

Council

Meeting Date	16 July 2026
Title	Chief Executive's report on organisational performance July 2026
Author(s)	Bernie O'Reilly, Chief Executive
Executive Summary This report provides my assessment on the HCPC's organisational performance and highlights key developments and pieces of work since Council last met in May. A review of our key performance indicators (KPIs) is included on the agenda for this meeting, following a Council seminar on the indicators held on 25 June 2026. At Council's next meeting in September 2026, my report will provide an update on our performance against the KPIs, delivery against the 2026-27 corporate plan, and our strategic risks.	
Appendices A –Chief Executive's meetings in the reporting period	
Action required	The Council is asked to review the information provided and seek clarification on any areas.
Previous consideration	This is a standing item, considered at each Council meeting.
Next steps	The next report will be received in September 2026.
Financial and resource implications	None as a result of this paper.
Associated strategic priority/priorities	This report is relevant to all strategic priorities.
Associated strategic risk(s)	This report is relevant to all strategic risks.

Risk appetite	Not applicable.
Communication and engagement	Discussed within the paper.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	EDI objectives and Welsh language standards are discussed as part of this paper.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Chief Executive's Performance Report – July 2026

1. Introduction

This report provides my assessment on the HCPC's organisational performance and highlights key developments since Council last met in May 2026. At Council's next meeting in September 2026, my report will provide an update of our performance against our KPIs, a review of delivery against our 2026-27 corporate plan and an overview of our strategic risks.

Mann Review

Lord John Mann's review was commissioned in October 2025 to examine how the NHS and its regulatory system recognise, report and tackle antisemitism and other forms of racism. The review followed concerns raised through high-profile cases and wider sector discussions about how health and care professionals express views on topical and global issues. The HCPC had already taken steps to strengthen anti-discrimination expectations through its updated standards of conduct, performance and ethics and associated social media guidance.

The review's recommendations were published in June 2026 and we welcomed them, reaffirming that discrimination has no place in health and care. Many of the review's themes align with work already underway, including adopting the NHS Race and Health Observatory workforce principles, collecting staff demographic data through the Pulse survey, engaging with other regulators through the emerging concerns protocol and EDI forums, and producing resources for registrants, employers and the public on tackling discrimination, including antisemitism and Islamophobia.

We have also delivered training for senior leaders and staff on antisemitism and Islamophobia, and Council training took place on 25 June 2026. In relation to the review's recommendations, we will continue to work with the Professional Standards Authority (PSA) and other regulators on information-sharing, definitions, employer guidance, public communications and the use of expert advice in relevant fitness to practise cases, while maintaining independent decision-making.

We remain committed to embedding anti-discrimination principles across our processes and working collaboratively to support consistency, transparency and public confidence.

Professional Standards Authority (PSA) Report

The PSA have now [published their report](#) on the HCPC's performance for 2025/26.

The PSA highlighted a number of areas of strong performance and improvement, including progress on equality, diversity and inclusion indicators, and improvements

to the international application assessment process. The review comments on the improvements in the quality of our investigations, and continued assurance in decision making and risk management, which are key to how we ensure public protection.

We did not meet standard 15, which relates to the timeliness of progressing fitness to practise (FTP) cases, and standard 18, which focuses on ensuring that people involved in complaints and investigations are properly informed and supported throughout the process in the latest performance review.

We remain resolved to meet the two outstanding standards in the shortest time possible. The work to achieve this is already underway, including bringing additional capacity into the fitness to practise team.

The review comes alongside a 41% increase in the number of concerns raised about registrants over the last year. While concerns still represent only around 0.5 percent of those on the Register, the sustained and unprecedented increase in volume continues to place pressure on our work.

The full public response to the report can be found on our [website](#).

Investment Priorities

An update on the investment plan was provided to the June meeting of the People and Resources Committee (PRC). As well as setting out delivery highlights for 2025/26, it set out a high-level plan for the next 24 months, identifying 3 'tier 1' priorities: FTP Customer Service and Process Improvement; Single CRM; and Data and Automation.

A progress update was also provided on the Technology Roadmap, which is closely aligned with the investment plan. The Committee was also asked to provide its steer on the ambition and scope of the next Digital and AI Strategy, which will be presented to Council for approval later in the year.

Stakeholder Engagement

June Professional Body Forum

On 9 June 2026 we held our regular meeting of the professional body forum. The meeting was online and attended by 32 external representatives of 20 professional bodies, across 12 professions.

At the meeting colleagues were updated on our work, including our recently published resources and open consultations, and previewed some work that will be upcoming later this year on our CPD standards. Following this, we discussed the future regulation of AI, and our research project that is underway.

We also discussed the General Medical Council (GMC) regulatory reform consultation and its significance in relation to our upcoming reforms.

Finally, we discussed our data and insights work including the new dashboard on programme completion and conversion rates. The latest data analysis shows the proportion of individuals who completed HCPC approved education programmes in 2024 and then joined the HCPC Register. This forms part of our ambition to use the data hub to generate insight across every stage of the professional journey – from training to become a registered health and care professional, through to leaving the profession.

Our next meeting will be held in person on 22 September 2026.

Four nations

Together with my Executive Leadership Team (ELT) colleagues we have held our regular relationship meetings with stakeholders across the four nations including the Psychological Lead for NHS England, Adrian Whittington; Chief Allied Health Professions Officer for NHS England, Professor Suzanne Rastrick; Director of Psychology for NHS Education for Scotland, Judy Thomson.

As part of these meetings, we discussed resources to help registrants respond to discrimination, advanced practice resources, upcoming HCPC Chair recruitment, consultation on a fee rise and registration after completion of course dashboard.

Unions

Similarly, we met with GMB colleagues on 1 June 2026, where the above agenda items were also discussed.

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

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 KPIs

We have continued to experience challenges in meeting our KPIs since the last report. Our data and quality assurance work (as reported to the Education and Training Committee (ETC)) shows that the quality of our decision making has been consistently good but the complexity of our work is increasing. This is due to a broader range of evidence being collated by the team, 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 ETC, and at the March 2026 meeting, changes to our KPI reporting for ETC were agreed. This will provide a more meaningful view of team performance to the ETC linked to our core regulatory functions.

We are investing in the team to improve performance, having recently appointed a new Senior Education Quality Officer, and planned additional capacity in Q2-3. These roles will support improved performance in the short to medium term and will also form part of a revised team structure from September 2027. This additional capacity and revised structure will help us to continue to effectively discharge our regulatory duties linked to education and training.

For the 2025-26 academic year monitoring period, we are 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. We are also undertaking approval assessments for programmes planned to start from September 2026.

Responding to the NHS 10 Year Plan for England

Once the workforce element of the 10 Year Health Plan for England 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 were expecting this to have been published by now, but publication has been delayed.

Education annual report 2025

We published our [annual report](#) in April 2026. This is the third iteration of this report in its current form, and focuses on key findings from our assessments in recent years.

Registration

UK applications to join our Register

In April and May 2026, we received 1,532 UK applications and 1,213 people were successfully registered via the UK registration route. The team continues to manage the demand well and the median time was between one and two working days during the period, which is significantly below the 10 working days KPI. This means performance is good as we head into the peak summer period of UK graduates applying to join our Register.

International applications to join our Register

We received 368 international applications in the period April and May 2026, and we assessed international applications within our 60 working days KPI. The number of international applications received this financial year to date is 16% higher than the 1,900 forecasted when we set our budget for this financial year, but considerable lower when compared to the 637 applications received during the same period in 2025.¹.

We will continue to monitor international performance closely.

Registration renewals

- On the 1 February 2026, physiotherapists began their renewal period. At the end of their renewal cycle on the 30 April, 92% of physiotherapist had completed their renewal, which is only 2% lower than the previous renewal cycle but higher than the renewal cycles in 2020 and 2022.
- On the 1 March 2026, arts therapists began their renewal period. At the end of their renewal cycle on the 31 May, 92.2% of arts therapists had completed their renewal, which is in line with previous cycles.
- On the 1 April 2026, dietitians began their renewal period and as of 15 June 2026 83.6% of dietitians had completed their renewal, which is lower compared to this time in 2024, but higher than all previous cycles.
- On the 1 May 2026, chiropodists began their renewal period and as of 15 June 2026 70.6% of chiropodists had completed their renewal, which is lower compared to this time in 2024, but higher than all previous cycles.
- On the 1 May 2026, hearing aid dispensers began their renewal period and as of 15 June 2026 48.6% of hearing aid dispensers had completed their renewal, which is lower compared to this time in 2024, but in line with previous cycles.

We continue to work with professional bodies and unions requesting that they share our guidance and remind their members to renew their registration – this negates the need for people to apply to re-join the Register if they unintentionally do not renew their registration.

3. Policy & Standards

Regulatory Reform

Regulatory reform represents a significant opportunity to simplify and improve our regulatory processes and the HCPC has continued its work in this by responding to the Department of Health and Social Care's (DHSC) consultation on proposals to reform the GMC legislative framework. While this legislation is for the GMC, it will become the blueprint for the reform of other regulators' legislation, including the HCPC.

The Policy and Standards team has undertaken a detailed review of the draft Order, working collaboratively with colleagues across the organisation to develop the HCPC's response. This work has focused on ensuring that our views are clearly articulated and that the implications for professional regulation across the sector are fully considered by DHSC. This included a session in May with members of Council who provided valuable input on key policy issues and the overall positioning of the HCPC's response.

Although this work has been led by the Policy and Standards team, it has benefited from contributions from colleagues across the organisation and Council. We are grateful to all those who shared their expertise and insights. We would like to thank Council members for their valuable input, which has helped shape our approach and support the development of a modern, proportionate and effective regulatory framework for the future.

Research on the use of AI by registrants

In our last update we announced the appointment of Ipsos to research how HCPC registrants use artificial intelligence and how they meet their professional standards while doing so. Earlier this month, we asked professional bodies to provide evidence about how their professions use AI in practice and were delighted by the enthusiastic response.

Ipsos has held the first focus groups with registrants to learn more about how they use AI in their practice. These focus groups will help ensure that the questionnaire we distribute later this year speaks to the real experiences of registrants using AI and provides us with useful and actionable insights.

EDI Strategy

During 2026, we will be developing HCPC's next strategy for EDI, to sit alongside the new corporate strategy and set out our priorities for the next five years. Following May's update and discussion with Council, a further development workshop is planned for October 2026, and the EDI Forum have already held an initial focus group to discuss their reflections of progress made to date and ambitions for the coming years.

4. Resources

The draft updated People Strategy was reviewed by ELT and then PRC in June, for discussion at this meeting of Council as a separate agenda item. There has been a significant level of activity across the organisation to plan and deliver our priority technology-enabled change projects and other investments, which PRC also discussed as summarised above.

Other activities have included preparation of the draft annual report and accounts in preparation for the National Audit Office's audit in August; managing the ongoing fees consultation, which runs until mid-July; delivering the project to recruit additional

regulatory investigators in FTP and making use of a new assessment centre-based process; and configuring new reports to help track our effectiveness in providing regular case updates to people involved in FTP cases.

We have worked with a partner organisation to embed a full solution to the earlier technical issue with Business Central, that had led to the creation of duplicate invoices; and we have begun rolling out an AI-enabled planning and reporting solution linked to Business Central, that will give budget holders and the executive better financial management information.

Appendix A - Chief Executive's external meeting schedule covering 15 May 2026 – 9 July 2026

Professional Standards Authority- Alan Clamp, Chief Executive; Caroline Corby, Chair	20 May
GMB- Nathan Holman, National Officer, NHS and Ambulance; Paul Turner, National Officer, Ambulance	1 June
Chief Executives Officers Regulators Board meeting (CEORB)	3 June
Adrian Whittington, Psychological Lead, NHS England	4 June
Professor Suzanne Rastrick, Chief Allied Health Professions Officer, NHS England	8 June
Gary Waltham, Chief Executive of Royal College of Occupational Therapists	8 June
HCPC Professional Body Forum	9 June
Judy Thomson, Director of Psychology, NHS Education for Scotland (NES)	24 June
Chief Executives Steering Group Meeting (CESG)	25 June