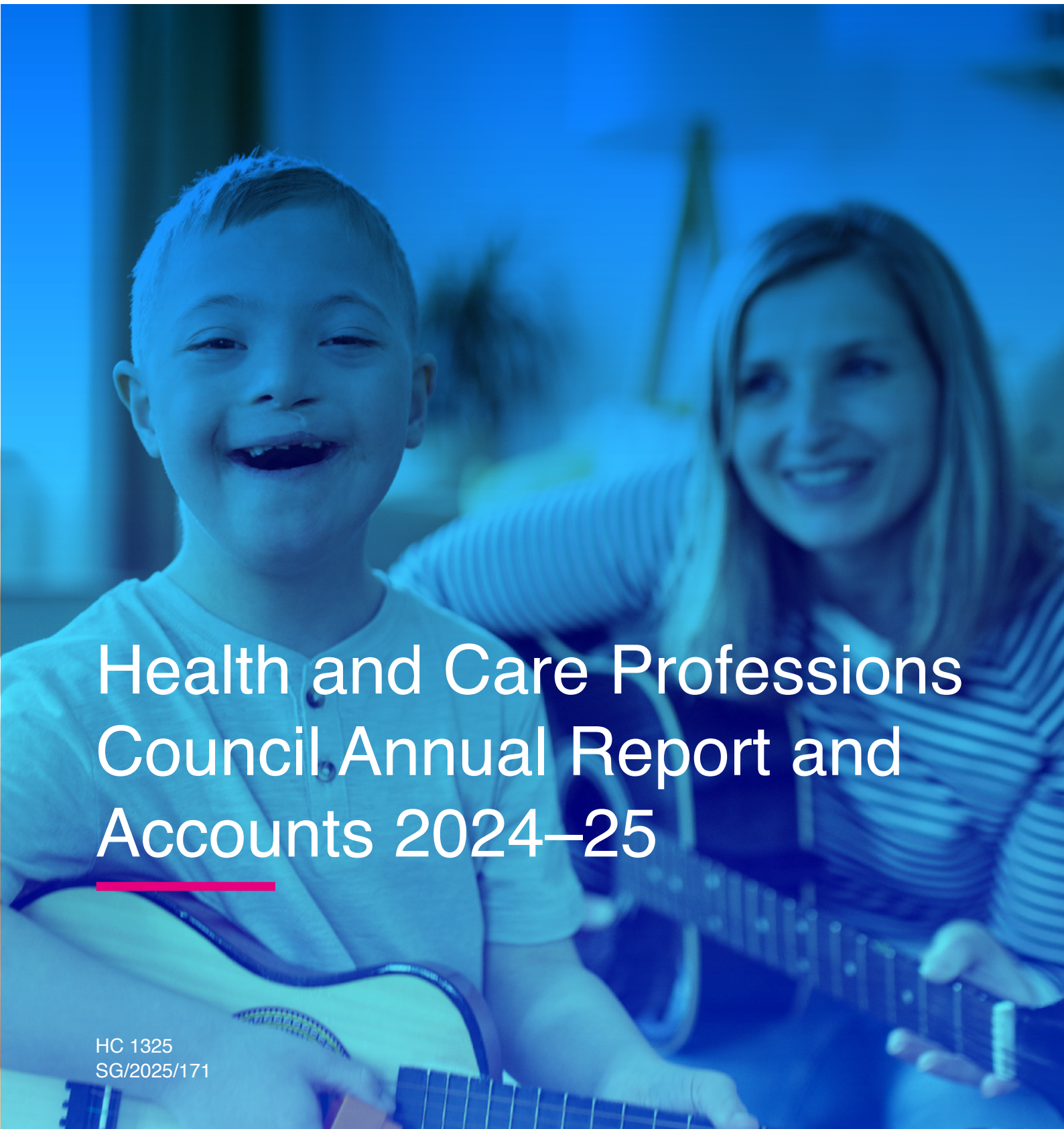




# Health and Care Professions Council Annual Report and Accounts 2024–25

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# Health and Care Professions Council Annual Report and Accounts 2024–25

Presented to Parliament and the Scottish Parliament pursuant to Articles 44(2) and 46(7) of the Health Professions Order 2001

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## Purpose of this report

The Annual Report and Accounts is made up of the Performance report, the Accountability report and the financial statements. The Performance report provides information about the HCPC, our work during the year and our plans for the future; the Accountability report explains how we are structured and managed; and the financial statements set out our income and expenditure, assets, liabilities and reserves in detail.

# Foreword by the Chair and Chief Executive



**Christine Elliott**  
Chair

## Introduction and wider context

This annual report showcases significant progress in protecting the public through improved regulation. With 92% of our 2024–25 corporate plan milestones delivered and 17 of the 18 Professional Standards Authority's standards of good regulation met, we demonstrate our commitment to excellence as we near completion of our five-year corporate strategy (2021–26). Our success reflects the dedication of our talented workforce, who remain committed to public protection and continuous improvement.



**Bernie O'Reilly**  
Chief Executive  
and Registrar

As we develop our next corporate strategy this year, we will align with the UK government's aims for future health and care provision, including the direction provided by the 10-year Health Plan for England and similar strategic plans across regional jurisdictions. We will build upon our improvements and leverage the unique aspects of multi-profession regulation, placing patients and the public at the heart of our thinking and developments.

## Workforce planning and enhanced data services

We achieved a significant milestone this year with the launch of the HCPC's new data hub, which provides self-service access to regulatory data for stakeholders, registrants, and the public. This platform offers vital context for workforce planning across the health and care professions we regulate and supports our continuing collaboration with professional bodies and employers.

The hub features comprehensive resources on equality, diversity and inclusion (EDI), including an interactive self-service tool allowing users to select different data sets

and an additional EDI analysis report of our fitness to practise (FTP) data. By March 2025, we had collected EDI data for over 99% of the Register, enabling us to publish in-depth analysis of registrants joining and leaving the profession and those involved in our FTP processes.

Our online concerns portal launched successfully on 12 February 2025, collecting public concerns alongside EDI data from complainants. This enhancement allows us better to understand the relationship between those raising concerns and their experiences with the HCPC, supporting our commitment to fair and accessible regulatory processes.

## Sexual safety initiative

In response to concerns about professional conduct, we initiated a comprehensive programme to raise awareness of sexual misconduct's impact and improve sexual safety for service users, healthcare workers, and students on approved education programmes.

We developed a dedicated sexual safety hub providing clear information on expected standards for registrants and guidance on seeking help and support. This resource has been welcomed by survivors of sexual abuse, demonstrating our dedication to supporting those affected.

Our revised standards of conduct, performance and ethics (SCPEs), effective from 1 September 2024, include strengthened standards on maintaining professional boundaries with service users, carers, and colleagues, including on social media. We have delivered targeted webinars and materials to help

managers identify sexual misconduct behaviours and understand their impact, alongside new guidance for FTP panels handling cases involving sexual misconduct and boundary violations.

We have enhanced our internal capabilities by training staff to respond appropriately to sexual misconduct disclosures and developing an understanding of both immediate and long-term effects on survivors.

## Fitness to practise enhancement

Building upon improvements throughout our current corporate strategy, we have continued developing our FTP function for future challenges. We successfully embedded changes to our FTP operating model and processes, including the introduction of in-house frontloaded (intensive early investigation) cases and the establishment of our own FTP legal team.

These structural improvements have enhanced the efficiency and quality of our FTP work, with further development planned for the coming year to maximise these benefits for public protection and registrant services.

## Digital transformation and innovation

We have advanced our digital transformation ambition of becoming a technology-enabled, future-facing regulatory model that enhances patient safety and improves service to registrants.

We successfully piloted artificial intelligence (AI) tools to provide better quality and more efficient service to applicants and registrants, with continued exploration of innovative opportunities. The forthcoming replacement of our legacy telephony system will further improve interactions with registrants and stakeholders.

Whilst ambitious about technology use, we carefully balance innovation opportunities with risk management to ensure continued public protection. Our February 2025 launch of the online concerns portal, which collects EDI complainant data, exemplifies how we are improving online services whilst gaining valuable insights into process impacts.

## Organisational Development and Leadership

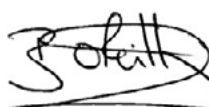
We strengthened our internal support systems by appointing two speak-up guardians in late 2024, providing confidential support and guidance for employees raising concerns within our revised speaking up (whistleblowing) policy framework. These appointments complement existing mechanisms including The Chair's and the CEO's 'Let's Talk sessions' for new and for diverse colleagues, the Employee Forum, pulse surveys, and established HR channels.

We welcomed new colleagues to our leadership team across FTP services and our Executive Director of Corporate Affairs, Claire Amor, returned from maternity leave. We said farewell to Council members Sue Gallone and Steven Vaughan, and Council apprentices Geraldine Kinkead-Richards and Jordan McKenna.

We appointed four new Council members: Helen Grantham, Dr Pameleta Ricketts (a previous Council apprentice), Catharine Seddon, and Carl Stychin (from April 2025), along with two new Council apprentices, Alice Gair and Dr Sejal Patel. We continue developing the Council Apprentice scheme, now in its fifth year, designed to bring opportunity to registrants with no prior boardroom experience and to enrich and diversify Council discussions. We share this, and other, best practices with healthcare regulators and organisations.

## Looking Forward

We are grateful for the dedication of everyone at the HCPC and the engagement and professionalism of our registrants and stakeholders. We look forward to continued collaboration across the sector to ensure better outcomes for patients and the public we serve.

Christi Elliott 

# Performance report

## About the HCPC

The HCPC was established under section 60 of the Health Act 1999. As a regulator of health and care professions in the UK, our role is to protect the public. We achieve this by:

- setting the standards for education and training, professional skills, conduct, performance and ethics and continuing professional development for 15 health and care professions;
- keeping a Register of professionals who meet these standards;
- approving education programmes that professionals must complete prior to registration; and
- taking action when registrants do not meet our standards.

### We regulate:

|                         |                                       |                                   |
|-------------------------|---------------------------------------|-----------------------------------|
| Arts therapists         | Biomedical scientists                 | Chiropodists/<br>podiatrists      |
| Clinical scientists     | Dietitians                            | Hearing aid dispensers            |
| Occupational therapists | Operating department<br>practitioners | Orthoptists                       |
| Paramedics              | Physiotherapists                      | Practitioner<br>psychologists     |
| Prosthetists/orthotists | Radiographers                         | Speech and language<br>therapists |

## How we work

Our vision, purpose and values underpin everything we do:

### Our vision

*To be a high performing, adaptable and caring regulator that ensures public protection through strong, evidence-based regulation*

### Our purpose

*To promote excellence in the professions we regulate and champion high quality care that the public can access safely and with confidence*

### Our values



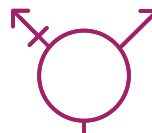
#### Fair

being honest,  
open and  
transparent



#### Compassionate

treating people  
with respect,  
empathy and care



#### Inclusive

collaborating  
with others and  
championing diversity



#### Enterprising

seeking opportunities to  
be creative and foster  
innovation to improve  
our performance

## Our values are demonstrated by:

Working with all of our stakeholders to understand and respond to their specific needs

Actively listening to diverse and protected groups including those who may not traditionally have a strong voice

Being empathetic and compassionate in our dealings with registrants, complainants and witnesses

Contributing and adapting to reflect regional, national and profession differences

Using our data and evidence, and that of our stakeholders, to inform our decision making

Being an excellent employer



## Core activities 2024–25 highlights

This section provides highlights of our core activities in 2024–25.



## Our core activities

We carry out a range of activities in delivering our statutory duties to protect the public.

### Regulation

- Maintain and publish an accurate Register;
- set appropriate standards;
- quality assure education and training programmes; and
- respond proportionately to fitness to practise (FTP) concerns, taking action to protect the public.

### Learning

We harness our data to have more informed insights about the impact of our processes and take that learning to improve our regulatory activity, future approach and decision making.

We use what we know from our own learning, and that of others, to promote positive and inclusive professional working environments.

### Preventative action

We continue to develop an approach based on preventative action. This uses our learning to address and reduce the conditions which may contribute to instances of service user harm.

This preventative approach supports quality practice by articulating the expected standards and helping registrants overcome any barriers they face in meeting those standards, thereby reducing the need for unnecessary FTP actions.



# Regulation

## The HCPC Register

The HCPC maintains an accurate Register of the 15 health and care professions we regulate. In the year of this report, a significant number of new registrants joined our Register, adding vital resource to the UK's health and care workforce.



**356,104**

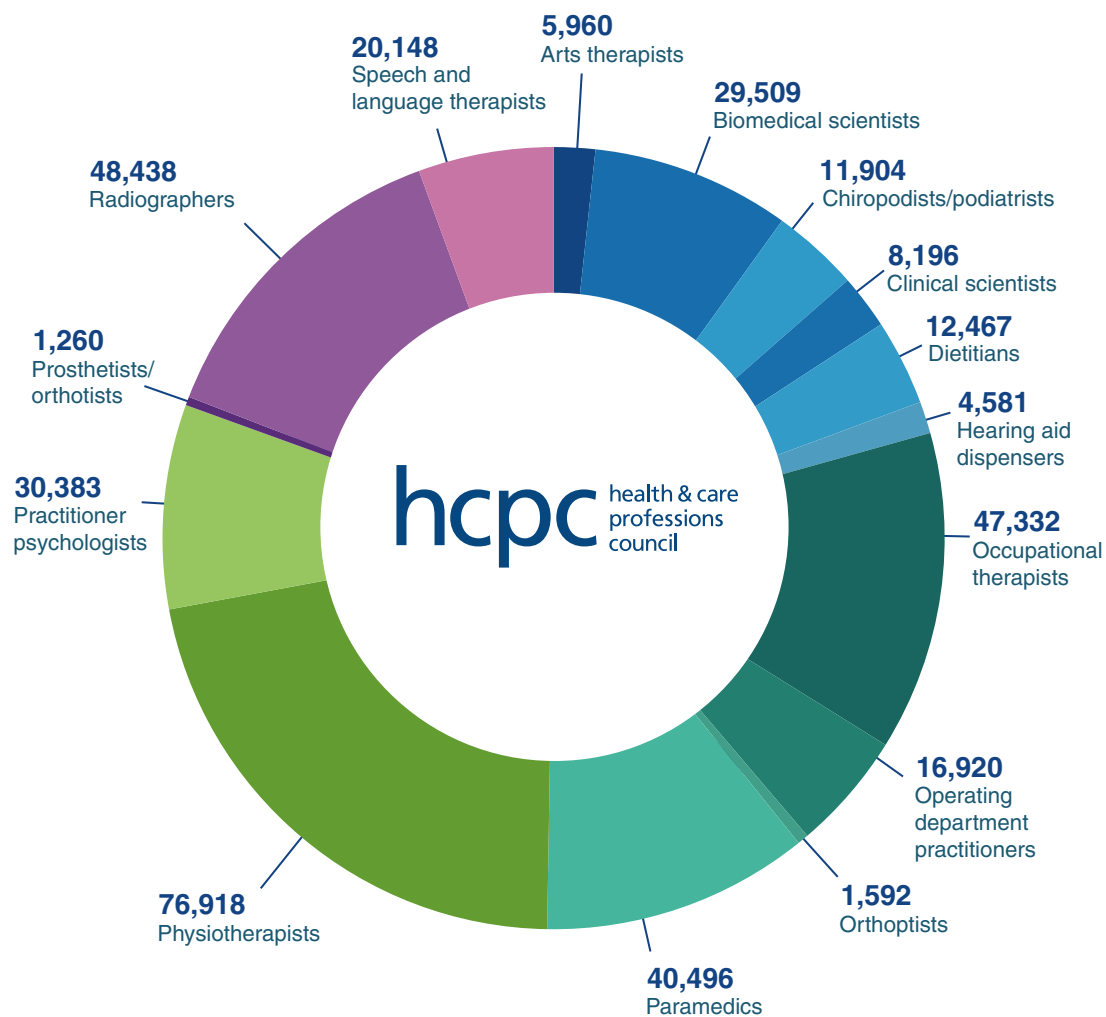
Total number of registrants on 31 March 2025  
(compared to 339,282 on 31 March 2024)



**24,476**

Number of new registrants during 2024–25  
(compared to 29,098 during 2023–24)

### Breakdown by profession (on 31 March 2025)



## Setting standards of practice

The HCPC works with health and care professional bodies, registrants and other stakeholders to set and reach high standards of care that the public can access safely and with confidence. As part of this work to improve and set standards, the HCPC delivered the following:



Launched our updated standards of conduct, performance and ethics



Implemented new requirements for English language proficiency for registrants



Published updated guidance on social media



Continued engagement with the Department of Health and Social Care to achieve regulatory reform



Developed equality impact assessments to support key policy changes



Delivered the quality assurance framework for equality, diversity and inclusion, including inclusive workshops with stakeholders

## Quality assurance of education and training programmes

The HCPC quality assures education providers and programmes to ensure applicants meet our standards before joining our Register.

Our quality assurance model enables us to be flexible, intelligent and data-led in our risk-based assessment of education providers and programmes. We continue to engage with our stakeholders to ensure we understand challenges and developments within the education sector and to share what is important for the work of the regulator. To support this engagement, we have produced a 'state of the nation' report about key areas of education and training, which we will review and update on a regular basis.

Within our regular reviews of education providers, we have continued to consider alignment of programmes with our revised standards of proficiency (SOPs), which became effective on 1 September 2023. We have also started to review education provider alignment with our standards of conduct, performance and ethics (SCPEs), which became effective on 1 September 2024. We have found that education providers have developed their programmes in line with our revised standards, which is important to ensure those who join our Register meet our requirements for registration.



**130**  
approved education providers



**1,059**  
total approved programmes

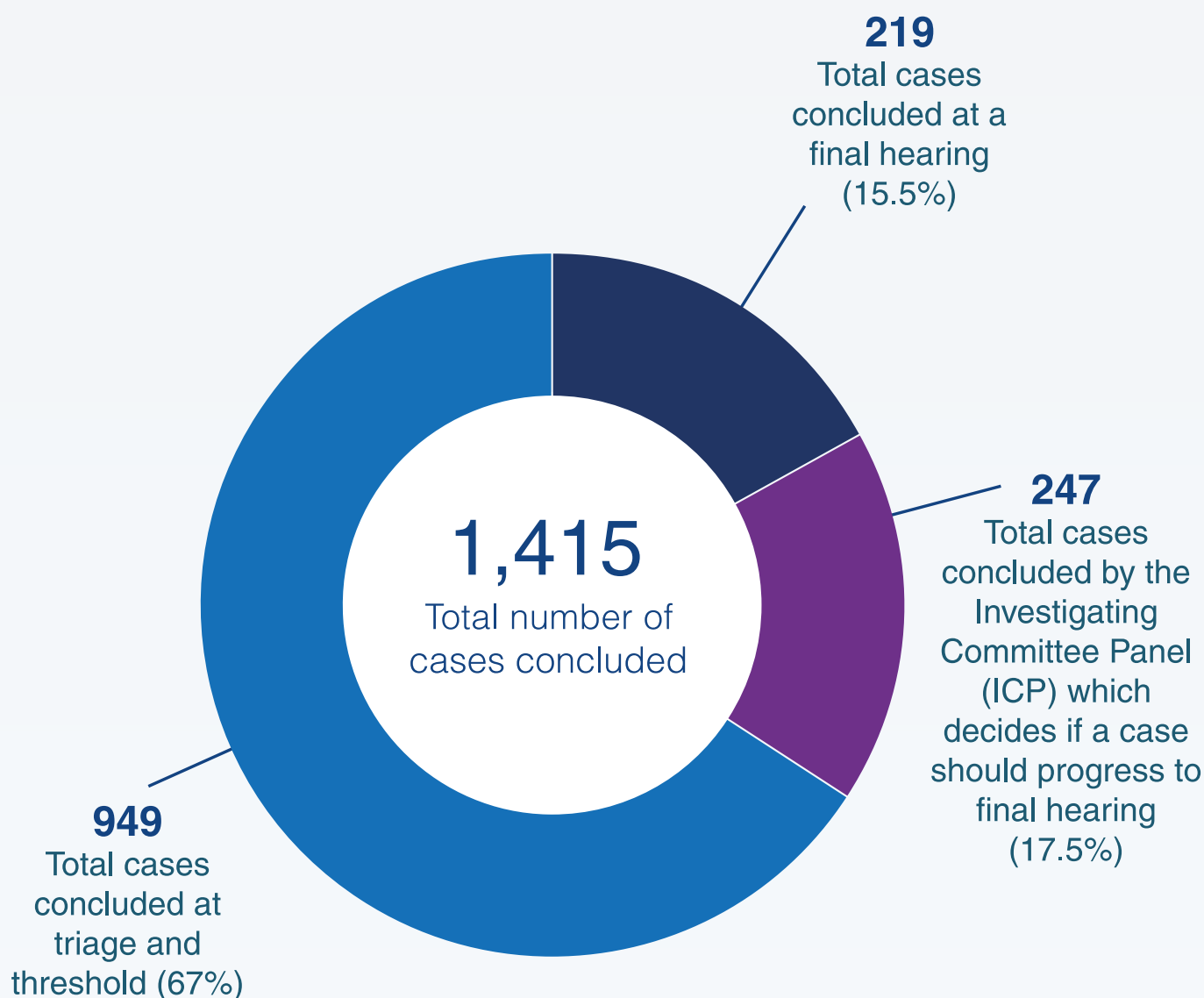


**58**  
new programmes

## Taking action to protect the public

This year we introduced changes to our FTP processes to shift the focus of our investigation work to earlier in the process for relevant cases. Following a pilot of this approach, which was shown to reduce the time FTP cases take overall, we have increased our capacity to manage FTP cases in this way by establishing our first in-house legal team this year. We have also completed phase 1 of a significant piece of work to review and optimise our scheduling process by improving the quality of our management information relating to hearing scheduling milestones. This has led to an increase in the number of final hearings we listed in the second half of the year. Phase 2 of the project will conclude in 2026.

This year we started work to review our sanctions policy to ensure our guidance for panel members is up to date and continues to support them to make decisions that are fair, consistent and transparent. We will consult on changes to the sanctions policy in 2025 with any changes coming into effect by the end of 2025.



## Learning

We have continued to improve the quality and scope of the data that we share with stakeholders. In 2024–25, we further increased and improved the data we provide to improve understanding of our work and support workforce planning for the sector.

We published an online diversity dashboard this year, which provided data on characteristics of our registrants across different professions and modalities in a self-service way for the first time. The dashboard reflects the level of equality, diversity and inclusion (EDI) data we now hold with 99% of the Register being captured in 2024–25. The data we provide in this area was again supported by analysis of FTP outcomes. Our annual FTP report was this year complemented by a further report outlining the differences in rates of concerns reported to us across several areas including registration route, profession and protected characteristic.

We also continue to publish renewal dashboards on our intranet to provide daily updates on renewal rates, current and historical renewal data and trends for our regulated professions during their two-year renewal cycles. This helps to enhance efficiency and ensures data accessibility across the organisation. It also forms the basis for our partnership with professional bodies during renewal window periods. A month prior to the window opening, we send the relevant professional bodies a full communication plan with the key dates for when we will message their members regarding renewal. We then work with them to coordinate communications and offer to meet during the window to ensure there are no issues being raised with them that may require our attention or action. We also share weekly updates on renewal progress and check in frequently to ensure any issues that arise are promptly followed up.

We have continued our work with sector partners with the aim of reducing regulatory burden for education providers, while holding education providers and programmes to high regulatory standards. We are continuing to play our part in responding to challenges, ensuring we are working as far upstream as possible to ensure public protection. We do this by applying the learning from our education annual reports to understand what is happening in the health and care and education sectors. We continue to be aware of the challenges posed by financial sustainability, learner number expansions continuing at pace for many professions to meet the needs of the population and diversification of education and training routes, including a marked increase in work-based routes.

The levels of engagement have continued to increase across our channels in 2024–25. During the year, we saw a significant increase in engagement with our website content with users increasing from 880,000 to 1.1 million overall and average engagement time per user remaining consistent. The focus for our tailored content this year has been the production of a new sexual safety hub, which seeks to provide new and consolidated information and support for victims, survivors and witnesses of sexual misconduct, as well as further information about our standards. Despite launching part way through the year, it gained over 1,000 users in the first six months of launch. Our communication campaigns have also played a part in increasing awareness of our content with our continuing professional development (CPD) week 2025 resulting in a 33% increase in CPD web content and over 500 new social media followers.

During the year, we published further information about our revised standards of conduct, performance and ethics (SCPEs) accompanied by new content on our website and supportive webinars to inform registrants of the changes that came into effect in September 2024. The feedback we received from participants and partners on these engagements was very positive.

In addition, we continue to develop our engagement with professional bodies. Our established regular forum has evolved to allow opportunities to discuss areas of mutual interest as well as updates on our work. The feedback from these key stakeholders has been positive and reflects the improved opportunities for engagement.

## Preventative action

Working in partnership with our stakeholders, our Professional Liaison Service aims to influence and support the development of cultures, working environments and practices that will enable our registrants to embed and achieve high professional standards.

The service ran the following HCPC events and engagements in 2024–25:



6

‘Joining the UK workforce’ workshops to support the transition of our international registrants into UK practice

8

‘Insights for employers’ webinars

10

‘Duties of a registrant’ workshops to support students

25

#myHCPCstandards webinars

19

‘Becoming a health and care professional’ workshops for students on HCPC-approved programmes

28

‘Professionalism in practice’ sessions delivered to registrant and employer cohorts

5

Bespoke strategic risk learning sessions for registrants



*We have experienced a consistent case management approach and are grateful to the team for accommodating the NHS during busy periods where extra time is needed to respond to requests.*

NHS Trust



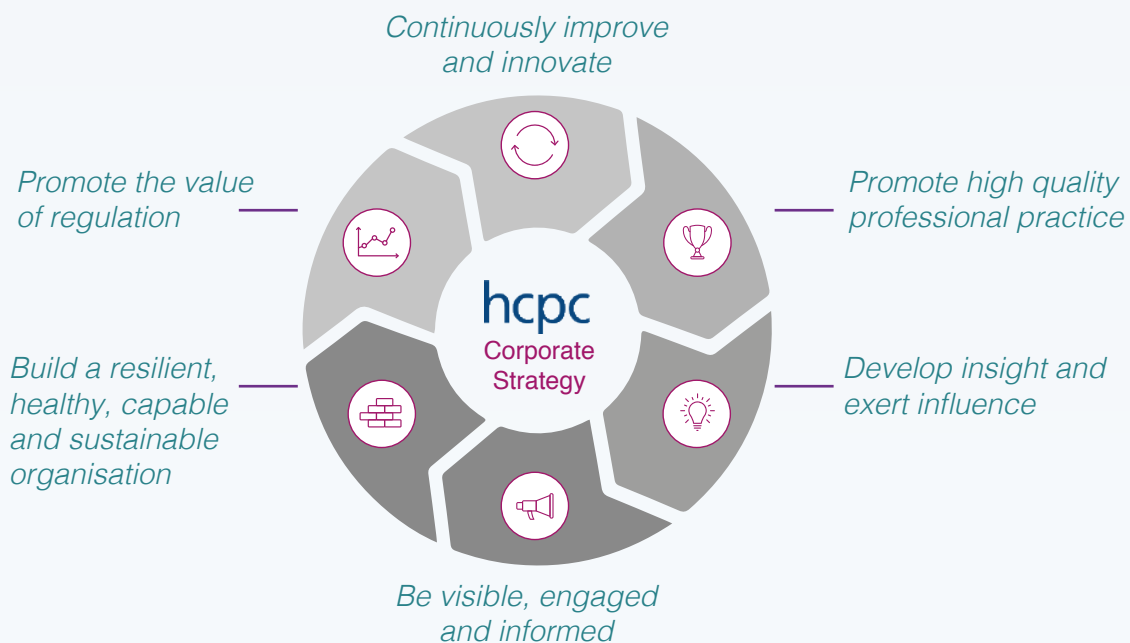
# Performance analysis

This section outlines our performance over 2024–25, focusing on our strategic and operational performance and the delivery against key milestones and performance measures, as well as our performance against the Professional Standards Authority (PSA) standards of good regulation. We also outline our learnings from the last year, look ahead to the priorities in our corporate plan 2025–26 and set out our views on regulatory reform.

## Delivery of the corporate strategy

The HCPC has been adapting to become a more targeted and evidence-based regulator by focusing on upstream, preventative work and working towards a more ambitious future, embracing advanced technology and new ways of working, underpinned by regulatory reform.

As we move into the final year of our [corporate strategy 2021–26](#), we continue to pursue its vision and goals, as well as six priority areas of work:



At the heart of our mission is upholding high standards in the professions we regulate. The strategy sets out our commitment to improving our core regulatory performance and meeting all the PSA's standards. It sets out an approach that is empathetic and ultimately will be more effective in ensuring the very best outcomes for the public.

In April 2024 we launched our [corporate plan 2024–25](#), which set out how we would progress our aims from our [corporate strategy](#) over the year. The following pages report the delivery and performance of our plan.

Our corporate plan for 2024–25 was structured around the six priority areas in our corporate strategy and is underpinned by our commitment to EDI, while public protection remains at the heart of everything we do.

## Corporate plan delivery in numbers



24

workstreams included in the corporate plan 2024–25



92%

22 workstreams (92%) were completed or are on track to complete as planned



8%

two workstreams (8%) will be completed as part of the 2025–26 plan (further detail is provided later in this section)

Our corporate plan 2024–25 included a total of 24 workstreams. Of these, 92% (22 workstreams) were completed or are on track to be completed as planned, with 8% (two workstreams) to be completed as part of the 2025–26 plan.

We are pleased with the progress made and are confident we have the right people, processes and plans in place to continue to improve user experience for our registrants and better serve the public. In 2024–25 we met 17 of the 18 PSA standards. Further detail is provided on page 46.



*Interactions and relationships with the HCPC at the regular Professional Bodies Forum have continued to be, on the whole, positive with an improvement theme from the HCPC as the continuing narrative.*

**Stakeholder feedback**





# Continuously improve and innovate

## Overview of delivery 2024–25

### User experience

- Embedded our new registration department operating model, which is structured around the registration services we provide.
- Successfully piloted the use of artificial intelligence (AI) in the HCPC's customer contact centre.
- Contact centre and online portals updated to provide Welsh language option.

### Fitness to Practise

- Implemented changes to our FTP operating model and processes to support the introduction of in-house frontloaded investigations, including the establishment of a new legal team, building on the improvements we have delivered to the quality and timeliness of our investigations.
- Implemented changes to our FTP case management system to align with our new operating model and processes.

### Partners transformation work

- Following a review of the HCPC partner operating model, developed costed medium-term plans taking account of recent legal developments to enable further improvements in quality and financial management.
- Payments system and processes designed and implemented.

### Education

- Continued to work with sector partners with the aim of reducing regulatory burden for education providers, while holding education providers and programmes to high regulatory standards.

## Delivery highlights 2024–25

### User experience

A key focus in 2024–25 has been on enhancing our user experience for registrants, the public and stakeholders.

We now have a transformed, customer-oriented Registration department operating model.

We successfully piloted the use of AI to assist us in responding to email queries submitted to the Registration contact centre with findings and learning fed into future design.

In September 2024, we went live with a new functionality for registrants to download documents regarding their payments and registration status, a direct result of using AI which helped us identify that a significant proportion of enquiries received by email were requesting these documents.

### Partners transformation work

HCPC partners play a crucial role in setting and maintaining professional standards in a variety of different fields. We have 670 partners across 800 roles. 200 of those are lay partners; the majority are registrant partners. During 2024, work continued as part of the wider partner transformation project to develop and implement new contractual arrangements and update systems and processes to take account of the implications for the HCPC of the Somerville case. The project has also explored opportunities to improve quality, and this work will continue throughout 2025–26.

### Education

Throughout 2024–25 the HCPC worked with other regulators and professional bodies to consider how we can reduce areas of burden and overlap across the education sector. The focus of the work is on continuing to ensure good independent regulatory decisions while considering, where possible, aligning with the work of others to reduce overlap and burden for education providers. This work also included the HCPC becoming a member of two inter-regulatory groups linked to AI in education and the use of data in education quality assurance. 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.

### FTP

Our new FTP operating model has continued to embed with the introduction of in-house frontloaded investigations in June 2024 and the establishment of a new in-house legal team. These changes build on the improvements we have delivered to the quality and timeliness of our investigations.

We commenced a review and optimisation of scheduling and the pre-hearing case management processes and made improvements to the quality, visibility and operational use of management data with the teams. This is required to enable future process changes.

We have continued to meet with representatives from the PSA and the Department of Health and Social Care (DHSC) as part of our FTP Improvement Board.

# 2

## Promote high quality professional practice

### Overview of delivery 2024–25

#### Standards review

- Following a review of our standards of conduct, performance and ethics (SCPEs), the updated standards and social media guidance came into effect from September 2024.
- Promoted and provided support to our registrants to embed the revised Guidance on the use of social media.
- Updated our supporting guidance materials relating to the SCPEs.
- Delivered our professionalism in practice programme to support registrants and employers to embed and achieve the SCPEs.
- Commenced a review of the standards of education and training (SETs) through a pre-consultation engagement phase to gather stakeholder views, focusing on new and emerging issues such as sustainability and the increasing use of technology, such as AI.
- Procured and maintained an external partnership for the purposes of providing service user voice in HCPC work that will inform the SETs review.

#### English language

- Published the results from the public consultation and final proposals for changes to our English language requirements for applicants applying to join the HCPC Register through our international route to registration.
- Implemented the new requirements (including the associated system changes) in January 2025.



*The addition of more in depth guidance for applicants on the website with clear information on documentation needed to complete the process has meant that applicants are able to make sure they are prepared before applying, meaning less hold ups in process and a speedier process.*

#### Stakeholder feedback



## Delivery highlights 2024–25

### Standards

We regularly review our standards to ensure that they are up to date and relevant to current practice across our professions. Following a review of our SCPEs, the updated standards and social media guidance came into effect from September 2024, with a wide programme of work to support implementation and promote and support registrants to embed the revised guidance on the use of social media. The supporting guidance materials relating to the SCPEs were also updated and included easy-read guides to improve accessibility. To support registrants and employers to embed and achieve the SCPEs, we delivered our professionalism in practice programme, which was designed to shift culture and embed professional behaviours.

2024 saw our review of the standards of education and training (SETs) commence through a series of pre-engagement activity. These standards set out what education providers must do to prepare learners for professional practice. We sought participants for expert panels on the following topics:

- artificial intelligence (AI);
- simulation in learning;
- equality, diversity and inclusion (EDI); and
- different models of learning.

The expert panels focused on reviewing the content of the standards and provided advice on those standards in relation to their subject area.

### English language

Communicating effectively in English is a key part of safe and effective practice for the professionals on our Register. We have a legal duty to check that candidates using our international route have sufficient English language proficiency to practise safely and effectively. Pre-registration checks help ensure safety and quality in the workforce and to inform applicants about expectations. Our checks are only one part of a wider system of risk assessment and mitigation. The role of employers in recruitment, support and oversight is crucial to the safety of service users and staff. As part of our international application process, we ask applicants to our Register to demonstrate their English language proficiency.

In May 2024, our Council approved the principle of changing our English language proficiency requirements for new international applicants seeking to join the Register.

The new requirements came into effect on 29 January 2025.

From this date:

- international applicants were no longer able to self-declare English as their first language as a way of meeting our requirements;
- a ‘qualifying countries list’ allowed those who gained their relevant primary qualification in a country on the list to use this to evidence their proficiency; and
- all other international applicants were required to evidence their language ability through an approved test.

We also added Occupational English Test (OET) as a recognised English language test provider, in addition to our existing approved test providers, International English Language Testing System (IELTS) and Test of English as a Foreign Language (TOEFL).

# 3

## Develop insight and exert influence

### Overview of delivery 2024–25

#### Data

- Delivered minimum data sets for our core regulatory functions, addressing gaps in the quality and consistency of these data sets.
- Established a roadmap towards achieving better use of data to report on delivery of our regulatory responsibilities, commencing with a focus on FTP.

#### Insight and analytics

- Assessed HCPC processes through an EDI lens, including analysis of FTP case outcomes by diversity characteristics.
- Launched the HCPC's new data hub to provide self-service data to stakeholders, registrants and the public on EDI regarding our registrants, including a self-service tool that allows users to select different data sets interactively.
- Improved and increased the volume and frequency of update of Register analyses accessible on the HCPC website.
- Established data sharing initiatives to share (and receive) data with key stakeholders.

## Delivery highlights 2024–25

### Data

Minimum data sets for registration and education were completed alongside the implementation of related system changes required.

Work to automate the production of the data required for the FTP Council performance report was completed during quarter 1, alongside completion of the high-level design for a new FTP data model that will support self-service reporting in future. Plans have been drawn up to continue the data platform build to implement this model, alongside undertaking design and build work for registration data and onboarding education data, finance data and HR data to create ‘a single source of truth’.

### Insight and Analytics

The HCPC’s online data has developed further to provide self-service data to our stakeholders, registrants and the public, containing a wide range of measures of the registrant population. This will allow the organisation to play its part in supporting workforce decision making across the health and care sector. The hub was demonstrated to the Professional Bodies Forum and the Council meeting in March 2025 and was launched in May 2025.

The first comprehensive report on diversity in FTP concerns was published in November 2024 and presented to the Council and at the Professional Bodies Forum in December 2024. This provided additional analyses of data published in the FTP annual report in October 2024 and was made possible as a result of the HCPC having diversity data for 99% of its registrants as at the end of 2023–24. A public-facing PowerBI dashboard containing all nine protected characteristics and a number of other characteristics was also published on the HCPC website in November and presented to the Council and at the Professional Bodies Forum in December. The FTP supplementary report on diversity was also presented to the EDI Forum at its meeting in March 2025.

## 4

## Be visible, engaged and informed

## Overview of delivery 2024–25

## HCPC service user strategy

- Recruitment of a patient panel, focus groups on topics for patient input and sharing HCPC consultations and updates through Patients Association Weekly News and media platforms.
- Established a partnership relationship and commenced major piece of joint working (SETs).
- Reviewed and developed longer-term plan for service user engagement based on learning from our first year of working in partnership with a patient and service user representative body.

## EDI

- Collected EDI data of FTP complainants, analysing EDI data for registration decision.
- Developed an evidence-based framework for assessment of education provider performance against our education standards linked to EDI.

## Stakeholder engagement

- Developed and implemented a forward programme for engaging and listening to registrants, employers and other stakeholders (including Chief Executive healthcare provider site visits and employers/speaker events for our Chair and Chief Executive Office) to listen and engage around key issues including patient safety and workforce planning.
- Measured and evaluated the impact of our current engagement forums, such as the Professional Body Forum.

## Council Apprenticeship

- Developed the Council Apprenticeship alumni network.
- Engagement with other regulators and other national apprenticeship schemes to understand learning and best practice.
- Commenced planning for a review of the learning and impact of the scheme to be shared with the Council as part of the proposals for future Council Apprenticeship schemes.
- Shared learning and model with other regulators/organisations to widen impact.

## Delivery highlights 2024–25

### HCPC service user strategy

Making sure that we capture a range of voices is a vital part of regulatory policy development. We established a partnership with the Patients Association which commenced in 2024. The partnership gives us greater access to service users for information from the HCPC, and opportunities for them to engage and input into our work. This partnership will continue this year with focus groups to help develop our corporate strategy and input into the SETs review. A project on safeguarding has also commenced, led by the Policy team, to hold focus groups with a range of service users on this important area, ahead of making changes to our policy later on this year.

### EDI

Work has continued to develop our EDI data and at the end of March 2025 we had EDI data for over 99% of the Register, allowing us to publish in-depth analysis of the Register, those joining and leaving and of the registrants who are involved in our FTP processes. Our online concerns portal was successfully launched on 12 February 2025, collecting concerns from the public along with the EDI data of FTP complainants at point of raising a concern which will, in turn, allow us to understand any relationships between the people raising concerns and their experiences of interacting with HCPC.

### EDI in education

When producing the education annual report (2021–23), we noticed that we were not always consistent in applying our expectations linked to EDI. There have never been public protection issues linked to this. Evidence shows that we have made the right judgements linked to EDI, from a standards compliance perspective, to enable programmes to deliver individuals who are fit to practise. Inconsistencies in specific assessments were linked to the areas we explored in the EDI space, and why we explored those areas – specific inconsistencies we want to address are:

- thresholds for accepting written evidence through HCPC assessments of education and training programmes, and when we needed to explore written evidence further;
- our confidence with identifying and drawing out good EDI practices through our reviews and reports; and
- confidence and consistency when explicitly linking areas such as learner support to EDI - supporting our partners and team to explicitly consider these areas through an EDI lens.

To address this and to provide helpful information to education providers, we have produced ‘quality indicators’ for EDI in education, following extensive engagement with a range of stakeholders in late 2024. These indicators are not standards and we will not hold education providers to them. Rather, they should be seen as helpful to education providers and our professional partners to understand which areas should be considered when meeting our existing EDI-linked standards and developing beyond those standards in this important area.

## Stakeholder engagement

During the performance year, several Chief Executive visits took place to healthcare provider sites across the four nations. Our Chair presented at a number of speaking events throughout the year. These engagements aim to raise awareness of professional regulation and patient safety as well as, importantly, to listen to registrants to hear more about the challenges being faced. These engagements will continue and form part of our corporate strategy engagement activity.

## Engagement forums

The main forum for direct interaction with professional bodies remains the quarterly Professional Body Forum. Throughout 2024–25 the Forum has maintained high attendance from across the professions, with an average attendance of 22 per meeting (24 at highest). This included a meeting in March 2025 which had a representative from a body from each of the 15 professions the HCPC regulates. We received both formal and informal feedback on the usefulness of this Forum, and it has enabled us to share messages or upcoming work in a way that enables organisations to feel included in the process and aware ahead of time that work is due to take place. Meetings take place online (twice annually) and in person at our offices (also twice annually).

We maintain regular meetings with trade unions and officials also, and throughout 2024–25 these have continued to be highly valued by them. We have built positive working relationships and any actions that arise from the meetings are addressed promptly.

Alongside these we also hold meetings with the Council of Deans of Health on an annual basis, to discuss major issues in education, and a quarterly EDI Forum.

We also have a stakeholder update that goes to all our stakeholder contacts every two months and this maintains an average open rate of 50%.

## Council Apprentice

We are now in the fifth year of the Council Apprentice scheme. All current and previous Council Apprentices have joined the Council Apprentices alumni network. The first meeting of the network took place on 7 February 2025. This meeting considered the impact of the experience of the Council Apprentice role on career plans and goals. We have engaged with the GMC and other health and care professions regulators about their arrangements and plans for similar schemes and a survey will be circulated to capture this information in a complete and consistent way. We will also engage with other organisations with similar schemes, including NHS England and the UK Regulators Network.

# 5

## Build a resilient, healthy, capable and sustainable organisation

### Overview of delivery 2024–25

#### Fee model

- Developed a framework for regular fee reviews to provide clarity about our future funding needs and ensure that the HCPC continues to be adequately funded and can meet its statutory responsibility to safeguard patient safety while being ambitious about delivering high quality, effective regulation and services.
- Consulted on changes to fees recommended by the next regular review, for implementation in 2025.

#### People strategy

- As part of our succession planning framework, took advantage of our new recruitment portal to extend the HCPC's reach and attractiveness to candidates for critical roles and rolled out new learning and development programmes, including for aspiring managers and data apprenticeships.
- Monitored equality and diversity data to enable the advancement of underrepresented groups.

#### Digital

- Completed the initial build of our modern data platform.
- Reviewed our technology roadmap and key technology partnerships.
- Progressed our work on user experience improvements through enhancements to our online services and developing proposals for a unified portal and contact centre.

#### Sustainability

- Moved to renewable energy source (electricity).
- Evaluation criteria for procurement processes developed.
- Environmental management system (EMS) in place and plans for ongoing development.

#### IT security modernisation

- Updated our systems with new capabilities and features included in Microsoft's E5 suite and continued to strengthen further security controls in line with constantly evolving best practice.

## Delivery highlights 2024–25

### People strategy

In 2024–25 we received 3,939 applications with 459 candidates joining our talent network pool. In September we successfully launched the aspiring leaders programme aimed at developing future leaders within the organisation. Data apprenticeships have also been introduced to enhance skills in this area, supporting talent development and workforce capability. The monitoring of equality and diversity data continues with our Executive Leadership Team (ELT) and People and Resources Committee.

### Digital

The digital transformation strategy 2021–25 was refreshed in January 2023 setting out a clear digital vision for the organisation, underpinned by a set of guiding principles, key actions and a transformation approach. In May 2024, the Council approved a technology roadmap setting out the short, medium and long term technology outputs and outcomes needed to deliver the transformation strategy and beyond. The roadmap identified three key strategic workstreams:

- User experience
- Data, intelligence and automation
- Flexible and secure platforms

Progress against the roadmap has included delivery of a new online concerns portal for FTP. The adoption of AI in some parts of our registration processes and the development of business requirements for a new contact centre and telephony solution are to be finalised and implemented as part of 2025–26 work plans.

We have also made further enhancements to our online cyber defences in line with best practice and the constantly evolving threat, with the majority of cyber defences included in Microsoft's E5 suite now implemented.

Cyber security continues to be an important priority, with the cyber subgroup meeting regularly to review progress on keeping our data and systems secure and addressing ongoing threats and emerging vulnerabilities. The IT team remain closely engaged in implementing current improvement projects, including AI proof of concept pilots, and have recently rolled out the latest version of Windows 11 across the organisation, which includes better use of SharePoint functionality for sharing and saving documents.

### Sustainability

As part of our sustainability agenda, the move to renewable energy sources (electricity) was completed in May 2024. Evaluation criteria for procurement processes have been developed and are now being implemented.

An early-stage version of an environmental management system (EMS) is in place, reporting on direct emissions but not indirect emissions (internal reporting).

Work has continued through our Employee Forum to engage employees in delivering the sustainability strategy.

### Financial sustainability

In 2024, we consulted on changes to our fees and a fee rise of £6.98 was successfully implemented from 29 April 2025, following the consultation process and parliamentary approvals. In parallel we are introducing more frequent quarterly direct debits for registrants who choose to pay their fees in instalments, phased in by profession as their renewal windows open. The modest fee rise forms part of our financial sustainability strategy to ensure that we can continue to invest in improvements and deliver our core regulatory responsibilities.

This is in line with our intention to transition to a new model of regular fee reviews to provide clarity about our future funding needs and to ensure that the HCPC continues to be adequately funded, sustainable and able to effectively discharge our statutory duties to protect the public.

We aim to review our fees at least every two years, with the expectation that regular, incremental increases will be needed to maintain our financial sustainability.

The proposed increase is underpinned by careful financial analysis and will enable us to fund the following commitments and priorities:

- maintaining delivery of our statutory registration, FTP, education and other regulatory responsibilities within existing performance standards, taking account of unavoidable cost pressures, including a 8.9% increase in the total number of FTP concerns received in 2024–25 compared to the previous year, in line with the experience of most other healthcare regulators; and
- making essential further improvements over the next three years, including to deliver a joined-up approach to the ways in which registrants can contact us; updating our registration and education system portals through the use of technology and automation, enabling us to become more efficient safely and ethically; and improving the quality of our data to contribute to workforce planning.

### Financial management

This year we sought to strengthen our financial management. We successfully implemented the Business Central finance system at the beginning of April 2024. The Finance team has also successfully implemented phase two improvements including invoice processing and introduced improved direct debit functionality to enable more frequent direct debit payments. The Finance team will now focus on improvements in reporting and accounting for income, which are enabled by the new system.

# 6

## Promoting the value of regulation

### Overview of delivery 2024–25

#### Increase engagements with and influence of employers

- Developed and delivered the ‘Insights for employers’ webinar programme.
- Delivered our professionalism in practice programme to support registrants and employers to embed and achieve the standards.

#### Learners

- Scaled up the delivery of our ‘Becoming a health and care professional’ programme for students, which supports learning about professionalism and the value of regulation.
- Delivered our third student competition, promoting and encouraging engagement with the revised SCPEs.

#### Registrant communication strategy

- Delivered an integrated communications campaign to increase awareness and provide understanding of the revised SCPEs, including webinars and resources on the key changes.
- Launched new content to support understanding of our continuing professional development requirements, both for registrants and their employers.
- Continued to improve the experience of registrants with compassionate and inclusive communication throughout their journey, including new supportive content for those joining the Register.
- Provided information and signposting for registrants on practising sustainably.

#### Education annual reporting

- Engaged with the education sector to share insights from the education annual report 2021–23, the first report delivered since our current quality assurance model was established, focused on key learning themes for education providers.
- Published a ‘state of the nation’ report for the 2023–24 academic year and engaged with the sector to share further learning.

## Delivery highlights 2024–25

### Increase engagements with and influence of employers

With the revised SCPEs taking effect (September 2024), our Professional Liaison colleagues delivered eight ‘Insights for employers’ webinars to 408 attendees throughout 2024–25. Designed for employers and managers of HCPC registrants, the webinars contained an overview of the standards, a look at the changes and pointed to where to find further resources. New learning modules were created for the professionalism in practice programme, which included modules for managers on culture and leadership, managing concerns and professional boundaries.

### Support our new registrants to successfully transition to UK practice

As part of supporting our new registrants to successfully transition to UK practice, we delivered six ‘Joining the UK workforce’ sessions to 665 registrants. In September 2024, we launched a new email for registrants (UK and International) designed to introduce the HCPC and set out who we are and what we do in a personable and engaging way. Registrants who joined the Register from June 2023 will have received this email and we continue to send it out to new registrants on a monthly basis. This email campaign is part of a wider project to enhance our communications with new registrants, to engage with registrants early, inform them about what we do, provide support and improve the overall experience.

### Learners

During the performance year, our Professional Liaison team delivered 19 ‘Becoming a health and care professional’ sessions to 1,076 students and the programme was updated to reflect the revised SCPEs.

The third HCPC student competition launched in Spring 2024 and closed on 1 September 2024, winners announced November 2024. We received the highest number of entries this year (15). The theme was risks and benefits of using social media for healthcare professionals. The aim of the competition is to raise engagement with the HCPC amongst students, especially around the information in the student hub, and on this theme in the revised SCPEs.

### Registrant communications strategy

Between 3 and 9 March 2025 we held our CPD week campaign which aimed to raise awareness of the importance of CPD for our registrants, myth bust about our requirements and encourage the sharing of best practice. Insight from our registrants (via a survey) shaped the themes for each day which included:

- What is CPD and why does it matter?
- Carrying out and recording CPD
- The HCPC audit: What it is and how to get through it
- Employer support for effective CPD
- Do what works for you: How to tailor CPD to your role

This type of campaign on CPD is something new for the HCPC. We deliberately designed the campaign to deliver information across our digital communication channels and encourage individuals and organisations to share their perspectives and experiences. During the week we shared various pieces of content, held a webinar with around 3,000 attendees and showcased registrants' experiences. We also mirrored our activity internally with blogs from ELT members, posts from colleagues across the organisation and a refresh of our learning and development content.

An initial evaluation of the campaign suggests it was successful in driving people to our information and content. We are grateful to all the registrants, professional bodies and stakeholders who supported the week, allowed our registered professions to be represented and made it such a success.

## Education

We engaged with the education sector through a series of seven webinars. There was positive uptake on attendance with a combined total of 634 attendees across the seven webinars.

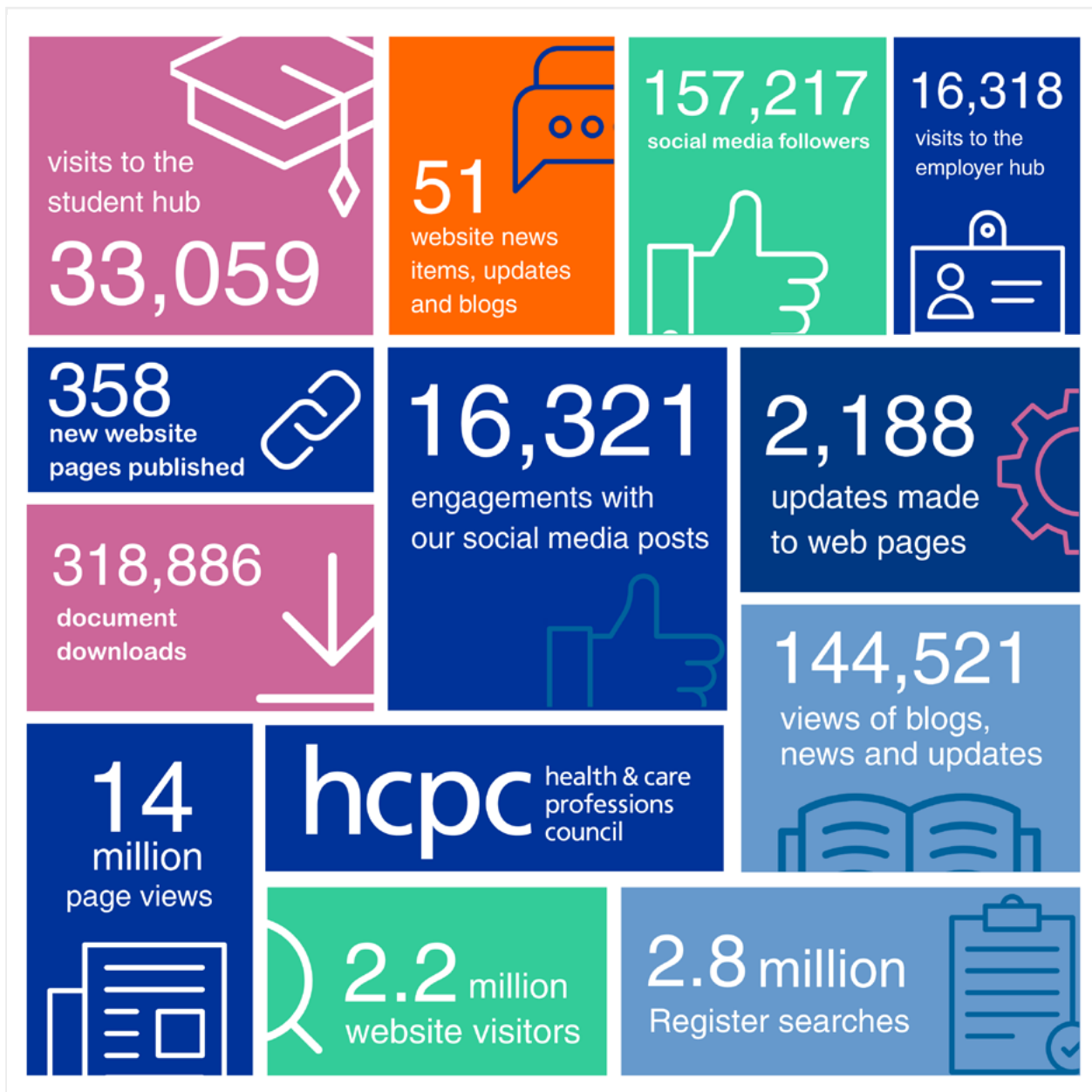
We published our [education annual report](#) in April 2024. This report sets out a 'state of the nation' for the education and training of our professions. Through the report we have focused on key areas linked to the quality of education for programmes leading to HCPC registration, and key challenges faced by the sector. We completed six months of engagement activity to ensure insight reaches the right people, to have a positive impact on the sector aligning with our regulatory standards.

We have produced information for education providers who are developing their education provision in line with the ambitions of the NHS Long Term Workforce Plan in England. This information sets out scenarios education providers may face when responding to workforce needs. The guide provides information in an easy-to-follow format, about how our expectations and processes as a regulator work in those scenarios, including when setting up and obtaining HCPC approval for new education programmes. This guidance can be used by any education provider across the four countries when developing new and existing education provision in line with workforce needs.

## Online engagement

The HCPC regularly publishes online resources such as learning materials, case studies, fact sheets and reports on our data and regulatory performance. In 2024–25, we published 44 new resources on our website and made 2,188 updates across the site.

Our other online content has continued to see high engagement levels, with our check the Register function seeing consistent engagement with 2.8 million checks in 2024–25 and 318,886 document downloads. Our blog posts from senior members of our team provide key updates on areas of our work and have achieved 59,936 views this year, which is broadly consistent with previous years.



## Health and safety

The HCPC is committed to maintaining a safe and healthy environment for all employees, partners, contractors, and visitors. Our approach is aligned with the Health and Safety at Work etc. Act 1974 and other relevant UK legislation, and is supported by a risk-based, proactive Environment, Health and Safety (EHS) management system.

We continue to embed a culture of accountability and early intervention through clear internal procedures, regular training, and use of our Incident Management System (IMS) for reporting and tracking workplace hazards, incidents, and near misses.

During the 2024–25 financial year:

- **two** health and safety incidents were reported (compared to one in 2023–24);
- **five** workplace accidents were logged (compared to four in 2023–24); and
- **none** of the incidents were reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) – all were categorised as minor.

We actively encourage all staff, including hybrid and remote workers, to take responsibility for identifying unsafe conditions or behaviours and to report them promptly through our digital reporting tools. In addition, incident data is reviewed regularly by the Environmental Health and Safety team and discussed with relevant departments to ensure lessons learned and continuous improvement across HCPC operations.

This year, we also strengthened our contractor controls, emergency preparedness program, and health and safety training matrix to ensure compliance, consistency and competence across all levels of the organisation.

The total number of employee sick leave days in 2024–25 was 2,189 (2023–24: 1,459). The average number of sick days per full-time equivalent employee in 2024–25 was seven working days or 3% of working days (2023–24: five working days, 1% of working days).

## Environmental sustainability

Improving environmental sustainability continued to be a key strategic objective for the HCPC across 2024–25. In 2023–24, the HCPC's ELT and the Council made the initial steps, agreeing on high-level plans and targets for achieving our environmental ambitions. Additionally, we published our sustainability statement, setting out our commitments toward becoming an environmentally sustainable regulator and the actions planned in support of these commitments. Our target to reach net zero for the emissions directly related to our operations (those over which we have direct control) continues to be by the 2028–29 financial year. We recognise this is an ambitious target and are actively working to achieve it. We have a longer-term interim target for emissions relating to our purchased goods and services, which contribute most significantly toward our overall emissions.

The timeline for purchased goods and services will be revised where possible with greater understanding and with the aim of achieving this target earlier. At the end of the 2022–23 financial year (31 March 2023), the HCPC completed the second and final stage of the estate consolidation programme, reducing the overall estate by around 50% compared with pre-pandemic operations. Refurbishment works were required and predominantly conducted in the year prior, to accommodate the organisation's operations within the reduced estate footprint. The HCPC continues to operate a hybrid working model initially adopted as a temporary measure during the COVID-19 pandemic and then made permanent from January 2023.

## Greenhouse gas emissions and carbon management

We have continued to examine our annual emissions, supported by external auditors, reporting in line with the Greenhouse Gas (GHG) Emissions Reporting Protocol. Having adopted 2019–20 as our baseline year, we are able to monitor ongoing progress toward our net zero goals. There have been refinements within the latest emissions review, including to previous years and as reporting information has improved we expect to continue to see this as we progress. Our audited emissions reporting covers the period from our baseline year (2019–20) up until 2023–24. We are continuing to work on developing our internal emissions reporting, from which we have also provided (unaudited and unverified) details in the table below of our anticipated emissions across Scope 1 and 2 emissions for 2024–25.

### *Financial year Greenhouse Gas Emissions (tCO<sub>2</sub>e):*

| Scope                                  | 2019–20 | 2020–21 | 2021–22 | 2022–23* | 2023–24 | 2024–25       |
|----------------------------------------|---------|---------|---------|----------|---------|---------------|
| Scope 1 (Gas)                          | 41      | 27      | 33      | 36       | 29      | [16]          |
| Scope 2 (Electricity - location-based) | 146     | 105     | 102     | 82       | 82      | [0]           |
| Scope 3 (All other)                    | 4,276   | 3,100   | 4,013   | 3,481    | 3,523   | not available |
| Total                                  | 4,463   | 3,232   | 4,148   | 3,599    | 3,634   | not available |
| Scope 2 (Electricity - market-based)** | 66      | 52      | 47      | 36       | 0       | 0             |

Note: Data for 2024–25 is preliminary and has not been fully externally verified, therefore this data is subject to revisions. The Scope 3 emissions data for 2024–25 is not yet available.

\*The figures for 2022–23 have been restated following a management review (ongoing) and are pending external verification, therefore this data may be subject to revisions.

\*\*Estimated based on publicly available fuel mix and emissions disclosure from supplier, REGO for 2024–25 expected to be available from December 2025.

The Greenhouse Gas Emissions Reporting Protocol counts the carbon in our gas usage as Scope 1 and the carbon in our purchased electricity in Scope 2. Most other activities are included in Scope 3, which includes several categories within it though predominantly relates to our purchased goods and services.

The table shows the HCPC's progress in reducing carbon emissions in its activities. Where we have direct control, the carbon equivalent in our Scope 1 and Scope 2 combined emissions has continued on an overall downward trajectory for the last few years. This was previously due in part to pandemic measures, but also relates to policies and activities to reduce our carbon such as reducing the estates footprint, hybrid working and effective energy management.

Going forward for Scope 1 and Scope 2 carbon emissions, the HCPC has more control and influence. We continue to monitor and manage our energy purchasing and trading strategy delivered through a government framework agreement working with Crown Commercial Services. Over time we have transitioned our electrical energy supplies. At the end of 2022–23, we moved from 'brown supplies' with carbon embedded to a "zero carbon" tariff in 2023–24. Further to this, from the start of 2024–25 the HCPC migrated to renewable energy supplies. This energy is supplied from a mixture of wind, solar and hydroelectric power. Due to the ongoing investment in renewable energy sources, we have reported market-based as well as location-based Scope 2 emissions to better demonstrate the HCPC's journey to net zero. As outlined in the table above we anticipate our market-based Scope 2 emissions are near zero for 2023–24 and 2024–25. We anticipate having made an 85% reduction on our direct emissions under Scope 1 and 2 in comparison to our baseline year.

Scope 1 emissions relate to gas consumption. The HCPC has conducted feasibility studies and begun a program to transition away from gas (boilers) to alternative electrical sources for heating, powered by renewable energy supplies. There will be longer-term potential consideration for onsite supply (potentially using solar). The heating system changes are planned to be implemented over time, aligning with our organisational targets.

The Greenhouse Gas Emissions Reporting Protocol puts most of the other sources of carbon into Scope 3. The HCPC is similar to many organisations in that most of our carbon equivalent is found in Scope 3 - as much as 97%.

Scope 3 has 15 subcategories depending on the activity which produces the carbon. The HCPC's largest category inside Scope 3 is purchased goods and services. These purchases can be as much as 80-89% of our total carbon equivalent in the years for which we have data, making supply chain the single most critical area for achieving the HCPC's carbon targets. The HCPC recognises the importance of the supply chain as a key partner in our carbon reduction journey as well as social impact goals. We have begun the process of strengthening our procurement policies and our governance, and we are considering increasing our engagements with our suppliers as we partner toward our common goals.

Carbon related to travel is one category within Scope 3; in previous years, we have reported our travel information. We have again reviewed and reported this information. As the table shows, there was a drastic reduction in carbon during fiscal years 2020–21 and 2021–22; this was largely due to actions taken in the COVID-19 pandemic. We saw a notable increase in emissions in 2022–23 as activities recovered from the pandemic. In 2024–25 these continue to be significantly lower than 2019–20, down to about 3% (5% year prior). We have continued to monitor activities to maintain the reduced travel emissions levels since 2019–20 while still meeting our statutory obligations and keeping our high standards for service. There are fluctuations across the previous few years, though overall, travelling in a positive direction.

#### *Business travel estimated Greenhouse Gas Emissions (CO<sub>2</sub>e)*

| Kh CO <sub>2</sub> e* | 2019–20 | 2020–21 | 2021–22 | 2022–23 | 2023–24 | 2024–25 |
|-----------------------|---------|---------|---------|---------|---------|---------|
| Flights               | 125,541 | 742     | 1,046   | 10,336  | 7,539   | 5,096   |
| Hotels                | 95,396  | 142     | 1,383   | 3,668   | 3,639   | 1,632   |
| Rail                  | 68,407  | 217     | 982     | 2,403   | 2,043   | 770     |
| Total                 | 289,344 | 1,101   | 3,411   | 16,407  | 13,221  | 7,498   |

\*The calculations are produced based on Department for Environment, Food and Rural Affairs guidelines providing an approximation of carbon emissions using the data recorded by the organisation's travel provider. A more precise calculation is planned, which will bring the methodology and level of precision into line with that for greenhouse gas emissions reported above for all scopes and years.

As we look ahead, we continue to anticipate a future that is more resource constrained, interconnected and transparent than ever before and we recognise that the key decisions we make need to be examined through the lens of a continuously changing climate.

As we look to opportunities in 2025–26 and beyond to address the challenges in areas of resource efficiencies, achieving net zero, sustainable business travel, water stewardship, biodiversity and other areas, we recognise that our organisation will be reliant on many interrelated factors and pathfinder projects critical to address these.

Our priority programmes will include:

- finding pathways to decarbonisation (net zero emissions for our operations by 2028–29) and defining concrete plans to achieve it;
- developing our adaptation and resiliency responses to the physical risks of climate change;
- leveraging our developing sustainability strategies to support employees, registrants, communities and other stakeholders;
- driving operational transformations, based on resource intensity, including changes to governance processes, supply chains and investment priorities; and
- managing regulatory changes and showing leadership in areas including risk management, finance and legal.

Monitoring and managing progress against the HCPC's sustainability objectives is becoming increasingly embedded within corporate governance structures. In July 2023, the Council approved high-level plans, emissions targets and a statement on environmental sustainability setting out our commitments in this area. Our corporate plan 2025–26 includes a number of actions on sustainability, which are regularly reviewed by the ELT.

Sustainability considerations are included in the remit of our Change and Benefits Forum, which supports decision-making on new investments, to ensure that the sustainability aspects of new investment proposals are considered at an early stage as part of the decision-making process. The sustainability aspects of proposals will be set out as appropriate in papers to the ELT and the Council. This area will be further enhanced as required reporting improvements develop and better demonstrate these sustainability benefits.

Risks in relation to sustainability are captured as part of the HCPC's corporate assurance and risk management processes. High-level performance metrics on sustainability are incorporated in a performance report that is reviewed by the ELT monthly and is shared with the People and Resources Committee quarterly. Our performance metrics will be further developed as a strand of a new environmental management system over the coming years. We will also continue to draw on expert external advice, where required, to ensure we have the necessary support to inform and deliver our objectives in areas including feasibility studies, modelling, auditing and verification.

The HCPC's Employee Forum is also closely involved in the development of sustainability plans, including sponsoring employee workshops and following up on actions to improve the HCPC's sustainability.

## Corporate social and environmental responsibility

As part of being a compassionate regulator, the HCPC is committed to being a good citizen in the communities to which we and our people belong. Recent actions we have taken include: a commitment to ensure that contract workers providing cleaning and maintenance services in our office are paid the London Living Wage; working with a local school to establish an annual work experience programme for two students, who will benefit from work shadowing and other structured learning opportunities in the HCPC; and support for a local charity through donation of surplus IT equipment. We are looking to develop our ongoing representation across the organisation to support initiatives including volunteering in the local community, support for charities and improving our environmental sustainability (separately reported). We have also updated our corporate procurement policy to include a strong commitment to supporting local businesses, other small and medium-sized enterprises and the delivery of social value through our supply chain, compatible with achieving value for money and legal procurement requirements. We continue to work with other regulators to share good practice and identify the scope for joint action.

## Corporate plan commitments we did not deliver

92% (22 out of 24) of our 2024–25 corporate plan milestones were completed as planned, an achievement from colleagues across the whole organisation. There were two activities reporting amber which are being progressed as part of this year's work plans. These are:

- the review of our sanctions policy; and
- the implementation of the Business Central project (Phase 2).

The timing and delivery of these activities were impacted by resourcing constraints and additional prioritisation of other corporate plan activities. We intend to complete these workstreams over the next year.

# Operational performance

Our strategic delivery for 2024–25 should be seen in the context of our essential regulatory business as usual delivery and the external demands we are required to meet. While strategic development work builds the foundations for our future, our day-to-day operational work enables us to deliver our core purpose of public protection.

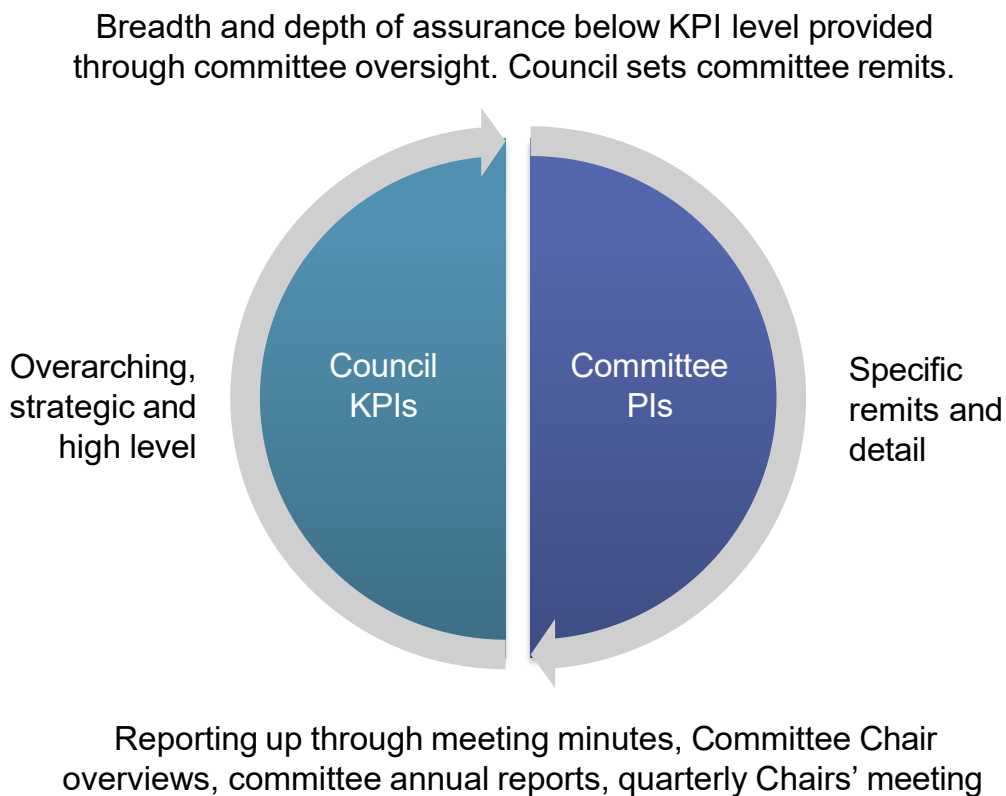
The figures below illustrate the volume of our day-to-day operations in 2024–25.



## Key Performance Indicators

During 2024–25 our Council received regular performance reporting against agreed key performance indicators (KPIs) spanning the HCPC's operations. KPI data and narrative is included in the Chief Executive's report on organisational performance on a quarterly basis and can be read on our website [here](#).

The HCPC has many more performance indicators (PIs) than KPIs. This section focuses on the measures that are key for our Council to consider, taking into account the assurance the Committees seek on its behalf.



Our Council KPIs are aligned to our strategic priorities and our core regulatory functions. An analysis of our performance against our KPIs for 2024–25 is provided below.

|                                                                                                                                             | KPI definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2024–25 analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Education</b>                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Supports the delivery of strategic priority 1: continuously improve and innovate                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Education - quality and timeliness                                                                                                          | <p>Measure 1 - less than 20% of assessments resulting in conditions/formal requirements.</p> <p>Measure 2 - 30 days or less to provide process reports to the education provider from conclusion of quality activities.</p>                                                                                                                                                                                                                                                         | <p>For measure 1, the KPI target was met for 10 out of the 12 months and there were no decisions on approval for the remaining two months.</p> <p>For measure 2, the target was met for two out of the 12 months due to a high number of assessments being concluded late in the 2023–24 academic year and a bottleneck of report writing in September in October. However, performance improved over the year and the target was met in March 2025.</p>                                                                                                                                                                                                                                                                                                                                                   |
| <b>Registration</b>                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Supports the delivery of strategic priority 1: continuously improve and innovate and strategic priority 4: be visible, engaged and informed |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Registration responsiveness                                                                                                                 | <p>Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. Our KPIs are as follows:</p> <p>UK applications - decision on 95% of all UK registration applications within 10 working days.</p> <p>International applications - decision on 95% of all international registration applications within 60 working days.</p> <p>Calls - answer 90% of telephone calls.</p> <p>Emails - respond to emails within five working days.</p> | <p>The target for the service we provide to UK graduates applying to join the HCPC Register was consistently met throughout 2024–25.</p> <p>For applications to join the HCPC Register from people who qualified outside the UK, the KPI target was met for one out of the 12 months due to a significantly higher than anticipated number of international applications being received throughout the year. Additional resource has been deployed to manage the increased levels of demand.</p> <p>Our contact centre performance was strong throughout 2024–25, with 92–99% of calls answered against the target of 90%. For those contacting us by email we have consistently met our KPI target throughout 2024–25 and responded to emails into our contact centre within one to two working days.</p> |

|                                                                                                                                                         | KPI definition                                                                                                                                                                                                                                                                                                                                                              | 2024–25 analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Professional practice and insight</b>                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Supports the delivery of strategic priority 2: promote high quality professional practice and strategic priority 3: develop insight and exert influence |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Professional practice and insight                                                                                                                       | 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event. This measure focuses on outcomes which highlight the impact of our engagement.                                                                                                                                                         | This target was met or exceeded throughout 2024–25.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Fitness to practise (FTP)</b>                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Supports the delivery of strategic priority 1: continuously improve and innovate                                                                        |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| FTP                                                                                                                                                     | <p>The proportion of cases concluded at each stage that are within KPI.</p> <p>This provides a view of the age profile of cases that have progressed through the FTP process and the timeliness of how cases are progressed to a final decision point.</p>                                                                                                                  | Closures at the pre-Investigating Committee Panel (ICP) stage of the process remained under 60% during 2024–25, meaning the KPI target was not met. We continued to ensure that we progress our entire caseload in a risk-based, proportionate way so that both younger and older cases were concluded in balance. At the final hearing stage, the KPI of 70% was not met in 2024–25. We have focused on listing and concluding our oldest cases and this has impacted the KPI result. |
| Section 29 appeals and learning points                                                                                                                  | This includes data and narrative on the number of final FTP decisions appealed to the High Court by the Professional Standards Authority (PSA) under its section 29 powers and the number of new PSA section 29 learning points received. This provides a view of the quality of our FTP decisions and assurance that those decisions are sufficient to protect the public. | There were two section 29 appeals in 2024–25 (one in quarter 1 and one in quarter 3). The number of learning points issued by the PSA remained consistent throughout the year.                                                                                                                                                                                                                                                                                                         |

|                                                                                                                 | KPI definition                                                                                                                                                                                                                                                                     | 2024–25 analysis                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Customer service</b>                                                                                         |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                          |
| Supports the delivery of strategic priority 1: continuously improve and innovate                                |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                          |
| Customer service                                                                                                | <p>Number of complaints and percentage upheld. This provides insight into customer service performance.</p> <p>Target: 50% or less of complaints upheld.</p>                                                                                                                       | Over 2024–25 the monthly average of complaints received was 62. On average, 52% of complaints were upheld. We aim for less than 50% and this target was met in five out of the twelve months in 2024–25. |
| <b>Finance</b>                                                                                                  |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                          |
| Supports the delivery of strategic priority 5: build a resilient, healthy, capable and sustainable organisation |                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                          |
| Performance against budgeted operational expenditure                                                            | <p>This measure indicates the financial grip and control in place and the accuracy of forecasting. It is based on the full-year forecast variance against the full-year budget moving from year to date. Our target is for variance to be within the range of 96.3% to 102.6%.</p> | This KPI target was consistently met throughout 2024–25.                                                                                                                                                 |

|                                                                                                                                                  | KPI definition                                                                                                                                                                                                            | 2024–25 analysis                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Information technology</b><br>Supports the delivery of strategic priority 5: build a resilient, healthy, capable and sustainable organisation |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                          |
| Availability of core IT systems                                                                                                                  | The measure indicates the reliability of the IT infrastructure.<br><br>Target: >99.5%.                                                                                                                                    | This KPI target was consistently met throughout 2024–25.                                                                                                                                                                                                                                                                                                 |
| Security score                                                                                                                                   | Security Score in Microsoft Defender for Cloud is a metric used to score the overall cybersecurity of the HCPC.<br><br>Target: >80%.                                                                                      | This target was met for nine out of the 12 months. This KPI tracks compliance with Microsoft security recommendations, so is constantly moving as new recommendations are made. Performance returned to within the KPI target for the final quarter of the year and a new IT security engineer has been appointed to increase our capacity in this area. |
| <b>Human resources</b><br>Supports the delivery of strategic priority 5: build a resilient, healthy, capable and sustainable organisation        |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                          |
| Voluntary staff turnover                                                                                                                         | This provides an indicator that could point to cultural issues if it is higher than the target.<br><br>Target: 23% or less.                                                                                               | This target was consistently met throughout 2024–25. Voluntary turnover remained consistently low throughout the year (10%), reflecting positive employee satisfaction. Ongoing analysis of regular employee pulse surveys aims to identify and address any emerging issues.                                                                             |
| Recruitment and onboarding efficiency                                                                                                            | This measures how effective the HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market.<br><br>Target: 44 days or less from advert to offer date. | This target was consistently met throughout 2024–25. The HCPC careers website has continued to generate significant interest from prospective candidates. This has led to a substantial reduction in recruitment timelines, resulting in greater efficiency in both recruitment and onboarding processes.                                                |

# Professional Standards Authority

## performance review 2024–25

The PSA's 2024–25 monitoring performance review of the HCPC began on 1 April 2024 and ran until 31 March 2025. On 27 June 2025 the PSA published [Monitoring Report - Health and Care Professions Council 2024-25](#) showing that the HCPC had met 17 of the 18 standards.

We are pleased that we continue to meet all the general, guidance and standards, education and training, and registration standards of good regulation. This is a testament to the continued hard work across the organisation.

We are also pleased to have continued to meet FTP standards 14, 16 and 18, in addition to regaining standard 17, demonstrating our continued good practice in decision making, assessing risk and supporting people through the FTP process.

This review is a testament to years of improvement work completed across the organisation. As we develop the next corporate strategy, this not only gives us a solid foundation on which to build, but helps us to identify the areas we still need to improve and develop.



*We will continue our work to target achieving all five of the PSA's fitness to practise standards. We welcome the regulatory reform recently announced by the government, which will be a key step in helping us to improve the timeliness of our FTP processes.*

*We remain firmly committed to our ongoing investment and to continuous improvement across all areas of our organisation, putting public protection at the heart of everything we do.*

**Bernie O'Reilly, Chief Executive and Registrar**



# Financial performance review

## Delivering efficiency and value

The HCPC's primary role is to protect the public. We need to ensure we have sufficient finances and resources to fulfil this role to a high standard and on a sustainable basis. The HCPC is funded by the fees paid by our registrants.

The HCPC has been investing to improve performance and efficiency. Over the year, as described in more detail in the Performance Report, among other examples we launched the first phase of our new data hub, continued to invest in the security and resilience of our systems and data, began piloting the safe and effective use of AI in our regulatory processes and implemented changes to our FTP operating model to support the introduction of an online concerns portal and in-house frontloaded investigations, which improved performance and efficiency. The HCPC remains lean, with the lowest cost to serve of the health care regulators, despite significant increases over the year in FTP volumes and other cost pressures.

The fee rise that came into effect in 2025 formed part of our ongoing commitment to review our fees regularly to maintain our financial sustainability and ensure that we can continue to invest in critical improvements. As part of this approach, we plan to carry out a further review and consultation on our fees in the near future.

## Key operating and financial statistics and financial commentary

The tables below show the key operating and financial information for 2024–25 and 2023–24. This information is reported to the Council at each meeting. Council meeting papers are available on the HCPC website at [www.hcpc-uk.org/aboutus/council/councilmeetings](http://www.hcpc-uk.org/aboutus/council/councilmeetings).

### *Income and expenditure summary*

|                                                  | 2024–25         | 2023–24<br>(Restated) |
|--------------------------------------------------|-----------------|-----------------------|
|                                                  | £'000           | £'000                 |
| <b>Registrants' fee income</b>                   | <b>43,331</b>   | <b>39,278</b>         |
| Payroll costs                                    | (17,226)        | (16,095)              |
| Non-payroll costs                                | (21,738)        | (21,109)              |
| Depreciation and Amortisation                    | (1,025)         | (1,070)               |
| Impairment reversals/(losses)                    | 36              | (184)                 |
| Business transformation costs                    | -               | (5)                   |
| <b>Total operating expenditure</b>               | <b>(39,953)</b> | <b>(38,463)</b>       |
| <b>Operating surplus</b>                         | <b>3,378</b>    | <b>815</b>            |
| Other income, including grant income, net of tax | 889             | 781                   |
| <b>Surplus</b>                                   | <b>4,267</b>    | <b>1,596</b>          |
| Revaluation (losses)                             | -               | (249)                 |
| <b>Total recognised gains</b>                    | <b>4,267</b>    | <b>1,347</b>          |

In 2024–25, our fee income increased by £4 million or 10% on the previous year. This was mainly due to additional net income from the increase in international applications received and additional income from renewal fees from international applicants who had joined the Register in the previous year.

Operating expenditure increased by £1.5 million or 4% in 2024–25, predominantly as a result of an increase in FTP costs due to higher case referrals and complex legal case hearings taking longer than expected to conclude. In addition, there were also increased costs associated with the scrutiny of the increased levels of international applications received. This increase in activity generated higher international assessors' fees, additional temporary staff costs and professional fees.

The overall retained surplus was £4.3 million. This surplus was mainly driven by the contribution noted above that was received from additional international applications. The surplus will be required to cover risks and potential liabilities and has been ringfenced by the Council for this purpose. The HCPC's medium-term financial planning process provides the framework within which any accumulated surplus from prior years will contribute to continued investment in improvements and to mitigating risks and liabilities, alongside meeting our core operational responsibilities and carrying out regular fee reviews to ensure that our funding base is sustainable over the medium term.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

*Statement of financial position (summary)*

|                                      | 2024-25      | 2023-24<br>(Restated) | 2022-23<br>(Restated) |
|--------------------------------------|--------------|-----------------------|-----------------------|
|                                      | £'000        | £'000                 | £'000                 |
| Property, plant and equipment        | 5,537        | 5,571                 | 6,200                 |
| Intangible assets                    | 2,825        | 3,324                 | 3,398                 |
| Cash and deposits                    | 26,771       | 26,049                | 14,460                |
| Deferred income                      | (23,512)     | (28,275)              | (18,038)              |
| Other working capital, net shortfall | (1,716)      | (1,340)               | (2,085)               |
| Liabilities greater than one year    | (391)        | (82)                  | (35)                  |
| <b>Total reserves</b>                | <b>9,514</b> | <b>5,247</b>          | <b>3,900</b>          |
|                                      | £            | £                     | £                     |
| <b>Total reserves per registrant</b> | <b>26.72</b> | <b>15.46</b>          | <b>12.17</b>          |

*Freehold valuation*

The value of our total fixed assets is £8.4 million (2023–24: £8.9 million), of which £5.37 million is our freehold offices in Kennington, London. We carry our land and buildings on our balance sheet at valuation, this being the fair value at the balance sheet date. This year the value of the buildings has decreased by £30,000.

*Cash flow*

As a result of the requirement for registrants to pay their fees in advance, we hold relatively large cash balances. The aggregate of cash at bank and short-term deposits was £26.8 million as at 31 March 2025 (31 March 2024: £26 million). These are not surpluses or profits; the element of fees received in advance is reflected in the deferred income balance of £23.5 million (2024: £28.3 million), and fee income is recognised evenly throughout the renewal cycle.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

*Reserves*

Our total accumulated reserves are £9.5 million as at 31 March 2025 (31 March 2024: £5.2 million), which represents approximately £26.72 per registrant (31 March 2024: £15.46). The increase in total reserves is the consequence of our surplus for the year.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

### Reserves policy

As at 31 March 2025, the HCPC had positive realisable net assets at £6.7 million (total reserves (net assets) less intangible assets). Our total reserves were £9.5 million, which is equivalent to 2.9 months of operating expenditure. This is an improvement on the 31 March 2024 position which reported a realisable net asset position of £1.9m. The HCPC's policy is to maintain at least positive realisable net assets, defined as total net assets less the value of intangible assets.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

### Investment policy

Our investment policy was approved by the Council in 2021 and was reviewed by the Audit and Risk Assurance Committee and People and Resources Committee in November 2024. The policy provides the framework for the management of funds that are surplus to immediate requirements. The objectives of the policy, in order of priority, are to:

- ensure that our funds are held safely;
- ensure that we have sufficient liquidity to fund our operations; and
- achieve a return on surplus funds.

Surplus funds may be invested in sterling bank deposits with terms of up to 24 months in UK registered banks that have 'investment grade' long-term credit ratings from both Standard and Poor's and Moody's.

### Going concern

The HCPC is established in statute, and it would require an Act of Parliament to dissolve or abolish the organisation.

We continue to hold significant cash balances owing to the nature of the renewal cycle whereby registrants renew their registration with the HCPC, through up-front payment or a direct debit arrangement, on a two-yearly cycle organised by profession.

Over the year we saw a high level of demand from international applicants for registration with the HCPC. After allowing for the direct costs of scrutinising and processing these applications, the increased fee income we received made a contribution to covering the associated indirect costs arising from this increased demand and will flow through to increased income from registration fees in future years.

The HCPC continues to make investments that will deliver service improvements and enable cost reductions over time. The Council will continue to ensure that these investments and operational financial commitments are affordable within the HCPC's income over the medium term. This duty of financial stewardship exercised by the Council includes reviewing and seeking adjustments to the HCPC's fees as appropriate.

Over 2024–25 the HCPC consulted on an increase of £6.98 in our annual renewal fee, and equivalent increases in our other fees, to ensure our continued financial sustainability. These revised fees came into effect from 29 April 2025. The Council will continue to monitor the financial position closely and take any mitigating action that may be necessary. As noted above, we have now transitioned to a model of regular, ongoing fee reviews. Over the medium to longer term the HCPC will be seeking changes to its fee-setting powers that would facilitate regular fee reviews and adjustments.

Taking all these factors into consideration - the HCPC's regulatory role being established in statute, a significant cash balance, effective management of financial operations, the ability to seek increases in fees, and medium-term planning to ensure financial sustainability - it is reasonable to assume that the HCPC will remain a going concern for the next 12 months from the reporting date.

### Other matters

As at 31 March 2025, the HCPC had a contingent liability arising from the case between the Nursing and Midwifery Council (NMC) and Somerville in relation to holiday pay entitlements that is estimated to total £2.01 million. The details are provided in note 16 of the financial statements (2024: £1.87 million).

# External factors

## Regulatory reform

Regulatory reform is a far-reaching programme of work to modernise and improve the legislative framework across all professional healthcare regulators. It will have a significant, organisation-wide impact on the way the HCPC operates in the future.

The government has committed to bringing about these changes within the current parliamentary period. The HCPC welcomes this commitment and that the HCPC, alongside the NMC, will be considered next once changes relating to the General Medical Council have been concluded in 2025. Between them, the HCPC and the NMC regulate over a million health and care professionals, and a modern legislative regime will make a huge difference to our ability to regulate efficiently. We have continued to work closely with the Department of Health and Social Care, the other professional regulators and other stakeholders on the GMC's legislation, which will form the blueprint for our reform.

From our preparatory work, we know that regulatory reform will be a multi-year programme of work that will impact all parts of the organisation. At this point in time, the HCPC doesn't have sufficient certainty on the timetable for regulatory reform from the government. While this remains the case, we need to continue to invest in the development of the HCPC so we do not lose the momentum of the past few years. Where applicable, we will ensure that the investments we make are cognisant of future changes that will come with regulatory reform.

# Look ahead

We are now in the final year of our five year corporate strategy. Having made good progress over the past four years, our key focus for 2025–26 is to put into place the building blocks for further development of our systems to improve registrants' experience and continuing to implement improvements to our FTP processes.

This is, as in previous years, set against a backdrop of significant challenges for the health and care sector, particularly around workforce planning and addressing the NHS waiting list backlog. We are also committed to continuing to support the wider health and care sector on the critical issue of workforce planning by sharing our data and insights, collaborating on international recruitment and furthering our programme of work on preceptorship

We have structured our [corporate plan for 2025–26](#) around the six key themes set out in our corporate strategy:



## Continuously improve and innovate

Including by developing our international registration assessment model, initiating the first phase of a new customer contact approach, designing and implementing changes to our partner operating model, continuing to build on the FTP improvements commenced in 2024–25 and supporting and providing guidance to registrants and witnesses involved in the FTP process.



## Promote high quality professional practice

Including by publicly consulting on and launching proposed amendments to the standards of education and training, developing materials on supervision and delegation, developing a more targeted, risk-based approach to our prevention work and creating further revised guidance on confidentiality and safeguarding.



## Develop insight and exert influence

Including by commissioning research into the impact of the increasing ethical use of AI by healthcare professionals on professional regulation and establishing data sharing initiatives with key stakeholders.



## Be visible, engaged and informed

Including by engaging with a wide range of stakeholders to develop our next corporate strategy and implementing a new Communications, Engagement and Public Affairs resourcing model.



## Build a resilient, healthy, capable and sustainable organisation

Including by moving towards an omni-channel customer contact approach, continuing with regular, transparent fee reviews to maintain the HCPC's financial sustainability and developing an updated people strategy.



## Promoting the value of regulation

Including by engaging with the education sector to share learning, reviewing our registrant health and wellbeing strategy progress and delivering our Insights for Employers programme alongside the employer hub.

## Equality, diversity and inclusion (EDI)

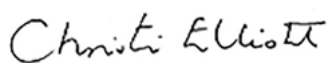
These themes are underpinned by our commitment to EDI, whilst public protection remains at the heart of everything we do. In 2024, we were able to build on our previous work, which included EDI data analysis in our FTP annual report for the first time, by supplementing this with further analysis. We look forward to building on this analysis as we seek to understand the reasons behind some of our findings, and begin to create a more informed picture of the impacts of EDI factors on the FTP process and outcomes.

## Health and care workforce

Public protection, patient safety and professional accountability are at the heart of the government's announcement of the 10 Year Health Plan for England. The plan sets out three core shifts in NHS care for England: from hospital to the community; from analogue to digital; and from sickness to prevention. The important role of allied health professionals (AHPs) is recognised as central to an updated modern health service. Delivering a workforce 'fit for the future' is also a key theme within the plan, with proposals such as ensuring education and training in digital literacy, artificial intelligence (AI) safety and data governance being referenced. The plan also advocates cross-profession regulatory alignment in support multi-disciplinary teams and work with regulators to identify opportunities across all care pathways to 'train to task' rather than 'train to role' where safe to do so. We will continue to work closely with our stakeholders as the plan is implemented and further details that sit around the proposals are developed.

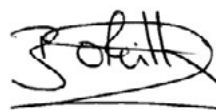
Following the publication of the 10 Year Health Plan for England, the government announced that legislation will be brought in to allow the HCPC to regulate NHS managers via a disbarring system. This will mean those who commit serious misconduct won't be able to take up other senior NHS roles. We welcome 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 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 disbarring process has the right levels of funding, resourcing, and independence to help keep patients safe.



**Christine Elliott**  
*Chair*

Date 15 October 2025



**Bernie O'Reilly**  
*Chief Executive and Registrar  
Accounting Officer*

Date 15 October 2025

# Accountability report

The Accountability report sets out how we meet key accountability requirements to Parliament.

It comprises three sections:

1. The corporate governance report sets out how the HCPC has been governed in 2024–25, including membership and organisation of our governance structures. The report includes the Council's report, the governance statement and the statement of the Accounting Officer's responsibilities
2. The remuneration and staff report sets out the remuneration of our Council and Committee members, as well as members of our Executive Leadership Team (ELT) and includes fair pay disclosures.
3. The parliamentary accountability and audit report brings together key information to support accountability to Parliament, including a summary of fees and charges, contingent liabilities and the certificate and report of the Comptroller and Auditor General.

# Corporate governance report

## Council's report

The membership of our Council and its Committees during 2024–25 was as follows. Attendance at meetings is shown in the table on pages 81-82.

| Council                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Christine Elliott</b> (Chair)<br><b>Rebekah Eglinton</b><br><b>Sue Gallone</b> (until 31 December 2024)<br><b>Helen Gough</b><br><b>Helen Grantham</b> (from 24 February 2025)<br><b>John McEvoy</b><br><b>Lianne Patterson</b>                                                                                    | <b>Pameleta Ricketts</b> (from 24 February 2025)<br><b>Catharine Seddon</b> (from 24 February 2025)<br><b>David Stirling</b><br><b>Kathryn Thirlaway</b><br><b>Steven Vaughan</b> (until 24 January 2025)<br><b>Valerie Webster</b>                                                           |
| Education and Training Committee                                                                                                                                                                                                                                                                                      | Audit and Risk Assurance Committee                                                                                                                                                                                                                                                            |
| <b>Helen Gough</b> (Chair until 16 January 2025)<br><b>Rebekah Eglinton</b><br><b>Kathryn Thirlaway</b> (Chair from 17 January 2025)<br><b>Steven Vaughan</b> (until 24 January 2025)<br><b>Penny Joyce</b> (independent member until 31 December 2024)<br><b>Helen White</b> (independent member from 28 March 2025) | <b>Lianne Patterson</b> (Chair)<br><b>Helen Gough</b> (until 16 January 2025)<br><b>Catharine Seddon</b> (from 24 February 2025)<br><b>David Stirling</b><br><b>Graham Masters</b> (independent member)                                                                                       |
| People and Resources Committee                                                                                                                                                                                                                                                                                        | Remuneration Committee                                                                                                                                                                                                                                                                        |
| <b>Sue Gallone</b> (Chair and member until 31 December 2024)<br><b>Helen Grantham</b> (from 24 February 2025)<br><b>Pameleta Ricketts</b> (from 24 February 2025)<br><b>John McEvoy</b> (Chair from 1 January 2025)<br><b>Valerie Webster</b><br><b>Neville Hounsome</b> (independent member)                         | <b>Sue Gallone</b> (Chair and member until 31 December 2024)<br><b>Helen Grantham</b> (from 24 February 2025)<br><b>Pameleta Ricketts</b> (from 24 February 2025)<br><b>John McEvoy</b> (Chair from 1 January 2025)<br><b>Valerie Webster</b><br><b>Neville Hounsome</b> (independent member) |

David Stirling was appointed to the Senior Council member role from 15 February 2024.

The membership of the ELT as at 31 March 2025 was as follows:

|                  |                                                                                                   |
|------------------|---------------------------------------------------------------------------------------------------|
| Bernie O'Reilly  | Chief Executive and Registrar                                                                     |
| Claire Amor      | Executive Director of Corporate Affairs                                                           |
| Alastair Bridges | Executive Director of Resources                                                                   |
| Laura Coffey     | Executive Director of Fitness to Practise and Tribunal Services                                   |
| Andrew Smith     | Executive Director of Education, Registration and Regulatory Standards and Deputy Chief Executive |

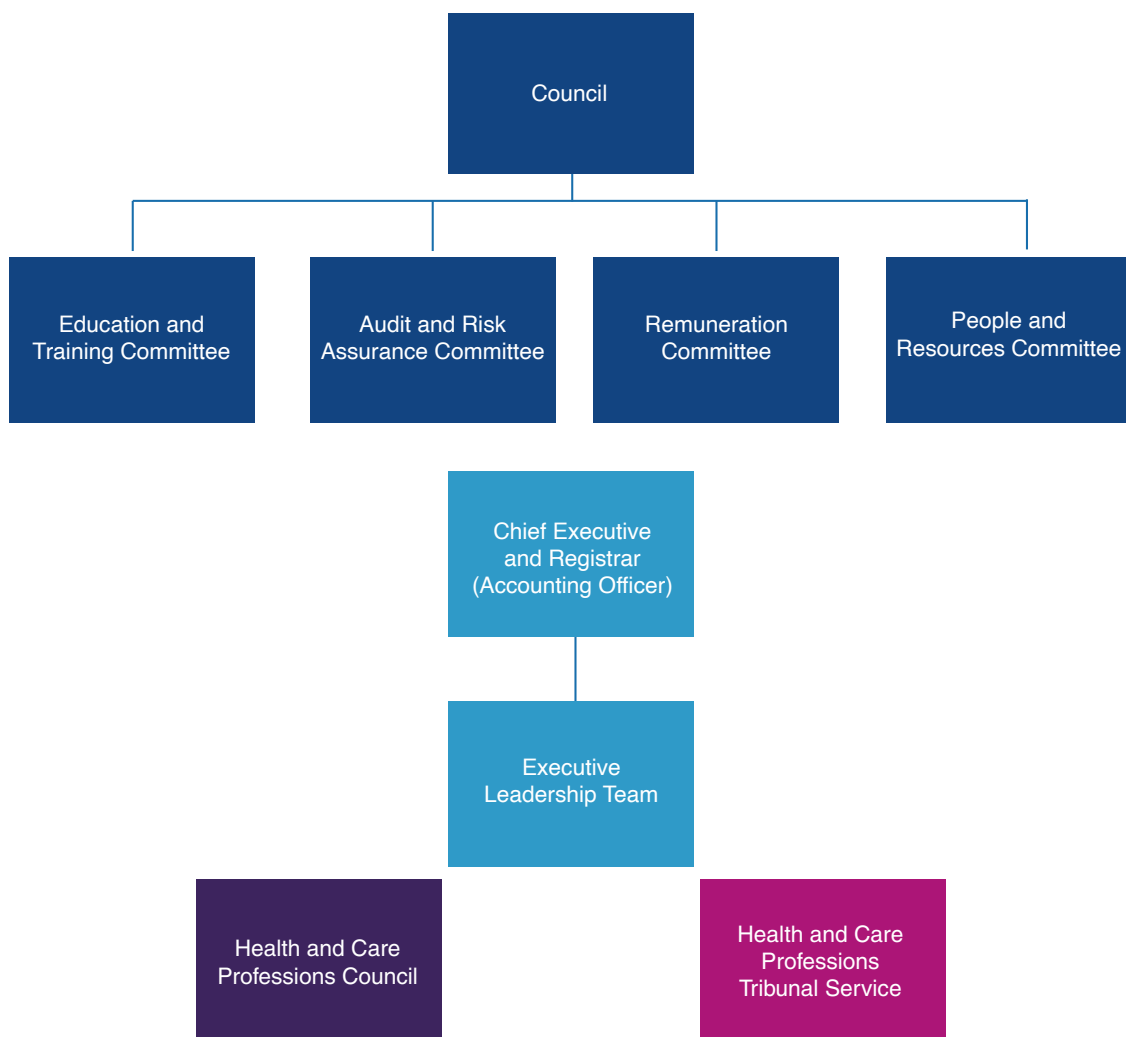
# Governance statement

The governance statement describes the framework of controls at the HCPC, including the assurances around the operation of the control framework, and the processes for identifying and managing risk.

Our Code of Corporate Governance incorporates a series of regulatory documents and policies which govern how we operate, take decisions and the procedures followed to ensure that our actions are fair, efficient, transparent and accountable to our stakeholders. Council and Committee members' interests are declared on our [website](#). The Executive Leadership Team (ELT) has no significant interest that would conflict with directorship of the HCPC, which is in line with note 17 of the financial statements.

We adhere to the principles of the HM Treasury and Cabinet Office corporate governance code of good practice published in 2017 and we adopt the supporting provisions of the code to the extent that it is practical and appropriate and compatible with our legislation.

## Our governance structure



## The Council

The Council provides leadership and oversight for the HCPC, including the Health and Care Professions Tribunal Service (HCPTS). The Council operates collectively, concentrating on strategic issues affecting the organisation, as well as scrutiny and oversight of policies and performance, with a view to the long-term health and success of the HCPC.

The Council comprises twelve members including the Chair (six registrant members and six lay members). The Chair may be either a registrant or a lay member; the current Chair is a lay member. There must be at least one member (lay or registrant) from each country of the United Kingdom. Membership of the Council and Committees is shown on page 56.

### Council meetings

Our Council met six times in 2024–25 in line with the Council's standing orders. Attendance at meetings during the year is shown on pages 81-82. The Council can also take decisions outside meetings where necessary, with the consent of the Chair, and these decisions are reported at the next meeting of the Council.

The Council's agendas are focused on strategic issues and delivery, as well as oversight and constructive challenge of regulatory and business performance.

At each meeting, the Council considers a number of standing reports containing key oversight information as below:

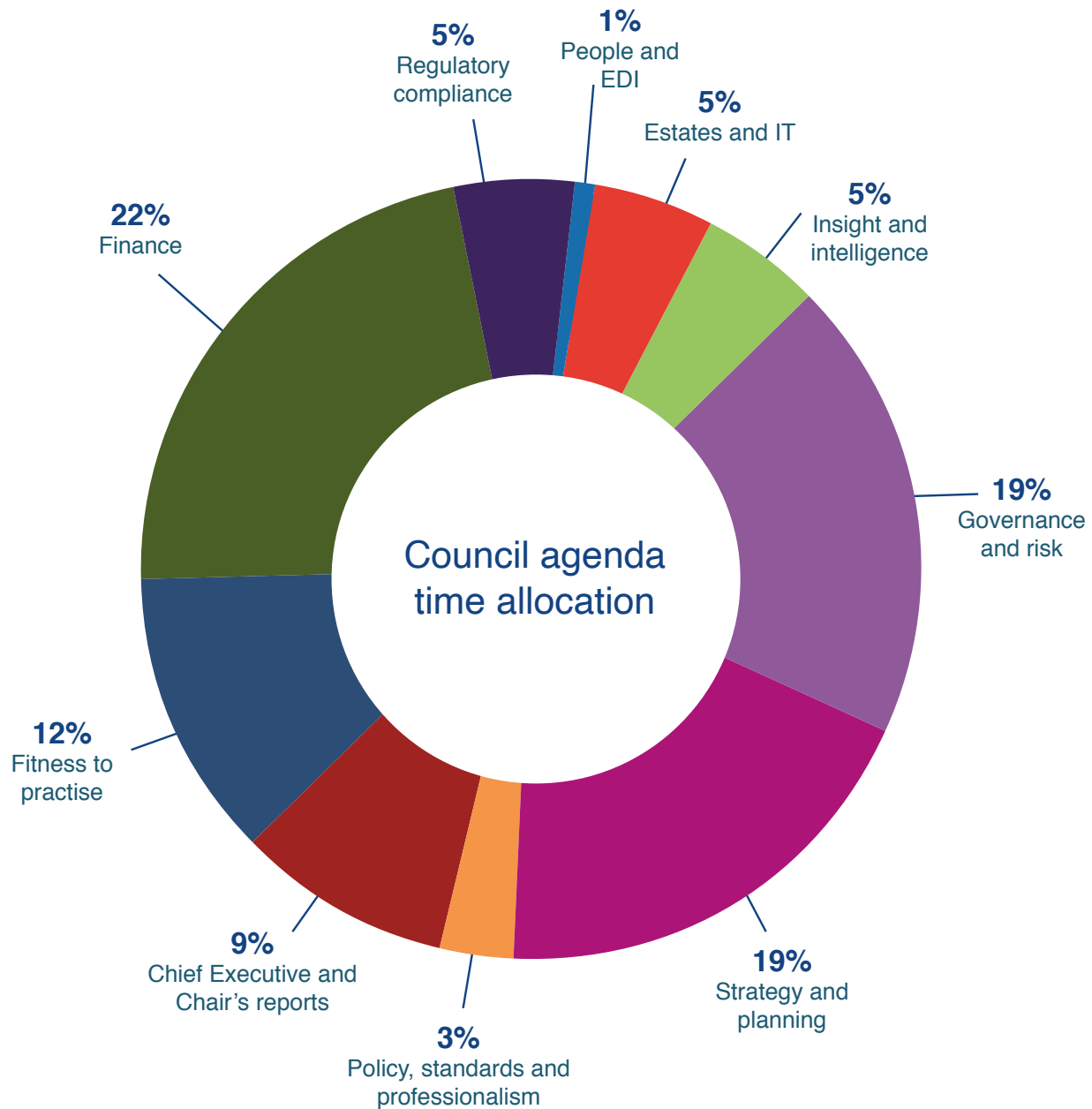
| Chair's report                                                                                                                                                           | Chief Executive's report                                                                                                                                                                                                                                                                                                 | Finance report                                                                                                                                                                                                  | FTP report                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Chair's update</li> <li>People update</li> <li>Key matters for the Council's attention</li> <li>Stakeholder engagement</li> </ul> | <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Regulatory performance and developments</li> <li>Operational performance and developments</li> <li>Policy and standards</li> <li>Corporate plan milestone updates</li> <li>Key performance indicators</li> <li>Strategic risk register</li> </ul> | <ul style="list-style-type: none"> <li>Income and expenditure</li> <li>Cash flow</li> <li>Reserves</li> <li>Capital and investment</li> <li>Financial risks and opportunities</li> <li>Key contracts</li> </ul> | <ul style="list-style-type: none"> <li>Improvement activity</li> <li>Quality of case investigation</li> <li>Timeliness of case investigation</li> <li>Key risks and mitigation</li> </ul> |

*Other matters considered by the Council in 2024–25 included:*

|                                                       |                                           |                                                                                        |                                                  |
|-------------------------------------------------------|-------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------|
| PSA Performance Review 2023-24 and 2024-25            | Budget 2025-26                            | Corporate plan 2025-26                                                                 | Review of Tribunal Services                      |
| English language proficiency consultation             | Regulatory IT systems review              | Mentoring schemes                                                                      | Fees review and consultation                     |
| Council and independent Committee member appointments | Communications strategy                   | Council and independent Committee members remuneration                                 | Environmental sustainability                     |
| Annual Report and Accounts 2023–24                    | Fitness to Practise Annual Report 2023–24 | Council Apprentice 2025                                                                | External auditor appointment                     |
| Speaking up (whistleblowing) policy                   | Financial regulations                     | Committee standing orders                                                              | Independent culture review of the NMC            |
| Pay policy review                                     | Internal auditor appointment              | Department of Health and Social Care consultation - proposals to regulate NHS managers | Partner remuneration                             |
| Public inquiries                                      | Data hub                                  | Fitness to practise diversity report and EDI profiles                                  | Developing our international assessment approach |

The distribution of agenda time allocated to categories of business is shown in the below chart. The distribution is based on standalone agenda items; it should be noted that the regular Chief Executive's report provides the Council with a holistic overview of organisational performance and developments, including a detailed narrative on EDI and culture.

*Distribution of agenda time allocated to categories of business*



## Council seminars

As well as meeting formally to make decisions and provide guidance to the ELT, the Council holds a number of informal seminars each year focusing on areas of strategic interest. These seminars provide more time for exploration of subjects in depth than would be available during formal meetings.

*In 2024–25 the following seminars were held:*

**June 2024**

- Professional integrity and professional regulation

**October 2024**

- Values-based strategy and leadership
- Council effectiveness review

**March 2025**

- Council effectiveness review

## Council performance and effectiveness

An agreed performance review system for individual Council members has been in place for many years. There are a number of elements to this. The individual performance review system provides a mechanism for annual self-appraisal, a mechanism for appraisal of the Chair and an opportunity for members of the Council to discuss their perceptions and experiences of the HCPC with the Chair. The system is competency based, in common with many systems used for reviewing board members. Members complete a self-appraisal form, which is discussed with the Chair for feedback and identification of any learning and development needs.

Assessment of the Council's performance is carried out through reflection at the conclusion of each Council meeting and regular, more structured performance reviews. This gives Council members the opportunity to reflect on collective performance. A similar approach to assess collective performance and effectiveness is adopted by each of the Council's Committees. The individual and collective performance reviews identify training needs and training is undertaken by the Council or Committees as a whole and also on an individual basis.

In 2024–25 we commissioned an independent consultant to facilitate a review of the Council's effectiveness. The findings were broadly very positive and an action plan is in development in response to the recommendations.

## Council appointments

Appointments to the Council are made by the Privy Council, based upon recommendations made by the HCPC (which conducts the recruitment exercise). The PSA has oversight of the recruitment process and advises the Privy Council as to whether it is satisfied about the process that has been followed. Council members hold office for a term of up to four years and they may serve a maximum of eight years in any 20 year period.

Whilst reappointments can be made, subject to a satisfactory performance appraisal and the needs of the HCPC, a degree of change is often sought and there is no expectation of automatic reappointment. During 2024–25 one member of the Council departed at the end of their term and one member resigned. Three new members were appointed in 2024–25 and a fourth new member commenced in April 2025.

## Council Apprentice

The HCPC currently operates a Council Apprentice programme. The apprenticeship gives talented candidates who require a first foot in the door to a non-executive role the opportunity to shadow the Council for a year. They are provided with mentoring and are encouraged to participate in all Council discussions as well as joining a Committee. We are currently in our fifth cycle of the programme and we have two talented Council Apprentices with us until January 2026.

Our Council Apprentices attend and participate in all Council meetings and seminar sessions as well as joining one Committee. The Council Apprentices who were appointed in 2025 joined the Audit and Risk Assurance and People and Resources Committees. The Council Apprentices are entitled and encouraged to contribute to any Council or Committee meeting or discussion, however, they are not a 'voting' member of the Council as the appointment is not made by the Privy Council or overseen by the PSA.

In addition to a comprehensive HCPC induction, the Council Apprentices are paired with a Council member to act as a mentor throughout their year with us. Additionally, the Chair of the Council regularly meets with the Council Apprentices, including a quarterly review of how the apprenticeship is going and an end of apprenticeship evaluation for both the Council Apprentice and the HCPC's running of the scheme.



## Committees

### Audit and Risk Assurance Committee annual report to the Council and the Accounting Officer

The Audit and Risk Assurance Committee is made up of three members appointed by and from the Council and one independent member. The Chair and the independent member of the Committee both have recent, significant and relevant financial experience. The Committee met four times in 2024–25 in line with the Committee’s standing orders. Attendance at these meetings is detailed in the table on pages 81-82 of this report.

Members of the ELT, other employees, the internal auditors and the external auditors attend Audit and Risk Assurance Committee meetings by invitation.

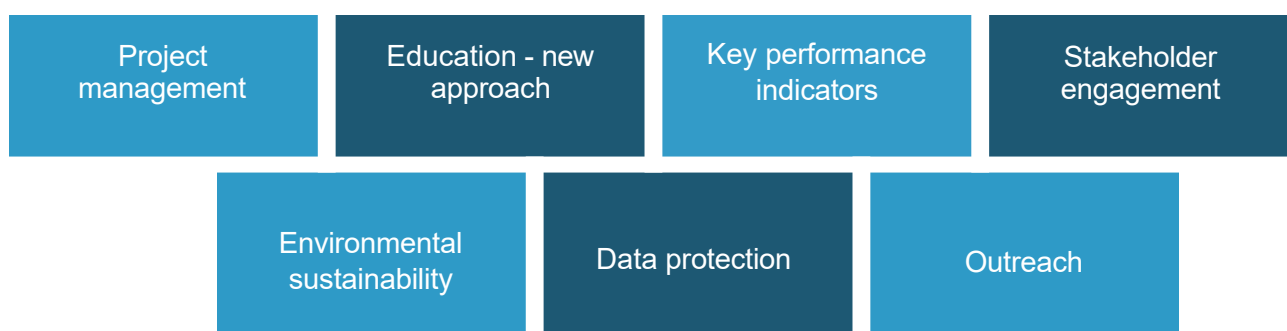
The Audit and Risk Assurance Committee provides assurance on the HCPC’s processes and procedures to the Council and the Accounting Officer by:

- advising the Council and the Accounting Officer on the appointment of the internal and external auditors and reviewing their work;
- reviewing the external auditors’ management letters and any other relevant reports;
- reviewing the HCPC’s annual report and accounts and making recommendations to the Council as appropriate;
- monitoring the ELT’s internal control and risk management processes and making recommendations to the Council as appropriate;
- making recommendations to the Council on the appropriateness of the HCPC’s accounting policies, anti-fraud policies and whistleblowing processes; and
- reviewing the internal auditors’ programme, receiving reports on their work and considering appropriate actions arising from those reports.

#### Internal audit

Internal audit emphasis is focused on providing assurance on the integrity of our internal control, governance and risk management processes while also providing forward-looking and value-adding advice to the ELT where possible. The internal auditors undertake an approved programme of audits, reporting to the Committee on the effectiveness of controls and making recommendations where appropriate. BDO LLP were appointed as the HCPC’s internal auditors from the 2022–23 financial year for three financial years. The appointment was subsequently extended for one year. During 2024–25, the Committee considered the following internal audit reports:

#### Internal audit focus 2024–25



The overall rating provided by BDO LLP in the 2024–25 audit year was ‘Moderate’, the second highest rating, out of a possible four rating levels. This was consistent with the ‘Moderate’ opinion provided in the 2023–24 audit year.

A breakdown of the ratings for each of the internal audit areas in 2024–25 is provided below.

| Audit                           | Assurance Rating |                         |
|---------------------------------|------------------|-------------------------|
|                                 | Design           | Operating Effectiveness |
| 1. Education                    | Moderate         | Moderate                |
| 2. Key Performance Indicators   | Substantial      | Moderate                |
| 3. Stakeholder Engagement       | Moderate         | Moderate                |
| 4. Environmental Sustainability | Moderate         | Moderate                |
| 5. Outreach                     | Moderate         | Moderate                |
| 6. Data Privacy                 | Moderate         | Moderate                |
| 7. Project benefits             | Moderate         | Substantial             |
| 8. Follow Up                    | Moderate         | Moderate                |

Each year the internal auditor undertakes a review of the implementation of recommendations made. For 2024–25 there were seven internal audit recommendations tested for implementation completion. The internal auditors found that of these, three were fully implemented, with four in progress, as set out in the table below:

| Audit                                    | BDO Status as at December 2024 |             |             |            | Total    |
|------------------------------------------|--------------------------------|-------------|-------------|------------|----------|
|                                          | Implemented                    | In progress | Outstanding | Superseded |          |
| Diversity (2022-23)                      | -                              | 1           | -           | -          | 1        |
| Key Financial Controls (2022-23)         | -                              | 2           | -           | -          | 2        |
| Registrant Forecasting (2022-23)         | 1                              | -           | -           | -          | 1        |
| Partners (2023-24)                       | 1                              | 1           | -           | -          | 2        |
| Procurement of Large Contracts (2023-24) | 1                              | -           | -           | -          | 1        |
| <b>Total</b>                             | <b>3</b>                       | <b>4</b>    | <b>-</b>    | <b>-</b>   | <b>7</b> |

The two 'High' recommendations from the key financial controls audit that remained 'in progress' were impacted by the delayed implementation of our new finance system, Business Central, which was successfully launched in April 2024. The recommendations included consolidating and updating policies and procedures and including a workflow within Business Central.

The Medium 'in progress' recommendation in the diversity audit, related to staff who had not completed their diversity training. The main reason behind training not being completed was because course completion was not always recorded.

The Medium 'in progress' recommendation for the partners audit related to the automation of the partner payroll process, which will be considered as part of Phase 2 of the project in the period October 2025–April 2026.

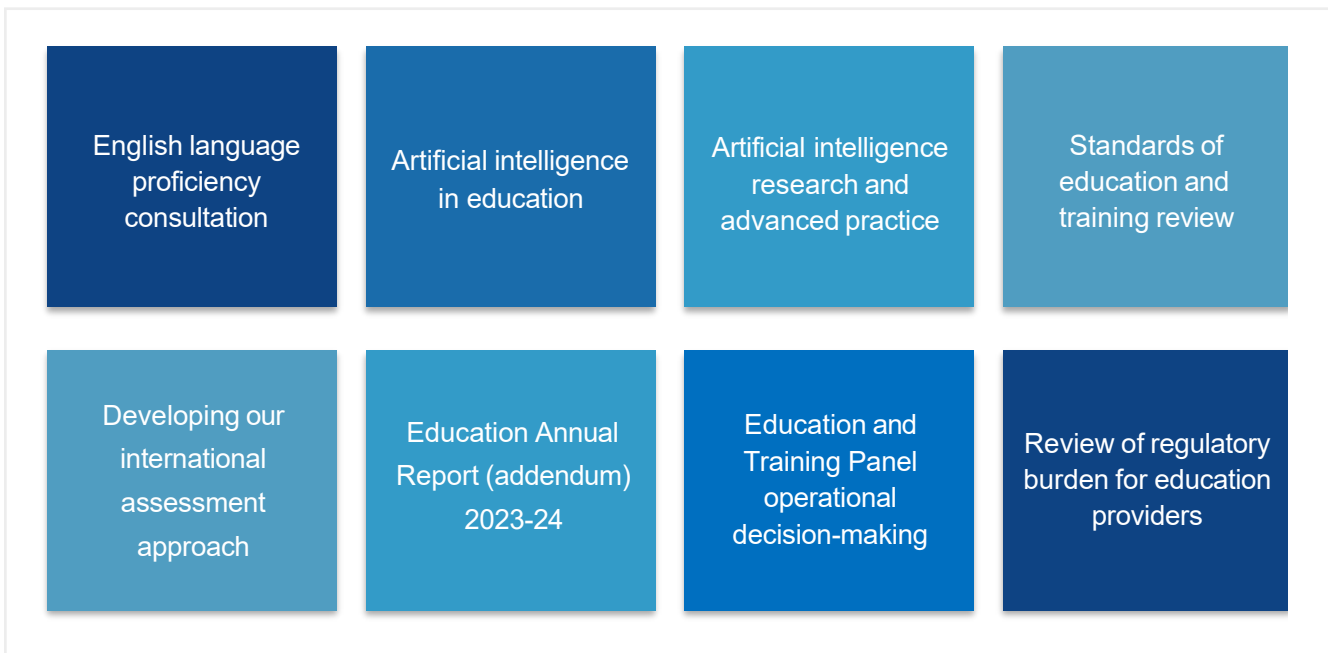
*During 2024–25, other matters considered by the Committee included the following:*

|                                                                            |                                 |                                                 |                                                  |
|----------------------------------------------------------------------------|---------------------------------|-------------------------------------------------|--------------------------------------------------|
| Annual Report and Accounts 2023–24                                         | External auditor reports        | Information governance annual report 2023–24    | Annual review of feedback and complaints 2023–24 |
| Strategic risk register                                                    | Operational risk register       | Internal and external auditor performance       | Anti-bribery and fraud policies                  |
| Unified assurance report and unified assurance framework                   | External audit planning reports | External auditor appointment                    | Financial regulations                            |
| Strategic risk deep dives: cybersecurity, complaints and regulatory reform | Internal audit charter          | Internal audit strategy and annual plan 2024–25 | Risk appetite                                    |

## Education and Training Committee

The Education and Training Committee is a statutory committee that is responsible for, and advises the Council on, matters relating to education, training and registration. The Committee consists of four members appointed by and from the Council and one independent member. The independent member brings a quality assurance perspective.

The Committee met five times in 2024–25 in line with the Committee’s standing orders. Attendance at these meetings is detailed in the table on pages 81-82 of this report. The matters considered by the Committee included the following:



During 2024–25 the Committee also received regular performance reports on the performance of the registration and education functions to provide assurance on the decisions being taken on its behalf.

The Committee has established an Education and Training Panel (ETP), which has a defined remit to approve courses of education and training (based on reports from the HCPC’s appointed visitors), approve recommendations for a focused review arising from the monitoring of an approved programme and provide a ‘continue to approve’ recommendation following a focused review. The decisions of the ETP are generally papers-based, with papers circulated and decisions agreed by email. However, meetings are held when there are decisions that the executive or ETP members believe require discussion.

## People and Resources Committee

The People and Resources Committee is currently made up of four members appointed by and from the Council and one independent member. The Committee's purpose is to seek assurance on behalf of the Council on the HCPC's effective and efficient use of its resources, covering both finance and people, as well as other resources such as our estate, sustainability, projects and technology.

The Committee met four times in 2024–25 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 81-82 of this report. The matters considered by the Committee included the following:

Resources  
directorates report

HR performance  
quarterly report

Finance quarterly  
report

Partner quarterly  
report

Employee Forum  
update

Gender and  
ethnicity pay  
gap reports

Mentoring  
programmes

Investment policy

Digital strategy  
and technology  
roadmap

Financial  
regulations

HCPC budget  
2024–25

Sustainability  
strategy

The Committee held a workshop in December 2024 to discuss the HCPC's financial strategy, the budget-setting process for 2025–26 and medium term financial planning.

## Remuneration Committee

The Remuneration Committee is currently made up of four members appointed by and from the Council and one independent member. The Committee determines the annual salary review for HCPC employees including the ELT and the Chief Executive and Registrar. The Committee also makes recommendations to the Council about pay and remuneration policies.

The Committee met four times in 2024–25 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 81-82 of this report. The matters considered by the Committee included the following:

Pay review  
2025–26  
Pay policies  
and principles

Council and  
Committee  
member  
remuneration

Expenses policy

Chief Executive  
annual pay review

Each year the Remuneration Committee receives performance appraisals for the Chief Executive and ELT members individually.

## FTP Improvement Board

While not a formal committee of the Council, the HCPC has operated the FTP Improvement Board since January 2021.

Chaired by the Chair of the Council and attended by the Chief Executive and Executive Director of Fitness to Practise and Tribunal Services, the Board is also attended by representatives from the PSA and the DHSC. In 2024–25 the Board met once.

The Board provides a forum for a focused review of the HCPC's progress against its FTP improvement programme objectives, scrutiny of FTP performance data and live risks and mitigations. The Board's agenda is focused on providing key assurance data to the members, as well as seeking feedback and constructive challenge on the HCPC's FTP improvement work.

## Executive Leadership Team (ELT)

The four senior leadership roles are Executive Director of Education, Registration and Regulatory Standards, Executive Director of Fitness to Practise and Tribunal Services, Executive Director of Resources and Executive Director of Corporate Affairs. Together with the Chief Executive and Registrar, they form the Executive Leadership Team. The ELT meets weekly to provide strategic and operational leadership and oversight, taking decisions and directing actions as required.

## Chief Executive, Registrar and Accounting Officer

The Accounting Officer has responsibility for maintaining a sound system of internal control that supports the achievement of the HCPC's policies, aims and objectives whilst safeguarding the HCPC's assets for which he is responsible. The Chief Executive, as the Accounting Officer, attends Council meetings and chairs ELT meetings. He is also the designated senior employee for employees to approach under the HCPC's whistleblowing policy.

Bernie O'Reilly was appointed as the Chief Executive on 3 July 2023. The Chief Executive was also appointed as Registrar by the Council pursuant to article 4(1) of the Health Professions Order 2001 and Accounting Officer from 7 July 2023.

## Risks and internal control: Risk management

Risk management and mitigation is an ongoing process and is achieved through our normal operational processes and structures, as well as being a key consideration in our decision-making and options analysis.

## Risks and internal control: Risk appetite

Risk appetite is defined by the Council and informs the decisions of employees and the Council. The Council requires consideration of risk as part of decision papers it considers.

| Risk area                                                                                                                                                        | Appetite | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Regulation</b><br>(registration, education, FTP, policy and standards)                                                                                        | Measured | <p>Our focus is on long-term and lasting quality in our regulatory delivery. We prefer safer delivery options for meeting our requirements as a regulator, accepting a measured degree of residual risk and choosing the option most likely to result in successful delivery in order to continue as an effective regulator.</p> <p>It is essential that mitigations to ensure ongoing public protection are in place as a foundation of taking risks to deliver regulatory requirements.</p>                                                                                                        |
| <b>Influence/leadership</b><br>(engagement, communications, profile, reputation, influence)                                                                      | Seeks    | <p>We are willing to take decisions which are likely to bring additional scrutiny of the organisation. We outwardly promote new ideas and innovations where potential benefits outweigh the risks.</p> <p>It is essential that the HCPC's voice is not perceived to be party political. The HCPC is neutral as a public body.</p>                                                                                                                                                                                                                                                                    |
| <b>Compliance</b><br>(PSA, International Organisation for Standardisation (ISO), Information Commissioner's Office (ICO), environmental, health and safety, etc) | Measured | <p>We have a preference for safe delivery options with little residual risk. We want to be reasonably sure we would win any challenge. Data protection, IT and cybersecurity are covered by this risk type.</p> <p>It is essential that the long-term achievement of PSA standards is assured.</p>                                                                                                                                                                                                                                                                                                   |
| <b>Financial</b><br>(Finance, value for money, estates)                                                                                                          | Measured | <p>We will pursue safe delivery options, accepting small residual financial risk only if that could yield upside opportunities. Value for money, affordability and long-term financial sustainability are our primary financial concerns in fulfilling our regulatory responsibilities, but we are open to considering other benefits and constraints in evaluating financial plans.</p> <p>It is essential we remain a financially viable organisation to ensure continued public protection through continued operation. Significant financial risks are not compatible with this requirement.</p> |

| Risk area                                   | Appetite | Description                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People</b><br>(Employees and partners)   | Open     | <p>We aim to invest in our people to create an innovative environment with a mix of skills. We are prepared to accept risk as long as there is the potential for improved culture, recruitment and retention.</p> <p>It is essential that risk taking in this area is consistent with the HCPC's values and culture. As an employer we are committed to upholding and promoting equality, diversity and inclusion.</p> |
| <b>Reform</b><br>(Regulatory reform)        | Open     | <p>We support innovation that demonstrates a benefit or improvement in service delivery. We are receptive to taking difficult decisions when benefits outweigh risks. Processes, oversight and monitoring arrangements enable considered risk taking.</p> <p>It is essential that the opportunities taken with regulatory reform are fully evidenced and cross-organisational impact is considered and documented.</p> |
| <b>Data</b><br>(Quality, analysis, sharing) | Open     | <p>We accept the need for operational effectiveness in distribution and information sharing. We support innovation and new approaches, as long as there is the potential for improved data quality. (Please note data protection is covered by the Compliance risk area).</p> <p>It is essential that we understand our data when sharing and publishing analysis.</p>                                                 |

## Risks and internal control: Strategic risk

Taking into account the HCPC's corporate strategy 2021–26, the Council agreed a set of six strategic risks. The strategic risk register is considered at each meeting of the Audit and Risk Assurance Committee and by the Council on a quarterly basis as part of the Chief Executive's organisational performance report.

Each strategic risk has a brief explanation, an inherent risk score, a current risk score as a result of existing controls and mitigations and a target risk score when future planned mitigations and controls are in place. Progress on implementing these future mitigations is also reported. The strategic risk register provides an assessment of compliance with the agreed risk appetite and current positive and negative influences on the risk score.

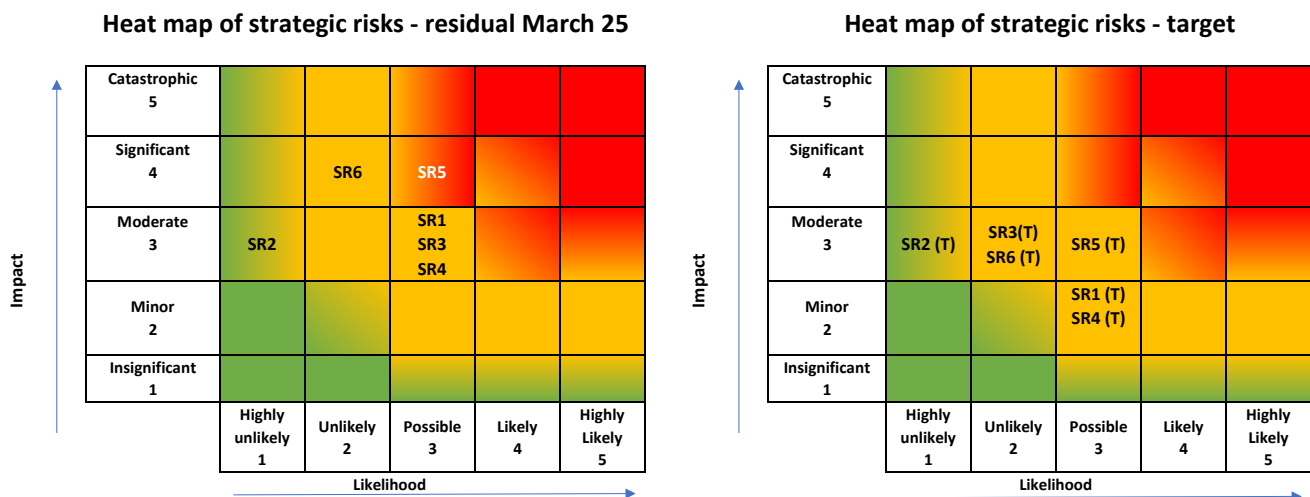
Our strategic risks are set out below. The detail provided below is a summary; our strategic risk register provides full details of our strategic risk management in 2024–25. Alongside the development of the new corporate strategy, a full review of the strategic risk register will be undertaken in 2025–26 to ensure alignment with the future risks the HCPC faces.

| Strategic risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | How we mitigated this risk in 2024–25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public.</b></p> <p>This includes:<br/>Informed registration decision making;<br/>Proportionate and fair FTP decision making;<br/>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.</p> <p>Relevant strategic aim: continuously improve and innovate</p>                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• AI automation in the Registration contact centre has seen improvements in the quality and consistency of responses.</li> <li>• The partner transformation workstream progressed, including the design of the partner payment pathways design for delivery in 2025–26.</li> <li>• New FTP operating model in place, including more frontloaded cases managed internally.</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <p><b>2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.</b></p> <p>This includes:<br/>Quality and suitability of our standards and guidance in setting a threshold for safe and effective practice which protects the public.<br/>How effectively we communicate our regulatory expectations.<br/>The effectiveness of our professionalism and upstream regulation work.<br/>Effective and informed consultation process, including enhanced EDI consideration.</p> <p>Relevant strategic aim: promote high quality professional practice.</p>                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• The revised SCPEs came into effect on 1 September 2024. Prior to this an extensive and engaging programme of webinars were run by the Professionalism and Upstream Regulation team, and helpful guidance was published to support registrants and employers through the changes.</li> <li>• Following the consultation in 2023–24, the new English language requirements for international applicants came into effect on 29 January 2025.</li> </ul>                                                                                                                                                                                                                                                                    |
| <p><b>3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making.</b></p> <p><b>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.</b></p> <p>This includes our effectiveness in collecting, maintaining and utilising the data we need to be an intelligence driven regulator. It includes 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.</p> <p>Relevant strategic aim: develop insight and exert influence.</p> | <ul style="list-style-type: none"> <li>• Scoping is finalised on research to explore professional boundaries with a focus on sexual misconduct and will continue into next year.</li> <li>• Minimum data set for Registration and Education defined, and system improvements completed. In Development for FTP, including developing a common data dictionary. Plans drawn up to continue the data platform build.</li> <li>• FTP data supplementary analysis 2023–24 published in December 2024. Section 1 highlights the differences in rates of concerns reported to us across several areas including registration route, profession, and protected characteristic. Section 2 relates to concerns at different decision points in the FTP process.</li> </ul> |

| Strategic risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | How we mitigated this risk in 2024–25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.</b></p> <p>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, like the impact of Brexit, devolution or a change in government as well as issues like workforce development.</p> <p>Relevant strategic aim: be visible, engaged and informed.</p>                                                                                                                                  | <ul style="list-style-type: none"> <li>• With the introduction of the online concerns portal, EDI data is being collected on FTP complainants.</li> <li>• We are influencing research: one of the UK-REACH I-CARE stakeholder of this group and influencing this research.</li> <li>• FTP data supplementary analysis 2023–24 published in December 2024. Section 1 highlights the differences in rates of concerns reported to us across several areas including registration route, profession, and protected characteristic. Section 2 relates to concerns at different decision points in the FTP process.</li> <li>• Forward programme progressing, Chief Executive visits for 2024–25 to healthcare provider sites have included Glasgow and Belfast. The Chair presented to the Association of Perioperative Practice annual conference. Further events are in the pipeline.</li> <li>• Stakeholder Survey went out and we have received positive responses - focused on availability and access people have with the HCPC. This has been discussed with the ELT and will inform the 2025–26 workplan.</li> <li>• Apprentice alumni network first met in February, such a positive experience that will meet three times a year instead of twice. Two new apprentices started at the beginning of the year and will continue to provide a positive impact on the Council. Continuing to work with the GMC on our experience of these, as well as learning from other similar schemes.</li> </ul> |
| <p><b>5.a The resources we require to achieve our strategy are not in place or are not sustainable.</b></p> <p><b>5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.</b></p> <p>This 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 and infrastructure). It includes the development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.</p> <p>Relevant strategic aim: build a resilient, healthy, capable and sustainable organisation.</p> | <ul style="list-style-type: none"> <li>• Framework for regular fee reviews complete with Council approval. The Council agreed to proposal to increase annual registration fees in line with the outcome of the consultation with stakeholders. Progressed the legislative approval process.</li> <li>• The Pulse survey has continued to see improved engagement: Q1 70%; Q2 80%; Q3 83%</li> <li>• Two Speak Up Guardians are in post; they have completed training and are in the process of meeting every team across the organisation to introduce themselves and the role. They will present at every corporate induction.</li> <li>• The next set of management training and senior leadership training is underway, and the current aspiring to management mentorship programme is nearing the end.</li> <li>• New health and safety and environmental sustainability compliance software to be introduced to support live intelligence and proactive engagement.</li> <li>• Employee Forum supported delivery of an environmental sustainability workshop.</li> <li>• Technology roadmap signed off by the Council, key technology partnerships developed and People and Resources Committee/Council engaged.</li> </ul>                                                                                                                                                                                                                                                                        |

| Strategic risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | How we mitigated this risk in 2024–25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>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.</b></p> <p><b>This can manifest in two primary ways:</b></p> <p><b>a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers; and</b></p> <p><b>b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.</b></p> <p>This 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.</p> <p>Relevant strategic aim: promoting the value of regulation.</p> | <ul style="list-style-type: none"> <li>Professional Liaison colleagues delivered three 'Insights for employers' webinars, including on challenging sexual misconduct. The team is using key dates to target where to deliver content, while still being agile for invites to events run by others.</li> <li>The HCPC student competition had its highest number of entries this year, with a high level of quality noted by the judging panel. This year, students were invited to create a learning session exploring the risks and benefits of using social media in practice as a health and care professional. The winners were formally awarded their prizes by the HCPC Council on 5 December 2024.</li> <li>Launch of new email in September for UK and international registrants to support registrants joining/returning the workforce.</li> </ul> |

An overview of the residual and target likelihood and impact of each of the HCPC's strategic risks as at March 2025 is shown below:



## Risks and internal control: Operational risk

The Senior Leadership Team (SLT), which comprises all heads of department across the HCPC, oversees the operational risk register, which is mapped to the strategic risk register, which records risk at a more granular level and is managed by risk owners across the organisation. Our approach to recording and monitoring operational risk was reviewed in 2020–21 and this resulted in a redesign and definition of all operational risk across the HCPC, as well as new policy and guidance to assist risk owners. The operational risk registers are updated on a quarterly basis or sooner if a significant change occurs to a risk profile.

The operational risk register is used by the internal audit function and the assurance and compliance function as a basis for where to concentrate their efforts each year. Our Audit and Risk Assurance Committee considers the full operational risk register annually and considers relevant underlying operational and project risks as part of strategic risk deep dive discussions at each meeting. Cyber and information security operational risks are categorised by confidentiality, integrity and availability as required by ISO 27001 certification.

The HCPC introduced more robust plagiarism detection software in 2023–24 to help identify potential instances of plagiarism in registration applications that require further investigation. In 2024–25 a cohort of applications was identified as potentially fraudulent and the HCPC is managing these instances of potential fraud using the legal powers available to the HCPC to investigate potential fraud cases through our fraudulent entry process and rejecting applications where fraud is proven.

## Information security and personal data-related incidents

The HCPC holds a range of information including sensitive personal data. We have in place an Information Security Management System and related procedures to safeguard the data rights of our registrants, stakeholders and the public and we first achieved certification under ISO 27001:2013 in June 2015.

We were audited by the British Standards Institution (BSI) in April 2024 in a six-and-a-half-day migration and re-certification audit which was successfully passed. Since April 2024 we have been certified against the latest ISO 27001:2022 version of the standard. Threat intelligence is a new but useful requirement encouraging monitoring of potential threats to the organisation's processes and infrastructure.

Internally we try to stay ahead of the increasingly complex data management environment. Our Information Security Management System Board seeks to address any information security risks identified as part of horizon scanning. Penetration testing by external organisations is undertaken on a regular basis, and high-risk findings are addressed as soon as feasible. The HCPC's web defences have been improved with ongoing work to address particular threats that may develop in future. The organisation also uses tools from the National Cyber Security Centre (NCSC) to self-test on a regular basis.

The HCPC has policies in place which require all information security incidents, including any loss of personal data, to be reported and we encourage an open reporting culture. All incidents are assigned a risk score and are reported to the ELT along with any learning points and possible future mitigations. Any new technology or data projects are assessed under an existing data protection impact assessment (DPIA) process to locate potential areas of concern and arrange suitable mitigations. This includes evaluating AI-based projects that may be used to improve our efficiency.

The HCPC has continued to strengthen the cyber security of its systems and processes in light of constantly evolving and increasing external threats. This work has included measures under way to improve further the security of the registrant application and renewal process.

Despite our best efforts, given the volume of data processed by the HCPC, occasional errors are made. Human error is the leading cause of data incidents across all sectors. Annual information security training is mandatory for all HCPC employees, partners and Council members. We require 85% completion of the information security training, with a minimum pass mark of 80%.

In 2024–25 the HCPC recorded 86 personal information security incidents (2023–24: 43). There was an increase in incidents overall, with some supplier incidents, and incidents where external parties claimed information loss, where this was not proven after investigation. All known incidents are investigated, and risk assessed by the Information Governance team. Risks around increased off site working will continue to be monitored. Five incidents were reported to the Information Commissioner's Office (ICO) in 2024–25 (2023–24: none). All five cases were closed by the ICO with no further action. Where applicable, incidents may result in changes to technology or processes to reduce information security risks.

We continue to address information security in our discussions with potential suppliers and develop new methods of working using DPIAs. Wherever possible, we use suppliers certified to the ISO27001 standard or Cyber Essentials Plus if personally identifiable information is to be accessed by the third party.

## Whistleblowing

The HCPC is committed to being open and accountable, and maintaining high ethical standards in everything we do. All employees and those who work for the HCPC have an important role to play in achieving this goal and part of this responsibility includes raising concerns when things go wrong and being alive to concerns that are brought to us as a regulator.

The HCPC annually reports on its discharge of its prescribed body duties where disclosures are made to it by whistleblowers. This data is compiled in a joint whistleblowing disclosures report issued by all health professions regulators to highlight our coordinated efforts in working together to address the serious issues raised to us. From 1 April 2024 to 31 March 2025 the HCPC received six disclosures of information.

We also operate an internal speaking up (whistleblowing) policy for our employees, contractors, Council members and partners, which was revised in December 2024 to further encourage and promote speaking up in the broadest sense. The revised policy reflects the criteria set out in the policy review framework published by the National Guardian for Freedom to Speak Up. Alongside the revised policy, the HCPC appointed two Speak Up Guardians to offer another route for our people to raise concerns. The guardians provide a confidential source of support, advice and signposting to employees wishing to raise concerns or other issues. No internal whistleblowing reports were received in 2024–25.

## Key relationships

We value our relationships with a wide range of stakeholder groups. These groups include the general public, employers, government, education providers, unions, voluntary sector organisations, professional bodies, other regulators and registrants. These key relationships are vital to our work and we continue to develop these through a range of engagement activities.

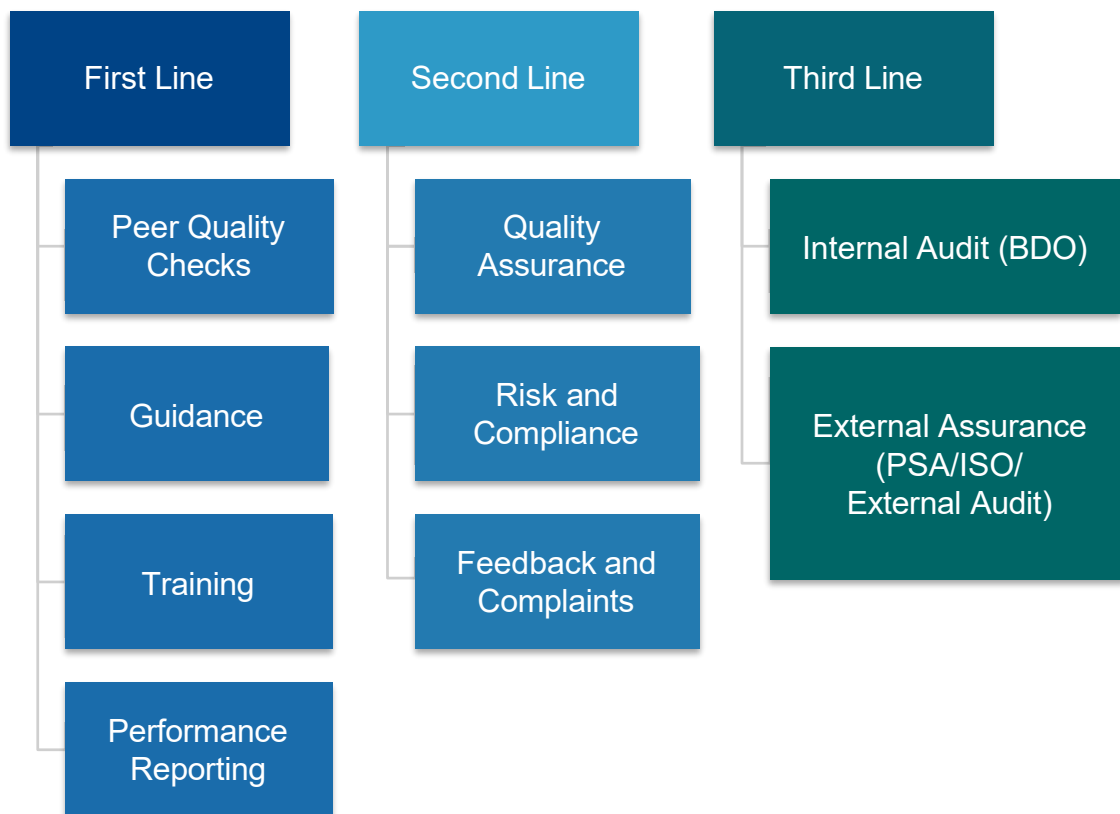
## Payment of suppliers

The HCPC paid 94.60% of purchase invoices within 30 days (2023–24: 95.05%) and no interest was paid during the year under the Late Payment of Commercial Debts (Interest) Act 1998 (2023–24: nil).

## Assurance on the effectiveness of the system of internal control

We use a range of assurance sources to assess the effectiveness of our system of internal control. We obtain assurance that our risk management and internal control systems are operating effectively through our three lines of assurance, and we maintain an assurance framework to illustrate the varying sources of assurance across the HCPC. This framework is presented to the Audit and Risk Assurance Committee on a quarterly basis in private, and annually in public, to provide the Committee with an accurate snapshot of ongoing assurance activity. This framework is reviewed to inform annual internal audit and quality assurance planning.

*The HCPC's three lines of assurance*



## Unified assurance framework

In March 2022 we established a unified assurance framework which provides a holistic approach incorporating all elements of assurance across the HCPC, monitored through the operational risk register and assurance map.

At the end of 2024–25 the overall assurance rating remains at High/Medium. This is a reflection of the healthy risk and assurance awareness that has been built across the organisation. With assurance included as an integral piece of all improvement work, we feel confident in the robustness of the framework.

The unified assurance framework will continue to be reported to our Executive Leadership Team and the Audit and Risk Assurance Committee, highlighting areas of concern and improvement.

## Internal auditor's annual opinion 2024–25

Our internal auditors provide an independent appraisal service for management by measuring and evaluating the adequacy, reliability and effectiveness of management and internal control systems. We have chosen to outsource the provision of the internal audit service to ensure wholly independent and fully professional analysis and recommendations, which complements our own internal quality assurance, compliance, and risk reviews.

Our internal audit provider during 2024–25 was BDO LLP. Our internal auditors review our assessment of risk as documented in the risk register, the previous results of internal and external audits, as well as their own professional judgement in proposing their programme of work to the Audit and Risk Assurance Committee. They make recommendations based on the appraisal of each system reviewed.

An annual assurance report is provided to the Accounting Officer and Audit and Risk Assurance Committee, giving the internal auditor's overall opinion on risk management, control and governance and their effectiveness in achieving the HCPC's agreed objectives.

The internal auditor's annual report and opinion, delivered in the June 2025 Audit and Risk Assurance Committee meeting, provided an annual assurance rating for the HCPC on a four-level scale, with level one meaning that the findings of the internal auditor's work evidenced a very strong system of control was in place, and level four meaning that the findings had indicated that there was a very low level of assurance that could be taken from the control system.

The HCPC achieved a level two or Moderate rating which indicates:

There is some risk that the system of internal control, governance and risk management will fail to meet management's objectives – in some areas there are adequate and effective systems of governance, but there are also some specific areas of significant risk. Significant improvements are required in specific areas to improve the adequacy or effectiveness of governance, risk management and internal control.

The 2024–25 opinion is consistent with the Moderate rating given in 2023–24. This year no significant findings were identified and no high priority recommendations were raised, showing a steady improvement to the control environment. All recommendations continue to be monitored through our internal audit tracker, with a progress update submitted to each Audit and Risk Assurance Committee meeting.

## Auditors and audit information

The Health Professions Order 2001 requires that the annual accounts are audited by "persons the Council appoints" and then examined and certified by the Comptroller and Auditor General, who reports to Parliament.

In 2024–25, the Council engaged the National Audit Office to audit the accounts. Work to support the Comptroller and Auditor General's certification to Parliament has been undertaken by the National Audit Office. The auditors have audited the financial statements and sections of the Accountability report marked as subject to audit.

The cost of providing audit services by the National Audit Office was £89,900 (£86,400 including VAT charged for the first-tier audit and £3,500 charged for the second-tier audit) (2023–24: £70,980 charged by Haysmacintyre LLP and £13,000 by the National Audit Office).

## Responsibility for the system of internal control

The Council is responsible for establishing and maintaining a sound system and processes that support the achievement of the HCPC's policies, aims and objectives, and enable it to monitor and manage strategic and operational risk in line with its agreed risk appetite. The system of internal control is based on an ongoing process designed to identify the principal risks, to evaluate the nature and extent of those risks and to manage them effectively. These risks are reported to the Council on a quarterly basis as part of the Chief Executive's organisational performance report which includes risk scores, details of the mitigations and controls in place, and planned improvements and additions to existing mitigations.

The Audit and Risk Assurance Committee provides assurance to the Council about the operation of the system of internal control and risk management. This includes overseeing the internal audit strategy and annual plans and the findings and implementation of recommendations made as a result of individual internal audit reviews. Internal audit provides the Committee with independent and objective assurances on the adequacy of the HCPC's internal control and risk management systems. The Audit and Risk Assurance Committee also receives reports of the quality assurance and compliance activity taking place within the HCPC at each meeting as part of the unified assurance framework and the Committee also undertakes its own regular targeted comprehensive assurance reviews to delve deeper into specific areas of risk or assurance mechanisms.

Each strategic risk has a member of the ELT as the nominated risk owner and each operational risk has an identified risk owner, who is responsible for regular review of the risks. Risk owners are responsible for ensuring that an adequate system of internal control exists within their areas of responsibility and accountability and that controls operate effectively under the leadership of the Chief Executive as Accounting Officer and Registrar. This includes assessing the types of risk involved, reviewing the control systems regularly, ensuring that controls are being complied with and these systems continue to operate effectively, and implementing new controls to reduce the risk where new or increased risks are identified.

The Council has ultimate responsibility for the financial viability of the HCPC and for making arrangements for the proper administration of its finances, including the systems of risk management and internal control. The Council exercises financial supervision and control by approving the annual corporate plan and budget and the corporate strategy, setting the risk appetite for this area, defining and approving essential features of the financial control framework, including policies on reserves, investment and procurement.

The assurance provided to the Council by the Audit and Risk Assurance Committee also extends to financial risk and the system of internal financial control, with independent and objective assurance provided to the Committee by both internal and external audit. Further assurance is provided by the internal quality assurance, compliance and risk management functions through the reporting of the strategic and operational risk registers and as part of the unified assurance framework.

Certain duties and responsibilities have been delegated to the Chief Executive, in his capacity as Accounting Officer, and the Executive Director of Resources in the Council's scheme of delegation and the HCPC's financial regulations.

Based on the assurance described, we are satisfied that the system of internal control that has been in place during 2024–25, and up to the date of approval of the Annual Report and Accounts, is appropriate and proportionate to manage the risks to the achievement of our strategic objectives and complies with HM Treasury's guidance.

# Statement of accounting officer's responsibilities

Under the Health Professions Order 2001, the Privy Council has directed the Health and Care Professions Council to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Health and Care Professions Council and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

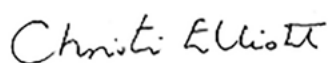
In preparing the accounts, the Accounting Officer is required to take into consideration the accounting principles and disclosure requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Privy Council, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole are fair, balanced and understandable, and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Privy Council has appointed the Chief Executive as Accounting Officer of the Health and Care Professions Council. The responsibilities of the Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Health and Care Professions Council's assets, are set out in Managing Public Money published by HM Treasury.

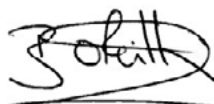
The Accounting Officer has taken all necessary steps to make himself aware of any relevant audit information and to establish that the auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors are unaware.

The Accounting Officer confirms that the Annual Report and Accounts as a whole is fair, balanced and understandable and takes personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.



**Christine Elliott**  
*Chair*

Date 15 October 2025



**Bernie O'Reilly**  
*Chief Executive and Registrar*  
*Accounting Officer*

Date 15 October 2025

# Remuneration and staff report

## Council and Committee members' fees and expenses (subject to audit)

During the year, the Chair of the HCPC was remunerated at a rate of £67,500 (full year equivalent). Council members and Committee Chairs were paid a salary of £13,000 and £15,500 (full year equivalent) respectively for attendance at Council meetings or Committee meetings, and meetings attended on behalf of the HCPC. Independent Committee member and Council Apprentice remuneration remained as a daily rate of £341 for the period from April 2024 to December 2024 and was increased to £362 for the period from January 2025 to March 2025 (2023–24: £341). Expenses are payable for travelling and subsistence costs to reimburse the out-of-pocket expenses incurred, within the parameters set out in the Council and Committee members' expenses policy.

Council and Committee member fees totaling £210,705 (2023–24: £212,686) were paid and accrued to 20 members (2023–24: 19 members), including the independent Committee members, and Council Apprentices, who are not members of the Council.

Benefits in kind with a total taxable value of £7,555 (2023–24: £8,724) were paid to Council and Committee members. These figures relate solely to expenses claimed by Council and Committee members and designated as a benefit in kind by HMRC. These benefits are travel expenses claimed by Council and Committee members for travelling to meetings at the HCPC's offices in London, which are covered by a PAYE Settlement Agreement with HMRC. The 2023–24 figures have been restated to include all Council and Committee members' expenses which include travel, accommodation, subsistence and other associated expenses. Previously, only travel expenses were reported. The gross taxable value of these home to office travel expenses is disclosed (to the nearest £100) in the following table in the column headed "Expenses". This column does not include Council members' expenses for travel to other locations or other expenses that are paid by the HCPC in accordance with the Council and Committee members' expenses policy and are not a taxable benefit.

The fees for the period 1 April 2024 to 31 March 2025 for Council and Committee members paid and accrued were as follows. This table has been subject to audit.

| Council / Committee member               | Council and Committee attendance: number of meetings attended out of total in 2024–25 | 2024–25                  |            |             | 2023–24 (restated)       |            |             |
|------------------------------------------|---------------------------------------------------------------------------------------|--------------------------|------------|-------------|--------------------------|------------|-------------|
|                                          |                                                                                       | Allowance or fees* £'000 | Expenses £ | Total £'000 | Allowance or fees* £'000 | Expenses £ | Total £'000 |
| Rebekah Eglinton                         | Council 6/6<br>Education and Training 4/5                                             | 10-15                    | 500        | 10-15       | 10-15                    | 1,000      | 10-15       |
| Christine Elliott                        | Council 6/6                                                                           | 65-70                    | 1,000      | 65-70       | 65-70                    | 1,000      | 65-70       |
| Alice Gair <sup>1</sup>                  | Council 1/1<br>People and Resources 1/1                                               | 0-5                      | 500        | 0-5         | -                        | -          | -           |
| Susan Gallone <sup>2</sup>               | Council 4/4<br>People and Resources 3/3<br>Remuneration 3/3                           | 10-15                    | -          | 10-15       | 10-15                    | 400        | 10-15       |
| Helen Gough <sup>3</sup>                 | Council 5/6<br>Audit and Risk Assurance 2/3<br>Education and Training 4/5             | 15-20                    | 300        | 15-20       | 10-15                    | 700        | 10-15       |
| Helen Grantham <sup>4</sup>              | Council 1/1<br>People and Resources 1/1<br>Remuneration 1/1                           | 0-5                      | 0          | 0-5         | -                        | -          | -           |
| Neville Hounsome                         | People and Resources 4/4<br>Remuneration 4/4                                          | 0-5                      | 200        | 0-5         | 0-5                      | 100        | 0-5         |
| Penelope Joyce <sup>5</sup>              | Education and Training 4/4                                                            | 0-5                      | -          | 0-5         | 0-5                      | -          | 0-5         |
| Geraldine Kinkead- Richards <sup>1</sup> | Council 5/5<br>People and Resources 3/4                                               | 5-10                     | -          | 5-10        | 0-5                      | -          | 0-5         |
| Graham Masters                           | Audit and Risk Assurance 4/4                                                          | 0-5                      | 200        | 0-5         | 0-5                      | 100        | 0-5         |

| Council / Committee member     | Council and Committee attendance: number of meetings attended out of total in 2024–25 | 2024–25                  |            |             | 2023–24 (restated)       |            |             |
|--------------------------------|---------------------------------------------------------------------------------------|--------------------------|------------|-------------|--------------------------|------------|-------------|
|                                |                                                                                       | Allowance or fees* £'000 | Expenses £ | Total £'000 | Allowance or fees* £'000 | Expenses £ | Total £'000 |
| John McEvoy <sup>6</sup>       | Council<br>People and Resources<br>Remuneration<br>6/6<br>4/4<br>4/4                  | 10-15                    | 2,000      | 10-15       | 10-15                    | 1,800      | 10-15       |
| Jordan McKenna <sup>1</sup>    | Council<br>Audit and Risk Assurance<br>5/5<br>1/3                                     | 0-5                      | 200        | 0-5         | 0-5                      | 100        | 0-5         |
| Sejal Patel <sup>1</sup>       | Council<br>Audit and Risk Assurance<br>1/1<br>1/1                                     | 0-5                      | 0          | 0-5         | -                        | -          | -           |
| Lianne Patterson               | Council<br>Audit and Risk Assurance<br>6/6<br>4/4                                     | 15-20                    | 500        | 15-20       | 10-15                    | 900        | 10-15       |
| Pameleta Ricketts <sup>4</sup> | Council<br>People and Resources<br>Remuneration<br>1/1<br>1/1<br>1/1                  | 0-5                      | 300        | 0-5         | -                        | -          | -           |
| Catharine Seddon <sup>4</sup>  | Council<br>Audit and Risk Assurance<br>1/1<br>1/1                                     | 0-5                      | -          | 0-5         | -                        | -          | -           |
| David Stirling                 | Council<br>Audit and Risk Assurance<br>5/6<br>4/4                                     | 15-20                    | 700        | 15-20       | 10-15                    | 400        | 10-15       |
| Kathryn Thirlaway <sup>7</sup> | Council<br>Education and Training<br>6/6<br>4/5                                       | 10-15                    | 700        | 10-15       | 10-15                    | 700        | 10-15       |
| Steven Vaughan <sup>8</sup>    | Council<br>Education and Training<br>4/4<br>1/4                                       | 10-15                    | 300        | 10-15       | 10-15                    | 300        | 10-15       |
| Valerie Webster                | Council<br>People and Resources<br>Remuneration<br>6/6<br>3/4<br>2/4                  | 10-15                    | 100        | 10-15       | 10-15                    | 400        | 10-15       |
| Helen White <sup>9</sup>       | Education and Training<br>0/0                                                         | -                        | -          | -           | -                        | -          | -           |

\* The allowances or fees and total remuneration are reported in bands of £5,000. The Council Chair's allowance is £67,500 (full year equivalent). Council members receive an allowance of £13,000 (full year equivalent). Chairs of the Council's committees receive a supplement of £2,500 in addition to their allowance as a Council member to recognise the additional responsibilities of these roles. Independent Committee members and Council Apprentices receive a day fee of £362 for each formal governance meeting attended.

1. Geraldine Kinkead-Richards and Jordan McKenna were appointed as Council Apprentices on 31 January 2024 and their appointment ended on 30 January 2025. Alice Gair and Sejal Patel were appointed as Council Apprentices on 31 January 2025 and their appointment runs until 30 January 2026. These are not public appointments and the postholders are not voting members of the Council.
2. Sue Gallone completed an eight-year term of office and left the Council on 31 December 2024.
3. Helen Gough temporarily stepped down as Chair of the Education and Training Committee and stepped down from the Audit and Risk Assurance Committee on 16 January 2025.
4. Helen Grantham, Pameleta Ricketts and Catharine Seddon were appointed as Council members on 24 February 2025.
5. Penny Joyce completed a six-year and eleven month term of office and left the Education and Training Committee on 31 December 2024.
6. John McEvoy became Chair of the People and Resources Committee and the Remuneration Committee on 1 January 2025.
7. Kathryn Thirlaway became Chair of the Education and Training Committee on 17 January 2025.
8. Steven Vaughan resigned as a Council member and left the Council on 24 January 2025.
9. Helen White was appointed as independent Education and Training Committee member on 28 March 2025

## Remuneration of the Chief Executive and Executive Leadership Team (ELT)

The salary levels for the Chief Executive and the ELT are reviewed annually in March by the Remuneration Committee, after due consideration of annual performance and changes in market rates.

In the HCPC's remuneration package, the most significant item is salary. No performance bonuses are payable to any employee. The Chief Executive and the ELT are members of the Aviva pension scheme, which is a stakeholder-defined contribution scheme to which the HCPC contributes. The employer contribution level for all ELT members is 7% of salary, subject to an employee contribution of at least 3% of salary. Employees may increase their contribution above 3% up to the maximum tax relievable allowance set by HM Revenue and Customs however the HCPC's maximum contribution will be double those contributions up to a maximum of 8% of salary.

The Chief Executive and Registrar's contract of employment requires a termination notice period of six months by both the employee and the employer. All Executive Directors require a termination notice period of six months.

In 2024–25 the Chief Executive and four Executive Directors received pay awards of 4.5%.

## Executive Leadership Team remuneration (subject to audit)

The salaries and remuneration paid to members of the ELT, including the Chief Executive and standing co-opted members of the ELT, were as follows.

| Name                          | Position                                                                                              | 2024–25                                            |                                               |                                             |                                  | 2023–24                                            |                                               |                                             |                                  |
|-------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------|---------------------------------------------|----------------------------------|----------------------------------------------------|-----------------------------------------------|---------------------------------------------|----------------------------------|
|                               |                                                                                                       | Salary/<br>Remuneration<br>(in bands of<br>£5,000) | Pension<br>benefits<br>(to nearest<br>£1,000) | Taxable<br>benefits<br>(to nearest<br>£100) | Total<br>(in bands<br>Of £5,000) | Salary/<br>Remuneration<br>(in bands of<br>£5,000) | Pension<br>benefits<br>(to nearest<br>£1,000) | Taxable<br>benefits<br>(to nearest<br>£100) | Total<br>(in bands<br>of £5,000) |
| Claire Amor <sup>1</sup>      | 1) Executive Director of Corporate Affairs (from 1 November 2023)                                     |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                               | 2) Executive Director of Governance, Assurance and Planning (from 1 November 2022 to 31 October 2023) | 85 - 90                                            | 10                                            | –                                           | 95 - 100                         | 110 - 115                                          | 8                                             | –                                           | 120 - 125                        |
| Alastair Bridges <sup>2</sup> | 1) Executive Director of Resources (from 1 November 2023)                                             |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                               | 2) Executive Director of Resources and Business Performance (until 31 October 2023)                   | 135 - 140                                          | 10                                            | –                                           | 145 - 150                        | 130 - 135                                          | 9                                             | –                                           | 140 - 145                        |
| Laura Coffey <sup>3</sup>     | 1) Executive Director of Fitness to Practise and Tribunal Services (from 1 November 2023)             |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                               | 2) Interim Executive Director of Regulation (from 5 December 2022 to 31 October 2023)                 | 120 - 125                                          | 10                                            | –                                           | 130 - 135                        | 110 - 115                                          | 9                                             | –                                           | 115 - 120                        |

| Name                         | Position                                                                                                                  | 2024–25                                            |                                               |                                             |                                  | 2023–24                                            |                                               |                                             |                                  |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------|---------------------------------------------|----------------------------------|----------------------------------------------------|-----------------------------------------------|---------------------------------------------|----------------------------------|
|                              |                                                                                                                           | Salary/<br>Remuneration<br>(in bands of<br>£5,000) | Pension<br>benefits<br>(to nearest<br>£1,000) | Taxable<br>benefits<br>(to nearest<br>£100) | Total<br>(in bands<br>of £5,000) | Salary/<br>Remuneration<br>(in bands of<br>£5,000) | Pension<br>benefits<br>(to nearest<br>£1,000) | Taxable<br>benefits<br>(to nearest<br>£100) | Total<br>(in bands<br>of £5,000) |
| Bernie O'Reilly <sup>4</sup> | Chief Executive and Registrar (from 3 July 2023)                                                                          | 180 - 185                                          | 13                                            | –                                           | 195 - 200                        | 130 - 135                                          | 8                                             | –                                           | 135 - 140                        |
| Andrew Smith <sup>5</sup>    | 1) Executive Director of Education, Registration & Regulatory Standards and Deputy Chief Executive (from 1 November 2023) |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                              | 2) Registrar and Accounting Officer (from 1 January to 6 July 2023)                                                       |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                              | 3) Interim Deputy Chief Executive (from 14 November 2022 to 31 October 2023)                                              |                                                    |                                               |                                             |                                  |                                                    |                                               |                                             |                                  |
|                              | 4) Executive Director of Regulation (until 31 October 2023)                                                               | 140 - 145                                          | 12                                            | –                                           | 155 - 160                        | 135 - 140                                          | 11                                            | –                                           | 145 - 150                        |

1. Claire Amor was on maternity leave from December 2023 to October 2024, her full year equivalent salary in 2024–25 was in the band of £120,000-£125,000. Her job title changed to Executive Director of Corporate Affairs on 1 November 2023. Her full year equivalent salary for this role in 2023–24 was in the band of £110,000-£115,000. Her full year equivalent salary for her former role of Executive Director of Governance, Assurance and Planning in 2023–24 was in the band of £100,000-£105,000. In addition, an amount of £0–£5,000 was paid as a non-consolidated pay award for additional responsibilities providing temporary leadership of directorates in May 2023 and this is included in the remuneration figure in the table above.
2. Alastair Bridges's job title changed to Executive Director of Resources on 1 November 2023. His full year equivalent salary for this role in 2024–25 was in the band of £135,000-£140,000
3. Laura Coffey became Executive Director of Fitness to Practise and Tribunal Services on 1 November 2023. Her full year equivalent salary for this role in 2024–25 was in the band of £125,000-£130,000. Her full year equivalent salary for her former role of Interim Executive Director of Regulation in 2023–24 was in the band of £100,000-£105,000.
4. Bernie O'Reilly joined the HCPC on 3 July 2023 as Chief Executive and was appointed as Registrar with effect from 7 July 2024. His full year equivalent salary for this role in 2023–24 was in the band of £175,000-£180,000. His full year equivalent salary for this role in 2024–25 was in the band of £180,000-£185,000.
5. Andrew Smith became Executive Director of Education, Registration and Regulatory Standards and Deputy Chief Executive on 1 November 2023. His full year equivalent salary for this role in 2024–25 was in the band of £140,000-£145,000. His full year equivalent salary for his former role of Interim Deputy Chief Executive in 2023–24 was in the band of £135,000-£140,000.

## Fair pay disclosures (subject to audit)

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the 25th percentile, median (50th percentile) and 75th percentile remuneration of the organisation's workforce. When calculating fair pay disclosures, the HCPC has not included agency and temporary staff remuneration within the HCPC's total employees' remuneration. This is due to the difficulties in calculating agency and temporary staff remuneration, given their services are provided through an intermediary who adds a variable mark-up to the remuneration of the agency or temporary staff personnel. Total remuneration for these purposes is salary as there are no additional components of remuneration that are required to be included.

The banded remuneration of the highest paid director of the HCPC in the financial year 2024–25 was £180,000–185,000 (2023–24: £175,000–£180,000). This represents a 4.5% increment in 2024–25 from the prior financial year. The fair pay disclosure accurately reports the highest paid director at the year end.

The average total remuneration for all employees on an annualised basis, excluding the highest paid director for the financial year 2024–25 was £43,279 (2023–24: £40,647). This represents a 6.48% increase in 2024–25 from the prior financial year. This increase in average remuneration is largely due to the annual pay award in 2024–25 and some of the individuals' salary increments.

The range of staff remuneration for 2024–25 from the lowest paid employees to the highest paid director was £22,000–£185,000 (2023–24: £22,000–£175,000).

The 25th percentile remuneration of employees was £31,825 (2023–24: £28,424), which represents a 11.96% increase in 2024–25. The mid-point of the banded remuneration of the highest paid director of the HCPC was 5.73 times (2023–24: 6.24) the 25th percentile remuneration of all employees.

The increase in the 25th percentile remuneration is due to the impact of the 2024–25 annual pay award and individuals' salary increments in lower pay bands.

The median (50th percentile) remuneration of employees was £38,221 (2023–24: £36,575), which represents a 4.50% increase in 2024–25. The mid-point of the banded remuneration of the highest paid director of the HCPC was 4.77 times (2023–24: 4.85) the median remuneration of all employees.

The increase in median remuneration is due to the 2024–25 annual pay award.

The 75th percentile remuneration of the workforce was £49,141 (2023–24: £45,856), which represents a 7.16% increase in 2024–25. The mid-point of the banded remuneration of the highest paid director of the HCPC was 3.71 times (2023–24: 3.87) the 75th percentile remuneration of all employees.

The increase in the 75th percentile remuneration is due to several new roles within higher level pay bands, individual staff promotions and the impact from annual pay award during 2024–25.

Total remuneration includes salary, allowances (at a minimum of six months), non-consolidated performance-related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

## Consultancy and off-payroll engagements

Specialist consultancy and contractors are occasionally and exceptionally engaged for particular projects and other work where it would not be cost effective for the HCPC to maintain permanent in-house capability. Examples of this work in 2024–25 included IT system projects.

### Consultancy engagements as of 31 March 2025, earning £245 per day or greater

|                                                    |   |
|----------------------------------------------------|---|
| Number of existing engagements as of 31 March 2025 | 4 |
| Of which, the number that existed:                 |   |
| • Less than one year                               | 3 |
| • For between one and two years                    | 1 |
| • For between two and three years                  | - |
| • For between three and four years                 | - |
| • For four or more years                           | - |

### Consultancy engagements at any point during the year ended 31 March 2025, earning £245 per day or greater:

|                                                                                        |   |
|----------------------------------------------------------------------------------------|---|
| Number of temporary off-payroll workers engaged during the year ended 31 March 2025    | 5 |
| Of which:                                                                              |   |
| • Not subject to off-payroll legislation                                               | 1 |
| • Subject to off-payroll legislation and determined as in-scope of IR35                | - |
| • Subject to off-payroll legislation and determined as out-of-scope of IR35            | 4 |
| Number of engagements reassessed for compliance or assurance processes during the year | - |
| Of which:                                                                              |   |
| • Number of engagements that saw a change to IR35 status following review              | - |

Off-payroll engagements of Council members and/or senior management with any significant financial responsibility between 1 April 2024 and 31 March 2025:

|                                                                                                                                                                                                                     |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Number of off-payroll engagements of Council members and/or senior management with any significant financial responsibility during the financial year                                                               | -  |
| Total number of individuals that have been deemed 'board members and/or senior officials with significant responsibility' during the financial year. This must include both on-payroll and off-payroll engagements. | 18 |

## Exit packages<sup>1</sup> (subject to audit)

Three employees were paid a redundancy payment, and four employees were paid other departures payment during the year. The number of exits for each of the cost bands were as follows.

| Exit package cost band        | Number of compulsory redundancies | Number of other departures agreed | 2024–25<br>Total number of exit packages by cost band | 2023–24<br>Total number of exit packages by cost band |
|-------------------------------|-----------------------------------|-----------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| £0–£25,000                    | 2                                 | 4                                 | 6                                                     | 4                                                     |
| £25,001–£50,000               | 0                                 | 0                                 | 0                                                     | 0                                                     |
| £50,001–£100,000              | 1                                 | 0                                 | 1                                                     | 0                                                     |
| £100,001–£150,000             | 0                                 | 0                                 | 0                                                     | 0                                                     |
| £150,001+                     | 0                                 | 0                                 | 0                                                     | 0                                                     |
| Total number of exit packages | 3                                 | 4                                 | 7                                                     | 4                                                     |
| <b>Total cost</b>             | <b>£69,700</b>                    | <b>£21,503</b>                    | <b>£91,203</b>                                        | <b>£14,753</b>                                        |

1. Accrued but untaken holiday pay has been excluded from this disclosure. This is on the basis that such payments represent statutory and contractual entitlements routinely processed through payroll, and do not form part of the discretionary or negotiated elements of the exit package.

## Employee numbers and costs (subject to audit)

Employee numbers and costs are shown in note 4 of the financial statements, together with the cost of agency and contract workers.

## Employee sickness absence and turnover

Both employee turnover and sickness absence form key performance indicators monitored by our Council. Additionally, our People and Resources Committee was created in January 2021 in order to increase the Council's oversight on our performance as an employer.

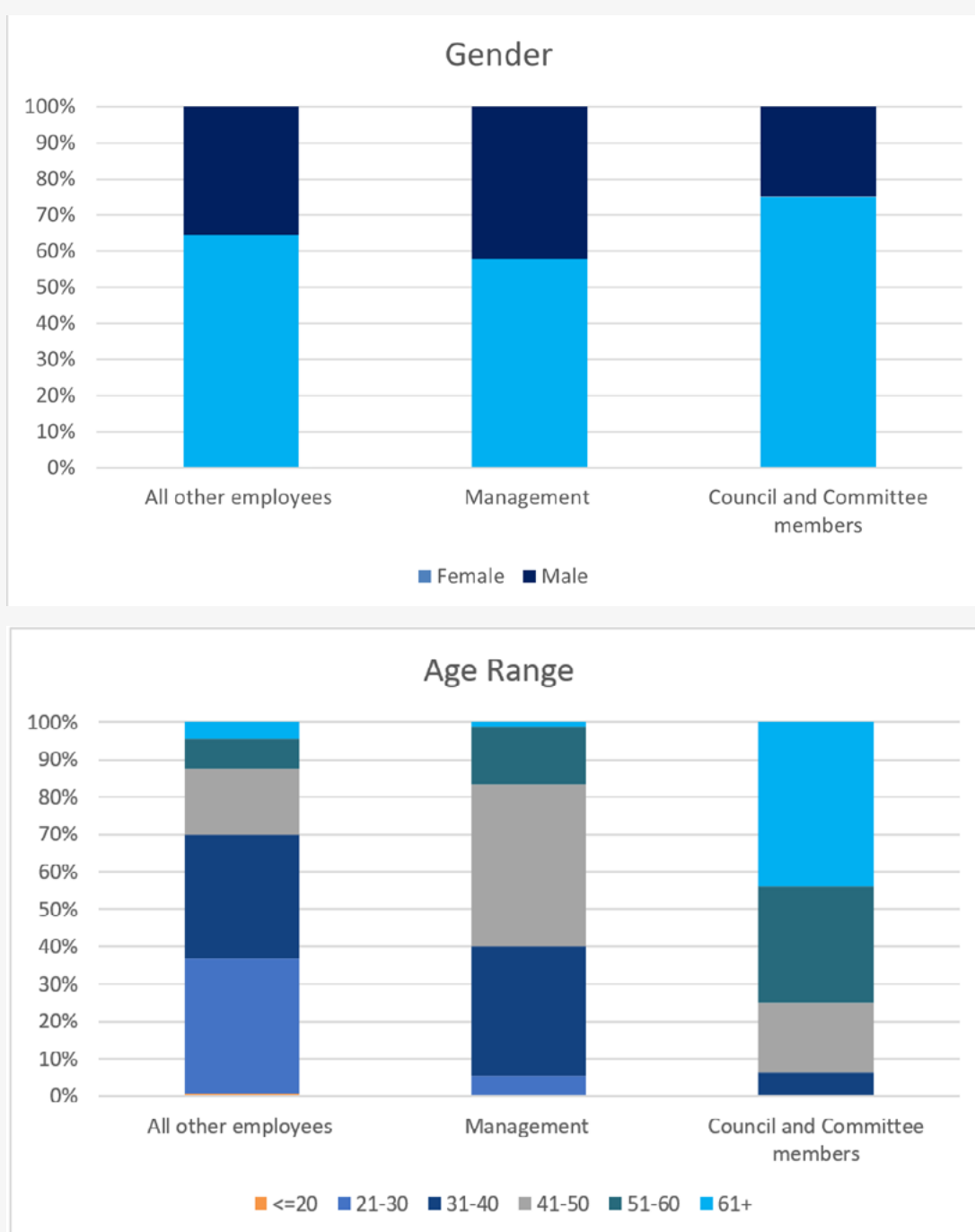
Overall employee turnover for 2024–25 was 14%, however the average voluntary turnover for the financial year was 10%. 3% of available working days were lost to sickness absence with an employee average of seven sick days taken.

## Equality and diversity

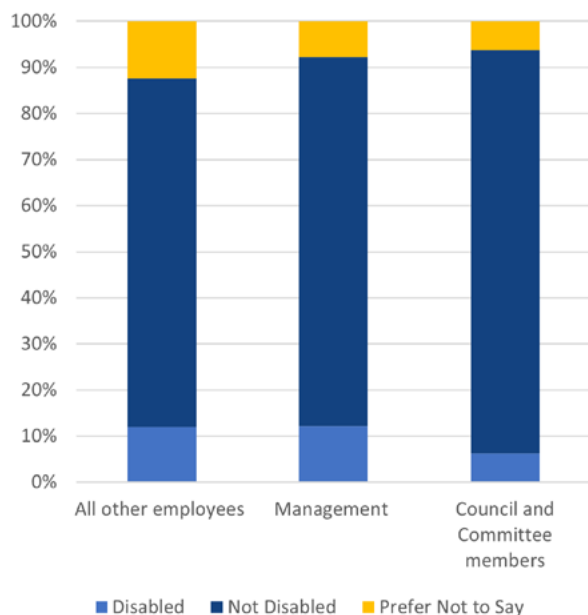
We are committed to meeting our obligations under the Equality Act 2010, continuing to ensure that we are an organisation that values diversity and promotes equality. This includes ensuring Council and Committee members, partners and employees receive regular training in equality and diversity matters and ensuring that the organisation values participation and respectful working relationships.

We are an equal opportunities employer and provide opportunities and advancement for all suitably qualified persons regardless of age, disability, gender (including gender reassignment), race, marriage or civil partnership status, pregnancy and maternity, religion, belief (or non-belief) or sexual orientation. We are recognised as a positive place to work for disabled people and are a Disability Confident Employer under the government Disability Confident Scheme.

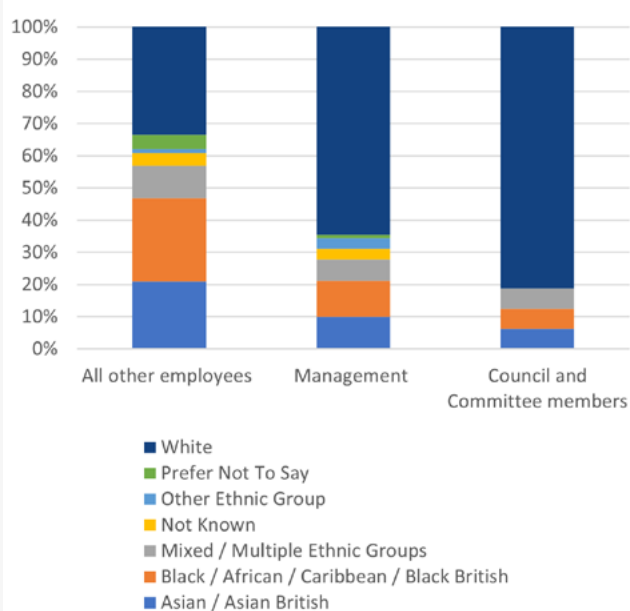
Our diversity as at 31 March 2025 was as follows:



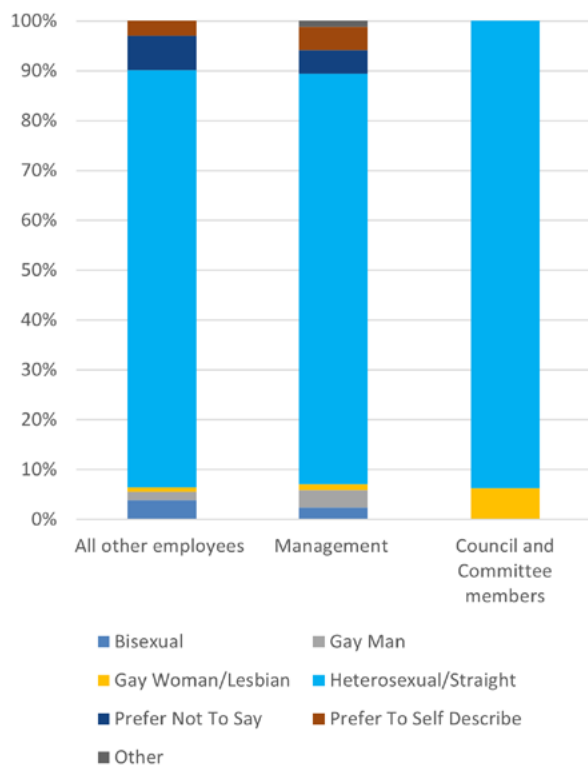
### Disability



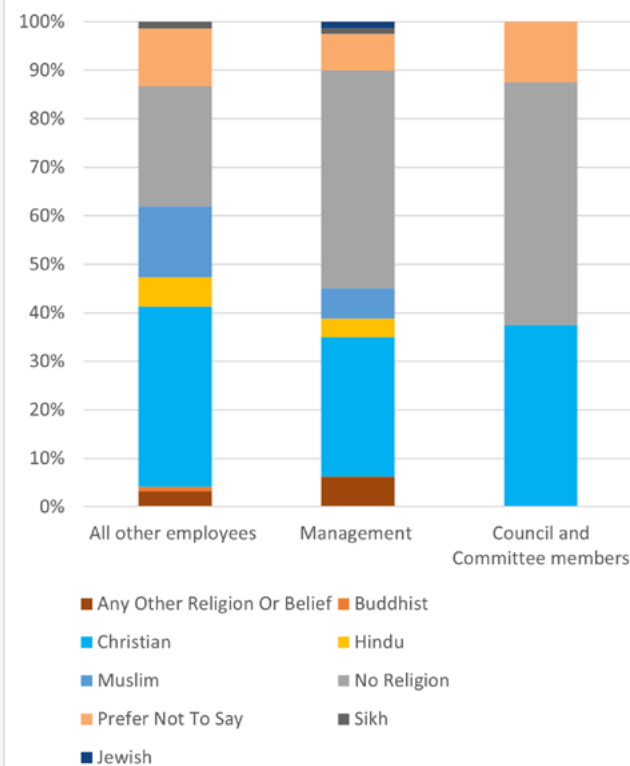
### Ethnic Origin



### Sexual Orientation



### Religion



## Gender pay gap

The HCPC is committed to doing everything that it can to reduce the gender pay gap. In 2024, the HCPC updated its gender pay gap reporting methodology to align with best practice by calculating figures based on employees only, whereas in previous years partners had been included. As at 5 April 2024, our mean gender pay gap (employees) was 16.5% (5 April 2023: 15.6%). This disparity is primarily attributed to the distribution of male and female employees across the pay quartiles. Specifically, a higher proportion of female employees are concentrated in the lower middle and lower pay quartiles compared to their male counterparts. The upper quartile plays a significant role in this gap, contributing 24.21 percentage points to the overall mean pay gap. This indicates that differences in pay within the upper quartile are the largest factor driving the gender pay gap, despite the gap being reported at 16.5%.

The HCPC's median gender pay gap (employees) is 13.4% (5 April 2023: 14.3%). This figure represents the difference in the midpoint hourly pay between male and female employees. Unlike the mean, the median focuses on the central value within the pay distribution, offering a clearer view of typical pay levels that are not influenced by outliers or extreme pay rates. These figures highlight the impact of pay distribution on the HCPC's gender pay gap and underscore the significant role of the upper quartile in driving disparities.

## Ethnicity pay gap

As at 5 April 2024, our mean ethnicity pay gap (employees) was 28% (5 April 2023: 26.12%) and median ethnicity pay gap (employees) was 21.1% (5 April 2023: 18.6%). The gap can be explained by where ethnic minority employees can be found in our pay band structure. More white employees can be found within the higher pay bands compared to ethnic minority employees, which remains from the past years. In the meantime, the proportion of ethnic minority employees increased 2.8% within the lower quartile and decreased 5.2% within the upper middle quartile compared to last year.



*The HCPC performed strongly against our Equality, Diversity and Inclusion (EDI) Standard. We saw examples of good practice, particularly the development and publication of its diversity data dashboard, which allows users to filter the HCPC's registrant data by a broader range of characteristics.*

**Professional Standards Authority**



# Parliamentary accountability and audit report

## Accountability

### Fees charging (subject to audit)

Article 45 of the Health Professions Order 2001 provides that ‘the Council may charge such fees in connection with the exercise of its functions as it may, with the approval of the Privy Council, determine and, subject to this article, the expenses of the Council are to be met out of fees received by the Council and other sums paid to it in connection with the exercise of its functions’.

Article 45 also provides that the government may make grants or loans to the Council, but we do not rely on government funding to cover our ordinary operating costs. In accordance with the Order and our reserves policy, we set our fees at the levels required to recover our full costs and maintain our finances on a sustainable basis. We have complied with the charging requirements as set out in HM Treasury’s guidance. The detailed breakdown of our fees is set out in note 2 of the financial statements.

### Losses and special payments (subject to audit)

There were no losses and special payments for the HCPC above the £300k threshold set out in HM Treasury’s Managing Public Money guidance (2023–24: nil).

### Remote contingent liabilities (subject to audit)

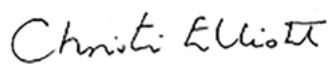
As at 31 March 2025, the HCPC had £72,000 worth of remote contingent liabilities relating to legal claims from registrants (31 March 2024: £17,500).

### Gifts (subject to audit)

The HCPC has received no gifts in year (2023–24: nil). The HCPC has made no gifts in year above the £300k threshold set out in HM Treasury’s Managing Public Money guidance (2023–24: nil).

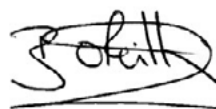
### Regularity of expenditure (subject to audit)

The Accounting Officer is able to identify any material irregular or improper use of funds by the Council, or material non-compliant use of funds. To the date of this statement, there have been no instances of material irregularity, impropriety or funding non-compliance discovered during the financial year.



**Christine Elliott**  
Chair

Date 15 October 2025



**Bernie O'Reilly**  
Chief Executive and Registrar  
Accounting Officer

Date 15 October 2025

# Independent Auditor's report of the Comptroller and Auditor General to the Houses of Parliament and the Scottish Parliament

## Opinion on financial statements

I have audited the financial statements of the Health and Care Professions Council (first tier) for the year ended 31 March 2025 under s.46(2) of the Health Professions Order 2001.

The financial statements comprise the Health and Care Professions Council's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Income, Cash Flow Statement and Statement of Changes in Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Health and Care Professions Council's affairs as at 31 March 2025 and its net income after taxation for the year then ended; and
- have been properly prepared in accordance with the Health Professions Order 2001 and Privy Council determinations issued thereunder.

## Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements section of my report*.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of the Health and Care Professions Council in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Health and Care Professions Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Health and Care Professions Council's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this report.

The going concern basis of accounting for the Health and Care Professions Council is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

## Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my report, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Remuneration and Staff Report subject to audit have been properly prepared in accordance with Privy Council determinations made under the Health Professions Order 2001; and
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## Matters on which I report by exception

In the light of the knowledge and understanding of the Health and Care Professions Council and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Health and Care Professions Council or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Remuneration and Staff Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by law have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with determinations made by the Privy Council.

## Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Health and Care Professions Council from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Privy Council determinations issued under the Health Professions Order 2001;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Privy Council determinations issued under the Health Professions Order 2001; and
- assessing the Health and Care Professions Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Health and Care Professions Council will not continue to be provided in the future.

## Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and report on the financial statements in accordance with the Health Professions Order 2001.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report that includes my opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of

these financial statements.

### Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

### Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Health and Care Professions Council's accounting policies.
- inquired of management, the Health and Care Professions Council's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Health and Care Professions Council's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Health and Care Professions Council's controls relating to the Health and Care Professions Council's compliance with the Health Professions Order 2001 and determinations of the Privy Council issued thereunder;
- inquired of management, the Health and Care Professions Council's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team and the relevant internal and external specialists, including internal IT audit specialists and external property specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Health and Care Professions Council for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Health and Care Professions Council's framework of authority and other legal and regulatory frameworks in which the Health and Care Professions Council operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Health and Care Professions Council. The key laws and regulations I considered in this context included the Health Professions Order 2001, employment law, pensions legislation, tax Legislation and the determinations of the Privy Council.

## Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Council and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my report.

## Other auditor's responsibilities

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

**Gareth Davies**  
**Comptroller and Auditor General**

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

**Date**  
17 October 2025

# Certificate and report of the Comptroller and Auditor General to the Houses of Parliament and the Scottish Parliament

## Opinion on financial statements

I certify that I have audited the financial statements of the Health and Care Professions Council (second tier) for the year ended 31 March 2025 under s.46(5) of the Health Professions Order 2001.

The financial statements comprise the Health and Care Professions Council's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Income, Cash Flow Statement and Statement of Changes in Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Health and Care Professions Council's affairs as at 31 March 2025 and its net income after taxation for the year then ended; and
- have been properly prepared in accordance with the Health Professions Order 2001 and Privy Council determinations issued thereunder.

## Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of the Health and Care Professions Council in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Health and Care Professions Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Health and Care Professions Council's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Health and Care Professions Council is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

## Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Remuneration and Staff Report subject to audit have been properly prepared in accordance with Privy Council determinations made under the Health Professions Order 2001; and
- the information given in the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## Matters on which I report by exception

In the light of the knowledge and understanding of the Health and Care Professions Council and its environment obtained in the course of the audit, I have not identified material misstatements in the Annual Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Health and Care Professions Council or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by law have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with determinations made by the Privy Council.

## Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Health and Care Professions Council from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view in accordance with Privy Council determinations issued under the Health Professions Order 2001;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with Privy Council determinations issued under the Health Professions Order 2001; and
- assessing the Health and Care Professions Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Health and Care Professions Council will not continue to be provided in the future.

## Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Health Professions Order 2001.

My objectives are to obtain reasonable assurance about whether the financial statements as a

whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

#### Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

#### Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Health and Care Professions Council's accounting policies.
- inquired of management, the Health and Care Professions Council's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Health and Care Professions Council's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Health and Care Professions Council's controls relating to the Health and Care Professions Council's compliance with the Health Professions Order 2001 and determinations issued by the Privy Council thereunder;
- inquired of management, the Health and Care Professions Council's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud;
- discussed with the engagement team and the relevant internal and external specialists, including internal IT audit specialists and external property specialists regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Health and Care Professions Council for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Health and Care Professions Council's framework of authority and other legal and regulatory frameworks in which the Health and Care Professions Council

operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Health and Care Professions Council. The key laws and regulations I considered in this context included the Health Professions Order 2001, employment law, pensions legislation, tax Legislation and the determinations of the Privy Council.

### Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Council and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

### Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

## Report

I have no observations to make on these financial statements.

**Gareth Davies**  
**Comptroller and Auditor General**

**Date**  
17 October 2025

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP

# Financial statements

## Statement of Comprehensive Net Income for the year ended 31 March 2025

| Income                                         | Note  | 2024–25         | 2023–24             |
|------------------------------------------------|-------|-----------------|---------------------|
|                                                |       | £'000           | (Restated)<br>£'000 |
| Fee income                                     | 2     | 43,331          | 39,278              |
| <b>Total operating income</b>                  |       | <b>43,331</b>   | <b>39,278</b>       |
| Staff costs                                    | 4 & 5 | (17,226)        | (16,095)            |
| Depreciation and amortisation                  | 8 & 9 | (1,025)         | (1,070)             |
| Impairment reversals/(losses)                  | 8     | 36              | (184)               |
| Other expenditure                              | 6     | (21,738)        | (21,109)            |
| Business transformation costs                  |       | -               | (5)                 |
| <b>Total operating expenditure</b>             |       | <b>(39,953)</b> | <b>(38,463)</b>     |
| <b>Net operating income</b>                    |       | <b>3,378</b>    | <b>815</b>          |
| Grant income                                   |       | 53              | 229                 |
| Rental income                                  |       | 85              | 167                 |
| Interest income                                | 3     | 1,016           | 565                 |
| Miscellaneous income                           | 3     | 3               | -                   |
| <b>Net income for the year before taxation</b> |       | <b>4,535</b>    | <b>1,776</b>        |
| Taxation                                       | 7     | (268)           | (180)               |
| <b>Net income for the year after taxation</b>  |       | <b>4,267</b>    | <b>1,596</b>        |
| <b>Other comprehensive net income</b>          |       |                 |                     |
| Revaluation (loss) on freehold property        | 8     | -               | (249)               |
| <b>Comprehensive net income for the year</b>   |       | <b>4,267</b>    | <b>1,347</b>        |

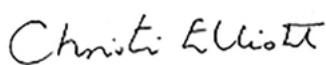
The notes on pages 109-130 form part of these financial statements. The net income after tax for the year arises from the HCPC's continuing operations. Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

# Statement of Financial Position as at 31 March 2025

|                                   |       | 31 March<br>2025 | 31 March<br>2024<br>(Restated) | 01 April<br>2023<br>(Restated) |
|-----------------------------------|-------|------------------|--------------------------------|--------------------------------|
|                                   | Note  | £'000            | £'000                          | £'000                          |
| <b>Non-current assets</b>         |       |                  |                                |                                |
| Property, plant and equipment     | 8     | 5,537            | 5,571                          | 6,200                          |
| Intangible assets                 | 9     | 2,825            | 3,324                          | 3,398                          |
| <b>Total non-current assets</b>   |       | <b>8,362</b>     | <b>8,895</b>                   | <b>9,598</b>                   |
| <b>Current assets</b>             |       |                  |                                |                                |
| Trade and other receivables       | 10    | 3,158            | 2,982                          | 2,289                          |
| Cash and cash equivalents         | 11    | 26,771           | 26,049                         | 14,460                         |
| <b>Total current assets</b>       |       | <b>29,929</b>    | <b>29,031</b>                  | <b>16,749</b>                  |
| <b>Total assets</b>               |       | <b>38,291</b>    | <b>37,926</b>                  | <b>26,347</b>                  |
| <b>Current liabilities</b>        |       |                  |                                |                                |
| Trade and other payables          | 12    | (4,874)          | (4,322)                        | (4,374)                        |
| Deferred income                   | 13    | (23,512)         | (28,275)                       | (18,038)                       |
| <b>Total current liabilities</b>  |       | <b>(28,386)</b>  | <b>(32,597)</b>                | <b>(22,412)</b>                |
| Liabilities greater than one year | 14    | (391)            | (82)                           | (35)                           |
| <b>Assets less liabilities</b>    |       | <b>9,514</b>     | <b>5,247</b>                   | <b>3,900</b>                   |
| <b>Reserves</b>                   |       |                  |                                |                                |
| General reserve                   | SoCiE | 9,514            | 5,247                          | 3,651                          |
| Revaluation reserve               | SoCiE | -                | -                              | 249                            |
| <b>Total Reserves</b>             |       | <b>9,514</b>     | <b>5,247</b>                   | <b>3,900</b>                   |

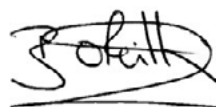
The notes on pages 109-130 form part of these financial statements. Further information in relation to the restated figures can be found in note 1.12 of these financial statements on pages 114-118.

Approved and authorised for issue on behalf of the Council and signed on its behalf:



**Christine Elliott**  
Chair

Date 15 October 2025



**Bernie O'Reilly**  
Chief Executive and Registrar  
Accounting Officer

Date 15 October 2025

# Cash flow statement for year ended 31 March 2025

|                                                                 |       | 2024–25       | 2023–24<br>(Restated) |
|-----------------------------------------------------------------|-------|---------------|-----------------------|
|                                                                 | Note  | £'000         | £'000                 |
| <b>Cash flows from operating activities</b>                     |       |               |                       |
| Net operating income                                            |       | 3,378         | 815                   |
| Depreciation and amortisation                                   | 8 & 9 | 1,025         | 1,070                 |
| Impairment reversals/(losses)                                   |       | (36)          | 184                   |
| Grant income                                                    |       | 53            | 229                   |
| (Increase) in trade and other receivables                       | 10    | (176)         | (693)                 |
| Increase/(Decrease) in trade payables                           | 12    | 470           | (131)                 |
| Increase/(Decrease) in deferred income                          | 13    | (4,763)       | 10,237                |
| Increase in liabilities greater than one year                   | 14    | 309           | 47                    |
| <b>Net cash inflow from operating activities</b>                |       | <b>260</b>    | <b>11,758</b>         |
| <b>Cash flows from investing activities</b>                     |       |               |                       |
| Purchase of property, plant and equipment                       | 8     | (131)         | (75)                  |
| Purchase of intangible assets                                   | 9     | (332)         | (725)                 |
| Disposal of intangible assets                                   | 9     | 7             | -                     |
| Rental income                                                   |       | 85            | 167                   |
| Interest income                                                 | 3     | 1,016         | 565                   |
| Miscellaneous income                                            | 3     | 3             | -                     |
| Taxation                                                        | 7     | (186)         | (101)                 |
| <b>Net cash outflows from investing activities</b>              |       | <b>462</b>    | <b>(169)</b>          |
| <b>Net increase in cash and cash equivalents in the period</b>  |       | <b>722</b>    | <b>11,589</b>         |
| <b>Cash and cash equivalents at the beginning of the period</b> | 11    | <b>26,049</b> | <b>14,460</b>         |
| <b>Cash and cash equivalents at the end of the period</b>       | 11    | <b>26,771</b> | <b>26,049</b>         |

The notes on pages 109-130 form part of these financial statements.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

# Statement of Changes in Equity for year ended 31 March 2025

|                                              | Note | Revaluation Reserve<br>£'000 | General Reserve<br>£'000 | Total<br>£'000 |
|----------------------------------------------|------|------------------------------|--------------------------|----------------|
| <b>Balance at 31 March 2023</b>              |      | 249                          | 1,572                    | 1,821          |
| Prior Period Adjustment                      |      | -                            | 2,079                    | 2,079          |
| <b>Balance at 1 April 2023</b>               |      | <b>249</b>                   | <b>3,651</b>             | <b>3,900</b>   |
| <b>Changes in reserves for 2023</b>          |      |                              |                          |                |
| Net income for the year after taxation       |      | -                            | 1,596                    | 1,596          |
| Loss on revaluation of property              |      | (249)                        | -                        | (249)          |
| <b>Balance at 31 March 2024</b>              |      | <b>-</b>                     | <b>5,247</b>             | <b>5,247</b>   |
| <b>Changes in reserves for 2024</b>          |      |                              |                          |                |
| <b>Balance at 1 April 2024</b>               |      | <b>-</b>                     | <b>5,247</b>             | <b>5,247</b>   |
| Net income for the year after taxation       |      | -                            | 4,267                    | 4,267          |
| <b>Comprehensive net income for the year</b> |      | <b>-</b>                     | <b>4,267</b>             | <b>4,267</b>   |
| <b>Balance at 31 March 2025</b>              |      | <b>-</b>                     | <b>9,514</b>             | <b>9,514</b>   |

The Revaluation Reserve is a capital reserve used when an asset has been revalued. Revaluations are completed periodically to reflect the fair value of an asset owned by the organisation.

The General Reserve is a reserve used to record all resource inflows and outflows, other than those revaluations which are reflected in the Revaluation Reserve.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

The notes on pages 109-130 form part of these financial statements.

# Notes to the financial statements for year ended 31 March 2025

## 1. Accounting policies

### 1.1 Basis of preparation

The accounts have been prepared in accordance with International Financial Reporting Standards (IFRS) as adapted and interpreted by the 2024–25 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Health and Care Professions Council (HCPC) for the purpose of giving a true and fair view has been selected. The particular policies adopted by the HCPC are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

### 1.2 Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of land and buildings.

### 1.3 IFRS, amendments and interpretations in issue but not yet effective, or adopted

IAS 8 – Accounting Policies, Changes in Accounting Estimates and Errors requires disclosure in respect of new IFRS, amendments and interpretations that are, or will be applicable after the accounting period. Standards, amendments and interpretations issued by the International Accounting Standards Board, but not yet effective that have not been early adopted, and which are relevant to the HCPC are: :

- **IFRS 17 – Insurance Contracts:** The standard is expected to be effective in the public sector for accounting periods beginning on or after 1 April 2025. No material impact to the HCPC's financial statements is anticipated following its implementation.
- **IAS 16 – Property, Plant and Equipment:** In December 2023 HM Treasury released an exposure draft on potential changes to make to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets is to be included in the 2025-26 FReM for mandatory implementation:
  - References to assets being held for their 'service potential' and the terms 'specialised/ non-specialised' assets are being removed from the FReM. Non-investment assets are instead described as assets held for their 'operational capacity'. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV).
  - An adaptation to IAS 16 will be introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using the one of the following processes:
    - A quinquennial revaluation supplemented by annual indexation.
    - A rolling programme of valuations over a five-year cycle, with annual indexation applied to assets during the four intervening years.

- For non-property assets only, appropriate indices.
- In rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3.

#### 1.4 IFRS amendments and interpretations adopted

No IFRS amendments and interpretations were adopted during 2024–25 by the HCPC.

#### 1.5 Going concern

The HCPC is established in statute, and it would require an Act of Parliament to dissolve or abolish the organisation. We continue to hold significant cash balances owing to the nature of the renewal cycle whereby registrants renew their registration with the HCPC, through up-front payment or a direct debit arrangement, on a two-yearly cycle organised by profession.

The HCPC is committed to reviewing its fees at least every two years to help ensure its continued financial sustainability. In June 2024, the Council agreed that the HCPC should consult on an increase in its fees. Following the consultation and parliamentary approval the revised fees came into effect from April 2025. The HCPC is currently reviewing its fees with a view to further updating them from 2027, in accordance with the commitment to regular reviews.

In fulfilment of its financial stewardship role, the Council will continue to review the HCPC's expenditure and investment plans, to ensure that they are affordable within our projected income.

Given the HCPC's regulatory role, a significant cash balance, effective management of financial operations, the ability to seek increases in fees and that the HCPC is established in statute, it is expected that the HCPC will continue with the provision of a service in the future, for a period of at least 12 months from the reporting date. Accordingly, in accordance with the FReM, the Council considers there are no material uncertainties in relation to going concern.

#### 1.6 Accounting judgement and estimation

Estimates and the underlying assumptions are reviewed on a regular basis by the Council. Areas of significant judgement made by management are:

- **IAS 16 – Property, Plant and Equipment:** judgement is made on fixed asset lives, revaluation of land and buildings and the capitalisation threshold as discussed below.
- **IAS 36 – Impairments:** the Council makes judgements on whether there are any indications of impairments to the carrying amounts of the HCPC's assets.
- **IAS 37 – Provisions and Contingent Liabilities:** judgement is made on the best estimate that can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the expenditure required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties. The measurement of the provision required in relation to partners holiday pay arising from the NMC case involves significant uncertainty. Principally, this uncertainty relates to the expected number of claimants and the success of those claims. Sensitivity analysis shows that the amount of the actual settlements lies in a range between nil in the event there are no successful claims, to £2.29m in the event that all partners who are entitled to claim lodge a successful claim for the entire period of their service.

The amount disclosed as a contingent liability is the best estimate of the potential expenditure required to settle the obligation at the end of the reporting period, taking into account the risks and uncertainties.

- **IAS 38 – Intangible Assets:** recognition and measurement of intangible assets is in accordance with IAS 38. Judgement is made annually on the carrying value and estimated useful lives of intangible assets. The HCPC has chosen to adopt reporting intangible assets on a historic cost basis in accordance with IAS 38 intangible Assets. While we have taken into consideration the requirements of the FReM, we have elected to withdraw from applying the FReM guidance in this respect. Accordingly, we have departed from the FReM guidance and adopted IAS 38 to report intangible assets at historic cost.

### *Property, plant and equipment*

Land and buildings are measured at fair value less accumulated depreciation on buildings in respect of both land and buildings recognised after the date of the revaluation. Valuations are performed with a maximum interval of five years, and more frequently if open market values are considered to be volatile, to ensure that the fair value of a revalued building does not differ materially from its carrying amount. The fair value of freehold properties is determined with a full valuation carried out by professionally qualified Chartered Surveyors. This is done on an existing use open market value basis, in accordance with the Statement of Assets Valuation Practice No. 4 and the Guidance Notes of the Royal Institution of Chartered Surveyors. The latest valuation was at 31 March 2025. We consider this fair value measurement to fall within Level 2 of the fair value hierarchy per IFRS 13. Property capital costs incurred between valuations are capitalised at cost.

Any revaluation surplus is credited to the asset revaluation reserve included in the accumulated funds section of the Statement of Financial Position (SoFP), except to the extent that it reverses a revaluation decrease of the same asset previously recognised in the Statement of comprehensive net income, in which case the increase is recognised in the Statement of comprehensive net income. A revaluation deficit is recognised in the Statement of comprehensive net income except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation reserve.

Accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the buildings and the net amount is restated to the revalued amount of the buildings.

Plant and equipment are stated at historic cost of acquisition less accumulated depreciation and impairment losses as a proxy for fair value. The HCPC's plant and equipment assets are relatively low value items with short useful lives. Depreciation is provided on a straight-line basis at rates calculated to write off the cost less the estimated residual value of each asset over its expected useful economic life. Individual assets costing £5,000 or more are capitalised and subsequently depreciated.

Property, plant and equipment assets are depreciated using the straight-line method based on estimated useful lives. The annual rate of depreciation for each class of depreciable asset held at 31 March 2025 is as follows:

- freehold buildings – over 50 years;
- office furniture and equipment – over four years; and
- computer equipment – over three years.

### *Intangible assets*

Intangible assets are stated at historic cost of acquisition less accumulated amortisation and impairment losses. Amortisation is provided on a straight-line basis at rates calculated to write off

the cost less the estimated residual value of each asset over its expected useful economic life. Individual assets costing £5,000 or more are capitalised and subsequently amortised.

Amortisation is not provided for until the asset is fully developed and in use. The annual rate of depreciation for each class of intangible asset held at 31 March 2025 is as follows:

- software licences – over three years; and
- software system development costs – over three to seven years.

The carrying value of non-current assets is assessed annually and any impairment is charged to the Statement of comprehensive net income. The estimated useful life and residual values of non-current assets are also assessed annually.

### 1.7 Financial instruments: Financial assets

Financial instruments are initially recognised at transaction value and subsequently classified at amortised cost. Financial assets held at amortised cost consist of cash balances, trade and other receivables. HCPC classifies financial assets at amortised costs for the following reasons:

1. Financial assets are held within a business model whose objective is to collect contractual cash flows.
2. Financial asset cash flows are solely payments of principal.

The HCPC categorises its financial assets under the requirements of IFRS 9 into one of the categories below, depending on the purpose for which the asset was acquired.

**Trade and other receivables.** These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of services but also incorporate other types of contractual monetary assets. Under IFRS 9 these are held at invoiced value or amortised cost using the effective interest rate method, less provision for expected credit losses (ECL) in relation to registrant debt. HCPC have elected to use the simplified approach under IFRS 9 to recognise lifetime expected credit losses for registrant debt. Accordingly, HCPC does not monitor changes in registrant debt credit risk. Expected credit losses are provided for as follows:

- 10% of the registrant debt for amounts between 60 and 121 days overdue.
- 33% of the registrant debt for amounts between 122 and 182 days overdue.
- 100% of the registrant debt for amounts over 182 days overdue. Details of trade and other receivables are found in note 10.

**Cash and cash equivalents.** These include current accounts and instant access deposit accounts held with banks. The deposits comply with the HCPC's investment policy. Cash and cash equivalents are held at amortised cost under IFRS 9. Details of cash and cash equivalents are found in note 11.

### 1.8 Financial instruments: Financial liabilities

Financial liabilities are initially recognised at transaction value and subsequently measured at amortised cost. Financial liabilities held at amortised cost comprise trade and other creditors, tax and social security creditors and accruals.

The HCPC classifies its financial liabilities as follows.

**Trade and other payables.** These are recognised at invoice value and arise principally from the receipt of goods and services. Under IFRS 9 these will remain at amortised cost. Details of trade and other payables are found in note 12.

**Currency, liquidity and interest rate risk.** Refer to note 19 for further details.

### 1.9 Provisions and contingent liabilities

A provision is recognised in the SoFP when the HCPC has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. Our legal provisions are calculated by taking the midpoint of the higher and lower possible outcomes as estimated by our legal advisers. In addition, provisions for partners' holiday pay are measured by calculating partners' holiday pay entitlements based on the remuneration paid to those partners who have made claims or are expected to make claims relating to holiday pay.

Our contingent liabilities are measured by calculating partners' holiday pay entitlements based on the remuneration paid to partners.

### 1.10 Pensions

The HCPC contributes to a defined contribution pension scheme on behalf of its employees. The HCPC contributions are expensed to the Statement of Comprehensive Net Income on an accruals basis. There are no unfunded employee benefit arrangements.

### 1.11 Income

Fee income comprises registration fees, readmission fees, renewal fees and scrutiny fees. Scrutiny, registration and readmission fees are collected upon application and are recognised once the registrant has made a payment or submitted a valid direct debit mandate. At this stage an invoice is generated and income is recognised. Renewal fees are accounted for over the period in which we are obliged to maintain an individual's registration. There are no significant judgements or estimates required in assessing the HCPC's obligations, which are evenly spread throughout the period of registration. Accordingly, registration fees with the exception of scrutiny fees (which is recognised on receipt) are initially deferred and then subsequently released/recognised on a monthly basis throughout the registration period. IFRS 15 requires income to be deferred only where the cash has been received as at the SoFP date; accordingly deferred income is then reduced by netting off against accounts receivable any deferred income balance not received on or prior to the SoFP date.

Registrants have a choice of whether to pay two years up front or on a quarterly basis by direct debit. When registrants have paid two years up front, some of the deferred income balance may relate to periods more than twelve months from the SoFP date. However, under the HCPC's fees and refunds policies, refunds are only payable for complete unused years, so any refunds in relation to the deferred income balance will only be paid within the next twelve months. Therefore, the HCPC does not split its deferred income balance between current and non-current liabilities.

Interest income is recognised on an accruals basis. Rental income is recognised as the contractual obligation is fulfilled; the income is received quarterly in advance.

**Value Added Tax.** The HCPC is not registered for VAT so no input VAT on purchases is recoverable and expenditure is stated including input VAT where applicable.

**Taxation.** Corporation tax is payable on the HCPC's investment income and net rental income only.

## 1.12 Prior period restatements

### *a. Deferred Income, Income and Reserves Restatement*

Deferred income was overstated for professions where the renewal window opened prior to the year end date and the renewal cycle commenced post the year end date. This was as a result of income in relation to these professions being erroneously classified as deferred income in instances where cash had not been received as at the year end.

In accordance with IAS8 Accounting Policies, Changes in Accounting Estimates and Errors, the correction of this prior period error has been applied retrospectively.

The deferred income position has been restated following corrections in the prior periods for the following professions:

- Practitioner psychologists (as at 31 March 2023)
- Art therapists and physiotherapists (as at 31 March 2024)

### *Impact of restatement*

#### **As at 01 April 2023**

This restatement has impacted deferred income and general reserve. The restatement is reflected in the financial statements as follows:

- Statement of Financial Position
- The Statement of Changes in Equity
- Note 13 (Deferred Income)

Deferred income had been overstated and general reserve had been understated. The restatement reduces deferred income by £2,079k and increases the general reserve by £2,079k.

#### **As at 31 March 2024**

These restatements have impacted registrant income, deferred income and general reserve. The restatement has impacted the financial statements as follows:

- Statement of Comprehensive Net Income
- Statement of Financial Position
- Cash flow statement
- The Statement of Changes in Equity
- Note 2 (Income)
- Note 13 (Deferred Income)

Deferred income had been understated and registrant income had been overstated. The restatement increases deferred income and reduces registrant income. The change to deferred income also impacts the 'movement in deferred income' line of the cash flow statement. The total adjustment to deferred income was a reduction of £1,353k represented as follows:

|                                    |                 |
|------------------------------------|-----------------|
| <b>Deferred income</b>             | <b>£'000</b>    |
| <b>Per signed accounts 2023–24</b> | <b>(29,628)</b> |
| Adjustment 01 April 2023           | 2,079           |
| Adjustment 31 March 2024           | (726)           |
| Total Adjustment                   | <b>1,353</b>    |
| <b>Restated 2023–24</b>            | <b>(28,275)</b> |

#### *b. Restatement of cash flow movements*

The following amendments have been made to the cash flow statement:

- Tax was previously reported on the basis of tax owed rather than tax paid. This has now been restated to ensure the cash flow accurately reflects the actual cash flows, with tax payments shown on a paid basis. The restatement increases the movement in trade payables by £79k and reduces the movement in taxation by £79k in the cash flow statement.
- Grant income was previously reported under cash flows from financing activities. Grant income has now been restated as cash flows from operating activities.

#### *c. Reclassification of cash and cash equivalents*

The statement of financial position and the cash flow statement have been reclassified to combine cash and cash equivalents with short-term deposits. Previously, short-term deposits were reported separately from cash and cash equivalents. Following a reassessment of the nature of short-term deposits in line with the IAS 7 definition of cash and cash equivalents, these items are now combined and are all reported under cash and cash equivalents. As a result, a reclassification has been made in the statement of financial position by removing short term deposits and adding the short term deposits to cash and cash equivalents.

Accordingly, the “movement in short-term deposits” line has been removed from the cash flow statement. The balance of short-term deposits as at 01 April 2023 was £3,666k and the balance as at 31 March 2024 was £7,656k.

The reclassification has impacted the financial statements as follows:

- Statement of Financial Position
- Cash flow statement

In accordance with IAS8 Accounting Policies, Changes in Accounting Estimates and Errors, the correction of this prior period error has been applied retrospectively.

The relevant movement on the Statement of Comprehensive Net Income, Statement of Financial Position, cash flow statement and Statement of Changes in Equity in 2022-23 and 2023-24 is as follows:

01 April 2023

Statement of Financial Position extract

|                                  |      | Per signed<br>accounts<br>2022–23 | Adjustment   | Restated<br>2022–23 |
|----------------------------------|------|-----------------------------------|--------------|---------------------|
|                                  | Note | £'000                             | £'000        | £'000               |
| <b>Current assets</b>            |      |                                   |              |                     |
| Short term deposits              |      | 3,666                             | (3,666)      | -                   |
| Cash and cash equivalents        |      | 10,794                            | 3,666        | 14,460              |
| <b>Current liabilities</b>       |      |                                   |              |                     |
| Deferred income                  | 13   | (20,117)                          | 2,079        | (18,038)            |
| <b>Total current liabilities</b> |      | <b>(24,491)</b>                   | <b>2,079</b> | <b>(22,412)</b>     |
| <b>Assets less liabilities</b>   |      | <b>1,821</b>                      | <b>2,079</b> | <b>3,900</b>        |
| <b>Reserves</b>                  |      |                                   |              |                     |
| General reserve                  |      | 1,572                             | 2,079        | 3,651               |
| <b>Total Reserves</b>            |      | <b>1,821</b>                      | <b>2,079</b> | <b>3,900</b>        |

31 March 2024

Statement of Comprehensive Net Income extract

|                                                    |      | Per signed<br>accounts<br>2023–24 | Adjustment   | Restated<br>2023–24 |
|----------------------------------------------------|------|-----------------------------------|--------------|---------------------|
|                                                    | Note | £'000                             | £'000        | £'000               |
| Fee income                                         | 2    | 40,004                            | (726)        | 39,278              |
| <b>Total operating income</b>                      |      | <b>40,004</b>                     | <b>(726)</b> | <b>39,278</b>       |
| <b>Net operating income</b>                        |      | <b>1,541</b>                      | <b>(726)</b> | <b>815</b>          |
| <b>Net income for the year before<br/>taxation</b> |      | <b>2,502</b>                      | <b>(726)</b> | <b>1,776</b>        |
| <b>Net income for the year after taxation</b>      |      | <b>2,322</b>                      | <b>(726)</b> | <b>1,596</b>        |
| <b>Comprehensive net income for the<br/>year</b>   |      | <b>2,073</b>                      | <b>(726)</b> | <b>1,347</b>        |

31 March 2024

## Statement of Financial Position extract

|                                  |      | Per signed<br>accounts<br>2023–24 | Adjustment   | Restated<br>2023–24 |
|----------------------------------|------|-----------------------------------|--------------|---------------------|
|                                  | Note | £'000                             | £'000        | £'000               |
| <b>Current assets</b>            |      |                                   |              |                     |
| Short term deposits              |      | 7,656                             | (7,656)      | -                   |
| Cash and cash equivalents        |      | 18,393                            | 7,656        | 26,049              |
| <b>Current liabilities</b>       |      |                                   |              |                     |
| Deferred income                  | 13   | (29,628)                          | 1,353        | (28,275)            |
| <b>Total current liabilities</b> |      | <b>(33,950)</b>                   | <b>1,353</b> | <b>(32,597)</b>     |
| <b>Assets less liabilities</b>   |      | <b>3,894</b>                      | <b>1,353</b> | <b>5,247</b>        |
| <b>Reserves</b>                  |      |                                   |              |                     |
| General reserve                  |      | 3,894                             | 1,353        | 5,247               |
| <b>Total Reserves</b>            |      | <b>3,894</b>                      | <b>1,353</b> | <b>5,247</b>        |

31 March 2024

## Cash flow statement extract

|                                                                 |           | Per signed<br>accounts<br>2023–24 | Adjustment   | Restated<br>2023–24 |
|-----------------------------------------------------------------|-----------|-----------------------------------|--------------|---------------------|
|                                                                 | Note      | £'000                             | £'000        | £'000               |
| <b>Cash flows from operating activities</b>                     |           |                                   |              |                     |
| Net operating income                                            |           | 1,541                             | (726)        | 815                 |
| Increase/(Decrease) in trade payables                           | 12        | (52)                              | (79)         | (131)               |
| Increase/(Decrease) in deferred income                          | 13        | 9,511                             | 726          | 10,237              |
| Grant income                                                    |           | -                                 | 229          | 229                 |
| <b>Net cash inflow from operating activities</b>                |           | <b>11,608</b>                     | <b>150</b>   | <b>11,758</b>       |
| Disposal of short term deposits                                 |           | (3,990)                           | 3,990        | -                   |
| Taxation                                                        | 7         | (180)                             | 79           | (101)               |
| <b>Cash flows from financing activities</b>                     |           |                                   |              |                     |
| Grant income                                                    |           | 229                               | (229)        | -                   |
| <b>Net cash inflows/ (outflows) from financing activities</b>   |           | <b>229</b>                        | <b>(229)</b> | <b>-</b>            |
| <b>Net increase in cash and cash equivalents in the period</b>  |           | <b>7,599</b>                      | <b>3,990</b> | <b>11,589</b>       |
| <b>Cash and cash equivalents at the beginning of the period</b> | <b>11</b> | <b>10,794</b>                     | <b>3,666</b> | <b>14,460</b>       |
| <b>Cash and cash equivalents at the end of the period</b>       | <b>11</b> | <b>18,393</b>                     | <b>7,656</b> | <b>26,049</b>       |

31 March 2024

## Statement of Changes in Equity extract

|                                           |      | Revaluation<br>Reserve per signed<br>accounts<br>2023–24 | General Reserve<br>per signed<br>accounts 2024 | Adjustment   | Restated<br>2023–24 |
|-------------------------------------------|------|----------------------------------------------------------|------------------------------------------------|--------------|---------------------|
|                                           | Note | £'000                                                    | £'000                                          | £'000        | £'000               |
| <b>Balance at 1 April 2023</b>            |      | 249                                                      | 1,572                                          | 2,079        | 3,900               |
| Net income for the year<br>after taxation |      | -                                                        | 2,322                                          | (726)        | 1,596               |
| Loss on revaluation of<br>property        |      | (249)                                                    | -                                              | -            | (249)               |
| <b>Balance at 31<br/>March 2024</b>       |      | -                                                        | <b>3,894</b>                                   | <b>1,353</b> | <b>5,247</b>        |

## 2. Fee income by profession

|                                    | 2024–25<br>£'000 | 2023–24<br>(Restated)<br>£'000 |
|------------------------------------|------------------|--------------------------------|
| <b>Registration fees:</b>          |                  |                                |
| Arts therapists                    | 611              | 487                            |
| Biomedical scientists              | 2,742            | 2,522                          |
| Chiropodists/podiatrists           | 1,301            | 1,133                          |
| Clinical scientists                | 735              | 657                            |
| Dietitians                         | 1,308            | 1,047                          |
| Hearing aid dispensers             | 460              | 372                            |
| Occupational therapists            | 4,394            | 4,017                          |
| Operating department practitioners | 1,721            | 1,460                          |
| Orthoptists                        | 150              | 135                            |
| Paramedics                         | 3,578            | 3,075                          |
| Physiotherapists                   | 8,171            | 6,855                          |
| Practitioner psychologists         | 2,806            | 2,507                          |
| Prosthetists/orthotists            | 118              | 109                            |
| Radiographers                      | 5,395            | 4,257                          |
| Speech and language therapists     | 1,858            | 1,682                          |
| Readmission fee                    | 208              | 184                            |
| International scrutiny fees        | 6,273            | 7,550                          |
| UK scrutiny fees                   | 1,502            | 1,229                          |
|                                    | <b>43,331</b>    | <b>39,278</b>                  |

International scrutiny fees, UK scrutiny fees and readmission fees are not split by profession. International scrutiny fee income totalled £6.27m (2023–24: £7.55m). International application volumes totalled 9,915 (2023–24: 13,576).

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114–118.

### 3. Other income

|                       | 2024–25 | 2023–24 |
|-----------------------|---------|---------|
|                       | £'000   | £'000   |
| Bank deposit interest | 1,016   | 565     |
| Miscellaneous income  | 3       | -       |
|                       | 1,019   | 565     |

The increase in bank deposit interest is mainly due to the increase in interest rates during 2024–25. In addition, more funds were deposited in savings accounts to benefit from the higher interest rates.

### 4. Staff costs

|                                              |                 |        | 2024–25 | 2023–24 |
|----------------------------------------------|-----------------|--------|---------|---------|
|                                              | Permanent staff | Others | Total   | Total   |
|                                              | £'000           | £'000  | £'000   | £'000   |
| Wages and salaries                           | 13,095          | 565    | 13,660  | 12,214  |
| Social security costs                        | 1,371           | 51     | 1,422   | 1,237   |
| Apprenticeship levy                          | 53              | -      | 53      | 45      |
| Pension costs                                | 958             | 36     | 994     | 888     |
| Temporary staff costs                        | -               | 889    | 889     | 1,566   |
| Other payroll expenses including recruitment | -               | 162    | 162     | 145     |
| Redundancy costs                             | -               | 46     | 46      | -       |
|                                              | 15,477          | 1,749  | 17,226  | 16,095  |

The average number of full-time equivalent persons employed during the year was as follows:

|                   | Permanently employed staff | Other | 2024–25 Total | 2023–24 Total |
|-------------------|----------------------------|-------|---------------|---------------|
| Directly employed | 300                        | 18    | 318           | 300           |

Similar to the previous financial year, the increase in staff is mainly in the Registration department to provide the resources necessary to respond to increased numbers of registrants, together with an increase in international applications being processed. There was also an increase in Fitness to Practise (FTP) department staff in response to an increase in the number of case referrals; this is in accordance with wider trends across the healthcare regulation sector.

## 5 Pension funding arrangements

The Aviva scheme is a designated stakeholder, defined contribution scheme and the HCPC's auto-enrolment starting date was 1 April 2014. At 31 March 2025, there were 303 active members in the pension scheme (31 March 2024: 290 active members). During the financial year ended 31 March 2025, the HCPC contributed £994k to the pension scheme (2023–24: £888k).

## 6. Other expenditure

|                                             | 2024–25<br>£'000 | 2023–24<br>£'000 |
|---------------------------------------------|------------------|------------------|
| Professional services                       | 10,782           | 9,816            |
| Partners (agents)                           | 5,350            | 5,456            |
| Office services                             | 435              | 273              |
| Computer services                           | 2,135            | 2,305            |
| Communications                              | 358              | 409              |
| Other departmental costs                    | 717              | 945              |
| Property services                           | 837              | 852              |
| Council and committee expenses              | 253              | 240              |
| Professional Standards Authority (PSA) levy | 871              | 813              |
|                                             | 21,738           | 21,109           |

Professional services costs include the legal expenditure associated with FTP hearings and ad hoc professional services engaged with service providers for the organisation. The increase in these costs is largely due to legal costs pressures reflecting higher case volumes and complex legal case hearings taking longer than anticipated to conclude.

Partners are HCPC registrants, members of the public and legal professionals who contribute their expertise to the HCPC and play important independent roles in the regulatory process. There are a range of partner roles including CPD (continuing professional development) assessors, legal assessors, panel chairs, panel members, registration assessors and visitors.

Other departmental costs include organisational and departmental training which amounts to £191k (2023–24: £132k).

Because the HCPC is not registered for VAT, other operating expenditure includes irrecoverable VAT of approximately £2.5m in 2024–25 (2023–24: £2.4m).

| <i>Auditors' remuneration</i>          | 2024–25<br>£'000 | 2023–24<br>£'000 |
|----------------------------------------|------------------|------------------|
| External audit - Haysmacintyre LLP     | -                | 71               |
| External audit - National Audit Office | 90               | 13               |
| Internal audit - BDO LLP               | 54               | 37               |

In 2023–24, Haysmacintyre LLP were the HCPC's first-tier auditors and the National Audit Office (NAO) were the second-tier auditors. The HCPC appointed the NAO as the first-tier and second-tier auditors for the year 2024–25. There was no non-audit work performed by the NAO.

## 7. Taxation on investment income

|                                                   | 2024–25<br>£'000 | 2023–24<br>£'000 |
|---------------------------------------------------|------------------|------------------|
| UK corporation tax on taxable income for the year | 268              | 165              |
| Interest and penalties                            | -                | 15               |
| <b>Tax charge for the year</b>                    | <b>268</b>       | <b>180</b>       |

The increase in corporation tax is mainly due to the increase in interest income received, principally as a result of higher interest rates received. Refer to note 3 Other income. The corporation tax rate was 25%.

## 8. Property, plant and equipment 2024–25

|                                  | Freehold<br>land | Freehold<br>properties | Office<br>furniture<br>and<br>equipment | Computer<br>equipment | Total        |
|----------------------------------|------------------|------------------------|-----------------------------------------|-----------------------|--------------|
|                                  | £'000            | £'000                  | £'000                                   | £'000                 | £'000        |
| <b>Cost or valuation:</b>        |                  |                        |                                         |                       |              |
| <b>At 1 April 2024</b>           | <b>2,476</b>     | <b>2,924</b>           | <b>258</b>                              | <b>1,031</b>          | <b>6,689</b> |
| Additions                        | -                | -                      | -                                       | 131                   | 131          |
| Disposals                        | -                | -                      | -                                       | (52)                  | (52)         |
| Impairments                      | (15)             | (15)                   | -                                       | -                     | (30)         |
| <b>At 31 March 2025</b>          | <b>2,461</b>     | <b>2,909</b>           | <b>258</b>                              | <b>1,110</b>          | <b>6,738</b> |
| <b>Depreciation:</b>             |                  |                        |                                         |                       |              |
| <b>At 1 April 2024</b>           | <b>-</b>         | <b>-</b>               | <b>245</b>                              | <b>873</b>            | <b>1,118</b> |
| Charge for the year              | -                | 66                     | 13                                      | 122                   | 201          |
| Disposals                        | -                | -                      | -                                       | (52)                  | (52)         |
| Impairment<br>reversals/(losses) | -                | (66)                   | -                                       | -                     | (66)         |
| <b>At 31 March 2025</b>          | <b>-</b>         | <b>-</b>               | <b>258</b>                              | <b>943</b>            | <b>1,201</b> |
| Net book value:                  |                  |                        |                                         |                       |              |
| <b>At 31 March 2025</b>          | <b>2,461</b>     | <b>2,909</b>           | <b>-</b>                                | <b>167</b>            | <b>5,537</b> |
| <b>At 31 March 2024</b>          | <b>2,476</b>     | <b>2,924</b>           | <b>13</b>                               | <b>158</b>            | <b>5,571</b> |

Net revaluation loss for 2024–25 amounted to nil (2023–24: £249k). The difference between the NBV of land and buildings at 31/03/25 and the value per the SHW valuation exercise as at 31/03/25 resulted in an uplift to the NBV of £36k (2023–24 a decrease of £184k). The HCPC offices in London are: Park House, comprising the land and buildings of 184 and 186 Kennington Park Road and the adjoining land and buildings of 20-26 Stannary Street. Park House is freehold, and is included in note 8 at valuation, as described below.

### Freehold properties

The valuations of the freehold land and buildings were made on 31 March 2025 by Stiles Harold Williams, Chartered Surveyors, on an open market basis, in accordance with RICS Valuation Global Standards - effective from 31 January 2025. In accordance with the FReM, these land and buildings current value in existing use is interpreted as the market value for existing use of the land and buildings. For accounting purposes, the HCPC is of the view that it is reasonable to split the valuation equally between land and buildings.

## Park House including 20–26 Stannary Street and 184–186 Kennington Park Road

Park House was valued at £5.37m (2023–24: £5.40m). The combined historic cost of the Park House property was £6.27m (2023–24: £6.27m).

### Historic documents and papers

The HCPC has a collection of historic copies of the paper registers, photographs, some artworks from the art courses we regulate and physical copies of our legislation documents. The HCPC does not put a value on this collection due to the lack of a market for them.

| Property, plant and equipment 2023–24 | Freehold land | Freehold properties | Leasehold improvement | Office furniture and equipment | Computer equipment | Total        |
|---------------------------------------|---------------|---------------------|-----------------------|--------------------------------|--------------------|--------------|
|                                       | £'000         | £'000               | £'000                 | £'000                          | £'000              | £'000        |
| <b>Cost or valuation:</b>             |               |                     |                       |                                |                    |              |
| <b>At 1 April 2023</b>                | <b>2,726</b>  | <b>3,174</b>        | <b>941</b>            | <b>258</b>                     | <b>956</b>         | <b>8,055</b> |
| Additions                             | -             | -                   | -                     | -                              | 75                 | 75           |
| Disposals                             | -             | -                   | (941)                 | -                              | -                  | (941)        |
| Impairments                           | (92)          | (92)                | -                     | -                              | -                  | (184)        |
| Revaluation <sup>1</sup>              | (158)         | (158)               | -                     | -                              | -                  | (316)        |
| <b>At 31 March 2024</b>               | <b>2,476</b>  | <b>2,924</b>        | <b>-</b>              | <b>258</b>                     | <b>1,031</b>       | <b>6,689</b> |
| <b>Depreciation:</b>                  |               |                     |                       |                                |                    |              |
| <b>At 1 April 2023</b>                | <b>-</b>      | <b>-</b>            | <b>941</b>            | <b>209</b>                     | <b>705</b>         | <b>1,855</b> |
| Charge for the year                   | -             | 67                  | -                     | 36                             | 168                | 271          |
| Disposals                             | -             | -                   | (941)                 | -                              | -                  | (941)        |
| Reversal on revaluation <sup>1</sup>  | -             | (67)                | -                     | -                              | -                  | (67)         |
| <b>At 31 March 2024</b>               | <b>-</b>      | <b>-</b>            | <b>-</b>              | <b>245</b>                     | <b>873</b>         | <b>1,118</b> |
| <b>Net book value:</b>                |               |                     |                       |                                |                    |              |
| <b>At 31 March 2024</b>               | <b>2,476</b>  | <b>2,924</b>        | <b>-</b>              | <b>13</b>                      | <b>158</b>         | <b>5,571</b> |
| <b>At 31 March 2023</b>               | <b>2,726</b>  | <b>3,174</b>        | <b>-</b>              | <b>49</b>                      | <b>251</b>         | <b>6,200</b> |

1. Net revaluation loss for 2023–24 amounted to £249k (2022–23: £234k). Land and buildings impairments for 2023–24 were £184k (2022–23: nil). The HCPC offices in London are: Park House, comprising the land and buildings of 184 and 186 Kennington Park Road and the adjoining land and buildings of 20-26 Stannary Street. Park House is freehold, and is included in note 8 at valuation, as described above.

### Freehold properties

The valuations of the freehold land and buildings were made on 31 March 2024 by Stiles Harold Williams, Chartered Surveyors, on an open market basis, in accordance with RICS Valuation Global Standards - effective from 31 January 2022. In accordance with the FReM, these land and buildings

current value in existing use is interpreted as the market value for existing use of the land and buildings. For accounting purposes, HCPC is of the view that it is reasonable to split the valuation equally between land and buildings.

#### Park House including 20–26 Stannary Street and 184–186 Kennington Park Road

Park House was valued at £5.40m (2022–23: £5.90m). The combined historic cost of the Park House property was £6.27m (2022–23: £6.27m).

#### Historic documents and papers

The HCPC has a collection of historic copies of the paper registers, photographs, some artworks from the art courses we regulate and physical copies of our legislation documents. The HCPC does not put a value on this collection due to the lack of a market for them.

## 9. Intangible assets 2024–25

|                           | HR and partner build | Education system | Fitness to practice case management system | Registration system | Other System | Assets Under Construction | Total        |
|---------------------------|----------------------|------------------|--------------------------------------------|---------------------|--------------|---------------------------|--------------|
| 2024–25                   | £'000                | £'000            | £'000                                      | £'000               | £'000        | £'000                     | £'000        |
| <b>Cost or valuation:</b> |                      |                  |                                            |                     |              |                           |              |
| <b>At 1 April 2024</b>    | <b>419</b>           | <b>214</b>       | <b>1,119</b>                               | <b>3,884</b>        | <b>701</b>   | <b>888</b>                | <b>7,225</b> |
| Additions                 | -                    | -                | 212                                        | -                   | 35           | 85                        | 332          |
| Transfers                 | 22                   | -                | 32                                         | (2)                 | 836          | (888)                     | -            |
| Disposals                 | (6)                  | -                | -                                          | -                   | (1)          | -                         | (7)          |
| <b>At 31 March 2025</b>   | <b>435</b>           | <b>214</b>       | <b>1,363</b>                               | <b>3,882</b>        | <b>1,571</b> | <b>85</b>                 | <b>7,550</b> |
| <b>Amortisation:</b>      |                      |                  |                                            |                     |              |                           |              |
| <b>At 1 April 2024</b>    | <b>407</b>           | <b>171</b>       | <b>310</b>                                 | <b>2,341</b>        | <b>672</b>   | <b>-</b>                  | <b>3,901</b> |
| Charge for the year       | 11                   | 8                | 163                                        | 515                 | 127          | -                         | 824          |
| <b>At 31 March 2025</b>   | <b>418</b>           | <b>179</b>       | <b>473</b>                                 | <b>2,856</b>        | <b>799</b>   | <b>-</b>                  | <b>4,725</b> |
| <b>Net book value:</b>    |                      |                  |                                            |                     |              |                           |              |
| <b>At 31 March 2025</b>   | <b>17</b>            | <b>35</b>        | <b>890</b>                                 | <b>1,026</b>        | <b>772</b>   | <b>85</b>                 | <b>2,825</b> |
| <b>At 31 March 2024</b>   | <b>12</b>            | <b>43</b>        | <b>809</b>                                 | <b>1,543</b>        | <b>29</b>    | <b>888</b>                | <b>3,324</b> |

Of the £772k NBV of 'other systems' at 31/03/25, £695k relates to our Business Central finance system.

| Intangible assets<br>2023–24 (Restated) | HR and<br>partner<br>build | Education<br>system | Fitness to<br>practice case<br>management<br>system | Registration<br>system | Other<br>System | Assets Under<br>Construction | Total        |
|-----------------------------------------|----------------------------|---------------------|-----------------------------------------------------|------------------------|-----------------|------------------------------|--------------|
|                                         | £'000                      | £'000               | £'000                                               | £'000                  | £'000           | £'000                        | £'000        |
| <b>Cost or valuation:</b>               |                            |                     |                                                     |                        |                 |                              |              |
| <b>At 1 April 2023</b>                  | <b>419</b>                 | <b>1,101</b>        | <b>1,119</b>                                        | <b>4,733</b>           | <b>777</b>      | <b>155</b>                   | <b>8,304</b> |
| Additions                               | -                          | -                   | -                                                   | 2                      | (10)            | 733                          | 725          |
| Disposals                               | -                          | (887)               | -                                                   | (851)                  | (66)            | -                            | (1,804)      |
| <b>At 31 March 2024</b>                 | <b>419</b>                 | <b>214</b>          | <b>1,119</b>                                        | <b>3,884</b>           | <b>701</b>      | <b>888</b>                   | <b>7,225</b> |
| <b>Amortisation:</b>                    |                            |                     |                                                     |                        |                 |                              |              |
| <b>At 1 April 2023</b>                  | <b>397</b>                 | <b>1,050</b>        | <b>150</b>                                          | <b>2,598</b>           | <b>711</b>      | <b>-</b>                     | <b>4,906</b> |
| Charge for the year                     | 10                         | 8                   | 160                                                 | 594                    | 27              | -                            | 799          |
| Disposals                               | -                          | (887)               | -                                                   | (851)                  | (66)            | -                            | (1,804)      |
| <b>At 31 March 2024</b>                 | <b>407</b>                 | <b>171</b>          | <b>310</b>                                          | <b>2,341</b>           | <b>672</b>      | <b>-</b>                     | <b>3,901</b> |
| <b>Net book value:</b>                  |                            |                     |                                                     |                        |                 |                              |              |
| <b>At 31 March 2024</b>                 | <b>12</b>                  | <b>43</b>           | <b>809</b>                                          | <b>1,543</b>           | <b>29</b>       | <b>888</b>                   | <b>3,324</b> |
| <b>At 31 March 2023</b>                 | <b>22</b>                  | <b>51</b>           | <b>969</b>                                          | <b>2,135</b>           | <b>66</b>       | <b>155</b>                   | <b>3,398</b> |

The restatement represents reporting Assets Under Construction separately. There were no changes in the total NBV reported last year.

## 10. Trade and other receivables

|                   | 2024–25<br>£'000 | 2023–24<br>£'000 |
|-------------------|------------------|------------------|
| Prepayments       | 2,114            | 1,945            |
| Other receivables | 1,044            | 1,037            |
|                   | <b>3,158</b>     | <b>2,982</b>     |

Other receivables are presented net of £77k ECL provision (2023–24: £43k).

## 11. Cash and cash equivalents

|                            | Current<br>Accounts<br>£'000 | Deposit<br>Accounts<br>£'000 | Total<br>2024-25<br>£'000 | Current<br>Accounts<br>£'000 | Deposit<br>Accounts<br>£'000 | Total<br>2023-24<br>£'000 |
|----------------------------|------------------------------|------------------------------|---------------------------|------------------------------|------------------------------|---------------------------|
| <b>Balance at 1 April</b>  | <b>18,393</b>                | <b>7,656</b>                 | <b>26,049</b>             | <b>10,794</b>                | <b>3,666</b>                 | <b>14,461</b>             |
| Net change in cash         | (2,898)                      | 3,620                        | 722                       | 7,599                        | 3,990                        | 11,588                    |
| <b>Balance at 31 March</b> | <b>15,495</b>                | <b>11,276</b>                | <b>26,771</b>             | <b>18,393</b>                | <b>7,656</b>                 | <b>26,049</b>             |

All cash is held in commercial bank accounts only. At 31 March 2025, nil (31 March 2024: nil) of the total short-term deposits are maturing after more than one year.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118.

## 12. Trade payables and other current liabilities

|                                    | 2024-25<br>£'000 | 2023-24<br>£'000 |
|------------------------------------|------------------|------------------|
| Corporation tax payable            | 268              | 186              |
| Other taxation and social security | 379              | 336              |
| Trade and other payables           | 230              | 1,068            |
| Accruals                           | 3,997            | 2,732            |
| <b>Balance at 31 March</b>         | <b>4,874</b>     | <b>4,322</b>     |

### 13. Deferred income

|                                                       | 2024–25<br>£'000 | 2023–24<br>(Restated)<br>£'000 |
|-------------------------------------------------------|------------------|--------------------------------|
| Fees received in advance                              |                  |                                |
| Balance at 1 April                                    | 28,275           | 18,038                         |
| Fees received/invoiced in the year                    | 35,348           | 30,315                         |
| Released to the statement of comprehensive net income | (40,111)         | (20,078)                       |
| <b>Renewal fees in advance</b>                        | <b>23,512</b>    | <b>28,275</b>                  |

Registrants are invoiced in full and are required to pay the renewal fee in advance and, as described in note 1 above, have the choice of whether to pay two years up front or on a quarterly basis by direct debit. When registrants have paid two years up front, some of the deferred income balance may relate to periods more than 12 months from the reporting date, however as described in note 1, the HCPC does not split its deferred income balance between current and non-current liabilities.

The decrease in deferred income is mainly due the majority of the professions' two year membership fees coming to an end during the year 2023–24 and renewing for a further two years. Most healthcare professionals have therefore renewed their membership in the year 2023–24 by paying two years in advance or six months in advance via direct debit. The number of registrants in professions renewing in 2024–25 is considerably less in comparison to 2023–24.

Further information in relation to the restated figures can be found in note 1.12 of these financial statements, on pages 114-118

### 14. Provisions

|                                 | Legal<br>£'000 | Total<br>£'000 |
|---------------------------------|----------------|----------------|
| Balance at 1 April 2023         | 35             | 35             |
| Net change in provision         | 47             | 47             |
| Balance at 31 March 2024        | 82             | 82             |
| <b>Balance at 1 April 2024</b>  | <b>82</b>      | <b>82</b>      |
| Net change in provision         | 309            | 309            |
| <b>Balance at 31 March 2025</b> | <b>391</b>     | <b>391</b>     |

The provision for partners' holiday pay amounted to £287k (2023-24- £14k). The increase in provisions principally relates to the higher number of expected claims in respect of partners' holiday pay. This relates to probable partner costs arising from the Nursing and Midwifery Council (NMC) and Somerville case. The provision is based on expected claims by partners for backdated holiday pay and has been calculated by reference to their holiday pay entitlement, this is based on the remuneration paid to them.

## 15. Capital commitments

Capital commitments authorised by the Council but not contracted as at the year-end were as follows:

|                                                                       | 2024–25    | 2023–24    |
|-----------------------------------------------------------------------|------------|------------|
|                                                                       | £'000      | £'000      |
| Replacement of the FTP case system                                    | 218        | 113        |
| Online portal development of the registration system for applications | 25         | 70         |
| Finance system replacement                                            | 62         | 12         |
| Welsh language standards                                              | -          | 20         |
| Other commitments                                                     | 41         | -          |
|                                                                       | <b>346</b> | <b>215</b> |

## 16. Contingent liabilities

The HCPC has a contingent liability in accordance with IAS 37 as at 31 March 2025 of £2.01m (2023–24: £1.87m) relating to potential partner costs beyond those costs provided for, arising from the Nursing and Midwifery Council (NMC) and Somerville case. The main reason for the increase is the inclusion of additional partner fees for 2024–25, giving rise to an increase in this contingent liability.

## 17. Related party transactions

The HCPC's sponsor is the Privy Council Office, with which no financial transactions took place.

For accounting purposes, the Department of Health and Social Care treats the HCPC as part of its group, although the HCPC is an independent body controlled by the Department of Health and Social Care.

During the year, the main entities within government which the HCPC had dealings with were the PSA and NHS England.

Council members are being remunerated on an annual basis and non-Council Committee members receive fees at a daily rate for attendance at Council or Committee meetings. Fees totalling £210,705 (2023–24: £212,686) were accrued and paid to 20 members, which is made up of independent members and Council Apprentices (who are not members of the Council) (2023–24: 19 members).

No related party transactions were noted with key management personnel other than the compensation paid to them which can be found in the remuneration report on pages 84-85 of the annual report.

## 18. Events after the reporting period

The financial statements were authorised for issue by the Accounting Officer on the date they were certified by the Comptroller and Auditor General.

## 19. Financial instruments

In accordance with IFRS 7, the entity's financial instruments arise primarily from operational activities. HCPC is exposed to limited credit risk from these counterparties. The risk is considered low on the basis that HCPC is a public body and derives the majority of its funding from registrant fees, with registrants being required to pay their registrant fees to maintain their registration which is required in order for them to practise.

The financial instruments are not held for speculative purposes or for active financial risk management, and the entity's exposure is primarily operational in nature. Unlike a private sector entity of similar size, financial instruments play a more limited role in creating or managing risk, as the reliance on registrant fees and grant funding significantly reduces the need for borrowing or complex financial arrangements.

Accordingly, HCPC's financial assets and liabilities do not introduce material credit or market risk beyond that inherent in its day-to-day operations. The details of the various categories of financial assets are outlined in note 10 (Trade and other receivables). The details of the various categories of financial liability are outlined in note 12 (Trade payables and other current liabilities). The carrying amounts of trade receivables and payables approximate their fair values due to their short-term nature.

### Currency and liquidity risk

The HCPC currently has no borrowings and relies primarily on fees for its cash requirements.

Due to registration renewal cycles and the payment methods for registrant fees, the HCPC holds a significant amount of cash and short-term deposits. Based on these balances and its reserves policy, the HCPC considers there is no significant exposure to liquidity risk. All material assets and liabilities are denominated in sterling, accordingly the HCPC is not exposed to currency risk.

Our reserves policy is based on the objective of having positive net assets less intangibles balancing the need to invest to ensure sustainability, while maintaining working capital through pre-paid registrant fees. As a result of the pre-paid registrants' fees, the HCPC operates with a significant cash balance which ensures that we have sufficient working capital. If the net assets less intangible assets (the realisable net assets) are positive, then if the HCPC was to encounter a situation where it would need to cease operating, it would be able to do so in an orderly fashion. The HCPC's reserves policy is predicated on this basis.

At 31 March 2025, the HCPC had positive realisable net assets.

The ambition is to continue to have positive realisable net assets as part of our medium-term financial sustainability planning, including through an increase in fees.

### Interest rate risk

The HCPC currently has no borrowings. Registrants pay fees in advance for up to two years. Surplus funds are held in accordance with the investment policy in order to obtain interest income, but the HCPC does not rely on interest income to fund its operations, so interest rate risk is not significant.



