

People and Resources Committee

Meeting Date	12 March 2026
Title	HR Performance Report - Q3 2025-26
Author(s)	Fatma Ali, Head of HR & OD
Executive Sponsor	Alastair Bridges, Executive Director of Resources
<p>Executive Summary</p> <p>This report provides an assessment of the organisation's performance for the third quarter of 2025-26 against key Human Resources (HR) performance indicators (KPIs).</p> <p>Overall, Q3 demonstrates stable workforce control, strong recruitment demand, increased seasonal absence, and high engagement with wellbeing, learning, and inclusion activity. The organisation remains within establishment budget and continues to provide a positive employee experience, despite emerging pressures typical of the autumn and winter period.</p> <p>Workforce and Establishment</p> <p>Headcount trends in Q3 reflect a continued shift towards permanent staffing, with permanent headcount increasing by 4% and fixed-term contracts reducing by 24%. Agency usage rose by 14% quarter-on-quarter, reflecting short-term operational pressures and the reintroduction of agency workers through an arrangement that enables the organisation to secure short-term temporary staff on a trial basis. This approach allows individuals to be assessed in role before potentially converting them to fixed-term or permanent positions without the need to pay an agency introduction fee. Total full-time equivalent (FTE) remained within the approved establishment budget of 398, demonstrating effective workforce cost control.</p> <p>Recruitment and Resourcing</p> <p>Recruitment activity increased in Q3, with vacancies advertised rising by 12% and job offers also increasing by 12% compared to Q2. Demand continues to be met predominantly through external recruitment. Time to hire remains within the 30-42-day target range, and engagement with the talent network increased slightly. Application volumes rose significantly (54%), particularly across Bands C and D, reflecting strong labour market interest. Shortlisting and appointment ratios remain proportionate, with no evidence of adverse impact across protected characteristics.</p>	

Sickness Absence and Wellbeing

Q3 marks a clear seasonal shift in absence patterns. Following improvements in Q2, sickness absence increased in Q3, peaking in October before declining towards December. The rise was driven primarily by respiratory-related illness rather than long-term or mental health conditions. Long-term sickness cases stood at 14, with four employees returning to work during the quarter. Engagement with wellbeing, occupational health, and recognition initiatives increased significantly, indicating proactive use of support during periods of higher absence.

Employee Relations

Employee relations activity increased modestly in Q3, driven mainly by a rise in disciplinary and sickness-related cases. Other case types remained stable, suggesting targeted rather than systemic issues and effective early case management.

Turnover and Retention

Voluntary turnover increased slightly to 11%, while workforce stability remained strong at 84%, indicating continued retention of experienced staff. Exit feedback highlights pay, progression, and end-of-contract as the primary drivers for leaving. Despite this, 83% of leavers would recommend HCPC or were neutral, reinforcing the overall strength of the employee experience.

Learning, Development and Compliance

Significant progress was made in leadership and management capability building, with the launch of three new development programmes and continued delivery of the Senior Leadership Programme. Mandatory compliance learning achieved a 99% completion rate. Internal delivery of programmes continues to demonstrate value for money and capability maturity within the HR and Learning and Development (L&D) teams.

Equality, Diversity and Inclusion

Q3 shows improved engagement and representation across workforce and recruitment diversity metrics, with increased participation across age, gender, disability, and ethnicity categories. Recruitment outcomes remain proportionate across pay bands and protected characteristics, providing assurance of fair and inclusive recruitment practices.

Culture

Employee satisfaction remains high, with an overall score of 82% in the Q3 pulse survey. This reflects continued engagement and a strong, positive workplace culture.

Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	HR KPI's are an ongoing set of data presented to the Executive Leadership Team (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	Being managed within existing resource and budget as 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	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

HR Performance Report Q3 2025 - 2026

Fatma Ali

Head of HR & OD

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Appendix 1 – Q3 Pulse Surveys



Highlights

Areas of Strength

Culture

- Employee satisfaction remains high with an 82% overall satisfaction score from the Q3 pulse survey, indicating continued engagement and positive workplace culture.

Establishment

- The total average FTE of 381 remains well within the budgeted establishment of 398, demonstrating efficient workforce planning.
- The average FTE for agency staff remained stable at 9, consistent with Q2 levels.

Recruitment

- Time to hire has steadily remains on target, driven by a strategic emphasis on direct recruitment and reduced dependence on external agencies.
- Recruitment activities increased in Q3, with higher volumes of roles advertised, offers made, and applications received.

Retention & Turnover

- Voluntary turnover has slightly increased from 10% to 11%.
- Employee retention remained stable at 84% in Q3, consistent with Q2.

Learning and Development

- Completion rate was 99% for Sexual Harassment and AI: Safe and Compliant AI Use for All Staff compliance eLearning courses.
- Launched Aspiring to Management Development programme.
- Continue to receive positive feedback from corporate induction events.

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

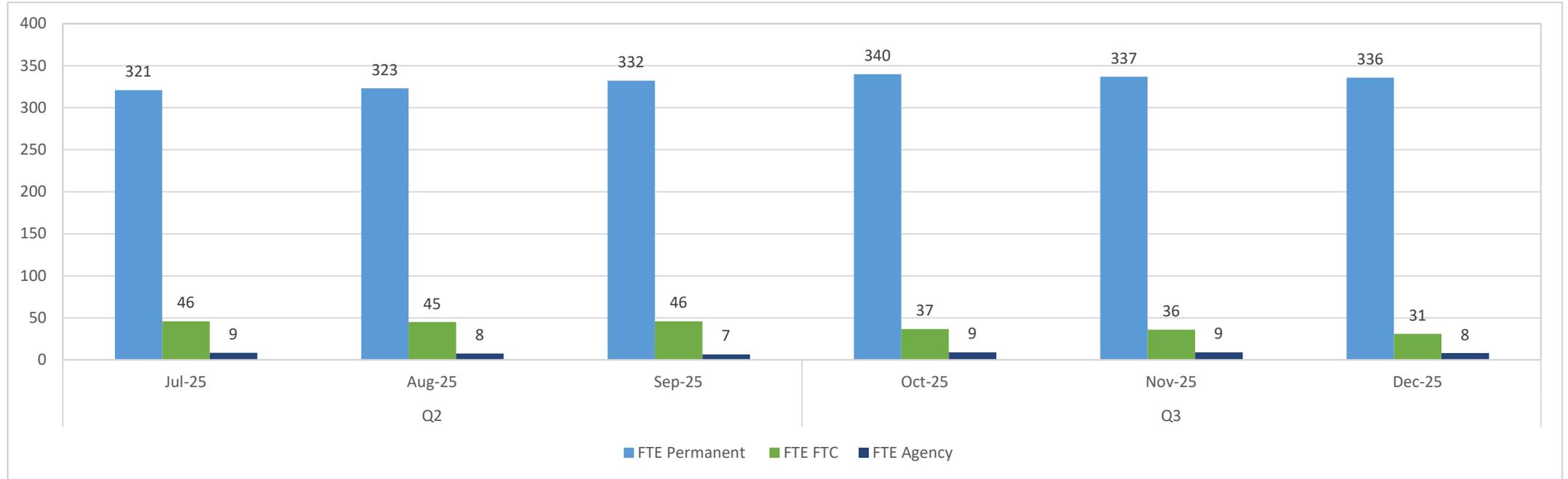
- Rising sickness absence rates, especially among long-term cases, require targeted support and intervention. We have invested in an enhanced Employee Assistance Programme which will support absenteeism.

Employee Feedback

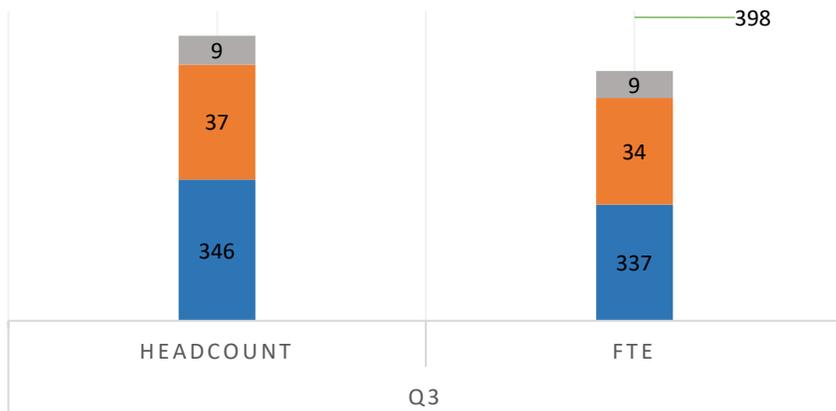
- Achieve and maintain improved exit interview completion rates.
- Continue engagement levels with pulse survey.



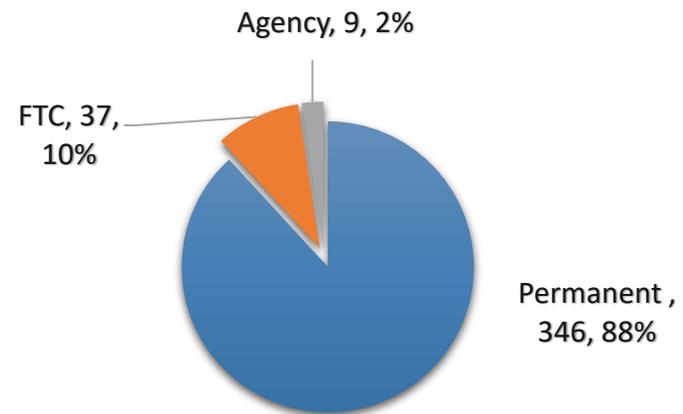
Establishment



Total Headcount and FTE*



Workforce Proportion*



- 1. Permanent staff
- 2. FTC staff
- 3. Agency staff
- FY 2025-26 Total target

*Based on average in period
Total budgeted establishment of FTE figure -398



Recruitment Activity

Average job advertised:
9

Average in-progress vacancies:
24

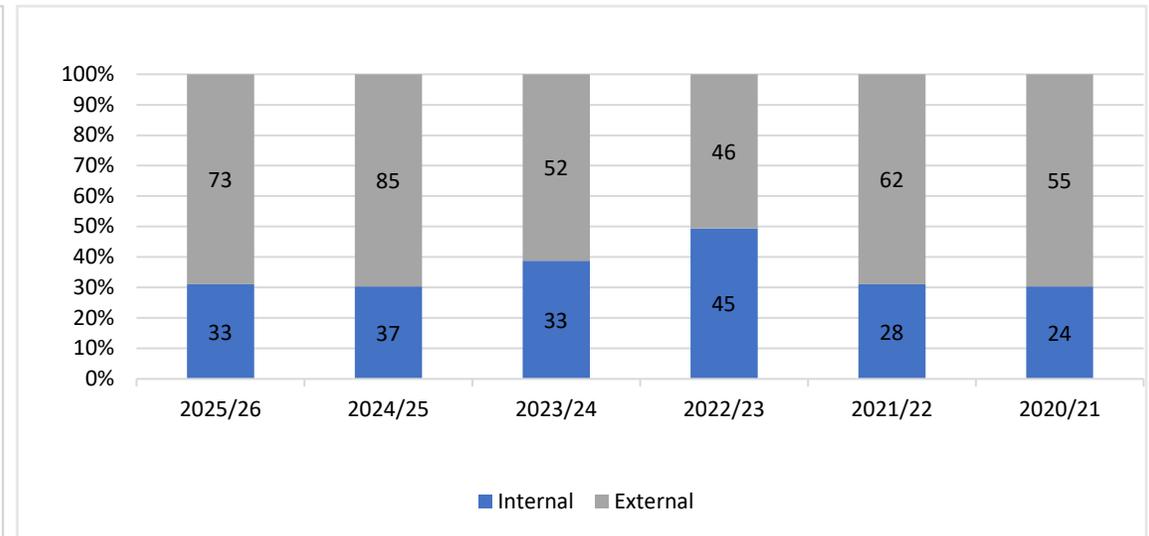
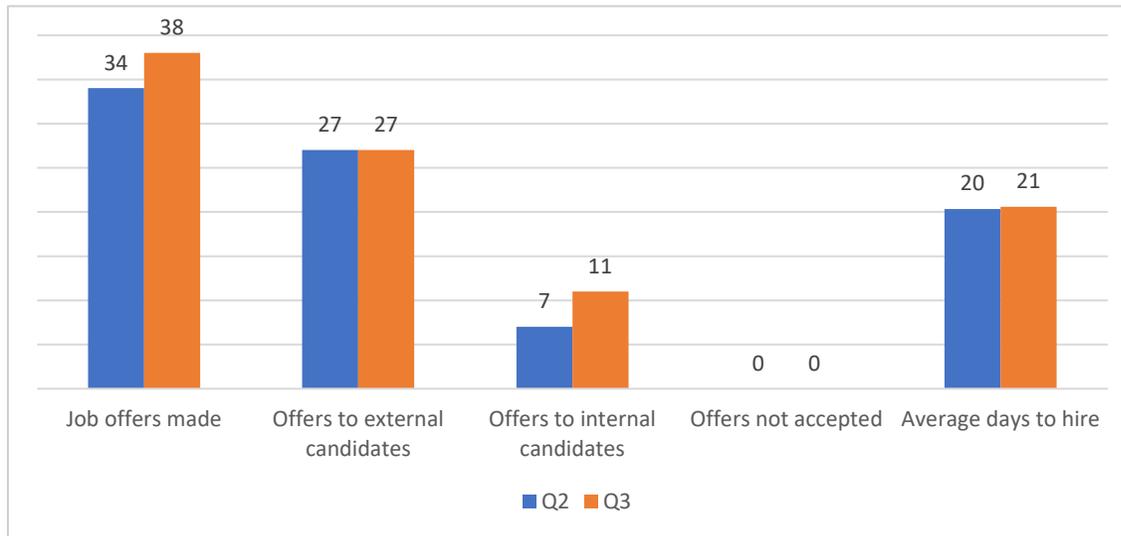
Total applications:
1556

Average applications per role:
62

Average days to hire:
21 days*

Total response of talent network:
83

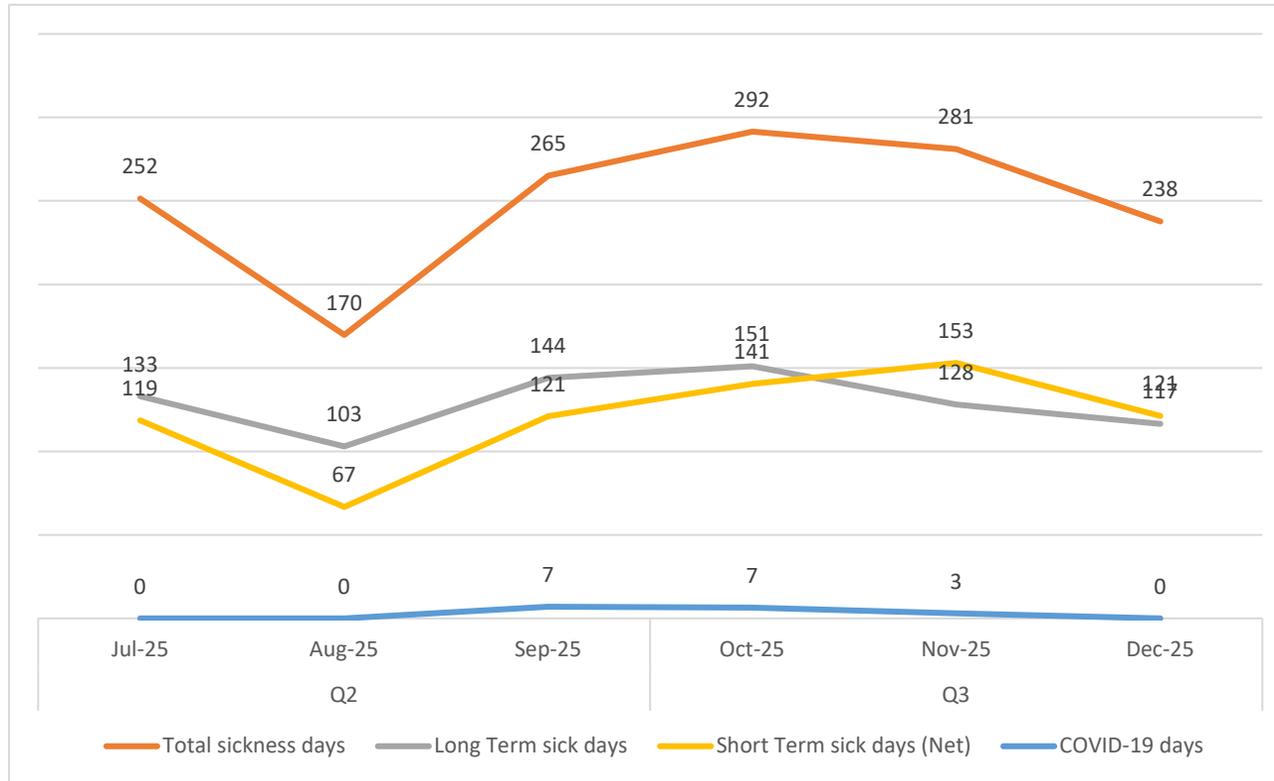
Total shortlisted:
114



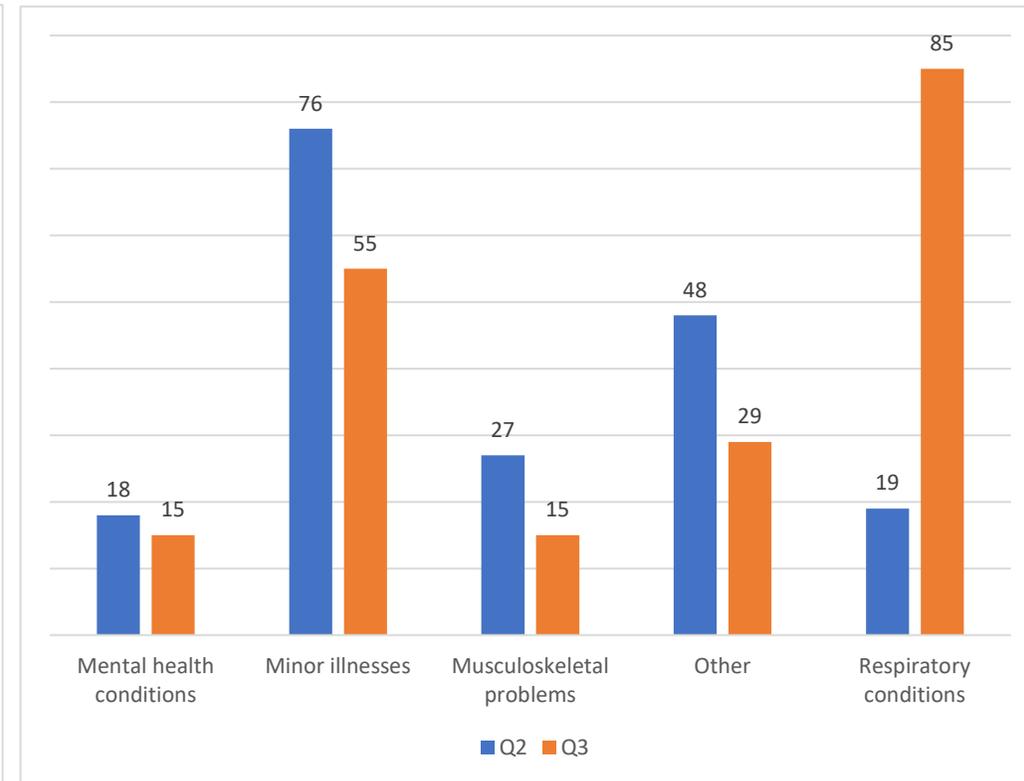
*KPI <42 days



Sickness Absence



Occurrences of sickness absence (by top 5 reasons in 2022, UK*)



- % Short-term sickness **1.7%**
- % Long-term sickness **1.6%**
- 📅 Average sick days YTD **9 days**
- % Average sick days (YTD ST) **2%**
- % Average sick days (YTD Total) **3%**

Highest Peak: Oct 2025

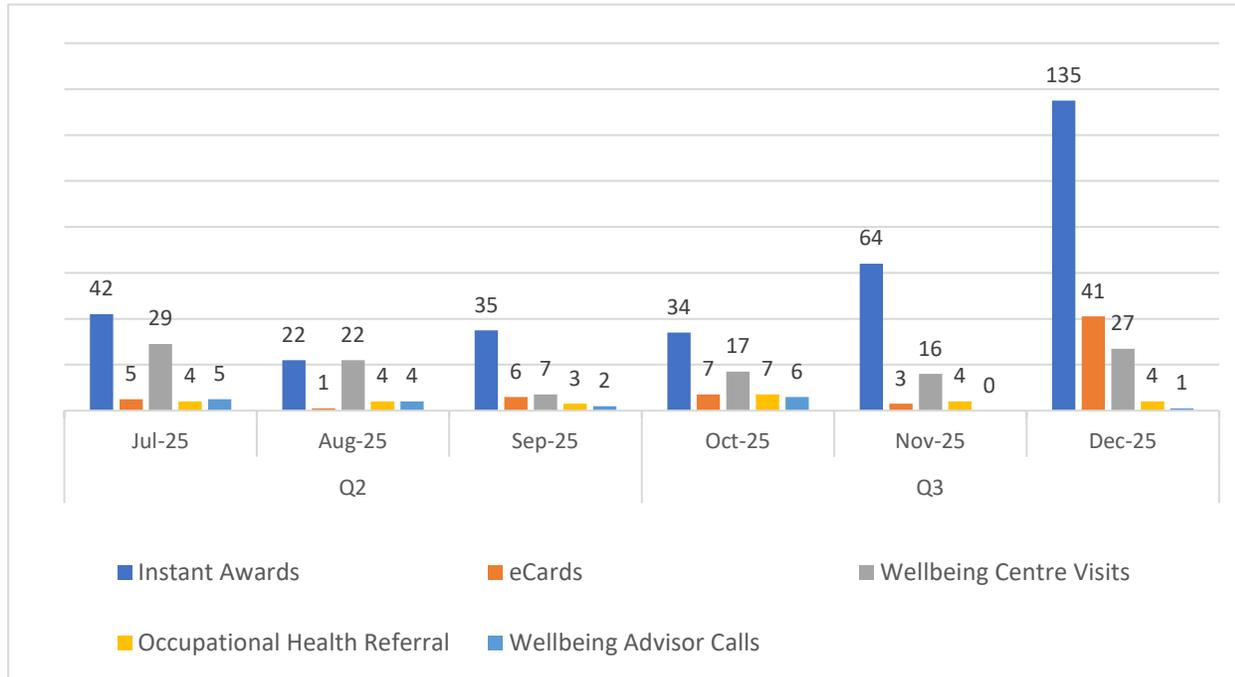
Lowest: Aug 2025

HCPC	National (ONS)
3%	4.4%

*Source: ONS Sickness absence in the UK labour market: 2023-2024



Wellbeing, Recognition and Benefits



Cycle to Work

1



Eye Care Vouchers

11



New Flexible Working Requests

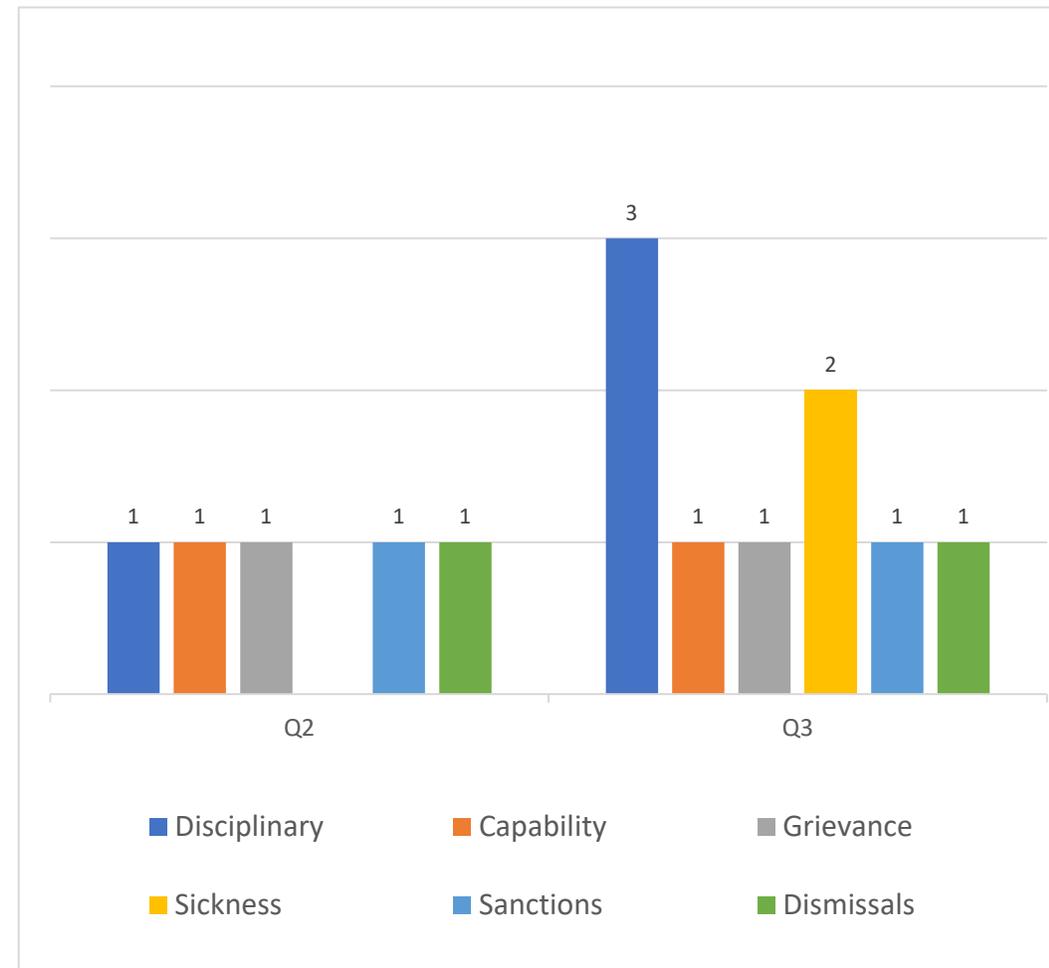
15



Reward Gateway Savings

£1,458

Employee Relation Cases

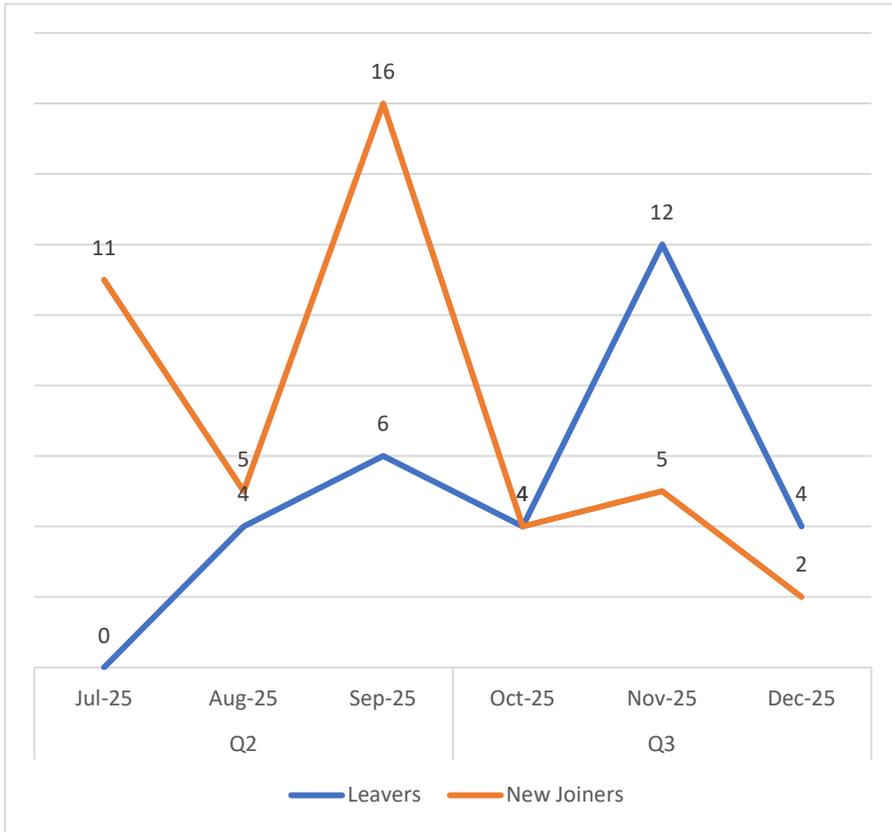


*Formal proceedings

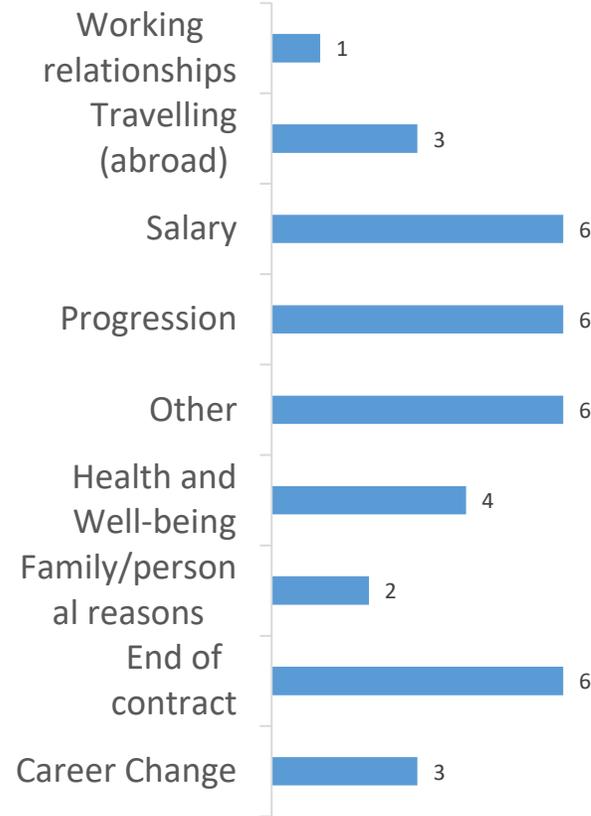


Employee Turnover and Exit Interview Feedback

Leavers and Joiners

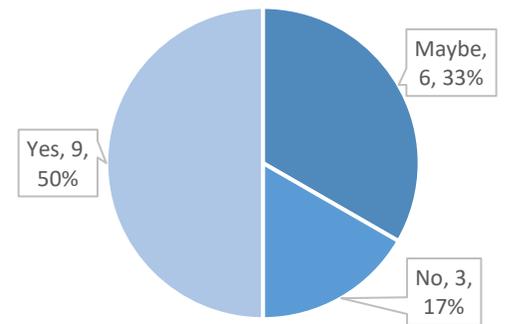


Reasons for leaving



- Average Leavers* **7**
- Average Length of Service*** **2.7 yrs**
- Average New Joiners* **4**
- Average Vacancies (FTE)** **4.4%**

Recommend HCPC



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

Total Leavers :
20

Voluntary Turnover Rate (YTD) : 11%

Overall Turnover Rate (YTD) : 15%
Average UK turnover rate: 34%

Exit Interview completion rate: 90%

Retention Rate: 84%



Learning/Organisational Development Activity

Training/Workshop	No of Attendance
Corporate Induction Event	15
Managing Grievance and Conduct Concerns Workshop for Managers	11
Presentation Skills Workshop	8
Personal impact and influence	2
Coaching workshop for Education Quality officers	5
EHS Implementation Workshop for Office Services	10
EHS Implementation Workshop for Office Services	2
EHS Implementation Workshop for People Managers	34
Recruitment, Onboarding & Probation Workshop for Managers	8
EHS Implementation workshop for HODs, Leads and OM's	39
Impactful Job Applications	3
Managing Challenging Conversations at Work	2
BPS Lunch & Learn Event	
Sport & Exercise Psychology	20
Development Workshop	
Introduction to Power BI - 2 day training	18
Aspiring to Management Programme (ATM)	
ATM Workshop 1 : Understanding and Managing Self	11
ATM Workshop 2: Management and Leadership and	10
ATM Workshop 3: Understanding the Business, PESTLE Analysis, Prioritisation & Delegation	10
Management Development Programme (MDP)	
MDP Module 1: Leadership and Coaching Skills	15
MDP Module 2: High Performing Teams	15
MDP Module 3: Leading Remote Teams & Managing	15
Operational Leadership Development Programme (OLDP)	
OLDP: Launch programme	12
Senior Leadership Programme (SLP)	
SLP: Transformation Webinar	5
SLP: Transformation Group Coaching Session 2	5
SLP: Inclusion Group Coaching Session 1	5
SLP: Inclusion Webinar	5
SLP: Inclusive Group Coaching Session 2	5
SLP: Graduation Event	5
Grand total	295

Corporate Induction Feedback

HCPC Welcome and orientation:
92% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Future outlook:
100% of new starters are excited to be working for the HCPC

Culture: values and behavioural standards:
100% of new starters are fully aware of the HCPC values and the behaviours expected of them

Individual contribution to HCPC:
100% new starters are aware of the importance of their role.

Line manager support:
100% of new starters felt that they are supported by their line managers

Recruitment process:
92% of new starters felt they had a positive experience with the recruitment & selection process.

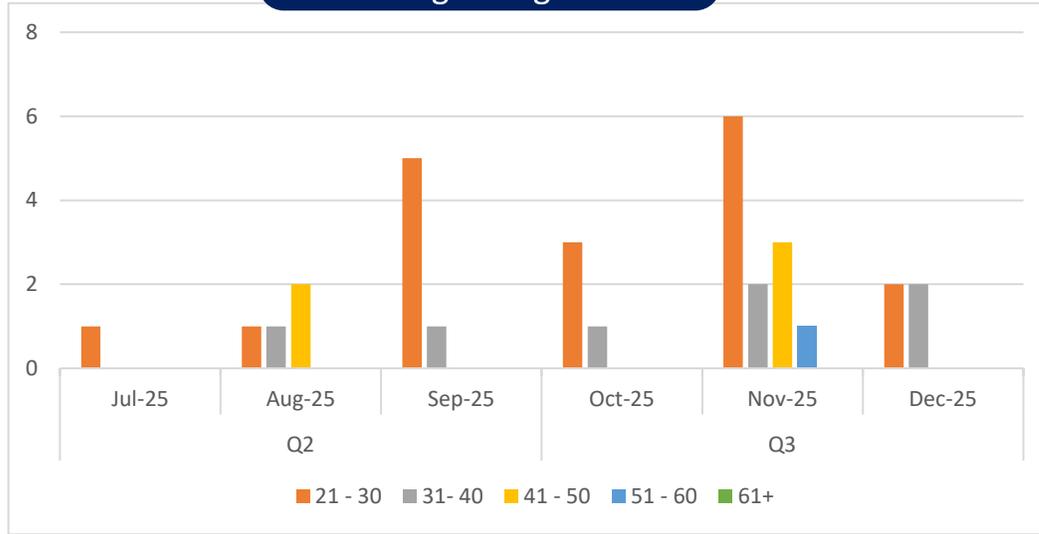
Compliance eLearning courses completion rate
99%

Apprenticeship programmes	Progress update
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	<ul style="list-style-type: none"> X2 learners progressing well
Safety, Health & Environment Technician Level 3	<ul style="list-style-type: none"> Progressing well.

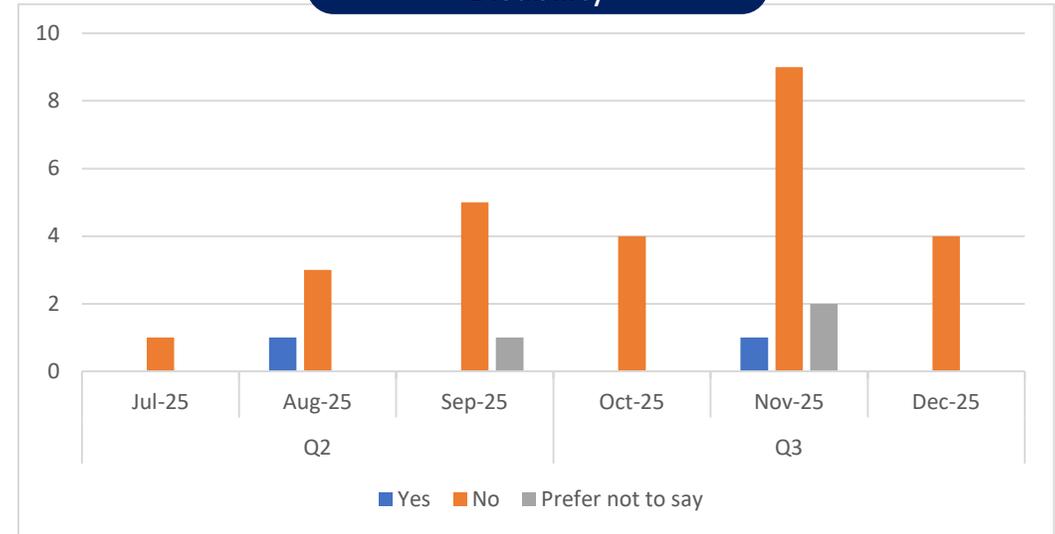


Employee Turnover Diversity

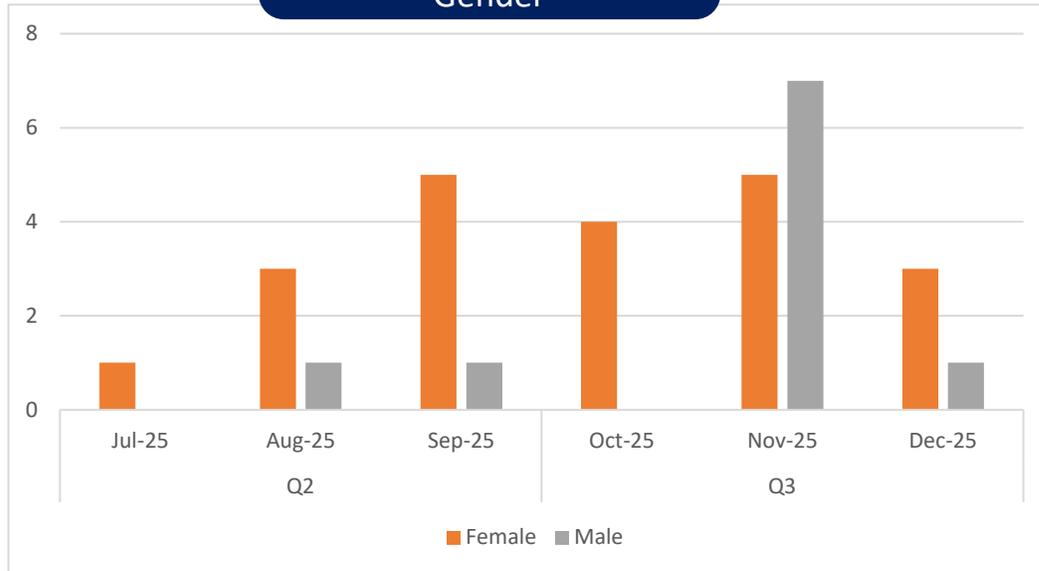
Age Range



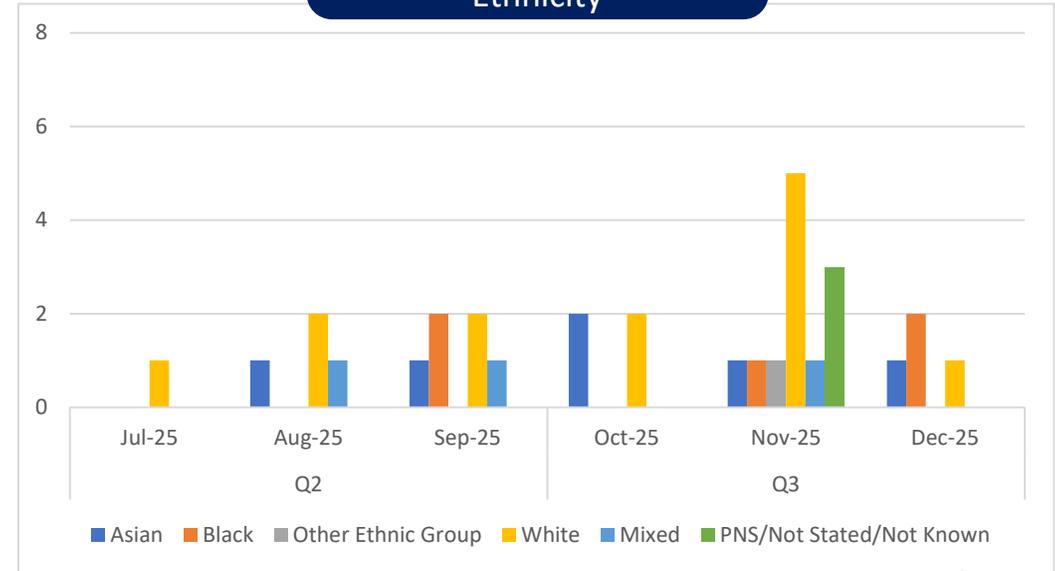
Disability



Gender

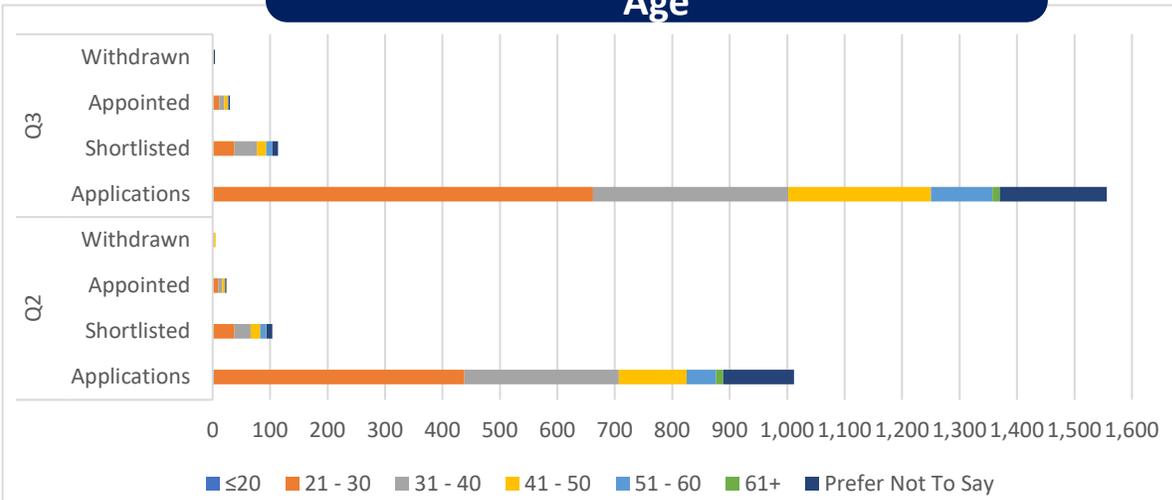


Ethnicity

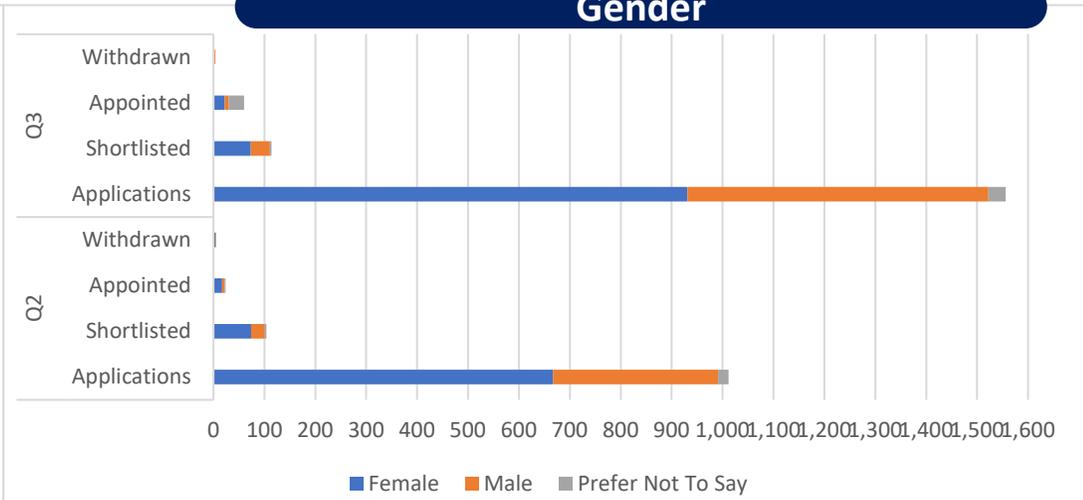


Recruitment Candidate Diversity

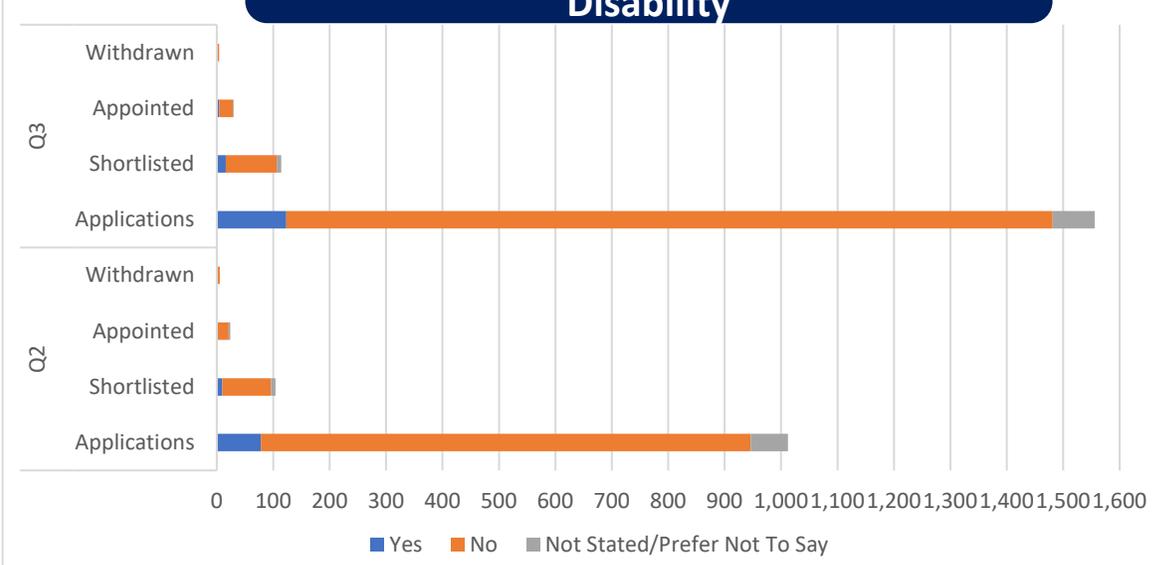
Age



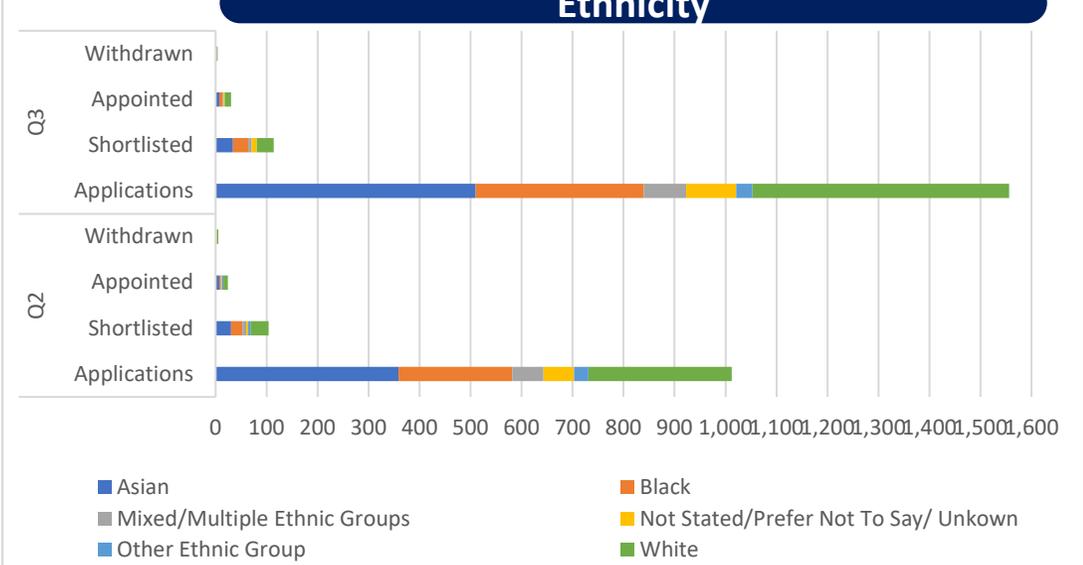
Gender



Disability

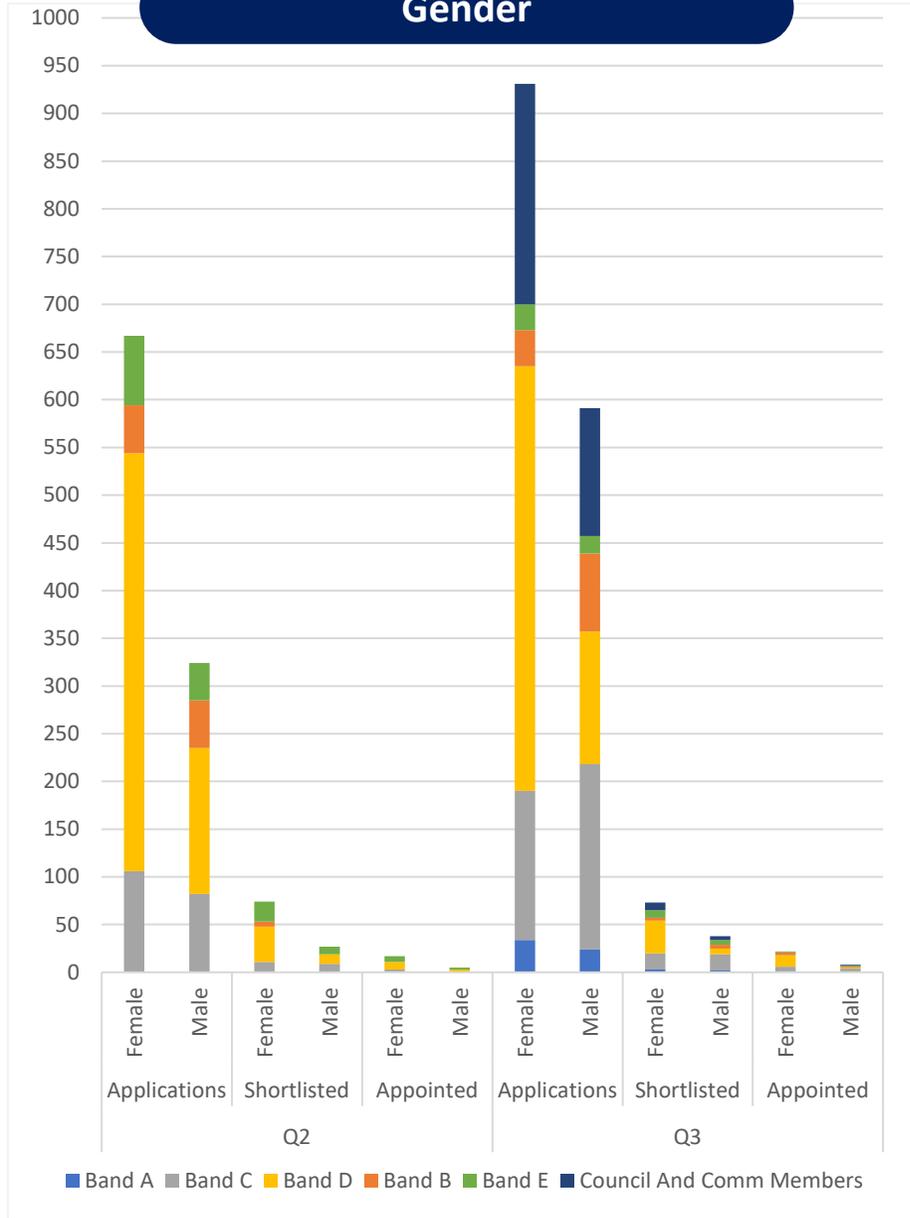


Ethnicity

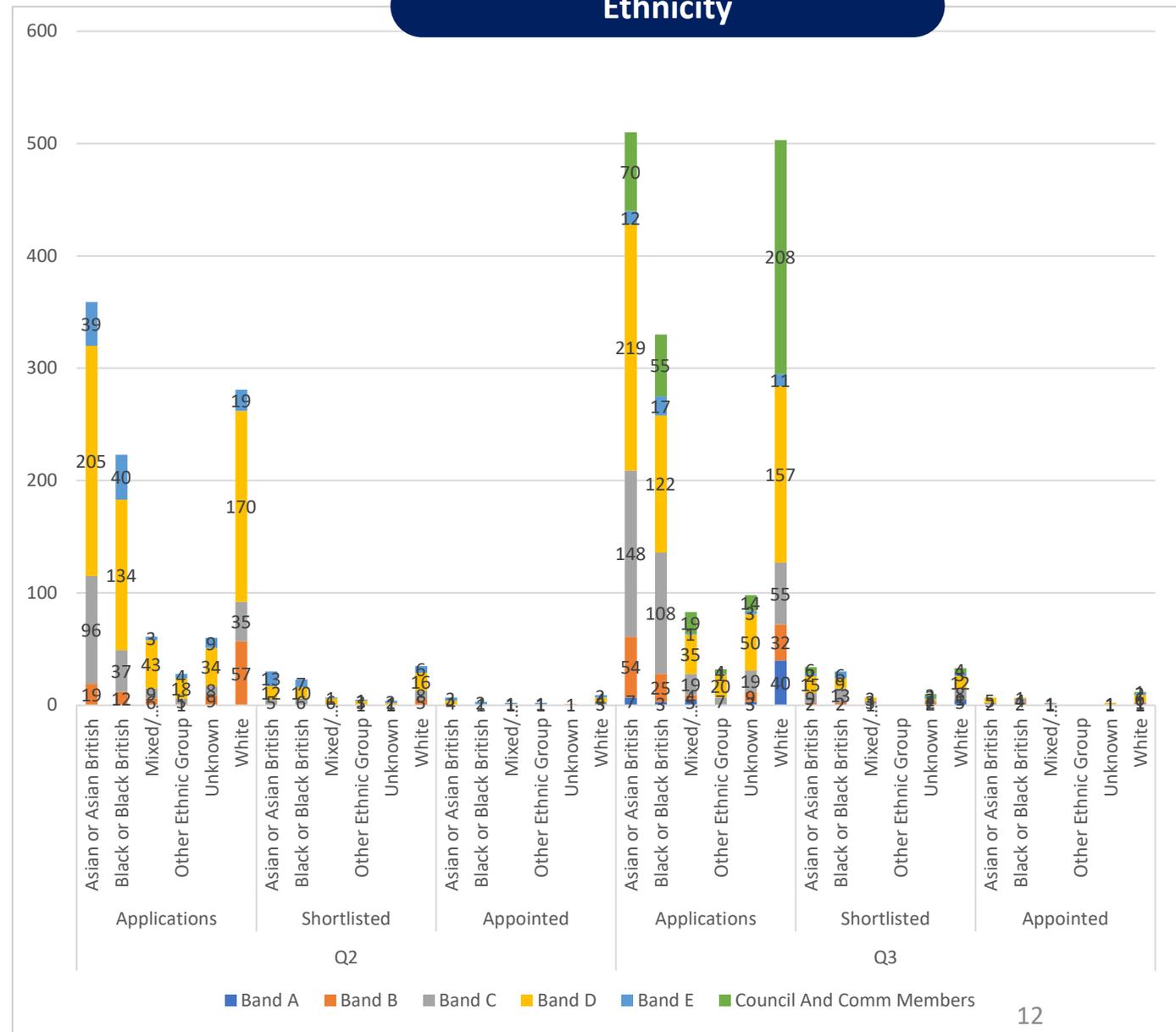


Recruitment Candidate Pay Band Breakdown

Gender



Ethnicity



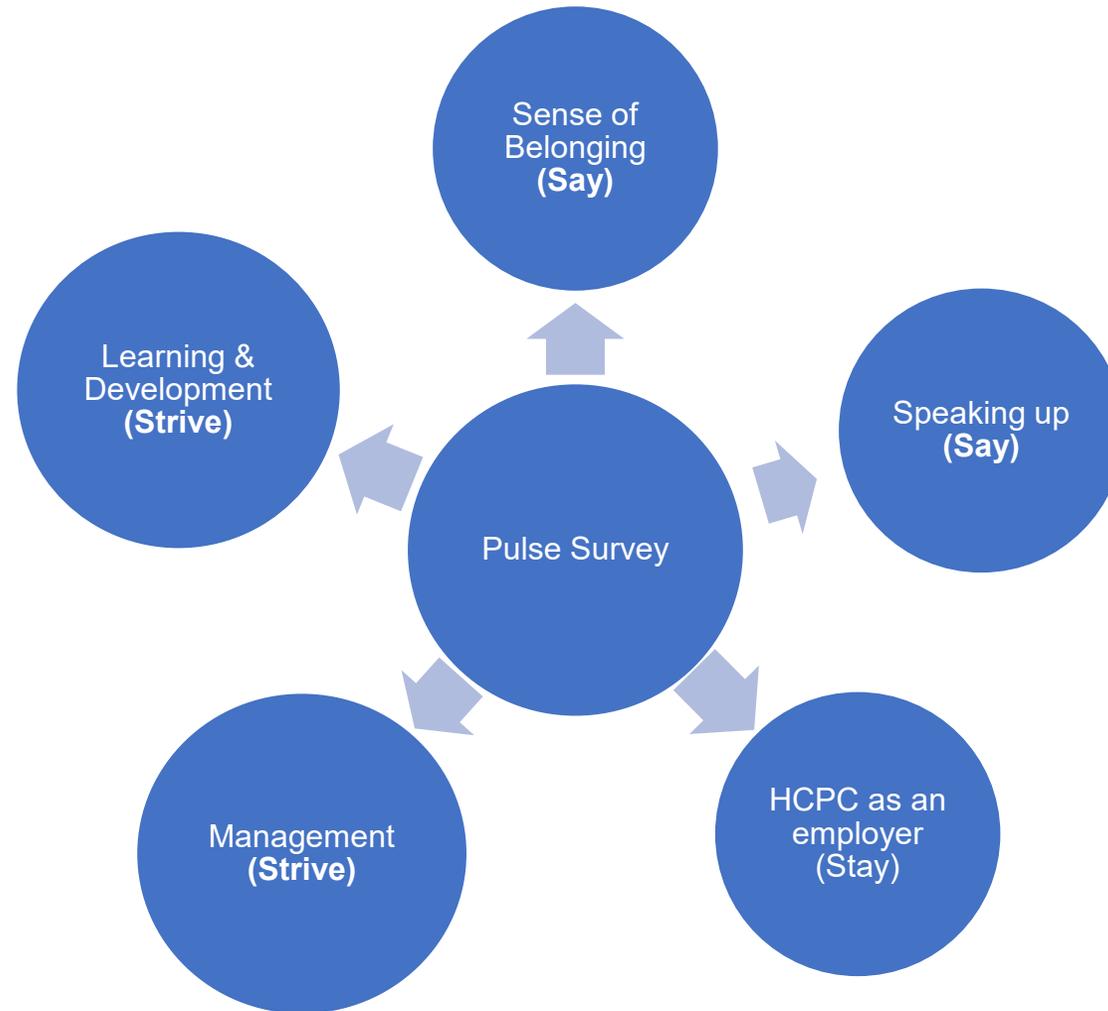
Our core aims are threefold:

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

Q3 2025-2026

1. 2025-26 Pulse Surveys



- 2 High performing, capable and skilled organisation
- 3 Compassionate, inclusive and effective leadership at all levels
- 4 Develop and embed an organisational culture where morale is high

Pulse Survey – You Said, We Did in 2025-26!

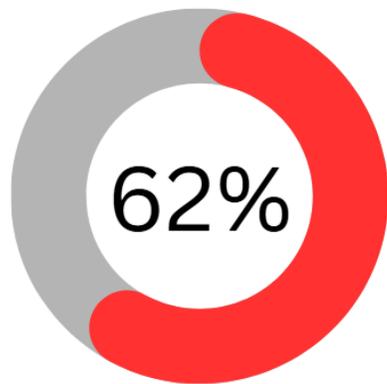
Feedback	Source	Action
Time to complete surveys	Directly from employees	New updated and streamlined pulse survey
More networking opportunities	Corporate Induction feedback form	Revamped corporate inductions to include networking session
Workloads	Pulse survey	Appointed and commenced 106 new starters into the organisation
Workloads	Pulse survey	Increased resource in FTP Case Progression & Quality teams
Career development	Pulse survey	Secured 33 employees career development opportunities
Wellbeing	Pulse survey	Introduced an enhanced Employee Assistance programme which includes additional counselling service, coaching and financial wellbeing support
Recognition	Pulse survey	588 instant vouchers and 74 eCards were awarded to employees through the Making a Difference Award scheme.

2. Key Takeaways for Q3 Survey

- Overall response rate of **74%** for this quarter was a strong positive increase of 21% from the response rate of 53% achieved in Q2.
- The overall employee satisfaction score increased slightly to **82%** in Q3 from a previous score of at 81% in Q2 indicating continued employee satisfaction amongst a high majority of survey respondents.
- This quarter's survey data show some positive increases in scores in areas including :
 - ❖ HCPC offers a variety of career development opportunities (increasing from 66% in Q2 to 71% in Q3)
 - ❖ I am able to access the Senior Leadership (Head of Departments and ELT) if/as and when required (increasing from 78% in Q2 to 80% in Q3)
 - ❖ My manager sets clear goals (increasing from 83% in Q2 to 86% in Q3)
 - ❖ I am confident that HCPC is a diverse employer (increasing from 86% in Q2 to 88% in Q3)
- There were decreases from Q2 in the scores in some areas:
 - ❖ I feel connected to the HCPC's values (7% decrease falling from 85% in Q2 to 78% in Q3)
 - ❖ I am given opportunities to learn new skills (3% decrease falling from 72% in Q2 to 69% in Q3)
 - ❖ I feel informed about what is currently happening at the HCPC (3% decrease falling from 82% in Q2 to 79% in Q3)

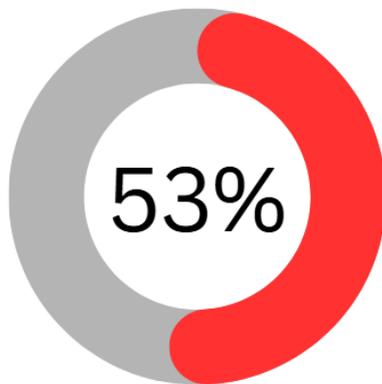
3. Respondents

2025/26 – Quarter 1



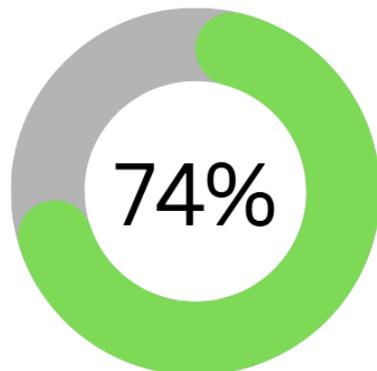
220 Responses

2025/26 – Quarter 2



196 Responses

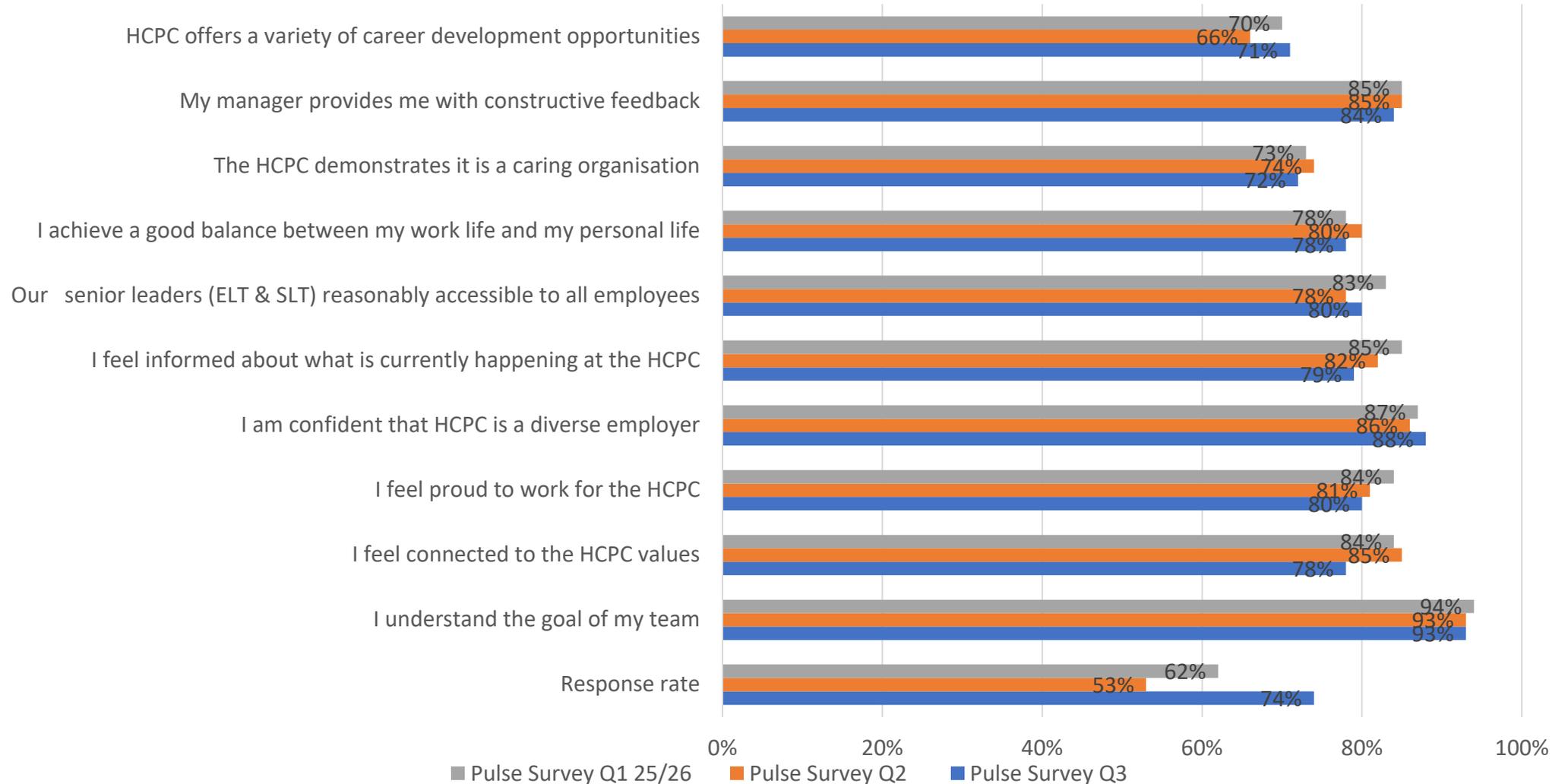
2025/26 – Quarter 3



265 Responses

Department (s)	Number of Responses	Q2 Response Rate	Q3 Response Rate
Assurance and Compliance	8	60%	62%
Business Change	12	83%	100%
Communications, Engagement & Public Affairs	11	55%	92%
Education	10	90%	100%
Finance	15	94%	94%
FTP Tribunal service	32	38%	73%
FTP Case Progression and Quality	48	37%	56%
FTP Legal Services	21	56%	81%
Governance, Partners and OCCE	8	75%	89%
Human Resources	14	100%	100%
IT	15	58%	83%
Office Services	8	33%	100%
Policy, Standards & EDI and Insight & Analytics and Regulatory Development & Performance	15	84%	79%
Professionalism and upstream regulation	4	25%	100%
Registration	44	44%	66%
Total	265	53%	74%

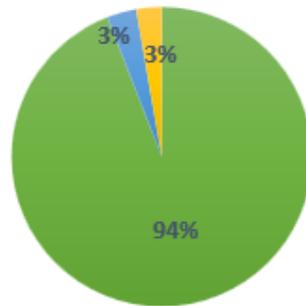
4. 2025-26 Q1 – Q3 Overview



5. Sense of Belonging (Say)

I understand the goals of my team

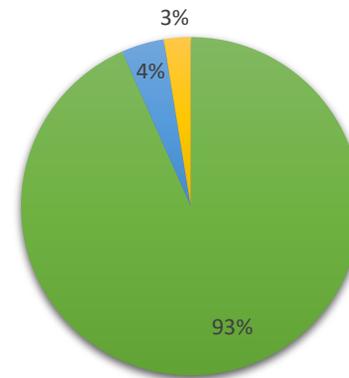
2025/26 – Quarter 1



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

207 respondents strongly agreed or agreed with question

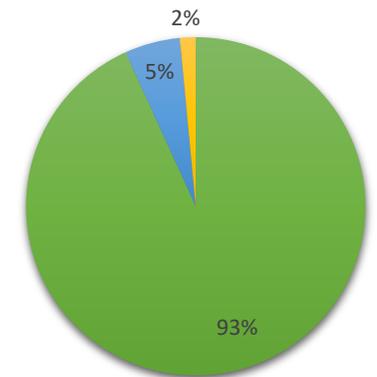
2025/26 - Quarter 2



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

183 respondents strongly agreed or agreed with question

2025/26 - Quarter 3



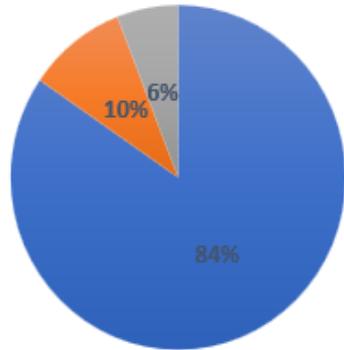
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

247 respondents strongly agreed or agreed with question

5. Sense of Belonging (Say)

I feel connected to the HCPC's values

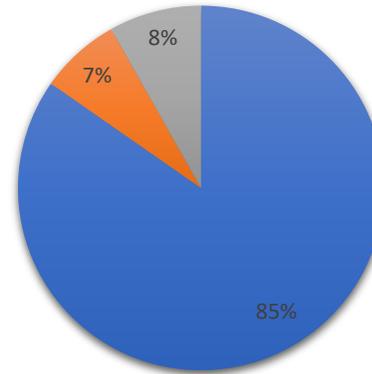
2025/26 – Quarter 1



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

186 responders strongly agreed or agreed with question

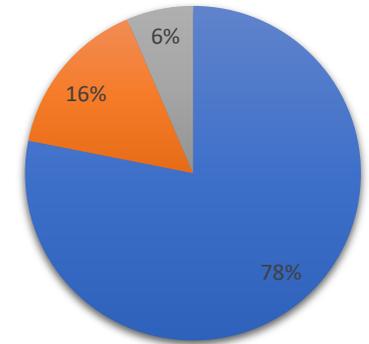
2025/26 - Quarter 2



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

166 responders strongly agreed or agreed with question

2025/26 - Quarter 3

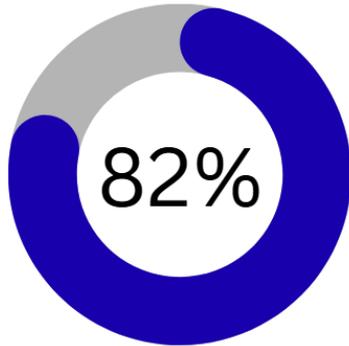


■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

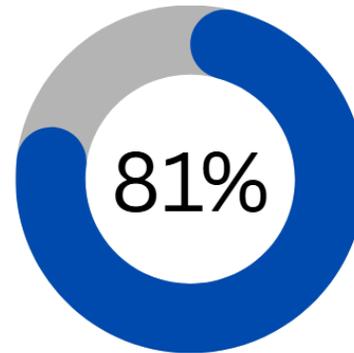
207 responders strongly agreed or agreed with question

6. HCPC as an Employer

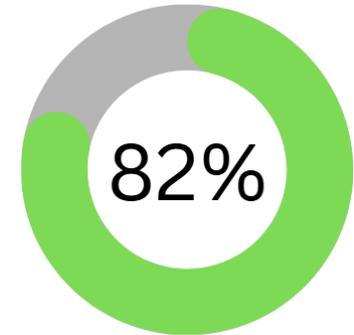
Employee Satisfaction Score



2025/26 – Quarter 1



2025/26 – Quarter 2

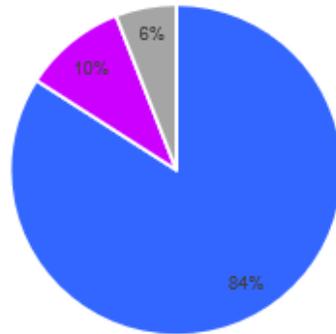


2025/26 – Quarter 3

6. HCPC as an Employer (Stay)

I feel proud to work for the HCPC

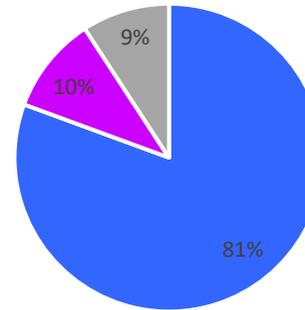
2025/26 - Quarter 1



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

185 respondents agreed or strongly
agreed with the question

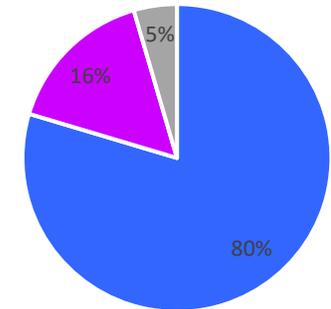
2025/26 - Quarter 2



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

158 respondents agreed or strongly
agreed with the question

2025/26 - Quarter 3



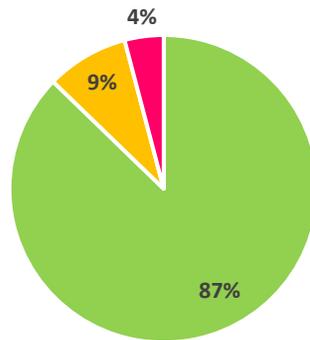
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

211 respondents agreed or strongly
agreed with the question

6. HCPC as an Employer (Stay)

I am confident that HCPC is a diverse employer

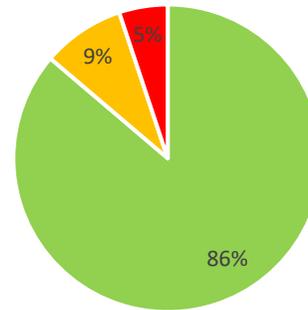
2025/26 - Quarter 1



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

192 respondents strongly
agreed or agreed

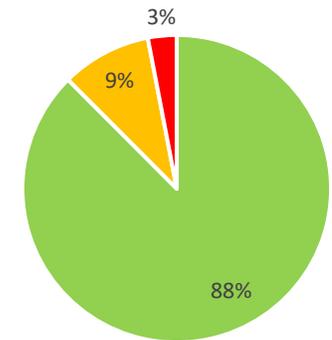
2025/26 - Quarter 2



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

169 respondents strongly
agreed or agreed

2025/26 - Quarter 3



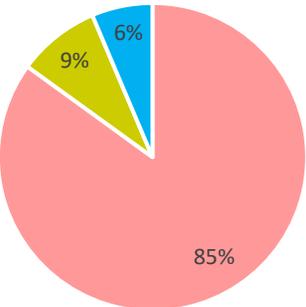
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

232 respondents strongly
agreed or agreed

6. HCPC as an employer (Stay)

I feel informed about what is currently happening at the HCPC

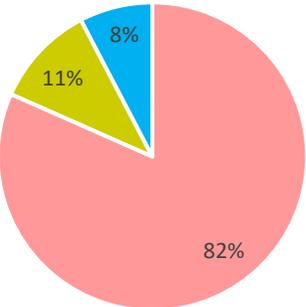
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

185 respondents strongly agreed or agreed

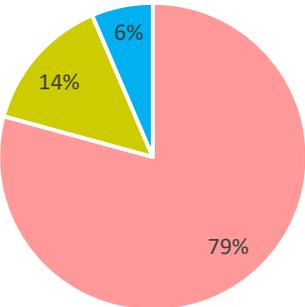
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

160 respondents strongly agreed or agreed

2025/26 - Quarter 3



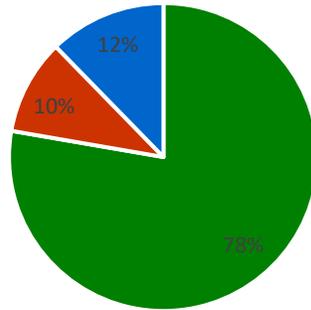
Strongly agree/agree Neutral Strongly disagree/disagree

210 respondents strongly agreed or agreed

6. HCPC as an Employer (Stay)

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

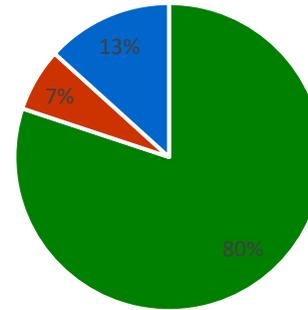
2025/26 - Quarter 1



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

171 respondents strongly
agreed or agreed

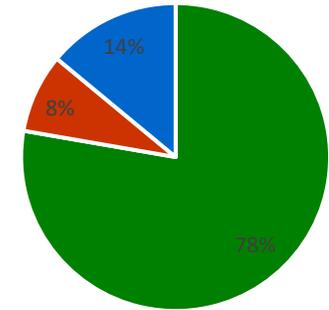
2025/26 - Quarter 2



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

157 respondents strongly
agreed or agreed

2025/26 - Quarter 3



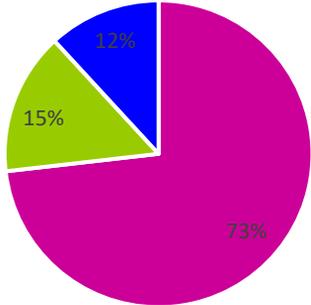
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

206 respondents strongly
agreed or agreed

6. HCPC as an Employer (Stay)

The HCPC demonstrates it is a caring organisation

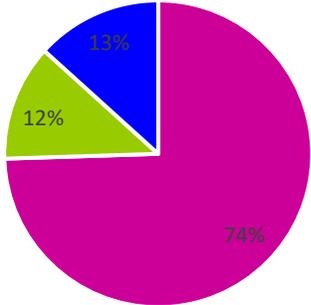
2025/26 - Quarter 1



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

161 respondents strongly agreed or agreed

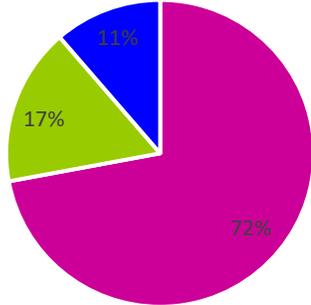
2025/26 - Quarter 2



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

146 respondents strongly agreed or agreed

2025/26 - Quarter 3



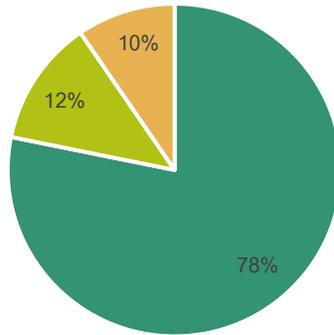
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

191 respondents strongly agreed or agreed

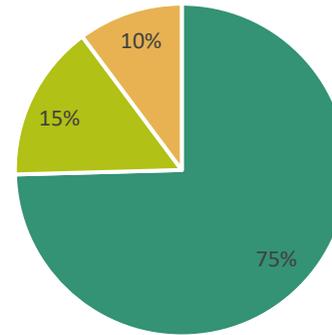
6. HCPC as an Employer (Stay)

I receive recognition for my work

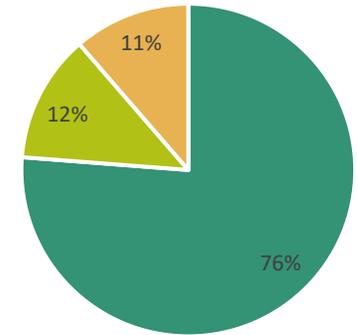
2025/26 - Quarter 1



2025/26 - Quarter 2



2025/26 - Quarter 3



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

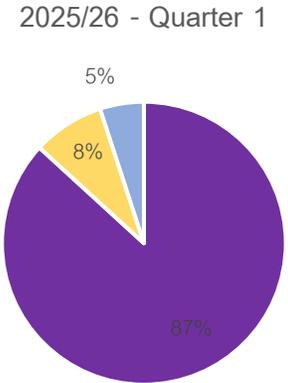
172 respondents strongly
agreed or agreed

146 respondents strongly
agreed or agreed

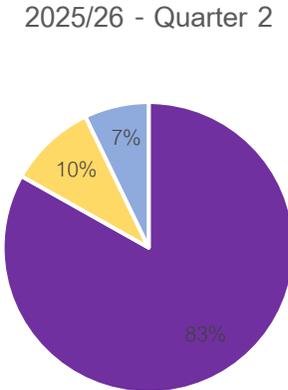
202 respondents strongly
agreed or agreed

7. Management (Strive)

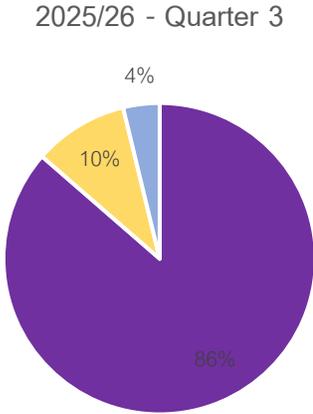
My manager sets clear goals



191 respondents agreed or strongly agreed to this question



163 respondents agreed or strongly agreed to this question



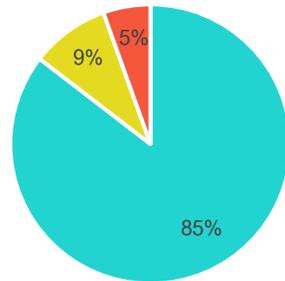
229 respondents agreed or strongly agreed to this question

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

7. Management (Strive)

My manager provides me with constructive feedback

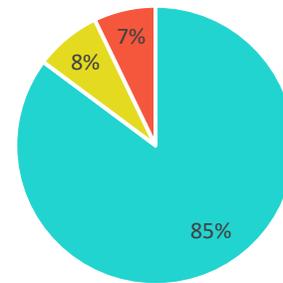
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

188 respondents strongly agreed or agreed

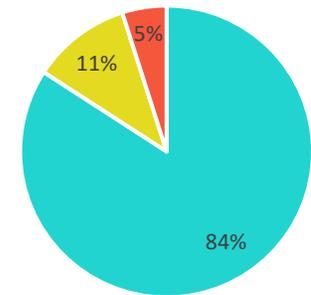
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

167 respondents strongly agreed or agreed

2025/26 - Quarter 3



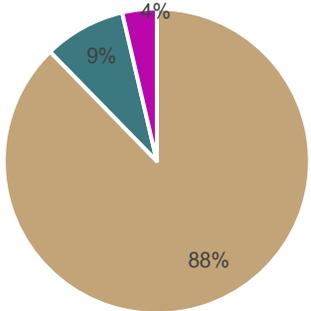
Strongly agree/agree Neutral Strongly disagree/disagree

223 respondents strongly agreed or agreed

7. Management (Strive)

I feel my manager values my opinions and feedback

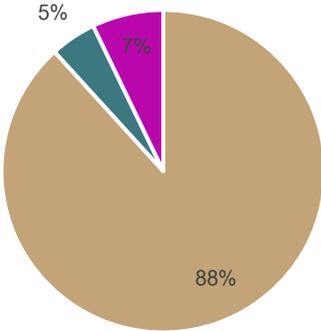
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

193 respondents strongly agreed or agreed

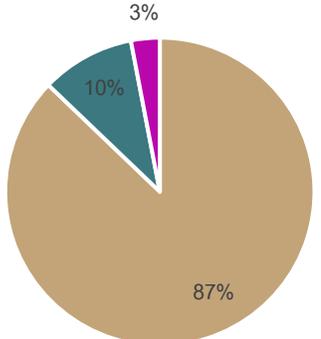
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

173 respondents strongly agreed or agreed

2025/26 - Quarter 3



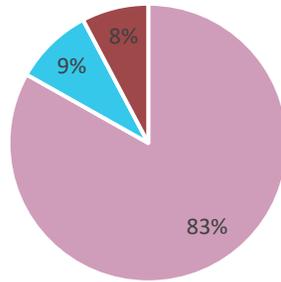
Strongly agree/agree Neutral Strongly disagree/disagree

231 respondents strongly agreed or agreed

7. Management (Strive)

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

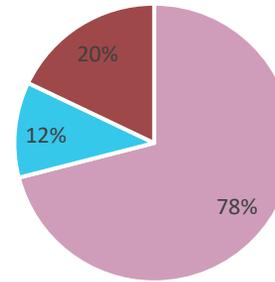
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

183 respondents strongly agreed or agreed

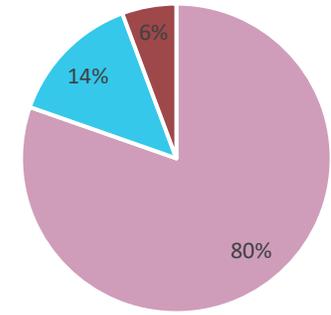
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

153 respondents strongly agreed or agreed

2025/26 - Quarter 3



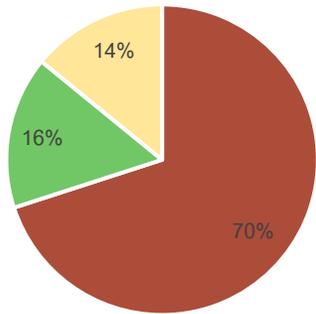
Strongly agree/agree Neutral Strongly disagree/disagree

213 respondents strongly agreed or agreed

8. Learning and development (Strive)

HCPC offers a variety of Career development opportunities

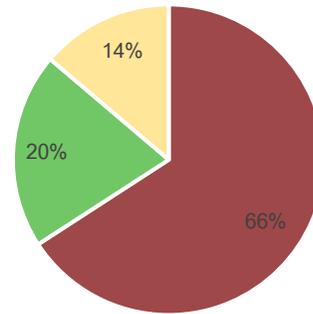
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

154 respondents strongly agreed or agreed

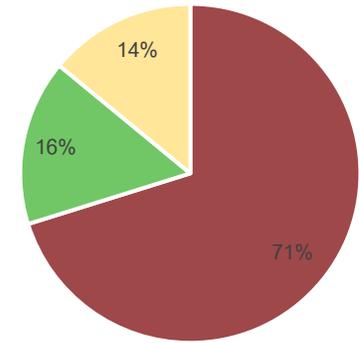
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

129 respondents strongly agreed or agreed

2025/26 - Quarter 3



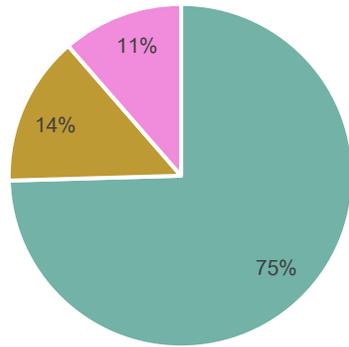
Strongly agree/agree Neutral Strongly disagree/disagree

187 respondents strongly agreed or agreed

8. Learning and development (Strive)

I am given opportunities to learn new skills

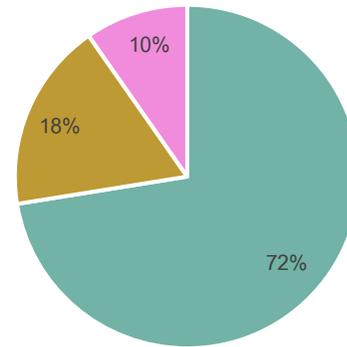
2025/26 - Quarter 1



Strongly agree/agree Neutral Strongly disagree/disagree

164 respondents strongly agreed or agreed

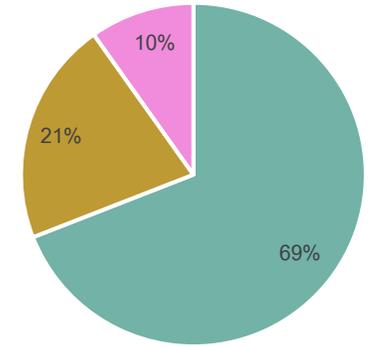
2025/26 - Quarter 2



Strongly agree/agree Neutral Strongly disagree/disagree

142 respondents strongly agreed or agreed

2025/26 - Quarter 3



Strongly agree/agree Neutral Strongly disagree/disagree

183 respondents strongly agreed or agreed