

## Council

<b>Meeting Date</b>	22 May 2025
<b>Title</b>	Chief Executive’s report on organisational performance January 2025
<b>Author(s)</b>	Bernie O’Reilly, Chief Executive
<p><b>Executive Summary</b></p> <p>This paper provides the Council with updates on the organisation’s performance since the March 2025 Council meeting.</p> <p>Key developments across education, registration, fitness to practise, policy and standards and our corporate enablers are highlighted.</p> <p>As this is a quarterly edition of this report, it includes our key performance indicator dashboard, our strategic risk register and an update on our progress against our 2024-25 corporate plan.</p> <p><b>Appendices</b></p> <p>A –Chief Executive’s meetings in the reporting period          B – KPI dashboard and performance data          C – Corporate Plan 2025-26 deliverables tracker          D – Strategic Risk Register</p>	
<b>Action required</b>	The Council is asked to review the information provided and seek clarification on any areas.
<b>Previous consideration</b>	This is a standing item, considered at each Council meeting.
<b>Next steps</b>	The next report will be received in July 2025.
<b>Financial and resource implications</b>	None as a result of this paper.
<b>Associated strategic priority/priorities</b>	This report is relevant to all strategic priorities.

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

## 1. Chief Executive's Organisational Assessment

This report provides my assessment of the organisation's performance including our performance against our key performance indicators (KPIs), an update on the completion of our 2024-25 Corporate Plan and an update on our strategic risks. Key developments across education, registration, fitness to practise, policy and standards and our corporate enablers are highlighted.

### *Today's Council meeting*

Adrian Barrowdale, our Equality, Diversity and Inclusion (EDI) Strategic Lead, will present to the Council an update on the progress made in delivering on our EDI commitments at the HCPC. He will report on the important progress made with our data collected from our registrants and people raising fitness to practise concerns, and on recent projects such as the review of English language requirements and updated standards, and on our internal work with colleagues supporting the HCPC as an inclusive employer.

Eniola Awoyale, Policy Manager will present a paper on a review of our sanctions policy to ensure our guidance for panel members is up to date and continues to support them to make decisions that are fair, consistent and transparent. Eniola joined the HCPC recently and this will be her first HCPC Council meeting.

Claire Amor, Executive Director of Corporate Affairs will present a paper on corporate strategy development to seek Council's views ahead of further engagement with stakeholders and patient groups. My thanks to Council colleagues who have inputted into earlier discussions.

### *Regulatory Reform*

On 2 May 2025 I received a letter from the Minister for Health and Secondary Care. The letter set out the Government's commitment to reforming the regulation of healthcare professionals across the UK and that the case for modernising the system of regulation for healthcare professionals is clear.

The Government's initial focus will be to modernise the regulatory framework for doctors under the General Medical Council (GMC) before moving on to make changes to the HCPC and the Nursing and Midwifery Council (NMC).

The Government anticipates they will be in a position to consult on the GMC legislation in late 2025 and to deliver legislation for the HCPC and NMC within the current parliamentary period

The Government's commitment to delivering legislative reform in this Parliament is a positive step forward that we fully welcome. Our registrants are already seeing the effects of the significant changes that are taking place across health and care. New

legislation will allow us to adapt to this changing environment and continue to protect the public into the future. Reform of our legislation is long overdue. We will continue to work with colleagues in Government to ensure that the changes are brought about as quickly as possible, so that we are better able to support registrants and protect the public.

### *Fees*

The planned fee rise was successfully implemented from 29 April, 2025 following the consultation process and parliamentary approvals. In parallel we are introducing more frequent quarterly direct debts for registrants who choose to pay their fees in instalments, phased in by profession as their renewal windows open. There was a good team effort across the HCPC to ensure that the necessary system changes and updates were safely and successfully applied, Registrations team members were fully briefed and information on the website and in standard communications templates was updated. The modest fee rise forms part of our financial sustainability strategy, to ensure that we can continue to invest in improvements and deliver our core regulatory responsibilities.

### *Regular engagement*

On 20 May 2025 we hosted a meeting of our Professional Body Forum. Discussion topics included the review of our standards of education and training (SETs), corporate strategy development, our upcoming consultation on sanctions policy, advance practice webinars, and a joint discussion on artificial intelligence. This meeting sits alongside the regular engagement we have with professional bodies.

Together with my executive colleagues, we met with Unison on 31 March 2025 as part of our close working relationship and discussed topics including international application and standards of education of training review.

The Chair and I met with the Chair and Chief Executive of the Professional Standards Authority (PSA) on 31 March 2025 and discussed the PSA's consultation on its standards which was underway and we have now responded to, as well the 2023-24 HCPC performance review. I joined my counterparts at the Chief Executive Officer's Regulators Board meeting on 24 April 2025 to discuss areas of mutual interest and collaboration.

On 12 May 2025, I met with the Chief Allied Health Professions Officer for Northern Ireland, Michelle Tennyson as part of my regular engagement with the four nations.

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

### *Corporate Plan*

I am pleased to report that 92% of our 2024-25 corporate plan milestones were completed as planned, an achievement from colleagues across the whole organisation. There were two activities reporting amber which are being progressed as part of this year's work plans, these are:

- the review of our sanctions policy which is on the Council's agenda today and;

- the implementation of the Business Central project (Phase 2).

Appendix C provides our 2025-26 corporate plan milestones tracker which will detail our progress to the Council throughout the year.

### *Strategic risk register*

Our strategic risk register (SRR) is provided at Appendix D. This was discussed at the Audit and Risk Committee (ARAC) in March 2025. Strategic risk 3 has been reduced to reflect that we are using our data more effectively and actively, including providing significant insight on our registrants.

## **2. Regulatory Performance**

Further details of our performance across our regulatory functions and against our other KPIs is presented in the KPI dashboard at Appendix B. Below I highlight some of the key points about the performance of our core regulatory functions of education and registration; and a separate fitness to practise report will be discussed as part of the Council's agenda today.

### **3.1 Education**

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

The Education team are focusing on team performance against service levels and KPIs in Q1-2 so that before the start of the next academic year in September 2025, our education quality assurance activity is up to date and we have a 'clean slate'. This will make it easier to maintain performance against our time-based KPIs. Evidence shows that the quality of our decision making has been consistently high.

#### *Current operational focus*

The team are working with education providers to undertake approval assessments for September 2025 start dates, to ensure there are not unreasonable regulatory barriers for new programmes starting as planned in the new academic year.

We will shortly start planning for our performance review monitoring exercise for the 2025-26 academic year. A key focus for these reviews is ensuring education provider alignment with our revised standards of proficiency and standards of conduct, performance and ethics.

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

We are part of two cross regulatory groups on artificial intelligence (AI) in education, and the use of education data to inform regulatory decision making. The purpose of these groups is to consider where we can arrive at joint requirements or positions, to align regulatory expectations for education providers. This would mean that

education providers can consider combined expectations, rather than cross referencing multiple expectations in their work.

In April 2025, we ran a well-attended and well-received session with the Council of Deans of Health and professional bodies, which set out our work and ambitions in this area.

## **2.2 Registration**

### *UK applications to join our Register*

In the period January 2025 to March 2025, we received 2,935 UK applications via the UK registration route. The team continues to manage the demand well and the median time to assess and process UK applications was two working days during the quarter.

### *International applications to join our Register*

We received a spike of 2,457 applications in January 2025 which may be due to the new English language requirements that were introduced at the end of January. We have received 9,915 international applications for the full 2024-25 financial year - significantly higher than originally budgeted for (6,000) and the team is resourced to manage. We continue to keep this under review and resource as required.

The median time to assess international applications in February 2025 increased to 97 working days (our service standard is 60 working days), due to the high volumes of applications and recruiting and training the additional staff. This has decreased to 82 working days in March. We expect performance to further improve once the additional colleagues are fully trained.

## **3.3 Registration renewals**

On 1 March 2025 practitioner psychologists began their renewal period. As of 22 April, 75% of practitioner psychologists had renewed their registration which is around 3% higher than the previous cycle.

## **4. Policy and Standards**

### *Standards of education and training review*

We are in the formulating proposals stage (3) of the standards of education and training (SETs) review. We are engaging with key stakeholders and audiences to inform the review.

Our expert panels on artificial intelligence, equality diversity and inclusion, simulation and different models of learning have met twice. We received valuable insight from the panels including discussions on:

- the use of data in education;
- applying the SETs to apprenticeship providers;
- psychological safety of learners in simulated environments; and
- and fairness in using AI in assessment and admission procedures.

We continue to meet with professional bodies to discuss the standards. We have also hosted workshops with service users and learners. These have been helpful to hear about their perspectives on the standards and experiences of education providers.

We will be presenting our proposals to the Education and Training Committee meeting in June 2025 and the Council in September 2025. This will be in preparation for the public consultation, which we aim to launch in autumn this year.

## Resources

### *People, culture and recruitment*

Turnover remains low and the vacancy rate has fallen over the past month, with a significant number of new starters in approved vacancies in line with the priorities agreed by the Executive Leadership Team (ELT). The new talent acquisition specialists in HR are working closely with departments on filling vacancies.

We again achieved a 100% completion rate for annual performance reviews, and all teams are now finalising objectives and personal development plans for the new financial year.

The annual pay review outcome was successfully implemented in time for the April payroll cut-off, which ensured that HCPC employees saw the benefit of the award straight away.

The Q4 pulse survey recently closed (69% response rate) with continued positive reporting and forms part of our ongoing programme of engagement and ensuring positive working culture across HCPC. The People and Resource Committee (PRC) will discuss the results at its next meeting in June 2025.

### *Partners operating model*

As part of our wider programme of change in the way we work with partners, we have recently communicated to partners the Council's decision to implement new contracts from October 2025, which provide for payment of holiday pay and automatic enrolment in a pension scheme going forward. We will continue to engage with partners to ensure they understand the changes and are able to continue fulfilling their critical role in delivery of the HCPC's regulatory responsibilities. Internally, we continue to work on the new systems and process changes needed to implement the new approach.

### *Digital, cyber and technology roadmap*

Good progress continues against the technology roadmap. The Council is receiving a full update on today's agenda, but recent highlights include including implementation of a new AI-enabled tool to automate invoice processing, which will deliver productivity and quality benefits, and finalising contractual arrangements for a new contact centre and telephony solution. We continue to strengthen our cyber defences and the ELT has recently approved an important change to the process we require registrants to use to verify their identify when they interact with our registration system.

**Appendix A - Chief Executive's external meeting schedule covering 27 March 2025 – Thursday 15 May 2025**

UNISON - Celestine Laporte, National Officer – Health; Nick Entwistle, National Officer, National Officer; Sharandeep Bandesha, National Officer – Health Group	31 March
The Professional Standards Authority (PSA) – Caroline Corby, Chair; Alan Clamp, Chief Executive	31 March
The Chartered Society of Physiotherapy (CSP) – John Cowman, Chief Executive	2 April
South East Coast Ambulance Service - Simon Weldon, Chief Executive Officer; Jaqualine Lindridge, Chief Paramedic Officer	3 April
Unite - Jane Beach, Lead Professional Officer, Regulation	23 April
Chief Executives Officers Regulators Board meeting (CEORB)	24 April
HCPC Fitness to Practice Improvement Board meeting – Professional Standards Authority; Department of Health and Social Care (DHSC)	24 April
Department of Health and Social Care (DHSC) – Phil Harper, Deputy Director – Professional Regulation	2 May
South East Coast Ambulance Service - Simon Weldon, Chief Executive Officer; Jaqualine Lindridge, Chief Paramedic Officer	9 May
Chief Allied Health Professions Officer for Northern Ireland - Michelle Tennyson	12 May
Australian Physiotherapy Council – Anton Barnett-Harris, Chief Executive	13 May

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

### Appendix B

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

## Key Performance Indicators dashboard

### Customer Service

<b>Measure</b>	<b>KPI 5 - Customer service: Number of complaints and % upheld</b>												<b>Period</b>	<b>May 2025</b>
<b>What it tells us</b>	This provides insight into potential customer service and performance issues. Narrative will be vital for Council to probe and should include information on corrective action taken. Upheld RAG - Green <50 Amber 50-59 Red >59													
<b>Executive commentary</b>	<p>Complaints for Registration have increased with most of the complaints related to international applications, delays and communications, and plagiarism investigations (and corresponds with the spike in applications numbers described in the registration KPIs section of this report). Complaint response times continue to be good, although a high percentage of Registration complaints continue to be upheld.</p> <p>Complaints received about Fitness to Practise are relatively steady; however, there was an increase in complaints upheld which were mostly related to communication issues, and delays. Other themes included case handling, and threshold closure decisions.</p>													
<b>Year to date</b>		May-24	June-24	July-24	Aug-24	Sept-24	Oct-24	Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	Monthly average
<b>Previous years</b>	<b>Number</b>	59	50	60	58	51	52	64	51	80	86	89	119	68
	<b>% upheld</b>	49	64	59	60	33	39	53	45	59	60	tbc	tbc	52
		May-23	June-23	July-23	Aug-23	Sept-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	March-24	April -24	Monthly average
	<b>Number</b>	41	43	26	36	41	31	31	27	44	47	26	54	37
	<b>% upheld</b>	52	44	33*	31*	33*	17*	40*	28*	49*	36*	31*	39	36

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

\*\* Final number to be confirmed

## Key Performance Indicators dashboard

### Education

<b>Measure</b>	<b>KPI 3 - Education Quality and Timeliness</b>										<b>Period</b>	<b>May 25</b>	
<b>What it tells us</b>	<p><b>1. Less than 20% of assessments resulting in conditions / formal requirements</b>  <b>2. 30 days or less to provide process reports to the education provider from conclusion of quality activities</b></p> <p>Measure 1 will tell us whether we have worked effectively to help providers meet our standards and frontloaded addressing issues with providers, rather than setting formal requirements later in the process. RAG rating: R &gt;25%, A 20-25%, G &lt;20%</p> <p>Measure 2 will tell us whether we deliver reports to providers in a timely manner and have a team in place which is capable and supported to produce high quality reports. RAG rating: R &gt;36, A 31-35, G &lt;30</p>												
<b>Reporting period commentary</b>	<p>Measure 1 – We have continued to support our stakeholders well, with all four months reported having no conditions set. This is an explicit aim of our quality assurance model – we hold providers to high standards, but support them in meeting them, aiming to reduce the need for formal conditions.</p> <p>Measure 2 – Performance has improved since the start of the calendar year. The red rated performance months relate to the high numbers of assessments being concluded late in the 2023-24 academic year, and a bottleneck of report writing in September and October, which has continued to impact our ability to progress with report writing and other case management in this period. March performance was as expected, but there was another spike in April. We are currently working with the team to reset case management, to bring all assessments within KPIs and service levels, which will enable us to maintain performance rather than play catch up.</p>												
<b>1</b>		May 24	June 24	July 24	Aug 24	Sept 24	Oct 24	Nov 24	Dec 24	Jan-25	Feb 25	March 25	April 25
	%	N/A	N/A	0	0	0	7	0	0	0	0	0	17
<b>2</b>	days	33	39	34	47	92	80	28	N/A	70	51	27	37
<b>1</b>		May 23	June 23	July 23	Aug 23	Sept 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	March 24	April 24
	%	0	0	0	11	25	0	0	NA	0	24	0	0
<b>2</b>	days	24	31	27	32	62	54	62	NA	25	27	31	32

## Registration

Measure	KPI 4 – Registration responsiveness 1 - Decision on 95% of all UK registration applications within 10 working days 2 - Decision on 95% of all international registration applications within 60 working days 3 - Answer 90% of telephone calls 4 - Respond to emails within 5 working days											Period	May 2025
What it tells us	Responsiveness provides Council with a view of the customer service (timeliness) received by registrants. The breakdown of the register is included in the accompanying performance data to enable Council to maintain awareness of the size and make up of our registrant population. ETC receive more detailed Registration performance data. KPI 1 and 2 R: <80%, A: 81-94%, G: >95% KPI 3. R: <70%, A: 70-89%, G: >90% KPI 4 R: >11 days, A: 6-10 days, G: <5 days												
Executive commentary	<p><b>UK application:</b> Performance against our service standard for UK applications has been consistently met since February 2022. The monthly performance median continues to remain within the 10 working days service standard.</p> <p><b>International applications:</b> During the period from January to March 2025, 3,129 applications were received and that is now 9, 915 applications for the financial year. This is significantly higher than originally budgeted for (6,000) and the team was resourced to manage when the budget was set for FY2024-25. All the seven additional people that were approved by ELT in May 2024 have now been recruited. Further to that, ELT approved a further seven FTE on fixed term contracts in February 2025 to manage the further spike in applications in January 2025. Recruitment is ongoing for these roles, so far we have recruited five of the seven new vacancies.</p> <p>There were 1,447 applicants who were successfully registered via the international route January to March 2025, 15% more than in the previous quarter.</p> <p>The percentage of applications assessed within our KPI is very low and is below our target, this is due to the high volumes and training the additional staff approved by ELT in both May 2024 and Feb 2025. However, the median time to assess international applications (one of the other measures we use to monitor performance) for the period January to March 2025 was 92, 97, 82 working days (our service standard is 60 working days) which demonstrates that the additional members of staff are now starting to make a positive impact. We expect performance to continue to improve once the additional new colleagues joining us are fully trained.</p> <p><b>Calls:</b> The telephone call answer rate was 94% in March, 95% in February and 93% in January,</p> <p><b>Emails:</b> Our performance against our target of 5 working days for emails has been sustained and we have been achieving the KPI for emails since June 2022 and has been at one working day for a considerable period of time since the team has been assisted by the use of AI.</p>												
2024/25		Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25
1: UK registration	%	100%	99%	100%	98%	100%	100%	100%	100%	100%	100%	-	-
2: Int registration	%	57%	41%	62%	44%	29%	8%	9%	0%	1%	1%	-	-
3: Calls	%	99%	97%	94%	93%	92%	95%	96%	93%	95%	94%	-	-
4: Emails	working days	1	1	1	3	1	1	1	1	1	1	-	--
2023/2024		Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Aug-23	Sep-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24

<b>1: UK registration</b>	%	99%	100%	100%	100%	100%	99%	100%	100%	100%	100%	100%	99%
<b>2: Int registration</b>	%	100%	100%	95%	51%	48%	100%	100%	51%	52%	53%	53%	97%
<b>3: Calls</b>	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	98%	98%
<b>4: Emails</b>	working days	3	2	2	1	2	3	2	1	1	2	2	2

Key Performance Indicators dashboard

FTP

<p><b>Measure</b></p>	<p><b>KPI 1 - the proportion of cases concluded at each stage that are within KPI</b>  <b>1.70% of cases concluded pre-ICP (threshold and ICP decisions) within 33 weeks of receipt</b>  <b>2.70% of cases concluded at a final hearing (including cases resolved by consent) within 39 weeks of the decision by the ICP that there is a case to answer.</b></p>										<p><b>Period</b></p>	<p><b>May 2025</b></p>	
<p><b>What it tells us</b></p>	<p>This provides a view of the age profile of cases that have progressed through the fitness to practise process and the timeliness of how cases are progressed to a final decision point. Metrics relating to the age profile of our open caseload are reported separately to Council in the FtP Performance reports. RAG: R: &lt;60% A: 60-70% G: &gt;70%</p>												
<p><b>Reporting period commentary</b></p>	<p>The work we undertook last year to prioritise the progression of some of our aged cases to conclusion is evident in the KPI data below, particularly at the final hearing stage where we have focused attention on listing and concluding our oldest cases. We continue to ensure that we progress our entire caseload in a risk-based, proportionate way so that both younger and older cases are concluded in balance. This KPI should be considered alongside the median age data for concluded cases (in the FTP Performance Paper). Our median age for cases concluded at the pre-ICP stage in April was 26 weeks, which is within KPI.</p>												
<p><b>2024-25</b></p>		<p><b>June-24</b></p>	<p><b>July-24</b></p>	<p><b>Aug-24</b></p>	<p><b>Sep-24</b></p>	<p><b>Oct-24</b></p>	<p><b>Nov-24</b></p>	<p><b>Dec-24</b></p>	<p><b>Jan-25</b></p>	<p><b>Feb-25</b></p>	<p><b>March-25</b></p>	<p><b>April-25</b></p>	<p><b>May 25</b></p>
<p><b>1: Pre ICP</b></p>	<p>%</p>	<p>41%</p>	<p>45%</p>	<p>33%</p>	<p>43%</p>	<p>49%</p>	<p>57%</p>	<p>48%</p>	<p>49%</p>	<p>40%</p>	<p>47%</p>	<p>34%</p>	<p>tbc</p>
<p><b>2: Final Hearing</b></p>	<p>%</p>	<p>30%</p>	<p>8%</p>	<p>9%</p>	<p>18%</p>	<p>6%</p>	<p>12%</p>	<p>19%</p>	<p>30%</p>	<p>17%</p>	<p>10%</p>	<p>19%</p>	<p>tbc</p>
<p><b>2022-23</b></p>		<p><b>June-23</b></p>	<p><b>Jul-23</b></p>	<p><b>Aug-23</b></p>	<p><b>Sep-23</b></p>	<p><b>Oct-23</b></p>	<p><b>Nov-23</b></p>	<p><b>Dec-23</b></p>	<p><b>Jan-24</b></p>	<p><b>Feb-24</b></p>	<p><b>March-24</b></p>	<p><b>April-24</b></p>	<p><b>May-24</b></p>
<p><b>1: Pre ICP</b></p>	<p>%</p>	<p>53%</p>	<p>59%</p>	<p>37%</p>	<p>64%</p>	<p>50%</p>	<p>66%</p>	<p>72%</p>	<p>82%</p>	<p>53%</p>	<p>49%</p>	<p>56%</p>	<p>50%</p>
<p><b>2: Final Hearing</b></p>	<p>%</p>	<p>4%</p>	<p>5%</p>	<p>0%</p>	<p>0%</p>	<p>30%</p>	<p>14%</p>	<p>46%</p>	<p>0%</p>	<p>25%</p>	<p>0%</p>	<p>5%</p>	<p>7%</p>

Measure	KPI 2 - S.29 appeals and learning points				Period	Jan 2025
What it tells us	This includes data and narrative on the number of final fitness to practise decisions appealed to the High Court by PSA under their S29 powers and the number of new PSA s29 learning points received. This provides a view of the quality of our fitness to practise decisions and assurance that those decisions are sufficient to protect the public.					
Reporting period commentary	In Q4 we received six learning points from the PSA, which has been consistent across the year. PSA issue learning points to highlight areas for improvement in the quality of final hearing decisions. Improving the quality of our final hearing decision has been a key element of our improvement programme. We did not receive any PSA appeals in Q4.					
2024-25		<b>Q1 April-June</b>	<b>Q2 July-Sept</b>	<b>Q3 Oct-Dec</b>	<b>Q4 Jan-March</b>	
S.29 Appeals	Number	1	0	1	0	
PSA Learning Points	Number	6	5	6	6	
2024-25		<b>Q1 April-June</b>	<b>Q2 July-Sept</b>	<b>Q3 Oct-Dec</b>	<b>Q4 Jan-March</b>	
S.29 Appeals	Number	1	1	1	1	
PSA Learning Points	Number	10	5	1	6	

## Professional practice and insight

<b>Measure</b>	<b>KPI 6 - Professional practice and insight: 60% of registrants said their practice would change as a result of information gained through a professional liaison learning event</b>											<b>Period</b>	<b>May 2025</b>
<b>What it tells us</b>	This measure focuses on outcomes which highlight the impact of our engagement. Engagement and media reach dashboard to be provided in performance report. Target 60%												
<b>Executive commentary</b>	In this period, we have continued the #myhpcstandards series. We carried out bespoke sessions related to the updated standards at various workplaces across the UK. We also delivered a specific session for the British Association of Music Therapy.  We also delivered bespoke sessions as part of our professionalism in practice programme related to professionalism and culture.												
<b>Year to date</b>		<b>June - 24</b>	<b>July - 24</b>	<b>Aug -24</b>	<b>Sept-24</b>	<b>Oct-24</b>	<b>Nov-24</b>	<b>Dec-24</b>	<b>Jan 25</b>	<b>Feb 25</b>	<b>March 25</b>	<b>April 25</b>	<b>May 25</b>
	%	78	75	75	81	80	100	74	100	93	100	TBC	TBC
		<b>June-23</b>	<b>Jul-23</b>	<b>Aug-23</b>	<b>Sept-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Feb-24</b>	<b>March- 24</b>	<b>April - 24</b>	<b>May - 24</b>
	%	81	80	50	83	82	73	75	93	74	100	67	81

## Key Performance Indicators dashboard

### Finance

Measure	KPI 7 - Finance: Performance against budget/forecast operating expenditure in the range of 96.3% to 102.6%											Period	May 2025
What it tells us	Indicates the grip and control in place and accuracy of forecasting. Measure will be the full-year forecast variance against the full-year budget moving from YTD.												
Executive commentary	<ul style="list-style-type: none"> <li>Overall expenditure for March 2025 YTD is in line with the latest forecast (98.6%) and budget (99%).</li> <li>The underspend in actual expenditure of £357k compared to budget is mainly due to lower payroll costs as a result of unfilled vacant posts within Fitness to Practise (FTP). This is offset by higher legal costs, based on latest legal supplier reports and additional fees related to complex cases, increase in temporary staff costs within FTP to cover critical vacancies pending permanent recruitment, and increase in direct costs associated with increase in international applications (actuals of 9,915 compared to original budget assumption of 6,000).</li> </ul>												
Year to date	(£000)	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr 25	May 25
	YTD Actual	9,491	12,753	16,075	19,217	22,619	25,996	29,625	33,274	36,586	39,896	-	-
	YTD Budget	9,859	-	-	-	-	-	-	-	-	40,253		
	YTD Forecast	-	12,771	16,109	19,302	22,627	26,046	29,690	33,326	36,653	40,445	-	-
	YTD Variance	708	23	34	85	8	50	65	52	67	581	-	-
	Actual as % of budget / forecast	96.3%	99.9%	99.8%	99.6%	100%	99.8%	99.8%	99.8%	99.8%	98.6%	-	-
Previous year	(£000)	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	*Mar-24	Apr-24	May-24
	YTD Actual	8,459	11,818	15,313	18,209	21,203	24,450	27,907	31,504	34,401	37,953	3,292	6,343
	YTD Budget	-	-	-	-	-	-	-	-	-	34,015	3,209	6,502
	YTD Forecast	8,458	11,625	14,965	18,253	21,130	24,072	26,913	31,618	34,647	38,217	-	-
	YTD Variance	(1)	(193)	(348)	44	(73)	(378)	(994)	114	246	199	(82)	424
	Actual as % of budget / forecast	100%	101.7%	102.3%	99.8%	100.3%	101.6%	103.7%	99.6%	99.3%	99.3%	102.6%	97.6%

## Information technology

<b>Measure</b>	<b>KPI 8 - Availability of core IT systems Target: &gt;99.5%</b>											<b>Period</b>	<b>May 25</b>
<b>What it tells us</b>	Measure is based on actual hours of availability per month vs total number available. Given the reliance of our core functions on IT systems, this measure indicates the reliability of the IT infrastructure. Additionally, our registrants and stakeholders predominately interact with us via our IT systems, and we have a statutory duty to ensure our online register is consistently available.												
<b>Executive commentary</b>	The ongoing cyber attack is still leading to costs from excess charges for text-based multi-factor authentication. Proposals have now been agreed to move away from this form of authentication. There was a brief outage of the Online Register in February due to changes made to the firewall in response to the attack, which were quickly reverted.												
<b>Year to date</b>		<b>June-24</b>	<b>July-24</b>	<b>Aug-24</b>	<b>Sept-24</b>	<b>Oct 24</b>	<b>Nov 24</b>	<b>Dec 24</b>	<b>Jan 25</b>	<b>Feb 25</b>	<b>March 25</b>	<b>April 25</b>	<b>May 25</b>
	Availability %	100%	99.5%	100%	100%	100%	100%	100%	100%	99.99%	100%	100%	-
<b>Previous year</b>		<b>June-23</b>	<b>Jul-23</b>	<b>Aug-23</b>	<b>Sept-23</b>	<b>Oct 23</b>	<b>Nov 23</b>	<b>Dec 23</b>	<b>Jan-24</b>	<b>Feb-24</b>	<b>March-24</b>	<b>April-24</b>	<b>May-24</b>
	Availability %	100%	100%	100%	99.99%	100%	99.99%	99.99%	99.99%	99.81%	100%	100%	100%

<b>Measure</b>	<b>KPI 9 – Security Score Target: &gt;80%</b>											<b>Period</b>	<b>May 25</b>
<b>What it tells us</b>	Secure Score in Microsoft Defender for Cloud is a metric used to score the overall Azure Resources/On-prem Server security posture for HCPC. The changes in the "Defender score" needs to be taken into context, as a change to the score could relate to new updates, security framework changes or Infrastructure changes within the HCPC's environment.												
<b>Executive commentary</b>	The Defender Secure Score (previously called IT Security Score) is now back within target following a period of underperformance. This KPI tracks compliance with Microsoft security recommendations, so is constantly moving as new recommendations are made. Around 7% of the non-compliance was due to a delay in Microsoft making a fix available to us, which has now been released and implemented. A new IT Security Engineer post has been appointed to as part of the IT&D restructure which will increase capacity for this increasingly resource-intensive area.												
<b>Year to date</b>		<b>June-24</b>	<b>July-24</b>	<b>Aug-24</b>	<b>Sept-24</b>	<b>Oct-24</b>	<b>Nov-24</b>	<b>Dec-24</b>	<b>Jan 25</b>	<b>Feb 25</b>	<b>March 25</b>	<b>April 25</b>	<b>May 25</b>
	Score %	81%	81%	82%	79%	81%	78%	77%	74%	81%	83%	80%	-
<b>Previous year</b>		<b>June-23</b>	<b>Jul-23</b>	<b>Aug-23</b>	<b>Sept-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Jan-24</b>	<b>Feb-24</b>	<b>March-24</b>	<b>April-24</b>	<b>May-24</b>
	Score %	92%	96%	94%	96%	94%	90%	80%	90%	89%	87%	90%	84%

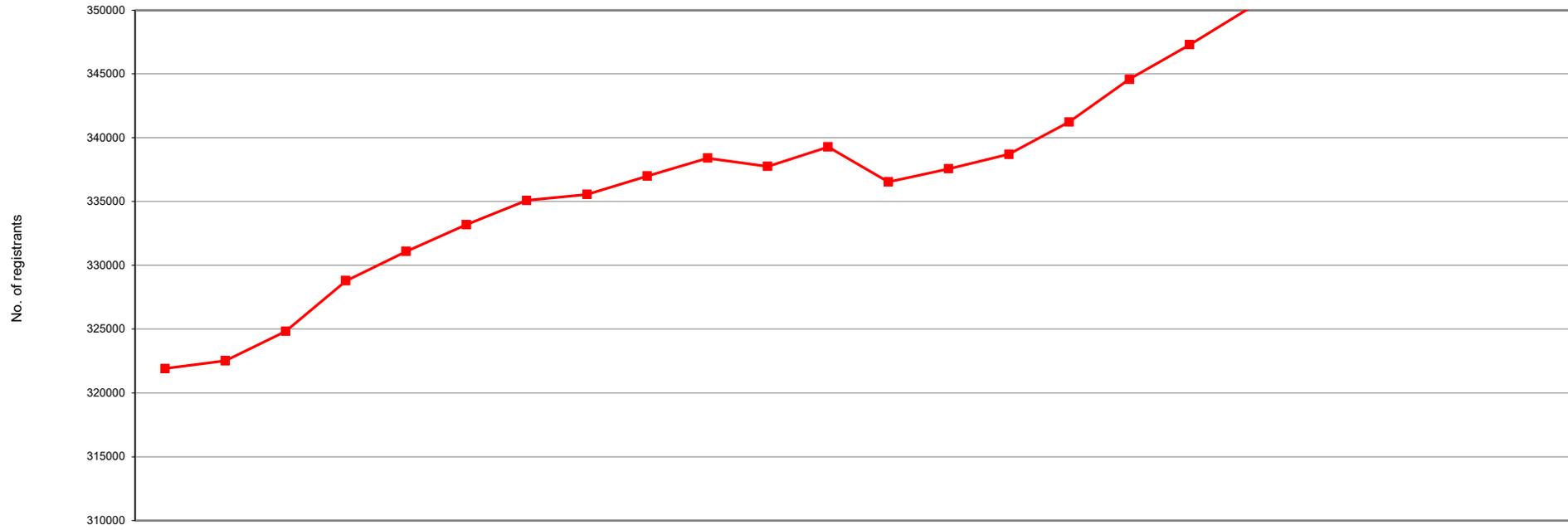
## HR

<b>Measure</b>	<b>KPI 10 - Voluntary staff turnover Target: &lt;23%</b>				<b>Period</b>	<b>May 25</b>
<b>What it tells us</b>	This will be based on permanent establishment leavers and not FTCs. This provides an indicator that could point to cultural issues. PRC considers more detailed HR and internal EDI metrics. (Figure is a rolling year to date total not the turnover in that quarter in isolation) Green 23% or less / Amber 24% - 27% / Red 28% or over					
<b>Executive commentary</b>	HCPC continues to have a stable voluntary turnover in this financial year, indicating a positive trend in employee satisfaction. We continue to analyse pulse surveys and exit interview data to identify and address any emerging issues.					
<b>FY 2024-25</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	%	10	10	10	10	
<b>FY 2023-22</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	%	16	15	13	12	

<b>Measure</b>	<b>KPI 11 – Recruitment and onboarding efficiency</b>				<b>Period</b>	<b>May 25</b>
<b>What it tells us</b>	Time to hire is based on the advert going live to the appointee's offer date. This measures how effective HCPC is in attracting and making an offer to the right talent, which has been an area of challenge in a competitive job market. Green 44 days or less / Amber 43 days – 53 days / Red 54 days or over					
<b>Executive commentary</b>	HCPC's career website continues to attract significant interest from prospective candidates. This increased engagement has led to a substantial reduction in recruitment timelines, resulting in greater efficiency in both recruitment and onboarding processes.					
<b>FY 2024-25</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	Average (days)	33	33	41	26	
<b>FY 2023-22</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	
	Average (days)	30	40	40	41	

Number of Registrants by Profession April 2024 - March 2025

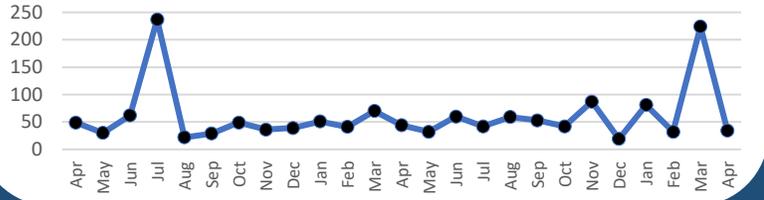
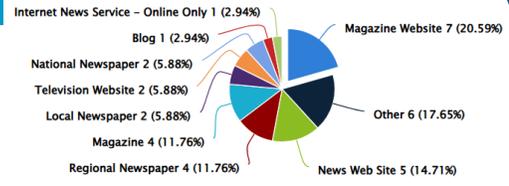
Registration Department



	2023			2024									2025									16/17	17/18	18/19			
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYE	FYE	FYE
<b>Arts therapists</b>	5,372	5,380	5,403	5,444	5,541	5,616	5,697	5,735	5,752	5,783	5,794	5,807	5,802	5,490	5,560	5,609	5,704	5,755	5,829	5,879	5,897	5,931	5,940	5,960	4,026	4,322	4,432
<b>Bio. scientists</b>	27,523	27,704	27,916	28,168	28,398	28,493	28,638	27,015	27,413	27,596	27,764	27,888	27,999	28,113	28,235	28,376	28,541	28,676	28,847	29,003	29,152	29,928	29,424	29,509	22,902	22,395	23,284
<b>Chirops/ pods</b>	11,988	11,976	12,016	12,120	12,212	12,254	12,274	12,285	12,269	12,265	12,265	12,260	12,219	12,179	12,188	11,706	11,822	11,864	11,898	11,906	11,902	11,909	11,913	11,904	12,931	13,115	12,833
<b>CI scientists</b>	7,409	7,441	7,462	7,463	7,460	7,166	7,384	7,453	7,495	7,551	7,591	7,632	7,666	7,692	7,707	7,722	7,740	7,765	7,940	8,026	8,076	8,135	8,165	8,196	5,663	5,818	6,207
<b>Dietitians</b>	11,089	11,146	11,206	11,393	11,482	11,567	11,713	11,809	11,853	11,910	12,007	12,048	12,045	12,061	11,657	11,849	11,946	12,007	12,136	12,246	12,281	12,322	12,416	12,467	9,107	9,585	9,722
<b>Hearing aid disps</b>	3,982	4,019	4,073	4,125	4,182	4,232	4,291	4,329	4,386	4,419	4,438	4,480	4,496	4,504	4,507	4,261	4,322	4,376	4,425	4,463	4,486	4,528	4,555	4,581	2,593	2,908	3,047
<b>OTs</b>	43,776	43,894	44,115	44,561	44,937	45,191	43,858	44,175	44,298	44,430	44,654	44,782	44,851	44,936	45,133	45,589	46,066	46,376	46,719	46,894	46,980	47,078	47,237	47,332	38,080	38,183	39,925
<b>ODPs</b>	15,564	15,601	15,679	15,799	15,917	16,164	16,362	16,436	16,488	16,568	16,603	16,628	16,643	16,675	16,721	16,817	16,890	17,030	17,264	16,678	16,797	16,850	16,896	16,920	13,052	13,639	13,903
<b>Orthoptists</b>	1,545	1,547	1,544	1,552	1,501	1,515	1,527	1,536	1,538	1,542	1,544	1,543	1,544	1,544	1,540	1,555	1,566	1,568	1,573	1,587	1,588	1,591	1,594	1,592	1,451	1,440	1,496
<b>Paramedics</b>	35,554	35,722	35,959	36,321	35,625	36,208	36,619	36,741	36,811	36,935	37,069	37,461	37,572	37,707	37,920	38,281	38,809	39,300	39,673	39,829	40,017	40,130	40,388	40,496	23,992	25,465	27,686
<b>Physiotherapists</b>	66,872	67,397	68,057	69,289	70,394	71,261	72,072	72,696	73,123	73,621	73,843	74,022	70,719	71,429	71,892	72,949	73,869	74,502	75,029	75,372	75,686	76,078	76,517	76,918	52,915	55,132	55,695
<b>Pract psychs</b>	27,738	26,837	27,077	27,190	27,341	27,566	28,065	28,257	28,359	28,483	28,571	28,662	28,729	28,812	28,915	28,981	29,088	29,329	29,798	30,046	30,138	30,230	30,332	30,383	22,604	23,104	24,290
<b>Prosth/orthotists</b>	1,196	1,203	1,215	1,222	1,235	1,173	1,182	1,187	1,187	1,190	1,191	1,197	1,198	1,202	1,214	1,227	1,234	1,235	1,237	1,240	1,244	1,247	1,250	1,260	1,063	1,051	1,101
<b>Radiographers</b>	43,829	44,135	44,564	45,443	45,973	46,396	46,758	47,109	47,171	47,201	45,450	45,896	46,059	46,198	46,455	47,124	47,581	47,883	48,038	48,156	48,175	48,243	48,295	48,438	32,072	32,475	34,470
<b>Social workers</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-	-	0	-	91,944	96,497	94,453
<b>SLTs</b>	18,477	18,510	18,540	18,687	18,879	18,384	18,646	18,796	18,853	18,912	18,967	18,976	18,993	19,027	19,065	19,189	19,401	19,622	19,793	19,921	19,979	20,053	20,125	20,148	15,935	15,932	16,595
<b>Total</b>	321,914	322,512	324,826	328,777	331,077	333,186	335,086	335,559	336,996	338,406	337,751	339,282	336,535	337,569	338,709	341,235	344,579	347,288	350,199	351,246	352,398	354,253	355,047	356,104	350,330	361,061	369,139

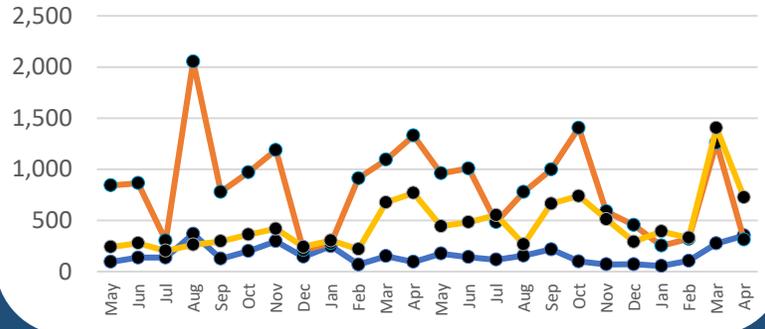
### Media coverage

**34**  
mentions



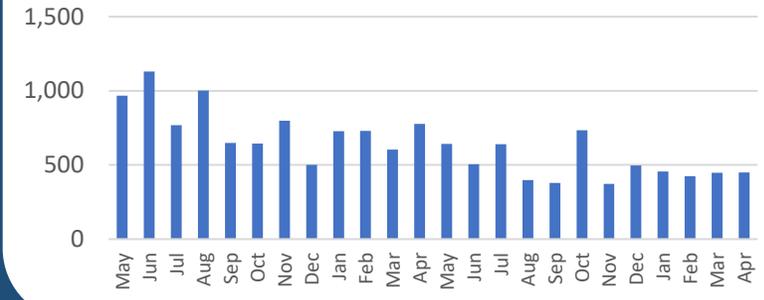
### Social media engagement

**106** **320** **331**



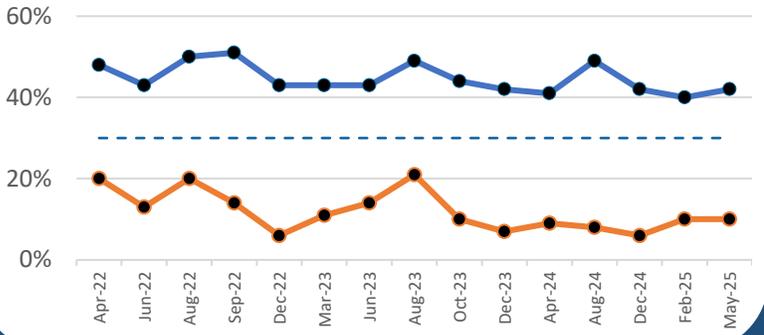
**424** Direct messages

### Social media DMs



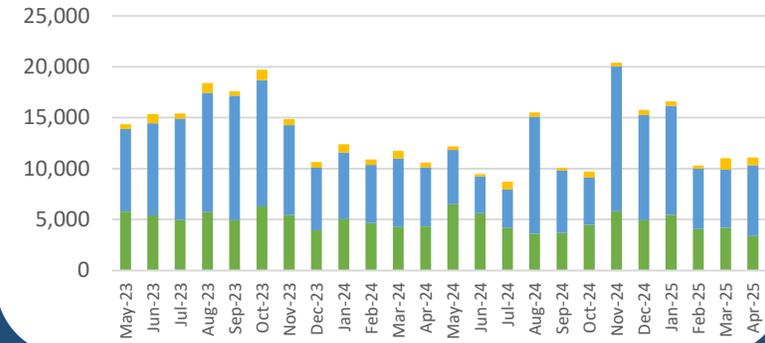
### In Focus email

Open rate Click-to-open rate

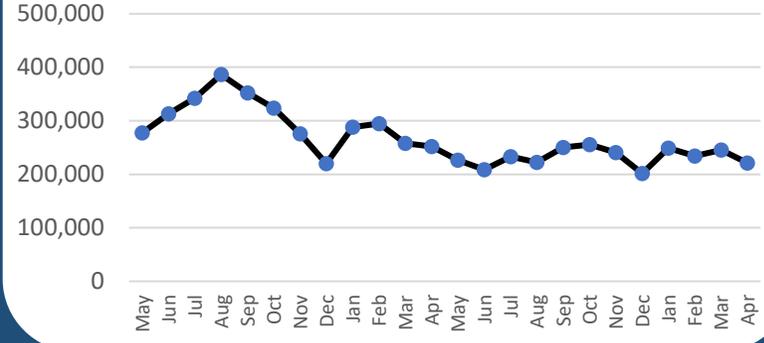


### Blog & news views

Blogs News Stories

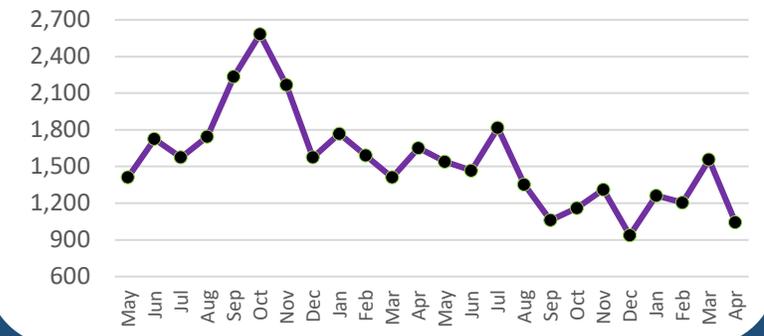


### Online Register searches



### Employer hub

Visitors



### Employer email

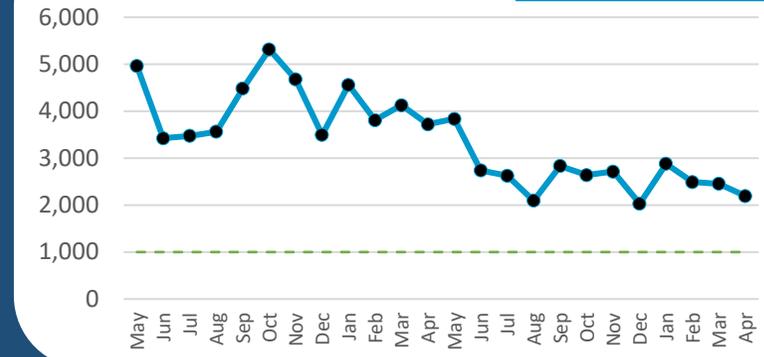
Click-to-open rate Target

**1,824** subscribers



### Student hub

Visitors Target



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

### Appendix C

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

Strategic theme 1- Continuously improve and innovate			
Areas of development		Key milestones	Lead
1	<b>Assessment model:</b> Develop our assessment model of those who trained outside of the UK applying to join the HCPC Register	<ul style="list-style-type: none"> <li>A) Rebalance documentary assessments and the use of tests of competence by reducing / removing use of further information (Q2)</li> <li>B) Procure third party assessment partner to develop tests (including possibility of ongoing maintenance of tests (Q2-3)</li> <li>C) Develop standardised tests and testing framework for high volume professions (Q4 and into FY2026-27)</li> </ul>	Head of Regulatory Development and Performance
2	<b>Customer contact:</b> Initiate the first phase of a new customer contact approach which replaces our legacy telephony solutions and puts in place the foundations for improved interactions with registrants and other stakeholders.	<ul style="list-style-type: none"> <li>A) Complete Commercial agreements to establish new strategic partner to delivery Customer Contact services for the HCPC (Q1)</li> <li>B) Complete the implementation of an as-is replacement of existing telephony system with new strategic partner removing incumbent supplier risk (Q3)</li> <li>C) Complete definition of to-be requirements describing the business requirements for the new customer contact requirement (Q3-4)</li> <li>D) Begin implementation of the to-be organisation changes and technology configurations to support the new to-be Customer Contact capability (Q3 – 4)</li> </ul>	Head of Registration/Head of Business Change
3	<b>Partners:</b> Design and implement changes to our partners operating model to improve the processes and systems that enable partners to contribute to our work	<ul style="list-style-type: none"> <li>A) Review and implement new contractual arrangements for Partners including new DocuSign (Q3 and ongoing)</li> <li>B) System and process improvements to regulatory function payment pathways to improve data quality and financial controls (Q3-4)</li> <li>C) KPI and QA development work across regulatory functions (Q3)</li> </ul>	Partners Project Lead
4	<p><b>FTP:</b> Embed our newly established legal team, frontloading investigations, which involves gathering more evidence earlier in an FTP investigation.</p> <p>Reviewing our scheduling process to create greater efficiency.</p> <p>Continue work to change our FtP operating model.</p>	<ul style="list-style-type: none"> <li>A) Embed newly established legal team: all posts filled, ways of working established (Q2)</li> <li>B) Continue to develop how we investigate front loaded cases internally. This year, we will manage cases in-house at the Post ICP stage for the first time. We will also grow the caseload and complexity of cases at the Pre-ICP stage (Q4)</li> <li>C) Continue our work to change our operating model to improve the efficiency of FTP investigations be introducing streaming of non-frontloaded investigations (Q2)</li> <li>D) Introduce tools needed to professionalise our in-house legal services in line with the investment case submitted for this year (Q4)</li> <li>E) Scheduling process review phase 2. Continue to look at efficiencies with the listing process to reduce the time taken to list a matter for a final hearing (Q4)</li> </ul>	Head of FTP Legal Services, Head of Adjudication Performance and Head of Case Progression & Quality
5	<b>FTP:</b> Support and provide guidance for registrants and witnesses involved in the FTP process, including enhancing our wellbeing support provision	<ul style="list-style-type: none"> <li>A) Continuation of improvements to the support and guidance we provide to witnesses, including updates to the HCPTS website (Q3)</li> </ul>	Head of Adjudication Performance

**Strategic theme 2 - Promote high quality professional practice**

Areas of development		Key milestones	Lead
6	<b>Standards</b>	<ul style="list-style-type: none"> <li>A) SETS: Pre consultation engagement (Q2-3)</li> <li>B) SETS: Publicly consult on proposed amendments to the standards of education and training (Q3)</li> <li>C) SETS: Agree new standards to be published in the summer of 2026 (Q4) (<i>come into effect date tbc</i>)</li> <li>D) SCPEs: Create further revised guidance on safeguarding. Consider additional areas where guidance may be helpful (Q3-Q4)</li> </ul>	Head of Policy
7	<b>Scope of practice:</b> Support registrants and employers to meet the HCPC's expectations for the safe and effective optimisation of scope of practice.	<ul style="list-style-type: none"> <li>A) Develop materials on supervision and delegation and deliver a series of dedicated workshops (Q3)</li> </ul>	Head of Policy
8	<b>Professional Liaison Service</b>	<ul style="list-style-type: none"> <li>A) Enhance our ability to use our data and other insights to develop a more targeted and risk-based approach to our prevention work (Q3)</li> <li>B) Review and plan the future requirements of the service (Q3)</li> <li>C) Develop new and engaging ways to deliver learning and influence to extend the reach of the service (Q3-4)</li> </ul>	Head of Professional Liaison

<b>Strategic theme 3 - Develop insight and exert influence</b>			
<b>Areas of development</b>		<b>Key milestones</b>	<b>Lead</b>
9	<b>Research</b>	A) Commission research into the impact of the increasing use of AI by registrants working across our professions, settings and across the UK (Q2)	Head of Policy
10	<b>Data quality and infrastructure</b>	A) Improve our external data reporting capability: workforce profiles (Q1), student/learner progression to HCPC registrant (Q2) and ongoing improvement to self-service reporting tools available on our website (Q2-4) B) Continue to further our diversity data enhancements and more complete data sets on registrant employment, which we expect will improve our visibility of emerging concerns relating to individual employers or locations. This insight will also be used to inform our professional liaison outreach targeting (Q3)	Head of IT/Digital and Head of Insight & Analytics
11	<b>Insight and analytics</b>	A) Continue to publish analyses of our data to provide insights to our stakeholders. This will include more detailed analyses of our FTP diversity data, further developing our data hub, enhancing our professional profiles dashboards and providing insights from registrants' CPD activity (Q3) B) Collaborate and share our data across the sector in order to enhance public safety and professional practice. This will include exploring participation in a cross-regulator database, increased sharing of our data with professional bodies and further education data sharing and analysis (Q4)	Head of Insight and Analytics/ Head of Communications

## Strategic theme 4 - Be visible, engaged and informed

Areas of development		Key milestones	Lead
12	<b>Developing the HCPC's next Corporate Strategy</b>	<ul style="list-style-type: none"> <li>A) Review the success of the current Corporate Strategy (2021–26) and conduct engagement with a wide range of stakeholders to develop our next Corporate Strategy (Q2-3)</li> <li>B) Carry out a stakeholder perceptions survey and targeted user research to support our Corporate Strategy refresh and digital roadmap implementation (Q2)</li> </ul>	ED Corporate Affairs/Head of Comms, Engagement and Public Affairs
13	<b>Listening to our stakeholders</b>	<ul style="list-style-type: none"> <li>A) Build on a successful Chair/Chief Executive programme of relationship building and implement a refreshed stakeholder engagement plan that includes activity aligned to the HCPC's communication campaigns (Q3)</li> <li>B) Begin to establish a single customer relationship management (CRM) platform to allow better sharing of information and coordination of communication, engagement, quality assurance and complaint handling activity (Q4) (see milestone 16b)</li> <li>C) Seek to amplify the voice of the service user in our work through targeted engagement with patient representative bodies such as the Patients Association (Q2)</li> <li>D)</li> </ul>	Head of Comms, Engagement and Public Affairs
14	<b>Strengthening our communication capabilities</b>	<ul style="list-style-type: none"> <li>A) Complete all phases of the resourcing and recruitment plan (Q4)</li> <li>B) Deliver SETs communication campaign (Q4)</li> <li>C) Working with IT and procurement colleagues, deliver an upgrade to our web platform to allow digital roadmap delivery (Q4)</li> <li>D) Agree brand refresh and roll out new support materials (Q3)</li> </ul>	Head of Comms, Engagement and Public Affairs
15	<b>EDI</b>	<ul style="list-style-type: none"> <li>A) Develop a network of EDI champions across the organisation to support driving forwards EDI commitments and enhance EDI resilience (Q2)</li> <li>B) Publish FTP report with further analysis of our EDI data (Q3)</li> <li>C) Contribute to the development of the next Corporate Strategy to ensure EDI is embedded throughout (Q1-3)</li> </ul>	EDI Strategic Lead

## Strategic theme 5 - Build a resilient, healthy, capable and sustainable organisation

Areas of development		Key milestones	Lead
16	<b>Delivering the technology roadmap</b>	<ul style="list-style-type: none"> <li>A) As part of wider customer contact strategy replace our legacy telephony solution to enable further improvements in the way we interact with registrants and other stakeholders who contact us (see milestone 2) (Q4)</li> <li>B) Scope and develop a foundational single CRM that will create a platform for bringing together all our customer information (Q4)</li> <li>C) Complete our journey to the cloud by decommissioning our remaining on-premise technology services and replacing these with future-proof cloud base services" (Q4)</li> <li>D) Continue to develop and enhance the data platform to provide a single version of truth for HCPC data and enable work on data driven insights (milestone tbc)</li> </ul>	Head of IT/Digital and Head of Business Change
17	<b>Improving financial sustainability and resilience</b>	<ul style="list-style-type: none"> <li>A) Continue with regular, transparent fee reviews to maintain the HCPC's financial sustainability and enable investments in further improvements. Planning under way for next consultation (Q4)</li> <li>B) Further develop our financial and procurement systems, to help ensure value for money and continued improvements in financial management, including through invoice processing automation (Q1), more efficient accounting for registrant income (Q3) and use of improved, AI-enabled reporting tools (Q2)</li> </ul>	Head of Finance
18	<b>Enhancing our People Strategy</b>	<ul style="list-style-type: none"> <li>A) Deliver year 5 of our People Strategy: focus on attracting high quality candidates via our recruitment portal and workforce planning to build future resilience.</li> <li>B) Develop an updated People Strategy for the future to ensure that the HCPC continues to benefit from a highly engaged and capable workforce (Q4)</li> <li>C) Monitor the impact of the introduction of the Freedom to Speak Up Guardians scheme (Q4)</li> <li>D) Maintain other speaking up and listening opportunities including Let's Talk sessions with senior leaders, the Employee Forum and our regular pulse surveys (Q4)</li> </ul>	Head of HR and OD
19	<b>Improving our sustainability</b>	<ul style="list-style-type: none"> <li>A) Maintain and optimise the HCPC's office estate to provide a safe and sustainable working environment, including progressing plans to end our reliance on gas-powered heating (Q4)</li> <li>B) Implementation of an Environmental Management System to improve our ability to monitor the environmental impact of our operations (Q3)</li> <li>C) Enhance procurement policy to include a focus on sustainability and supplier diversity (Q2)</li> </ul>	Head of Estates and Facilities

<b>Strategic theme 6 - Promoting the value of regulation</b>			
<b>Areas of development</b>		<b>Key milestones</b>	<b>Lead</b>
20	<b>Education</b>	A) Help education providers and others understand our regulatory requirements, and current sector trends, by considering our assessments from the 2024-25 academic year, building on previous analysis, and publishing / engaging on key findings, in a user focused way (Q3)	Head of Education
21	<b>Registrant health and wellbeing</b>	A) Review our progress against and the impact of the Registrant Health and Wellbeing Strategy, identifying any further work we can undertake to improve the experience of our regulatory processes for those involved (Q3)	Head of Professional Liaison
22	<b>Supporting new registrants to successfully transition to UK practise</b>	A) Through our Insights for Employers programme and the Employer Hub, increase understanding of the challenges faced by registrants who are new to UK practice, and encourage and support employers to improve the narrative around and support for international registrants (Q3)	Head of Professional Liaison
23	<b>Shaping the future of regulation</b>	A) Continue to raise the benefits to patient safety and the quality of care that regulatory reform will bring when meeting with stakeholders and responding to relevant departmental consultations (Q1-4) B) Ongoing engagement and contribution to the DHSC's regulatory reform work (Q1-4)	Deputy Chief Executive and Executive Director of Education, Registration and Regulatory Standards

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

### Appendix D

### Strategic Risk Register March 2025

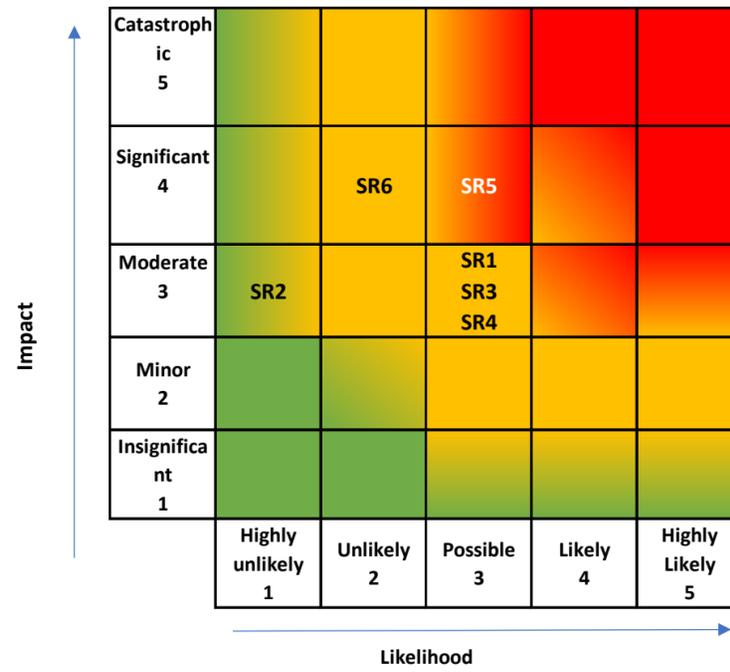
# HCPC Strategic Risks

## Summary of strategic risks

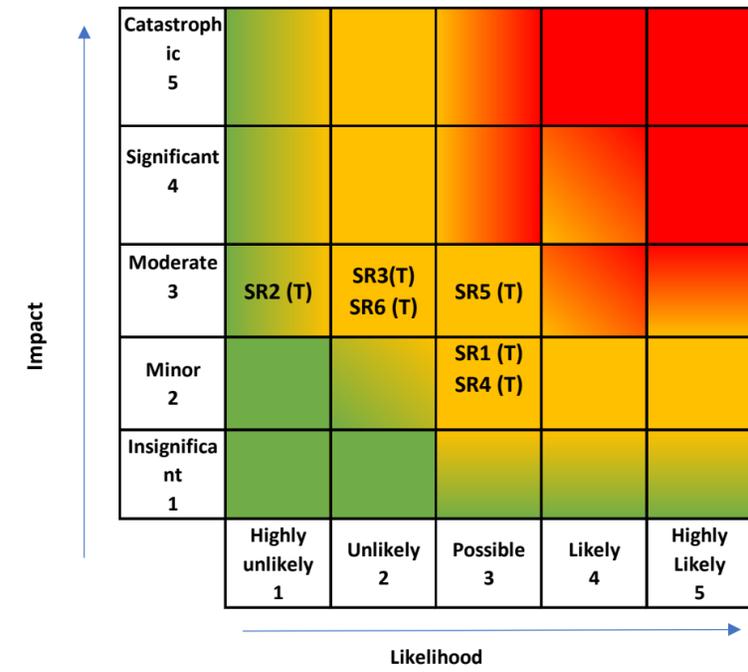
Strategy	Strategic Risks - from November 2024	Risk Description	Feb-25	Target Risk*
1 - Continuously improve and innovate - To improve our performance against PSA standards of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience.	1. We are unable to deliver our regulatory requirements effectively in a changing landscape, effecting our ability to protect the public.	Not delivering or meeting: Informed registration decision making; Proportionate and fair FTP decision making; Engaged Education decision making; PSA Standards of Good Regulation; Appropriately managed improvement programmes in regulatory areas; Consideration of EDI needs, including accessibility of functions and fairness of decision making.	9	6
2 - Promote high quality professional practice - Enable our professions to meet our standards so they are able to adapt to changes in health and care practice delivery, preventing harm to service users.	2. Our standards do not reflect current practice and/or they are not understood by registrants and our stakeholders.	Relates to: Quality and suitability of our standards and guidance in setting a threshold for safe & effective practice which protects the public. How effectively we communicate our regulatory expectations. The effectiveness of our professionalism and upstream regulation work. Effective and informed consultation process, including enhanced EDI consideration.	3	3
3 - Develop insight and exert influence - Learning from data and research to inform our decision making and share insights to protect, promote and maintain the health, safety and well-being of the public.	3.a Quality of our data leads to assumptions or gaps in understanding, and therefore inadequate or uninformed decision making. 3.b We are unable to maximise our use of the data we hold to share insights to protect, promote and maintain the health, safety and well-being of the public.	This includes our effectiveness in collecting, maintaining, and utilising the data we need to be an intelligence driven regulator and the effectiveness of our insight and intelligence work. It relies heavily on the work of the digital transformation and IT team and includes operational reporting in the Corporate Services team. It also relies on regulatory teams inputting information.	9	6
4 - Be visible, engaged and informed - We regulate, take and communicate decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate.	4. We are unable to effectively build trust, engage with and influence our stakeholders reducing our ability to understand their perspectives and regulate effectively.	This includes how effectively we engage with our stakeholders and our credibility with them and how well we play our part in the wider system. It includes our EDI practice externally, the ability to respond and influence external drivers for change.	9	6
5 - Build a resilient, healthy, capable and sustainable organisation - Employees feel valued and supported, and fully able to contribute. The organisation is resilient and able to quickly adapt to changes in the external environment.	5.a The resources we require to achieve our strategy are not in place or are not sustainable. 5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.	This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure). The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.	12	9
6 - Promoting the value of regulation - The public, registrants, students and employers understand the value and importance of regulated health and care professionals.	6. We do not sufficiently or appropriately promote our work leading to opportunities to enhance our regulatory activity being missed and the benefits of regulatory reform remaining unrealised. This can manifest in two primary ways: a) the role of regulation in the delivery of high-quality care is underestimated by the public, registrants, students and employers. b) our ability to protect the public is under-recognised by policy makers and influential stakeholders.	This risk includes the HCPC's capacity and capability to engage and influence regulatory reform effectively to ensure its benefits are realised, as well as the HCPC being viewed by government as a priority regulator for reform.	8	6

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

Heat map of strategic risks - residual



Heat map of strategic risks - target



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

**Risk Summary**  
 Not delivering or meeting:  
 Informed registration decision making; Proportionate and fair FTP decision making; Engaged Education decision making; PSA Standards of Good Regulation; Appropriately managed improvement programmes in regulatory areas; Consideration of EDI needs, including accessibility of functions and fairness of decision making.

Date	Risk Owner
Feb-25	Executive Director of Education, Registration and Regulatory Standards Executive Director of Fitness to Practice and Tribunal Services

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

**Current Risk Influencers**

- The 2023-24 PSA performance report published Aug 2024 shows we met 16 of 18 standards.
- Engaging with regulatory reform programme, and are next on the list to go through the process.
- Online applications project delivered online Int and UK applications. This has increased reg advisor processing productivity.
- The Education team are focusing on case planning which will ensure greater compliance with KPIs and service levels
- The second tranche of FtP Improvement projects are in delivery, continued focus on embedding of tranche 1 benefits.
- + Continues high number of applications remains a challenge, with 2500 received in January alone.
- + Teams will require additional resource to engage in regulatory reform preparation when commences for HCPC.
- + Restrictions of the current legislation is that we're not able to respond quickly to developments, constraining us in some areas.

**Risk Appetite**

Regulation = Measured; Influence and Leadership = Seeks

The risk appetite target level within tolerance if below red/amber. We are confident that our standards and guidance are fit for purpose and so this risk is currently within risk appetite.

To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

**Current risk level is within risk appetite**

**Mitigations in place**

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li> Second line QA plan for 2024-25 to review success of improvements in FtP, Registration &amp; education in addition to first line QA activity in place, such as the FtP DRG and panel member feedback following each hearing.</li> <li> FtP improvement programme and governance in place, FtP improvement oversight board regularly meeting with attendance of PSA and DHSC. Regular self-assessment against PSA standards reported to Council.</li> <li> Modern education QA model. 3 year programme to ensure providers are all in line has been successfully completed.</li> <li> Centralised PSA coordination. Participation in inter-regulatory working groups to share good practice and discuss common issues, this is also provided through the use of a panel of legal providers for FtP matters with experience of Plagiarism software introduced to provide further assurance on application documents and reduce the risk of fraudulent entry</li> <li> Monitoring regulatory performance through performance reporting and KPIs.</li> </ul> | <ul style="list-style-type: none"> <li> Mature feedback and complaints service in place focused on extracting learning when things go wrong.</li> <li> Online application capability in place for UK &amp; international applications.</li> <li> Regular learning and development for Partners and employees.</li> <li> Registrant health and wellbeing strategy, registrant support line in place.</li> <li> Enhanced Record of Assessment introduced for applications from international graduates and CPD. This allows for further clarity to be provided on the assessments supporting more effective decision making.</li> <li> Wide range guidance on HCPC's regulatory processes available on our website.</li> </ul> |
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Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Strengthen our user experience</b> 	AI automation for contact centre has already seen improvements in quality and consistency of responses. An annual licence has been purchased and work will be starting to identify other mailboxes access the business, starting with policy. Initial investigation undertaken on opportunities to automate other parts of the registration process (Edu pass list verification, identity checks)	By delivering these workplans we will support the expectations of our stakeholders more effectively, ensuring a positive experience.	The 2024-25 PSA performance review cycle ends 31 March 2025.
<b>Partners transformation work</b> 	Partner payment pathways design workshops and gap analysis undertaken with regulatory functions. Requirements for payroll identified and resource for deliver is being secured KPIs and Quality assurance started in Feb. 2025	Updating our approach to our Partner stakeholder operating model.	The partner transformation work continues to progress and is on track to meet required deadlines.
<b>FtP improvements/developments</b> 	FTP operating model on track for Q4, including frontloading. Scoping discussions commenced to inform review of sanctions policy. Review of operational processes for Hearings and Scheduling in progress ,outputs may drive system changes. On track for Q4.	The new FTP operating model, including frontloading, will allow us to provide more timely decisions for the most serious cases.	There has otherwise been little change since the last risk report.  The risk score remains the same

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

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

Date	Risk Owner
Feb-25	Executive Director of Education, Registration and Regulatory Standards

	Impact		Likelihood	Risk Score	Change No
Inherent risk	5	x	5	25	
Current Risk	3	x	1	3	
Target risk	3	x	1	3	

**Current Risk Influencers**

- Four country resource in place in for Professionalism and Upstream Regulation better enabling UK wide prevention engagement.
- Education team now has a national/regional model with relationship managers in place for each provider
- Partnership working with NHS England on Preceptorship principles (supporting new professionals transition to workplace) approved by Council and published. Implementation guidance published in November 2023.
- Revised SCPEs and guidance on social media live September 2024. Easy read guide for SCPEs has been produces, aimed at the public.
- #mystandards 2024-25 events programme was delivered to raise awareness of standards requirements.
- + Changing expectations of our professions' practice as a result of pressures on services, tech or societal events.
- + Changes to SCPEs may pose risk to registrant understanding of expectations following implementation. Plan under active monitoring to mitigate.

**Risk Appetite**

Regulation = Measured; Influence and Leadership = Seeks

Current risk level has reduced from 6 to 3, and therefore is within risk appetite.

To maintain that control onward reviews are essential to ensure standards are constantly kept under review to maintain relevance to changing practice and the wider health sector.

**Current risk level is within risk appetite**

**Mitigations in place**

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li> Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.</li> <li> Engagement with key stakeholders/experts for widescale profession specific changes to standards, including the EDI forum.</li> <li> Guidance provided on meeting our standards, #mystandards webinar series available of YouTube.</li> <li> Dedicated website hubs for registrants, students, employers, members of the public, education providers.</li> </ul> | <ul style="list-style-type: none"> <li> Policy enquiries function available to support understanding and application of our standards.</li> <li> Regulatory approach to advanced practice defined and agreed by Council.</li> <li> Professionalism Liaison service in place influencing employers, using knowledge to effect change through engagement and advice.</li> <li> Policy and Communication teams at full complement. Head of Comms in place</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>SETs review</b> 	SETs review -Phase 1: Mobilisation and research (continuous Q1 '24-25 – Q4 '25-26) Continuing Phase 1 of the review, which complements each phase of the review with desk-based research and background reading activities. -Phase 2: Listening and gathering insights (completed Q4 '24-25) In February 2024, completed phase 2 of the review, which included stakeholder engagement with education providers, the education team and professional bodies. -Phase 3: Formulating proposals with our stakeholders (current phase Q1 '25-26) We are now in phase 3 of the review, formulating our proposals. The main aims of this phase are to identify areas of improvement or update to the SETs and draft those changes accordingly.	From phase 3 onwards, each phase of the review will be supported by the convening of expert panels on equality diversity and inclusion, artificial intelligence, simulation in learning and different models of learning.	The Sets review continues to progress.  New English Language requirements introduced from 29 January 2025.  There has otherwise been little change since the last risk report.
<b>English Language</b> 	New English language requirements in place from 29 January 2025. More information can be found here: <a href="https://www.hcpc-uk.org/news-and-events/news/2024/new-english-language-requirements-for-international-applicants-to-come-into-effect-in-2025/">https://www.hcpc-uk.org/news-and-events/news/2024/new-english-language-requirements-for-international-applicants-to-come-into-effect-in-2025/</a>	The new EL requirements will bring us inline with other regulators - broadly and appropriately consulted on	The risk remains the same.

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

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

Date	Risk Owner
Feb-25	Executive Director of Education, Registration and Regulatory Standards Executive Director of Resources

	Impact	Likelihood	Risk Score	
Inherent risk	5	x	4	20
Current Risk	3	x	3	9
Target risk	3	x	2	6

← Decrease

- Current Risk Influencers**
- Priority is to improve data quality before moving to next maturity level.
  - Findings of analysis of the attrition rates of the 15 professions published, contributing to wider workforce planning aims. Positive reception from stakeholders.
  - IT team delivered successful first modules of new data platform, supporting EDI reporting, meeting the needs of the HEE data sharing project and improving access to core registration data.
  - % of registrant EDI data held has improved with 95% of those renewing opting to provide data. System improvements delivered to make data collection mandatory as part of online registration processes.
  - Data Engineer in place, data standards officer on secondment. A data migration specialist has been recruited on a temporary basis to support the Business Central project.
  - Automation of council reporting completed
  - + Ongoing risk of short term appointment of data manager, data consistency, accuracy and completeness will continue to be a concern.
  - + Quality and completeness of underlying data causing delays to analysis as significant cleansing work required. Insight and Analytics team working with Ops teams to resolve and mitigate against continued imputing of new bad quality data.

**Risk Appetite**

Data = Open

Therefore, our appetite for this risk is to be within the amber scale rather than a higher appetite.

To reach our target we need to have the data platform in place to enable an analytics environment. We will require assurance on the quality of and approach to our data and reporting, including clear definitions.

**Current risk level is outside risk appetite**

- Mitigations in place**
- |                                                                                                                                                                                                      |                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  Publication of FTP, Education and Registration information and datasets through annual reports and FOI requests. |  Publication of in house statistical analysis of EDI data and register attrition rates published.               |
|  Insights and Intelligence Framework agreed, setting out priorities and approach for data analysis.               |  Oversight board for Programme for Data Excellence in place.                                                    |
|  Dedicated resource for Analysis and Intelligence and Data Engineer in place.                                     |  Renewals data dashboard accepted report now in place agreeing renewals counts of actuals and previous windows. |

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Research</b> 	Weren't able to partner with original research partner due to their recourse. In the early stages of partnering with a new research partner - for AI in 25-26 workplan. Scoping is finalised on research to explore professional boundaries with a focus on sexual misconduct, and will continue into next year.	Developing an organisational research strategy to utilise our data more effectively	We are using our data more effectively and actively, including providing significant insight on our registrants.  As such the risk score has reduced.
<b>Continuing to improve data quality/infrastructure</b> 	Minimum data set for FTP in development, Data manager in place to support this work and develop common data dictionary. Plans drawn up to continue the data platform build to implement this model, alongside undertaking design and build work for Registration data. Data manager will help to identify these.	Establishing MDS to support better use and consistency of data	
<b>Insights and Analytics</b> 	Fitness to Practise Data Supplementary Analysis 2023-24 published in December 2024. Section 1 highlights the differences in rates of concerns reported to us across several areas including registration route, profession, and protected characteristic. Section 2 relates to concerns at different decision points in the Fitness to Practise process First self-service tool published in Q3 for registrant diversity. Next one by end of Q4 for workforce profile.	Using the data available to us to understand our registrants, and share this data with our stakeholders	

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

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

Date	Risk Owner
Feb-25	Executive Director of Corporate Affairs

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

- Current Risk Influencers**
- Professional liaison consultants in place in each of the four UK countries, improving our reach for engagement work.
  - Collaboration with NHS employers to reach out to attendees of joining the UK workforce upstream events, contributing to the wider workforce agenda. Also, in this area we published our analysis of register retention improving understanding of attrition, preceptorship principles published and preparedness for practice research launched.
  - Education team now has a national/regional model with relationship managers in place for each provider
  - Strategic Relationship Lead in place and actively managing and supporting relationship managers' network. Relationship management model in place. Engagement management group established to support more targeted forward planning for engagement.
  - + Single CRM forms part of the tech roadmap agreed by Council and we will be progressing an investment case for the early stages of this work as part of the 25-26 investment round.

**Risk Appetite**

Influence and Leadership = Seeks

We have an built a strong engagement plan with our stakeholders, particularly building a more positive and transparent relationship with the Professional Body Forum. In order to meet target, this risk is also dependent on being able to deliver stakeholder expectations such as more automated processes.

**Current risk level is within risk appetite**

Mitigations in place	
<ul style="list-style-type: none"> <li>ELT relationship building and liaison with key stakeholders particularly Government departments, professional bodies, other regulators, unions.</li> <li>Personal engagement plans for Chair and Chief Executive in place. Engagement management group meets regularly to monitor and plan engagement strategically. Operational level relationship manager engagement for key stakeholders in</li> <li>Communications and strategic engagement supported by external communication partner.</li> <li>Horizon scanning and intelligence gathering including from relationship building to be aware of external drivers and influencers, early planning, and scenario development.</li> <li>EDI strategy and action plan informed by independent audit of EDI practice. EDI stakeholder forum &amp; internal EDI employee forum.</li> </ul>	<ul style="list-style-type: none"> <li>Policy statement on approach to MOUs in place, a number of MOUs agreed with key stakeholders.</li> <li>Analysis and action planning from feedback mechanisms including corporate complaints, FtP stakeholder surveys, stakeholder opinion polling and education provider survey.</li> <li>Professional body forum in place, including regular meetings both virtually and in person.</li> <li>Office of Chair and Chief Executive established</li> <li>Public consultation process in place, including equality impact assessments (EIAs) to capture the EDI element.</li> </ul>

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>HCPC Service User Strategy</b> 	Contract with the Patients Association agreed for one year, will have core element of engagement strategy included. Longer term plan underway, currently defining responsibilities (continue next year)	Ensuring service user engagement in development of policy/strategy	We have continued to deliver a programme of active engagement with our stakeholders, and also continue to strive to improve our engagement and impact. The Online concerns project ahs been delayed to QA, but will still be delivered this financial year.  The risk remains the same.
<b>Equality, Diversity and Inclusion</b> 	EDI on FTP complainants is being collected now, live from Feb. Influencing research: one of the UK-REACH I-CARE stakeholder of this group and influencing this research Fitness to Practise Data Supplementary Analysis 2023-24 published in December 2024. Section 1 highlights the differences in rates of concerns reported to us across several areas including registration route, profession, and protected characteristic. Section 2 relates to concerns at different decision points in the Fitness to Practise process.	Gathering further EDI information in order to identify any bias or unintended consequences in our decision making process.	
<b>Stakeholder engagement</b> 	Internal key lines doc being reviewed for consistency and accessibility Stakeholder Survey went out and we have received positive responses - focused on availability and access people have with the HCPC. This has been discussed with ELT and will inform the 2025-26 workplan.	Active engagement by CEO and Chair with stakeholders. Measuring the impact of our engagement will support continuous improvement.	
<b>Council Apprentice</b> 	Apprentice alumni network first met in February, such a positive experience that will meet three times a year instead of twice. Two new apprentices started at the beginning of the year and will continue to provide a positive impact on Council. Continuing to work with GMC on our experience of these, as well as learning from other similar schemes.	Ensuring more diverse voices on council informing decisions.	

Strategic risk 5.a The resources we require to achieve our strategy are not in place or are not sustainable.  
 5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened too.

**Risk Summary**  
 This risk includes not securing the resources we need to be effective and / or not being efficient and effective in our use of our resources (resources include financial, knowledge, skills, culture, infrastructure).  
 The development of our culture, people and physical assets, our continued financial viability and the significant failure of key business processes.

Date	Risk Owner	Impact	Likelihood	Risk Score	Change No
Feb-25	Executive Director of Resources				
		Inherent risk	5 x 5	25	
		Current Risk	4 x 3	12	
		Target risk	3 x 3	9	

- Current Risk Influencers**
- Budget factors in projected future benefits of investments, to be validated at project initial phase and tracked to ensure deliver.
  - 23-24 balanced budget achieved. Draft 24-25 balanced budget, medium term financial plan.
  - November 23 fee rise implemented. Regular, incremental fee reviews required to maintain HCPC financial sustainability, including in light of increased costs from FtP volumes, need for continued investment and financial risks.
  - People strategy in place: BDO audit shows good progress. Performance against KPIs good - sickness absence and turnover reducing. APDR participation for 23-24 was 100%. New programme for aspiring managers launched in October 2024.
  - Business Central finance system live from April 2024, improving financial control and reporting. Phase 2 in progress.
  - Carbon baseline for HCPC now established with action plan for improving sustainability being developed with expert input and involvement of ELT and SLG.
  - Publication of Gender and Ethnicity Pay Gap Reports
  - Change and Benefits Forum established, reporting to ELT to strengthen change management and ensure delivery of benefits.
  - Restructure of ELT live from 1 Nov 2023, with maternity cover appropriately planned to mitigate gap.
  - + Legal position on partners' employment status determined, following judgement in NMC employment tribunal case. Project initiated to manage the different streams of work including contracts, payments, and quality statements.
  - + Rising inflation increases HCPC costs and HCPC employees cost of living pressures; impacts mitigated by budgeting, pay review and efficiency plans as part of benefits realisation.

**Risk Appetite**  
 Financial = Measured; People = Open

Current risk is outside risk appetite, with the benefits of the introduction of increased fees in November 2023 and a positive People Strategy internal audit report partially offset by continued financial pressures and long term risks. To meet our target risk we need regular fee reviews to maintain financial sustainability, in addition to maintaining the rate of progress in other areas. The target also requires our financial reserves to be stronger.

**Current risk level is outside risk appetite**

**Mitigations in place**

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

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Update HCPC Fee model</b> 	Framework for regular fee reviews complete with Council approval. Council agreed to proposal to increase annual registration fees in line with the outcome of the consultation with stakeholders. Progressed the legislative approval process.	A new fee model allows is needed in order be sustainable and achieve our strategy	Positive improvement has been seen in the engagement of staff with the pulse survey.
<b>People strategy</b> 	The Pulse survey has continued to see improved engagement: Q1 70%; Q2 80%; Q3 83% Two Speak Up Guardians in post, they have completed training and are in the process of meeting every team across the organisation to introduce themselves and the role. Will present at every corporate induction. The next set of management training and senior leadership training is underway, and the current Aspiring to Manage mentorship programme is nearing the end.	The people strategy is in place to improve retention, recruitment, and culture	Two Speak Up Guardians, Claire Baker, Head of Adjudication Performance, and Anna Raftery, Head of Assurance and Compliance, have been appointed to provide additional support to employees who wish to raise concerns.
<b>Digital transformation</b> 	Modern data platform revised project plan agreed with ELT Requirements for new telephony system is underway. Plans being put forward in investment planning process to take forward Digital strategy technology roadmap.	Modernising our data platform and approach is needed to ensure we are sustainable and effective	The risk remains the same.
<b>IT security modernisation</b> 	Work continuing roll out of E5 with investment case being developed for next phase. On track for Q4. Initial discovery work has started on AIP and DLP solution.	Modernising our IT security is needed to ensure sustainability	
<b>Environmental Sustainability</b> 	New Health and Safety and Environmental sustainability compliance software top be introduced to support live intelligence and proactive engagement. Employee Forum supported delivery of an Environmental sustainability workshop Aircon and boiler replacement feasibility study completed	As a modern an conscientious organisation our environmental sustainability plan ensures we are in line with requirements.	
<b>Business Central Phase 2</b> 	Invoice automation work on track as planned. Deferred income module pushed back to Q3-4, owing to capacity constraints. Approach now defined. Move to Q1 next year flagged. Contract management module pushed back to Q4, on track for Q4. KPI and dashboard reporting on track per plan – Q3/Q4	Delivery of phase two of business central is required to complete the modernisation of our financial systems	

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

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

Date	Risk Owner
Feb-25	Executive Director of Education, Registration and Regulatory Standards
	Executive Director of Corporate Affairs

	Impact	Likelihood	Risk Score
Inherent risk	4	x	5
Current Risk	4	x	2
Target risk	3	x	2

← Change No

- Current Risk Influencers**
- In its response to its consultation on regulatory reform, DHSC has confirmed that the HCPC and NMC will be the priority regulators for reform following the GMC.
  - HCPC provided feedback on, and participated in cross regulatory round table discussions, regarding the development of the GMC s.60 order. HCPC has responded to this consultation.
  - Government leadership changes, and challenges in the health landscape could impact on the progression of regulatory reform due to other priorities.
  - Collaboration with stakeholders such as NHS England provides organisational experience for greater cross organisational collaboration on workforce as aimed for in regulatory reform. Positive and wide-reaching engagement with HCPC stakeholders on regulatory reform.
  - HCPC has engaged with DHSC on how the recommendations of KPMG on the future regulatory landscape may be taken forward. DHSC have indicated that this will not be progressed as a priority, with the S.60 taking priority.
  - + Funding needed to progress regulatory reform internally not included in 2023-24 budget and will be funded by ringfencing any surplus in 22-23 and contingency in 2023-24 budget.
  - + HCPC funding challenges risk being unable to scale up to meet needs of regulatory reform due to parliamentary approval of fees and associated long process to achieve this.
  - + Regulatory reform not included in 2024-25 budget, but will be reviewed once firmer dates are confirmed.
  - + While HCPC has now been named as the next regulator to undergo reform there is not clarity at this stage on the timescales for this. We expect this clarity once DHSC has run its consultation on the GMC legislation. Lack of timescale challenges planning and scaling up of resources within HCPC dedicated to reform. Change of Government may have an effect.

**Risk Appetite**

Reform = Open

Current risk is within appetite.

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

**Current risk level is within risk appetite**

**Mitigations in place**

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

Areas of Development	Progress 2024-25	Mitigation	Reporting period commentary
<b>Increase engagements with and influence of employers</b> 	Professional Liaisons delivered three "Employer Insights" webinars, including on challenging sexual misconduct. Team using key date to target where to deliver content, while still being agile for invites to events run by others.	Increased engagements with wider stakeholders ensure understanding the value of our work, encouraging support for reg reform changes	In frequent conversation with DHSC on GMC changes - currently feeding back on governance framework DHSC has an indicative timescale
<b>New registrants to UK practice</b> 	Forward schedule of workshops planned to promote our preceptorship principles. Launch of new email (September) for registrants (September) (UK and International) to support registrants joining/returning the workforce (email now been launched) Workshop with employers on preceptorship held (September).	Supporting registrants new to UK practice supports addressing the workforce crisis	The Professionalism and Upstream Regulation department continues to deliver a quality timetable of workshops to address the pressures facing our registrants.
<b>Increase engagement with learners</b> 	The HCPC student competition has its highest number of entries this year, with a high level of quality noted by the judging panel. This year, students were invited to create a learning session exploring the risks and benefits of using social media in your practice as a health and care professional. The winners were formally awarded their prizes by the HCPC Council on 5 December 2024.	As above	The risk remains the same.
<b>Communication strategy</b> 	Comms campaign for new standards completed with follow on comms to continue throughout the roll out phase to support with bringing new standards to life. roll out of standard, rolling campaign continuing through Q3 and 4. launch has happened, ongoing campaign continues. Launch of new email in September for UK and International registrants to support registrants joining/returning the workforce.	As above	