HR Performance Report

Q2 2026-27

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Highlights

Areas of Strength

Establishment

- Permanent full-time equivalents (FTE) continued to grow over the quarter, rising from 349 in June to 372 in September.
- Permanent staff made up 91% of the workforce (FTE) in Q2, against an average budgeted establishment of 411 FTE.
- Fixed-term headcount fell from 27 to 15 while permanent headcount rose from 364 to 378.

Recruitment

- Recruitment performance improved in Q2 as job offers rose from 30 in Q1 to 42 in Q2, with 12 going to internal candidates (Q1:7).
- Average time to hire (advert to offer) was 19 days, well within the KPI target of 42 days.
- Applications rose 27% to 2,067, an average of 69 applications per role advertised.
- Seven assessment centres were organised for Regulatory Investigator (RI) and Investigations Team Manager (ITM) recruitment

Retention and Turnover

- Voluntary turnover remains stable at 15%
- Employee retention remains strong at 83%

Sickness Absence

- Short-term sickness fell to 1.0% (Q1:1.1%), the lowest quarterly rate in the past year.

Learning and Development

- We recorded 159 training attendances. Most of our apprentices are progressing well, and new starters rated their induction highly, with feedback scores of 89% to 100%.

Areas for Focus and Action

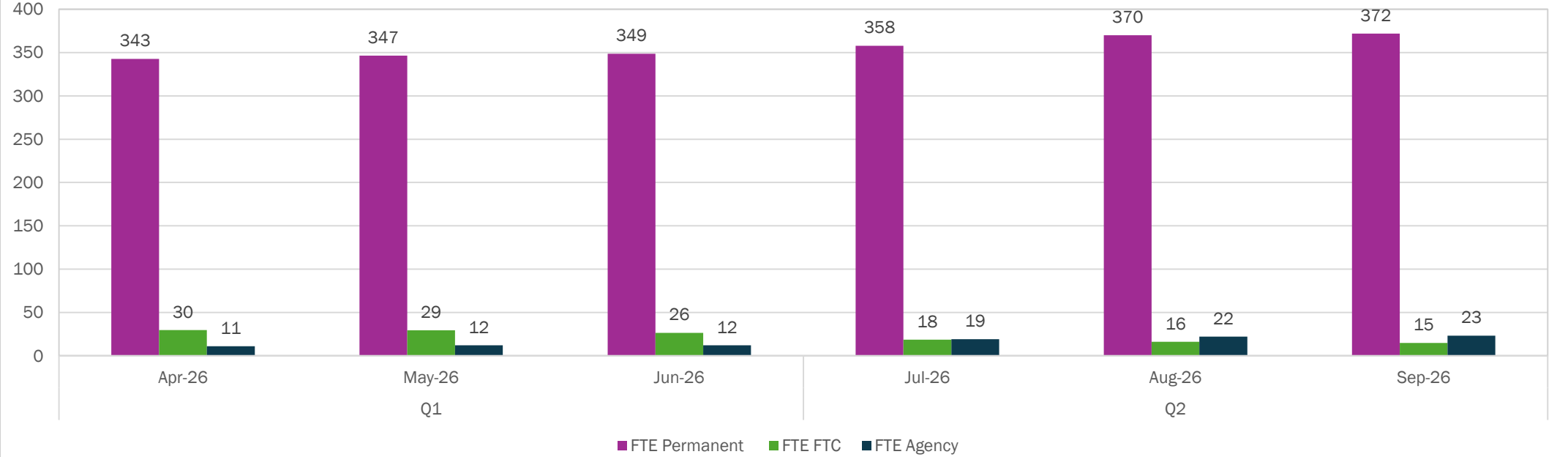
Sickness Absence

- Long-term sickness rose to 2.3% (Q1: 1.8%), taking Q2 absence to 3.4% against a UK average of 2.0%. Most of the long-terms case will be reviewed with Occupational Health, with targeted support for Registration and Fitness to Practise (FTP) managers.

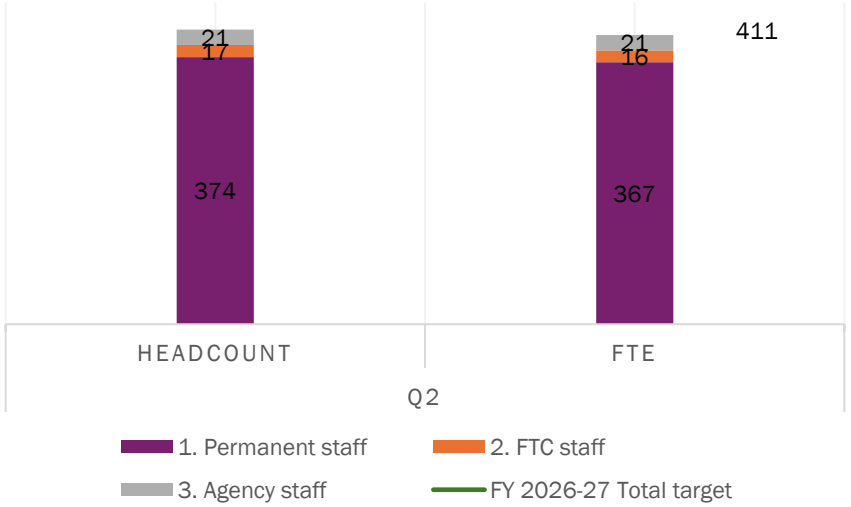
Operational Capacity

- Agency cover rose from 12.0 FTE in June to 23.0 FTE in September, and agency days more than doubled to 988 (Q1: 436), against 37 in-progress vacancies at the end of the quarter.
- RI new starters: 9 Perm Ris; eight temp/fixed term contract (FTC). We have also made 16 offers out of which 14 were accepted and are being onboarded.

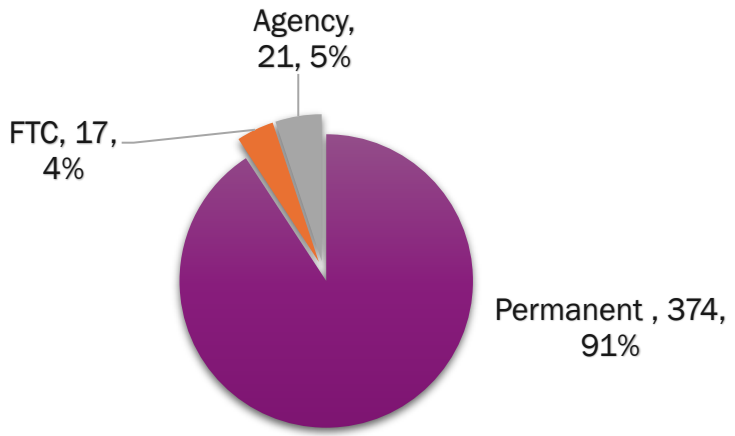
Establishment



Total Headcount and FTE*



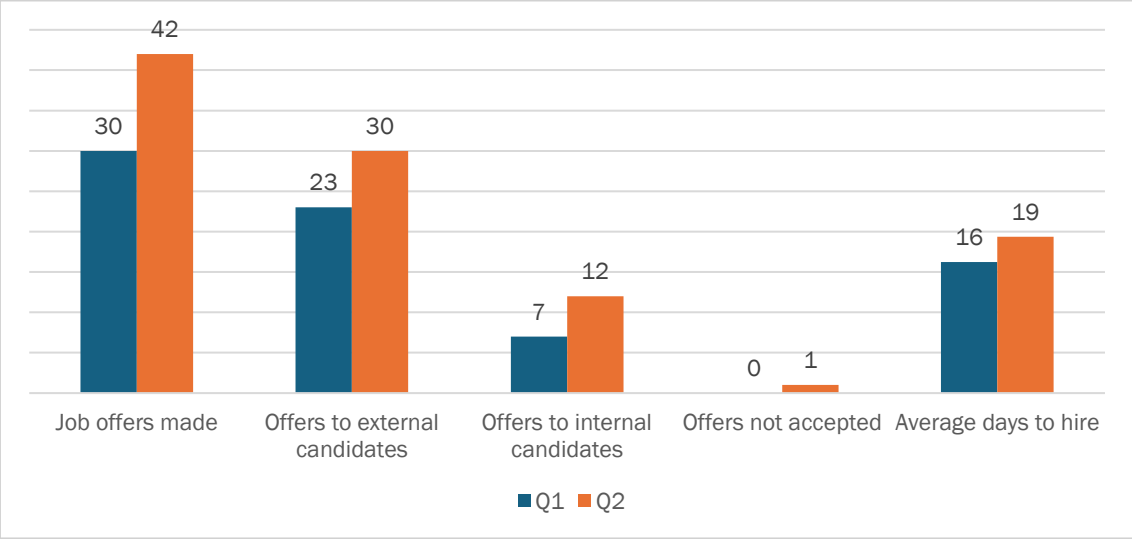
Workforce Proportion*

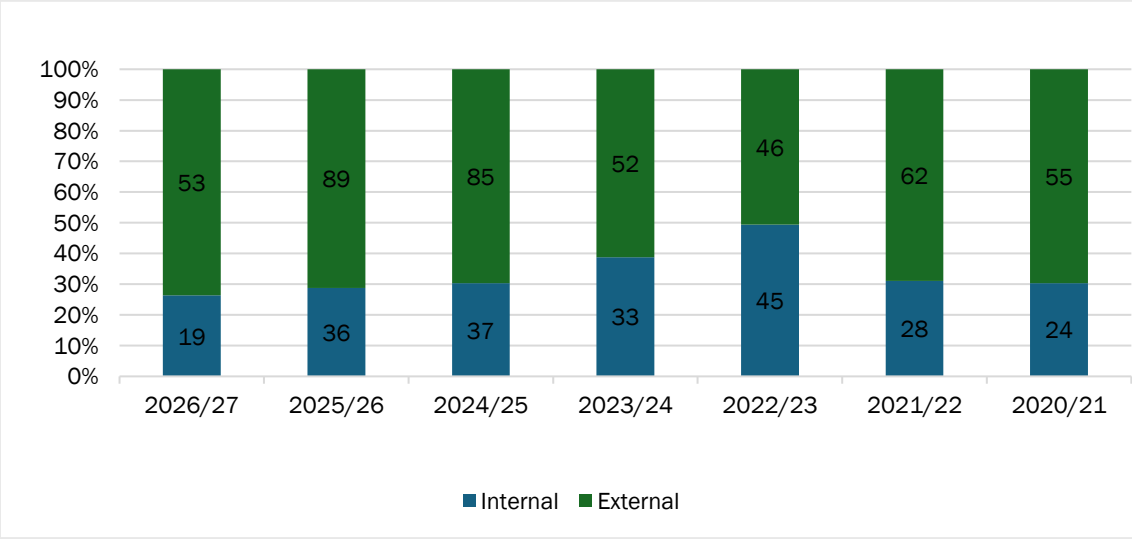


*Based on average in period
Total average budgeted establishment of FTE figure in period - 411

Recruitment Activity

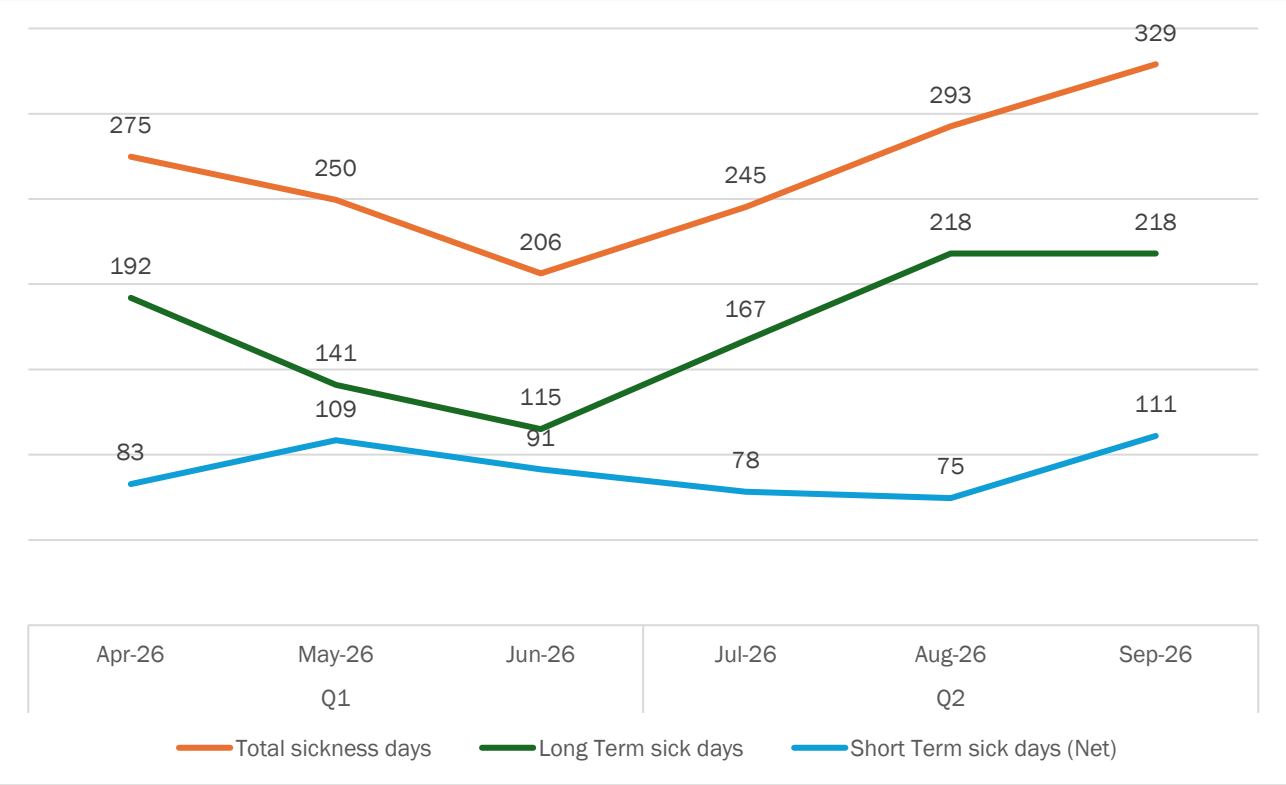
Average job advertised: 10	Average in-progress vacancies: 34	Total applications: 2067	Average applications per role: 69	Average days to hire: 19 days*#
	Total response of talent network: 54	Total shortlisted: 195	RI Assessment Days: 6	



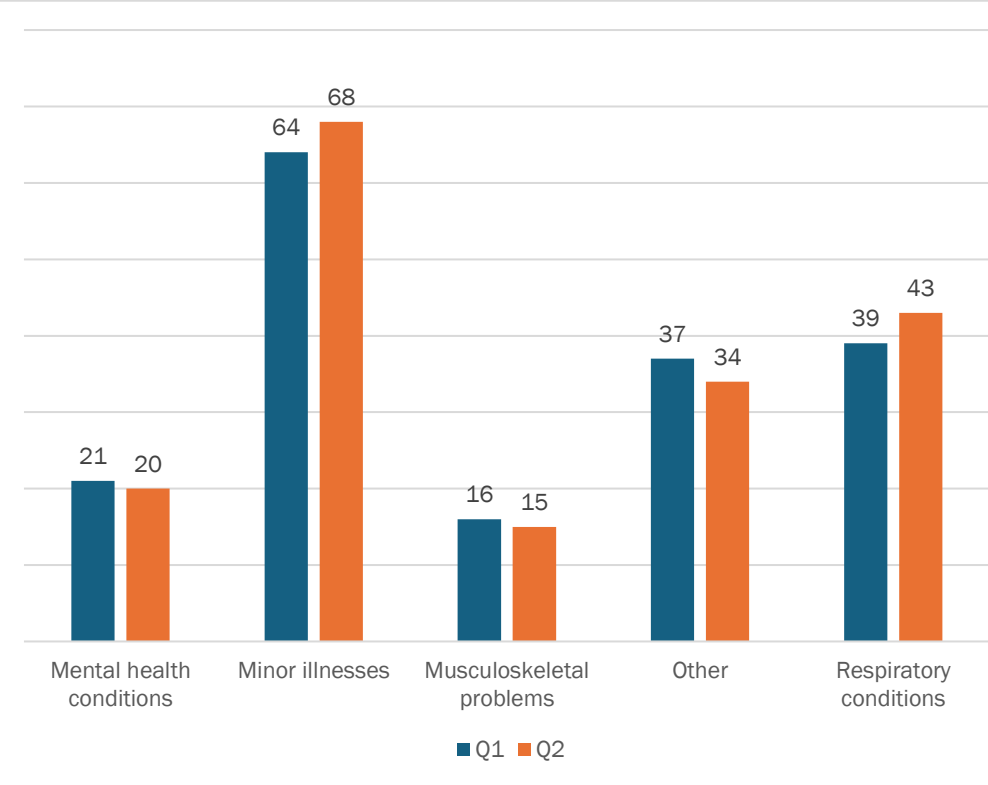


#excluding RI data *KPI <42 days

Sickness Absence



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



%	Short-term sickness	1.0%
%	Long-term sickness	2.3%
	Average sick days YTD	7.5 days
%	Average sick days (YTD ST)	1.1%
%	Average sick days (YTD Total)	3.1%

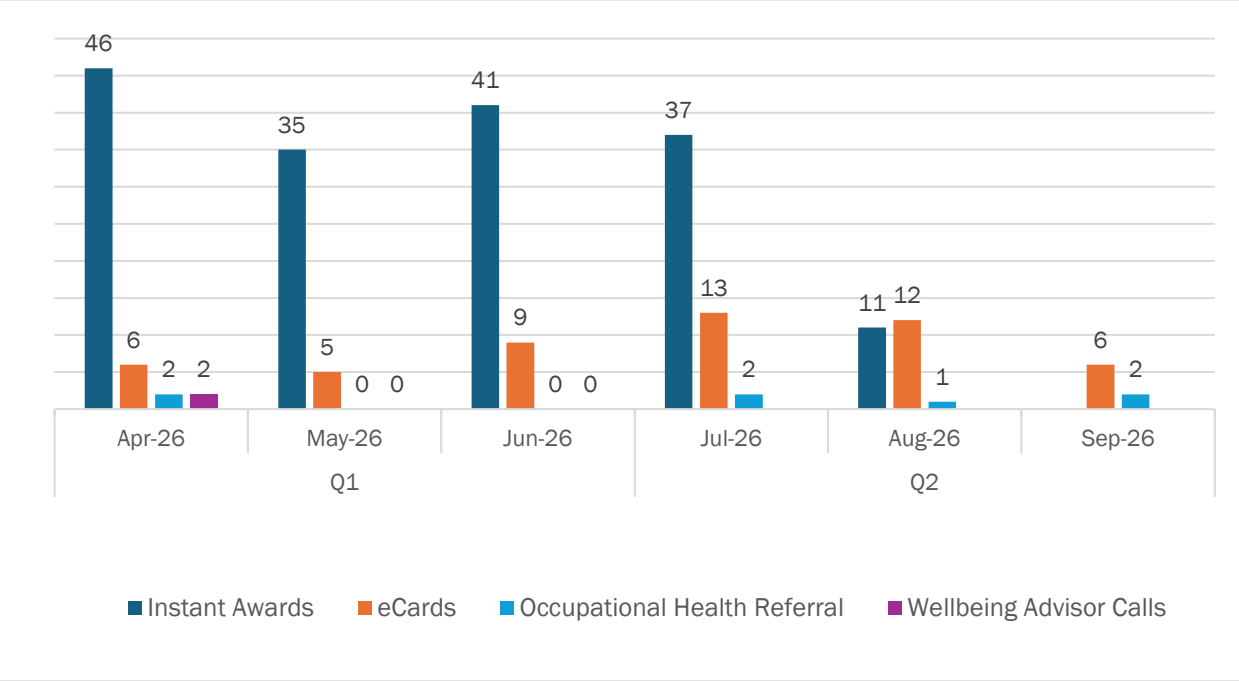
Highest Peak: Sep 2026

Lowest: Jun 2026

HCPC	National (ONS)
3.1%	2%

*Source: ONS Sickness absence in the UK labour market: 2025

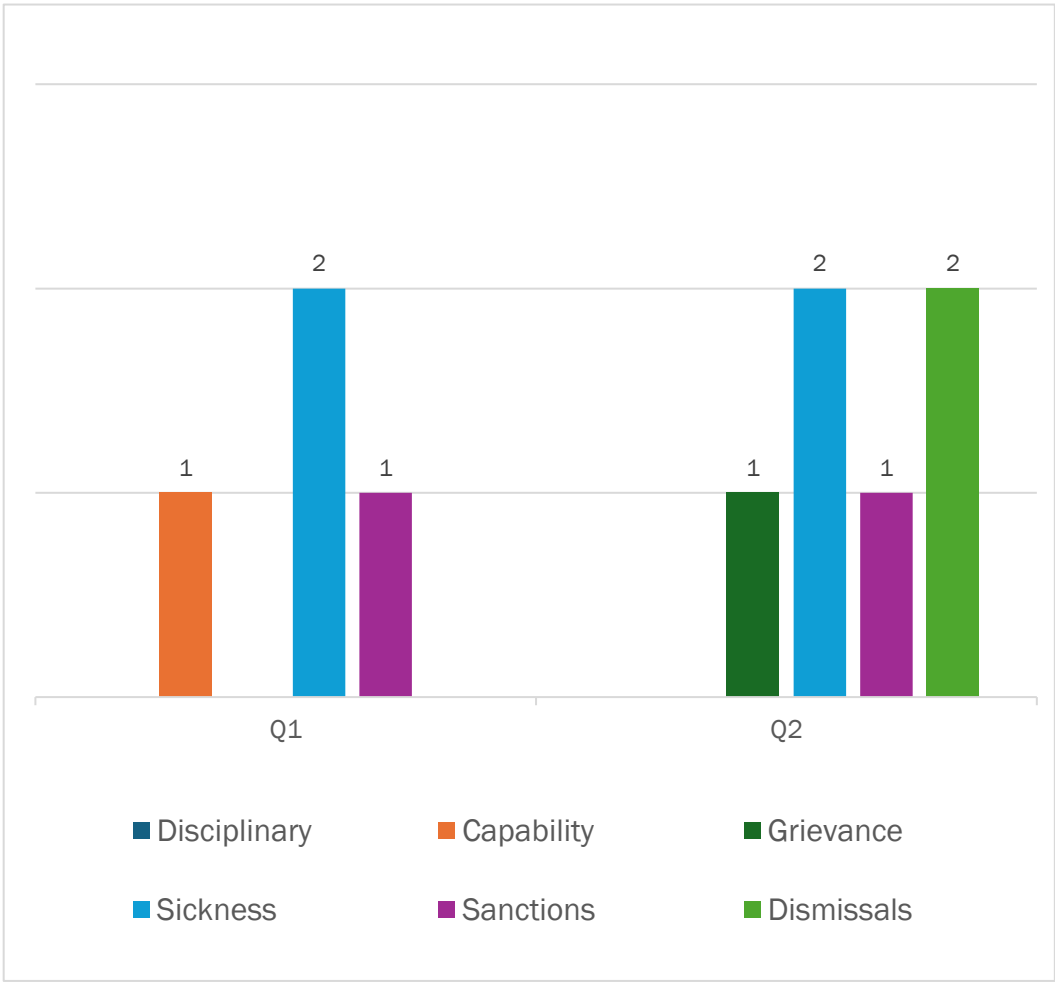
Wellbeing, Recognition and Benefits



September instant awards and Q2 Wellbeing Advisor calls to follow

Cycle to Work	**0**
Eye Care Vouchers	**8**
New Flexible Working Requests	**4**
Reward Gateway Spend	**£55,358**

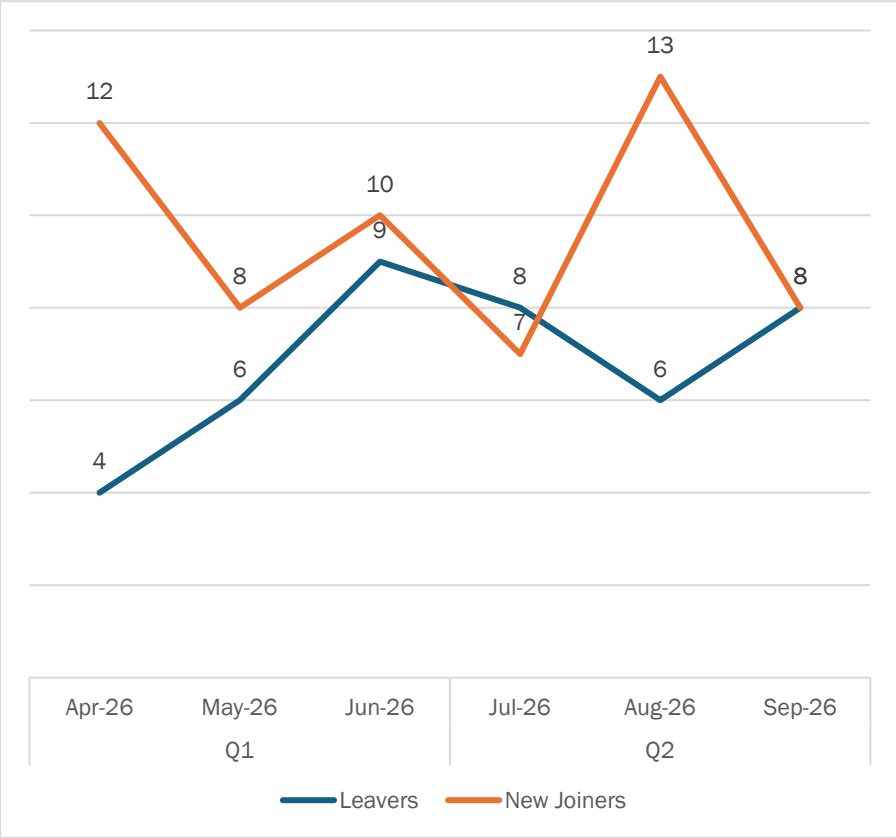
Employee Relation Cases



*Formal proceedings

Employee Turnover and Exit Interview Feedback

Leavers and Joiners



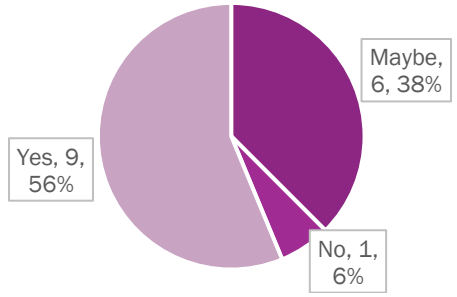
Average Leavers* 7

Average Length of Service*** 4.0 yrs

Average New Joiners* 9

Average Vacancies (FTE)** 1.6%

Recommend HCPC



Total Leavers : 22

Voluntary Turnover Rate (YTD) : 15%

Overall Turnover Rate (YTD) : 22% *Average UK turnover rate: 34% (25% for Public sector)*

Exit Interview completion rate: 73%

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	Number of Attendance
Coaching and Feedback Skills Workshop for Managers	14
Corporate Induction Events x2	30
Employee Forum Workshop	4
FTP Customer Service x 2 training days	48
Managers Briefing- Employment Law updates	29
Performance & Career Conversations for Managers Workshop	14
Report Writing Skills	11
Development Programmes	
ATM Workshop 1 - Understanding and Managing Self	9
Grand total	159

Apprenticeship programmes	Progress update
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	1x- Progressing well 1x – Break in learning
Safety, Health & Environment Technician Level 3	Progressing well
Data & AI Foundations – Level 3	Progressing well
Coaching Level 5 Programme	Progressing well
Operations/Departmental Manager Level 5	Progressing well

Corporate Induction Feedback

The HCPC Welcome and orientation:
89% of new starters felt the corporation induction event was positive & satisfactory.

Individual contribution to HCPC:
93% new starters understand how they contribute to team and HCPC objectives

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

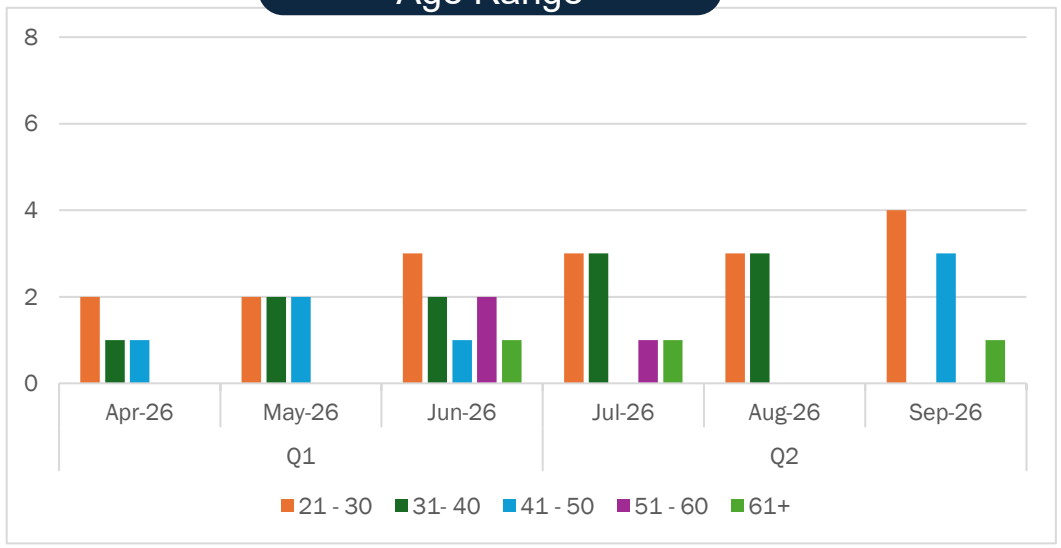
Recruitment experience
96% of new starters felt the overall recruitment & selection process was positive

HCPC priorities: 100% new starters understand HCPC's work/vision/ purpose and key priorities

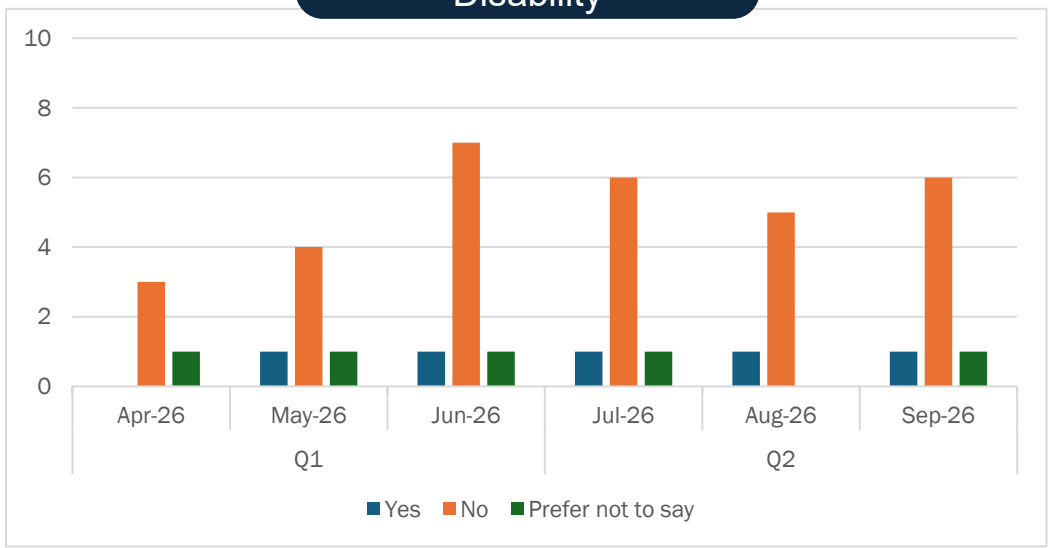
EDI DATA

Employee Turnover Diversity

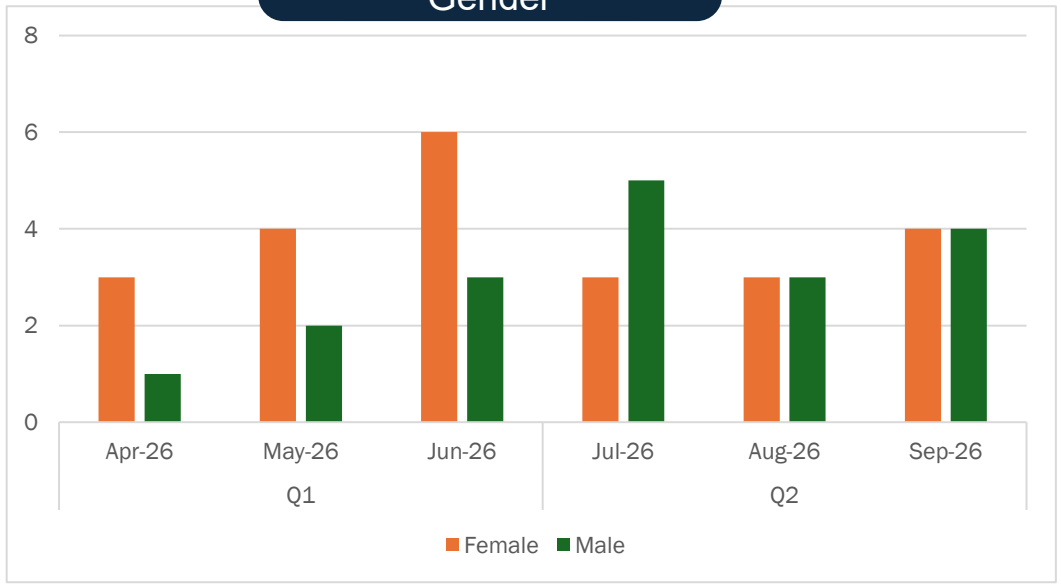
Age Range



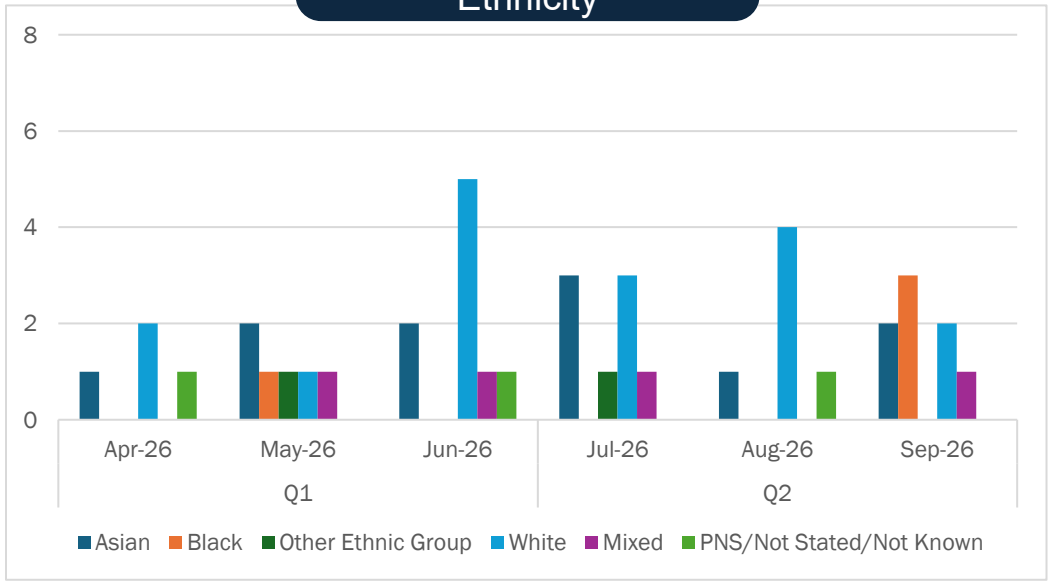
Disability



Gender



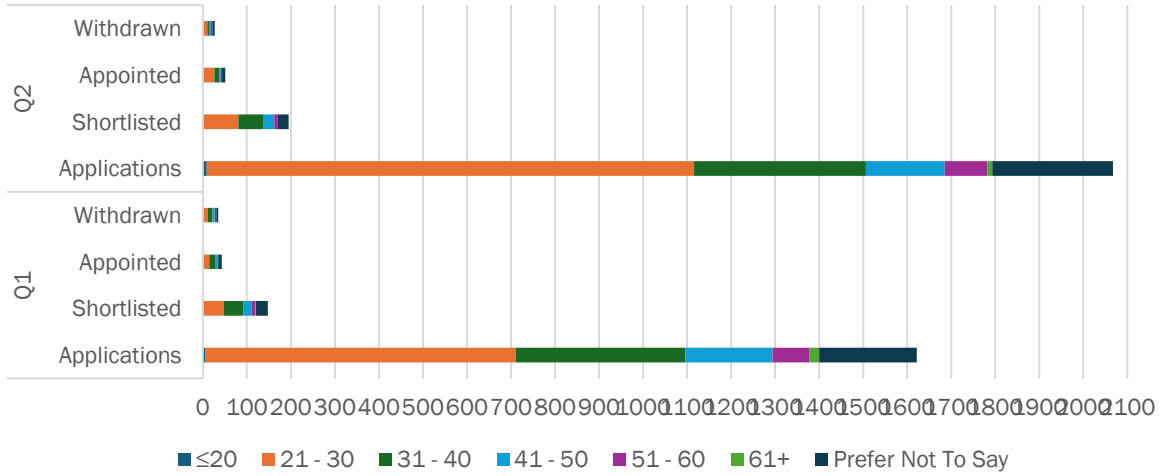
Ethnicity



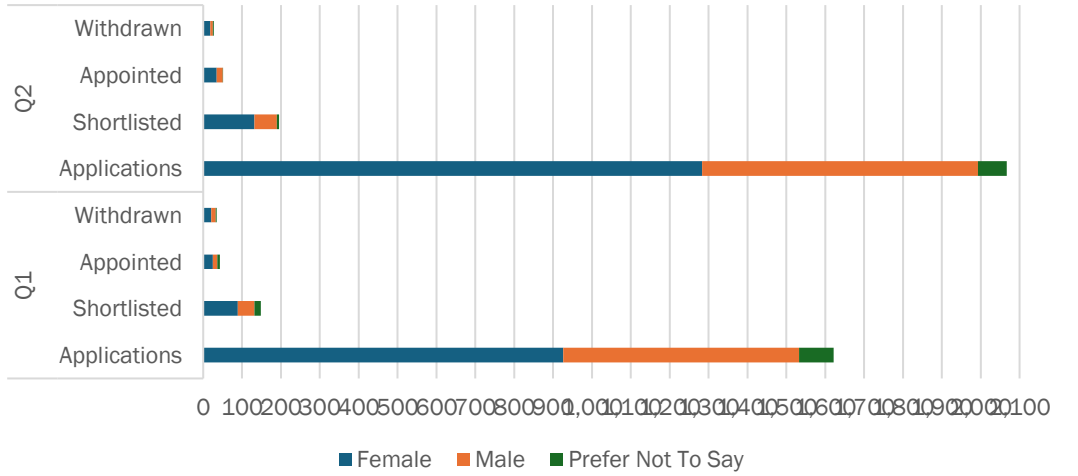
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Recruitment Candidate Diversity

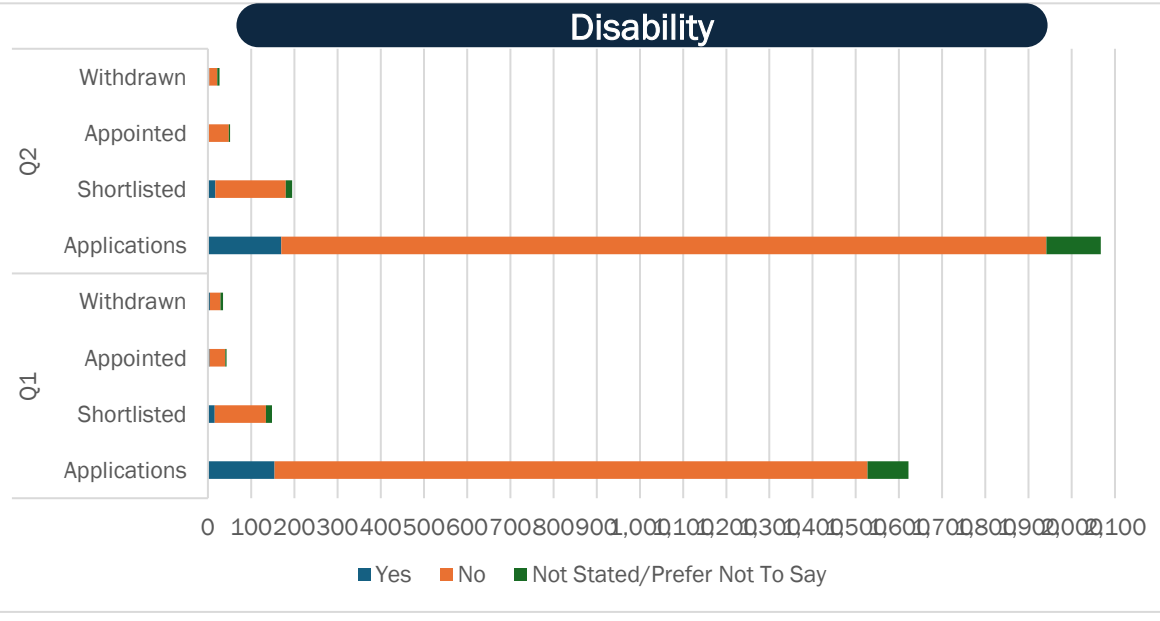
Age



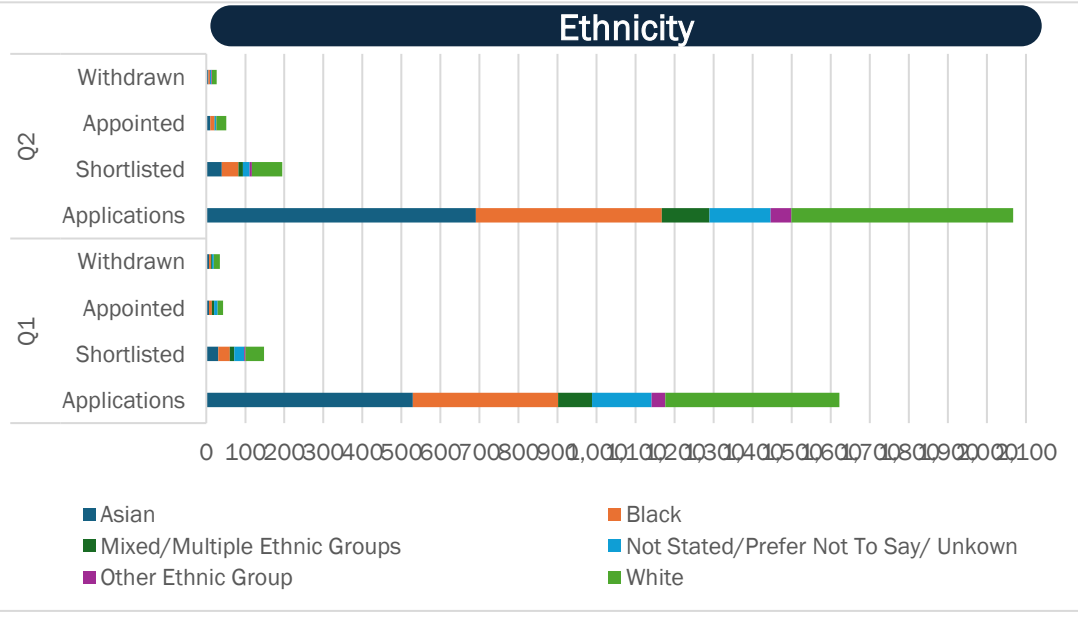
Gender



Disability



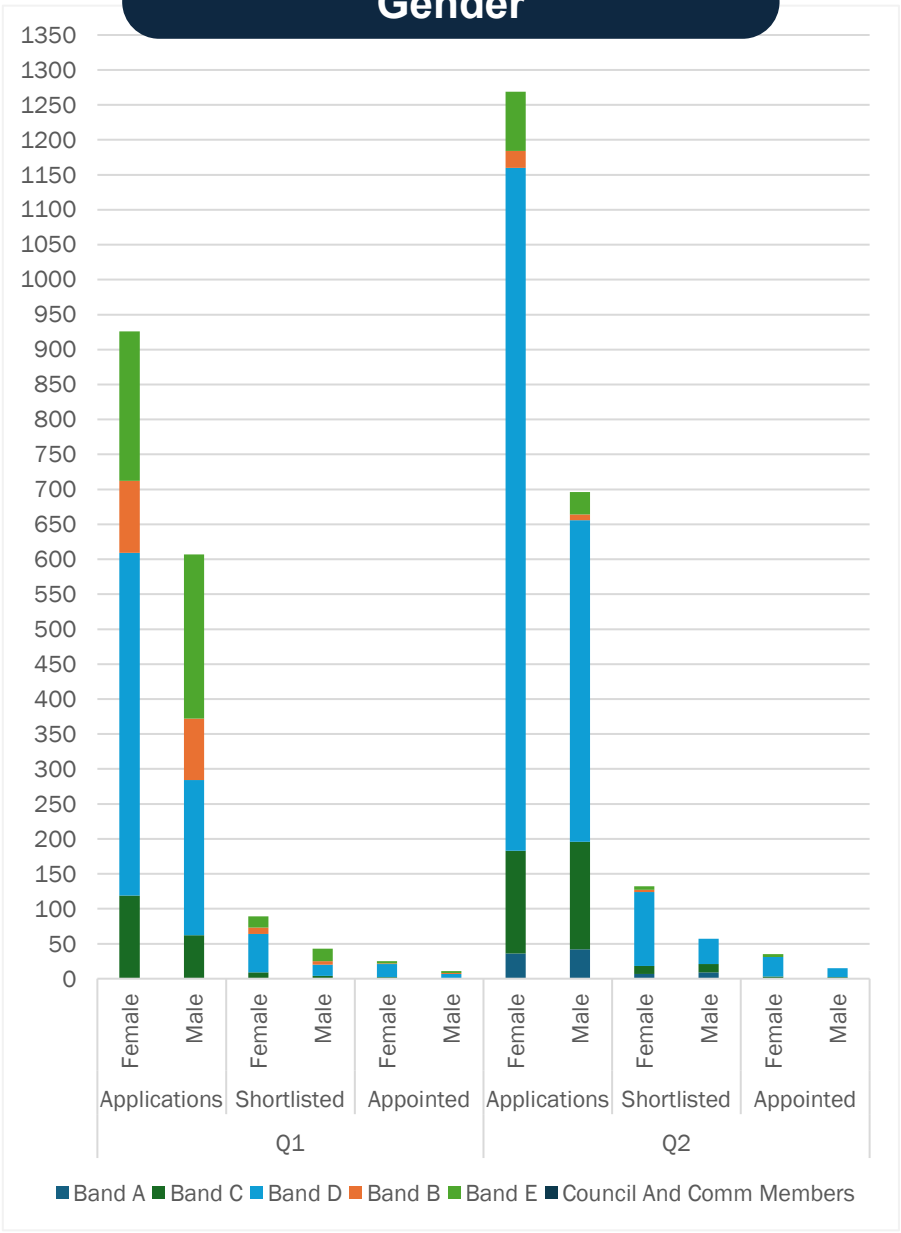
Ethnicity



EDI DATA

Recruitment Candidate Pay Band Breakdown

Gender



Ethnicity

