



Teaching
Regulation
Agency

Teaching Regulation Agency

Annual Report and Accounts

For the year ended
31 March 2026





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For the year ended 31 March 2026

An executive agency of the Department for Education

Accounts presented to the House of Commons pursuant to
Section 6(4) of the Government Resources and Accounts Act 2000

Report presented to the House of Commons by Command of His Majesty

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Contents

Performance Report	7
Chief Executive's foreword	8
Performance overview	9
Performance analysis	16
Financial review of the year	24
Performance in other matters	26
Key risks and issues	27
Forward look	28
Going concern	29
Accountability Report	31
Overview	32
Corporate governance report	33
Governance statement	36
Remuneration and staff report	43
Parliamentary accountability and audit report	57
The certificate and report of the Comptroller and Auditor General to the House of Commons	59
Financial Statements	65
Statement of Comprehensive Net Expenditure	66
Statement of Financial Position	67
Statement of Cash Flows	68
Statement of Changes in Taxpayers' Equity	69
Notes to the accounts	70
Annexes	79
Annex A – Glossary of terms	80



Performance Report

Chief Executive's foreword



Marc Cavey
Chief Executive
Teaching Regulation Agency
(TRA or the Agency)

I am pleased to present TRA's annual report and accounts (ARA) relating to the reporting year ended 31 March 2026.

The first part of the document is the annual report, which details TRA's organisational structure and performance, as well as the key risks that the Agency has identified and is managing. It also sets out the Agency's performance over the reporting year, highlighting continued improvements in the way it discharges its responsibilities as the regulator of teacher misconduct. Of particular note is the continuing progress TRA has made in terms of delivery, including the administration of more Professional Conduct Panel hearings than in any previous reporting year. The Agency also met all four of its published Key Performance Indicators.

The accounts form the second part and provide a detailed insight into the costs associated with TRA's operations and delivery.

Marc Cavey
Chief Executive
26 June 2026

Performance overview

Overview

2025–26 constituted one of the most significant reporting years in the history of the TRA following the transition of its Teacher Qualification services to the Department for Education, representing the first full reporting year with a sole focus on serious teacher misconduct. This sharper organisational focus, aligned to strong leadership, has underpinned improvements in operational performance, casework timeliness and stakeholder engagement across the year.

In 2025–26, a total of 328 hearings were held, including set asides and induction appeals. This represents the highest number of hearings delivered in a single year in the Agency's history, a 9% increase compared with 2024-25 and a 31% increase compared with 2023–24. The sustained increase in hearing capacity, achieved with a reduced staffing cadre compared to the previous reporting year, is contributing to the more timely conclusion of cases and strengthening public confidence in the teacher regulation system.

To help deliver these improvements, the Agency has made sustained efforts to improve the efficiency and effectiveness of its casework, with the aim of delivering more timely outcomes for teachers and witnesses. Alongside this, the Agency increased its engagement with stakeholders, including employers and representatives, to better understand the impact of misconduct processes and procedures on those involved in proceedings, and to inform ongoing service improvements.

One example of how the Agency's engagement with stakeholders is improving its operations is the introduction of a new Triage process for referrals from members of the public. Since the misconduct referral process was simplified in 2023, the Agency experienced a marked increase in the volume of referrals received from members of the public. Having listened to feedback from stakeholders concerned that this increase was drawing teachers into its regulatory processes inappropriately, TRA introduced a new Triage process so that matters that clearly do not constitute serious teacher misconduct are rerouted to appropriate local or departmental complaints processes, rather than progressing as formal misconduct referrals.

Following the introduction of Triage, the volume of referrals related to serious misconduct that progressed through the system reduced substantially. In 2025–26, the Agency assessed 365 referrals from members of the public, compared with 951 in 2024–25, representing a 62% decrease. This reduction reflects improved clarity in the referral system and more effective early filtering of cases that do not meet the statutory threshold for misconduct consideration.

To strengthen decision-making capacity and support the delivery of an expanded hearings programme, the Agency successfully onboarded a new cohort of 79 professional panellists during the year, bringing the total number of panellists to over 200. This investment in panellist capacity has increased resilience within the hearings system and supported delivery at higher volumes.

Quality is central to TRA's role in safeguarding children and maintaining public confidence, ensuring fairness and consistency in its regulatory work. In 2025–26, the Agency refreshed its Quality Assurance Framework to embed a consistent quality culture, strengthen data management, and enhance controls to support continuous improvement. The Framework defines the standards and processes that underpin high-quality decision-making and the efficient delivery of services.

The Agency also continued to enhance its approach to supporting teachers and other individuals engaged in misconduct proceedings, recognising the importance of clear communication, appropriate support and proportionate processes in maintaining confidence in the system. In parallel, further digital improvements were progressed to support more efficient case handling, improve internal workflows and provide a better experience for users engaging with the Agency's services.

Finally, TRA has continued to focus on developing and supporting its staff, as well as the provision of high-quality leadership and management. As well as playing a key role in enabling TRA to achieve the results set out above and elsewhere in this report, this focus was reflected in the positive response to the Civil Service People Survey from TRA colleagues.

The following report provides further detail on these achievements, alongside additional aspects of the Agency's performance and delivery during the 2025–26 reporting year.

Statement of purpose and activities

TRA's core purpose is to support employers, schools and headteachers to discharge their safeguarding responsibilities, as set out in the Agency's [Strategy and Business Plan](#).¹

The Agency, on behalf of the Secretary of State for Education, takes action on receipt of allegations of serious teacher misconduct, as defined by [The Teachers' Disciplinary \(England\) Regulations 2012](#)² and as amended by [The Teachers' Disciplinary \(Amendment\) \(England\) Regulations 2014](#).³

Teachers are one of the most significant factors in a child's education and the overwhelming majority never engage in any form of serious misconduct.

In respect of the small minority that do, TRA is responsible for:

- investigating serious misconduct, where a teacher's alleged behaviour is fundamentally incompatible with being a teacher, and could lead to them being prohibited from teaching
- prohibiting teachers from teaching who have been found to have committed serious misconduct
- imposing an Interim Prohibition Order (IPO) if it is considered to be in the public interest to do so

Headteachers and governing bodies are responsible for managing teachers in relation to:

- their competence and conduct, and taking action to address underperformance
- less serious misconduct in their schools and relevant settings

1 <https://www.gov.uk/government/publications/teaching-regulation-agency-corporate-plan/teaching-regulation-agency-corporate-plan-2021-to-2024>

2 <http://www.legislation.gov.uk/uksi/2012/560/contents/made>

3 <http://www.legislation.gov.uk/uksi/2014/1685/contents/made>

Children’s Wellbeing and Schools Act 2026

During the year, Parliament progressed the [Children’s Wellbeing and Schools Act 2026](#)⁴, which includes provisions relating to the regulation of teacher misconduct. These provisions are expected to expand the scope of TRA’s jurisdiction, including extending regulatory oversight to teachers in further education and other settings beyond schools.

Operational implementation of these measures is expected from Autumn 2027. The Act is anticipated to increase demand for the Agency’s regulatory activity in future years. TRA has undertaken preparatory work, including engagement with key stakeholders and operational planning, to support effective implementation and to ensure that the Agency can continue to deliver high-quality regulation.

Vision, mission and core principles

DfE’s purpose states “We are the department for opportunity. We work to deliver better life chances for all – breaking the link between background and success. We do this by protecting children and ensuring the delivery of higher standards of education, training and care. We create opportunities for children and learners to achieve and thrive today, so they have the freedom to succeed and flourish tomorrow, strengthening our society, powering our economy, and enabling equality.”

TRA supports the realisation of this mission by striving to achieve excellence in all that it does and by providing a fair and consistent regulatory system for the teaching profession on behalf of the Secretary of State for Education.

TRA does this by:

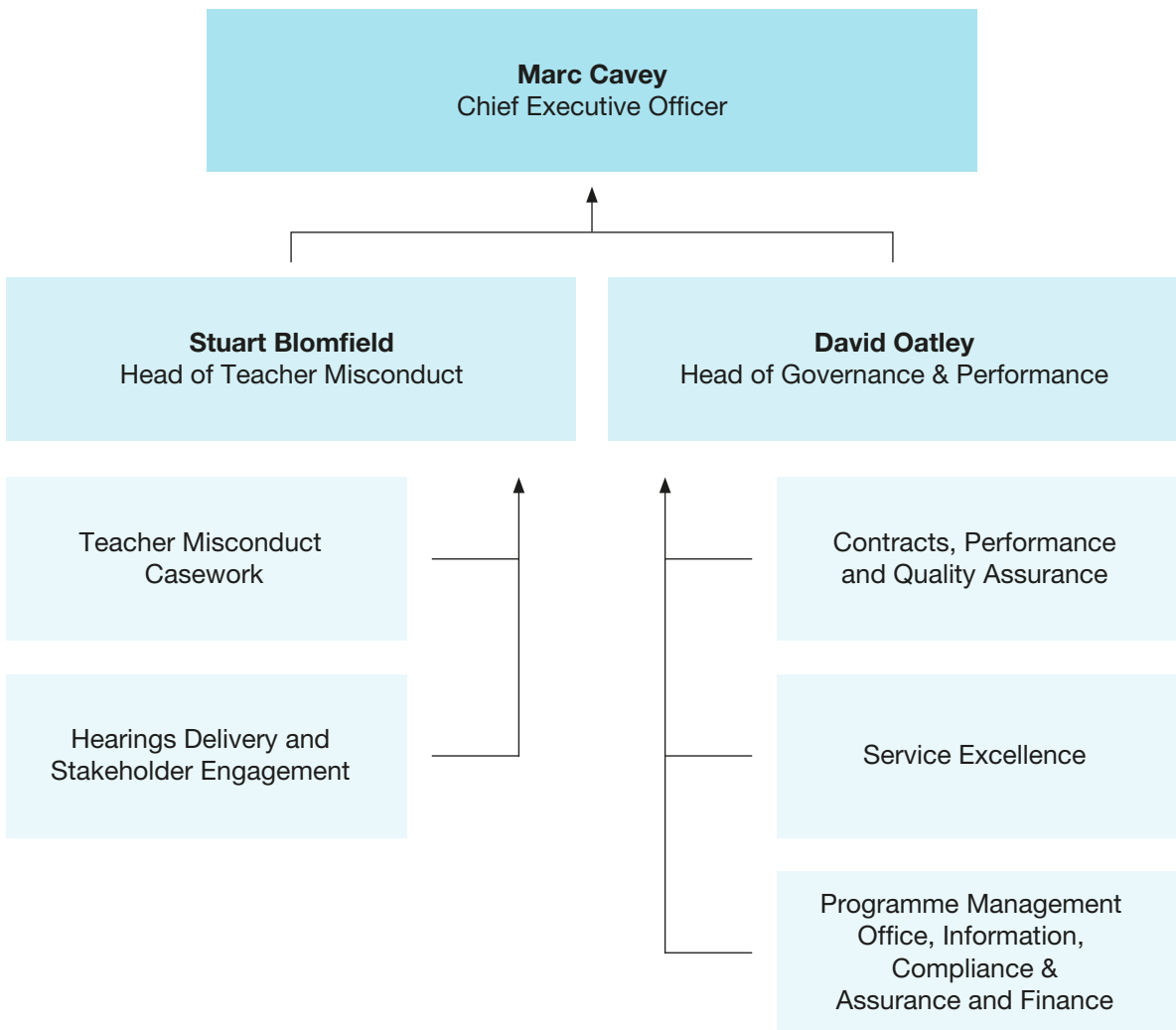
- regulating the teaching profession through fair and rigorous teacher misconduct investigations and administering professional conduct panel hearings and meetings. The Agency upholds the public interest by publishing the outcomes of these hearings and meetings where findings of unacceptable professional conduct and/or conduct that may bring the profession into disrepute, or relevant conviction have been made
- supporting schools with their safeguarding responsibilities – as outlined in the [Keeping children safe in education guidance](#)⁵
- maintaining the list of prohibited teachers

These activities maintain the high-quality standards of the profession, allowing every child access to high-quality education, which are the Agency’s overarching goals and objectives.

4 <https://bills.parliament.uk/bills/3909>

5 <https://www.gov.uk/government/publications/keeping-children-safe-in-education--2>

Structure of the Agency



TRA is formed of the following two operational teams:

Teacher Misconduct

Responsible for considering all referrals of serious teacher misconduct and investigating cases that fall within its jurisdiction and meet the threshold for serious misconduct, working with its contracted legal firms to ensure that cases are investigated and, where appropriate, brought to a panel in a fair and timely manner. If necessary, it will impose an interim prohibition order (IPO) and administer professional conduct panel meetings and hearings. TRA directors, as identified on [page 33](#), act on behalf of the Secretary of State to consider the recommendations made by professional conduct panels, decide in each case whether to impose a prohibition order and, where appropriate, set a review period. Teacher Misconduct is also responsible for stakeholder engagement in regard to the regulation of serious misconduct, working closely with DfE policy teams, data security colleagues, government lawyers, trade unions, contracted legal firms and panellists.

Governance and Performance

Responsible for supporting the successful delivery of TRA's regulatory responsibilities including managing and developing performance reporting, digital systems and quality assurance, to improve the teacher misconduct process. Also responsible for managing the commercial contracts with legal firms, ensuring value for money and measuring performance against contractual indicators.

TRA's central services also sit within Governance and Performance, including the Programme Management Office (PMO), which leads on performance reporting, risk management and governance; the Information, Compliance and Assurance Team; and its Finance function.

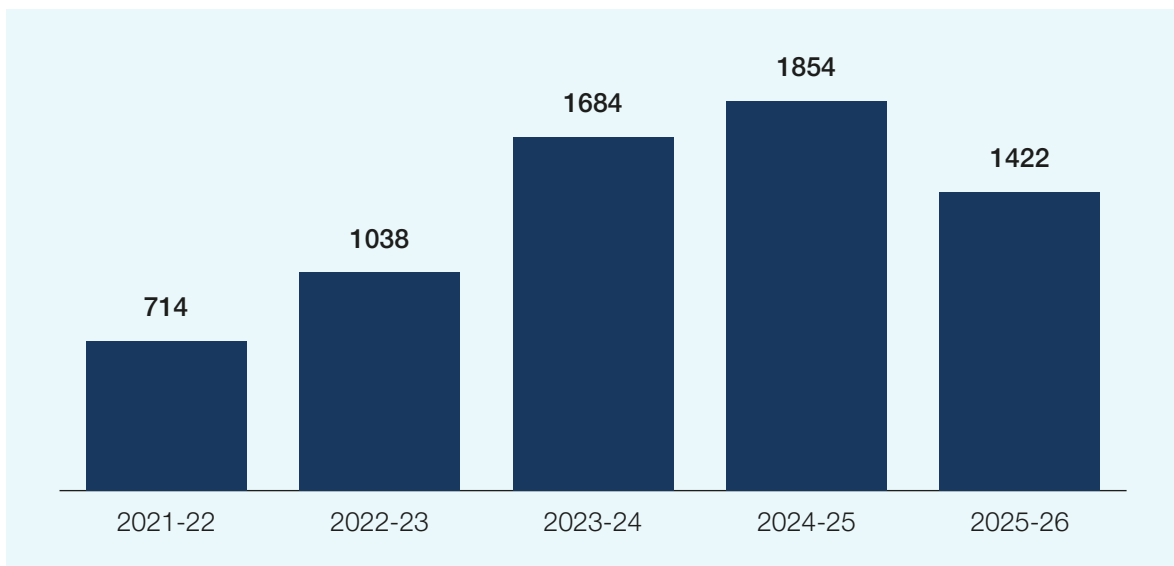
Transfer of Teacher Qualification Functions

Since 2022, TRA has worked closely with the Department to review its Teacher Qualification functions. This resulted in a range of new, improved digital services which are managed by the Department, including Find a Lost Teacher Reference Number, Access Your Teacher Qualification and Check a Teacher's Record. As new services were launched by the Department, TRA closed the relevant predecessor services.

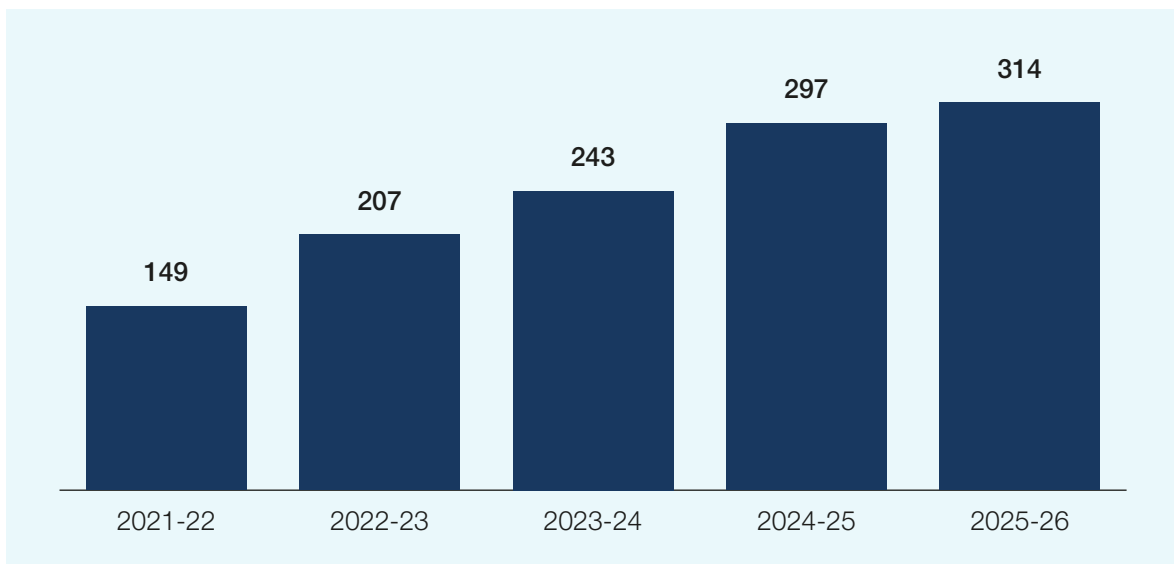
On 1 April 2025, TRA completed the transfer of most of its remaining Teacher Qualification functions to the Department including responsibility for the professional recognition of teachers trained outside of England and the collection of induction data. Seventeen members of staff who delivered these functions also transferred from the Agency to the Department. The Database of Qualified Teachers remained the responsibility of TRA until it was decommissioned in October 2025.

Performance at a glance

Initial Assessments Completed⁶



Professional Conduct Panel Hearings Held



⁶ The number of initial assessments decreased in 2025-26 due to the introduction of the Triage process, which reduced the number of inappropriate referrals entering the regulatory system

Key principal risks

TRA's principal risks are those that, if materialised, would have significant impact on its operational delivery and may prevent it from achieving its organisational objectives.

Table 1: Principal risks

Risk	Area	Mitigation
A risk of a successful challenge to TRA's model of teacher regulation through legal channels, such as Judicial Review or statutory appeal, which could affect TRA's ability to make decisions on behalf of the Secretary of State.	Teacher Misconduct	TRA works closely with the Department's legal advisors, the Government Legal Department and policy colleagues to support a robust legal position.
A risk that demand for the Agency's teacher misconduct regulatory activity exceeds available capacity, leading to delays in progressing and concluding cases in a timely manner.	Teacher Misconduct	Forward planning to understand trends and impact, adjusting delivery plans. Implementation of improvements to streamline processes. Increase capacity to conclude cases.
A risk that misconduct provisions in the Children's Wellbeing and Schools Act 2026 significantly increases demand on the Agency, affecting its ability to expand jurisdiction while managing caseloads and maintaining timely, effective regulation.	Teacher Misconduct	Clear governance and programme oversight with regular senior leadership review. Ongoing monitoring and forecasting of case volumes. Active engagement with key stakeholders, including the Department, to manage expectations, risks and dependencies.

More detail about risk is provided from [page 27](#).

Performance analysis

Overview

This section provides further detail on the Agency’s performance against its objectives.

Performance against objectives

Key organisational performance measures and indicators

TRA’s performance is measured by four key performance indicators (KPIs), which are monitored by the Agency’s Executive Board on a monthly basis.

The outcomes against TRA’s performance indicators are set out below. TRA met all of its four published KPIs in the 2025-26 reporting year, demonstrating improved performance compared to the previous year in all but one.

Table 2: Teacher Misconduct KPIs

Performance indicator	Target	2025-26 outcomes	2024-25 outcomes	2023-24 outcomes
Initial assessment: 95% of referrals are initially assessed within three working days from the date of receipt	95%	98.53%	99.3%	99.17%
Investigation: cases that are formally investigated are concluded or referred to a hearing within 30 weeks (median) from the date the investigation commences	30 weeks	24.71 weeks	25.14 weeks	-
Hearing: teacher misconduct cases that are considered at the hearing stage are concluded within 65 weeks (median) from the date a case to answer decision is made	65 weeks	59.21 weeks	59.57 weeks	-

Table 3: Governance and Performance KPI

Performance indicator	Target	2025-26 outcomes	2024-25 outcomes	2023-24 outcomes
The central record of qualified teachers will be available to users for 98% of the reporting year *	98%	100%	99.7%	99.6%

* DfE took on the responsibility of maintaining a central record of teachers in October 2025. This figure represents availability from April 2025, until the retirement of TRA’s database of qualified teachers in October 2025.

Performance in delivery areas

Teacher Misconduct

The Education Act 2002, as amended by the Education Act 2011, gives responsibility to the Secretary of State to regulate the teaching profession in England and to hold a list of teachers who have been prohibited from teaching. TRA, on behalf of the Secretary of State, is responsible for regulating the teaching profession and managing the list of prohibited teachers.

Table 4: Key outcomes for Teacher Misconduct

Outcomes	2025-26	2024-25	2023-24	2022-23
Assessed referrals of teacher misconduct	1,422	1,854	1,684	1,038
Commenced an investigation into cases of alleged serious misconduct	805	826	755	637
Held hearings (resulting in teachers being prohibited)	314 (214)	297 (190)*	243* (155)*	207 (137)
Imposed IPOs	156	155	153	95
Held set aside hearings (resulting in the prohibition order being removed)	12 (10)	4 (2)	7 (7)	9 (7)
Administered induction appeals	2	0	2	3

* Figures reported previously were affected by discrepancies identified during subsequent reconciliation. The figures shown in this report reflect the most accurate and up-to-date position and supersede those previously disclosed.

Teacher Misconduct also:

- worked with the Government Legal Department to successfully resolve four (2024-25: four) High Court appeals, one (2024-25: two) Judicial Review and one (2024-25: none) application to appeal against a judicial review outcome in the Court of Appeal on behalf of the Secretary of State
- delivered successive year-on-year improvements to increase TRA's capacity to hold Professional Conduct Panel hearings and meetings
- published [notice of forthcoming hearings](#)⁷ and [professional conduct panel outcomes](#)⁸
- considered and made decisions on behalf of the Secretary of State for cases where teachers have applied for their prohibition order to be reviewed and set aside
- undertook appraisals of professional conduct panellists to ensure they have consistently demonstrated and maintained the behaviours, standards and competencies required for the role, and met the standards set out in the Cabinet Office's [Governance Code for Public Appointments](#)⁹
- inducted a new cohort of professional conduct panellists, provided training to support them in their role, including safeguarding training
- improved processes and engagement with teachers, representatives and legal firms to ensure cases can be scheduled effectively and reduce delays in concluding cases

7 <https://www.gov.uk/guidance/teacher-misconduct-attend-a-professional-conduct-panel-hearing-or-meeting>

8 <https://www.gov.uk/government/latest?departments%5B%5D=teaching-regulation-agency>

9 <https://www.gov.uk/government/publications/governance-code-for-public-appointments>

Teacher misconduct casework operational delivery

Regulatory framework

The Agency regulates the teaching profession in accordance with The Teachers' Disciplinary (England) Regulations 2012 as amended by The Teachers' Disciplinary (Amendment) (England) Regulations 2014.

These regulations apply to all people carrying out teaching work in England, covering all schools¹⁰, sixth-form colleges, children's homes and relevant youth accommodation. [The Teacher misconduct: Disciplinary procedures for the teaching profession \(May 2020\)](#)¹¹ sets out the procedures for the regulatory system for teacher misconduct.

Teaching work is defined within the regulations as planning, preparing, or delivering lessons (including through distance learning or computer-aided techniques) and assessing or reporting on the development, progress and attainment of pupils.

TRA receives referrals from a range of sources, including employers, members of the public, and other organisations such as the police and the Disclosure and Barring Service (DBS). TRA considers all referrals it receives.

TRA progresses cases where there are allegations of serious misconduct. This is when a teacher's behaviour is fundamentally incompatible with being a teacher and could lead to them being prohibited from teaching.

The regulations do not cover cases of less serious misconduct, incompetence, or under-performance. A teacher's employer should deal with these cases.

The Agency will investigate cases of serious teacher misconduct and decide whether to refer a case to a professional conduct panel which will decide if the allegations are proven, whether those proven facts amount to serious misconduct and/or a relevant offence and if so, makes a recommendation regarding prohibition. TRA, acting on behalf of the Secretary of State, is responsible for deciding whether a prohibition order should be issued.

Prohibition orders

The primary purposes of a prohibition order are to protect pupils, maintain public confidence in the teaching profession, and support schools in upholding proper standards of conduct.

A prohibition order means that the individual cannot undertake teaching work in any school¹², sixth-form college, children's home or youth accommodation in England.

When the decision maker decides that a prohibition order is appropriate, the teacher's details will appear on the prohibited list. However, the decision maker may allow a teacher to apply for the prohibition order to be reviewed and set aside. Further details can be seen on [page 21](#).

10 Maintained schools (including maintained nursery schools and pupil referral units), non-maintained special schools, and independent schools (including academies, 16-19 academies, free schools, and alternative provision academies)

11 <https://www.gov.uk/government/publications/teacher-misconduct-disciplinary-procedures>

12 Maintained schools (including maintained nursery schools and pupil referral units), non-maintained special schools, and independent schools (including academies, 16-19 academies, free schools, and alternative provision academies)

TRA may decide that an allegation is sufficiently serious to mean that the teacher should not teach while the case is being investigated and concluded. In these cases, the Agency may decide that it is necessary and proportionate in the public interest to impose an Interim Prohibition Order (IPO) to safeguard pupils and/or members of the public. These can be imposed at any stage during the investigation process. Throughout this period, TRA continues to progress investigations in line with published procedures.

Teacher misconduct referrals and investigation

Since 2023 TRA received a marked increase in referrals from members of the public where the alleged conduct was outside of the role and remit of TRA. To mitigate this, and following consultation with stakeholders including a number of teaching unions, TRA has implemented a Triage process which, in accordance with regulations, reroutes complaints that clearly do not relate to serious teacher misconduct to local or departmental complaint processes, rather than assessing them as formal misconduct referrals. Following the introduction of Triage, the volume of referrals from members of the public reduced substantially: 365 referrals were assessed in 2025–26 compared with 951 in 2024–25, representing a 62% decrease.

Referrals from members of the public that proceed through the Triage process, as well as those from other sources such as employers and the Police are initially assessed to determine if TRA should investigate the referral. The Agency took no further action on 576 referrals due to them not falling within its jurisdiction and/or not meeting the threshold of serious misconduct. TRA assessed 98.5% of the referrals it received within three working days.

During the same period, 710 cases of alleged serious misconduct were investigated, after which TRA decided either that there was no case to answer and therefore closed the case, or that there was a case to answer and referred the matter to a hearing. Cases were either concluded or referred to a hearing within 24.71 weeks (median) from the date the investigation commenced. Referrals that are investigated may not conclude in the same year they are referred to the Agency.

Professional conduct panel hearings

A hearing is convened following investigation when it is decided that the teacher has a case to answer. The hearing is then scheduled in line with published procedures and is either held virtually or in person, and the teacher has a right to attend and/or be represented.

Professional conduct panels

Panel members are recruited through a public appointments process, which is managed independently of TRA by the DfE's Teacher Regulation and School Safeguarding and Safety Team. Panellists are volunteers and are not remunerated, but are reimbursed for reasonable expenses.

In order to ensure that sufficient panellist resource is available to appoint quorate panels, and to support the Agency to deliver professional conduct panel hearings and meetings, a new cohort of 79 panellists were inducted in 2025.

For each hearing, TRA appoints one of the three panellists, from the [current list of panellists](#)¹³ to act as chair.

13 <https://www.gov.uk/government/publications/teacher-misconduct-professional-conduct-panel-members>

A panel must consist of at least three members and must include a teacher (or someone who has been a teacher in the previous five years) and a layperson (specifically not from the teaching profession). The third panel member may be a teacher, a layperson or a person who has taught previously but does not currently meet the 'teacher panellist' criteria and will be referred to as a 'former teacher panellist'. All panellists are independent of TRA and DfE.

An independent legal adviser is present to advise the panel on the legal process, including interpretation of departmental policy, practice and procedures. They cannot be a member of DfE staff and will take no part in the decision-making process.

The teacher subject to allegations of serious misconduct is able to submit relevant evidence and is given the opportunity to comment on all the evidence that TRA is considering related to their case. [More detailed information](#)¹⁴ is published online.

The panel will consider all the evidence and decide whether the allegations are proven. It will then go on to consider whether those proven facts amount to:

Unacceptable professional conduct

Conduct that may bring the profession into disrepute

A conviction, at any time, of a relevant criminal offence

If the panel decides that there has been one or more of the above, it must make a recommendation to the Secretary of State on prohibition. A TRA decision maker, as identified on [page 33](#), considers the recommendation and makes the decision on behalf of the Secretary of State on whether a prohibition order would be appropriate and, if so, whether a review period should apply. A prohibition order aims to protect pupils and maintain public confidence in the profession.

As set out in regulations, the decision of the Secretary of State following the determination of a professional conduct panel must be published. TRA is responsible for the publication of decisions on GOV.UK.

¹⁴ <https://www.gov.uk/guidance/teacher-misconduct-regulating-the-teaching-profession>

If the teacher requests that the case be considered without a hearing because the teacher admits the allegations and that they amount to serious misconduct, TRA will administer a panel meeting as opposed to a hearing to decide whether there has been serious misconduct and, if so, make a recommendation to the Secretary of State on prohibition.

TRA referred 355¹⁵ cases of alleged serious misconduct to an independent professional conduct panel in 2025-26, to decide whether facts are proven and, if so, whether those facts amount to one or more of the categories listed above.

During the year, the Agency held 314 hearings resulting in:

- 214 teachers being prohibited from teaching
- 54 hearings where serious misconduct was found but did not result in a prohibition
- 18 hearings where facts were found but no finding of serious misconduct
- 25 hearings where facts were not found
- 3 hearings were discontinued

The most common behaviour types resulting in prohibition were sexual misconduct and breach of boundaries/trust.

Additionally, 12 hearings were held to consider applications from teachers to remove prohibition orders (known as 'set asides').

Hearing outcomes

TRA will normally notify the teacher of the decision made within two working days. Where there is a finding of serious misconduct, the Agency publishes this on its website, usually within two weeks. A list of [decisions](#)¹⁶ is available on GOV.UK.

Teacher misconduct appeals

The regulations set out that a teacher may appeal against a prohibition order to the High Court within 28 days of the date a prohibition notice is served. In 2025-26, TRA successfully resolved four appeals to the High Court brought by teachers who were prohibited. TRA also successfully resolved one judicial review and defended an application to appeal against a judicial review outcome in the Court of Appeal. Judicial reviews are a challenge to the way in which a decision has been made, rather than the rights and wrongs of the conclusion reached.

Set asides

The Secretary of State may allow a teacher to apply for the prohibition order to be reviewed and set aside after a period of no less than two years and in line with criteria outlined in [Teacher Misconduct: the Prohibition of Teachers](#).¹⁷ In 2025-26, TRA heard 12 applications by teachers to have their prohibition order reviewed and set aside, of which 10 were granted. An application must be made in writing to the Agency and must specify the grounds upon which it is made.

Where a person makes an application to TRA for a determination that a prohibition order should be reviewed, with a view to it being set aside, TRA will normally appoint a panel consisting of persons who were not members of the original hearing which recommended the prohibition order. There may be circumstances where TRA will set aside a prohibition order without the need to refer to a hearing.

¹⁵ Cases referred to a professional conduct panel may not be concluded within the same reporting period

¹⁶ https://www.gov.uk/search/all?parent=&keywords=panel+outcome+misconduct&level_one_taxon=&manual=&organisations%5B%5D=teaching-regulation-agency&organisations%5B%5D=national-college-for-teaching-and-leadership&public_timestamp%5Bfrom%5D=&public_timestamp%5Bto%5D=&order=updated-newest

¹⁷ <https://www.gov.uk/government/publications/teacher-misconduct-the-prohibition-of-teachers>

Stakeholder engagement and media relations

TRA engages with a number of external stakeholders, including teaching unions and other regulators, regulators across the home nations, and Ofsted. The Agency is a member of the Institute of Regulation which is the UK's largest professional body for regulators. This has enabled TRA to access training, events and good practice from the UK and international regulatory community.

As part of operational planning for the teacher misconduct provisions set out in the Children's Wellbeing and Schools Act 2026 TRA conducted a series of stakeholder activities to support planning and keep stakeholders informed. This has included other regulators, trade unions, panellist representative group and legal firms.

TRA delivers a panellist appraisal process and provides regular training and engagement opportunities. In 2025-26, TRA delivered several whole cohort training sessions, which included updates on relevant case law and decision making. TRA also communicates regularly with panellists, providing key updates in its quarterly newsletter.

TRA engages closely with over 200 panellists, including chairing quarterly meetings with the Panellist Representative Group. This representative group consists of elected panellist representatives and the meetings are a way of gathering feedback, identifying improvements to the administration of hearings and supporting the ongoing learning and development of panellists.

TRA does not have any staff whose primary duty is communications and/or responding to media queries. Nor does it have a communications team. The Agency does, however, work with the DfE's press office to ensure that media enquiries are dealt with in an accurate and timely manner.

Induction appeals

If an appropriate body decides that an Early Career Teacher has failed to complete their induction satisfactorily or extends their induction period. TRA, acting on behalf of the Secretary of State for Education, is the responsible body for administering such appeals. During the year, the Agency heard two induction appeals.

Governance and Performance

Contracts, performance and quality

Legal advice is sought in relation to the investigation of teacher misconduct cases, as well as for the panel meetings and hearings. The commercial contracts with legal firms are managed through monthly contract review meetings and quarterly strategic relationship meetings between TRA directors and senior partners from the legal firms, to ensure value for money and to measure performance against contractual indicators. In addition, the Agency facilitates regular collaboration meetings between the legal firms.

Quality is central to TRA's role in safeguarding children and maintaining public confidence. Delivering a high standard of service ensures fairness, consistency and trust in the Agency's regulatory work. The Agency refreshed its Quality Assurance Framework during 2025-26.

The Framework sets out 3 strategic aims:

- Embed a consistent quality assurance culture across the Agency
- Ensure data management meets regulatory and DfE requirements
- Deliver robust quality controls and drive continuous improvement.

The Framework describes the Agency's approach to ensuring that decision-making is to the highest standard, improving processes and promoting a cycle of continuous improvement, thereby embedding a quality culture and sharing of best practice. It outlines the quality standards, methodology, assessment criteria and reporting mechanisms that ensure the Agency is able to deliver a high-quality and efficient service.

Internal quality indicators continue to be monitored against the Quality Assurance framework. Developments continue to be made to the controls, including measuring impact, improving feedback processes and regular meetings focused on quality are held with the Teacher Misconduct casework team.

Service excellence

In 2025-26, TRA created the service excellence team to lead on the maintenance and development of its digital systems. Over the year, the team has developed improvements to the hearings delivery process and the teacher misconduct system, which will increase efficiency and enhance the service to users. The team was also responsible for the Database of Qualified Teachers until this was decommissioned in October 2025 and continues to respond to requests for Letters of Professional Standing and to check whether individuals are on the list of prohibited teachers. TRA is exploring how AI can be used to support administrative tasks whilst maintaining strong human oversight. However, the Agency does not use AI to support decision-making.

Financial review of the year

Introduction

In the year, expenditure has been largely in line with expectations and budgets.

Analysis of the year

The Agency’s expenditure is included within the Departmental Group’s Estimates and Parliamentary accountability processes; it does not have its own [Estimates](#).¹⁸ The Agency has a budget which is set by the Department against which performance is measured. The financial performance in budgetary terms (termed outturn) may differ from that reported in the Statement of Comprehensive Net Expenditure (SoCNE) since not all spending is reported in SoCNE, such as acquisition of assets. The 2025-26 outturn was within the budget allocated by the Department. For more detailed explanation on budget types, see HM Treasury’s (HMT’s) [Consolidated Budgeting Guidance](#).¹⁹

Trends in performance

Table 5: A summary of the movements in outturn for the past five years

	2025-26	2024-25	2023-24	2022-23	2021-22
	£000	£000	£000	£000	£000
Staff costs	4,258	4,843	4,781	3,898	3,143
Operating expenditure	11,933	12,222	11,504	7,944	6,185
of which:					
contract programme expenditure	10,438	10,411	9,615	6,492	4,755
shared service cost	1,495	1,811	1,889	1,452	1,430
Total expenditure	16,191	17,065	16,285	11,842	9,328
Net parliamentary funding	14,365	15,839	13,582	11,382	7,020
Average staff numbers (whole numbers)	80	99	96	81	74

There has been a general trend towards increasing capacity to undertake misconduct hearings, which is evident within the operating expenditure. The Agency has an internal budget, allocated by the Department. Outturn in 2025-26 was within this allocation.

¹⁸ <https://www.gov.uk/government/collections/hmt-main-estimates>

¹⁹ <https://www.gov.uk/government/collections/consolidated-budgeting-guidance>

Staff costs

Staff costs in 2025-26 have reduced compared to 2024-25 due to the transfer of Teacher Qualification services to the Department and as a result of a further reduction in the Agency's headcount.

Operating expenditure

The main operating expenditure relates to the provision of professional services from legal firms. Legal advice is sought in relation to the investigation of teacher misconduct cases, as well as to support panel meetings and hearings.

Shared service cost

As detailed in the accounting policy ([note 1.11](#)), the Department provides services to the Agency, as part of the wider offer to all the Department's executive agencies. The shared service charge between the Department and the Agency is notional and as such no budget allocation is made.

Shared service costs reduced in 2025-26 compared to 2024-25, due to the transfer of Teacher Qualification services to the Department.

Funding

Funds are transferred by the Department in line with budgetary requirements. Funds are not transferred for notional costs such as the shared service recharge.

Outturn against organisational goals

Total expenditure has decreased in 2025-26 due to the transfer of Teacher Qualification services to the Department and lower shared service costs.

Performance in other matters

Sustainability

Compliance statement

The Agency adopts the Department's policies relating to sustainability, which are included in the Department's published consolidated ARA.

It is not possible to make disclosures on metrics and targets as sustainability data does not currently disaggregate TRA from the Department. Sustainability data at departmental level is available in the Department's ARA. Using average full-time equivalent (FTE) headcount as a comparative measure, TRA is less than 1% of the size of the Department.

Sustainability activity and governance

TRA is an executive agency operating entirely within DfE's estate and under DfE's sustainability policies. The department's corporate strategy outlines commitments around office building emissions, waste, water, ICT and digital, travel, nature recovery and climate change adaptation. Data and reporting on these topics (inclusive of TRA staff, emissions and usage) is included within DfE ARA's sustainability reporting annex.

As part of the wider department, TRA recognised its responsibility to reduce environmental impacts and contribute to the [Greening Government Commitments](#).²⁰

Social responsibility

The Agency adopts the Department's policies relating to social matters, which are included in the Department's published consolidated ARA.

Respect for human rights

The Agency adopts the Department's policies relating to human rights, which are included in the Department's published consolidated ARA.

Modern slavery

The Agency adopts the Department's policies relating to modern slavery, which are included in the Department's published consolidated ARA.

Anti-corruption and anti-bribery matters

The Agency adopts the Department's policies relating to anti-corruption and anti-bribery matters, which are included in the Department's published consolidated ARA.

Diversity

The Agency adopts the Department's policies relating to diversity, which are included in the Department's published consolidated ARA.

²⁰ <https://www.gov.uk/government/publications/greening-government-commitments-2021-to-2025>

Key risks and issues

The key risks and issues listed below are for 2025-26, most of which remain on the Agency's risk register to the date of this report. TRA operates in a complex environment and its business is subject to a broad range of risks. During the year, the Agency took steps to mitigate and manage those risks and respond to issues that arose.

This is a summary of the significant risks and issues managed during this financial year. More details regarding TRA's risk management can be found within the Governance Statement.

Table 6: Key risks

Risk	Area	Mitigation
<p>A risk of a successful challenge to TRA's model of teacher regulation through legal channels, such as Judicial Review or statutory appeal, which could affect the Agency's ability to make decisions on behalf of the Secretary of State.</p> <p>This would impact TRA's ability to operate, with cases potentially being put on hold until a review of current procedures and/or regulations is carried out.</p> <p>This could impact on teachers, witnesses, and employers, until cases are fully concluded, causing stress to those involved, and could lead to adverse media scrutiny and reputational damage to TRA and DfE.</p>	Teacher Misconduct	<p>Ensure all decisions are robust and fully aligned with relevant legislation, regulations and advice.</p> <p>Risks for individual cases are identified and discussed with a nominated Senior Responsible Officer. High risk cases are escalated and managed by Senior Responsible Officers with management oversight.</p> <p>Close working relationships with the Department's legal advisors, the Government Legal Department and policy colleagues to ensure potential issues are considered at an early stage to support a robust legal position.</p> <p>TRA works closely with the Department's Press Office team to manage communications that arise from the reporting of hearings.</p>
<p>A risk that demand for the Agency's teacher misconduct regulatory activity exceeds available capacity, leading to delays in progressing and concluding cases in a timely manner.</p> <p>This could impact on the reputation of the TRA and DfE and its ability to regulate the profession effectively. It also has the potential to attract negative publicity from the press, unions, public and High Court.</p>	Teacher Misconduct	<p>Continuous improvement of end-to-end processes by streamlining activity and structures. Exploring further opportunities through digital transformation.</p> <p>TRA and DfE policy team ensuring panellist capacity meets current and forecasted demand.</p> <p>Proactive forward planning to analyse trends and impacts, including anticipated legislative changes, to inform options and available levers for discussion with the CEO, Director and other key stakeholders.</p> <p>If allegations include behaviours which put pupils/public safety at risk, an IPO can be imposed by TRA to prevent the teacher from teaching unsupervised at any stage of the case.</p>

Risk	Area	Mitigation
<p>There is a risk that the implementation of the misconduct provisions in the Children’s Wellbeing and Schools Act 2026 places significant additional demand on the Agency, affecting its ability to widen its jurisdiction while continuing to manage case volumes and maintain timely and effective regulation. This could result in delays and associated legal, reputational and safeguarding risks.</p>	<p>Teacher Misconduct</p>	<p>Clear governance and programme oversight for the implementation of the misconduct provisions, including regular senior leadership review of progress, risks and emerging pressures.</p> <p>Ongoing monitoring and forecasting of case volumes to anticipate changes in demand and inform capacity management as jurisdiction widens.</p> <p>Active engagement with key stakeholders, including the Department for Education, to manage expectations, risks and dependencies arising from the expanded jurisdiction.</p> <p>Planned engagement with the Further Education sector to clarify the role and remit of TRA.</p>

Forward look

Over the coming year, TRA’s focus is to:

- continue to build on the progress made in 2025-26 and prioritise concluding teacher misconduct cases in a timely manner
- support the DfE to develop and implement operational changes resulting from policy reform by preparing for successful implementation of the teacher misconduct provisions set out in the Children’s Wellbeing and Schools Act 2026
- continue to implement improvements to the Agency’s digital services and technical architecture

Going concern

HMT has interpreted the going concern principle for the public sector to reflect the non-commercial nature of public sector bodies. Going concern for public sector bodies is referenced back to service potential and delivery. The going concern presumption is only challenged for a public body if the services it provides will be discontinued entirely by the public sector. Transfer of services from one public body to another does not imperil the going concern presumption in the transferring body even if all its operations will cease post-transfer.

The Agency is not aware of any legislation that is planned, in force or in the process of gaining Royal Assent that would cause its activities to cease.

In addition, the Department's forward-looking plans, current Estimate and current Spending Review settlement with HMT contain funding to cover the Agency's operations for the foreseeable period. Consequently, management do not consider the going concern presumption to be in doubt.

A budget for the Agency is set for the financial year 2026-27, as part of the Department's 2026-27 Estimates process, alongside confirmation of support from DfE for the remaining 12 months going concern period to July 2027 that enables TRA to deliver its objectives and continued regulatory intent.

Marc Cavey
Accounting Officer
26 June 2026



Accountability Report

Overview

The Accountability Report sets out how the Agency meets the key accountability requirements to Parliament. It is broken down into three areas:

- Corporate governance report, which provides an overview of the leadership of TRA and its risk management approach
- Remuneration and staff report, which details remuneration and staff expenses and policies
- Parliamentary accountability and audit report, which contains parliamentary accountability disclosures and the audit certificate




Corporate governance report

The purposes of the Corporate Governance Report are to explain the composition and organisation of the TRA's governance structures and show how they support the achievement of the Agency's objectives for the 2025-26 financial year and up to the date of approval of the ARA.

Directors' report

Directors

TRA's Directors in post at the year-end were:

Director	Position
<p>Marc Cavey</p> 	<p>Chief Executive Accounting Officer</p> <p>Overall responsibility for the Teaching Regulation Agency. Decision maker on behalf of the Secretary of State for teacher prohibition. Appointment: June 2023</p>
<p>Stuart Blomfield</p> 	<p>Head of Teacher Misconduct</p> <p>Ensures the delivery of casework and hearings delivery processes and procedures in line with legislation and published guidance and that all cases are handled in a timely, fair, and just manner. Responsibility for stakeholder engagement including national teacher unions and the Panellist Representative Group. Decision maker on behalf of the Secretary of State for teacher prohibition. Appointment: January 2026</p>
<p>David Oatley</p> 	<p>Head of Governance and Performance</p> <p>Supports the Accounting Officer to ensure TRA is compliant with its legal responsibilities as an executive agency of DfE. Responsibility for Contract Management of external legal firms and the management and development of performance reporting, digital systems, commercial and quality, to improve the teacher misconduct process. Decision maker on behalf of the Secretary of State for teacher prohibition. Appointment: June 2023</p>

Movement in officials in 2025-26

Changes in officials during the year are given below.

Official	Date	Position
Sarah Buxcey	To 4 January 2026	Head of Teacher Misconduct
Stuart Blomfield	From 5 January 2026	Head of Teacher Misconduct

Company directorships and other significant interests

TRA maintains a register of interests that contains details of company directorships and other significant interests held by board members. Anyone wishing to view the register can contact the Department.

There were no transactions with bodies in which the Directors held an interest during the year. Any potential conflicts are managed by undertaking appropriate risk assessments and by Directors removing themselves from decision-making in line with Departmental and Agency guidance.

Report on personal data breaches

All government departments are required to report personal data breaches that have occurred during the financial year, in accordance with the standard disclosure format issued by the Cabinet Office.

The Cabinet Office defines a ‘personal data breach’ as a loss, unauthorised disclosure or insecure disposal of personal data. This is data which could cause harm or distress to individuals if released or lost. As a minimum, this includes:

- information linked to one or more identifiable living person
- any source of information about 1,000 or more identifiable individuals, other than information sourced from the public domain

Table 7: Number of personal data breaches reported to the Information Commissioner’s Office

	2025-26	2024-25	2023-24	2022-23
Number of incidents	1	2	3	-

The incident during 2025-26 was reviewed and closed with no further action required. Action has been taken to mitigate recurrence, including enhanced staff training, strengthened processes, and improved oversight of data handling activities.

Complaints to the Parliamentary and Health Service Ombudsman

The Parliamentary and Health Service Ombudsman (PHSO) can investigate complaints against the administrative actions of a wide range of government departments and other public bodies, or the actions of other organisations acting on their behalf. TRA falls within the scope of the Ombudsman’s activities.

TRA adheres to the Department’s complaints process, which commits to responding to any complaint within 15 working days.

Table 8: Number of complaints accepted for investigation

	2025-26	2024-25	2023-24	2022-23
Number of complaints	2	-	-	3

Both investigations during 2025-26 have concluded and the PHSO closed the complaints without the need for further action. TRA has reviewed the outcomes of these cases and will continue to ensure that its processes and service standards align with best practice.

Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, HMT has directed the Agency to prepare for each financial year a statement of accounts in the form and on the basis set out in the [Accounts Direction](#).²¹ The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Agency, and of its income and expenditure, Statement of Financial Position, and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual (FReM), and in particular to:

- observe the Accounts Direction issued by HMT, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis
- make judgements and estimates on a reasonable basis
- state whether applicable accounting standards as set out in the FReM have been followed, and disclose and explain any material departures in the accounts
- prepare the accounts on a going concern basis
- confirm that the ARA as a whole is fair, balanced and understandable and take personal responsibility for the ARA and the judgements required for determining that they are fair, balanced and understandable

The Accounting Officer of the Department has designated the Chief Executive as the Accounting Officer of the Agency. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Agency's assets, are set out in Managing Public Money published by HMT.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Agency's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

I confirm that I consider the annual report and accounts as a whole is fair, balanced and understandable. I also take personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.

²¹ <https://www.gov.uk/government/publications/dao-0625-accounts-directions-2025-26>

Governance statement

Scope of responsibility

As Accounting Officer, I have personal responsibility for maintaining a sound system of governance; internal control and risk management to support the achievement of the Agency's policies, aims and objectives; whilst safeguarding public funds and Departmental assets.

Governance, internal control and risk management

The Agency's system of governance, internal control and risk management is designed to manage risk to a reasonable level rather than to attempt to eliminate all risk completely. The Agency can therefore provide high, not absolute, assurance of their effectiveness.

I confirm that I have reviewed the effectiveness of governance, internal control and risk management arrangements in operation within my area of responsibility. I consider them to be fit for purpose. These arrangements have been in place throughout the reporting period and up to the date of approval of the ARA. My conclusion is informed by the assessment of my Senior Leadership Team, which has responsibility for the development and maintenance of these arrangements, and by the findings of my Board.

The Department requires all Senior Civil Servants (SCSs) across the Department and its executive agencies to abide by the Department's arrangements regarding risk, control systems and use of resources through the Assurance Framework Record. I am therefore able to provide the Department's Leadership Team and ministers with assurance that the TRA has undertaken its internal control responsibilities during the period.

I am confident that I have in place the suitable and appropriate arrangements for good corporate governance and that the effectiveness of these arrangements is reviewed regularly to ensure compliance with [Corporate governance code for central government departments](#)²² (the Code) where relevant to the Agency and its remit. I have not identified any departures from the Code.

²² <https://www.gov.uk/government/publications/corporate-governance-code-for-central-government-departments-2017>

Governance at Agency level

The Agency has a Board which is responsible for monitoring TRA-related activity, including performance against KPIs, staffing, contract and case management.

Board

I am provided with oversight on the performance of the Agency through the monthly Board meetings. Programme leads submit updates for advice, scrutiny and challenge.

The Board provides me with the opportunity to hold my Senior Leadership Team and their areas of work to account. The Board is responsible for developing and monitoring the strategic planning and leadership priorities of the Agency and makes decisions on how work should be progressed. It oversees corporate performance, the use of financial and human resources, provides oversight of risk and issues management, and ensures maintenance of a sound system of internal control, which includes adequate sources of assurance that internal controls and risk management processes are working effectively. The Board is additionally responsible for ensuring TRA is compliant with all policies and corporate business planning.

As Chief Executive and Accounting Officer, I chair the Board, and membership comprises of my Senior Leadership Team, which attends to report on teacher misconduct casework, delivery progress, risk and issue management. Wider DfE representation and advice are provided by the Department's finance business partner and HR business partner teams.

During the year, the Board met 11 times.

Table 9: Board attendance during the year

Member	Position	Meetings attended (out of possible)
Marc Cavey	Chief Executive & Accounting Officer	11/11
Sarah Buxcey	Head of Teacher Misconduct	8/8
Stuart Blomfield	Head of Teacher Misconduct	3/3
David Oatley	Head of Governance and Performance	11/11

I am content with the effectiveness of the Board and its ability to manage the delivery challenges of the Agency.

Governance at Departmental level

As Accounting Officer, I am accountable to the Secretary of State for the performance, leadership and day-to-day management of the Agency. I report to the senior sponsor of the Agency, who in 2025-26 was initially the Department's Director for Teachers and Tutors Directorate and, from September 2025, the Director for the Standards, Testing and Regulation Directorate. My objectives are agreed by the senior sponsor and aligned with DfE objectives, the Agency's Strategy and Business Plan and the requirements for managing public money. I use them to set objectives for my Senior Leadership Team, which are agreed and monitored throughout the year.

Strategic Performance Review

As stated in the Agency's [Framework Document](#)²³, TRA is required to hold strategic performance reviews (SPR) quarterly with the Department. The meetings are chaired by the senior sponsor to review and challenge progress against the Agency's objectives and performance measures, financial management and the management of risks and issues. SPRs are attended by finance business partners, DfE policy colleagues responsible for safeguarding policy, and colleagues from across the Department to provide independent challenge.

SPR meetings took place quarterly during 2025-26.

Assurance

External audit

The Agency's ARA was audited by the National Audit Office (NAO) on behalf of the Comptroller and Auditor General during the year.

Internal audit

The Agency receives internal audit and assurance services from the Government Internal Audit Agency (GIAA). GIAA provides independent and objective assurance to me on the adequacy and effectiveness of the Agency's framework of governance, risk management and control by measuring and evaluating the Agency's effectiveness in achieving its agreed objectives. A full audit plan for the Department and its executive agencies, including TRA, was produced and delivered for the year. TRA has engaged GIAA to obtain assurance on process and control arrangements as appropriate.

The Agency is included in any Department and executive agency audits where relevant. In 2025-26, there have been three TRA-specific audits during the reporting period. These focused on Casework Quality Assurance, Performance Management of Legal Contracts and Organisational Design – of the four possible opinion ratings (substantial, moderate, limited or unsatisfactory) the audits individually received a moderate opinion rating.

GIAA's Head of Internal Audit has provided a summary of each audit to the Department's Audit and Risk Committee (ARC) and an annual report, which incorporates an opinion on the system of governance, risk management and internal control. The opinion is informed by the internal audit work completed during the year in line with the internal audit plan agreed by me, the Board and ARC. The Agency's rating given by GIAA for 2025-26 was moderate.

A moderate rating states that some improvements are required to enhance the adequacy and effectiveness of the framework of governance, risk management, control and assurance. I have accepted this assessment. I am satisfied that the moderate rating provides assurance that the core controls and arrangements are operating effectively, while also identifying some minor enhancements, which we will progress in line with GIAA's recommendations during 2026-27.

²³ <https://www.gov.uk/government/publications/teaching-regulation-agency-framework-document>

Departmental-level assurance

The Agency receives oversight from the Department's ARC which is a sub-committee of the Department's Board and the Performance and Risk Committee (PRC) which is a sub-committee of the Department's Leadership Team.

ARC's primary role is to scrutinise the Department's ARA, the Agency's ARA and key risk areas. ARC makes recommendations to me as Accounting Officer, the Permanent Secretary of the Department (as Principal Accounting Officer) and the Board on the Department's and the Agency's risk management.

ARC advises the Permanent Secretary (as Principal Accounting Officer) and the Department's Board on the adequacy and effectiveness of governance, risk management and internal controls, and on the reliability and integrity of assurances used to inform the Governance Statement. I meet with the TRA's lead ARC representative quarterly to review TRA performance. Separate ARC meetings are convened specifically to approve the draft audit plan and the ARA of the Agency.

The PRC provides scrutiny of major projects, Departmental performance and the Department's top tier risks. It offers strategic guidance and advice on significant risks and performance issues across the Department, including non-departmental public bodies. It decides what issues or risks require further investigation or assurances and decides what requires escalation to the Department's Leadership Team. Membership of, and attendance at ARC, the PRC and other committees of the Department are disclosed in the Department's ARA.

Risk management

The Agency has adopted DfE's risk management framework, fully aligned with the main principles of The Orange Book Management of Risk, which sets out the principles, roles and responsibilities of staff and processes and procedures for how risks are managed.

TRA maintains a strategic risk register, which is reviewed monthly at the Board and at the quarterly SPR meetings. Strategic risks and issues are also reported to DfE's Planning, Performance and Risk Directorate throughout the year, and they review TRA's strategic risks register every six months.

All risks and issues have a designated owner who is responsible for managing and reporting on the risk and issue monthly.

TRA has an agreed risk appetite statement. Generally, the Agency does not tolerate risks with high residual impact and high residual likelihood. However, the Board could decide to tolerate these risks on an exceptional basis. The Board considers any further actions to manage any residual risks remaining after mitigating action has been implemented.

The TRA Risk Committee meets quarterly and comprises the Agency's Senior Leadership Team and Senior Management Team. While the Agency's strategic risks are monitored regularly by the Board, the Risk Committee provides a dedicated forum to further interrogate and challenge these risks, consider emerging issues, and support the effective management of risk across the organisation.

An operational risk register is used as a key mechanism to manage lower-level risks, ensuring risks are managed at the appropriate level or are escalated to the Board. If risks and issues are escalated, following agreement by the Board, these are then added to the Agency's strategic risk register.

The Agency's PMO reviews the strategic risk register monthly, providing feedback and challenge to risk and issue owners in advance of the Board meetings.

A new risk relating to the Children's Wellbeing and Schools Act 2026 has been identified during the year. This risk, which concerns the potential impact of expanded jurisdiction and increased demand for regulatory activity, is outlined in Table 6: Key risks in the Performance Report.

Shared services

DfE continues to provide TRA with a number of corporate services as detailed in the accounting policy ([note 1.11](#)).

Business continuity

TRA has responsibility for managing its business continuity requirements and plans, aligning with the Department's wider arrangements. The TRA business continuity plan was reviewed by my Senior Leadership Team in 2025-26 and actions were taken to make improvements to the Agency's processes. Where services are outsourced, the Agency has ensured that business continuity arrangements are in place.

Operational policy development and delivery

I am content that the arrangements for governance, internal control and risk management of TRA's programmes provide me with assurance that these are adequate to ensure policies meet ministerial intent. The Department aims to develop and appraise policies using the best available evidence analysed using sound methodologies, in conjunction with stakeholders and partners. The Department subjects policies to robust deliverability testing. I am content that the Departmental policies which the Agency implements provide good guidance and direction to those delivering services to children, young people, parents and carers, and that the policies link clearly to its core values and objectives.

Programme and project management

I am supported by the PMO which leads on performance reporting, risk and governance for the Agency, working with the senior sponsor and arm's length body partnership team.

A programme/project management approach is used to provide governance across all TRA's work and is applied appropriately to the scale and complexity of the particular task. Programme/project management is linked through to the wider management processes, including:

- business cases
- project initiation documents
- programme and project delivery plans
- risk registers
- issues logs
- action and decision logs

These are agreed and reviewed by the relevant governance forum, dependent on the scale of the project.

Financial management

I am confident that TRA has clear lines of accountability in place for all programme and administrative expenditure with support from finance business partners. TRA has put in place a number of systems to ensure adherence to Departmental processes, controls, risk management and fraud prevention so that propriety, regularity and value for money are achieved. As members of the Board, the senior leadership team and I have planned monthly meetings with the finance business partner to identify risks early, to flag concerns and receive high-level monthly budget reports. This enables me to monitor and challenge financial activity across the Agency. The Agency's finance business partner attends the monthly Board meetings and quarterly SPRs.

TRA continues to place greater emphasis on financial forecasting and making use of systems and data for the purposes of financial planning. This is particularly relevant for the Agency's demand-led budgets where improved financial modelling is required, as well as regular review windows with budget holders, finance business partners, and Department finance leads, to ensure any variance can be identified and corrected, if necessary, as soon as possible. Greater emphasis has been placed on budget holders to clarify their understanding and responsibility for the day-to-day maintenance of budget lines, effective profiling of budgets and anticipating funding pressures or underspends.

Monthly accounts are reconciled and reviewed with the Department's Group Reporting, Grants and Assurance Division to ensure that spend is reported correctly.

The Department, on behalf of its departmental group, continues to work with the Cabinet Office and across government to leverage the experience and strength of other government expertise and reduce fraud within the public sector. The Department and its related bodies take a risk-based approach in this area to ensure that available resources and time are focused on the highest risk areas.

TRA staff are required to complete mandatory training regarding counter fraud, bribery and corruption. The online course highlights the role and responsibilities everyone has in fighting fraud and promoting an effective anti-fraud culture both across the Agency and the wider government. In addition to the mandatory training, specialist fraud colleagues from the DfE Fraud and Error Team are invited periodically to all staff events to raise awareness of key threats and emerging trends.

The DfE Fraud and Error Team communicates to ARC on the above areas on a six-monthly basis. TRA maintains close communications with the DfE Fraud and Error Team and has attended its bi-monthly DfE fraud network meetings. The Agency would communicate any instances of fraud or suspected fraud to them for triage, and potential inclusion as necessary in reporting to ARC.

During the year, no cases of fraud were identified.

Delivery arrangement and achievements against business plan

TRA's Strategy and Business Plan sets out the Agency's KPIs and objectives. Achievement against these is monitored through the Board and assured by the SPR process. All of the Agency's performance indicators are monitored regularly through management information. I am satisfied that the Agency is performing well to deliver its current plans.

Information technology management and data safeguarding

The Agency received shared service IT support from DfE. IT systems were developed in accordance with [Government Digital Standards](#)²⁴ and the needs of the user and business. Staff have received training on the importance of managing information and data protection, responding to subject access requests, and the process for reporting data incidents.

Information risk management

Arrangements are in place to ensure that TRA complies with the requirements of both HM Government and Cabinet Office policy and guidance in addressing risks to information and information systems. The DfE Chief Information Security Officer is the designated senior information risk owner with overall responsibility for the management of information security in the Department's executive agencies, including TRA.

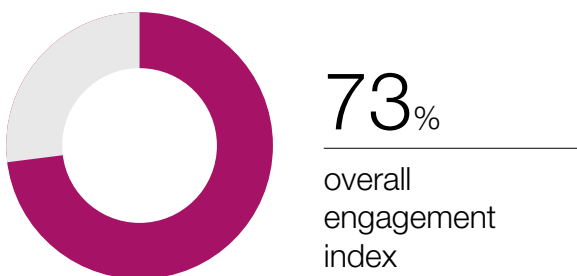
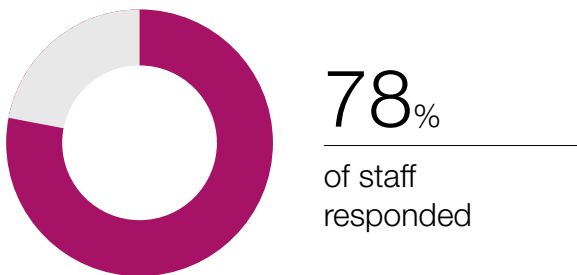
TRA has information assets that are essential to the effective and efficient operation of the organisation and the delivery of its strategic aims and objectives. Information asset owners have responsibility for protecting the information assets that are assigned to them. TRA's information asset owner completes a biannual statement, which is recorded on the DfE's information asset register. This confirms that they have complied with their responsibilities and assessed the risks appropriately.

The service excellence team ensures robust governance of the data that the Agency needs to process or share in order to discharge its statutory functions. This includes ensuring that data protection impact assessments are in place covering the Agency's operational processes and managing the Agency's data sharing agreements with other bodies. During 2025-26 TRA updated its data sharing agreements with other UK regulators including the General Teaching Council for Scotland, General Teaching Council for Northern Ireland and the Educational Workforce Council in Wales. Additionally TRA has data sharing agreements in place with the Disclosure and Barring Service, Ofsted and the ACRO Criminal Records Office to support the regulation of the teaching profession.

TRA meets with DfE's Data Protection Officer monthly to review data incidents and identify controls and mitigations which can be put in place to prevent similar incidents reoccurring.

²⁴ <https://www.gov.uk/service-manual/service-standard>

People management



78% of TRA staff responded positively to the 2025 DfE People Survey with an overall engagement index of 73%. This compares favourably with the DfE's engagement index of 65%.

The Agency aims to attract, retain, build the capability of, and motivate its people to enable them to deliver outstanding performance.

TRA's People Forum, which meets monthly, includes staff representatives drawn from across the Agency. The purpose of the Forum is to consider how to improve both the working practices and the culture within TRA, with staff being developed and empowered in their work.

The People Forum is responsible for developing an action plan based on key themes from the Department's People Survey. These themes include resources and workload, learning and development, and inclusion and fair treatment. The action plan identifies improvements to the working practices and culture of the Agency based on these themes.

The People Forum also has responsibility for organising monthly 'all-staff' meetings as well as ensuring that there is visibility of people-related issues across the Agency, identifying potential future scenarios, people-related risks or opportunities, and providing direction on how to avoid or achieve these.

TRA adheres to the Departmental policies for performance management, underperformance, attendance, and disciplinary issues. These are reported in line with other executive agencies and policy families within the School Group, a business segment of the Department.

TRA adopts the Department's policy and process for whistleblowing. I am satisfied with this collaborative approach and the effectiveness of this arrangement.

Overall assessment

As Accounting Officer, I am satisfied that the Agency's internal control, risk management and governance arrangements are working effectively. TRA continues to deliver a broad range of delivery areas.

Marc Cavey
Accounting Officer
26 June 2026

Remuneration and staff report

Overview

The remuneration and staff report sets out the Agency's remuneration policy for Board members, reports on how that policy has been implemented and sets out the amounts awarded to directors and, where relevant, the link between performance and pension.

Remuneration report: part A (unaudited)

Board members' remuneration policy

The Accounting Officer is a senior civil servant whose pay is decided by the Department's Senior Civil Servant Pay Committee. The committee is chaired by the Department's Permanent Secretary and comprises members of the Department's Leadership Team and a departmental non-executive director. The other two Board members are not senior civil servants, so their performance awards fall outside the remit of the Senior Civil Service Pay Committee and are covered by the Department's performance management framework.

The Committee makes decisions within the limits and delegated authorities set by the government in response to the annual report of the [Senior Salaries Review Body](#).²⁵

Staff employed by an executive agency of the Department have performance management and contractual terms as described in the Department's ARA. As such, the Department manages performance management and non-consolidated performance awards for members of the Senior Civil Service within the framework set by the Cabinet Office. The contractual terms of the Board members also comply with requirements set centrally by the Cabinet Office.

More on the Cabinet Office's framework and standards can be found on the [civil service website](#).²⁶

Service contracts

The Constitutional Reform and Governance Act 2010 requires Civil Service appointments to be made on merit on the basis of fair and open competition. The recruitment principles published by the Civil Service Commission specify the circumstances when appointments may be made otherwise.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the [Civil Service Commission](#)²⁷ has been published.

²⁵ <https://www.gov.uk/government/organisations/review-body-on-senior-salaries>

²⁶ <https://www.gov.uk/government/organisations/civil-service>

²⁷ <https://civilservicecommission.independent.gov.uk/>

Remuneration report: part B (audited)

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the Board members of the Agency. Figures in brackets are full year equivalent values for those members who did not serve a full year in post.

	2025-26				
	Salary	Bonus payment	Benefits-in-kind	Pension benefits	Total
	£000	£000	to nearest £100	to nearest £1,000	£000
Chief Executive					
Marc Cavey	90-95	0-5	3,700	31	125-130
Directors					
Sarah Buxcey to 4 January 2026 annualised value	50-55 (70-75)	0-5	-	19	70-75
David Oatley	70-75	0-5	1,500	24	95-100
Stuart Blomfield from 5 January 2026 annualised salary	15-20 (70-75)	-	-	5	20-25

	2024-25				
	Salary	Bonus payment	Benefits-in-kind	Pension benefits	Total
	£000	£000	to nearest £100	to nearest £1,000	£000
Chief Executives					
Marc Cavey	85-90	-	3,800	53	145-150
Directors					
Sarah Buxcey	65-70	0-5	-	42	110-115
David Oatley	70-75	-	2,400	48	120-125

Salary

Salary includes gross salary, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, private office allowances, and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Agency and thus recorded in this ARA.

Benefits-in-kind

The monetary value of benefits-in-kind covers any benefits provided by the Agency during an individual's period of appointment to their board role and treated by HMRC as a taxable emolument.

During the year, two board members received benefits-in-kind relating to multi-site working (prior year: two). Multi-site working describes a situation where an employee regularly travels and works from multiple workplaces across our estate, and the reason for attendance is not a temporary purpose or limited duration. TRA covers the cost of these expenses as a benefit-in-kind, as permitted by the Civil Service Management Code.

Bonuses

Bonuses are based on performance levels attained and are made as part of the appraisal process. SCS bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2025-26 relate to performance in 2025-26 and the comparative bonuses reported for 2024-25 relate to the performance in 2024-25.

The Agency follows the [performance management arrangements for the Senior Civil Service](#)²⁸ and the Agency's performance management framework for managing and rewarding performance throughout the year.

Pensions

The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

The pension benefits of any members affected by the public service pensions remedy which were reported in 2022-23 based on alpha membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on Principal Civil Service Pension Scheme (PCSPS) membership for the same period.

Pay multiples

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower quartile, median and upper quartile remuneration of the organisation's workforce.

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

The banded remuneration of the highest-paid director in the Agency in the year was £95,000 – £100,000 (prior year: £90,000 – £95,000). This was 2.7 times the median (prior year: 2.7). The median remuneration of the workforce was £36,500 (prior year: £34,247). The pay, reward and progression policies have not changed significantly during the year, which is reflected in the relatively minor change in the median remuneration figure.

28 <https://www.gov.uk/government/publications/senior-civil-service-performance-management>

In the year, no employees (prior year: none) received remuneration in excess of the highest-paid director. Remuneration ranged from £27,000 – £100,000 (prior year: £25,000 – £95,000).

	2025-26		2024-25	
	Salary and allowances	Total pay and benefits	Salary and allowances	Total pay and benefits
	£	£	£	£
Band of highest paid director's remuneration (£000)	90-95	95-100	85-90	90-95
Range (£000)	27-95	27-100	25-90	25-95
Upper quartile	42,806	43,356	36,196	36,678
Median	36,000	36,500	33,834	34,247
Lower quartile	31,479	31,779	29,180	29,901
	Ratio	Ratio	Ratio	Ratio
Upper quartile	2.2:1	2.2:1	2.4:1	2.5:1
Median	2.6:1	2.7:1	2.6:1	2.7:1
Lower quartile	2.9:1	3.1:1	3.0:1	3.1:1

Percentage change in the total salary and bonuses of the highest paid board member and the staff average

	2025-26		2024-25	
	Highest paid director	Staff average	Highest paid director	Staff average
	% change	% change	% change	% change
Salary and allowances	6%	12%	6%	4%
Bonuses	100%	(19%)	(100%)	44%

Pensions benefits

As an executive agency of the Department, the Agency's staff are members of the PCSPS and Civil Servants and Other Pension Scheme (CSOPS) that provides pension benefits. Readers can find details on the scheme at the [Civil Service Pensions website](#).²⁹

2025-26					
	Accrued pension at pension age as at 31/3/26 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/26	CETV at 31/3/25	Real increase in CETV
	£000	£000	£000	£000	£000
Chief Executive					
Marc Cavey	35-40 plus a lump sum of 85-90	0-2.5 plus a lump sum of 0	772	709	20
Directors					
Sarah Buxcey	25-30 plus a lump sum of 65-70	0-2.5 plus a lump sum of 0	623*	592	12
David Oatley	35-40 plus a lump sum of 85-90	0-2.5 plus a lump sum of 0	866	802	17
Stuart Blomfield	10-15	0-2.5	165	161*	3

* Sarah Buxcey's closing CETV is at the date of leaving TRA. Stuart Blomfield's opening CETV is at the date of his appointment.

Accrued pension benefits included in this table for any individual affected by the public service pensions remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The public service pensions remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the alpha scheme for the period from 1 April 2015 to 31 March 2022.

²⁹ <https://www.civilservicepensionscheme.org.uk/>

Cash equivalent transfer value (CETV)

A CETV is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost.

CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from lifetime allowance tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. Before 1 April 2015, the only scheme was the PCSPS, which is divided into a few different sections – classic, premium, and classic plus provide benefits on a final salary basis, whilst nuvos provides benefits on a career average basis. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis. All newly appointed civil servants, and the majority of those already in service, joined the new scheme.

The PCSPS and alpha are unfunded statutory schemes and TRA cannot identify its share of the scheme assets and liabilities. Employees and employers make contributions (employee contributions range between 4.6% and 8.05%, depending on salary). The balance of the cost of benefits in payment is met by monies voted by Parliament each year. Pensions in payment are increased annually in line with the pensions increase legislation. Instead of the defined benefit arrangements, employees may opt for a defined contribution pension with an employer contribution, the partnership pension account.

In alpha, pension builds up at a rate of 2.32% of pensionable earnings each year, and the total amount accrued is adjusted annually in line with a rate set by HMT. Members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. All members who switched to alpha from the PCSPS had their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha.

The accrued pensions shown in this report are the pension the member is entitled to receive when they reach normal pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over normal pension age. Normal pension age is 60 for members of classic, premium, and classic plus, 65 for members of nuvos, and the higher of 65 or state pension age for members of alpha. The pension figures in this report show pension earned in PCSPS or alpha – as appropriate. Where a member has benefits in both the PCSPS and alpha, the figures show the combined value of their benefits in the two schemes but note that the constituent parts of that pension may be payable from different ages.

When the government introduced new public service pension schemes in 2015, there were transitional arrangements which treated existing scheme members differently based on their age. Older members of the PCSPS remained in that scheme, rather than moving to alpha. In 2018, the Court of Appeal found that the transitional arrangements in the public service pension schemes unlawfully discriminated against younger members (the “McCloud judgment”).

As a result, steps are being taken to remedy those 2015 reforms, making the pension scheme provisions fair to all members. The [public service pensions remedy](#)³⁰ is made up of two parts. The first part closed the PCSPS on 31 March 2022, with all active members becoming members of alpha from 1 April 2022. The second part removes the age discrimination for the remedy period, between 1 April 2015 and 31 March 2022, by moving the membership of eligible members during this period back into the PCSPS on 1 October 2023. This is known as “rollback”.

For members who are in scope of the public service pension remedy, the calculation of their benefits for the purpose of calculating their Cash Equivalent Transfer Value and their single total figure of remuneration, as of 31 March 2025 and 31 March 2026, reflects the fact that membership between 1 April 2015 and 31 March 2022 has been rolled back into the PCSPS. Although members will in due course get an option to decide whether that period should count towards PCSPS or alpha benefits, the figures show the rolled back position i.e., PCSPS benefits for that period.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General master trust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). The employee does not have to contribute but, where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer’s basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally provided risk benefit cover (death in service and ill health retirement).

Further details about the Civil Service pension arrangements can be found at www.civilservicepensionscheme.org.uk.³¹

Compensation for loss of office

The Agency had paid no compensation for loss of office in the year (prior year: nil).

30 <https://www.gov.uk/government/collections/how-the-public-service-pension-remedy-affects-your-pension>

31 <https://www.civilservicepensionscheme.org.uk/>

Staff report: part A (audited)

Staff costs

	2025-26			2024-25
	Permanently employed staff	Other	Total	Total
	£000	£000	£000	£000
Wages and salaries	3,024	30	3,054	3,520
Social security costs	405	-	405	363
Pension costs	843	-	843	960
Sub-total	4,272	30	4,302	4,843
Less recoveries in respect of outward secondments	(44)	-	(44)	-
Total	4,228	30	4,258	4,843

The Agency pays a flat fee for agency staff, which includes social security, holiday pay, pension costs, etc. This note discloses the total sum as wages and salaries in the Other column.

Average number of persons employed

The average number of full-time equivalent persons employed during the year is shown in the table below.

	2025-26			2024-25
	Permanently employed staff	Other	Total	Total
	Number	Number	Number	Number
Directly employed	78	-	78	96
Other	-	1	1	3
	78	1	79	99

Pension schemes

Civil service pensions

The PCSPS and the CSOPS, known as alpha, are unfunded multi-employer defined benefit schemes, but the Department is unable to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out as at 31 March 2020. You can find details in the resource accounts of the [Cabinet Office: Civil Superannuation](#).³²

For this year, employers' contributions of £844,000 (prior year: £960,000) were payable to the PCSPS and CSOPS at 28.97% of pensionable earnings, based on salary bands. It is estimated that employer contributions for the next financial year will be £817,000 (prior year: £797,000).

The scheme actuary reviews employer contributions usually every 4 years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during the financial year to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Partnership pension accounts

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. In this financial year, employers' contributions of £nil (prior year: £nil) were paid to one or more of the panel of three appointed stakeholder pension providers.

Employer contributions are age-related and range from 3% to 12.5% of pensionable earnings up to 30 September 2015, and from 8% to 14.75% of pensionable earning from 1 October 2015. Employers also match employee contributions up to 3% of pensionable earnings. In addition, employer contributions of £nil (prior year: £nil), 0.8% of pensionable pay up to 30 September 2015 and 0.5% of pensionable pay from 1 October 2015 were payable to the PCSPS and CSOPS to cover the cost of the future provision of lump sum benefits on death in service or ill health retirement of these employees.

Contributions due to the partnership pension providers at the year-end were £nil (prior year: £nil). Contributions prepaid at that date were £nil (prior year: £nil).

Ill-health retirement

No persons (prior year: none) retired early on ill-health grounds.

Reporting of Civil Service and other compensation schemes

There were no agreed exit packages in the year (prior year: none).

32 <https://www.gov.uk/government/publications/civil-superannuation-annual-account-2024-to-2025>

Staff report: part B (unaudited)

Analysis of staff policies and statistics

Our people

Staff by grade and gender

Our staff are a mix of civil servants and contractors. Our civil servants are employed by the Department on its terms and conditions. Responsibility has been delegated to me as Accounting Officer for the recruitment of staff within the parameters provided by the Department’s policies and procedures.

Table 10: Headcount for permanent staff as at 31 March 2026

	2025-26			2024-25		
	Male	Female	Total	Male	Female	Total
	Number	Number	Number	Number	Number	Number
SCS						
Director	-	-	-	-	-	-
Deputy Director	1	-	1	1	-	1
Non-SCS						
Grade 6	1	-	1	1	1	2
Grade 7	3	4	7	2	4	6
Senior executive officer	6	9	15	8	8	16
Higher executive officer	3	20	23	5	22	27
Executive officer	7	18	25	12	25	37
Executive assistant	2	4	6	5	5	10
Total	23	55	78	34	65	99

Recruitment practice

The Agency has a duty to ensure it is fully compliant with the Civil Service Commissioners’ recruitment principles. The Agency follows the Departments approach to recruitment which reflects its commitment to equal and fair opportunity for all. All recruitment processes comply with the Equality Act 2010. Further details can be found in the Department’s ARA.

Sickness absence

Table 11: Average number of working days lost through sickness absence

	2025-26	2024-25	2023-24	2022-23
Days per FTE	7.4	4.0	6.3	4.5

This is below the Civil Service average, which was 8.2 average working days lost per full-time equivalents (FTE) in the [year ending 31 March 2025](#)³³ which is the most recently published information. It also includes sickness absence accrued by staff prior to joining TRA, while employed elsewhere in the Civil Service.

Staff turnover

The table below shows the number of leavers within the reporting period divided by the average staff in post over the reporting period presented as a percentage. Agency turnover, staff leaving the Agency, is compared to the Civil Service average.

Table 12: Agency turnover

	2025-26	2024-25	2023-24	2022-23
Civil Service turnover	4%	5%	11%	9%
Agency turnover	1%	1%	7%	1%

The agency figure does not include staff who transferred within the Departmental Group.

Commitment to improving diversity

TRA adopts the Department's diversity and inclusion strategy 2022-26, launched in June 2022, with a vision to create an inclusive agency, which nurtures talent and reflects the ever-increasing diversity of our Agency, mirroring the country we serve.

The Agency strategy has commitments and actions against three aims:

- to be diverse
- to be inclusive
- to realise potential in all

The Department continues to be transparent with diversity data, publishing a diversity and inclusivity data dashboard, using data to support decision making and accountability. Alongside other characteristics, this dashboard includes data to support us to measure socio-economic background of staff to help us ensure our workforce is inclusive and representative.

The Department has seen increases in workforce representation to 21.3% for those from a minority ethnic background (28.4% in TRA), 18.3% for disability (19.6% in TRA) and 10.9% for LGBO. The Department continues to work towards achieving our SCS workforce representation targets for staff from an ethnic minority.

³³ <https://www.gov.uk/government/publications/civil-service-sickness-absence>

Staff policies for disabled persons

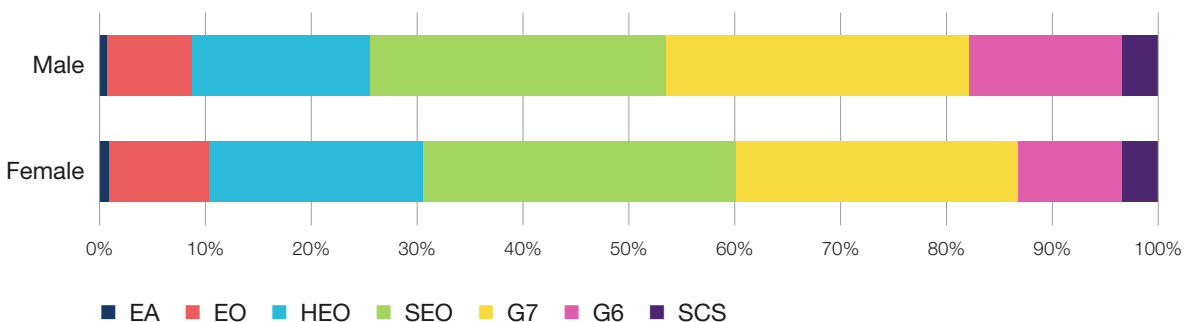
The Agency offers disability leave. This is to enable employees with a disability to be able to take reasonable time off from work to undertake occupational rehabilitation, assessment or treatment to help them to return to work, or while they are waiting for a reasonable adjustment to be put in place.

The Agency’s recruitment policies also guarantee an interview to any disabled candidate who demonstrates that they meet the minimum standard required for the role.

Gender pay gap reporting

TRA is included within the Department’s gender pay gap reporting. The Department’s median gender pay gap as at March 2025 was 6.7% (prior year: 8.2%) the latest date of available data. The Department’s analysis has identified that over-representation of females in more junior grades is likely to be a significant contributor to the remaining pay gap. The 2025 Department and Agencies graph below shows that whilst both the median male and female salary continue to be within the SEO pay band, the higher proportion of women in EA to HEO grades means the overall female median is closer to the middle of the SEO distribution for females while the median male’s pay is closer to the top end of the SEO distribution for males. The value for March 2026 is not available at the time of publication and will be included in next year’s ARA.

Figure 1: March 2025 grade breakdown by gender (Department and Agencies)



Engagement with employees

The Department and its executive agencies work with our trade unions, both formally and informally, engaging with them to promote an open and constructive relationship. DfE aims to promote a positive employee relations environment where staff and the trade unions can contribute constructively to the Department's objectives.

The Department launched the People Strategic Plan in September 2024 which outlines our strategic priorities for our people, addressing both the challenges and opportunities facing our workforce. It ensures a balance between individual employee experience and organisational needs, providing clear aims and actions to help us deliver across its four themes:

- a diverse and inclusive work experience
- a learning organisation that is high performing and skilled
- evolving as a more agile organisation
- building capability with inclusive leadership and management

Next year, we will continue to embed the aims outlined in the PSP. In response to the latest People Survey results, we have refined our yearly action plan to address colleague feedback, ensuring continuous improvement and meaningful change.

Table 13: TRA's response rate and engagement index for the last four editions of the Survey

	2025-26	2024-25	2023-24	2022-23
Response rate	78%	91%	86%	94%
Engagement index	73%	71%	72%	71%

The information from the survey responses is being used to support development of the Agency's strategies and continually improve its levels of employee engagement.

Fire, health and safety

TRA follows the department's approach to Fire, health and safety. Further information can be found in the DfE Group annual report and accounts.

Review of tax arrangements of public sector appointees

As part of the Review of the Tax Arrangements of Public Sector Appointees published by the Chief Secretary to the Treasury on 23 May 2012, departments were directed to publish information pertaining to the number of off-payroll engagements at a cost of over £58,200 that were in place on, or after, 31 January 2012, and any off-payroll engagements of board members and/or senior officials with significant financial responsibility, during 2025-26.

The tables on the following pages set out this information.

Table 14: Highly paid off-payroll worker engagements as at 31 March 2026, earning £245 per day or greater

	Total
Number of existing engagements as at 31 March 2026	-
Of which the number that have existed for:	
less than one year at time of reporting	-
between one and two years at time of reporting	-
between two and three years at time of reporting	-
between three and four years at time of reporting	-
four or more years at time of reporting	-

Table 15: All highly paid off-payroll workers engaged at any point during the year ended 31 March 2026, earning £245 per day or greater

	Total
Number of off-payroll workers engaged during the year ended 31 March 2026	-
Of which:	
not subject to off-payroll legislation	-
subject to off-payroll legislation and determined as in-scope of IR35	-
subject to off-payroll legislation and determined as out-of-scope of IR35	-
Number of engagements reassessed for compliance or assurance purposes during the year	-
Of which: number of engagements that saw a change to IR35 status following review	-

Table 16: For any off-payroll engagements of board members, or senior officials with significant financial responsibility, between 1 April 2025 and 31 March 2026

	Total
Number of off-payroll engagements of board members or senior officials with significant financial responsibility, during the financial year	-
Total number of individuals on- and off-payroll that have been deemed “board members or senior officials with significant financial responsibility” during the financial year. This figure should include both on- and off-payroll engagements	4

Trade union facility time

The Trade Union (Facility Time Publication Requirements) Regulations 2017 requires relevant public sector organisations to report on trade union facility time in their organisations. The Department’s ARA reports on this information for both the Department and its executive agencies.

Parliamentary accountability and audit report

Overview

This section presents the disclosures to support Parliamentary accountability of TRA. The balances disclosed in this section are subject to additional controls due to their nature and sensitivity. The audit certificate from the Comptroller and Auditor General is also included at the rear of this section.

Parliamentary accountability disclosures (audited)

The TRA acts as a custodian of taxpayers' funds and has a duty to parliament to ensure the regularity and propriety of its activities and expenditure. The Agency manages public funds in line with 'Managing Public Money'.

The importance of operating with regularity and the need for efficiency, economy, effectiveness and prudence in the administration of public resources to secure value for public money is the responsibility of TRA's accounting officer, whose responsibilities are also set out in Managing Public Money. They include responsibility for the propriety and regularity of the public finances for which the accounting officer is answerable.

To discharge this responsibility and ensure control totals are not breached, the following activities are in place:

- formal delegation of budgets
- detailed monitoring of expenditure
- monthly management reporting against control totals

In addition, the TRA operates the three lines of defence model, which is included in our risk management framework.

Public sector losses and special payments

Losses and special payments

Losses statement

The total of all losses that have been recognised this year is as follows:

	2025-26	2024-25
Total number of cases	3	2
	£000	£000
Fruitless payments and constructive losses	8	4
Total value of cases	8	4

There were no losses over the disclosure threshold of £300,000.

Special payments

	2025-26	2024-25
Total number of cases	1	-
	£000	£000
Total value of cases	8	-

There were no special payments over the disclosure threshold of £300,000.

Gifts

There were no gifts made in the year (prior year: none).

Remote contingent liabilities

There were no remote non-IAS 37 contingent liabilities recognised in either year presented here. For contingent liabilities, please see [note 10](#).

Functional standards (unaudited)

The functional standard is part of a suite of management standards that promote consistent and coherent ways of working across government, and provide a stable basis for assurance, risk management and capability improvement. Standard GovS 006 sets out expectations for effective management and use of public funds.

The suite of standards, and associated guidance, can be found at [GOV.UK](https://www.gov.uk/government/collections/functional-standards).³⁴

Marc Cavey
Accounting Officer
26 June 2026

³⁴ <https://www.gov.uk/government/collections/functional-standards>

The certificate and report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of the Teaching Regulation Agency for the year ended 31 March 2026 under the Government Resources and Accounts Act 2000.

The financial statements comprise the Teaching Regulation Agency's

- Statement of Financial Position as at 31 March 2026;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- The related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Teaching Regulation Agency's affairs as at 31 March 2026 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised *Ethical Standard 2024*. I am independent of the Teaching Regulation Agency in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that the Teaching Regulation Agency's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Teaching Regulation Agency'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.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Teaching Regulation Agency is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of the Teaching Regulation Agency and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Reports.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the Teaching Regulation Agency or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the Teaching Regulation Agency from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- assessing the Teaching Regulation Agency'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 Accounting Officer anticipates that the services provided by the Teaching Regulation Agency will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My 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 a certificate that includes my 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.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud

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

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of the Teaching Regulation Agency's accounting policies.
- inquired of management, the Teaching Regulation Agency's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Teaching Regulation Agency's policies and procedures on:
 - identifying, evaluating and complying with laws and regulations;
 - detecting and responding to the risks of fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Teaching Regulation Agency's controls relating to the Teaching Regulation Agency's compliance with the Government Resources and Accounts Act 2000 and Managing Public Money;
- inquired of management, Teaching Regulation Agency's head of internal audit and those charged with governance whether:
 - they were aware of any instances of non-compliance with laws and regulations;
 - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Teaching Regulation Agency for fraud and identified the greatest potential for fraud in the following areas: posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the Teaching Regulation Agency's framework of authority and other legal and regulatory frameworks in which the Teaching Regulation Agency operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Teaching Regulation Agency. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2025, employment law and tax legislation.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management and the Audit and Risk Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports; and
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies

6 July 2026

Comptroller and Auditor General

National Audit Office

157-197 Buckingham Palace Road

Victoria

London

SW1W 9SP



Financial Statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2026

	Note	2025-26	2024-25
		£000	£000
Operating costs			
Staff costs	2	4,258	4,843
Operating expenditure	4	11,933	12,222
Total operating expenditure		16,191	17,065
Finance expense		1	1
Transfer of function to DfE		(29)	-
Net expenditure		16,163	17,066
Comprehensive net expenditure for the year		16,163	17,066

All income and expenditure reported in the Statement of Comprehensive Net Expenditure are derived from continuing operations.

The notes on [page 70](#) to [page 77](#) form part of these accounts.

Statement of Financial Position

As at 31 March 2026

	Note	As at 31 March 2026	As at 31 March 2025
		£000	£000
Current assets			
Receivables	6	163	52
Cash and cash equivalents	7	14	505
Total current assets		177	557
Current liabilities			
Payables	8	(3,615)	(3,354)
Provisions	9	-	(12)
Total current liabilities		(3,615)	(3,366)
Total assets less total liabilities		(3,438)	(2,809)
Taxpayers' equity			
General Fund		(3,438)	(2,809)
Total taxpayers' equity		(3,438)	(2,809)

Marc Cavey
Accounting Officer
26 June 2026

The notes on [page 70](#) to [page 77](#) form part of these accounts.

Statement of Cash Flows

For the year ended 31 March 2026

	Note	2025-26	2024-25
		£000	Re-presented £000
Cash flows from operating activities			
Net operating cost	SoCNE	(16,191)	(17,065)
Adjustments for non-cash transactions		1,157	1,610
(Increase)/decrease in receivables	6	(111)	(5)
(Decrease)/increase in payables	8	290	114
Net cash outflow from operating activities		(14,855)	(15,346)
Cash flows from financing activities			
Draw down of Supply from sponsor department	SoCTE	14,365	15,839
Finance expense		(1)	(1)
Net cash inflow from financing activities		14,364	15,838
Net (decrease)/increase in cash and cash equivalents in the period		(491)	492
Cash and cash equivalents at beginning of year		505	13
Cash and cash equivalents at end of year		14	505

The notes on [page 70](#) to [page 77](#) form part of these accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2026

	Note	General Fund £000
Balance at 31 March 2024		(1,726)
Net Parliamentary funding – drawn down		15,839
Comprehensive expenditure for the year	SoCNE	(17,066)
Non-cash adjustments		
Intra-Group transactions		(258)
Auditor's remuneration	4	81
Notional shared service recharges	4	1,811
Balance at 31 March 2025		(2,809)
Net Parliamentary funding – drawn down		14,365
Comprehensive expenditure for the year	SoCNE	(16,163)
Non-cash adjustments		
Intra-Group transactions		(414)
Auditor's remuneration	4	88
Notional shared service recharges	4	1,495
Balance at 31 March 2026		(3,438)

The General Fund represents total assets less liabilities, to the extent that the total is not represented by other reserves and financing items for the Agency.

The notes on [page 70](#) to [page 77](#) form part of these accounts.

Notes to the accounts

1. Statement of accounting policies

These accounts have been prepared in accordance with the 2025-26 government FReM issued by HMT. This is set out in a statutory Accounts Direction issued pursuant to section 7(1), (2) and (5) of the Government Resources and Accounts Act 2000.

The accounting policies contained in FReM apply International Financial Reporting Standards (IFRSs) as adapted or interpreted for the public sector context. Where FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the circumstances of the Agency for the purpose of giving a true and fair view has been selected.

The policies adopted by the Agency for the year are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting convention

These accounts have been prepared under the historical cost convention.

1.2 Going concern

Funding for TRA, as an executive agency, will be met by DfE as the sponsoring department. The 2025 Spending Review achieved a funding settlement to 2028-29 that recognised the important role that DfE plays in delivering government objectives, which includes an appropriate level of grant-in-aid being provided to TRA to support increased capacity for its core business.

TRA, in discussions with DfE, actively monitors the sufficiency of grant-in-aid to meet the needs of the corporate plan for 12 months from approval of the accounts. A budget has been set for financial year 2026-27 alongside confirmation of support from DfE for the remaining 12 months' going concern period to July 2027 that enables TRA to deliver its objectives and continued regulatory intent. The Agency's management of associated risks is outlined in the governance statement section of this report and TRA's continued existence remains a matter of policy. Therefore, it is considered appropriate to adopt a going concern basis for the preparation of these financial statements.

1.3 Critical accounting judgements and key sources of estimation uncertainty

The preparation of these accounts requires management to make judgements, estimates and assumptions that affect the application of policies and reported values of assets and liabilities, income and expenditure. These are based on historic and other factors that are believed to be reasonable. The results of these form the basis for making judgements. The estimates and underlying assumptions are reviewed on an ongoing basis.

Management has specifically made such judgements on:

1.3.1 Accruals

The preparation of financial statements requires TRA to exercise judgement in estimating the value of goods or services received but not yet invoiced at the reporting date.

A key area of judgement relates to the recognition of legal expenditure, particularly work in progress associated with external legal firms. TRA is required to estimate costs incurred prior to billing milestones to ensure that expenditure is recognised in the correct accounting period.

Accruals are calculated based on available evidence, including contractual terms and agreed fee structures. Key assumptions include the stage of completion of legal work at the reporting date and the expected total cost of that work.

Estimation uncertainty arises where legal services span the financial year end and where costs incurred have not yet been invoiced or are subject to ongoing assessment. TRA uses the best available information to estimate these amounts.

Given the inherent uncertainty in these estimates, actual amounts may differ from those recognised. Any differences are recognised in the period in which the final costs are confirmed.

1.4 Adoption of FReM amendments

There have been some significant amendments to FReM for the year, namely the adoption of IFRS 17 Insurance Contracts (IFRS 17) and the change in accounting for non-current assets. These changes have no impact for the Agency.

1.5 Early adoption

The Agency has not early adopted any accounting standards in the year.

1.6 IFRSs in issue but not yet effective

In order to comply with the requirements of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, the Agency must disclose where it has not applied a new IFRS that has been issued but is not yet effective. There is one standard in issue but not effective:

1.6.1 IFRS 18 Presentation and Disclosure in Financial Statements

This standard was issued on 9 April 2024 with an effective date for the private sector of reporting periods beginning on or after 1 January 2027. The standard has not yet been adopted by FReM, so there is as yet no effective date for central government bodies.

The objective of the standard is to set out requirements for the presentation and disclosure of information in financial statements to help ensure they provide relevant information that faithfully represents an entity's assets, liabilities, equity, income and expenses.

Until the standard is adopted into FReM, with adaptations and interpretations for the public sector context decided, it is not possible for the Agency to assess the impact on its reporting.

1.6.2 IFRS 19 Subsidiaries without Public Accountability: Disclosures

This standard was issued on 9 May 2024 with an effective date for the private sector of reporting periods beginning on or after 1 January 2027. The standard has not yet been adopted by FReM, so there is as yet no effective date for central government bodies.

This standard, as issued, addresses how subsidiaries of IFRS-applying entities present their own IFRS-compliant financial statements. As an executive agency of a government department, the Agency has significant public accountability. As such the TRA does not expect this standard to have any significant impact on its reporting. However, until the standard is adopted into FReM with public sector context adaptations and interpretations, the position cannot be fully determined.

1.7 Draw down of Supply from sponsoring department

The Agency has recorded all draw down of funding from the Department as financing, as the Agency regards draw down of Supply as contributions from the Agency's controlling party giving rise to a financial interest. The Agency records draw down of Supply as financing in the Statement of Cash Flows and draw down of Supply to the General Fund.

1.8 Pensions

The Agency has adopted IAS 19 Employee Benefits to account for its pension schemes.

Where the Agency makes contributions to defined contribution pension schemes and unfunded, multi-employer defined benefit pension schemes (where the Agency is unable to identify its share of underlying assets and liabilities), the Agency recognises contributions payable in the SoCNE.

Further details of the pension schemes are available in the [Remuneration and staff report](#).

1.9 Financial instruments

As the cash requirements of the Agency are met through the Estimates process, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with the Agency's expected purchase and usage requirements and the Agency is therefore exposed to little credit, liquidity or market risk.

1.9.1 Financial assets

Financial assets include cash and cash equivalents, trade and other receivables. The Agency determines the classification of its financial assets at initial recognition. Financial assets are recognised initially at fair value, normally being the transaction price. The Agency does not hold derivative financial instruments.

All of the Agency's financial assets fall under the IFRS 9 Financial Instruments category of amortised cost for the purposes of subsequent measurement.

Amortised cost

Financial assets classified as amortised cost include:

- trade and other receivables which have fixed or determinable payments that are not quoted on an active market. They do not carry any interest
- cash and cash equivalents comprise cash-in-hand and on-demand deposits

The above asset types are subsequently recognised at amortised cost using the effective interest method. Carrying values are based on initial fair value adjusted for interest charges and repayments. Appropriate impairment allowances for estimated irrecoverable amounts are recognised in the SoCNE based on expected losses for a particular asset, or group of assets. The allowance recognised is measured as the difference between the asset's carrying amount and the estimated future recoverable amount.

1.9.2 Financial liabilities

Financial liabilities are measured at amortised cost. Financial liabilities include trade and other payables. The Agency does not currently have financial liabilities measured at fair value through profit or loss, nor does it have derivative financial instruments. The Agency determines the classification of its financial liabilities at initial recognition.

Trade and other payables

Trade and other payables are generally not interest bearing and are stated at their face value on initial recognition. Subsequently, they are measured at amortised cost using the effective interest method.

1.10 Value added tax

Most of the activities of the Agency are outside the scope of VAT. In general, output tax does not apply, or where it does, input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

1.11 Shared services

The Department provides a number of corporate functions as a shared service reflecting the Department's operating model as follows:

- human resources
- estates and facilities management
- communications
- legal services
- information and technology services
- corporate finance and procurement, including transactional services

These accounts include a notional recharge from the Department to the Agency to reflect the costs of these shared services. The Department makes direct charges in relation to those services which can be directly apportioned to the Agency whilst the remainder is an apportionment of costs. The apportionment is calculated as a cost per full-time equivalent employee within the Departmental Group multiplied by the number of Agency full-time equivalent employees.

1.12 Provisions

TRA recognises provisions in the accounts where the following criteria are met in accordance with IAS 37. The criteria are as follows:

- a legal or constructive obligation exists that will result in the transfer of economic benefit
- the transfer is probable
- a reliable estimate can be made

2. Transfer of function

On 1 April 2025 the Agency transferred the activities, assets and liabilities of the Teacher Qualifications Unit to the Department, the net transfer value, relating to staff liabilities, of £29,000 is recognised as a profit on transfer through net expenditure.

3. Staff costs

	2025-26			2024-25
	Permanently employed staff	Other	Total	Total
	£000	£000	£000	£000
Wages and salaries	3,024	30	3,054	3,520
Social security costs	405	-	405	363
Pension costs	843	-	843	960
Sub-total	4,272	30	4,302	4,843
Less recoveries in respect of outward secondments	(44)	-	(44)	-
Total	4,228	30	4,258	4,843

4. Operating expenditure

	2025-26	2024-25
	£000	£000
Contract programme expenditure		
Professional services	9,586	9,603
Other expenditure	777	751
Sub-total	10,363	10,354
Non-cash items		
Impairment	(1)	-
Provisions provided in year		12
Provisions not required written back	(12)	(36)
Shared services recharge	1,495	1,811
Auditor's remuneration	88	81
Sub-total	1,570	1,868
Total	11,933	12,222

5. Financial instruments

5.1 Financial assets

	2026	2025
	£000	£000
Receivables	163	52
Cash	14	505
Total	177	557

5.2 Financial liabilities

	2026	2025
	£000	£000
Payables	3,615	3,354
Provisions	-	12
Total	3,615	3,366

6. Receivables

	2026	2025
	£000	£000
Secondment receivables	44	-
Other receivables	83	16
Prepayments	-	1
VAT	36	35
Total	163	52

7. Cash and cash equivalents

	2026	2025
	£000	£000
Balance at 1 April	505	13
Net changes in cash and cash equivalents	(491)	492
Balance at 31 March	14	505
The following balances are held as cash at bank and in hand		
Government Banking Service	14	505
Balance at 31 March	14	505

8. Current payables

	2026	2025
	£000	£000
Other taxation and social security	76	81
Trade payables	9	12
Other payables	83	98
Accruals	3,447	3,163
Total	3,615	3,354

Accruals for legal work in progress make up the majority of this balance.

9. Provisions

	2026	2025
	£000	£000
Provisions opening balance	12	36
Provided in year	-	12
Not required written back	(12)	(36)
Balance at 31 March	-	12

10. Contingent liabilities

Four IAS 37 contingent liabilities have been identified this year relating to statutory appeals against prohibition orders and have been quantified at £287,000 (prior year: £80,000).

11. Related party transactions

As well as the disclosures in the remuneration and staff report, the following relationships are also considered as related parties and have therefore been disclosed in line with IAS 24 Related Party Disclosures. Transactions are classified as related party transactions if they occurred during the period the board member named held office.

The Agency regards the Department as a related party. During the year, the Agency had material transactions with the Department.

In addition, the Agency had transactions with other government departments and central bodies. Most of these transactions have been with HMRC, PCSPS and CSOPS.

The Agency and its Board members had no other relationships which would be considered as related parties in 2025-26 (prior year: none).

12. Events after the reporting period

12.1 Adjusting or non-adjusting events

There have been no events after 31 March 2026 that require disclosure.

12.2 Authorisation

These accounts were authorised for issue by the Accounting Officer on the date they were certified by the Comptroller and Auditor General. There have not been any other significant post year end events that have required disclosure in the accounts.



Annexes (not subject to audit)

Annex A – Glossary of terms

Abbreviation or term	Description
ARA	Annual Report and Accounts
ARC	Audit and Risk Committee
CSOPS	Civil Servants and Others Pension Scheme
DBS	Disclosure and Barring Service
DfE	Department for Education
FReM	Financial Reporting Manual
FTE	Full Time Equivalent
GIAA	Government Internal Audit Agency
HMT	HM Treasury
ICO	Information Commissioner's Office
IPO	Interim Prohibition Order
IFRS	International Financial Reporting Standards
KPI	Key Performance Indicator
NAO	National Audit Office
PCSPS	Principal Civil Service Pension Scheme
PHSO	Parliamentary and Health Service Ombudsman
PMO	Programme Management Office
PRC	Performance and Risk Committee
SoCNE	Statement of Comprehensive Net Expenditure
SoCTE	Statement of Changes in Taxpayers' Equity
SCS	Senior Civil Servants
SPR	Strategic Performance Review
TRA, or Agency	Teaching Regulation Agency
2024-25 & 2025-26	Financial years, ending on 31 March
2024/25 & 2025/26	Academic years, ending on 31 August



Teaching
Regulation
Agency