

Rt Hon James Murray MP  
Secretary of State for Health and Social Care  
Department of Health and Social Care  
39 Victoria Street  
London  
SW1H 0EU

**23 June 2026**

Dear Secretary of State,

### **Regulatory performance of the Health and Care Professions Council (HCPC)**

I am writing to update you on the HCPC's performance in terms of its fitness to practise (FTP) work. Last year, we wrote to your predecessor to confirm that we would assess in detail the impact of the HCPC's improvement work to see how this has affected performance in FTP, particularly in relation to case progression, the management of high-risk cases and the support provided to parties involved in proceedings; as part of our review we audited a sample of closed HCPC cases.

#### **Our 2025/26 performance review**

On 30 June 2026, we will publish our annual review of the HCPC's performance for 2025/26, covering the period from 1 April 2025 to 31 March 2026. I attach a copy of our report, which is under embargo until publication. The HCPC has met three out of five FTP standards this year, and 16 out of 18 standards overall.

#### Case progression (Standard 15)

The HCPC is still taking too long to process FTP cases and its open caseload has increased. We identified avoidable and/or unexplained significant delays in approximately 40% of cases we reviewed in our audit. Stakeholders also continue to tell us about delays in the HCPC's FTP process and the impact these can have on the wellbeing of registrants.

Whilst our audit identified an improvement in the quality of investigations, due to the length of time taken to resolve FTP cases, the HCPC has not met our standard relating to the quality and timeliness of investigations. The HCPC has not met Standard 15 since 2015/16, and we remain concerned about the impact significant delays are having on public protection and public confidence.

#### Management of high-risk cases (Standard 17)

Our audit found that some improvements are needed in the quality and timeliness of the HCPC's risk assessments, and that compliance with its internal guidance is not

consistent across the caseload. However, it also gave assurance that the HCPC is generally identifying and prioritising serious cases appropriately and acting promptly where risk is identified. On balance, we concluded that Standard 17 was met. We will monitor evidence of improvement in the areas highlighted by our audit next year.

Support provided to parties involved in the FTP process (Standard 18)

Although the HCPC has taken steps to improve support for parties involved in the FTP process, performance is not yet consistently reliable across its caseload. We identified customer service issues in the cases we audited. Poor communication, including failures to provide updates on case progression, can add to the stress and harm caused by the process. Stakeholders also described the HCPC's communication as inconsistent, insufficiently responsive and not tailored to people experiencing distress. Despite planned improvement actions, we concluded that the HCPC did not meet Standard 18 and will monitor the impact of those actions in future reviews.

**Next steps**

We will continue to engage constructively with the HCPC as it takes its improvement work forward.

Please let me know if you have any questions about this or would like to discuss further.

I have copied this letter to Christine Elliott, Chair of the HCPC. I am writing in similar terms to the Clerk of the Health and Social Care Committee and counterparts in the devolved administrations.

Yours sincerely,

A handwritten signature in black ink that reads "Caroline Corby". The signature is written in a cursive, flowing style.

**Caroline Corby**  
Chair