



TRUSTEES' ANNUAL REPORT 2024

AND AUDITED FINANCIAL STATEMENTS

COVERING THE PERIOD FROM 1 JANUARY TO 31 DECEMBER 2024

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INTRODUCTION

A very warm welcome to the College of Paramedics Annual Report 2024. This year has been another milestone in our journey, marked by significant progress, innovation, and advocacy for our profession. The landscape of urgent and emergency service provision continues to evolve, and you, our members, have demonstrated resilience, leadership, and commitment in ensuring excellence in patient care, despite the challenges that you continually face.

Aligned with the NHS 10-Year Plan, we have strengthened our partnerships and ensured that it is more widely understood that paramedics play a vital role in shaping the future of healthcare delivery. This collaboration highlights the crucial contributions paramedics make within the wider healthcare system and affirms our dedication to supporting these professionals at every stage of their careers. We recognise the daily challenges that those of you who work in the ambulance sector face and the moral injury that can come from operating in this environment. We are working more closely with medical Royal Colleges to provide solutions and advice for those who can influence change within government and arm's-length bodies. The critical issues that we see are entirely predictable, so our efforts will remain focused on improving this through a collaborative endeavour over the coming months.

Throughout the year, we have continued to strengthen our position, with significant developments that highlight our commitment to professional recognition and growth. Our granting of a Royal Charter has been a focal point, marking a transformative step in enhancing governance and recognition for paramedics across the UK. This journey has been met with enthusiasm from our members, and we look forward to shaping the future with your valued input. We recognise that not all of our members are convinced of the benefits of becoming a chartered organisation, but we hope that our consultation with you, planned for 2025, will demonstrate how the Charter will offer you more development opportunities, wherever you are working.

We have been pleased to offer support to members with the most need through our Rejuvenate, Thrive, Breathe paramedic wellbeing programme. Since its inception in 2021, this programme has provided crucial psychological wellbeing support to paramedics, helping them navigate the challenges that often accompany their vital role. The College remains committed to supporting you, and we pledge to continue to find ways in which you can thrive as whole people, both at work and in your personal lives. This is not about productivity or efficiency, our aim is to support and enable you to live well, wherever possible.

Another key milestone has been the launch of our new app, designed to enhance engagement and provide members with seamless access to resources, CPD opportunities, and professional guidance. This digital advancement ensures that our members remain connected and well-supported in their professional development. We continue to improve resources on the app and welcome your feedback on its functionality.

We have also undertaken a major update to our curriculum, ensuring alignment with the evolving needs of healthcare education and clinical practice. The revised framework strengthens the foundation of paramedic education, equipping professionals with the necessary skills and knowledge to excel in their roles. We will continue to work with our education provider partners and the Health and Care Professions Council to ensure that there is much more consistency across the UK programmes throughout the next year.

Our conference portfolio has expanded significantly this year, reflecting the growing demand for knowledge-sharing and professional networking. With the addition of dedicated conferences covering maternity, national developments, research, student engagement, and primary care, we have provided a platform for discourse, learning, and collaboration that benefits the profession as a whole. We hope you have enjoyed the more streamlined approach, and we have another busy agenda for 2025 to look forward to using your valuable feedback for the coming year.

Engagement with the public and policymakers remains a priority, and this year has seen us actively involved in several key inquiries. Our contributions to the COVID-19 Inquiry and the Scottish COVID-19 Inquiry have provided critical insights into the challenges faced by paramedics during the pandemic, ensuring that the lessons learned lead to improved preparedness and support for frontline professionals. Additionally, our participation in the Manchester Arena Inquiry has reinforced our commitment to strengthening emergency response protocols and enhancing inter-agency collaboration in mass-casualty incidents.

The College of Paramedics' ParaMEDic Project showed the benefit of offering opportunities in under-represented communities, offering invaluable support to those who may not have thought of a career in paramedicine before. Through partnerships with universities and healthcare providers, the project has successfully expanded its reach, providing the opportunity to engage in structured mentorship and development pathways. By bridging the gap between academic learning and real-world practice, the ParaMEDic Project has played a key role in shaping the future of paramedic education and encouraging those from diverse backgrounds to consider our profession as a future career choice.

As we look to the future, we remain committed to driving progress and supporting our members in meaningful ways. Leadership development will be a core focus, equipping paramedics with the skills and confidence to lead in a dynamic and evolving healthcare environment. Expanding access to continuing professional development (CPD) will also be a priority, ensuring that all members have the opportunity to enhance their knowledge and expertise. We commit to bringing the College closer to you, with more regional CPD events for you to engage with that are linked to trusts and other workplaces, which we hope will provide less burden on you to travel to engage with us.

Our forthcoming strategy consultation will be a key milestone in shaping the future of the profession. Through extensive engagement with our members, we aim to define a clear and ambitious vision that reflects the needs and aspirations of paramedics across the UK.

My thanks go to the team of dedicated people who work at the College of Paramedics for their diligence in putting our members at the heart of their work. I am deeply grateful for everything you all do. I also want to thank all of our many Specialist Interest Groups, volunteers and our Diversity Steering Group, as they provide such valuable input.

The achievements of this year would not have been possible without the continued dedication and commitment of our members, volunteers, and partners. Your continued support and passion drive the profession forward, and we are excited for the opportunities that lie ahead. As we move into 2025, we remain steadfast in our mission to advocate for, support, and advance paramedicine.

Tracy Nicholls OBE, FCPara, Chief Executive

TRUSTEES' REPORT

As we reflect on 2024, I want to extend my deepest gratitude, on behalf of the Board of Trustees, to Tracy Nicholls OBE for her outstanding leadership and unwavering commitment to our profession. I also want to thank every member of the College of Paramedics team for their dedication and tireless efforts throughout the year. Their work has been instrumental in driving forward our mission to support, develop, and advocate for paramedics across the UK.

This year has brought significant achievements for both the College and the wider profession. The landscape of urgent and emergency care continues to evolve, and paramedics remain at the heart of delivering high-quality patient care. Across all four pillars of our practice – clinical, research, leadership, and education – our members continue to make an invaluable impact. From frontline clinicians providing exceptional care in the most challenging circumstances, to researchers advancing our understanding of best practice, to leaders influencing healthcare policy, and educators inspiring the next generation, the contribution of paramedics has never been greater.

Looking ahead, the upcoming NHS 10-Year Plan will bring significant changes to the way healthcare is delivered in the UK. The College of Paramedics will be at the forefront of these discussions, ensuring that the voice of our profession is heard and that paramedics are recognised as a fundamental part of the healthcare system. We will continue to advocate for the necessary resources, training, and support to enable us to thrive in an evolving NHS. As the plan is reviewed and adopted, we will work tirelessly to represent the collective views of paramedics and ensure that any changes enhance the profession and the care we provide to patients.

In addition to advocating for our profession, we have also made great strides in strengthening the College itself. We have worked hard to improve how we manage risk, finances, and operational delivery, ensuring that we are a resilient and effective organisation that can support our members now and in the future. As we look forward, we are excited to begin developing the next College strategy – one that will set out our vision for the coming years and ensure we continue to grow, adapt, and lead in a rapidly changing healthcare environment.

The dedication and professionalism of paramedics across the UK is truly inspiring. In every corner of our healthcare system – whether in ambulance services, primary and urgent care, critical care, research, or education – paramedics are making a tangible difference to the lives of patients and communities. The College remains committed to supporting you, representing you, and championing the role of paramedics at every level.

Thank you for your hard work, resilience, and dedication. Together, we will continue to shape the future of paramedicine and ensure that our profession remains at the centre of an evolving NHS.

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.

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 is of benefit to society's health as a whole.

The Royal Charter has provided our organisation with permanency and influence, strengthening the standing and significance of the paramedic profession within the healthcare system. By showcasing the expertise and innovation paramedics bring, the College is a vital contributor to shaping healthcare pathways and addressing systemic challenges. This not only elevates the status of paramedics but also underscores 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 by 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, such as those responding to Lord Darzi's 2024 report, 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 paramedic scope of practice and curriculum, facilitating 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.

Delivering on our Strategy

The College 2019–2024 Strategy, written to guide us in furthering our purpose over five years, has been delivered successfully, with 2025 being a year of transition towards the launch of our next strategy at the start of 2026, which will coincide with our successful

transition into the Chartered charity. Pages 8–32 of this report highlight our activities and achievements, in 2024, under each of the following five aims:

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

Since coming into post in May 2023, a priority of the board has been to understand issues affecting the four nations. This has been pivotal to help inform future strategy for the profession and to unpick the role that the College can undertake in certain areas. This has been achieved in part by delivering our face-to-face board meetings across the nations, with the ambition to travel to Scotland early in 2025.

The opportunity to meet with paramedics working across education, leadership, research, operational delivery, and an expanse of different roles across the primary, urgent, and emergency context has highlighted the transition of our profession over the duration of the last strategy and supported our understanding of what is important to the people working in our profession as we look forwards.

Ensuring that we have a dynamic, multi-generational, inclusive board has been a top priority to enable us to support the profession we are all so passionate about. We have developed an induction programme to ensure charity governance principles and College workstreams are fully understood and to further breakdown barriers to paramedics considering board roles. We have also attended the staff Team Together Days to fully understand the important role the College team have in supporting our members.

We as a board are delighted with the progress of the College over the past year, with continued success in striving for clinical excellence for our profession.

Kerry Robertshaw, Vice President (Honorary Secretary)

Existing

Jon Price – President

Kerry Robertshaw – Vice President (Honorary Secretary)

Mary-Jane Emery – Trustee (Clinical Development)

Giles Adams – Honorary Treasurer

Outgoing

Rory O'Connor – Chair of Paramedic Council

Vince Clarke – Trustee (Education)

Georgette Eaton – Trustee (Research)

Richard Webber – Trustee (Membership and Communications)

Fauziya Lakhi – Trustee (Professional Standards)

Incoming

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 June 2023 the College introduced the role of Policy and Public Affairs Manager to further develop our engagement work with elected representatives, government departments, and to work in collaboration with other professional organisations to collectively bring attention to the skills, knowledge, and experience of paramedics to better inform government policies. The full-time role covers the whole UK, allowing the College to represent members and the profession in all four administrations.

Key activities in 2024

- We wrote to Ministers, Cabinet Secretaries, and government departments to share information about the paramedic profession.
- We set up meetings between the College and elected officials and civil servants.
- We worked in partnership with other organisations to collectively advocate for the profession.
- We provided evidence and responses on behalf of the College to government consultations, engaging with members via surveys, online, and in face-to-face meetings, to gather views to inform our work on your behalf.

Key achievements in 2024 include

- The publication of our first ever Manifesto, an advocacy document that identifies our policy priorities, was used to engage with candidates and political parties in the run up to the General Election.
- We produced General Election materials for members, including guides on registering to vote and analysis of party manifestoes, highlighting each party's priorities for health and care.

Meetings

- We met with the Health Minister for Northern Ireland, Mike Nesbitt, and his team at Stormont, Belfast, a meeting that included the Chief Allied Health Professions Officer in Northern Ireland, Michelle Tennyson. Discussions included the role of paramedics in Northern Ireland, how the profession supports plans for the recovery of health services, and how the College will feed into the consultation on hospital reconfiguration.
- We met with the Cabinet Secretary for Health, Social Care and Welsh Language in Wales, Eluned Morgan (now First Minister of Wales), to discuss health priorities in Wales and the role of the Allied Health Professions in tackling waiting times and providing care closer to home.

- We met with former Minister for Health, Helen Whatley MP, and the new Minister for Health, Karen Smyth MP. We spoke about the Fitness to Practise processes, the length of time it takes our members to secure a resolution, and the impact of this on their wellbeing, as well as the diversification of roles of paramedics and how they can be used as a lever for change across health and social care. We also discussed the culture issues that exist and the way in which the support of Ministers to oversee cultural work across the ambulance sector is pivotal in keeping up the focus on this important area of work.
- Building on our achievement of changes to legislation in December 2023, which resulted in Paramedic Independent Prescribers gaining the right to prescribe and administer a list of five controlled drugs, the College met with civil servants at the Department of Health and Social Care and at the Home Office to continue to press for full prescribing rights for Paramedic Independent Prescribers, led by our Specialist Medicines Advisor.

Representing allied health professions (AHP)

Our Policy and Public Affairs Manager is an active member of policy networks across the UK, working with AHP colleagues in all four nations, as a representative of the College of Paramedics, to provide collective leadership and representation on common issues that impact AHPs.

Statements, consultations and inquiries

Responding to **government consultations** helps the College to influence policy decisions and build understanding of the profession with politicians and decision makers. We would like to thank every member for responding to our surveys and taking the time to attend engagement events. Thanks to you we were able to produce detailed responses to consultations, including:

- The Independent Investigation of the NHS by Lord Darzi
- Public Health Bill for Northern Ireland
- UK Government's 10-Year Health Plan
- Scottish Government's Palliative Care Matters for All five-year strategy
- UK Government's separate pay spine for nursing
- Impact of population change in Wales

We also released **statements** on a range of topical subjects and issues that affect our members and the profession:

- Response to separate pay spine for Nursing UK Government Consultation
- Response to consultation on the Professional Standards Authority's good practice guidance documents in support of regulatory reform
- Statement on International Conflict
- Statement regarding Sky News investigation into unacceptable sexualised behaviour in the ambulance sector
- Statement regarding the major incident in Southport
- Statement regarding the violence during summer 2024 and its impact on the paramedic profession

- Follow-up statement regarding unacceptable sexualised behaviour in the ambulance sector

The College continued to represent paramedics at a number of **inquiries** in 2024, as well as reviewing the **manuscripts** of paramedic profession-related publications:

- Scottish COVID-19 Inquiry
- David Fuller Inquiry
- Manchester Arena Inquiry
- COVID-19 Public Inquiry
- The Wellbeing and Resilience Workbook for Ambulance Clinicians
- Paramedic Research

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 & Experience of Practice-Based Education Within Ambulance Services Networking Group Employee Wellbeing and Suicide Prevention Group Ambulance Cultural Review Delivery Board
Allied Health Professions Forum (AHPF) England	CEO Group Policy Officer Group Council for AHP Research Education Leads Group (HCPEL)
AHPF Cymru	Policy and Public Affairs
AHPF Scotland	
AHPF Northern Ireland	
Care Quality Commission (CQC)	General Practice Reference Group
Chartered Society of Physiotherapy	Equity, Diversity and Belonging Committee
Community Rehab Alliance	
Department of Health and Social Care	Fit Note
Department of Health Northern Ireland	Paramedic Workforce Review Northern Ireland
Paramedic Education Network (PEN)	
Health Education and Improvement Wales	Stakeholder Reference Group
Health Services Safety Investigation Branch (HSSIB)	Investigations and 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
Inter-Collegiate and Agency National DVA (INCADVA) Forum	
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) (USA)	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)	Joint Ambulance Improvement Programme Board Reducing misogyny and improving sexual safety in the ambulance service Greener NHS Greener AHP Advisory Board DCA Oversight Group Urgent & Emergency Care – Effective Staffing Professional Reference Group New Hospitals Programme Culture Delivery Board National Strategic Vehicle Working Group 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
Personalised Care Institute (PCI)	Continual contact to deliver PCI objectives for Primary Care Paramedics

Intercollegiate Board for Training in Pre-Hospital Emergency Medicine (IBTPHEM)	Curriculum review committee
Primary and Integrated Care Workforce Stakeholder Group	
Resuscitation Council UK	
Royal College of Emergency Medicine (RCEM)	ACP Credentialing Committee PHEM 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	
TASC	MOU Bi-annual memorial service
Trade Unions – GMB, UNISON, Unite	
UK Association of Forensic Nurses and Paramedics	Forensic and custody paramedics

Diversity, equity, and belonging

A continuing commitment to diversity, equity, and belonging was seen in 2024, working with our members who volunteer to advise and support the College through participation in the College **Diversity Steering Group** (DSG). The DSG co-produced with the JRCALC EDI committee a chapter for the JRCALC Guidelines entitled 'Clinical considerations in relation to diversity and equality'. DSG members also attended a number of conferences and events to speak to College members about diversity, equity, and belonging within the paramedic profession.

Our Trustees and Council members were invited to attend race equity training.

As part of our commitment to building a diverse future workforce, we worked in partnership with a number of organisations on a successful second **ParaMedic Project**. This immersive, three-day paramedic experience brought together 42 young people from minoritised ethnic groups to showcase what a paramedic career might look like.

A quote from a 2023 participant of this project:

I wanted to thank you for this opportunity, I had such an amazing time and I am happy to say that I have joined the Green Family! I am now an Emergency Medical Dispatcher at [the local ambulance service] (not quite a paramedic but it was the trip we took to the EOC that changed my mind). I am still brand new and in training but it was this [ParaMedic Project] that has inspired me to move to [city name] and begin a new life. I have also noticed others that were at the [ParaMedic Project] with me working at [the local ambulance service] now, which is really cool to see! Thank you again!! Please continue to do these projects!! More young people need to know about our ambulance services.

Work also started on the development of resources and signpost materials for careers teachers, advisors, and career changers within the context of improving the diversity of the

paramedic profession. The College's commitment to this aim follows evidence that shows a diverse workforce that reflects the communities it serves provides better patient care.

The College continued to represent the profession and College members in both the National Ambulance Diversity and Inclusion Forum (NADIF) and the Health and Care Professions Council's Equality, Diversity and Inclusion Forum meetings.

Press and communications

During the past 12 months, the College has continued to work with the media to highlight a number of important issues facing our members. Winter pressures and handover delays have been under the media microscope in recent years and 2024 was no exception, with College spokespeople taking part in interviews across TV, radio, and print publications. We continued to work with AACE, RCEM, and various other stakeholders to highlight these issues to government and to offer solutions about what can be done to reduce them in the short and long term.

The College also actively worked with Sky News on their sexual harassment investigations within the paramedic profession, with Chief Executive Tracy Nicholls being interviewed about the problem, sharing anecdotal evidence and what the College is doing to help tackle it.

Other issues the College was asked to comment on by the media included mental health, electric ambulances, call demand, free-birthing, controlled drugs and student degrees, to name but a few.

In addition, we put out a number of statements, press releases, and announcements in 2024. These included the Royal Charter, the signing of the Armed Forces Covenant, and the news that Tracy Nicholls was to become the new Chair of TASC.

There was ongoing work contributing to Paramedic Insight, with featured interviews and all the communications and organisation involved in making International Paramedics Day another success in 2024.

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

There was a lot of activity in the Clinical Development Directorate in 2024. We continue to meet and lobby policy makers and senior officials to influence changes that enable paramedics to be better equipped to perform their roles. In primary care, and with the support of two key advanced paramedics, we now see appropriately qualified paramedics being able to undertake the **Faculty of Sexual and Reproductive Health Registered Trainer** course, which was previously only open to doctors and nurses. We have been working to develop an Urgent Care Capability Framework to support the development of frontline paramedics, and to guide CPD for those working in urgent care settings and roles.

The **Primary Care and Prescribing Conference** took place in Leeds, with a stellar line-up of presenters. The conference was opened by Michelle Tennyson, Northern Ireland's Chief Allied Health Professions Officer, and was closed by Linda Hindle OBE, the Lead Allied Health Professional and National Engagement Lead for Emergency services at the Department of Health and Social Care. It also included an interview with Professor Chris Whitty, the Chief Medical Officer in England. We have been piloting two projects in 2024, which we will upscale to a national model in 2025. These are the **PESP project**, which is an educational offer delivered by experts in their field, and the **MAGIC project**, which will see paramedics delivering simulation training in general practice emergencies. The past year has been busy and rewarding for primary and urgent care workstreams, and we are looking forward to building on this work in 2025.

Emergency and critical care

Over six months, we hosted **The Trauma Series**, a webinar series that was exceptionally well received by our members. Six episodes followed the events of a road traffic collision, taking members from the initial 999 call through to arrival at the emergency department and beyond. This was by far the most popular webinar the College has ever hosted, with 1,037 members registering across the six episodes.

A key factor in the success of the series was the involvement of subject matter experts, who delivered sessions on their specific areas of expertise. Member feedback highlighted the immense value these insights brought to their learning and professional development.

Significant progress has also been made in reviewing the latest evidence from the **EXIT Project**, which examined best practices for extrication from motor vehicles. The College of Paramedics played a key role as a stakeholder in a consensus day, hosted by Devon and Somerset Fire and Rescue Service. The consensus day was attended by a breadth of subject-matter experts, who provided key expert opinion that then contributed to the Faculty of Pre-Hospital Care's recent consensus statement on extrication.

We acknowledge that transitioning to a new approach to vehicle extrication will take time, as traditional methods have been in place since the 1970s. Close working with key stakeholders, which includes the National Fire Chiefs Council (NFCC), will enable changes to be made to National Operational Guidance (NOGs) so that we can see consistency in extrication practices across the UK Fire and Rescue Services. As clinicians, our knowledge and understanding around injury patterns will enable paramedics to work collaboratively alongside our Fire and Rescue colleagues to provide an evidence base on patient-centred extrication.

While paramedics have access to JRCALC for standard practice, there are no standard, specific **guidelines for advanced practice**. Work is underway to review the local guidelines and standard operating procedures already used in areas of the UK, then bring these together to provide some UK advanced practice guidelines. It is important to work closely with key stakeholders on this work, including the Faculty of Pre-Hospital Care, who are completely supportive of the initiative.

Education

The past twelve months have seen significant activity in the sphere of education, the greatest achievement being the long-awaited publication of the **Paramedic Curriculum, 6th Edition**, following a prolonged period of significant engagement with all key stakeholders. This co-produced document aims to ensure consistent minimum requirements of all pre-registration education programmes, thus ensuring the capability of new registrants.

In January 2024 our new Associate Head of Education commenced in post on a part-time basis, their focus being to implement the College's **new approach to programme endorsement**. This progressed to initial piloting in December, and will continue at pace in 2025.

A **Memorandum of Understanding** was signed **with the HCPC** to formalise our close working relationship and allow improved information sharing to ensure both parties are optimally enabled to respond to intelligence regarding paramedic education. We have already seen benefits from this agreement.

The UK structure of the Paramedic Education Community was altered to enable a more agile approach and better communication. The implementation of this will continue in 2025, but there are now ten Geographical Education Networks identified, and individual Geographical Education Leads are in post to provide leadership. The national **Paramedic Education Network** (PEN) held two in-person events in 2024, with over 100 attendees representing employers and education providers from all four nations of the UK. The December event saw the launch of the new Paramedic Simulation Network.

The **Learner Listening Sessions** that commenced in response to the escalating learner concerns highlighted in the press in March 2024 have seen consistent engagement from individuals, and to date we have engaged with over 150 learners from all areas of the UK across ten sessions both virtual and face to face. The sessions have ensured our understanding of the current experience of our learners; the themes from the listening sessions inform case studies that our Chief Executive, Tracy Nicholls, can share with colleagues at the national Ambulance Culture Review Delivery Board to drive learning and improvement for our student members. In addition, these sessions have resulted in some specific one-to-one support, as well as employer and education provider liaison to address issues that attendees have asked us to assist with.

The popular **Interactive Career Framework** has been reviewed and refreshed in 2024 and now includes video case studies of paramedics representing a variety of roles across all four pillars/domains of practice.

A new virtual reality, **360-degree e-learning module** to explore human factors in a sudden cardiac arrest was developed and launched in the autumn. Showcased at the Emergency Services Show this module has generated a lot of interest. It is one of many new and refreshed e-learning modules to which the team have contributed.

Finally, we were delighted to work with two paramedic entrepreneurs to publish a brilliant little book for learners. **Paralog** is designed to support students in recording competencies while on placement; it also includes lots of aide memoirs and is already proving popular.

Research

Over the past 12 months, our Research Centre has forged ahead with significant advancements, marking a year of dynamic growth and substantial contributions to the field. Our team has successfully navigated the complexities of research in paramedicine, showcasing our dedication to innovation and excellence.

Key achievements

Advancements in research initiatives:

- We are working with ambulance services and the James Lind Alliance on a research priority setting exercise to help support future UK research in paramedicine.
- We have seen continued data collection for an externally funded project on teams-based working, which is pivotal in enhancing collaborative efforts in emergency care.
- The Research Centre is also contributing to the updating of the JRCALC Burns and Scalds Guideline, ensuring up-to-date, evidence-based practice within the ambulance services.

Significant events and engagements:

- We hosted the National Research Conference, which not only facilitated a comprehensive discourse on emerging research but also significantly increased attendance and engagement from research and development leads across the nation.
- We represented the College of Paramedics at multiple esteemed forums, including the National Ambulance Research Steering Group, the 999 Research Forum, and the Community of Allied Health Professions Research, highlighting our leadership in emergency care research.

Educational contributions and collaborations:

- We have pioneered our College of Paramedic Research Database (CRED) initiative, aimed at enhancing research dissemination and fostering a culture of evidence-based practice among our members and external organisations across the globe.

- The launch of research modules in collaboration with the Royal College of Emergency Medicine has set a new benchmark for educational excellence in research, with two modules completed and five more in development.

Publications and guidelines:

- Our commitment to contributing to scholarly literature was evidenced by the publication of the third COVID-19 Ambulance Response Assessment (CARA) study paper and our ongoing work on the Patient and Public Involvement and Engagement module, enhancing the academic foundations of emergency care research.

Grants and awards:

- The Research Centre has successfully launched and awarded several small grants, including three small grants and the Betty Pennington Award (in conjunction with North West Ambulance Service). The grants continue to support innovative research projects within the community.

Promoting research careers and education:

- We have actively developed and promoted paramedic research careers, running a series of our own webinars, leading webinars for the National Institute of Health and Care Research's Emergency Care Incubator, presenting at the 999 Research Forum, and hosting Insight events, thus nurturing the next generation of research leaders.

Enhancement of research infrastructure:

- Significant upgrades to the research section of the College's website have improved accessibility, allowing external visitors and members to engage more effectively with our resources and findings.

Reflecting on the year, it is clear that our Research Centre has not only met but exceeded expectations in various domains of emergency care research. Our efforts have laid a strong foundation for future projects and collaborations in paramedicine, ensuring that the College of Paramedics remains at the forefront of research innovation. Moving forward, we aim to continue this trajectory of excellence, exploring new avenues for research and impact.

Professional standards

In 2024 the College worked alongside members and partners to produce a series of videos highlighting the **portfolio paramedic** format of working. These videos put a spotlight on members already working in this capacity, spanning multiple roles and the benefits they found.

We produced the **International Paramedic Booklet**, which provides advice and guidance aimed at those looking to work in the UK.

We responded to, and encouraged responses from members to, the **Professional Standards Authority (PSA) consultation** on reforms of the way that health and care professionals are regulated. The reforms will mean significant changes, including giving regulators greater freedom to decide how they operate, such as introducing the flexibility to set and amend their own rules. There will also be changes to regulators' powers and governance arrangements, and an entirely new process for handling fitness to practise will be created. Under the new system, more cases are expected to be dealt with on paper through a process called an 'accepted outcome' rather than going to a formal hearing.

The responses of the College and its members to the PSA's guidance for regulators are an essential activity as a professional body, which complement our **ongoing interactions with the HCPC**, an important focus of which is on fitness to practise investigations and processes. We outlined the inconsistencies and inequalities that continue to prevail, the unacceptable timescales registrants endure, and the negative impact on wellbeing that ensues.

College activities and achievements around diversity, equity, and belonging and supporting members' mental health and wellbeing are reported above and below, respectively.

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 our membership strategic aim, while member involvement runs through everything we do.

Membership in our professional body has never been more meaningful. I see the future through a lens of growth and opportunity, united in our efforts to foster innovation and prioritise the wellbeing of paramedics. With optimism and determination, I am confident that, together, we can continue to elevate and advance our profession while championing excellence in patient care.

Helen Hardy, Chair of Paramedic Council

Paramedic Council – your Member Representatives

Existing

Gema Mee – West Midlands

Tom McMurray – Scotland

Jacqueline O'Neill – Northern Ireland

Louise Whittaker – Yorkshire and the Humber

Mark Hall – East Midlands

Helen Hardy – Eastern

Henry Agbor – London

Samantha Barry – South East

Ben Lyon – Military and Overseas

Outgoing

Rory O'Connor – Chair of Paramedic Council

Helen Hardy – Eastern

Bethany Davies – Wales

Paula Treadwell – North East

Tom Goodwin – North West

Martin White – South West

Peter Turner-Wells – Student

Incoming

Helen Hardy – Chair of Paramedic Council

Keith Dorrington – Wales

Kevin Cowan – Eastern

Oliver Lodmore – Student

Just as paramedics have the responsibility to maintain professionalism and advocate for their patients, the College of Paramedics has the important role of advocacy for the profession, promoting professional discussion and challenging where necessary. Being part of the professional body means being included in discussions, decision-making processes, or opportunities where important decisions are made, and my voice or perspective is considered. This inclusion and recognition mean that as a member I have influence in shaping outcomes – together we can direct and progress future development.

As we reflect on 2024, there is much to celebrate. I want to extend a heartfelt thank you to the Paramedic Council Member Representatives whose tenure ended this year, including my predecessor Rory O'Connor, who played a key role in the early establishment of the Council, and our outgoing Chair of Student Council, Peter Turner-Wells, for their invaluable contributions.

In May, we welcomed new representatives who have brought fresh perspectives to the opportunities ahead. Vice Chair, Jacqueline O'Neill, offers valuable guidance as we collaborate with College staff and strengthen our engagement with Student Council representatives. It has been truly inspiring, and we're excited to continue building on this momentum.

We are deeply grateful to Ben Lyon, our military and overseas representative, for initiating and leading the important step of the College of Paramedics signing the Armed Forces Covenant. This milestone, fully supported by our Chief Executive and Chief Operating Officer, was successfully completed, reflecting the College's commitment to recognising and supporting the many veterans within the paramedic profession.

In what has been another challenging year for healthcare, we have seen significant involvement from our CEO in representing the paramedic voice during the COVID-19 Inquiry. These emotive contributions highlight the profound and ongoing impact the pandemic has had on individuals and healthcare systems alike.

Helen Hardy, Chair of Paramedic Council

Student Council – your Student Member Representatives

2024 Incumbents

Peter Turner-Wells – Chair of Student Council (until 31.08.2024)

Oliver Lodmore – North West, Chair of Student Council (from 01.09.2024)

Nathan LeBlancq – Vice-chair (until 31.08.2024)

Victoria McGaughey – North East, Vice-chair of Student Council (from 01.09.2024)

Daire Mallon – Northern Ireland

Isla Black – Scotland

Alex Wedlake – Wales

Rebecca Ault – Yorkshire and the Humber

Victoria Blake – West Midlands

Joseph Brown – East Midlands

Kian Peek – Eastern

George Christison – South West

Nathan Antino – South East

This year, the Student Council has continued its commitment to representing and supporting the student community, ensuring every voice is heard and valued. Our efforts have focused on advocating for key issues, enhancing opportunities for personal and professional development, and fostering a sense of inclusivity and belonging across the student body.

Oliver Lodmore, incoming Chair of Student Council

The Student Council continued to flourish in its development throughout 2024. This was the first year that the Council filled all thirteen representative positions – a testament to the dedication of those who volunteered to represent their region, effectively representing all student paramedics across the United Kingdom.

Key initiatives have included organising events that bring students together, facilitating valuable discussions with institutional leaders, and driving campaigns that address critical areas such as mental health, academic support, and extracurricular engagement. The Council has worked collaboratively with stakeholders at all levels to ensure that student concerns are not only heard but acted upon.

We are particularly proud of the activities of the Student Council in response to the Sky News investigation into inappropriate sexual behaviour in the UK ambulance sector. The Council not only supported the College listening events but also, for some Council members, worked alongside the sexual safety working groups of their ambulance services, making meaningful contributions and directly providing a student voice to senior management. The importance of this work cannot be overstated.

The Student Council members also took part in focus groups as part of the Paramedic Curriculum consultation, highlighting both the benefits and challenges of studying paramedic science in the UK today.

Student Member Representatives supported the revival of the student paramedic Instagram account, which has resulted in increased engagement with student members.

We acknowledge that student membership numbers remain low after a high of over 5,000 in 2021; however, the Student Council is encouraged by the engagement steps taken by the College in 2024 and by their plans for 2025.

Our work is a testament to the dedication and passion of every member of the Council, who strive to create a positive and lasting impact. Together, we have laid the groundwork for continued progress, reinforcing our shared mission to enhance the student experience and advocate for meaningful change.

Oliver Lodmore and Peter Turner-Wells – Chairs of Student Council

I would like to thank all volunteers and paid staff at the College who enabled me to effectively lead the Student Council by providing support wherever required. I am also eternally grateful to all those members who served as Student Member Representatives, and I wish every single one of them a fantastic career. It was an incredible honour to serve as Chair of the Student Council.
Peter Turner-Wells, outgoing Chair of Student Council

Events and continuing professional development

CPD events are still one of the most effective and interactive ways for the College to engage with members, and in 2024 we once again provided an extensive programme of accessible, high-quality learning events, in line with our strategic aims to 'promote excellence in paramedic practice and grow an engaged membership'.

We held **30 virtual events** with over 4,500 registrations, and these included a very popular series on trauma, held over six sessions. All of these events are recorded and are available to view on the **CPD hub**.

We also held **18 in-person events**, which included the inaugural Pre-Hospital Maternity and Newborn Conference, held in partnership with the UK Maternity Leads and attracting 350 delegates to Birmingham. The UK Student Paramedic Conference was held in Liverpool, where 180 students gathered, and more than 200 people joined us for the National and Research Conferences, which were held near Leicester. Sessions from these latter two were also recorded and can be found on the **CPD hub**, which now contains over 600 videos.

Fitness to Practise legal cover

A key member benefit continues to be our Fitness to Practise (FtP) cover, providing members who are subject to an investigation by the Health and Care Professions Council access to specialist legal assistance.

Fitness to Practise in 2024:

- 129 new enquiries received, related to FtP.
- 28 members were supported through to a final case conclusion.
- 31 members' cases were still being actively supported as of the close of 2024.

This is great! Thank you so much! I really appreciate all of the College's support to date. Thank you.

College of Paramedics Member

Once again, a massive thank you to you, Andrea and David for everything, and for making me feel supported and hopeful through the process.

College of Paramedics Member

Member engagement

We continue to see growth in our Full membership, although this is not reflected in the Student and Associate categories. Particularly in the Student membership, we see seasonal fluctuations that follow an expected pattern. The overall trend of lower membership levels highlights the ongoing importance of prioritising robust member recruitment and retention strategies. Building these strategies into a dedicated and fully integrated workstream has been a key part of the fourth quarter of 2024, carrying into 2025, contributing to an organisation-wide drive for business growth and supporting the College's wider initiatives, and delivery on long-term objectives.

The table below shows the membership figures for 2024.

Membership category	31st December 2024	1st January 2024	% (+/-)
Full members	16,878	16,460	2.5 %
Student members	2,642	2,996	-12.5 %
Associate members	904	1,215	-29.3%
Total membership	20,424	20,671	-1.19%
HCPC paramedic registrants	40,040	36,747	8.96%
Full membership as a percentage of HCPC paramedic registrants	42.15%	44.79%	-2.64%

The 16,878 Full members number shown above includes 781 members upgraded from Student to Full in 2024, positively impacting the percentage increase of Full memberships.

The Marketing and Engagement team has had a highly productive year, marked by significant changes and process improvements. Over the past year, we have strengthened our connections with members, expanded digital resources, and enhanced professional development opportunities, all while embedding a newly formed team.

Our core mission is to promote the College's extensive range of activities, highlight the benefits of membership, and improve the quality and impact of our marketing efforts. By focusing on enhancing our social media and communication channels, and fostering positive sentiment among members, we aim to amplify the overall awareness and value of the College.

At the National Conference, we proudly launched the **College of Paramedics App**, offering members access to CPD resources, legal helplines, publications, events, and exclusive discounts. This initiative reflects our commitment to supporting paramedics in their demanding roles and represents the first phase of a broader digital transformation. Throughout the year, we have worked closely with the app development team to implement a series of updates, improvements, and new features.

In February, we celebrated the College being granted a **Royal Charter**, promoting this prestigious milestone across multiple channels and publications. Additionally, we undertook a complete redesign of our quarterly magazine, **Paramedic INSIGHT**. This refresh modernised its aesthetic, improved readability, and ensured its content is more relevant and engaging for the wider paramedic profession.

Our social media channels have continued to thrive. The **Student Instagram** page underwent a successful refresh, while our main channels experienced strong growth, further

amplifying the reach of the activity, work, and awareness of the College and the profession as a whole.

In July, we hosted another highly successful **International Paramedics Day** in collaboration with global partners and stakeholders, celebrating the vital contributions paramedics make worldwide. For the first time, we elevated the campaign's profile with branded merchandise, which exceeded expectations by selling out. The merchandise, featuring simple, yet bold designs, resonated strongly with paramedics worldwide, contributing to its success. The accompanying social media campaign was also exceptionally well received, ranking among our most successful content to date.

During the third and fourth quarters of 2024, we engaged with key stakeholders, including the Trustees and the Paramedic and Student Paramedic Councils, to review and refine our member offerings. This collaboration informed a comprehensive evaluation of our **Liaison Programme**, culminating in the development of a new liaison-focused campaign set to launch in early 2025.

In November, we sought invaluable member feedback through our **Member Satisfaction Survey**. This feedback is now shaping our strategic direction and future initiatives, ensuring our plans align with the evolving needs of our members as we move into 2025 and beyond.

In October our Chief Operating Officer was delighted to sign the **Armed Forces Covenant**, on behalf of the College, at the Military Paramedics Symposium, held at Defence Medical Services (DMS) Whittington, Staffordshire.

The Armed Forces Covenant embodies a promise to uphold fairness and respect for those who have served in the Armed Forces, as well as their families, in all aspects of society.

It focuses on helping members of the Armed Forces community to have the same support as any other citizen, spanning education, housing, careers, access to healthcare, financial assistance, and more.

As an organisation, the College recognises the sacrifices made by those in the Armed Forces and the immeasurable value military personnel, reservists, veterans, and their families bring to the healthcare profession and to the country as a whole. It's the reason we are committed to ensuring their needs are recognised and met when it comes to healthcare, mental health support, employment opportunities, education, and representation. We will always strive to do everything we can for our Armed Forces community, knowing this is what they do for us.

Lewis Andrews, Chief Operating Officer

Honours and awards

The College of Paramedics has a range of awards to recognise and celebrate outstanding work and contributions to the furtherance and development of the College of Paramedics, paramedicine, and the paramedic profession. Our consistent aim is to promote the paramedic profession through celebrating our members and supporters.

Our **Honours** were paused in 2023 until the opening of the 2024–2025 Honours and Awards season in November 2024 and will be reported on again in the 2025 annual report.

Our **Awards** provide the opportunity for members to showcase 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.

Award recipients

John Hinds Scholarship Award

Simon Fell

Carol Furber Award

Nat Le Blancq

Roland Furber Award

Jared Gooch

WELLBEING

Supporting paramedic health and wellbeing

In driving and delivering on the strategic aim of supporting paramedic health and wellbeing, we have developed strong collaborative relationships with partner organisations and networks, to ensure that we move forwards within this field in alignment with the best available evidence base and best practice tailored specifically to the needs of our profession. Thus, we are proud to have achieved several key successes in this workstream over the past year.

Now in its third year of running, the **Rejuvenate. Thrive. Breathe. Paramedic Wellness Programme** initiative has provided several credible psychological and physical wellbeing supports to members, including two fully funded **wellness retreats**, offering thirty-two members the unique opportunity to experience sanctuary from everyday life in the beautiful surroundings of the Peak District and Snowdonia. The aim of the retreats is to promote a sense of grounding and respite from the business of everyday life, offering time to decompress with the support of the attuned team from Mind Over Mountains, who are well experienced in working with us and have a good understanding of the unique challenges that we, as paramedics, face. Feedback from the retreats remains wholly positive and highlights the immense value that this offering provides for members.

It was so valuable to have the opportunity to take time out with total focus on you and your needs. It made me realise that, actually, it's okay not to be okay and that talking about things can make a great deal of difference.

College of Paramedics Member

I think this type of opportunity is essential. I hadn't realised just how much I needed it until I attended. This approach is really suited to our profession, for people who want to seek a more natural and informal source of support, be it for ongoing issues or as a starting point. The standard 'box ticking' wellbeing offers do not work for so many people, have no impact or offer limited support – this is 100% different. I cannot recommend more highly!

College of Paramedics Member

Our hosts, Mind Over Mountains added:

Mind Over Mountains is incredibly privileged to work with the College in supporting paramedics across the country through our highly innovative and award-winning nature-based approach to wellbeing. Our two residential retreats in 2024, in the Peak District and North Wales, reminded us of the wellbeing challenges faced by many in the profession – and the healing power of nature, human connection, mindfulness and the support of talented coaches and counsellors. We're excited to continue our partnership in 2025 and hopefully beyond!

In addition, the wellness programme has continued its collaborations with Surfwell, who deliver world-class **surf therapy**, led by those who are also working within the emergency services. We are proud to offer this unique therapeutic opportunity to our members for free.

Backed by a research evidence base, Surfwell highlight how they:

...specialise in managing the numerous psychological and neurological changes that occur when participants overcome a challenge in a natural cold-water setting. The

effect of these stimuli are powerful in themselves but, when combined with our structured support process, the effects are long lasting and life changing.

We also continue to offer confidential and **independent counselling** for our members in Northern Ireland, and we ran an online peer- / psychotherapy-facilitated support group for members experiencing burnout.

Other health and wellbeing activities undertaken in 2024 include:

- Providing confidential peer support to members facing investigation by the HCPC.
- The College's review and support for a new book, *The Wellbeing & Resilience Workbook for Ambulance Clinicians*, published in 2024.
- A visit by our Psychological Health & Wellbeing Manager to Oxford Brookes University to present a wellbeing session to paramedic students.
- College representation at the Emergency Services Mental Health Symposium.
- Our Chief Executive participated in the College's joint webinar with AACE, exploring suicide prevention within the profession.
- Advocating in respect of paramedics' mental health and wellbeing at several national-level meetings, including the AACE Employee Wellbeing and Suicide Prevention Group and sexual safety community of practice.
- Connecting and collaborating on workstreams with our colleagues, such as those from TASC, international academics within the field, ambulance service colleagues, HCPC, other emergency services and rescue organisations across the UK, and the Royal Foundation.

2024 saw the continuation of the Future Workforce Mental Health & Wellbeing Project, commissioned by HNHSE, WTE in response to the ongoing psychological risks facing the profession, particularly those working in ambulance services. The project is made up of three ongoing interventions:

1. Development of curriculum guidance regarding personal mental health and wellbeing for pre-registration paramedic training.
2. Development of a wellbeing and recovery support tool for use by paramedic students and early-career staff in ambulance trusts: the WRAPT Tool – work, risks, awareness, play, and think.
3. Development of a learning and development package for student and preceptorship supervisors.

We are currently evaluating the WRAPT tool supported by the Research Centre through a study into the impact and effectiveness of the tool.

In November 2024, the College staff participated in a day on Team S.A.F.E.T.Y.™. The session was an opportunity for us to come together and look at how we can improve team health, connection, and productivity by creating an environment where we all feel respected, valued, and heard.

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 2024 were:

- Governance Assistant
- Marketing and Engagement Lead
- Senior Research Fellow

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

Risk management

During this year, our enhanced risk management framework has supported the monitoring of existing and potential operational risks, assessing their potential impacts, and identifying emerging risks. Our updated approach reflects the Board's focus on risk maturity, ensuring a more comprehensive and adaptive strategy. The major risks identified for the organisation remain centred on key challenges within the health and care system post pandemic.

- **Financial and economic risk** – securing additional income streams and managing economic uncertainties.
- **Reputational risk** – maintaining robust decision making and clear communication with members.
- **Membership risk** – countering potential stagnation or loss in membership growth.
- **Technological and cyber risk** – safeguarding against cyber threats or malicious data breaches.
- **Climate risk** – understanding and mitigating the impact of climate change on health inequalities.

The College has taken proactive steps to address these risks. This year, we began transitioning to a new banking partner, ensuring a more robust and efficient financial infrastructure. The move aligns with our focus on strengthening our financial baseline and improving the resilience of our financial operations. Additionally, our strategic aim to grow membership has gained momentum with the new Membership, Marketing, and Engagement team. This team brings diverse expertise to the College, bolstering our efforts to increase member engagement and attract new members.

To further mitigate risks, the College appointed additional staff to support research activities, education, and finance, ensuring these critical areas benefit from dedicated resources. Our Policy and Public Affairs Manager has been instrumental in advancing our policy initiatives, including producing our first ever Manifesto, and is actively reinvigorating an All-Party Parliamentary Group (APPG) to enhance the College's influence and visibility. There has also been a great deal of work to improve internal policies and procedures to ensure more robust governance across the College.

The further embedding of the governance structure has proven vital in enhancing the College's capacity to manage risks effectively across the Board of Trustees, the Paramedic Council, and the Student Council. Risks are reviewed collaboratively across the organisation, ensuring greater oversight and assurance. The Chief Executive Group continues to manage risks aligned with the Board Assurance Framework, regularly reviewed by the Finance, Risk, and Assurance Committee to ensure alignment with the strategic aims. The production of a Risk Management Framework will further enhance the awareness of risk throughout the organisation.

The Board recognises that the cost-of-living crisis, coupled with the economic instability and ongoing pressures within the health system, continues to challenge the organisation's operational resilience. With a small operational team, these factors heighten the importance of maintaining continuity in day-to-day activities while safeguarding strategic decision-making. Hybrid working, the use of video conferencing, and a structured office rota have mitigated these risks effectively. Regular Chief Executive Group meetings remain a cornerstone in maintaining organisational resilience.

To build on these efforts, the Board remains committed to continuous improvement in internal controls. Transitioning to a new banking partner will enhance our financial oversight, while growing membership is expected to strengthen our financial baseline. The Board regularly reviews and provides input to the Board Assurance Framework, ensuring our risk management practices are both dynamic and robust.

Looking ahead

Our future certainly looks to be very exciting. For the business function of the College, three themes will continue to be the priority for the future:

1. Financial resilience.
2. Digital innovation
3. Enhancing member and community trust in us.

A core focus will be ensuring that we have **financial resilience**. We will continue to be responsive and make timely decisions to safeguard the College's long-term viability. We will continue to review and prepare for financial pressures, while delivering our strategic aims on behalf of our members, maintaining sufficient resources to achieve them. We will also continue to look for opportunities to support income diversification.

We will be looking at software platforms that support proactive financial management along with meeting the College's needs for day-to-day financial activities. We will be looking for systems that will be able to model and forecast future scenarios in greater detail; this will support our growth and offer us an early indication of the need to adapt our operations as necessary.

Continued building and strengthening of financial buffers to handle unexpected challenges will continue to be a key challenge. We have healthy reserves; however, we will never be complacent.

We will continue to be flexible in our business operations, ensuring we adjust costs and activities to safeguard a sustainable and a strengthened future.

We will look at our systems and processes and embrace **digital innovation** to enhance our efficiency, engagement, and impact.

We recognise that some of our systems are becoming outdated, and there is a need to look for systems that support opportunities to streamline operations, reduce costs, and provide real-time visibility into finances and resources, which will support real-time, informed decisions to be made.

We are monitoring closely the developments in AI and platforms that use data analytics. We will be considering these and reviewing whether any tasks can become automated, support personalised engagement with our members, or offer opportunities for improved operational efficiency. The use of analytics will help us forecast and review, leading to improved planning and testing of business concepts and changes.

Our App, which was launched in May 2024, continues to be developed as per our plans and will do so for years to come. We recognise that the positive impact of instant access to resources for our members is crucial, and we will work with our members to develop this further.

Innovation is so important to the team at the College, and we encourage the team to look at systems and processes and to adapt them for continual improvement; we are continuously learning specifically to adapt to evolving digital trends.

We will continue to publish and demonstrate how funds are spent aligned to our charitable objectives. For all of the team at the College the provision of and ability to demonstrate transparency in our financial reporting is key; ensuring that granular detail is available is a business-critical requirement for all budget holders and is tested regularly.

Our **governance functions** continue to be reviewed and improved. Led by our Head of Governance, we ensure our Trustees understand their roles and responsibilities, including ethical decision making, conflict resolution, and adhering to governance best practices. We will continue to provide training for our Trustees, staff, and volunteers to ensure the College's reputation and values are upheld.

We will build on **engaging members** in decision-making processes to ensure we increase inclusivity and accountability. We will also strengthen the wider paramedic community in whatever area of work they are in; we will work with our members to build impactful local communities.

Communication will be clear and present for the future, as it is today, with a focus on being open and honest, showcasing how we are working on our strategic objectives. We will continue to publish 'Paramedic Insight' and 'News Digest', along with communicating through our website, the App, and social media channels.

Our **collaboration** will continue, working with NHS partners, health organisations, AHP professional bodies and many, many more.

Our activities for the future will also include, but not be limited to, the following.

We will **strengthen our ability to advocate** for, and continue to raise awareness on behalf of, our members and our profession, this will include involvement in policy changes that address systemic issues affecting our profession and the population we serve. Following the UK General Election in July, we decided to pause work on setting up our All-Party Parliamentary Group on Paramedicine to give us time to learn about and engage with the new MPs before restarting this work in 2025. We will continue to meet with elected representatives from across the four nations to advocate on behalf of our members and promote greater understanding of the profession.

We will continue to **challenge inequality within the paramedic profession**. We will seek support to ensure that we have essential resources available within the College to promote education and employment opportunities within disadvantaged communities. We will soon be looking at the feasibility of a dedicated role within the College to support this important area of work.

Promoting the health and wellbeing of our members and the wider profession will build on the work that is already in place, we will strengthen the support available to our members in matters of access to mental health support and wellness programmes. In the next 12–24 months, we will continue to be guided by the best available research and review evidence, as well as listening to our members, to provide trauma-informed, person-centred supports and wellness events tailored specifically to the needs of our membership. Importantly, these supports and events will focus upon key areas of concern, including burnout, moral injury, and the impacts of the occupational environment in which paramedics work.

We have challenged ourselves to ensure that our members continue to be empowered through **CPD and education opportunities** that meet both their individual and the collective needs of the profession. These programmes are designed to foster and develop the strengthening paramedic community, our members, to ensure current and long-term sustainable growth. We will be focusing on our CPD offering, refreshing content and offering more opportunities for our members to attend these sessions either in person or within a virtual environment. We are also focussing on ensuring new paramedic registrants have great support during their preceptorship period; Paramedic Foundation Preceptorship will provide a framework and programme accessible to all and for utilisation in all areas of employment.

We will continue to be involved in and advocate for initiatives that **promote environmental conservation, climate action, and sustainable living**, which we recognise is important to our members and for the paramedic profession. As a member of the UK Health Alliance on Climate Change, we are able to be part of a collaboration that is working to influence policy and ensure sustainable healthcare.

By focusing on these aims and activities, the College of Paramedics intends to create a lasting positive impact for our members, our profession, our communities, the environment, and society.

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

By **setting and promoting educational standards**, the College ensures that paramedics are trained to a high level of competency. This is crucial because it guarantees that paramedics have the foundational knowledge and skills to provide quality care, which directly benefits patients by ensuring that the people responding to their health and care needs are well-prepared. This helps elevate the profession and assures the public that paramedics meet minimum educational expectations.

The College leads **primary research** that informs and improves paramedic practice. By leading and supporting research, the College ensures that the paramedic profession is evolving based on evidence, ultimately leading to better patient care, innovations in practice, and better-informed decision making in the field.

Offering **CPD** is a crucial benefit. It ensures that paramedics continue to develop their skills throughout their careers. The public benefits from this because it means paramedics are always improving and adapting to new technologies, paramedicine practices, and patient-care techniques. For example, through CPD, paramedics can learn about emerging diseases, new technologies (like advanced cardiac life support), or improved patient-communication techniques, directly improving care quality.

As the voice of the profession, the College **advocates and lobbies** for the needs of paramedics. This includes lobbying for higher recognition, and adequate development opportunities for the service. On a larger scale, advocacy for policies that enhance public health and safety, or for better integration of paramedics into the wider healthcare system, ultimately benefits the public by improving the overall health system. For example, advocating for paramedics to take on more advanced roles in patient care can help the NHS deliver better care in the community, where it is much needed.

By being a recognised professional body, the College plays an important role in public trust. People can be assured that paramedics adhere to professional ethical standards. The

College educates the public about what paramedics do and their critical role in the healthcare system. This **contributes to public respect and confidence** in paramedics' abilities, especially in high-stakes emergency situations.

The College often provides support to its members in the form of **career development, mentorship, and legal advice**. This support allows paramedics to navigate challenges, whether these are advancing their career, dealing with complex cases, or managing stressful situations. By ensuring paramedics are well-supported in their professional lives, the College contributes to a more effective and satisfied workforce, which ultimately benefits the public by ensuring that patients are cared for by motivated, well-prepared professionals.

The College often contributes to the **development of public health policy**. Through engagement with government bodies, the NHS, and other organisations, the College can influence policy that impacts emergency and urgent care. Whether it's advocating for the profession or creating frameworks for paramedics to extend their roles in out of hospital care, the result is improved services for the public.

In summary, the College, through setting educational standards, conducting research, advocating for the profession, and providing ongoing professional development, benefits the public by ensuring that paramedics remain highly skilled, up to date, supported, and recognised. Even without regulatory power, its influence in shaping the profession and supporting the individuals who make up the profession has a profound impact on public health and safety.

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 twelve 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 College has seen significant growth over recent years and has continued to adjust management and administrative resources, adapting capacity to ensure alignment with the growth of the organisation. 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 now 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 February 2024, the College was granted the Charter of Incorporation by His Majesty King Charles III. In November 2024, the charity College of Paramedics, incorporated by Charter, was registered with the Charity Commission. The legal and administrative requirements of transitioning to this new charity will continue to proceed through 2025.

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.

The formal process for the induction and training of Trustees and Member Representatives is constantly developing, supported by Helen Lumber, Executive Assistant to the Chief Executive.

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 thirty-two 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 a voluntary capacity.

Legal and administrative information

Trustees

Jon Price (President)

Kerry Robertshaw (Vice President)

Rory O'Connor (Chair of Paramedic Council) (retired 22.05.2024)

Giles Adams (Honorary Treasurer)

Mary-Jane Emery

Fauziya Lakhi (retired 15.01.2024)

Richard Webber (retired 22.05.2024)

Vince Clarke (retired 22.05.2024)

Georgette Eaton (retired 22.05.2024)

Helen Hardy (Chair of Paramedic Council) (appointed 22.05.2024)

Jaqualine Lindridge (appointed 22.05.2024)

Benjamin Haselwood (appointed 22.05.2024)

Edward Harry (appointed 22.05.2024)

Jonathan Davies (appointed 22.05.2024)

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 LLP

130 Wood Street

London

EC2V 6DL

Bankers Santander plc

2 Triton Square

Regent's Place

London

NW1 3AN

Accountants Maxwells Chartered Accountants

4–5 King Square

Bridgwater

TA6 3YF

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

FINANCIAL REVIEW AND ACCOUNTS

In compiling this report, with financial statements for the year ending 31 December 2024, 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 44 to 45. For the year ended 31 December 2024 the College generated a surplus of £99,874 (2023 – deficit of £47,842).

The principal source of funding in the year was membership income of £2,621,103 (2023 – £2,420,822).

Total income during the period was £2,993,052 (2023 – £2,854,226). While membership numbers overall reduced further during 2024 from 20,671 to 20,424 (1st Jan – 31st Dec 2024), Full members increased the year-on-year increase from 16,040 to 16,878, with Associate and Student members reducing from 4,211 to 3,546.

Expenditure for the same period grew from £2,893,068 to £2,893,178

Retained funds amounted to £942,406 at 31st December 2024 (2023 – £842,532) with the College having cash amounting to £1,400,460 (2023 – £1,520,662) and current liabilities of £316,541 (2023 – £433,292).

The Trustees consider that the College has sufficient resources to continue in operational existence for the foreseeable future and, for this reason, they continue to adopt the going-concern basis in preparing the accounts.

Reserves policy

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 2024 the College had unrestricted reserves (excluding fixed assets) of £568,345 (2023 – £375,545).

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.

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 23 April 2025 and signed on their behalf by:



Jon Price, MCPara
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 2024 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 2024 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 of assurance conclusion thereon.

Other information (continued)

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

24 April 2025

Statement of financial activities year to 31 December 2024 (incorporating the income and expenditure account)

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Income from:					
Other trading activities	1	18,376	—	18,376	40,480
Charitable activities	1	2,755,062	189,087	2,944,149	2,807,736
Interest income		30,527	—	30,527	—
Total income		2,803,965	189,087	2,993,052	2,845,226
Expenditure on:					
Charitable activities	2	2,681,005	212,173	2,893,178	2,893,068
Total expenditure		2,681,005	212,173	2,893,178	2,893,068
Net income (expenditure)	4	122,960	(23,086)	99,874	(47,842)
Transfers between funds	16	71,667	(71,667)	—	—
Net movement in funds		194,627	(94,753)	99,874	(47,842)
Reconciliation of funds:					
Total funds brought forward		504,427	338,105	842,532	890,374
Total funds carried forward		699,054	243,352	942,406	842,532

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 50 to 57 form part of the financial statements.

Balance sheet as at 31 December 2024

	Notes	2024 Total funds £	2023 Total funds £
Fixed assets			
Intangible assets	9	130,709	117,828
Tangible assets	10	9,182	11,053
Investments	11	1	1
Total fixed assets		139,892	128,882
Current assets			
Stock		9,145	5,624
Debtors	12	301,450	265,183
Cash at bank and in hand		1,400,460	1,520,662
Total current assets		1,711,055	1,791,469
Liabilities			
Amounts falling due within one year			
Creditors	13	(316,541)	(433,292)
Net current assets		1,394,514	1,358,177
Total assets less current liabilities		1,534,406	1,487,059
Provisions for liabilities		(592,000)	(644,527)
Total net assets		942,406	842,532
The funds of the Charity:	16		
Unrestricted funds		699,054	504,427
Restricted funds		243,352	338,105
Total Charity funds		942,406	842,532

The financial statements were approved by the Board of Trustees on 23 April 2025 and were signed on its behalf by:



Jon Price, MCPara, President, Trustee

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

Statement of cash flows Year to 31 December 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	(121,293)	(35,683)
Cash flows from investing activities:			
Purchase of intangible & tangible fixed assets		(29,438)	(114,854)
Interest received		30,527	—
		<u>1,089</u>	<u>(114,854)</u>
Increase in cash and cash equivalents in the year		(120,203)	(150,537)
Cash and cash equivalents at the beginning of the year	B	1,520,662	1,671,199
Cash and cash equivalents at the end of the year	B	<u>1,400,460</u>	<u>1,520,662</u>

Notes to the statement of cash flows for the year to 31 December 2024**A Reconciliation of net income to net cash flow from operating activities**

	2024 £	2023 £
Net income (expenditure) for the reporting period (as per the statement of financial activities)	99,874	(47,842)
Adjustments for:		
(Increase) decrease in stock	(3,521)	3,779
Depreciation and amortisation	18,428	31,595
(Increase) in debtors	(36,268)	(120,418)
(Decrease) Increase in creditors and provisions	(169,279)	97,203
Interest received	(30,527)	—
Net cash used in operating activities	<u>(121,293)</u>	<u>(35,683)</u>

B Analysis of changes in net debt

	2023 £	Cash flows £	2024 £
Cash at bank	1,520,662	(120,202)	1,400,460
Total cash and cash equivalents	<u>1,520,662</u>	<u>(120,202)</u>	<u>1,400,460</u>

Principal accounting policies 31 December 2024

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 trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these accounts. This is based on budgets to December 2026.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. 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;
- ◆ determining whether funding agreements in substance are restricted grant funding or a contract for services;

Critical accounting estimates and areas of judgement (continued)

- ◆ 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 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
----------------------	------------------------------

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 2024

1 Income

	2024 £	2023 £
Other trading activities		
Advertising income	8,575	10,204
Sale of merchandise	9,801	30,276
	18,376	40,480
Charitable activities		
Subscriptions	10,139	5,711
Membership income	2,621,103	2,420,822
Course endorsement	—	1,491
Sponsorship	417	—
Conference and course income	108,918	64,104
Paramedic Practitioner exam	5,270	74,850
Research	—	7,040
Royalties	4,581	—
Other	4,635	6,749
Output VAT recovered from HEE projects	—	102,536
<i>Grants:</i>		
Health Education England	—	8,300
LAS	—	100,000
NHSE	189,087	—
	2,944,150	2,791,603

Notes to the financial statements 31 December 2024

2 Expenditure on charitable activities

Activity	Cost	2024 £	2023 £
Direct costs			
Funded projects-grant – Staff costs		67,806	51,827
Funded projects-grant-Other direct costs		131,563	171,089
John Hinds Scholarship		—	453
Paramedic Practitioner Exam		61,795	38,062
Membership	Member insurance	195,518	229,529
Membership	FTP Representation	307,978	146,579
Membership	Newsletter costs	67,483	64,954
Membership	Bank and card charges	72,679	80,169
Membership	Other direct costs	164,093	157,348
Grants	Research grants given	6,250	3,750
Conferences, travel and courses	Event and conference costs	210,041	224,358
Course endorsements	Approval visitors expenses	6,900	1,033
eLearning project-Staff costs		4,550	—
eLearning project-Other direct costs		8,255	92,580
Staff and other costs		1,227,027	1,185,085
VAT historical liability		(17,409)	161,860
VAT partial exemption		122,249	102,983
Support costs (see note 3)		256,400	219,471
		2,893,178	2,893,068

Research grants

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

3 Support costs

	2024 £	2023 £
Management	214,012	173,626
Governance costs	23,960	14,250
Depreciation and amortisation	18,428	31,595
	256,400	219,471

4 Net expenditure

Net expenditure is stated after charging:

	2024 £	2023 £
Depreciation and amortisation – owned assets	18,428	31,595
Auditor's remuneration:		
.Current year statutory audit	13,500	13,000
.Other services	2,350	3,250
Operating lease rentals – property	31,853	29,096
Operating lease rentals – other	1,453	1,970

Notes to the financial statements 31 December 2024**5 Trustees' remuneration and benefits**

No remuneration was paid to the trustees during the year (2023 - £nil).

Trustees' Expenses

Trustees' expenses to the value of £7,987 were paid to 14 trustees (2023 - £8,558 to 12 trustees) by the Charity in relation to travel and subsistence expenses.

6 Staff costs

	2024 £	2023 £
Wages and salaries	1,128,688	1,053,208
Social security costs	113,800	107,508
Employer contributions to defined contribution pension	29,470	26,139
	1,271,958	1,186,855

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

	2024 No.	2023 No.
Management and administration	30	30
Project staff	5	3
	35	33

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

	2024 No.	2023 No.
£60,001-£70,000	1	1
£70,001-£80,000	1	1
£80,001-£90,000	1	1
£90,001-£100,000	1	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 £ 211,409 (2023 - £201,959).

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 2024

8 Comparative Statement of Financial Activities for year ended 31 December 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £
<i>Income from:</i>				
<i>Other trading activities</i>	1	40,480	—	40,480
<i>Charitable activities</i>	1	2,696,446	108,300	2,804,746
<i>Total income</i>		<u>2,736,926</u>	<u>108,300</u>	<u>2,845,226</u>
<i>Expenditure on:</i>				
<i>Charitable activities</i>	2	2,577,119	315,949	2,893,068
<i>Total expenditure</i>		<u>2,577,119</u>	<u>315,949</u>	<u>2,893,068</u>
<i>Net (expenditure) income</i>	4	159,807	(207,649)	(47,842)
<i>Transfers between funds</i>	16	93,956	(93,956)	—
<i>Net movement in funds</i>		<u>233,763</u>	<u>(301,605)</u>	<u>(47,842)</u>
<i>Reconciliation of funds:</i>				
<i>Total funds brought forward</i>		<u>250,664</u>	<u>639,710</u>	<u>890,374</u>
<i>Total funds carried forward</i>		<u>504,427</u>	<u>338,105</u>	<u>842,532</u>

9 Intangible fixed assets

	£
Cost	
At 1 January 2024	238,943
Additions	25,270
At 31 December 2024	<u>264,212</u>
Amortisation	
At 1 January 2024	121,115
Charge for year	12,388
At 31 December 2024	<u>133,503</u>
Net book value	
At 31 December 2024	<u>130,709</u>
At 31 December 2023	<u>117,828</u>

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 value of £110k.

Notes to the financial statements 31 December 2024

10 Tangible fixed assets

	Plant and equipment £
Cost	
At 1 January 2024	61,768
Additions	4,168
Disposals	(20,877)
At 31 December 2024	<u>45,059</u>
Depreciation	
At 1 January 2024	50,715
Charge for year	6,039
Depreciation on disposals	(20,877)
At 31 December 2024	<u>35,877</u>
33	
Net book value	
At 31 December 2024	<u>9,182</u>
At 31 December 2023	<u>11,053</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%

	2024 £	2023 £
Aggregate capital and reserves	<u>1</u>	<u>1</u>

12 Debtors: amounts falling due within one year

	2024 £	2023 £
Trade debtors	33,267	29,481
Prepayments	253,158	232,343
Other debtors	15,026	3,360
	<u>301,451</u>	<u>265,184</u>

Notes to the financial statements 31 December 2024

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	37,054	32,936
Accruals and deferred income	279,390	233,339
Pension contributions	—	5,059
Other creditors	—	32,105
VAT	97	9,829
VAT historical liability	—	120,024
	316,541	433,292

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:

	2024 £
Deferred income brought forward at 1 January	129,600
Additional income deferred during the year	142,353
Brought forward funds released in the year	(109,755)
Deferred income carried forward at 31 December	162,198

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 2024, 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.

	2024 £
Amount as at 1 January	644,527
Decrease in provision	(52,527)
Amount as at 31 December	592,000

Notes to the financial statements 31 December 2024

15 Movement in funds

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

	At 1 January 2023 £	Income £	Expenditure £	Transfers between funds	At 31 December 2023 £
<i>Unrestricted funds</i>					
<i>General fund</i>	<i>250,664</i>	<i>2,736,926</i>	<i>(2,577,119)</i>	<i>93,956</i>	<i>504,427</i>
<i>Restricted funds</i>					
<i>LAS</i>	<i>—</i>	<i>100,000</i>	<i>(2,556)</i>	<i>—</i>	<i>97,444</i>
<i>Health education</i>	<i>255,189</i>	<i>—</i>	<i>(92,580)</i>	<i>(83,706)</i>	<i>78,903</i>
<i>John Hinds Scholarship</i>	<i>(98)</i>	<i>—</i>	<i>—</i>	<i>—</i>	<i>(98)</i>
<i>HEE/CHSAGrant</i>	<i>384,619</i>	<i>8,300</i>	<i>(220,813)</i>	<i>(10,250)</i>	<i>161,856</i>
<i>Restricted funds total</i>	<i>639,710</i>	<i>108,300</i>	<i>(315,949)</i>	<i>(93,956)</i>	<i>338,105</i>
<i>Total funds</i>	<i>890,374</i>	<i>2,845,226</i>	<i>(2,893,068)</i>	<i>—</i>	<i>842,532</i>

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

The restricted income and expenditure relates primarily to the NHS England grants that the charitable company has received in the year of £189,087, 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.

Notes to the financial statements 31 December 2024

16 Analysis of net assets between funds

	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
	139,894	1,711,056	(316,541)	(592,000)	942,409

	Fixed assets £	Current assets £	Current liabilities £	Non- current Liabilities £	2023 Total £
Unrestricted funds	128,882	1,453,364	(433,292)	(644,527)	504,427
Restricted funds	—	338,105	—	—	338,105
	128,882	1,791,469	(433,292)	(644,527)	842,532

17 Operating lease commitments

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

	2024 £	2023 £
Land and buildings		
Expiring:		
Within one year	27,418	27,417
Between 1-2 years	—	27,418
Between 2-3 years	—	—
Total commitments	27,418	54,835

	2024 £	2023 £
Other		
Expiring:		
Within one year	—	1,522
Between 1-2 years	—	—
Between 2-5 years	—	—
Total commitments	—	1,522

18 Related party transactions

At the year-end, College of Paramedics Learning and Education Limited owed £4,054 (2023 - £1,598) to the Charity.

19 Ultimate controlling party

The Trustees consider that there is no ultimate controlling party.