People and Resources Committee

Meeting Date	19 September 2025
Title	HR Performance Report – Q1 2025-26
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Executive Sponsor	Alastair Bridges, Executive Director of Resources

Executive Summary

This report provides an assessment of the organisation's performance for the first quarter of 2025-26 against key Human Resources (HR) performance indicators (KPIs).

This quarter has shown continued positive progress across key workforce indicators, reflecting a strong organisational culture and effective people management practices.

Areas of strength:

Culture: Employee satisfaction remains high with an 82% overall satisfaction score from the Q1 pulse survey, indicating continued engagement and positive workplace culture.

Establishment: The total average full-time equivalent (FTE) of 364 remains within the budgeted establishment of 398, demonstrating efficient workforce planning. The use of fixed-term contracts (FTCs) and agency staff have been adopted for specific departmental and organisational project related work and will continue to be monitored in line with investment plans, project developments and demand.

Recruitment: Talent acquisition has improved, evidenced by a 12% increase in the talent network following a successful careers fair. Time to hire is on target, supported by a strategic focus on direct recruitment and reducing reliance on external agencies.

Retention and turnover: Staff retention increased to 83% from 81% in Q4, reflecting a stable workforce. Turnover remains consistent at 11%, suggesting a strong employee experience.

Policy: A new artificial intelligence (AI) policy has been successfully developed and implemented across the organisation.

Learning and development: Strong learning engagement is evident, with a 97% compliance rate for 2025 eLearning courses and the successful delivery of high-impact workshops, including on high performance and sexual safety.

Areas for development and action:

- **Recruitment Activity:** The screening processes will continue to be reviewed and developed to speed up longlisting and shortlisting and improve strategies to attract high-quality candidates.
- **Sickness Absence:** Rising sickness absence rates, especially among long-term cases, require targeted support and intervention. Measures should be implemented to reduce absenteeism in critical departments.
- **Employee Feedback:** The response rate to exit interviews require some improvement to better capture insights from departing staff and inform retention strategies.

Overall, the organisation demonstrates strong performance in employee engagement, recruitment, and policy implementation, while targeted improvements in staffing practices, candidate screening, sickness management, and feedback mechanisms will support continued operational success.

Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	HR KPIs are an ongoing set of data presented to ELT and the People and Resource Committee, previous report can be found here.
Next steps	Continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Heads of departments to resolve any underlying issues within their team and deliver against the people strategy as agreed.
Financial and resource implications	Activities involved in preparing and taking action in relation to improving KPIs is being led by the HR team within existing resource and budget and forms part of HR's workplan.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation Be visible, engaged and informed Continuously improve and innovate
Associated strategic risk(s)	5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened to 5.a The resources we require to achieve our strategy are not in place or are not sustainable 4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively

Risk appetite	People - open Compliance - measured
Communication and engagement	The report will also be published on the HCPC website.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	EDI data is provided in the report and will continue to be further developed in future reports.
Other impact assessments	N/A
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

HR Performance Report
2025 – 2026 Q1

Fatma Ali

Head of HR and OD

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Highlights

hcpc health & care professions council
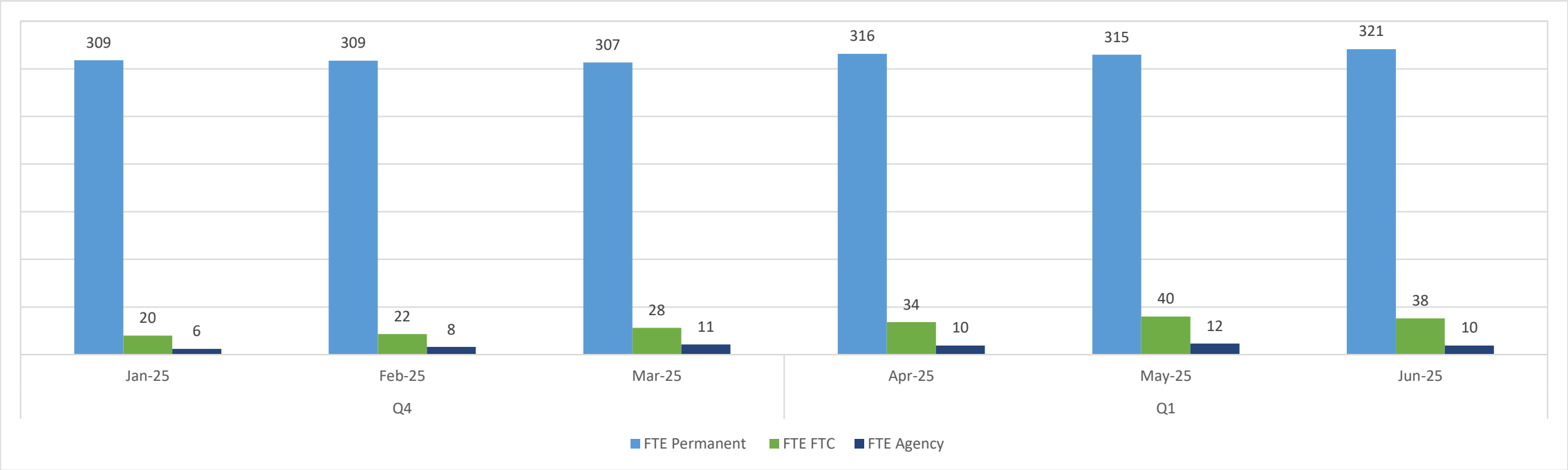
Areas of Strength

Culture
Employee satisfaction remains high with an 82% overall satisfaction score from the Q1 pulse survey, indicating continued engagement and positive workplace culture.

Establishment
The total average FTE of 364 remains well within the budgeted establishment of 398, demonstrating efficient workforce planning.

Recruitment
Talent acquisition has improved, evidenced by a 12% increase in the talent network following a successful careers fair.

Time to hire is on target, supported by a strategic focus on direct recruitment and reducing reliance on external agencies.

Retention & Turnover
Staff retention increased to 83% from 81% in Q4, reflecting a stable workforce. .

Turnover remains consistent at 11%, suggesting a strong employee experience.

Policy
A new artificial intelligence (AI) policy has been successfully developed and implemented across the organisation.

Learning and Development
Successful delivery of two high-impact workshops, on high performance and sexual safety.

97% completion rate for compliance elearning courses 2025.

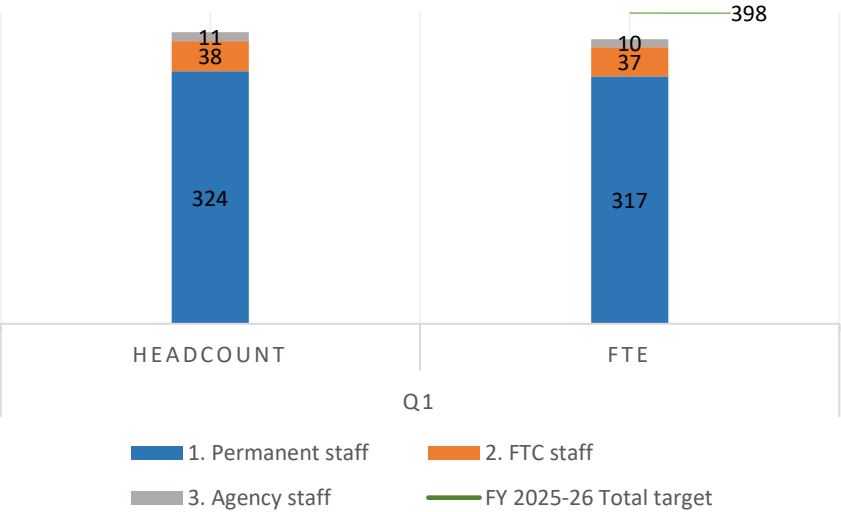## Areas for Development and Action

Recruitment Activity
The screening processes will continue to be reviewed and developed to speed up longlisting and shortlisting and improve strategies to attract high-quality candidates.

Sickness Absence
Rising sickness absence rates, especially among long-term cases, require targeted support and intervention. Measures should be implemented to reduce absenteeism in critical departments.

Employee Feedback
The response rate to exit interviews require some improvement to better capture insights from departing staff and inform retention strategies.
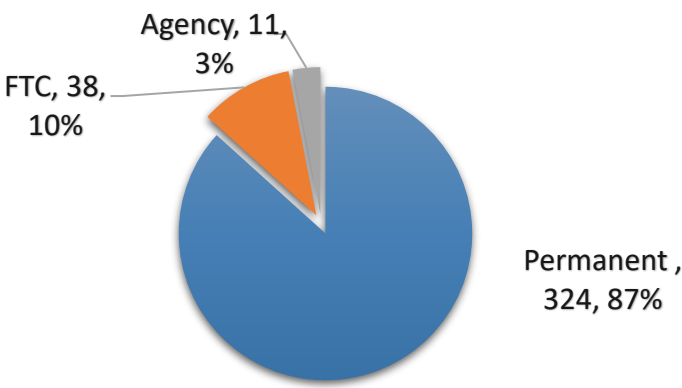
3

Establishment

Recruitment Activity

Average Job Advertised: 7	Average In Progress Vacancies: 37	Total applications: 843	Average applications per role: 35	Average days to hire: 22 days*

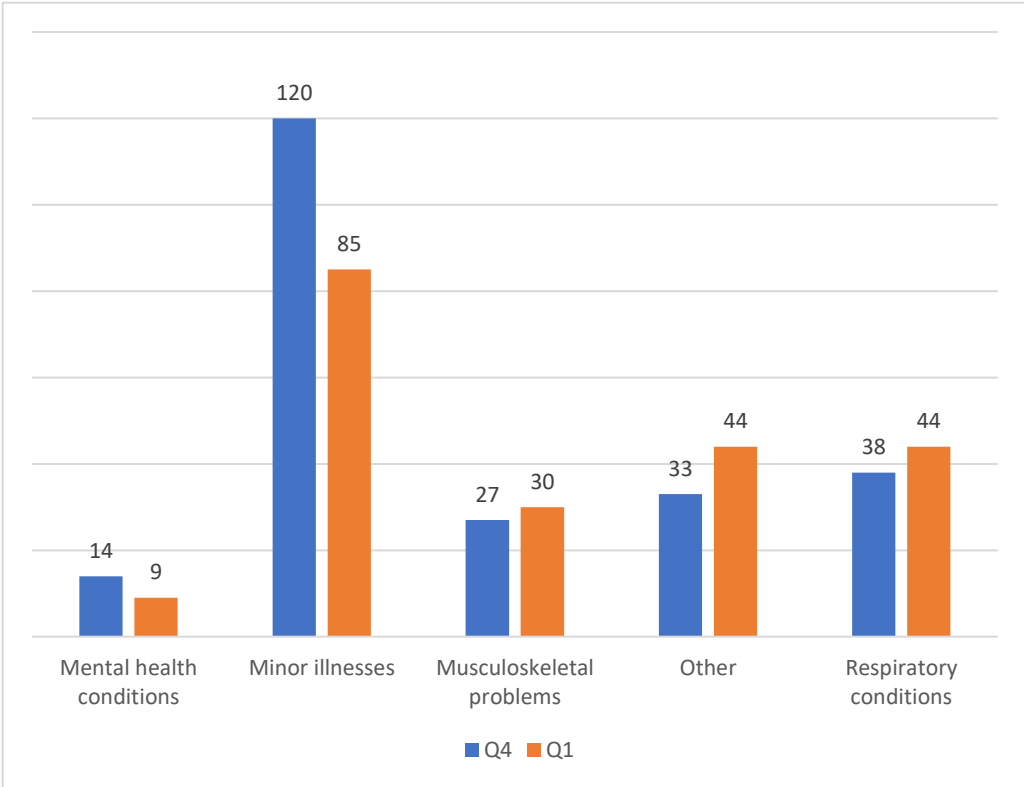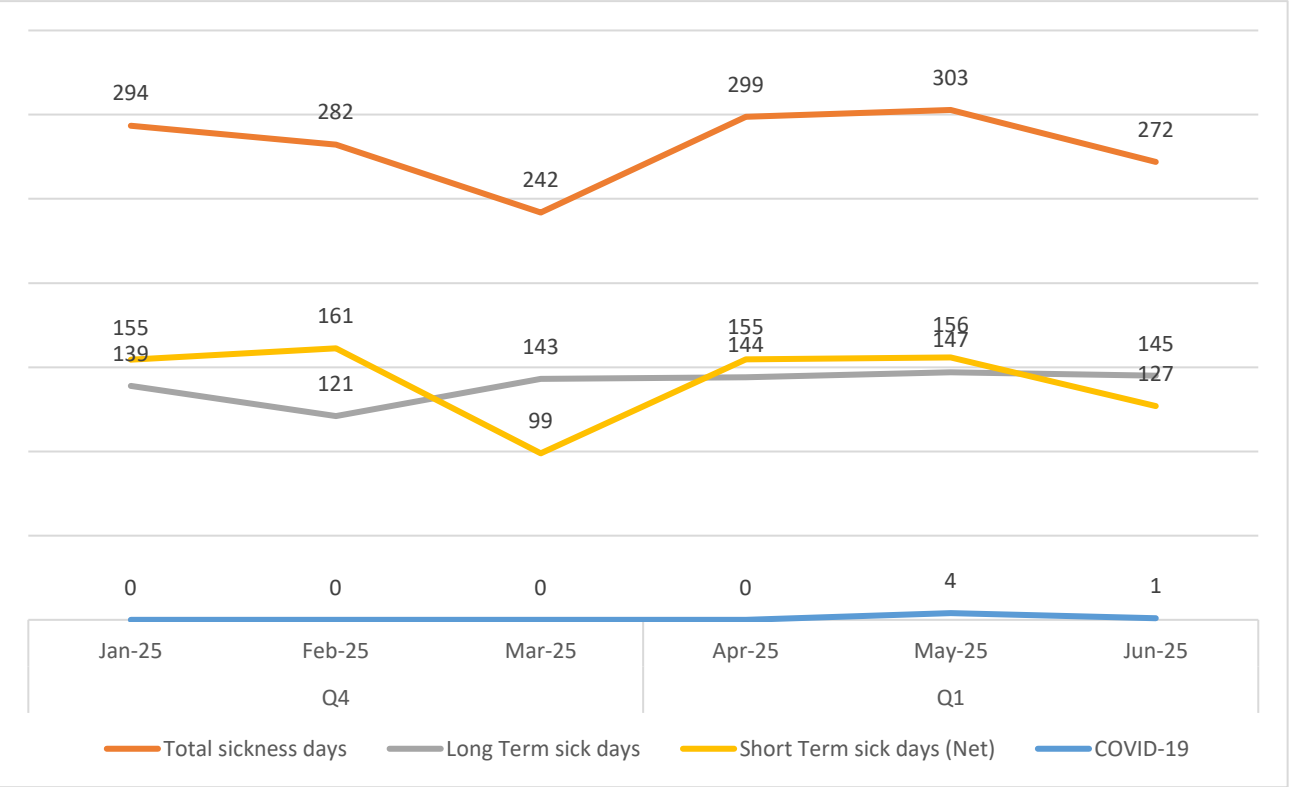|	
Total Response of Talent Network: 125	Total Shortlisted: 104
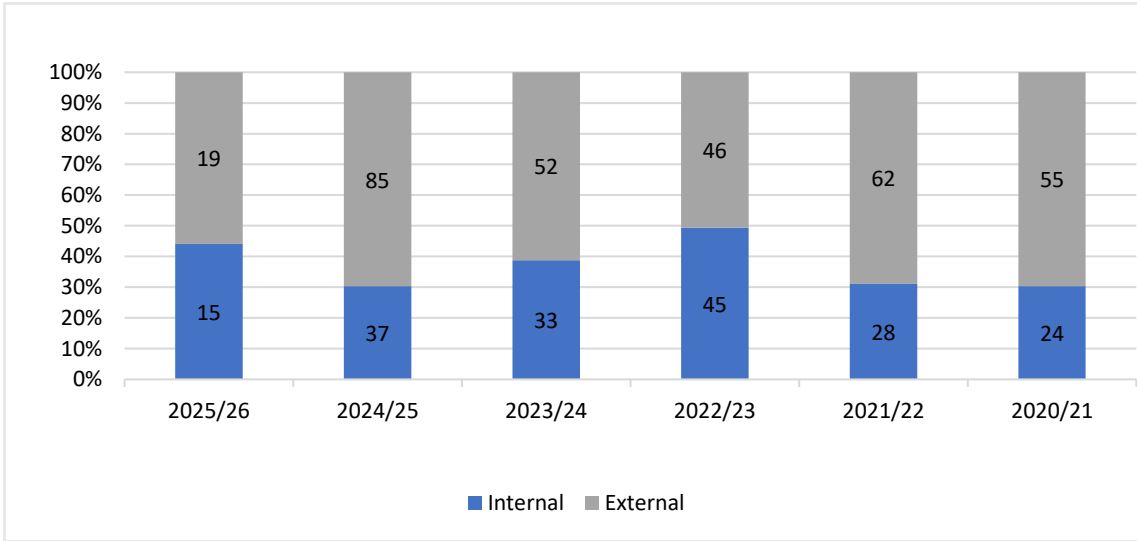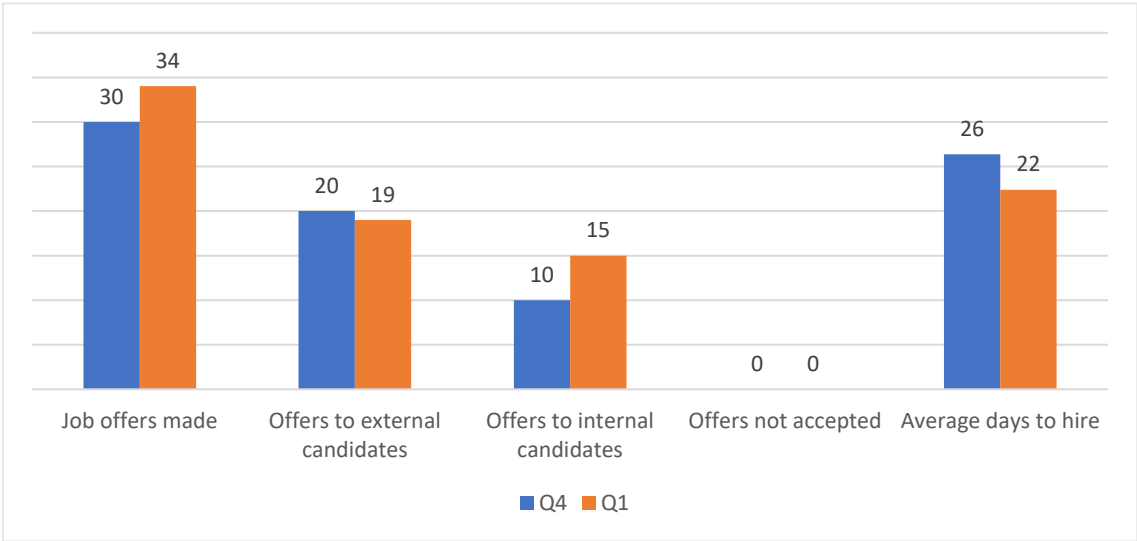
*KPI <42 days

Sickness Absence

Occurrences of sickness absence (by top five reasons in 2022, UK*)

| | | Short-term sickness | 2% |
| **Highest Peak: May 2025** |
| | | Long-term sickness | 2% |
| **Lowest: Mar 2024** |
| | | Average sick days YTD | **8 days** |
| | | Average sick days (YTD ST) | 2% | | Average sick days (YTD Total) | **4%** |

HCPC	National (ONS)
5	5.7

*Source: ONS Sickness absence in the UK labour market: 2022

Wellbeing, Recognition and Benefits
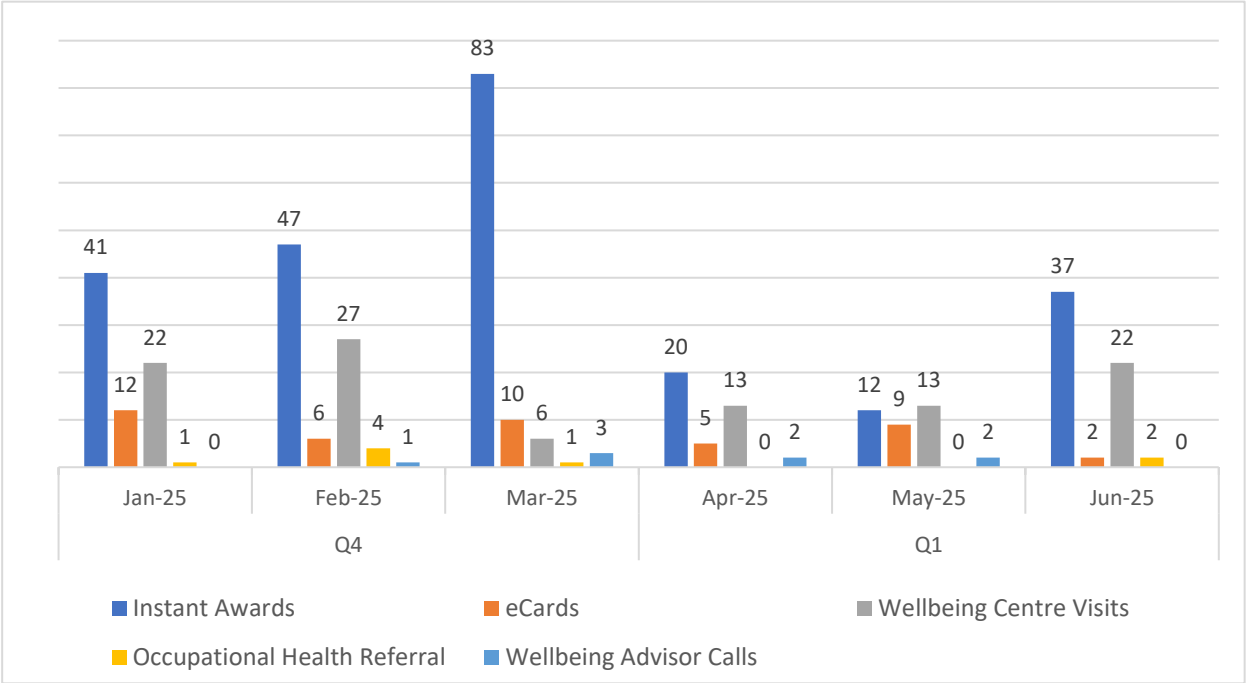
Cycle to Work — **1**

Eye Care Vouchers — **5**

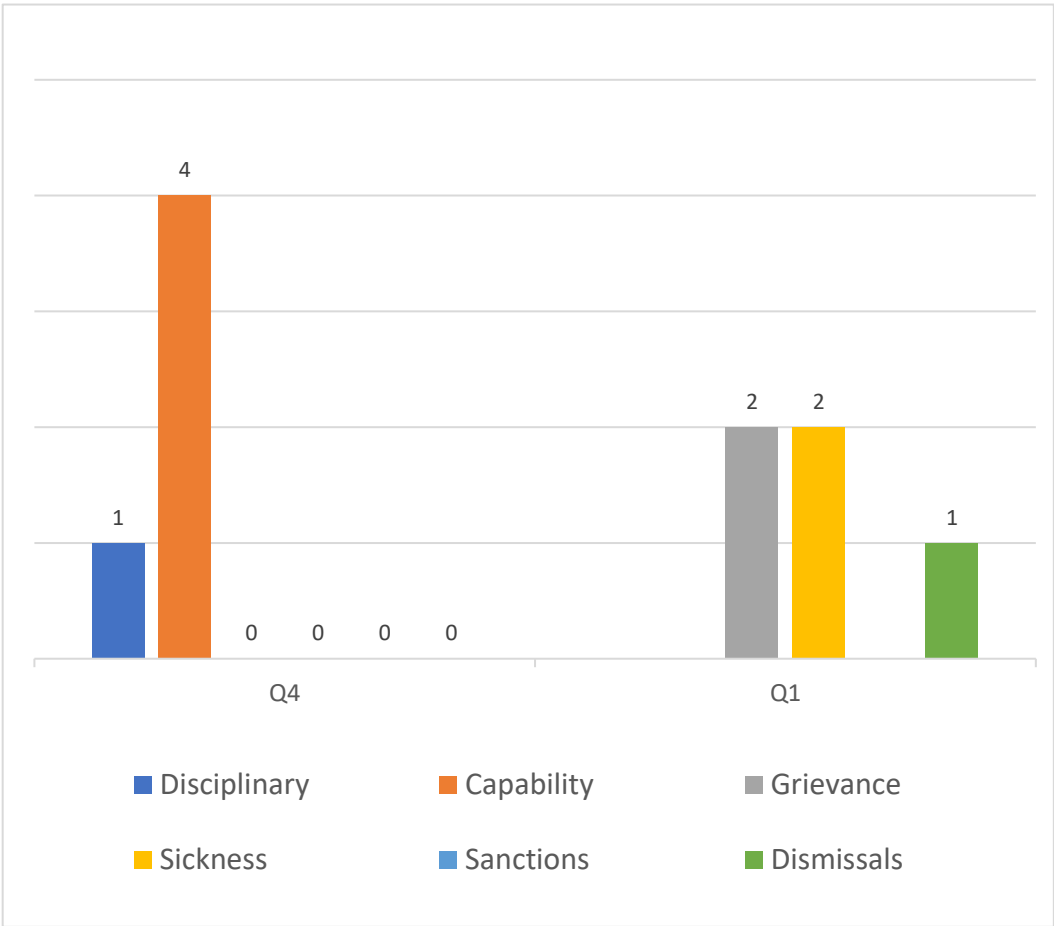**New Flexible Working Requests** — **19**

Reward Gateway Savings — **£1,585**
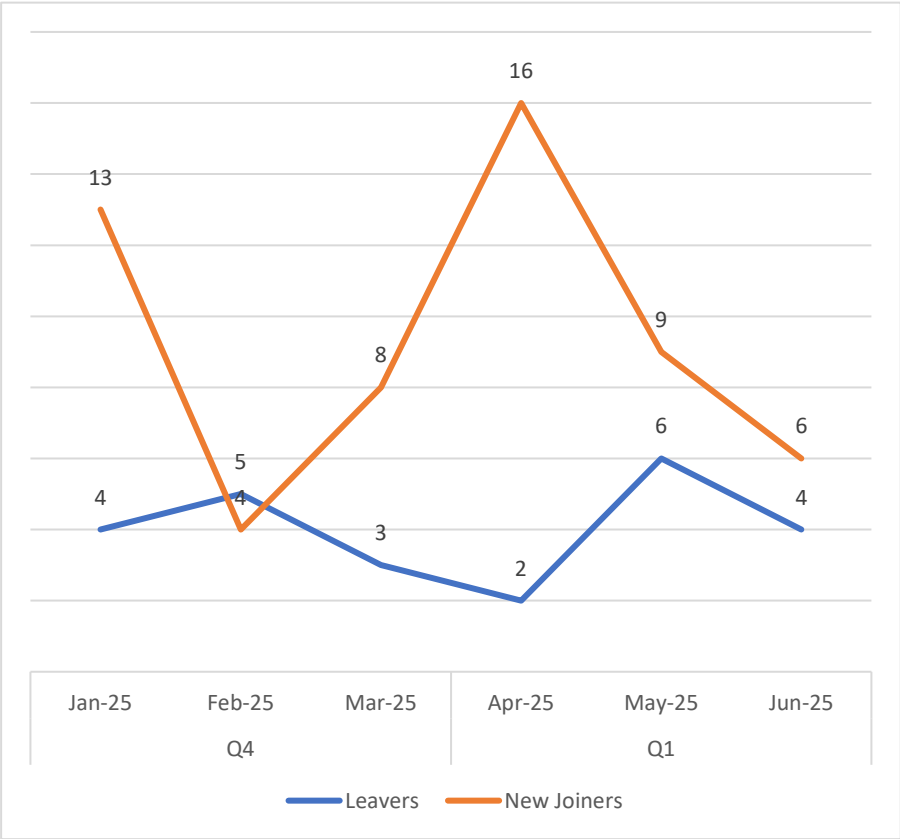
Employee Relation Cases

*Including formal/informal proceedings
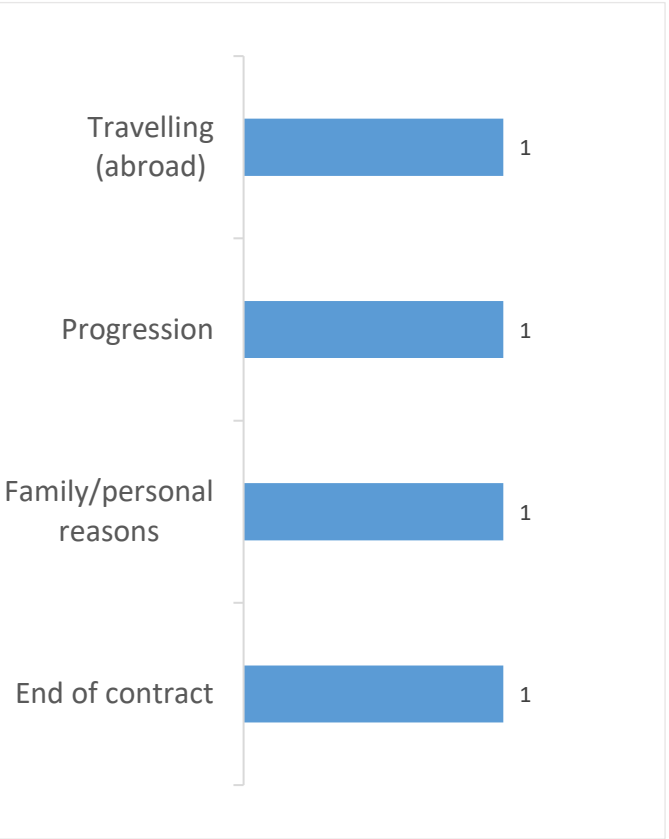**Including formal/informal proceedings and ongoing sanctions

# Employee Turnover and Exit Interview Feedback

Leavers and Joiners

	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
New Joiners	13	4	8	16	9	6
Leavers	4	5	3	2	6	4

Q4 — Q1

— Leavers — New Joiners

Reasons for leaving

Reason	Count
Travelling (abroad)	1
Progression	1
Family/personal reasons	1
End of contract	1

Average Leavers*   **4**

Average Length of Service***   **1.9 yrs**

Average New Joiners*   **10**

Average Vacancies**   **4.2%**

Recommend HCPC
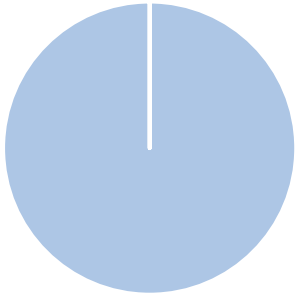
Total Leavers : 12	Voluntary Turnover Rate (YTD) : 11% *Average UK turnover rate: 12%*	Overall Turnover Rate (YTD) : 15%	Exit Interview completion rate: 33%	Retention Rate: 83%

*Based on quarterly reporting
**Based on number of vacancies and target establishment
***Average length of service based on total number of leavers

Learning/Organisational Development Activity

Training/Workshop	No of Attendance
Leading for High Performance Workshop for Managers	69
Corporate Induction Event	21
Improving Sexual Safety workshop for Managers	78
Management Development Programme	
Workshop 2: Leading High Performing teams	12
Workshop 3: Leading Hybrid team & Managing Wellbeing	12
Workshop 4: Inclusive Leadership	12
Workshop 5: Managing & Developing your Teams	12
Senior Leadership Programme	
Purpose: Webinar	5
Purpose: Group coaching session 2	5
Connection: Group coaching session 1	5
Connection: Webinar	5
Connection: Group coaching session 2	5
Total	**241**

Corporate Induction Feedback

HCPC Welcome and orientation:
83% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Future outlook:
92% of new starters are excited to be working for the HCPC

Culture: values and behavioural standards:
92% of new starters are fully aware of the HCPC values and the behaviours expected of them

Individual contribution to HCPC:
92% of new starters understand how their role adds value to the HCPC

Line manager support:
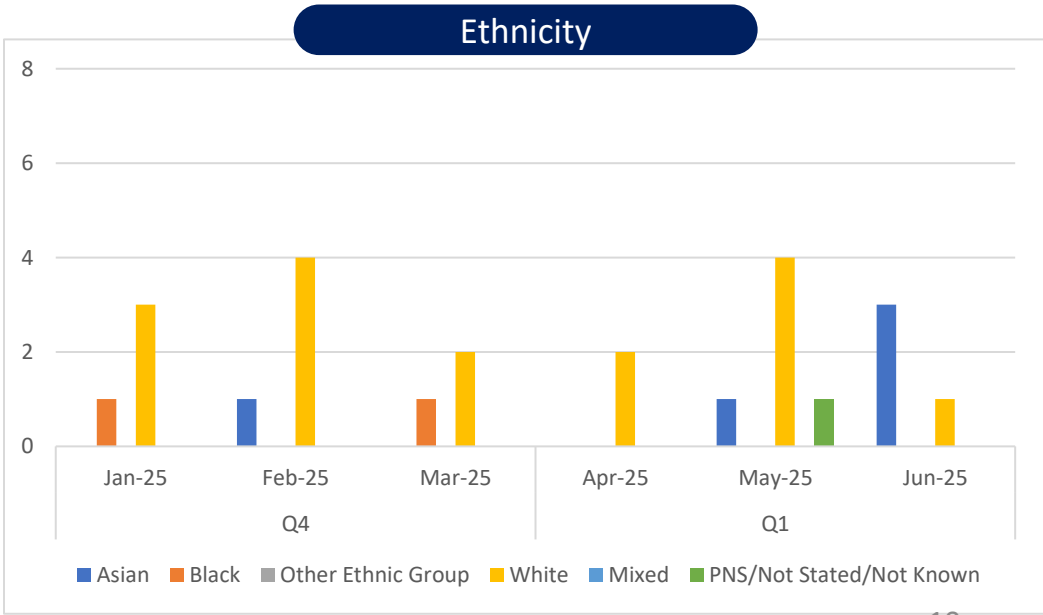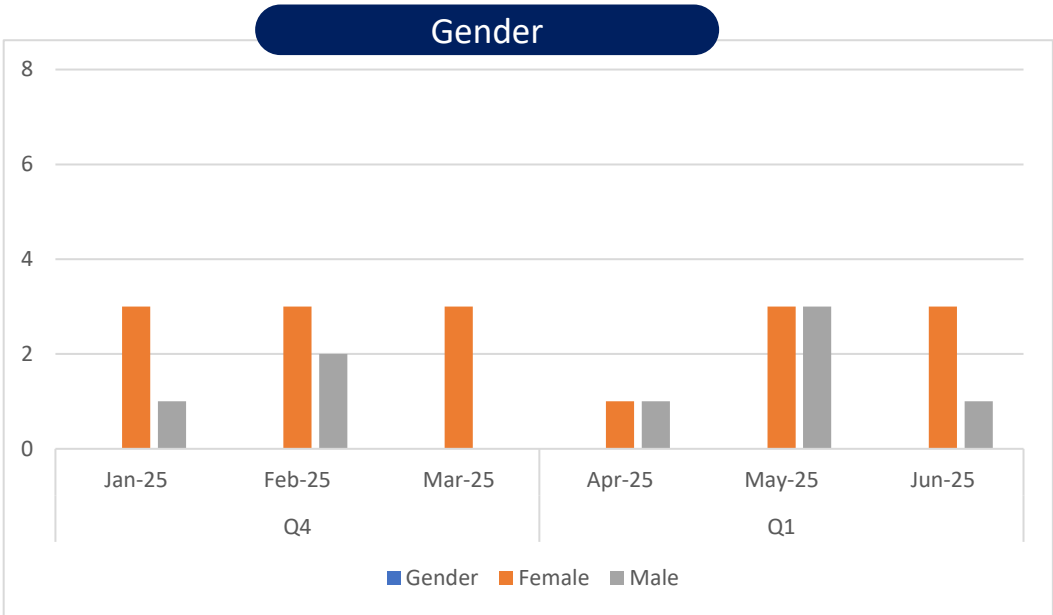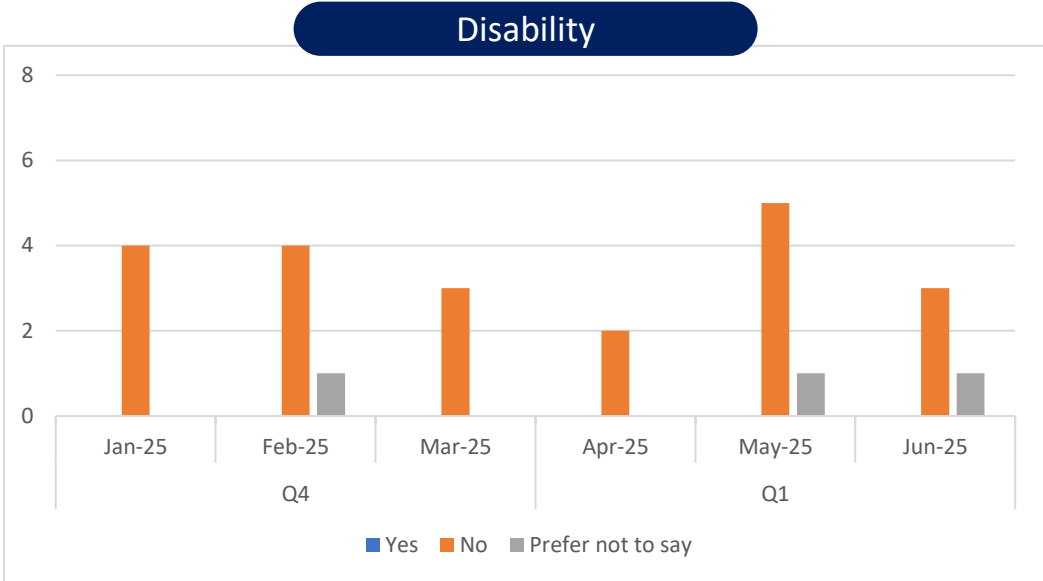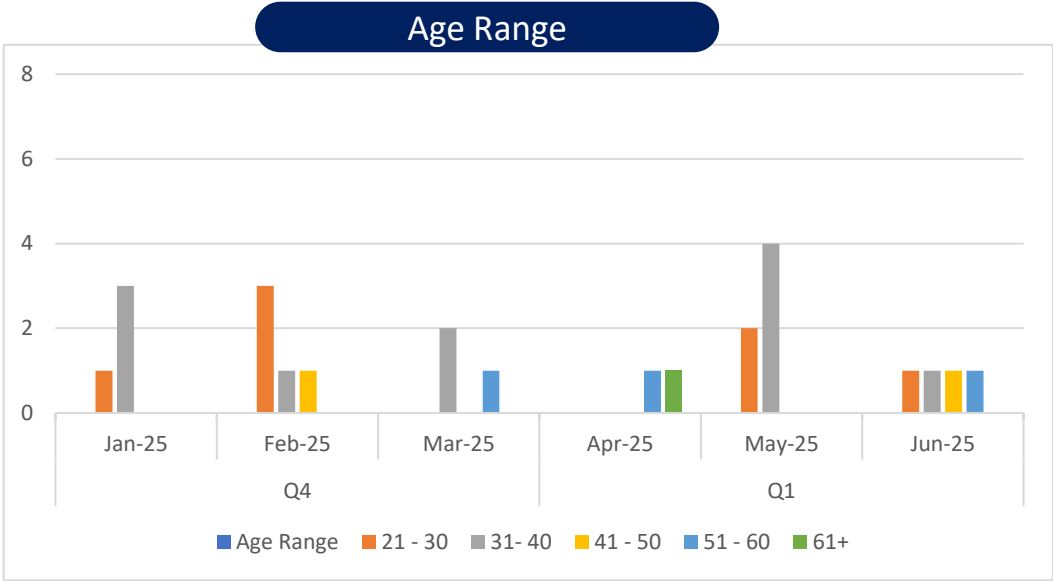**92%** of new starters felt that they are supported by their line managers

Recruitment process:
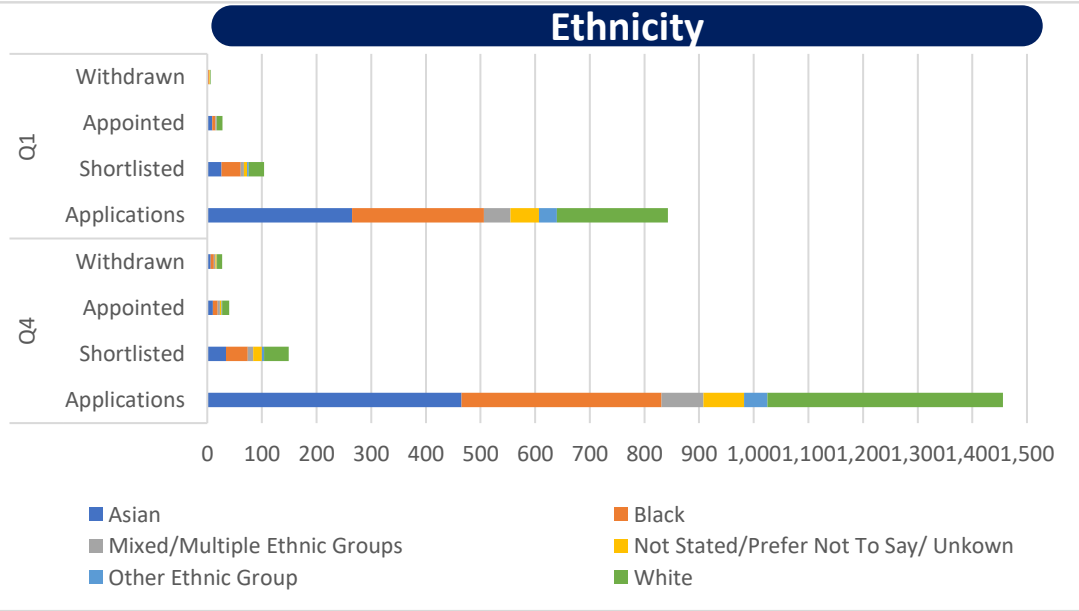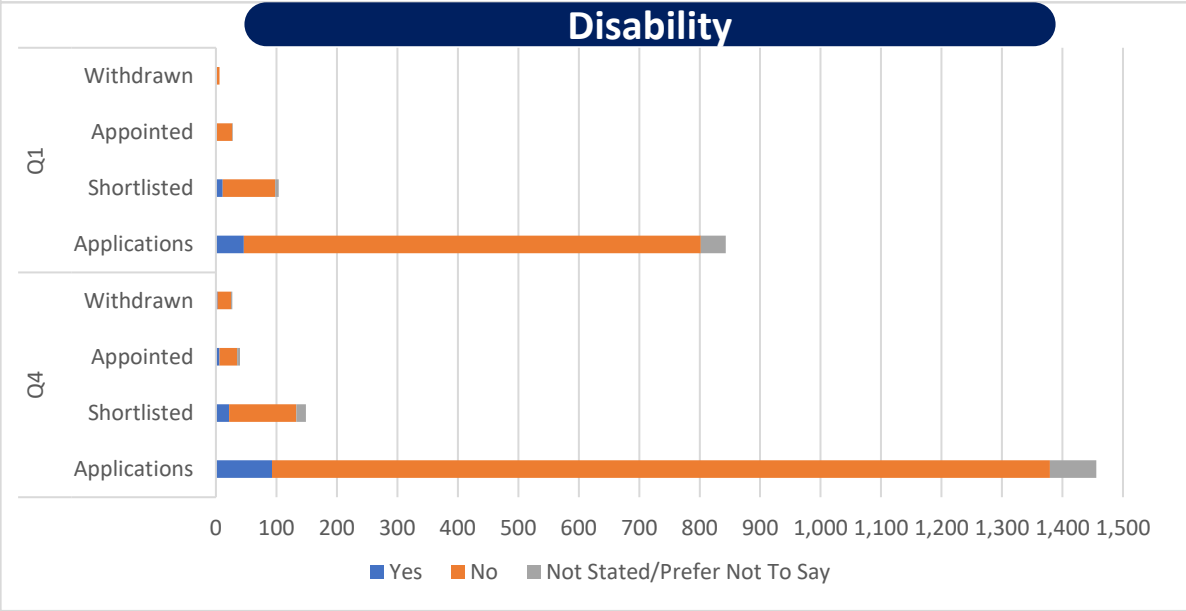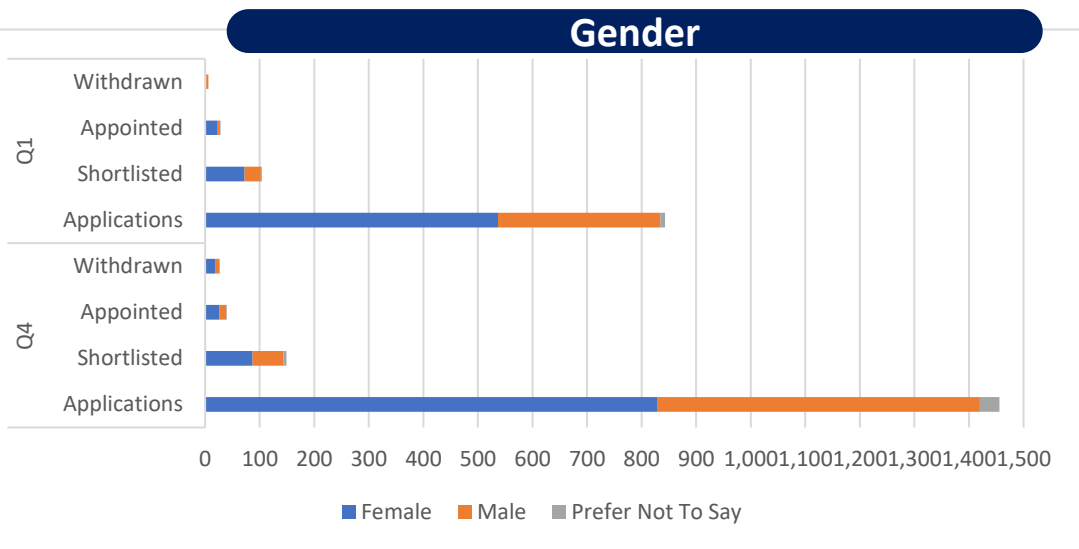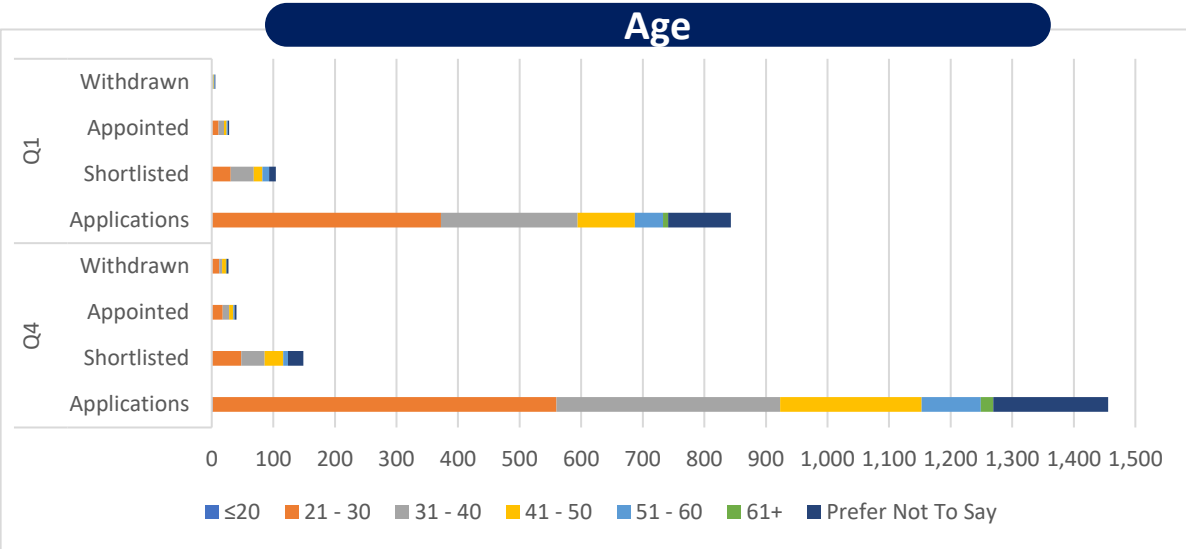**100%** of new starters felt the recruitment and selection process is efficient

Apprenticeship programmes	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	• X1 learner due to complete the programme in September 2025
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	• X2 learners progressing well
HR Support level 3 Apprenticeship programme	• X1 – learner due to complete the programme in September 2025
Data Foundation Level 3 for Managers	• X2 – learners are due to complete the programme in September 2025

Compliance eLearning courses 2025
97% completion

Employee Turnover Diversity

Age Range

Legend: Age Range | 21 - 30 | 31- 40 | 41 - 50 | 51 - 60 | 61+

Disability

Legend: Yes | No | Prefer not to say

Gender

Legend: Gender | Female | Male

Ethnicity

Legend: Asian | Black | Other Ethnic Group | White | Mixed | PNS/Not Stated/Not Known

Recruitment Candidate Diversity

Top-right stacked bar chart legend:
- Prefer Not To Say
- Male
- Female

	Applications	Shortlisted	Appointed
Prefer Not To Say	9	2	1
Male	297	30	4
Female	537	72	23

Age

(horizontal stacked bar chart)

Categories Q1 and Q4, each with: Withdrawn, Appointed, Shortlisted, Applications

X-axis: 0 100 200 300 400 500 600 700 800 900 1,000 1,100 1,200 1,300 1,400 1,500

Legend: ≤20 | 21 - 30 | 31 - 40 | 41 - 50 | 51 - 60 | 61+ | Prefer Not To Say

Gender

(horizontal stacked bar chart)

Categories Q1 and Q4, each with: Withdrawn, Appointed, Shortlisted, Applications

X-axis: 0 100 200 300 400 500 600 700 800 900 1,000 1,100 1,200 1,300 1,400 1,500

Legend: Female | Male | Prefer Not To Say

Disability

(horizontal stacked bar chart)

Categories Q1 and Q4, each with: Withdrawn, Appointed, Shortlisted, Applications

X-axis: 0 100 200 300 400 500 600 700 800 900 1,000 1,100 1,200 1,300 1,400 1,500

Legend: Yes | No | Not Stated/Prefer Not To Say

Ethnicity

(horizontal stacked bar chart)

Categories Q1 and Q4, each with: Withdrawn, Appointed, Shortlisted, Applications

X-axis: 0 100 200 300 400 500 600 700 800 900 1,000 1,100 1,200 1,300 1,400 1,500

Legend:
- Asian
- Black
- Mixed/Multiple Ethnic Groups
- Not Stated/Prefer Not To Say/ Unkown
- Other Ethnic Group
- White

EDI DATA

# Recruitment Candidate Pay Band Breakdown
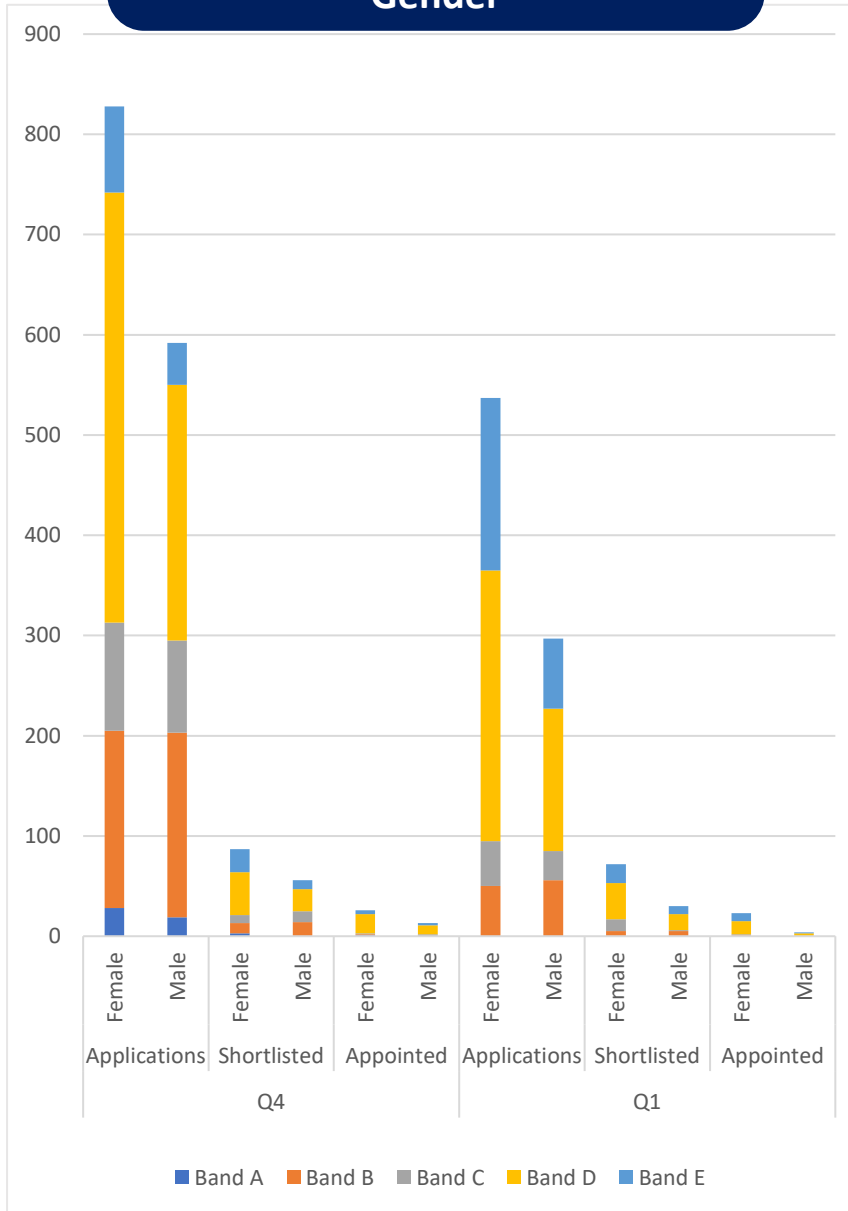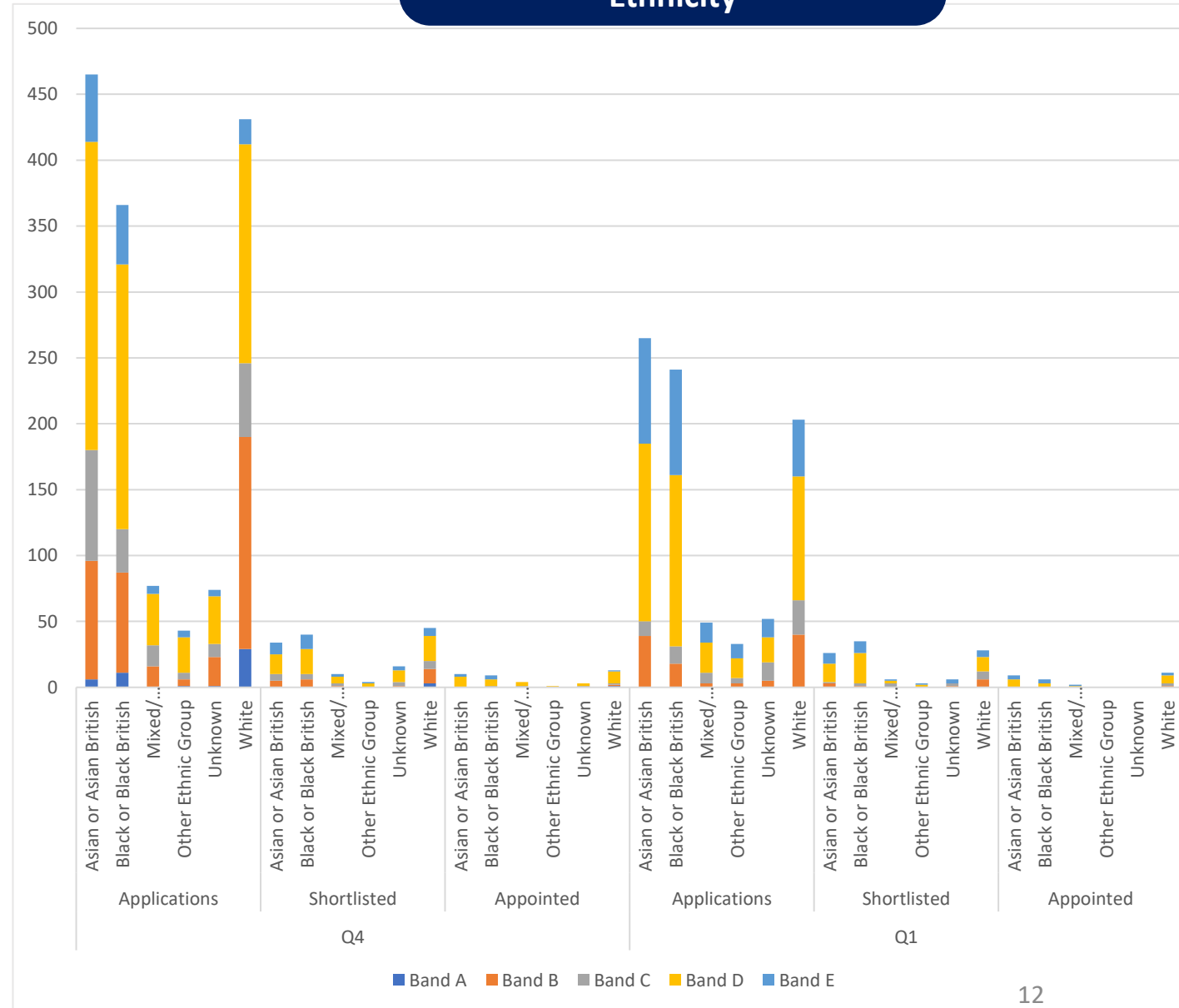
Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work

2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do

3. Development and wellbeing of our staff are recognised as fundamental

Employee Pulse Survey

Q1 2025-2026

1. Updated 2025-26 Pulse Surveys
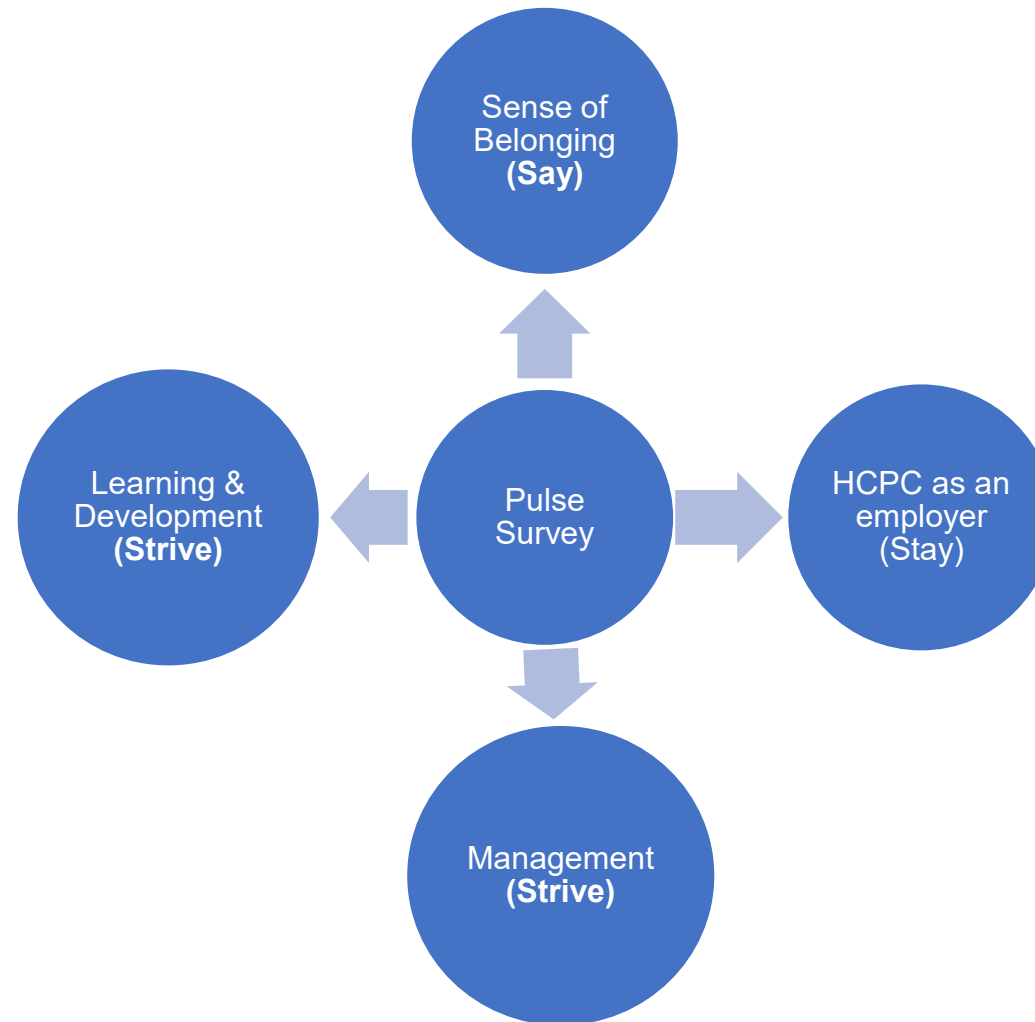
Pulse Survey – You Said, We Did!

✨ **New updated and streamlined pulse survey**

✨ **Revamped corporate inductions**

✨ **Enhancing the approach to FTP recruitment and induction to include a more phased approach to starting case work for new starters and delivering an extended induction period which includes a more practical skill development programme**

✨ **Increase in headcount in high demanding areas within the Fitness to Practise and Tribunal Services directorate to support case loads**

✨ **Chief Executive meet-and-greet sessions with new starters**

✨ **Let's Talk sessions with the Chief Executive**

✨ **Introduction of 30-day check-in sessions**

✨ **Specific EDI and wellbeing initiatives**

✨ **Targeted learning and development programmes**

✨ **Mentoring programmes**

✨ **Organisational updates at all-employee meetings**

✨ **Increased level of communications (intranet articles, blogs, viva engage posts)**

✨ **Wellbeing check-ins with staff on long term sick leave**

✨ **Wellbeing check-ins for employees returning from parental leave**

✨ **Introduction of long service recognition awards**

✨ **Increased level of recognition via My Health, My Care, My Reward platform**

✨ **Increased visibility of senior leaders – Let's Talk sessions**

2. Key Takeaways for Q1 Survey

- Overall response rate of 62% for this quarter which was a fall of 7% from the response rate achieved in Q4.

- The overall employee satisfaction score remained stable, decreasing from 83% to 82% in Q1 indicating continued employee satisfaction amongst the majority of HCPC staff.

- This quarter's survey data show positive increases in several number of areas including :
  - ❖ I feel connected to the HCPC's values (increasing from 79% in Q4 to 84% in Q1)
  - ❖ I feel informed about what is currently happening at the HCPC (increasing from 75% in Q4 to 85% in Q1)
  - ❖ The HCPC demonstrates it is a caring organisation (increasing from 71% in Q4 to 73% in Q1)
  - ❖ My manager provides constructive feedback (increasing from 82% in Q4 to 85% in Q1)
  - ❖ I am able to access the Senior Leadership (Head of Departments and ELT) if/as and when required (increasing from 66% in Q4 to 83% in Q1)

- There were some minor decrease in scoring in a few areas:
  - ❖ I understand the goals of my team (falling from 98% in Q4 to 94% in Q1)
  - ❖ I feel committed to the HCPC (falling from 88% in Q4 to 84% in Q1)
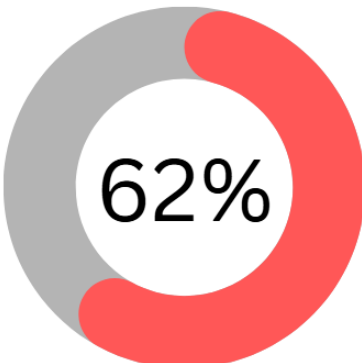 - ❖ I am given opportunities to learn new skills (falling from 76% in Q4 to 75% in Q1)

3. Respondents

2024/25 – Quarter 4

69%
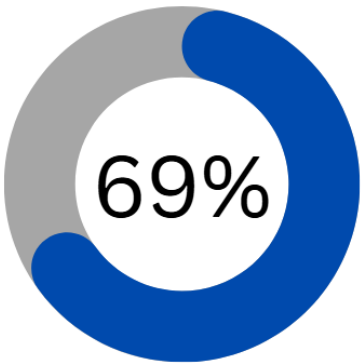
231 Responses

2025/26 – Quarter 1

62%

220 Responses

Department (s)	Number of Responses	Q4 Response Rate	Q1 Response Rate
Assurance and Compliance	8	70%	73%
Business Change	10	91%	91%
Communications, Engagement and Public Affairs	8	100%	80%
Education	6	80%	60%
Finance	18	100%	100%
FTP Tribunal service	24	68%	56%
FTP Case Progression and Quality	35	32%	41%
FTP Legal Services	18	71%	72%
Governance, Partners and OCCE	8	86%	100%
Human Resources	13	100%	100%
IT	9	78%	50%
Office Services	7	75%	78%
Policy, Standards & EDI and Insight and Analytics and Regulatory Development and Performance	16	79%	94%
Professionalism and upstream regulation	5	100%	100%
Registration	35	80%	47%
Total	**220**	**68%**	**62%**

4. Sense of Belonging (Say)

hcpc health & care professions council

4 Develop and embed an organisational culture where morale is high

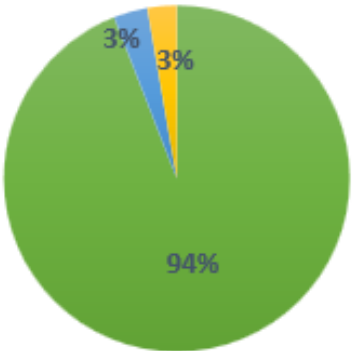I understand the goals of my team

2024/25 – Quarter 4

1%
1%
98%
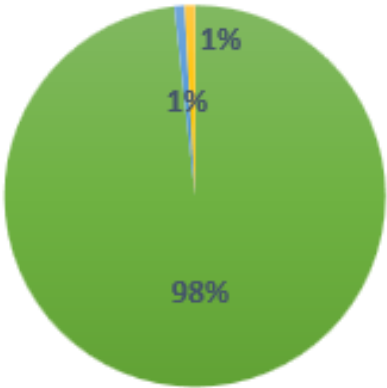
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

226 responders strongly agreed
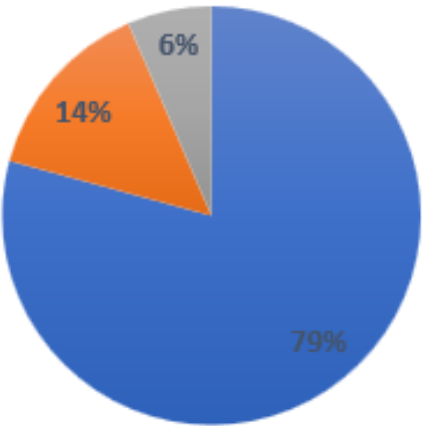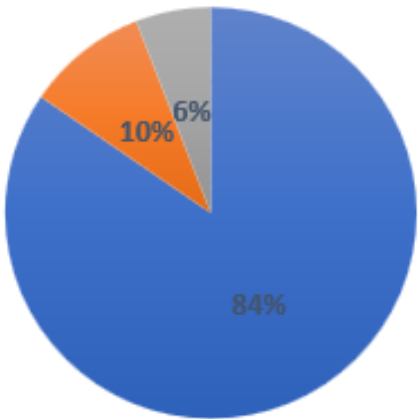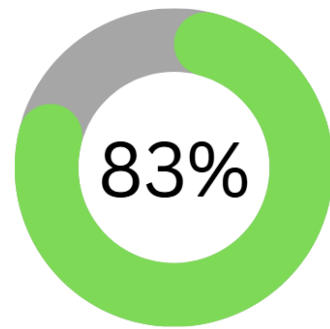
or agreed with question

2025/26 – Quarter 1

3%
3%
94%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

207 respondents strongly

agreed or agreed with question

4. Sense of Belonging (Say)

Develop and embed an organisational culture where morale is high

I feel connected to the HCPC's values

2024/25 – Quarter 4

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

183 responders strongly agreed
or agreed with question

2025/26 – Quarter 1

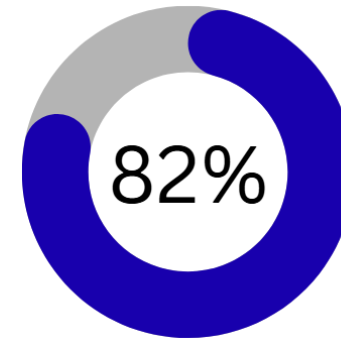- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

186 responders strongly agreed
or agreed with question

5. HCPC as an Employer

Employee Satisfaction Score

83%

2024/25 – Quarter 4

82%

2025/26 – Quarter 1

5. HCPC as an Employer (Say)

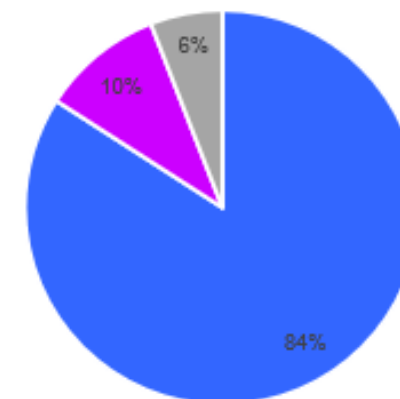I feel committed to the HCPC (and its vision and purpose)

2024/25 - Quarter 4

3%
9%
88%
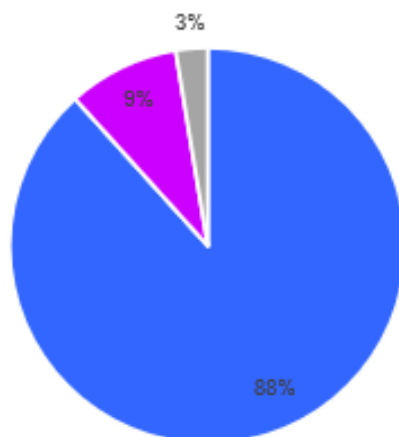
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

204 respondents reported feeling Strongly
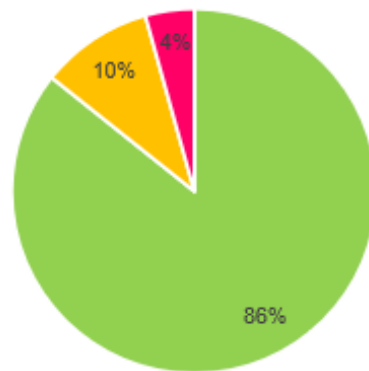committed or Somewhat committed

2025/26 - Quarter 1

6%
10%
84%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

185 respondents agreed or strongly
agreed with the question

hcpc health & care professions council

5. HCPC as an Employer (Say)
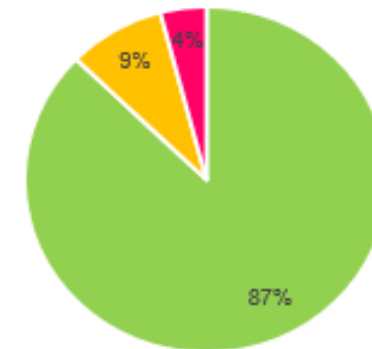

I am confident that HCPC is a diverse employer

2024/25 – Quarter 4

4%
10%
86%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

198 respondents strongly

agreed or agreed

2025/26 – Quarter 1

4%
9%
87%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

192 respondents strongly

agreed or agreed

5. HCPC as an employer (Stay)

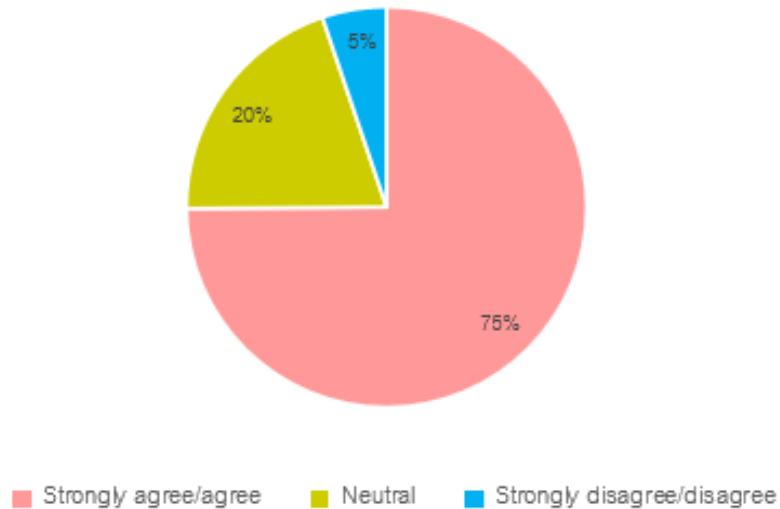I feel informed about what is currently happening at the HCPC

2024/25 - Quarter 4

- Strongly agree/agree: 75%
- Neutral: 20%
- Strongly disagree/disagree: 5%

173 respondents strongly agreed or agreed

2025/26 - Quarter 1

- Strongly agree/agree: 85%
- Neutral: 9%
- Strongly disagree/disagree: 6%

185 respondents strongly agreed or agreed

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

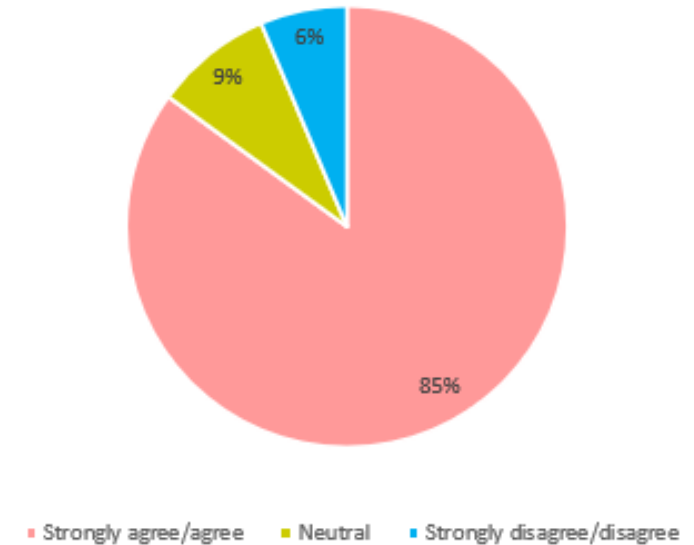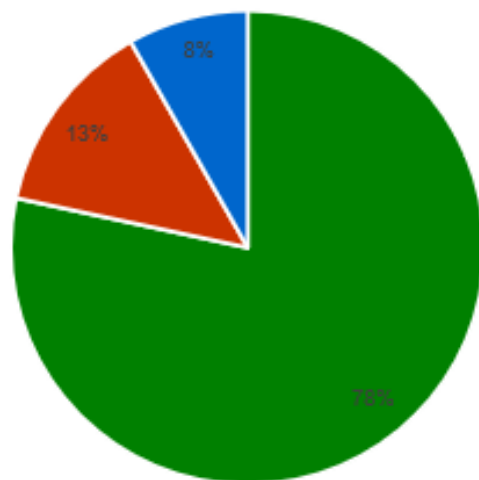# 5. HCPC as an Employer (Stay)

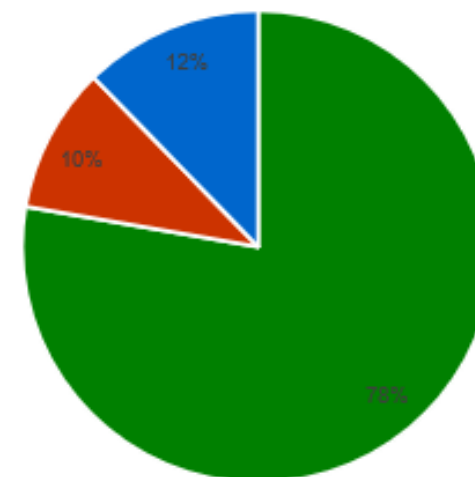I achieve a good balance between my work life and my personal life

2024/25 - Quarter 4

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

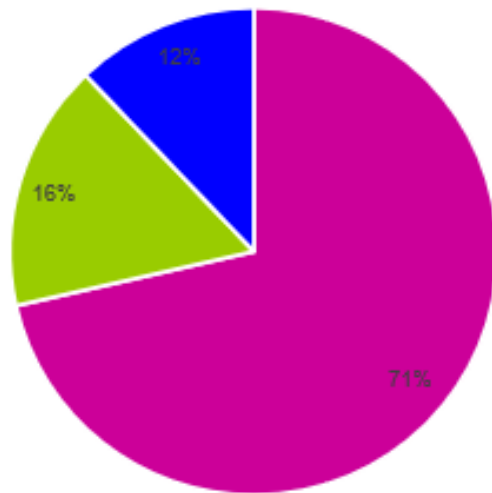181 respondents strongly agreed or agreed

2025/26 - Quarter 1

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

171 respondents strongly agreed or agreed

5. HCPC as an Employer (Stay)

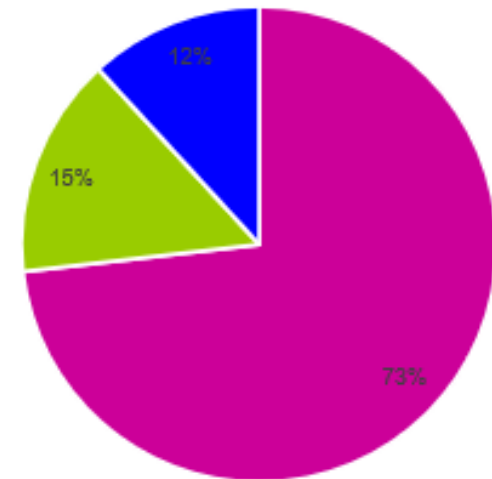The HCPC demonstrates it is a caring organisation

2024/25 - Quarter 4

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

12%
16%
71%

165 respondents strongly agreed or agreed
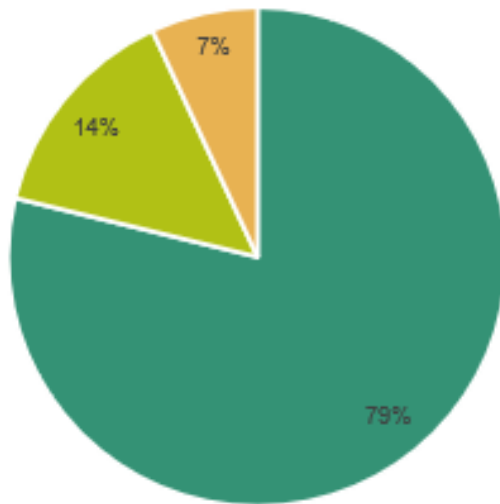
2025/26 - Quarter 1

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

12%
15%
73%

161 respondents strongly agreed or agreed

5. HCPC as an Employer (Stay)
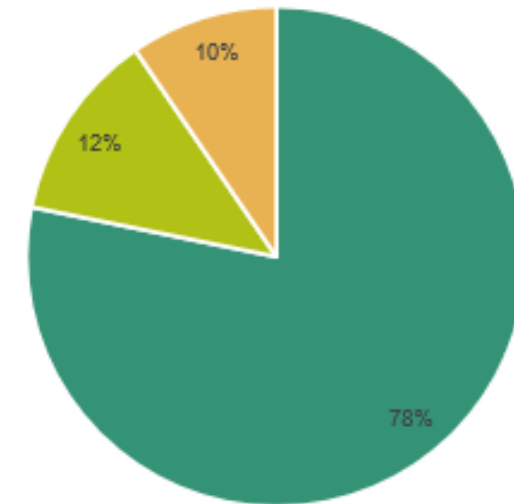
I receive recognition for my work

2024/25 - Quarter 4

79%

14%

7%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

182 respondents strongly

agreed or agreed

2025/26 - Quarter 1

78%

12%

10%

■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

172 respondents strongly

agreed or agreed

6. Management (Strive)

hcpc health & care professions council

| 3 | Compassionate, inclusive and effective leadership at all levels |
| 4 | Develop and embed an organisational culture where morale is high |

My manager sets clear goals

2024/25 – Quarter 4
(question not part of Survey)

2025/26 - Quarter 1

- Strongly agree/agree: 87%
- Neutral: 8%
- Strongly disagree/disagree: 5%

191 respondents agreed or strongly agreed to this question

6. Management (Strive)

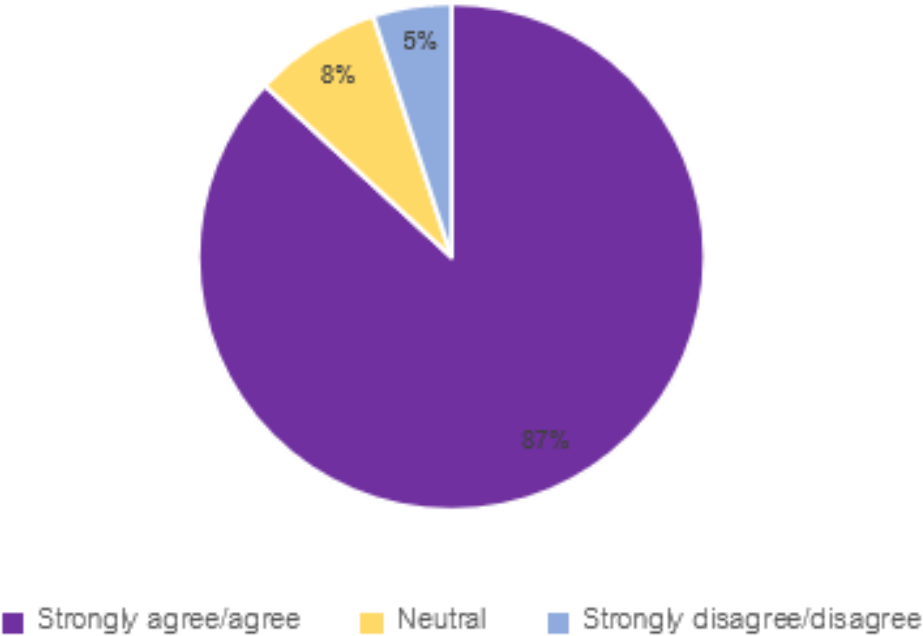My manager provides me with constructive feedback

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

2024/25 - Quarter 4

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

82%
13%
5%

190 respondents strongly agreed or agreed

2025/26 - Quarter 1

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

85%
9%
5%

188 respondents strongly agreed or agreed

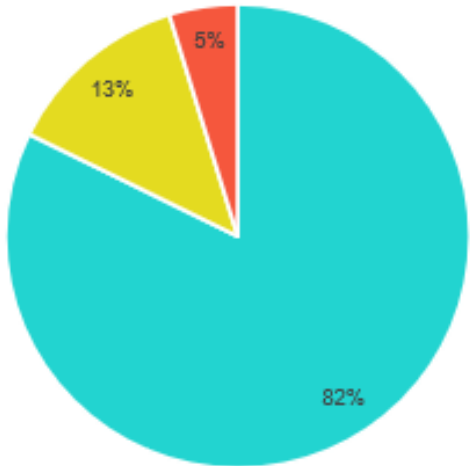# 6. Management (Strive)

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

I feel my manager values my opinions and feedback
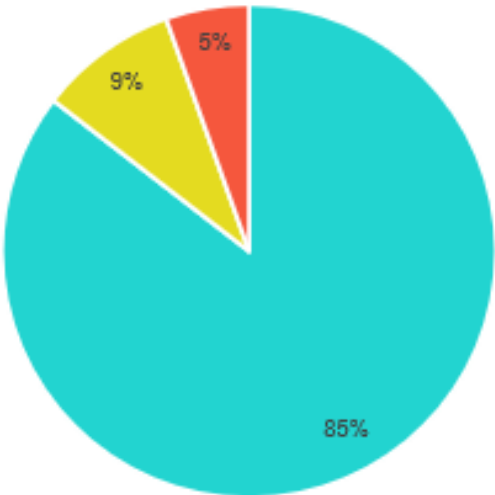
2024/25 - Quarter 4

9%   6%
86%

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

198 respondents strongly agreed or agreed

2025/26 - Quarter 1

4%
9%
88%

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

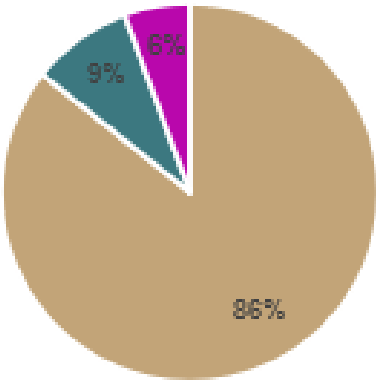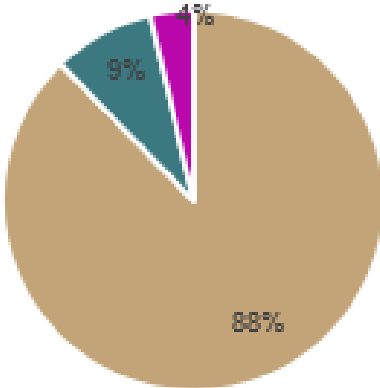193 respondents strongly agreed or agreed

6. Management (Strive)

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required

2024/25 - Quarter 4

10%
24%
66%

Strongly agree/agree | Neutral | Strongly disagree/disagree

2025/26 - Quarter 1

8%
9%
83%
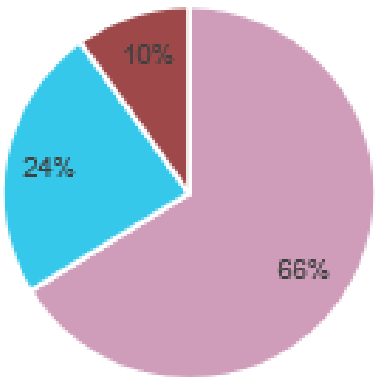
Strongly agree/agree | Neutral | Strongly disagree/disagree

153 respondents strongly agreed or agreed

183 respondents strongly agreed or agreed

7. Learning and development (Strive)

HCPC offers a variety of Career development opportunities

(*question was previously "HCPC offers a variety of learning and development opportunities"*)

2 — High performing, capable and skilled organisation

4 — Develop and embed an organisational culture where morale is high

2024/25 – Quarter 4

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

68%
23%
9%

158 respondents strongly agreed or agreed

2025/26 – Quarter 1

- Strongly agree/agree
- Neutral
- Strongly disagree/disagree

70%
16%
14%

154 respondents strongly agreed or agreed

7. Learning and development (Strive)

I am given opportunities to learn new skills

2 High performing, capable and skilled organisation

4 Develop and embed an organisational culture where morale is high
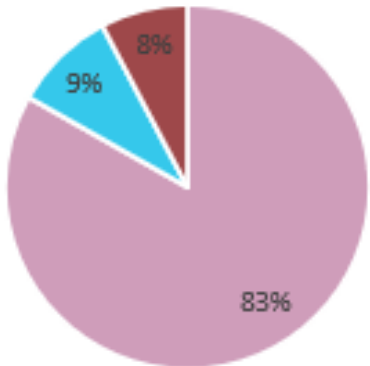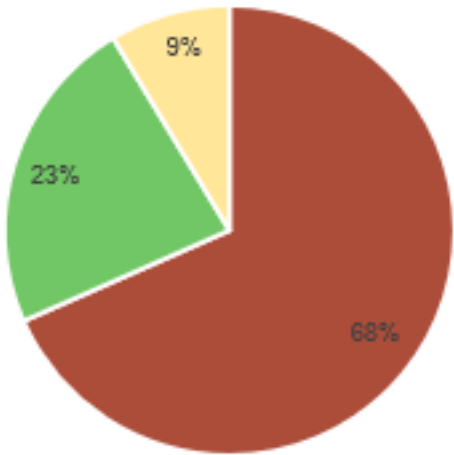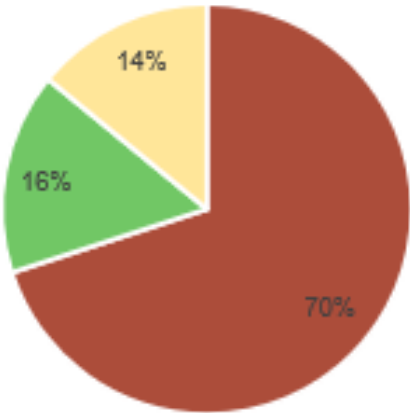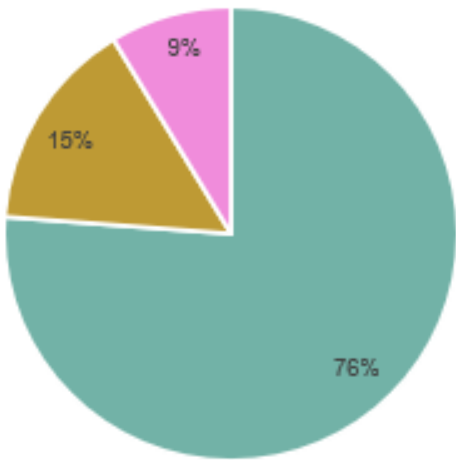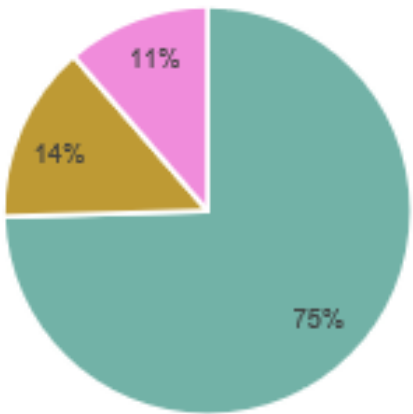
2024/25 - Quarter 4

9%
15%
76%

Strongly agree/agree   Neutral   Strongly disagree/disagree

176 respondents strongly agreed

or agreed

2025/26 - Quarter 1

11%
14%
75%

Strongly agree/agree   Neutral   Strongly disagree/disagree

164 respondents strongly agreed

or agreed

Appendix 2: HCPC Organisational Learning Plan 2025-26

HCPC Organisational Learning Plan 2025-2026			
For Managers Only - HR Essentials Programme			
Training Title	**Learning Outcomes**	**Dates**	**Target Audience**
Recruitment, onboarding and probation	This workshop covers recruitment and hiring best practice, manager's responsibilities during onboarding and induction periods, process and expectations aligned to HCPC's recruitment, probation and employee induction policy.	16th July 2025 & 3rd Dec 2025	Managers
Employee Wellbeing	This workshop will cover health and wellbeing of employees, support options, absence and its impact on teams, absence management in line with the HCPC's absence and sickness policy.	22nd Oct 2025 & 25th Feb 2026	Managers
Performance and conduct	This workshop focuses on capability, disciplinary and grievance processes along with investigation and dignity at work.	8th Oct 2025 & 11th Feb 2026	Managers
Handling Difficult Conversations	This workshop will cover how to prepare and conduct difficult conversations and build on managers confidence in tackling challenging issues and to ensure a purposeful outcome.	24th July 2025 & 17th Dec 2025	Managers
Coaching and Feedback skills	This workshop covers the managers role as coach and how it can contribute to maximising performance, using the GROW model for effective coaching conversations, methods and tools for giving feedback and space for reflective practice.	18th Sept 2025 and 28th Jan 2026	Managers
Managing Performance and career conversations	This workshop will cover performance management tools and APDR process and how to have effective and purposeful career conversations with colleagues.	1st Sept 2025 & 22nd Jan 2026	Managers
Professional and Career Development Workshops			
Training Title	**Learning Outcomes**	**Dates**	**Target Audience**
Personal Impact and Influence	This workshop focuses on increasing your self-awareness, goal setting, building relationships and how to be more impactful in the workplace.	22nd July 2025 & 6th Nov 2025	All employees
Impactful Job Applications	This workshop will enable you to identify key job advertisements features, how to complete job application forms effectively and delve into best practice CV writing.	3rd Sep 2025 & 4th Dec 2025	All employees
Interview Skills	The aim of this workshop is to understand the range of different types and formats of interview and their purposes, identify a range of typical key areas for interview questions, and how to prepare for and respond effectively to competency-based questions.	1st October 2025 & 14th Jan 2026	All employees

Managing Challenging Conversations at Work	This workshop will enable you to identify the types of conversations that may be challenging and provide you with tools to help you to prepare for difficult conversations and approach them in a way that is more likely to achieve a positive outcome.	30th July 2025 & 15th Dec 2025	All employees
Presentation skills	This workshop will equip individuals with the tools and confidence to deliver effective and engaging presentations. The workshop will be in two parts, part 1 for understanding principles and part 2 for skills practice.	20th Oct 2025 & 5th Nov 2026 & 4th Feb 2026 & 13th Feb 2026	All employees
Effective Time Management	This workshop will provide participants with tools and techniques to manage time more effectively.	25th Sept 2025 and 27th Feb 2026	All employees
Communication Skills	This workshop will enable you to understand the importance of effective communication and learn tools and techniques to improve the way you communicate with others.	19th Nov 2025 and 4th Mar 2026	All employees

Additional L&D programmes	
Talent development programmes:	**Date of delivery**
Aspiring to Management Programme (x11):	October 2025 – March 2026 (internal)
Management Development Programme (x14)	September 2025 – February 2025 (external)
Operational Leadership Development Programme (x11)	November 2025- March 2025 (external)
Senior Leadership Development Programme (x5)	April 2025 – December 2025 (external)
IT and soft skills training (external):	
Stakeholder engagement training	Sep-25
Excel training	Sep-25
PowerBI training	Oct, Nov and Dec 2025
AI workshops training for leaders	Nov-25