

People and Resources Committee

Meeting Date	10 September 2026
Title	Council Key Performance Indicators
Author(s)	Claire Amor, Executive Director of Corporate Affairs
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary The Committee is asked to approve the remaining elements of the Council key performance indicator (KPI) framework delegated to it by the Council on 16 July 2026. Specifically, the Committee is asked to: - determine the workforce resilience KPI to be reported to Council; - agree any further refinements to the stakeholder trust and experience measure; and - approve associated performance thresholds and reporting arrangements. The revised KPI framework was approved by Council subject to these final refinements. Once agreed, the complete KPI suite will be reported to Council from December 2026. The Council paper is attached as Appendix 1.	
Action required	The Committee is asked to approve the recommendations set out in this paper.
Previous consideration	Council considered and approved the revised KPI framework on 16 July 2026, delegating finalisation of workforce metrics and stakeholder trust and experience measures to the People and Resources Committee (PRC).
Next steps	Agreed measures will be incorporated into the Chief Executive's Performance Report from December 2026.
Financial and resource implications	Not applicable.

Associated strategic priority/priorities	Relevant to all strategic priorities.
Associated strategic risk(s)	The KPI framework supports monitoring of key strategic risks and organisational performance.
Risk appetite	Compliance – measured.
Communication and engagement	Not applicable.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	Not applicable.
Other impact assessments	Not applicable.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Finalisation of Council Key Performance Indicators

1. Introduction

- 1.1 At its meeting on 16 July 2026, the Council approved a revised KPI framework aligned to the HCPC Corporate Strategy 2026–31, Protecting the public through the people who care.
- 1.2 The Council welcomed the overall approach and supported the principle of a concise set of strategic measures focused on organisational outcomes rather than operational activity. During discussion, members highlighted the importance of ensuring that measures relating to stakeholder trust and workforce performance provided meaningful insight into organisational effectiveness and resilience.
- 1.3 The Council agreed that PRC should finalise the remaining elements of the framework prior to implementation. This included workforce metrics and any further refinements relating to stakeholder trust and experience.
- 1.4 This paper sets out the Executive's recommendations for these remaining measures.

2. Stakeholder trust and experience

Council discussion

- 2.1 During its consideration of the framework, Council members discussed whether complaints data alone provided a sufficiently comprehensive measure of trust and confidence in the HCPC. Members expressed interest in considering additional sources of stakeholder feedback and audience insight as part of future performance reporting.
- 2.2 The Executive has subsequently considered options for broadening the measure whilst maintaining the principles agreed through the KPI review. In particular, any KPI reported to Council should:
 - provide consistent and objective data;
 - be capable of regular reporting;
 - be sufficiently stable to support trend analysis; and
 - be practical to collect without creating disproportionate reporting burdens.

Recommended approach

- 2.3 The Executive remains of the view that complaints data provides the most robust and regularly available measure of stakeholder experience currently available to the organisation.
- 2.4 Complaints provide an objective indication of stakeholder perceptions and expectations and can be reported consistently on a quarterly basis. In contrast,

wider trust and confidence measures would currently rely on ad hoc survey activity and would not yet support reliable quarterly reporting.

- 2.5 It is therefore recommended that the existing KPI is retained: percentage of complaints fully or partially upheld (rolling 12 months) Green: <60%, Amber: 60%-65%, Red: >65%.
- 2.6 To respond to Council's feedback, the Executive further recommends that development work continues on broader trust and confidence measures, including consideration of periodic stakeholder insight and perception surveys. Such information could be reported to Council separately from the formal KPI framework and may inform future annual reviews of the KPI suite.

3. Workforce resilience

Council discussion

- 3.1 Council members highlighted the importance of workforce measures which provide meaningful insight into organisational resilience, retention and employee experience alongside recruitment effectiveness.
- 3.2 The Council paper presented two potential approaches:
Option A: Recruitment efficiency (% recruited within target timescale)
Option B: Workforce capacity (% actual headcount compared to budgeted establishment in Fitness to Practise)

Assessment of options

- 3.3 **Recruitment efficiency:** Recruitment efficiency measures the organisation's ability to fill vacant roles within expected timescales. This measure provides useful insight into the effectiveness of recruitment processes and supports management oversight of workforce planning.

However, recruitment efficiency alone does not necessarily provide assurance regarding organisational capacity or workforce resilience. An efficient recruitment process may still be associated with high turnover, vacancies or operational pressures.

- 3.4 **Workforce capacity:** Workforce capacity considers the extent to which actual staffing levels align with approved workforce plans. This measure more directly reflects the organisation's ability to maintain operational resilience and deliver service performance.

The Executive considers that workforce capacity provides a stronger strategic indicator for Council oversight as it focuses on organisational capability rather than recruitment process performance.

Recommended approach

- 3.5 The Executive recommends adoption of the following KPI: Percentage actual headcount compared with budgeted headcount in Fitness to Practise. This approach provides a direct measure of workforce capacity within a critical

operational area and aligns more closely with Council's discussion regarding resilience and organisational capability.

- 3.6 Based on current workforce modelling and historical performance, the following thresholds are proposed: Green: $\geq 95\%$, Amber: 90%-94.9%, Red: $< 90\%$.
- 3.7 Detailed recruitment performance will continue to be monitored through committee-level reporting and management oversight arrangements.

4. Reporting arrangements

- 4.1 The revised KPI framework will be incorporated into the Chief Executive's Performance Report from December 2026. Performance against agreed targets will be reported quarterly using a standard RAG methodology. Where indicators fall outside target tolerances, narrative commentary will be provided explaining:
- the reasons for performance variance;
 - actions being taken to improve performance; and
 - anticipated timescales for recovery where applicable.
- 4.2 The Executive will continue to review the suitability of KPIs and associated thresholds as data quality improves and strategic priorities evolve.

5. Recommendations

- 5.1 The PRC is asked to:
- approve the use of Percentage of complaints fully or partially upheld (rolling 12 months) as the stakeholder experience KPI;
 - note that further work will continue on the development of broader trust and confidence measures for future consideration; and
 - approve Percentage actual headcount compared with budgeted headcount in Fitness to Practise as the workforce resilience KPI.

Council

Meeting Date	16 July 2026
Title	Key performance indicators review
Author(s)	Claire Amor, Executive Director of Corporate Affairs
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
The Council is asked to approve a revised suite of key performance indicators (KPIs) aligned to the HCPC corporate strategy 2026-31, <i>Protecting the public through the people who care</i>. The proposed KPI framework is intended to provide the Council with a concise set of strategic measures focused on organisational performance, public protection and delivery of the corporate strategy, while detailed operational performance continues to be scrutinised through the committee structure. The proposed KPI framework has been developed following a comprehensive review facilitated by HCPC's internal auditors, RSM. The review included a desktop assessment of the existing KPIs, benchmarking against comparator regulators, interviews with executive and operational leaders, consideration of previous internal audit recommendations, and a Council workshop held on 25 June 2026. Following constructive discussion at the Council workshop on 25 June 2026, a number of amendments have been made to the original proposals. The Council members broadly supported the strategic direction of travel, whilst requesting further consideration of the alignment of some measures to the strategic themes, greater emphasis on quality and impact measures, and refinement of workforce indicators.	
Action required	The Council is asked to approve the revised KPI suite, noting that a small number of performance scales are yet to be finalised.
Previous consideration	The Council discussed an initial proposal for revised KPIs at its seminar on 25 June 2026.
Next steps	If agreed the new KPI suite will first be reported against at the Council's September 2026 meeting.
Financial and resource implications	None identified.

Associated strategic priority/priorities	Relevant to all strategic priorities.
Associated strategic risk(s)	The KPIs are closely linked to our strategic risks.
Risk appetite	Compliance – measured.
Communication and engagement	Not applicable.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	Not applicable.
Other impact assessments	Not applicable.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Key Performance Indicators Review

1. Introduction

- 1.1 Key performance indicators (KPIs) are a discrete set of critical measures which relate to the overall performance of an organisation. A KPI should be:
 - Key – focusing attention on the small number of measures most indicative of organisational health and strategic delivery;
 - Performance – measuring areas that are within the organisation's ability to influence; and
 - Indicators – providing insight as to whether performance is meeting expectations and where further investigation or intervention may be required.
- 1.2 The Council has monitored KPIs for several years. In 2022, the Council agreed a revised performance reporting approach which delegated greater assurance responsibility to Committees and focused Council oversight on a smaller number of strategically significant measures. The adoption of a new corporate strategy for 2026-31 provided an opportunity to review whether the existing KPI framework remained appropriate and aligned with the organisation's future priorities.

2. Development of the proposed KPI framework

- 2.1 To support this review, RSM, HCPC's internal auditors, were commissioned to facilitate the KPI review. Their work included:
 - a comprehensive desktop review of the existing KPI set against good practice standards;
 - detailed benchmarking against comparator KPI frameworks;
 - in-depth discussions with KPI owners and the Executive Leadership Team to validate feasibility, ownership and operational relevance;
 - review of previous internal audit recommendations relating to KPI governance and oversight; and
 - a dedicated Council workshop on 25 June 2026 to build consensus on the proposed measures.
- 2.2 The review concluded that the existing KPI framework had evolved over time and contained a mixture of strategic and operational measures. It recommended a smaller set of strategically aligned indicators supported by detailed operational reporting through existing governance arrangements.

3. Council workshop feedback

- 3.1 The Council considered the draft KPI framework at a workshop on 25 June 2026. Members were supportive of the proposed direction and welcomed the move towards a more streamlined and strategic set of measures. Three key themes emerged from the discussion:
 - **Strategic alignment and impact** Members requested further consideration of how the KPIs under the 'Putting patients at the centre of smarter, preventative regulation' objective demonstrate impact and public confidence. There was

particular interest in exploring whether a trust or confidence measure could be developed.

- **Balance between strategic and operational measures** Members emphasised the importance of ensuring that Council KPIs remain strategic and requested further consideration of quality measures, particularly in relation to education performance.
- **Organisational sustainability** Members queried whether staff turnover was the most meaningful workforce measure and requested consideration of alternative indicators relating to recruitment effectiveness or vacancy levels.

The proposed framework has been refined to reflect this feedback

Measuring impact and public confidence

- 3.2 Following the Council workshop, and at the request of Council members, the Executive has explored whether organisational impact might be measured more directly through a trust or confidence indicator. Whilst conceptually attractive, the HCPC does not currently collect stakeholder trust data frequently enough to support quarterly KPI reporting. Management is exploring whether trust and confidence information could be collected through periodic survey work and reported to Council annually. However, such a measure would not currently meet the criteria for a formal KPI because of its infrequency and methodological limitations.
- 3.3 The Executive therefore proposes that complaints performance should continue to be used as a proxy indicator. Complaints represent a consistent, objective and quantifiable measure of stakeholder experience and expectations. Trends in complaint volumes, themes and outcomes can provide valuable insight into organisational performance and levels of confidence over time.

Education quality indicator

- 3.4 The Head of Education and the Chair of the Education and Training Committee are in discussion on a suitable KPI that would give meaningful insight into the quality of the HCPC's education assurance activity. The Council is asked to delegate the finalisation of this KPI to the Chair of the Education and Training Committee.

4. Proposed KPI suite for Council approval

- 4.1 Taking on board the Council's feedback outlined above, the following KPI suite is proposed for reporting from September 2026. The proposed framework aligns directly to three strategic themes within the corporate strategy.

Strategic Theme 1: Putting patients at the centre of smarter, preventative regulation		
Strategic Theme 1 seeks to put patients at the centre of regulation through greater use of insight, evidence and preventative approaches. The proposed KPIs focus on indicators which provide assurance regarding stakeholder experience, the quality of organisational intelligence and the HCPC's ability to engage proactively with patients, registrants and partners before risks escalate.		
Strategic Objective	KPI	Target
Improve public confidence, stakeholder experience and organisational responsiveness.	Percentage of complaints fully or partially upheld (rolling 12 months)	Green <60% Amber <65%
Improve regulatory insight and decision-making	Data completeness score	Green ≥ 95% Amber 90-95% Red <90%
Increase preventative engagement	Percentage against target of new contacts made for outreach engagements.	Targets to be developed

Strategic Theme 2: Supporting healthcare workforce development through proportionate, agile regulation		
The corporate strategy recognises the challenges facing the health and care workforce across the UK and the role of proportionate regulation in supporting workforce supply whilst maintaining public protection. The proposed KPIs therefore focus on timely access to registration, effective education quality assurance and continued reduction in Fitness to Practise case age which can adversely affect professionals, employers and the public.		
Strategic Objective	KPI	Target
Reduce aged Fitness to Practise cases	Reduction in pre-ICP caseload (against 2024 baseline)	20% (targets to be reviewed regularly with progress)
	Reduction in post-ICP cases with a case to answer (against 2024 baseline)	25% (targets to be reviewed regularly with progress)
Timely registration of UK & International applicants	% of UK applications receiving first decision within 10 working days % of international applications receiving first decision within 60 working days	Performance RAG being developed

Efficient education quality assurance activity	% assessments & monitoring completed within KPI timeframe A quality focused KPI is in discussion with the Education and Training Committee (ETC) Chair. Council is asked to delegate this determination to the Chair of the ETC.	Performance RAG being developed
--	---	---------------------------------

Strategic Theme 3: Technology-enabled regulatory excellence and organisational sustainability		
Strategic Theme 3 recognises that effective public protection depends upon a financially sustainable, digitally enabled and high-performing regulator. The proposed KPIs therefore monitor the HCPC's ability to deliver strategic change, modernise its services, maintain financial resilience and foster an engaged and inclusive workforce capable of delivering regulatory excellence.		
Strategic Objective	KPI	Target
Deliver strategic change	Corporate plan workstreams on track	≥80%
Deliver digital transformation	Digital roadmap top three priority areas progress to target	≥80%
Maintain financial sustainability	Operating expenditure against budget/forecast	96.3% - 102.6%
Create an inclusive culture	Staff engagement/inclusion score	≥70%
Ensure workforce resilience	Option A: Recruitment efficiency (% recruited within target timescale)	Green 44 days or less / Amber 43 days - 53 days / Red 54 days or over.
	Option B: Workforce capacity (% actual headcount compared to budgeted headcount in FTP)	RAG to be established with workforce modelling underway

- 4.2 While the corporate strategy includes a fourth strategic objective relating to the regulation of NHS managers, implementation arrangements remain subject to decisions outside the HCPC's control. The Executive proposes that KPIs for this objective are developed once the scope, timetable and success measures for the programme are sufficiently defined. This will ensure that future KPIs focus on meaningful outcomes rather than implementation activity alone.

5. Committee assurance arrangements

- 5.1 The proposed KPI framework is designed to strengthen Council's focus on strategic outcomes and delivery of the Corporate Strategy 2026–31. It does not replace the detailed performance oversight undertaken by committees; rather, it complements existing governance arrangements by providing Council with a concise set of organisation-wide indicators focused on public protection, strategic delivery and organisational sustainability.

Audit and Risk Assurance Committee

- quality assurance activity;
- information governance performance;
- complaints;
- health and safety;
- serious incidents;
- fraud and whistleblowing; and
- procurement compliance.

People and Resources Committee

- workforce performance;
- partner performance;
- organisational culture;
- business change and projects; and
- financial performance and management accounts.

Education and Training Committee

Receives quarterly performance reporting relating to registration and education functions, including a broader suite of Committee performance indicators.

Remuneration Committee

Receives workforce and remuneration information relevant to its remit.

- 5.2 Committees will continue to scrutinise operational performance, risks and emerging issues within their respective remits, providing detailed assurance and escalating areas of concern to the Council where appropriate. This approach supports a clear line of sight from operational performance through to strategic outcomes and ensures that the Council receives proportionate and focused assurance on delivery of the corporate strategy
- 5.3 Following implementation of the revised Council KPI framework, the Executive will review Committee-level KPIs and reporting arrangements to ensure that performance reporting remains proportionate, avoids duplication, and supports a coherent assurance framework across all levels of governance.

6. Future review

- 6.1 The Executive recommends that the Council KPI framework is reviewed annually as part of the corporate planning process. This will ensure the framework remains aligned to strategic priorities and can evolve as new data sources become available.