
Chief Executive's report on organisational performance

Executive Summary

This paper provides the Council with updates on the organisation's performance since the last Council meeting. It includes an assessment of performance against the key indicators agreed with Council, specific projects and activities for the Council to note, stakeholder engagement activity and a forward look at priorities.

We are working on the format of this paper and the presentation of the metrics. We will share progress with the Council for comment and feedback.

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 March 2020.
Strategic priority	This report is relevant to all the strategic priorities.
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	John Barwick, Interim Chief Executive john.barwick@hcpc-uk.org

Executive summary – 4 December 2019

1 Introduction

- 1.1 Priorities in this period have included preparation for the transfer of social workers to Social Work England, our preparation and readiness for the PSA's performance review, financial forecasting, activities within the Change Plan and employee engagement. This report highlights progress in these areas.

2 Performance against key indicators

- 2.1 Below are a number of areas for the Council to note.

Fitness to Practise

- 2.2 The average number of new cases continues to rise and will remain high until the transfer of social workers, after which we predict our open pre-Investigating Committee (ICP) caseload will fall within the performance measure. Although we are not meeting the length of time from receipt of an allegation to ICP measure, this has reduced and we are continuing the planned trajectory of meeting 33 weeks within six months, with the current median age of cases waiting an ICP listing at 42 weeks.
- 2.3 We are within the length of time from ICP to final hearing measure, and whilst we are not meeting the KPI for receipt to final hearing, our projections for non-social work cases to be listed shows a current age of 81 weeks.

Registrations

- 2.4 In September and October we did not meet the KPI for processing UK applications. This is due to a shortage of fully trained registration advisers combined with a peak period for processing graduate applications. To alleviate the impact of high levels of fixed term contractors within the Department we are now making more Registration Advisor roles permanent. Our current processing time has returned to within the acceptable measure.

Human Resources

- 2.5 Employee voluntary turnover has exceeded the performance measure. This is largely due to the uncertainty around the social work transfer and the number of fixed term roles leaving the organisation. To help mitigate this, and because we have greater certainty on the resources we need post transfer, we have sought to offer permanent roles in the Registration and Fitness to Practise Departments. We have also increased our employee engagement and introduced managing change resources (see later sections of this report).

3 Accelerating the strategic priorities (Change plan)

3.1 This section highlights immediate priorities and provides a progress update.

Change plan

3.2 The SMT is meeting twice weekly to progress what needs to be done to achieve the vision approved by Council. To support this work, the 'change plan' map presented to Council in September has been further developed with project management support.

Financial position

3.3 The financial baseline review conducted by Price Waterhouse Coopers has completed and confirms the financial diagnosis, including projected financial outturn for 2019/20, as outlined in the turnaround plan. Key conclusions include: the need to complete the financial recovery plan and identification and implementation of cost improvements and improving the robustness of our financial modelling and reporting. Financial and accounting policies are being reviewed and a financial modeller has been appointed on a fixed term basis, due to start on 26 November 2019.

3.4 The Finance team has undertaken a 6+6 reforecast with budget holders and the budgeting process for 2020-21 will commence in the next few weeks.

Business improvement workshops

3.5 A key part of the plan is the business improvement workshops. An initial FtP workshop has taken place, with further workshops arranged immediately after the transfer of social workers has completed. Other areas identified as priorities for workshops are communications, quality assurance and HR. To support this work a process improvement specialist is being procured.

3.6 Registration and transactions are co-locating and undertaking a joint project to remove the use of cheques and postal orders. This will improve the registrant experience of paying registration fees.

Employee engagement

3.7 Internal communications and engagement has been a focus with the interim CEO and SMT holding team briefings and an all employee briefing. Regular meetings with the Employee Forum and the OMT continue as well as regular intranet updates, including an interim CEO blog, and answers to FAQs.

3.8 A digital toolkit offering e-learning, podcasts and factsheets has been developed and workshops on managing change have been introduced. These focus on possible resistance to change, encouraging employee engagement and remembering the positives to change whilst ensuring business as usual activity and productivity is sustained.

Fitness to Practise metrics

- 3.9 A key element of the change plan is determining key data and metrics. Further work is progressing and will be shared with Council for consideration.

4 Progressing other strategic priorities

Well-being advisors

- 4.1 The organisation has invested in building a network of well-being advisors and has championed 14 employees to be trained as Mental Health First aiders. Trained to spot the signs and symptoms of mental ill health, they will guide employees to the appropriate professional support. (Strategic priority 3)

Podiatric surgery

- 4.2 The Education and Training Committee approved two programmes (University of Huddersfield), and planning is underway regarding the opening of the annotation. (Strategic Priority 3)

Delivering major projects

Registration transformation and improvement project

- 4.3 Build Iteration one will complete on 29/11 as scheduled. The team reviewed progress with the supplier at a showcase held on the 21/11. Planning for build iteration 2 is now in progress and development will begin once completed. Following a review of learnings from Iteration 1, the supplier will increase the development team size to maintain planned schedules.

5 Stakeholder engagement

- 5.1 A full list of the interim Chief Executive's meetings can be found in the supplementary information section. The following provides a brief overview.

Unions and professional bodies

- 5.2 The Chair continues to engage unions and professional bodies to progress a revised fees proposal. This has included engagement in Scotland with Unison and Scottish Civil Servants. A detailed update is in the Chair's report.
- 5.3 The British Psychological Society is consulting with stakeholders on seeking prescribing rights for appropriately trained practitioner psychologists. We have engaged in this consultation, acknowledging the benefits to service users and the profession as well as highlighting our existing framework. We have provided useful insights into the process and offered our help and support.

Department of Health & Social Care and NHS bodies

- 5.4 Following a briefing from the Chief Allied Health Professions Officer in England, we have provided feedback to the 'Developing the NHS People Plan' for NHS England. Our response sets out how we could support through our regulatory standards, research and data & intelligence initiatives.
- 5.5 We have responded to a letter from the Chief People Officer for NHS England which shares guidance sent to NHS Trusts on the management of local investigations and disciplinary procedures, and asks regulators to consider reviewing their guidance and standards as well as consider a common framework for handling concerns relating to NHS staff. We responded positively, sharing information on existing guidance and initiatives we are developing and offering our support in the development of any framework.
- 5.6 The interim Chief Executive has also had a telecom with DHSC to input into a project they are undertaking to ensure processes for overseas-qualified professionals are streamlined and proportionate; and met with the NHS Health Research Authority around cross-sector collaboration to transform students' learning experience of health and care research.

Professional liaison

- 5.7 We have undertaken a number of engagement activities with education providers and registrants. These have included an education webinar, MyStandards events, cpd workshops, blogs and video case study content. We have also developed the employer website hub and launched an e-news.

6 Upcoming priorities

- 6.1 In addition to the items highlighted below, business improvement workshops and the financial budgeting process will be a focus to the year end.

Transfer of social work regulation – go live

- 6.2 Our focus in the coming weeks is to continue the progression of fitness to practise cases, handing over live cases and sharing relevant information. We are also processing registration applications. Our final go live communications are being issued to registrants from week commencing 18 November. More detail on our preparations is contained in a separate paper to Council.

PSA performance review

- 6.3 Following Council, the self-assessment form will be submitted and we will prepare for the audit of closed FtP cases scheduled for early in the New Year.

CEO recruitment update

- 6.4 Subject to Council approval, the process will commence in December.

Council meeting, 4 December 2019

Performance report

Contents

Page number

Key performance indicators	9
Fitness to Practise dashboard	18
Appendix 1: Supplementary information	23

Council meeting, 4 December 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		Sept, Oct	
	Strategic priorities: 1 and 3													
Executive commentary	This KPI continues to demonstrate that we are focusing on the oldest cases reaching a decision by the Investigating Committee Panel. We have considered 775 cases in the 7 month period 1 April to 31 October 2019. This compares favourably with the 621 in the 12 month period of the previous financial year 2018-19. Currently, a further 219 cases (10% of the open caseload) have a future consideration by the panel. The projected median age at panel consideration of these cases is 54 weeks, down from 56 weeks reported at last Council. The current median age of the cases awaiting an ICP listing is 42 weeks, down from 43 weeks in the last Council report. We are therefore continuing the planned trajectory of meeting 33 weeks within six months.													
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
	Weeks	64	56	67	63	60	65	59						
Previous year		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		Sept, Oct	
	Strategic priorities: 1 and 3													
Executive commentary	This KPI continues to be met and exceeded, for the seventh consecutive month. Our processes between our external legal investigator, and the logistical function of the Tribunal Service are listing these cases as per our quality, length of time and forecast expectations.													
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	
	Weeks	32.1	32.6	37.3	33.9	38.0	31.6	32.9						
Previous year		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		Sept, Oct	
	Strategic priorities: 1 and 3													
Executive commentary	This KPI continues to remain high, based on the fact that it is a composite of the time taken in all stages of the process. As reported in KPI1 (above), as we process the older cases through ICP, even the effect of meeting KPI2 (time from ICP to hearing conclusion) does not offset the impact of time spent in the earliest part of the process. Our projections show the age at final hearing conclusion for those listed is 24 months from receipt (101 weeks). Our projections for non-SW cases to be listed shows a current age of 19 months (81 weeks).													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Weeks	89.6	96.6	123.7	98.1	122.0	100.3	106.0							
Previous year	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		
Measure	Median length of time of interim order cases from receipt to decision: 16 weeks										Period		Sept, Oct	
Strategic priorities: 1 and 3														
Executive commentary	This KPI continues to fall within expected range. Our risk assessment and transfer of cases to the specialist interim order case team is working as designed. October is outside of the KPI due to four older criminal cases where charges have been made/found, triggering a change in our risk assessment some time after the commencement of the case. These four cases skew the data.													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Weeks	11.3	11.3	13.6	13.6	19.3	17.4	22.4							
Previous year	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 31/3/20										Period		Sept, Oct	
Strategic priorities: 1 and 3														
Executive commentary	The average number of new cases is 227 each month since April. This is 18% on the same period in the previous year. These numbers will continue to remain high until transfer of Social Work cases, as these cases will not have time to close under HCPC. We continue to discuss cases weekly with Social Work England, and request and process information on the cases on their behalf. We predict an open pre-ICP caseload of around 1000 cases post transfer which is in line with budget and activity calculations.													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Number	1,958	2,003	2,070	2,174	2,192	2,225	2,231							
Previous year	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		Sept, Oct	
	Strategic priorities: 1 and 3													
Executive commentary	The shortage of fully trained Registration Advisors attributed to this KPI not being met during the reporting period. However, as at 11 November, UK application processing time is 7 working days.													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Working days	9	2	4	10	10	12	12							
Previous year	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		Sept, Oct	
Strategic priorities: 1 and 3														
Executive commentary	This indicator is in line with the optimum figure.													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Working days	38	39	41	42	45	53	58							
Previous year	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		
Measure	Median processing time for International applications (Non-European Mutual Recognition): 60 working days										Period		Sept, Oct	
Strategic priorities: 1 and 3														
Executive commentary	This indicator is in line with the optimum figure.													
Year to date	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
Working days	39	40	46	42	44	53	56							
Previous year	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	Sept, Oct			
	Strategic priorities: 1 and 3												
Executive commentary	This indicator is in line with the optimum figure.												
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Days		28	28	27	27	27	27	27					
Previous year		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Days		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	Sept, Oct			
	Strategic priorities: 3												
Executive commentary	Operating expenditure is consistently under budget for the first 7 months of the year. The increased grip of expenditure has started to exert in most areas and permanent savings have been achieved but FTP related costs have slightly increased by about 4% mainly relating to additional SW activity and additional planned legal work. This has reduced the forecasted operational surplus slightly.												
Year to date	(,000)	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
	YTD Actual	3,606	6,466	9,356	12,306	15,025	17,973	21,149					
	YTD Budget	4,016	7,069	10,076	13,129	16,111	19,191	22,221	25,204	28,101	30,957	33,632	36,215
	YTD Forecast												
	YTD Variance	410	603	720	822	1,087	1,218	1,488					
	Actual as % of budget	90%	94%	93%	94%	93%	94%	95%					
Previous year	(,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	Sept, Oct			
	Strategic priorities: 3												
Executive commentary	Turnover in this financial year has increased from 19% to 25%, and it is likely to increase further due to fixed term contracts coming to an end towards the end of the calendar year.												
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
	Turnover	19%	21%	21%	21%	22%	23%	25%					
Previous year		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%

Measure	Employee sickness absence								Period	Sept, Oct			
	Strategic priorities: 3												
Executive commentary	This is a new performance indicator and has been included to show levels of well-being with employees. We will look to develop a suitable measure.												
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
	Sick days	128	153	98	124	94	170	156					
Previous year		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Sick days	62	102	76	71	60	109	98	114	75	154	106	125

QUALITY

Fitness to Practise

Measure	Number of cases per case manager: 45								Period	Sept, Oct			
	Strategic priorities: 1 and 3												
Executive commentary	The number of cases per Case Manager has remained on target 5 months in a row. There has been an increase in October as a direct result of cases that have met the Threshold, but which will not be possible to process prior to the transfer. Currently, there are 301 cases (17 each Case Manager) that will leave the system in the transfer process. Social Work England are aware of the cases, and we are sharing information at the weekly meetings/teleconferences, so they can plan their activity once taking control of the cases.												
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Number		48	45	47	47	42	43	54					
Previous year		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	Sept, Oct			
	Strategic priorities: 1 and 3												
Executive commentary													
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Concluded		7	6	5	4	4							
Upheld		4	5	4	1	2							
Upheld/ no new info		0	0	0	0	0							
Previous year		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	Sept, Oct			
Strategic priorities: 1 and 3													
Executive commentary	Full service availability for September and October.												
Year to date		Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
	Availability	99.52%	99.4%	98.9%	99.9%	99.6%	100.0%	100.0%					
Previous year		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.

Council meeting, 4 December 2019

Fitness to Practise performance dashboard

FTP Performance dashboard
Period covered 1 April 2019 to 31 October 2019

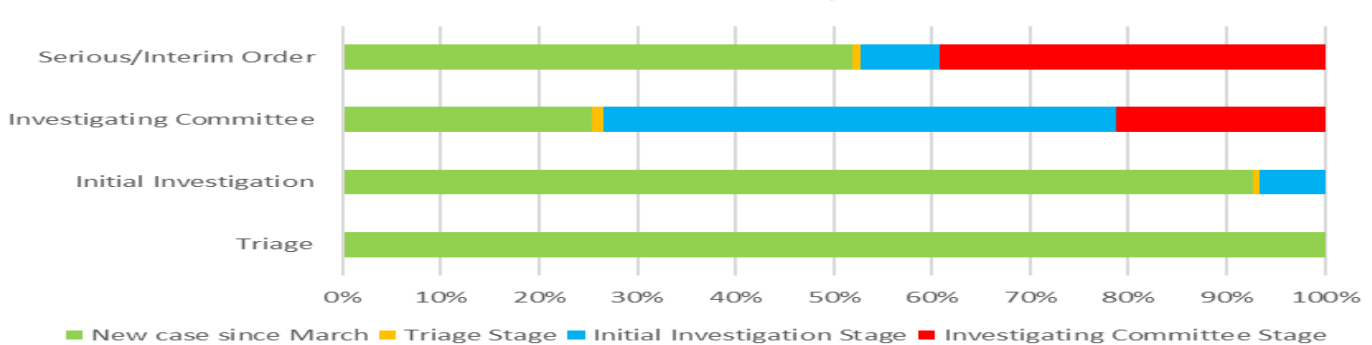
1. Snapshot of case activity, by SW and non-SW professions

	YTD (1 April to 31 October 2019)			Since last Council (Sept and Oct 2019)			2018-19			Comments
	SW	Non-SW	Total	SW	Non-SW	Total	SW	Non-SW	Total	
New FTP cases received	863	724	1587	237	217	454	1345	1079	2424	The number of new cases is up 17% on the previous comparable period, with SW representing most of the increase in actual and % terms
Threshold closures by FTP team	396	251	647	109	78	187	1083	722	1805	The Threshold Policy has had the intended effect of reducing the number of cases closed by HCPC without recourse to a Panel.
Considered at Investigating Committee Panel	346	430	776	118	148	266	260	361	621	Threshold Policy requires more cases to go to ICP; considerations in first 7 months of this year represent 125% of the total in the previous year (i.e. a quarter more, in less time). We continue to progress SW as well as non-SW in proportion to caseload, with cases listed up to the transfer date.
Case to answer	163	248	411	55	87	142	158	189	347	Case to answer has not risen (58% year to date), despite change in volume. Evidence for PSA to show we are asking panels to close cases, rather than by HCPC
No case to answer	152	142	294	53	47	100				
Further information	31	40	71	10	14	24				
Final hearing listed	138	128	266	53	37	90	154	199	353	We are on target to meet final hearing numbers
Concluded	126	110	236	48	33	81				The adjournment rate is less than 12%
Adjourned/Part heard	12	18	30	5	4	9				

2. Measure of how many stages passed this year

Current PreICP caseload		Position at end March 2019			
Stage in process	Number open	New case since March	Triage Stage	Initial Investigat ion Stage	Investigat ing Committe e Stage
Triage	164	164	0	0	0
Initial Investigation	907	841	6	60	0
Investigating Committee	943	239	12	492	200
Serious/Interim Order	214	111	2	17	84
	2228				
Cases moved 1 or more stage	1884	moved one or more stages			
% open caseload moved 1 or more stage	85%				
Plus, Threshold closures	647 cases				
No Case To Answer	294 cases				
	941 moved out of PreICP				

Flow of cases since 1 April 2019



3. Length of time of open preICP cases, by profession, and by stage of process

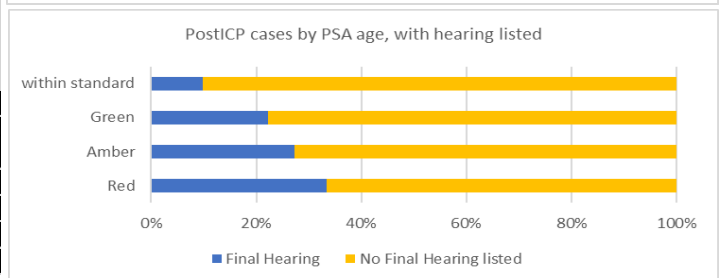
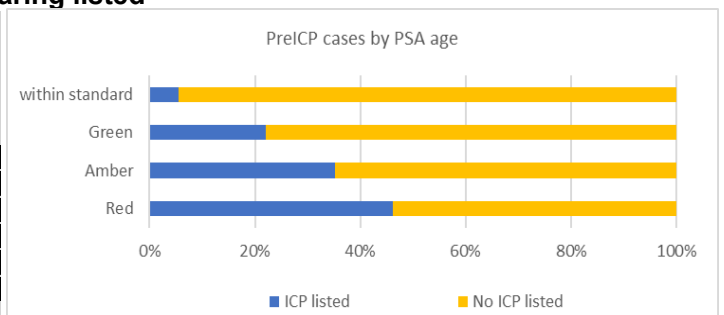
	All PreICP cases	No Threshold (earliest stage)	No allegations (stage 2)	Further Investigation (Stage 3)	Future ICP (Stage 4)	Comments
All cases combined						
Number open	2228	1088	890	31	219	10% of caseload have a panel closure decision listed
% of PreICP caseload	100.00%	48.83%	39.95%	1.39%	9.83%	
Median (mths)	6	3	10	16	14	SW case ages disguise the differential with non-SW cases, which are younger at each stage of the process
Median (wks)	24	12	45	71	60	
Social Work only						
Number open	1229	632	502	10	85	
% of PreICP caseload	55%	51%	41%	1%	7%	The proportion of SW cases penetrating beyond the first stage of the process will decrease as they are handed over to SWE
Median (mths)	5	3	11	16	17	SW cases are older at each stage of the process, based on complexity and issues with achieving sufficient information to decide on closure rationale or allegations
Median (wks)	23	13	46	69	74	
Other 15 profs						
Number open	999	456	388	21	134	13% of non-SW caseload have a panel decision listed
% of PreICP caseload	45%	46%	39%	2%	13%	More non-SW cases have progressed to later stages (13%, compared with 7% for SW)
Median (mths)	6	3	10	18	12	
Median (wks)	25	11	42	76	51	The age of non-SW cases is less in each stage of the process except those returning to ICP (because SW cases are fewer, having been targeted for transfer)

4. PSA age groups, showing whether ICP or Final Hearing listed

Red = 156+ weeks from receipt
 Amber = 105-156 weeks from receipt
 Green = 53 - 104 weeks from receipt
 Within standard = 0 - 52 weeks from receipt

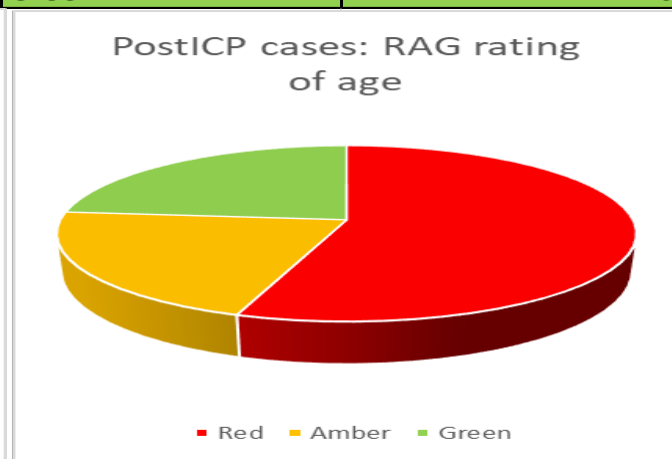
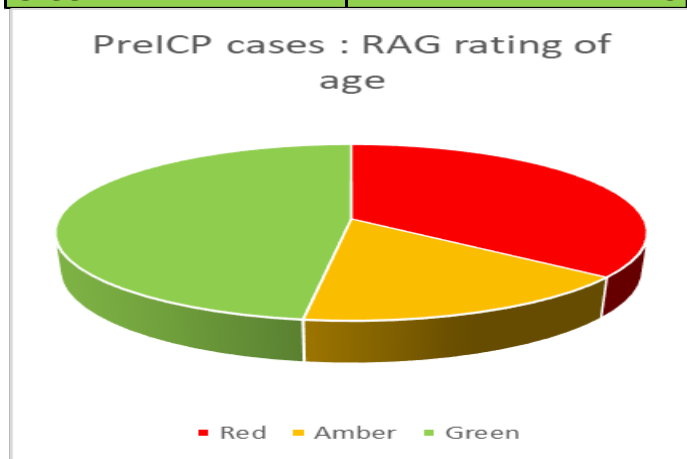
PreICP cases		
PSA category	ICP listed	No ICP listed
Red	6	7
Amber	26	48
Green	93	328
within standard	94	1626

PostICP cases		
PSA category	Final Hearing	No Final Hearing listed
Red	12	24
Amber	36	96
Green	48	168
within standard	8	74



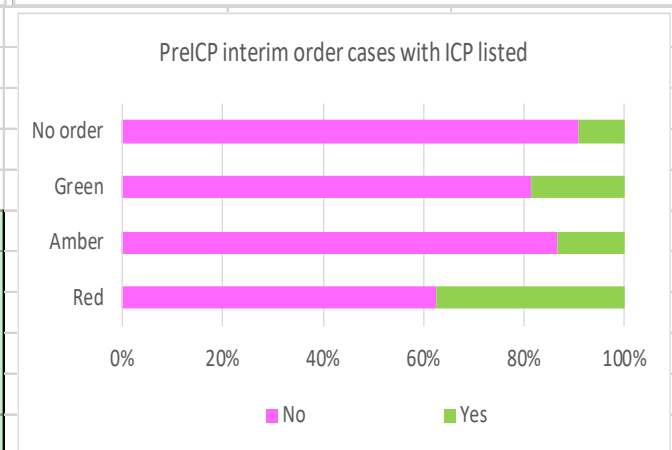
5. Interim Orders

Red = 9 months (preICP) or 6 months (postICP)			
Amber = 3 months before Red			
Green = Any age earlier than Amber			
Pre ICP		Post ICP	
IO category	Number	IO category	Number
Red	32	Red	47
Amber	15	Amber	18
Green	43	Green	20



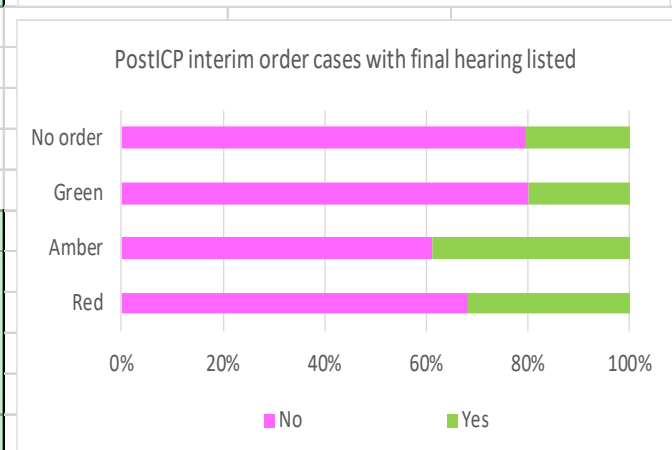
PreICP cases with Interim Order: breakdown by ICP listed date

Interim Order RAG	No	Yes
Red	20	12
Amber	13	2
Green	35	8
No order	1941	197
Grand Total	2009	219



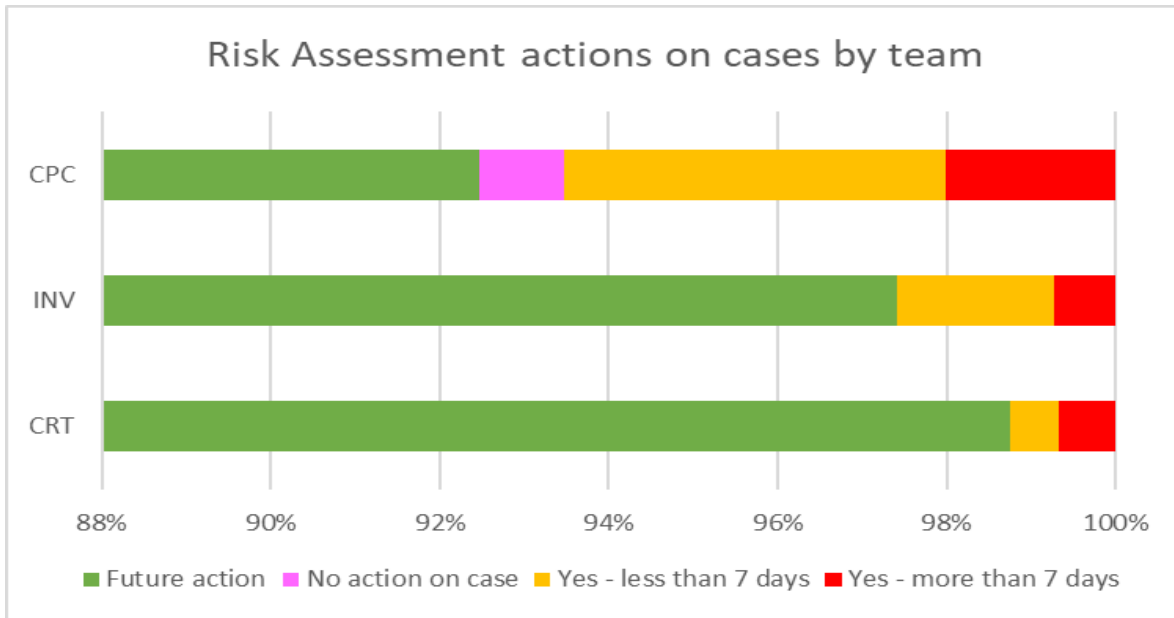
PostICP cases with interim order: breakdown by final hearing listed

Interim Order RAG	No	Yes
Red	32	15
Amber	11	7
Green	16	4
No order	303	78
Grand Total	362	219



6. Risk assessments

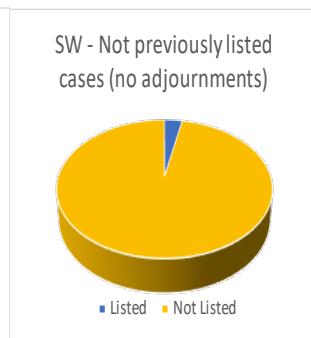
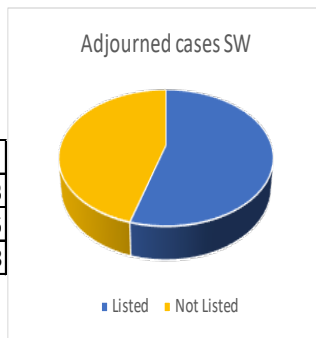
Team	Future action	No action on case	Yes - less than 7 days	Yes - more than 7 days
CRT	1034		6	7
INV	939		18	7
CPC	184	2	9	4
Grand Total	2157	2	33	18



7. Adjudged and part heard hearings

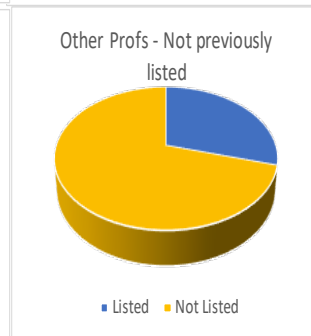
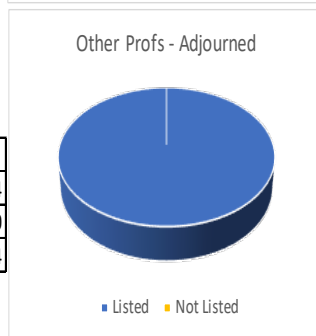
Social Work cases

Adjudged	Listed	Not Listed
No	5	153
Yes	6	5
Total	11	158



Non-SW cases

Adjudged	Listed	Not Listed
No	85	204
Yes	8	0
Total	93	204



Council meeting, 4 December 2019

Appendix 1

Supplementary information

Contents

Page number

Interim Chief Executive meetings	25
Education	26
Fitness to Practise	32
Registration	45
Human Resources	51

Interim Chief Executive – John Barwick**Meeting schedule period covering 25 September – 4 December 2019**

NHS Education for Scotland	1 October
Council of Deans of Health	4 October
Accenture/Avanade (presentation for Council)	7 October
BDBPitmans	8 October
Department of Health and Social Care - International Registrations	15 October
College of Paramedics	21 October
Academy of Healthcare Science	21 October
Chief Executives Steering Group	22 October
NHS Health Research Authority/University of Southampton	25 October
Department of Health and Social Care Claire Armstrong (phone call)	30 October
Five countries Social Care Councils CEO and Directors (Edinburgh)	1 November
BDBPitmans	4 November
PSA/Social Work England/DHSC/DFE – Social Worker transfer readiness	4 November
PSA – Alan Clamp and Mark Stobbs	4 November
The Society and College of Radiographers	11 November
Chief Executives of Regulatory Bodies Group (CEORB)	21 November

Education

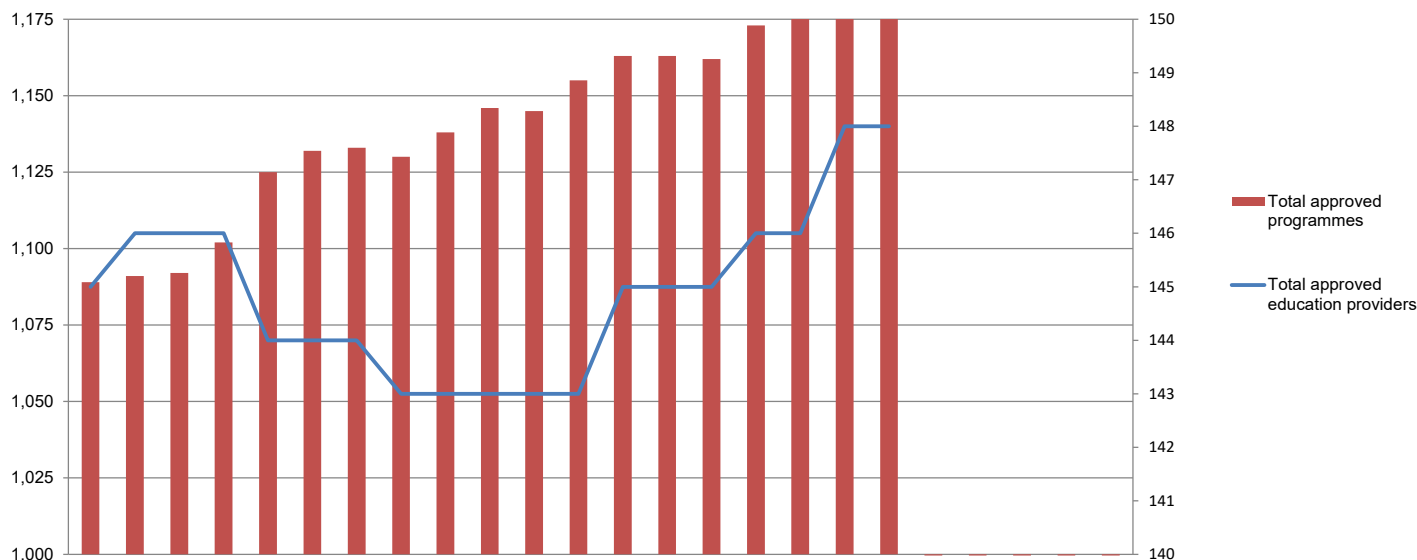
Page number

Overview	27
Table 1: Number of approved programmes	28
Table 2: Overview of approval visits	29
Table 3: Overview of workload, number of active cases	30
Table 4: Overview of workload, number of resolved cases.....	31

Education Department – Overview

- **Approvals:** We are scheduled to complete 67 visits in the 2019-20 financial year. We continue to meet our performance target around report generation, indicating timely service is being provided through this process.
- **Education quality assurance review:** A placeholder development project has been submitted for prioritisation in the next financial year. Authorisation to commence this project (should it be prioritised) will be dependent on the outcomes of a feasibility study into the data and risks assumptions underpinning a new approach. We are currently scoping potential consultants to deliver this work.
- **Education webinars:** We held our first webinar with around 80 individuals to discuss our upcoming requirements for annual monitoring audits. This was the first HCPC Education webinar, and feedback from the session is extremely positive. There are lessons learnt, mainly around the technology and getting the most out of facilitation and presentation on the platform. We would intend to continue this method to engage in the future, as it has many cost and convenience benefits for all parties.
- **Education systems major project:** This project is now complete and scheduled for project closure, having delivered development and platform upgrades for Microsoft Dynamics and SharePoint.
- **Approval process review:** Project has now closed, having delivered many enhancements to the process based on stakeholder feedback. The highlight feature is the introduction of a 'New Provider / Programme' pathway. This provides further support to education providers who are new to the HCPC, or are perhaps proposing to deliver a programme for different profession or area of practice for the first time. The purpose of the pathway is to mitigate the risks of significant issues being identified further into the process (e.g. at the approval visit itself), ensuring all parties are given the best possible opportunity to complete the process successfully. Initial feedback is positive, and we plan to gather more through our next education provider survey.
- **Education annual data set:** 2017-18 academic year: This data set is produced annually for the Education and Training Committee to review outcomes achieved from the approval and monitoring processes. A full write up of key findings has also been published on the [education provider hub](#).

Number of approved programmes, by profession April 2018 - March 2020

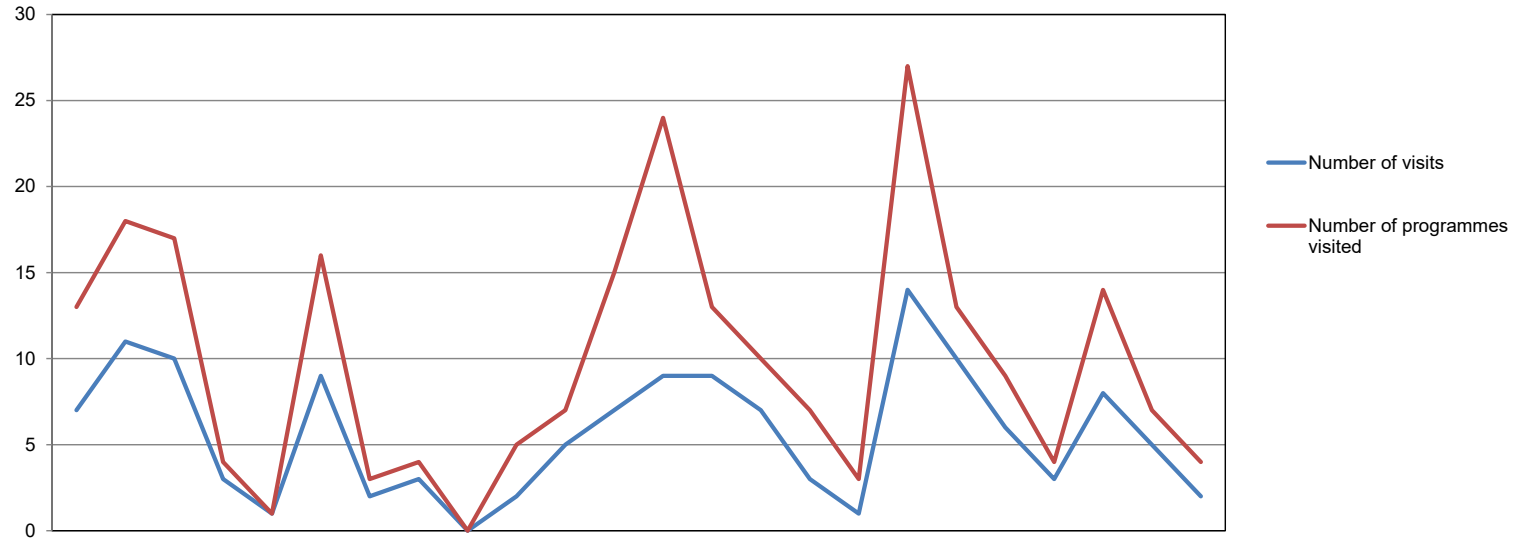


Profession/entitlement	2018			2019												2020								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Arts therapists	28	29	29	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31					
Biomedical scientists	64	64	64	64	67	71	71	71	71	71	71	71	71	71	71	71	71	72	71					
Chiropodists/ Podiatrists	19	19	19	19	19	19	19	18	18	18	18	18	18	18	18	18	19	19	19	19				
Clinical scientists	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4				
Dietitians	35	35	35	36	39	39	39	39	39	40	40	40	40	40	40	40	43	43	42					
Hearing aid dispensers	18	18	18	18	20	20	20	20	20	19	19	19	19	20	20	20	20	22	22					
Occupational therapists	73	73	73	74	75	75	75	75	80	81	81	82	84	84	84	87	88	89	89					
Operating Department Practitioners	37	37	37	37	39	39	39	38	39	42	42	44	44	46	47	49	52	53	52					
Orthoptists	3	3	3	4	6	6	6	6	6	6	6	6	6	6	6	6	5	4	4					
Paramedics	76	77	77	76	79	79	79	78	75	74	74	74	74	74	72	72	73	74	74					
Physiotherapists	79	79	79	80	83	85	86	87	89	90	90	90	92	92	92	94	96	96	96					
Practitioner psychologists	109	109	109	114	114	114	114	114	114	115	115	115	116	116	116	117	117	117	117					
Prosthetists/Orthotists	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2					
Radiographers	58	56	56	56	57	57	57	57	57	57	57	57	57	57	57	59	59	59	59					
Social workers in England	253	253	253	254	255	255	255	256	258	260	261	262	265	265	265	268	278	284	285					
Speech and language therapists	42	45	45	44	45	46	46	46	46	46	46	48	49	49	49	50	50	50	50					
Prescription only medicine - administration	4	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2					
Prescription only medicine - sale / supply (CH)	5	5	5	5	5	5	5	5	5	5	4	4	4	4	4	4	4	4	4					
Prescription only medicine - sale / supply (OR)				1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4					
Supplementary prescribing	49	49	49	49	49	49	49	49	49	49	49	50	50	50	50	49	49	49	51					
Independent prescribing	96	96	97	98	97	97	97	97	97	98	98	101	99	97	97	96	98	100	101					
Approved mental health professionals	33	33	33	32	31	31	31	29	30	30	29	29	29	29	29	27	27	27	27					
Podiatric surgery	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4						
Total approved programmes	1,089	1,091	1,092	1,102	1,125	1,132	1,133	1,130	1,138	1,146	1,145	1,155	1,163	1,163	1,162	1,173	1,194	1,209	1,210	0	0	0	0	0
Total approved education providers	145	146	146	146	144	144	144	143	143	143	143	143	145	145	145	146	146	148	148					

2016/17 FYE	2017/18 FYE	2018/19 FYE	2019/20 YTD
28	28	31	31
60	64	71	71
17	19	18	19
3	4	4	4
32	35	40	42
18	18	19	22
68	73	82	89
34	37	44	52
3	3	6	4
73	76	74	74
71	78	90	96
102	109	115	117
2	2	2	2
54	58	57	59
252	253	262	285
34	42	48	50
4	4	2	2
6	5	4	4
		4	4
51	49	50	51
95	97	101	101
32	33	29	27
		2	4
1,039	1,089	1,155	1,210
145	143	144	148

CH = Chiropodists / podiatrists
OR = Orthoptists

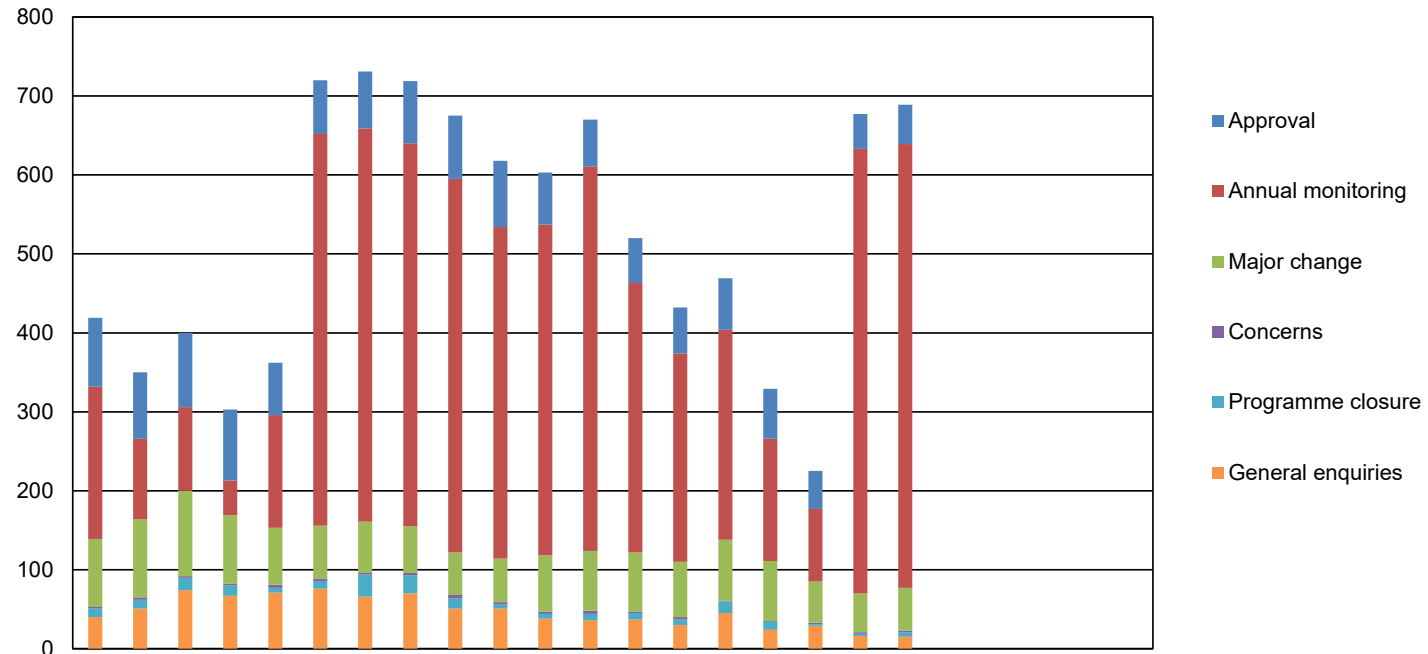
Overview of approval visits April 2018 - March 2020



Overview of approval visits	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
Number of visits	9	9	7	3	1	14	10	6	3	8	5	2	10	8	6	7	1	5	6					
Number of programmes visited	24	13	10	7	3	27	13	9	4	14	7	4	22	9	6	10	2	7	10					

2016/17	2017/18	2018-19	2019-20
FYE	FYE	FYE	YTD
44	60	43	43
78	103	66	66

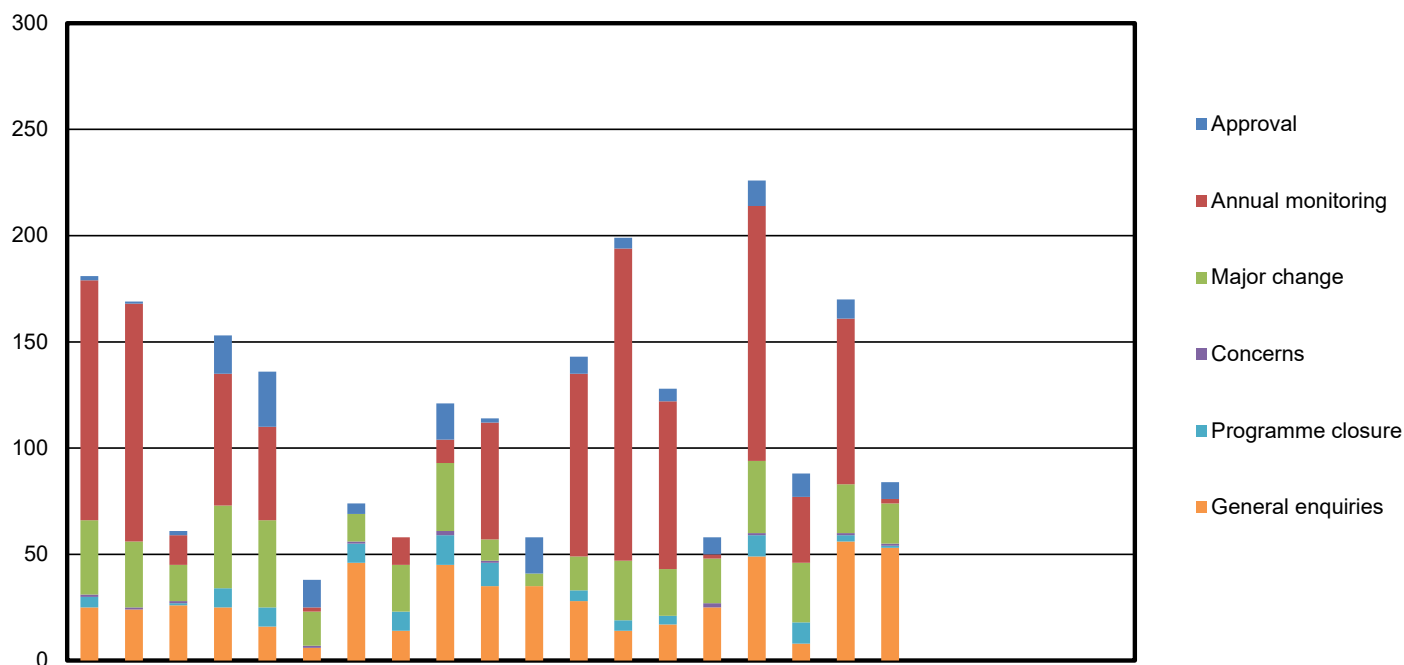
Overview of workload, Number of active cases, April 2018 - March 2020



Work area	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
Approval	87	84	94	90	66	68	72	79	80	84	66	59	57	58	65	63	48	44	50					
Annual monitoring	193	102	106	44	143	496	498	485	473	420	419	487	341	264	266	155	92	563	562					
Major change	86	99	108	87	72	67	65	59	54	55	71	76	75	70	77	76	52	49	54					
Concerns	2	3	2	2	4	3	2	3	4	3	3	4	2	3	1	1	2	2	2					
Programme closure	11	11	16	13	6	10	28	23	13	5	6	8	8	7	15	10	2	3	6					
General enquiries	40	51	74	67	71	76	66	70	51	51	38	36	37	30	45	24	29	16	15					
Total	419	350	400	303	362	720	731	719	675	618	603	670	520	432	469	329	225	677	689	0	0	0	0	0

2016/17	2017/18	2018/19	2019/20
FYE	FYE	FYE	YTD
70	81	94	57
283	292	106	341
57	80	108	75
3	2	2	2
8	9	16	8
31	41	74	37
452	505	400	520

Overview of workload, Number of resolved cases, April 2018 - March 2020



Work area	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	
Approval	2	1	2	18	26	13	5	0	17	2	17	8	5	6	8	12	11	9	8						
Annual monitoring	113	112	14	62	44	2	0	13	11	55	0	86	147	79	2	120	31	78	2						
Major change	35	31	17	39	41	16	13	22	32	10	6	16	28	22	21	34	28	23	19						
Concerns	1	1	1	0	0	1	1	0	2	1	0	0	0	0	2	1	0	1	1						
Programme closure	5	0	1	9	9	0	9	9	14	11	0	5	5	4	0	10	10	3	1						
General enquiries	25	24	26	25	16	6	46	14	45	35	35	28	14	17	25	49	8	56	53						
Total	181	169	61	153	136	38	74	58	121	114	58	143	199	128	58	226	88	170	84	0	0	0	0	0	

2016/17 FYE	2017/18 FYE	2018/19 FYE	2019/20 YTD
62	87	111	59
762	643	512	459
310	307	278	175
10	10	8	5
31	38	72	33
131	212	325	222
1,306	1,297	1,306	953

Fitness to Practise

Page number

Overview	33
Table 1: FTP overview.....	35
Table 2: Length of time: receipt to decision by ICP	36
Table 3: Length of time: ICP decision to conclusion (final hearing).....	37
Table 4: Length of time: receipt to conclusion (final hearing)	38
Table 5: Interim orders breakdown.....	39
Table 6: Key PSA measures	40
Table 7: Number of court appeals.....	41
Table 8: Health and character declarations	42
Table 9: Protection of title	43
Table 10: Hearings management information summary.....	44

Fitness to Practise: overview (p to the end of October 2019)

New and open cases

- The total new concerns received this year continues to be higher than the previous year, with all seven months of the year exceeding 200 new cases. The number of new cases is 18% higher than in the previous year, with Social Workers making the majority of the absolute numbers, and the increase (863 social work cases in April to October 2019, compared to 752 in the same period the previous year). (See Table 1)
- As a result of this, the total open pre-ICP caseload has increased in the last quarter, and is now above the recent stable position of the 2000 mark, where it had remained for a year. We are confident that this has stabilised, and remains directly due to the number of new cases received and the pre-transfer social work cases that cannot be closed due to sufficient time to list for an ICP. Despite this, it should also be noted that we are continuing to broadly meet the KPI on having an average 45 cases per Case Manager in the Investigations stage of the process. We anticipate having around 1000 non-social work cases open on 2 December, after the transfer. (See Table 1)
- The total number of open post-ICP cases has continued to increase since the last performance report, from 410 to 466 cases. This is intended and planned for, as a result of increased activity at the ICP. We have concluded 775 cases at ICP in the last seven months, which compares favourably with the 621 cases closed in the 12 months of 2018-19. It should be noted that the case to answer rate has remained 58%, as a result of the Threshold Policy implementation. It should also be noted that of the 466 open post-ICP cases, 169 relate to social workers. We have been sharing information with Social Work England over the last few months, so they can decide whether to list for a hearing, or how to use their different disposal powers. Of the 297 open non-social work cases, 31% have a final hearing listed, 2% have a preliminary hearing listed, 22% are with scheduling and are being listed, and 45% are with our external legal suppliers. The proportion of cases with external lawyers has risen in the last two months, as we ceased instructing social work cases. The numbers of concluded investigations and future hearings remains within budget and activity assumptions.

Length of time

- The median length of time from receipt for cases to reach an ICP decision has fluctuated through the last year, as we have successfully expedited older cases for consideration by ICP. An explanation of how we measure and project performance in this group of cases is included as part of the KPI narrative. (See Table 2)
- The median length of time for cases to reach the final hearing once referred by the ICP has started to show sustained improvement, following changes in scheduling and case preparation. We are now continually exceeding the performance required in the KPI. (See Table 3)
- The median length of time to conclude cases at hearing from receipt was 105 weeks, year to date. This figure is a composite of the two previous KPIs, and so is affected when older cases conclude, and is impacted by the longer pre-ICP stage for cases that have been prioritised for hearing in the last six months. The KPI narrative explores the weighting of the oldest cases and the time period until they have passed through the process. Our current estimate is that the residual effect of the older, pre-ICP cases, even when combined with a shorter ICP to final hearing time, will continue to remain high beyond the transfer of social work cases to the end of the budget year. (See Table 4)

- Interim order cases progression fluctuates if there is new or significant information on a longstanding case. This can include conclusion of a criminal or employer investigation, on which we depend. With the exception of a very small number of occasions when this occurs, broadly the KPI is comfortably met. The principle reason for cases having interim orders imposed outside of the KPI timescale is due to significant criminal or legal issues changing, such as Police finding additional matters, or charging of criminal offences being made. (See Table 5)

Age of open cases

- On a 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 broadly meet these levels (at the end of October, 28 were over 156 weeks, 119 over 104 weeks, and 340 over 52 weeks. Of these combined cases, 66 have an ICP listed, and a further 66 have a final hearing listed) meaning we are on track to deliver against PSA expectations after transfer of cases to Social Work England. It should be noted that we have already passed the level of cases in the over 52 weeks group, and those in the two older groups are cases with complex health or criminal matters, or have been adjourned. We are satisfied that once concluded, there is no remaining group of older cases that will replace them.
- Including social workers, currently we have 53 cases which were over 156 weeks (broadly stable since May), 211 cases which were over 104 weeks (slightly up from 206 in August) and 648 cases which were over 52 weeks (broadly stable since May). There has been some fluctuations in these numbers across the year, as we focus on different parts of the process. Adjourned final hearings contribute the most to our oldest cases in length of time, with 8 such cases – of which 4 have a future resuming date already agreed. We have concentrated on successfully reducing these cases, from 21 in August, to 8 in October. Of the 53 oldest cases, 36 are in the post ICP stage, with 13 listed for a hearing, and the remainder being prepared or listed. (See Table 6)
- The number of total open pre-ICP cases had increased from 2003 in May to 2231 at the end of October, principally due to the number of new cases. Out of this number 77% were received in the last 12 months. 13 cases are older than 156 weeks, 74 cases are older than 104 weeks and 421 cases are older than 52 weeks. These numbers have all decreased since the last update report. (See Table 1)
- The number of open post ICP cases reflects the higher volume of cases concluding at ICP, having risen to 466 from 410 in August. The case to answer at ICP remains around 58% (down from 63% last year). This is due to more cases being closed at ICP as a result of the Threshold Policy, and matches our planning assumptions. Therefore, our projections of post ICP cases (and therefore hearing activity) remains in line with budget and staffing expectations. Out of this number the number of cases (all professions including social workers) over 156 was 36 (7.7%), over 104 weeks was 132 (28.3%) and 216 (46.3%) over 52 weeks. All categories of cases are stable and within the expected tolerances. (See Table 3)

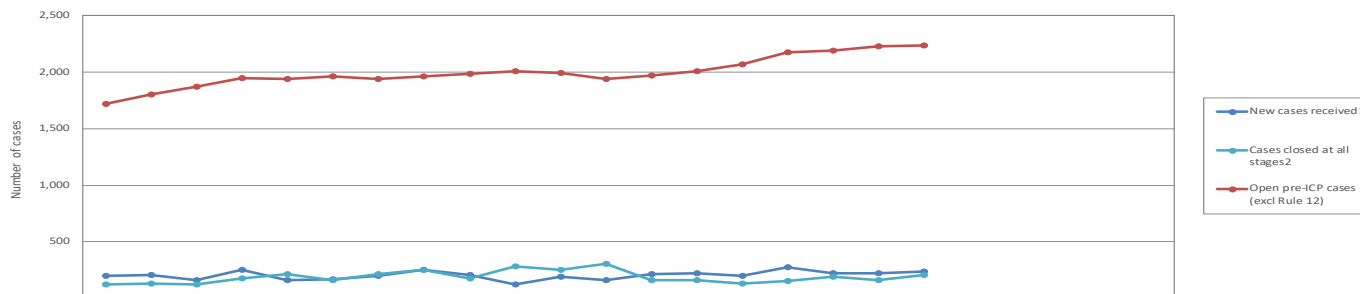
Challenges to Fitness to Practise Decisions

- There have been five appeals against the 266 decisions of the Conduct and Competence or Health Committee, either from registrants, or PSA, since April 2019. This represents 1.8% of our activity. We continue to defend decisions where appropriate, or concede, based on legal advice. We have agreed to concede two appeals and return the cases to be heard by another panel. We are defending another two. We are considering our position on the fifth case. Lessons learned from case preparation, or from written decision-making by Panels, is used to inform HCPC team member or Partner training. (See Table 7)

Table 1

Fitness to Practise (FTP) Overview - All 16 professions

Fitness to Practise Department



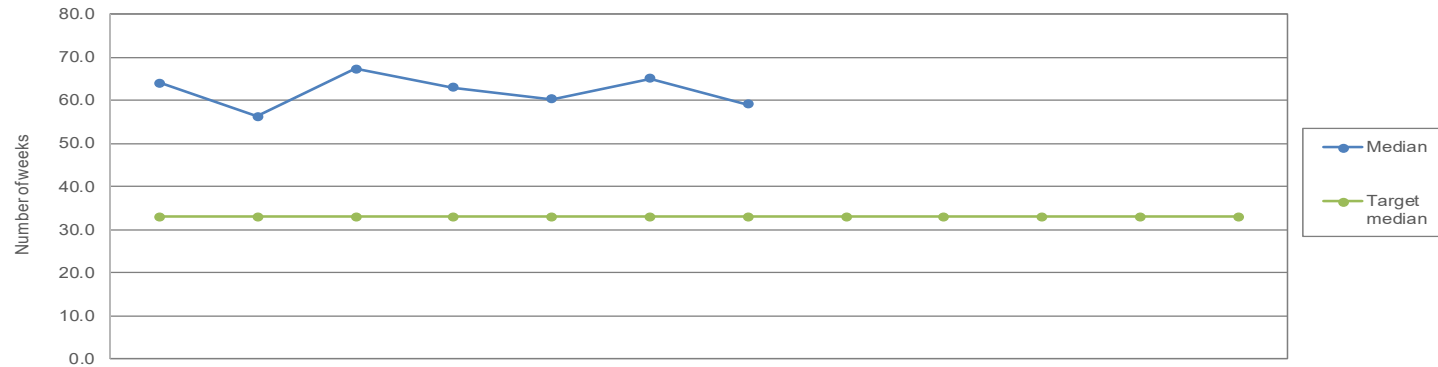
	2019												2020												18/19	19/20 Forecast				2019-29 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End 18/19	Original Forecast	3 month re-forecast	6 month re-forecast	9 month re-forecast	
New cases received ¹	199	205	165	256	158	168	197	250	209	122	195	165	218	220	201	274	220	220	234	2,424	1,856					1,587				
Rolling 12 month average New Cases	194	195	194	199	194	195	196	199	205	194	194	191	192	194	197	198	203	208	211	191	Not specifically forecast				211					
Cases closed at all stages ²	123	133	125	176	218	164	211	251	179	280	251	307	165	164	129	156	193	161	207	2,418	2,240					1,175				
Cases open at all stages ³	2,123	2,203	2,246	2,310	2,283	2,297	2,286	2,293	2,316	2,355	2,362	2,317	2,371	2,440	2,511	2,631	2,660	2,721	2,747	2,317	1,876					2,747				
Open pre-ICP cases (excl Rule 12)	1,721	1,804	1,867	1,946	1,937	1,960	1,939	1,959	1,984	2,008	1,988	1,938	1,972	2,003	2,070	2,174	2,192	2,225	2,231	1,938	946					2,231				
Average cases per Case Manager (PreICP excl Interim Order and Rule 12)	55	54	52	53	54	49	54	57	53	42	53	48	45	47	47	42	43	54	53	Not specifically forecast				54						
Number of Case Managers (PreICP excluding Rule 12 only)	16	17	17	18	18	20	22	24	22	26	29	21	22	22	26	26	24	19	23	21	Not specifically forecast				23					
Open Rule 12 Standard cases	42	49	48	46	41	43	44	41	45	44	46	50	27	30	29	26	24	25	21	50	19					21				
Open Rule 12 Serious cases													31	35	35	35	34	31	29	29	0					29				
Open post-ICP cases	360	350	331	318	305	294	303	293	287	305	328	329	341	372	377	396	410	440	466	329	201					466				
Open restoration cases	5	6	5	4	5	6	4	4	4	5	5	8	7	6	5	7	4	4	4	8	Not specifically forecast				4					
Cases closed pre-ICP (closed at Triage) ⁴	91	97	83	135	164	113	164	188	137	173	3	5	8	10	10	6	5	8	2	1,353	1,156					49				
Cases closed pre-ICP (does not meet Threshold)											130	144	98	94	59	85	85	69	108	274	183					598				
Cases Obs'd	53	50	54	59	70	53	77	84	41	49	59	73	66	108	93	136	143	119	172	722	568					837				
Cases considered at ICP	34	34	23	41	48	52	64	60	46	80	79	60	84	99	89	105	132	133	133	621	625					775				
Cases closed at ICP (No Case to Answer)	4	10	8	13	22	24	19	24	15	24	27	18	33	30	31	38	62	54	46	208	562					294				
Cases concluded at ICP (Case to Answer)	28	22	13	21	19	22	40	27	25	50	47	34	48	55	51	55	60	63	79	348	364					411				
Cases considered but not concluded at ICP (Further Information) ⁵	2	2	2	7	7	6	5	9	6	6	5	8	3	14	7	12	10	16	8	65	Not specifically forecast				70					
% Case to Answer (out of cases concluded)	88	69	62	62	46	48	68	53	63	68	64	65	59	65	62	59	49	54	63	63	39					58				
Cases concluded at Final Hearing	28	26	34	28	32	27	28	39	27	30	22	32	26	30	29	27	41	30	51	353	338					234				
Concluded restoration cases	0	0	1	0	0	1	0	0	1	0	1	1	1	0	0	0	0	0	0	5	Not specifically forecast				1					
Cases in review cycle	232	225	224	220	215	217	208	201	197	193	193	198	191	169	177	173	167	165	169	198	214					169				
Balance between new cases and closed cases	76	72	40	80	-60	4	-14	-1	30	-158	-56	-142	53	56	72	118	27	59	27	-142	N/A				N/A	27				

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: Triage not met, Threshold 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 From April 2019, includes MIS cases.
 5 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 - All 16 professions

Fitness to Practise Department



FTP target: median of 33 weeks

Age Profile: number of concluded cases	2019								2020			2019-20 YTD	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
<=8 weeks	0	0	0	0	0	0	0						0
>8 and <=25 weeks	3	8	6	2	7	5	1						32
>25 and <=33 weeks	3	8	9	9	16	10	5						60
>33 and <=52 weeks	23	20	10	17	28	33	44						175
>52 and <=104 weeks	41	43	47	55	49	50	50						335
>104 and <=156 weeks	10	5	10	7	21	10	21						84
>156 weeks	1	1	0	3	1	9	4						19
TOTAL concluded cases¹	81	85	82	93	122	117	125						705
Mean	69	63.0	68	70	68	73	73						70
Median	64.0	56.3	67.2	63.0	60.2	65.0	59.1						62.3

Age Profile: number of open cases (pre-ICP including Rule 12)	2019								2020			2019-20 YTD	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
<=8 weeks	522	366	360	425	408	393	385						385
>8 and <=25 weeks	571	621	667	663	681	761	777						777
>25 and <=33 weeks	152	240	212	219	256	205	228						228
>33 and <=52 weeks	321	313	352	376	360	383	366						366
>52 and <=104 weeks	394	446	450	443	441	437	432						432
>104 and <=156 weeks	60	69	76	92	83	84	78						78
>156 weeks	10	13	17	17	21	18	15						15
TOTAL open cases	2,030	2,068	2,134	2,235	2,250	2,281	2,281						2,281

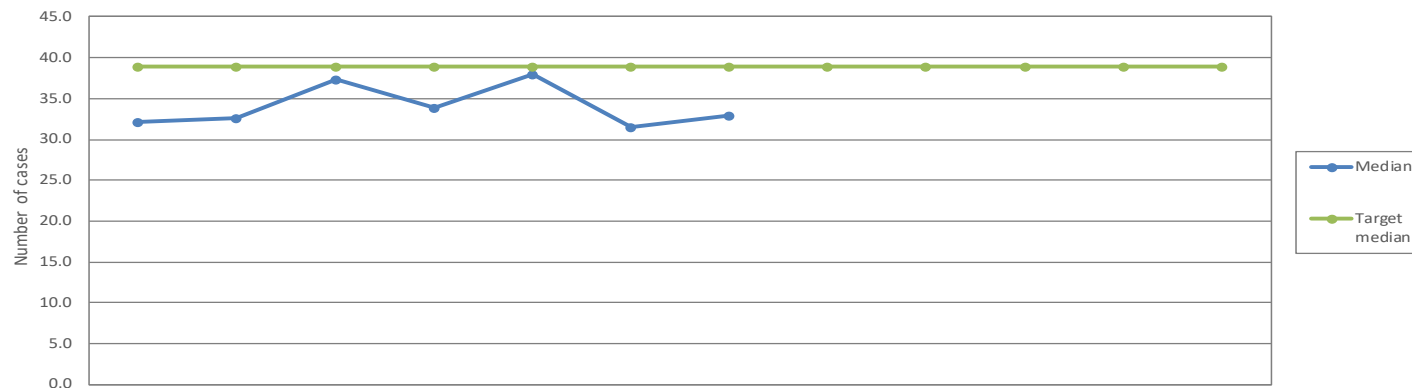
Balance between open cases and concluded cases	1,949	1,983	2,052	2,142	2,128	2,164	2,156						1,576
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¹ Total concluded cases includes 'Case to Answer' and 'No Case to Answer'.

Table 3

Length of time from ICP to conclusion (Final Hearing) - All 16 professions

Fitness to Practise Department



FTP target: median of 39 weeks

Age Profile: number of concluded cases	2019						2020						2019-20 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<=4 weeks	0	0	0	0	0	0	1						1
>4 and <=11 weeks	0	0	0	0	0	0	0						0
>11 and <=20 weeks	0	5	1	4	3	4	8						25
>20 and <=29 weeks	8	8	3	7	11	6	9						52
>29 and <=39 weeks	6	9	11	9	9	13	15						72
>39 and <=52 weeks	5	2	2	5	3	3	9						29
>52 and <=104 weeks	6	6	10	2	14	1	4						43
>104 and <=156 weeks	1	0	2	0	1	2	5						11
>156 weeks	0	0	0	0	0	1	0						1
TOTAL concluded cases	26	30	29	27	41	30	51						234
Mean	42	43.0	54	42	54	42	41						42.7
Median	32.1	32.6	37.3	33.9	38.0	31.6	32.9						33.3

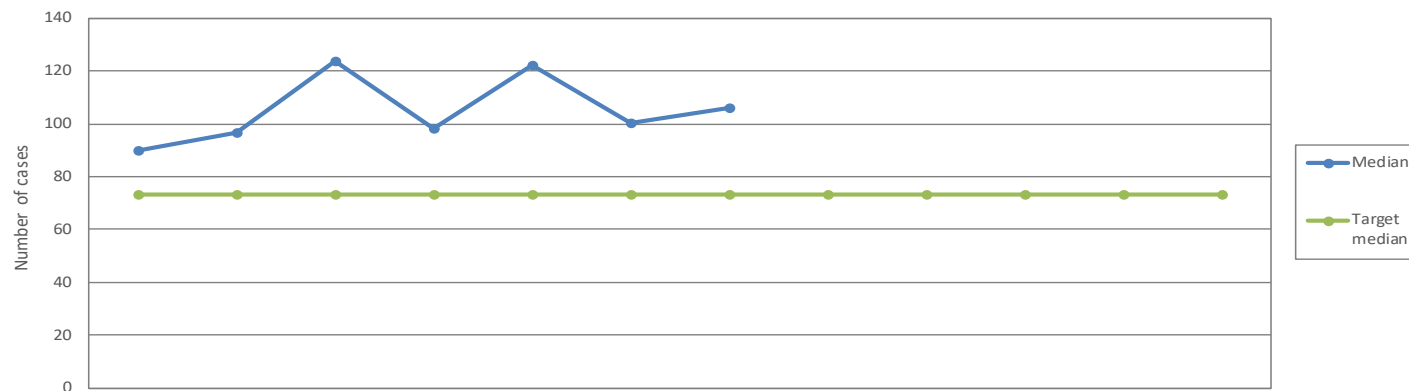
Age Profile: number of open cases post-ICP	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2019-20 YTD
<=4 weeks	0	0	0	0	0	0	0						0
>4 and <=11 weeks	0	0	0	0	0	0	0						0
>11 and <=20 weeks	0	1	0	0	1	3	0						0
>20 and <=29 weeks	7	6	5	4	4	5	8						8
>29 and <=39 weeks	10	16	17	11	16	20	20						20
>39 and <=52 weeks	27	37	26	22	29	41	52						52
>52 and <=104 weeks	161	175	188	206	205	204	216						216
>104 and <=156 weeks	102	100	109	116	123	131	133						133
>156 weeks	34	37	32	37	32	36	37						37
TOTAL open cases	341	372	377	396	410	440	466						466

Balance between open cases and concluded cases	315	342	348	369	369	410	415						232
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Table 4

Length of time from receipt to conclusion (Final Hearing) - All 16 professions

Fitness to Practise Department



FTP target: median of 73 weeks

	2019						2020						2019-20 YTD
Age Profile: number of concluded cases	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<=8 weeks	0	0	0	0	0	0	0						0
>8 and <=25 weeks	0	0	0	0	0	0	0						0
>25 and <=33	0	0	0	0	0	0	0						0
>33 and <=73 weeks	6	4	2	6	6	4	10						38
>73 and <=104 weeks	10	14	9	10	6	15	14						78
>104 and <=156 weeks	8	10	10	9	22	8	21						88
>156 weeks	2	2	8	2	7	3	6						30
TOTAL concluded cases	26	30	29	27	41	30	51						234
Mean	98.7	110.5	133.1	108.9	122.0	105.9	109.7						110.5
Median	89.8	96.6	123.7	98.1	122.0	100.3	106.0						105.4

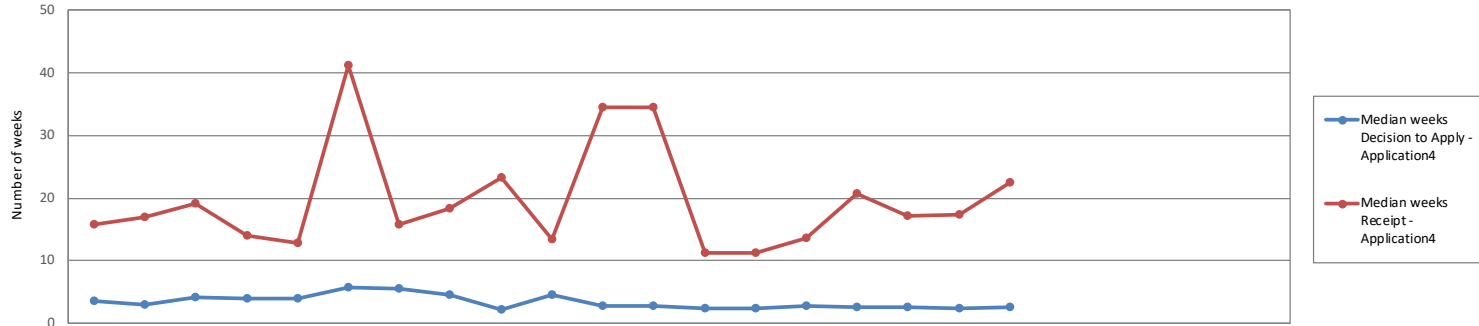
Age Profile: number of open cases since receipt	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2019-20 YTD
<=8 weeks	522	366	360	425	408	393	385						385
>8 and <=25 weeks	578	624	670	663	683	768	781						781
>25 and <=33 weeks	159	253	218	226	267	213	236						236
>33 and <=52 weeks	366	357	391	406	397	437	434						434
>52 and <=73 weeks	296	330	338	346	331	338	324						324
>73 and <=104 weeks	253	291	300	303	315	303	324						324
>104 and <=156 weeks	157	169	185	208	206	215	211						211
>156 weeks	40	50	49	54	53	54	52						52
TOTAL open cases	2,371	2,440	2,511	2,631	2,660	2,721	2,747						2,747

Balance between open cases and concluded cases	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2019-20 YTD
	2,345	2,410	2,482	2,604	2,619	2,691	2,696						2,513

Table 5

Interim Orders breakdown - All 16 professions

Fitness to Practise Department



	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
Applications considered	17	19	18	20	18	6	13	23	8	6	9	7	9	13	8	20	15	6	11	142	164	164	82				
Applications adjourned	1	3	1	1	4	1	2	3	0	0	1	0	0	1	0	3	1	0	3	Not reported on	17	8					
Applications granted	13	14	14	15	8	4	8	18	6	5	8	8	7	10	6	12	12	4	8	128	141	121	59				
Applications not granted	3	2	3	4	6	1	3	2	2	1	0	3	2	2	2	5	2	2	0	14	23	30	15				
Interim Orders reviewed (IORs)	18	26	26	19	35	26	32	46	27	37	28	9	21	21	25	15	14	9	11	317	340	329	116				
Interim Orders reviewed on paper (IOPs)	Not reported on												Not reported on			34			14	Not reported on	48						
Interim Orders revoked	1	4	2	1	3	0	3	3	1	3	2	0	1	3	1	0	1	0	0	8	7	23	6				
IOs sent to BDB to request High Court extension ¹	4	6	8	4	3	5	3	3	5	10	8	12	2	6	8	9	2	9	8	23	44	71	44				
Interim Order not imposed at Final Hearing ²	1	0	1	1	0	0	0	0	0	1	0	0	1	1	0	2	0	1	0	1	9	4	5				
Mean weeks Receipt - Application ³	23	30	29	22	16	52	27	22	32	19	40	40	14	21	20	44	35	20	25	29	24	24	31				
Median weeks Receipt - Application ⁴	16	17	19	14	13	41	16	18	23	13	35	35	11	11	14	21	17	17	22	22	14	15	18				
Mean weeks Decision to Apply - Application ³	5	5	5	5	4	6	6	5	2	5	3	3	3	3	3	4	3	4	3	3	4	5	3				
Median weeks Decision to Apply - Application ⁴	4	3	4	4	4	6	6	5	2	4	3	3	2	2	3	3	3	2	3	3	3	4	2				

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

2 Covers appeal period.

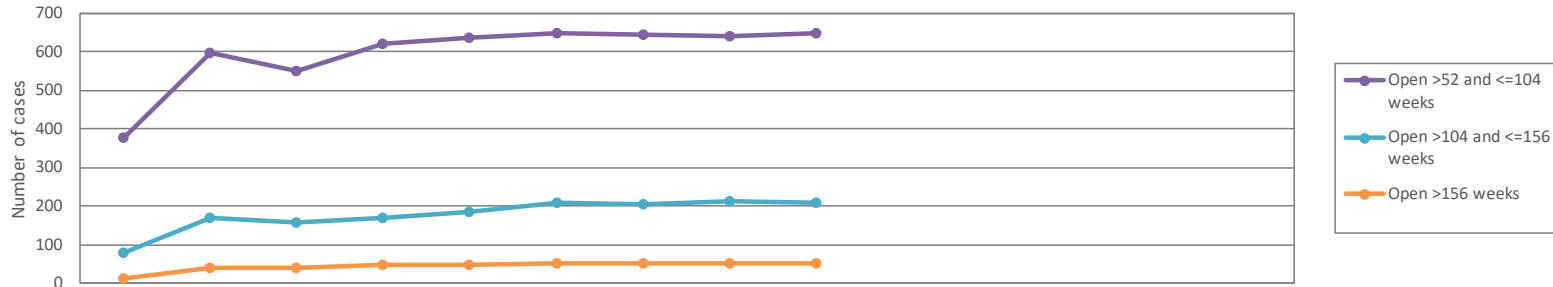
3 From 2017/18, the mean is calculated on year-to-date data, and is not the mean of monthly means.

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 16 professions

Fitness to Practise Department

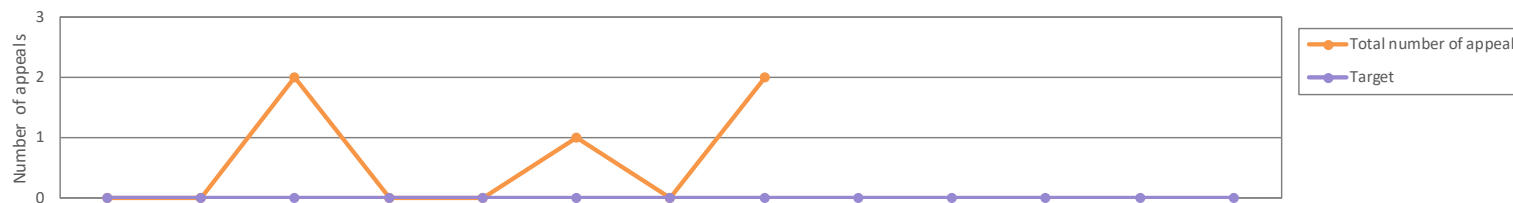


	2019										2020				19/20			
	Target	Mar-19	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	16/17	17/18	18/19	YTD
New cases received		165	218	220	201	274	220	220	234						2,259	2,302	316	1,587
Total open cases (pre- and post-ICP, incl Rule 12)		2,317	2,371	2,440	2,511	2,631	2,660	2,721	2,747						1,491	2,060	1,212	2,747
Open >52 and <=104 weeks	378	596	549	621	638	649	646	641	648						Not previously reported in this way		294	648
Open >104 and <=156 weeks	80	172	157	169	185	208	206	215	211								103	211
Open >156 weeks	14	42	40	50	49	54	53	54	52								15	52
Open pre-ICP		1,988	2,030	2,068	2,134	2,235	2,250	2,281	2,281						1,027	1,690	1,063	2,281
Open post-ICP		329	341	372	377	396	410	440	466						464	370	149	466

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

Table 7

Number of court appeals received against fitness to practise decisions

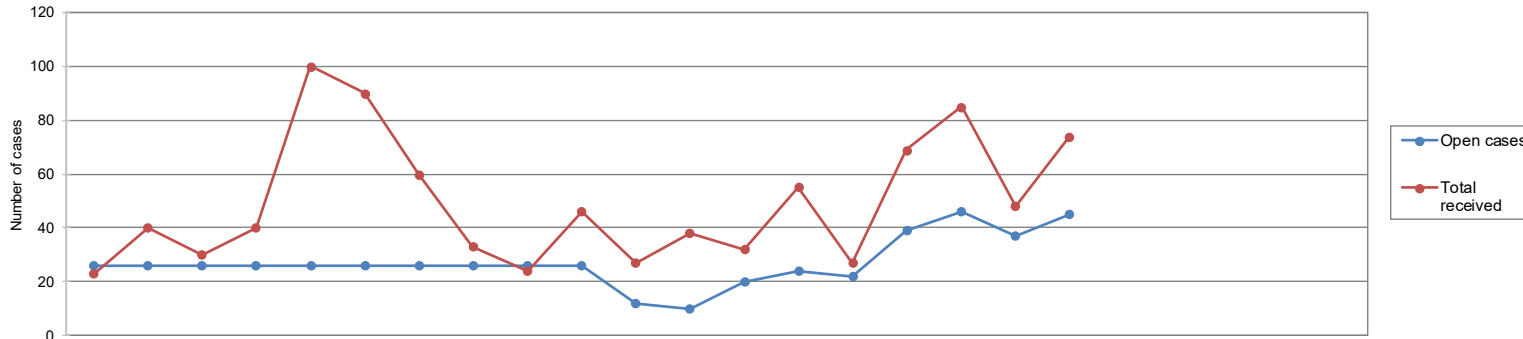


	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	2019-20 YTD
Number of fitness to practise FH decisions	32	26	30	29	27	41	30	51						234
Number of registrant appeals	0	0	1	0	0	1	0	0						2
Number of PSA appeals	1	0	1	0	1	0	0	2						4
Number of Judicial Reviews	0	0	0	0	0	0	0	0						0
Total number of appeals	0	0	2	0	0	1	0	2						5
Appeals against FTP decisions ratio - %	0.00	0.00	0.07	0.00	0.00	0.02	0.00	0.04						0.0

Table 8

Health and Character Declarations - All 16 professions

Fitness to Practise Department

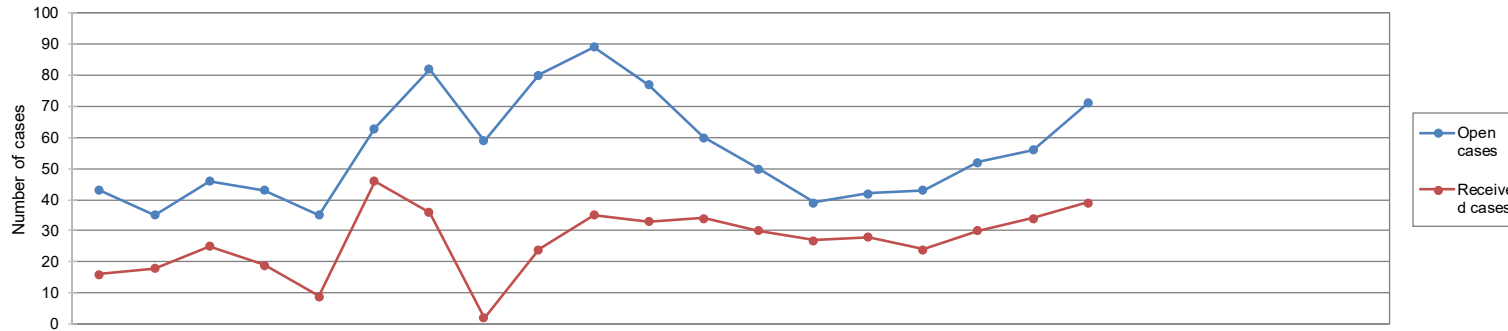


		2018			2019									2020									16/17	17/18	18/19	19/20				
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD	
Received	Renewal	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	109	11	1	0
	Readmission	4	9	9	1	3	2	2	5	4	17	10	5	10	12	7	13	8	0	4										
	Admission	19	30	21	39	97	88	58	28	20	29	17	33	22	43	20	56	77	48	70										
	Self-referral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Total received	23	40	30	40	100	90	60	33	24	46	27	38	32	55	27	69	85	48	74								551	390	
Considered	Admission accepted administratively	23	28	26	14	27	65	58	46	21	47	24	22	18	40	18	38	55	34	46										
	Considered by panel	5	11	12	5	14	17	31	20	15	14	11	22	17	12	14	16	14	28	22										
	Referred to FTP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Admission rejected by panel	0	1	3	0	0	0	2	1	1	1	0	1	0	0	0	0	1	1	4										
	Readmission rejected by panel	0	2	1	2	0	0	0	0	0	0	0	1	3	1	0	0	0	0	0										
	Renewal rejected by panel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0										
	Not referred to FTP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Admission accepted by panel	5	4	6	1	12	15	27	15	11	7	14	14	10	8	11	14	8	22	18										
	Readmission accepted	1	4	2	2	2	2	2	4	3	6	7	6	4	3	3	0	5	5	0										
	Renewal accepted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Open cases	26	26	26	26	26	26	26	26	26	12	10	20	24	22	39	46	37	45								10	45		

Table 9

Protection of Title - All 16 professions

Fitness to Practise Department



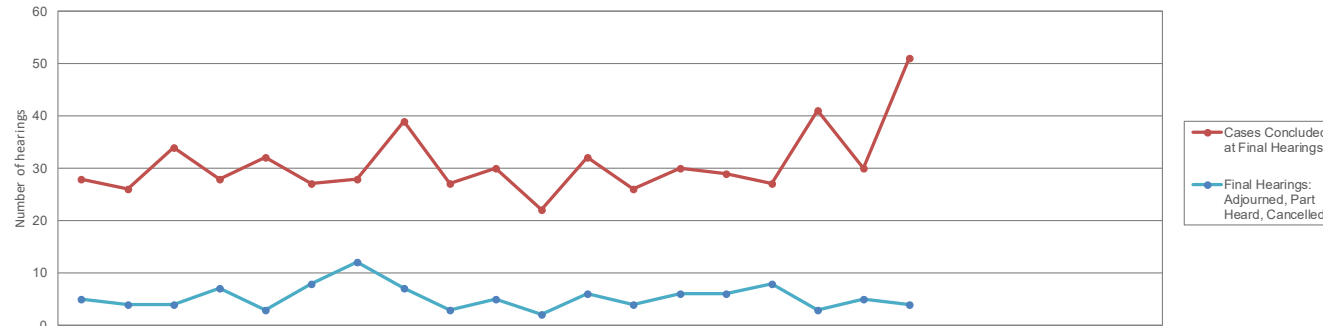
	2018			2019									2020											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Public	8	10	12	9	4	21	12	1	9	11	16	17	16	16	17	7	12	12	17					
Police	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0					
HPCP Registrant / Internal	6	5	10	4	3	12	16	1	10	18	11	12	10	9	8	13	12	14	19					
Anonymous	0	0	0	1	0	2	0	0	0	0	1	0	1	1	1	2	3	3	0					
Professional body	2	3	3	5	2	11	6	0	5	6	4	3	2	0	0	2	1	3	2					
Other	0	0	0	0	0	0	2	0	0	0	1	1	1	1	2	0	2	2	1					
Received cases	16	18	25	19	9	46	36	2	24	35	33	34	30	27	28	24	30	34	39					
Open cases	43	35	46	43	35	63	82	59	80	89	77	60	50	39	42	43	52	56	71					

15/16	16/17	17/18	18/19	19/20
FYE	FYE	FYE	FYE	YTD
135	94	107	130	97
2	0	2	1	0
18	57	76	108	85
14	20	4	4	11
112	51	32	50	10
43	14	3	4	9
324	236	224	297	212
			60	71

Table 10

Hearings Management Information Summary - All 16 professions

Fitness to Practise Department



	2018			2019			2020						Year End 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	Original Forecast	3 month re-forecast	6 month re-forecast	9 month re-forecast	YTD Total					
Cases Listed for Final Hearings	33	30	38	36	35	35	40	46	30	35	24	38	30	36	35	35	44	35	55											420	397				270
Cases Concluded at Final Hearings	28	26	34	28	32	27	28	39	27	30	22	32	26	30	29	27	41	30	51											353	346				234
Final Hearings: Adjudged, Part Heard, Cancelled	5	4	4	7	3	8	12	7	3	5	2	6	4	6	6	8	3	5	4										66	52				36	
% of Hearings Adjudged/Part Heard	15	13	11	19	9	23	30	15	10	14	8	16	13	17	17	23	7	14	7										16	13				13	
Review Hearings Scheduled	21	25	18	18	28	13	33	27	19	16	22	20	15	24	19	15	25	15	17										260	222				130	
Review Hearings Concluded	20	25	21	16	25	13	30	27	18	16	17	19	19	24	17	16	23	14	17									247	222				130		
Cases in Review Cycle	232	233	224	220	215	217	208	201	197	193	193	198	191	169	177	173	167	165	169										198	100				169	
Preliminary Hearings	5	3	2	9	2	5	7	2	2	2	6	0	4	10	3	5	4	2	14									5	48				42		

Registration

Page number

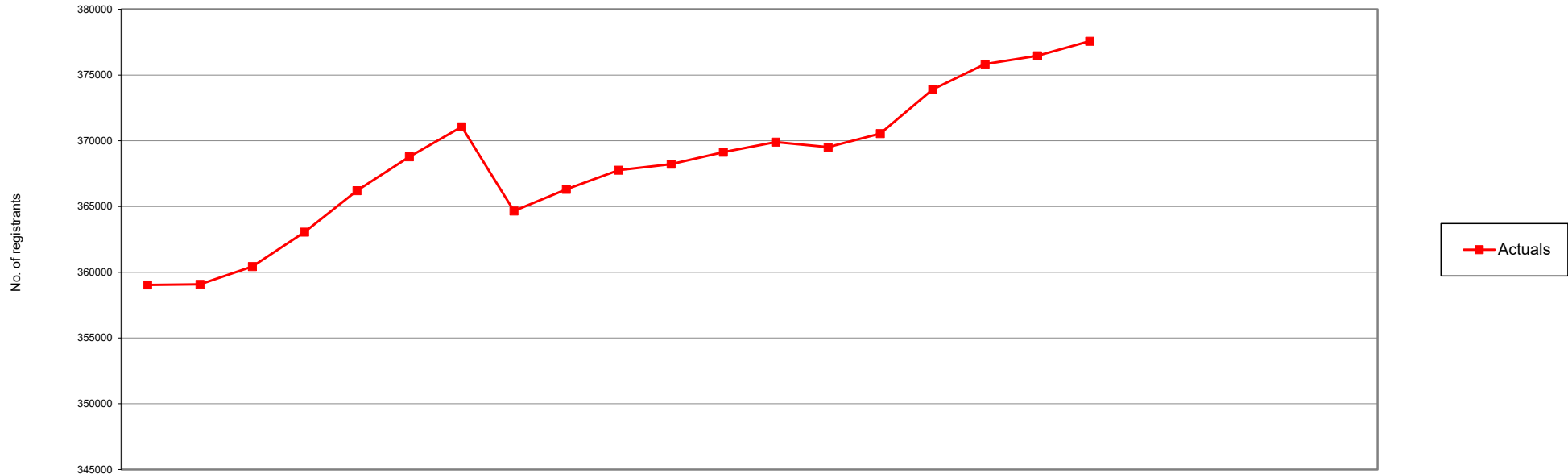
Overview	46
Table 1: Number of registrants by profession	47
Table 2: New registrants	48
Table 3: Registration appeals received	49
Table 4: Registration appeal decisions	50

Registration: overview

- This section provides an update about the work of the Registration Department from September to October 2019. All of the department's service standards were consistently achieved for the period with the exception of UK graduate applications, answering UK telephone calls and emails.
- A total of 33,886 UK telephone calls were received which is 1,159 (or 3.5%) more than compared to the same period in 2017 and an average of 78% 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, managing continuing professional development audits and renewing 6 professions (occupational therapists, biomedical scientists, clinical scientists, prosthetists/orthotists and speech and language therapists).
- A total of 19,585 UK emails were received which is 9,266 (or 89.8%) more than the same period in 2017. All emails were answered within an average of 9 working days. The shortage of fully trained Registration Advisors attributed to this service standard not being met.
- A total of 4,988 international emails were received which is 601 (or 13.7%) more than the same period last year. All emails were answered within an average of 10 working days. As above, the shortage of fully trained Registration Advisors attributed to this service standard not being met.
- A total of 940 international applications were received which is 2 (or 0.2%) fewer than compared to the same period last year. For the period of September to October 2019 the key performance indicator was met.
- During the month of October 2019, 6 candidates were successfully recruited to vacant Registration Advisor roles on a temporary agency basis. The Registration Department is currently recruiting 15 permanent Registration Advisor roles to replace current fixed term and temporary agency arrangements.

Number of Registrants by Profession April 2018 - March 2020

Registration Department

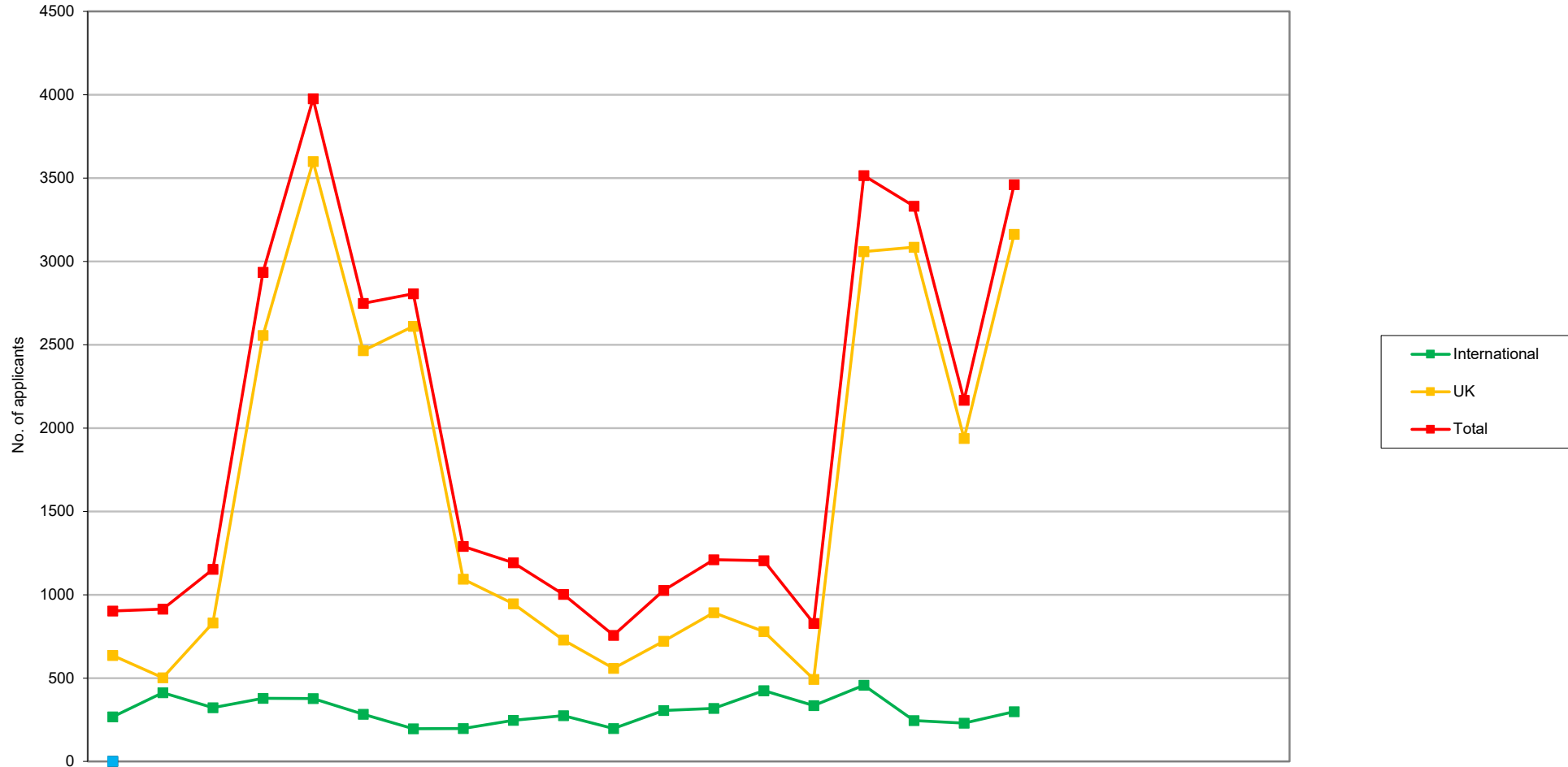


	2018			2019									2020						16/17	17/18	18/19	19/20						
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD
Arts therapists	4,328	3,999	4,073	4,110	4,230	4,291	4,345	4,363	4,380	4,416	4,422	4,432	4,444	4,438	4,452	4,496	4,569	4,626	4,694						4,026	4,322	4,432	4,694
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	23,328	23,343	23,399	23,526	23,658	23,708	23,759						22,902	22,395	23,284	23,759
Chirop/ 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	12,828	12,831	12,842	12,962	13,031	13,065	13,095						12,931	13,115	12,833	13,095
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	6,232	6,252	6,263	6,261	6,262	5,944	6,030						5,663	5,818	6,207	6,030
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	9,738	9,735	9,756	9,924	10,049	10,086	10,132						9,107	9,585	9,722	10,132
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	3,063	3,079	3,089	3,117	3,165	3,201	3,232						2,593	2,908	3,047	3,232
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	39,886	39,946	40,001	40,328	40,751	40,835	39,092						38,080	38,183	39,925	39,092
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	13,913	13,906	13,925	13,975	14,048	14,208	14,375						13,052	13,639	13,903	14,375
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	1,495	1,496	1,496	1,508	1,431	1,462	1,479						1,451	1,440	1,496	1,479
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	27,826	27,941	27,972	28,212	27,415	27,854	28,437						23,992	25,465	27,686	28,437
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	55,671	55,865	56,037	56,774	57,336	57,500	57,606						52,915	55,132	55,695	57,606
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	24,340	23,232	23,482	23,692	23,786	23,893	24,291						22,604	23,104	24,290	24,291
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	1,108	1,109	1,112	1,130	1,139	1,060	1,072						1,063	1,051	1,101	1,072
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	34,543	34,619	34,778	35,400	35,719	35,918	36,137						32,072	32,475	34,470	36,137
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	94,845	95,074	95,294	95,854	96,618	97,166	97,893						91,944	96,497	94,453	97,893
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	16,637	16,650	16,657	16,747	16,853	15,943	16,255						15,935	15,932	16,595	16,255
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	369,897	369,516	370,555	373,906	375,830	376,469	377,579						350,330	361,061	369,139	377,579

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

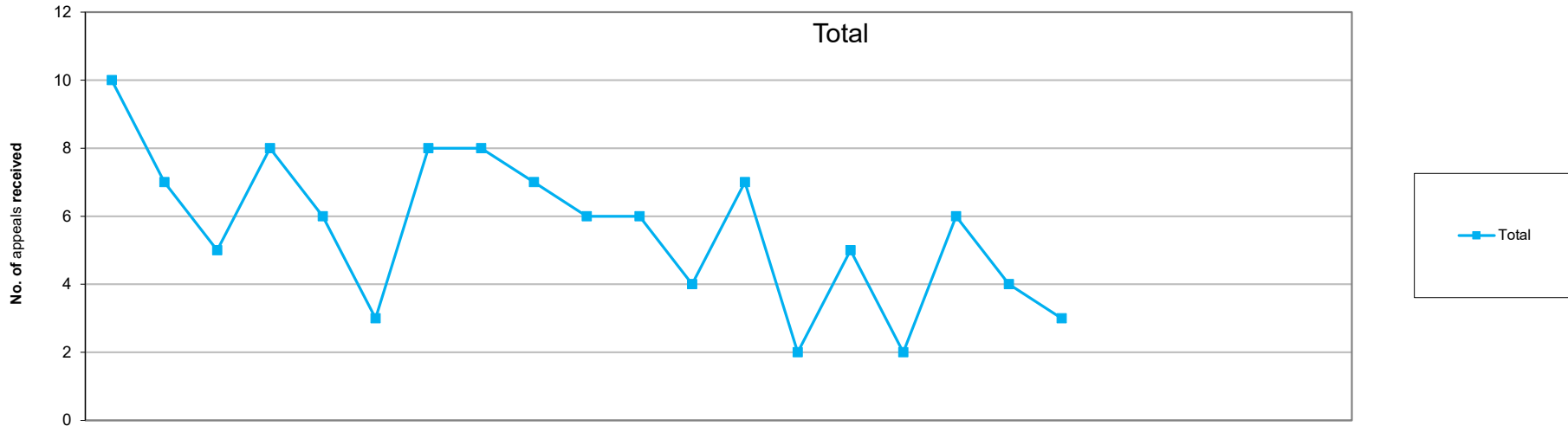
New Registrants April 2018 - March 2020

Registration Department



	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	318	425	335	457	245	229	299							3,905	3,344	3,456	2,308
UK	635	502	831	2,556	3,599	2,465	2,610	1,093	946	728	559	721	892	779	493	3,058	3,086	1,938	3,162							16,190	16,950	17,245	13,408
Total	902	914	1,153	2,935	3,976	2,748	2,806	1,290	1,192	1,002	757	1,026	1,210	1,204	828	3,515	3,331	2,167	3,461							20,095	20,294	20,701	15,716

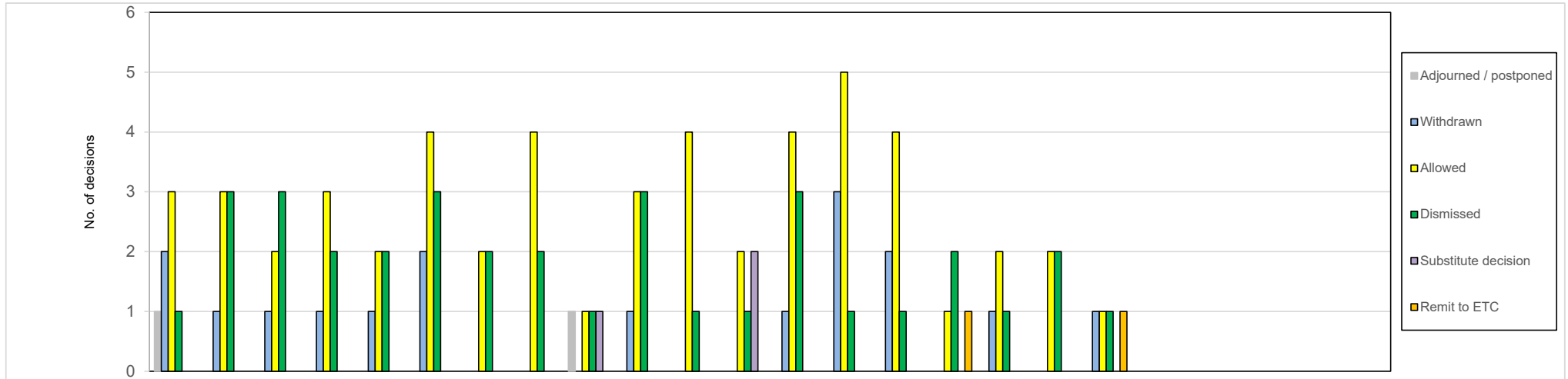
Registration Appeals Received April 2018 - March 2020



	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
EMR (1)	2	1	1	1	2	0	2	3	0	0	0	1	2	1	2	1	0	2	2					
Non-EMR (2)	4	4	2	4	2	3	5	3	6	5	5	0	4	1	2	1	3	1	1					
Visitors (3)	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
UK (4)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Returns to practice (5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
CPD (6)	2	0	0	3	1	0	0	2	0	0	0	3	1	0	0	0	1	0	0					
Health and Character declarations (7)	2	2	2	0	1	0	1	0	1	1	1	0	0	0	1	0	2	1	0					
Total	10	7	5	8	6	3	8	8	7	6	6	4	7	2	5	2	6	4	3					

16/17	17/18	18/19	19/20
FYE	FYE	FYE	YTD
28	22	13	10
15	19	43	13
2	1	0	0
1	0	0	0
1	0	0	0
0	13	11	2
9	8	11	4
56	63	78	29

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



	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		
Adjudged / postponed	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0											
Withdrawn	2	1	1	1	1	2	0	0	0	1	0	0	1	3	2	0	1	0	1											
Allowed	3	3	2	3	2	4	2	4	1	3	4	2	4	5	4	1	2	2	1											
Dismissed	1	3	3	2	2	3	2	2	1	3	1	1	3	1	1	2	1	2	1											
Substitute decision	0	0	0	0	0	0	0	0	1	0	0	2	0	0	0	0	0	0	0											
Remit to ETC	0	0	0	0	0	0	0	0			0	0	0	0	0	1	0	0	1											
Hearings held	5	6	5	5	4	7	4	6	4	6	5	5	7	6	5	4	4	4	3											
																									48	56	62	33		

Human Resources and Partners

Page number

Overview 52
Table 1: Employee numbers..... 53
Table 2: Employee sickness absence and turnover.....54

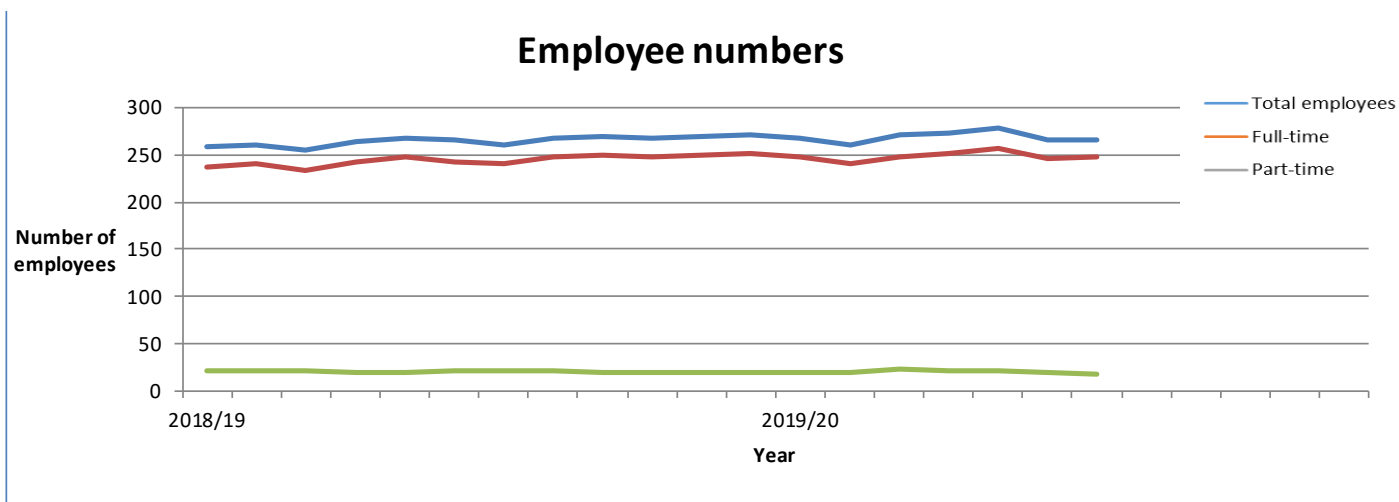
Human Resources and Partners: Overview

- **Recruitment:** Following a recruitment freeze during the summer period, we have now begun to fill some key vacant roles. In addition, we have agreed to offer 15 permanent Registration Advisor roles in order to stabilise the department.
- **Voluntary resignations:** Voluntary resignations have been at their highest in this financial year and we appear to have lost some key employees, although the majority of leavers were engaged on fixed term contracts.
- **Organisational Change:** Interim Director of HR and HR Business Partners have been working with all budget holders to plan for organisational change.

Partners

- **Partner Portal upgrade project:** The upgrade project has been launched and we are currently in the UAT phase. The go-live date is 6 December.
- **Training:** A total number of 86 partners have been trained in October and November (50 inductions and 36 refresher). Refresher training across the UK is under planning for 130+ registration assessors in January to March 2020.
- **Recruitment:** We successfully recruited 40 new visitors and 11 new panel members. Additionally we are in the interview phase for registration assessors and registration appeal panel members.
- **Contractual agreement:** We have given notice to 66 social work partners and their contracts will end on Friday 30 November 2019.

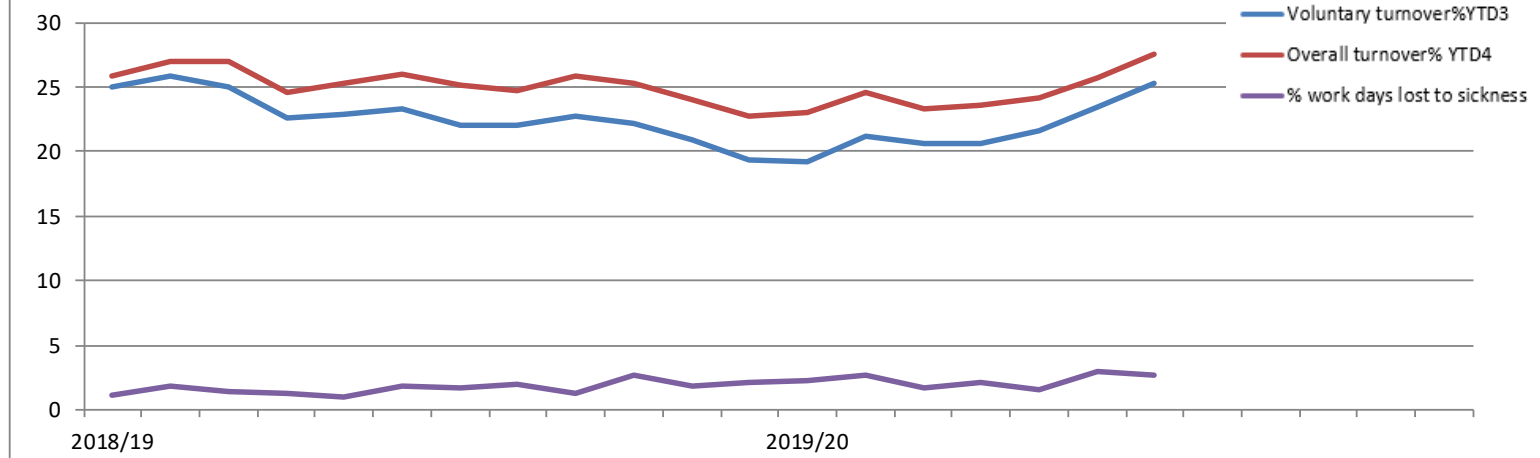
Employee numbers



	2018/19												2019/20												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	YTD
Budgetted employees																											
Budgeted permanent	261	262	262	266	267	266	265	265	266	266	266	267	251	251	251	251	251	251	251	251	251	251	251	251	285	267	251
Budgeted fixed term	20	20	18	16	16	16	16	16	16	16	16	15	43	43	43	43	43	43	43	43	0	0	0	0		15	43
Total employees	258	261	254	263	267	265	261	268	269	267	269	271	267	261	271	273	278	265	265					248	271	265	
Full-time	237	240	233	242	247	243	240	247	249	248	250	251	247	241	248	251	256	246	248					227	251	248	
Part-time	21	21	21	20	20	22	21	21	20	19	19	20	20	20	23	22	22	19	18					21	20	18	
Flexible working*	76	68	66	70	82	74	74	74	74	72	72	78	77	74	75	75	75	75	74					74	78	74	
FTE*	252	254	248	248	262	259	256	262	264	262	264	266	261	270	262	265	270	260	261					242	266	261	
Permanent	211	210	206	212	218	216	214	213	210	208	209	206	205	201	208	213	213	213	214					202	206	214	
Maternity/paternity leave	9	7	6	6	6	10	6	6	4	1	3	4	5	5	7	6	10	7	7					11	4	7	
Unpaid Sabbaticals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0					0	0	0	
Fixed-Term Contracts	47	51	48	55	49	49	47	55	60	59	60	65	63	60	64	61	66	53	52					46	65	52	
Starters (permanent)	9	3	2	2	0	2	2	1	1	3	2	1	0	7	5	6	10	1	1					17	28	1	
Starters (fixed-term)	4	3	5	5	1	2	0	2	6	3	1	2	6	7	2	1	1	3	1					33	12	1	
Vacancies	23	21	26	19	16	17	20	13	13	15	13	11	27	33	23	21	16	29	29					37	11	29	

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

Employee sickness absence & turnover



	2018/19												2019/20												17/18	18/19	19/20
	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	YTD
Voluntary resignations¹	5	3	5	5	5	4	2	3	6	7	2	4	5	8	4	5	8	9	7					56	51	7	
Compulsory leavers²	0	2	3	0	1	1	1	0	1	0	0	1	1	1	0	1	0	0	1					5	10	1	
Total leavers (vol. & comp.)	5	5	7	5	6	5	3	3	7	7	2	5	6	9	4	6	8	9	8					70	60	8	
Voluntary turnover%YTD³	25	26	25	23	23	23	22	22	23	22	21	19	19	21	21	21	22	23	25					25	22	25	
Overall turnover% YTD⁴	26	27	27	25	25	26	25	25	26	25	24	23	23	25	23	24	24	26	28					27	26	28	
Agency days	697	600	419	499	549	531	692	767	420	581	737	741	662	581	538	645	592	571	853					5489	7233	853	
% work days lost to sickness	1	2	1	1	1	2	2	2	1	3	2	2	2	3	2	2	2	3	3					2	2	3	
Average sick-days YTD	6	5	5	5	5	5	5	5	5	4	5	5	5	5	5	6	6	6	6					8	5	6	
Sick-days	62	102	76	71	60	109	98	114	75	154	106	125	128	153	98	124	94	170	156					1533	1152	156	
Occ. Health Referrals	1	2	2	1	1	1	0	1	0	1	0	8	2	6	2	6	5	2	4					46	18	4	

¹ **Voluntary Resignations** Includes resignations of permanent employees, or resignations of fixed term employees prior to the end of their contract

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

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

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

FTE Full-time equivalent

YTD Year to Date

FYE Final Year End