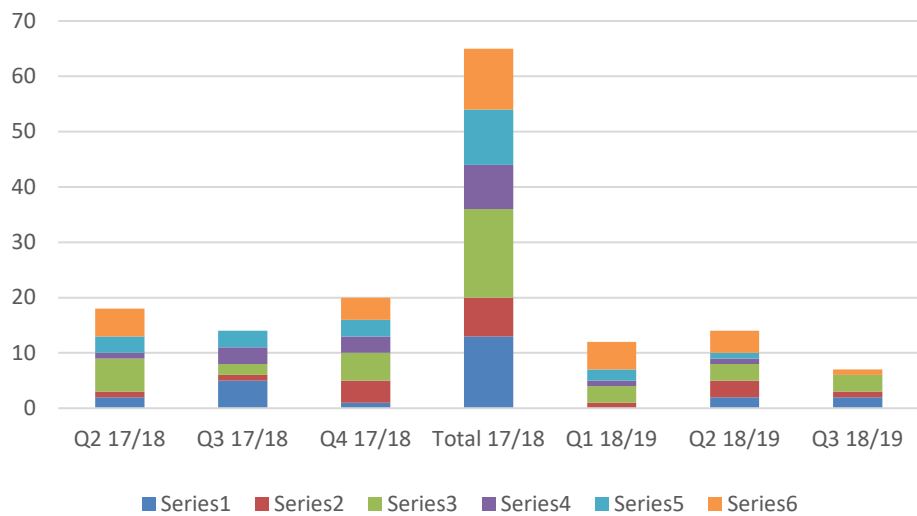
Quarterly leavers by pay band: numbers



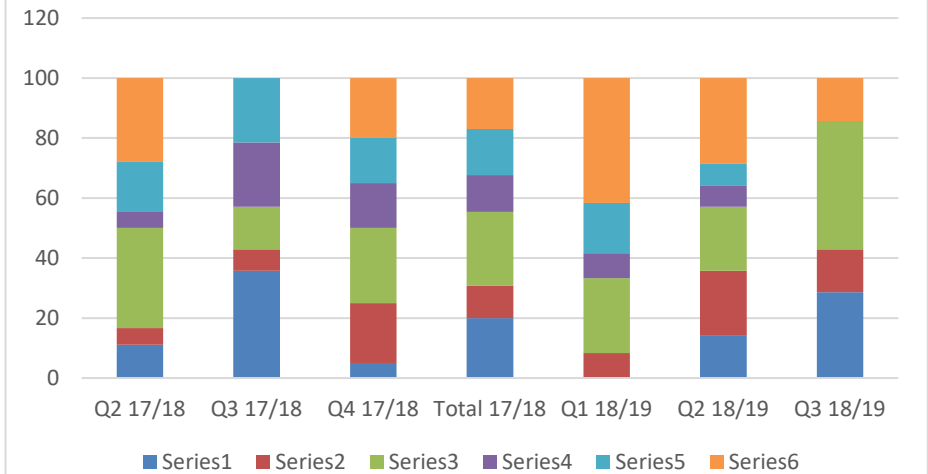
Quarterly leavers by pay band: percentage

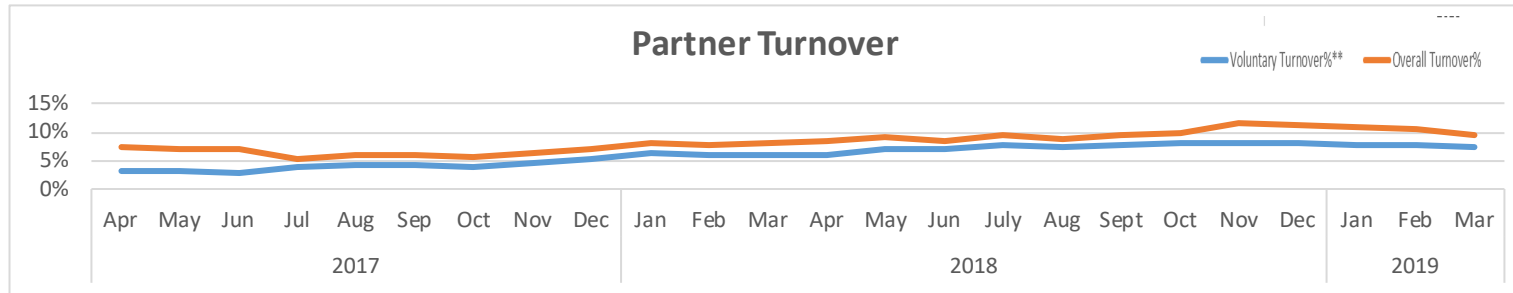


Quarterly leavers by length of service: numbers



Quarterly leavers by length of service: percentage





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	4	1	1	6	6	8	1	3	3	8	0	13	1	3	4	7	5	6	1	1	3	8	0	13	1	3	4	7	5	6	1	1	40	52	
8-year rule*	0	0	4	0	0	0	0	0	0	1	2	5	0	0	0	0	0	3	0	10	0	0	0	0	0	0	0	0	0	3	0	10	0	0	0	0	12	13	
Terminations	1	1	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1	0	0	4	2	
Total Leavers (Vol & Comp)	3	2	4	7	5	1	1	6	6	9	4	8	4	8	0	13	1	6	4	17	5	7	1	1	4	8	0	13	1	6	4	17	5	7	1	1	56	67	
Partners	660	670	676	666	670	685	702	698	696	690	689	689	700	692	707	708	694	696	723	706	701	700	707	708	700	692	707	708	694	696	723	706	701	700	707	708	683	704	
Voluntary Turnover%**	3%	3%	3%	4%	4%	4%	4%	5%	5%	6%	6%	6%	6%	7%	7%	8%	7%	8%	8%	8%	8%	8%	8%	7%	6%	7%	8%	7%	8%	8%	8%	8%	8%	8%	7%	6%	7%	6%	7%
Overall Turnover%	7%	7%	7%	5%	6%	6%	6%	6%	7%	8%	8%	8%	8%	9%	9%	9%	9%	9%	10%	11%	11%	11%	11%	10%	8%	9%	9%	9%	9%	10%	11%	11%	11%	11%	10%	8%	10%	8%	10%

*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

Quality Assurance

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Quality Assurance Department – overview

Audits completed in this period (February 2019 to March 2019)		
Audit description	Outcomes	Status
<p>FTP Risk Assessments (RA) Audit to assess the quality, whether guidance is being followed and whether the assessments are completed within the required timescales. 253 cases were audited from all open, pre-ICP cases from 2-24 October 2018 that had an opportunity (a change in the case) for a RA. This represented 13% of open, pre-ICP cases in this period.</p>	<p>Three recommendations were made.</p> <ul style="list-style-type: none"> • Ensure that consideration is given to ongoing training and support to improve consistency in applying the new approach to documenting RA. • Review a section of the process to enable it to be recorded. • Consider feedback provided when reviewing the tool used for completing RA. 	<p>FTP management agreed the recommendations in full</p>
<p>Registration International and European Mutual Recognition (EMR) Assessment Decisions An audit on the International and EMR assessment decisions process and whether guidance is being followed. 208 Records of Assessment across 171 applications from July to December 2018 were audited.</p>	<p>Four recommendations were made.</p> <ul style="list-style-type: none"> • Ensure written guidance updated and covers all of the process. • Increasing the number of initial decisions sent within service level. • Resolving issues found with the assessment log book spreadsheets. • Any application issues raised in the audited are reviewed (and if required addressed). 	<p>Audit completed, report with Registration management to review / agree recommendations</p>

Audits completed in this period (reports being finalised)
<p>Education business process (approval) Audit on approval business process focused on areas of medium and high risk identified in previous audits.</p>
<p>Education Programme Records (October 2017 – May 2018) A biannual audit to check the accuracy and status of programme records through a review of specific operational activities.</p>
<p>Education Programme Records (June 2018 – January 2019) A biannual audit to check the accuracy and status of programme records through a review of specific operational activities.</p>
<p>FTP Non-FTP Cases An audit of recent Protection of title, Health and character declaration cases to assess whether decisions are being made in line with guidance and concerns about registrants / applicants are being managed appropriately.</p>
<p>FTP Final Hearing Decision</p>

An audit of Final Hearing written decisions to determine whether those produced meet the required quality. Includes cases disposed of by means of consent and those where the HCPC have sought to discontinue allegations.

FTP Threshold

An audit of decisions made under the newly implemented Threshold Policy to determine whether decisions are being made in line with policy and if the process is being followed.

Audits to start in this quarter

Education Major Change Process and Decisions

An audit on the major change business process (focused on areas of medium and high risk identified in previous audits) and the decisions made by Education Managers.

Registration Appeals

An audit to look at the Registration appeals process and whether guidance is being followed.

FTP Investigation Committee Panel Decisions

An audit of recent ICP decisions to assess the quality of written decisions, the impact of ICP-specific Chairs and the introduction of the Fast-Track ICP process.

BSI external audits ISO9001 (9-10 April) and ISO27001 (29-30 April)

Biannual (ISO9001) and annual (ISO27001) external audits

Chief Executive – Marc Seale

Meeting schedule period covering 21 March – 22 May

Department of Health and Social Care Clinical Negligence Cover Public Consultation	1 April
College of Podiatry Chief Executive, Steve Jamieson, appointed Visiting Professor, Paul Chadwick and Head of Policy and Public Affairs, Lawrence Ambrose	1 April
Allied Health Professions Federation Chair, Parmjit Dhanda	8 April
Advancing Healthcare Awards 2019	12 April
Department of Health Northern Ireland AHP Lead Officer, Hazel Winnings, Belfast	15 April
Pharmaceutical Society Northern Ireland Chief Executive, Trevor Patterson and Chair, Dr Jim Livingstone, Belfast	15 April
Social Work England Chief Executive, Colum Conway, Belfast	15 April
Northern Ireland Blood Transfusion Service Laboratory Service Manager, Alison Geddis, Belfast	15 April
Transfer of Social Workers follow up meeting Professional Standards Authority, Department of Health and Social Care, Health and Care Professions Council and Social Work England	16 April
The Society and College of Radiographers Chief Executive, Richard Evans and Director of Professional Policy, Charlotte Breadmore	16 April
London South Bank University	16 April
Counsellors and Psychotherapists (Regulation) and Conversion Therapy Bill	1 May
The Association for Clinical Biochemistry & Laboratory Medicine Glasgow	2 May
INPTRA conference Geneva	8-9 May

Professional Standards Authority Edinburgh	13 May
The Society of Sports Therapists Vice Chair, Keith Waldon and Director, Jen Jones	14 May
Professional regulators Chairs & CEOs dinner	14 May
The Department of Health and Social Care Deputy Director Professional Regulation, Claire Armstrong and Director of Workforce, Gavin Larner	15 May