

Protecting the public through the people who care

Health and Care Professions Council Annual Report
and Accounts 2025–26



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SG/2026/197

Health and Care Professions Council Annual Report and Accounts 2025–26

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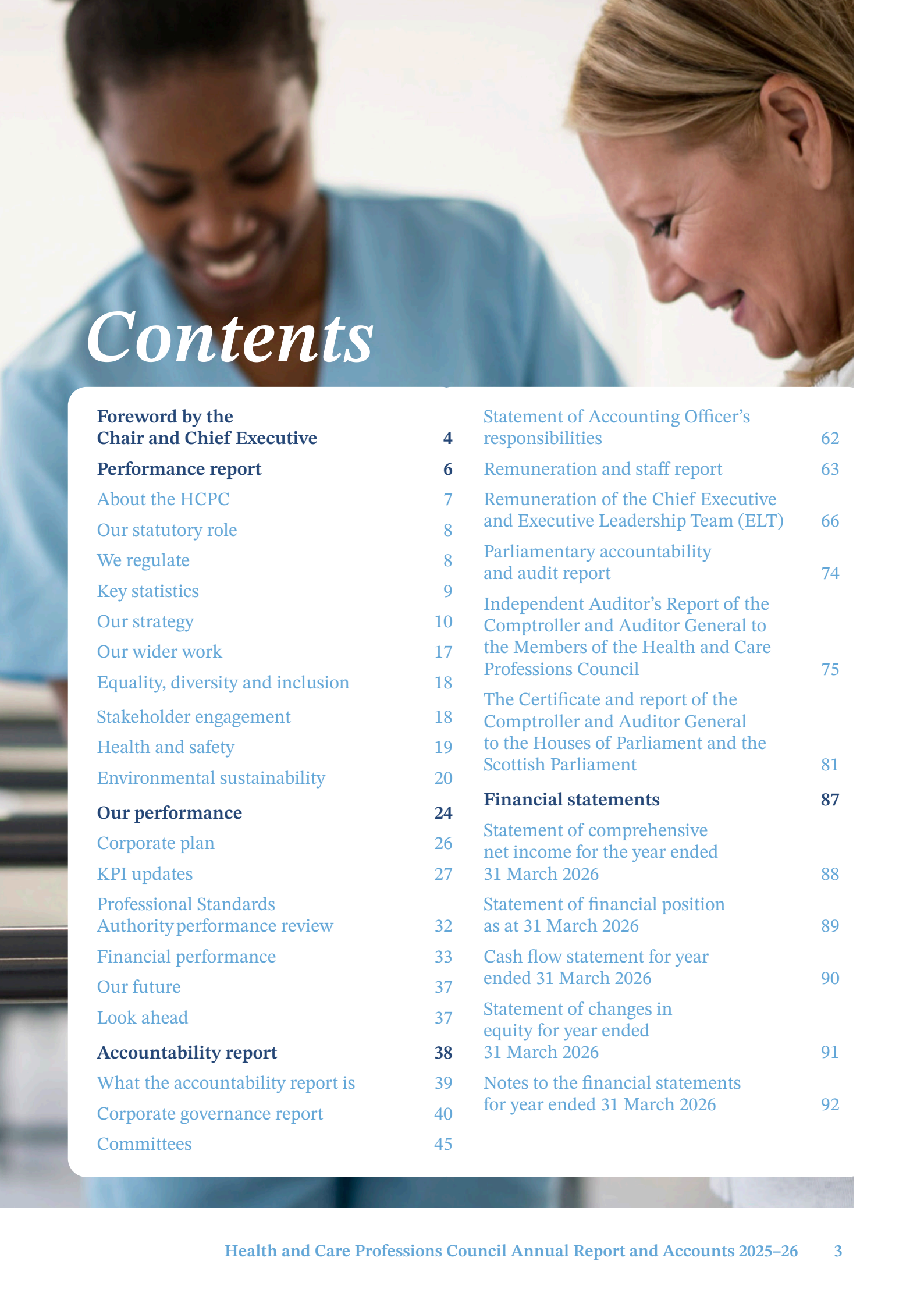
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Foreword by the *Chair and Chief Executive*

We are pleased to present our Annual Report and Accounts 2025–26, which sets out our work and performance over the last year. 2025–26 is the final year of the HCPC’s corporate strategy 2021–26, and this year’s report provides an opportunity both to reflect on the progress we have made and to look ahead to the next phase of our development.

Throughout 2025–26, our focus has remained clear: to protect the public by promoting confidence in the professions we regulate and by supporting high-quality care that people can access safely and with confidence.

There has been significant and sustained increase in demand placed on the HCPC in 2025–26. We have seen thousands of new applications to join the Register and a significant increase in the number of concerns raised about registrants over the last year.

Despite this challenge, we have continued to make progress across each of our six priorities in final year of our strategy. We have built on earlier improvements to our core regulatory performance, strengthened our in-house fitness to practise legal capability, and continued to improve the quality and timeliness of our investigations and wider services. We have embraced innovation in practical ways, including piloting the use of artificial intelligence (AI) to support greater consistency and timeliness in our written responses, while ensuring that technology is used responsibly and in service of better outcomes for those who rely on us.

We have continued to promote high-quality professional practice through the successful implementation of our revised standards of conduct, performance and ethics and undertaking a consultation on our standards for education providers, helping to ensure clarity for registrants

A portrait of Bernie O'Reilly, a man with short grey hair and glasses, wearing a light blue button-down shirt. He is smiling slightly and looking towards the camera.

Bernie O'Reilly
Chief Executive
and Registrar

A portrait of Christine Elliott, a woman with short dark curly hair and glasses, wearing a bright green top and a dark jacket. She is smiling and looking towards the camera.

Christine Elliott
Chair

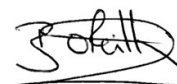
and reassurance for the public. We have strengthened the insight we bring to the wider health and care sector by publishing and sharing data on retention and diversity characteristics, contributing to important conversations about workforce planning and professional sustainability. Alongside this, we have progressed work to improve our assessment processes for international applicants, advanced improvements to our technology, and remained committed to being visible, engaged and informed through dialogue with registrants, partners, stakeholders and the public.

We have worked to strengthen awareness of the professions we regulate and to increase our influence in the wider policy environment. By using our data, insight and evidence to inform policy makers and sector partners, we have helped to highlight the vital contribution these professions make to safe, effective care and bring greater focus to the workforce challenges they face.

This has complemented our wider work on workforce planning. We have ensured that the intelligence we hold can support better understanding, more informed debate and stronger decision-making across the health and care system. Looking forward this work must – and will – continue to ensure that the confidence in the professions we regulate is enhanced.

None of this would have been possible without the commitment, professionalism and care of our colleagues across the organisation, the support and challenge provided by Council members, and the contribution of our partners and stakeholders. We have continued to invest in our people and culture, recognising that a healthy, capable and inclusive organisation is essential to delivering effective regulation. As we begin work to implement our new corporate strategy, we do so from a stronger base, with a clearer understanding of the opportunities and responsibilities that lie ahead.

Christine Elliott



“

This year's Annual Report will be my final one as Chair. I reflect, with pride and gratitude, on the progress the HCPC has made during a period of significant change and challenge. Over the life of our previous strategy, the organisation has become more assured, more compassionate and more forward-looking in how it carries out its role.

”

Christine Elliott, HCPC Chair

Performance report



About *the HCPC*

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



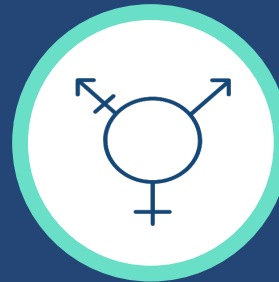
Trusted

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 *statutory* role

We regulate

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

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.

Key statistics

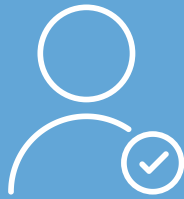
Trend in number of new registrants

24,912

2025–26

24,476

2024–25



Less than

1%

of Registrants subject to FTP concerns



We completed **91%** of our corporate plan milestones last year



Number of learning sessions delivered across the four nations of the UK to registrants, students and employers

184

2025–26

101

2024–25



Number of new education programmes approved in 2025–26

59

Number of education providers reviewed for compliance

47

Number of FTP hearings held

3,311



Our strategy

This section sets out the progress we have made in the final year of our corporate strategy 2021–26. It highlights how we have delivered against our strategic priorities during 2025–26 and the steps we have taken to strengthen our performance, influence and impact.

Our work in 2025–26

1. Continuously improve and innovate

2. Promote high-quality professional practice



3. Develop insight and exert influence

4. Be visible, engaged and informed



5. Build a resilient, healthy, capable and sustainable organisation

6. Promoting the value of regulation

Continuously improve and innovate

We have continued to undertake work to improve our performance against the Professional Standards Authority's (PSA) Standards of Good Regulation, and to innovate across all our regulatory functions to provide an enhanced user experience.

Fitness to practise operating model

The changes made to the fitness to practise operating model have strengthened our capacity to manage cases more effectively and consistently. The in-house legal team, expanded frontloading approach (which involves carrying out more investigation and case preparation work at an earlier stage), and improvements to investigation pathways have increased early resolution capability, improved case progression and provided a stronger foundation for managing caseload demand.

Customer contact

The transition to new customer contact arrangements has improved the resilience and sustainability of our service model. Establishing a strategic delivery partner and defining future service requirements has created a clearer platform for ongoing service improvement and a more responsive experience for the public and registrants.

Partners

Improvements to contractual arrangements, systems, payment processes and quality assurance have strengthened oversight of partner-delivered activity. Together,

these changes have improved data quality, enhanced control mechanisms and increased confidence in the consistency and reliability of partner contributions.

International assessment model

The first phase of changes to the international assessment process has laid the foundations for a more robust and consistent assessment model. Work to strengthen tests of competence, supported by enhanced audit arrangements and guidance and assessor development, is improving quality assurance and reducing the risk of variation in assessment outcomes.

Support for registrants and witnesses

There have been enhancements made to the information and support available throughout the fitness to practise process from prior years. We have helped make the experience clearer and more accessible for those involved, including providing improved guidance, resources and fact sheets for registrants and witnesses.

Promote high-quality professional practice

We have continued our work to enable our professions to meet our standards, so that they are able to adapt to changes in health and care practice delivery, preventing harm to service users.

Standards

We delivered the planned programme of standards review, including the consultation on proposed changes to the standards of education and training, and the publication of updated safeguarding guidance. Meeting these objectives has provided greater clarity for stakeholders and established a strong foundation for effective implementation and adoption in the next phase of work.

Scope of practice

Our work on scope of practice has strengthened the support available to registrants and employers as care delivery models continue to evolve. Enhanced guidance on supervision and delegation provides a clearer framework for safe and effective practice, helping to support workforce flexibility while maintaining public protection.

Professional Liaison Service

We strengthened the use of data and insight to better target prevention activity, improving our ability to focus resources where they can have the greatest impact. While leadership changes affected delivery against all planned objectives, progress has increased our understanding of future service needs and highlighted opportunities for more effective delivery models, which will be taken forward during 2026–27.



Develop insight and exert influence

We have continued to use our data and research to inform our decision making, share insights and protect the public.

Research

We made progress towards strengthening our evidence base on the implications of increasing AI adoption across the professions we regulate. Although procurement delays meant the original milestone was not achieved within the planned timeframe, the appointment of a research partner has now established a strong foundation for delivery of the research programme during 2026–27.

Data quality and infrastructure

Continued investment in our data capabilities has improved the quality and accessibility of external reporting, with enhancements to the data hub made and richer insights provided to Council and other stakeholders. While most planned milestones were achieved, the publication of student and learner progression data was deferred to allow for additional quality assurance and stakeholder engagement. This has helped ensure the robustness and credibility of the data, with publication expected early in the next reporting period.

Insight and analytics

Our enhanced analysis of fitness to practise diversity data has provided the Council and stakeholders with deeper insight to support informed oversight and decision-making. The publication of analysis from registrants' CPD activity further strengthened our understanding of professional practice and engagement, helping to inform future regulatory and policy development.

We also made progress in building the partnerships and data-sharing arrangements needed to support more comprehensive system-wide insight. Engagement with NHS England and a formal request to establish data linkage with the NHS Business Services Authority represent important early steps towards greater analytical capability and more joined-up intelligence across the health and care sector. While this work remains at an early stage, it has created a stronger platform for future cross-organisational and cross-regulator collaboration.

“

I am positive the data hub will provide a valuable tool to colleagues working in workforce planning.

Minister of State for Health

”

Be visible, engaged and informed

We have continued to make and communicate decisions that are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.

Developing the HCPC's next corporate strategy

The development of the next corporate strategy was underpinned by one of the most extensive stakeholder engagement programmes undertaken by the HCPC, providing a strong evidence base for future strategic direction. Engagement with registrants, professional bodies, education providers, employees and the public generated valuable insights that directly informed the final strategy, now approved by Council. Complementary user research and stakeholder perception work has also strengthened our understanding of stakeholder needs and expectations, supporting both strategic planning and the delivery of our wider digital ambitions.

Listening to our stakeholders

We strengthened our approach to stakeholder engagement, improving our ability to gather and use feedback to inform organisational priorities and decision-making. Increased engagement with patient representative organisations has helped ensure that service user perspectives are more consistently reflected in key areas of work, including corporate strategy development and standards review. The implementation of a refreshed stakeholder engagement plan provides a stronger framework for sustained and coordinated engagement, while work to establish a single CRM platform will further enhance our ability to manage stakeholder relationships and insight.

Strengthening our communication capabilities

Investment in communications capacity and infrastructure has strengthened the organisation's ability to deliver effective, strategic communications. Expanded team capacity has improved resilience and delivery across the function, while successful support for major consultation activity has demonstrated an increased ability to engage stakeholders on complex policy issues. Improvements to the web platform have also enhanced the foundations needed to deliver our digital roadmap and support more effective stakeholder communication in the future.

Equality, diversity and inclusion (EDI)

We continued to strengthen the integration of EDI considerations across our work, improving both organisational insight and strategic planning. Analysis of fitness to practise EDI data has enhanced our understanding of key issues and supported more informed discussion with the Council and stakeholders. The incorporation of EDI throughout the development of the new corporate strategy demonstrates a more embedded approach to inclusive decision-making, while early work on the next EDI strategy and the refocused approach to EDI champions are helping to establish a more sustainable and organisation-wide model for driving progress.

Build a resilient, healthy, capable and sustainable organisation

We have continued our work to allow our employees to feel valued, supported and fully able to contribute. We have undertaken a range of activity to ensure the organisation is resilient and able to quickly adapt to changes in the external environment.

Delivering the technology roadmap

Progress against our technology roadmap has strengthened the resilience, scalability and future readiness of our technology estate. The successful replacement of the legacy telephony system and completion of our transition to cloud-based services have improved the reliability of core infrastructure and created a stronger foundation for service delivery. Work to establish a single CRM platform and develop our approach to future registration and fitness to practise systems has also advanced strategic planning for digital transformation, providing greater clarity on the direction of future investment and development.

Improving financial sustainability and resilience

We continued to strengthen the organisation's financial sustainability by enhancing both long-term financial planning and day-to-day financial management. Preparatory work for a future fee consultation has supported a transparent approach to funding the investment needed to improve services and organisational capability. At the same time, improvements to financial and procurement systems, including greater automation and enhanced reporting, have increased efficiency, strengthened financial oversight and supported better value for money across the organisation.

Enhancing our culture

Our focus on workforce capability,

engagement and organisational culture has helped maintain a strong foundation for organisational performance during a period of continued change and growth. Recruitment activity and workforce planning have supported the development of the skills and capacity needed to deliver strategic priorities, while ongoing investment in talent pipelines has strengthened future workforce resilience. The development of a new people strategy provides an opportunity to align people priorities with the next corporate strategy. Our employee engagement initiatives – including the all-employee development day and one-to-one meetings between the Chair, CEO, ELT and members of staff – continue to support an open, inclusive and high-performing culture.

Improving our sustainability

We made progress in strengthening the sustainability of our operations and embedding environmental considerations into organisational decision-making. Early investment in infrastructure improvements is supporting our longer-term ambition to reduce reliance on carbon-intensive systems and improve environmental performance. While delivery of the Environmental Management System has been rescheduled to reflect wider organisational priorities, improvements to procurement policy have strengthened our approach to responsible purchasing by embedding sustainability and supplier diversity considerations into decision-making processes.

Promoting the value of regulation

We continued our work to improve the understanding of the public, registrants, students and employers around the value and importance of regulated health and care professionals.

Education

Our work with education providers and stakeholders has continued to strengthen understanding of regulatory requirements and emerging sector trends. By analysing and publishing insights from the 2024–25 academic year, we have enhanced transparency and provided evidence that can support informed decision-making across the education sector. The continued publication of these insights helps stakeholders adapt to evolving professional and educational standards and supports the delivery of high-quality education and training.

Registrant health and wellbeing

Progress in evaluating the impact of the registrant health and wellbeing strategy was slower than anticipated during the reporting period. While this limited the delivery of planned outcomes, the appointment of new leadership provides an opportunity to renew focus and strengthen this area of work during 2026–27. This will support a more informed assessment of how our approach can improve the experience of those engaging with our regulatory processes.

Supporting new registrants to successfully transition to UK practice

We strengthened support for professionals transitioning to UK practice by improving engagement with employers and increasing access to targeted resources. These activities have helped build greater awareness of the experiences and challenges faced by international registrants, supporting more inclusive workplace environments and more effective integration into the UK workforce. This contributes to both workforce sustainability and the delivery of safe, effective care.

Shaping the future of regulation

Our continued engagement with regulatory reform has ensured that the HCPC remains an active and influential contributor to developments across the regulatory landscape. Through constructive engagement with government and key stakeholders, we have helped shape discussions on regulatory reform and advocated for approaches that support public protection, patient safety and high-quality care. This engagement has strengthened our ability to anticipate and respond to future changes in the regulatory environment.

Our *wider work*

Number of recruitment campaigns run in 2025–26

98

Number of learning and development events run in 2025–26

52

Number of job offers made in 2025–26

125



We responded to

920

policy enquiries in 2025–26



15,656

invoices processed in 2025–26



42

Number of Council and Committee meetings in 2025–26



Number of ELT meetings in 2025–26

49

from April 2025 to March 2026 (including 3 offsite meetings)



736

applications for partner roles processed in 2025–26

87

new partners were appointed 2025–26

285

new partner interviews in 2025–26

Reissued

600+ partner contracts



Our data and analysis helped inform over

100

briefings to stakeholders.

Number of IT security patches implemented in 2025–26

900

Number of IT system changes implemented in 2025–26

150

Number of IT tickets dealt with in 2025–26

3,125



Number of days of employee office-based working in 2025–26



There were

15,616

in-office employee working days supported in 2025–26.

Equality, diversity and inclusion

We are entering the final year of our EDI strategy, and notable work has included the development of resources to support registrants who experience or witness discrimination in their workplace or educational setting. These were developed with extensive collaboration from registrants and professional bodies and were published alongside our webpages on religiously- and racially-motivated discrimination, including antisemitism and Islamophobia.

We also published our first analysis of registration outcomes across different demographics, building on the now-established reporting we do when analysing fitness to practise outcomes by demographics. Our proposed updates to the standards for education and training have also been informed by a substantial equality impact analysis and dedicated EDI focus group.

Stakeholder engagement

During the performance year, our senior leaders maintained regular engagement meetings with key stakeholders from across the sector, through implementation of a new engagement plan. These meetings allowed the smooth sharing of information and built the organisation's ability to build confidence in the professions we regulate. This regular engagement was complemented by significant activity to support the creation of our future corporate strategy, which sought views and input from patients and the public, registrants, employers, professional bodies, education providers and wider sector stakeholders.

We have also continued to maintain regular forums in which we can both update on our work and seek to convene discussions and collaboration on key issues. The main forum for direct interaction with professional bodies remains the quarterly Professional Body Forum. Throughout 2025–26 the Forum has maintained high attendance from across the professions.

Alongside these we hold annual meetings with the Council of Deans of Health, in which we 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 maintains an average open rate of 50%.

Health and safety

The HCPC is committed to providing a safe, healthy and supportive working environment for employees, partners, contractors, visitors and other persons affected by its activities. Our approach is underpinned by the Health and Safety at Work etc. Act 1974 and other applicable UK health and safety legislation and is supported through a structured Environment, Health and Safety (EHS) management framework, with the ongoing development of an Integrated Environmental, Health and Safety Management System (IMS) commencing during 2025–26 to further strengthen governance, risk management and organisational performance.

During 2025–26, the HCPC continued to strengthen its health and safety arrangements by developing governance documents, operational procedures, digital reporting tools, and assurance processes to support a proactive, risk-based approach to managing health and safety across the organisation.

- **Five** health and safety incidents were reported (compared to two in 2024–25).
- **Two** workplace accidents were logged (compared to five in 2024–25).
- **None** of the incidents or accidents were reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR); and no enforcement action was taken by the HSE.

The HCPC continues to encourage the prompt reporting of hazards, incidents and near misses through its digital reporting systems. Reported events are investigated proportionately, with corrective actions monitored through to completion and trends reviewed to identify opportunities to improve workplace safety and reduce organisational risk.

Health and safety performance is monitored through regular reporting, workplace inspections, risk assessments, management reviews and ongoing compliance monitoring. During 2025–26, the organisation strengthened its programme of health and safety management, training, emergency preparedness arrangements and contractor assurance activities to support compliance, improve organisational resilience and promote a positive health and safety culture across all areas of the business.

The total number of employee sick leave days during 2025–26 was 2,318 (2024–25: 2,189). The average number of sick leave days per full-time equivalent employee during the year was 10 working days (4% of working days) (2024–25: 7 working days, 3% of working days).

Environmental sustainability

Improving environmental sustainability continues to be a key strategic objective for the HCPC. In 2023–24, the HCPC's Executive Leadership Team (ELT) and Council took the first steps towards achieving our environmental ambitions by agreeing high-level plans and targets. Additionally, we published our Sustainability Statement, setting out our commitment to becoming an environmentally-sustainable regulator and the actions we will take to support this ambition.

Our target remains to achieve net zero emissions from activities directly related to our operations (over which we have the greatest control), by the end of the 2028–29 financial year. We recognise that this is an ambitious goal and are actively working towards achieving it.

We have also established a longer-term target for emissions associated with purchased goods and services, which represent the largest proportion of our overall carbon footprint. This target will be reviewed and refined as our understanding of these emissions improves, with the aim of achieving reductions earlier where practical.

At the end of the 2022–23 financial year, the HCPC completed the final stage of its estate consolidation programme, reducing its overall estate footprint by approximately fifty per cent compared with pre-pandemic operations. To support the organisation's continued operation within the reduced estate, refurbishment works were undertaken, primarily during the preceding year. These changes have contributed positively to reducing emissions by lowering the resources required to operate and maintain the estate.

Greenhouse gas emissions and carbon management

We have continued to assess our annual greenhouse gas (GHG) emissions, with support from external auditors, and to report them in accordance with the GHG Protocol.

By adopting 2019–20 as our baseline year, we can monitor progress towards our net zero objectives. The latest emissions review includes refinements to both current and historical reporting. As the quality and availability of underlying data continue to improve, we expect further refinements in future reporting periods.

During 2024–25, the HCPC's emissions calculation methodology was updated, moving from the previously-adopted Quantis emissions factors to UK-specific emissions factors published and regularly updated by the Department for Environment, Food and Rural Affairs (DEFRA). This change improves alignment with national reporting standards and enhances the relevance of reported emissions data.

Our audited emissions reporting now covers the period from our baseline year (2019–20) to 2025–26. In previous years, emissions data were reported only up to the financial year preceding the reporting period. Improvements to our data collection and reporting processes have enabled us to provide more current and comprehensive information.

Financial year greenhouse gas emissions (tCO₂e):

Scope	Category	FY 2019–20	FY 2024–25	Current FY 2025–26		% change since previous year
		Total emissions (tCO ₂ e)	Total emissions (tCO ₂ e)	Total emissions (tCO ₂ e)	% of total emissions	
Scope 1	Total scope 1	41	19	18	1%	-8%
	Natural gas	41	19	18	1%	-8%
Scope 2	Total scope 2 (location based)	146	77	67	3%	-13%
	Electricity (location based)	146	77	67	3%	-13%
	Electricity (market based)	66	–	–*	0%	0%
Scope 3	Total scope 3	2,875	2,531	2,114	96%	-16%
	Purchased goods and services	2,492	2,347	1,914	87%	-18%
	Fuel and energy related activities (location based)	40	29	29	1%	1%
	Waste generated in operations	–	0.06	0.21	0%	250%
	Business travel	304	16	16	1%	0.5%
	Employee commuting and remote working	39	139	155	7%	11%
Total	All	3,062	2,628	2,199	100%	-16%

*Estimated based on the assumption of 100% renewable tariff. This has been corroborated through invoices from EDF and will be validated via Renewable Energy Guarantees of Origin (REGOs) when available from the supplier. Emissions data may differ from previously-published figures due to improvements in data quality, methodological refinements and updates to emissions factors. During 2024–25, HCPC adopted DEFRA emissions factors in place of Quantis factors to improve alignment with UK reporting standards. FY2019–20 emissions have been updated to align with this approach. Scope 3 emissions are subject to ongoing refinement as data quality and organisational understanding continue to develop.

The Greenhouse Gas Emissions Reporting Protocol classifies the carbon from our gas usage as Scope 1 and the carbon from our purchased electricity as Scope 2. Most other activities fall under Scope 3, which contains several categories but predominantly relates to our purchased goods and services.

The table shows the HCPC's progress in reducing carbon emissions across its activities. In areas where we have direct control, the combined carbon equivalent of our Scope 1 and Scope 2 emissions has continued on a downward trajectory over recent years. This reduction was previously influenced in part by pandemic-related

measures but also reflects deliberate policies and actions to reduce our carbon footprint, such as reducing our estates footprint, adopting hybrid working, improving energy management and harnessing technology.

Looking ahead, for Scope 1 and Scope 2 emissions, for which the HCPC has greater control and influence, we continue to monitor and manage our energy purchasing and trading strategy, delivered through a government framework agreement 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 embedded carbon to a 'zero-carbon' tariff in 2023–24. From the start of 2024–25, the HCPC migrated to renewable energy supplies, which we maintained through 2025–26. This energy is sourced from a mixture of wind, solar, and hydroelectric power.

Due to ongoing investment in renewable energy, we have reported 'market-based' and 'location-based' Scope 2 emissions to better demonstrate the HCPC's journey to net zero. As outlined in the table above, we anticipate that our market-based Scope 2 emissions will be near zero from 2023–24 onward. Overall, we have achieved an 83.4% reduction in our Scope 1 and Scope 2 (market based) emissions compared with our baseline year.

Scope 1 emissions are associated with gas consumption. The HCPC has begun a programme to transition away from gas-powered boilers to alternative electrical heating sources, powered by the renewable energy supplies we have already adopted. Changes to the heating system will be planned and implemented over time, aligned with our organisational targets.

The Greenhouse Gas Emissions Reporting Protocol places most other sources of carbon within Scope 3. Like many organisations, the HCPC's carbon equivalent is predominantly found in Scope 3, accounting for as much as 96%.

The HCPC currently reports against five Scope 3 categories. The HCPC's largest Scope 3 category is purchased goods and services. These purchases account for approximately 80–89% of our total carbon equivalent in the years for which we have data. This will continue to increase as we reduce Scope 1 and 2 emissions, therefore making the supply chain the single most critical area for achieving the HCPC's overall carbon targets. Emissions from purchased goods and services decreased by 18% year-on-year. While procurement spend increased by 5%, the spend-weighted emissions factor decreased by 22%, which was the primary driver of the reduction in emissions. The HCPC recognises the supply chain as a key partner in our carbon-reduction journey, as well as in achieving our wider social-impact goals. We have begun the process of strengthening our procurement policies and governance, and we are considering increasing our engagement with suppliers as we work together toward our shared objectives.

In 2025–26, travel-related emissions continue to remain significantly lower than in 2019–20, down to around 1% (consistent with 1% the year prior). We continue to monitor activities to maintain these reduced travel-emission levels while still meeting our statutory obligations and maintaining high standards of service. There have been fluctuations over the past few years, though the overall the trend is moving in a positive direction.

Business travel estimated Greenhouse Gas Emissions (Co2e)

tCO2e	2019–2020	2024–2025	2025–2026
Flights	131	9	9
Hotels	102	3	3
Rail	71	4	4
Car	–	–	–
Other	–	–	–
Total	304	16	16

Business travel emissions remained broadly stable year-on-year, increasing by only 0.5% despite a 13% increase in FTE.

Employee commuting and remote working emissions increased 11% year-on-year, largely in line with the 13% increase in FTE.

As we consider opportunities in 2026–27 and beyond to address challenges in resource efficiency, achieving net zero, sustainable business travel, water stewardship, biodiversity and other areas, we recognise that our organisation will depend on many interrelated factors and pathfinder projects that are critical to addressing these issues.

Our priority programmes will include:

- Pathways to decarbonisation: determining routes to achieving net-zero emissions for our operations by 2028–29 and developing concrete plans to deliver them.
- Adaptation and resilience: strengthening our responses to the physical risks of climate change.
- Updates to governance processes, supply chains and investment priorities.

Monitoring and managing progress against the HCPC's sustainability objectives continues to be embedded within our corporate governance structures.

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 proposals are assessed at an early stage in the decision-making process. These sustainability considerations will be set out, as appropriate, in papers to the ELT and the Council.

Risks relating to sustainability are captured as part of the HCPC's corporate assurance and risk-management processes. High-level sustainability performance metrics are incorporated into a performance report that is reviewed monthly by the ELT and shared quarterly with the People and Resources Committee. These 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 such as feasibility studies, modelling, auditing and verification.



Our performance

“

The team understand culture – don't tick boxes – but really care about prevention in a way that is evidence based and impactful.”

Employer



“

Receiving my registration has truly changed everything for me – it's not just a document, it's the foundation of my future, my career, and my dream of working as a Dietitian in the UK.”

Registrant



“

This was one of the best customer service calls I have experienced.”

Registrant



Corporate *plan*



We have made positive progress across our work this year and 91% of our key milestones were completed in this reporting period.



In some areas we were unable to make as much progress as we planned, for example in the registrant health and wellbeing strategy, due to leadership changes in our Professionalism and Upstream Regulation department and the appointment of our new Head of Department.



Progress has been made on implementing our technology roadmap and data. We have taken foundational steps to improve our customer contact and improved our ability to work and contract with our partners.



Research into the impact of the increasing use of AI by registrants has also been pushed back into the next financial year, as identifying potential partners for this high-impact piece of research took longer than anticipated. However, we have now appointed our partner for that work following a tender process and work is beginning.



We have upgraded systems including the implementation of Business Central (Finance) and made upgrades to our website. In fitness to practise we have continued our work to frontload cases and improve our in-house legal capability.

“

We are now laying the groundwork for the next phase of our long-term ambition to ensure we are a fair regulator that people can trust. ”

HCPC Corporate Plan 2026–27

KPI *updates*

During 2025–26 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, which can be read on our website.

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.

The KPIs listed below are those reported on and monitored during 2025–26. Following the end of the reporting period considered in this annual report, they have been updated for future reporting to reflect the new corporate strategy.

Our Council KPIs are aligned to our strategic priorities and our core regulatory functions. An analysis of our performance against our KPIs for 2025–26 is provided below.



Fitness to practise

The proportion of cases concluded at each stage that are within KPI

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.

Closures at the pre-Investigating Committee Panel (ICP) stage of the process remained under 60% during 2025–26, 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 2025–26. We have focused on listing and concluding our oldest cases and this has impacted the KPI result. We have seen a significant increase in concerns being raised with us in this year which has also led to increased pressure on the FTP processes.

S.29 appeals and learning points

This includes data and narrative on the number of

Not met

Pre-ICP target:

>60%

Actual

<60%

Final hearing

target:

>70%

Actual

<70%

NA

final FTP decisions appealed to the High Court by the 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 7 section 29 appeals in 2025–26 (2 in 2024–25). One of the section 29 appeals in quarter 4 was done following our request after consideration of our Decision Appeal Group. The number of learning points issued by the PSA remained consistent throughout the year.

Target:

NA

Actual

NA

We do not hold a target for this KPI but track the number and substance of the appeals and learning points over time.



Education

Quality and timeliness

Measure 1: Less than 20% of assessments resulting in conditions or formal requirements.

For measure 1, the KPI target was met for nine out of the 12 months and there were no decisions on approval for the remaining three months.

Measure 2: 30 days or less to provide process reports to the education provider from conclusion of quality activities.

For measure 2, the target was met for one out of the 12 months due to a high number of assessments and resourcing pressures within the team, which are currently being addressed.

Met

Target:

<30 days

Actual

(monthly average
excluding months
without assessments)

50.5 days

Not met

Target:

<30 days

Actual

(monthly average)

50.5 days



Registration

Responsiveness

Monthly performance medium ten working days

The target for the service we provide to UK graduates applying to join the Register was consistently met throughout 2025–26.

Met

Target:

10 days

Actual

1.6 days

Monthly performance medium 60 working days

For applications to join the HCPC Register from people who qualified outside the UK, the KPI target was met for eight out of the 12 months, which was mainly due to a significantly higher-than-anticipated number of international applications being received in the 2024–25 financial year. This impacted performance at the start of 2025–26. The additional resource that was deployed to manage the increased levels of demand in 2024–25 was scaled down during 2025–26.

Partially met

Target:
60 working days

Actual
(monthly average)
68 working days

Answer 90% of telephone calls

Our contact centre performance was strong throughout 2025–26, with 92–99% of calls answered against the target of 90%.

Met

Target:
>90%

Actual
(monthly average)
96%

Respond to emails within five working days

For those contacting us by email we have consistently met our KPI target throughout 2025–26 and responded to emails into our contact centre within one to three working days.

Met

Target:
5 working days

Actual
(monthly average)
2 working days



Customer service

Number of complaints and % upheld

Over 2025–26 the monthly average of complaints received was 93 (62 in 2024–25). 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 2025–26.

Partially met

Target:
<50%

Actual
52%



Professional practice and insight

60% of registrants said their practice would change as a result of information gained through a Professional Liaison learning event.

We have delivered 76 registrant-specific sessions across the year and met our KPI in these sessions. We did not collect data in April and October as we focused our sessions on students and employers during this time.

Met

Target:

>60%

Actual

(monthly average excluding month without delivery)

78.3%



Finance

Performance

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%.

This KPI target was consistently met throughout 2025–26.

Met

Target

variance between

96.3%–102.6%

Actual

(average monthly variance):

10.8%



IT

Availability of core IT systems

The measure indicates the reliability of the IT infrastructure. Target: >99.5%.

This KPI target was consistently met throughout 2025–26.

Met

Target:

>99.5%

Actual

99.9%

Security score

Security score in Microsoft Defender for Cloud is a metric used to score the overall cybersecurity of the HCPC.

Target: >80%.

This target was met for seven out of the 12 months. This KPI tracks compliance with Microsoft's security recommendations, so is constantly moving as new recommendations are made. A number of new requirements were added to the measure after Christmas, requiring substantial effort to remediate, but which carry limited real risk to HCPC. Work is underway to address these requirements alongside other priorities.

Partially met

Target:
>80%

Actual
(monthly average):
78.3%



Voluntary staff turnover

This provides an indicator that could point to cultural issues if it is higher than the target. Target: 23% or less.

This target was consistently met throughout 2025–26.

Voluntary turnover remained consistently low throughout the year, reflecting positive employee satisfaction.

Ongoing analysis of regular employee pulse surveys aims to identify and address any emerging issues.

Met

Target:
>23%

Actual
(quarterly average):
10.8%

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. Target: 44 days or less from advert to offer date.

This target was consistently met throughout 2025–26.

Across all four quarters, performance remained well within the threshold of 44 days or less. Overall, the consistently low time to hire figures highlights the effectiveness of current recruitment processes and the positive impact of ongoing improvements in workforce planning and talent attraction.

Met

Target:
<44 days

Actual
20.5 days

Professional Standards Authority *performance review*

The PSA's 2025–26 monitoring performance review of the HCPC began on 1 April 2025 and ran until 31 March 2026. On the 30 June 2026 the PSA published its Periodic Report – Health and Care Professions Council 2025–26 showing that the HCPC had met 16 of its 18 standards. We are pleased that we continue to meet all the general, guidance and standards, and education and training Standards of Good Regulation. This is a testament to the continued hard work across the organisation.

The report also confirms our continued good practice in decision making, risk and interim order management and supporting people to raise a concern with us. We have met three out of the five fitness to practise Standards this year. The HCPC did not meet Standard 15, which relates to the timeliness of progressing fitness to practise cases, and Standard 18, which focuses on ensuring that people involved in complaints and investigations are properly informed and supported throughout the process.

“

The HCPC continues to demonstrate an ongoing commitment to EDI and performed well against this Standard, building on its positive performance from last year. ”

Professional Standards Authority

This assessment comes alongside an increased workload driven by a significant rise in new concerns, and continued limitations in case management systems. We are taking action to address this by strengthening resourcing through permanent and temporary recruitment, enhancing system functionality, increasing oversight through strengthened customer service and quality assurance checks, and refreshing guidance and training to reinforce expectations.

Financial *performance*

The tables below show the key operating and financial information for 2025–26 and 2024–25. This information is reported to the Council at each meeting. [Council meeting papers](#) are available on the HCPC website.

In 2025–26, our fee income remained steady at £43mn compared with the prior year. Registration income increased following the implementation of the fee uplift; however, this was offset by a reduction in international application volumes, resulting in lower income from international application fees.

Operating expenditure increased by £2.4mn or 6% in 2025–26, mainly due to payroll, which includes the full-year costs of vacancies that were filled part-way through 2024–25, the cost of the annual pay award and increase in employer national insurance from 13.8% to 15%.

The overall retained surplus was £1.8mn, mainly as a result of some vacancies, tribunal and other costs being incurred later than originally expected, as well as timing effects over when some registrant income is recognised, rather than representing an underlying surplus of unallocated income. The surplus is required to cover the deferred expenditure concerned as well as additional pressures arising from continued increase in FTP demand; it 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.

Income and expenditure summary	2025–26 £'000	2024–25 £'000
Registrants' fee income	43,263	43,331
Payroll costs	(19,723)	(17,226)
Non-payroll costs	(21,680)	(21,738)
Depreciation and amortisation	(954)	(1,025)
Impairment reversals/(losses)	6	36
Total operating expenditure	(42,351)	(39,953)
Operating surplus	912	3,378
Other income, including grant income, net of tax	897	889
Surplus	1,809	4,267
Total recognised gains	1,809	4,267

Statement of financial position (summary)	2025–26 £'000	2024–25 £'000
Property, plant and equipment	5,601	5,537
Intangible assets	2,532	2,825
Cash and deposits	31,478	26,771
Deferred income	(27,128)	(23,512)
Other working capital, net shortfall	(1,001)	(1,716)
Liabilities greater than one year	(159)	(391)
Total reserves	11,323 £	9,514 £
Total reserves per registrant	30.82	26.72

Freehold valuation

The value of our total fixed assets is £8.1mn (2024–25: £8.4mn), of which £5.31mn 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 £60,000.

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 £31.5mn as at 31 March 2026 (31 March 2025: £26.8mn). These are not surpluses or profits; the element of fees received in advance is reflected in the deferred income balance of £27.1mn (2025: £23.5mn), and fee income is recognised evenly throughout the renewal cycle.

Reserves

Our total accumulated reserves are £11.3mn as at 31 March 2026 (31

March 2025: £9.5mn), which represents approximately £30.82 per registrant (31 March 2025: £26.72). The increase in total reserves is the consequence of our surplus for the year and is required to match liabilities and risk relating particularly to increases in the volume of FTP concerns.

Reserves policy

As at 31 March 2026, the HCPC had positive realisable net assets at £8.8mn (total reserves (net assets) less intangible assets). Our total reserves were £11.3mn, which is equivalent to 3.2 months of operating expenditure. This is an improvement on the 31 March 2025 position which reported a realisable net asset position of £6.7mn. The HCPC's policy is to maintain at least positive realisable net assets, defined as total net assets less the value of intangible assets.

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. This is a two-yearly cycle organised by profession.

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 12 months from the date of approval of the accounts.

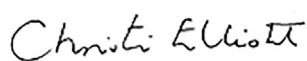
Delivering efficiency and value

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.

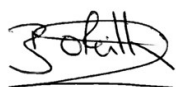
The HCPC has been investing to improve performance and efficiency over the year, as described in more detail in the performance report.

The HCPC remains lean, with one of the lowest costs 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 have begun a further review and consultation on our fees that would come into effect in 2027. The modelling for the fee review incorporates challenging productivity and efficiency gains that HCPC is committed to delivering, so that any increases in fees paid by registrants are kept to the minimum necessary to keep pace with demand and make essential improvements.



Christine Elliott
Chair



Bernie O'Reilly
Chief Executive and Registrar
Accounting Officer

Date: 6 October 2026 Date: 6 October 2026



Our *future*

Look ahead

Looking ahead, we will focus on delivering our new strategy through to 2031, sharpening our impact as a modern, responsive regulator that protects the public while supporting safe and effective professional practice. Central to this will be continued improvements in fitness to practise, digital transformation and strengthened engagement with registrants, service users and stakeholders. Governance will also evolve, including the planned recruitment of a new Chair following the completion of Christine Elliott's tenure in 2027, ensuring continuity of strong leadership and strategic oversight. In parallel, the organisation will prepare for potential changes to its remit, including the proposed regulation of hospital managers, which would represent a significant expansion of its responsibilities and require careful design, resourcing and stakeholder collaboration. The work to implement this is still on hold awaiting the requisite resourcing and legal authority to be provided by the Government. The work to develop this new system of regulation will commence as soon as this is made available.

Our forward programme sits within a challenging and dynamic external context. The wider health and care sector continues to face sustained resourcing pressures across the NHS, alongside growing demand and complexity of need. The Government's emerging long-term reform agenda, including a 10-year plan for England, signals continued transformation with a focus on

integration, prevention and productivity. At the same time, there is a clear commitment to regulatory reform, which is likely to reshape professional regulation frameworks and expectations of regulators. We continue to welcome the Government's commitment to implementing changes to our legislation in this parliamentary period and continue to work with them as they establish an exact timeline for its implementation.

Workforce shortages, retention challenges and pressures within education and training pathways also remain key risks to system resilience, reinforcing the importance of proportionate, efficient regulation that supports workforce sustainability while maintaining public confidence to the extent that it is practical and appropriate and compatible with our legislation.



Accountability report

What the accountability report is

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 2025–26, 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

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 that 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 ELT has no significant interest that would conflict with directorship of the HCPC, which is in line with note 18 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.

Council

Education and Training Committee

Audit and Risk Assurance Committee

Remuneration Committee

People and Resources Committee

Chief Executive and Registrar
(Accounting Officer)

Executive Leadership Team

Health and Care
Professions Council

Health and Care
Professions
Tribunal Service

Our governance structure

The Council

The Council provides leadership and oversight for the HCPC, including the Health and Care Professions Tribunal Service (HCPTS), focusing on strategic priorities, policy scrutiny and organisational performance to support the HCPC's long-term success.

The Council is made up of 12 members, of which half must be professionals on our Register and half must be lay members, with at least one member from each UK country. The Chair may be either lay or registrant; the current Chair is a lay member.

In February 2026, the Council appointed an independent adviser for technology-led innovation, to provide challenge and insight on innovation and in support of its digital roadmap.

Council meetings

Our Council met six times in 2025–26 in line with the Council's standing orders. Attendance at meetings during the year is shown on pages 64–65. 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. All agendas, minutes and papers are made available on the HCPC website. There are several standing reports containing key oversight information, including:

- Chair's report – Chair's update, non-executive appointments, key matters for Council's attention and stakeholder engagement

- Chief Executive's report – stakeholder engagement, regulatory performance and developments, operational performance and developments, policy and standards, corporate plan milestone updates and strategic risk register
- Finance report – income and expenditure, cash flow, reserves, capital and investment, financial risks and opportunities, key contracts
- FTP report – improvement activity, quality of case investigation, timeliness of case investigation, key risks and mitigation.

The Council also considered a range of other matters in 2025–26, including:

- Budget 2026–27
- Procurement policy
- Reserves policy
- Few review and consultation
- Speaking up (whistleblowing) policy
- FTP EDI supplementary report
- Standards of education and training consultation

Membership of our Council and its Committees during 2025–26

Chair Christine Elliott 	Registrant member Dr Rebekah Eglinton 	Registrant member Helen Gough 
Lay member Helen Grantham 	Lay member John McEvoy 	Lay member Lianne Patterson 
Registrant member Dr Pameleta Ricketts 	Lay member Catharine Seddon 	Lay member Professor Carl Stychin (from 1 April 2025) 
Registrant member Kathryn Thirlaway 	Registrant member David Stirling 	Registrant member Valerie Webster (Until 31 December 2025) 

David Stirling was initially appointed to the Senior Council member role on 15 February 2024. At its meeting on 4 December 2025, the Council agreed to reappoint David Stirling to this role until 31 August 2027.

● Education and Training Committee

Kathryn Thirlaway (Chair)
Helen Gough
Rebekah Eglinton
Carl Stychin (from 1 April 2025)
Helen White (independent member)

● People and Resources Committee

John McEvoy (Chair)
Helen Grantham (until 31 December 2025)
Pameleta Ricketts
David Stirling (from 1 January 2026)
Valerie Webster (until 31 December 2025)
Neville Hounsome (independent member)

● Audit and Risk Assurance Committee

Lianne Patterson (Chair)
Helen Grantham (from 1 January 2026)
Catharine Seddon
David Stirling (until 31 December 2025)
Graham Masters (independent member)

● Remuneration Committee

John McEvoy (Chair)
Helen Grantham (until 31 December 2025)
Pameleta Ricketts
David Stirling (from 1 January 2026)
Valerie Webster (until 31 December 2025)
Neville Hounsome (independent member)

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 2025–26, four Council members were re-appointed, one member departed at the end of their first term and one new member joined the HCPC (in April 2025).

Council Apprentice

The HCPC operates a Council Apprentice programme, offering individuals seeking their first non-executive role the opportunity to shadow Council for an extended period, recently increased from 12 to 15 months following feedback. The programme provides mentoring and encourages full participation in Council discussions and committee work. We are currently in the sixth cycle, with two Council Apprentices in place until April 2027.

Council Apprentices attend all Council and seminar meetings and sit on one Committee – those appointed in 2026 joined the Audit and Risk Assurance and People and Resources Committees. While

not voting members, they are encouraged to contribute fully to discussions. They receive a comprehensive induction, are paired with a Council mentor and meet regularly with the Chair, including quarterly reviews and an end-of-programme evaluation.

Council performance and effectiveness

The HCPC has an established performance review system for Council members, including annual self-appraisal, appraisal of the Chair and opportunities for members to share feedback on their experience. The competency-based process involves completing a self-assessment, followed by discussion with the Chair to identify feedback and any development needs.

“
I reflect with pride on the contributions of our Council Apprentices to our decision-making and the wider culture of the HCPC.
”

Christine Elliott, HCPC Chair

In 2024–25 the following seminars were held:



8 May 2025

Council effectiveness review 2024–25



22 May 2025

Corporate strategy development



26 June 2025

Cultural and institutional sexism



6 November 2025

Corporate strategy development

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 allow more time for exploration of subjects in depth than would be available during formal meetings.

Council development sessions were also held to support continued learning, improvement and development. These included attendance at the all-employee development day and a session focused on trauma-informed decision making.

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 2025–26 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 64–65 of this report and [papers and minutes of each meeting](#) are published online.

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.

In 2025–26 the Committee also held a workshop on cyber security and digital transformation risks. A series of case studies were presented to the Committee to highlight the potential impact of, and risks associated with, cybersecurity attacks. The Committee also considered an overview of typical digital strategy and transformation risks, transformation glide paths and typical risk mitigation gaps in audit findings.

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, with RSM UK LLP taking over as the new internal auditor from 2026–27.

During 2025–26, the following internal audits were undertaken:

- Cyber security
- Business Central
- Health and safety
- Media and communications
- Risk management
- FTP declarations
- Follow-up

The overall rating provided by BDO LLP in the 2025–26 audit year was ‘generally satisfactory with improvements required in some areas’, the second-highest

rating out of a possible four rating levels. This was consistent with the ‘Moderate’ opinion provided in the 2024–25 audit year. Overall, controls were assessed as generally well-designed and operating effectively. A number of recurring themes were identified where improvements were required to further enhance the consistency, maturity and sustainability of the control environment, including the need to ensure documentation remained up-to-date and to address risks relating to key person dependency.

A breakdown of the ratings for each of the internal audits completed in 2025–26 is provided below.

Audit

Assurance rating

	Design	Operating effectiveness
1. Fitness to practise declarations	Moderate	Moderate
2. Cyber security	Moderate	Moderate
3. Health and safety	Moderate	Substantial
4. Business Central – general ledger	Moderate	Substantial
5. Risk management	Limited	Limited
6. Media and communications	Moderate	Substantial

Risk management was the only review to receive limited assurance in both design and operational effectiveness. The opinion reflected weaknesses in the maturity, documentation and consistency of the risk management framework, including data quality issues within the operational risk register, risk escalation processes and the documentation of controls and mitigating actions, rather than any fundamental control failure. No high-priority findings were identified and management accepted all recommendations. Work to strengthen the framework, improve risk register

quality, formalise risk review processes and enhance links between operational and strategic risks commenced immediately, and progress will continue to be monitored by the Audit and Risk Assurance Committee.

Each year the internal auditor undertakes a review of the implementation of recommendations made. For 2025–26 there were 13 internal audit recommendations tested for implementation. The internal auditors found that, of these, 11 were fully implemented, with one in progress and one outstanding, as set out in the table below.

Audit	BDO status as at May 2026				
	Implemented	In progress	Outstanding	Superseded	Total
Regulatory policy (2023–24)	1	–	–	–	1
Unified assurance framework (2022–23)	2	–	–	–	2
Procurement of large contracts (2023–24)	1	–	1	–	2
Project management (2023–24)	2	–	–	–	2
Data privacy (2024–25)	4	–	–	–	4
Stakeholder engagement (2024–25)	1	–	–	–	1
Diversity (2022–23)	–	1	–	–	1
Total	11	1	1	–	13

The outstanding medium-priority recommendation from the procurement of large contracts audit related to the absence of a formal spot-check process within procurement. The outstanding medium-priority recommendation from the diversity audit related to the lack of a formal reporting schedule and disciplinary measures for mandatory training compliance. Overall, the results demonstrate strong progress in implementing recommendations, though some further work is required to achieve full closure.

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 2025–26 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 64–65 of this report and [papers and minutes of each meeting](#) are published online.

People and Resources Committee

The People and Resources Committee is currently made up of three 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 six times in 2025–26 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 64–65 of this report, and [papers and minutes of each meeting](#) are published online.

Remuneration Committee

The Remuneration Committee is currently made up of three 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 twice in 2025–26 in line with the Committee's standing orders. Attendance at these meetings is detailed in the table on pages 64–65 of this report and [papers and minutes of each meeting](#) are published online.

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 Department of Health and Social Care. In 2025–26 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

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.

The membership of the ELT as at 31 March 2026 was as follows:

- Bernie O'Reilly – Chief Executive, Registrar and Accounting Officer
- 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

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 they are responsible. The Chief Executive, as the Accounting Officer, attends Council meetings and chairs ELT meetings. They are 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. A full refresh of the risk management framework will be undertaken in 2026–27.

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. The risk appetite will be reviewed as part of the refreshed risk management framework.

Regulation

Appetite: Measured

(Registration, education, FTP, policy and standards)

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.

It is essential that mitigations to ensure ongoing public protection are in place as a foundation of taking risks to deliver regulatory requirements.

Influence/leadership

Appetite: Seeks

(Engagement, communications, profile, reputation, influence)

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.

It is essential that the HCPC's voice is not perceived to be party political. The HCPC is neutral as a public body.

Compliance

Appetite: Measured

(PSA, International Organisation for Standardisation (ISO), Information Commissioner's Office (ICO), environmental, health and safety)

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.

It is essential that the long-term achievement of PSA Standards is assured.

Financial

Appetite: Measured

(Finance, value for money, estates)

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.

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.

People

Appetite: Open

(Employees and partners)

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.

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.

Reform

Appetite: Open

(Regulatory reform)

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.

It is essential that the opportunities taken with regulatory reform are fully evidenced and that cross-organisational impact is considered and documented.

Data

Appetite: Open

(Quality, analysis, sharing)

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. (Data protection is covered by the compliance risk area).

It is essential that we understand our data when sharing and publishing analysis.

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 is a summary; our strategic risk register provides full details of our strategic risk management in 2025–26. Alongside the development of the new corporate strategy, a full review of the strategic risk register will be undertaken in 2026–27 to ensure alignment with the future risks the HCPC faces. The new strategic risk register has been presented to the June 2026 Audit and Risk Assurance Committee and following Council.

Strategic risk

How we mitigated this risk in 2025–26

1. We are unable to deliver our regulatory requirements effectively in a changing landscape, affecting our ability to protect the public.

This includes:

- Informed registration decision-making; proportionate and fair FTP decision-making; engaged education decision-making; PSA Standards of Good Regulation; appropriately-managed improvement programmes in regulatory areas; consideration of EDI needs, including accessibility of function and fairness of decision-making.
- Relevant strategic aim: continuously improve and innovate.

- Implemented a new FTP operating model, including streaming and frontloading, improving timeliness and prioritisation of cases
- Established in-house FTP legal services, enhancing capability, quality and control of complex cases
- Delivered a partner transformation programme, including new contracts, payroll, pensions and performance management
- Modernised international registration processes, including rebalancing evidence requirements and introducing enhanced quality assurance
- Introduced AI-enabled tools (eg plagiarism checks, redaction support) to improve efficiency and consistency
- Delivered a new telephony system and began the transition to a CRM-enabled customer contact model
- Strengthened QA and performance oversight, including second-line QA and KPI frameworks

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
6	9	9	9	9	9	9

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

This includes:

- Quality and suitability of our standards and guidance in setting a threshold for safe and effective practice which protects the public.
- How effectively we communicate our regulatory expectations.
- The effectiveness of our professionalism and upstream regulation work.
- Effective and informed consultation process, including enhanced EDI consideration.
- Relevant strategic aim: Promote high quality professional practice.

- Completed pre-consultation and launched consultation on the standards of education and training (November 2025–February 2026), progressing major standards reform
- Delivered #MyHCPCstandards programme and expanded guidance to improve understanding of regulatory expectations
- Delivered webinars on advanced levels of practice in collaboration with system partners and began development of joint guidance materials
- Commissioned and developed safeguarding guidance, incorporating service user feedback
- Expanded Professional Liaison Service across the UK, strengthening upstream engagement with employers

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
3	6	6	6	3	3	3

3a. The quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision-making.

3b. We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and wellbeing of the public.

This includes effectiveness in collecting, maintaining and utilising the data we need to be an intelligence-driven regulator.

- Delivered core data platform modules and launched a public-facing data hub
- Established a data governance framework including governance boards, policies and defined ownership roles
- Appointed a Data Governance Lead and analytics resources, embedding capability across the organisation
- Achieved measurable data quality improvements (~20% across key functions)
- Expanded dashboards and reporting including renewals, workforce and retention insights

It includes the effectiveness of our insight and intelligence work. It relies heavily on digital transformation work and the IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.

Relevant strategic aim: develop insight and exert influence.

- Developed the FTP analysis framework and enhanced EDI insight reporting
- Continued automation of reporting and expanded self-service analytics

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
6	9	9	9	9	9	12

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

This includes how effectively we engage with our stakeholders, our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, our 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.

Relevant strategic aim: be visible, engaged and informed.

- Implemented a formal stakeholder engagement and relationship management model
- Delivered an extensive stakeholder engagement programme to inform the new corporate strategy (~900 responses and multiple workshops)
- Strengthened Chair and Chief Executive engagement programmes, including parliamentary engagement
- Established an engagement management group to coordinate and target activity
- Progressed CRM development to support integrated engagement and insight
- Strengthened our communications capability, including a brand refresh and web platform improvements
- Embedded EDI engagement through forums and consultation processes
- Implemented a formal stakeholder engagement and relationship management model

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
6	9	9	9	9	9	9

5a. The resources we require to achieve our strategy are not in place or are not sustainable.

5b. Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported, trusted or listened to.

This includes not sourcing the resources we need to be effective and/or not being efficient or 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.

Relevant strategic aim: build a resilient, healthy, capable and sustainable organisation.

- Implemented fee increase (April 2025), maintaining financial stability and reserves
- Delivered a medium-term financial strategy and enhanced our forecasting capability
- Progressed our technology roadmap, including cloud migration, telephony replacement and AI-enabled automation
- Delivered people strategy activity including high recruitment volumes, workforce planning and improved KPIs
- Maintained strong organisational governance including audit, reporting and oversight processes
- Introduced Speak Up Guardians and strengthened employee engagement mechanisms
- Developed environmental sustainability programme, including carbon baseline and action planning

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
9	16	16	10.5	10.5	12	12

6. We do not sufficiently or appropriately promote our work, leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised.

This can manifest in two primary ways:

a) The role of regulation in the

- Positioned HCPC as a priority regulator for reform, with active engagement with DHSC
- Delivered targeted parliamentary and cross-party engagement activity
- Contributed to draft legislation, consultations and cross-regulator working groups
- Embedded regulatory reform readiness in financial planning and prioritisation decisions

delivery of high-quality care is underestimated by the public, registrants, students and employers; and

b) Our ability to protect the public is under-recognised by policy makers and influential stakeholders.

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

Relevant strategic aim: promoting the value of regulation.

- Delivered stakeholder engagement and communications campaigns to promote the value of regulation
- Expanded employer-facing insight work (eg international registrant support, education insights)
- Continued engagement with sector partners to influence workforce and regulatory policy

Residual risk score over time

Target	Mar 26	Nov 25	Sep 25	May 25	Feb 25	Nov 24
6	8	8	8	8	8	8

Risks and internal control: Operational risk

The Senior Leadership Team (SLT), comprising all HCPC heads of department, oversees the operational risk register, which aligns with the strategic risk register and captures risk at a more detailed level. Risk owners manage these risks across the organisation. Following a 2020–21 review, HCPC redesigned its approach to defining and recording operational risk and introduced an updated policy and guidance. The register is reviewed quarterly, or sooner if risks change significantly.

The operational risk register informs the focus of internal audit and assurance and compliance activities each year. The Audit and Risk Assurance Committee reviews the full register annually and examines key operational and project risks during strategic deep-dives at each meeting. Cyber and information security risks are classified by confidentiality, integrity and availability in line with ISO 27001.

Information security and personal data-related incidents

HCPC holds a range of information, including sensitive personal data. To protect the data rights of registrants, stakeholders and the public, it operates an Information Security Management System (ISMS) and associated procedures and has maintained ISO 27001:2013 certification since June 2015.

The organisation was successfully audited by the British Standards Institution (BSI) in April 2025 and again in March–April 2026 through three-day surveillance audits.

HCPC continues to respond to an increasingly complex data environment.

Its ISMS Board addresses risks identified through horizon-scanning. Regular external penetration testing is conducted, with high-risk findings addressed promptly. Web defences have been strengthened, and tools from the National Cyber Security Centre (NCSC) are used for routine self-assessment.

All information security incidents, including personal data losses, must be reported in line with our internal policies, and this is supported by an open reporting culture. Incidents are risk-scored and reported to the Executive Leadership Team (ELT) with lessons learned and mitigation actions. New technologies and data projects, including AI initiatives, are assessed through a Data Protection Impact Assessment (DPIA) process to identify and mitigate risks.

Cyber security continues to be strengthened in response to evolving threats, including improvements to the registrant application and renewal process. All employees, members and partners complete annual training, with a required 85% completion rate and minimum 80% pass mark.

Despite these measures, occasional incidents occur, with human error remaining the leading cause across all sectors.

In 2025–26, HCPC recorded 108 personal information security incidents (2024–25: 86), including some involving suppliers. All incidents are investigated and risk-assessed by the Information Governance team. One incident was reported to the Information Commissioner's Office (ICO) (2024–25: five), which was closed with no further action. Where appropriate, incidents lead to improvements in technology or processes.

HCPC also addresses information security in supplier engagement and new ways of working through DPIAs. Where possible, suppliers are required to hold ISO 27001 certification, or Cyber Essentials Plus if they handle personally identifiable information.

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.

Unified assurance framework

At the start of 2025–26 we introduced a new approach to assurance mapping, focusing on 5 key assurance pillars:

- Guidance and processes
- Training and induction
- KPIs and reporting
- Quality control
- Continuity planning

This approach has allowed us to have a clearer understanding of the potential gaps, while also helping to build a picture of gaps across the organisation.

Overall, the organisation's assurance level for 2025–26 is medium, indicating that

core controls are in place and generally effective, but further strengthening is required in targeted areas. This is not a reflection of individual team or department performance, but of the improvements to controls needed.

The work of the Quality Assurance team continues to provide agile and valuable insight across the regulatory areas, identifying key improvements, supporting strengthened first line checks and delivering lessons learned exercises for significant actions.

Internal auditor's annual opinion 2025–26

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 independent and professional analysis and recommendations, which complements our own internal quality assurance, compliance and risk reviews.

Our internal audit provider during 2025–26 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 2026 Audit and Risk Assurance Committee meeting, provided an annual assurance rating for the HCPC on a four-level scale, with level one ('good') meaning that the controls in place are well-designed and operating effectively, and level four ('unsatisfactory') meaning that the control framework is poor and requires immediate improvement.

The HCPC achieved a level two or 'generally satisfactory with improvements required in some areas'. This is defined as:

'The controls in the areas which were examined were found to be suitably designed and operating effectively to achieve the specific risk management, control and governance arrangements. However, there are some areas where weaknesses and/or non-compliance were identified and therefore may put the achievement of objectives at risk. Where weaknesses have been identified, improvements are required to enhance the design and/or effectiveness of risk management, control and governance arrangements.'

Across the six internal audit reviews completed in 2025–26, controls were generally found to be appropriately designed and, in most cases, operating effectively to support the achievement of the organisation's objectives. The majority of the audits concluded with either 'moderate' or 'substantial' assurance opinions, and notably no 'high'-rated findings

were identified, indicating that there are no fundamental control failings requiring urgent management attention.

However, while no areas were assessed as 'unsatisfactory', the work undertaken identified a number of recurring themes where improvements are required to further enhance the consistency, maturity and sustainability of the control environment. These issues largely reflect control maturity and embedding rather than fundamental failings.

Whistleblowing

The HCPC is committed to being open and accountable and maintaining high ethical standards in everything we do. We want all employees and everyone who works with the HCPC to feel able to speak up when they have any concerns and know that they will be listened to. Speaking up at work will help the HCPC to keep improving how we protect the public, support our registrants and provide a positive working environment for our employees.

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 2025 to 31 March 2026 the HCPC received seven disclosures of information.

We also operate an internal speaking up (whistleblowing) policy for our employees, contractors, Council members and partners, which reflects the criteria set out in the Freedom to Speak Up policy review

framework published by the National Guardian's Office. The policy was refreshed in December 2025 to reflect the learning points highlighted in the NMC report on the handling of a whistleblower, which was published in September 2025. The policy was also updated in March 2025 to reflect upcoming legislative updates in the new Employment Rights Act 2025, which will recognise sexual harassment as a protected disclosure. Our updated policy continues to support and encourage all colleagues to raise concerns and reinforces our commitment to an open and supportive culture. To further strengthen our approach, the HCPC is a corporate member of Protect, the UK's whistleblowing charity.

Alongside the revised policy, the HCPC's Freedom to Speak Up guardians 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 2025–26.

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 2025–26, 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 £103,200 (2024–25: £89,900 charged by National Audit Office).

No non-audit services were provided 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, that 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 corporate strategy;
- approving the annual corporate plan and budget;
- setting the risk appetite for finance; and
- defining and approving essential features of the financial control framework (including reserves, investment and procurement policies).

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 2025–26 and up to the date of approval of the Annual Report and Accounts is appropriate and that it is proportionate for managing the risks to the achievement of our strategic objectives, and that it 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.

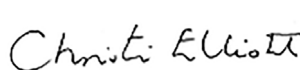
In preparing the accounts, the Accounting Officer is required to take into consideration the accounting principles and disclosure requirements of the Government Financial Reporting Manual and in particular to:

- 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.

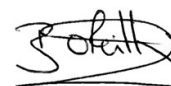
The Accounting Officer has taken all necessary steps to make himself aware of any relevant audit information and to establish that the auditors are aware of that information. So far as he is aware, there is no relevant audit information of which the auditors are unaware.

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: 6 October 2026



Bernie O'Reilly
Chief Executive and Registrar
Accounting Officer

Date: 6 October 2026

Remuneration and staff report

Council and Committee members' fees and expenses

During the year, the Chair of the HCPC was remunerated at a rate of £70,000 (full year equivalent). Council members and Committee Chairs were paid a salary of £14,000 and £17,000 (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 at a daily rate of £362. The remuneration for Registration Appeal Panel Chairs remained at a daily rate of £348. Expenses are payable for travelling and subsistence costs to reimburse the out-of-pocket expenses incurred, within the parameters set out in the expenses policy for Council and Committee members.

Council and Committee member fees totalling £271,522 (2024–25: £210,705) were paid and accrued to 19 members (2024–25: 20 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 £23,692 (2024–25: £7,555) 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 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 expense policy for Council and Committee members and are not a taxable benefit.

Council remuneration

The fees for the period 1 April 2024 to 31 March 2026 for Council and Committee members paid and accrued were as follows. This table has been subject to audit.

Council or Committee member	Council and Committee attendance: Number of meetings attended out of total in 2025–26	2025–26			2024–25		
		Allowance or fees *	Expenses	Total	Allowance or fees *	Expenses	Total
		£'000	£	£'000	£'000	£	£'000
Grzegorz Drozdzi ¹	Council Audit and Risk Assurance	2/2 1/1	–	0–5	–	–	–
Rebekah Eglington	Council Education and Training	5/6 5/5	1,500	15–20	10–15	500	10–15
Christine Elliott	Council	6/6	2,800	70–75	65–70	1,000	65–70
Alice Gair ¹	Council People and Resources	4/4 4/4	2,400	5–10	0–5	500	0–5
Helen Gough	Council Education and Training	5/6 5/5	1,200	15–20	15–20	300	15–20
Helen Grantham ²	Council Audit and Risk Assurance People and Resources Remuneration	6/6 1/1 3/3 1/1	–	15–20	0–5	–	0–5
Neville Hounsorne	People and Resources Remuneration	6/6 2/2	400	0–5	0–5	200	0–5
Graham Masters	Audit and Risk Assurance	4/4	–	0–5	0–5	200	0–5
John McEvoy	Council People and Resources Remuneration	6/6 6/6 2/2	6,000	25–30	10–15	2,000	10–15
Sejal Patel ¹	Council Audit and Risk Assurance	3/4 3/3	1,300	5–10	0–5	–	0–5
Lianne Patterson	Council Audit and Risk Assurance	6/6 4/4	2,800	20–25	15–20	500	15–20

Council or Committee member	Council and Committee attendance: Number of meetings attended out of total in 2025–26	2025–26			2024–25		
		Allowance or fees *	Expenses	Total	Allowance or fees *	Expenses	Total
		£'000	£	£'000	£'000	£	£'000
Pameleta Ricketts	Council People and Resources Remuneration	4/6 6/6 2/2	800	10–15	0–5	300	0–5
Catharine Seddon	Council Audit and Risk Assurance	5/6 4/4	100	15–20	0–5	–	0–5
David Stirling ³	Council Audit and Risk Assurance People and Resources Remuneration	4/6 2/3 3/3 1/1	1,400	20–25	15–20	700	15–20
Carl Stychin ⁴	Council Education and Training	6/6 5/5	–	10–15	–	–	–
Dagbjartur Taylor ¹	Council People and Resources	2/2 3/3	600	0–5	–	–	–
Kathryn Thirlaway	Council Education and Training	6/6 5/5	1,200	15–20	10–15	700	10–15
Valerie Webster ⁵	Council People and Resources Remuneration	3/4 3/3 1/1	1,100	15–20	10–15	100	10–15
Helen White	Education and Training	5/5	100	0–5	–	–	–

* The allowances or fees and total remuneration are reported in bands of £5,000. The Council Chair's allowance is £70,000 (full year equivalent). Council members receive an allowance of £14,000 (full year equivalent). Chairs of the Council's committees and the Senior Council Member receive a supplement of £3,000 in addition to their allowance as a Council member to recognise the additional responsibilities of these roles. Council members also receive a day fee of £348 for chairing registration appeal panels in recognition of the additional time required to fulfil this role. Independent Committee members and Council Apprentices receive a day fee of £362 for each formal governance meeting attended.

1. Alice Gair and Sejal Patel were appointed as Council Apprentices on 31 January 2025 and their appointment ended on 30 January 2026. Grzegorz Drozd and Dagbjartur Taylor were appointed as Council Apprentices on 31 January 2026 and their appointments run until 30 April 2027. These are not public appointments and the post holders are not voting members of the Council.
2. Helen Grantham stepped down from the People and Resources Committee and Remuneration Committee on 31 December 2025 and joined the Audit and Risk Assurance Committee on 1 January 2026.
3. David Stirling stepped down from the Audit and Risk Assurance Committee on 31 December 2025 and joined the People and Resources Committee and Remuneration Committee on 1 January 2026.
4. Carl Stychin was appointed as a Council member on 1 April 2025 and joined the Education and Training Committee.
5. Valerie Webster completed a four-year term of office and left the Council on 31 December 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 8% of salary from 1 April 2025, 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 require 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 2025–26 the Chief Executive and three Executive Directors received pay awards of 3.5%, and one Executive Director received non-consolidated pay award due to salary above the maximum of pay band.



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	2025–26				2024–25			
		Salary/ remuneration in bands of £5000	Pension benefits to nearest £1000	Taxable benefits to nearest £100	Total in bands of £5000	Salary/ remuneration in bands of £5000	Pension benefits to nearest £1000	Taxable benefits to nearest £100	Total in bands of £5000
Bernie O'Reilly	Chief Executive and Registrar	185–190	15	–	200–205	180–185	13	–	195–200
Andrew Smith	Executive Director of Education, Registration and Regulatory Standards and Deputy Chief Executive	145–150 ¹	12	–	160–165	140–145	12	–	155–160
Claire Amor	Executive Director of Corporate Affairs	120–125	10	–	130–135	85–90	10	–	95–100
Alastair Bridges	Executive Director of Resources	140–145	11	–	150–155	135–140	10	–	145–150
Laura Coffey	Executive Director of Fitness to Practise and Tribunal Services	125–130	10	–	135–140	120–125	10	–	130–135

1. An amount of £0–£5,000 was paid as a non-consolidated pay award due to salary above the maximum of pay band. And this is included in the remuneration figure in the table above.

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 2025–26 was £185,000–190,000 (2024–25: £180,000–185,000). This represents a 3.5% increase in 2025–26 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 2025–26 was £44,166 (2024–25: £43,365). This represents a 1.85% increase in 2025–26 from the prior financial year. This increase in average remuneration is largely due to the annual pay award in 2025–26. HCPC did not pay out any performance related pay or bonuses.

The range of staff remuneration for 2025–26 from the lowest-paid employee to the highest-paid director was £22,000–£190,000 (2024–25: £22,000–£185,000). There were no employees that received remuneration higher than that of the

highest-paid director during the year.

The 25th percentile remuneration of employees was £33,000 (2024–25: £31,825), which represents a 3.69% increase in 2025–26. The midpoint of the banded remuneration of the highest-paid director of the HCPC was 5.68 times (2024–25: 5.73) the 25th percentile remuneration of all employees. The increase in the 25th percentile remuneration is due to the impact of the 2025–26 annual pay award.

The median (50th percentile) remuneration of employees was £36,404 (2024–25: £38,221), which represents a 4.75% decrease in 2025–26. The midpoint of the banded remuneration of the highest-paid director of the HCPC was 5.15 times (2024–25: 4.77) the median remuneration of all employees. The decrease in median remuneration is because a larger number of new starters joined in 2025–26 at lower pay bands and were not eligible for the pay award, shifting the midpoint of the pay distribution downward.

The 75th percentile remuneration of the workforce was £50,250 (2024–25: £49,141), which represents a 2.26% increase in 2024–25. The midpoint of the banded remuneration of the highest-paid director of the HCPC was 3.73 times (2024–25: 3.71) the 75th percentile remuneration of all employees. The increase in the 75th percentile remuneration is due to changes in workforce composition in 2025–26, including a higher proportion of new starters who joined below the previous upper quartile pay level and were not eligible for the pay award, alongside changes among higher-paid incumbents.

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 2025–26 included IT system projects.

Consultancy engagements as of 31 March 2026, earning £245 per day or greater:

Number of existing engagements as of 31 March 2026	5
Of which, the number that existed:	
Less than one year	4
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 2026, earning £245 per day or greater:

Number of temporary off-payroll workers engaged during the year ended 31 March 2026	8
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	7
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 2025 and 31 March 2026:

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.	17

Exit packages¹ (subject to audit)

No employee was paid a redundancy payment, and six 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	2025–26 Total number of exit packages by cost band	2024–25 Total number of exit packages by cost band
£0–£25,000	0	6	6	6
£25,001–£50,000	0	0	0	0
£50,001–£100,000	0	0	0	1
£100,001–£150,000	0	0	0	0
£150,001+	0	0	0	0
Total number of exit packages	0	6	6	7
Total cost	£0	£24,786	£24,786	£91,203

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 2025–26 was 17% (14% in 2024–25), however the average voluntary turnover for the financial year was 13% (10% in 2024–25). 3% (3% in 2024–25) of available working days were lost to sickness absence with an employee average of eight sick days taken.

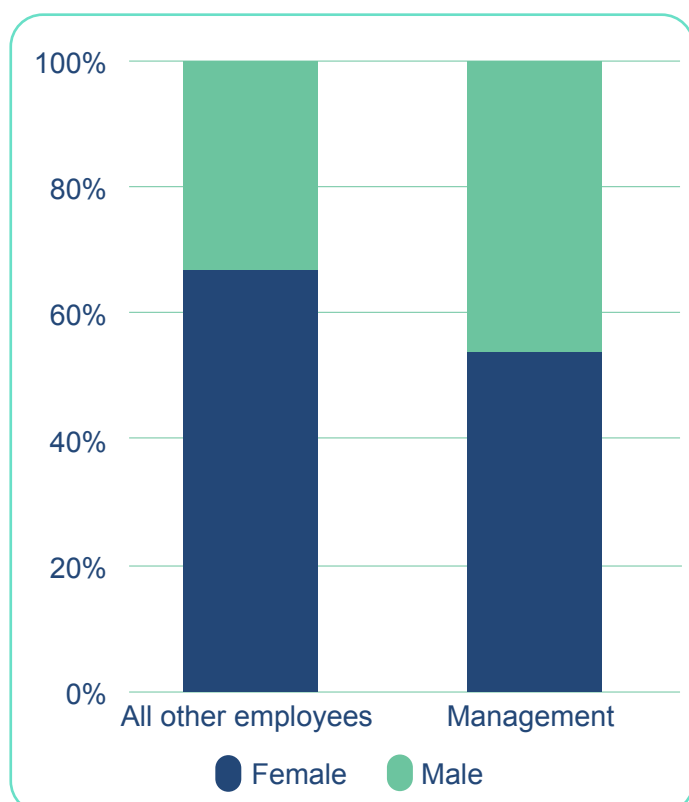
Equality and diversity

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.

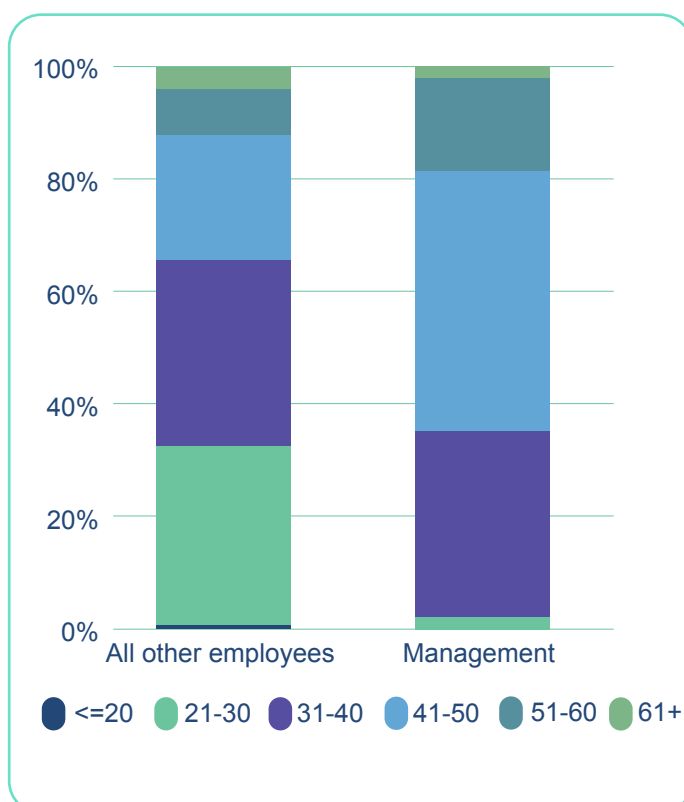
We are an equal opportunities employer and provide opportunities and advancement for all suitably-qualified persons regardless of age, disability, gender (including gender reassignment), race, marriage or civil partnership status, pregnancy and maternity, religion, belief (or non-belief) and sexual orientation. 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 2026 was as follows:

Gender



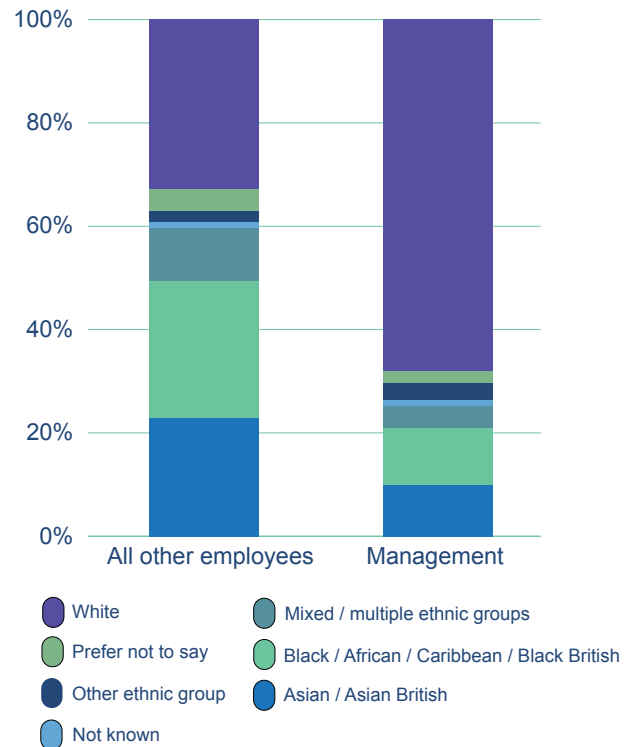
Age range



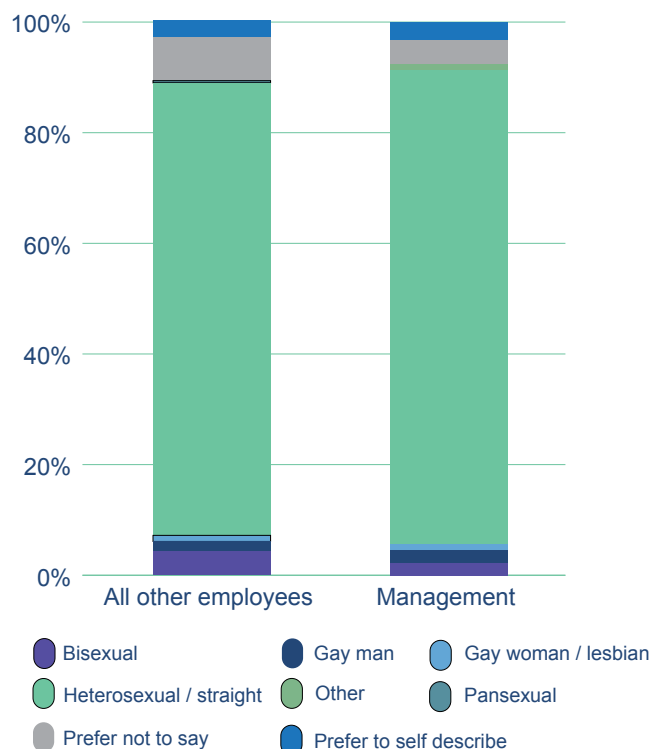
Disability



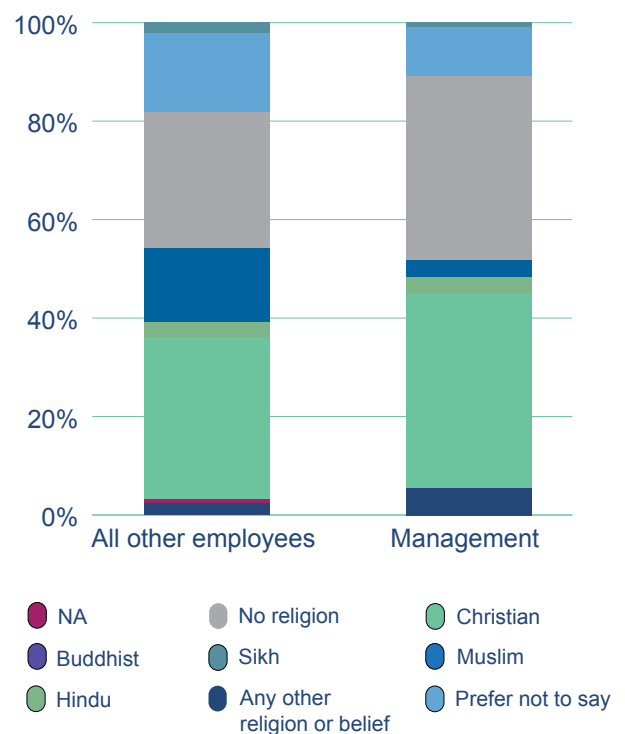
Ethnic origin



Sexual orientation



Religion



Gender pay gap

The HCPC is committed to doing everything that it can to reduce its gender pay gap. As at 5 April 2025, our mean gender pay gap was 15.7% (5 April 2024: 16.5%), reflecting a slight decrease compared to the previous year. This gap was primarily driven by the distribution of male and female employees across the pay quartiles. Notably, a greater proportion of female employees were positioned within the lower middle and lower quartiles, whereas male employees were more prevalent in the upper quartile. The upper quartile continues to be the most significant contributor to the overall mean gender pay gap, accounting for 25.62 percentage points. This indicates that pay disparities within the highest earning group remain the dominant factor influencing the overall gap, despite the headline figure being 15.7%.

HCPC's median gender pay gap was 14.3% (5 April 2024: 13.4%), a key factor contributing to the gender pay gap is the disproportionate representation of women in lower pay bands, particularly within Bands D and E. Women comprised 61% of HCPC's workforce and outnumber men across all quartiles except the upper quartile. However, their concentration in the lower middle and lower quartiles resulted in a lower average hourly rate overall for female employees, thereby contributing to the overall gap.

Ethnicity pay gap

As at 5 April 2025, our mean ethnicity pay gap was 27.8% (5 April 2024: 28%) and median ethnicity pay gap was 23.9% (5 April 2024: 21.1%). This gap was largely attributable to the distribution of ethnic minority employees across HCPC's pay bands. Despite ethnic minority employees now representing a larger proportion of the

overall workforce than white employees, they remain underrepresented in higher pay bands and overrepresented in lower pay bands, particularly Bands D and E. Compared to previous years, the proportion of white employees in higher pay bands has increased by 7%, while the proportion of ethnic minority employees in the lower quartile has increased by 4%.

Analysis of pay quartiles reveals that ethnic minority employees are more concentrated in lower-paid roles, whereas white employees are more prevalent in higher-paid positions. This uneven distribution is the primary driver of HCPC's ethnicity pay gap.

Disability pay gap

We also report data on the average pay of disabled and non-disabled employees, applying the same criteria used for other pay gap analyses. This report aims to identify any existing disparities and inform the actions required to enhance disability equality within the workforce. As at 5 April 2025, our mean disability pay gap was 1.7% (5 April 2024: 12.8%) and median disability pay gap was 2.8% (5 April 2024: 10.2%).

This gap is primarily influenced by the distribution of disabled employees across pay quartiles, with a higher concentration in the lower quartiles and fewer in the upper middle and upper quartiles. However, this year's data shows a notable reduction in the mean pay gap, attributed to an increase in the representation of disabled employees in higher pay bands. Due to the relatively small number of disabled employees within the workforce, even a modest increase in representation within higher pay bands can have a noticeable impact on the mean salary figures, thereby influencing the overall mean disability pay gap.

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 (2024–25: nil).

Remote contingent liabilities (subject to audit)

As at 31 March 2026, the HCPC had

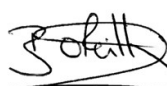
£72,000 worth of remote contingent liabilities relating to legal claims from registrants (31 March 2025: £72,000).

Gifts (subject to audit)

The HCPC has received no gifts in year (2024–25: nil). The HCPC has made no gifts in year above the £300k threshold set out in HM Treasury’s Managing Public Money guidance (2024–25: 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 

Christine Elliott
Chair

Bernie O'Reilly
Chief Executive and Registrar
Accounting Officer

Date: 6 October 2026

Date: 6 October 2026

Independent Auditor's Report of the Comptroller and Auditor General to the Members of the Health and Care Professions Council

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 2026.

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

- Statement of Financial Position as at 31 March 2026;
- 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 2026 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 the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Privy Council determinations made under the Health Professions Order 2001.

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

- the parts of the Accountability 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 Performance Report and Accountability 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, including the parts of the Remuneration and Staff Report, Performance Report and Accountability Report to be audited.

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 are not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with the determinations of 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 the Health Professions Order 2001 and with determinations made thereunder by the Privy Council;
- preparing the annual report, which includes the Remuneration and Staff Report and Governance Statement, in accordance with the Health Professions Order 2001 and with determinations made thereunder by the Privy Council; 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 applicable law and International Standards on Auditing (UK) (ISAs (UK)).

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 Privy Council determinations 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 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 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. 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

Date
07 October 2026

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

The 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 2026 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 2026;
- 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 2026 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 the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Privy Council determinations made under the Health Professions Order 2001.

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

- the parts of the Accountability 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 Performance Report and Accountability 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, including the parts of the Remuneration and Staff Report, Performance Report and Accountability Report to be audited.

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 are not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with the determinations of 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 the Health Professions Order 2001 and with determinations made thereunder by the Privy Council;
- preparing the annual report, which includes the Remuneration and Staff Report and Governance Statement, in accordance with the Health Professions Order 2001 and with determinations made thereunder by the Privy Council; 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 Privy Council determinations 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 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 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. 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

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

Date
07 October 2026



Financial statements

Statement of comprehensive net income for the year ended 31 March 2026

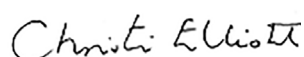
	Note	2025–26 £'000	2024–25 £'000
Income			
Fee income	2	43,263	43,331
Total operating income		43,263	43,331
Staff costs	4 and 5	(19,723)	(17,226)
Depreciation and amortisation	8 and 9	(954)	(1,025)
Impairment reversals	8	6	36
Other expenditure	6	(21,680)	(21,738)
Total operating expenditure		(42,351)	(39,953)
Net operating income		912	3,378
Grant income		117	53
Rental income		87	85
Interest income	3	943	1,016
Miscellaneous income	3	–	3
Net income for the year before taxation		2,059	4,535
Taxation	7	(250)	(268)
Net income for the year after taxation		1,809	4,267
Comprehensive net income for the year		1,809	4,267

The notes on pages 92–110 form part of these financial statements. The net income after tax for the year arises from the HCPC's continuing operations.

Statement of financial position as at 31 March 2026

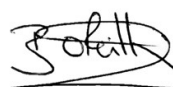
	Note	31 March 2026 £'000	31 March 2025 £'000
Non-current assets			
Property, plant and equipment	8	5,601	5,537
Intangible assets	9	2,532	2,825
Total non-current assets		8,133	8,362
Current assets			
Trade and other receivables	10	4,132	3,158
Short term deposits	11	10,167	–
Cash and cash equivalents	12	21,311	26,771
Total current assets		35,610	29,929
Total assets		43,743	38,291
Current liabilities			
Trade and other payables	13	(5,133)	(4,874)
Deferred income	14	(27,128)	(23,512)
Total current liabilities		(32,261)	(28,386)
Liabilities greater than one year	15	(159)	(391)
Assets less liabilities		11,323	9,514
Reserves			
General reserve	SoCiE	11,323	9,514
Total reserves		11,323	9,514

The notes on pages 92–110 form part of these financial statements. The net income after tax for the year arises from the HCPC's continuing operations.



Christine Elliott
Chair

Date: 6 October 2026



Bernie O'Reilly
Chief Executive and Registrar
Accounting Officer

Date: 6 October 2026

Cash flow statement for year ended 31 March 2026

	Note	2025–26 £'000	2024–25 £'000
Cash flows from operating activities			
Net operating income		912	3,378
Depreciation and amortisation	8 and 9	954	1,025
Impairment (gain)		(6)	(36)
Grant income		117	53
(Increase) in trade and other receivables	10	(974)	(176)
Increase in trade payables	13	277	470
Increase/(decrease) in deferred income	14	3,616	(4,763)
Increase/(decrease) in liabilities greater than one year	15	(232)	309
Net cash inflow from operating activities		4,664	260
Cash flows from investing activities			
Purchase of property, plant and equipment	8	(219)	(131)
Purchase of intangible assets	9	(552)	(332)
Disposal of intangible assets	9	53	7
(Increase) in short term deposits	11	(10,167)	–
Rental income		87	85
Interest income	3	943	1,016
Miscellaneous income	3	–	3
Taxation	7	(269)	(186)
Net cash outflows from investing activities		(10,124)	462
Net increase in cash and cash equivalents in the period		(5,460)	722
Cash and cash equivalents at the beginning of the period	12	26,771	26,049
Cash and cash equivalents at the end of the period	12	21,311	26,771

The notes on pages 92–110 form part of these financial statements.

Statement of changes in equity for year ended 31 March 2026

	Note	General reserve £'000	Total £'000
Balance at 31 March 2024		5,247	5,247
Balance at 1 April 2024		5,247	5,247
Changes in reserves for 2024			
Net income for the year after taxation		4,267	4,267
Balance at 31 March 2025		9,514	9,514
Changes in reserves for 2025			
Balance at 1 April 2025		9,514	9,514
Net income for the year after taxation		1,809	1,809
Comprehensive net income for the year		1,809	1,809
Balance at 31 March 2026		11,323	11,323

The revaluation reserve is a capital reserve that arises when an asset is revalued to reflect its fair value. The reserve was fully depleted to nil in 2023–24 following a downward revaluation of assets, and no upward revaluations have occurred since that time. As a result, no revaluation reserve balance is included in the table above.

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.

The notes on pages 92–110 form part of these financial statements.

Notes to the financial statements for year ended 31 March 2026

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 2025–26 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 that 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. The standards, amendments and interpretations issued by the International Accounting Standards Board, which are not yet effective but have been early adopted, and which are relevant to the HCPC, are:

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7), effective for annual periods beginning on or after 1 January 2026. These amendments provide clarification in relation to the derecognition of financial liabilities settled through electronic payment systems and introduce additional guidance and disclosure requirements for certain financial instruments. Based on the HCPC's current financial assets and liabilities, which principally comprise trade receivables and trade payables, we do not expect the adoption of these amendments to have a material impact on the HCPC's financial statements.
- IFRS 18 Presentation and Disclosure in Financial Statements, effective for annual

periods beginning on or after 1 January 2027. IFRS 18 introduces new requirements for the presentation of information within the statement of profit or loss and enhanced disclosure requirements. HCPC expects that adoption of IFRS 18 will result in changes to the presentation and disclosure of information within the financial statements but does not currently expect a material impact on the recognition or measurement of the HCPC's assets, liabilities, income or expenses.

1.4 IFRS amendments and interpretations adopted

No IFRS amendments and interpretations were adopted during 2025–26 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 date of the approval of the accounts. 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 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 2026. 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 2026 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 2026 is as follows:

- 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 has 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 12.

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 13.

Currency, liquidity and interest rate risk. Refer to note 20 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.

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.

Under IFRS 15, revenue is recognised when control of the promised services is transferred to the customer. The HCPC's performance obligation in respect of registration, readmission and renewal fees is the maintenance of an individual's registration over the relevant registration period.

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 which point an invoice is generated. Revenue relating to the maintenance of registration is recognised over time, reflecting the continuous provision of regulatory services throughout

the registration period. Accordingly, registration fees, with the exception of scrutiny fees, are initially deferred and subsequently recognised on a straight-line basis over the period of registration, which reflects the pattern in which the HCPC fulfils its performance obligation.

Renewal fees are paid either in advance for a two-year registration cycle or by quarterly direct debit. Revenue is recognised over the period during which the HCPC is obliged to maintain an individual's registration. There are no significant judgements or estimates required in assessing the HCPC's performance obligations as these are fulfilled evenly throughout the registration period.

Scrutiny fees relate to application processing activities and are recognised when received, as the related service is provided at that point in time.

Deferred income represents consideration received before the HCPC has satisfied its performance obligations. In accordance with IFRS 15, only amounts received as at the statement of financial position date are presented as contract liabilities (deferred income). Where revenue has been deferred but cash has not been received by the statement of financial position date, the balance is netted against accounts receivable.

Registrants may choose to pay two years' fees in advance or by quarterly direct debit. Where fees have been paid in advance, a portion of the deferred income balance may relate to registration periods extending beyond twelve months from the statement of financial position date. However, under the HCPC's fees and refunds policies, refunds are only payable in respect of complete unused years of registration, such that any potential refund liability would crystallise within the next twelve months. Accordingly, the HCPC does not distinguish between current and non-current deferred income balances.

Interest income is recognised using the effective interest method on an accruals basis.

Rental income is recognised over time as the HCPC satisfies its obligations under the relevant contractual arrangements. Rental income is received quarterly in advance and recognised over the period to which it relates.

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.

2. Fee income by profession

	2025–26 £'000	2024–25 £'000
Registration fees:		
Arts therapists	695	611
Biomedical scientists	2,966	2,742
Chiropodists/podiatrists	1,379	1,301
Clinical scientists	868	735
Dietitians	1,473	1,308
Hearing aid dispensers	548	460
Occupational therapists	4,929	4,394
Operating department practitioners	1,996	1,721
Orthoptists	170	150
Paramedics	4,297	3,578
Physiotherapists	9,207	8,171
Practitioner psychologists	3,384	2,806
Prosthetists/orthotists	133	118
Radiographers	5,416	5,395
Speech and language therapists	2,156	1,858
Readmission fee	186	208
International scrutiny fees	1,827	6,273
UK scrutiny fees	1,634	1,502
	43,263	43,331

International scrutiny fees, UK scrutiny fees and readmission fees are not split by profession. International scrutiny fee income totalled £1.83mn (2024–25: £6.27mn). International application volumes totalled 2,762 (2024–25: 9,915).

3. Other income

	2025–26 £'000	2024–25 £'000
Bank deposit interest	943	1,016
Misc income	—	3
	943	1,019

The decrease in bank deposit interest is mainly due to the reduction in interest rates during 2025–26.

4. Staff costs

	Permanent staff	Others	2025–26 total	2024–25 total
	£'000	£'000	£'000	£'000
Wages and salaries	14,664	1,258	15,922	13,660
Social security costs	1,856	154	2,010	1,422
Apprenticeship levy	63	–	63	53
Pension costs	1,159	94	1,253	994
Temporary staff costs	–	345	345	889
Other payroll expenses including recruitment	–	114	114	162
Redundancy costs	–	16	16	46
	17,742	1,981	19,723	17,226

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

	Permanently employed staff	Other	2025–26 total	2024–25 total
Directly employed	338	38	376	318

The increase in full-time equivalent (FTE) headcount between 2024–25 and 2025–26 was to meet non-discretionary demand and support service improvements. This includes insourcing communications capacity to reduce reliance on external providers (with associated savings in non-pay expenditure), fixed-term policy and standards roles funded by NHS England grant income, additional temporary resource to support regulatory reform readiness, increased HR capacity to manage higher recruitment volumes (partly offset by reduced agency costs), and additional specialist IT roles to strengthen and enhance cyber security.

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 2015. At 31 March 2026, there were 344 active members in the pension scheme (31 March 2025: 303 active members). During the financial year ended 31 March 2026, the HCPC contributed £1,253k to the pension scheme (2024–25: £994k).

6. Other expenditure

	2025–26	2024–25
	£'000	£'000
Professional services	11,100	10,782
Partners (agents)	4,643	5,350
Office services	88	435
Computer services	2,636	2,135
Communications	241	358
Other departmental costs	810	717
Property services	849	837
Council and committee expenses	334	253
PSA levy	979	871
	21,680	21,738

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 £181k (2024–25: £191k).

Because the HCPC is not registered for VAT, other operating expenditure includes irrecoverable VAT of approximately £2.6mn in 2025–26 (2024–25: £2.5mn).

Auditors' remuneration	2025–26	2024–25
	£'000	£'000
External audit – National Audit Office	103	90
Internal audit – BDO LLP	55	54

The increase in NAO audit fees between 2024–25 and 2025–26 reflects additional audit overrun charges of £13,000. There was no non-audit work performed by the NAO.

7. Taxation on investment income

	2025–26 £'000	2024–25 £'000
UK corporation tax on taxable income for the year	250	268
Tax charge for the year	250	268

The slight reduction in corporation tax is mainly due to the decrease in interest income received, principally as a result of lower interest rates during the year. Refer to note 3 (other income). The corporation tax rate was 25%.

8. Property, plant and equipment 2025–26	Freehold land £'000	Freehold properties £'000	Office furniture and equipment £'000	Computer equipment £'000	Total £'000
Cost or valuation:					
At 1 April 2025	2,461	2,909	258	1,111	6,739
Additions	–	–	112	107	219
Disposals	–	–	(56)	(175)	(231)
Impairments	(30)	(30)	–	–	(60)
At 31 March 2026	2,431	2,879	314	1,043	6,667
Depreciation					
At 1 April 2025	–	–	258	944	1,202
Charge for the year	–	67	–	95	162
Disposal	–	–	(56)	(175)	(231)
Impairment (gain)/loss	–	(67)	–	–	(67)
At 31 March 2026	–	–	202	864	1,066
Net book value:					
At 31 March 2026	2,431	2,879	112	179	5,601
At 31 March 2025	2,461	2,909	–	167	5,537

Net revaluation loss for 2025–26 amounted to nil (2024–25: nil). The difference between the NBV of land and buildings at 31 March 2026 and the value per the Stiles Harold Williams (SHW) valuation exercise as at 31 March 2026 resulted in an uplift to the NBV of £6k (2024–25: £36k). The HCPC offices in London are Park House, comprising the land and buildings of 184–186 Kennington Park Road and the adjoining land and buildings of 20–26 Stannary Street. Park House is freehold, and is included in at valuation as described below.

The valuations of the freehold land and buildings were made on 31 March 2026 by Stiles Harold Williams, Chartered Surveyors, on an open market basis, in accordance with RICS Valuation Global Standards – effective from 31 January 2025. For accounting purposes, the HCPC is of the view that it is reasonable to split the valuation equally between land and buildings.

HCPC has elected not to adopt an indexation approach and has instead undertaken a full valuation exercise by Stiles Harold Williams, Chartered Surveyors, for the purpose of assessing its freehold property.

The valuation has been prepared on the basis of:

- Existing Use Value (EUV) for the building as a whole, reflecting its current use; and
- Market Value (MV) for the portion of the property that is let on a commercial basis.

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

Park House was valued at £5.31mn (2024–25: £5.37mn). The combined historic cost of the Park House property was £6.27mn (2024–25: £6.27mn).

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 2024–25	Freehold land	Freehold properties	Office furniture and equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation:					
At 1 April 2024	2,476	2,924	258	1,031	6,689
Additions	–	–	–	131	131
Disposals	–	–	–	(52)	(52)
Impairments	(15)	(15)	–	–	(30)
At 31 March 2025	2,461	2,909	258	1,110	6,738
Depreciation					
At 1 April 2024	–	–	245	873	1,118
Charge for the year	–	66	13	122	201
Disposal	–	–	–	(52)	(52)
Impairment (gain)/loss	–	(66)	–	–	(66)
At 31 March 2025	–	–	258	943	1,201
Net book value:					
At 31 March 2025	2,461	2,909	–	167	5,537
At 31 March 2024	2,476	2,924	13	158	5,571

Net revaluation loss for 2024–25 amounted to nil (2023–24: £249k). The difference between the NBV of land and buildings at 31 March 2025 and the value per the SHW valuation exercise as at 31 March 2025 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 184–186 Kennington Park Road and the adjoining land and buildings of 20–26 Stannary Street. Park House is freehold, and is included 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, HCPC is of the view that it is reasonable to split the valuation equally between land and buildings.

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

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

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 2025–26

2025–26	HR and partner build	Education system	Fitness to practise case management system	Registration system	Other systems	Assets under construction	Total
Cost or valuation:	£'000	£'000	£'000	£'000	£'000	£'000	£'000
At 1 April 2025	435	214	1,363	3,882	1,571	85	7,550
Additions	74	–	34	–	111	333	552
Impairments	–	–	–	–	–	–	–
Transfers	–	–	30	–	–	(30)	–
Disposals	–	(155)	–	–	2	(55)	(208)
At 31 March 2026	509	59	1,427	3,882	1,684	333	7,894
Amortisation							
At 1 April 2025	418	179	473	2,856	799	–	4,725
Charge for the year	10	8	202	440	132	–	792
Impairments	–	–	–	–	–	–	–
Disposals	–	(155)	–	–	–	–	(155)
At 31 March 2026	428	32	675	3,296	931	–	5,362
Net book value:							
At 31 March 2026	81	27	752	586	753	333	2,532
At 31 March 2025	17	35	890	1,026	772	85	2,825

Of the £753k NBV of 'other systems' at 31 March 2026, £579k relates to our Business Central finance system.

Intangible assets 2024–25

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

Of the £772k NBV of 'other systems' at 31 March 2025, £695k relates to our Business Central finance system.

10. Trade and other receivables

	2025–26	2024–25
	£'000	£'000
Prepayments	2,480	2,114
Other receivables	1,652	1,044
	4,132	3,158

Other receivables are presented net of £88k ECL provision (2024–25: £77k).

11. Short-term deposits

	2025–26	2024–25
	£'000	£'000
Balance at 1 April	–	–
Net change in cash	10,167	–
Balance at 31 March	10,167	–

Short-term deposits comprise funds held in a 95-day Barclays notice account. In accordance with IAS 7, these balances are not classified as cash and cash equivalents as they are not readily available on demand and have a notice period exceeding three months.

During the year, funds were transferred into a 95-day notice account and are therefore presented as short-term deposits at 31 March 2026. No equivalent deposits were held in the prior year and accordingly the comparative balance is nil.

12. Cash and cash equivalents

	Current accounts	Deposit accounts	Total 2025–26	Current accounts	Deposit accounts	Total 2024–25
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April	18,393	7,656	26,049	18,393	7,656	26,049
Net change in cash	(2,693)	(2,045)	(4,738)	(2,898)	3,620	722
Balance at 31 March	15,700	5,611	21,311	15,495	11,276	26,771

All cash is held in commercial bank accounts only. At 31 March 2026, nil (31 March 2025: nil) of the total short-term deposits are maturing after more than one year.

13. Trade payables and other current liabilities

	2025–26	2024–25
	£'000	£'000
Corporation tax payable	250	268
Other taxation and social security	453	379
Trade and other payables	102	230
Accruals	4,328	3,997
Balance at 31 March	5,133	4,874

14. Deferred income

	2025–26	2024–25
	£'000	£'000
Renewal fees in advance	27,128	23,512

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 increase in deferred income is mainly due to the majority of the professions' two-year membership fees coming to an end during the year 2025–26 and renewing for a further two years. Most healthcare professionals have therefore renewed their membership in the year 2025–26 by paying two years in advance or three months in advance via direct debit. The number of registrants in professions renewing in 2025–26 is considerably more in comparison to 2024–25. £20.8m of the deferred income balance held at 31 March 2025 was recognised as revenue during the year.

15. Provisions

	Legal	Total
	£'000	£'000
Balance at 31 March 2025	391	391
Provided in year	159	159
Written back in year	(295)	(295)
Utilised in year	(96)	(96)
Reclassified as accrual in year	–	–
Balance at 31 March 2026	159	159

The provision for partners' holiday pay amounted to nil (2024–25: £287k). During the period ended 2025–26, the HCPC reassessed its provision relating to partners' holiday pay. A reduction in the provision has been recognised in the financial statements. This reduction represents a reversal of previously recognised provisions, reflecting updated estimates of the liability based on current information.

The reversal arises where the obligation previously provided for is no longer required. As such, the movement is recognised in the income statement in the period of reassessment, in accordance with IAS37 Provisions and Contingent Liabilities.

The adjustment specifically relates to partners' holiday pay accrued in prior periods, where actual utilisation and revised expectations indicate a lower liability than originally estimated. Consequently, the reduction in provisions has been credited to the profit and loss account for the year ended 2025–26.

16. Capital commitments

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

	2025–26 £'000	2024–25 £'000
Replacement of the FTP case system	30	218
Online portal development of the registration system for applications	–	25
Finance system replacement	–	62
Customer contact	151	–
Partner transformation	74	–
Data and intelligence	259	–
Security and architecture	42	–
Websites and portals	113	–
Sustainability	154	–
Other commitments	–	41
	823	346

17. Contingent liabilities

As at 31 March 2026, the HCPC has reassessed its position in respect of previously disclosed contingent liabilities relating to potential partner costs arising from the Nursing and Midwifery Council (NMC) and Somerville case.

Following this reassessment, it has been concluded that the circumstances giving rise to the contingent liability no longer exist. Accordingly, no contingent liability has been recognised or disclosed in the financial statements for the period 2025–26 (2024–25: £2.01mn).

This reflects management's updated judgement that there is no longer a possible obligation meeting the recognition or disclosure criteria under IAS 37 Provisions, Contingent Liabilities and Contingent Assets.

18. 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 £271,522 (2024–25: £210,705) were accrued and paid to 19 members, which is made up of independent members and Council Apprentices (who are not members of the Council) (2024–25: 20 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 64–65 of the annual report.

19. 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.

20. 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 13 (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 2026, 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.

Performance report

Accountability report

Financial statements

Supporting professionals.
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