

## Council

<b>Meeting Date</b>	16 October 2025
<b>Title</b>	Chief Executive's report on organisational performance October 2025
<b>Author(s)</b>	Bernie O'Reilly, Chief Executive
<p><b>Executive Summary</b></p> <p>This paper provides the Council with updates on the organisation's performance since the July 2025 Council meeting.</p> <p>Key developments across education, registration, fitness to practise (FTP), policy and standards and our corporate enablers are highlighted.</p> <p>As this is a quarterly edition of this report, it includes our key performance indicator (KPI) dashboard, our strategic risk register and an update on our progress against our 2025-26 corporate plan.</p> <p><b>Appendices</b></p> <p>A – Chief Executive's meetings in the reporting period  B – KPI dashboard and performance data  C – Corporate plan 2025-26 deliverables tracker  D – Strategic risk register</p>	
<b>Action required</b>	The Council is asked to review the information provided and seek clarification on any areas.
<b>Previous consideration</b>	This is a standing item, considered at each Council meeting.
<b>Next steps</b>	The next report will be received in December 2025.
<b>Financial and resource implications</b>	None as a result of this paper.
<b>Associated strategic priority/priorities</b>	This report is relevant to all strategic priorities.

<b>Associated strategic risk(s)</b>	This report is relevant to all strategic risks.
<b>Risk appetite</b>	Not applicable.
<b>Communication and engagement</b>	Discussed within the paper.
<b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>	EDI objectives and Welsh language standards are discussed as part of this paper.
<b>Other impact assessments</b>	Not applicable
<b>Reason for consideration in the private session of the meeting (if applicable)</b>	Not applicable

## **Chief Executive's Organisational Assessment – October 2025**

### **1. Introduction**

This report provides my assessment of the organisation's performance including our performance against our key performance indicators (KPIs), an update on the completion of our 2025-26 corporate plan and an update on our strategic risks. Key developments across the regulatory areas, policy and standards, professional liaison and our corporate enablers are highlighted.

#### **HCPC Fitness to Practise (FTP) Development Day**

In September, the FTP directorate came together for a development day as part of our ongoing commitment to invest in our people and our continuous improvement work. Colleagues were able to reflect on the department's progress to date and look ahead to continuing to build on the changes we have made over recent years.

They heard from external speakers who presented the registrant, witness, and employer perspective on our FTP process, enabling staff to understand the impact of their work and the context in which different parties to a FTP case are operating in.

Colleagues also took part in interactive exercises to explore how FTP is perceived by registrants and stakeholders and explore the further practical steps we can take to make a difference to people's experience of FTP in the future.

Colleagues enjoyed building working relationships across teams. Feedback from the day has been positive.

#### **Regulation of NHS Managers**

In July 2025, the government announced that it would be introducing a statutory barring scheme in England for NHS leaders in senior roles and that powers would be provided to the HCPC to allow its implementation. As the government's consultation makes clear, the vast majority of leaders and managers across the NHS work hard every day, making difficult decisions in often challenging circumstances to ensure patients receive the safe and effective care. Sadly, there have also been high-profile instances where this has not been the case, and a number of independent reviews have highlighted failures of leadership within the NHS.

We have welcomed the commitment to provide the HCPC with appropriate powers to further protect the public. The introduction of a new system of regulation will be complex to get right. We will seek to work closely with the government, senior NHS leaders, representative bodies, and the wider sector, as the legislation is developed.

We have already made clear in initial conversations with the Department of Health and Social Care that it is essential that the new disbarring system has the right levels of funding, resourcing, and independence to help keep patients safe. The costs of introducing and running the new barring

system will not be covered by existing HCPC registrants. We will continue to keep the Council engaged and updated as the work develops.

## **Informing the debate through our data and insights**

Following on from the launch of the HCPC's data hub (May 2025) and the success of the flagship product, the workforce profiles, which I reported on in my last report (July), the retention report and dashboard were [published](#) on the HCPC website at the end of September. This latest report builds on our previous publication and shows the numbers leaving the professions we regulate. This report is supplemented by an interactive dashboard on our data hub to enable stakeholders can explore workforce retention in more detail.

Linked to the aims of our strategy to 'develop insight and exert influence' and 'promoting the value of regulation' we are getting close to our aim of using our data to provide a holistic view of the workforce for the professions we regulate. This will includes making our data available on the capacity of education programmes we approve, how subscribed those education programmes are, insights into the numbers of graduates who go on to join our Register, the demographics of our Register and insights on those leaving the Register (as highlighted above).

This will be a valuable resource for government, policy makers, workforce planners, employers and other stakeholders. This is a good example of how as a regulator we can use the privileged position we are in in terms of the data we hold to support and appropriately influence the wider sector.

## **Corporate Strategy development**

Work continues to develop the next HCPC corporate strategy which the Council will discuss as part of today's meeting agenda. July marked the [launch](#) of our initial stakeholder engagement through an online survey, to which we received nearly 900 responses from a range of stakeholders. Focus groups, workshops and meetings have since been held (as highlighted in the next section of my report) and will continue in the coming months.

## **Stakeholders**

### Professional Body Forum

On 17 September we held our quarterly Professional Body Forum meeting, held in-person at our office. In total we had representatives from 22 professional bodies, and the majority of the meeting was given over to a workshop on the development of our corporate strategy. We did also discuss the new retention report, our changes in multi-factor authentication (MFA) for registrants accessing their HCPC accounts, planned changes to the international application system, as well as a short update on the future regulation of NHS managers. For those unable to attend we have offered follow up meetings to go into detail on the topics on the agenda. Our next Professional Body Forum meeting (online) is in December.

### Four nations

As part of our regular engagement with the four nations, I met with the Chief Allied Health Professions Officer (England) Suzanne Rastrick (14 August); my executive colleagues and I met with the Chief Scientific Officer (England) on 18 August; and on 25 September, we met with the recently

appointed Chief Healthcare Science Officer (Wales), Victoria Heath. A key discussion topic at these meeting was to seek input into our corporate strategy work - we are grateful for the reflections and points shared.

We have meetings planned with union colleagues later in October which we look forward to.

#### Regular engagement

On 18 August, the Chair and I met with our counterparts at the Professional Standards Authority (PSA). I met with the Chief Executive of the General Medical Council (GMC) on 20 August where we discussed the issue of anti-semitism as well as general areas of mutual interest.

I joined my counterparts at the Chief Executive Officers and Registrars Board (CEORB) meeting on 29 August and the Chief Executive Steering Group meeting (CESG) on 26 September as part of ongoing collaboration.

I met with the Chief Executive of the Care Quality Commission (CQC) on 25 September.

My full meeting list is provided at appendix A.

#### **Artificial intelligence (AI)-assisted redaction**

Our Head of Regulatory Development and Performance has led a cross-organisational working group to evaluate third party products which could help improve the efficiency and quality of our redaction capabilities.

Working together with colleagues from FTP, Information Governance and IT, the group reviewed suitable products and delivered a successful trial of the preferred supplier in August. I am pleased to report that we have now fully implemented the use of this new AI-assisted redaction tool in our FTP and Information Governance teams. This will significantly improve our redaction of sensitive and confidential information in our FTP case bundles and in our responses to freedom of information and subject access requests.

The cloud-based product uses AI to quickly identify personally identifiable information and other relevant information sources we may specify. A team member then reviews these suggested redactions and agrees those they require before finalising the document. We will evaluate the benefits of the product's use over the next 12 months.

#### **Corporate Plan Milestones**

Appendix C provides our progress report against this year's corporate plan. We are now in quarter 3 and I am pleased to report good progress overall, a reflection of the hard work and commitment across the organisation.

## Strategic Risk Register

Our Strategic Risk Register (SRR) is provided at Appendix D. This was discussed at the Audit and Risk Assurance Committee (ARAC) in September 2025. Strategic risk 2 has increased to reflect the current gaps in the Professional Liaison and Outreach team.

## 2. Regulatory Performance

Below I highlight some of the key points about the performance of our core regulatory functions of education and registration; and a separate fitness to practise report will be discussed as part of Council's agenda today.

### Education

#### *Team performance against service levels and KPIs*

The team has concluded assessments for programmes starting in September 2025 (where those programmes met our standards). Evidence shows that the quality of our decision making has been consistently high but the complexity of our work is increasing. This is due to a broader range of evidence being collated by the team, out of us forming strong relationships with sector stakeholders, and developments and challenges within the education sector needing further reviews against our standards. We provide a detailed report on performance at each meeting of the Education and Training Committee (ETC). At the last meeting of the ETC we discussed whether or not our KPIs are realistic and the executive will be looking at the KPIs to ensure they reflect the nature of the work of the team.

We have planned our performance review monitoring programme of work for the 2025-26 academic year. 31 education providers will be reviewed, to ensure continued alignment with our regulatory standards. A key focus for these reviews is ensuring education provider deliver our revised standards of proficiency and standards of conduct, performance and ethics. We have started agreeing deadlines with education providers for their submissions, which will help education providers and the Education team to plan their work for the year ahead.

#### *Withdrawal of approval for a programme*

On 10 September 2025 we withdrew approval from the MSci Nurse Paramedic programme at Edge Hill University. This was due to issues with the programme meeting our standards of education and training (SETs), following an extensive investigation that commenced in April 2024. We have published information [on our website](#) about this decision.

We recognise the impact this decision will have on learners and we have worked closely with Edge Hill University and other stakeholders on the implications of this decision. Any learners on the programme are no longer able to register with the HCPC on completion of the programme. The programme is also not approved for any new learners to join the programme. The education provider has put in place arrangements to enable learners to transfer to their standalone nursing or paramedic award, should they wish to do so.

Those who completed the programme prior to us withdrawing approval will remain registered, or will still be entitled to join the HCPC Register as paramedics, subject to normal application requirements. We are enhancing the support available to these registrants to ensure they feel fully confident in continuing to meet our regulatory requirements. This may include employer preceptorship activities, or support from their professional body. We are working with employers, the College of Paramedics (COP), and other stakeholder groups, to ensure that this support is accessible to all.

#### *Reducing regulatory burden/overlap in education quality assurance*

We are part of two cross regulatory groups on AI in education, and the use of education data to inform regulatory decision making. The purpose of these groups is to consider where we can arrive at joint requirements or positions, to align regulatory expectations for education providers. This would mean that education providers can consider combined expectations, rather than cross-referencing multiple expectations in their work. We continue to keep the Education and Training Committee up to date with this work.

## **Registration**

#### *UK applications to join our Register*

In the period July to September 2025, which is part of the peak period for applications to join our Register from learners completing HCPC approved UK education programmes, we received 9,567 UK applications via the UK registration route. The team is managing the demand well. The median processing time for UK registration applications was between one to three working days throughout the reporting period July to September 2025, which is significantly below the ten-working day KPI. We have managed this summer peak well in recent years, helped by the use of technology (moving applications online). This year is the first summer peak period since we introduced our new operating model in Registration and that combined with the ongoing benefit of an online application process means our performance is better than all previous years.

#### *International applications to join our Register*

As forecast, by the end of July we were back within our 60 working days KPI for the assessment of international applications. This was enabled by the additional fixed term contract roles approved in February 2025 by the Executive Leadership Team (ELT) to provide additional capacity in the international registration team to manage the spike in applications at the end of 2024 and early 2025. During the period from July to September 2025, 783 applications were received and that is now 1,746 applications received this financial year to date, which is lower than forecast. The financial implications of this have been discussed at the People and Resources Committee in September and are also covered in the Finance Report on the agenda today.

We will continue to monitor international performance closely.

#### *Registration renewals*

- On 1 June 2025 *paramedics and orthoptists* began their renewal period. At the end of their renewal cycle on the 31 August 95.7% of paramedics had renewed their registration



which is only 0.3% lower than the previous cycle. 93.9% of orthoptists had renewed their registration which is only 0.6% lower than the previous cycle.

- On 1 July 2025 *clinical scientists, prosthetists/orthotists and speech and language therapists* began their renewal period. At the end of their renewal cycle on 30 September 94.8% of clinical scientists, 91.9% of prosthetists/orthotists and 95.2% of speech and language therapists had completed their renewal. All three professions renewal rate is in line with previous renewal cycles for these professions.
- On 1 August 2025 *Occupational therapists* began their renewal period and as at 7 October 81.2% of occupational therapists had completed their renewal, which is 0.5% lower compared to this time in 2023, but higher than all previous renewal cycles.
- On 1 September 2025 *biomedical scientists* began their renewal period, and as at 7 October 57.3% of biomedical scientists have completed their renewal, which is higher when compared to this time for all previous renewal cycles.

### *Developing our international assessment approach*

We continue to make good progress in introducing Phase 1, removing our further information process and are on course to implement this change in October.

## **3. Policy and Standards**

### *Equality, Diversity and Inclusion (EDI)*

In September, the HCPC chaired the Joint Healthcare Regulators' EDI forum where we hosted a guest speaker, Penny Hobman, Deputy CEO of the Equality and Human Rights Commission and heard more on their plans following the consultation on their code of practice for services, public functions and associations. We also discussed how regulators can support workforce race equality in the health and care sector.

We also ran two webinars for external stakeholders on the new [EDI quality indicators](#), which we have developed for education providers who are meeting our standards of education and training, supporting them to best make use of the indicators when developing and delivering the programmes of education we approve.

Our work to develop the new standards of education and training and the updated sanctions policy has incorporated some very detailed discussion and consideration of issues relating to discrimination and fairness. We continue to engage with stakeholders across the board as these progress.

### *Standards of Education and Training (SETs)*

Following extensive pre-consultation engagement the Council is asked today to consider and approved the revised SETs for consultation. Full details about that work is in the Council's papers for today.



The Education and Training Committee (ETC) has been fully engaged through this work so far and I'm grateful for their contributions to get us to this stage. The proposed changes to the SETs and the consultation document were discussed at the ETC in September and the ETC endorsed the proposals to come to Council today for approval to launch the consultation.

### *Sanctions Policy*

Our sanctions policy consultation closed on 1 September 2025, with 57 responses received from organisations, registrants and non-registrants across the UK. Working with our Fitness to Practise and Tribunal Service teams, we are now reviewing and analysing the feedback and plan to publish a consultation outcomes report, along with a final sanctions policy document and updated equality impact assessment, in early 2026.

### *Advanced Practice*

We have launched a series of webinars to support experienced allied health professionals (AHPs) across UK sectors with optimising their scope of practice, effectively supervising and delegating work and confidently meeting their regulatory standards. We are working in partnership with the General Osteopathic Council (GOsC) and NHS England.

Our eight webinars run from 29 September to 5 November 2025 and have generated a considerable level of interest.

These webinars form part of a larger piece of work to ensure that AHPs understand how to continue meeting their regulatory standards while working at advanced levels of practice.

The ETC has been kept informed of the progress of this work and received detailed information on the webinars at its September meeting.

## **4. Professional Liaison**

### *Sexual safety*

In my previous report, I highlighted the sexual safety training which had been delivered for HCPC managers. The sessions were very well evaluated, with 100% of attendees saying they would recommend the session to their colleagues. Externally, we have continued to deliver sessions around sexual safety/professional boundaries for registrants and employers. We have also included this topic as part of our general session for students.

### *Employers*

We have started to deliver our series of employer insights webinars for this year. We are delivering them around the following topics: preceptorship, international preceptorship, professional boundaries/sexual safety, culture and safeguarding. Each session will be delivered at least twice in spring and winter this year.

In collaboration with communications colleagues, we published the employer newsletter related to supporting international registrants. This featured guidance for managers and shared best practice from other employers.

We have continued to deliver sessions from our variety of master content for senior staff and managers across the 4 nations of the UK. We have delivered our 'professionalism in practice' programme for various workplaces that we have targeted for support. We have also delivered a session around culture and leadership for 600 clinical team managers at the London Ambulance Service.

### *Registrants*

Alongside managers, we have also delivered sessions from our variety of master content for registrants across the four nations of the UK. This is often part of 'professionalism in practice programme'. We have also taken a targeted approach to deliver two webinars around record keeping, to support the introduction of a new electronic patient record system in Northern Ireland. Over 10% of all Northern Ireland registrants attended across the two webinars.

### *Learners*

We have continued to deliver sessions for students across the nations and also delivered sessions for practice educators in collaboration with the College of Paramedics.

The student competition closed at the start of September, with the highest interest and most entries so far. We are currently shortlisting and will have a winner to announce in November.

## **5. Resources**

On 10 September we successfully implemented a new multi-factor authentication (MFA) process for registrants and applicants accessing our online services. The new MFA process has put a complete stop to the cyber attack that we had been experiencing and follows recommended best practice from Microsoft. Now that this attack has been shut down, the associated financial costs we were incurring have also been stopped. I am grateful to Geoff Kirk, our Head of IT and Digital, for leading this important project, working collaboratively across the organisation.

The project to implement a new contract for partners has been working at high intensity to ensure that new systems, processes and communications material were ready for when the contracts came into force on 1 October. The work has included implementing a new payroll system to enable payment of holiday pay, establishing a pension scheme for partners and other improvements. The new contracts successfully came into effect on 1 October and the first payroll under the new system will be run at the end of October.

The finance system fault, described in my last report, that was leading to the creation of duplicate invoices for direct debit payments, has now been fixed. Finance is overseeing further work to address the root cause, involving the way tasks flow through the system, and to cleanse the data. There has been no impact on registrants or our financial position.

The ELT recently reviewed progress against the technology roadmap and our other investments. As part of the technology roadmap, the ELT has approved a business case and contracts for the initiation of the website and portals project, which will provide a foundation for a more personalised and user-friendly online experience. In November, the People and Resources Committee (PRC) will be discussing a report on benefits realisation from our investments.

HR and the Business Change team have developed a new approach to workforce planning that will be rolled out with heads of department as part of planning for next financial year and the medium term. The workforce plan will be aligned with our learning and development, succession planning, budgeting and investment planning processes. The new approach will give us a more rigorous, evidence-based approach to assessing future workforce needs and developing recruitment and retention strategies, along with a careful prioritisation within budgetary constraints.

We are now close to finalisation of our 2024-25 Annual Report and Accounts, following review by the Audit, Risk and Assurance Committee (ARAC) and circulation of the document to the Council. I am grateful to everyone in the Finance, Governance, Communications and other teams who have contributed to the production of the document, which tells the story of HCPC successes and challenges in words and numbers over the previous financial year.

# How we use AI to protect the public

## Active use

### Registration contact centre

We have been using AI to help us respond to email enquiries since early 2024. The technology 'reads' the enquiry and builds a response for a member of staff to check and send out.

### CPD insights

We have used an application for machine learning to 'read' and analyse CPD submissions so we can identify themes and develop an insights report for our registrants about CPD.

### Plagiarism detection

We have been using software to detect for signs of plagiarism across all our international applications so these can be investigated by registration staff.

### Website

We have accessed built-in AI functionality on our website's web platform to improve our search and content recommendations.



55,000 emails processed a year



Reduced response times from 5 days to 1 day



Showcasing key themes across professions.



New insights for CPD Week 2026



Application and open source information checked.



1300 applications flagged for further checks (past 12 months)



Information more easily found by users.



New upgrade will allow personalised content.

## Near future

### Invoice processing

We are in the process of starting to procure a technology product that will help us improve the accuracy and speed of processing in our finance system.

### Consultations

We are in the process of accessing a technology product that will help us design consultations and code and analyse the responses.

### FTP Case Work

We have identified a technology product that will help prepare and redact Fitness to Practise bundles.



Quicker and more accurate processing.



Freeing up staff time for higher value tasks.



Reduce time burden of coding and analysing responses.



Increasing the amount of engagement



1500+ bundles to process per year



Provides efficiencies in the FTP process

**Appendix A - Chief Executive's external meeting schedule covering 17 July 2025 – Thursday 16 October 2025**

Chief Allied Health Professions Officer for Northern Ireland - Michelle Tennyson	14 Aug
Department of Health and Social Care (DHSC) – Phil Harper, Deputy Director – Professional Regulation, Sarah Little - Head of Leadership policy and Volunteering policy	14 Aug
Professional Standards Authority (PSA) – Caroline Corby, Chair; Alan Clamp, Chief Executive	18 Aug
Chief Scientific Officer (England) - Sue Hill	18 Aug
General Medical Council (GMC) – Charlie Massey, Chief Executive	20 Aug
HCPC Professional Body Forum	17 Sept
Chartered Society of Physiotherapy (CSP) – John Cowman, Chief Executive	22 Sept
Care Quality Commission (CQC) Sir Julian Hartley, Chief Executive	25 Sept
Chief Healthcare Science Officer (Wales) - Vicki Heath	25 Sept
Chief Executives of Health & Social Care Regulators Steering Group (CESG)	26 Sept
Professional Standards Authority (PSA) - Amanda Partington-Todd, Interim Director of Regulation and Accreditation	3 Sept
Department of Health and Social Care (DHSC) Phil Harper, Deputy Director Professional Standards & International Workforce	9 Sept
Professional Standards Authority (PSA) – Caroline Corby, Chair; Alan Clamp, Chief Executive	13 Oct
Unite – Gavin Fergie - Lead Professional Officer; Dave Munday - Lead professional officer (mental health)	15 Oct

## Chief Executive's report on organisational performance – October 2025

### Appendix B

- Key Performance Indicators Dashboard
- Register Demographics
- Media Reach Metrics

## Customer Service

Measure	KPI 5 - Customer service: Number of complaints and % upheld												Period	Oct 2025
What it tells us	This provides insight into potential customer service and performance issues. Narrative will be vital for Council to probe and should include information on corrective action taken. Upheld RAG - Green <50 Amber 50-59 Red >59													
Executive commentary	<p>Complaints have continued to be significantly high throughout the period and were largely due to complaints received about international applications.</p> <p>The Registration department had challenges with progressing applications following the surge in applications made in January 2025. The majority of complaints continued to be about delays, communication and responsiveness. We expect these complaints to reduce now that we are back within our KPI (see registration KPIs below) but there is often a lag between when our service returns to within our KPIs and the number customer service complaints reducing.</p> <p>There has also been a steady increase of Fitness to Practise complaints, mostly related to communications and progression. Other themes included case handling, and threshold closure decisions</p> <p>→</p>													
Year to date		Sept-24	Oct-24	Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	June 25	Jul 25	Aug 25	Monthly average
Previous years	Number	51	52	64	51	80	86	89	117	91	112	103	73	81
	% upheld	33	39	53	45	59	60	69	53	63	67	**	**	54
		Sept-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	March-24	April -24	May-24	June-24	July-24	Aug-24	Monthly average
	Number	41	31	31	27	44	47	26	54	59	50	60	58	37
	% upheld	33*	17*	40*	28*	49*	36*	31*	39	49	64	59	60	36

\* Approximate as cases still open at the time of reporting





\*\* Final number/percentage to be confirmed or subject to minor change




## Education

Measure	KPI 3 - Education Quality and Timeliness												Period Oct 25
	<b>1. Less than 20% of assessments resulting in conditions / formal requirements</b> <b>2. 30 days or less to provide process reports to the education provider from conclusion of quality activities</b>												
What it tells us	<p>Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R &gt;25%, A 20-25%, G &lt;20%</p> <p>Measure 2 will tell us whether we deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R &gt;36, A 31-35, G &lt;30</p>												
SReporting period commentary	<p>Measure 1 – We have continued to support our stakeholders well, with no conditions set in the period. This is an explicit aim of our quality assurance model – we hold providers to high standards, but support them in meeting them, aiming to reduce the need for formal conditions.</p> <p>→</p> <p>Measure 2 – Performance is red rated for 3 of the 4 months in the reporting period, but improved from earlier in the calendar year. Performance for August had returned to within our KPI.</p> <p>↑</p>												
		Sept 24	Oct 24	Nov 24	Dec 24	Jan-25	Feb 25	March 25	April 25	May 25	June 25	July 25	Aug 25
1	%	0	7	0	0	0	0	0	17	N/A	0	0	N/A
2	days	92	80	28	N/A	70	51	27	37	46	41	44	28
		Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	March 24	April 24	May 24	June 24	July 24	Aug 24
1	%	25	0	0	NA	0	24	0	0	N/A	N/A	0	0
2	days	62	54	62	NA	25	27	31	32	33	39	34	47

## Registration

Measure	<b>KPI 4 – Registration responsiveness</b> <b>1 - Decision on 95% of all UK registration applications within 10 working days</b> <b>2 - Decision on 95% of all international registration applications within 60 working days</b> <b>3 - Answer 90% of telephone calls</b> <b>4 - Respond to emails within 5 working days</b>												Period Oct 2025
What it tells us	Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed Registration performance data. KPI 1 and 2 R: <80%, A: 81-94%, G: >95% KPI 3. R: <70%, A: 70-89%, G: >90% KPI 4 R: >11 days, A: 6-10 days, G: <5 days												
Executive commentary	<b>UK application:</b> Performance against our service standard for UK applications has been consistently met since February 2022. The monthly performance median continues to remain within the 10 working days service standard.  <b>International applications:</b> Our performance has improved with over 65% of international applications assessed within the 60 day KPI compared to less than 30% in June. While improved this is still not within our KPI of 95% of applications being assessed with 60 working days. More detail on registration performance is provided to the Education and Training Committee (ETC). Our reports to the ETC show that the median age of applications assessed has been under 60 days since July (as forecast). This improvement was enabled by the additional fixed term contract roles approved in February 2025 by the Executive Leadership Team (ELT) to provide additional capacity in the international registration team to manage the spike in applications at the end of 2024 and early 2025. As the median age of applications continues to improve further the percentage of applications assessed with the KPI will also continue to improve. We will continue to monitor international performance closely and provide regular updates to the ETC.  <b>Calls:</b> We have provided a good telephone response service in our contact centre. The telephone call answer rate was 99% in July and 97% in August.  <b>Emails:</b> Our performance against our target of 5 working days for emails has been sustained and we have been achieving the KPI for emails since June 2022 and has been at one working day for a considerable period of time since the team has been assisted by the use of AI. 												
2024/25		Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sept 25
1: UK registration	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2: Int registration	%	29%	8%	9%	0%	1%	1%	2%	10%	28%	65%	71%	66%
3: Calls	%	92%	95%	96%	93%	95%	94%	97%	92%	93%	99%	97%	97%
4: Emails	working days	1	1	1	1	1	1	1	1	1	1	1	1

2023/2024		Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun- 24	Jul-24	Aug-24	Sep-24
1: UK registration	%	100%	99%	100%	100%	100%	100%	100%	99%	100%	99%	100%	98%
2: Int registration	%	48%	100%	100%	51%	52%	53%	53%	97%	57%	41%	62%	44%
3: Calls	%	100%	100%	100%	100%	100%	99%	98%	98%	99%	97%	94%	93%
4: Emails	working days	2	3	2	1	1	2	2	2	1	1	1	3


Measure	<b>KPI 1 - the proportion of cases concluded at each stage that are within KPI</b> <b>1.70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt</b> <b>2.70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer.</b>												Period Oct 2025
What it tells us	This provides a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FtP Performance reports. RAG: R: <60% A: 60-70% G: >70%												
Reporting period commentary	The work we undertook last year to prioritise the progression of some of our aged cases to conclusion is evident in the KPI data below, particularly at the final hearing stage where we have focused attention on listing and concluding our oldest cases. We continue to ensure that we progress our entire caseload in a risk-based, proportionate way so that both younger and older cases are concluded in balance. This KPI should be considered alongside the median age data for concluded cases (in the FTP Performance Paper). Our median age for cases concluded at the pre-ICP stage in April was 26 weeks, which is within KPI. 												
2024-25		Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	March- 25	April-25	May 25	Jun- 25	Jul-25	Aug-25	Sep-25
1: Pre ICP	%	49%	57%	48%	49%	40%	47%	34%	47%	37%	24%	32.4%	tbc
2: Final Hearing	%	6%	12%	19%	30%	17%	10%	19%	11%	33%	13%	0%	tbc
2022-23		Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	March- 24	April-24	May-24	June-24	July-24	Aug-24	Sep-24
1: Pre ICP	%	50%	66%	72%	82%	53%	49%	56%	50%	41%	45%	33%	43%
2: Final Hearing	%	30%	14%	46%	0%	25%	0%	5%	7%	30%	8%	9%	18%

Measure	KPI 2 - S.29 appeals and learning points				Period Oct 2025
What it tells us	This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their S29 powers and the number of new PSA s29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.				
Reporting period commentary	In Q1 we received six learning points from the PSA, which has been consistent across the year. In Q2 to date we have received three learning points across July and August and have yet to receive any for September. PSA issue learning points to highlight areas for improvement in the quality of final hearing decisions. In Q2 we were notified by the PSA that they intended to appeal one substantive hearing decision to the High Court.				
2025-26		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	3	1		
PSA Learning Points	Number	6	5		
2024-25		Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March
S.29 Appeals	Number	1	0	1	0
PSA Learning Points	Number	6	5	6	6

## Professional practice and insight


Measure	KPI 6 - Professional practice and insight: 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event												Period Oct 2025
What it tells us	This measure focuses on outcomes which highlight the impact of our engagement. Engagement and media reach dashboard to be provided in performance report. Target 60%												
Executive commentary	<p>In April we delivered sessions to other stakeholders so we don't have data for this month.</p> <p>In May we delivered a #myhpcstandards session around supervision, a joining the UK workforce session to support international registrants and multiple sessions delivered as part of bespoke professionalism in practice programmes at various organisations.</p> <p>In June we delivered two #myhpcstandards sessions related to record keeping and duty of candor. We delivered a Joining the UK workforce and multiple sessions delivered as part of bespoke professionalism in practice programmes at various organisations</p> <p>In July we delivered sessions of professionalism in practice for two employers and a trade union.</p> <p>In August we delivered a #myhpcstandards webinar around record keeping and professionalism in practice session around culture.</p> <p>→</p>												
Year to date	<div> <div>Oct-24</div> <div>Nov-24</div> <div>Dec-24</div> <div>Jan 25</div> <div>Feb 25</div> <div>March 25</div> <div>April 25</div> <div>May 25</div> <div>Jun- 25</div> <div>Jul-25</div> <div>Aug-25</div> <div>Sept-25</div> </div>												
	%	80	100	74	100	93	100	N/A	92	67	100	74	tbc
	<div> <div>Oct-23</div> <div>Nov-23</div> <div>Dec-23</div> <div>Jan-24</div> <div>Feb-24</div> <div>March- 24</div> <div>April - 24</div> <div>May - 24</div> <div>June - 24</div> <div>July - 24</div> <div>Aug -24</div> <div>Sept-24</div> </div>												
	%	82	73	75	93	74	100	67	81	78	75	75	81


## Finance

Measure	KPI 7 - Finance: Performance against budget/forecast operating expenditure in the range of 96.3% to 102.6%												Period Oct 2025
What it tells us	Indicates the grip and control in place and accuracy of forecasting. Measure will be the full-year forecast variance against the full-year budget moving from YTD.												
Executive commentary	<ul style="list-style-type: none"><li>Overall expenditure for August 2025 YTD is in line with the latest forecast (99.1%).</li><li>The underspend in actual expenditure of £164k compared to forecast is mainly due to lower payroll and temp staff costs as a result of unfilled vacant posts within Fitness to Practise (FTP) as well as underspend against IT and Office Services costs.</li></ul> 												
Year to date	(£000)	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	April 25	May 25	Jun- 25	Jul-25	Aug-25	Sept-25
	YTD Actual	22,619	25,996	29,625	33,274	36,586	39,864	3,514	6,920	10,326	13,882	17,127	
	YTD Budget	-	-	-	-	-	40,253	3,600					
	YTD Forecast	22,627	26,046	29,690	33,326	36,653	40,445		7,046	10,601	14,042	17,291	
	YTD Variance	8	50	65	52	67	581	86	126	275	160	164	
	Actual as % of budget / forecast	100%	99.8%	99.8%	99.8%	99.8%	99.8%	98.6%	97.6%	98.2%	97.4%	98.9%	99.1%
Previous year	(£000)	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	*Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
	YTD Actual	21,203	24,450	27,907	31,504	34,401	37,953	3,292	6,343	9,491	12,753	16,075	19,217
	YTD Budget	-	-	-	-	-	34,015	3,209	6,502	9,859	-	-	-
	YTD Forecast	21,130	24,072	26,913	31,618	34,647	38,217	-	-	-	12,771	16,109	19,302
	YTD Variance	(73)	(378)	(994)	114	246	199	(82)	424	708	23	34	85
	Actual as % of budget / forecast	100.3%	101.6%	103.7%	99.6%	99.3%	99.3%	102.6%	97.6%	96.3%	99.9%	99.8%	99.6%





## Information technology

Measure	KPI 8 - Availability of core IT systems Target: >99.5%												Period	Oct 25
What it tells us	Measure is based on actual hours of availability per month vs total number available. Given the reliance of our core functions on IT systems, this measure indicates the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominantly interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available.													
Executive commentary	<p>There was a brief outage of the Online Concerns portal in July following a planned change which had to be rolled back. There was a short outage of the Online Concerns and Online Applications portals in September as a result of a payment issue with a supplier.</p> 													
Year to date		Oct 24	Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	Jun- 25	Jul-25	Aug-25	Sept-25	
	Availability %	100%	100%	100%	100%	99.99%	100%	100%	100%	100%	99.95%	100%	99.69%	
Previous year		Oct 23	Nov 23	Dec 23	Jan-24	Feb-24	March-24	April-24	May-24	June- 24	July- 24	Aug- 24	Sept- 24	
	Availability %	100%	99.99%	99.99%	99.99%	99.81%	100%	100%	100%	100%	99.5%	100%	100%	

Measure	KPI 9 – Security Score Target: >80%												Period	Oct 25
What it tells us	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-prem Server security posture for HCPC. The changes in the "Defender score" needs to be taken into context, as a change to the score could relate to new updates, security framework changes or Infrastructure changes within the HCPC's environment.													
Executive commentary	<p>The Defender Secure Score is back within target following a dip in June. This KPI tracks compliance with Microsoft security recommendations, so is constantly moving as new recommendations are made. The reduction in June was due to a recommendation for which a solution appropriate to HCPC's infrastructure was not yet available from Microsoft, but which was addressed in July.</p> <p>The long-term cyber-attack has now been brought to a successful close following development work to enable the move away from SMS authentication for registrants. Financial discussions regarding the impact of the attack are ongoing with Microsoft</p> 													
Year to date		Oct-24	Nov-24	Dec-24	Jan 25	Feb 25	March 25	April 25	May 25	Jun- 25	Jul-25	Aug-25	Sept-25	
	Score %	81%	78%	77%	74%	81%	83%	80%	85%	74%	81%	80%	83%	
Previous year		Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	March- 24	April-24	May-24	June- 24	July-24	Aug-24	Sept-24	
	Score %	94%	90%	80%	90%	89%	87%	90%	84%	81%	81%	82%	79%	

## HR

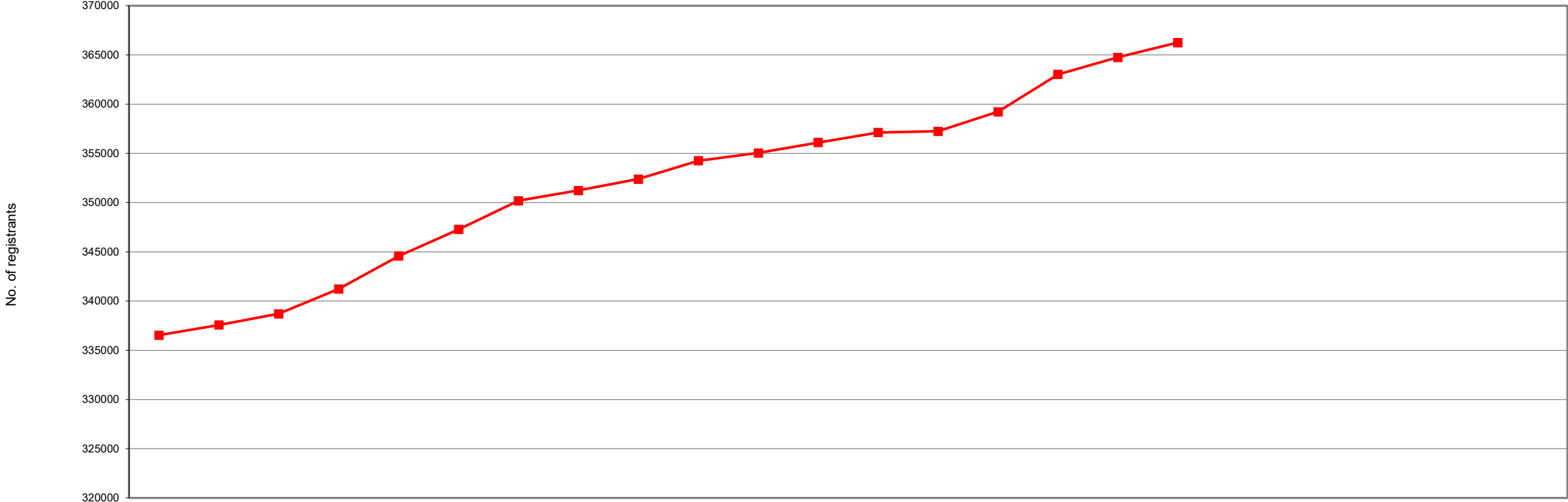
Measure	KPI 10 - Voluntary staff turnover Target: <23%				Period	Oct 25
What it tells us	This will be based on permanent establishment leavers and not FTCs. This provides an indicator that could point to cultural issues. PRC considers more detailed HR and internal EDI metrics. (Figure is a rolling year to date total not the turnover in that quarter in isolation) Green 23% or less / Amber 24% - 27% / Red 28% or over.					
Executive commentary	<p>HCPC continues to have a stable voluntary turnover in this financial year, indicating a positive trend in employee satisfaction. We continue to analyse pulse surveys and exit interview data to identify and address any emerging issues.</p> 					
FY 2025-26		Q1	Q2	Q3	Q4	
	%	10	10	x	x	
FY 2024-25		Q1	Q2	Q3	Q4	
	%	10	10	10	10	

Measure	KPI 11 – Recruitment and onboarding efficiency				Period	Oct 25
What it tells us	Time to hire is based on the advert going live to the appointee's offer date. This measures how effective HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market. Green 44 days or less / Amber 43 days – 53 days / Red 54 days or over.					
Executive commentary	<p>HCPC's career website continues to attract significant interest from prospective candidates. This increased engagement has led to a substantial reduction in recruitment timelines, resulting in greater efficiency in both recruitment and onboarding processes.</p> 					
FY 2025-26		Q1	Q2	Q3	Q4	
	Average (days)	22	20	x	x	
FY 2024-25		Q1	Q2	Q3	Q4	
	Average (days)	33	33	41	26	

Number of Registrants by Profession April 2025 - March 2026

Registration Department

Registration Department



	2025												2026											
	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	5,802	5,490	5,560	5,609	5,704	5,755	5,829	5,879	5,897	5,931	5,940	5,960	5,973	5,982	6,010	6,084	6,184	6,246						
Bio. scientists	27,999	28,113	28,235	28,376	28,541	28,676	28,847	29,003	29,152	29,928	29,424	29,509	29,611	29,767	29,927	30,199	30,385	30,448						
Chirops/ pods	12,219	12,179	12,188	11,706	11,822	11,864	11,898	11,906	11,902	11,909	11,913	11,904	11,874	11,877	11,925	11,998	12,049	12,101						
CI scientists	7,666	7,692	7,707	7,722	7,740	7,765	7,940	8,026	8,076	8,135	8,165	8,196	8,227	8,255	8,276	8,275	8,302	8,015						
Dietitians	12,045	12,061	11,657	11,849	11,946	12,007	12,136	12,246	12,281	12,322	12,416	12,467	12,517	12,552	12,624	12,828	12,908	12,984						
Hearing aid disps	4,496	4,504	4,507	4,261	4,322	4,376	4,425	4,463	4,486	4,528	4,555	4,581	4,606	4,649	4,693	4,777	4,826	4,887						
OTs	44,851	44,936	45,133	45,589	46,066	46,376	46,719	46,894	46,980	47,078	47,237	47,332	47,447	47,526	47,654	48,067	48,350	48,599						
ODPs	16,643	16,675	16,721	16,817	16,890	17,030	17,264	16,678	16,797	16,850	16,896	16,920	16,979	17,040	17,098	17,204	17,323	17,531						
Orthoptists	1,544	1,544	1,540	1,555	1,566	1,568	1,573	1,587	1,588	1,591	1,594	1,592	1,594	1,592	1,591	1,600	1,616	1,562						
Paramedics	37,572	37,707	37,920	38,281	38,809	39,300	39,673	39,829	40,017	40,130	40,388	40,496	40,634	40,637	40,825	41,295	40,551	40,936						
Physiotherapists	70,719	71,429	71,892	72,949	73,869	74,502	75,029	75,372	75,686	76,078	76,517	76,918	77,264	77,737	78,390	79,461	80,293	80,905						
Pract psychs	28,729	28,812	28,915	28,981	29,088	29,329	29,798	30,046	30,138	30,230	30,332	30,383	30,431	29,543	29,841	30,015	30,179	30,636						
Prosth/orthotists	1,198	1,202	1,214	1,227	1,234	1,235	1,237	1,240	1,244	1,247	1,250	1,260	1,261	1,266	1,279	1,297	1,305	1,226						
Radiographers	46,059	46,198	46,455	47,124	47,581	47,883	48,038	48,156	48,175	48,243	48,295	48,438	48,542	48,637	48,873	49,571	49,950	50,191						
Social workers	0	0			0	-						0												
SLTs	18,993	19,027	19,065	19,189	19,401	19,622	19,793	19,921	19,979	20,053	20,125	20,148	20,170	20,193	20,223	20,361	20,542	19,996						
Total	336,535	337,569	338,709	341,235	344,579	347,288	350,199	351,246	352,398	354,253	355,047	356,104	357,130	357,253	359,229	363,032	364,763	366,263						

16/17 FYE	17/18 FYE	18/19 FYE
4,026	4,322	4,432
22,902	22,395	23,284
12,931	13,115	12,833
5,663	5,818	6,207
9,107	9,585	9,722
2,593	2,908	3,047
38,080	38,183	39,925
13,052	13,639	13,903
1,451	1,440	1,496
23,992	25,465	27,686
52,915	55,132	55,695
22,604	23,104	24,290
1,063	1,051	1,101
32,072	32,475	34,470
91,944	96,497	94,453
15,935	15,932	16,595
350,330	361,061	369,139

# Key Stats - Sept 2025

## Web



users

204K (Sept)  
173K (Aug)

Top news/blog = Scope of Practice

### Top content:

1. Getting on the Register
2. SCPEs
3. UK Applications

## Social media total followers

Facebook 18 %

X/Twitter 25 %

LinkedIn 56 %



55 media mentions

### Top content

- 1) Work Experience Scheme
- 2) Employee Assistance Provision
- 3) MFA changes
- 4) Retention Report

## Intranet

## Summary – September 2025

- Sessions on getting on the register, SCPEs, and UK applications web content continue to be high likely due to completion of education programmes.
- Online register searches have increased, likely reflecting the increased renewal activity.
- LinkedIn continues to be largest channel mirroring initial findings from the Corporate Strategy Survey as preferred social media channel.
- Media mentions slightly decreased on last month due to the conclusion of FTP processes.

324k (Sept)

288k (Aug)

Online  
Register  
searches

## Chief Executive's report on organisational performance – October 2025

### Appendix C

#### Corporate Plan 2025-26 - Deliverables Milestones Tracker

Strategic theme 1- Continuously improve and innovate				
Areas of development		Key milestones	Lead	RAG
1	<b>Assessment model:</b> Develop our assessment model of those who trained outside of the UK applying to join the HCPC Register	<ul style="list-style-type: none"> <li>A) Rebalance documentary assessments and the use of tests of competence by reducing / removing use of further information (Q2)</li> <li>B) Procure third party assessment partner to develop tests (including possibility of ongoing maintenance of tests (Q2-3)</li> <li>C) Develop standardised tests and testing framework for high volume professions (Q4 and into FY2026-27)</li> </ul>	Head of Regulatory Development & Performance	<p>Planning underway to remove further information. Engaging with internal teams and assessors and on track for early Q3 implementation.</p> <p>Have also commended planning development of quality assurance mechanisms the quality and consistency of tests.</p>
2	<b>Customer contact:</b> Initiate the first phase of a new customer contact approach which replaces our legacy telephony solutions and puts in place the foundations for improved interactions with registrants and other stakeholders.	<ul style="list-style-type: none"> <li>A) Complete Commercial agreements to establish new strategic partner to delivery Customer Contact services for the HCPC (Q1)</li> <li>B) Complete the implementation of an as-is replacement of existing telephony system with new strategic partner removing incumbent supplier risk (Q3)</li> <li>C) Complete definition of to-be requirements describing the business requirements for the new customer contact requirement (Q3-4)</li> <li>D) Begin implementation of the to-be organisation changes and technology configurations to support the new to-be Customer Contact capability (Q3 – 4)</li> </ul>	Head of Registration/ Head of Business Change	A is complete with new strategic partner in place. B is on track for Q3 completion as planned.

3	<p><b>Partners:</b> Design and implement changes to our partners operating model to improve the processes and systems that enable partners to contribute to our work</p>	<ul style="list-style-type: none"> <li>A) Review and implement new contractual arrangements for Partners including new DocuSign (Q3 and ongoing)</li> <li>B) System and process improvements to regulatory function payment pathways to improve data quality and financial controls (Q3-4)</li> <li>C) KPI and QA development work across regulatory functions (Q3)</li> </ul>	Partner Project Lead	<p>99% all partners signed new contracts for start of October.</p> <p>New payroll system, pension plan, partner portal functionality and internal payment pathways changes implemented and communicated from 1 October. Payment pathways changes implemented, with possible need to rely on contingency manual payment pathways in first payroll cycle, as changes bed in.</p> <p>Analysis and workshops have been completed and verbal update given to PRC. Workshops and planning to resume in October.</p>
4	<p><b>FTP:</b> Embed our newly established legal team, frontloading investigations, which involves gathering more evidence earlier in an FTP investigation.</p> <p>Reviewing our scheduling process to create greater efficiency.</p> <p>Continue work to change our FtP operating model.</p>	<ul style="list-style-type: none"> <li>A) Embed newly established legal team: all posts filled, ways of working established (Q2)</li> <li>B) Continue to develop how we investigate front loaded cases internally. This year, we will manage cases in-house at the Post ICP stage for the first time. We will also grow the caseload and complexity of cases at the Pre-ICP stage (Q4)</li> <li>C) Continue our work to change our operating model to improve the efficiency of FTP investigations be introducing streaming of non-frontloaded investigations (Q2)</li> <li>D) Introduce tools needed to professionalise our in-house legal services in line with the investment case submitted for this year (Q4)</li> <li>E) Scheduling process review phase 2. Continue to look at efficiencies with the listing process to reduce the time taken to list a matter for a final hearing (Q4)</li> </ul>	Head of FTP Legal Services, Head of Adjudication Performance & Head of Case Progression & Quality	<p>Most posts filled in new legal teams including new team not forecasted as of Q1 this year. Ways of working being worked through.</p> <p>3 post ICP hearings scheduled in October.</p> <p>Operating model implemented (7 July), streaming now live.</p> <p>D is on track for delivery as planned - engaging with Business Change and have a quote for research facilities obtaining quotes options for dictation and business change looking into current methods used elsewhere in business for electronic signatures.</p> <p>E is underway with development of a business case for ELT (October), this is for next phase, significant change to listing final hearings – likely to go on to next financial year, planning this financial year.</p>



5	<b>FTP:</b> Support and provide guidance for registrants and witnesses involved in the FTP process, including enhancing our wellbeing support provision	A) Continuation of improvements to the support and guidance we provide to witnesses, including updates to the HCPTS website (Q3)	Head of Adjudication Performance	This has commenced, looking to implement fact sheets for witnesses throughout the process end to end, working with comms on videos for website. Phase 2 will focus on consistency of support we provide across the directorate and any additional support we can provide for vulnerable witnesses. In particular using the recommendations from the Witness to Harm project and how we support witnesses involved in sexual misconduct cases. We are aiming for this to be implemented by March 2026.
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Strategic theme 2 - Promote high quality professional practice				
Areas of development		Key milestones	Lead	RAG
6	<b>Standards</b>	A) SETS: Pre consultation engagement (Q2-3) B) SETS: Publicly consult on proposed amendments to the standards of education and training (Q3) C) SETS: Agree new standards to be published in the summer of 2026 (Q4) ( <i>come into effect date tbc</i> ) D) SCPEs: Create further revised guidance on safeguarding. Consider additional areas where guidance may be helpful (Q3-Q4)	Head of Policy	Pre consultation engagement complete. Paper to ETC (September) setting out the proposals for the amendments to the standards which will go to consultation. Paper included on agenda for Council approval (October) to launch consultation in November.
7	<b>Scope of practice:</b> Support registrants and employers to meet the HCPC's expectations for the safe and effective optimisation of scope of practice.	A) Develop materials on supervision and delegation and deliver a series of dedicated workshops (Q3)	Head of Policy	Update paper to ETC (Sept) - 3,700 professionals registered interest in advanced practice webinars -delivered between 29/09 and 05/11 -worked collaboratively with GOsC to develop joint materials, including online resources and signposting
8	<b>Professional Liaison Service</b>	A) Enhance our ability to use our data and other insights to develop a more targeted and risk-based approach to our prevention work (Q3) B) Review and plan the future requirements of the service (Q3) C) Develop new and engaging ways to deliver learning and influence to extend the reach of the service (Q3-4)	Professional Liaison Ops Manager	Awaiting FTP report 24-25. Using external data points to target specific workplaces such as CQC reports, RQIA, NHS staff survey, external intelligence (FTP analysis framework).  Review discussions underway around the future requirements of the service and recruitment for new head in progress.  Delivering more in person sessions and using participants real life experiences in the sessions to explore the topics. Delivering new employer insights sessions this autumn.

Strategic theme 3 - Develop insight and exert influence				
Areas of development		Key milestones	Lead	RAG
9	<b>Research</b>	A) Commission research into the impact of the increasing use of AI by registrants working across our professions, settings and across the UK (Q2)	Head of Policy	Initial market testing complete. Received expressions of interest and expect to go to formal tender shortly.
10	<b>Data quality and infrastructure</b>	A) Improve our external data reporting capability: workforce profiles (Q1), student/learner progression to HCPC registrant (Q2) and ongoing improvement to self-service reporting tools available on our website (Q2-4)	Head of IT/Digital & Head of Insight & Analytics	Workforce profiles published as per schedule (Q1); retention report and dashboard were <a href="#">published</a> on the HCPC website at the end of September. The Learner progression to registration dashboard will be published by November and the FTP EDI supplementary report will be published in December.
11	<b>Insight and analytics</b>	A) Complete more detailed analyses of our FTP diversity data, providing insights from registrants' CPD activity (Q3) B) Collaborate and share our data across the sector in order to enhance public safety and professional practice. This will include exploring participation in a cross-regulator database, increased sharing of our data with professional bodies and further education data sharing and analysis (Q4)	Head of Insight & Analytics	A is on track to complete by the end of Q3. B is ongoing across the whole year with some progress made to date, including being invited to the 'data jam' in October which is only for those regulators in the cross-regulator data project.

Strategic theme 4 - Be visible, engaged and informed				
Areas of development		Key milestones	Lead	RAG
12	<b>Developing the HCPC's next Corporate Strategy</b>	<ul style="list-style-type: none"> <li>A) Review the success of the current Corporate Strategy (2021–26) and conduct engagement with a wide range of stakeholders to develop our next Corporate Strategy (Q2-3)</li> <li>B) Carry out a stakeholder perceptions survey and targeted user research to support our Corporate Strategy refresh and digital roadmap implementation (Q2)</li> </ul>	ED Corporate Affairs/Head of Comms, Engagement & Public Affairs	July marked the launch of our initial stakeholder engagement via online survey, nearly 900 responses received from a range of stakeholders. Have completed focus groups, workshops and meetings throughout September across stakeholder groups including professional bodies, education providers, registrants, the public and our employees.
13	<b>Listening to our stakeholders</b>	<ul style="list-style-type: none"> <li>A) Build on a successful Chair/Chief Executive programme of relationship building and implement a refreshed stakeholder engagement plan that includes activity aligned to the HCPC's communication campaigns (Q3)</li> <li>B) Begin to establish a single customer relationship management (CRM) platform to allow better sharing of information and coordination of communication, engagement, quality assurance and complaint handling activity (Q4) (see milestone 16b)</li> <li>C) Seek to amplify the voice of the service user in our work through targeted engagement with patient representative bodies such as the Patients Association (Q2)</li> </ul>	Head of Comms, Engagement & Public Affairs	Engagement has been targeted towards corporate strategy development. A refreshed engagement plan has been developed and will go live Q3. Engagement with Patients via the Patients Association has been held around our next corporate strategy and the SETs review.
14	<b>Strengthening our communication capabilities</b>	<ul style="list-style-type: none"> <li>A) Complete all phases of the resourcing and recruitment plan (Q4)</li> <li>B) Deliver SETs communication campaign (Q4)</li> <li>C) Working with IT and procurement colleagues, deliver an upgrade to our web platform to allow digital roadmap delivery (Q4)</li> <li>D) Agree brand refresh and roll out new support materials (Q3)</li> </ul>	Head of Comms, Engagement & Public Affairs	Good progress with resourcing and recruitment plan with several roles now in post. Communications activity commenced on SETs pre-consultation engagement. Web platform upgrade project and brand refresh projects commenced all due by Q4.
15	<b>EDI</b>	<ul style="list-style-type: none"> <li>A) Develop a network of EDI champions across the organisation to support driving forwards EDI commitments and enhance EDI resilience (Q4)</li> <li>B) Publish FTP report with further analysis of our EDI data (Q3)</li> <li>C) Contribute to the development of the next Corporate Strategy to ensure EDI is embedded throughout (Q1-3)</li> </ul>	EDI Strategic Lead	Terms of reference drafted, and now ensuring alignment with the new EDI champions' network that HR have launched and ensuring that requirement for network remains in light of HR's work. B is on track to repeat and builds on the 23-24 report. C also on track and ongoing.

Strategic theme 5 - Build a resilient, healthy, capable and sustainable organisation				
Areas of development		Key milestones	Lead	RAG
16	<b>Delivering the technology roadmap</b>	<ul style="list-style-type: none"> <li>A) As part of wider customer contact strategy replace our legacy telephony solution to enable further improvements in the way we interact with registrants and other stakeholders who contact us (see milestone 2) (Q4)</li> <li>B) Scope and develop a foundational single CRM that will create a platform for bringing together all our customer information (Q4)</li> <li>C) Complete our journey to the cloud by decommissioning our remaining on-premise technology services and replacing these with future-proof cloud base services" (Q4)</li> <li>D) Continue to develop and enhance the data platform to provide a single version of truth for HCPC data and enable work on data driven insights (Q4 and onwards).</li> </ul>	Head of IT/Digital & Head of Business Change	<ul style="list-style-type: none"> <li>A. Signed contract with new customer contact partner opus, project kicked off (September).</li> <li>B. Project initiated and under way</li> <li>C. ELT on 6 October reviewing business case for project initiation</li> <li>D. <b>Under way as part of data project – capacity gaps addressed following recent decision by ELT on business case.</b></li> </ul>
17	<b>Improving financial sustainability and resilience</b>	<ul style="list-style-type: none"> <li>A) Continue with regular, transparent fee reviews to maintain the HCPC's financial sustainability and enable investments in further improvements. Planning under way for next consultation (Q4)</li> <li>B) Further develop our financial and procurement systems, to help ensure value for money and continued improvements in financial management, including through invoice processing automation (Q1), more efficient accounting for registrant income (Q3) and use of improved, AI-enabled reporting tools (Q2)</li> </ul>	Head of Finance	A fees paper is included for discussion with Council at its October meeting. Invoice automation processing successfully completed as per schedule.
18	<b>Enhancing our People Strategy</b>	<ul style="list-style-type: none"> <li>A) Deliver year 5 of our People Strategy: focus on attracting high quality candidates via our recruitment portal and workforce planning to build future resilience.</li> <li>B) Develop an updated People Strategy for the future to ensure that the HCPC continues to benefit from a highly engaged and capable workforce (Q4)</li> <li>C) Monitor the impact of the introduction of the Freedom to Speak Up Guardians scheme (Q4)</li> <li>D) Maintain other speaking up and listening opportunities including Let's Talk sessions with senior leaders, the Employee Forum and our regular pulse surveys (Q4)</li> </ul>	Head of HR & OD	Recruitment activities continue to be of priority. 24 new campaigns in Q2, 1,018 applications received, 81 new CVs added to our talent network pool and 34 job offers made. Workforce planning underway.

19	<b>Improving our sustainability</b>	<p>A) Maintain and optimise the HCPC's office estate to provide a safe and sustainable working environment, including progressing plans to end our reliance on gas-powered heating (Q4)</p> <p>B) Implementation of an Environmental Management System to improve our ability to monitor the environmental impact of our operations (Q3)</p> <p>C) Enhance procurement policy to include a focus on sustainability and supplier diversity (Q2)</p>	Head of Estates & Facilities	<p>A) Professional design team have provided technical advice and costed options. Aiming for implementation in February and March, following ELT review of options.</p> <p>B) The team is working with finance to schedule implementation of EMS within test environment.</p> <p>C) The procurement policy has been updated to include sustainable procurement as per schedule.</p>
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Strategic theme 6 - Promoting the value of regulation				
Areas of development		Key milestones	Lead	RAG
20	<b>Education</b>	A) Help education providers and others understand our regulatory requirements, and current sector trends, by considering our assessments from the 2024-25 academic year, building on previous analysis, and publishing / engaging on key findings, in a user focused way (Q3)	Head of Education	We have published insight from our assessments from three academic years, including the 2023-24 academic year. This information was future proofed and will be updated with findings from the 2024-25 academic year in Q3.
21	<b>Registrant health and wellbeing</b>	A) Review our progress against and the impact of the Registrant Health and Wellbeing Strategy, identifying any further work we can undertake to improve the experience of our regulatory processes for those involved (Q3)	Head of Professional Liaison	Recruitment underway for Head of service role. This will form part of new post holder's role once in post.
22	<b>Supporting new registrants to successfully transition to UK practise</b>	A) Through our Insights for Employers programme and the Employer Hub, increase understanding of the challenges faced by registrants who are new to UK practice, and encourage and support employers to improve the narrative around and support for international registrants (Q3)	Head of Professional Liaison	Employer insights session around preceptorship for international registrants delivered in September. A webinar designed for those who lead, employ or manage HCPC registrants to learn how to support international registrants on your team using the principles for preceptorship. Also delivering other webinars in this series related to: Safeguarding; Raising concerns; Professional boundaries.
23	<b>Shaping the future of regulation</b>	A) Continue to raise the benefits to patient safety and the quality of care that regulatory reform will bring when meeting with stakeholders and responding to relevant departmental consultations (Q1-4) B) Ongoing engagement and contribution to the DHSC's regulatory reform work (Q1-4)	Deputy Chief Executive & Executive Director of Education, Registration, Regulatory Standards	Ongoing - engaging with DHSC and sharing feedback and on the draft GMC Order.

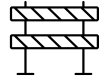







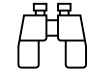







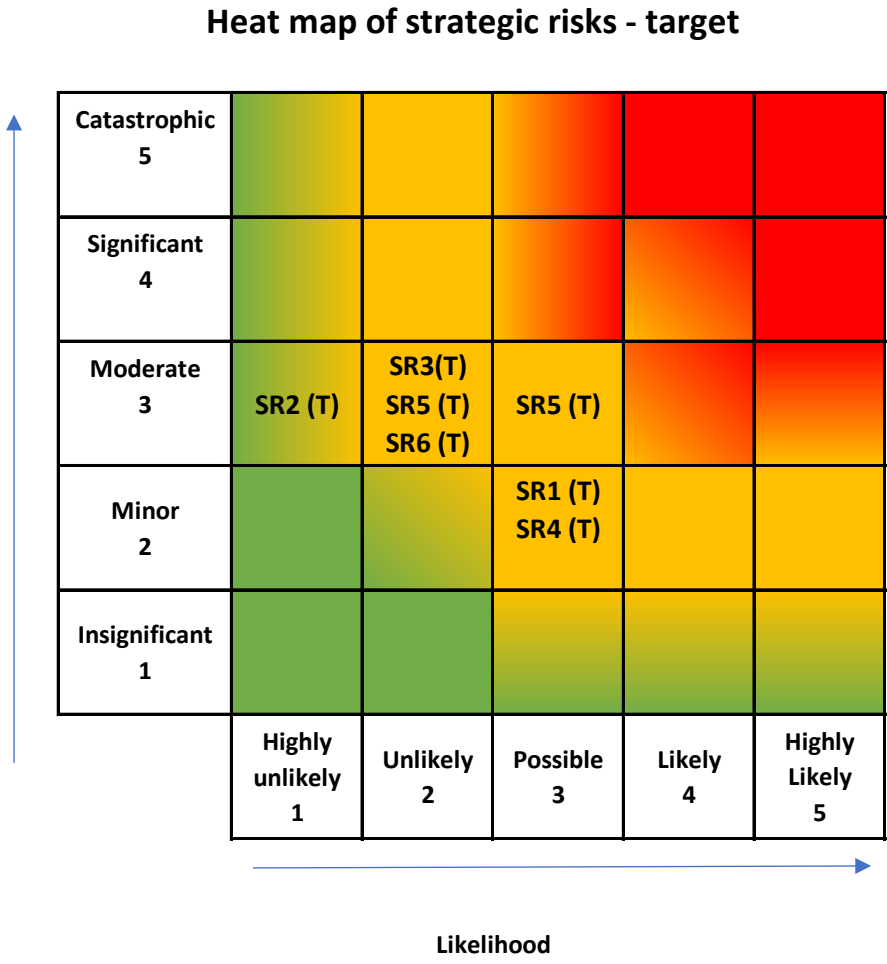
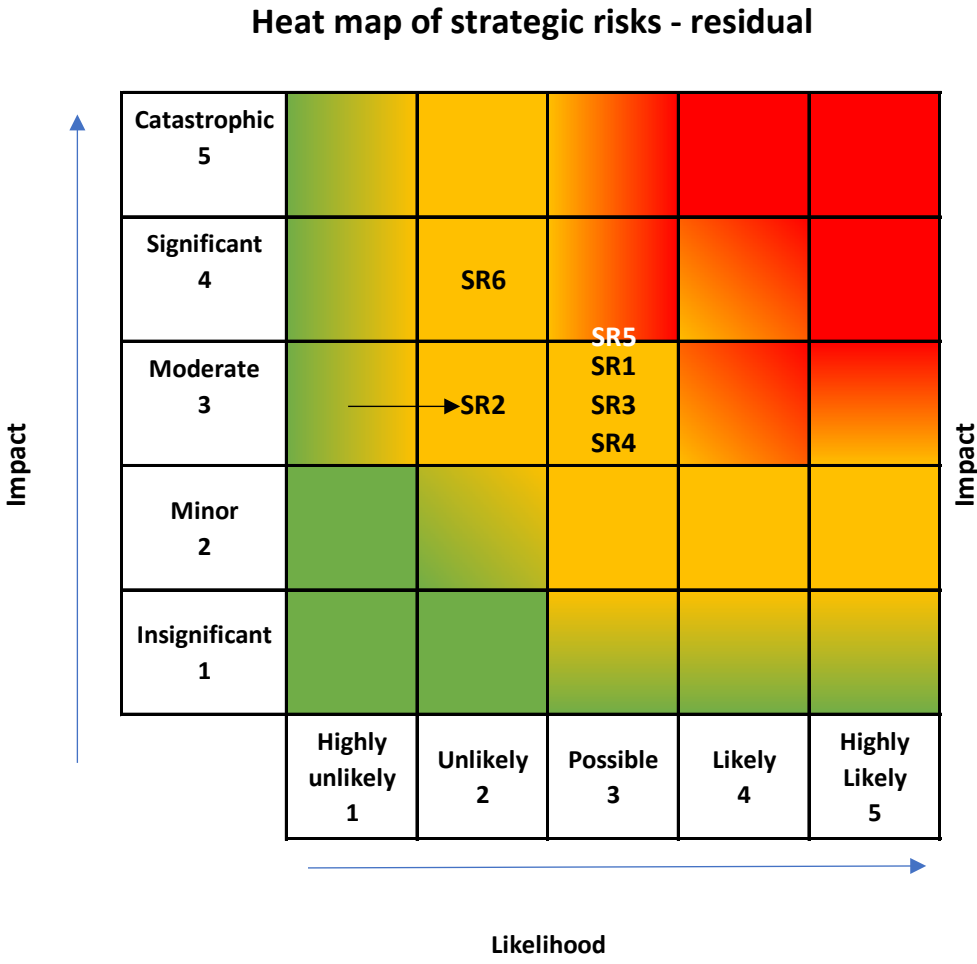
## Chief Executive's report on organisational performance – October 2025

### Appendix D

### Strategic Risk Register September 2025

HCPC Strategic Risks				
Summary of strategic risks				
Strategy	Strategic Risks - from November 2024	Risk Description	Sep-25	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public.	Not delivering or meeting: Informed registration decision making; Proportionate and fair FTP decision making; Engaged Education decision making; PSA Standards of Good Regulation; Appropriately managed improvement programmes in regulatory areas; Consideration of EDI needs, including accessibility of functions and fairness of decision making.	9	6
2 - Promote high quality professional practice - Enable our professions to meet our standards so they are able to adapt to changes in health and care practice delivery, preventing harm to service users.	2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.	Relates to: Quality and suitability of our standards and guidance in setting a threshold for safe & effective practice which protects the public. How effectively we communicate our regulatory expectations. The effectiveness of our professionalism and upstream regulation work. Effective and informed consultation process, including enhanced EDI consideration.	6	3
3 - Develop insight and exert influence - Learning from data and research to inform our decision making and share insights to protect, promote and maintain the health, safety and well-being of the public.	3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making.  3.b We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and well-being of the public.	This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator and the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.	9	6
4 - Be visible, engaged and informed - We regulate, take and communicate decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.	4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.	This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change.	9	6
5 - Build a resilient, healthy, capable and sustainable organisation - Employees feel valued and supported, and fully able to contribute. The organisation is resilient and able to quickly adapt to changes in the external environment.	5.a The resources we require to achieve our strategy are not in place or are not sustainable.  5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.	This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure).  The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.	10.5	9
6 - Promoting the value of regulation - The public, registrants, students and employers understand the value and importance of regulated health and care professionals.	6. We do not sufficiently or appropriately promote our work leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised due to: a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers. b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.	This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.	8	6

Old	Mitigation key	
	Preventative	
	Monitoring	
	Detective	
	Remedial	
	Horizon scanning	
	Best practice development	
	Communication	



Strategic Risk 1. We are unable to deliver our regulatory requirements effectively in a changing landscape, effecting our ability to protect the public.		Date	Risk Owner			
Risk Summary	Not delivering or meeting: Informed registration decision making; Proportionate and fair FTP decision making; Engaged Education decision making; PSA Standards of Good Regulation; Appropriately managed improvement programmes in regulatory areas; Consideration of EDI needs, including accessibility of functions and fairness of decision making.	Sep-25	Executive Director of Education, Registration & Regulatory Standards			
			Impact		Likelihood	Risk Score
		Inherent risk	5	x	5	25
		Current Risk	3	x	3	9
		Target risk	2	x	3	6
Current Risk Influencers		Risk Appetite				
✓ The 2024-25 PSA performance report published June 2025 shows we met 17 of 18 standards. ✓ Engaging with regulatory reform programme, and are next on the list to go through the process.  ✗ Tone of voice work still to be conducted in the wider organisation ✗ High number of corporate complaints due to delays in the international application process		Regulation = Measured; Influence & Leadership = Seeks  The risk appetite target level within tolerance if below red/amber. We are confident that our standards and guidance are fit for purpose and so this risk is currently within risk appetite.				
		Current risk level is within risk appetite				
Mitigations in place						
🚨 Second line QA plan for 2024-25 to review success of improvements in FtP, Registration & education in addition to first line QA activity in place, such as the FtP DRG and panel member feedback following each hearing.		🌲 Centralised PSA coordination. Participation in inter-regulatory working groups to share good practice and discuss common issues, this is also provided though the use of a panel of legal providers for FtP matters with				
📢 Wide range guidance on HCPC’s regulatory processes available on our website.		👁 Monitoring regulatory performance through performance reporting and KPIs.				
🏆 Modern education QA model. Regular feedback sought and acted upon to improve process application and stakeholder experience. Education provider self-service portal in place improving experience of education stakeholders.						
Areas of Development	Progress 2024-25		Mitigation		Reporting period commentary	
Registration Assessment model 🏆	Planning underway to remove "further information" from the international registration process. Engaging with internal teams and assessors and aiming for early Q3 implementation. Planning for a tender exercise for an assessment partner. Currently drafting the Invite to Tender.		A more balanced approach to international assessments will give more confidence in decision, and reduce delay complaints.		The PSA performance review for 2024-25 has completed and we are working with the PSA to finalise the report ahead of publication by the end of June 2025.	
Customer contact 📢	Complete Commercial agreements to establish new strategic partner to delivery Customer Contact services for the HCPC (Q1) New strategic partner in place. The implementation of an as-is replacement of existing telephony system is on track. Feedback and Complaints improvement: Moved from Lotus notes to Excel which has allowed us to have more detail when recording the types of feedback and complaints received. Next stage to progress the reporting, which has been on hold to manage the BAU workload. New Feedback & Information officer starting in September.		More accessible and available communication through an improved customer contact services allows us to support people through their regulatory processes more effectively.		While recruitment campaigns continue in FTP on a rolling basis to manage gaps in current headcount, due to new streaming model and increase in complaints will warrant a review in overall resource requirements.	
Partners transformation work 🚚	97.5% all partners signed new contracts for start of October. System and process improvements to regulatory function payment pathways completed for Education and Registration. FTP system and process changes on track to be in place ahead of 1 Oct deadline, however mitigation planned if this is delayed. KPI and Quality: Analysis and workshops have been completed and verbal update given to PRC. Next step heads workshop, board approval, then ELT approval.		A new model for how we approach and manage our partners will allow us to have more confidence in their performance.		The partner transformation work continues at pace. Communications have recently gone out to partners of the Council’s decision to implement new contracts from October 2025, which provide for payment of holiday pay and automatic enrolment in a pension scheme going forward.	
FTP 🚫	Newly established legal team: Good progress and most of these posts are filled in new legal teams including new team not forecasted as of Q1 this year. Recruitment ongoing for Substantive order review case manager role. Ways of working being worked through. Internal Frontloading: Good progress, 3 post ICP hearings scheduled in October. Change of operating model: Operating model implemented (7 July), streaming now live and now into 6 weeks of new model. Professionalise our in-house legal services: On track for delivery as planned engaging with Business change and have a quote for research facilities obtaining quotes options for dictation and business change looking into current methods used elsewhere in business for electronic signatures. Scheduling process review phase 2: In process of developing business case for elt September, this is for next phase, significant change to listing final hearings – likely to go on to next FY, planning this FY.		FTP’s continued improvement in performance, while also developing new approaches to delivering regulatory duties, ensures that FTP decision making is fair, proportionate, and of good quality.			

Strategic risk 2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.









Risk Summary	Relates to:
	Quality and suitability of our standards and guidance in setting a threshold for safe & effective practice which protects the public; How effectively we communicate our regulatory expectations; The effectiveness of our professionalism and upstream regulation work; Effective and informed consultation process, including enhanced EDI consideration.




Current Risk Influencers	
✓	Four country resource in place in for Professionalism and Upstream Regulation better enabling UK wide prevention engagement.
✓	Revised SCPEs and guidance on social media live Sept 2024. Easy read guide for SCPEs has been produces, aimed at the public.
✓	#mystandards 2024-25 events programme was delivered to raise awareness of standards requirements.
✗	Changing expectations of our professions' practice as a result of pressures on services, tech or societal events.
✗	Changes to SCPEs may pose risk to registrant understanding of expectations following implementation. Plan under active monitoring to mitigate.

Date	Risk Owner			
Sep-25	Executive Director of Education, Registration & Regulatory Standards			
	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3	x	2	6
Target risk	3	x	1	3

← Increase

Risk Appetite	
Regulation = Measured; Influence & Leadership = Seeks	
Current risk level has increased from 3 to 6, and therefore is outside risk appetite. To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.	
Current risk level is outside risk appetite	

Mitigations in place	
 Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.	 Policy enquiries function available to support understanding and application of our standards.
 Engagement with key stakeholders/experts for widescale profession specific changes to standards, including the EDI forum.	 Regulatory approach to advanced practice defined and agreed by Council.
 Guidance provided on meeting our standards, #mystandards webinar series available of YouTube.	 Professionalism Liaison service in place influencing employers, using knowledge to effect change through engagement and advice.
 Dedicated website hubs for registrants, students, employers, members of the public, education providers.	 Policy and Communication teams at full complement. Head of Head of Comms, Engagement & Public Affairs in place

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
SETs review 	Completed (seen at council 17 July) Pre consultation engagement (Q2-3) Paper going to next ETC setting out the proposals for the amendments to the standards which will go to consultation. Then to council for approval before consultation is launched.	Thorough consultation with a wide range of stakeholders gives us confidence our standards are proportionate and accessible	The SETs pre consultation has been completed and the Policy team are preparing for the consultation of the amendments to the standards to be launched in Q3, following ETC review and Council approval.  Due to the gaps in the Professional Liaison and Outreach department the risk likelihood has increased, bringing the overall risk rating to medium.
Scope of practice 	Update paper going to next ETC meeting -3700 professionals register interest in advanced practice webinars -Will be delivered between 29/09 and 05/11 -Working with GOsC to develop joint materials, including online resources and signposting	Supporting registrants and employers to understand scope of proactive supports upstream regulation	
Professional Liaison Service 	Awaiting FTP report 24-25. Using external data points to target specific workplaces such as CQC reports, RQIA, NHS staff survey, external intelligence (FTP analysis framework) Recruitment for new of Head of Department is underway. Professional liaison consultant for Scotland recruitment will commence once they are in post. Delivering more in person sessions and using participants real life experiences in the sessions to explore the topics.	Utilising the source of stakeholder feedback received by the professional liaison service provides insight to registrants understanding of the standards.	

Strategic risk 3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making.  
3.b We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and well-being of the public.

**Risk Summary** This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator and the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.

- Current Risk Influencers**
- ✓ Registrant datahub has been published, providing detailed insight into the population of our registrants.
  - ✓ IT team delivered successful first modules of new data platform, supporting EDI reporting, meeting the needs of the HEE data sharing project and improving access to core registration data.
  - ✓ Data Engineer in place, data standards officer on secondment. A data migration specialist has been recruited on a temporary basis to support the Business Central project.
  - ✓ Automation of reporting data continues
  - ✗ Ongoing risk of short term appointment of data manager, data consistency, accuracy and completeness will continue to be a concern. Data quality
  - ✗ Quality and completeness of underlying data causing delays to analysis as significant cleansing work required. Data quality manager working with Ops teams to resolve and mitigate against continued imputing of new bad quality data.

Date	Risk Owner
Sep-25	Executive Director of Education, Registration & Regulatory Standards
	Executive Director of Resources






	Impact		Likelihood	Risk Score	
Inherent risk	5	x	4	20	← No Change
Current Risk	3	x	3	9	
Target risk	3	x	2	6	




**Risk Appetite**

Data = Open

Risk appetite is within tolerances with improved confidence of the quality of our data, and advancing of our reporting capabilities.

**Current risk level is within risk appetite**

Mitigations in place	
 Publication of FtP, Education and Registration information and datasets through annual reports and FOI requests.	 Interactive data hub launched 21 May 2025
 Insights and Intelligence Framework agreed, setting out priorities and approach for data analysis.	 Renewals data dashboard accepted report now in place agreeing renewals counts of actuals and previous windows.
 Dedicated resource for Analysis and Intelligence and Data Engineer in place.	







Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Research</b> 	Commission research into the impact of the increasing use of AI by registrants working across our professions, settings and across the UK (Q2) Received expressions of interest and expect to go to formal tender shortly	This research will give us insight on areas we should/could address as a regulator	On going improvements to self-service reporting tools, including retention rate dashboard being published at the end of August.  The research strategy is being developed in order to develop our thinking and approach to research going forward.
<b>Data quality and infrastructure</b> 	Improve our external data reporting capability: workforce profiles (Q1) <b>Completed</b> , student/learner progression to HCPC registrant (Q2) and ongoing improvement to self-service reporting tools available on our website (Q2-4) Developing an FTP analysis framework (Q4) agreeing a way of counting phenomena in order to measure FTP data against these items	By continuing to improve the quality of our data and reporting capabilities we can be confident in the reporting we share	
<b>Insights and Analytics</b> 	Continue to publish analyses of our data to provide insights to our stakeholders. This will include more detailed analyses of our FTP diversity data, further developing our data hub, enhancing our professional profiles dashboards and providing insights from registrants' CPD activity (Q3) On-track Collaborate and share our data across the sector in order to enhance public safety and professional practice. This will include exploring participation in a cross-regulator database, increased sharing of our data with professional bodies and further education data sharing and analysis (Q4) Ongoing	By sharing our data openly and providing more in depth analysis we are directly able to influence the health, safety and wellbeing of the public.	







Strategic risk 4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.

**Risk Summary** This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change.

Current Risk Influencers	
✓	Professional liaison consultants in place in each of the 4 UK countries, improving our reach for engagement work.
✓	Collaboration with NHS employers to reach out to attendees of joining the UK workforce upstream events, contributing to the wider workforce agenda.
✓	Strategic Relationship Lead in place and actively managing and supporting relationship managers’ network. Relationship management model in place. Engagement management group established to support more targeted forward planning for engagement.
✗	Single CRM forms part of the tech roadmap agreed by Council , investment for 2024-25 will focus on building the platform, with the implementation for stakeholder engagement and managing feedback and complaints deferred to 2025-26.

Mitigations in place	
 ELT relationship building and liaison with key stakeholders particularly Government Departments, professional bodies, other regulators, unions.	 Policy statement on approach to MOUs in place, a number of MOUs agreed with key stakeholders.
 Personal engagement plans for Chair & Chief Executive in place. Engagement management group meets regularly to monitor and plan engagement strategically. Operational level relationship manager engagement for key stakeholders in	 Professional body forum in place, including regular meetings both virtually and in person.
 EDI strategy and action plan informed by independent audit of EDI practice. EDI stakeholder forum & internal EDI employee forum.	 Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.

Areas of Development	Progress 2024-25	Mitigation
<b>Developing the HCPC’s next Corporate Strategy</b> 	Review the success of the current Corporate Strategy (2021–26) and conduct engagement with a wide range of stakeholders to develop our next Corporate Strategy (Q2-3) Engagement is ongoing with external and internal stakeholders Carry out a stakeholder perceptions survey and targeted user research to support our Corporate Strategy refresh and digital roadmap implementation (Q2)	An informed approach to forming the new corporate strategy allows us to ensure our next strategy is robust and proportionate
<b>Equality, Diversity and Inclusion</b> 	Develop a network of EDI champions across the organisation to support driving forwards EDI commitments and enhance EDI resilience (Q2) Terms of reference have been drafted, and now ensuring alignment with the new EDI champion’s network that HR have launched. Publish FTP report with further analysis of our EDI data (Q3) On-track Contribute to the development of the next Corporate Strategy to ensure EDI is embedded throughout (Q1-3) Ongoing	Continuing to show commitment to EDI through actions not only builds trust and credibility, but ensures our future strategy is appropriately informed.
<b>Stakeholder engagement</b> 	Build on a successful Chair/Chief Executive programme of relationship building and implement a refreshed stakeholder engagement plan that includes activity aligned to the HCPC’s communication campaigns (Q3) Begin to establish a single customer relationship management (CRM) platform to allow better sharing of information and coordination of communication, engagement, quality assurance and complaint handling activity (Q4) Seek to amplify the voice of the service user in our work through targeted engagement with patient representative bodies such as the Patients Association (Q2)	Stakeholder engagement being accessible and informative helps us build relationships and understand their perspectives
<b>Strengthening our communication capabilities</b> 	Complete all phases of the resourcing and recruitment plan (Q4) Deliver SETs communication campaign (Q4) Working with IT and procurement colleagues, deliver an upgrade to our web platform to allow digital roadmap delivery (Q4) Agree brand refresh and roll out new support materials (Q3)	As above

Date	Risk Owner
Sep-25	Executive Director of Corporate Affairs

	Impact		Likelihood	Risk Score	← Change No
Inherent risk	5	x	5	25	
Current Risk	3	x	3	9	
Target risk	3	x	2	6	

Risk Appetite
Influence & Leadership = Seeks
We have an built a strong engagement plan with our stakeholders, particularly building a more positive and transparent relationship with the Professional Bodies Forum. In order to meet target, this risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.
Current risk level is within risk appetite

Reporting period commentary
Input into the next corporate strategy has been received from surveys conducted with the public and internally, with all staff having the opportunity. A public workshop will be held in September on developing the strategy, followed by multiple internal workshops with employee forum, department nominees, and volunteers.

Strategic risk 5.a The resources we require to achieve our strategy are not in place or are not sustainable.	
5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.	
Risk Summary	<p>This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure).</p> <p>The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.</p>

Date	Risk Owner			
Sep-25	Executive Director of Resources			
	Impact		Likelihood	Risk Score
Inherent risk	5	x	5	25
Current Risk	3.5	x	3	10.5
Target risk	3	x	3	9

Change No

Current Risk Influencers	
✓	Budget factors in projected future benefits of investments, to be validated at project initial phase and tracked to ensure deliver.
✓	We ended 2024-25 with a surplus budget and meeting our reserves policy or realisable net assets
✓	Latest fee rise in effect from 29 April 2025.
✓	People strategy in place: BDO audit shows good progress. Performance against KPIs good - sickness absence and turnover reducing. APDR participation for 2024-2025 was 100%.
✓	Two Speak Up Guardians in place from senior leadership. Annual report due to ARAC in November 2025
✓	Carbon baseline for HCPC now established with action plan for improving sustainability being developed with expert input and involvement of
✓	Publication of Gender and Ethnicity Pay Gap Reports
✗	Rising inflation increases HCPC costs and HCPC employees cost of living pressures; impacts mitigated by budgeting, pay review and efficiency plans as part of benefits realisation.

Risk Appetite	
Financial = Measured; People = Open	
With the most recent fee rise implemented, and a stable budget and reserves, the impact of this risk is reduced and the risk appetite is within tolerances.	
Current risk level is within risk appetite	

Mitigations in place			
🚧	Adherence to budgeting and financial management and reporting processes which are subject to internal and external audit e.g. NAO. Finance business partner challenge and budget setting principles agreed by ELT to challenge the	🚧	Adherence to HR processes in relation to recruitment, annual performance development review and learning and development for employees. All HR policies have been updated in the last 12 months
🚧	Business change function provides challenge on benefits outcomes of investment in new areas of work or enhancements to existing processes. Medium-Term Financial Strategy in place incorporating an efficiency action plan.	🚧	Adherence to Partner processes in relation to recruitment, onboarding and Partner Code of Conduct (updated Jan 2024)
🏆	All employees are set goals and objectives and undertake annual performance review which includes an assessment against our values (Fair, Compassionate, Inclusive, Enterprising) promoted through all employee performance system	🏆	Effective IT system design maintaining confidentiality, integrity and availability of data. Digital transformation strategy provides roadmap for improving our IT systems.
🌳	HR includes a central learning and development function for employees, which runs an annual learning and development plan for commonly identified skill and knowledge needs in addition to annual compliance training in areas	🏆	Maintenance of ISO27001 Information Security standard which is subject to external audit / Regular independent security assessments of key IT infrastructure. Maintenance of business continuity infrastructure
👁	Employee Forum acts as a consultation group for organisational change.	📢	ELT monthly monitoring of productivity of all departments through detailed performance reporting. KPIs reported to Committees and Council for oversight of performance and progress in meeting agreed milestones

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
Delivering the technology roadmap 🚧	As part of wider customer contact strategy replace our legacy telephony solution to enable further improvements in the way we interact with registrants and other stakeholders who contact us (see milestone 2) (Q4) Contract signed Scope and develop a foundational single CRM that will create a platform for bringing together all our customer information (Q4) Complete our journey to the cloud by decommissioning our remaining on-premise technology services and replacing these with future-proof cloud base services" (Q4) Finalising investment case Continue to develop and enhance the data platform to provide a single version of truth for HCPC data and enable work on data driven insights. Ongoing	The tech roadmap gives us a multi year plan to develop our digital and tech capabilities.	Following our consultation last year, the legislation to implement our latest proposed fee increase has now been approved in both the UK and Scottish Parliaments. The new fee came into effect from 29 April 2025. With this increase, the balance 2024-25 budget and improved reserves, the risk score has decreased. The risk is now within risk appetite and meeting the target risk score.
People strategy 🏆	Deliver year 5 of our People Strategy: focus on attracting high quality candidates via our recruitment portal and workforce planning to build future resilience. Recruitment activities continue to be of priority. 22 new campaigns in Q1, 843 applications received, 125 new CV's added to our talent network pool and 34 job offers made. Workforce planning underway. Develop an updated People Strategy for the future to ensure that the HCPC continues to benefit from a highly engaged and capable workforce (Q4) Monitor the impact of the introduction of the Freedom to Speak Up Guardians scheme (Q4) Maintain other speaking up and listening opportunities including Let's Talk sessions with senior leaders, the Employee Forum and our	The people strategy ensures we are recruiting and retaining high quality employees. It also supports the wellbeing of our staff.	The technology roadmap continues manig progress, including implementation of a new AI-enabled tool to automate invoice processing, which will deliver productivity and quality benefits, and finalising contractual arrangements for a new contact centre and telephony solution.
Improving financial sustainability and resilience 🚧	Continue with regular, transparent fee reviews to maintain the HCPC's financial sustainability and enable investments in further improvements. Planning under way for next consultation (Q4) Further develop our financial and procurement systems, to help ensure value for money and continued improvements in financial management, including through invoice processing automation (Q1 <b>Complete</b> ), more efficient accounting for registrant income (Q3) and use of improved, AI-enabled reporting tools (Q2)	Resilient financial capabilities improves the sustainability of the HCPC	
Improving our environmental sustainability 🚫	Maintain and optimise the HCPC's office estate to provide a safe and sustainable working environment, including progressing plans to end our reliance on gas-powered heating (Q4) On-track Implementation of an Environmental Management System to improve our ability to monitor the environmental impact of our operations (Q3) On-track Enhance procurement policy to include a focus on sustainability and supplier diversity (Q2)	As a modern an conscientious organisation our environmental sustainability plan ensures we are in line with requirements.	



Strategic risk 6. We do not sufficiently or appropriately promote our work leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised. This can manifest in two primary ways:  
a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers.  
b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.

**Risk Summary**  
This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.

- Current Risk Influencers**
- ✓ The Government have confirmed in a Written Ministerial Statement, its commitment to reforming the regulation of healthcare professionals across the UK and delivering legislation relating to the Health and Care Professions Council in this Parliamentary period.
  - ✓ Collaboration with stakeholders such as NHS England provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform. Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform.
  - ✗ HCPC funding challenges risk being unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated
  - ✗ **NHS Manager barring scheme - Further clarity and planning needed to manage this new approach to regulation.**
  - ✗ Regulatory reform not included in 2024-25 budget, but will be reviewed once firmer dates are confirmed.
  - ✗ Government leadership changes, and challenges in the health landscape could impact on the progression of regulatory reform due to other

Date	Risk Owner
Sep-25	Executive Director of Education, Registration & Regulatory Standards
	Executive Director of Corporate Affairs

	Impact		Likelihood	Risk Score	
Inherent risk	4	x	5	20	No Change
Current Risk	4	x	2	8	
Target risk	3	x	2	6	







**Risk Appetite**





Reform = Open

Current risk is within appetite.

The target risk will be reached if the outcome of regulatory reform and the longer-term regulatory landscape review compliments and endorses the multi profession regulation model. Risk reduction also requires greater clarity on timing of HCPC's reform and confidence that funding and resources in place realise the opportunity of reform.

**Current risk level is within risk appetite**

Mitigations in place			
	Communications and strategic engagement, including parliamentarians and cross-party engagement, on regulatory reform supported by Luther Pendragon.		Participation in cross regulator analysis of draft legislation and other regulatory themes, HCPC's comments on draft legislation have been provided.
	HCPC engagement on Health and Social Care Bill led to positive change.		Funding and resource required for progression of regulatory reform quantified within budget as a financial risk. Assessment of de-prioritisation of other development work undertaken to create capacity for regulatory reform. HCPC medium term financial plan in place to seek to make provision for regulatory reform. Consultation expected to launch Sept 22.
	Some dedicated policy resource in place.		

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Education</b> 	Help education providers and others understand our regulatory requirements, and current sector trends, by considering our assessments from the 2024-25 academic year, building on previous analysis, and publishing / engaging on key findings, in a user focused way (Q3) We have published insight from our assessments from three academic years, including the 2023-24 academic year. This information was future proofed, and will be updated with findings from the 2024-25 academic year in Q3.	Supporting understanding of the value that regulation adds	In July the government announced that a new statutory barring scheme be introduced on NHS managers to ensure those who commit serious misconduct cannot take other NHS leadership roles.
<b>Registrant health and wellbeing</b> 	Review our progress against and the impact of the Registrant Health and Wellbeing Strategy, identifying any further work we can undertake to improve the experience of our regulatory processes for those involved (Q3)  Recruitment live for new Head of Professional Liaison and Outreach. This action will form part of the role once in post.	As a companionate regulator, supporting our registrants health and wellbeing can positively impact patient safety	Bernie O'Reilly, CEO and Registrar at the HCPC said: "The introduction of a new system of regulation will be complex to get right. We will work closely with the Government, senior NHS leaders, representative bodies, and the wider sector, as the legislation is developed. It is essential that the new disbaring process has the right levels of funding, resourcing, and independence to help keep patients safe."
<b>New registrants transition to UK practise</b> 	Through our Insights for Employers programme and the Employer Hub, increase understanding of the challenges faced by registrants who are new to UK practice, and encourage and support employers to improve the narrative around and support for international registrants (Q3) Employer insights session around preceptorship for international registrants being delivered in September. A webinar designed for those who lead, employ or manage HCPC registrants to learn how to support international registrants on your team using the principles for preceptorship, a set of practices that have been proven to increase staff retention.	Supporting registrants new to UK practice supports addressing the workforce crisis	
<b>Shaping the future of regulation</b> 	Continue to raise the benefits to patient safety and the quality of care that regulatory reform will bring when meeting with stakeholders and responding to relevant departmental consultations (Q1-4) Ongoing engagement and contribution to the DHSC's regulatory reform work (Q1-4) Engaging with DHSC and share feedback and position statements on the draft GMC order. This is moving at fast pace. <b>NHS Senior Manager statutory barring scheme</b>	Increased engagements with wider stakeholders ensure understanding the value of our work, encouraging support for reg reform changes	