



**TRUSTEES' ANNUAL REPORT 2025
AND AUDITED FINANCIAL STATEMENTS**
COVERING THE PERIOD FROM 1 JANUARY TO 31 DECEMBER 2025

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INTRODUCTION

Welcome to the College of Paramedics' Annual Report for 2025. This year has been one of significance and transition for both us and the profession. It has been shaped by progress, commitment, challenge, and continued change across urgent and emergency care, and by the resilience and professionalism shown every day by you, our members.

A defining milestone this year was the granting of Royal Assent, enabling us to formally become the Royal College of Paramedics in 2026. This recognition reflects the growing maturity and influence of paramedicine and the vital contribution paramedics make to patient care right across the UK. We were also honoured to welcome HRH The Prince of Wales as our first ever Royal Patron, a moment of great pride for the profession and an important step in strengthening our national profile.

Throughout 2025, we have remained firmly focused on representing and supporting members in an increasingly complex healthcare environment. We know that many paramedics continue to face significant pressures, including concerns around workforce planning, limited job opportunities for newly qualified paramedics in some areas, and the moral injury that can arise from working in overstretched systems. These are not abstract issues, they are lived realities, and we have continued to raise them directly with policymakers, regulators, and system leaders.

Engagement in policy and consultation has been one key part of our work this year. We have contributed to discussions on the Mental Health Bill, the NHS 10-Year Health Plan, and medicines legislation, including advocating for amendments to allow paramedics additional prescribing ability. We have also continued to ensure paramedicine is represented in parliamentary forums, including through our involvement in the All-Party Parliamentary Group on Emergency Care. This work is about making sure decisions that affect you are informed by professional insight and real-world experience.

Research continued to play a pivotal role with the launch of the College of Paramedics' Research Database (CReD), which has seen growing international recognition. Our Research Conference saw the research community come together with purpose. In addition, it has been heartening to see those with strong research portfolios mentor and support more novice researchers, thereby ensuring that the future of paramedic-led research continues to thrive.

We have continued to work closely with partners on the development of advanced practice, recognising the opportunities this brings while also being clear about the need for appropriate governance, education, and support. Supporting professional development remains central to our role, and this year we delivered national conferences across emergency and critical care, research, and education, alongside a broad programme of webinars and online CPD designed to be accessible to members wherever they are based.

Culture and wellbeing have remained priorities throughout the year. We have continued our work on sexual safety and professional behaviour, including hosting listening events and launching the #It'sNotOkay campaign. This work is not always comfortable, but it is essential if we are to create a profession where everyone feels safe, respected, and supported. We have also been pleased to recognise the skill, leadership, and dedication of our members through our Honours and Awards ceremony, celebrating excellence across paramedicine.

This year has also brought sadness with the tragic loss of Matt Capsey, our Associate Head of Professional Standards. Matt was a valued colleague and a passionate advocate for the profession, and he is deeply missed. I would like to acknowledge his contribution and extend again my sincere condolences to his family, friends, and colleagues. We also acknowledge the loss of Professor Douglas Chamberlain, whose influence in our profession cannot be underestimated.

The past 12 months also saw a level of international engagement that reinforced the global reach of our own International Paramedics Day. The team were invited to speak across Europe and Thailand, which fostered new connections and partnerships that we hope to nurture over the coming years.

Alongside advocacy for the profession and engagement with our members, we have taken important steps to strengthen the College itself. We have migrated our digital infrastructure to the cloud, improving resilience and accessibility, and have progressed our business continuity planning to ensure that the organisation is prepared for future challenges. A significant focus this year has been the development of our new 10-year strategy, informed by engagement with members and stakeholders, which will set out a clear and ambitious direction for us and the profession.

I remain incredibly grateful to the staff team working hard behind the scenes, our volunteers, Specialist Advisory Groups, and all those who give their time and expertise to support our work. Your commitment ensures that we continue to reflect the needs and aspirations of our members.

When we look ahead as we become the Royal College of Paramedics, we will continue to advocate for our profession, support our members, ensure we remain relevant, and work collaboratively to shape the future of paramedicine, which is important to our patients and to you, our members. Thank you for everything you do on a daily basis. This report reflects your profession, your challenges, and your achievements, and we remain proud to help you to achieve this.

Tracy Nicholls OBE FCPara, Chief Executive

TRUSTEES' REPORT

As we reflect upon 2025, I again want to extend my thanks, on behalf of the Board of Trustees, to Tracy Nicholls OBE FCPara and the entire staff team within the College for their continued dedication, hard work, and steadfastness in making the College as strong as it can be and in advocating for the profession in the way they have done, which is always an inspiration to see.

This year has been one of both challenge and progress. The healthcare landscape continues to evolve within a complex political and economic climate. System pressures, workforce issues, and reducing opportunities for our graduate colleagues remain significant realities of our profession and for our members. At the same time, the Government's *10 Year Health Plan* is reshaping the conversation about how care is going to be delivered in the future. With greater emphasis on community-based care, prevention, and digital innovation, paramedics will be integral to how this future of healthcare in the UK is delivered. Across all pillars of our practice, our members continue to be at the forefront of adaptability, autonomy, and professionalism, delivering high-quality care in increasingly uncertain and changing times.

The college remains proactive in representing the profession during discussions surrounding the 10-year plan and wider health reform. We have consistently advocated for appropriate workforce planning, investment in education and supervision, and recognition of paramedics as autonomous clinicians who are integral to neighbourhood and integrated care models. Our role is to ensure that change enhances, rather than dilutes professional standards and patient safety.

Internally, we have continued to strengthen our governance, financial oversight, and risk management arrangements to ensure organisational resilience. As Trustees, we recognise our responsibility to steward the College effectively, having reached an historic milestone. The latter part of 2025 was busy with preparations, culminating in the completed transition to Royal College status in 2026, which is a significant step that reflects the maturity, credibility, and public trust that our profession has earned over the past 24 years of the College's existence.

We were also honoured this year to welcome the patronage of His Royal Highness Prince William, whose longstanding support for emergency services and mental health further recognises the vital role paramedics play within society.

The dedication, resilience, and professionalism shown by paramedics across the UK continues to inspire us as Trustees. Whether delivering frontline care, advancing research, shaping policy, or educating future colleagues, you are all making a profound difference to patients and communities every day. The College remains committed to supporting you, advocating for you, and ensuring that paramedicine continues to thrive within the evolving healthcare system.

Jon Price MCPara, President

Who we are

The College of Paramedics has been pivotal in the evolution of the paramedic profession in the UK. It traces its roots to the launch of paramedic services in 1971, with the first cardiac care ambulance systems initiated in Brighton. Following similar schemes across the UK, the profession formalised in 1990 with the introduction of the term 'paramedic' and became a

regulated profession through registration in 2000 with the then Council for Professions Supplementary to Medicine (CPSM), now Health and Care Professions Council (HCPC).

The British Paramedic Association (BPA) was established the following year (2001) as the professional body for paramedics in the UK. We rebranded as the College of Paramedics in 2004, registered as a charity in 2015, and were granted a Royal Charter by His Majesty King Charles III in 2024. In 2025, His Majesty gave us permission to use the title 'Royal', which came into effect on 1 January, 2026.

The College has significantly contributed to the professionalisation and diversification of paramedic roles. Paramedics now operate across varied settings, including ambulance services, primary care, and specialised units, such as urgent care settings, air ambulances, independent settings, and military operations. By ensuring high-quality training and advocating for advanced roles, including securing independent prescribing, the College has significantly elevated paramedic care standards. It also actively works to reduce healthcare disparities by ensuring paramedics are community-oriented navigators of care, which benefits society's health as a whole.

In 2025 the College of Paramedics enjoyed its final year as a charitable company, and transition to the Royal College of Paramedics, Royal Charter charity, occurred 1 January, 2026. The Royal Charter and title have provided our organisation with permanency and influence, strengthening the standing and significance of the paramedic profession within the healthcare system. By continuing to showcase the expertise and innovation that paramedics bring to healthcare, the Royal College will remain a vital contributor to shaping clinical pathways and addressing systemic challenges. This not only elevates the status of paramedics but also underpins their essential role in driving meaningful change.

Our purpose

The College of Paramedics is a registered charity and the sole professional body for UK paramedics, leading the way in promoting and advancing the paramedic profession across all four nations. Its purpose is to provide public benefit through improving and saving lives and enhancing the health and wellbeing of the public through the development and support of paramedics as autonomous healthcare professionals. The College advocates for the profession through representing paramedics in policymaking, ensuring their voices influence healthcare strategies at local, national, and international levels. As a professional body, the College actively engages with decision-makers and reminds those tackling healthcare challenges that paramedics are uniquely positioned to innovate and support new approaches to healthcare delivery. The College promotes education and training, and encourages and shares good clinical practice and high standards of care by publishing a paramedic scope of practice and curriculum, facilitating continuing professional development (CPD) opportunities and resources, working closely with education providers, and promoting evidence-based practice through the *British Paramedic Journal* and research activities that showcase our dedication to innovation and excellence.

Activities and achievements

Our 2019–2024 strategy having been successfully delivered, 2025 served as a hard reset before the new 10-year strategy launched in 2026 to coincide with our transition to the Royal

Charter charity, Royal College of Paramedics. You can read more on our new strategy on page 35.

Pages 9 – 36 highlight our activities and achievements in 2025, under each of the following five headings:

Leadership – Shaping the future of the paramedic profession

Excellence – Promoting excellence in paramedic practice

Membership – Growing an engaged membership

Wellbeing – Supporting paramedic health and wellbeing

Strength – Strengthening the organisation

LEADERSHIP

Shaping the future of the paramedic profession

The activities and achievements within this section demonstrate how the College of Paramedics provides and supports leadership within the paramedic profession through encouragement, advocacy, and representation across the four nations, providing benefit to our members, the profession, and the UK public.

Board of Trustees

This year has been one of steady, deliberate groundwork for the College of Paramedics, as we moved towards being a Royal Charter charity as the Royal College of Paramedics. As a Board we have concentrated on strengthening the structures that support our strategic delivery and long-term direction. Much of our collective effort has been devoted to refining and maturing our governance architecture – work that is essential if we are to make confident, well-assured decisions on behalf of the profession.

A major part of this has been embedding clearer alignment with the Board Assurance Framework. Developing stronger structural governance has allowed us to be more transparent about our priorities, more honest about our risks, and more systematic in how we plan to address them. These are not always the most visible aspects of our work, but they are fundamental to creating a stable platform from which the College can continue to evolve.

As a Board we also want to recognise the extraordinary commitment of our volunteers. Their contributions – whether in education, research, regional engagement, policy, or professional development – continually elevate the College's work. Their time, expertise, and passion are woven through everything we achieve, and we remain deeply grateful for the breadth and depth of support they provide.

Looking ahead, one of our key priorities will be strengthening the relationship and interface between the Board and the Paramedic Council. The Council plays a vital role in ensuring the Board remains grounded, representative, and supported by meaningful professional insight. As we build on this year's foundations, enhancing this partnership will be central to ensuring that the Board remains effective, connected, and prepared for the challenges and opportunities ahead.

This year has been about laying strong foundations. The year ahead will be about building confidently upon them so that the College can continue to thrive and excel long into the future.

Kerry Robertshaw, Vice President (Honorary Secretary)

Our Trustees

Jon Price – President

Kerry Robertshaw – Vice President (Honorary Secretary)

Mary-Jane Emery – Trustee (Clinical Development)

Giles Adams – Honorary Treasurer (until 31.03.2026)

Helen Hardy – Chair of Paramedic Council

Benjamin Haselwood – Trustee (Education)

Edward Harry – Trustee (Research)

Jonathan Davies – Trustee (Membership)

Jaqualine Lindridge – Trustee (Professional Standards)

Policy and public affairs

In 2025, the College strengthened its influence across all four UK nations, ensuring the voices of paramedics were heard in major health, workforce, and legislative developments. Our work focused on shaping national policy, influencing legislation, and building political recognition of paramedics' contribution to health and care systems.

Influencing UK-wide health policy

The College played an active role in national strategic discussions, including representation at partner council meetings for the UK Government's *10 Year Health Plan*, and the *10 Year Workforce Plan*, attended by the Secretary of State for Health and Social Care, Wes Streeting. We ensured paramedic practice and workforce issues were reflected in future system planning and communicated developments to members through *Paramedic Insight* and our website.

We also contributed to the Sir Charlie Mayfield 'Keep Britain Working Review', highlighting how paramedics and other AHPs support people with complex health and employment needs.

The College submitted evidence to the Health and Social Care Select Committee Inquiry on Healthy Ageing, reinforcing the essential role of paramedics in community-based and preventative care.

Mental health legislation, an important policy win for paramedics

Mental health policy was a significant focus this year. The College:

- Co-produced a detailed report on the *Mental Health Bill*;
- Submitted evidence to the parliamentary scrutiny committee;
- Met with DHSC officials;
- Worked with stakeholders across the sector to build support.

The UK Government agreed to formally consult on proposed changes to Sections 135 and 136 of the *Mental Health Act*. Crucially, the College will be involved in shaping this consultation, a major achievement demonstrating the impact of member-informed, evidence-based advocacy.

We also monitored the *Terminally Ill Adults (End of Life) Bill* and kept trustees informed of potential implications for paramedic practice.

Medicines, prescribing, and clinical practice

The College continued its campaign to remove barriers to paramedic prescribing and medicines access. Activity included:

- Writing to Baroness Merron and DHSC ministers regarding prescribing reform;
- Producing a member survey to inform the College's response to the Extending Medicines Responsibilities consultation;
- Drafting the formal College response with clinical and policy leads;
- Engaging with stakeholders in Northern Ireland regarding legislative changes related to fentanyl;
- Contributing to discussions on medicines legislation affecting paramedics across the UK.

This work strengthens the evidence base for expanding paramedic prescribing and medicines authority, and you can read updates on the 'Campaigns and Consultations' page on our website.

Working with AHP partners across the UK

The College played a leading role in Allied Health Professions Federation (AHPF) activity across the four nations.

Wales

- Co-launched AHPF Cymru at the Senedd.
- Co-produced a joint AHP manifesto for the 2026 Welsh elections.
- Secured meetings with political party representatives to inform party manifestos.
- Secured a Senedd debate on AHPs and the need for a national AHP strategy.
- Engaged with ministers and MSs at party conferences.
- Contributed to work with Dementia Network Wales and the Wales Cancer Alliance.

Scotland

- Supported the development and launch of the AHPF Scotland manifesto.
- Promoted paramedic practice through AHPF Scotland communications.
- Engaged with Ministers and MSPs on the role of paramedics.
- Joined with our Education colleagues to lead on education policy for paramedics in Scotland.

Northern Ireland

- Represented the College at AHP events at Stormont, meeting Ministers and MLAs including the Chair of the Health Committee.
- Drafted responses to consultations including the Northern Ireland Mental Health Code of Practice.
- Represented members at the (ongoing) Paramedic Workforce Review.

England

The College increased its visibility with policymakers through:

- Representation at an Emergency Services event in the House of Commons;
- Meetings with MPs, including Sonia Kumar MP, to support the creation of an All-Party Parliamentary Group for AHPs;
- Engagement with the *10 Year Health Plan* and the *10 Year Workforce Plan*.

Across all nations, the College worked with AHPF partners to develop infographics and campaign materials for use with politicians and policy leads.

Member and stakeholder engagement

Keeping members informed and involved remained central to our approach in 2025. We:

- Delivered policy updates to members, our Board, and stakeholders;
- Developed a new 'Campaigns and Consultations' webpage to improve transparency and engagement;
- Published member-focused articles and case studies in *Paramedic Insight*;
- Published engagement surveys to gather information from our members to help strengthen the voice of the profession;
- Welcomed a new policy assistant to strengthen the team's capacity.

Looking ahead

The College will have a busy year in 2026, with elections in Scotland and Wales, and local elections in England. We will continue to engage with politicians and policymakers to call for evidence-based policy that reflects the reality of modern paramedic practice and ensures that paramedics are recognised as essential, autonomous clinicians across health and care systems.

Representation and engagement across the four nations

The College represents members and the profession, with key stakeholders across the four nations, attending and engaging with several organisations and groups, as listed below.

Stakeholder	Workstreams
Association of Ambulance Chief Executives	National Ambulance Diversity and Inclusion Forum Public Health Group Pre- and Out-of-Hospital Resuscitation Group NENAS, including Student Safety and Experience of Practice-Based Education Within Ambulance Services Networking Group Employee Wellbeing and Suicide Prevention Group Ambulance Cultural Review Delivery Board/Guardians Group
Allied Health Professions Federation (AHPF) England	CEO Group Policy Officer Group Council for AHP Research Education Leads Group (HCPEL)
AHPF Cymru	Policy and Public Affairs
AHPF Scotland	Policy and Public Affairs
AHPF Northern Ireland	Policy and Public Affairs
Boehringer	Development of a stroke education day
British Thoracic Society	BTS guideline review
Care Quality Commission (CQC)	General Practice Reference Group
Community Rehab Alliance	Stakeholder Group
Dementia Network (Wales)	Policy and Public Affairs
Department of Health Northern Ireland	Paramedic Workforce Review Northern Ireland
The EXIT project team and IMPACT	Expert advisory panel and work on the IMPACT project

Faculty of Pre-Hospital Care	Pre Hospital Ultrasound Consensus Statement
Health Education and Improvement Wales	Stakeholder Reference Group
Health Services Safety Investigation Body (HSSIB)	Implementation of investigation recommendations
Healthcare Support Worker – Education Network and Advisory Group	Large stakeholder group to inform/support AHP professions
Health and Care Professions Council (HCPC)	Annual CEOs and President Meeting Education Leads Group International Registration Professional Body Forum HCPC Equality Diversity and Inclusion Forum Memorandum of Understanding (MOU)(Education)
Inter-Collegiate and Agency National DVA (INCADVA) Forum	Custodial Health, Domestic Violence and Abuse
Intercollegiate Board for Training in Pre-Hospital Emergency Medicine (IBTPHEM)	Curriculum Review Committee
Joint Royal Colleges Ambulance Liaison Committee (JRCALC) Guidelines	Guideline Development Committee
Manchester Arena Enquiry	Education Skills and Competencies Definition and Terms
National Association of Emergency Medical Technicians (NAEMT)	Co-ordination of all course and centre approvals
National Association of Primary Care	Expert Reference Group
National Ambulance Research Steering Group (NARSG)	Heads of Research from all UK Ambulance Services
NHS Confederation	AHP Professional Bodies Group Primary Care Network Workforce and Estates Group
NHS England (NHSE)	Reducing Misogyny and Improving Sexual Safety in the Ambulance Service Greener NHS Greener AHP Advisory Board Urgent and Emergency Care – Effective Staffing Professional Reference Group New Hospitals Programme Clinical Response to Major Incident Clinical Advisory Panel
NHSE Workforce, Training and Education Directorate (WTE)	E-learning for Health (Executive Group) WTE Advanced Clinical Practitioner (ACP) curriculum framework development (Frailty) WTE Multi-Professional Framework for Advanced Clinical Practice in England Primary Care Team First Contact Practitioners Roadmaps to Practice AHP Support Workforce AHP Education Leads

National Confidential Enquiry into Patient Outcome and Death (NCEPOD)	Learning Disability / Primary Care Paramedics
Obesity Health Alliance	Policy and Public Affairs
Paramedic Education Network (PEN)	College-led education network with representation from all education providers
Personalised Care Institute (PCI)	Continual contact to deliver PCI objectives for primary care paramedics
Resuscitation Council UK	
Royal College of Emergency Medicine (RCEM)	ACP Credentialing Committee Pre-Hospital Emergency Medicine Professional Advisory Group
The Royal Foundation	Tactical Emergency Responders Group Senior Leaders Board
Royal College of Surgeons of Edinburgh	Collaborative work on exams and national Urgent Care Special Interest Group
St John Ambulance	
St John Ambulance Cymru	
Scottish Collaborative of Paramedic Educators (SCoPE)	Scottish Education Stakeholder group led by NHS Education Scotland
The Ambulance Services Charity (TASC)	MOU Bi-annual memorial service
Trade Unions – GMB, UNISON, Unite	
UK Association of Forensic Nurses and Paramedics	Forensic and custody paramedics
UK Health Alliance on Climate Change	Policy and Public Affairs

Diversity, equity, and belonging

For the College of Paramedics, 2025 marked a pivotal year in advancing Diversity, Equity, and Belonging (DEB). Following a brief vacancy in the role, the appointment of Raj Mann as Diversity, Equity, and Belonging Manager brought renewed momentum, expertise, and strategic focus to this vital area of work. Raj's leadership has been instrumental in revitalising the **Diversity, Equity, and Belonging Advisory Group (DAG)**, formerly the Diversity Steering Group (DSG), creating a confident, committed, and forward-looking team, ready to help steer the College into its new 'Royal' chapter.

The DAG introduced a new strand of work focused on age-related considerations, with particular emphasis on menopause support, recognising the intersectionality of this issue with other protected characteristics. Representation remains central to our approach, with DAG members actively attending Student Council and Paramedic Council meetings to ensure diverse voices are heard and reflected in decision-making.

A key achievement this year has been embedding **DEB principles** across the organisation. Work began on developing inclusive resources and signposting materials, alongside an audit of key processes. The DAG supported teams across Honours and Awards, Board Governance, the Education Conference, and the Celebration Committee, ensuring inclusion is considered at every stage of planning and delivery. This cross-team engagement has strengthened alignment and helped to build a culture where equity and belonging are core to how we operate, rather than optional additions.

The importance of DEB is rooted in three interconnected responsibilities:

1. **Legal duty** – Upholding equality legislation and creating an environment free from discrimination.
2. **Moral imperative** – Treating people with dignity, valuing difference, and ensuring that every voice is heard.
3. **Organisational benefit** – Inclusive organisations make better decisions, innovate more effectively, attract and retain talent, and build stronger relationships with the communities they serve.

As a College, our commitment to these principles will remain unwavering. DEB is the foundation of a healthy, high-performing, and future-ready organisation.

The revitalisation of the DAG is more than structural change; it is a cultural commitment. Together, we are shaping a future where every paramedic feels valued and supported.

Raj Mann, Diversity, Equity, and Belonging Manager

I'm really looking forward to working with the amazing people that make up the DAG this year. We have refreshed the group with new faces and are keen to research and advise on areas where we can best serve our profession and our communities. We are also keen to hear directly from paramedics on topics where we can offer support or guidance.

Nova Bridge, Chair of the DAG

Raj's leadership has been inclusive, purposeful, and values-driven from the outset. She has brought people together, checked in with individuals and created a strong sense of shared purpose. The positive feedback already reflects the respect and impact she has built in a short space of time.

Matondo Manzeninga, A&E Operations Team Leader, DAG Member

The College has continued to represent the profession nationally through active participation in the National Ambulance Diversity and Inclusion Forum (NADIF) and the Health and Care Professions Council Equality, Diversity and Inclusion Forum, ensuring paramedic perspectives influence policy and practice across the wider healthcare system.

Looking ahead, our ambition is clear: to embed DEB at the heart of everything we do, driving meaningful and lasting change for our members, the profession, and the communities we serve.

Press and communications

Throughout 2025, the College continued to engage with the media on a variety of subjects including paramedic prescribing, violence and aggression in the workplace, inappropriate behaviour, mental health, the employment crisis facing NQPs, waiting times, the importance of CPR, and electric vehicles.

In addition to being reactive to all media enquiries, we also issued a number of press releases and statements ourselves, from announcing HRH The Prince of Wales as our new Royal Patron to our concerns over the Government's Graduate Guarantee and our ongoing work with key stakeholders to tackle all forms of abuse and improve workplace culture. We welcomed three new volunteer media spokespeople to the team and now have regional media representation in Scotland and Wales as well as England.

The theme for this year's **International Paramedics Day** was Unity and Community, with the emphasis firmly on collaboration and showcasing the ways in which paramedics work together in order to support each other, overcome challenges, and deliver the best possible care to patients.

With over 130 UK and international partners involved in IPD 2025, this year's campaign proved to be our most successful to date thanks to the overall social media engagement we achieved.

	Impressions	Engagement
Facebook	314,517	7054
Instagram	165,870	2785
X (previously Twitter)	19168	541
LinkedIn	19735	1585
Total	519,290	11,965

Multiple countries, including Canada, New Zealand, Australia, India, the United States, and Nigeria, actively participated in the celebrations across social media, making 8th July a day of non-stop coverage in which paramedics shared their own stories of teamwork and togetherness, while the public took the opportunity to show their unwavering appreciation and gratitude for the paramedic profession.

EXCELLENCE

Promoting excellence in paramedic practice

The promotion of excellence through research innovation, strengthening evidence-based practice, further maturing paramedic advanced care, and progressing consistency in paramedic education are evident in the activities and achievements described below.

Primary and urgent care

Our aim to upscale the **PESP project** and the MAGIC GP Emergencies project before the end of 2025 was fulfilled in their roll-out to national models. PESP delivers live monthly education sessions for primary and urgent care paramedics, and in addition to being available on our CPD Hub, they are uploaded to our Community of Practice using a secure online platform. Here, associated case studies and other resources are available to encourage peer support and continued education around the topics covered.

The **MAGIC project** has begun its rollout across the country with 'Train the Trainer' sessions, equipping paramedics to train their general practice and out-of-hours teams in the use of emergency checklists covering 'waiting room' emergencies. Early feedback has been excellent, allowing us to continue this into the coming year. 'Becoming a Simulation Faculty' training was completed to embed the principles of in-situ simulation into the MAGIC training being cascaded.

A full review of the **First Contact Practitioner (FCP) Roadmap** was completed, with publication expected early 2026. The FCP Roadmap remains a key document highlighting and guiding primary care paramedics' clinical capabilities and competence. We have spoken at external events and conferences to highlight the specialist nature of paramedicine in non-traditional settings.

Our **professional networks** have grown, for example most recently we have launched the Custodial Healthcare Network for those working in prisons, custody suites, and forensic education. We continue to lobby Government in support of issues affecting primary and urgent care, such as the Fit Note and SR1 form.

Working with colleagues, we held member engagement events both online and in person, to better understand the views around **Advanced Paramedic Practice**. The input given from over 500 of our members helps shape the future of our profession, and we look forward to sharing the results in 2026.

Emergency and critical care

Following feedback from members who highlighted a need for an educational pathway to progress, we have designed a **curriculum** for paramedics to progress to Advanced Paramedic in Critical Care, which is aligned to the already well-established Pre-Hospital Emergency Medicine (PHEM) framework of the Faculty of Pre-Hospital Care and the Royal College of Surgeons of Edinburgh. We plan to pilot the curriculum in the coming months.

On the **independent prescribing** front, we've formed a national specialist advisory group (SAG) for those leading on the introduction of independent prescribing within their organisation. We acknowledged that this is now becoming embedded into advanced

practice, and the aim of the group was to bring together like-minded people to work to support members going through the course and embed it into clinical practice.

After over three years of hard work, much of this led by David Rovardi, the College's Specialist Medicines Advisor, we are pleased to advise the **introduction of fentanyl** to all UK paramedics. This is a massive achievement and will better equip paramedics to treat patients of all ages with adequate pain relief. This also addresses a key recommendation from the Manchester Arena Inquiry. The College will take responsibility on leading the training rollout to UK paramedics to ensure confidence in the delivery of fentanyl.

Last year, we committed to **visiting** as many **UK ambulance services** as possible, which was a huge success. Building on that, we plan to visit even more members in 2026 where capacity allows.

We have appointed Susie Rind and James Yates as **specialist advisors in Maternity and Newborn Care** who will represent the College at a national level. Additionally, we have a group of individuals with a keen interest in maternity and newborn care who will be operating under the direction of James and Susie to share training with members at a local level. The maternity and newborn conference was a huge success in 2025, and plans are underway to run another conference in 2026. This conference, along with the planned 2027 Emergency and Critical Care conference, will attract many of our members who strive to deliver care to the highest standard.

Education

The Education Directorate had another exceptionally busy year in 2025. We are delighted to have welcomed Dr Carl Webster MCPara (our Geographical Education Lead for the Midlands), acting as Vice Chair for both our Education Advisory Group and Education Committee for an initial tenure of two years.

The focus on consistent quality assurance of pre-registration education remains, along with development of the Paramedic Foundation Preceptorship programme to ensure accessible and inclusive support for all new registrants and their employers.

Programme endorsement

Endorsement is a mark of approval from the College of Paramedics that recognises an education programme's philosophical approach, teaching and assessment methods, and curriculum design as supporting the development of paramedics who are equipped for the complexity of contemporary practice. For this work to be completed, a programme of training for endorsement ambassadors was undertaken at the beginning of 2025 and to date 14 ambassadors have been trained to deliver College of Paramedics' endorsement in line with the underpinning principle of appreciative inquiry.

Endorsement activity gathered significant momentum during 2025, with four programmes successfully completing the process. Congratulations are due to Sheffield Hallam University, the University of Northampton, the University of Lincoln – the first institution to have a paramedic apprenticeship endorsed – and Queen Margaret University in Scotland.

As a result, 27% of pre-registration paramedic education programmes across the UK are now endorsed, with national variation as follows: 26% in England, 40% in Scotland, 33% in Wales, and 0% in Northern Ireland.

Feedback from programme teams has been very positive, as shown in this example:

The experience was one of the best visits I've attended throughout my time within Higher Education. It was smooth and clear points of what was asked/needed. Felt informal even though formal which, whilst hard to achieve, made the process feel less pressured.

HEI-2

However, successful endorsements tell only part of the story. During 2025, there was a substantial increase in the number of programmes engaging with the endorsement process. At the start of the year, seven programmes were in progress, four of which were mentioned above, with a fifth endorsement event completed in early 2026. There are now 30 programmes at various stages of endorsement, reflecting growing sector-wide engagement.

Learner support

The **Student Portal** web resource was developed throughout 2025, with an array of content aimed at learners; there are sections to support with university life and wellbeing, as well as tips to help with learning and placements. The Student Council will continue to work with us to develop further content throughout 2026.

Learner Listening Sessions continued throughout 2025 with targeted activity in collaboration with some employing trusts and partners.

New registrant support

The **Paramedic Foundation Preceptorship (PFP)** programme was stepped up at pace from the summer of 2025, when the extent of the new registrant roles crisis became apparent. A considerable mismatch between the number of paramedicine graduates and the available new registrant (NQP) roles in UK ambulance trusts meant that many new registrants were not moving directly into employment as paramedics. Work was redirected to ensure support for those graduates either seeking employment or held in recruitment pools to help maintain confidence and competence prior to commencing employment. One key project was in partnership with **Laerdal**. Their **SimCapture** platform has been adopted for College members and offers a resource for new registrants to help maintain confidence in practice skills while seeking employment.

The PFP Framework and Portfolio are available for all new registrants and their employers, with the supporting resources due in 2026.

A series of **NQP** webinars were held that brought together employers, new registrants, the HCPC, and other stakeholders to update on the employment situation and to offer advice

and guidance to worried graduates about role opportunities and the options available to them.

National and international influence

International relationships have grown considerably in 2025 with the directorate receiving invitations to share knowledge and experience across several forums:

- 27th Annual International Trauma Care Conference (UK).
- Council of Deans of Health: Panel discussion with HCPC and the AHP professional bodies (UK).
- Sixth EMS Leadership Summit (US) with colleagues from USA, Canada, and Australia. Session title – ‘Valuing External Experience – The Portability of Paramedicine’ (International – US).
- Blue Light Show – Introduction to Inappropriate Behaviour Campaign #That'sNotOk (UK).
- EMS 2025 in Stockholm to present on the immersive Human Factors in Cardiac Arrest e-learning (Sweden).
- SESAM (Society for Simulation in Europe) in Valencia to present on the immersive Human Factors in Cardiac Arrest e-learning (Spain).
- Second CRA Disaster and Emergency Management Conference – Resilience and Sustainability in Action (Thailand).
- Emergency Services Show – Launch #That'sNotOk (UK).
- Paramedic Practice Based Education Summit SE (UK).

International relationships with colleagues in Thailand, Canada, Europe and Australia are continuing to grow and we expect greater collaboration throughout 2026.

Education conference

The first in-person education conference was held in December 2025: ‘Learning through play and Gamification in Education’ was an innovative and brave event that saw 170 participating delegates (learners, paramedics, and educators) enjoy a day of competitive and immersive learning.

We are delighted that the event rated 4.7/5 with attendees, who stated that they would recommend the conference to colleagues in the future.

Research

During the past year, the Research Directorate delivered a substantial and strategically aligned programme of activity aimed at strengthening the College’s research leadership, enhancing member research capability, and increasing national and international influence. This work directly supported the College’s strategic ambitions and its transition toward Royal College status, with a clear emphasis on quality, credibility, and sustainability in paramedic research.

Research programmes and priority areas

The Directorate provided leadership across several major research initiatives. This included continued development, governance, and academic oversight of the College of Paramedics’

own research into the development and utilisation of the WRAPT (Work, Risk, Awareness, Play and Think) tool. Significant progress has been made in relation to the James Lind Alliance Priority Setting Partnership, including fundraising activity, partnership development, and early priority-setting work. Ongoing contributions to JRCALC continued throughout the year, with a particular focus on burns guidance, alongside wider clinical advisory input.

Research capacity, capability, and career development

A central focus of the Directorate's work this year was strengthening the paramedic research pipeline. This included the formal launch of the College Paramedic Professoriate and sustained work to submit applications to secure funding for Professor and Associate Professor posts. The Directorate continued to promote and increase international recognition of CReD (the College of Paramedics' Research Database) as a key mechanism for connecting researchers, clinicians, and organisations across the globe. Support for doctoral education included interviews for the joint-funded Professor Malcolm Woollard PhD Fellowship with Monash University in Victoria, Australia. The Directorate also reviewed multiple research proposals submitted by members, providing structured developmental feedback. Work continues to expand the Research and Development Advisory Committee (RDAC), including representation from all devolved nations, to further strengthen research governance and advisory capacity.

Conferences, engagement, and knowledge exchange

The Research Directorate successfully delivered the College's annual Research Conference in Birmingham, held over two days, and with over 160 delegates it is widely regarded as a highly successful event. The conference showcased the breadth, diversity, and increasing maturity of paramedic research and attracted strong engagement from clinicians, researchers, educators, and external partners. The programme included oral research presentations, interactive workshops, moderated poster sessions, and a highly popular 'Dragon's Den' session designed to support the development of emerging research ideas. The event provided valuable opportunities for networking, collaboration, and mentorship, and reinforced the College's role as a national and international leader in paramedic research. Early planning also commenced for the next Research Conference to be held in June 2026.

Other engagement activities included charring and presenting at national and international events (including ALF, the 999 Research Forum, and EMS conferences), visits to UK ambulance services, and representation at key sector meetings and commemorative events. The Small Grants Programme awarded another three grants to College members, as well as administering the Betty Pennington Research Award, funded by North East Ambulance Service.

Publications, editorial, and educational contributions

Extensive editorial leadership continued through the *British Paramedic Journal*, including editorial board recruitment, appointment of a new associate editor, preparation of a special anniversary issue for the end of 2026 and resolution of operational challenges. The Directorate also contributed to peer review of academic texts and research proposals and supported development of research-related educational resources, including interactive online modules in research developed in collaboration with the Royal College of Emergency Medicine, currently available on NIHR Learn.

Partnerships and national influence

Strong partnerships were maintained with ambulance services, acute and community trusts, universities, professional bodies, and research networks across the UK. Through active

engagement with NIHR-related forums, CAHPR (Community of Allied Health Professions Research), NARSG (National Ambulance Research Steering Group), and trust-level research groups, the Directorate continued to position the College as a credible, visible, and influential leader in paramedic research.

Professional standards

Throughout the reporting year, the College has continued to strengthen its leadership in professional standards, supporting paramedics, students, and stakeholders across the UK to uphold safe, ethical, and compassionate practice.

Strengthening professional guidance and governance

The College published a new International Registrants' Advice and Guidance document to support overseas-qualified paramedics seeking to practise in the UK. This resource provides clear, practical information on professional expectations, registration requirements and the standards of conduct and proficiency expected within UK paramedic practice. It forms part of the College's wider commitment to ensuring safe integration into the workforce while maintaining public confidence in the profession.

We were also pleased to welcome a new Diversity, Equity, and Belonging Manager into post. This appointment has strengthened the College's leadership and strategic focus on diversity, equity, and belonging, supporting the development of inclusive professional standards and cultures across the paramedic workforce. The role is central to advancing equality, promoting respectful and safe working environments, and ensuring that our professional standards activity reflects the diverse communities and practitioners we serve.

Fitness to practice and regulatory engagement

The College continues to work closely with regulators and partners to promote high professional standards and public safety. During the year, we prepared and submitted a formal response to the **HPC Sanctions Policy Consultation**, contributing the profession's perspective on proportionate, fair, and effective regulatory sanctions. This work reflects our ongoing commitment to supporting robust fitness to practise processes that are transparent, consistent, and focused on learning and improvement.

We have also continued to provide professional advice and guidance, including our Peer Support Programme, to members navigating fitness to practise concerns, ensuring that paramedics are supported to understand their professional responsibilities and maintain safe practice throughout their careers.

In 2025, we received 111 fitness to practise enquiries from College members who had received notification from the HPC with regards to fitness to practise proceedings, and 38 members had ongoing cases, which are being actively supported as of the close of 2025. Since the current College scheme commenced, 186 members have been actively supported through to case closure.

The themes of the cases for 2025 are all similar to those we have seen since we took on the role of supporting members in 2018. They are as follows:

Active cases as of 31/12/25

Dishonesty/misconduct	25
Clinical	10
Unprofessional behaviour	2
Criminal investigation/conviction	1

Our Fitness to Practice membership offer covers Full members, but we also offer this to Student members, and we have supported eight with their application to join the HCPC register:

- Seven were successfully assisted to join the HCPC register.
- One withdrew from the process.

Promoting sexual safety and safe professional cultures

The College remains committed to advancing sexual safety and respectful professional behaviours across all practice settings. We have continued to advocate for clear reporting pathways, professional boundaries education, and a culture in which unacceptable behaviours are challenged. Our work in this area supports both patient safety and workforce wellbeing, reinforcing the importance of dignity, respect, and professionalism.

We continue to offer our Listening Events across the UK, and more will be scheduled soon, concentrating on paramedic students during their studies. These have proven pivotal in hearing the challenges students face during their studies and clinical placements.

We have also been Co-Chair on the Guardians Group, following on from the NHSE Cultural Delivery Board, led by Siobhan Melia. This has enabled us to link in with all the English ambulance trusts to talk in depth about their work to address, not just sexual safety, but the wider culture within their organisations.

Supporting students and early career professionals (NQPs and apprentices)

Recognising the pressures faced by students and newly qualified paramedics, the College has incorporated dedicated student wellbeing content into the Student Portal. This new content, developed by College Student Wellbeing Leads, Emma Geis and Katie Pavoni, provides accessible guidance on maintaining professional standards while supporting personal wellbeing, resilience, and safe practice during training and transition into the workforce.

The College will continue to prioritise professional standards as a cornerstone of public trust and professional identity. In the coming year we will further develop guidance, strengthen regulatory engagement, and expand resources supporting ethical practice, fitness to practise awareness, and safe professional cultures across the paramedic profession.

MEMBERSHIP

Growing an engaged membership

The activities of our member representative Councils, our member benefits, particularly CPD and Fitness to Practise cover, our refreshed member engagement programme, and our Honours and Awards, detailed below, are the backbone of delivering for our membership, while member involvement runs through everything we do.

Our growing membership is a powerful reminder of the passion, strength, and diversity that define our profession. As the Paramedic Council, we know that meaningful, inclusive engagement can drive meaningful progress. Get involved and help influence the strategic work that impacts us all. Your voice matters – it helps shape where our profession goes next.

Helen Hardy, Chair of Paramedic Council

Paramedic Council – your Member Representatives

Existing

Helen Hardy – Chair of Paramedic Council

Tom McMurray – Scotland

Jacqueline O'Neill – Northern Ireland

Louise Whittaker – Yorkshire and the Humber

Kevin Cowan – Eastern

Henry Agbor – London

Samantha Barry – South East

Outgoing

Ben Lyon – Military and Overseas

Keith Dorrington – Wales

Laura Oliphant – North West

Gema Mee – West Midlands

Mark Hall – East Midlands

Oliver Lodmore – Student

Incoming

Liam Naylor – Military and Overseas

Tom Turner – Wales

Hollie Rice – North East

Mark Gillett – West Midlands

Chris Booth – East Midlands

Nat Le Blancq – South West

Kian Peek – Student

This year has been defined by dedication, collaboration, and meaningful progress across our profession. Throughout 2025, the Paramedic Council has remained focused on its core purpose: representing the voices of members across all regions, roles, and specialisms, and ensuring that their experiences and priorities actively shape the work of the College.

Our volunteer Council members have devoted countless hours to advising on key professional issues and supporting education and CPD initiatives. Their contributions, from reviewing learning resources to championing professional development at both local and national levels, have been central to the College's work and continued influence. We have strengthened engagement with members through forums, events, and regional activities, and while we recognise the progress made, we are equally aware that there is more we can do to enhance these opportunities further.

Council members have played a vital role in improving communication and engagement across the UK. They have hosted and participated in regional engagement sessions and open online events supporting the 2025 elections, encouraging members to put themselves forward for Council roles. Alongside this, they have continued to develop regional networks, meeting with members to gather feedback, share updates, and identify emerging concerns. Their involvement in national and regional CPD sessions, webinars, and events has helped to ensure equitable access to professional development across all geographic areas.

The Council has also contributed extensively to professional standards, clinical guidance, and workforce development activities. This has included supporting the College's response to the *Medicines and Medical Devices Act 2021* Stakeholder Survey, amplifying member views during the Government Consultation on Extending Medicines Responsibilities, and responding to wider workforce issues, such as those highlighted by the Government's Graduate Guarantee announcement and the challenges faced by newly qualified paramedics. Council members also participated in broader workforce development conversations relating to medicines legislation, NQP support, and wider AHP reforms that impact the paramedic profession.

The commitment shown by every Council member, while balancing the demands of their full-time roles, remains invaluable. Their voluntary service continues to underpin the College's credibility, reach, and authority. We extend our sincere thanks to those members who completed their terms in 2025; their contributions have left a lasting impact on the Council's momentum. At the same time, we warmly welcome our newly appointed and elected members, whose fresh perspectives and energy will shape the Council's future work. This combination of continuity and renewal strengthens our ability to represent the profession effectively.

A significant organisational focus this year has been the ongoing work to secure recognition as the Royal College of Paramedics. Council members have contributed meaningfully to this endeavour, demonstrating the professionalism and public value delivered by paramedics and supporting strategic developments that reinforce the College's position as the authoritative voice of the profession. The progress made reflects the unity, strength, and shared purpose of our community.

With seven new seats filled in the 2025 elections, the Council experienced a period of transition that required onboarding and careful balancing of expertise to maintain continuity of representation. Ensuring all regions, specialities, and member groups continue to have a strong and effective voice remains a priority.

This has been a year of progress and purpose for the Paramedic Council. I extend my heartfelt thanks to all Council members, past and present, for their service, expertise, and unwavering commitment to the profession. Together, we continue to strengthen the work of the College and advance the standing of paramedics across the UK.

Helen Hardy, Chair of Paramedic Council

Student Council – your Student Member Representatives

The Student Council has worked tirelessly to represent and support student paramedics nationally. I would like to offer my sincere thanks to all Council members and volunteers of the College of Paramedics for their dedication, commitment, and hard work to help strengthen the Council. We have achieved so much over the past 12 months, and I look forward to seeing what we can provide and achieve in the future.

Kian Peek, Chair of Student Council

2025 incumbents

Oliver Lodmore – Chair of Student Council (until 31.08.2025)

Kian Peek – Eastern, Chair of Student Council (from 01.09.2025)

Victoria McGaughey – Vice-chair of Student Council (until 31.08.2025)

Georgina Heron-Edmends – South East, Vice Chair of Student Council (from 01.09.2025)

Daire Mallon – Northern Ireland

Isla Black – Scotland

PJ Kinsella – Wales

Samual Storey – North West

Daniel Johnstone – North East

Rebecca Ault – Yorkshire and the Humber

Richard Whittingham – West Midlands

Janine Taylor-Hayles – East Midlands

Summer Cook Trout – London

Khalid Alqahtani – South West

Salieu Jobe - Military

The Student Council has played a proactive role in representing student paramedics during 2025, both supporting professional development and contributing to strategic and community-focused initiatives. The entire Council has worked tirelessly to collaborate and engage with higher educational institutes to ensure that students' voices are heard.

One of the key priorities addressed by the Student Council was concern surrounding employment and career progression for newly qualified paramedics (NQPs). In response to these issues, the Council organised a series of webinars aimed at clarifying NQP pathways, employability expectations, and transition into professional practice. These sessions were strengthened through collaboration with Canadian paramedic organisations, offering students an international perspective on workforce challenges and alternative career structures. This helped reduce students' anxiety around post-qualification employment and fostered strong global professional links.

Student engagement and advocacy remained a core focus throughout the year. Council members attended multiple learner listening events, facilitating open dialogue between students, educators, and professional bodies. These events allowed the Council to capture concerns related to both academic delivery and placement experience and wellbeing, strengthening the Council's role as a conduit between learners and institutes.

Professional development was actively encouraged nationally, with student paramedics attending conferences and CPD events throughout the year. Notably, multiple Council members assisted with the National Education Conference in December, where national and global presentations were conducted to show the importance of a high standard of education.

We appreciate that student membership of the College remains low in comparison to previous years; however, the Student Council is excited to continue their work in 2026 and engage and encourage as many student paramedics as they can, nationally.

The work that we achieve is a testament to the enthusiasm and dedication of each Council member. Together, we have created the foundations that ensure the voice of student paramedics is consistently heard, valued, and meaningfully represented in shaping the future of education and professional practice.

Kian Peek – Chair of Student Council

Events and continuing professional development

Continuing professional development (CPD) events remain one of the most effective and interactive ways that the College engages with members. In 2025, the College of Paramedics once again delivered an extensive programme of accessible, high-quality learning opportunities designed to support professional growth across all career stages and areas of practice.

Expanding access to virtual learning

During 2025, we delivered 25 virtual CPD events, attracting over 4,000 registrations from paramedics and students across the UK and internationally. These sessions covered a wide range of clinical, professional, and leadership topics, ensuring relevance for practitioners working across diverse settings.

All virtual events continue to be recorded and made available via the College's CPD Hub, ensuring members can access learning flexibly and revisit content to support ongoing professional development.

In-person events and conferences

Alongside our virtual programme, the College hosted 20 in-person events across the UK, enabling members to benefit from face-to-face learning, networking, and collaboration. These included several flagship conferences and specialist learning opportunities, reflecting the evolving scope of paramedic practice. One highlight of the year was the hugely popular ECG Series, delivered over seven sessions, across four locations, one of which was livestreamed and can be viewed on the CPD Hub.

Key events included the inaugural Education Conference and Critical and Emergency Care Conference, the Research Conference and the Pre-Hospital Maternity and Newborn Conference, the latter delivered in partnership with the UK Maternity Leads. The maternity and newborn conference attracted over 300 delegates to Newport, Wales, and provided a dedicated forum for advancing knowledge, sharing best practice, and strengthening multidisciplinary collaboration in this important area of care.

Selected sessions from both the Critical and Emergency Care Conference and the Pre-Hospital Maternity and Newborn Conference were recorded and added to the CPD Hub, further expanding the accessibility and longevity of learning from these events for our members.

Developing the CPD Hub

The College's CPD Hub continues to grow as a central resource for members, now hosting more than 600 videos across a wide range of clinical and professional topics. This expanding digital library ensures that high-quality learning remains available on demand, supporting members to maintain and evidence their CPD in line with professional and regulatory expectations.

Fitness to Practise legal cover

Members continue to benefit from our Fitness to Practise (FtP) scheme, accessing specialist legal assistance from our team at Keystone Law in matters relating to their fitness to practise and Health and Care Professions Council (HCPC) registration. As a part of the FtP scheme, Keystone Law provides a 24-hour helpline, and over the past two years they have assisted over 700 members via this service, with many issues being resolved without members needing to contact the College to access continued legal assistance.

Testimonials from College members supported through an HCPC investigation:

*Thank you so much for this and all your help...
The weight has been lifted, and I can't thank you enough for your help.
Wish you all the best and hopefully I never need you again, but I would be happy to have your help again should I ever need it.*
College of Paramedics member

Receiving the notification of a referral to the HCPC had to date been the most distressing news I had received. Brabners (now Keystone Law), from day one, were amazing with

their professional support and guidance throughout the nearly three years of my case. They went above and beyond providing reassurance and guidance on the process. Words just cannot quantify the appreciation I have for Keystone Law. All I can say is thank you! And thank you CoP for your support! It means so much! You don't know how much this has meant to me, I am eternally thankful.

College of Paramedics member

Member engagement

2025 was a year of significant transition, change, and strategic groundwork for the Marketing and Engagement team, as the College prepared for its next chapter as the Royal College of Paramedics. We primarily focused on extending our day-to-day delivery and workstreams – enabling organisational change in what was to be labelled our 'transition year' – ultimately aiming to lay the foundations for a new strategy and future growth.

An early, core priority for the year was the revitalisation of the College's Liaison programme. Work focused on re-establishing Liaisons as trusted local advocates for the College within ambulance services and workplaces, supported by clearer guidance, improved communications, handouts, and renewed engagement activity. This included the introduction of 'Tea with Tracy' – a series of small group sessions that allowed our Liaisons and Tracy Nicholls OBE to discuss pressing matters within the profession and strengthen two-way dialogue – reinforcing the value of the Liaison network.

Throughout 2025, the team continued to act as a central support function across the College, working closely with all directorates – including Education, Primary Care, Professional Development, Events, Governance, Mental Health, and Finance – to deliver campaigns, materials, and communications aligned with College priorities. This included ongoing development and enhancement of *Paramedic Insight*, ensuring it remained a high-quality, valued publication that reflected the diversity, professionalism, and ambition of the paramedic profession.

In parallel, the team contributed to organisational strategy development, providing insight into audience behaviour, engagement trends, brand positioning, and the profession as a whole. Significant work was also undertaken to scope and prepare for a full rebrand, ensuring the College would be ready to confidently and credibly transition to Royal College status. This included early work on brand governance, tone of voice, and future-proofing core marketing assets – which is an ongoing process.

In July, we had another successful International Paramedics Day on the theme of 'Unity and Community'. This is a campaign that comes to fruition on a single day but takes months of planning and organisation.

Later in the year, we also supported one of the most complex operational changes undertaken by the College in recent years: the migration to a new membership system, alongside the migration and redeployment of the College website. Marketing and Engagement played a central role in member communications and risk mitigation throughout the transition, ensuring members were informed, supported, and reassured during periods of change. This work formed part of a broader digital transformation agenda, recognising the website and digital platforms as critical touchpoints for member engagement and recruitment. This work is ongoing and will continue into 2026.

Collectively, the work undertaken in 2025 positioned Marketing and Engagement not only as a delivery function, but as a strategic enabler – supporting organisational change, amplifying member voices, and helping to shape the College's future direction.

The table below shows the membership figures for 2025.

Membership category	1st January 2025	31st December 2025	% (+/-)
Full members	16,878	17,395	+3.01%
Student members	2,642	2,594	-1.83%
Associate members	904	793	-13.08%
Total Membership	20,424	20,782	+1.73%
HCPC Paramedic Registrants	40,008	41,732	
Full membership as a percentage of HCPC paramedic registrants	42.18%	41.68%	

We are really pleased to see a 3% increase of full members over the previous 12 months, although we are not complacent. There is clearly potential for additional growth in all our membership groups. We thank all our members for their commitment to their professional body. We are working on proactive, personalised engagement with our members, building a closer relationship.

Lewis Andrews, Chief Operating Officer

Honours and Awards

The aim of the College of Paramedics Honours and Awards is to promote the paramedic profession through celebrating our members and supporters.

Our **Honours** recognise and celebrate outstanding work and contributions to the furtherance and development of the College of Paramedics, paramedicine, and the paramedic profession.

Our Honours include, for our paramedic members:

Lifetime Achievement

Fellowship

Companionship

For our supporters:

Lifetime Achievement

Honorary Fellowship

Honorary Companionship

Our **Awards** provide the opportunity for members to display their clinical and reflective skills through writing a case study of an incident they have attended. The primary purpose of the Awards is to encourage members to make case study presentations throughout their careers, promoting and sharing reflections on and examination of professional practice. These awards include the **John Hinds Scholarship Award**, the **Carol Furber Award**, and the **Roland Furber Award**, with one winner for each award.

Listed below are those recipients awarded in 2024. Previous recipients are listed on the College website.

Honours recipients:

Lifetime Achievement

Professor Julia Williams FCPara

Fellowships

Dave Halliwell FCPara

Helen Beaumont-Waters FCPara

Dr Vince Clarke FCPara

Honorary Fellowships

Dr Alison Walker

Companionships

Christian Wiggin

David Rovardi

Honorary Companionships

Professor Cathal Gallagher

Dr Brendan Lloyd

Dawn Poulson Whelan

Nikki Williams

Award recipients:

John Hinds Scholarship Award

Shane Devlin

Carol Furber Award

Harris Cunningham

Roland Furber Award

Chloe Keeping

WELLBEING

Supporting paramedic health and wellbeing

Understanding the distinct psychological, emotional, and physical challenges that working within all aspects of paramedicine can bring, we have continued to support our members throughout 2025 with bespoke, evidence-based wellness activities and events. Furthermore, on behalf of our members, we have provided advocacy and representation nationally on wellbeing issues impacting our profession.

Supporting our members

Recognising the key psychological health issues facing our members currently (such as burnout and moral injury), we continued to utilise innovative, trauma-informed approaches, such as wellness retreats and surf therapy, by working collaboratively with our external stakeholders – Mind Over Mountains and Surfwell – with whom we have interlinked closely with for a number of years. Sponsored by PG Mutual, these particular events continue to be popular, and members report benefits to their health and wellbeing, with some telling us that the events have been transformative and life changing.

Identifying that our student membership and those newly graduating members have, and continue to face challenges in finding employment – a significant time of uncertainty and stress – we have worked with a Health Psychologist and Audio Producer, to develop a new, tailor-made support for NQPs, which will be ready to launch in Spring 2026. We have also collaborated with our education team to contribute to the wellbeing aspects of the student portal and other digital student resources, such as the Paramedic Foundation Preceptorship and the wellbeing and recovery support tool (WRAPT).

Supporting our members has also taken the form of responding to enquiries; providing advice and guidance on paramedic psychological health, through to providing peer-support for those members who have faced HCPC Fitness to Practise investigation, and delivering a psycho-educational webinar programme (on topics such as burnout, for example).

Advocating for and representing our members

In the past year, we have continued to liaise with key national stakeholders, including The Royal Foundation, The Ambulance Staff Charity (TASC), and the Association of Ambulance Chief Executives (AACE), holding a seat at high-level meetings such as the Sexual Safety Community of Practice and Employee Wellbeing and Suicide Prevention.

Building on our network of academics and industry professionals has enabled new opportunities for collaboration and innovation to move forwards in terms of knowledge sharing and best practices around paramedic mental health.

New for 2025, we developed an exciting connection with Anglia Ruskin University's Centre of Excellence for Equity in Uniformed Public Services (CEEUPS), where we are collaborating with their academic team around latest psychological wellbeing research. As part of this, we have and are continuing to engage in professional knowledge exchange examining psychological safety from the perspective of female ambulance and helicopter emergency medical services (HEMS) clinicians, inclusive of paramedics.

In 2025, we also linked in with Canadian paramedic researchers, which has resulted in shared discussions around addressing the psychological health and organisational cultural challenges facing paramedics across the globe. Resultantly, it was a privilege to be invited to

combine our understandings and to present at a paramedic / emergency health sector seminar in Finland.

Clinical and professional practice – mental health

The Mental Health Advisory Group continue to represent members on matters relating to mental health and mental capacity.

We have contributed to several consultations and proposed legislative changes, including that of the *Mental Health Bill (England)*, *Adults with Incapacity (Scotland) Act*, and *Northern Ireland Mental Capacity Code Review*.

STRENGTH

Strengthening the organisation

While the focus below is staff, risk management, and looking ahead, the College, as an organisation, is strengthened by all of the work celebrated in this report.

Staff

The College staff continues to grow, with the addition of new roles to help the College deliver its strategic priorities. The new roles created in 2025 were:

- Policy Assistant
- Associate Head of Professional Standards
- Volunteer Relationship Manager

We were also pleased to welcome several new team members who joined us within existing roles.

Risk management

During the year, the College's enhanced risk management framework has continued to support the effective identification, monitoring, and management of both existing and emerging operational risks. This has enabled the systematic assessment of potential impacts and ensured that appropriate mitigations are in place. Our updated approach reflects the Board of Trustees' continued focus on risk maturity, embedding a more comprehensive, responsive, and adaptive strategy across the organisation.

The principal risks identified for us remain centred on ongoing challenges within the health and care system in the post-pandemic environment:

- **Financial and economic risk** – securing sustainable income streams and managing ongoing economic uncertainty.
- **Reputational risk** – maintaining relevance and value to members through robust decision-making and clear communication with members' interests at the forefront.
- **Membership risk** – sustaining membership growth and mitigating potential stagnation or decline.
- **Technological and cyber risk** – safeguarding systems and data against cyber threats and malicious breaches within an increasingly complex global environment.
- **Climate risk** – understanding and responding to the implications of climate change for population health and widening health inequalities.

We have taken proactive and continuous steps to address these risks. During the year, we successfully transitioned to a new banking partner, providing a more reliable and efficient financial infrastructure and strengthening our financial resilience. This move supports our wider objective of maintaining a robust financial baseline and ensuring effective stewardship of resources.

Progress has also been made in advancing our strategic ambition to grow and engage our membership. The establishment of the Membership Committee has provided a renewed

focus on membership development and engagement, bringing together a range of stakeholders and providing the Board with enhanced assurance through alignment with the Board Assurance Framework (BAF).

To further strengthen organisational resilience, additional staffing has been introduced to support research, education, and policy functions, ensuring these critical areas benefit from dedicated capacity. The Policy and Public Affairs function has continued to play a key role in advancing the College's strategic influence, including direct engagement with members on proposed amendments to the Mental Health Bill, responses to significant consultations across the UK, and ongoing engagement with key stakeholders regarding workforce challenges, such as the oversupply of newly qualified paramedics. Addressing this issue will remain a priority for the coming year. Alongside this work, improvements to internal policies and targeted investment in infrastructure have enhanced governance arrangements and strengthened data security across the College.

Our governance structure continues to play a vital role in supporting effective risk management. The Board of Trustees, Paramedic Council and Student Council work collaboratively to ensure that risks are reviewed and managed across the organisation, providing robust oversight and assurance. The Chief Executive Group maintains active oversight of operational risks in alignment with the BAF, with regular review by the Finance, Risk, and Assurance Committee to ensure continued alignment with the College's strategic objectives. The formalisation of the Risk Management Framework during the year has further strengthened the 'golden thread' of risk awareness and accountability throughout the organisation.

The Board recognises that the ongoing cost-of-living pressures, wider geopolitical uncertainty, and sustained demands across the health and care system continue to present challenges to organisational resilience. As a professional body with a relatively small operational team, maintaining business continuity while progressing strategic priorities remains essential. Hybrid working arrangements, effective use of digital communication platforms and a structured office rota have supported operational continuity. Regular Chief Executive Group meetings and team briefings continue to underpin organisational cohesion and responsiveness.

Looking ahead, the Board remains committed to the continuous improvement of internal controls and risk management processes. Strengthened financial oversight following the banking transition, alongside anticipated growth in membership, will further support financial sustainability. The Board continues to review and refine the Board Assurance Framework to ensure that risk management arrangements remain dynamic, proportionate, and aligned with our strategic ambitions and its role as the professional voice for paramedicine.

Looking ahead

Our new strategy, which launched in 2026, describes our vision, 'Setting the standard for paramedic practice' – driving innovation, leading advancements in practice, and shaping an inclusive, resilient workforce that ensures every community receives exemplary care.

Our mission is 'To inspire and empower paramedics to lead with excellence, integrity, and compassion', striving to shape the highest standards of patient care and to foster a professional culture built on safety, inclusion, and respect.

Alongside a refresh of our Values, we have five strategic priorities that will support us in achieving our mission. These are Leading our Profession, Improving Practice, Supporting our Members, Collaboration and to be the College of the Future.

We are sure you will recognise that we have grown and remain committed to continued growth for the benefit of our profession and our members, which is a positive journey to be on. Our thanks to all those that support us on this journey.

GOVERNANCE AND STRUCTURE

Governing document

The College of Paramedics is a Company limited by guarantee, governed by its Memorandum and Articles of Association. It is registered as a Charity (Registered Number: 1164445) with the Charity Commission in England and Wales.

Charitable objects

The objects for which the Charity, College of Paramedics, is established are the advancement of health and the saving and improving of lives, and the advancement of education, training, and efficiency within the paramedic profession, including by:

- Developing the scope and practice of paramedic science and related subjects in the paramedic profession for the benefit of the general public and practitioners.
- Managing a continuing professional development process for the profession.
- Promoting education and training in paramedic sciences and related areas within the profession.
- Encouraging and sharing good clinical practice and high standards of care through research and leadership.

Public benefit

The College of Paramedics exists to advance the paramedic profession for the benefit of the public. In doing so, the Board of Trustees has due regard to the Charity Commission's guidance on public benefit and remains confident that we continue to deliver against our charitable objectives for the wider benefit of society.

The granting of Royal Charter recognised the significant and enduring contribution that paramedics make to public health and safety across the United Kingdom, and the vital role of a professional body dedicated to supporting their development. Our core purpose remains the advancement of education, clinical standards, research, and professional practice within paramedicine, ensuring that patients and communities across the UK receive safe, effective, and compassionate care from highly skilled paramedic practitioners.

Under more typical circumstances, the public benefit delivered by the College is most clearly realised through the development and advancement of our membership: registered paramedics who are individually and professionally accountable for the care they provide. While this central principle remains unchanged, the year has again been marked by sustained and exceptional pressures across the NHS and wider health and care systems. As a result, much of our work has focused on supporting members to continue delivering high-quality care to the public within an environment of unprecedented demand and complexity.

The ongoing after-effects of the global pandemic, combined with wider economic pressures and geopolitical uncertainty, have continued to affect the delivery of health and care services across the UK. Throughout this period, we have sought to influence policy and decision-making to support paramedics working at the front line of care, ensuring that the needs of both patients and the profession are recognised within systems operating at or beyond capacity. We have engaged with system partners, arm's length bodies, and policymakers across the four nations of the UK to explore collaborative approaches to addressing workforce, service delivery, and patient safety challenges. While many of these issues will

take time to resolve, we remain committed to contributing our expertise and leadership to help shape sustainable solutions.

Supporting the health and wellbeing of paramedics continues to be a key element of delivering public benefit. A workforce that is physically and mentally well is fundamental to safe and effective patient care. We are proud to maintain strong partnerships with organisations including The Ambulance Staff Charity (TASC), Blue Light Together, and the Royal Foundation's emergency services initiatives. Through these collaborations we have continued to promote wellbeing support, share learning, and encourage a culture that prioritises the welfare of those who care for the public.

Investment in student paramedics represents a further important contribution to public benefit. As the future of the profession, student paramedics must be supported to achieve high standards of education, professionalism, and clinical competence. During the year, we have worked with higher education institutions, NHS organisations, the independent and third sectors and policymakers across the UK to promote a sustainable and well-supported workforce pipeline. This has included engagement on the emerging challenge of an oversupply of newly qualified paramedics in some areas, recognising that workforce planning must balance opportunity for graduates with the long-term needs of patients and communities. Alongside this, we have continued to highlight the importance of addressing health inequalities and the wider determinants of health, ensuring that paramedic practice evolves to meet the needs of diverse populations and that no communities are disadvantaged in their access to or experience of care.

We have also continued to advance professional knowledge and standards through education, research, and continuing professional development opportunities. Throughout the year, a range of learning events and resources have been delivered, many through digital platforms, enabling accessible participation from across the UK. International collaboration has also remained a priority, with engagement alongside global partners through initiatives such as the International Critical Care Conference, supporting shared learning and the development of best practice that ultimately benefits patients.

As public expectations evolve and health and care systems continue to face pressure, the role of paramedics as a first point of contact for many patients has never been more significant. By supporting the profession, influencing policy, advancing education, and promoting wellbeing, the College of Paramedics continues to deliver meaningful and sustained benefit to the public across the United Kingdom.

Organisational structure

The Board of Trustees comprises the President, Vice President (Honorary Secretary), Chair of Paramedic Council, and Honorary Treasurer, plus five Trustees with specific oversight of membership, education, professional standards, clinical development, and research. The Board's focus is on overseeing the charity's strategy within a robust policy, governance, and financial framework.

The Paramedic Council comprises member representatives elected from each of 12 geographical areas in the UK and one representative each for military and overseas members and student members (the latter is also the Chair of the Student Council). All positions are elected for two years, with eligibility (excluding the Student Representative) to be elected to one further term of two years. The geographical areas are based on

the Nomenclature of Territorial Units for Statistics (NUTS) used by the National Office of Statistics and others.

The Paramedic Council forms part of a strong and inclusive membership focus within the College. The Council plays an instrumental part in ensuring that strategy is developed and delivered with membership interests at its centre.

Our Student Council represents the paramedics and full members of the future and mirrors the structure of the Paramedic Council. The Chair of the Student Council is a voting member of the Paramedic Council, within the member representative seat for student members.

Congress is the body that is made up of Trustees and Paramedic Council members, which will receive, and represent to members at the Annual General Meeting, the annual accounts and Trustee report. Congress will also elect candidates from the voting membership to Trustee positions.

The Chief Executive and her team deliver the strategy on behalf of the Board, within time restrictions, reporting regularly on progress. The day-to-day administrative business of the College has been continued by an expanding staff, who work within a hybrid or home-working model.

Working together, the Board of Trustees, Paramedic Council, and Chief Executive Group provide the collective leadership for the College of Paramedics, and ensure the effective running of the charity, delivery of strategy, and active membership representation.

In 2024 and 2025, the College was granted the Charter of Incorporation and permission to use the title 'Royal', respectively, by His Majesty King Charles III. The College made the legal and financial transition to the Royal College of Paramedics, Royal Charter charity, on the 1st January 2026.

Recruitment and appointment of new Trustees and Member Representatives

New Trustees are appointed from the full membership through election by Congress. The appointment process is laid out in the College Articles of Association and bylaws.

College Members are represented by the Paramedic Council made up of Full Members of the College (apart from the Member Representative for students), who are elected by the College Members residing or working within the region or sector they represent. This election process is laid out in the College Articles of Association and bylaws.

Both Trustees and Member Representatives are in post for a two-year term and are eligible to stand to be elected to one further term of two years. Trustees cannot also be employees of the College.

The Student Council mirrors the Paramedic Council, and its members are elected from and by student members, as laid out in the College bylaws.

Related parties

The College of Paramedics has formal working relationships with organisations both in the UK and overseas, all of which are under memoranda of understanding.

In addition, the charity has a subsidiary, the College of Paramedics Learning and Education Limited (COPLE). These accounts do not incorporate the subsidiary company, as the results of the subsidiary are immaterial in the context of the group accounts.

Key management personnel

The key management personnel are considered to be the Trustees, the Chief Executive Officer (Tracy Nicholls), the Chief Operating Officer (Lewis Andrews), and the Chief Executive Group. Trustees are not remunerated for their roles as Trustees. Decisions on staff remuneration (including senior management) are made by the Remuneration Committee. The Remuneration Committee meets annually to review staff remuneration, which is benchmarked against other organisations.

The College employs a workforce of 32 on permanent or fixed-term contracts, working full time or part time, and funded by central College funds or project-specific income. The College also relies on its membership to undertake a wide range of responsibilities, from becoming Trustees of the Board or Member Representatives, to taking leading roles in various projects, all within in a voluntary capacity.

Legal and administrative information

Trustees

Jon Price – President

Kerry Robertshaw – Vice President

Giles Adams – Honorary Treasurer (until 31.03.2026)

Helen Hardy – Chair of Paramedic Council

Mary-Jane Emery

Jaqualine Lindridge

Benjamin Haselwood

Edward Harry

Jonathan Davies

Senior leadership team members

Tracy Nicholls – Chief Executive

Lewis Andrews – Chief Operating Officer

Registered office

The Exchange

Express Park

Bristol Road

Bridgwater

TA6 4RR

Professional advisors

Auditor

Buzzacott Audit LLP

130 Wood Street

London

EC2V 6DL

Bankers

Santander plc

2 Triton Square

Regent's Place

London

NW1 3AN

National Westminster Bank plc (NatWest)

250 Bishopsgate

London

EC2M 4AA

Solicitors

Keystone Law

48 Chancery Lane

London

WC2A 1JF

Insurance brokers

James Hallam

156 South Street

Dorking

RH4 2HF

Defined pension contribution scheme providers

Creative Pension Trust

PO Box 9813

Oxford Point

19 Oxford Road

Bournemouth

BH1 9PL

Company number

05062387

FINANCIAL REVIEW AND ACCOUNTS

In compiling this report, with financial statements for the year ending 31st December 2025, the Trustees have complied with the Companies Act 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities, which incorporates the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland ('FRS 102') ('the Charities SORP ('FRS 102)').

The results for the College are detailed on pages 49 to 50. For the year ended 31st December 2025 the College generated a surplus of £144,578 (2024 – surplus of £99,874).

The principal source of funding in the year was membership income of £2,845,535 (2024 – £2,621,103).

Total income during the period was £3,392,034 (2024 – £2,993,052). While membership numbers overall reduced further during 2025 from 20,424 to 20,782 (1st January – 31st December 2025), Full Members increased from 16,878 to 17,395 while Associate and Student Members reduced from 3,546 to 3,387.

Expenditure for the same period grew from £2,893,178 to £3,247,456.

Retained funds amounted to £1,086,984 at 31st December 2025 (2024 – £942,406) with the College having cash amounting to £1,639,002 (2024 – £1,400,460) and current liabilities of £361,939 (2024 – £316,541).

Reserves policy and going concern

The Trustees operate a reserves policy, which aims to maintain a level of free reserves that will enable the College to ensure continuity of activity and gives the Trustees the ability to adjust the College's overhead base in a measured way to significant changes in the external economic environment and demands on services provided by the charity. In addition, the College self-insures its Fitness to Practice scheme and therefore retains cash cover to meet the projected claims on this scheme. The College aims to maintain reserves of between four and twelve weeks of expected expenditure, with additional reference to single instalment annual payments, such as insurance premiums, and with account taken of project funding received in advance of the related expenditure.

On 31st December 2025 the College had unrestricted reserves (excluding fixed assets) of £601,975 (2024 – £559,162).

Any surplus generated in excess of the reserves policy is expected to be applied to the continued funding of step-changes in the Colleges' transition from a small business to a larger, more complex one.

The Trustees consider that the College has sufficient resources to continue in operational existence for the foreseeable future. As the College of Paramedics transferred its operations to the Royal College of Paramedics on 1 January 2026, the College of Paramedics legal entity became dormant at that time. Therefore, although the activities remain ongoing within the Royal College of Paramedics, the financial statements of the College of Paramedics are prepared on a basis other than going concern.

Statement of Trustees' responsibilities

The Trustees (who are also directors of the College for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in *Accounting and Reporting by Charities: Statement of Recommended Practice*, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going-concern basis, unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and enable them to ensure that the financial statements comply with the *Companies Act 2006*. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

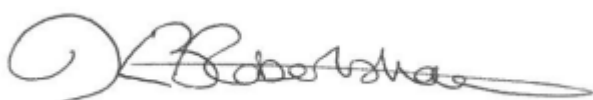
Each of the Trustees confirms that:

- So far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustee has taken all the steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given, and should be interpreted, in accordance with the provisions of §418 of the *Companies Act 2006*.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report was approved by the trustees on 22nd April 2026 and signed on their behalf by:



Kerry Robertshaw MCPara, Vice President

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF COLLEGE OF PARAMEDICS

Opinion

We have audited the financial statements of College of Paramedics (the 'charitable company') for the year ended 31 December 2025 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – Financial Statements prepared on a basis other than to going concern

We draw attention to the accounting policies within the financial statements and the report of the charitable company, which highlights that the entity has transferred its operations to Royal College of Paramedics on 1 January 2026 and from this date College of Paramedics ceased to operate. The activities transferred to Royal College of Paramedics have continued within that entity.

As such, the Trustees of College Paramedics have prepared the financial statements on a basis other than going concern. As disclosed, no adjustments were needed to the book values of the assets or liabilities of College of Paramedics as a result of preparation of the financial statements under this basis. Our opinion is not modified in respect of this matter.

Other information

The trustees, who are also the directors of the charitable company for the purposes of company law, are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form

Other information (continued)
of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either

intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ We identified the laws and regulations applicable to the charity through discussions with key management and from our knowledge and experience of the charity sector; and
- ◆ We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements of the charity. These included but were not limited to the Charities Act 2011, Companies Act 2006, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102) (effective 1 January 2019).

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimate for the provision for bad debts were indicative of potential bias; and
- ◆ investigated the rationale behind significant or unusual transactions

Auditor's responsibilities for the audit of the financial statements (continued)

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- ◆ review of minutes of trustee meetings;
- ◆ assessment of correspondence with legal representatives;
- ◆ enquiring of management as to actual and potential litigation and claims;
- ◆ agreeing financial statements disclosures to underlying supporting documentation

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Hugh Swainson (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

07 May 2026

Statement of financial activities year to 31 December 2025 (incorporating the income and expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Income from:					
Other trading activities	1	23,281	—	23,281	18,376
Charitable activities	1	3,023,796	309,167	3,332,963	2,944,149
Interest income		35,790	—	35,790	30,527
Total income		3,082,867	309,167	3,392,034	2,993,052
Expenditure on:					
Charitable activities	2	3,067,571	179,885	3,247,456	2,893,178
Total expenditure		3,067,571	179,885	3,247,456	2,893,178
Net income (expenditure)	4	15,296	129,282	144,578	99,874
Transfers between funds	15	12,573	(12,573)	—	—
Net movement in funds		27,869	116,709	144,758	99,874
Reconciliation of funds:					
Total funds brought forward		699,054	243,352	942,406	842,532
Total funds carried forward		726,923	360,061	1,086,984	942,406

All recognised gains and losses arising in the year are included in the above Statement of Financial Activities.

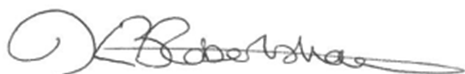
All amounts relate to continued activities.

The notes on pages 55 to 63 form part of the financial statements.

Balance sheet as at 31 December 2025

	Notes	2025 Total funds £	2024 Total funds £
Fixed assets			
Intangible assets	9	114,520	130,709
Tangible assets	10	10,428	9,182
Investments	11	1	1
Total fixed assets		124,949	139,892
Current assets			
Stock		1,438	9,145
Debtors	12	323,976	301,450
Cash at bank and in hand		1,639,002	1,400,460
Total current assets		1,964,416	1,711,055
Liabilities			
Amounts falling due within one year			
Creditors	13	(361,939)	(316,541)
Net current assets		1,602,477	1,394,514
Total assets less current liabilities		1,727,426	1,534,406
Provisions for liabilities	14	(640,442)	(592,000)
Total net assets		1,086,984	942,406
The funds of the Charity:			
Unrestricted funds	16	726,923	699,054
Restricted funds		360,061	243,352
Total Charity funds		1,086,984	942,406

The financial statements were approved by the Board of Trustees on 22 April 2026 and were signed on its behalf by:



Kerry Robertshaw MCPara, Trustee

College of Paramedics: A company limited by guarantee, Company Registration No. 05062387 (England and Wales)

Statement of cash flows Year to 31 December 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	A	229,890	(121,293)
Cash flows from investing activities:			
Purchase of intangible & tangible fixed assets		(27,138)	(29,438)
Interest received		35,790	30,527
		8,652	1,089
Increase/(decrease) in cash and cash equivalents in the year		238,542	(120,203)
Cash and cash equivalents at the beginning of the year	B	1,400,460	1,520,662
Cash and cash equivalents at the end of the year	B	1,639,002	1,400,460

Notes to the statement of cash flows for the year to 31 December 2025

A Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income (expenditure) for the reporting period (as per the statement of financial activities)	144,578	99,874
Adjustments for:		
Decrease/(increase) in stock	7,709	(3,521)
Depreciation and amortisation	42,081	18,428
(Increase) in debtors	(22,526)	(36,268)
Increase/(decrease) in creditors and provisions	93,838	(169,279)
Interest received	(35,790)	(30,527)
Net cash provided by (used in) operating activities	229,890	(121,293)

B Analysis of changes in net debt

	2024 £	Cash flows £	2025 £
Cash at bank	1,400,460	238,542	1,639,002
Total cash and cash equivalents	1,400,460	238,542	1,639,002

Principal accounting policies 31 December 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard 102, the Companies Act 2006 and the requirements of the Charities SORP (FRS 102): 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)'.

College of Paramedics meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

These financial statements have been prepared for the year to 31 December 2024, presented in sterling and are rounded to the nearest pound.

Group financial statements

Consolidated financial statements are not produced on the basis that the results of the trading subsidiary are immaterial in the context of the overall group position.

Going concern

The College was granted a Royal Charter by His Majesty King Charles III in 2024. In 2025, His Majesty gave us permission to use the title 'Royal', which came into effect after 1 January, 2026. In order to become a Royal Charter body, it was necessary to establish a new legal entity, the Royal College of Paramedics, and transfer the operations of the College of Paramedics to this entity, which took place after 1 January 2026. The operations of the College have therefore continued and the trustees of College of Paramedics are satisfied that those activities remain financially sustainable. Despite the College's activities being financially sustainable the old entity, the College of Paramedics, has ceased operations and therefore is not considered to be a going concern for accounting purposes. As a result, the trustees have concluded that the going concern basis is no longer appropriate, and the financial statements have therefore been prepared on a basis other than going concern.

The trustees consider that the application of a basis other than going concern does not give rise to material differences in the net book value of the charity's assets and liabilities at the reporting date. The most significant areas of judgement that affect items in the accounts are detailed below.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the trustees and management to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ determining the stage of progress of grant programmes covering more than one financial year for income recognition purposes;

Critical accounting estimates and areas of judgement (continued)

- ◆ determining whether funding agreements in substance are restricted grant funding or a contract for services;
- ◆ estimation of future obligations in relation to legal costs with respect to Fitness to Practise cases brought against members where the claim relates to events taking place prior to the end of the reporting period;
- ◆ estimating the useful economic life of tangible and intangible fixed assets; and
- ◆ estimating expected future income and expenditure and the timing of cash flows for the purpose of determining going concern.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs where appropriate.

Unrestricted funds are mainly from charitable activities, small amount from donations and other income received or generated for expenditure on the general objectives of the Charity.

Income recognition

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant. Where grant funding is provided to support a programme of work to be delivered over a period of time, these are considered time-related performance conditions and the income is spread over the life of the grant agreement. Expenditure is used as a proxy for calculating the time-related adjustment to income.

Membership income is recognised in accordance with the period of membership. Memberships received in advance are deferred and are included within creditors.

Investment income is recognised when receivable.

Exam, Conference and Course income is recognised when the activity takes place.

Expenditure recognition

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's programmes and activities.

Support costs have been allocated to charitable activities.

Tangible fixed assets

Individual assets with an expected useful life exceeding one year are capitalised at cost. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and office equipment etc.	20-33% on a straight line basis
---------------------------------	---------------------------------

Intangible fixed assets

Amortisation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life, amortisation is charged from the date the asset comes into use:

Database and website	33% on a straight line basis
App	20% on a straight line basis

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt.

Operating leases

Rentals payable under operating leases are charged to the income and expenditure account on a straight line basis over the period of the lease.

Stock

Stock represents goods purchased for resale and is held at the lower of cost and net realisable value.

Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – other debtors are basic financial instruments and are debt instruments measured at amortised cost. Listed investments are a basic financial instrument as detailed above. Prepayments are not financial instruments.

Cash at bank – classified as a basic financial instrument and is measured at face value.

Financial liabilities – accruals and other creditors are financial instruments, and are measured at amortised cost.

Pension costs

Contributions in connection with the charity's defined contribution scheme are charged to the statement of financial activities in the period in which they become payable to the scheme.

Notes to the financial statements 31 December 2025

1 Income

	2025 £	2024 £
Other trading activities		
Advertising income	9,569	8,575
Sale of merchandise	13,712	9,801
	23,281	18,376
Charitable activities		
Subscriptions	3,450	10,139
Membership income	2,845,535	2,621,103
Course endorsement	14,000	—
Sponsorship	550	417
Conference and course income	93,933	108,918
Paramedic Practitioner exam	34,692	5,270
Royalties	7,154	4,581
Other	24,482	4,635
<i>Grants:</i>		
Oatley Estate Donation	100,000	—
LAS JLA	18,500	—
NHSE	190,667	189,087
	3,332,963	2,944,150

Notes to the financial statements 31 December 2025

2 Expenditure on charitable activities

Activity	Cost	2025 £	2024 £
Direct costs			
Funded projects-grant - Staff costs		44,072	67,806
Funded projects-grant - Other direct costs		122,736	131,563
Paramedic Practitioner Exam - staff		4,766	61,795
Paramedic Practitioner Exam -other		35,172	—
Membership	Member insurance	228,891	195,518
Membership	FTP Representation	471,827	307,978
Membership	Newsletter costs	72,450	67,483
Membership	Bank and card charges	76,409	72,679
Membership	Other direct costs	120,014	164,093
Grants	Research grants given	10,250	6,250
Conferences, travel and courses	Event and conference costs	174,990	210,041
Course endorsements	Approval visitors expenses	4,000	6,900
eLearning project-Staff costs		5,990	4,550
eLearning project-Other direct costs		7,087	8,255
Staff and other costs		1,348,409	1,227,027
VAT historical liability		—	(17,409)
VAT partial exemption		110,578	122,249
Support costs (see note 3)		409,815	256,400
		3,247,456	2,893,178

Research grants

Research grants were given to individuals in relation to projects related to the objectives of the Charity.

3 Support costs

	2025 £	2024 £
Management	349,025	214,012
Governance costs	18,709	23,960
Depreciation and amortisation	42,081	18,428
	409,815	256,400

4 Net expenditure

Net expenditure is stated after charging:

	2025 £	2024 £
Depreciation and amortisation – owned assets	42,081	18,428
Auditor's remuneration:		
.Current year statutory audit	15,000	13,500
.Other services	1,000	2,350
Operating lease rentals – property	31,848	31,853
Operating lease rentals – other	859	1,453

Notes to the financial statements 31 December 2025

5 Trustees' remuneration and benefits

No remuneration was paid to the trustees during the year (2024 - £nil).

Trustees' Expenses

Trustees' expenses to the value of £5,573 were paid to 9 trustees (2024 - £7,987 to 14 trustees) by the Charity in relation to travel and subsistence expenses.

6 Staff costs

	2025 £	2024 £
Wages and salaries	1,182,893	1,128,688
Social security costs	145,969	113,800
Employer contributions to defined contribution pension	31,389	29,470
	1,360,251	1,271,958

The average monthly number of employees during the year was as follows:

	2025 No.	2024 No.
Management and administration	34	30
Project staff	—	5
	34	35

The number of employees whose emoluments fell within the following bands was:

	2025 No.	2024 No.
£60,001-£70,000	1	1
£70,001-£80,000	1	1
£80,001-£90,000	—	1
£90,001-£100,000	1	1
£100,001-£110,000	1	—

The key management personnel of the Charity comprise the Trustee Executives, the Chief Executive Officer and the Chief Operating Officer. The total employee benefits of the key management personnel of the Charity (including employer's social security and pension costs) were £223,824 (2024 - £211,409).

7 Corporation tax

The College of Paramedics is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

Notes to the financial statements 31 December 2025

8 Comparative Statement of Financial Activities for year ended 31 December 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £
<i>Income from:</i>				
Other trading activities	1	18,376	—	18,376
Charitable activities	1	2,755,062	189,087	2,944,149
Interest income		30,527	—	30,527
Total income		2,803,965	189,087	2,993,052
<i>Expenditure on:</i>				
Charitable activities	2	2,681,005	212,173	2,893,178
Total expenditure		2,681,005	212,173	2,893,178
Net income (expenditure)	4	122,960	(23,086)	99,874
Transfers between funds	16	71,667	(71,667)	—
Net movement in funds		194,627	(94,753)	99,874
<i>Reconciliation of funds:</i>				
Total funds brought forward		504,427	338,105	842,532
Total funds carried forward		699,054	243,352	942,406

9 Intangible fixed assets

	£
Cost	
At 1 January 2025	264,211
Additions	18,562
At 31 December 2025	282,773
Amortisation	
At 1 January 2025	133,503
Charge for year	34,750
At 31 December 2025	168,253
Net book value	
At 31 December 2025	114,520
At 31 December 2025	130,709

Intangible fixed assets relate to costs incurred on the development of bespoke Customer Relationship Management (CRM) database and the development of the College of Paramedics App. The App development was completed at the end of the first year and represents a cost of £110k.

Notes to the financial statements 31 December 2025

10 Tangible fixed assets

	Plant and equipment £
Cost	
At 1 January 2025	45,059
Additions	8,576
Disposals	(3,841)
At 31 December 2025	<u>49,794</u>
Depreciation	
At 1 January 2025	35,877
Charge for year	7,331
Depreciation on disposals	(3,841)
At 31 December 2025	<u>39,366</u>
Net book value	
At 31 December 2025	<u>10,428</u>
At 31 December 2024	<u>9,182</u>

11 Fixed asset investment

	Shares in group under- takings £
At 1 January and 31 December	<u>1</u>

The investment at the balance sheet date in the share capital of companies comprise the following:

College of Paramedics Learning and Education Limited

Nature of business:	Education
Class of shares:	% holding
Ordinary	100%

	2025 £	2024 £
Aggregate capital and reserves	<u>1</u>	<u>1</u>

12 Debtors: amounts falling due within one year

	2025 £	2024 £
Trade debtors	36,327	33,267
Prepayments	246,603	253,158
Other debtors	32,911	15,026
VAT	8,135	—
	<u>323,976</u>	<u>301,451</u>

Notes to the financial statements 31 December 2025

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	19,885	37,054
Accruals and deferred income	298,089	279,390
Pension contributions	6,269	—
Taxation and social security	37,696	—
VAT	—	97
	361,939	316,541

Deferred income relates to membership income received in advance (and so deferred over the period of the membership) and exam and event income (which is deferred until the event/exam takes place) Included within the above is deferred income as set out below:

	2025 £
Deferred income brought forward at 1 January	162,198
Additional income deferred during the year	181,679
Brought forward funds released in the year	(158,170)
Deferred income carried forward at 31 December	185,707

14 Provisions for liabilities

As at the end of the financial period, a number of the membership of the College were engaged in ongoing Fitness to Practise claims. Under the terms of the support provided to members by the College, these costs are to be underwritten by the College on the members behalf. The College has provided as a provision the estimated total cost of legal representation in respect of ongoing cases as at 31 December 2025, in excess of amounts already invoiced. These estimated costs are likely to crystallise over the next 18 months to 2 years.

Since the membership of the College has increased in recent years, and the support scheme is relatively new, the current annual movement in provision remains significant. It is anticipated that once the scheme has reached maturity, the movement in provision should be more stable.

	2025 £
Amount as at 1 January	592,000
Increase in provision	48,442
Amount as at 31 December	640,442

15 Movement in funds

	At 1 January 2025 £	Income £	Expenditure £	Transfers between funds	At 31 December 2025 £
Unrestricted funds					
General fund	699,054	3,082,867	(3,067,571)	12,573	726,923
Restricted funds					
LAS	55,211	—	(5,298)	—	49,913
Health education-elfh	19,368	—	(13,078)	(6,290)	—
JLA	—	18,500	—	—	18,500
HEE/CHSA Grant/eIntegrity	69,469	11,500	(41,868)	(5,867)	33,234
NHSE- PESP	4,276	—	(3,860)	(416)	—
NHSE	95,028	179,167	(115,781)	—	158,414
Donation-Oatley Estate	—	100,000	—	—	100,000
Restricted funds total	243,352	309,167	(179,885)	(12,573)	360,061
Total funds	942,406	3,392,034	(3,302,814)	—	1,086,984

	At 1 January 2024 £	Income £	Expenditure £	Transfers between funds	At 31 December 2024 £
<i>Unrestricted funds</i>					
<i>General fund</i>	<i>504,427</i>	<i>2,803,965</i>	<i>(2,681,005)</i>	<i>71,667</i>	<i>699,054</i>
<i>Restricted funds</i>					
<i>LAS</i>	<i>97,444</i>	<i>—</i>	<i>(42,233)</i>	<i>—</i>	<i>55,211</i>
<i>Health education</i>	<i>78,903</i>	<i>—</i>	<i>(12,805)</i>	<i>(46,730)</i>	<i>19,368</i>
<i>John Hinds Scholarship</i>	<i>(98)</i>	<i>—</i>	<i>—</i>	<i>98</i>	<i>—</i>
<i>HEE/CHSA Grant</i>	<i>161,856</i>	<i>—</i>	<i>(67,352)</i>	<i>(25,035)</i>	<i>69,469</i>
<i>NHSE- PESP</i>	<i>—</i>	<i>9,920</i>	<i>(5,644)</i>	<i>—</i>	<i>4,276</i>
<i>NHSE</i>	<i>—</i>	<i>179,167</i>	<i>(84,139)</i>	<i>—</i>	<i>95,028</i>
<i>Restricted funds total</i>	<i>338,105</i>	<i>189,087</i>	<i>(212,173)</i>	<i>(71,667)</i>	<i>243,352</i>
<i>Total funds</i>	<i>842,532</i>	<i>2,993,052</i>	<i>(2,893,178)</i>	<i>—</i>	<i>942,406</i>

Net movement in funds, included in the above, are as follows:

The restricted income and expenditure relates primarily to the NHS England grants of £179,167, a donation from the Oatley Estate of £100,000 received in the year and the Health education grants and LAS grant received in previous years. These funds are restricted to use on specific projects in line with the terms of the grant agreements with the funders.

The transfers between funds are cross charges for project management and admin costs for the restricted projects.

16 Analysis of net assets between funds

	Fixed assets £	Current assets £	Current liabilities £	Non- current Liabilities £	2025 Total £
Unrestricted funds	124,949	1,602,011	(359,595)	(640,442)	726,923
Restricted funds	—	362,405	(2,344)	—	360,061
	<u>124,949</u>	<u>1,964,416</u>	<u>(361,939)</u>	<u>(640,442)</u>	<u>1,086,984</u>

	Fixed assets £	Current assets £	Current liabilities £	Non- current Liabilities £	2024 Total £
Unrestricted funds	139,894	1,467,704	(316,541)	(592,000)	699,057
Restricted funds	—	243,352	—	—	243,352
	<u>139,894</u>	<u>1,711,056</u>	<u>(316,541)</u>	<u>(592,000)</u>	<u>942,409</u>

17 Operating lease commitments

The charity had commitments under operating leases at the year end as follows:

	2025 £	2024 £
Land and buildings		
Expiring:		
Within one year	27,418	27,418
Between 1-2 years	25,133	—
Total commitments	<u>52,551</u>	<u>27,418</u>

	2025 £	2024 £
Other		
Expiring:		
Within one year	1,054	—
Between 1-2 years	1,054	—
Between 2-5 years	1,268	—
Total commitments	<u>3,376</u>	<u>—</u>

18 Related party transactions

At the year-end, College of Paramedics Learning and Education Limited owed £7,510 (2024 - £4,054) to the Charity.

19 Ultimate controlling party

The Trustees consider that there is no ultimate controlling party.

20 Post balance sheet events

Having been granted a Royal Charter and permission to use the title 'Royal' the College became the Royal College of Paramedics on the 1 January 2026. The assets and liabilities of the existing College at the year-end have been transferred to the new entity with operations continuing under the new legal title. The College of Paramedics legal entity became dormant at this time.