

Agenda Item 8(ii)

Enclosure 5

**Health and Care Professions Council
19 September 2018**

Performance report

For discussion

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

Council, Wednesday 19 September 2018

Performance report

Executive summary and recommendations

Introduction

The performance report sets out key activities and progress across the organisation since the last meeting of Council.

It provides Council with information on key performance indicators, progress on the deliverables for our strategic priorities, financial information and data for the regulatory functions, HR and Quality Assurance.

Decision

The Council is requested to discuss the performance report.

Background information

The report has been developed based on feedback from Council, SMT and Heads of Department. Information has been refined, for example new KPIs for quality and timeliness for Fitness to Practise have been included.

We will continue to adapt this document based on feedback and organisational need.

Resource implications

Any resource implications outlined in the performance report are within the departmental workplans.

Financial implications

None

Appendices

Performance Report.

Date of paper

7 September 2018

Council meeting, 19 September 2018

Performance report

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Key Performance Indicators

Key performance indicators dashboard

TIMELINESS

Fitness to Practise												
Median length of time from receipt of allegation to Investigating Committee Panel (ICP): 33 weeks												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Weeks	58	54	56	63	63							
Commentary: The reason for this variance is that there are significant volumes of old cases in the system which we are consciously targeting for conclusion. The fact that the concluded age in August is higher than earlier in the year demonstrates that we are achieving this aim. The number of oldest cases is such that we do not see this level changing before the end of December.												
Median length of time from ICP to final Hearing: 39 weeks												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Weeks	54	57	51	55	64							
Commentary: Similar to the ICP KPI above, we are focusing on concluding the oldest hearings some of which will have adjourned due to circumstances beyond our control. The fact that the hearings in August were older at their conclusion than those earlier in the year demonstrates that we are being successful in achieving this. We anticipate that this will continue into Q3.												
Median length of time from receipt to final hearing: 73 weeks												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Weeks	85	105	106	100	113							
Commentary: this KPI is a cumulative measure of delays in the earliest stages of a hearing. The fact that this indicator has increased since April shows that we are targeting the oldest and most complex cases. Given the lead time to arrange a final hearing we do not anticipate this level changing until Q4.												
Median length of time of interim order cases from receipt to decision: 16 weeks												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Weeks	16	17	19	14	13							
Commentary: this indicator is in line with optimum figure.												
Number of open pre-ICP cases (not including Rule 12 cases*): 1600 open cases by 31/3/19												
	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	1721	1804	1867	1946	1936							
Commentary: This is a new KPI this month and has not been previously presented in this way. The intention is to use this as a broad measure of the impact of the additional resources and the aim by the end of the budget year is to decrease this to 1600.												

TIMELINESS

Registration	Median processing time for UK graduates: 10 working days											
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Strategic priorities 1 and 3	Working days	5	4	6	8	10						
Commentary: this indicator is in line with the optimum figure.												
Median processing time for International applications (European Mutual Recognition): 60 working days												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Strategic priorities 1 and 3	Working days	55	56	64	55	40						
Commentary: the indicator was exceeded in June by 4 days, but is now within the measure. The shortage of fully trained Registration Advisors contributed to this but this has now been addressed as a direct result of the department's recruitment and training plan.												
Median processing time for International applications (Non-European Mutual Recognition): 60 working days												
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Strategic priorities 1 and 3	Working days	51	51	67	45	41						
Commentary: the indicator was exceeded in June by 7 days, but is now within the measure. The shortage of fully trained Registration Advisors contributed to this but this has now been addressed as a direct result of the department's recruitment and training plan.												

Education	Median time for processing approval cases from receipt to decision: 9 months											
	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Strategic priorities 1 and 3	Months	10	10	10	11	11						
Commentary: The variance is due to factors outside of our control, specifically education providers: 1) requesting approval visits more than six months in advance of a visit, which is our measure; and taking four months to complete the post-visit process (when we would normally allow 3 months). Additionally, 92% of programmes had conditions placed on their approval, which must be met in full before a final outcome can be reached and over a third of programmes which had conditions needed two responses to meet outstanding conditions before they could be approved. With these cases removed from the data, the median result for this period is 9 months.												

FINANCE AND RESOURCES

Finance		Performance against budgeted operating expenditure in range of 97.5% to 102.5%											
Strategic priority 3	(,000)	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	YTD Actual	3,376	6,299	9,324	12,239								
	YTD Budget	3,891	6,821	9,656	12,505								
	YTD Variance	515	521	332	265								
	Actual as % of budget	87%	92%	97%	98%								
<p>Commentary: Performance against budgeted operating expenditure is within the optimum range. Full financial information including the variance commentary, income and expenditure figures and the statement of financial position can be found from P16 of this report.</p>													

Human Resources		Employee voluntary turnover: 22% (21.8% London average, Xpert HR labour turnover rates, published 5 May 2018)											
Strategic priority 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Turnover	25%	26%	25%	23%	23%							
<p>Commentary: This rate is down by 5% from the 28% reported to July Council. This is partly due to the correction of a spreadsheet error (3%) and partly due to the first reduction in resignation rates in 9 months. The latest available voluntary turnover rate for London is 21.8%. It is likely that the voluntary turnover rate will remain at or slightly above the London average (currently at 22%) until after the transfer of the social work register. For more information on the measures we have in place to manage this, see the Human Resources commentary on P61 of this report.</p>													

QUALITY

Fitness to Practise	Number of cases per case manager: 45												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Number	55	54	52	53	54							
	Commentary: This is a new KPI this month and has not been previously presented in this way. The intention is to use this as a broad measure of the impact of the additional resources on the sustainability of the workload per case manager. The aim is to bring this level to the optimum figure some time in Q3.												

Registration	Number of upheld appeals against registration decisions												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Concluded	5	6	5	5	4							
	Upheld	3	3	2	3	2							
	Upheld/no new info	0	0	0	0	0							
Commentary: As the figures show, there were no upheld appeals where no additional information was received. This is monitored closely by the PSA, although there is no measure for this KPI.													

INFORMATION TECHNOLOGY

Information technology	Availability of HCPC websites (including Register and online portal): 99.5%												
Strategic priorities 1 and 3		Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
	Availability	100.0%	100.0%	100.0%	100.0%	100.0%							
	Commentary: this indicator is in line with the optimum figure.												

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

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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
Improve our fitness to practise performance to meet PSA standards	Deliver the programme of work outlined in the Fitness to Practise (FTP) Improvement plan including:	The project work is progressing to plan. Some deliverables have been refined and rescheduled, and have been approved by the Project Board.
	Complete the review of case management competency and resource requirements (Q1)	This work is progressing. The scope has been extended and expanded, with the number of roles and analysis divided into two groups. We have commenced the analysis of how long core activities take to perform, and have begun the process of skills analysis that will feed into the review of all job descriptions.
	Implementation of case progression strategy including a process for prioritising high risk cases (Q1-4 (ongoing))	This work is progressing, and will continue to the end of the year. Additional resources have been invested, and the key determinant is the number of open preICP cases. We are concentrating efforts in reducing this to 1600 by the end of the budget year.
	Review of the Standard of Acceptance policy and associated guidance (Q1 – Q2)	The Threshold Policy is for review and approval by Council at the September meeting
	Revise the FTP quality assurance framework to align with the PSA standards of good regulation (Q1)	The framework has been quality assured and signed off as complete by the FTP Improvement Project Board.
	Meet with PSA on a quarterly basis to provide progress updates (Q1-4 (ongoing))	The latest meeting with Director of Scrutiny and Quality took place on 21 August 2018.

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 stakeholder research is in progress. Fieldwork for employers, educators, registrants and members of the public is live and interviews with key stakeholders will commence shortly.
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)	An initial plan was discussed at the July 2018 Council meeting. Key activities identified within the plan are underway. These include the stakeholder polling, the development of the stakeholder matrix and the introduction of individual engagement and communications plan..
	Pilot holding an engagement forum for key stakeholders in one of the UK countries and evaluate its effectiveness (Q4)	Some initial planning for this forum has been undertaken.
	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)	An initial meeting with the Council of Deans took place early in the summer to explore opportunities for collaboration and joint working. In September, the Education and Training Committee considered a paper by the Executive on the scope, activities and timescales for the review of our quality assurance approach to education.

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 plan has been presented to Council detailing options for the future financial sustainability of HCPC. A registration fees consultation paper is being presented in September for consideration.
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)	A set of Strategic Risks have been developed and agreed with the Audit Committee at their meeting in September. These will be presented to Council in September and will be reviewed by the SMT monthly.
	Further develop our approach to measuring and monitoring performance	A refreshed performance report will be presented to the Council in September. It will include KPIs, progress against the Strategic Priorities, a financial report and performance reports for the regulatory functions, HR and Quality Assurance. We will continue to refine this report based on feedback.
	Review our Key Performance Indicators (KPI) at least once a year (Q4 (and ongoing))	The KPI dashboard has been adjusted to incorporate some new KPIs, specifically for FtP timeliness and Quality. We will continue to review the KPIs based on feedback from Council and Heads of Department.
	Review and further refine the existing performance data set considered by the Council (Q2)	The data sets considered by Council in the Performance Report have been further refined in collaboration with each of the Departments.
Invest in processes and systems to improve stakeholder experience and drive business efficiencies	Build capacity required to accelerate business transformation (Q2)	Three new project managers have been appointed and this extends our project capacity. The interim Head of Projects continues in post. The Registration Transformation Project phase 1 has delivered the CPD portal, which went live in July 2018.

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)	The classification system has been developed and was approved by Council in July 2018. Work has commenced to develop the guidance for operational staff, following which this will be piloted before full implementation.
Research action planning	Deliver a programme of work to deliver the outcomes of the University of Surrey research: (Q1-4 (and ongoing))	Aside from the below, we have also completed a review of the FTP case classification system. This has been approved by Council.
	Work to raise awareness on when to self-refer and when to refer with a particular focus on registrants, employers and complainants	We are currently developing the content for online information pages on self-referral, and will subsequently develop an infographic pulling out the key information. We are also developing a communications plan to ensure this information is shared with key groups.
	Engagement with educators to develop teaching and learning materials for educators using the case studies developed in the research	We have undertaken engagement with educators to establish our approach and will be progressing the development of materials over Q3/4
	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	We intend to progress this in Q3/4, as planned.
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 intend to progress this work in Q4 as planned

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Finance report

Finance

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Finance: overview

- In the Finance tables, income and expenditure is compared against the budget for 2018-19.
- For the 4 months to 31 July 2018, income is on track, and operating expenditure is £265k / 2% under budget.
- The main departmental variances are:
 - £114k underspend in project manager payroll costs as there were 3 vacancies in the team since April.
 - £113k underspend in IT department cost mainly due to vacancies in the department and delays in go live date of the registration transformation project, which caused underspend in software support and maintenance costs
 - £98k underspend in HR department costs due to alternate timing planned for organisation training.
 - £93k underspend in depreciation costs due to delay in go live date of the registration transformation project.The above underspend have been net off with overspend of £128k in Fitness to Practise department.
- Operating result for the 4 months to 31 July 2018 was a deficit of £891k, including depreciation and bank interest receivable, compare to £1.2m deficit per budget.
- At 31 July 2018 cash balance was £12.9m, and deferred income was £16.9m.
- We are seeking to establish a Framework Agreement for the provision of audio recording, transcription and additional services following expiry of the existing contracts. The Framework Agreement would have a panel of four suppliers that will be available to provide the services to the HCPC and potentially to other Regulators.
- Contract signed recently included printing services for the Fitness to Practise and Communication departments.

Variance Commentary					July -18 Comments (Actuals vs 2018-19 Budget)	
Department	Movement YTD	Budget YTD	Forecast Variance	Budget Var %	Variations by Income Type	Variations by Profession
Total Income	11,310,895	11,319,548	(8,653)	(0.1)	On Target or variance below threshold	On Target or variance below threshold
EXPENDITURE						
Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Chair	24,520	35,370	10,850	30.7		On Target or variance below threshold
Chief Executive	235,014	249,496	14,482	5.8	On Target or variance below threshold	On Target or variance below threshold
Council	99,776	59,791	(39,985)	(66.9)		£30k over spend in internal audit fees, this is partly due to timing differences, the Council also commissioned an additional audit on the 5 year plan to support the fee increase proposal, this was not previously planned and caused an over spend of £19k so far. Additional fees have also been received in the year for 2017-18 audit, which was not accrued for at the year end.
Communications	330,407	344,635	14,228	4.1	On Target or variance below threshold	£13k underspend in meet the HCPC events and £15k underspend in public affairs and stakeholder are due timing differences. £14k underspend in small project costs relates to delays in commencement of 2nd phase of the intranet project, this has been pushed back to Q4 of the current year.
Education	343,679	359,093	15,414	4.3	On Target or variance below threshold	On Target or variance below threshold
Office Services	1,111,329	1,103,496	(7,834)	(0.7)	On Target or variance below threshold	On Target or variance below threshold

Department	Movement YTD	Budget YTD	Variance v Forecast	Variance v Forecast %	Variations on Payroll	Variations on Non-payroll
Finance	287,711	280,930	(6,781)	(2.4)	On Target or variance below threshold	On Target or variance below threshold
Fitness to Practise	5,177,034	5,048,763	(128,271)	(2.5)	£59k overspend in payroll costs is partly due to the FTP Improvement project FTC resource, which was approved by EMT after the 2018-19 budget was set. This is not yet reflected in the budget. Overtime has been offered to Case Managers to complete case closures over this period. This trend in overspend has been discussed with the Chair and CEO in the context of broader additional resource requirements for FTP to ensure case closures this financial year, with proposals for FTP budget being presented to Council in September.	On Target or variance below threshold
Human Resources	311,833	410,055	98,222	24.0	On Target or variance below threshold	£107k underspend in organisational training, due to alternations to timings of planned events, plus a focus on delivering savings where possible. Training cost of £26.8k currently included in departmental training code will be transfer to HR department in month 5.
Human Resources Partners	120,090	160,101	40,011	25.0	On Target or variance below threshold	£35k underspend on partner training costs as some training days have been moved to October. No legal advice required so far resulting in underspend of £4k.
IT Department	683,234	795,989	112,755	14.2	£28k underspend in permanent salary costs due to one vacant engineer post and less overtime needed.	£14k underspend in small project costs due to delay in delivery of service in relation to the completion of 186 KPR. £36k underspend in general software support and maintenance due to delay in Registration Transformation go live date. Remaining variance is due to phasing difference.

Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variances on Payroll	Variances on Non-payroll
Major Projects	840,340	725,518	(114,822)	(15.8)	£24k underspend in Registration Transformation project as phase 2 of the project has been delayed. Remaining variance relates to phasing differences.	£177k over spend in opex costs for the 186KPR project, this is mainly due to more opex related activities being performed in the year. During the year there has been additional work performed to the 3rd floor of 186KPR which amounts to £62k, for the lease of the floor to the GCC. The extra work was not in the original budget. This over spend has been netted off with underspend in other projects.
Project (Managers)	75,513	189,986	114,473	60.3	Fixed term contractor costs was underspent by £57k due to two vacant post not yet filled. £56k underspend in permanent costs due to delayed recruiting for two post following resignations. Two FTC post and one permanent post successfully recruited in July, start date pending.	On Target or variance below threshold
Policy	83,870	139,518	55,648	39.9	On Target or variance below threshold	£28k underspend in research, this is due to delay in signing of the contract with the supplier. The contract has been signed at the end of May, work has commenced.
Quality Assurance	186,806	218,125	31,319	14.4	On Target or variance below threshold	On Target or variance below threshold
Registration	1,108,745	1,074,933	(33,811)	(3.1)	On Target or variance below threshold	£49k overspend in international assessor fees. This is caused by an increase in the amount of assessment work carried out in July resulting from a spike in the number of applications received in May (661 received against a forecast of 382). Due to the time it takes to process the workflow, increase in spend was only reflected in July's management account.
Secretariat	75,674	68,387	(7,288)	(10.7)	On Target or variance below threshold	On Target or variance below threshold
Depreciation	206,956	299,615	92,659	30.9		Lower depreciation costs due to delay in go live date of phase 1 of the registration transformation project.
PSA levy	924,000	924,000	0	0.0		On Target or variance below threshold
Apprenticeship levy	12,747	16,937	4,190	24.7		On Target or variance below threshold
Total expenditure	12,239,278	12,504,737	265,459	0.8		

Income and Expenditure

31 July 2018

	Period 4	Year to date				Full Year Budget
	Actual	Actual	2018-19 Budget	Variance	Variance %	
Income by Activity						
Graduate Registration Fees	151,743	561,378	591,960	(30,582)	(5.2)	1,804,823
Readmission Fees	26,865	106,380	65,826	40,554	61.6	231,901
Renewal Fees	2,437,435	9,738,892	9,812,363	(73,472)	(0.7)	29,851,092
International Scrutiny Fees	95,040	593,505	521,395	72,110	13.8	1,642,420
UK Scrutiny Fees	151,963	296,170	313,421	(17,251)	(5.5)	978,888
Registration Income	2,863,046	11,296,325	11,304,965	(8,640)	(0.1)	34,509,123
Cheque/credit card write offs	938	938	0	938		0
Rental Income - GCC	13,632	13,632	14,583	(951)	(7)	131,250
Total Income	2,863,984	11,310,895	11,319,548	(8,653)	(0.1)	34,640,373
Chair	24,080	24,520	35,370	10,850	30.7	98,360
Chief Executive	65,631	235,014	249,496	14,482	5.8	731,838
Council & Committee	46,936	99,776	59,791	(39,985)	(66.9)	234,546
Communications	94,182	330,407	344,635	14,228	4.1	941,571
Education	77,625	343,679	359,093	15,414	4.3	1,025,420
Office Services	288,846	1,111,329	1,103,496	(7,834)	(0.7)	2,903,029
Finance	55,543	287,711	280,930	(6,781)	(2.4)	719,889
Fitness to Practise	1,398,015	5,177,034	5,048,763	(128,271)	(2.5)	15,217,197
Human Resources	113,225	311,833	410,055	98,222	24.0	1,324,558
Human Resources Partners	28,462	120,090	160,101	40,011	25.0	466,294
IT Department	178,425	683,234	795,989	112,755	14.2	2,412,649
Major Projects	106,184	840,340	725,518	(114,822)	(15.8)	1,459,682
Project (Managers)	7,116	75,513	189,986	114,473	60.3	566,658
Policy	21,857	83,870	139,518	55,648	39.9	367,953
Quality Assurance	30,542	186,806	218,125	31,319	14.4	680,052
Registration	303,606	1,108,745	1,074,933	(33,811)	(3.1)	3,411,904
Secretariat	16,871	75,674	68,387	(7,288)	(10.7)	203,681
Depreciation	56,397	206,956	299,615	92,659	30.9	995,747
PSA Levy	0	924,000	924,000	0	0.0	924,000
Apprenticeship Levy	1,770	12,747	16,937	4,190	24.7	50,810
Operating expenditure	2,915,315	12,239,278	12,504,737	265,459	2	34,735,837
Operating surplus/(deficit)	(51,331)	(928,383)	(1,185,189)	256,806		(95,464)
Other income						
Investment Income	7,374	37,055	0	37,055		0
	7,374	37,055	0	37,055		0
Total surplus/(deficit)	(43,957)	(891,327)	(1,185,189)	293,861		(95,464)

Payroll costs

31 July 2018

	Period 4	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance	Variance %	
Chief Executive	62,193	211,167	223,266	12,099	5.4	659,798
Communications	58,921	202,794	177,805	(24,989)	(14.1)	533,416
Education	58,242	238,221	242,385	4,164	1.7	731,704
Office Services	30,463	116,215	113,046	(3,169)	(2.8)	338,237
Finance	24,499	146,594	162,140	15,546	9.6	494,919
Fitness to Practise	403,488	1,648,921	1,590,165	(58,757)	(3.7)	4,724,761
Human Resources	71,924	244,884	248,464	3,580	1.4	750,378
Human Resources Partners	12,669	50,873	52,341	1,468	2.8	157,022
IT Department	55,532	244,034	271,979	27,944	10.3	815,936
Major Projects	94,245	151,194	122,432	(28,762)	(23.5)	303,411
Project (Managers)	12,278	71,775	185,206	113,431	61.2	555,618
Policy	12,332	53,071	78,512	25,441	32.4	235,537
Quality Assurance	19,935	156,883	181,725	24,842	13.7	602,522
Registration	167,563	665,690	669,296	3,606	0.5	2,053,088
Secretariat	16,153	67,972	59,795	(8,177)	(13.7)	179,385
Payroll costs	1,100,439	4,270,288	4,378,555	108,267	2.5	13,135,730

Non-payroll costs

31 July 2018

	Period 4	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance	Variance %	
Chair	24,080	24,520	35,370	10,850	30.7	98,360
Chief Executive	3,438	23,847	26,230	2,383	9.1	72,040
Council & Committee	46,936	99,776	59,791	(39,985)	(66.9)	234,546
Communications	35,261	127,613	166,830	39,217	23.5	408,155
Education	19,383	105,459	116,709	11,250	9.6	293,716
Office Services	258,383	995,115	990,450	(4,665)	(0.5)	2,564,792
Finance	31,044	141,116	118,790	(22,326)	(18.8)	224,970
Fitness to Practise	994,527	3,528,113	3,458,599	(69,514)	(2.0)	10,492,436
Human Resources	41,301	66,949	161,591	94,643	58.6	574,180
Human Resources Partners	15,793	69,217	107,760	38,543	35.8	309,272
IT Department	122,893	439,200	524,010	84,810	16.2	1,596,713
Major Projects	11,939	689,145	603,086	(86,060)	(14.3)	1,156,271
Project (Managers)	(5,162)	3,738	4,780	1,042	21.8	11,040
Policy	9,525	30,799	61,005	30,207	49.5	132,416
Quality Assurance	10,607	29,923	36,400	6,477	17.8	77,530
Registration	136,043	443,054	405,637	(37,417)	(9.2)	1,358,816
Secretariat	718	7,702	8,592	890	10.4	24,296
PSA Levy		924,000	924,000	0	0.0	924,000
Apprenticeship Levy	1,770	12,747	16,937	4,190	24.7	50,810
Non-payroll costs	1,758,479	7,762,034	7,826,567	64,533	0.3	20,604,360

Statement of Financial Position

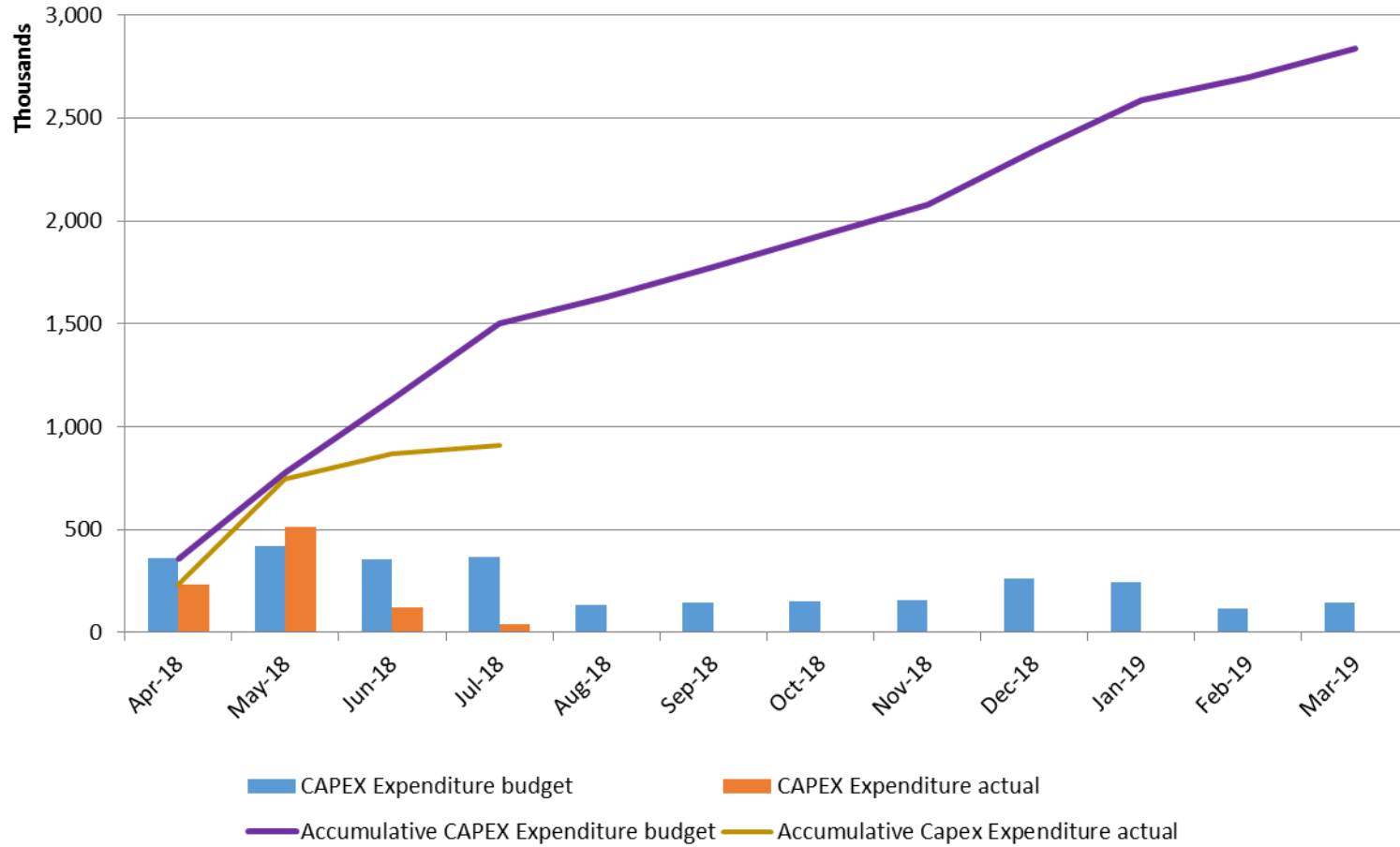
31 July 2018

	Actual Period 4	Budget YTD	Budget 31 March 2019	Actual 31 March 2018
Non-current assets				
Land & buildings, at cost or valuation	5,534,871	5,605,000	5,605,000	4,975,000
Land & buildings depreciation	(16,583)	(15,458)	(48,620)	0
	5,518,287	5,589,542	5,556,380	4,975,000
Computer equipment, at cost	547,970	520,801	592,287	485,059
Computer equipment depreciation	(436,496)	(430,606)	(452,974)	(413,244)
	111,474	90,196	139,313	71,814
Office furniture and equipment, at cost	1,183,115	1,183,115	1,183,115	1,183,115
Office equipment depreciation	(640,839)	(640,829)	(750,421)	(586,033)
	542,276	542,286	432,694	597,082
Intangible assets	7,810,210	8,359,335	9,628,492	7,525,603
Intangible depreciation	(6,068,656)	(6,168,341)	(6,699,352)	(5,956,342)
	1,741,554	2,190,993	2,929,141	1,569,261
Total non-current assets	7,913,591	8,413,017	9,057,528	7,213,157
Current assets				
Other current assets	1,198,740	1,183,123	2,125,603	2,107,123
Cash & cash equivalents	12,926,483	12,639,541	15,600,889	18,892,070
	14,125,224	13,822,664	17,726,492	20,999,194
Total assets	22,038,815	22,235,681	26,784,019	28,212,351
Current liabilities				
Trade and other payables	732,555	818,360	818,360	818,360
Other liabilities	1,488,905	2,354,952	2,354,952	2,354,952
Deferred income	16,926,447	16,465,322	19,923,936	21,256,802
Total current liabilities	19,147,906	19,638,634	23,097,248	24,430,115
Liabilities greater than one year	220,159	220,159	220,159	220,159
Total assets less liabilities	2,670,750	2,376,888	3,466,613	3,562,078
General fund b/fwd	(3,539,747)	(3,539,747)	(3,539,747)	(4,155,121)
Rev Res - Land & Building	(22,330)	(22,330)	(22,330)	(22,330)
This periods (surplus)/deficit	891,327	1,185,189	95,464	615,374
General fund c/fwd	(2,670,750)	(2,376,888)	(3,466,613)	(3,562,078)

Projects

	Opex			Capex			Opex & Capex			Opex	Capex
	Actual YTD £	Budget 2018/19 YTD £	Variance £	Actual YTD £	Budget 2018/19 YTD £	Variance £	Actual YTD £	Budget 2018/19 YTD £	Variance £	Budget 2018/19 Full Year £	Budget 2018/19 Full Year £
Reg Transformation and Improvement	618	48,000	47,382	(456)	294,000	294,456	162	342,000	341,838	348,000	882,000
HCPC website review and build	31,494	37,468	5,974	164,057	184,959	20,902	195,551	222,427	26,876	104,151	347,583
186 Kennington Park Road renovation	659,271	420,000	(239,271)	559,871	630,000	70,129	1,219,141	1,050,000	(169,141)	420,000	630,000
FTP CMS Review	0	45,600	45,600	0	45,000	45,000	0	90,600	90,600	181,500	275,400
FTP Improvement project	47,081	35,000		0	0		47,081	35,000		195,000	0
CPD Online Migraton	60,830	87,924	27,094	115,434	210,654	95,220	176,264	298,578	122,314	108,155	210,654
Education Changes 17/18	0	0	0	0	0	0	0	0	0	2,520	169,084
Netreg refresh	5,774	20,306	14,532	14,410	48,119	33,709	20,184	68,425	48,241	20,306	48,119
Fee review	0	600	600	0	3,000	3,000	0	3,600	3,600	2,500	5,750
Sage & WAP replacement	0	30,620	30,620	0	48,000	48,000	0	78,620	78,620	76,550	138,000
HR system upgrade	0	0	0	0	0	0	0	0	0	1,000	22,850
	805,067	725,518	(67,468)	853,315	1,463,732	610,417	1,658,382	2,189,250	542,948	1,458,682	2,729,440
Regulation of Social workers	35,273	0		0	0	0	35,273	0	(35,273)	0	0
	840,340	725,518	(67,468)	853,315	1,463,732	610,417	1,693,655	2,189,250	507,676	1,458,682	2,729,440

HCPC Capex expenditure



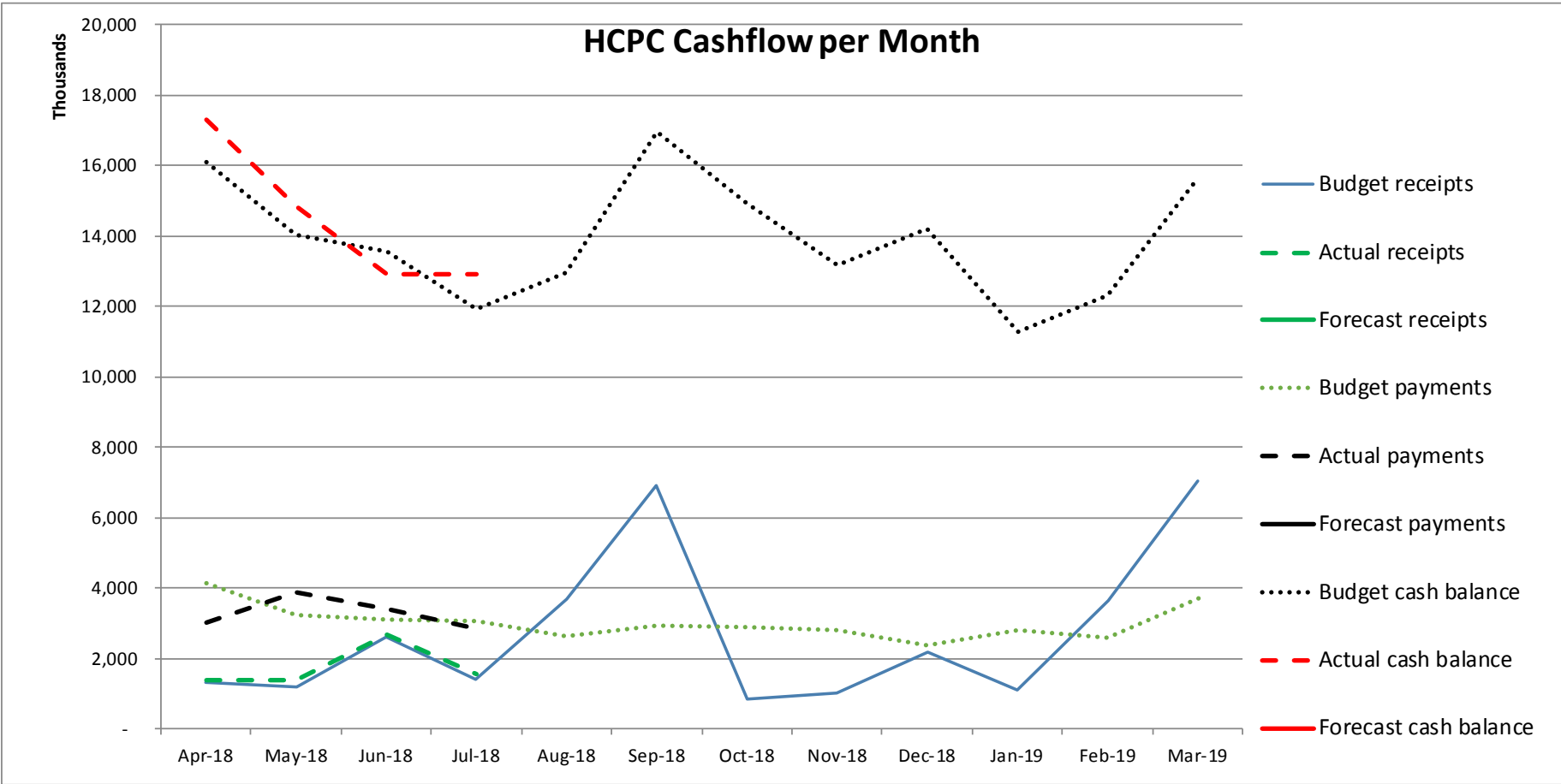
Cash flow statement

From 1 April 2018

	Year to date actual £	Year to date Budget £	Full year budget £
Operating surplus/(deficit)	(928,383)	(1,185,189)	(95,464)
Add: Corporation tax	0		
Less: Depreciation	206,956	299,615	995,747
Decrease/(increase) in debtors & prepayments	908,383	924,000	(18,480)
Increase/(decrease) in creditors	(951,854)	0	0
(Decrease)/increase in deferred income	(4,330,355)	(4,791,481)	(1,332,867)
Net cash in/(out)flow from operating activities	(5,095,253)	(4,753,055)	(451,064)
Return on investments and servicing of finance			
Investment Income	37,055	0	0
Capital expenditure and financial investments			
Purchase of fixed assets	(907,390)	(1,499,475)	(2,840,118)
Increase/(decrease) in cash	(5,965,587)	(6,252,529)	(3,291,182)
Cash at beginning of period	18,892,070	18,892,070	18,892,070
Cash at end of period	12,926,483	12,639,541	15,600,889
Cash movement	(5,965,587)	(6,252,529)	(3,291,182)

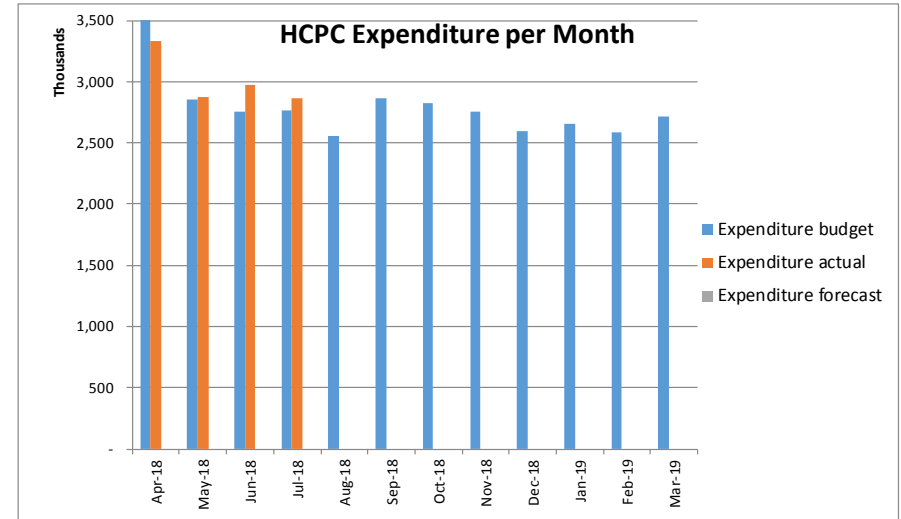
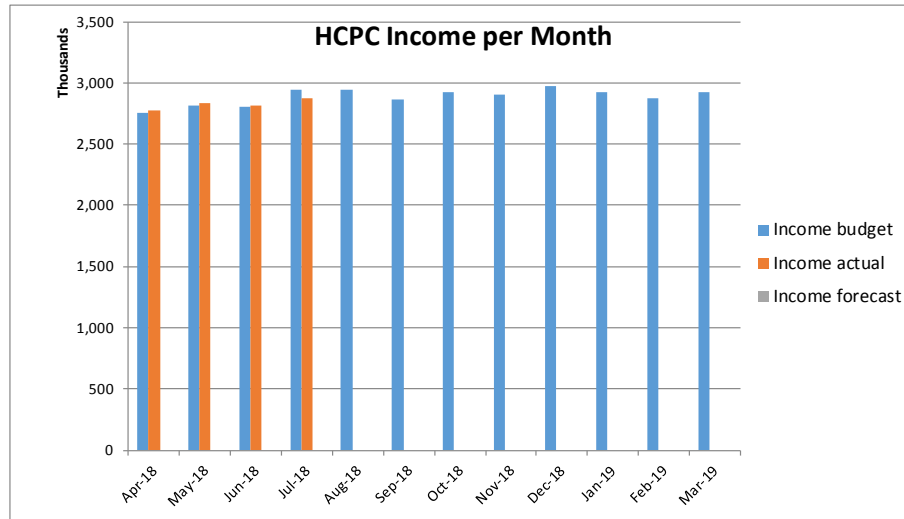
Graphs - Cashflow

2018-19

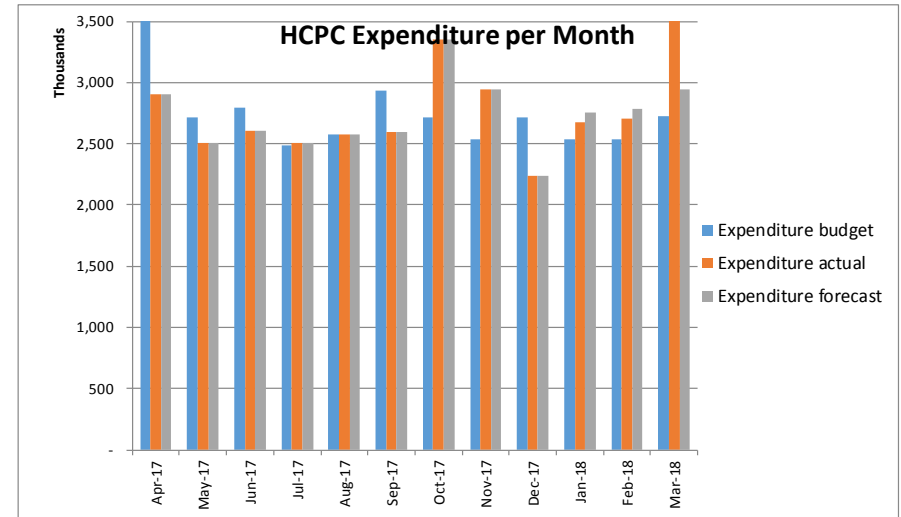
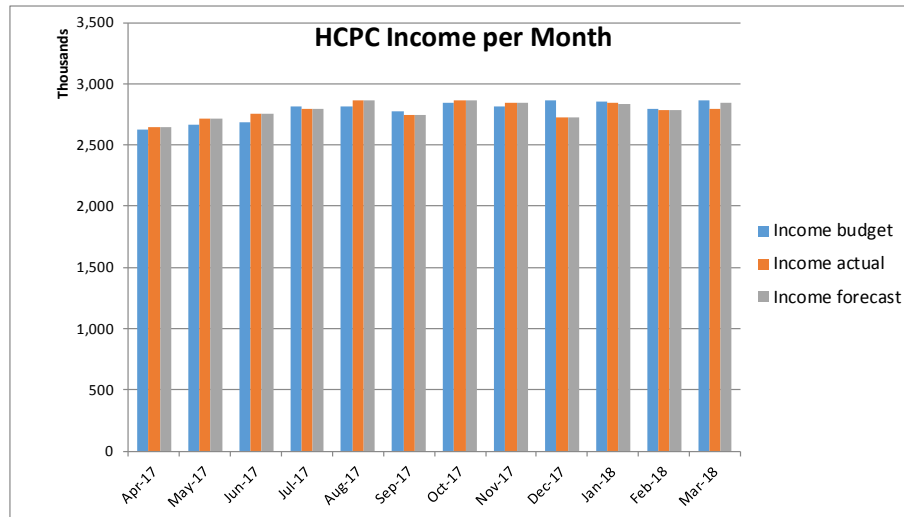


Graphs - Income and expenditure

2018-19

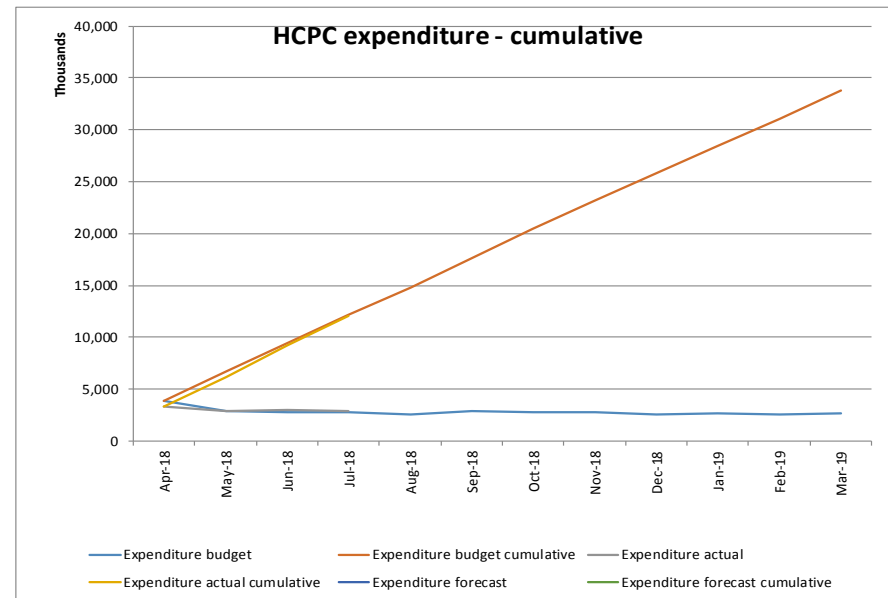
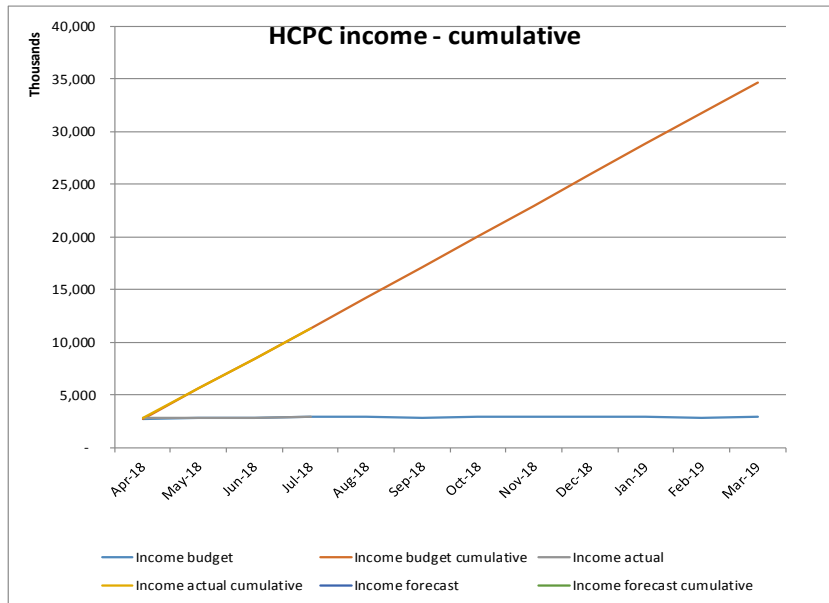


2017-18

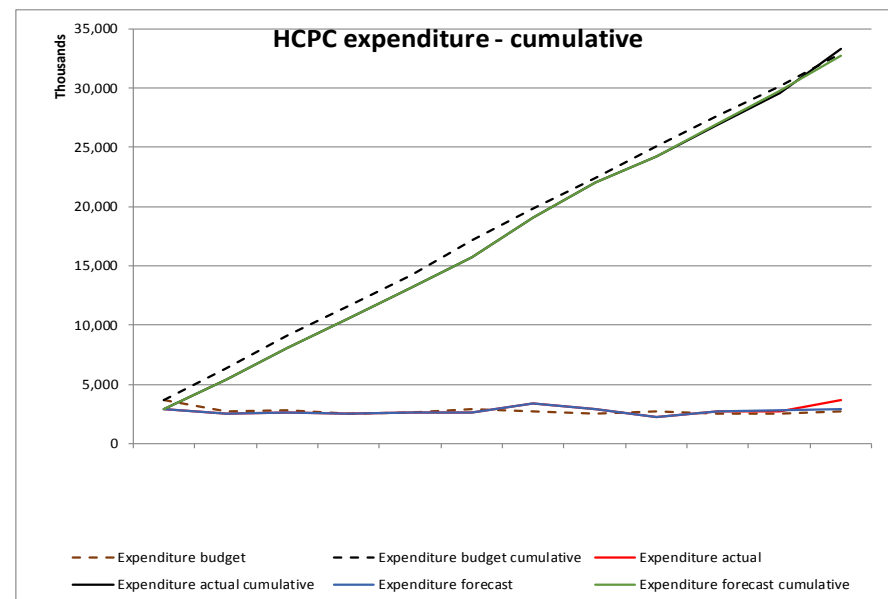
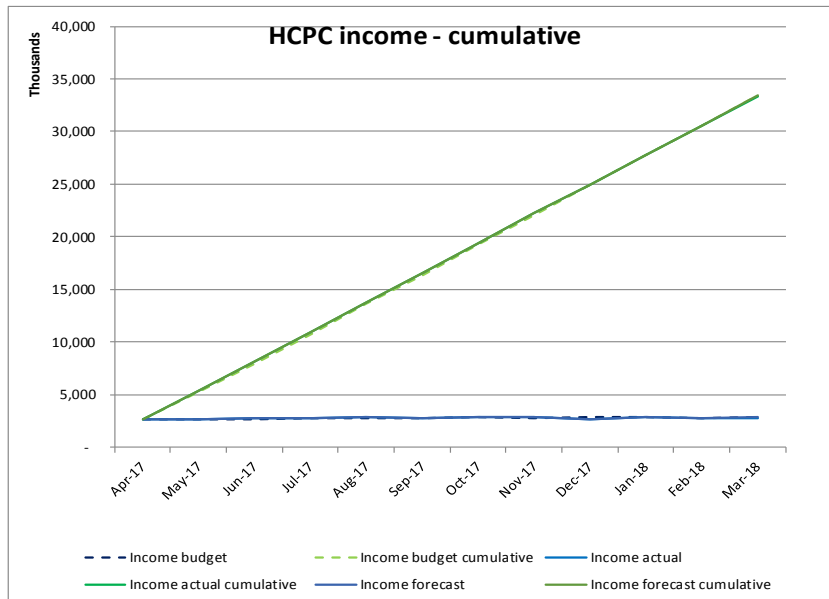


Graphs - Cumulative income and expenditure

2018-19



2017-18



Council meeting, 19 September 2018

Department reports

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Education

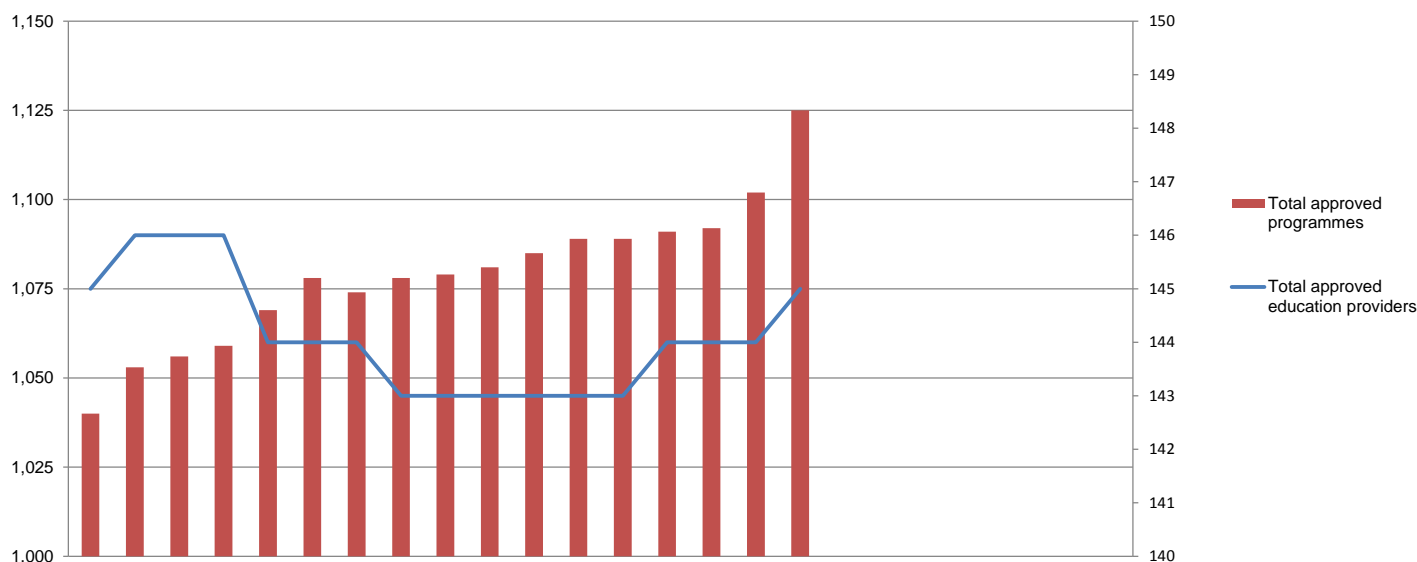
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Education: overview

- We have exceeded our forecast of 81 visits for this financial year, with 83 visits already held or scheduled. This figure is likely to increase slightly with one month left open for further scheduling in this financial year. This will impact on the overall budget, particularly around partner and executive costs to support this activity.
- There are 28 approval visits scheduled within the first quarter of the 2018-19 academic year, which is 100% increase when compared to the same period in the previous academic year (2017-18).
- Annual monitoring planning for the next academic year (2018-19) commenced this month, with education providers due to receive their first communication regarding their submission requirements in early September. Social work and approved mental health professional programmes will have their submissions dates pushed back to July 2019, whilst transfer arrangements are being finalised.
- The major change process for the current (2017-18) academic year continues to be somewhat unpredictable, with fluctuations from month to month. For example, between April and August last academic year, we assessed 28% fewer submissions.
- [‘Reviewing education quality assurance’](#) paper is due to be considered by ETC at their meeting on 6 September. The paper sets out a fundamental review of the fundamental principles of HCPC approach to education quality assurance across a number of policy and operational areas, including an analysis of fee charging options for education related functions.
- We are currently recruiting for one vacancy within the Department following recent promotion of an individual to a new role within the organisation.

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

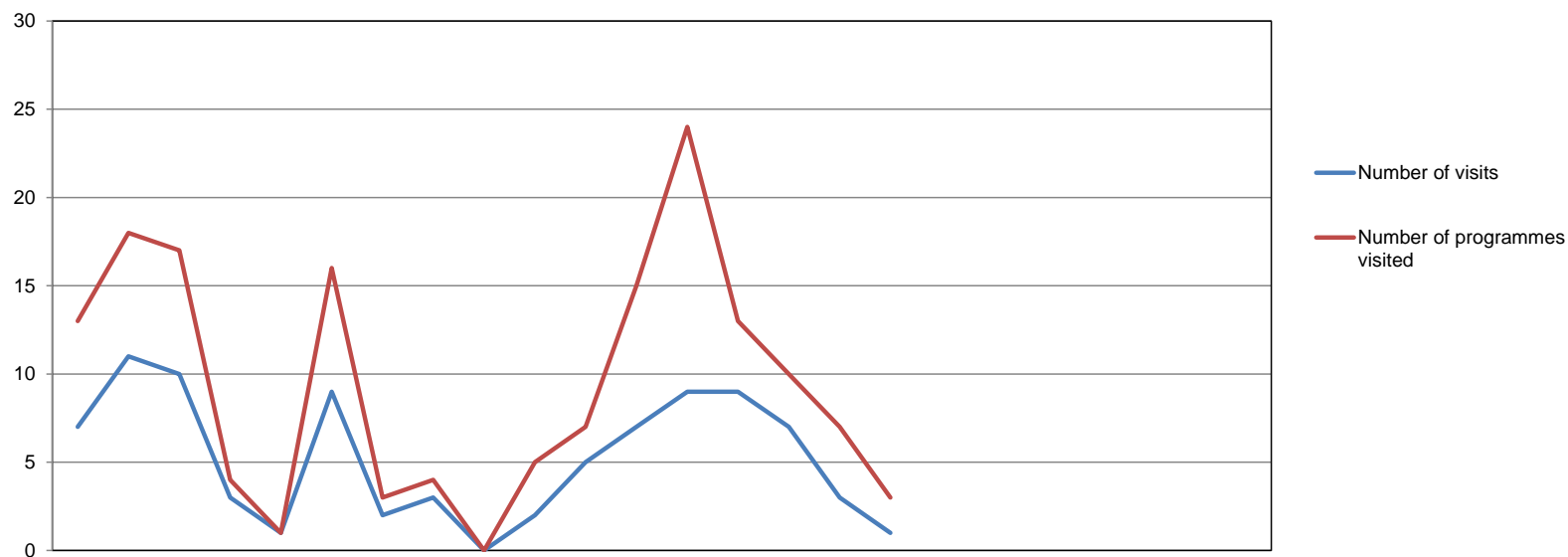


Profession/entitlement	2017			2018												2019								
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Arts therapists	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28
Biomedical scientists	60	60	60	60	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64	64
Chiropodists/ Podiatrists	17	17	17	18	18	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19	19
Clinical scientists	3	3	3	3	3	3	3	3	4	4	4	4	4	4	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	35	36	39						
Hearing aid dispensers	18	18	18	18	18	18	18	19	18	18	18	18	18	18	18	18	18	20						
Occupational therapists	68	72	72	72	72	71	71	71	72	73	73	73	73	73	73	73	74	75						
Operating Department Practitioners	34	33	33	34	36	36	36	37	37	37	37	37	37	37	37	37	39							
Orthoptists	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	6							
Paramedics	73	74	75	75	76	74	74	74	72	75	75	76	76	77	77	76	79							
Physiotherapists	72	76	76	76	75	75	75	77	78	78	78	78	79	79	79	80	83							
Practitioner psychologists	102	106	104	104	104	108	107	103	103	105	109	109	109	109	109	114	114							
Prosthetists/Orthotists	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	56	56	56	57							
Social workers in England	252	252	254	254	251	252	251	254	255	253	251	253	253	253	253	254	255							
Speech and language therapists	34	35	35	35	36	39	39	40	40	40	40	42	42	45	45	44	45							
Prescription only medicine - administration	4	4	4	4	4	5	5	4	4	4	4	4	4	3	3	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							
Prescription only medicine - sale / supply (OR)																	1	4						
Supplementary prescribing	51	51	50	50	50	50	50	50	50	49	49	49	49	49	49	49	49							
Independent prescribing	95	95	95	95	98	98	98	98	98	96	98	97	96	96	97	98	97							
Approved mental health professionals	32	32	33	33	33	34	33	33	33	33	33	33	33	33	33	32	31							
Podiatric surgery			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							
Total approved education providers	145	146	146	146	144	144	144	143	143	143	143	143	143	144	144	144	145							

2016/17 FYE	2017/18 FYE	2018/19 YTD
28	28	31
60	64	64
17	19	19
3	4	4
32	35	36
18	18	18
68	73	74
34	37	37
3	3	4
73	76	76
71	78	80
102	109	114
2	2	2
54	58	56
252	253	254
34	42	44
4	4	2
6	5	5
		1
51	49	49
95	97	98
32	33	32
		2
1,039	1,089	1,102
145	143	144

CH = Chiropodists / podiatrists
OR = Orthoptists

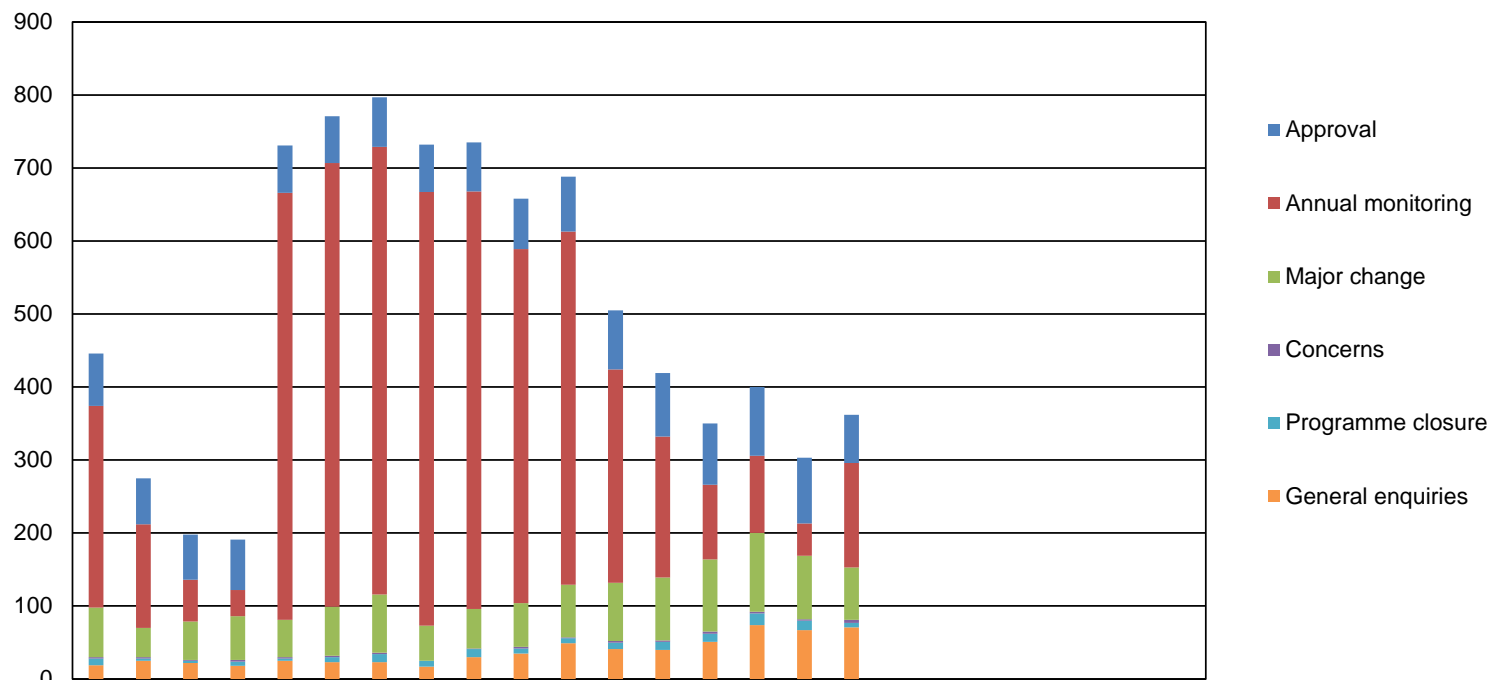
Overview of approval visits April 2017 - March 2019



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							
Number of programmes visited	13	18	17	4	1	16	3	4	0	5	7	15	24	13	10	7	3							

2016/17	2017/18	2018-19
FYE	FYE	YTD
44	60	29
78	103	57

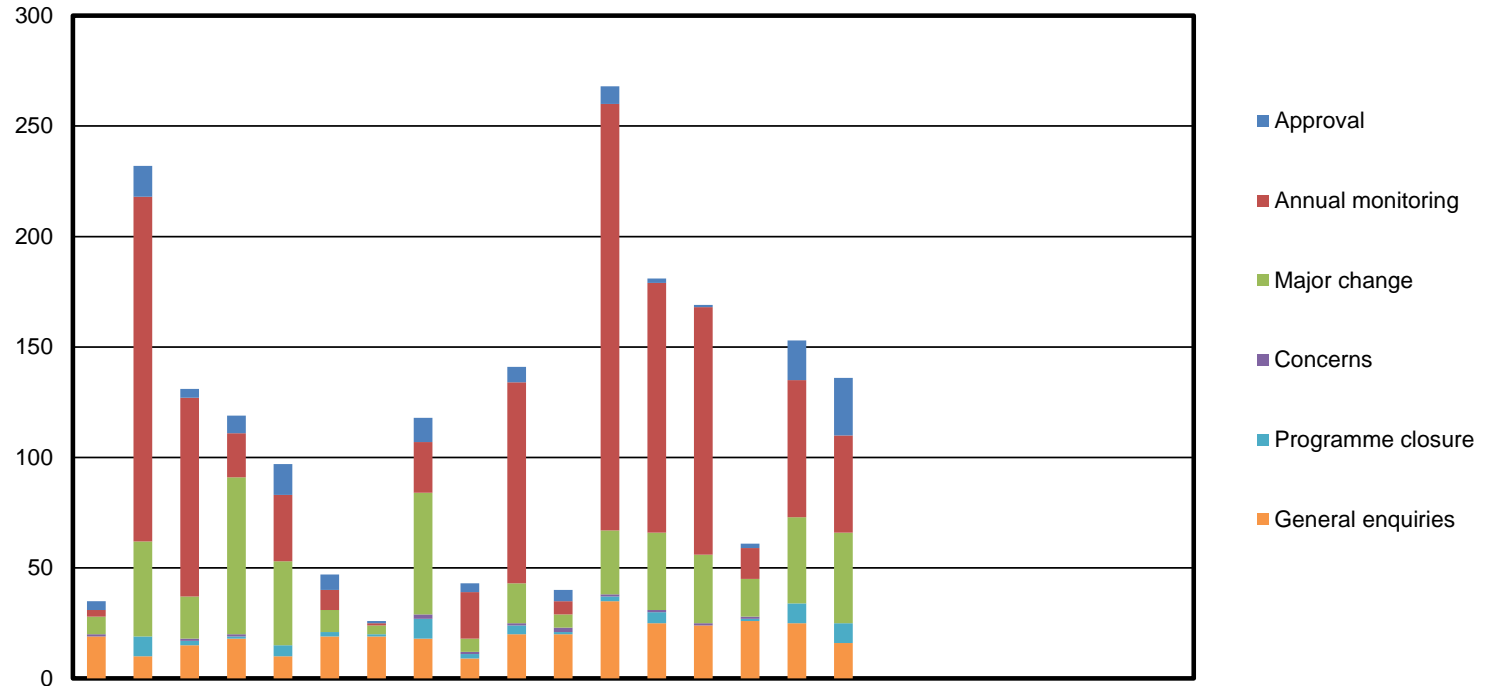
Overview of workload, Number of active cases, April 2017 - March 2019



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								
Annual monitoring	276	142	57	36	585	608	613	594	572	485	484	292	193	102	106	44	143								
Major change	68	40	53	60	51	67	80	48	54	60	72	80	86	99	108	87	72								
Concerns	2	2	1	2	2	2	2	0	1	2	1	2	2	3	2	2	4								
Programme closure	9	3	3	6	3	7	11	8	11	7	7	9	11	11	16	13	6								
General enquiries	19	25	22	18	25	23	23	17	30	35	49	41	40	51	74	67	71								
Total	446	275	198	191	731	771	797	732	735	658	688	505	419	350	400	303	362								

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

2016/17	2017/18	2018/19
FYE	FYE	YTD
62	87	49
762	643	345
310	307	163
10	10	3
31	38	24
131	212	116
1,306	1,297	700

Fitness to Practise

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Fitness to Practise: overview

This report is based on data to the end of July 2018, with the high level KPI data to the end of August. A full data set will be presented to Council at the October workshop.

In June 2018 we developed our management information pack so the presentation of the data may be different to the one the Council has seen previously. In this report we have concentrated on reporting our median as per the Corporate Key Performance Indicators and the PSA key measures. To be consistent with the PSA measures the age brackets we monitor and will refer to in this report capture cases older than 156 weeks, 104 weeks and 52 weeks. For consistency, we also monitor and report on the length of time in weeks.

FTP Improvement Project

The Project will deliver improvements in the following key areas of our work:

- The application of the Standard of Acceptance
- The quality and timeliness of our investigations
- Management of our health cases
- ICP decision-making
- Quality of our risk assessments
- Timeliness of our case progression

To date (22 August 2018), we have:

- Developed a proposed approach to the threshold policy (currently the Standard of Acceptance).
- Developed the operational guidance, systems and templates to implement investigation planning for all relevant cases from 2 July 2018
- Developed the information provided to registrants about the observation and Investigating Committee Panel stage of our fitness to practise process
- Revised panel member induction and refresher training, focussing on the ICP's role and quality decision-making
- Revised the operational guidance for discontinuance of proceedings and provided training to relevant colleagues

- Revised the operational guidance for disposal of cases by consent and provided training to relevant colleagues
- Developed a new Health Policy: <http://www.hcpc-uk.org/assets/documents/1000577FEnc09-HealthAllegationspolicystatement.pdf>
- Created a new case progression team in CRT to manage the group 1 cases identified in the Case Progression Plan: <http://www.hcpc-uk.org/assets/documents/10005726Enc13-FitnesstoPractiseCaseProgressionPlan2018to2019.pdf>
- Appointed Capsticks Solicitors to manage a group of older cases as identified in the Case Progression Plan
- Developed a new Quality Assurance Framework

Work currently underway includes:

- Review the human resources needed to manage our future fitness to practise work
- Developing a policy on the new threshold criteria – to be considered by Council in September 2018
- Introducing Investigating Committee Panel specific chairs
- Reviewing the Proceeding in absence Practice Note
- Developing phase 1 (pre-ICP) of the Case Management Manual
- Developing the risk assessment e-learning module
- Developing a case progression strategy for 2018/19 – to be considered by Council in September 2018
- Developing operational key performance indicators

New and open cases

- The total new concerns received since the beginning of the reporting year was 825 in July, which averages as 206 new cases per month. The total number so far is 10% higher than our original forecast of total cases for up to end of July . (See Table 1)
- The total open caseload was 2,310 in July. The total number of open pre-ICP cases (1,946) continues to increase and is 7% above the 2018/19 original forecast position. The increase is attributed to a continuing increase in new cases received as well as the continuing impact of the measures introduced in immediate response to the Professional Standards Authority's 2016/17 performance review. (See Table 1)

- The total number of open post-ICP cases was less than expected in the forecast. Of the 318 open cases, 35% have a final hearing listed, 1% have a preliminary hearing listed, 43% are with scheduling and are being listed, and 21% are with our external legal suppliers. These proportions are 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 gone up to 63.4 weeks in July compared to 55.6 in June and 53.9 weeks in May (the corporate KPI is 33 weeks). This is a result of older cases being progressed to the ICP out of which 59% were older than 52 weeks (6 were older than 104 weeks and 15 older than 52 weeks). Concluding cases older than 52 weeks helps to address the key PSA measures in this respect. (See Table 2)
- The median length of time for cases to reach the final hearing once referred by the ICP was 54.8 weeks in July compared to 51.4 weeks in June and 56.7 weeks in May (the corporate KPI is 39 weeks). This was a result of concluding older cases. 64% of cases concluded in July were over 52 weeks old (5 were older than 104 weeks and 13 were older than 52 weeks). Concluding cases from this bracket helps us to improve on the key PSA measures for open cases older than 52 weeks. The number of open post ICP cases which are older than 52 weeks has gone down in July by 3%. (See Table 3)
- The median length of time to conclude cases at hearing from receipt has gone down in July to 99.6 weeks compared to 105.7 in June and 104 weeks in May (the corporate KPI is 73 weeks). (See Table 4)
- Interim order cases were progressed in a median time of 14 weeks from receipt. This is quicker by 2 weeks compared to the corporate 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 week old to 80 and over 52 weeks to 378.

- In July we had 33 cases which were over 156 weeks, 134 cases which were over 104 weeks and 528 cases which were over 52 weeks. This was higher than in previous months and above our target. (See Table 6)
- The number of total open pre-ICP cases had gone up to 1992 in July. Out of this number 80% is younger than 52 weeks. 7 cases are older than 156 weeks, 56 cases are older than 104 weeks and 343 cases are older than 52 weeks. (See Table 2)
- The number of open post ICP cases continues to decrease. The number of open post ICP case was 318 in July. Out of this number the number of cases over 156 was 26, over 104 weeks was 78 and over 52 weeks 185. All the numbers are lower compared to the previous month which is a positive improvement in relation to the cases at the post ICP stage (See Table 3).

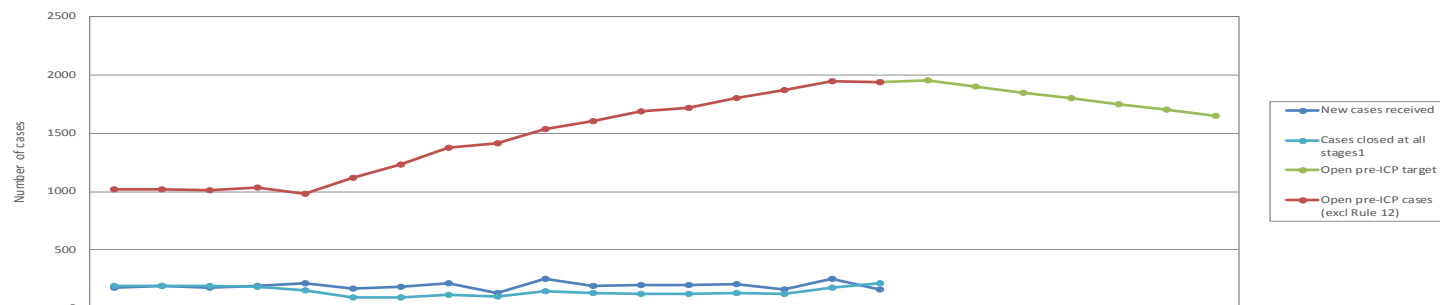
Challenges to Fitness to Practise Decisions

- Two appeals from registrants against the decision of the Conduct and Competence Committee have been received since April and are ongoing. All other appeals have been successfully concluded. No new appeals were received in June or July. (See Table 7)

Table 1

Fitness to Practise (FTP) Overview

Fitness to Practise Department



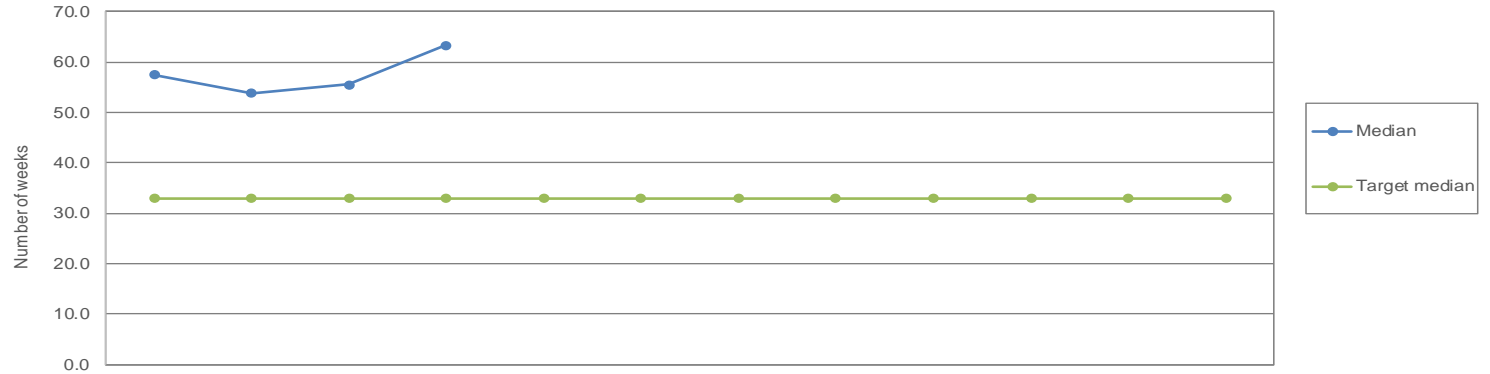
	2017			2018									2019									17/18	18/19 Forecast				2018-19 YTD			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year End 17-18	Original Forecast		3 month re-forecast	6 month re-forecast	9 month re-forecast
New cases received	175	192	179	194	212	167	185	214	133	254	195	202	199	205	165	256									2,302	2,239	2,311			825
Rolling 12 month average New Cases	187	184	183	184	186	183	183	185	184	192	192	192	194	195	194	199									N/A	Not specifically forecast				
Cases closed at all stages ¹	189	193	194	184	152	93	94	114	101	147	130	126	123	133	125	176									1,717	2,123	2,127			557
Cases open at all stages ²	1,518	1,528	1,523	1,545	1,495	1,621	1,716	1,835	1,855	1,957	2,036	2,101	2,117	2,203	2,246	2,310									2,101	2,140	2,186			2,310
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									1,690	1,663	1,732			1,946
Average cases per Case Manager (PreICP excl Rule 12 only)	Not previously reported on												55	54	52	53									N/A	Not specifically forecast				
Number of Case Managers (PreICP excluding Rule 12 only)	Not previously reported on												16	17	17	18									N/A	Not specifically forecast				
Open Rule 12 cases	38	44	48	50	46	44	38	34	35	32	40	41	42	49	48	46								41	67	52			46	
Open post-ICP cases	462	468	461	464	465	459	446	426	406	392	395	370	354	350	331	318									370	477	454			318
Open restoration cases	Not previously reported on												5	6	5	4									N/A	Not specifically forecast				
Cases closed pre-ICP (does not meet SOA)	132	147	139	144	106	90	51	67	71	111	97	79	91	97	83	135									1,234	1,590	1,626			406
Cases Obs'ed	43	54	63	44	40	29	37	30	32	25	31	35	53	50	54	59									463	759	765			216
Cases considered at ICP	65	56	52	61	55	47	35	27	24	31	49	40	34	34	23	41									542	705	673			132
Cases closed at ICP (No Case to Answer)	15	9	12	14	11	3	8	1	5	5	8	9	4	10	8	13									135	160	152			35
Cases concluded at ICP (Case to Answer)	47	41	34	41	39	40	19	23	18	22	33	26	28	22	13	21									467	474	448			84
Cases concluded at ICP (Further Information) ³	3	6	6	6	5	4	8	3	1	4	8	5	2	2	2	7									72	70	74			13
% Case to Answer (out of cases concluded)	76	82	74	75	78	93	70	96	78	81	80	67	88	69	62	62									79	75	75			70
Cases concluded at Final Hearing	42	37	43	28	35	39	34	45	35	31	25	38	28	26	34	28									432	438	402			116
Concluded restoration cases	Not previously reported on												0	0	1	0									N/A	Not specifically forecast				
Cases in review cycle	247	231	234	237	231	226	230	243	247	245	245	245	232	225	224	220									245	249	223			220
Balance between new cases and closed cases	-14	-1	-15	10	60	74	91	100	32	107	65	76	76	72	40	80									585	N/A	N/A	N/A	N/A	268

1 Includes: SOA not met, ICP no case to answer, and Cases concluded at FH.
 2 Includes Open pre-ICP, Open post-ICP, and open Rule 12 cases.
 3 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)

Fitness to Practise Department



FTP target: median of 33 weeks

	2018						2019						
Age Profile: number of concluded cases	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2018-19 YTD
<=8 weeks	0	0	0	0									0
>8 and <=25 weeks	2	4	4	4									14
>25 and <=33 weeks	5	5	3	1									14
>33 and <=52 weeks	7	6	3	9									25
>52 and <=104 weeks	16	14	8	14									52
>104 and <=156 weeks	1	3	2	6									12
>156 weeks	1	0	1	0									2
TOTAL concluded cases¹	32	32	21	34									119
Mean	62.1	56.2	62	66									60
Median	57.5	53.9	55.6	63.4									55.6

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									388
>8 and <=25 weeks	556	570	609	606									606
>25 and <=33 weeks	197	197	208	207									207
>33 and <=52 weeks	350	396	399	385									385
>52 and <=104 weeks	243	278	312	343									343
>104 and <=156 weeks	49	52	58	56									56
>156 weeks	5	6	6	7									7
TOTAL open cases	1,763	1,853	1,915	1,992									1,992

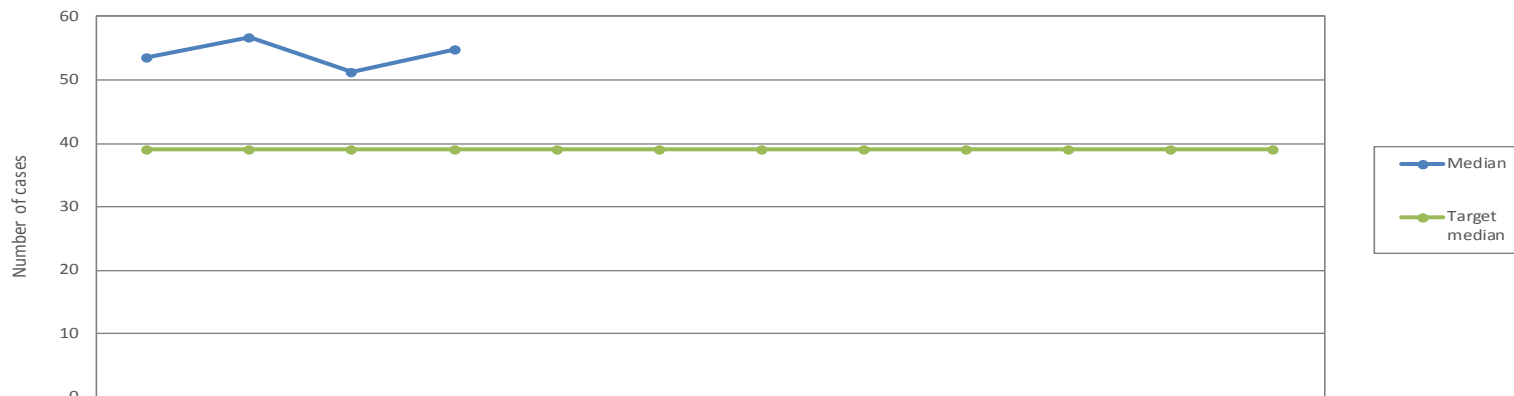
Balance between open cases and concluded cases	1,731	1,821	1,894	1,958									1,873
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¹ Total concluded cases includes 'Case to Answer' and 'No Case to Answer'.

Table 3

Length of time from ICP to conclusion (Final Hearing) (in weeks)

Fitness to Practise Department



FTP target: median of 39 weeks

Age Profile: number of concluded cases	2018				2019								2018-19 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<=4 weeks	0	0	0	0									0
>4 and <=11 weeks	0	0	0	0									0
>11 and <=20 weeks	0	0	1	2									3
>20 and <=29 weeks	0	2	3	1									6
>29 and <=39 weeks	4	3	3	4									14
>39 and <=52 weeks	10	4	13	3									30
>52 and <=104 weeks	10	12	13	13									48
>104 and <=156 weeks	3	5	1	5									14
>156 weeks	1	0	0	0									1
TOTAL concluded cases	28	26	34	28									116
Mean	64.6	66.5	54	63									60.4
Median	53.5	56.7	51.4	54.8									53.9

Age Profile: number of open cases post-ICP	2018				2019								2018-19 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<=4 weeks	0	0	0	0									0
>4 and <=11 weeks	0	0	0	0									0
>11 and <=20 weeks	0	1	0	0									0
>20 and <=29 weeks	4	2	1	2									2
>29 and <=39 weeks	9	10	8	3									3
>39 and <=52 weeks	38	28	24	24									24
>52 and <=104 weeks	209	205	188	185									185
>104 and <=156 weeks	66	78	83	78									78
>156 weeks	28	26	27	26									26
TOTAL open cases	354	350	331	318									318

Balance between open cases and concluded cases	326	324	297	290									202
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Table 4

Length of time from receipt to conclusion (Final Hearing) (in weeks)

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
>8 and <=25 weeks	0	0	0	0									0
>25 and <=33 weeks	0	0	0	0									0
>33 and <=73 weeks	9	3	6	3									21
>73 and <=104 weeks	9	10	12	9									40
>104 and <=156 weeks	6	10	13	11									40
>156 weeks	4	3	3	5									15
TOTAL concluded cases	28	26	34	28									116
Mean	101.4	120.6	108.8	117.9									111.3
Median	80.5	104.0	105.7	99.6									104.0

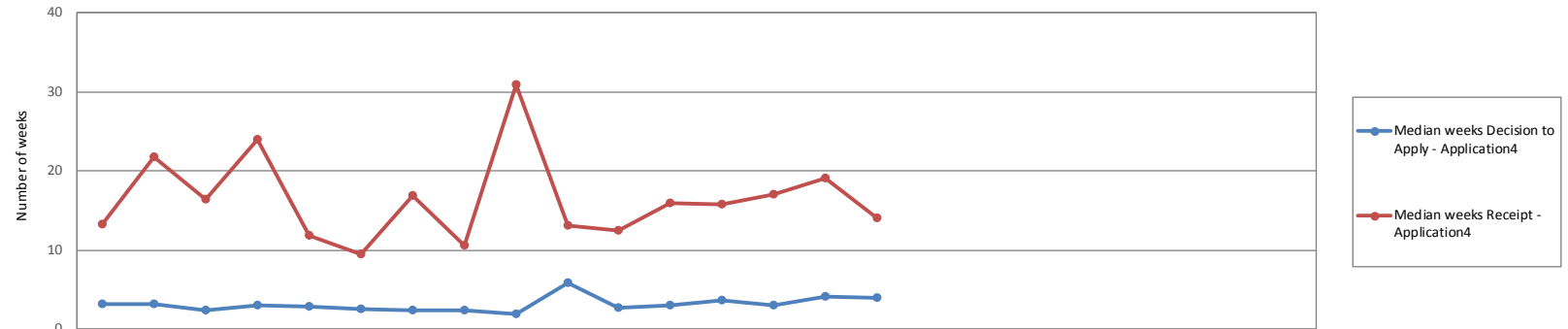
Age Profile: number of open cases since receipt	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2018-19 YTD
	<=8 weeks	363	354	323	388								
>8 and <=25 weeks	558	571	610	606									606
>25 and <=33 weeks	202	203	210	210									210
>33 and <=52 weeks	394	430	429	411									411
>52 and <=73 weeks	243	287	299	310									310
>73 and <=104 weeks	209	196	201	218									218
>104 and <=156 weeks	115	130	141	134									134
>156 weeks	33	32	33	33									33
TOTAL open cases	2,117	2,203	2,246	2,310									2,310

Balance between open cases and concluded cases	2,089	2,177	2,212	2,282									2,194
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Table 5

Interim Orders breakdown (in weeks)

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									89	142	164	74			
Applications adjourned	Not captured in this way in 2017/18												1	3	1	1									Not captured in this way			6			
Applications granted	7	13	15	10	11	16	14	17	5	8	11	14	13	14	14	15									78	128	141	56			
Applications not granted	1	2	1	1	1	3	3	1	0	3	4	3	3	2	3	4									11	14	23	12			
Interim Orders reviewed	29	33	36	35	46	18	23	29	29	23	28	11	18	26	26	19									261	317	340	89			
Interim Orders revoked	3	0	0	1	1	0	0	0	0	0	2	0	1	4	2	1									7	8	7	8			
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									19	23	44	22			
Interim Order not imposed at Final Hearing ²	0	0	0	1	2	1	0	0	2	2	0	1	1	0	1	1									Not reported	1	9	3			
Mean weeks Receipt-Application ³	21	30	23	31	13	26	24	19	40	18	15	23	23	30	29	22									22	29	24	22			
Median weeks Receipt - Application ⁴	13	22	16	24	12	9	17	11	31	13	12	16	16	17	19	14									15	22	14	14			
Mean weeks Decision to Apply - Application ³	4	5	3	3	3	3	3	3	2	6	3	4	5	5	5	5									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									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

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									2,127	2,259	2,302	825
Total open cases (pre- and post-ICP)		2,060	2,117	2,203	2,246	2,310									1,675	1,491	2,060	2,310
Open >52 and <=104 weeks	378	444	452	483	500	528								Not previously reported in this way				
Open >104 and <=156 weeks	80	105	115	130	141	134												
Open >156 weeks	14	38	33	32	33	33												
Open pre-ICP		1,690	1,763	1,853	1,915	1,992								1,208	1,027	1,690	1,992	
Open post-ICP		370	354	350	331	318								467	464	370	318	

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

4. Number of court appeals received against fitness to practise decisions

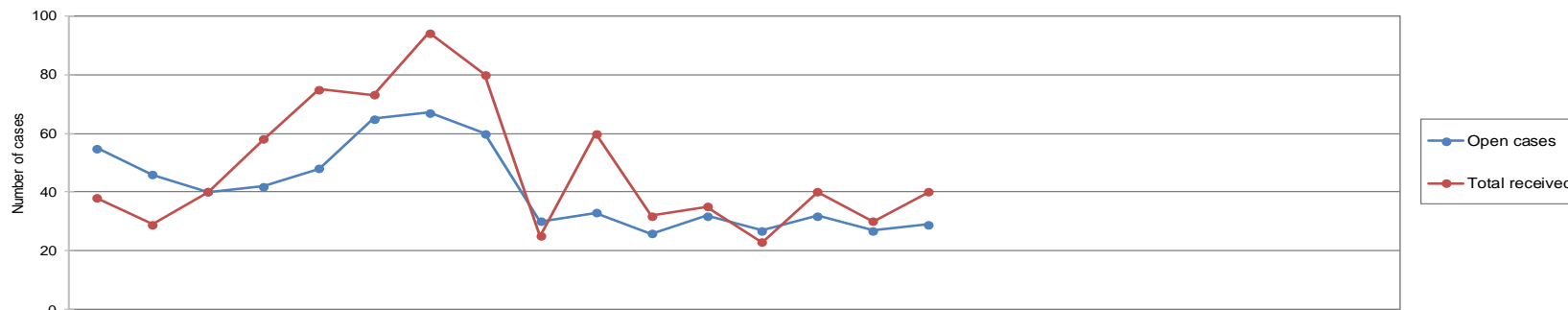


	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	2017-18 YTD
Number of fitness to practise FH decisions	38	28	26	34	28									116
Number of registrant appeals	0	1	1	0	0									2
Number of PSA appeals	0	0	0	0	0									0
Number of Judicial Reviews	0	0	0	0	0									0
Total number of appeals	0	1	1	0	0									2
Appeals against FTP decisions ratio - %	0.00	0.04	0.04	0.00	0.00									0.0

Table 8

Health and Character Declarations

Fitness to Practise Department

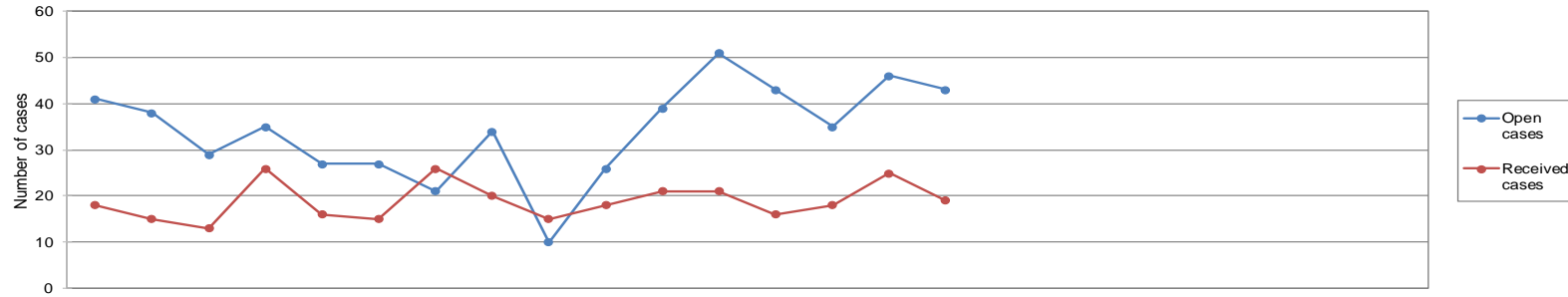


		2017			2018									2019						15/16	16/17	17/18	18/19						
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD
Received	Renewal	2	4	0	2	0	0	1	1	0	1	0	0	0	1	0	0									36	109	11	1
	Readmission	7	7	7	5	3	5	3	8	4	5	3	4	4	9	9	1									79	101	61	23
	Admission	29	18	33	51	72	68	90	71	21	54	29	31	19	30	21	39									617	499	567	109
	Self-referral	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0									0	1	0	0
	Total received	38	29	40	58	75	73	94	80	25	60	32	35	23	40	30	40									732	710	639	133
Considered	Admission accepted administratively	33	26	30	40	49	45	77	69	49	42	24	23	23	28	26	14									Not previously reported.	285	507	91
	Considered by panel	11	11	8	9	14	12	13	15	9	17	13	6	5	11	12	5									336	127	138	33
	Referred to FTP	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									20	11	7	4
	Readmission rejected by panel	0	1	1	1	1	2	0	0	1	0	0	0	0	2	1	2									0	1	7	5
	Renewal rejected by panel	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	1	0
	Admission accepted by panel	6	7	2	1	9	7	11	13	6	12	10	4	5	4	6	1									308	126	88	16
	Readmission accepted	4	1	2	7	0	2	0	1	2	4	1	0	1	4	2	2									0	17	24	9
	Renewal accepted	1	1	2	0	2	0	1	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													

Table 9

Protection of Title

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									
Police	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0									
HCPC Registrant / Internal	4	6	5	9	4	4	10	5	6	7	7	9	6	5	10	4									
Anonymous	0	0	0	2	1	0	1	0	0	0	0	0	0	0	0	1									
Professional body	0	1	4	6	2	4	1	2	2	2	4	4	2	3	3	5									
Other	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0									
Received cases	18	15	13	26	16	15	26	20	15	18	21	21	16	18	25	19									
Open cases	41	38	29	35	27	27	21	34	10	26	39	51	43	35	46	43									

14/15	15/16	16/17	17/18	18/19
FYE	FYE	FYE	FYE	YTD
150	135	94	107	39
4	2	0	2	0
10	18	57	76	25
14	14	20	4	1
139	112	51	32	13
9	43	14	3	0
326	324	236	224	78

Registration

Page number

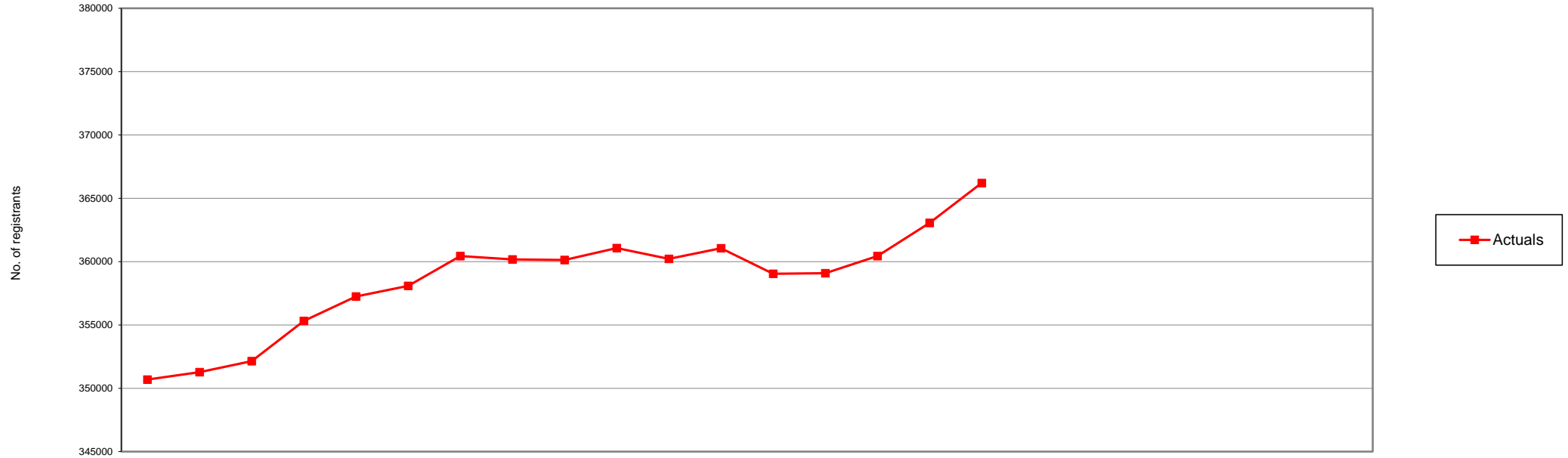
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Registration: overview

- This section provides an update about the work of the Registration Department from June - August 2018. All of the department's 10 service standards were consistently achieved for the period with the exception of responding to emails, answering UK telephone calls and processing international applications.
- A total of 28,959 UK telephone calls were received which is 199 (or 0.7%) higher compared to the same period in 2016 and 94% of UK telephone calls were answered. The shortage of fully trained Registration Advisors attributed to this service standard not being met as well as actively prioritising available resource to fulfil the department's regulatory functions of registering new applicants, renewing existing registrants and managing continuing professional development audits.
- A total of 9,672 UK emails were received which is 1,787 (or 22.7 %) more than the same period in 2016. All emails were answered within an average of 2 working days. There is no single reason for the increase of UK email volumes for the period.
- A total of 6,625 international emails were received which is 1,840 (or 38.5%) more than the same period last year. All emails were answered within an average of 3 working days. The receipt of 14% more International applications this financial year to date compared to the same period in 2017 contributed to the higher number of international emails. During the period January 2018 until the end of August 2018 the department recruited 11 Registration Advisors. The resulting shortage of fully trained Registration Advisors attributed to this service standard not being met, combined with actively prioritising available resource to fulfil the department's regulatory functions described above.
- A total of 1,103 international applications were received June to August 2018 and the 60 working days service standard was exceeded during the month of June by 7 days for non-EMR applications and 4 days for EMR applications respectively. The shortage of fully trained Registration Advisors contributed to this but the service standard is now being delivered as a direct result of the department's recruitment and training plan.
- Recruitment campaigns are being held frequently to ensure vacancies are filled as quickly as possible. During the period from June to August 2018, 3 candidates were successfully recruited to Registration Advisor roles. A 6 month multi-skilling training programme for all new recruits is being delivered. At the time of writing this report 3 September 2018, recruitment is ongoing for 4 further vacant Registration Advisor positions with an assessment day being planned for September 2018.
- The renewal period for social workers in England and operating department practitioners opened on 1 September 2018. A total of 97,322 social workers and 13,773 operating department practitioners have been invited to renew their registration, this equates to 30.3% of the HCPC Register, with 2,431 and 344 respectively selected to submit a CPD portfolio.

Number of Registrants by Profession April 2017 - March 2019

Registration Department

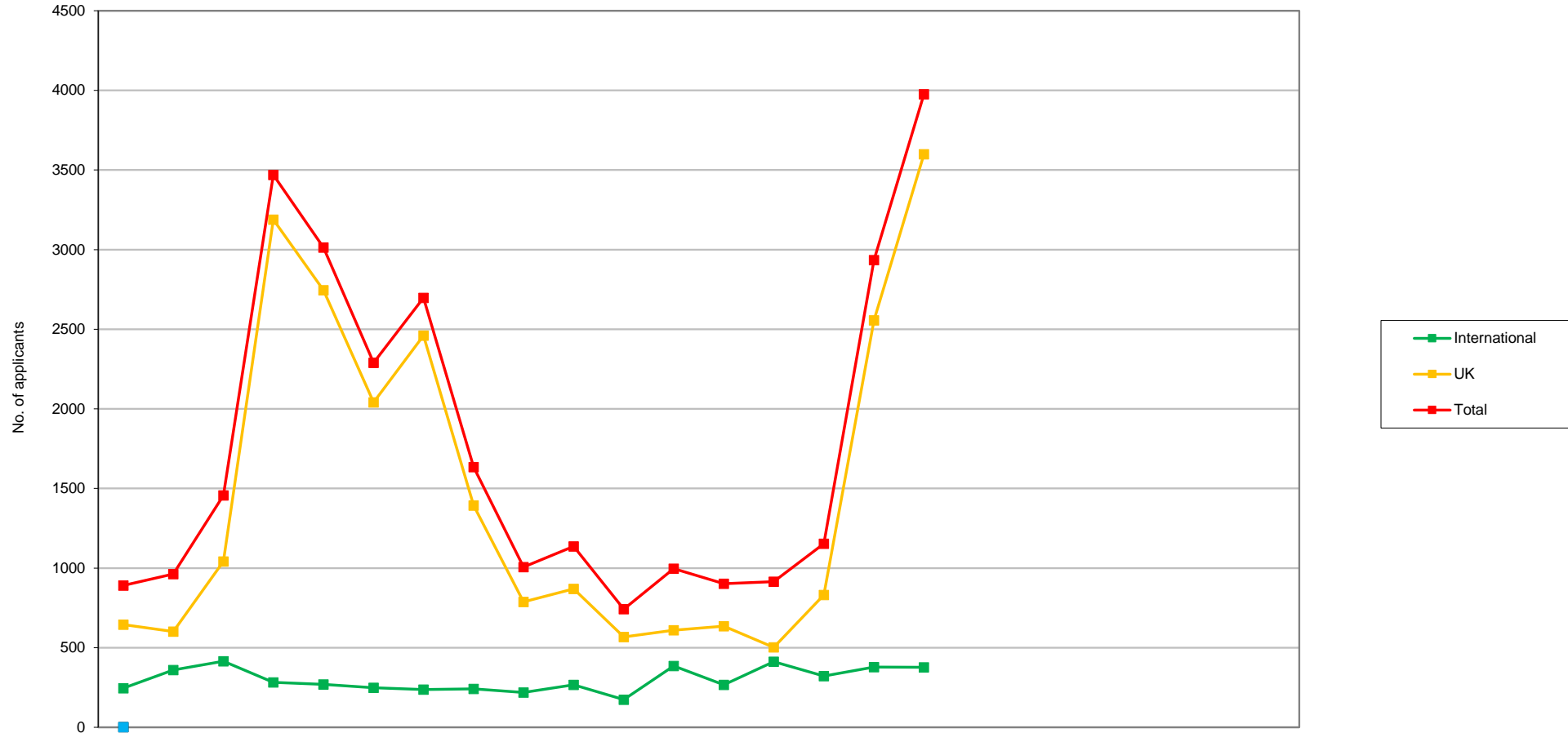


	2017			2018									2019									15/16	16/17	17/18	18/19							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE	YTD				
Arts therapists	4,040	4,043	4,057	4,099	4,170	4,209	4,262	4,273	4,288	4,311	4,317	4,322	4,328	3,999	4,073	4,110	4,230															
Bio. scientists	22,906	22,879	22,974	23,100	23,172	23,119	23,153	23,142	22,121	22,262	22,335	22,395	22,491	22,519	22,603	22,693	22,835															
Chirops/ pods	12,920	12,914	12,949	13,075	13,128	13,163	13,185	13,186	13,164	13,120	13,122	13,115	13,101	13,059	13,090	13,206	12,775															
CI scientists	5,688	5,713	5,740	5,741	5,738	5,514	5,559	5,675	5,732	5,772	5,799	5,818	5,854	5,873	5,902	5,917	5,934															
Dietitians	9,120	9,131	9,173	9,355	9,464	9,505	9,541	9,556	9,547	9,564	9,566	9,585	9,611	9,596	9,620	9,381	9,556															
Hearing aid disps	2,607	2,627	2,648	2,682	2,726	2,761	2,803	2,836	2,857	2,871	2,889	2,908	2,927	2,934	2,948	2,962	2,851															
OTs	38,047	38,131	38,240	38,579	38,889	38,919	38,969	37,799	37,922	38,027	38,110	38,183	38,212	38,283	38,370	38,687	39,200															
ODPs	13,082	13,086	13,122	13,175	13,289	13,484	13,602	13,595	13,630	13,645	13,640	13,639	13,657	13,635	13,655	13,731	13,850															
Orthoptists	1,448	1,447	1,439	1,450	1,407	1,424	1,432	1,441	1,441	1,441	1,440	1,440	1,442	1,442	1,445	1,461	1,482															
Paramedics	24,084	24,230	24,285	24,459	24,031	24,455	24,722	24,976	25,113	25,217	25,269	25,465	25,637	25,790	25,856	26,021	26,270															
Physiotherapists	52,906	53,057	53,359	54,030	54,532	54,744	54,852	54,980	55,050	55,140	55,177	55,132	52,440	52,955	53,301	54,009	54,696															
Pract psychs	22,544	22,521	21,993	22,085	22,172	22,311	22,695	22,853	22,960	23,017	23,065	23,104	23,156	23,182	23,237	23,305	23,407															
Prosth/orthotists	1,062	1,062	1,072	1,091	1,094	1,037	1,045	1,049	1,050	1,052	1,053	1,051	1,055	1,056	1,071	1,086	1,095															
Radiographers	32,112	32,183	32,469	33,092	33,278	33,451	33,570	33,638	33,618	33,586	32,167	32,475	32,578	32,662	32,897	33,511	33,888															
Social workers	92,181	92,275	92,613	93,183	93,950	94,510	95,380	95,388	95,824	96,175	96,367	96,497	96,571	96,108	96,350	96,842	97,844															
SLTs	15,941	15,967	16,009	16,120	16,200	15,475	15,671	15,785	15,818	15,870	15,898	15,932	15,977	15,988	16,013	16,133	16,295															
Total	350,688	351,266	352,142	355,316	357,240	358,081	360,441	360,172	360,135	361,070	360,214	361,061	359,037	359,081	360,431	363,055	366,208															

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

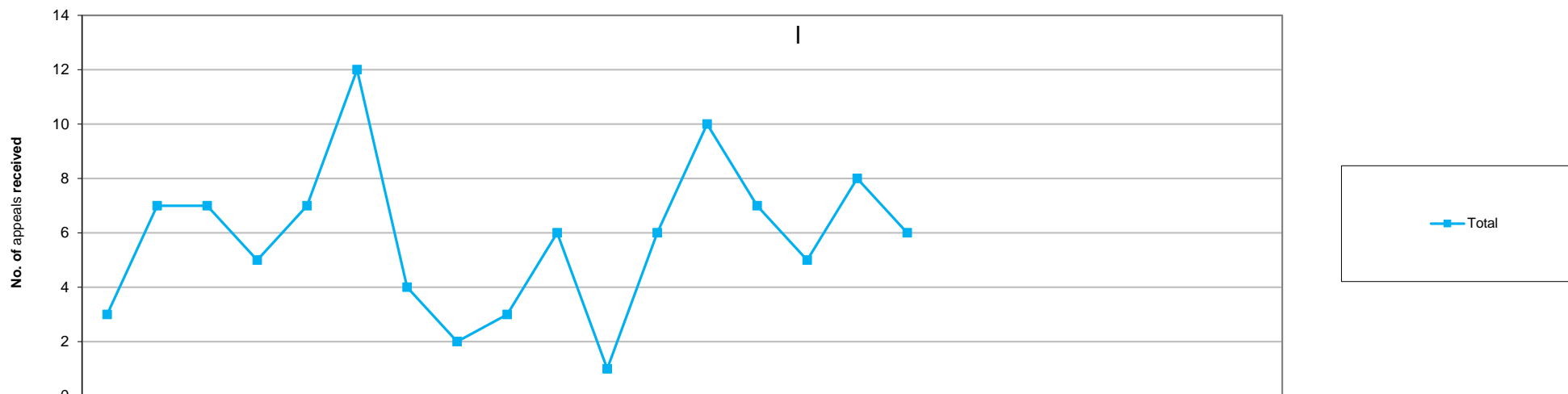
New Registrants April 2017 - March 2019

Registration 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	
International	246	360	415	282	269	248	237	241	219	267	174	386	267	412	322	379	377									2,871	2,958	3,344	1,757
UK	645	602	1,041	3,188	2,745	2,041	2,460	1,393	788	869	568	610	635	502	831	2,556	3,599									16,468	16,340	16,950	8,123
Total	891	962	1,456	3,470	3,014	2,289	2,697	1,634	1,007	1,136	742	996	902	914	1,153	2,935	3,976									19,340	19,298	20,294	9,880

Registration Appeals Received April 2017 - March 2019

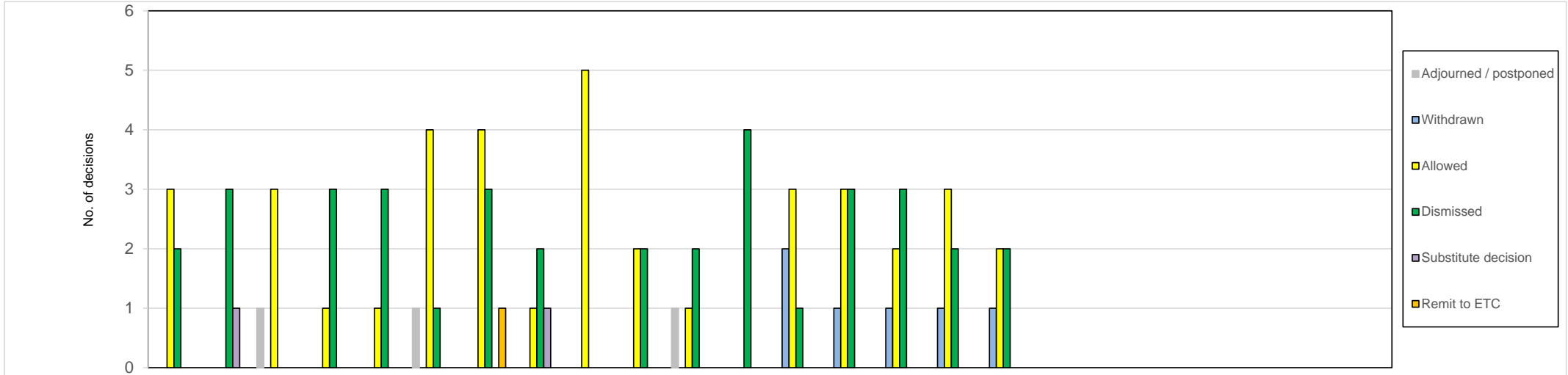


	2017			2018									2019									16/17	17/18	18/19				
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	
EMR (1)	2	1	1	3	2	3	1	1	1	4	1	2	2	1	1	1	2											
Non-EMR (2)	1	5	4	1	3	1	0	0	1	1	0	2	4	4	2	4	2											
Visitors (3)	0	0	0	0	0	0	0	0	0	1	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											
Returns to practice (5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
CPD (6)	0	1	2	1	2	4	1	0	1	0	0	1	2	0	0	3	1											
Health and Character declarations (7)	0	0	0	0	0	4	2	1	0	0	0	1	2	2	2	0	1											
Total	3	7	7	5	7	12	4	2	3	6	1	6	10	7	5	8	6								56	63	36	

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

Registration Appeal Decisions April 2017 - March 2019

Registration Department



	2017			2018												2019									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Adjournd / postponed	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	0	0	0	0	2	1	1	1	1	0	0	0	0	0	0	0	0
Allowed	3	0	3	1	1	4	4	1	5	2	1	0	3	3	2	3	2	0	0	0	0	0	0	0	0
Dismissed	2	3	0	3	3	1	3	2	0	2	2	4	1	3	3	2	2	0	0	0	0	0	0	0	0
Substitute decision	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Remit to ETC	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hearings held	5	4	4	4	4	6	8	4	5	4	4	4	5	6	5	5	4	0	0	0	0	0	0	0	0

16/17 FYE	17/18 FYE	18/19 YTD
0	3	1
16	0	6
9	25	13
32	25	11
2	2	0
5	1	0
48	56	25

Human Resources and Partners

Page number

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Table 1: Employee numbers..... 64

Table 2: Employee sickness absence and turnover.....65

Table 3: Partner turnover.....66

Human Resources and Partners: overview

- **Employee turnover**

HCPC Employee turnover rates for August are at **30%** overall, and **23%** of this turnover is due to voluntary resignations. The voluntary resignation rate is down 5% from the 28% reported to Council in July. This reduction is partly due to discovery and correction of a spreadsheet formula error (3%) and partly due to the first reduction in HCPC resignation rates in 9 months.

Prior to this monthly report, the latest available UK national average figures were 23% for overall turnover*, and 15.5% for voluntary turnover. These rates were from a survey published in October 2017 looking at data gathered in 2016: * (source: 'XpertHR Labour turnover rates' published 2 October 2017).

A more comprehensive benchmarking service has been purchased, that draws on data gathered in 2017. This shows that the UK national average rates and rates for London-based employers have changed as follows:

	2016	2017*	HCPC current rate
Overall turnover rate: UK	23%	22.8%	
Overall turnover rate: London	26.7%	25.7%	30%
Voluntary turnover rate: UK	15.5%	19%	
Voluntary turnover rate: London	17.4/%	21.8%	23%

(source: 'XpertHR Labour turnover 2018' Labour turnover rates for 2017, published 5 May 2018).

This new benchmarking information shows that the current HCPC voluntary turnover (resignation) rate of 23% is around 1.2% higher than the latest available rate for London based employers of 21.8%.

It is likely that voluntary turnover rates will continue at around 23% for the rest of the financial year, due to uncertainties about the impact on the workforce of the transfer of social work. We have a number of measures in place to provide information and support to employees around change and uncertainty. These include intranet news items, communications from the CEO, a toolkit to help managers in supporting employees through change, an employee assistance programme, a planned series of change management workshops over the coming months and continued investment in employees' learning and career development.

- **Employee engagement survey: high level results**

The employee engagement survey ran over the summer and all results have been shared with employees. The overall survey response rate was 74% of the workforce, which is 2% above the response rate for the last survey in 2016.

The HCPC's overall engagement score, calculated by the survey provider from responses to questions about key drivers of engagement, was 74%. This is 4% above the HCPC's 2016 overall engagement score, but slightly below the benchmark percentage for similarly sized organisations of 79%.

The top five highest positive scoring areas and the bottom five lowest scores are listed below.

Top five highest positive scores

Question	% Positive score	External benchmark	2016 HCPC comparison
1. I know how the work I do helps HCPC to achieve its aims	98%	+10	+5
2. I understand the aims of HCPC	96%	+11	+3
3. My manager treats me fairly and with respect	91%	+10	+3
4. People help and support each other here	83%	+3	-3
5. The HCPC is committed to equality of opportunity for employees regardless of their personal characteristics	82%	+8	+7
6. I have the freedom I need to get on with my job	82%	+5	n/a
7. I am able to strike the right balance between my work and home life	82%	+14	+4
8. The purpose of HCPC makes me feel good about my work	82%	+5	n/a

Bottom five lowest positive scores

Question	% Positive score	External benchmark	2016 HCPC comparison
1. HCPC supports people through periods of change	51%	0	n/a
2. Different departments across the HCPC work well together	45%	-3	-1
3. My career development aspirations at HCPC are being met	39%	-5	-6
4. Change here is well managed	33%	-4	n/a
5. Different departments are good at sharing ideas to make things work better	30%	-36	-1

- **Employee engagement survey: priorities for action**

Based on the survey provider's analysis and recommendations, the following areas have been identified as priorities for action:

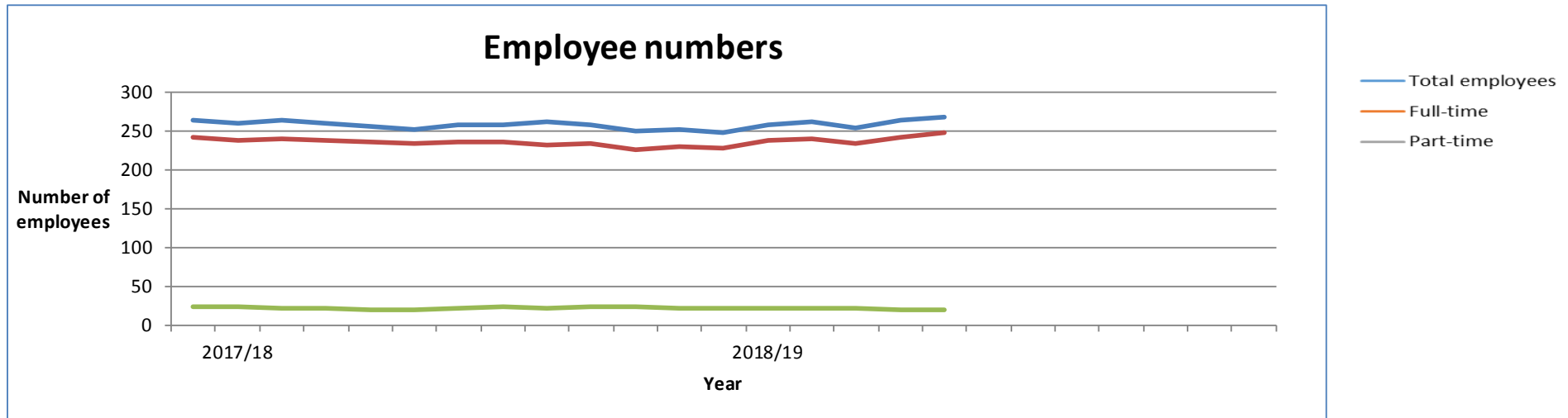
Communication

- Communicating about change – rationale for decisions and impact on employees
- Collaboration – teams working together and sharing ideas
- Communication from Senior Leaders about future vision

Reward

- Employees feeling valued and recognised for their work
- Career and development opportunities – managers having coaching and development conversations with their teams

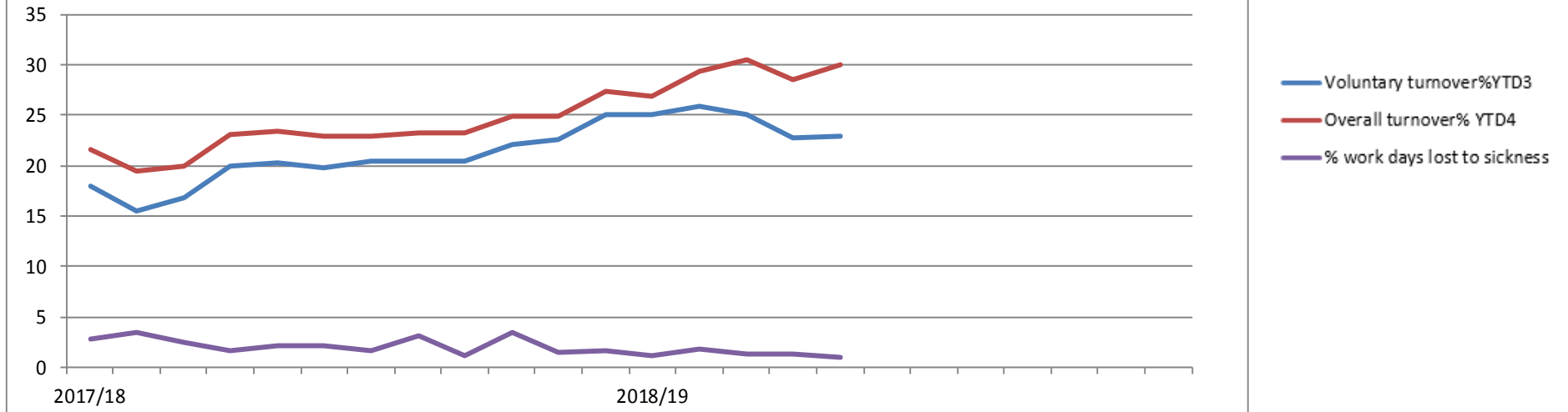
An action plan will be produced for SMT approval in December 2018.



	2017/18												2018/19												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			
Budgeted employees																															
Budgeted permanent	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285	285
Budgeted fixed term																															
Total employees	260	263	259	256	252	258	258	261	257	250	252	248	258	261	254	263	267											234	249	248	261
Full-time	237	239	238	236	233	236	235	232	234	226	230	227	237	240	233	242	247											217	226	227	240
Part-time	23	22	21	20	19	22	23	21	23	24	22	21	21	21	21	20	20										19	22	21	21	
Flexible working*	75	75	74	77	74	78	79	78	76	76	74	74	76	68	66	70	82										41	56	74	68	
FTE*	255	256	255	251	247	253	253	249	201	244	246	242	252	254	248	248	262										230	242	242	254	
Permanent	237	237	228	222	219	214	212	203	205	202	207	202	211	210	206	212	218										229	234	202	210	
Maternity/paternity leave	9	10	11	14	11	11	11	10	8	7	7	11	9	7	6	6	6										3	6	11	7	
Unpaid Sabbaticals	2	2	2	2	1	1	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										5	15	46	51	
Starters (permanent)	4	2	1	1	1	0	2	0	0	0	2	4	9	3	2	2	0										44	45	17	16	
Starters (fixed-term)	2	4	1	6	0	4	4	3	4	1	2	2	4	3	5	5	1										5	23	33	12	
Vacancies	25	22	26	29	33	27	27	24	28	35	33	37	23	21	26	19	15										5	23	346	104	

***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								29	43	56	23
Compulsory leavers ²	3	1	0	0	0	0	0	1	0	0	0	0	0	2	3	0	1								4	5	5	6
Total leavers (vol. & comp.)	9	2	7	11	4	3	5	4	4	8	5	8	5	5	7	5	6								33	48	62	28
Voluntary turnover%YTD	18	15	17	20	20	20	21	20	20	22	23	25	25	26	25	23	23								12	17	25	23
Overall turnover% YTD⁴	22	19	20	23	23	23	23	23	23	25	25	27	27	29	30	29	30								70	19	30	30
Agency days	207	332	276	350	342	454	470	582	470	716	641	649	697	600	419	499	549								3684	4304	5489	2764
% work days lost to sickness	3	3	3	2	2	2	2	3	1	3	1	2	1	2	1	1	1								2	3	2	1
Average sick-days YTD	7	7	7	7	8	8	7	7	7	7	7	6	6	6	5	5	5								6	6	8	6
Sick-days	156	197	143	94	118	117	96	176	69	192	82	93	62	102	76	71	60								1346	1757	1533	371
Occ. Health Referrals	1	4	5	6	7	5	4	2	1	2	2	1	1	2	2	1	1								23	17	46	7

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,

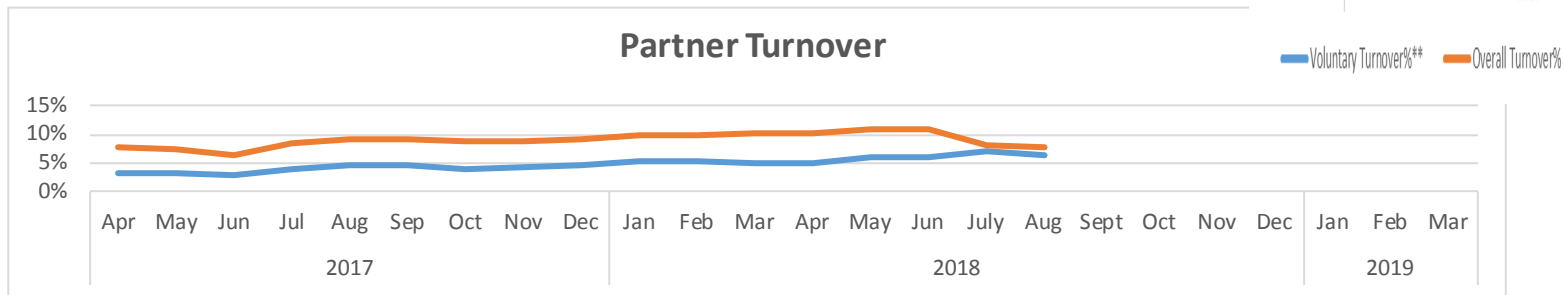
³ **Voluntary Turnover YTD** Shows the year to date turnover percentage (last twelve months) for resignations only

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



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	FYE	YTD
Voluntary Resignations	2	1	0	7	5	1	0	4	2	6	4	2	3	8	0	13	1								34	25
8-year rule*	2	1	0	24	0	0	0	0	0	0	3	5	0	0	0	0	0								35	0
Terminations	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0								0	0
Total Leavers (Vol & Comp)	4	2	0	31	5	1	0	4	2	6	7	7	4	8	0	13	1								69	26
Partners	660	670	676	666	670	685	702	698	696	690	689	689	700	692	707	708	694								683	694
Voluntary Turnover%**	3%	3%	3%	4%	5%	5%	4%	4%	5%	5%	5%	5%	5%	6%	6%	7%	6%								5%	6%
Overall Turnover%	8%	7%	7%	9%	9%	9%	9%	9%	9%	10%	10%	10%	10%	11%	11%	8%	8%								10%	8%

*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

Page number

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Quality Assurance: overview

- The Department was established in June and the operational arrangements were completed in this first month, for example, moving office, setting up budget / financial arrangements and establishing monthly reporting to SMT.
- The Department and individual team (Service and Complaints, Business Process Improvement, Registration, Fitness to Practise, Education Quality Assurance teams) workplans have been produced in this quarter.
- The Education and FTP Quality Assurance Frameworks 2018 have been produced.
- Audits commenced in this period:
 - Education business process (approval)
 - FTP Interim Order Applications
 - FTP Investigations Cases
- Audits completed in this period:
 - FTP Investigation Committee Panel (ICP) Decisions
- The Service and Complaints annual report has been produced.
- BPI have been carrying out audits on departments throughout the organisation ahead of the external ISO9001 audit in October.
- Meetings with core stakeholders have been held throughout this quarter, predominantly with the Heads of Education, FTP and Registration, and the Executive Directors. Verbal updates on the Department activities have been presented to SMT and the Audit Committee.
- We have recruited to two vacant roles (Education Quality Manager and Quality Compliance Manager (FTP)). We are currently recruiting to three vacant roles: Quality Compliance Officers (one Education and one FTP) and a BPI Quality Compliance Auditor.