

People and Resources Committee

Meeting Date	13 November 2025
Title	Finance Report – September 2025
Author(s)	Busola Akinlabi, Financial Analyst. James Afolabi, Financial Planning & Analysis Manager. Alan Keshtmand, Head of Finance & Commercial.
Executive Sponsor	Alastair Bridges, Executive Director of Resources

Executive Summary

	September 2025 Year to Date (YTD)			Full Year		
	Actuals £'000	Forecast £'000	Variance £'000	Budget £'000	Forecast £'000	Variance £'000
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)
Total Expenditure	20,710	20,750	160	45,336	43,796	1,540
Surplus/(Deficit) – Excluding Exceptional Legal Costs	428	364	64	180	8	(172)
Exceptional Legal Costs	149	149	0	1,500	1,500	0
Surplus/(Deficit) – Including Exceptional Legal Costs	279	215	64	(1,320)	(1,492)	(172)

1. Financial Performance (Year-to-Date)

- **Surplus:** Year-to-date surplus of £428k excluding exceptional legal costs. Including these costs, the surplus stands at £279k.
- **Income:** Actual income of £21.1 million is £96k lower compared to September forecast of £21.2 million.
- **Expenditure:** Total expenditure of £20.7 million is £160k lower compared to the forecast of £20.9 million.

2. Full-year Forecast vs Budget

- **Full Year Surplus:** breakeven position of £8k, which is £172k lower than the budgeted surplus of £180k.
- **Income:** adverse variance of £1.7m is mainly due to a decrease in volume of international applications (forecast of 2,900 applications vs budget of 7,500 applications). This is partially offset by an increase in income fees as a result of the 6% fee rise that came into effect from April 2025.

- **Expenditure:** full year expenditure forecast of £43.8 million, is £1.5 million lower than the budget. Key drivers include a decrease in direct costs associated with lower international applications, and a decrease in payroll costs primarily due to unfilled vacant posts. **Note.** the forecast currently includes contingency fund of £120k. Funding for transformation costs have been released as it is not projected to be required.

3. Major Projects and Investments

2025-26 Budget	2025-26 Forecast	Committed Spend to Date	Actuals to Date
£2.3m	£1.8m	£1m	£0.6m

The finance report highlights a budget of £2.3m investment costs which includes £579k capital expenditure (CAPEX) carried over from the previous year. Current forecast spend is £1.8m, of which £1m is committed.

4. Risks and Opportunities

- **Risks:** the report identifies several key risks, including a potential increase in IT costs (mostly software licences) and potential additional costs related to complex cases.
- **Opportunities:** potential upside from recruitment delays across FTP and reduced operating costs due to reclassification of Operating Expenditure to Capital Expenditure.

5. Balance Sheet & Reserves



- **Reserves:** General reserves stand at £9.8 million, with Realisable Net Assets of £7.1 million, representing just over two months of operating expenditure.

6. Employee Full Time Equivalents (FTE)s

Employment Type	30 September 2025 Actuals	30 September 2025 Forecast	Variance
Permanent/FTC	377	394	17
Agency	7	4	(3)
Total FTE	384	398	14

The report highlights a shortfall in FTEs when compared to the forecast, particularly within Case Progression and Quality department. There is a slight increase in FTEs in the Legal Services department due to ongoing exceptional legal cases.

Conclusion

As of September 2025, the HCPC is reporting a surplus of £428k, excluding exceptional legal costs. This marks an improvement compared to actuals from previous months. However, this position is expected to decline due to anticipated cost increases in the second half of the financial year.

To support financial resilience, a corporate contingency fund of £120k remains unallocated and available to address potential risks that may emerge. A comprehensive reforecasting exercise is under way for the October report, which will involve a detailed review of financial performance and an assessment of identified risks and opportunities. As such, the full year forecasted deficit remains subject to change.

Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	Previous finance report (July 2025) provided to the Committee in September 2025
Next steps	Update the Council on 4 December 2025. Carry out a Q2 financial review and reforecast accordingly.
Financial and resource implications	The implications are set out in the report.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	Financial – measured
Communication and engagement	Not applicable

Equality, diversity and inclusion (EDI) impact and Welsh language standards	No direct implications.
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

September 2025 Finance Report

PEOPLE AND RESOURCES COMMITTEE

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Executive Summary

	September 2025 Year to Date (YTD)			Full Year		
	Actuals	Forecast	Variance	Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)
Total Expenditure	20,710	20,750	160	45,336	43,796	1,540
Surplus/(Deficit) – Excluding Exceptional Legal Costs	428	364	64	180	8	(172)
Exceptional Legal Costs	149	149	0	1,500	1,500	0
Surplus/(Deficit) – Including Exceptional Legal Costs	279	215	64	(1,320)	(1,492)	(172)

Note. To view the full year Budget profile for 2025-26, please refer to 'Appendix 7 – 2025–26 Budget Profile'.
'Exceptional Legal Costs' is funded from ring-fenced reserves.

September 2025 Year to Date

- Surplus of £428k compared to the forecast surplus of £364k (when excluding exceptional legal costs funded from reserves).
- **Income:** Actual income of £21.1m is £96k adverse compared to forecast of £21.2m. This is mainly attributable to a decline in registration fees and other income.
- **Expenditure:** Actual expenditure of £20.7m is £160k favourable compared to forecast of £20.9m, mainly due to timing of staff related costs, office services, professional fees and temporary staff costs.

Budget vs Forecast (Full Year)

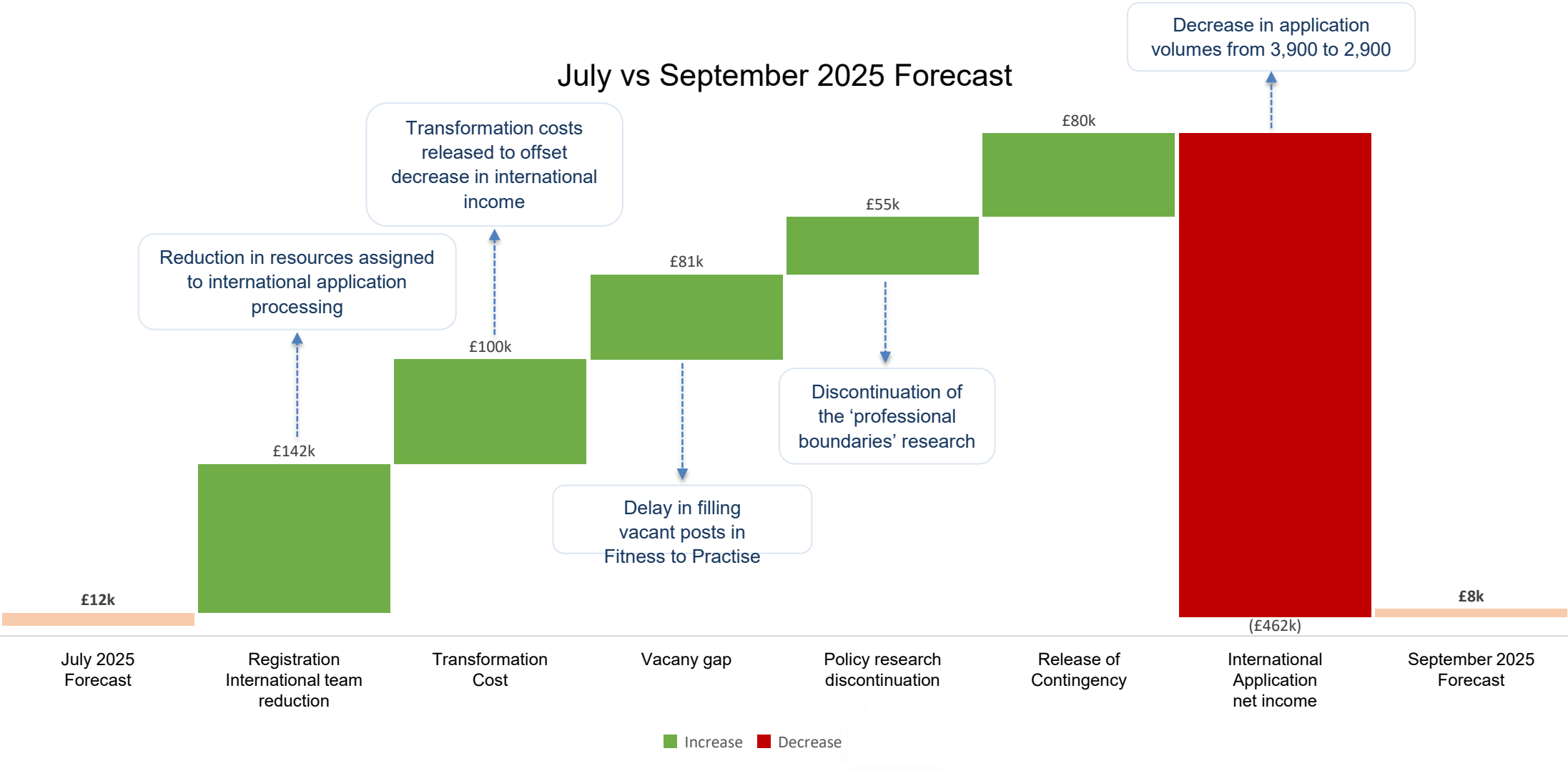
- Latest forecast reports a breakeven position of £8k for 2025-26 (previous forecast assumed £12k surplus), which is £172k lower compared to the budget surplus of £180k. This forecast is subject to change as we approach the Q2 financial review.
- **Income:** £1.7m adverse, primarily driven by lower international income (international application volumes reduced from the budget of 7,500 to 2,900 – based on the continued downward trend of applications). This is partly offset by higher registration income from the 6% fee rise and increased bank interest.
- **Expenditure:** £1.5m favourable, mainly due to lower direct costs from reduced international applications and lower payroll costs from unfilled vacant posts.
- **Transformation Costs:** £100k funding for transformation costs have been released as this is not projected to be required.
- **Contingency:** contingency fund of £120k has been set aside to cover potential future risks that may arise during the remainder of the financial year.

Summary Figures – September 2025 (YTD)

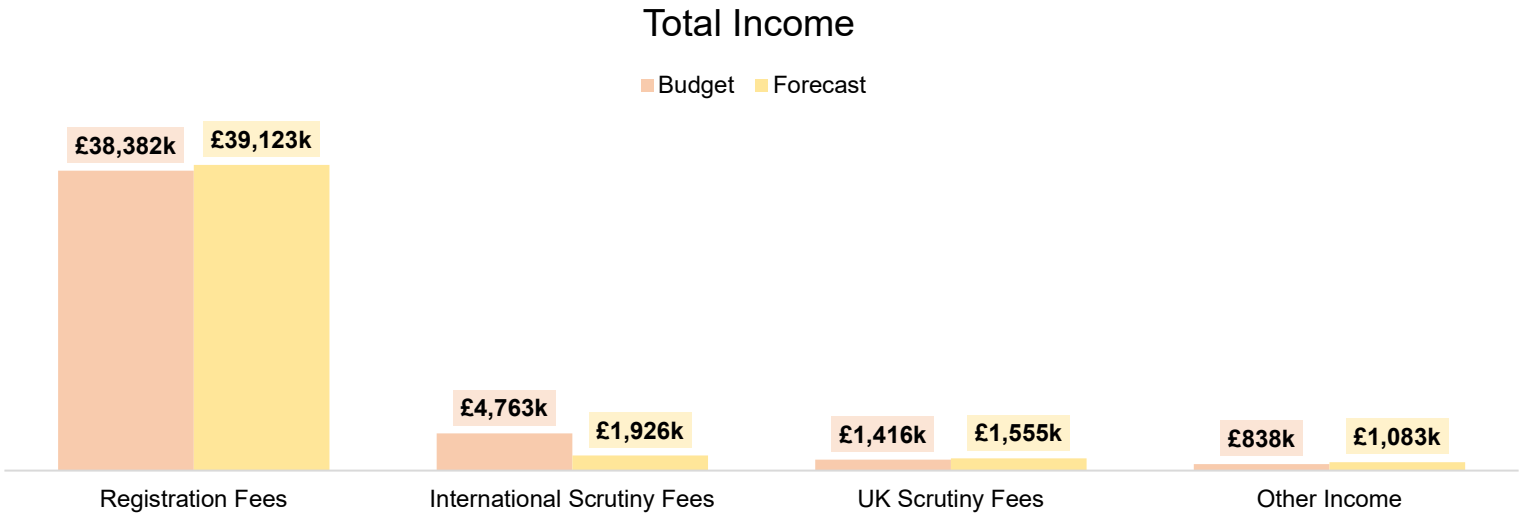
	September 2025 YTD			Full Year		
	Actuals	Forecast	Variance	Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Registration Income	20,592	20,628	(36)	44,561	42,604	(1,957)
Grant Income	59	59	0	117	117	0
Other Income	487	547	(60)	838	1,083	245
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)
Payroll Costs	9,501	9,511	10	20,168	19,616	552
Other Staff Costs	376	439	63	1,052	879	173
Non-Payroll Costs	10,715	10,801	86	23,360	22,970	390
Total Operating Expenditure	20,592	20,751	159	44,580	43,465	1,115
Exceptional Costs	118	119	1	756	331	425
Total Expenditure	20,710	20,870	160	45,336	43,796	1,540
Surplus/(Deficit) – Excluding Exceptional Legal Costs	428	364	64	180	8	(172)
Exceptional Legal Costs	149	149	0	1,500	1,500	0
Surplus/(Deficit) – Including Exceptional Legal Costs	279	215	64	(1,320)	(1,492)	(172)

‘Other Staff Costs’ includes Temporary Staff, Training, Recruitment Fees and Other Employee Costs e.g. Life Assurance Costs.

Key Movements (July Forecast vs September Forecast)

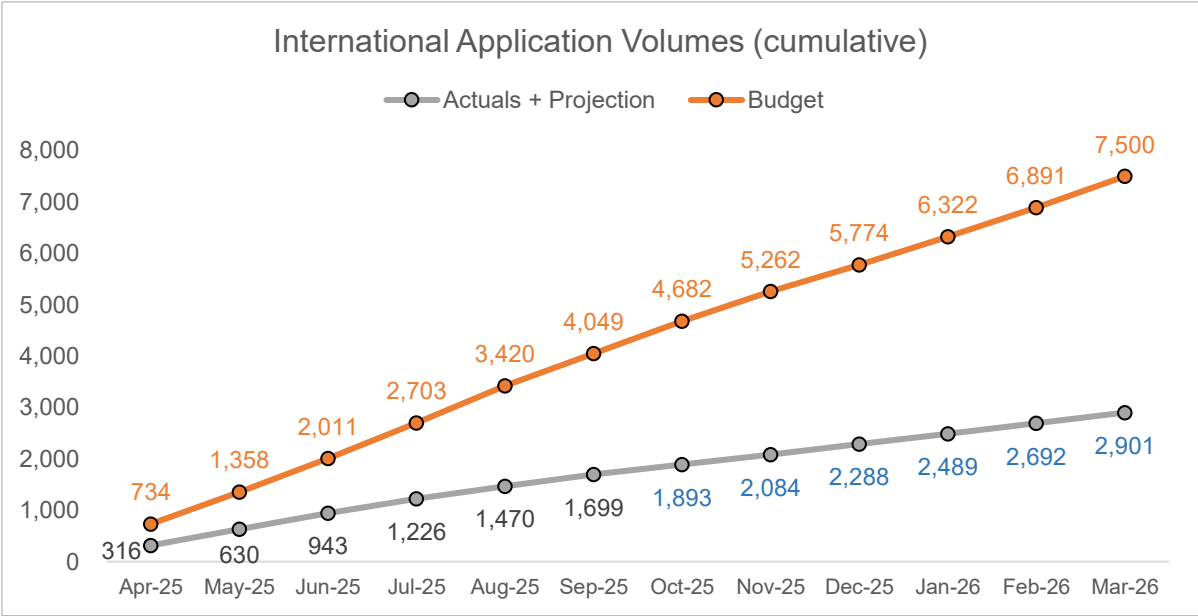
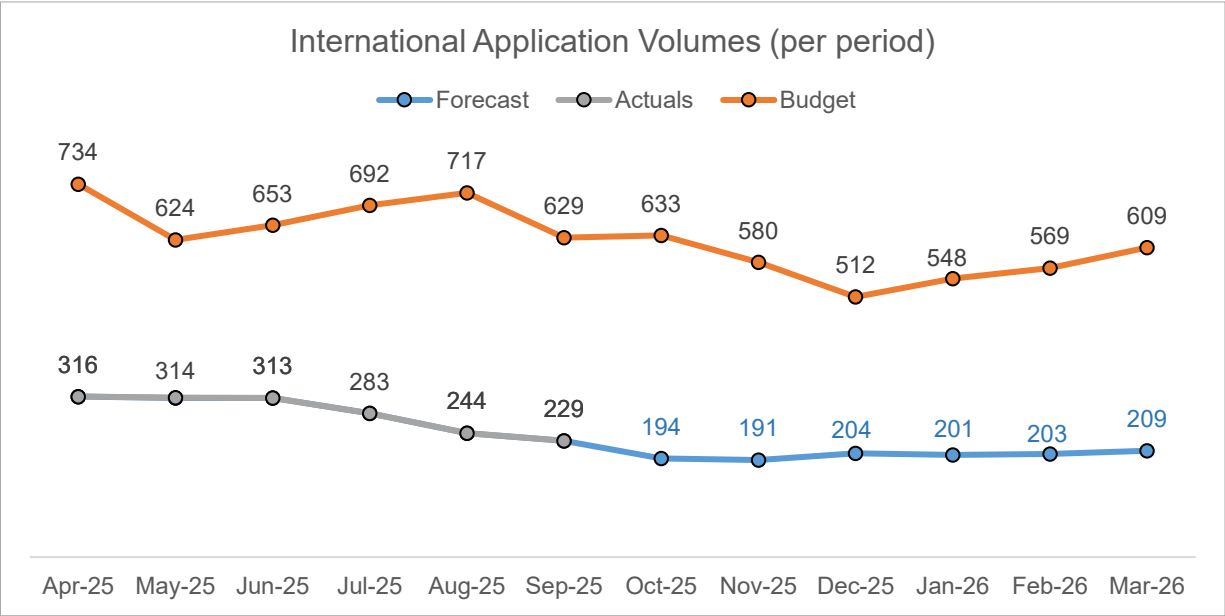


Total Income – Full Year Budget vs September Forecast



	September 2025 YTD			Full Year 2025-26		
	Actuals	Forecast	Variance	Budget	Forecast	Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Registration Fees	18,508	18,538	(30)	38,382	39,123	741
International Scrutiny Fees	1,117	1,117	0	4,763	1,926	(2,837)
UK Scrutiny Fees	967	973	(6)	1,416	1,555	139
Other Income	487	547	(60)	838	1,083	245
Grant Income	59	59	0	117	117	0
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)

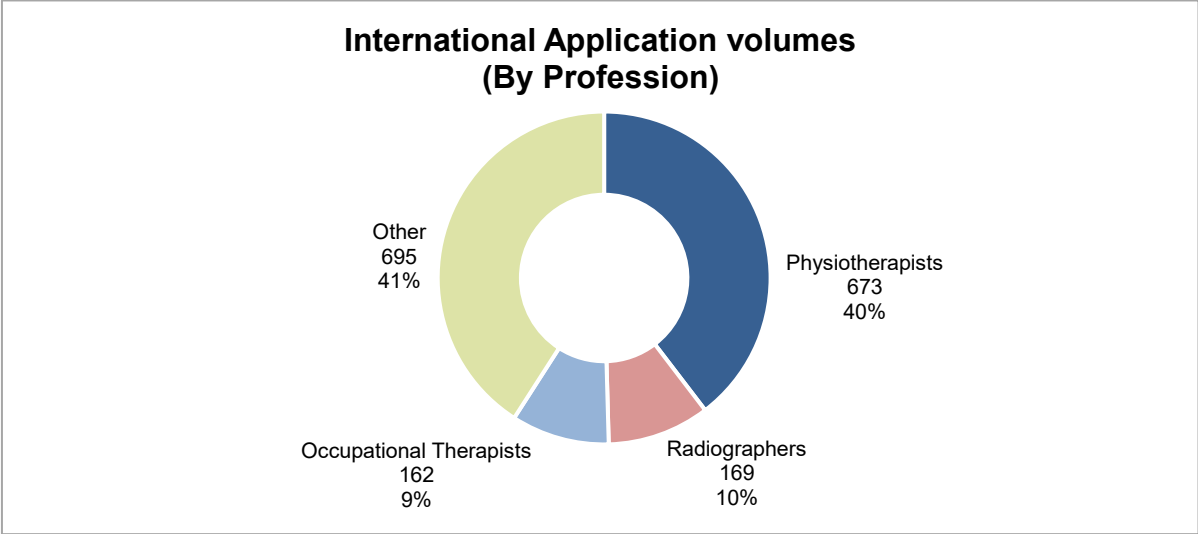
International Income – September 2025 (YTD)



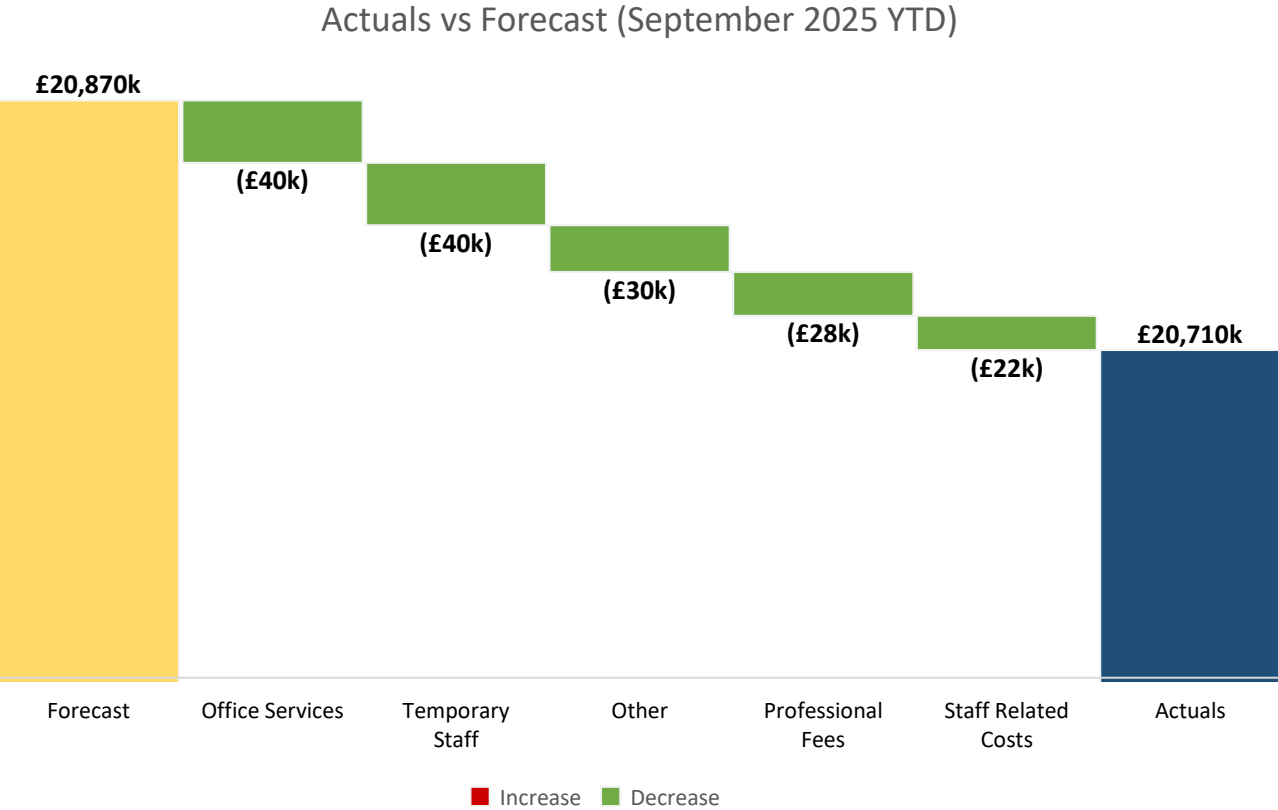
Note. 'Actuals + Projection' based on actual volumes for YTD plus forecast for subsequent periods.

- **September 2025 Period Only:** Actual number of international applications of 229. This marks another consecutive month where actual volumes have fallen short of budget and forecast expectations.
- **September 2025 YTD:** 1,699 applications to date (average of 283 applications per month).
- **Full Year Forecast:** Based on the downward trend in international applications, the recent forecast was adjusted down to 2,900 compared to the budget figure of 7,500.

Financial vs Operational Reporting: There will be a slight difference in the reported volumes of international applications, related to recognising applications based on received payments (financial) versus the number of applications processed (operational).



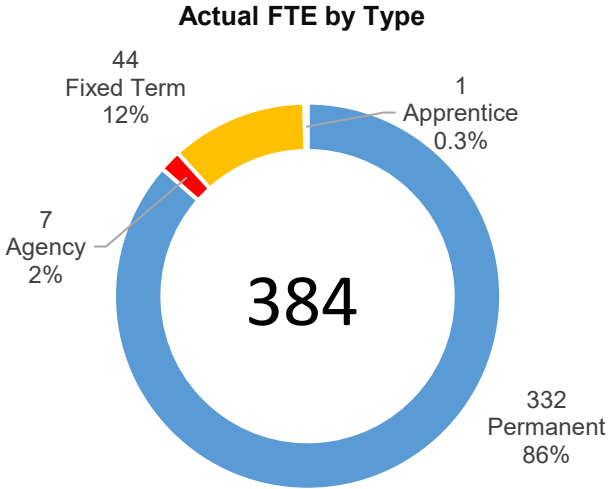
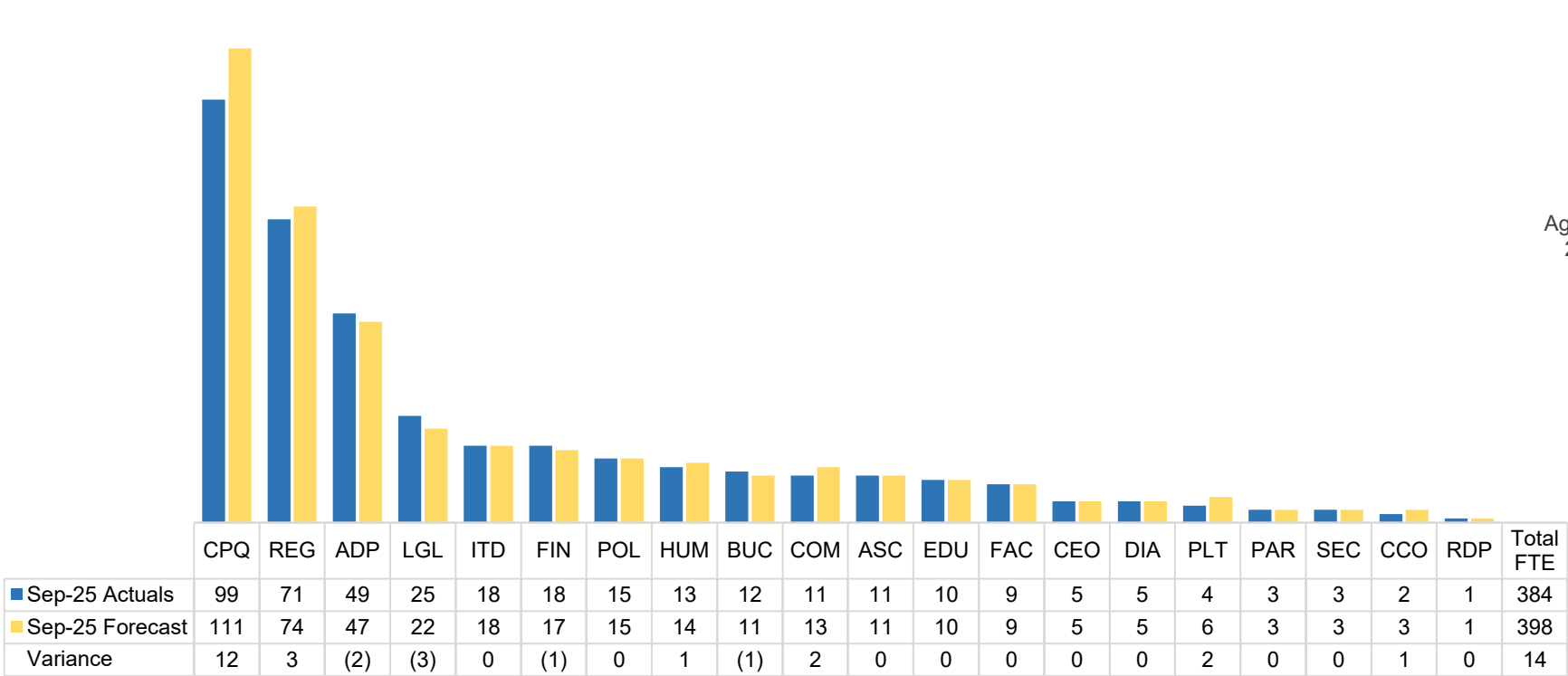
Expenditure – September 2025 (YTD) Actuals vs Forecast (by Category)



- Total year to date expenditure of £20.7m is **£160k** favourable compared to forecast, with key variances as follows:
- **Office Services:** **£40k** favourable potentially due to timing of BAU spend.
 - **Temporary Staff:** **£40k** favourable mainly due to unfilled vacant posts for case manager positions in Fitness to Practise (FTP).
 - **Professional Fees:** **£28k** favourable mainly due to delay in recruiting the temporary barrister position within FTP.
 - **Staff Related Costs:** **£22k** favourable due to timing of departmental training costs and employee reward costs.

Note.
Key variances above £20k.
To view the full year forecast, please refer to 'Appendix 2 – Income and Expenditure September 2025 YTD (by Category)'.

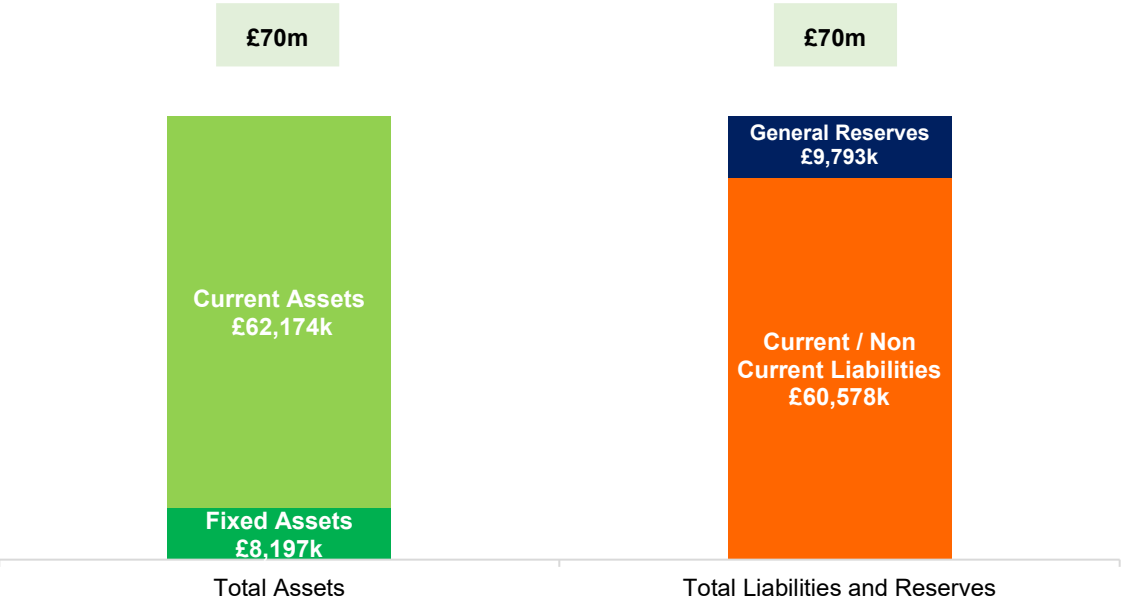
Employee FTEs as at 30 September 2025



CPQ - Case Progression and Quality
REG - Registrations
ADP - Adjudication Performance
LGL - Legal Services
FIN - Finance and Commercial
ITD - IT and Digital Transformation
POL - Policy and Standards
HUM - Human Resources
BUC - Business Change
EDU - Education
COM - Communications
ASC - Assurance and Compliance
FAC - Facilities Management
PLT - Professional and Upstream Regulation
DIA - Data Insight and Analytics
CEO - Chief Executive and Registrar
PAR - Partners
CCO - Chair and Chief Executive Office
SEC - Governance
RDP - Regulatory Development and Performance

- **Case Progression and Quality:** actual FTEs below forecast, mainly due to unfilled vacant posts for ‘Case Manager’ positions.
- **Legal Services:** actual FTEs above forecast, due to ongoing investigative work on exceptional legal cases funded from ring-fenced reserves.
- **Registration:** actual FTEs below forecast, primarily driven by phased efficiency initiatives aligned with the decline in international applications volume.

Balance Sheet and Reserves as at 30 September 2025



- **Current Assets:** mainly comprise cash and cash equivalents of around £31m and account receivables of around £31m.
- **Liabilities:** mostly relate to deferred income of around £61m as a result of registrants paying their fees in advance.
- **General Reserves (or Net Assets):** approximately £9.8m.
- **Positive Realisable Net Assets:** approximately £7.1m, calculated by taking our reserves position of £9.8m less our ‘intangible assets’ of around £2.7m (representing just over two month of total operating expenditure).

Note. The reserves policy requires us to hold positive Realisable Net Assets

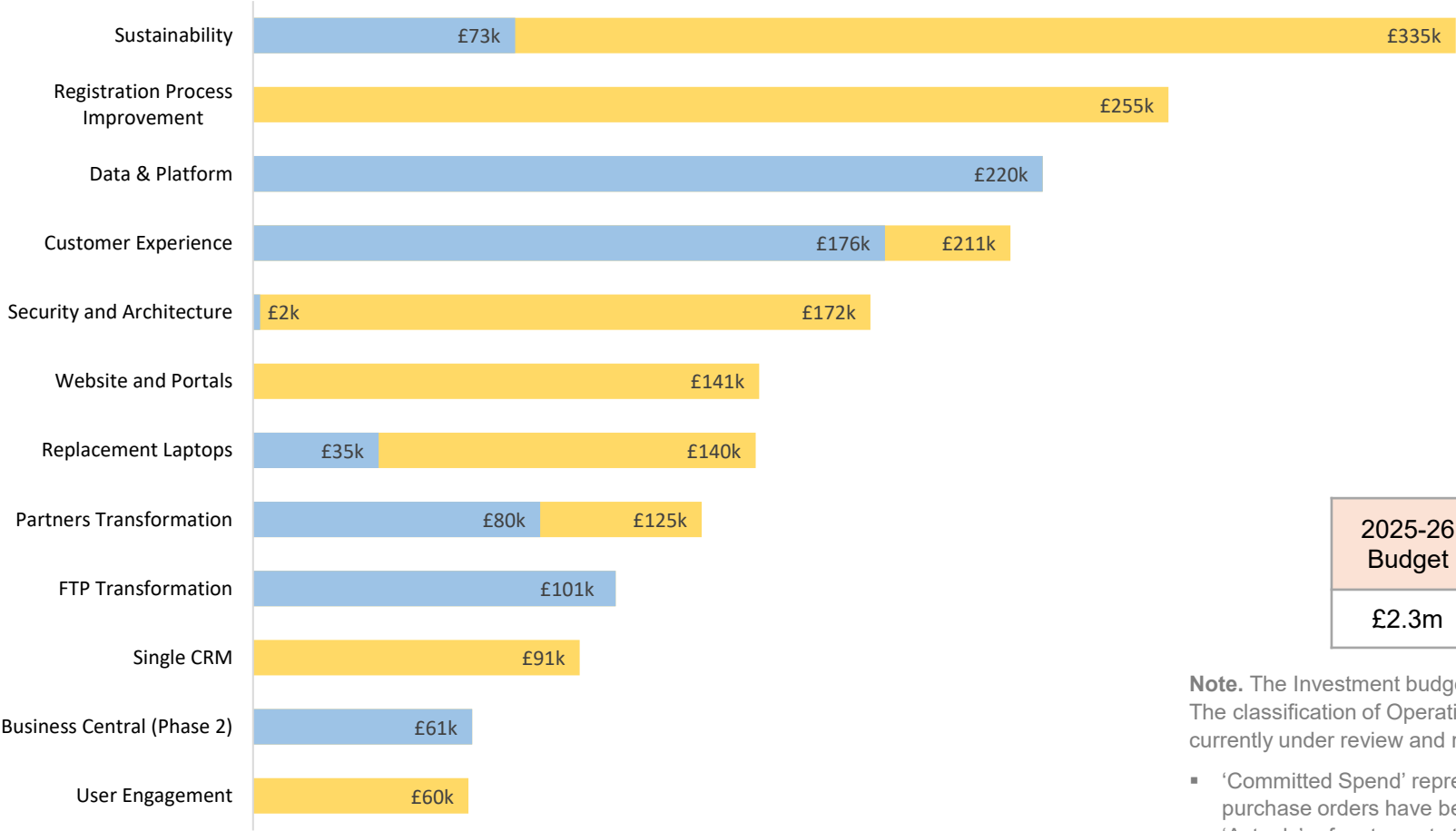
	30 September 2025 Actuals	31 September 2025 Forecast	Variance
	£'000	£'000	£'000
General Reserves	9,793	9,729	64
Realisable Net Assets	7,101	7,127	(26)

Operating Reserves (Realisable Net Assets): are essentially the accumulation of surpluses without restrictions that are liquid (as opposed to invested in fixed assets). Having adequate reserves increases our ability to absorb or respond to temporary changes, such as the unanticipated event of significant unforecasted increases in expenditure and/or losses in income.

Investments Portfolio 2025-26

Investments Portfolio 2025-26

Forecast Committed Spend



2025-26 Budget	2025-26 Forecast	Committed Spend to Date	Actuals to Date
£2.3m	£1.9m	£0.7m	£0.5m

Note. The Investment budget includes £579k Capital Expenditure brought forward from 2024-25. The classification of Operating and Capital Expenditures within the Investment Portfolio is currently under review and remains subject to potential adjustment.

- ‘Committed Spend’ represents the project’s financial obligations from agreed contracts, where purchase orders have been or will be issued.
- ‘Actuals’ refers to costs that have been invoiced / accrued and entered into our financial records.

Risks and Opportunities

Risks

Low	Medium	High
	SMS Verification: additional costs as a result of SMS traffic volume if cost recovery is unsuccessful (£70k)	Microsoft ESA: increase in renewal cost for Microsoft enterprise subscription from January 2026 (£60k)
		Complex cases: potential additional costs relating to newly approved cases (£100k)

Opportunities

Low	Medium	High
Investment Income: additional income from utilising favourable rates by transferring funds to our notice accounts	SMS Verification: recoup some excess costs resulting from SMS pumping through cyber security insurance (£70k)	FTP Vacancies: further phasing from delays in recruitment for roles across FTP
Legacy telephony contract: decrease in telephony costs as we move to new provider (£30k)	Additional Rental Income: rental of office and hearing room space to other organisations	OPEX to CAPEX reclassifications: reduction of operating costs
Cleaning Services: potential savings from changes to office cleaning frequency (£30k)		Exceptional Legal Costs: reduced total costs for the year based on actuals to date

Note. Low/Medium/High Risk categories relate to the likelihood of the risk or opportunity materialising.

September 2025
Finance Report

APPENDICES

Appendix 1 – Income and Expenditure (By Department)

	September 2025 YTD			Full Year 2025-26			Full Year Forecast	Notes
	Actuals	Forecast	Variance	Budget	Forecast	Variance	Actuals	
	£'000	£'000	£'000	£'000	£'000	£'000	%	
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)	48%	
Fitness to Practise	10,111	10,246	135	21,737	21,873	(136)	46%	1
IT and Digital Transformation	2,104	2,083	(21)	4,210	4,230	(20)	50%	
Registrations	1,911	1,911	0	4,832	3,702	1,130	52%	7
Chief Executive and Registrar	936	940	4	1,801	1,881	(80)	50%	2
Finance and Commercial	902	900	(2)	1,751	1,751	0	52%	
Facilities Management	603	623	20	1,389	1,321	68	46%	4
Human Resources	570	611	41	1,412	1,386	26	41%	
Depreciation	475	492	17	1,144	1,074	70	44%	5
Communications	454	453	(1)	1,068	1,070	(2)	42%	
Policy and Standards	433	433	0	957	935	22	46%	
Business Change	402	413	11	851	861	(10)	47%	
Assurance and Compliance	358	366	8	699	752	(53)	48%	3
Education	296	295	(1)	609	609	0	49%	
Chair, Council and Committees	179	175	(4)	354	345	9	52%	
Professional and Upstream Regulation	160	164	4	418	348	70	46%	6
Data Insight and Analytics	157	153	(4)	306	295	11	53%	
Governance	148	112	(36)	292	267	25	55%	
Partners	140	129	(11)	259	283	(24)	49%	
Major Projects	124	122	(2)	230	221	9	56%	
Chair and Chief Executive Office	78	79	1	158	158	0	49%	
Regulatory Development and Performance	51	51	0	103	103	0	50%	
Total Operating Expenditure	20,592	20,751	159	44,580	43,465	1,115	47%	
Contingency	0	0	0	455	120	335	0%	
Other Exceptional Costs	118	119	1	301	211	90	56%	
Total Expenditure	20,710	20,870	160	45,336	43,796	1,540	47%	
Surplus/(Deficit) - Excl. Exceptional Legal Costs	428	364	64	180	8	(172)		
Exceptional Legal Costs	149	149	0	1,500	1,500	0		
Surplus/(Deficit) - Incl. Exceptional Legal Costs	279	215	64	(1,320)	(1,492)	(172)		

Budget vs Forecast

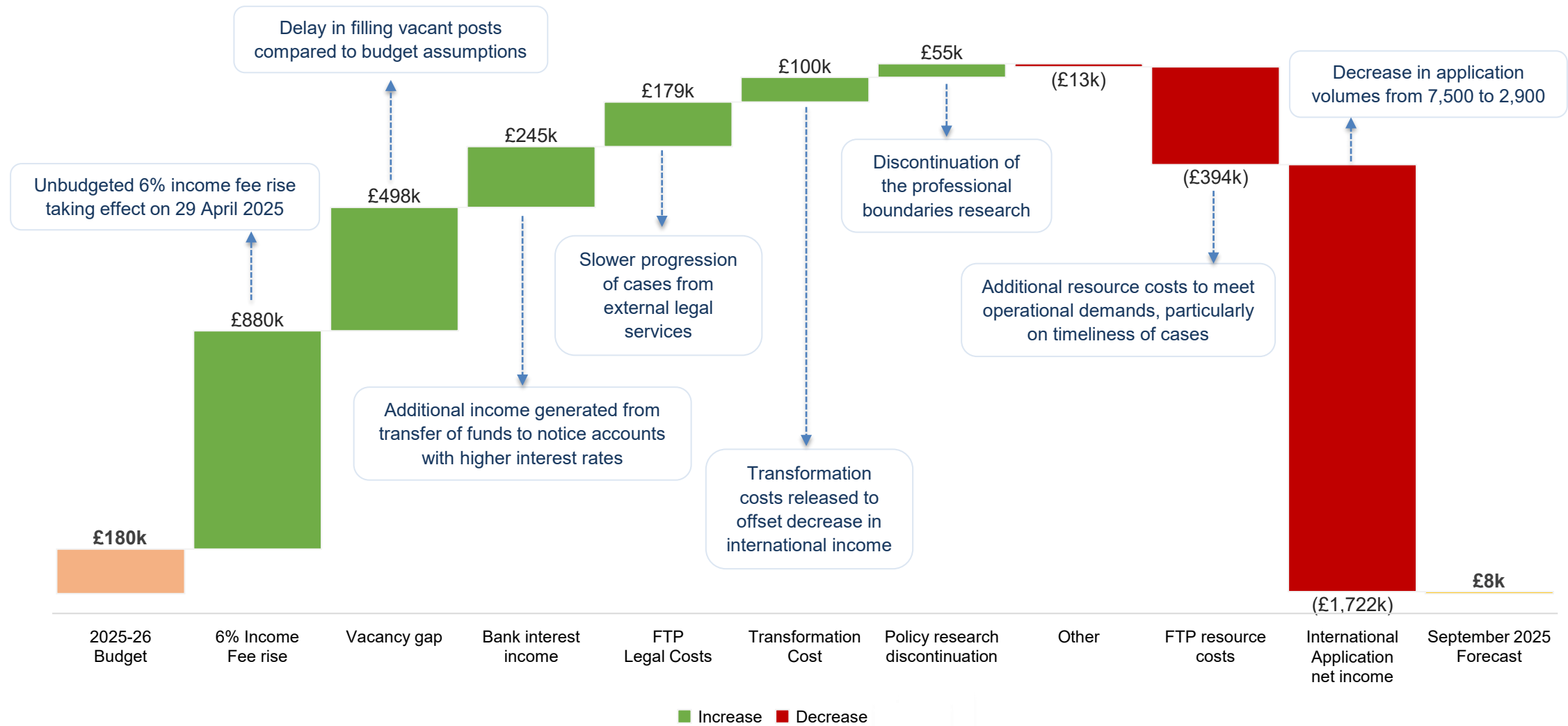
- Note 1: (Fitness to Practise) £136k** adverse variance due to:
 - Additional resources required to meet increased operational demands, particularly in improving the timeliness of FTP investigations.
 - This is offset by a decrease in legal cost due to revised case referrals as a result of resource constraints with our legal provider.
- Note 2: (Chief Executive and Registrar) £80k** adverse variance due to release of vacancy gap built in the budget.
- Note 3: (Assurance and Compliance) £53k** adverse variance mainly attributed to additional posts approved after budget was finalised. This was funded by general contingency.
- Note 4: (Facilities Management) £68k** favourable variance due to unfilled vacant post as well as reduced repairs and maintenance costs than originally anticipated.
- Note 5: (Depreciation) £70k** favourable variance due to timing of capitalised costs (budget phased equally across the year).
- Note 6: (Professional and Upstream Regulation) £70k** favourable variance due to timing of recruiting a new Head of Professional and Upstream Regulation.
- Note 7: (Registrations) £1.1m** favourable variance is mainly attributable to lower direct costs associated with the decrease in international applications (assessors fees and test of competence).

Appendix 2 – Income and Expenditure September 2025 YTD (by Category)

	September 2025 YTD			Full Year			Full Year Forecast
	Actuals	Forecast	Variance	Budget	Forecast	Variance	% of Actuals
	£'000	£'000	£'000	£'000	£'000	£'000	%
Total Income	21,138	21,234	(96)	45,516	43,804	(1,712)	48%
Payroll	9,501	9,511	10	20,168	19,616	552	48%
Legal Costs	4,519	4,503	(16)	9,682	9,537	145	47%
Partners	2,299	2,315	16	5,800	5,004	796	46%
IT Costs	1,450	1,444	(6)	2,624	2,929	(305)	50%
Professional Fees	1,195	1,223	28	1,670	2,438	(768)	49%
Depreciation	475	492	17	1,144	1,074	70	44%
Staff Related Costs	228	250	22	596	618	(22)	37%
Property Costs	183	186	3	423	396	27	46%
Utilities	157	155	(2)	341	335	6	47%
Temporary Staff	149	189	40	456	261	195	57%
Office Services	134	174	40	649	421	228	32%
Other Costs	125	123	(2)	1,192	522	670	24%
Corporation Tax	118	119	1	201	210	(9)	56%
Communication Costs	92	89	(3)	143	200	(57)	46%
Travel & Subsistence	65	73	8	225	188	37	35%
Council Committee	20	24	4	22	47	(25)	43%
Surplus/(Deficit) - Excluding Exceptional Legal Costs	428	364	64	180	8	(172)	
Exceptional Legal Costs	149	149	0	1,500	1,500	0	
Surplus/(Deficit) - Including Exceptional Legal Costs	279	215	64	(1,320)	(1,492)	(172)	

Note. 'Other Costs' includes Bank Charges and Contingency. 'Staff Related Costs' includes Training, Recruitment Fees and Life Assurance Costs.

Appendix 3 – Key Movements (2025-26 Budget vs September Forecast)

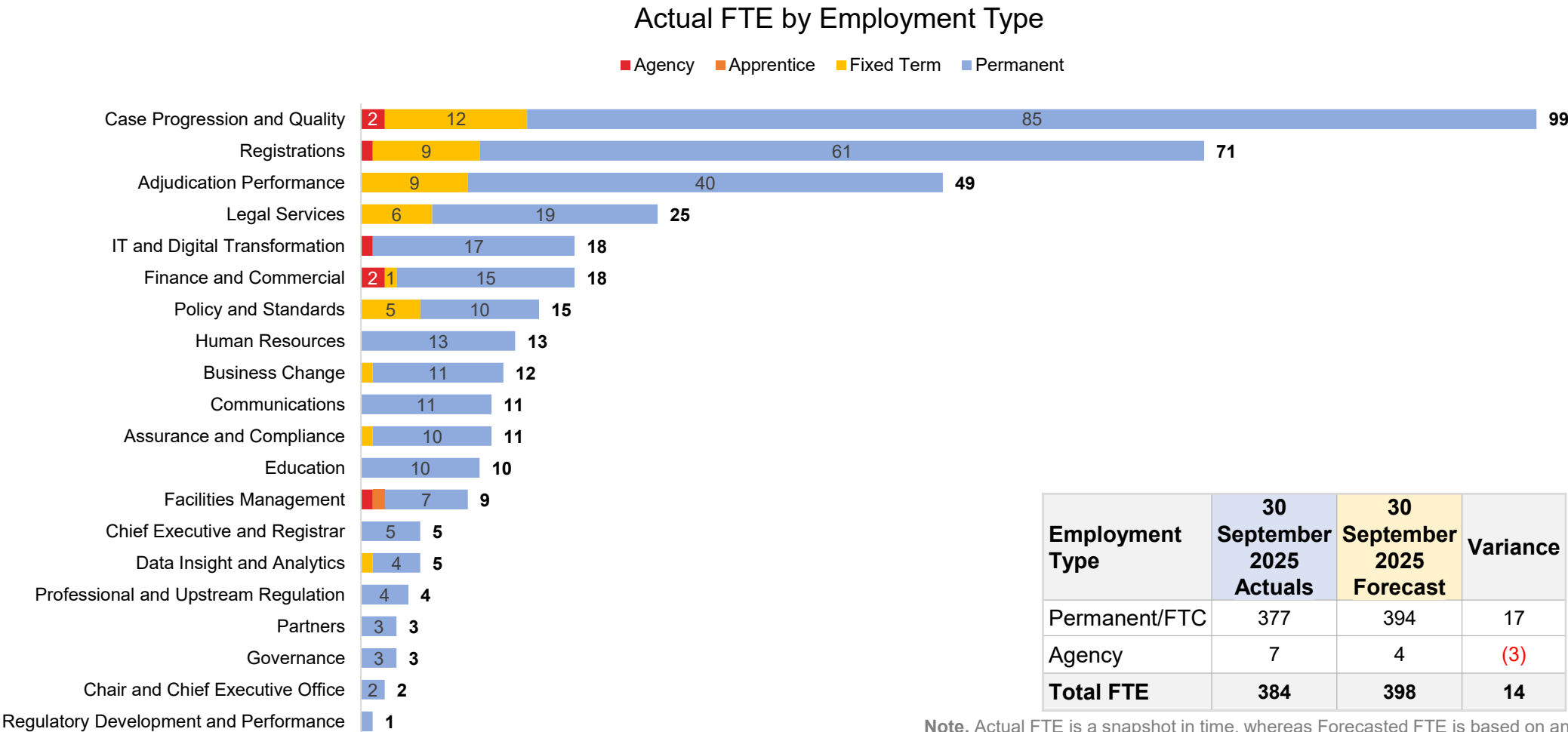


Appendix 4 – Key Contracts (as at 30 September 2025)

Department	Contract Title/Name	Description of service	Contract Value	Contract Length	Supplier	Procurement Route
Information Technology	Cloud-based telephony platform and customer contact solution	Implementation of a new cloud-based telephony and customer contact solution to replace existing telephony platform.	£236,000	36 months	Kocho	Direct Award
Information Technology / Communications	Digital Support Retainer	• 1st Scope: Digital Support Retainer. • 2nd Scope: Optimizely CMS 12 Upgrade & Graph implementation	£142,984	24 months	MMT Limited	Direct Award
Information Technology	Provision of S4 Object Storage	130TB committed data storage capacity	£75,000	24 months	Exponential-e Ltd	Contract Renewal
Information Technology	RedactXpert – licence purchase	Redaction software to help identify and remove Personally Identifiable Information (PII) and other sensitive information from FTP case bundles and Information Governance documents	£68,400	12 months	RedactXpert	Mini Tender
Facilities Management	Cleaning Services	Comprehensive cleaning services for all used facilities within the HCPC main office	£211,000	36 months	Apollo Cleaning	Public Tender
Finance	Insurance Agreement	General insurance contract covering property, liability, professional indemnity, travel and engineering	£98,000	12 months	Lockton	Contract Extension
Finance	Workday Adaptive Planning – Software Licences	Annual subscription cost to use the Adaptive Planning tool. Licence fees cover access for authorised users, ongoing software updates, security and technical support as part of the SaaS (Software-as-a-Service) model.	£77,000	36 months	Workday	Direct Award
Finance	Implementation of Workday Adaptive Planning Application	Implementation of financial planning and analysis (FP&A) application to improve management reporting and enhance financial planning	£76,000	12 months	ICit Business Intelligence	Direct Award

Note. List of key contracts above £50k

Appendix 5 – FTEs (as at 30 September 2025)



Employment Type	30 September 2025 Actuals	30 September 2025 Forecast	Variance
Permanent/FTC	377	394	17
Agency	7	4	(3)
Total FTE	384	398	14

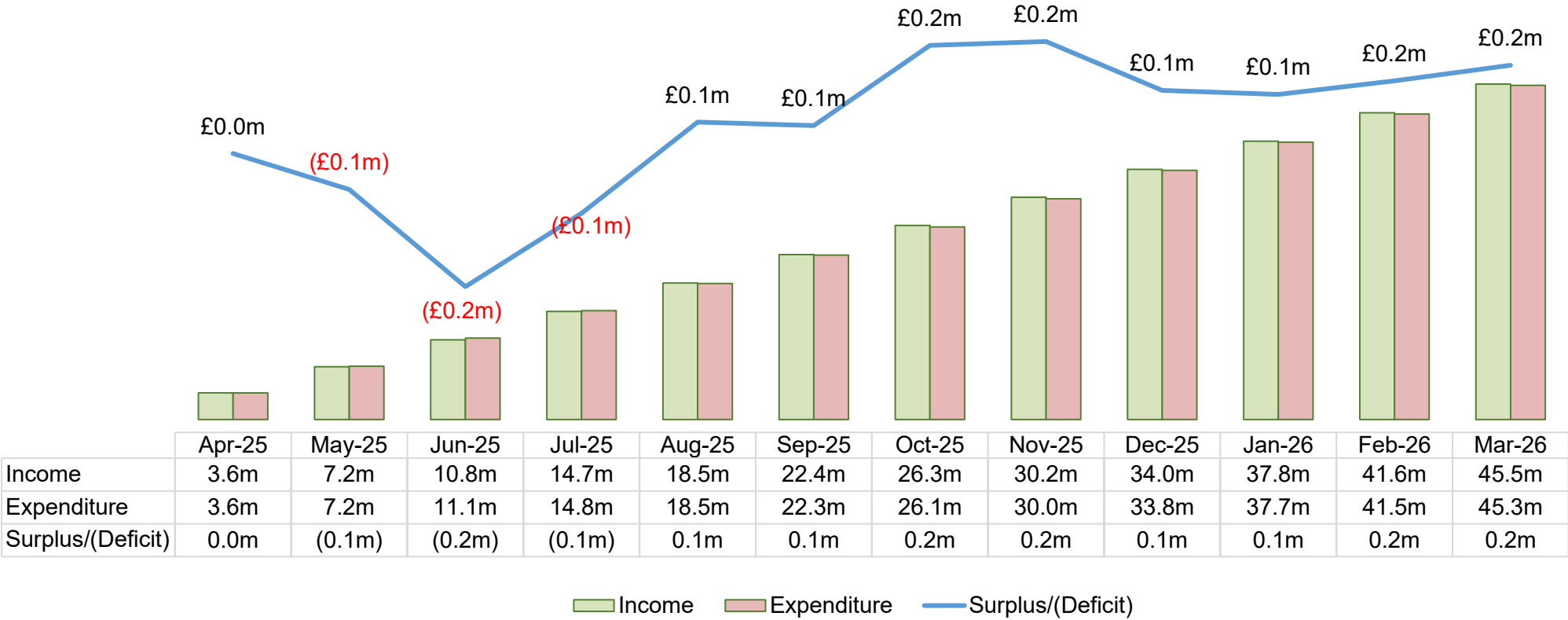
Note. Actual FTE is a snapshot in time, whereas Forecasted FTE is based on an annual view. For example, if an employee was hired on a 6-month contract at the beginning of the financial year, forecasted FTE would be shown as 0.5, however, Actuals will be shown as 1.0.

Appendix 6 – Contingency (as at 30 September 2025)

Description	£'000
2025-26 Budget Contingency	455
Additional resource requirements for Assurance and Compliance, Partners and Policy departments	(115)
FTP resource and operational build-up to address BAU activities and case timeliness	(215)
Contingency increase	150
Total contingency as at 31 August 2025	275
Redaction software licence costs	(35)
Release of Contingency	(120)
Total Contingency Available	120

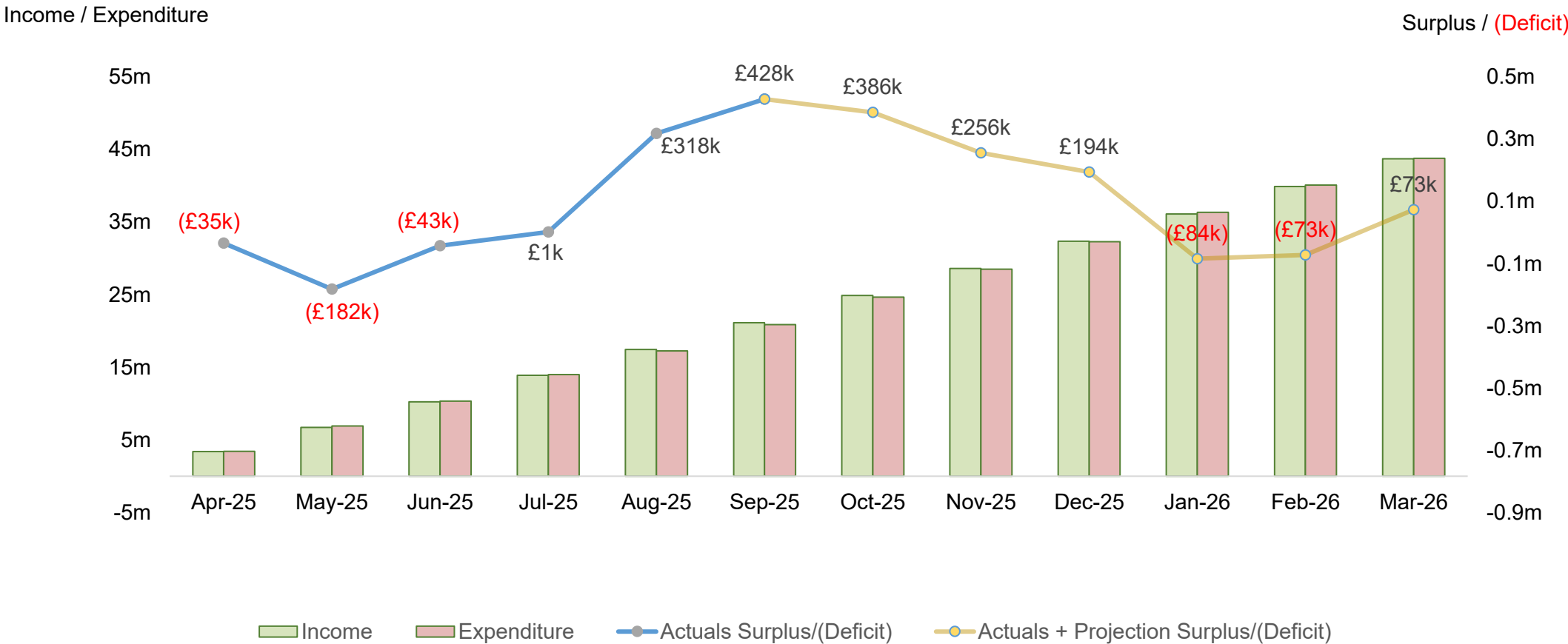
Appendix 7 – 2025–26 Budget Profile

2025-26 Budget (Running Total)



Appendix 8 – 2025-26 Full Year Projection (By Period)

2025-26 Projection (Running Total)

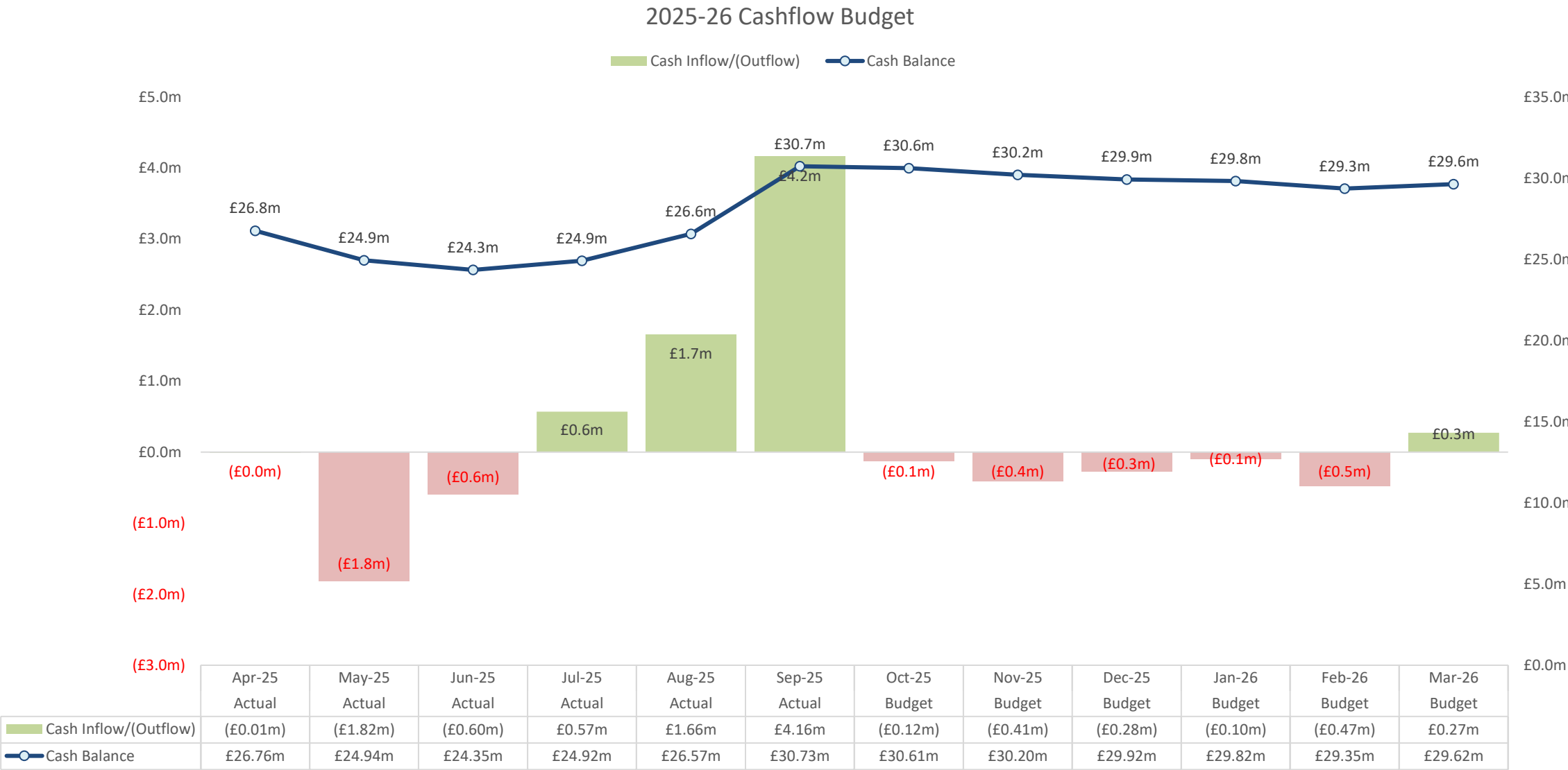


Note. Actual + Projection is based on actual for YTD plus forecast for subsequent periods. Surplus/Deficit figures excludes exceptional legal costs funded from reserves.

Appendix 9 – Balance Sheet (as at 30 September 2025)

	30 September 2025 Actuals	30 September 2025 Forecast	Variance	31 March 2026 Forecast
	£'000	£'000	£'000	£'000
Property, Plant & Equipment	5,505	5,503	2	6,027
Intangible Assets	2,692	2,602	91	3,456
Total Fixed Assets	8,197	8,105	92	9,483
Current Assets				
Trade and Other Receivables	31,444	30,591	853	32,707
Cash and Cash Equivalents	30,730	30,385	344	29,623
Total Current Assets	62,174	60,977	1,198	62,330
Total Assets	70,371	69,081	1,290	71,813
Current Liabilities				
Deferred Income	54,874	54,146	(728)	58,165
Trade and Other Payables - other liabilities	5,313	4,815	(498)	5,234
Total Current Liabilities	60,187	58,961	(1,226)	63,399
Non-Current Liabilities	391	391	0	391
Total Liabilities	60,578	59,352	(1,226)	63,791
NET ASSETS	9,793	9,729	64	8,023
Opening General Reserves	7,514	7,514	0	7,514
Opening Ring Fenced Reserves	2,000	2,000	0	2,000
Surplus/(Deficit)	279	215	64	(1,492)
TOTAL RESERVES	9,793	9,729	64	8,023
Realisable Net Assets	7,101	7,127	(26)	4,566

Appendix 10 – Cashflow Forecast (as at 30 September 2025)



Appendix 11 – Investment Portfolio Glossary

Programme	Description of Programme
Security and Architecture	Migration of data centre services to the cloud and the retirement of remaining on-premises technology.
Sustainability	Implementation of boiler and air conditioner replacements.
Customer Experience	Implementation of improved FTP telephony service and migration towards omni-channel customer contact centre approach.
Data & Platform	Implementation of data models for FTP, Registrations, Education, Finance and HR to improve standards, undertake proof of concepts for self-service reporting and establishing a common data dictionary.
Website and Portals	Implementation of new platform to enable improvement to the application portal required by the new international assessment model. This includes building integration between HCPC Website and Dynamics, defining improvements to the new website, upgrading/re-platforming HCPC website and changing management support.
Replacement Laptops	Purchase of new laptops to cater for existing and new employees.
Partners Transformation	Implementation of worker status for partners and improvement of quality through changes to the partners operating model.
Single CRM	Implementation to enable migration to a single improved CRM platform which will initially cover stakeholders and complaints.
Business Central (Phase 2)	Improvement of financial processes and systems including improved AI tools and more efficient deferred income module
User Engagement	Stakeholder perception and user research
FTP Transformation	Improvement of FTP operating model which will help reduce reliance on legal providers.
Modern Workspace	Design, start File Shares to Cloud migration