

## Council

<b>Meeting Date</b>	26 March 2026
<b>Title</b>	Chief Executive's report on organisational performance March 2026
<b>Author(s)</b>	Bernie O'Reilly, Chief Executive
<p><b>Executive Summary</b></p> <p>This report provides my assessment on the HCPC's organisational performance and highlights key developments and pieces of work since Council last met in February.</p> <p>At Council's next meeting in May 2026, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2025-26 corporate plan and our strategic risks.</p> <p><b>Appendices</b></p> <p><a href="#">A –Chief Executive's meetings in the reporting period</a></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 May 2026.
<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 where appropriate.
<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 Performance Report – March 2026**

### **1. Introduction**

This report provides my assessment on the HCPC's organisational performance and highlights key developments since Council last met in February 2026. At Council's next meeting in May 2026, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2025-26 corporate plan and an overview of our revised strategic risks.

#### **Corporate strategy and corporate planning**

Following the last Council meeting, we have continued to refine our next corporate strategy. Council is asked today to approve the HCPC's strategy for the next five years. This is an important milestone, as it sets the strategic direction for the organisation through to 2031. I am grateful to our people, stakeholders, and Council members for the insight and support that have brought us to this point.

Earlier in March, the Executive Leadership Team (ELT) discussed the draft budget for 2026-27 with the People and Resources Committee (PRC) and I am pleased that, following a robust and constructive discussion, the Committee agreed to recommend the budget to Council for approval. The budget is presented to Council today alongside the first annual corporate plan aligned to our new strategy.

#### **Mann Review- Antisemitism**

We have engaged two specialist external partners to deliver awareness sessions on antisemitism and Islamophobia as part of our continued commitment to equality, diversity and inclusion. The Community Security Trust (CST) will deliver awareness sessions on antisemitism, while Tell MAMA will deliver sessions focused on Islamophobia. Both organisations are recognised national bodies that monitor hate incidents and provide education and support to communities affected by religious and racial discrimination.

The sessions are designed to increase awareness and understanding of how antisemitism and Islamophobia manifest in contemporary contexts, including within professional environments. Content will include definitions and historical context, trends in hate crime, common stereotypes and microaggressions, the impact on affected communities and professionals, and practical guidance on allyship, individual responsibilities and challenging discrimination. The sessions will also highlight implications for healthcare environments and considerations for strengthening EDI policy and practice.

The awareness sessions will be delivered to the HCPC's leadership team, all employees and Council. The first of these will begin in April for the senior leadership group (SLG). All-employee sessions will be delivered in May 2026. The session for Council is scheduled to take place in June 2026.

This programme aims to strengthen organisational understanding of religious discrimination, support an inclusive workplace culture, and equip colleagues with the knowledge and confidence to recognise and appropriately challenge antisemitism and Islamophobia.

The Policy & Standards team has been working on developing resources to support registrants and learners if they experience or witness discrimination in the workplace or in education settings. The resource helps registrants to understand how to use their HCPC standards while ensuring service user safety in these situations. We are grateful to have worked with professional bodies, education providers, registrants and learners to co-produce case studies which demonstrate how registrants, learners, and education providers can respond to discrimination in different contexts. This work is only part of our role as a regulator in challenging discrimination and abuse in all of its forms, and we are pleased to be able to support registrants in this way. We are looking forward to publishing the resource very soon.

We know that over the past few years, discrimination has been rising across the country, not the least of which are the rates of antisemitism, Islamophobia, and other forms of racially or religiously motivated discrimination. We have also been developing specific material on racially and religiously motivated discrimination to outline our role in tackling Islamophobia and antisemitism. This resource will also be published very soon.

### **Advanced Levels of Practice Project**

Over the past year, the HCPC has focused on strengthening the understanding and application of our regulatory standards at the advanced levels of practice. Working collaboratively across HCPC teams, with the General Osteopathic Council (GOsC) and partners across the UK, the project engaged thousands of stakeholders through listening conversations, presentations, and a highly successful webinar series attracting more than 5,000 people to sign up to the webinars. Insights gathered from registrants, managers, professional bodies, academics and strategic leaders directly informed a comprehensive analysis of contemporary challenges and opportunities relating to three key themes - scope of practice, supervision and delegation at advanced levels of practice.

Building on this engagement, we have produced a suite of high quality, multimedia resources, designed to support registrants and managers in applying regulatory standards with confidence and clarity. We shared an update on our work and some of the key resources with the Education and Training Committee (ETC) and with our Professional Body Forum earlier in March for their input. And, in time for this year's continuing professional development (CPD) week, we launched [a reflective template](#) that registrants could use when looking to define and explain their individual scope of practice at advanced levels of practice and a [learning session](#) on understanding scope of practice at advanced levels of practice. The remaining resources will be published very soon. We are grateful for the expertise and leadership of this work by Stephanie Tempest, our Clinical Fellow and Matthew Clayton, Rebecca Kidson and Allison Whitenack in our Policy & Standard team.

The ETC has been kept engaged during this project and received a detailed update at the March Committee meeting.

### **CPD Week 2026**

CPD is an essential part of safe and effective practice and our standards make clear our expectations of registrants. Our second annual CPD Week took place between 2 – 6 March this year, seeking to provide an opportunity for registrants, employers and colleagues to reflect on their professional goals, explore new ideas and learn more about the support available for CPD.

We used learning from last year to build our support to registrants, including offering additional webinars, sharing materials to aid reflection and providing opportunities for colleagues to share their perspectives organically. Our webinar on advanced practice and myth-busting our audit requirements were very well received. We also increased our offer to internal staff too, sharing hints and tips (e.g. on safe use of AI), personal perspectives on the importance of CPD and our wider development offer.

The week again saw a high level of engagement with over 5,500 registrants attending our webinars and 98% suggesting they would recommend them to others. The week also attracted 100s of new social media followers, reached a high number of people (1.2m and triple the level of engagement on 2025) and saw an increase in registrants posting their own experiences, tips and support than last year. The views on our CPD web pages increased by 54% and resulted in thousands of views of our support materials.

As well as our corporate communication channels, this year we were also able to use key stakeholder meetings (the All-Party Parliamentary Group for Allied Health Professions (AHPs) and our Professional Body Forum, both also attended by our Chair of Council) to share information on the week and highlight the importance of CPD to our registrants.

It was another successful week and I am grateful to colleagues from communications, across the organisation and the wider sector for their contributions to it.

## **Stakeholder engagement**

### March professional body forum

On 4 March 2026, we held our regular meeting of the professional body forum. The meeting was in-person at our offices in Kennington and was attended by 23 external representatives of 20 professional bodies, across 13 professions.

Policy colleagues updated on upcoming work to develop resources on safeguarding, as well as a discussion on our resources for those working at advanced levels of practice (in partnership with the GOsC, as outlined above in my report). There were also presentations on updated Fitness to Practise (FTP) data, and on a CPD audit analysis. The latter was part of a wider section on CPD Week, with the Communications team outlining all of the work that had been going on during CPD Week 2026.

We were pleased to host two discussions between the bodies themselves on access to local authority settings for our registrants, and on how professional bodies are reacting to the growth in cosmetic practice. Both of these discussions were of interest to us, and we will be following up on both in future meetings.

Our next meeting will be held online on 9 June 2026.

### Four nations

Together with my ELT colleagues, we have held our regular relationship meetings with stakeholders across the four nations including the Chief Scientific Officer for England, Dame Sue Hill; Suzanne Rastrick, Chief Allied Health Professions Officer for England; and Michelle Tennyson, Chief Allied Health Professions Officer for Northern Ireland. As part of these meetings, we discussed changes to the HCPC's Sanctions Policy Updates as well as the

HCPC's corporate strategy. Colleagues also attended the joint regulators reception at Stormont in Northern Ireland on 3 March, to discuss the work of the HCPC with Assembly Members.

### Unions

Similarly, we met with Unison colleagues on 5 February 2026 and the Unite team on 9 February 2026. Agenda items included the HCPC's work on the standards of education and training consultation response as well as the HCPC's corporate strategy development.

My full meeting list is provided at [appendix A](#).

### **Data Insight**

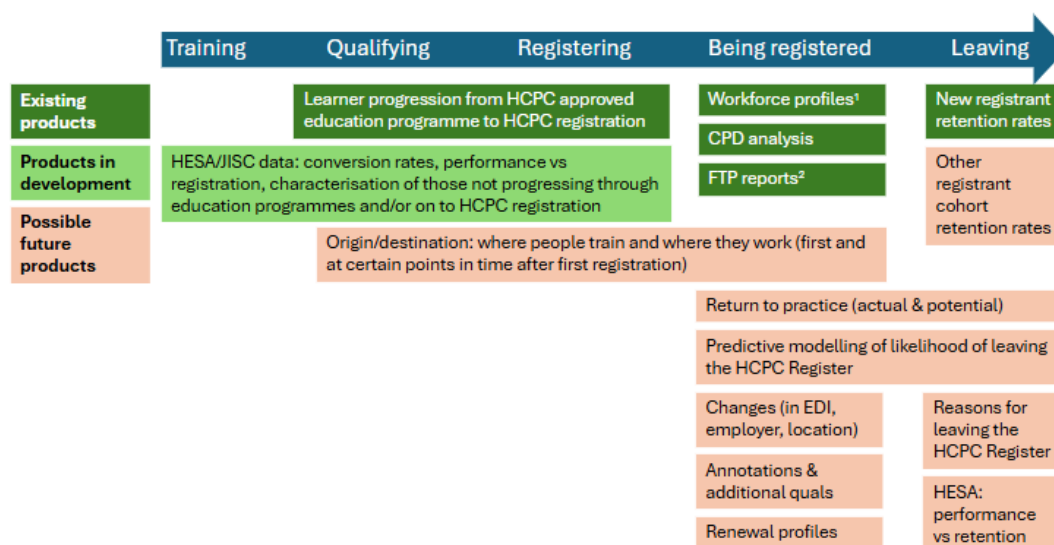
Additional work has been undertaken on the FTP equality, diversity and inclusion (EDI) supplementary report following discussion with Council at a previous meeting and the final version is in the final stages of preparation for publication by the end of March.

The [analysis of CPD submissions](#) was completed for use in CPD week and Gareth Davies, Head of Insight and Analytics, presented at the Professional Bodies forum during CPD week.

Following initial conversations, we are in the process of putting in place the agreement to link HCPC registration records to NHS England employment records. Once agreed this will greatly improve the HCPC's ability to report on registrants' place of work, and to improve FTP employer reporting. It is hoped that the same linkage will be achieved with the other three UK nations NHS records in due course.

Testing is also underway on linking Higher Education Statistics Agency data to HCPC data, which would give the HCPC an improved view of student progress through approved education programmes. This will add to the registrant life cycle data we are able to publish on our data hub (which aims to show the life cycle from number of education places available for programmes we approve, uptake of those education places, progression through the education programmes, transition to HCPC registration, the demographic make-up of the register and how long registrants remain on our register).

## Data Hub Plan Development: Registrant Professional Life Cycle



<sup>1</sup> To be expanded with additional EDI characteristics + replacement of registrant snapshot

<sup>2</sup> To be dashboarded, along with FTP analysis framework outputs

## 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 FTP report will be discussed as part of the Council’s agenda today.

### Education

#### Team performance against service levels and key performance indicators (KPIs)

We provide a detailed report on performance at each meeting of the ETC, and agreed changes to our KPI reporting to the March ETC meeting. These changes provide a more meaningful view of team performance linked to our core regulatory functions.

We are continuing with reviews of education providers and programmes against our standard of education and training. We are currently:

- Reviewing 31 education providers to ensure continued alignment with our regulatory standards - a key focus for these reviews is ensuring education providers deliver our revised standards of proficiency and standards of conduct, performance and ethics (SCPEs)
- Undertaking approval assessments for programmes planned to start from September 2026.

#### Responding to the NHS 10 Year Plan for England

We are engaging with the education sector on the delivery of the 10 Year Health Plan for England, including responding to the call for evidence for the workforce element of the plan, which is due to be released in Spring 2026.

Once the workforce element of the plan is published, we will have good insight on what regulatory action we will need to take in response to the plan over the coming years. We have published information for the education sector relevant to the plan and the role we have as an independent regulator. This information is particularly focused for education providers when [developing new and existing programmes](#), insight information about our experience of considering [programmes where learners are employees of partner organisations](#), and [recognising the financial challenges in the higher education sector](#).

### Education annual report 2025

We took a draft of our annual report to the ETC in November 2025. This is the third iteration of this report in its current form, and focuses on key findings from our assessments in recent years. We will shortly be publishing this report, and have updated our [insight materials](#) to include new findings from our assessments, to help education providers and other sector stakeholders understand our regulatory requirements and common approaches in key areas.

## **Registration**

### UK applications to join our Register

In the period January to February 2026, we received 1,885 UK applications and 1,798 people were successfully registered via the UK registration route. The team continues to manage the demand well and the median time was 1 working day during the period, which is significantly below the 10 working days KPI.

### International applications to join our register

We received 308 international applications during the period from January to February 2026, and we continue to assess international applications within our 60 working days KPI. The number of international applications received continues to remain lower than forecast when we set our budget for this financial year. As Council is aware we have adjusted our forecast during the year. We have received 2,665 applications this financial year to date<sup>1</sup>.

We will continue to monitor international performance closely.

### Registration renewals

- On 1 December 2025, radiographers began their renewal period. At the end of their renewal cycle on the 28 February 2026, 93% of radiographers had completed their renewal, which is only 1.7% lower than the previous renewal cycle.
- On 1 February 2026, physiotherapists began their renewal period, and as of 2 March 2026 60.1% of physiotherapists have completed their renewal, which is 1.5% lower than the previous cycle but higher than the three previous cycles when compared to this time.

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<sup>1</sup> Financial vs Operational Reporting: There will be a slight difference in the reported volumes of international applications, related to recognising applications based on received payments (financial) versus the number of applications processed (operational).

### 3. Policy and Standards

#### Standards of education and training (SETs) review

The consultation on proposed revisions to the SETs closed on 16 February and we are now analysing the results. An initial analysis of responses was shared with the ETC earlier in March, and a more comprehensive analysis will be shared at the June meeting of the ETC with the final consultation analysis and proposed updated standards coming to Council in July.

#### Sanctions policy

As reported to Council in February, the updated [sanctions policy](#) was published on our website in February and has now come into effect (the implementation date was 2 March).

### 4. Resources

Over the period we have developed our budget, workforce and investment plans for next financial year, which Council will separately be discussing and the People and Resources Committee (PRC) considered earlier in March. This has involved collaborative working across the organisation, to match resources to priorities aligned with the new draft corporate strategy.

There has been significant progress on projects within the investment portfolio, including initiating the single CRM project, the organisational design phase of the contact centre project, and the next phase of the website and portals project. These three projects form part of an integrated programme that will further strengthen our regulatory effectiveness and customer service.

Work has also commenced on the heating and ventilation project in our Kennington estate, that will help us meet our sustainability goals.

Aligned with early work on a refreshed digital and artificial intelligence (AI) strategy aligned with the new corporate strategy, we have begun designing an approach to AI governance that will enable innovation, flexibility and prioritisation within strong ethical and security guardrails.

HR have continued to support a high level of recruitment activity, including on the legal services project. HR also ran the Q3 pulse survey which gained the highest yet completion rate, with strong engagement scores and useful feedback on opportunities for further improvement that was discussed with the PRC earlier in March.

**Appendix A - Chief Executive's external meeting schedule covering 5 February 2026  
– 19 March 2026**

UNISON - Celestine Laporte, National Officer – Health; Nick Entwistle, National Officer; Sharandeep Bandesha, National Officer – Health Group	5 Feb
Dame Sue Hill, Chief Scientific Officer, England	5 Feb
UNITE - Gavin Fergie, Lead Professional Officer; Dave Munday, Lead Professional Officer (Mental Health)	9 Feb
Suzanne Rastrick, Chief Allied Health Professions Officer for England	11 Feb
Sam Jones, Permanent Secretary	17 Feb
Michelle Tennyson, Chief Allied Health Professions Officer for Northern Ireland	23 Feb
Joint Regulators' Forum Reception	3 March
HCPC Professional Body Forum	4 March
The General Medical Council (GMC) - Charlie Massey, Chief Executive	18 March