

Council

Meeting Date	27 March 2025
Title	Chief Executive’s Report
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<p>Executive Summary</p> <p>This report provides my assessment on the HCPC’s organisational performance and highlights key developments and pieces of work since the Council last met in January 2025.</p> <p>At the Council’s next meeting in May 2025, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2024-25 corporate plan and our strategic risks.</p> <p>Appendices</p> <p>A –Chief Executive’s meetings in the reporting period</p>	
Action required	The Council is asked to review the information provided and seek clarification on any areas.
Previous consideration	This is a standing item, considered at each Council meeting.
Next steps	The next report will be received in May 2025.
Financial and resource implications	None as a result of this paper.
Associated strategic priority/priorities	This report is relevant to all strategic priorities.

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

Chief Executive's Performance Report – March 2025

1. Introduction

This report provides my assessment on the HCPC's organisational performance and highlights key developments since Council last met in January 2025.

At the Council's next meeting in May 2025, my report will provide a detailed update of our performance against our key performance indicators, a review of delivery against our 2024-25 corporate plan and our strategic risks.

Annual budget and planning

A significant activity over the past quarter has been the development of the HCPC's budget and investment plan for 2025-26, a robust and collaborative effort produced in tandem with the 2025-26 corporate plan and forming the final budget and corporate plan of our current corporate strategy. The budget has been reviewed by the People and Resources Committee (PRC) and incorporates the Remuneration Committee's recommendations on pay and pensions; the Corporate Plan headline priorities were discussed at the Council meeting in January 2025. Alongside planning for 2025-26, a framework for the development of our next corporate strategy is underway; we look forward to engaging with the public, the Council and HCPC colleagues as well as other key stakeholders.

2. Engagement

Fees

The Parliamentary Order giving effect to the proposed fee rise, following the outcome of last year's consultation, has now been laid in the UK and Scottish Parliaments. We continue to engage with parliamentary and external stakeholders and are finalising implementation plans. Subject to parliamentary approval we expect the new fees to come into effect from the end of April 2025.

We will introduce quarterly direct debits as an option for how registrants can pay their fees (currently twice yearly), phased in by profession.

The Lampard Inquiry

The Lampard Inquiry was [announced](#) in January 2021, investigating the deaths of around 2,000 mental health inpatients under the care of NHS trusts in Essex between January 2000 and December 2023. The terms of reference for the Inquiry were [released](#) in April 2024. We continue to liaise with the Inquiry. Tom Miller, Policy Manager, and Bex Kidson, Senior Policy Officer, are presenting the HCPC's public inquiry summary paper on the Council's agenda today.

Regulation of NHS managers consultation

We submitted our response to the regulation of NHS managers consultation following discussion at the last Council meeting in January 2025. My thanks to Council colleagues for their input.

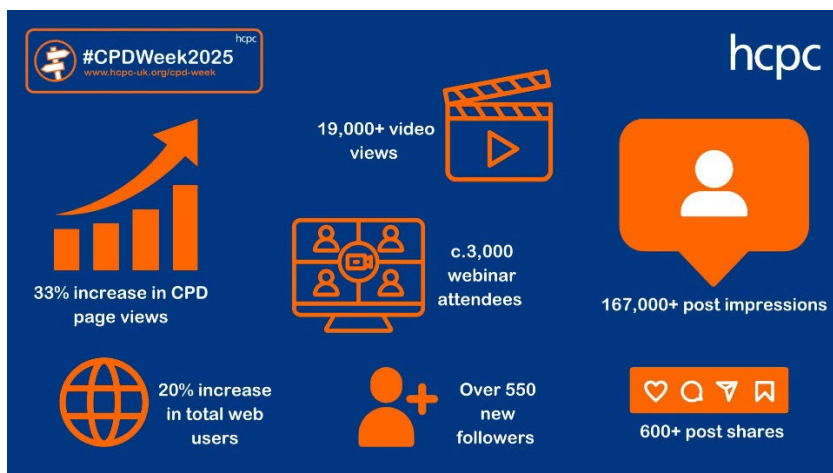
CPD week 2025

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

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

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

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



Protected titles

Alongside our fitness to practise (FTP) processes, we are continuing communications and engagement work to ensure protected titles and functions are clear and recognised. Recently this work has included:

- engaging with representatives from the Department of Health and Social Care, Apple and professional bodies representing hearing aid dispensers relating to new functionality of Apple products;
- writing to pharmaceutical companies relating to the use of job titles for clinical scientists;
- providing background information to various journalists on our role and protected titles for psychologists; and
- reinforcing titles via other communications and engagement work.

We are considering further work in this area in the coming months, including appropriate opportunities for public comment.

Stakeholder engagement

On 4 March 2025 we hosted an in-person meeting of our Professional Body Forum. This was attended by 25 representatives, and for the first time we had at least one professional body attend per profession.

The meeting was a chance for us to provide information and updates across a range of the work we are undertaking. It was also a space for professional bodies to share with us, and each other, some of the issues that matter most to them. At this meeting in March we held a wide-ranging discussion on the use of artificial intelligence (AI) and any regulatory impacts that its use may have. We are grateful to the Chartered Society of Physiotherapy and the Society of Radiographers for their presentations on this subject and for all those who attended for their continued attendance and support of this meeting. This meeting sits alongside the regular engagement we have with professional bodies.

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

Improving sexual safety

We continue our work to help improve sexual safety within health and social care.

Training and development for HCPC colleagues to better understand the impact of sexual violence and be able to appropriately respond to a disclosure of sexual violence was completed in November 2024 and in June 2025 HCPC managers will receive training to prevent sexual harassment within the workplace.

Developing insights via the completion of FTP data, led to the publication of [Fitness to practise concerns related to sexual misconduct 2023-24](#) report. We continue to build on this learning with insights from other surveys such as the NHS staff Survey and the National Education and Training Survey and influencing the collection of similar data in other UK countries (Scotland and Wales) to help us better understand the picture across the UK.

We have delivered a range of external speaking engagements and learning sessions for different stakeholders, including sessions to senior leaders within the ambulance sector and presenting learning from the data at the Professional Standards Authority's research conference, sharing our knowledge and influencing change. We continue to promote our online sexual safety hub, which has now received over 3,000 views, and our new information for registrants on maintaining professional boundaries has been viewed more than 8,500 times

Future work on this subject includes presenting at the Council of Deans of Health's Spring conference on our work to support students to raise concerns; collaborating with the College of Paramedics to support paramedic practice educators' learning and delivering our new 'Becoming a health and care professional' programme to students, which incorporates new content on professional boundaries and raising concerns.

3. Regulatory Performance

Below I highlight some of the key points about the performance of our core regulatory functions of education and registration; and a separate fitness to practise report is discussed as part of Council's agenda today.

3.1 Education

Publication of annual report 2023-24 and insight information

In January 2025, we published our second [annual report](#), which sets out a 'state of the nation' for education and training in our professions. This was presented as an addendum to the 2021-23 report and built on the key themes from the previous report.

In addition to the report itself, we have developed [insight from education programme assessment](#) on a series of key topics, to help education stakeholders understand our threshold regulatory requirements, how education providers have addressed topics, and current sector focus/challenges. These insights will be updated on an annual basis, developed with findings from our analysis and reporting activities.

We will develop further materials in the coming months and will engage with the sector in purposeful ways to share and discuss our findings.

Equality, diversity and inclusion (EDI) in Education

When producing the education annual report (2021-23), we noticed that we were not always consistent in applying our expectations linked to EDI. There have never been public protection issues linked to this. Evidence shows that we have made the right judgements linked to EDI, from a standards compliance perspective to enable programmes to deliver individuals who are fit to practice.

Inconsistencies in specific assessments were linked to what areas we explored in the EDI space, and why we explored those areas – specific inconsistencies we want to address are:

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

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

A paper was taken to the Education and Training Committee (ETC) in November 2024 so the ETC could provide a steer on the intentions of the work, and an outcomes paper was taken in March 2025. The ETC agreed that we would:

- develop further supporting materials based on the quality indicators (Q1 2025-26);
- develop internal and external supporting information (Q1 2025-26);
- launch quality indicators and supporting information (Q1 2025-26); and
- embed into education QA activities (2025-26 academic year).

Reducing regulatory burden/overlap in education quality assurance

In line with previous reports, we have continued to work with other regulators and professional bodies to consider how we can reduce areas of overlap – we are aiming to be a leader in the sector. Our aim is to continue to make good independent regulatory decisions, whilst considering and where possible aligning with the work of others to reduce overlap and burden for education providers.

Specifically, we are part of two cross regulatory groups on 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.

We are also engaging with professional bodies to identify crossover in our work, and to consider if there are opportunities to reduce this crossover and / or rely more on each other's judgements. This work has recently moved forward to consider how we might be able to achieve this aim, in keeping with our differing but complimentary roles.

3.2 Registration

UK applications to join our Register

In January 2025 we received 1,047 applications and 918 people were successfully registered 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 month.

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 9,441 international applications this budget year to date which is around 89% higher than originally budgeted for and the team is resourced to manage. All the seven additional people that were approved by the ELT in May 2024 have now been recruited. To provide the team with extra capacity, in February 2025 the ELT approved a business case to recruit a further seven full time equivalents (FTE) on fixed term contracts to manage the increased demand.

The median time to assess international applications in January 2025 increased to 92 working days (our service standard is 60 working days). This was due to the high volume of applications and recruiting and training the additional staff approved by the ELT in May 2024 together with a number of vacancies throughout the year. We expect performance to improve once the additional colleagues are fully trained. We will consider if we need further additional capacity within the team to manage the demand for this service.

3.3 Registration renewals

There were no professions renewing during January 2025 and the next renewal cycle commenced on 1 March 2025 for practitioner psychologists.

4. Policy and Standards

Standards of education and training

We are reviewing our standards for education and training with a thematic focus on artificial intelligence and technology, equality diversity and inclusion, simulation in learning and different models of learning and recently successfully completed our first tranche of expert panels. Following the outcome of a stakeholder survey to inform our approach we now plan to launch our public consultation in autumn 2025 to align with availability of education providers and maximise engagement.

5. Data and Insight

EDI

The FTP supplementary report on diversity was presented to the EDI Forum on 18 March 2025.

Product developments

The next phase of development for our online data hub which will provide further self-service data to our stakeholders, registrants and the public. The PowerBI dashboard containing a wide range of measures of the registrant population will allow the organisation to play its part in shaping workforce decision making across the health and care sector. The range of data, the different presentation options and the multi-profession basis make this a powerful tool for the sector. The tool has been demonstrated at the recent Professional Body Forum and was very well received. A demonstration is also on Council's agenda today. The hub will be launched shortly providing an opportunity for the HCPC to set out its ability to support workforce discussions into the future.

Additional PowerBI dashboards containing the retention rate updates and separately the results from the 2024 pass list matching exercise are being developed, both items will also be covered on the Council's agenda today.

6. Resources

Culture and engagement

The 2024-25 Q3 pulse survey saw a sustained high response rate, close to the record level achieved in the Q2 survey. Overall engagement as measured by the survey was at the highest ever level, with positive results on most of the individual issues tracked by the survey. The executive continues to follow up actively on the feedback, including free text comments that highlight some areas for further improvement, through a range of communications, learning and development activity

and other actions. The People and Resources Committee will continue to receive detailed updates.

Partners operating model

We are continuing to develop an updated operating model for partners, with a focus on process design, quality and system changes.

Digital, cyber and technology roadmap

Progress continues against the technology roadmap. Recent activity includes delivery of a new online concerns portal for FTP. Work on a common data dictionary is progressing as part of the data strategy; the ELT will shortly be reviewing progress on adopting AI in some parts of our registration processes and the business requirements for a new contact centre and telephony solution are being firmed up, in preparation for the procurement process. We have also made further enhancements to our online cyber defences in line with best practice and the constantly evolving threat, with the majority of cyber defences included in Microsoft's E5 suite now implemented. The investment plan for 2025-26 sets out priorities for the coming year.

Recruitment

Although overall turnover remains relatively low, recruitment has continued at a high level to fill critical vacancies for new and replacement roles, with successful campaigns in a number of departments. The ELT has agreed a priority order of current vacancies, to ensure that HR and the departments doing the shortlisting and interviewing are focused on filling the most critical posts.

**Appendix A - Chief Executive's external meeting schedule covering 31 January
– 27 March 2025**

The Professional Standards Authority (PSA), Caroline Corby (Chair) and Alan Clamp (Chief Executive)	3 February
Chief Allied Health Professions Officer for Northern Ireland, Michelle Tennyson	12 March
Royal College of Occupational Therapists (RCOT), Steve Ford (Chief Executive)	19 March
Department of Health and Social Care (DHSC), Phil Harper (Deputy Director – Professional Standards & International Workforce)	20 March
Nursing and Midwifery Council (NMC), Paul Rees (Interim Chief Executive and Registrar)	20 March
Chief Executives Steering Group (CESG) meeting	21 March