

Council, 7 December 2016

Operations Report

Executive summary and recommendations

Introduction

This report provides the Council with an update into the work of the Operations Directorate. Areas from the report to highlight are as follows:

Registration

- Over the period of August 2016 to October 2016:
 - All service standards were achieved with the exception of those for answering telephone calls, responding to UK / International emails and for a brief period the processing of UK and readmission applications.
 - Unusual spikes in the volumes of telephone calls was experienced and the call phasing did not follow the patterns and trends that were expected.
 - There were significant employee changes during the period with 6 employees leaving the organisation and 4 internal promotions within the department.
 - 69.3% more international applications were registered compared to the same period last year. This equated to 74.5% more than forecast.

Major Projects

- Over the period of September 2016 to December 2016:
 - One project has closed, five projects have declined in outlook, one project has improved in outlook; and three projects have remained the same
- The Education project has closed.
- The HR and Partners system build project has declined in outlook due to resourcing issues with suppliers. The HR system will be in use by the end of November but the Partners system will not be delivered until delayed until March 2017.
- The Registrations Transformation and Improvement project has declined in outlook due to underestimation of complexity of requirements and supplier engagement issues. The delivery of the system will be delayed.
- The PCI / DSS project has declined in outlook due to resourcing availability of the supplier. It is likely that the project team will not be able to implement the recommendations of the report within the current timeframes.

- The 186 Kennington Park Road project has declined in outlook due to an underestimation of the complexity of requirements by suppliers. The building work is anticipated to complete in September 2017 but the project will not be able to complete in the same month.
- The Net Regulate changes 2016/17 project has declined in outlook due to an increase in scope. The project is therefore now projected to close in March 2017.
- The Professional Qualifications Directive project has improved in outlook as the UK legislation has been approved and is effective from 18th November 2016.
- A paper on the reporting of major projects is attached.

Business Process Improvement

- Over the period of September 2016 to December 2016:
 - BSI audited Education, Secretariat and Communications departments, plus the Quality Management System to ISO 9001:2008 in October.
 - The transition from ISO 9001:2008 to 9001:2015 will occur next financial year following the upgrade of the intranet. This has no material impact on HCPC's quality management system and the benefits it provides.
 - A successful Business Continuity exercise was run with EMT in November, using the Plan In Your Pocket application with Shadow Planner data.

Decision

The Council is asked to discuss the:-

- Operations Management Commentary in appendix 1,
- Operations Management Information Pack in appendix 2 and
- "Reporting of major projects" paper in appendix 3.

Appendices

Appendix 1: Operations Management Commentary.

Appendix 2: Operations Management Information Pack.

Appendix 3. : Project reporting paper.

Date of paper

24 November 2016

Operations Directorate – Management Commentary

This report provides an update about the work of the Operations directorate.

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1. Executive summary

1.1. Registration

- All of the department's service standards were achieved with the exception of those set for answering telephone calls, responding to UK / International emails and for a brief period the processing of UK and readmission applications.
- As forecast, there was an increase in UK applications due to the new graduate period. A lower number of telephone calls were received however, response times for emails and telephone calls were greatly affected by online system email technical issues.
- There were significant employee changes during the period with six employees leaving the organisation and four internal promotions within the department. This significantly reduced the employee skills profile and therefore the capability to respond quickly to the varied work.
- Although 8,821 fewer calls were received than forecast unusual spikes were experienced in telephone call volumes. The call profile do not follow the patterns and trends that were expected. The unusual call patterns required a great deal of flexibility with the management and reallocation of resources from other processes.
- 69.3% more international applications were registered compared to the same period last year, and 74.5% more than forecast.
- Both social workers and operating department practitioners were renewing their registration. Their renewal window closes on 30 November 2016.
- There has been increase in registrants using the online portal to renew their registration. All renewal forms received since entering the renewal window have been processed within five working days of receipt.
- To date 84.9% of social workers and 91.7% of operating department practitioners have renewed their registration.
- It has been noticed that social workers have been renewing much slower this year, compared to their previous renewal period. To try and increase the volumes of renewals, work has been undertaken with the Communications department to promote renewal on our website.

1.2. Major Projects

- One project has closed, five projects have declined in outlook, one project has improved in outlook; and two projects have remained the same
- The Education project has now closed.
- The HR and Partners system build project has declined in outlook due to resourcing issues with suppliers. The HR system will be in use by the end of November but the Partners system will not be delivered until delayed until March 2017.

- The Registrations Transformation and Improvement project has declined in outlook due to underestimation of complexity of requirements and supplier engagement issues. The delivery of the system will be delayed.
- The PCI / DSS project has declined in outlook due to resourcing availability of the supplier. It is likely that the project team will not be able to implement the recommendations of the report within the current timeframes.
- The 186 Kennington Park Road project has declined in outlook due to an underestimation of the complexity of requirements by suppliers. The building work is anticipated to complete in September 2017 but the project will not be able to complete in the same month.
- The Net Regulate changes project has declined in outlook due to an increase in scope. The project will not completed until March 2017.
- The Professional Qualifications Directive project has improved in outlook as the UK legislation has been approved and is effective from 18th November 2016.

1.3. Business Process Improvement

- The external ISO9001:2008 audit took place on October 18th & 19th covering Education, Secretariat, and Communications.
- A successful business continuity test took place with the Shadow Planner / Plan in Your Pocket application in early November.

1.4. Office Services

- Due to the renewal of social workers there has been a significant increase in normal and Special Delivery mail.
- Following the completion of the 184 Kennington Park Road basement restoration works, a series of employee relocations have occurred around the HCPC campus.

2. Registration

- This section provides an update about the work of the Registration department between August and October 2016.

2.1. General

- During this period there were two professions in renewal, social workers and operating department practitioners. Higher than expected call volumes were experienced during this particular renewal period following the sending of various renewal related communication. Delays were experienced with the sending of thousands of automatic renewal confirmation and online system code emails which were backed up in the system and resulted in receiving high volumes of telephone calls from registrants following up their online requests.

2.2. UK telephone calls

- 52,500 telephone calls were received through the UK call queue. This is 39 (or 0.1%) more than the same period two years ago, and 7,994 fewer than forecast.
- 90% of calls were answered compared to 97.6% during the same period two years ago.

2.3. International telephone calls

- 2,490 telephone calls were received through the international call queue. This is 437 (or 21.3%) more than the same period last year.
- 98% were answered compared to 99.4% during the same period last year.

2.4. UK applications

- 7,351 UK applications were received during the period which is 51 (or 0.7%) more than forecast. 215 (or 3%) more UK applications were received compared to the same period last year.
- 7,349 UK applications were registered which is 363 (or 5.2 %) more than forecast.
- All UK applications were processed within ten working days, with the exception of the period from 14 to 21 October 2016. Resources for these dates were focused on other processes. Weekday and weekend overtime was undertaken to return processing times within service standard.

2.5. International applications

- A total of 1,279 new international applications were received which is 393 (or 23.5%) fewer than forecast.
- 105 fewer international applications were received compared to the same period last year which represents a 7.6% decrease.
- 1,014 applications were registered which is 415 (or 69.3%) more compared to the same period last year, and 74.5% more than forecast.
- On average, all European Mutual Recognition (EMR) and Non-EMR applications were acknowledged within four working days.

- Non-EMR applications were processed within 24 working days of receipt and EMR applications within 20 working days of receipt.

2.6. Visiting European health professional declarations

- 94 declarations were received which is 92 (or 49.5%) fewer compared to the same period last year. The number of registered visiting European health professionals for the same period last year has decreased by 16.8% to 303, which is 105 fewer than the forecast of 408.

2.7. European Professional Card (EPC)

- The European Professional Card (EPC) for physiotherapists has been operational since 18 January 2016.
- More interest has been received from physiotherapists who either want to practise elsewhere in the European Economic Area (EEA), or who wish to come and practise physiotherapy in the UK.
- 16 EPC applications have been received from those who are registered with HCPC (or have approved UK qualifications) and wish to practise in another European state.
- 27 EPC applications from physiotherapists have been received who qualified in other European states who want to establish themselves in the UK and use the protected title,
- Ten EPC applications have been received from visiting physiotherapists, who wish to practise in the UK on a temporary and occasional basis.
- Eleven outgoing EPC applications have been successfully transferred to another member state during the period.
- For those who want to use the title physiotherapist and establish themselves in the UK, 14 were returned due to being incomplete, 9 had their qualifications recognised and the rest are ongoing.
- Six EPC applications have been added to the Register of visiting professionals. Please note that these are registered for 18 and not 12 months, when compared to visitors applying via the non-EPC route.
- HCPC have so far received 184 (or 27%) of the total number of EPC applications submitted across Europe.

2.8. Readmission applications

- All readmission applications were processed within 10 working days with the exception of the period from 25 October to 28 October 2016, when resources were focused on UK applications. Overtime undertaken on the 29 October 2016 brought the process back within the service standard.

2.9. UK Emails

- A total of 13,977 emails were received which is 1,256 (or 9.9%) more than the same period in 2014. 67% of UK emails were responded to within one working day and a further 19% within two working days.

- 14% of emails were responded to outside of service. Significant volumes of emails were received on a number of occasions, for example between 7 and 12 October 2,229 were received. In order to cope with the volumes received, resources from the management team, operations, appeals and quality assurance were seconded in.

2.10. International emails

- A total of 4,736 emails were received which is 3,008 or 174.1% more during the same period last year. There continues to be a considerable increase in the number of emails received since the website was updated in October 2015, promoting the international email address more clearly.

2.11. Continuing Professional Development (CPD) audit

- A total of 237 CPD profiles were received during this period and all profiles were acknowledged within 10 working day. All complete CPD profiles are being processed within 60 working days of receipt.
- During this period three assessment days were held and a total of 327 CPD profiles were assessed, of which 32 CPD profiles were sent to assessors to be assessed electronically.

2.12. Registration renewals

- The renewal window for social workers and operating department practitioners opened on 1 September 2016 and is due to close on 30 November 2016.
- There has been an overall increase in registrants using the online portal to renew their registration.
- All renewal forms received since entering the renewal window have been processed within five working days of receipt.
- To date 84.9% of social workers and 91.7% of operating department practitioners renew their registration.
- Social workers have been renewing much slower this year, compared to their previous renewal period. To try and increase the volumes of renewals, further communication work has been undertaken with the Communications department to promote renewal on our website.

2.13. Postal correspondence

- On average, postal correspondence has been processed within five working days of receipt.

2.14. Registration appeals

- Eleven new registration appeals have been received, which is two (or 15.4%) fewer than forecast.
- A Registration Appeal Panel considered a total of 13 appeals, determining that the appeal should be dismissed in eight cases, allowed in three cases, and remitted back to the Education and Training Committee (ETC) in two cases. The dates of panel were 16 August, 23 August and 10 October 2016.

2.15. Employees

- Four new Registration Advisors and five temporary Registration Advisors, two Registration Appeals Coordinators – Council, one Registration Appeals Coordinator – ETC, one Registration Appeals Manager, one Team Leader secondment and one Registration Coordinator were recruited. These positions backfill vacancies that we had following promotions, leavers, and secondments.
- Training continues to be provided to employees as part of our multi-skilling training programme.

3. Major Projects

- This section provides an update about the work of the Major Projects section between September and December 2016.
- One project has closed, five projects have declined in outlook, one project has improved in outlook; and two projects have remained the same
- The Education project has now closed.
- The HR and Partners system build project has declined in outlook due to resourcing issues with suppliers. The HR system will be in use by the end of November but the Partners system will not be delivered until delayed until March 2017.
- The Registrations Transformation and Improvement project has declined in outlook due to underestimation of complexity of requirements and supplier engagement issues. The delivery of the system will be delayed.
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- The Net Regulate changes project has declined in outlook due to an increase in scope. The project will not completed until March 2017.
- The Professional Qualifications Directive project has improved in outlook as the UK legislation has been approved and is effective from 18th November 2016.

4. Business Process Improvement

- This section provides an update about the work of the Business Process Improvement section between September and December 2016.

4.1. Near miss reporting

- No NMRs are currently in progress.

4.2. ISO9001 audits

- The latest internal ISO 9001: 2008 audits took place on between September and November and covered Fitness to Practise Administration, Fitness to Practise Adjudication – scheduling and Fitness to Practise Adjudication – Hearings, QMS – Document Control, HCPC alarms activated by Utilities with statutory access rights; Business Reporting Systems.
- The latest external ISO9001:2008 audit took place on October 18th & 19th and covered Education, Secretariat, and Communications, plus the Quality Management System. Two opportunities for improvement were highlighted.

4.3. ISO10002 audits

- The latest internal ISO 10002 audits took place on 28 September and covered the complaints management systems. No opportunities for improvement were highlighted.
- The next external ISO10002 audit will take place on 26 and 27 January covering all departments receiving complaints. This will be for the first recertification audit.

4.4. ISO 27001 audits

- The latest internal ISO 27001 audits (outside of ISO9001 audits) took place in September & October and involved tidy desk audits across all locations. One opportunity for improvement was highlighted.
- The latest external ISO27001 audit took place on 26 and 27 April and covered the whole organisation. One observation was highlighted around setting maximum permitted times for post implementation reviews to occur. BSI will return 12 and 13 April 2017 for the next continuing assessment audit.

4.5. Corporate risk register

- The next Risk Register review has commenced. Risk owners are reviewing their risks and the revised version will be reviewed by EMT in January 2017 and submitted to Audit Committee in March 2017.

4.6. “Social Worker in England” Risk Register Maintenance

- An additional risk register is being prepared around the probable Social Worker in England migration project.
- Risk owners are reviewing their risks and the first version will be reviewed by EMT in May 2017 and submitted to Audit Committee in June 2017.

4.7. Registrant number forecasting

- The revised registrant numbers forecast will be prepared based on the 9 month reforecast results. The first draft will be circulated to EMT in late January 2017.

4.8. Information security

- Each year a computer based training package is used to refresh employees, partners and Council members on the importance of information security.
- This year's Information Security training was rolled out to employees in July and was rolled out to HCPC Partners in September. It will be sent to Council members in December for completion by the end of February.

4.9. Business Continuity / Disaster Recovery (BC/DR)

- The Shadow Planner smartphone version (known as "Plan in Your Pocket") has been tested and is fast and user friendly.
- The EMT underwent a Business Continuity test in November using the "Plan In Your Pocket" application. The scenario was based around no phone or internet access in London.
- As the employees on the BC/DR plan circulation list are provided with the ability to access the BC/DR plan via their smartphone, the paper-based versions will be collected and destroyed.

5. Office Services

- This section provides an update about the work of Office Services department between September and December 2016.
- The department organisation is close to completion with one outstanding position, Reception Manager requiring recruitment. There is a temporary employee in the Facilities team.
- Due to the renewal of social workers there has been a significant increase in normal and Special Delivery mail.

5.1. Relocations

- Following the completion of the 184 Kennington Park Road basement restoration works, a series of employee relocations have occurred around the HCPC campus.
- Departments affected include FTP, Major Projects, Partners and Human Resources. Further moves in relation to the FTP realignment are being arranged for December.

Operations Directorate Management Information Pack

Greg Ross-Sampson, Director of Operations
December 2016

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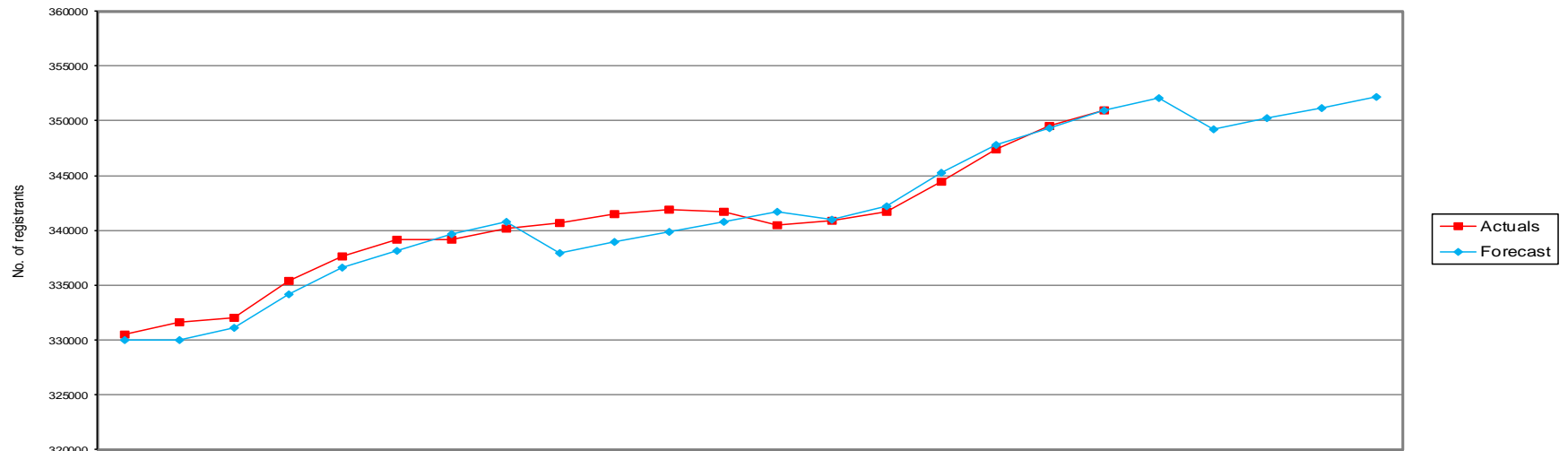
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1. Registration

Number of registrants by profession

Number of Registrants by Profession April 2015 - March 2017

Registration Department



	2015			2016												2017			14/15	15/16	16/17								
	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		
Arts therapists	3,004	3,634	3,646	3,672	3,715	3,759	3,814	3,841	3,865	3,881	3,890	3,897	3,887	3,886	3,705	3,741	3,816	3,875	3,922										
Bio. scientists	22,647	22,624	22,665	22,798	22,871	22,870	22,773	22,551	21,942	22,017	22,098	22,154	22,191	22,228	22,305	22,386	22,534	22,626	22,655										
Chirops/pods	12,905	12,904	12,921	13,042	13,100	13,141	13,161	13,172	13,160	13,127	13,131	13,121	13,123	13,098	13,106	13,111	12,842	12,900	12,930										
CI scientists	5,318	5,336	5,341	5,340	5,337	5,298	5,182	5,287	5,327	5,345	5,363	5,376	5,402	5,418	5,432	5,442	5,449	5,452	5,463										
Dietitians	8,557	8,575	8,598	8,763	8,863	8,917	8,945	8,962	8,959	8,968	8,978	8,986	9,004	9,000	8,926	8,828	8,942	8,994	9,013										
Hearing aid disps	2,165	2,174	2,184	2,212	2,257	2,295	2,325	2,338	2,373	2,403	2,425	2,442	2,457	2,458	2,457	2,451	2,412	2,459	2,493										
OTs	36,138	36,177	36,219	36,650	36,911	36,966	35,581	35,891	36,035	36,113	36,200	36,272	36,338	36,388	36,460	36,844	37,303	37,415	37,606										
ODPs	12,214	12,205	12,241	12,288	12,397	12,588	12,751	12,756	12,787	12,799	12,791	12,811	12,836	12,812	12,833	12,856	12,986	13,184	13,232										
Orthoptists	1,381	1,381	1,377	1,379	1,396	1,376	1,380	1,383	1,385	1,384	1,386	1,385	1,383	1,383	1,386	1,406	1,433	1,440	1,447										
Paramedics	21,271	21,313	21,384	21,473	21,485	21,526	21,756	21,871	21,992	22,096	22,250	22,380	22,492	22,553	22,626	22,778	22,941	23,300	23,441										
Physiotherapists	49,360	49,737	49,883	50,668	51,044	51,268	51,383	51,542	51,632	51,726	51,742	51,662	49,793	50,181	50,493	51,199	51,835	52,112	52,299										
Pract psychs	20,963	20,889	20,416	20,529	20,577	20,724	21,115	21,221	21,296	21,361	21,412	21,470	21,527	21,551	21,613	21,670	21,750	21,939	22,239										
Prosth/orthotists	1,012	1,011	1,016	1,040	1,046	1,039	1,004	1,007	1,009	1,009	1,009	1,005	1,006	1,007	1,013	1,037	1,051	1,054	1,056										
Radiographers	29,812	29,841	30,044	30,694	30,859	30,994	31,109	31,186	31,177	31,122	30,889	30,244	30,317	30,418	30,623	31,292	31,599	31,800	31,843										
Social workers	88,726	88,818	89,033	89,671	90,434	91,143	92,025	92,183	92,700	93,029	93,208	93,341	93,491	93,259	93,444	93,962	94,934	95,328	95,575										
SLTs	15,016	15,027	15,044	15,191	15,313	15,279	14,908	15,018	15,077	15,108	15,169	15,199	15,231	15,262	15,296	15,424	15,594	15,662	15,766										
Total	330,489	331,646	332,012	335,410	337,605	339,183	339,212	340,219	340,716	341,488	341,941	341,745	340,478	340,902	341,718	344,427	347,421	349,540	350,980										
Forecast	330,012	330,035	331,149	334,174	336,617	338,102	339,673	340,747	337,976	338,942	339,859	340,814	341,668	341,028	342,180	345,306	347,830	349,364	350,988	352,097	349,234	350,232	351,180	352,166		340,814	350,988		

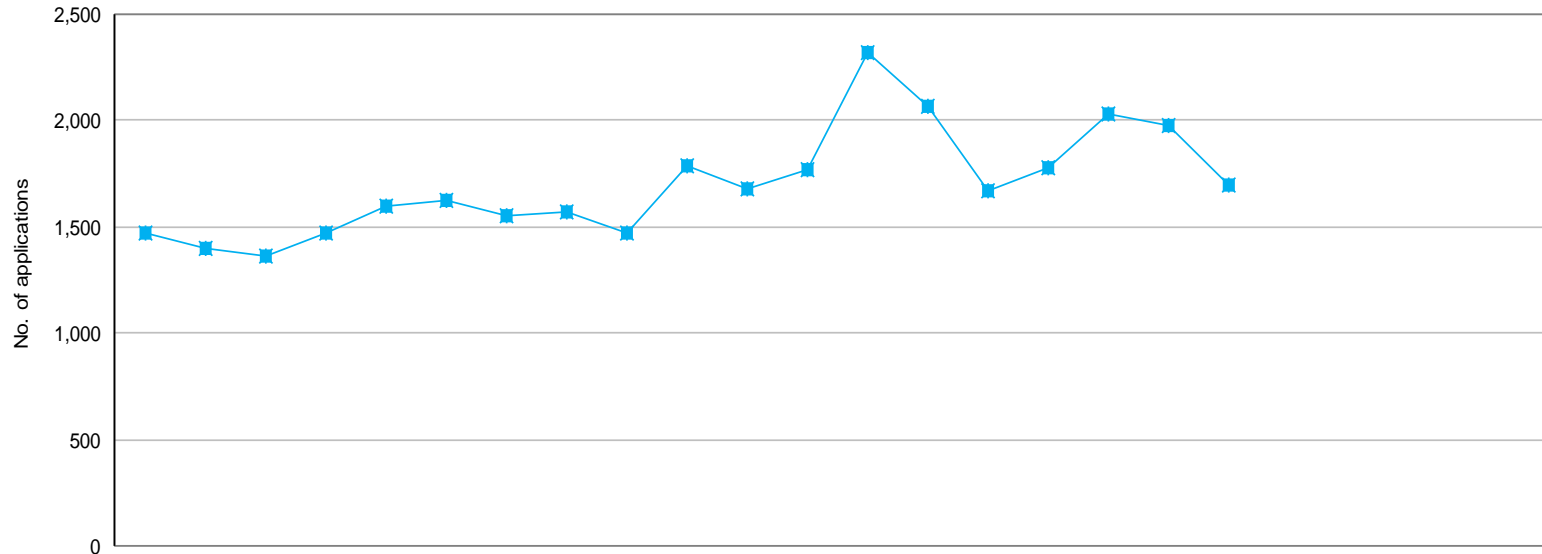
NOTE: Information captured on the last day of each calendar month.

Forecast is based on the average percentage difference in number of registrants from 10/11 - 15/16.

International applications workflow

International applications workflow process at end of each month April 2015 - March 2017

Registration Department



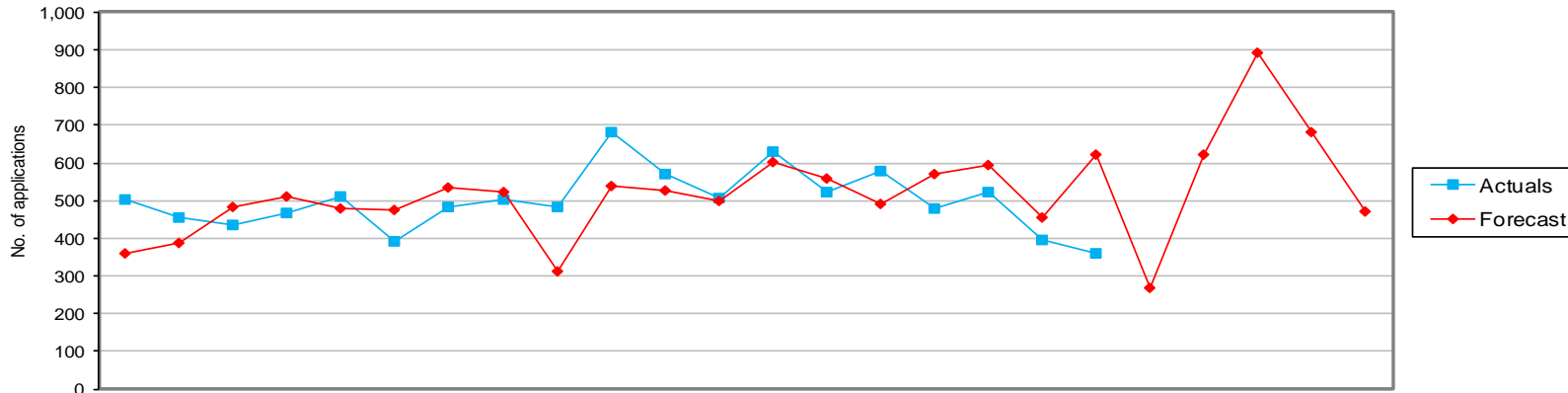
Current status	2015			2016									2017									14/15 FYE	15/16 FYE	16/17 YTD					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Jan	Feb	Mar		
Minimum info	251	351	309	533	533	451	310	295	337	542	386	386	551	555	253	237	161	169	194								141	386	194
At scrutiny	1,000	809	838	739	877	933	957	928	881	974	984	1,126	1,419	1,164	1,119	1,258	1,550	1,385	1,109								739	1,126	1,109
Pending reg fee	223	235	213	200	187	241	283	346	253	271	307	252	343	347	301	280	315	417	393								203	252	393
Total	1,474	1,395	1,360	1,472	1,597	1,625	1,550	1,569	1,471	1,787	1,677	1,764	2,313	2,066	1,673	1,775	2,026	1,971	1,696								1,083	1,764	1,696

NOTE: Information covers international applications status progress only.
Represents the current workload within the international section as at the end of the month.

International applications received

New International Applications Received April 2015 - March 2017

Registration Department



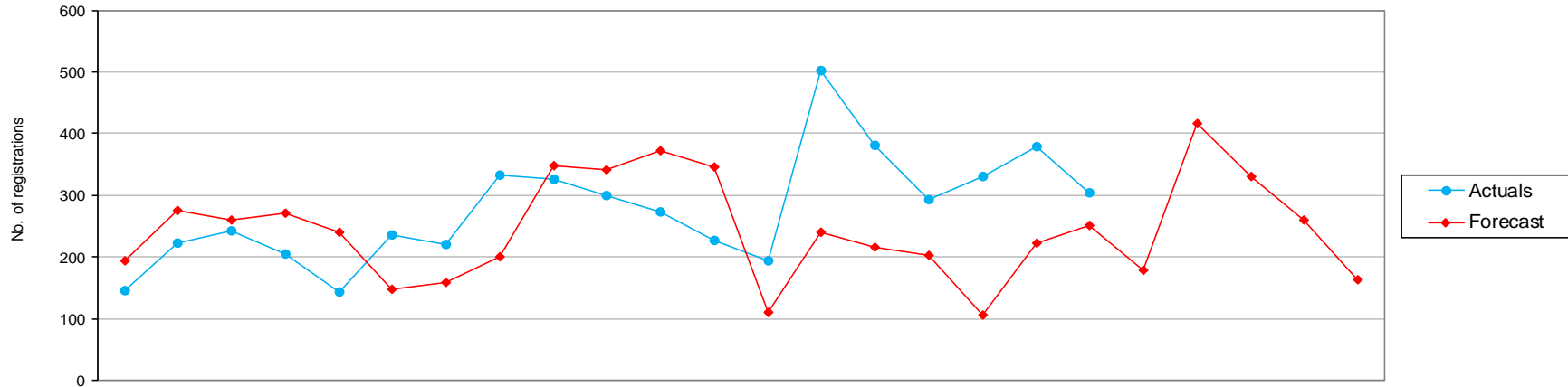
	2015			2016												2017						14/15 FYE	15/16 FYE	16/17 YTD		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				Jan	Feb
Arts Therapists	0	0	2	2	6	4	1	4	1	1	0	0	0	1	3	7	5	2	5	20	21	23				
Bio. Scientists	32	28	29	31	56	35	36	31	39	43	30	27	34	37	33	32	33	26	19	353	417	214				
Chiropr/ Pods	5	9	8	8	8	6	2	4	7	3	7	7	9	5	3	2	4	5	7	49	74	35				
CI Scientists	9	3	8	9	9	9	9	8	12	9	7	7	9	13	11	11	7	3	11	93	99	65				
Dietitians	23	22	31	21	21	15	21	21	16	39	29	29	44	26	25	21	19	18	12	183	288	165				
Hearing aid disps	7	8	3	7	1	1	3	3	2	2	1	3	3	2	2	1	8	1	3	31	41	20				
OTs	40	42	44	36	39	36	44	40	25	56	47	42	36	32	31	26	45	27	35	418	491	232				
ODPs	3	1	0	0	3	1	0	0	0	0	3	0	2	2	4	0	0	0	2	30	11	10				
Orthoptists	0	0	1	0	1	0	0	0	1	0	1	0	4	0	0	0	2	0	1	4	4	7				
Paramedics	40	40	26	24	28	16	23	49	115	127	41	30	31	44	51	29	36	34	28	256	559	253				
Physiotherapists	126	108	109	131	126	98	126	139	107	171	177	163	207	150	177	117	140	113	99	1,273	1,581	1,003				
Pract psychs	34	37	34	40	39	28	39	32	26	30	21	38	58	31	40	39	40	33	24	307	398	265				
Prostn/Ortnotists	2	0	1	0	1	1	1	2	1	5	2	0	2	0	0	1	1	0	2	18	16	6				
Radiographers	80	69	57	67	61	59	79	87	74	122	114	86	92	69	93	75	88	72	61	662	955	550				
Social workers	82	71	58	67	84	65	70	56	43	65	71	15	79	87	88	100	76	53	37	681	747	520				
SLTs	20	17	25	24	26	19	28	27	15	9	20	59	20	22	16	19	18	9	15	230	289	119				
Total	503	455	436	467	509	393	482	503	484	682	571	506	630	521	577	480	522	396	361	4,608	5,991	3,487				
Forecast	360	388	481	512	480	475	533	524	311	539	525	497	602	557	491	572	594	455	623	267	620	892	683	472	5,625	3,894

NOTE: All received applications, including those that may subsequently be returned, rejected or withdrawn.
 Forecast is based on the average number of INT applications received each month from 10/11 - 14/15, normalised against the latest monthly actuals available

International registrations

International Registrations April 2015 - March 2017

Registration Department



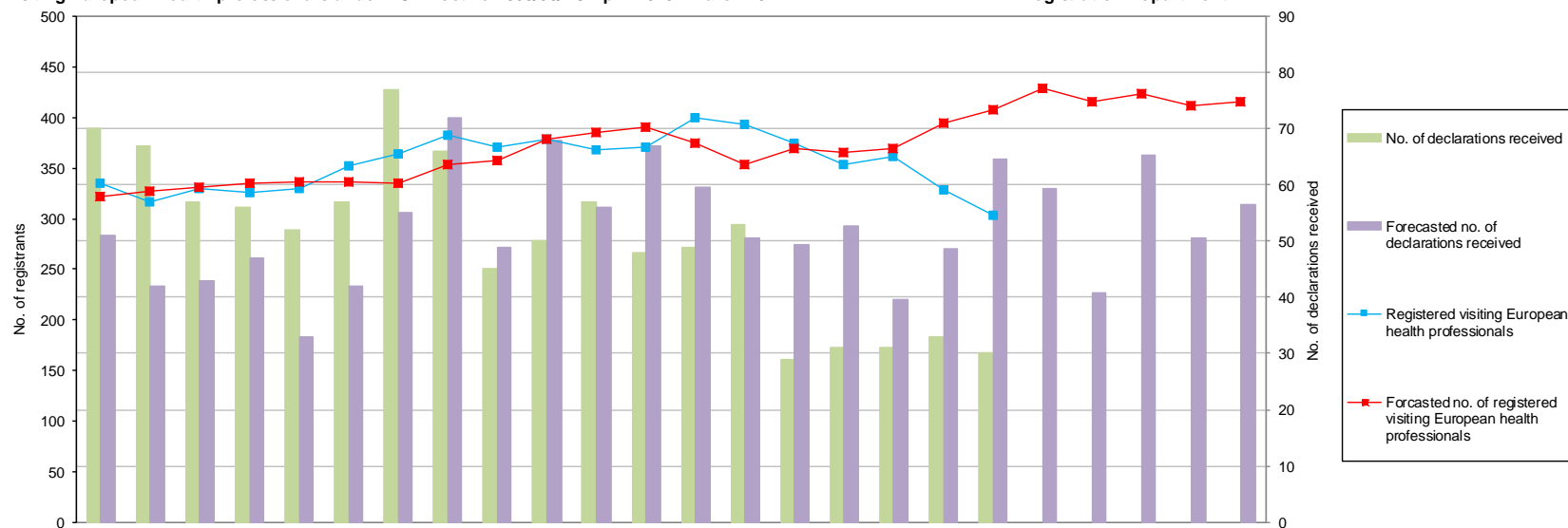
	2015												2016												2017												14/15	15/16	16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD
Arts therapists	0	0	2	0	1	1	0	2	0	0	1	0	0	0	4	1	0	0	2					0	0	4	1	0	0	2						15	7	7	
Bio. scientists	10	17	14	15	10	12	13	2	50	26	24	20	22	33	22	11	23	22	17					22	33	22	11	23	22	17						229	213	150	
Chirops/ pods	2	5	0	0	4	5	4	6	3	3	3	2	5	4	1	0	9	2	2					5	4	1	0	9	2	2						24	37	23	
CI scientists	4	5	2	2	2	0	4	7	2	1	3	2	0	5	3	5	2	4	3					0	5	3	5	2	4	3						45	34	22	
Dietitians	2	8	6	12	10	11	10	11	13	6	11	7	6	10	6	41	16	19	6					6	10	6	41	16	19	6						122	107	104	
Hearing aid disps	0	1	0	1	2	4	2	5	2	2	2	0	2	0	0	1	6	3	1					2	0	0	1	6	3	1						23	21	13	
OTs	17	10	21	14	12	17	11	66	26	17	29	15	25	32	32	27	33	27	20					25	32	32	27	33	27	20						271	255	196	
ODPs	0	2	2	0	4	2	0	0	2	0	0	0	1	1	0	0	0	0	0					1	1	0	0	0	0	0						10	12	2	
Orthoptists	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0					0	0	0	1	0	0	0						3	2	1	
Paramedics	28	18	26	18	5	33	8	14	51	100	88	35	22	28	21	24	14	31	17					22	28	21	24	14	31	17						165	424	157	
Physiotherapists	18	91	68	63	42	67	62	94	54	65	36	35	10	208	133	102	103	125	106					10	208	133	102	103	125	106						791	695	787	
Pract psychs	5	0	24	4	6	12	14	13	14	14	17	7	17	9	26	11	18	15	19					17	9	26	11	18	15	19						150	130	115	
Prosth/orthotists	1	0	0	1	1	0	4	1	0	0	0	0	1	0	1	0	3	0	3					1	0	1	0	3	0	3						6	8	8	
Radiographers	28	30	39	36	17	39	43	57	19	21	12	84	45	105	67	33	59	62	57					45	105	67	33	59	62	57						390	425	428	
Social workers	18	23	23	25	23	27	23	25	72	31	33	11	28	52	50	29	35	51	36					28	52	50	29	35	51	36						391	334	281	
SLTs	10	12	15	14	4	5	23	29	18	14	14	9	9	16	14	8	10	17	16					9	16	14	8	10	17	16						155	167	90	
Total	145	222	242	205	143	235	221	332	326	300	273	227	193	503	380	294	331	378	305					193	503	380	294	331	378	305						2,790	2,871	2,384	
Forecast	193	275	261	270	240	147	158	201	347	341	372	345	111	240	216	202	106	224	252	179	416	330	259	163	111	240	216	202	106	224	252	179	416	330	259	163	3,150	3,150	1,350

NOTE: Forecast is based on the average number of INT applications registered each month from 10/11 - 14/15, normalised against the latest monthly actuals available
 Social worker section of the Register opened 1 Aug 2012 (covers England only)

Register of visiting European health professionals

Register of visiting European health professionals under EU Directive 2005/36/EC April 2015 - March 2017

Registration Department

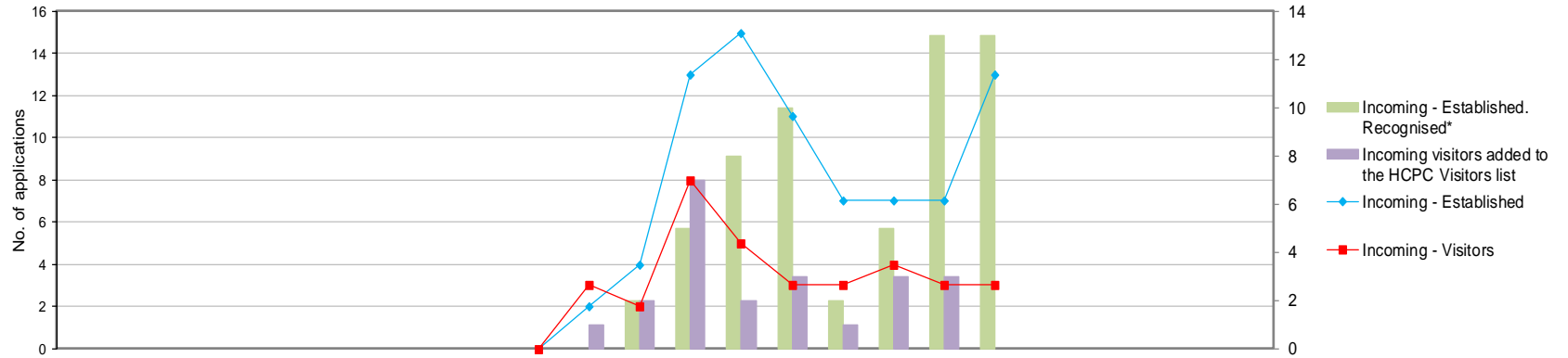


	2015			2016									2017									14/15	15/16	16/17				
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	
No. of declarations received	70	67	57	56	52	57	77	66	45	50	57	48	49	53	29	31	31	33	30							594	702	256
Registered visiting European health professionals	335	316	330	326	330	352	364	383	371	378	368	371	400	393	375	354	361	328	303							349	368	303
Forecasted no. of declarations received	51	42	43	47	33	42	55	72	49	68	56	67	60	51	49	53	40	49	65	59	41	65	51	57			625	365
Forecasted no. of registered visiting European health professionals	322	327	331	335	336	336	335	354	357	379	385	390	375	354	370	365	370	394	408	429	416	423	412	416			390	408

NOTE: Forecast is based on the average percentage increase or decrease on a monthly basis, using the actual figures between the period 11/12 - 14/15, normalised against the monthly actuals available.

European professional card (EPC) incoming applications

European Professional Card (EPC) incoming applications April 2016 - March 2017



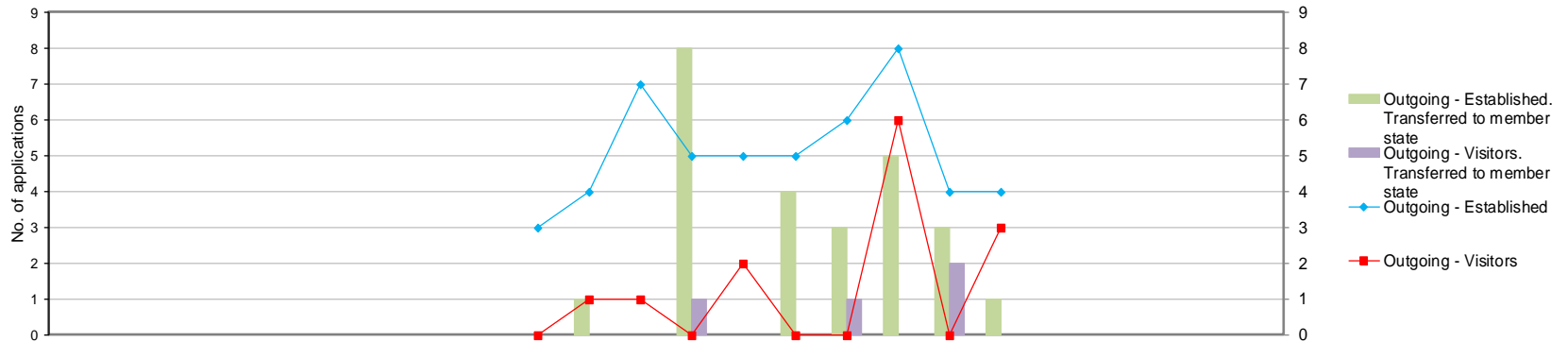
	2015												2016			2017			15/16 FYE	16/17 YTD				
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			Oct	Nov	Dec	Jan
Incoming - Established													0	2	4	13	15	11	7	7	7	13	6	73
Incoming - Visitors													0	3	2	8	5	3	3	4	3	3	5	29
Incoming - Established. Recognised*													0	0	2	5	8	10	2	5	13	13	2	56
Incoming visitors added to the HCPC Visitors list													0	1	2	7	2	3	1	3	3	0	3	19

NOTE: The European Professional Card (EPC) for physiotherapists has been in place and operational since 18 January 2016.

* Applications that have been recognised may not be registered immediately as the registration fee is required. Figure does not include applications where the decision is a period of adaptation.

European professional card (EPC) outgoing applications

European Professional Card (EPC) outgoing applications April 2016 - March 2017



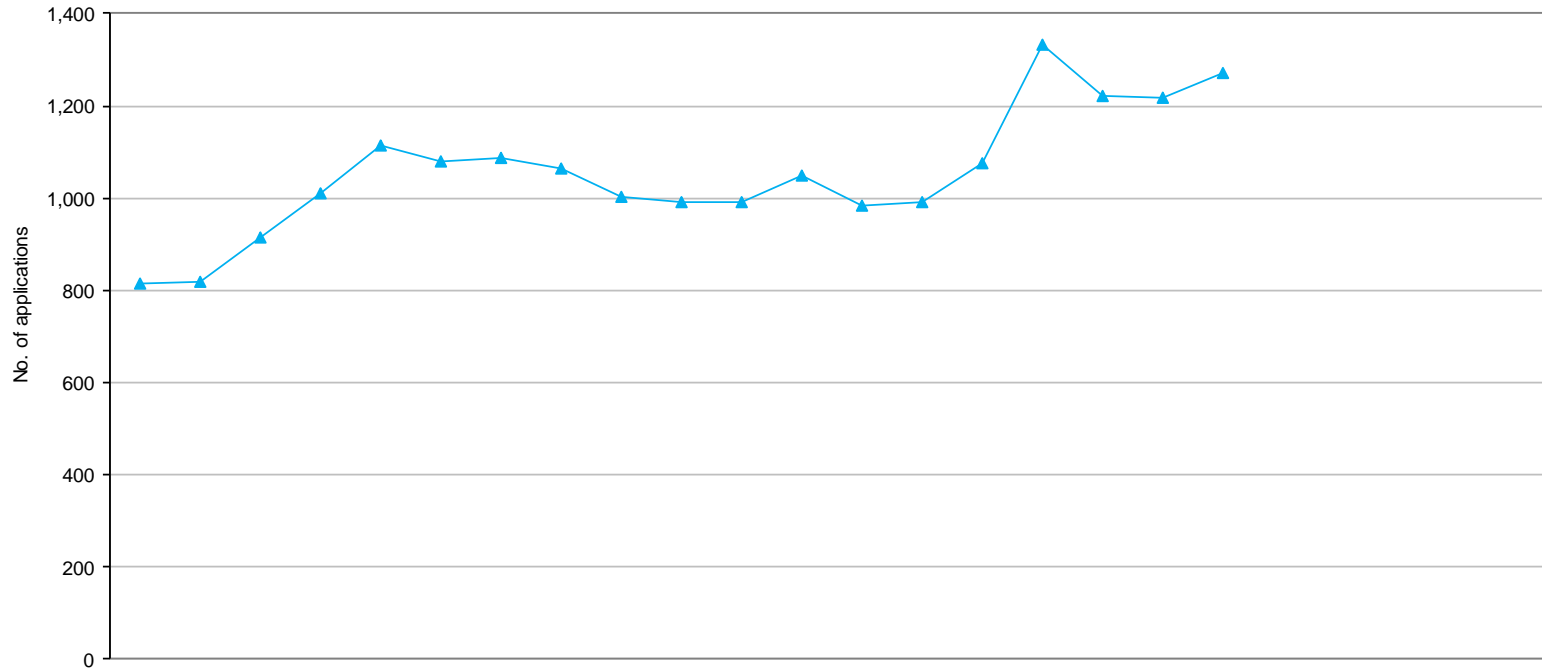
	2015			2016												2017			15/16	16/17							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	YTD	
Outgoing - Established																										14	
Outgoing - Visitors																											2
Outgoing - Established. Transferred to member state																											1
Outgoing - Visitors. Transferred to member state																											0

NOTE: The European Professional Card (EPC) for physiotherapists has been in place and operational since 18 January 2016. Registration of an outgoing application is completed by the host member state. The HCPC ensures the application is complete before transferring ownership on.

UK applications workflow

UK applications workflow process at end of each month April 2015 - March 2017

Registration Department



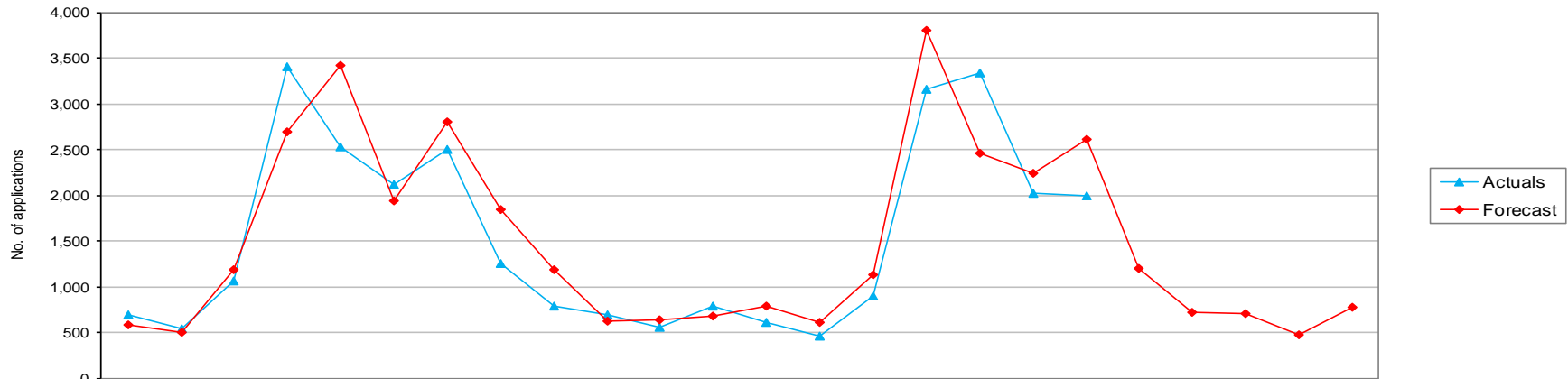
Current status	2015			2016									2017									14/15	15/16	16/17						
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD			
Minimum info	813	819	912	1,000	1,097	1,075	1,077	1,057	994	986	986	1,041	975	985	1,068	1,317	1,211	1,207	1,256									802	1,041	1,256
At scrutiny	0	0	0	1	0	0	3	1	2	1	1	1	1	1	1	2	1	1	5									3	1	5
Pending reg fee	1	1	1	9	19	5	6	8	6	5	6	8	6	6	6	12	8	9	12									3	8	12
Total	814	820	913	1,010	1,116	1,080	1,086	1,066	1,002	992	993	1,050	982	992	1,075	1,331	1,220	1,217	1,273									808	1,050	1,273

NOTE: Information covers UK applications status progress only.
Represents the current workload within the UK section as at the end of the month.

UK applications received

New UK Applications Received April 2015 - March 2017

Registration Department



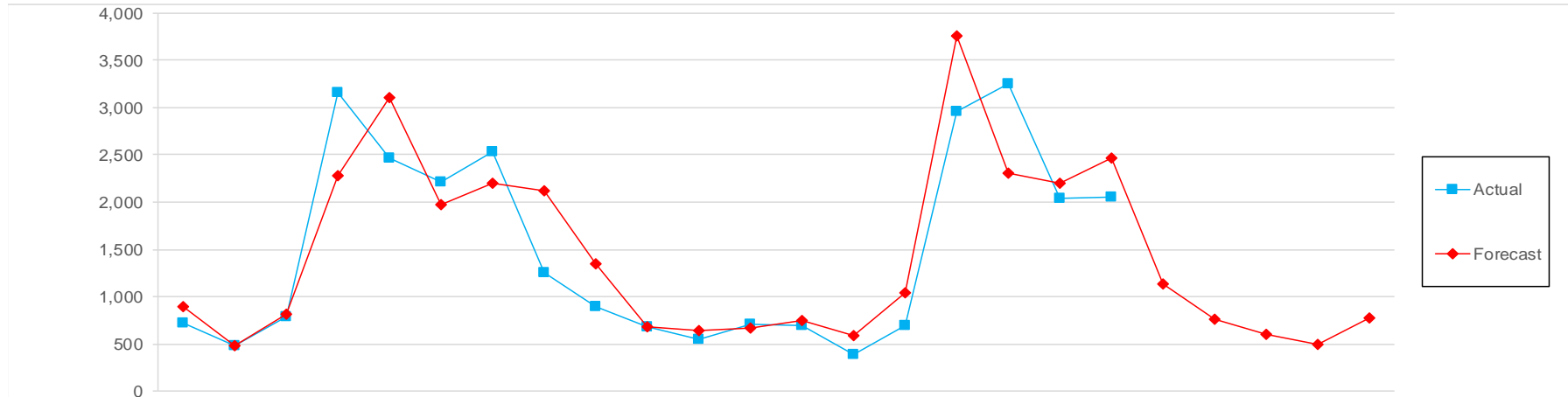
	2015			2016									2017						14/15	15/16	16/17														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD								
Arts therapists	12	7	10	30	52	46	56	42	13	13	7	16	12	18	8	31	73	51	50								340	304	243						
Bio. scientists	37	46	53	126	110	86	87	59	69	58	48	61	49	51	62	107	144	68	100									848	840	581					
Chirops/pods	3	4	50	160	53	39	28	7	4	5	2	5	3	0	78	143	73	44	17									393	360	358					
CI Scientists	17	16	10	15	16	17	11	108	32	22	17	22	28	14	12	14	17	6	13									377	303	104					
Dietitians	33	13	48	153	82	38	20	8	3	9	4	17	35	13	38	143	73	24	18									400	428	344					
Hearing aid disps	10	6	12	34	50	32	28	11	31	26	18	20	16	7	6	33	65	27	45										234	278	199				
OTs	66	40	62	419	329	164	259	93	46	57	47	81	43	30	49	393	439	168	198										1,733	1,663	1,320				
ODPs	31	22	23	48	128	196	153	19	27	10	7	15	39	13	26	45	177	153	97										641	679	550				
Orthoptists	0	0	1	12	33	8	5	2	1	0	0	1	0	0	6	21	28	8	6										72	63	69				
Paramedics	65	40	102	116	174	296	229	86	78	56	81	112	85	59	94	125	242	274	161											1,173	1,435	1,040			
Physiotherapists	36	27	118	752	341	156	140	83	56	47	54	71	30	22	111	646	480	153	135											1,875	1,881	1,577			
Pract psychs	50	37	47	54	35	139	387	104	63	60	39	59	36	36	43	48	78	156	347												1,077	1,074	744		
Prosth/orthotists	0	0	8	29	5	5	3	1	0	0	0	0	1	0	7	23	12	4	1												55	51	48		
Radiographers	18	35	298	570	190	107	79	24	16	16	10	34	14	35	223	649	250	104	45												1,438	1,397	1,320		
Social workers	303	237	191	699	777	685	902	563	330	271	184	232	203	143	116	597	1,020	703	646													5,695	5,374	3,428	
SLTs	17	7	25	183	148	104	108	44	22	46	33	43	19	21	15	145	170	73	115													814	780	558	
Total	698	537	1,058	3,400	2,523	2,118	2,495	1,254	791	696	551	789	613	462	894	3,163	3,341	2,016	1,994														17,165	16,910	12,483
Forecast	578	494	1,181	2,696	3,412	1,935	2,808	1,838	1,184	618	635	679	790	608	1,124	3,803	2,453	2,235	2,612	1,196	716	705	478	775										18,058	13,625

NOTE: Forecast is based on the average number of UK applications received each month from 10/11 - 15/16, normalised against the latest monthly actuals available. Social worker section of the Register opened 1 Aug 2012 (covers England only).

New UK registrations

New UK Registrations April 2015 - March 2017

Registration Department



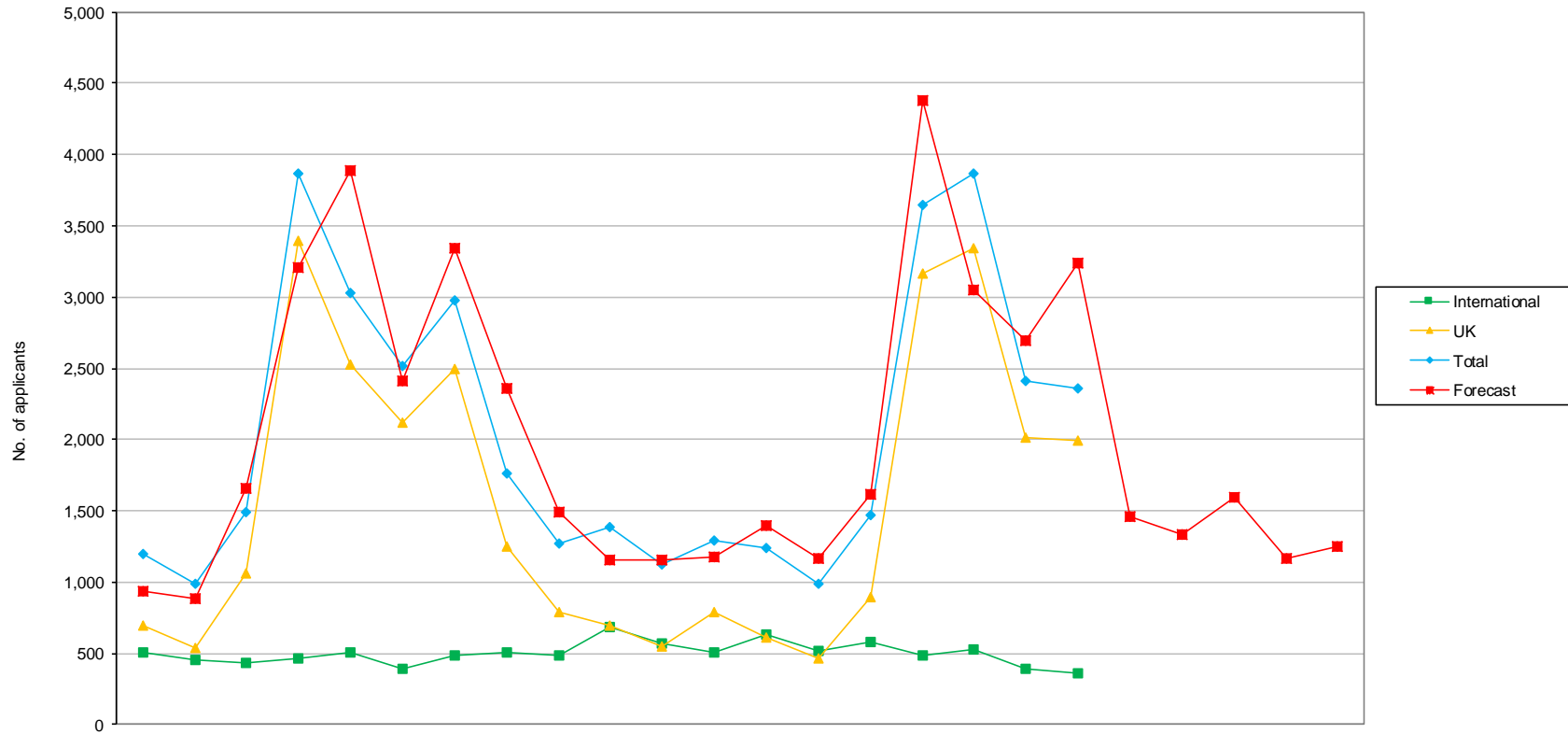
	2015			2016												2017												14/15 FYE	15/16 FYE	16/17 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar						
Arts therapists	13	8	5	23	44	43	59	35	20	16	8	13	14	16	7	23	68	55	50						329	287	233			
Bio. scientists	41	40	39	114	92	93	78	51	74	47	53	53	49	40	54	95	148	70	83						732	775	539			
Chirops/pods	5	3	34	156	54	43	32	12	7	4	2	4	6	0	54	146	82	36	28						376	356	352			
CI Scientists	17	15	9	13	19	11	14	94	37	20	17	19	26	13	10	11	14	8	11						363	285	93			
Dietitians	36	13	34	144	89	42	27	8	3	6	6	11	34	7	40	132	82	24	27						398	419	346			
Hearing aid disps	14	7	10	27	45	32	28	11	33	28	18	18	15	5	7	25	58	34	37						222	271	181			
OTs	73	32	33	413	313	186	255	94	57	58	49	79	51	25	42	360	442	173	201						1,701	1,642	1,294			
ODPs	31	9	34	38	103	190	173	29	25	15	5	21	35	14	23	30	132	168	120						630	673	522			
Orthoptists	0	0	1	6	35	11	3	4	2	0	0	0	0	1	5	21	28	8	7						69	62	70			
Paramedics	74	38	95	95	136	325	225	109	76	35	83	107	108	44	62	146	192	303	178						1,137	1,398	1,033			
Physiotherapists	38	15	77	686	378	189	154	84	50	52	44	73	38	17	86	588	510	145	153						1,830	1,840	1,537			
Pract psychs	45	40	37	52	31	126	382	105	63	59	37	50	43	35	33	45	66	124	344						1,051	1,027	690			
Prosth/orthotists	0	0	5	28	7	6	1	3	0	0	0	0	0	0	5	24	14	5	0						55	50	48			
Radiographers	12	12	182	630	225	113	84	33	18	18	11	28	18	9	152	664	286	120	44						1,420	1,366	1,293			
Social workers	301	247	176	573	744	697	908	536	399	297	166	195	229	136	93	524	957	700	655						5,576	5,239	3,294			
SLTs	27	8	13	167	158	111	104	49	28	29	49	35	27	19	17	131	178	61	120						793	778	553			
Total	727	487	784	3,165	2,473	2,218	2,527	1,257	892	684	548	706	693	381	690	2,965	3,257	2,034	2,058						16,682	16,468	12,078			
Forecast	898	480	814	2,282	3,101	1,973	2,206	2,125	1,344	687	637	667	741	588	1,043	3,760	2,311	2,205	2,470	1,131	759	601	496	770		17,214	13,118			

NOTE: Forecast is based on the average number of UK registrations each month from 10/11 - 15/16, normalised against the latest monthly actuals available.
Social worker section of the Register opened 1 Aug 2012 (covers England only).

New registrants

Application Types Received April 2015 - March 2017

Registration Department



Apps Received	2015			2016									2017											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
G/pting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International	503	455	436	467	509	393	482	503	484	682	571	506	630	521	577	480	522	396	361					
UK	698	537	1,058	3,400	2,523	2,118	2,495	1,254	791	696	551	789	613	462	894	3,163	3,341	2,016	1,994					
Total	1,201	992	1,494	3,867	3,032	2,511	2,977	1,757	1,275	1,381	1,122	1,295	1,243	983	1,471	3,643	3,863	2,412	2,355					
Forecast	938	882	1,662	3,208	3,892	2,410	3,341	2,362	1,495	1,157	1,160	1,176	1,392	1,165	1,615	4,375	3,047	2,690	3,235	1,463	1,336	1,597	1,161	1,247

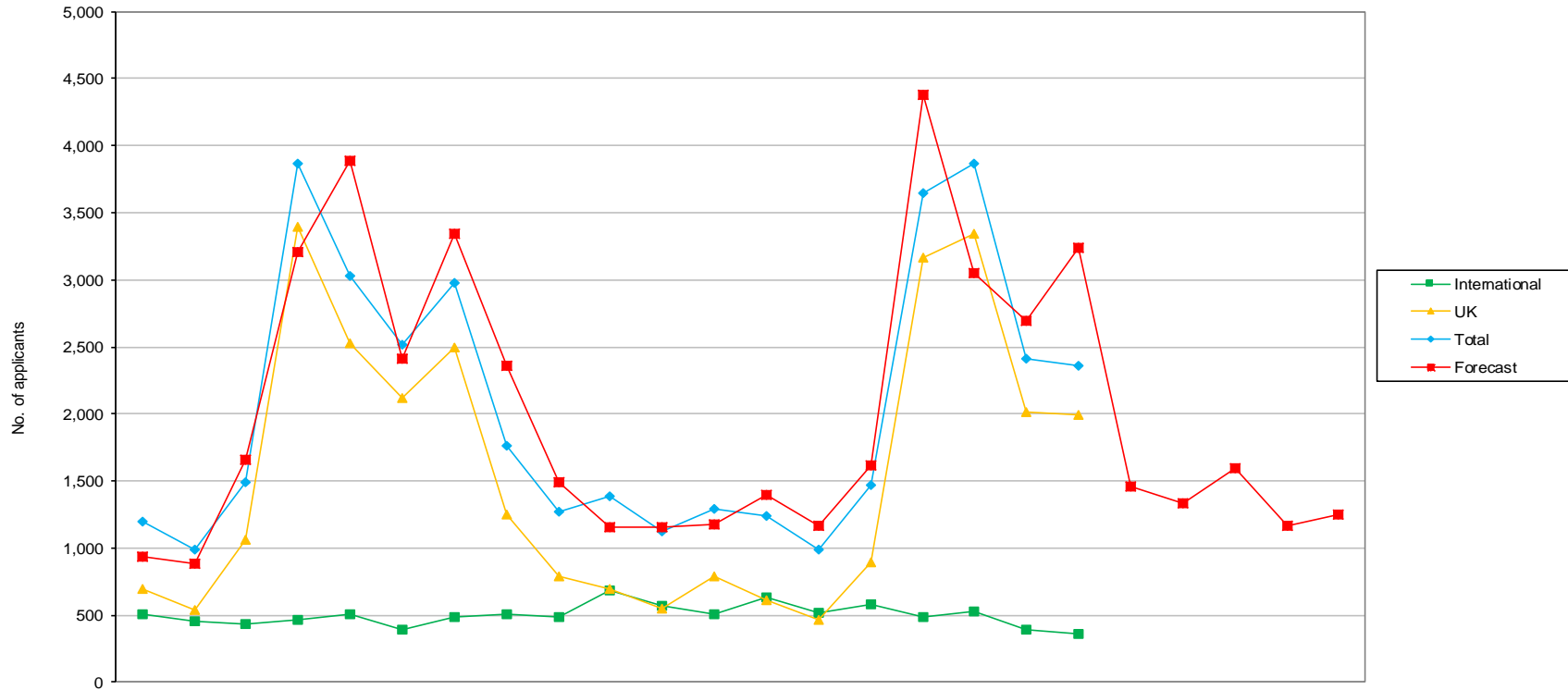
14/15	15/16	16/17
FYE	FYE	YTD
2	0	0
4,608	5,991	3,487
17,165	16,910	12,483
21,775	22,901	15,970
	23,683	17,519

NOTE: The data relates to application forms received, not total fees received.
 Forecast is the combined forecast of international applications received and UK applications received.

Application types received

Application Types Received April 2015 - March 2017

Registration Department



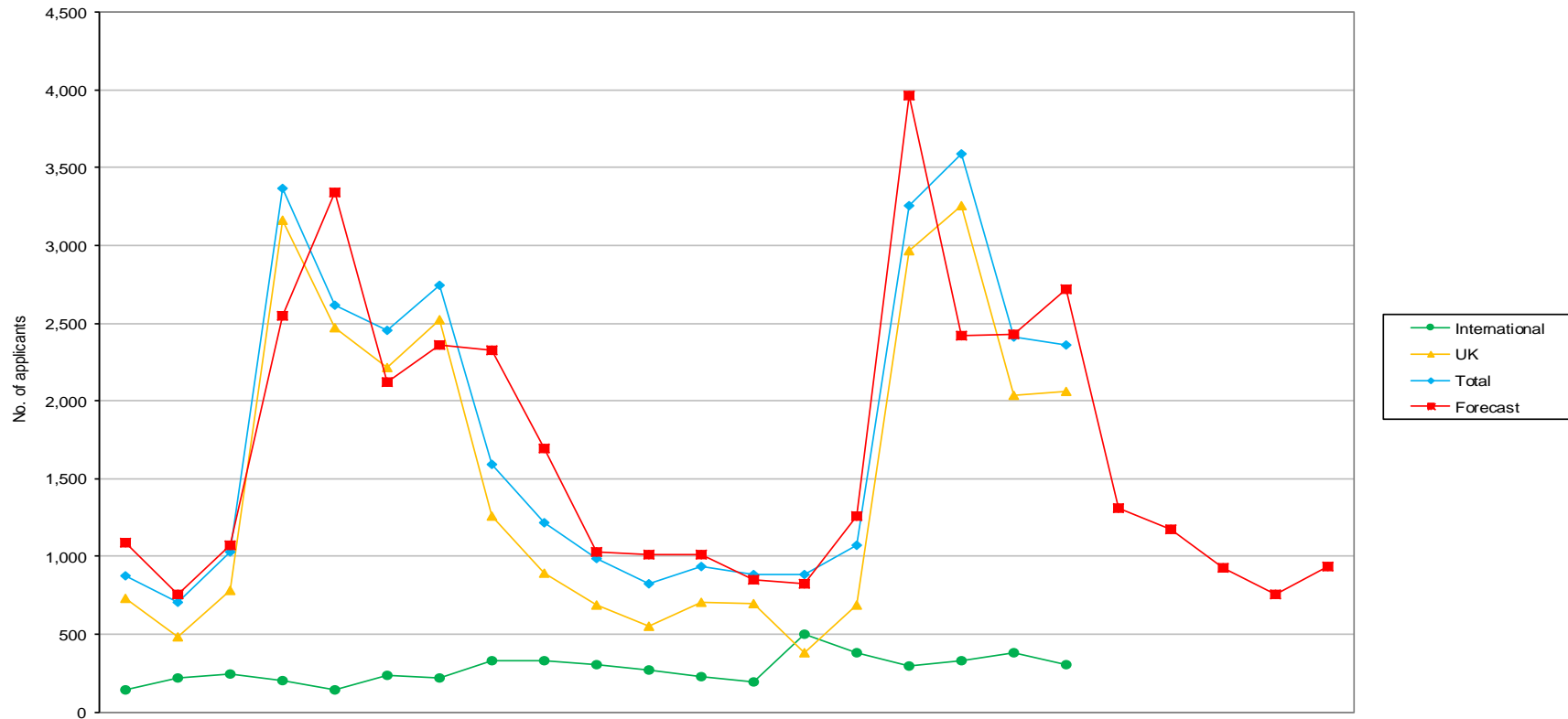
Apps Received	2015			2016									2017									14/15	15/16	16/17			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD
G/pting	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
International	503	455	436	467	509	393	482	503	484	682	571	506	630	521	577	480	522	396	361								
UK	698	537	1,058	3,400	2,523	2,118	2,495	1,254	791	696	551	789	613	462	894	3,163	3,341	2,016	1,994								
Total	1,201	992	1,494	3,867	3,032	2,511	2,977	1,757	1,275	1,381	1,122	1,295	1,243	983	1,471	3,643	3,863	2,412	2,355								
Forecast	938	882	1,662	3,208	3,892	2,410	3,341	2,362	1,495	1,157	1,160	1,176	1,392	1,165	1,615	4,375	3,047	2,690	3,235	1,463	1,336	1,597	1,161	1,247		23,683	24,323

NOTE: The data relates to application forms received, not total fees received.
 Forecast is the combined forecast of international applications received and UK applications received.

New registrants

New Registrants April 2015 - March 2017

Registration Department



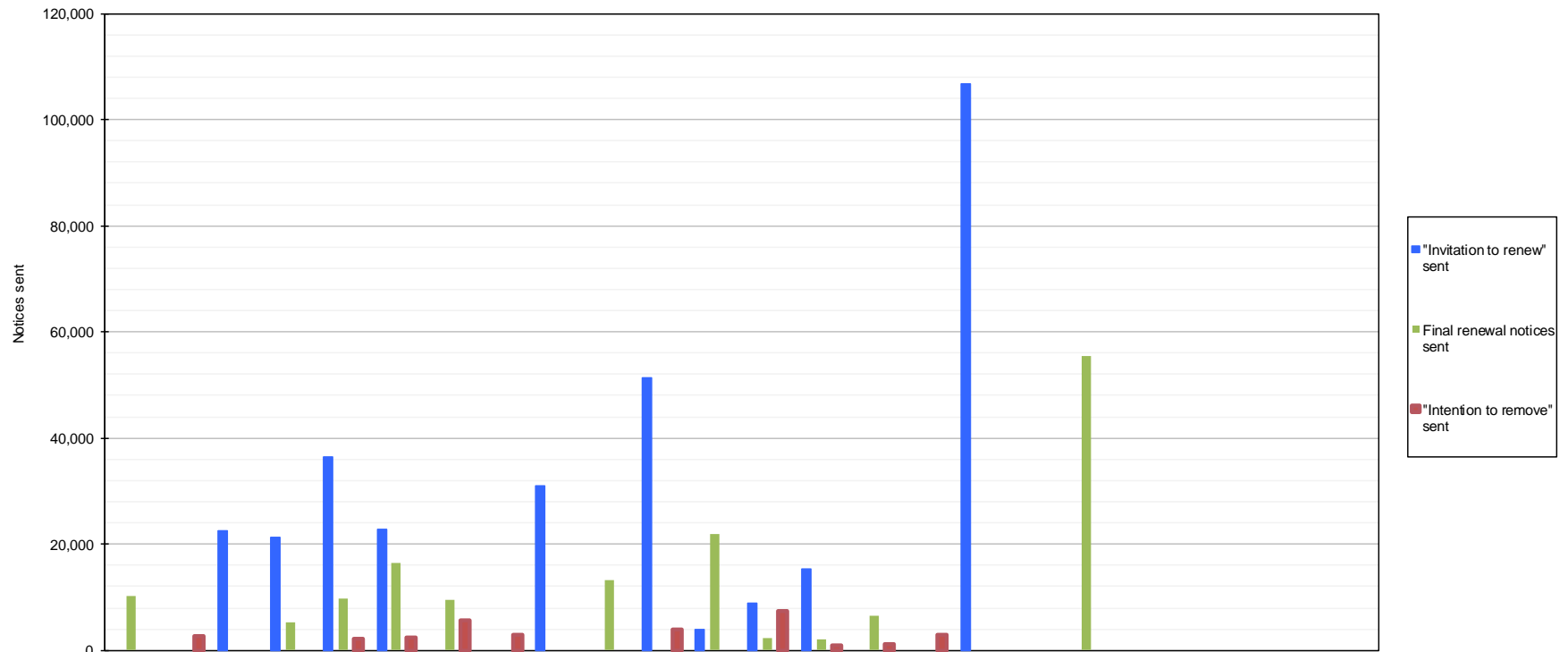
	2015			2016									2017						14/15	15/16	16/17							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	
G/pting	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0							3	1	0
International	145	222	242	205	143	235	221	332	326	300	273	227	193	503	380	294	331	378	305							2,790	2,871	2,384
UK	727	487	784	3,165	2,473	2,218	2,527	1,257	892	684	548	706	693	381	690	2,965	3,257	2,034	2,058							16,682	16,468	12,078
Total	872	709	1,026	3,370	2,616	2,454	2,748	1,589	1,218	984	821	933	886	884	1,070	3,259	3,588	2,412	2,363							19,475	19,340	14,462
Forecast	1,091	755	1,075	2,552	3,341	2,120	2,364	2,326	1,691	1,028	1,009	1,012	852	828	1,259	3,962	2,417	2,429	2,722	1,310	1,175	931	755	933		20,364	14,469	

NOTE: Forecast is the combined forecast of international applications received and UK applications registered.

Renewals information

Renewal Information April 2015 - March 2017

Registration Department

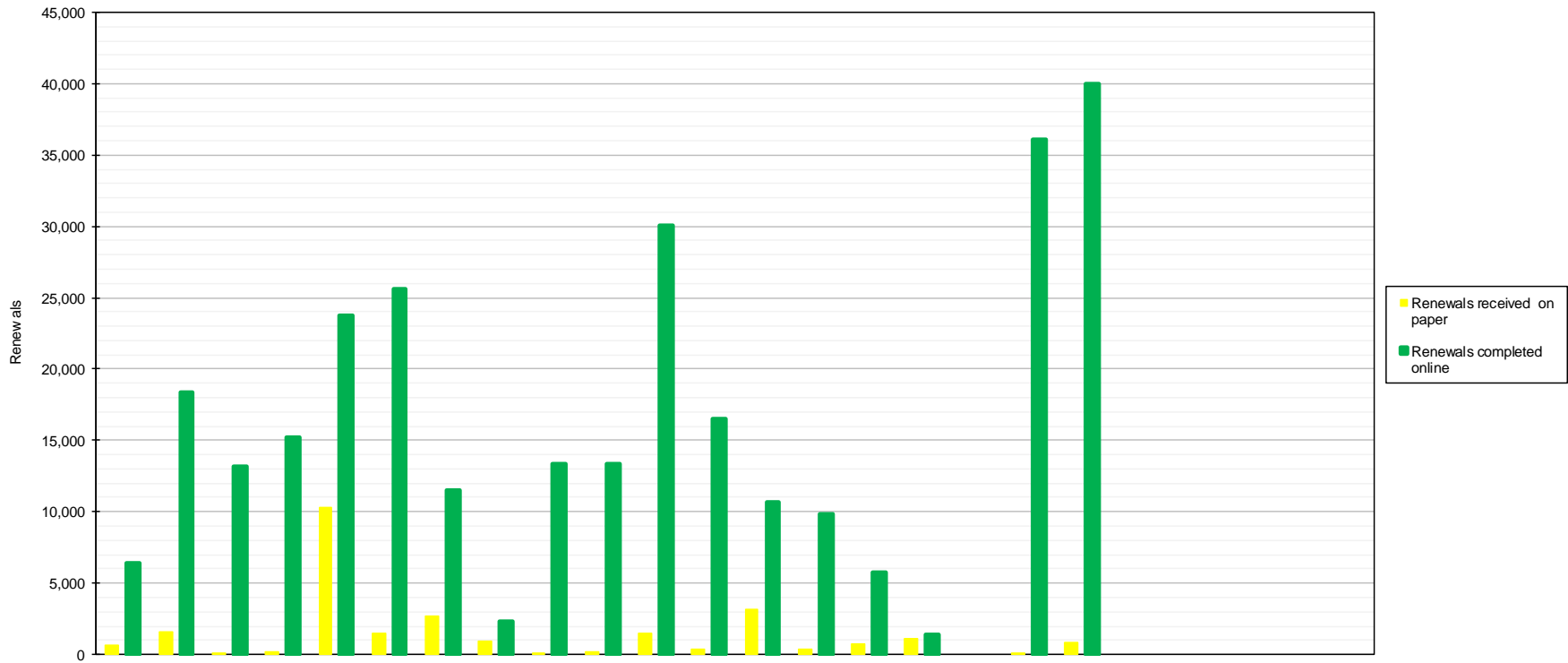


	2015			2016									2017									14/15	15/16	16/17				
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD	
"Invitation to renew" sent	0	0	22,645	21,310	36,381	22,667	0	0	30,966	0	51,333	3,853	8,916	15,448	0	0	106,797	0	0									
Final renewal notices sent	10,146	0	0	5,213	9,842	16,452	9,570	0	0	13,214	0	21,949	2,301	2,049	6,392	0	0	0	55,469									
"Intention to remove" sent	0	2,585	0	0	2,141	2,523	5,643	2,840	0	0	3,857	0	7,279	851	1,140	2,831	0	0	0									
Total	10,146	2,585	22,645	26,523	48,364	41,642	15,213	2,840	30,966	13,214	55,190	25,802	18,496	18,348	7,532	2,831	106,797	0	55,469									
																									243,162	295,130	209,473	

Renewal information

Renewal Information - on paper and online April 2015 - March 2017

Registration Department

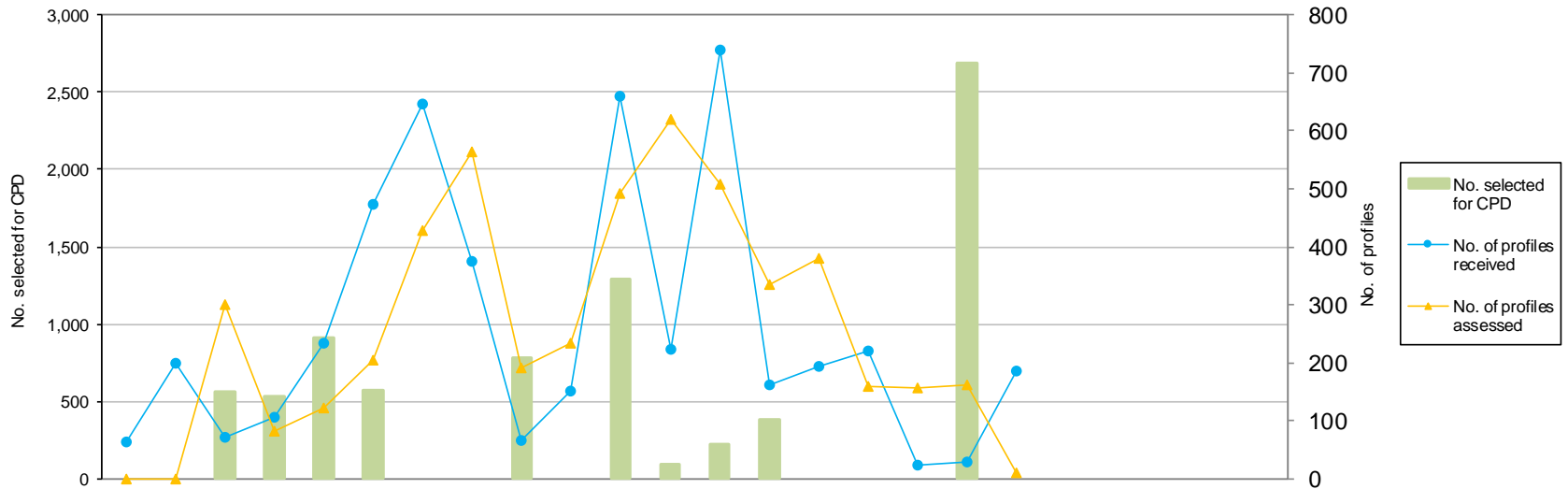


	2015												2016												2017												14/15	15/16	16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD
Renewals received on paper	696	1,627	23	188	10,260	1,467	2,697	969	52	180	1,517	398	3,148	415	739	1,151	0	117	868						3,148	415	739	1,151	0	117	868						16,317	20,074	6,438
Renewals completed online	6,411	18,415	13,159	15,252	23,791	25,630	11,522	2,289	13,362	13,362	30,070	16,501	10,709	9,834	5,752	1,432	0	36,135	40,035						10,709	9,834	5,752	1,432	0	36,135	40,035						155,664	189,764	103,897
Registrants removed	0	0	658	0	0	440	762	1,250	812	0	0	848	0	1,498	200	306	566	0	0						0	1,498	200	306	566	0	0						3,769	4,770	2,570

Continual profesional development

Continuing Professional Development process April 2015 - March 2017

Registration Department



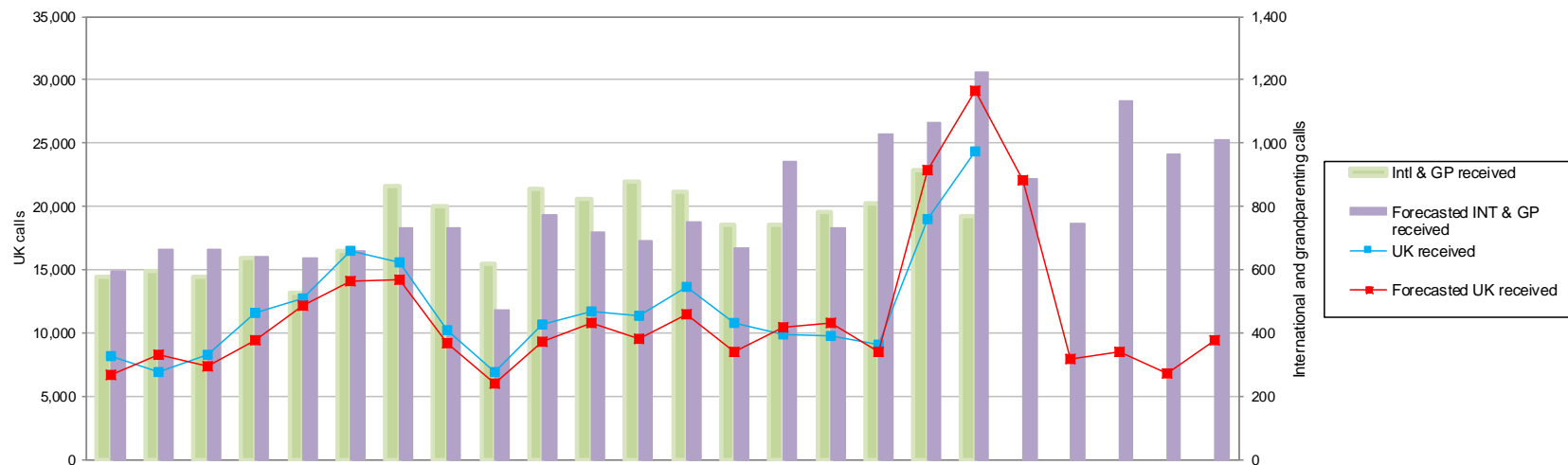
	2015			2016									2017											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
No. selected for CPD	0	0	566	533	911	568	0	0	777	0	1,286	96	223	387	0	0	0	2,687	0					
No. of profiles received	62	198	70	106	233	474	647	375	65	150	659	223	740	161	194	221	23	28	186					
No. of profiles assessed	0	0	299	82	122	205	427	564	190	235	492	621	509	335	379	158	157	161	9					

14/15 FYE	15/16 FYE	16/17 YTD
3,680	4,737	3,297
4,335	3,262	1,553
2,239	3,237	1,708

Registration telephone information

Registration Telephone Information April 2015 - March 2017

Registration Department



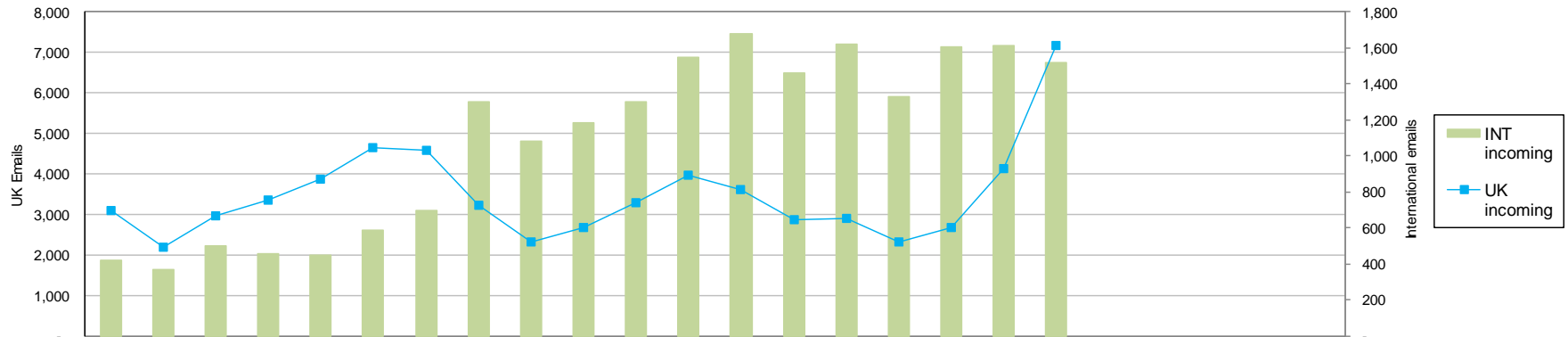
	2015												2016												2017												14/15	15/16	16/17
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	YTD
Intl & GP																																							
Intl & GP received	579	595	578	637	527	661	865	799	616	853	822	879	845	742	743	784	809	914	767	7,876	8,411	5,604																	
Answered	575	595	576	634	523	659	859	798	609	853	817	682	840	702	737	770	800	906	760	7,560	8,180	5,515																	
Calls answered (%)	99	100	100	98	99	100	99	99	99	100	99	98	99	95	99	98	96	99	99	96	99	98																	
Abandoned	4	0	2	3	4	2	6	1	7	0	5	17	5	40	6	14	9	8	7	321	51	89																	
Avg answer time (sec)	22	17	17	27	31	30	29	26	37	23	32	51	50	44	46	49	40	41	44	27	29	45																	
Avg talk time (min)	4.12	3.59	3.40	3.45	3.58	3.58	4.03	4.03	3.58	4.10	4.03	4.18	4.11	3.56	4.41	4.36	4.21	4.42	4.58	3.67	3.81	4.24																	
UK																																							
UK received	8,198	6,942	8,230	11,541	12,741	16,504	15,586	10,147	6,869	10,682	11,669	11,328	13,622	10,730	9,860	9,786	9,114	19,003	24,383	141,542	130,437	96,498																	
Answered	8,078	6,880	8,103	11,263	12,074	15,737	14,850	9,989	6,794	10,570	11,382	11,643	12,380	9,752	9,378	9,202	8,753	16,691	19,660	134,368	127,363	85,816																	
Calls answered (%)	99	99	98	98	96	95	95	98	99	99	98	95	91	91	95	94	97	92	81	96	97	92																	
Abandoned	120	62	127	278	497	522	736	158	75	112	287	547	1,242	978	482	598	361	2,312	4,723	7,112	3,521	10,696																	
Avg answer time (sec)	43	35	30	46	87	115	124	55	44	41	77	127	169	182	131	132	101	372	395	42	69	212																	
Avg talk time (min)	3.07	3.21	3.03	3.02	3.05	3.15	3.12	3.21	3.11	3.03	3.16	3.21	3.20	3.31	3.32	3.24	3.13	3.16	3.50	3.07	3.11	3.27																	
Forecasted INT & GP received	597	665	665	639	636	661	732	733	471	774	716	691	751	669	941	734	1,030	1,063	1,224	886	746	1,133	963	1,009		7,980	6412												
Forecasted UK received	6620	8241	7352	9405	12180	14073	14139	9176	6010	9263	10775	9543	11494	8542	10439	10761	8483	22869	29142	22015	7911	8481	6833	9417		116,777	101730												

NOTE: Forecast is based on registration cycles, using the average figures between 12/13 and 14/15, normalised against the latest monthly actuals available.

UK and international emails received

UK and international emails received at end of each month April 2015 - March 2017

Registration Department



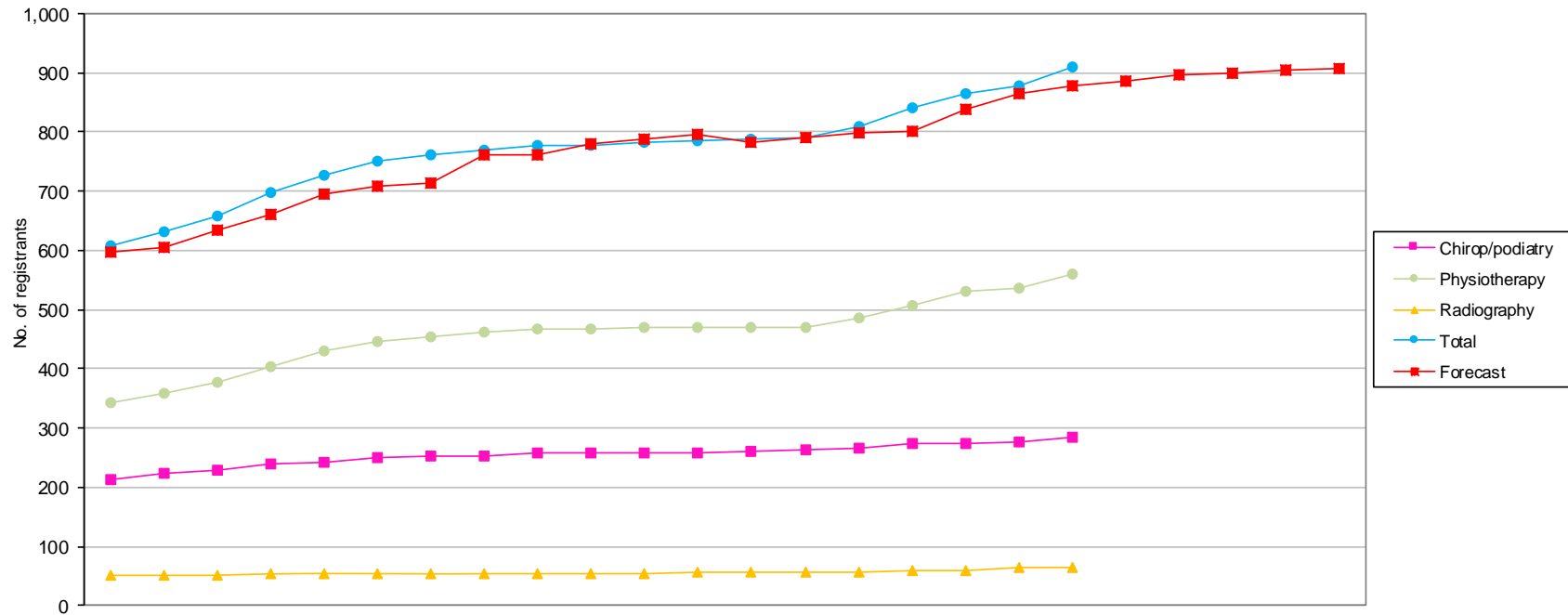
	2015		2016										2017												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
UK incoming	3,090	2,184	2,968	3,344	3,884	4,637	4,574	3,226	2,333	2,668	3,279	3,970	3,624	2,875	2,903	2,310	2,672	4,120	7,185						
INT incoming	419	369	499	458	448	587	693	1,298	1,082	1,184	1,301	1,548	1,676	1,463	1,618	1,331	1,609	1,612	1,515						
Average working days	1	1	1	1	1	1	2	1	1	1	2	2													
Avg working days UK													1	1	1	1	1	1	2						
Avg working days INT													2	2	2	2	2	2	4						
Total incoming	3,509	2,553	3,467	3,802	4,332	5,224	5,267	4,524	3,415	3,852	4,580	5,518	5,300	4,338	4,521	3,641	4,281	5,732	8,700						

14/15 FYE	15/16 FYE	16/17 YTD
38,065	40,157	25,689
4,456	9,886	10,824
	1	
		1
		2
42,521	50,043	36,513

Number of registrants with supplementary prescribing rights

Number of registrants with supplementary prescribing rights April 2015- March 2017

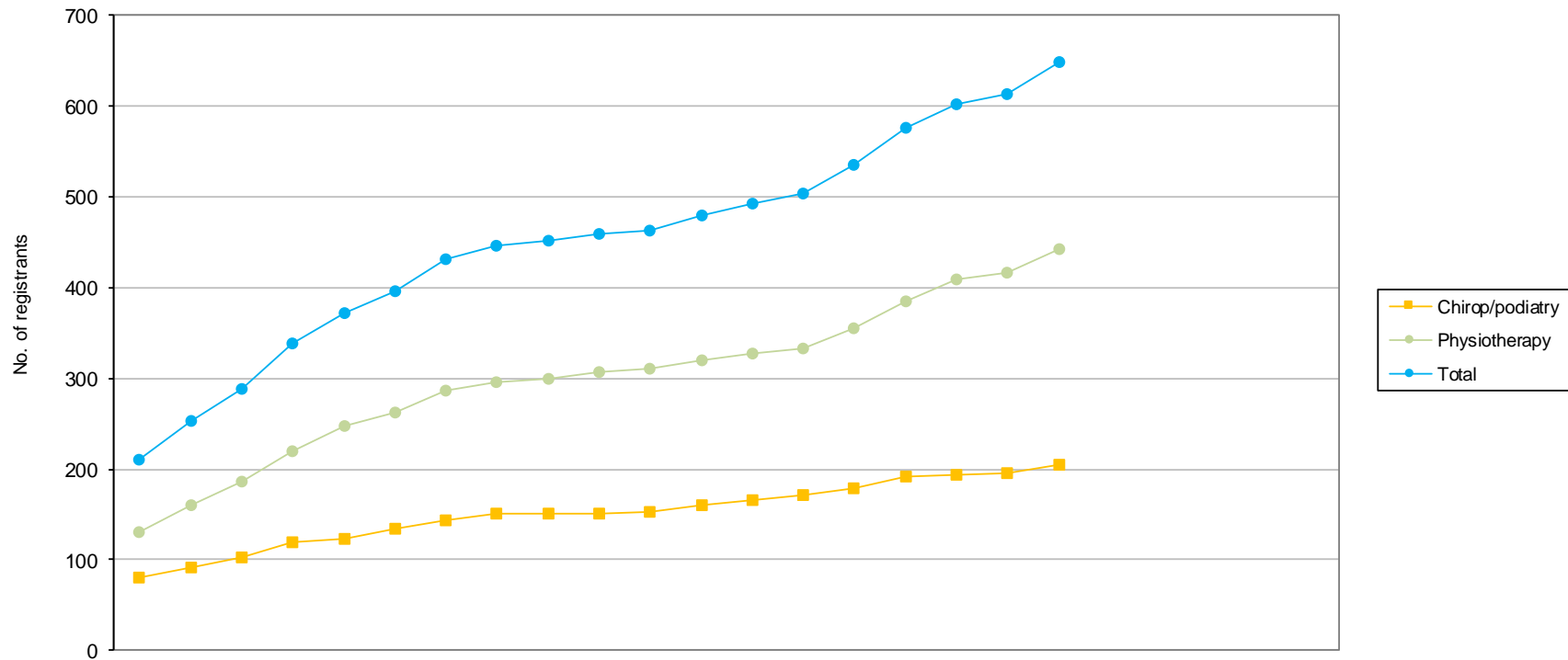
Registration Department



	2015			2016									2017									14/15	15/16	16/17						
	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			
Chiropr/podiatry	213	223	228	240	243	251	252	253	257	257	258	259	261	262	266	273	274	276	285								208	259	285	
Physiotherapy	344	358	377	404	430	445	455	461	466	466	469	469	470	471	486	508	530	537	560									334	469	560
Radiography	50	51	52	54	54	54	54	55	55	55	55	57	57	57	57	59	60	64	64									49	57	64
Total	607	632	657	698	727	750	761	769	778	778	782	785	788	790	809	840	864	877	909									591	785	909
Forecast	597	604	634	661	695	709	714	761	761	781	787	796	783	791	798	802	839	865	878	886	896	900	904	907						

NOTE: Forecast is based on the average percentage increase or decrease each month from 10/11 - 15/16, normalised against the latest monthly actuals available .

Number of registrants with independent prescribing rights



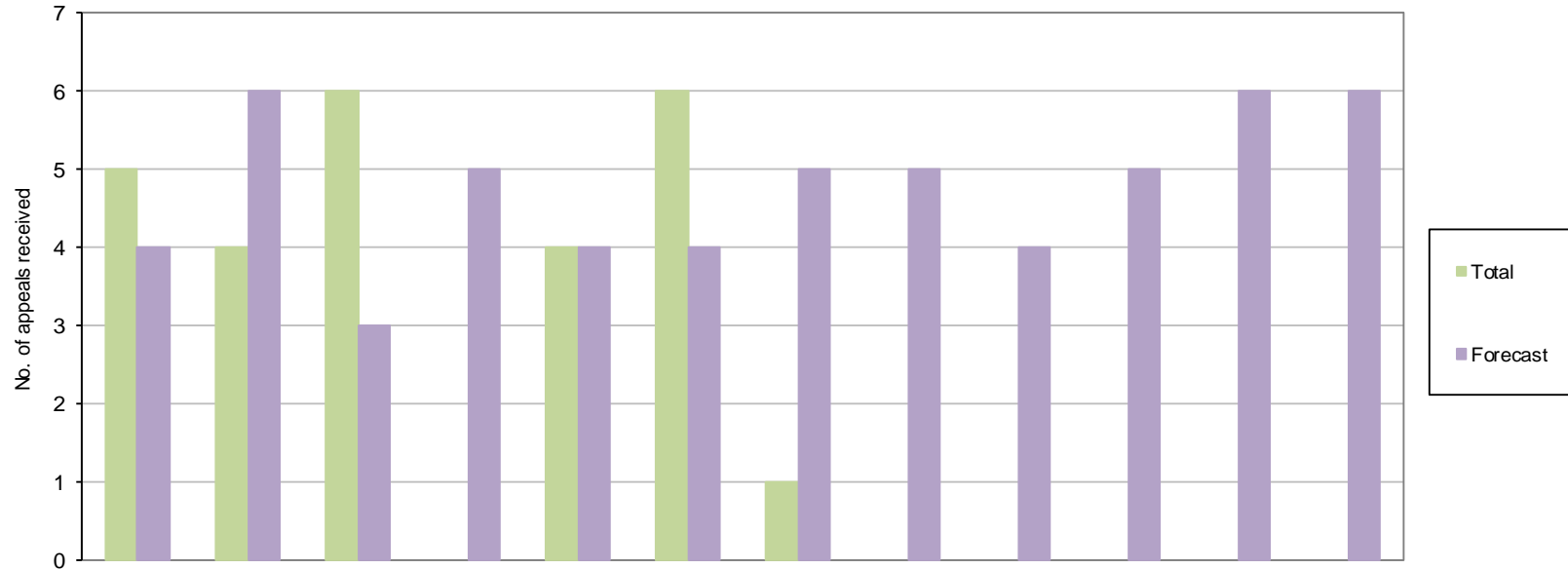
	2015			2016									2017												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Chiropr/podiatry	80	92	102	119	123	134	144	150	151	151	152	160	165	171	179	191	193	195	205						
Physiotherapy	130	161	187	219	248	262	287	295	300	307	311	319	328	332	355	384	409	417	443						
Total	210	253	289	338	371	396	431	445	451	458	463	479	493	503	534	575	602	612	648						

14/15	15/16	16/17
FYE	FYE	YTD
71	160	205
113	319	443
184	479	648

NOTE: Independent prescribing programmes were approved from August 2013, with the first applications being received in June 2014.

Registration appeals recieved

Registration Appeals Received April 2016 - March 2017

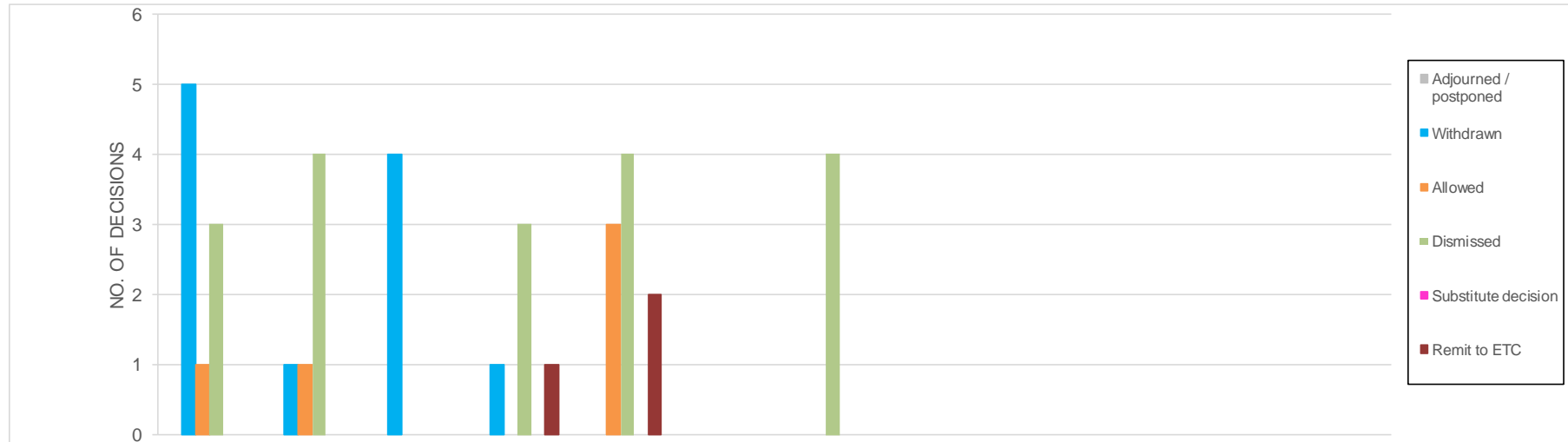


	2016							2017					16/17 YTD
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
EMR (1)	4	2	1	0	4	1	0						12
Non-EMR (2)	1	2	1	0	0	5	0						9
Visitors (3)	0	0	0	0	0	0	0						0
UK (4)	0	0	0	0	0	0	1						1
Returners to practice (5)	0	0	1	0	0	0	0						1
CPD (6)	0	0	0	0	0	0	0						0
Health and Character declarations (7)	0	0	3	0	0	0	0						3
Total	5	4	6	0	4	6	1						26
Forecast	4	6	3	5	4	4	5	5	4	5	6	6	31

NOTE: Forecast is based on the average number of appeals received from 03/04 to 14/15, and will be reviewed every 2 months.

Registration appeal decisions

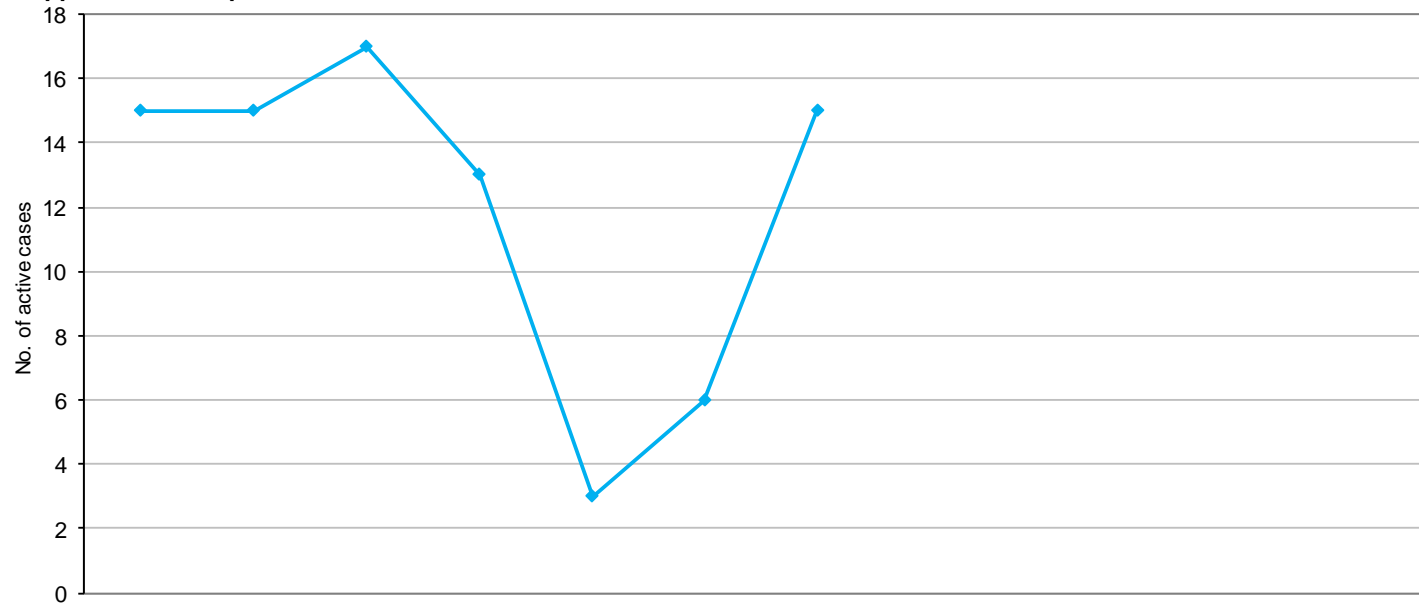
Registration Appeal Decisions April 2016 - March 2017



	2016								2017			16/17 YTD	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
Adjourned / postponed	0	0	0	0	0	0	0	0					0
Withdrawn	5	1	4	1	0	0	0	0					11
Allowed	1	1	0	0	3	0	0	0					5
Dismissed	3	4	0	3	4	0	4	0					18
Substitute decision	0	0	0	0	0	0	0	0					0
Remit to ETC	0	0	0	1	2	0	0	0					3
Hearings held	4	5	0	4	9	0	4	0					26

Registration appeals status

Registration Appeals Status April 2016 - March 2017

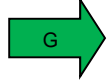





	2016								2017			16/17 YTD	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
Hearings scheduled	9	4	5	6	0	0	10						34
Awaiting scheduling	5	10	11	5	1	2	5						39
Awaiting further information	1	1	1	2	2	4	0						11
Current active cases	15	15	17	13	3	6	15						15

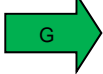

NOTE: Information covers registration appeals status progress only.
Represents the current workload within the appeals section as at the end of the month.

2. Project Management



Project Number	Project Name	Project Board	Project Status	
MP64	Education System Build	Project sponsor: Brendon Edmonds Project lead: Matt Nelson	Previous Closing	Current Closed
Project Description				
Implementation of the recommendations made during the Education systems and process review project previously undertaken				
Project Scope		Status update		
<p>Implementation of a new IT system comprising of a combined Microsoft Dynamics and Sharepoint solution, which will replace all current systems in use within the Education Department;</p> <p>Development and implementation of a full Education data model which is fully supported within the new system, a suite of reporting functions and revised operational business processes;</p> <p>Maximisation of new technology to provide automation within data and business processes;</p> <p>Training of end users and IT employees to enable effective use of the new system and business processes, to enable management and administration of the system and to enable development of the system;</p> <p>Review of the Department structure, teams and roles to align with the new system and business processes</p>		<ul style="list-style-type: none"> ▪ The closure of the project has now been signed off by EMT 		
Project Budget History	Committed spend	Date of Initiation	Project End Date History	
At Initiation: £1,098,117	£1,090,107	December 2012	At Initiation: April 2015 Sept 2014 Exception report : Oct 2015 Oct 2015 Exception report: Jan 2016 Jan 2016 Exception report: May 2016 May 2016 Exception report: Aug 2016 Aug 2016 Exception report: Oct 2016	



Project Number	Project Name	Project Board	Project Status	
MP 78	HR and Partners systems build	Project sponsor: Marc Seale Project lead: Teresa Haskins	Previous 	Current 
Project Description				
Build of an HR and Partners system.				
Project Scope		Status update		
<ul style="list-style-type: none"> Implementing improved processes and working practices supported by a new HR and Partners system. Implementing online recruitment for employee and partner applicants Improved data integration with Partner user departments Training and operational manuals 		<ul style="list-style-type: none"> Issues with the supplier have created delays with the implementation of the two systems. Priority has been allocated to the delivery of the HR system over the Partners system The functional testing and migration of data into the HR system is now complete and the parallel run of the payroll system is underway. It is still anticipated that the HR system will be in use by the end of November This is however at the expense of the Partners system which will now not be delivered until March 2017. The final configuration of the Partners system is being completed Preparations for testing of the Partners system are underway. Work on the integration of the Partners system with the Education and FTP case management systems are underway. <p>An exception report is being presented to the November EMT meeting</p>		
Project Budget History		Committed spend	Date of Initiation	Project End Date History
At initiation: £644,178		£ 294,256	November 2014	At initiation: June 2016 Feb 2016 Exception report: Dec 2016
Project Number	Project Name	Project Board	Project Status	

MP81	Professional Qualifications Directive	Project sponsor: Marc Seale Project lead: Greg Ross Sampson	Previous 	Current 
Project Description				
To ensure the HCPC remains compliant with the changing European Directive				
Project Scope		Status update		
<ul style="list-style-type: none"> ▪ Determine how HCPC will meet the requirements to process applications for EPCs; ▪ Amend HCPC processes and potentially systems to allow the introduction of the EPC; ▪ Determine how HCPC will adhere to the Directive's requirement to participate in the alert mechanism; ▪ Potentially amend HCPC processes and systems to participate in the alert mechanism; ▪ Develop an EU wide intelligence model for education and training requirements for each of our regulated professions in other Member States but focussing on physiotherapists in the first instance; ▪ Amend HCPC processes and systems to meet the new temporary mobility requirements; ▪ Amend HCPC processes and systems to meet the new general system requirements. 		<ul style="list-style-type: none"> ▪ Notification has been provided that the UK governing legislation have been approved and are effective from 18th November 16. ▪ All relevant processes are fully defined and most are operational. ▪ The process to charge for European Professional Card applications will be live from midnight on 18th November. ▪ The project will shortly enter closure. 		
Project Budget History	Committed spend	Date of Initiation	Project End Date History	
At Initiation: £39,100	£913	May 2015	At Initiation: March 2016 May 2016 Exception report: January 2017	

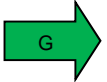
Project Number	Project Name	Project Board	Project Status	
MP85	Registrations Transformation and Improvement project	Project sponsor: Marc Seale Project lead: Greg Ross Sampson	Previous 	Current 
Project Description				
The Registrations Transformation and Improvement project will deliver a new operating model for the Registrations department, including processes, systems, and interactions with other areas around the organization.				
Project Scope		Status update		
<ul style="list-style-type: none"> ▪ To implement all processes reviewed and mapped as part of the Registrations Process and Systems Review project. ▪ To design and build a new Registrations System which will cater for all processes reviewed and mapped as part of the Registrations Process and Systems Review Project. ▪ To design and build a new Registrations System using Microsoft Dynamics CRM, in accordance with the functional and non-functional requirements gathered during the Registrations Process and Systems Review Project. ▪ To design and build a new Registrations System which is easy and cost effective to change. We want to build a solution where we can quickly competitively tender for suppliers to provide support and to make changes, to ensure value for money. ▪ To implement all new processes with a focus on ensuring that all data continues to be held and accessed in a secure way. This incorporates both technology and working practices. ▪ To increase pro-active Registration-related communication with applicants and registrants, using technology-based automation therefore without significantly increasing the workload of Registration employees. ▪ To improve the customer service experience for applicants and registrants by providing the opportunity to engage with HCPC 		<ul style="list-style-type: none"> ▪ Delays are currently being experienced on both the development of the portal, the SharePoint environment, and the overall architectural build. These delays have pushed the project delivery date to outside of contingency – an Exception Report is being brought to November EMT. ▪ The delays on the portal are due to complexity of requirements taking more development time than anticipated by the supplier. ▪ The delays on the SharePoint environment are due to ongoing legal negotiations between the supplier and the company they have subcontracted the SharePoint work out to. ▪ The delays on the architectural build are due to issues with the supplier (Elastabytes). ▪ Procurement for bulk email and bulk SMS services are almost complete. ▪ Procurement for load testing and user experience testing are underway. ▪ Functional test scripts have been written. 		


<p>in a range of ways, including new customer service channels such as SMS and instant messaging.</p> <ul style="list-style-type: none"> ▪ To eradicate the vast majority of the physical paper that the Registrations team deals with, by providing online self-services and strongly encouraging all applicants and registrants down the digital-by-default route. ▪ To enhance Registration employees' jobs by removing manual tasks around processing paper, providing more opportunity to scrutinise the Registration information received. ▪ To make Registration employees' jobs easier by creating clear and easily accessed work queues which utilise business rules, and giving clear lines of issue escalation. ▪ To better enable Registration employees' work by consolidating all data into one source; a proportion of this data is currently held independently to the legacy registration system. ▪ 			
Project Budget History	Committed spend	Date of Initiation	Project End Date History
At Initiation: £ 3,983,580	£ 996,646	August 2015	At Initiation: May 2020

Project Number	Project Name	Project Board	Project Status	
MP87	PCI / DSS	Project sponsor: Marc Seale Project lead: Andy Gillies	Previous 	Current 
Project Description				
The PCI / DSS project will undertake and audit to assess our processes around card payment and will implement any recommendations from the audit.				
Project Scope		Status update		
Phase 1 <ul style="list-style-type: none"> Appoint a Qualified Security Assessor (QSA) to commission a report suggesting implementation strategies HCPC can employ to meet the baseline Payment Card Industry compliance. Following this will be remediation processes to improve compliance. Validation of a Self-Assessment Questionnaire (SAQ) by PCI consultant after strategies have been implemented. Phase 2 <ul style="list-style-type: none"> Remediated network configuration (if necessary) and possibly re-engaging the QSA to commission a follow-up Report on Compliance confirming HCPC's compliance with the Standard. 		<ul style="list-style-type: none"> A revised audit report has been received from the supplier. It is being reviewed internally and the implementation plan is being compiled. 		
Project Budget History	Committed spend	Date of Initiation	Project End Date History	
At Initiation: £75,000	£4,016	February 2016	At Initiation: May 2016 May 16 Exception report: December 2016	

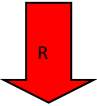
Project Number	Project Name	Project Board	Project Status	
MP86	Establishing the new tribunal service project	Project sponsor: Kelly Holder Project lead: Zoe Maguire	Previous 	Current 
Project Description				
The project will establish the Health and Care Professions Tribunal Service (HCPTS).				
Project Scope		Status update		
<ul style="list-style-type: none"> ▪ New Corporate identity for the Health and Care Professions Tribunal Service (HCPTS) ▪ Recruitment and establishment of the proposed Tribunal Advisory Committee (TAC) ▪ Documented policies and agreements for the new tribunal service including:- <ul style="list-style-type: none"> ○ An Operational Framework Agreement ○ Fitness to Practise Operating Protocol ○ Revised Internal Guidance documents including FOGs and Policies ○ Revisions to existing Practice Notes ▪ HCPTS website separate to the HCPC website. ▪ HCPTS stationery and letterhead ▪ New bilingual brochure introducing HCPTS ▪ Updates to the existing FTP Case Management system to reflect the new tribunal service ▪ Changes to the HCPC website to remove information and search facilities that are now provided by the HCPTS website ▪ Revised 'Information for Witnesses' brochure to reflect the new tribunal service 		<ul style="list-style-type: none"> ▪ Work on the website is progressing to schedule. The design has now been approved and we have received the 1st draft of the Functional Specification for review and comment. Changes required to the existing Content Management System to accommodate the new website are currently under user acceptance testing. This is currently behind schedule, but is not as yet impacting the plan with the delivery of initial designs for review. ▪ Recruitment of the Tribunal Advisory Committee is on schedule with interviews due to take place next month. ▪ Updating of documentation and processes is on schedule. 		
Project Budget History		Committed spend	Date of Initiation	Project End Date History
At Initiation: £178,255		£ 69,053	February 2016	At Initiation: April 2017

Project Number	Project Name	Project Board	Project Status
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MP90	HCPC website review and build project	Project sponsor: Jacqueline Ladds Project lead: Tony Glazier	Initiating	
Project Description				
A project to review our requirements for our website and to undertake a design and build piece of work to ensure that these requirements are being met.				
Project Scope		Status update		
<ul style="list-style-type: none"> ▪ To establish prioritised detailed functional and non-functional requirements. ▪ To design, build and deploy new web services in accordance with the functional and non-functional requirements gathered during the requirements phase. ▪ To design, build and deploy new web services that are easy and cost effective to support and change; meet the needs of our key external stakeholders; and are in line with HCPC's technical roadmap. ▪ To provide content management services and tools that meet the needs of our website administrators ▪ Deliver a solution that helps fulfil HCPC's business processes and compliance requirements 		<ul style="list-style-type: none"> ▪ The procurement of a Supplier to support the Requirements using the GCloud framework is nearing completion. ▪ A preferred Supplier has been identified and we are currently looking to agree the contract and commence the requirements at the start of next month. 		
Project Budget History		Committed spend	Date of Initiation	Project End Date History
At Initiation: Phase 1 £164,600 Total project indicative £843,860		£0	September 2016	At Initiation: August 2018

Project Number	Project Name	Project Board	Project Status
MP89	186 Kennington Park Road renovation	Project sponsor: Marc Seale	

		Project lead: Greg Ross Sampson	
Project Description			
A project to renovate the office space and communal areas of 186 Kennington Park Road			
Project Scope		Status update	
<ul style="list-style-type: none"> ▪ To provide a modern, efficient and enjoyable working environment for employees and visitors that is equipped with modern office facilities within a budget that is in line with the values of the organisation ▪ To provide a building suitable for the purpose of HCPC that is not perceived as extravagant by stakeholders ▪ To provide the new environment no later than the end of the 2017/18 financial year 		<ul style="list-style-type: none"> ▪ Planning approval has been received from Lambeth Council for the scheme, but with 5 conditions ▪ Further information on the 5 conditions has been submitted to Lambeth Council and a decision is awaited in January 2017 ▪ The detailed design work is drawing to a close and the tender documentation is being issued to the five contractors identified through the pre-qualification tender stage ▪ Due to an underestimation by suppliers the detailed design is taking longer than anticipated and therefore the contract with the supplier will not be signed until January 2017 ▪ It is therefore unlikely that the project will be able to close in September 17 although it is currently hoped that the build work will be complete by this time. These timelines will need to be verified by the supplier awarded the contract. ▪ Two more detailed papers on this project are being presented to the Council at this meeting. 	
Project Budget History	Committed spend	Date of Initiation	Project End Date History
At Initiation: £1,037,997	£ 183,174	April 2016	At Initiation: September 17

Project Number	Project Name	Project Board	Project Status	
MP88	Net Regulate changes 2016-17	Project sponsor: Michael Guthrie Project lead: Paula Lescott		
Project Description				
Yearly project to implement non-complex changes to the Net Regulate system				
Project Scope		Status update		
<ul style="list-style-type: none"> ▪ Establish efficient mechanisms to display the relevant annotations on the HCPC Register, required by the April 1st legislation by the time that registrants could qualify for them. ▪ Display additional modality information (Table 2) on the HCPC Register. ▪ Update the text displayed for LA and POM annotations for Chiropractors and Podiatrists, in accordance with the outcome of the current consultation. 		<ul style="list-style-type: none"> ▪ The changes to Net Regulate have been implemented and the changes required for the online register app are underway. ▪ The scope of the project is being extended to include a number of changes that are needed in the Education system. ▪ This increase in scope will extend the project timeline until March 2017. ▪ An exception report is being presented to the EMT meeting in November. 		
Project Budget History	Committed spend	Date of Initiation	Project End Date History	
At Initiation: £47,309	£23,783	April 2016	At Initiation: November 2016	

Project name	Comments
FTP changes	Due to commence initiation in May 2014 – initiation has been delayed due to a dependency on other development work on the FTP system
FTP Case management system review	A project to review our requirements for the FTP case management system.
Regulation of social workers	A project to prepare for the transfer of social workers (pending legislation)

3. Business Process Improvement Audit schedule

ISO9001 clause	RISK Based Audit from January 2008 onwards	2016											
		January	February	March	April	May	June	July	August	September	October	November	December
	Chief Executive & Registrar's Dept												
	Registrations - R Houghton		IARA	BPI									
	Renewals/Readmission			BPI									
	UK			BPI									
7.5.3	International Registrations			BPI	→								
	EEA			BPI	→								
7.5.3	CPD			BPI									
	Operations			BPI									
	Quality Assurance			BPI									
	Education - A Gorrige		IARA				BPI			BPI	BSI - 9001		
7.5.2	Operations NNIV						BPI			BPI	BSI - 9001		
	Operations SES						BPI			BPI	BSI - 9001		
	Communications & Development						BPI			BPI	BSI - 9001		
	Quality Assurance						BPI			BPI	BSI - 9001		
	Policy & Development						BPI			BPI	BSI - 9001		
	Secretariat - (L Lake:Mat Lv)			BSI - Stage 1: 10002	BSI - Stage 2: 10002						BSI - 9001	BPI	
	(J.Ladds) Customer Services ISO10002 Ruth Cooper	Blackmores	Blackmores	BSI - Stage 2: 10002						BPI			
	(K Holder) Information Governance										BSI - 9001	BPI	
	(K Holder) Council Processes										BSI - 9001	BPI	
6.3	Fitness to Practise- Kelly Holder												
	Adjudication										BPI		
	Administration										BPI		
	Assurance & Development/Compliance			BPI									
	Case Support		BPI										
	Case Teams 1-5		BPI										
	Case Teams 6(ICP Pilot)-7		BPI										
	Investigations		BPI										
4.2.3	Policy - M Guthrie						BPI						
4.2.4	& Dept Info Sec						BPI						

4. Office Services Mail service



Council 7 December 2016

Project reporting

Executive summary and recommendations

Introduction

During the September Council meeting the Council discussed the major projects underspend. The Council requested a paper in December 2016 focusing solely on projects including financial aspects.

This paper has been written to address the above.

Decision

This paper is for discussion.

Background information

In this financial year there are 13 projects within the portfolio. The status of the projects is reported upon to Council as part of the Operations Management information pack. Project spend reporting is also included in the management accounts at each Council meeting.

Budgetary approval

As part of the budget and workplan process in April, Council approves two types of project budget:

- The projected budgets and phasing of projects that are already initiated
- The estimated start-up budgets and phasing for projects that are due to start in the current financial year. These figures are compiled during the start-up stage of the project when scope, costs and timings are minimally researched and defined.

During initiation, the start-up project budget is re-defined in line with the more detailed project scope and approach. Once agreed by the Project Board, the projects are presented to EMT. At this point they are scrutinized and validated before the projects receive approval to proceed to Build stage.

Lifecycle of a project budget:

Timeframe	April	April to September	At any point during the project	September
Activity	Broad estimates are made by the Project Lead	Project is researched in detail and a robust budget is designed	Exception occurs and project budget is re-evaluated. Additional budget is requested	6 month reforecast. Projects re-evaluated and re-phased where necessary
Phase of the project	Start up	Initiation	Build	Build
Approving body	EMT Council	Project Board EMT	Project Board EMT	Project Board EMT Council
Reporting	Business case HCPC budget and management accounts, until the 6 month reforecast EMT Project Financial Performance Report	Project initiation document EMT Project Financial Performance Report	Exception report EMT Project Financial Performance Report	6 month reforecast and management accounts

Variance between budgets and actuals

In appendix 2 are examples of the financial reporting that is presented to EMT on a monthly basis as part of the EMT governance process around projects. As can be seen, the forecasting mapped during initiation is often significantly different to that during start up.

However, until the 6 month reforecast, Council receives financial progress reporting that is measured in the management accounts against the estimated start-up budgets approved by Council.

In addition to the variance between the budget approved by Council at the beginning of the financial year and the budget approved by EMT at the point of initiation, the variances between the projected spend and the actual spend can occur for a number of reasons:

- Project delay
- Inclusion of 15% contingency which potentially may not be used
- Overestimation of costs due to ambiguity of scope at the time of estimation
- Invoicing occurring later than expected (phasing)
- Rescheduling of non-critical project activities during the course of the project to better suit resourcing
- Poor invoicing practices by suppliers

For the sake of brevity, the reasons for the variances between Council approved spend and actual spend are summarised in the management accounts. An example of a full explanation of the variances can be found in appendix 3.

Project status reporting

In the Council Operations management information pack the progress of the project is detailed and the status of the project compared to the previous reporting period is indicated through traffic light indicators. (See appendix 1)

The information in this report provides a holistic view of the status of the project and focuses specifically on the three constraints of project management – time, cost and quality. The report aims to ensure that any key decisions around these three constraints that are taken by the Project Board are reported to Council to ensure transparency around the projects.

Time is reported both through the traffic light reporting (if red the project is projected to exceed its delivery date) and through recording of any approved time exceptions. This specific reporting around time provides the context and detail around underspent budgets, since if expenditure is associated with non-critical activities the projected delivery date of the project will not change and the traffic light reporting will remain green.

Obviously the reverse is also true. If the project were to spend money on a previously unanticipated activity and is therefore showing financially on track, yet is failing to deliver the originally budgeted activities, the traffic light reporting will show as red and the narrative will highlight the exception to Council.

Therefore the project status reporting contained in the Operations Management Pack gives a more comprehensive picture of the progress and status of the project against time, cost and quality.

Resource implications

None

Financial implications

None

Appendices

Appendix 1: a sample of the project status reporting within the Operations Management Information Pack

Appendix 2: a sample of the EMT Project Financial Performance Report



Appendix 3: an example of a full explanation of financial variances

Date of paper

23 November 2016

Appendix 1

A sample of the project status reporting within the Operations Management Information Pack

Project Number	Project Name	Project Board	Project Status	
MP 78	HR and Partners systems build	Project sponsor: Marc Seale Project lead: Teresa Haskins	Previous 	Current 
Project Description				
Build of an HR and Partners system.				
Project Scope		Status update		
<ul style="list-style-type: none"> Implementing improved processes and working practices supported by a new HR and Partners system. Implementing online recruitment for employee and partner applicants Improved data integration with Partner user departments Training and operational manuals 		<ul style="list-style-type: none"> Issues with the supplier have created delays with the implementation of the two systems. Priority has been allocated to the delivery of the HR system over the Partners system The functional testing and migration of data into the HR system is now complete and the parallel run of the payroll system is underway. It is still anticipated that the HR system will be in use by the end of November This is however at the expense of the Partners system which will now not be delivered until March 2017. The final configuration of the Partners system is being completed Preparations for testing of the Partners system are underway. Work on the integration of the Partners system with the Education and FTP case management systems are underway. <p>An exception report is being presented to the November EMT meeting</p>		
Project Budget History		Committed spend	Date of Initiation	Project End Date History
At initiation: £644,178		£ 294,256	November 2014	At initiation: June 2016 Feb 2016 Exception report: Dec 2016

Appendix 2

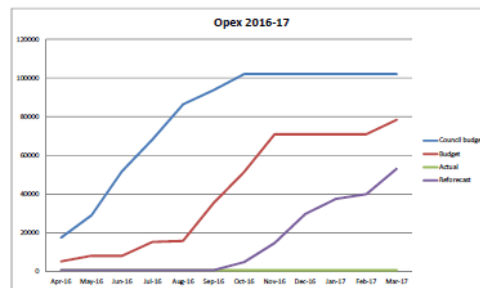
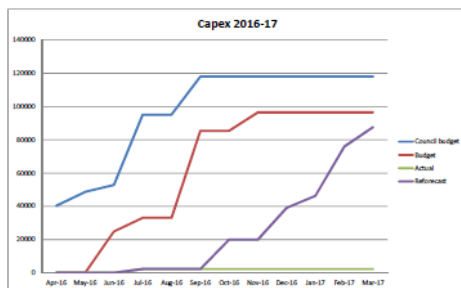
A sample of the EMT Project Financial Performance Report

Project Name MP86 - Establishing the New Tribunal Service

Project Lead	Zoe Maguire
Project Sponsor	Kelly Holder
Project Manager	Tim Kitchener

Capex	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	2016/17 Total
Council ap budget	40,326	6,260	4,140	42,320	-	23,000	-	-	-	-	-	-	118,088
Budget	-	-	24,840	8,280	-	52,371	-	11,040	-	-	-	-	96,531
Actual	-	-	-	2,269	-	-	-	-	-	-	-	-	2,269
Reforecast	-	-	-	2,260	-	-	17,695	-	19,200	7,200	29,492	11,797	87,644

Opex	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	2016/17 Total
Council ap budget	17,499	11,564	22,874	16,328	18,164	7,314	8,280	-	-	-	-	-	102,023
Budget	5,242	2,875	-	7,183	575	19,455	16,154	19,401	-	-	-	7,542	78,426
Actual	822	-	-	-	-	-	-	-	-	-	-	-	822
Reforecast	735	-	-	-	-	-	4,192	9,880	14,953	7,728	2,433	13,232	53,153

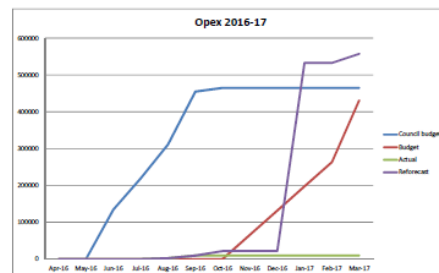
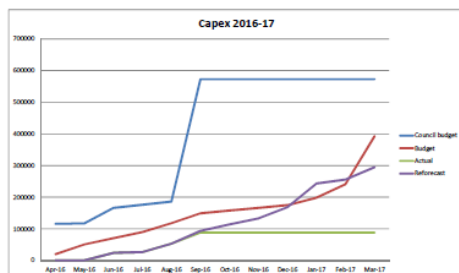


Project Name MP89 - 186 Kennington Park Road Renovation

Project Lead	Greg Ross-Sampson
Project Sponsor	Marc Seale
Project Manager	Claire Reed

Capex	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	2016/17 Total
Council ap budget	115,512	1,800	48,500	10,000	10,000	387,219	-	-	-	-	-	-	573,031
Budget	19,605	30,610	20,068	19,048	28,023	30,563	8,659	8,659	8,659	23,659	42,159	152,495	363,107
Actual	-	-	23,794	2,565	26,829	35,145	-	-	-	-	-	-	88,133
Reforecast	-	-	23,794	2,565	26,829	40,763	20,406	18,775	35,216	74,890	12,627	39,043	294,707

Opex	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	2016/17 Total
Council ap budget	-	-	134,266	85,000	92,000	143,700	10,000	-	-	-	-	-	464,966
Budget	-	-	-	-	-	-	-	65,918	65,918	65,918	65,918	167,412	431,084
Actual	-	-	-	-	2,001	7,368	-	-	-	-	-	-	9,369
Reforecast	-	-	-	-	2,001	7,368	12,404	-	-	510,786	-	25,000	557,559



Appendix 3

An example of a full explanation of financial variances

Project name	Council approved Budget YTD	EMT approved Budget YTD	Actual YTD	Variance commentary	Project status
HR and Partners system build capex	317,052		54,767	161k Project delay - training and infrastructure build, 29k Unused contingency, 27k Overestimation of costs on change requests, 47k Project delay on Partners system build	This project is expected to require an extension to its delivery date
HR and Partners system build opex	168,262		38,478	15k unused contingency, 28k Overestimation of costs - legal advice, room hire and training, 47k Work completed, invoicing occurring later than expected (phasing) - Bureau payment service	This project is expected to require an extension to its delivery date
Registrations Transformation and Improvement project capex	866,027		159,985	601k Project delay - training, infrastructure build, systems build, 69k Unused contingency, 35k Work completed, invoicing occurring later than expected (phasing) - software licences, report design and build	This project is expected to require an extension to its delivery date
Registrations Transformation and	214,414		50,095	19k Project delay - training, stakeholder expenses, hosting	This project is expected to require an

Project name	Council approved Budget YTD	EMT approved Budget YTD	Actual YTD	Variance commentary	Project status
Improvement project opex				costs, 81k Unused contingency, 63k Overestimation of costs - backfill and software licences,	extension to its delivery date
Establishing the new Tribunal service capex	158,396	85,491	19,954	19k Project delay - website build, 31k budget redesign at initiation, 34k Rescheduling of non-critical activity - interactive media and outlook consultancy, 54k Unused contingency	This project is not expected to require an extension to its delivery date
Establishing the new Tribunal service opex	107,791	35,329	138	17k budget redesign at initiation, 14k Overestimation of costs - TAC advertisement, legal costs, 7.5k Rescheduling of non-critical activity - changes to letterhead, creating and printing of brochure, signage, 61k Unused contingency, 8k Work completed, invoicing occurring later than expected (phasing) - overtime, partners' fees	This project is not expected to require an extension to its delivery date
PCI security standards compliance capex	25,000		0	25k project delay	This project is expected to require an extension to its delivery date

Project name	Council approved Budget YTD	EMT approved Budget YTD	Actual YTD	Variance commentary	Project status
PCI security standards compliance opex	50,000		0	50k project delay	This project is expected to require an extension to its delivery date
Net Regulate changes 2016-17 capex	20,000	29,787	21,849	2k Project delay - HCPC app amendment, 4k Unused contingency	This project is expected to require an extension to its delivery date due to an increase in scope
Net Regulate changes 2016-17 opex	0	1,955	0	2k Work completed invoicing occurring later than expected (phasing) - overtime	This project is expected to require an extension to its delivery date due to an increase in scope
186 Kennington Park Road renovation capex	573,031	148,817	88,133	60k Project delay - consultancy fees, 364k budget redesign at initiation	This project is not expected to require an extension to its delivery date
186 Kennington Park Road renovation opex	358,200	0	9,369	349k budget redesign at initiation	This project is not expected to require an extension to its delivery date
HCPC website review and build capex	151,466	0	0	151k budget redesign at initiation	This project is not expected to require an extension to its delivery date
HCPC website review and build opex	18,467	13,417	0	2k Unused contingency, 11k Work completed, invoicing occurring	This project is not expected to require an extension to its delivery date

Project name	Council approved Budget YTD	EMT approved Budget YTD	Actual YTD	Variance commentary	Project status
				later than expected (phasing) - backfill	