

People and Resources Committee

Meeting Date	13 November 2025
Title	HR Performance Report – Q2 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 second 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 overall score of 81% in the Q2 pulse survey. This reflects continued engagement and a strong, positive workplace culture. Establishment: The total average full time equivalent (FTE) of 378 remains within the budgeted establishment of 398. In addition, agency staff usage has continued to decline, reflecting sustainable workforce management. Recruitment: Time to hire has steadily decreased and remains on target, supported by a strategic focus on direct recruitment and reduced reliance on external agencies. Retention and Turnover: Turnover fell from 11% in Q1 to 10% in Q2, signalling improvements in the employee experience. The exit interview completion rate also rose significantly from 17% to 90%, demonstrating enhanced HR processes and a stronger focus on gathering meaningful feedback to inform retention and engagement initiatives. Learning and Development (L&D): The management development programme for new managers launched successfully in Q2, supporting leadership capability at the first line. The senior leadership programme also recommenced in September 2025, reinforcing commitment to continuous professional development. Areas for Development and Action: Recruitment Activity: Screening and selection processes will continue to be reviewed to accelerate longlisting and shortlisting, while refining attraction strategies to reach high-quality candidates more effectively.	

Sickness Absence: Sickness absence rates have slightly increased, particularly in long-term cases. Targeted interventions and the introduction of an enhanced Employee Assistance Programme aim to provide greater support and reduce absenteeism.

Employee Feedback: While satisfaction remains high, increasing participation in future pulse surveys will be a key focus. New engagement strategies will be reviewed and developed to encourage wider employee involvement and richer feedback.

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 ELT and the People and Resource Committee, previous report can be found here.
Next steps	Present the paper to the People and Resources Committee and 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
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HR Performance Report 2025 - 2026 Q2

Fatma Ali

Head of HR & OD

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Highlights

Areas of Strength

Culture

- Employee satisfaction remains high with an 81% overall satisfaction score from the Q2 pulse survey, indicating continued engagement and positive workplace culture.

Establishment

- The total average FTE of 378 remains well within the budgeted establishment of 398, demonstrating efficient workforce planning.
- There was a consistent reduction in agency staff over time.

Recruitment

- Time to hire has steadily decreased and remains on target, driven by a strategic emphasis on direct recruitment and reduced dependence on external agencies.

Retention & Turnover

- Turnover decreased from 11% in Q1 to 10% in Q2, indicating a positive employee experience.
- The exit interview completion rate rose significantly from 17% in Q1 to 90% in Q2, reflecting improved HR processes and a stronger emphasis on capturing employee feedback to inform retention and engagement strategies.

Learning and Development

- Launched the management development programme for new managers in Q2.
- The senior leadership programme re-commenced in September 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

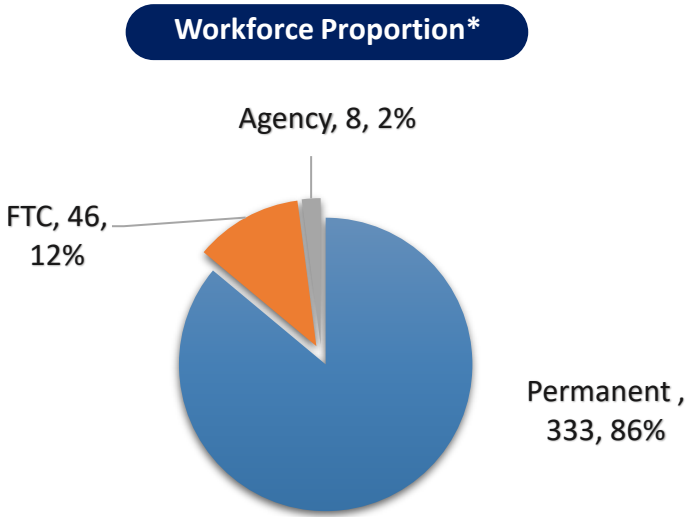
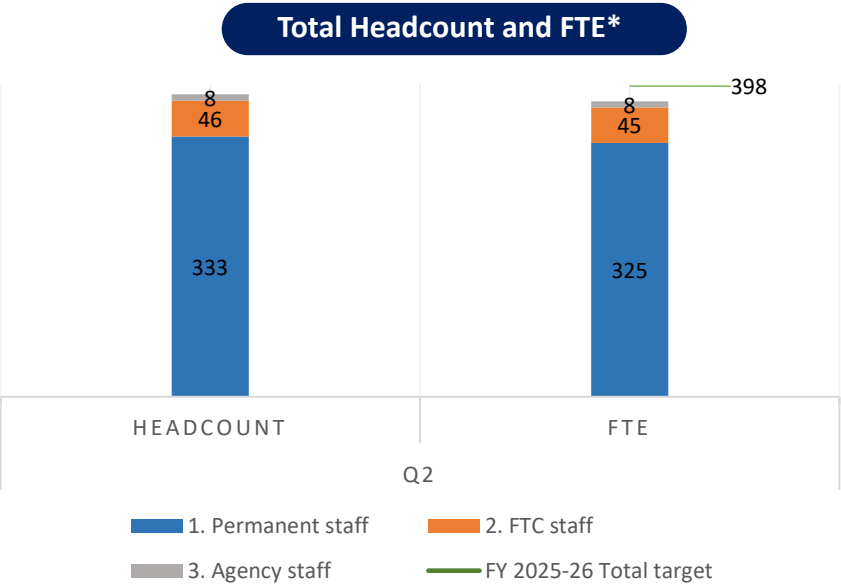
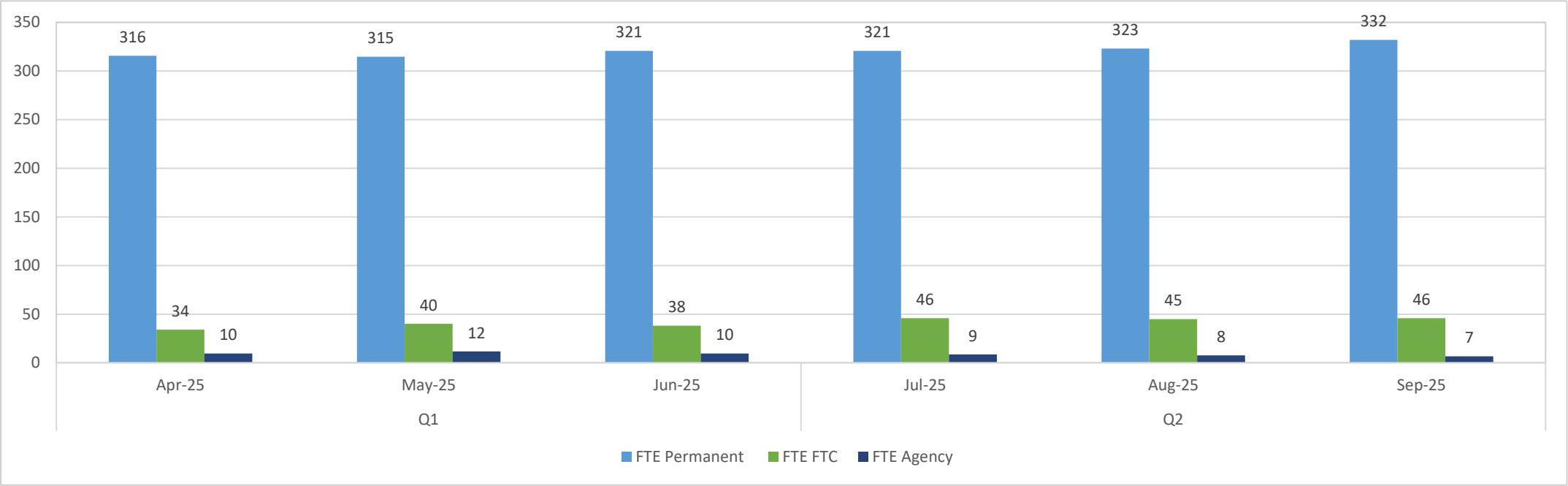
- Rising sickness absence rates, especially among long-term cases, require targeted support and intervention. We have invested in an enhanced Employee Assistance Programme which will support absenteeism.

Employee Feedback

- Q2 saw a decrease in pulse survey engagement. It is important to increase the engagement of pulse surveys. New strategies will continue to be reviewed on how engagement can be increased.



Establishment



*Based on average in period
Total budgeted establishment of FTE figure -398
4



Recruitment Activity

Average job advertised:
8

Average in-progress vacancies:
31

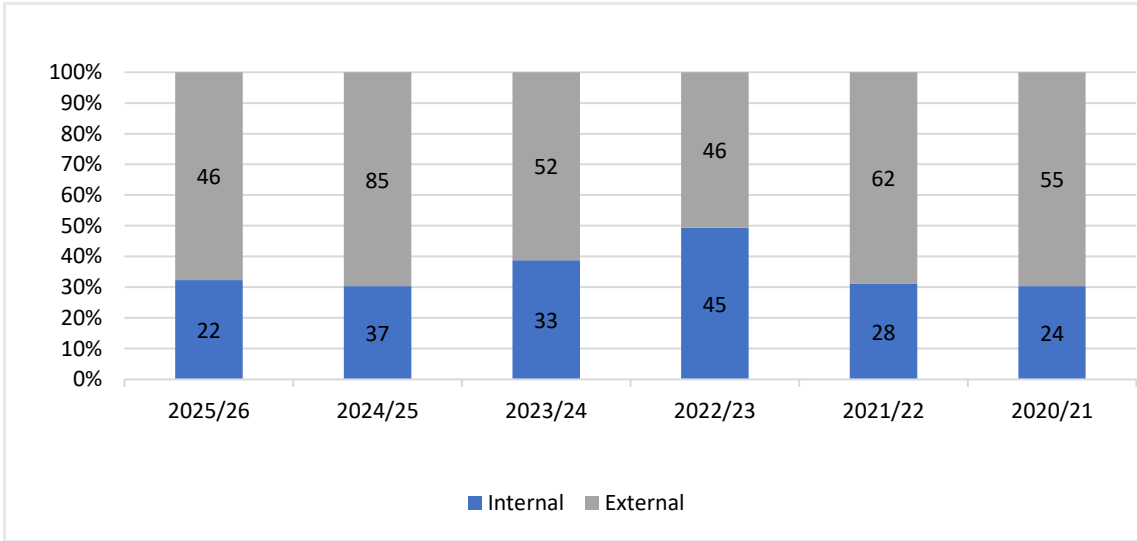
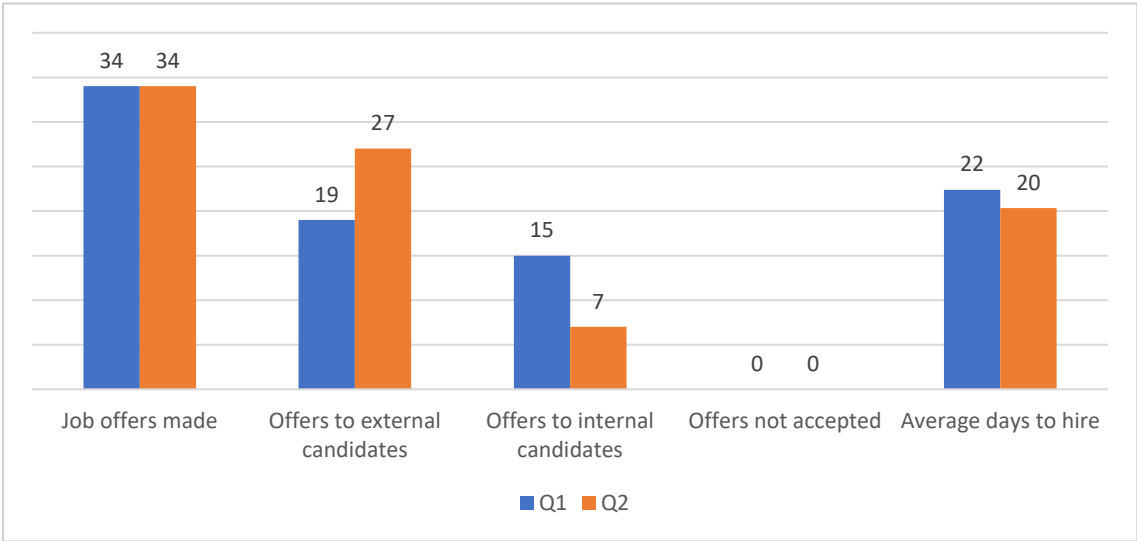
Total applications:
1012

Average applications per role:
37

Average days to hire:
20 days*

Total response of talent network:
81

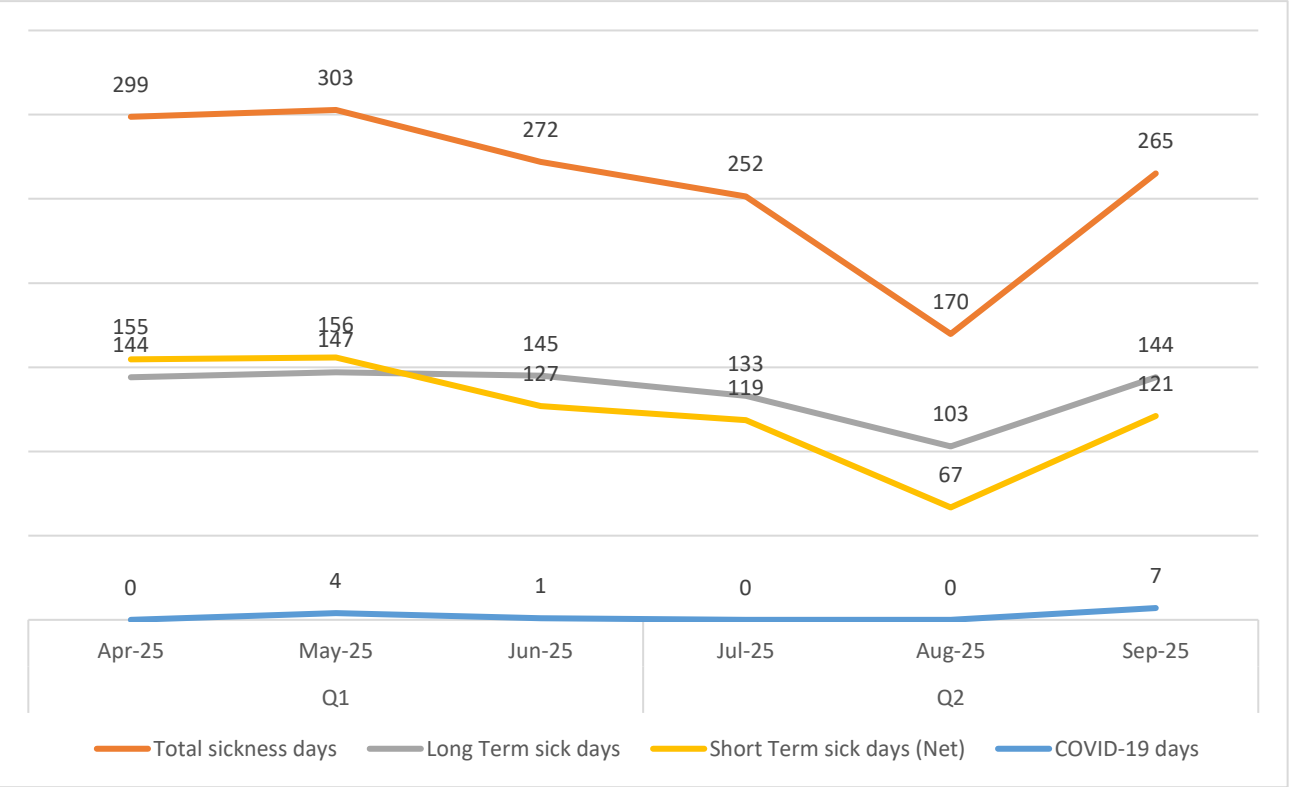
Total shortlisted:
104



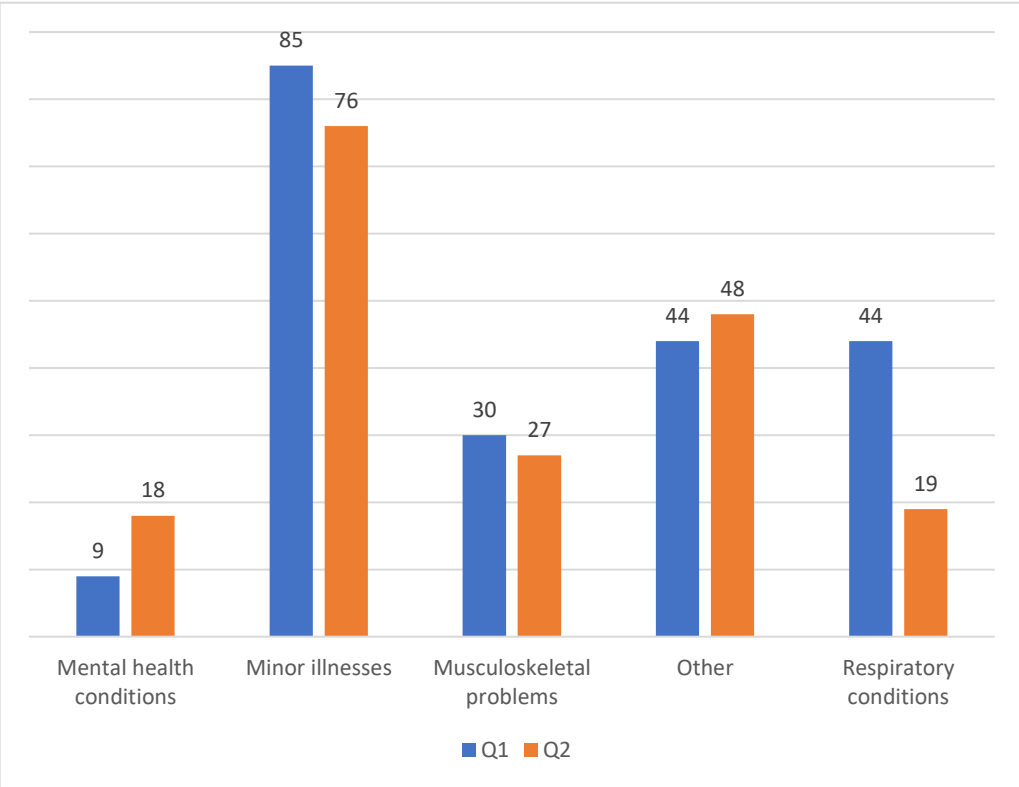
*KPI <42 days



Sickness Absence



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



%

Short-term sickness

1.2%

%

Long-term sickness

1.5%

Average sick days YTD

8 days

%

Average sick days (YTD ST)

1%

%

Average sick days (YTD Total)

3%

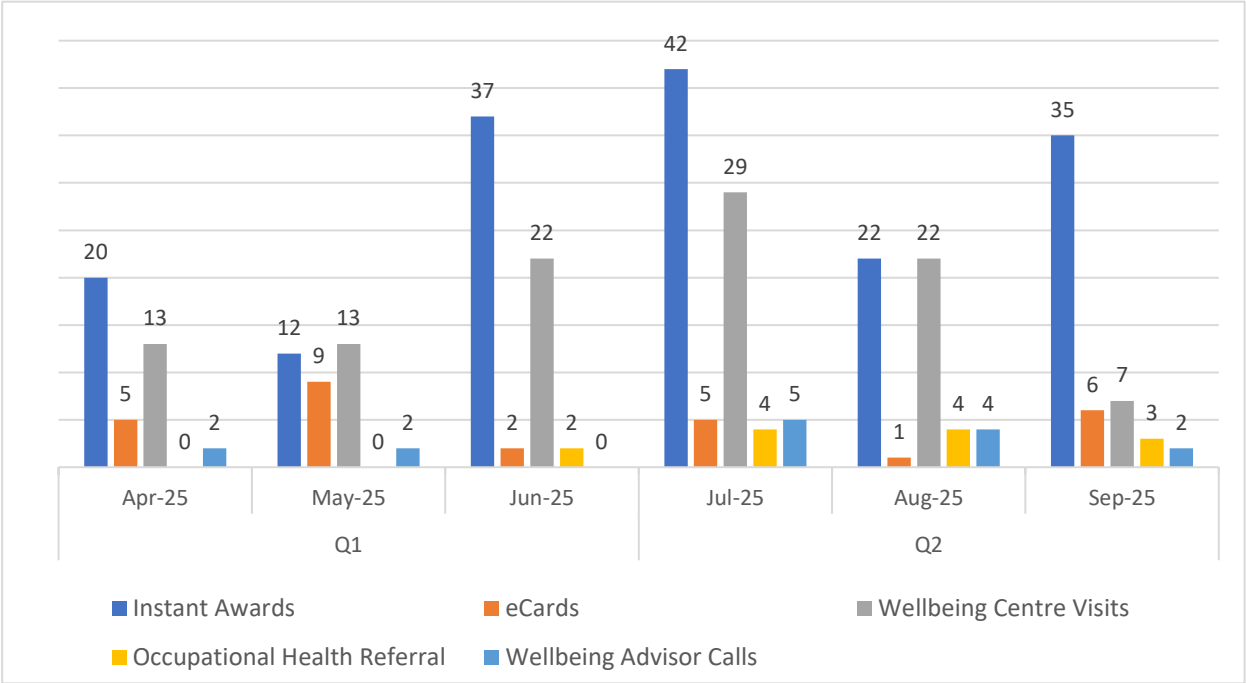
Highest Peak: May 2025

Lowest: Aug 2025

HCPC	National (ONS)
3%	4.4%



Wellbeing, Recognition and Benefits



Cycle to Work

0



Eye Care Vouchers

12



New Flexible Working Requests

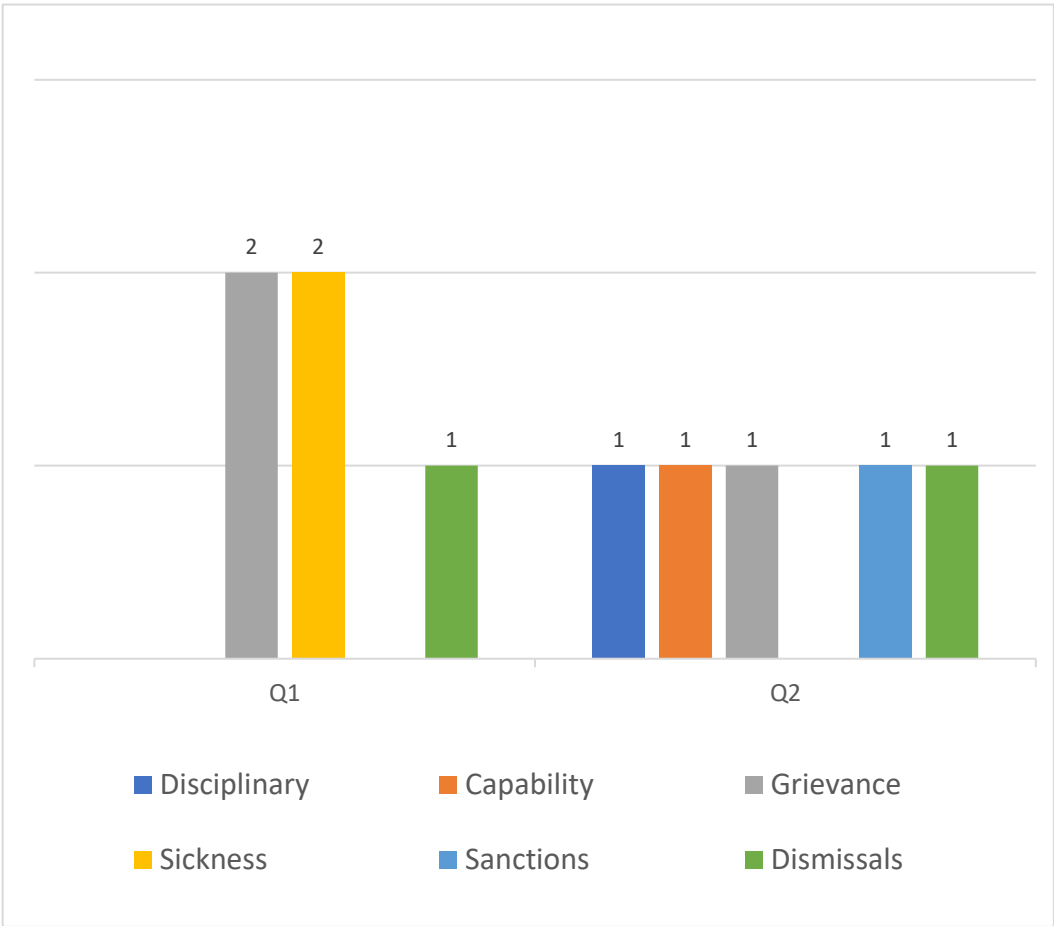
11



Reward Gateway Savings

£1,909

Employee Relation Cases

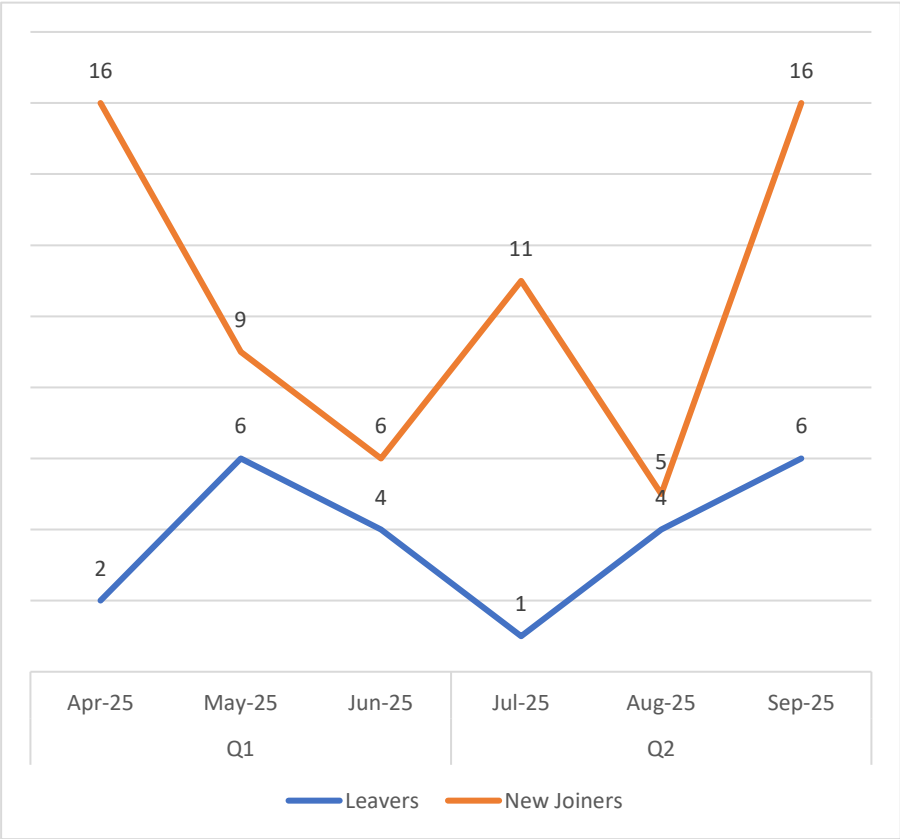


*Including formal/informal proceedings
**Including formal/informal proceedings and ongoing sanctions

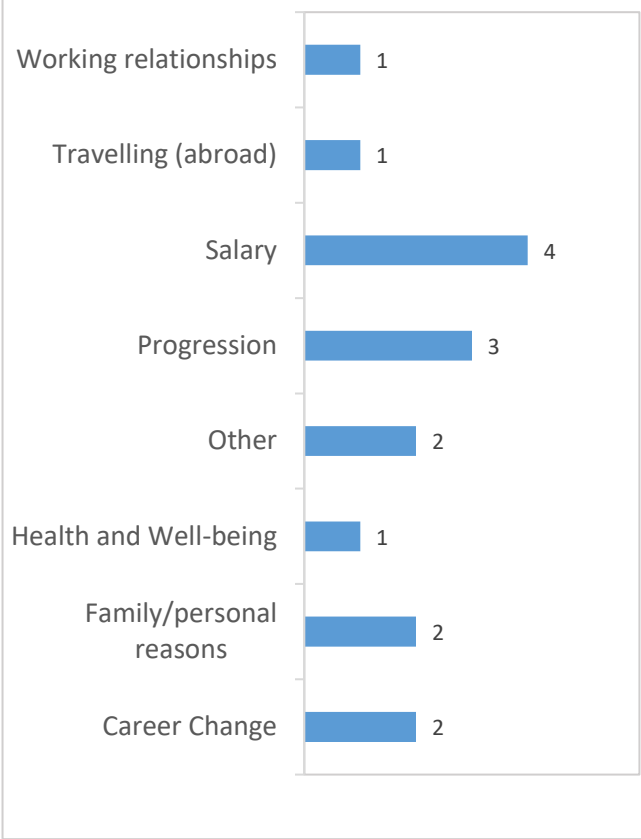


Employee Turnover and Exit Interview Feedback

Leavers and Joiners



Reasons for leaving



Average Leavers* 3



Average Length of Service*** 1.5 yrs

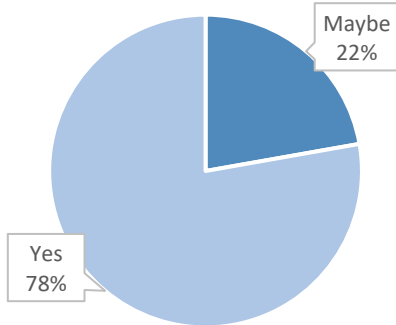


Average New Joiners* 11



Average Vacancies (FTE)** 4.9%

Recommend HCPC



Total Leavers :
11

Voluntary Turnover
Rate (YTD) : 10%

Overall Turnover
Rate (YTD) : 13%
Average UK
turnover rate: 34%

Exit Interview
completion rate:
90%

Retention Rate:
82%

*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
Corporate Induction Event	42
Recruitment, Onboarding & Probation Workshop for Managers	5
Handling Challenging Conversation Workshop for Manager	5
Performance & Career Conversations Workshop for Managers	6
Coaching & Feedback Skills Workshop for Managers	7
BPS Lunch & Learn Event	
Forensic Psychology	46
Management Development Programme	
Workshop 6: Managing & Leading Change	12
MDP Launch	14
Development Workshop	
Excel Intermediate Training	16
Stakeholder Engagement Training	25
Mentor workshop	5
Senior Leadership Programme	
Transformation: Group coaching session 1	5
Total	188

Corporate Induction Feedback

HCPC Welcome and orientation:
86% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Future outlook:
96% of new starters are excited to be working for the HCPC

Culture: values and behavioural standards:
96% of new starters are fully aware of the HCPC values and the behaviours expected of them

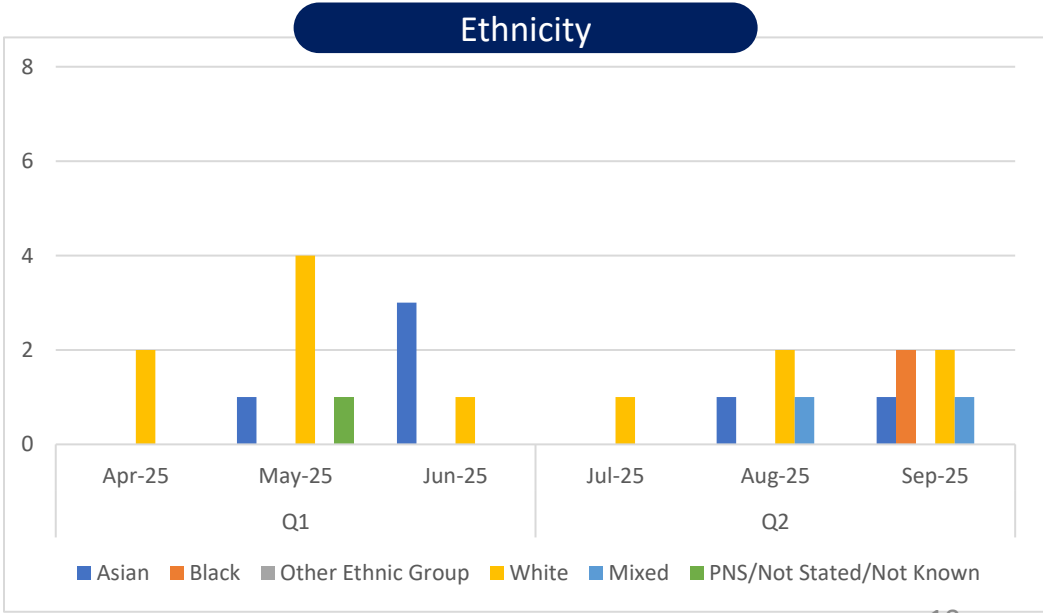
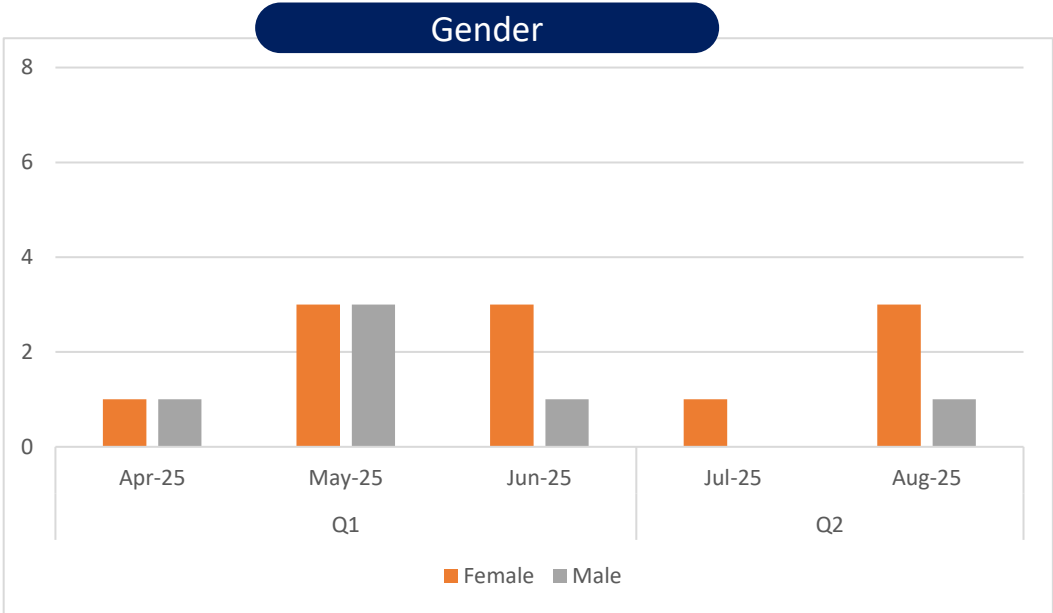
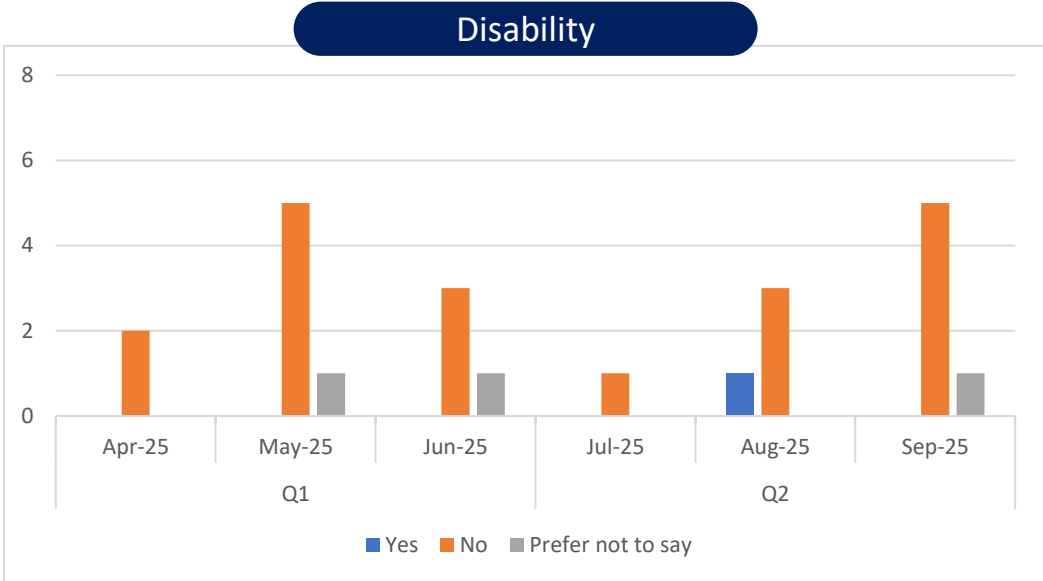
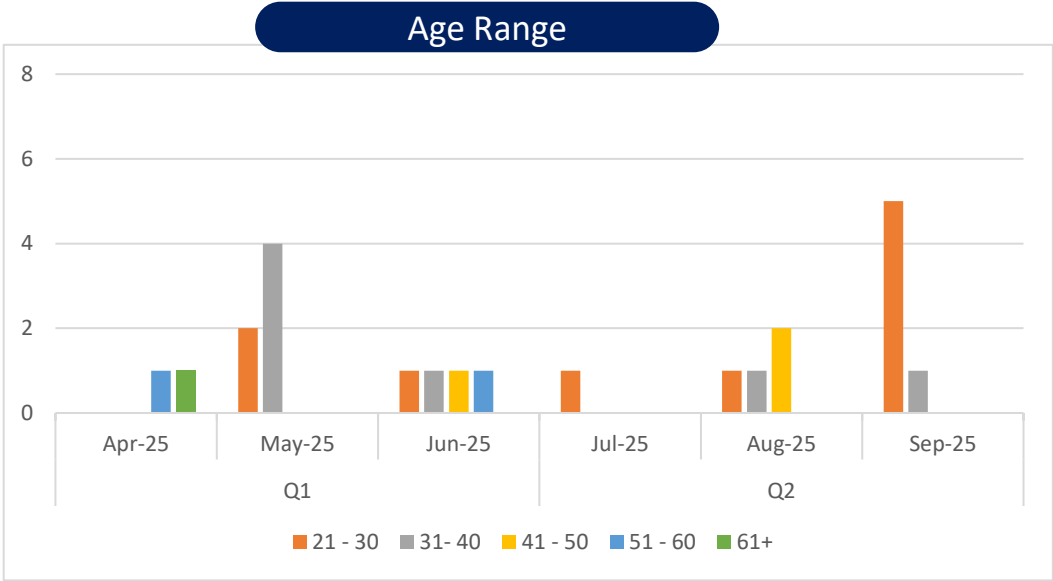
Individual contribution to HCPC:
100% new starters are aware of the importance of their role.

Line manager support:
93% of new starters felt that they are supported by their line managers

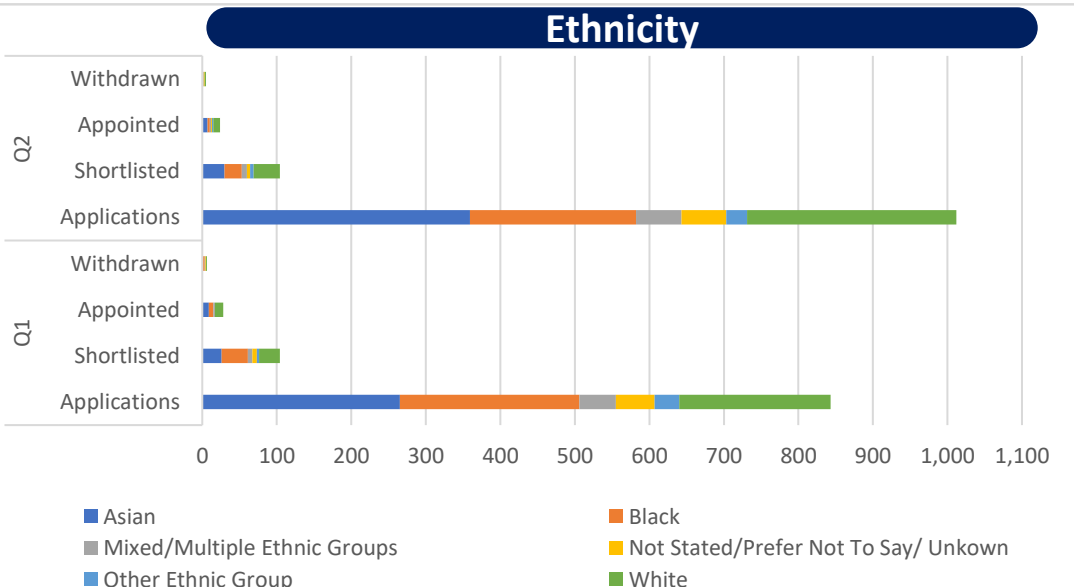
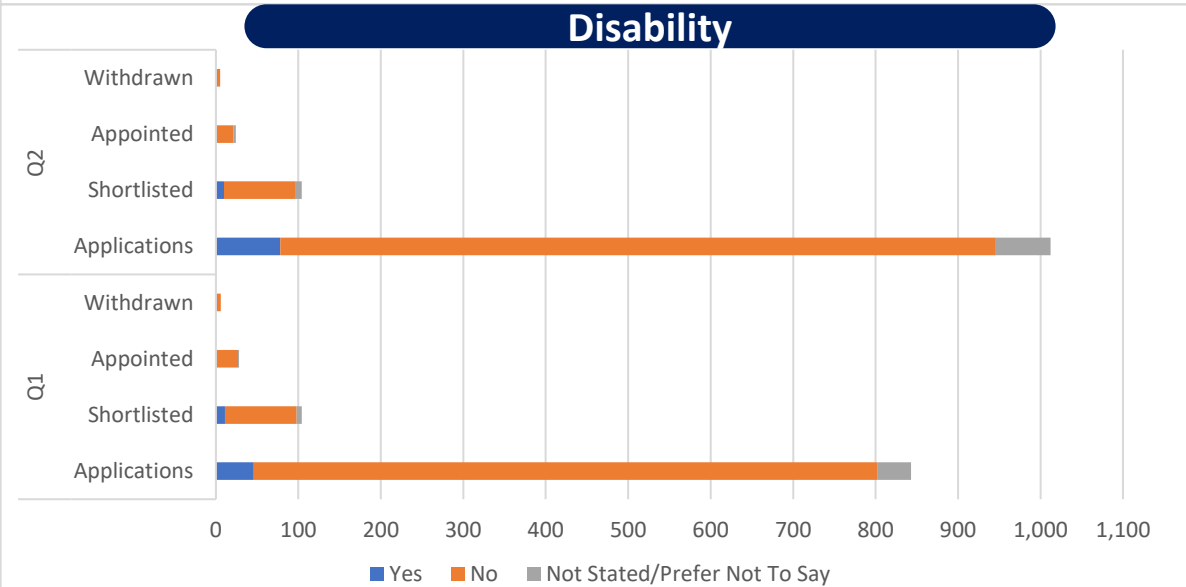
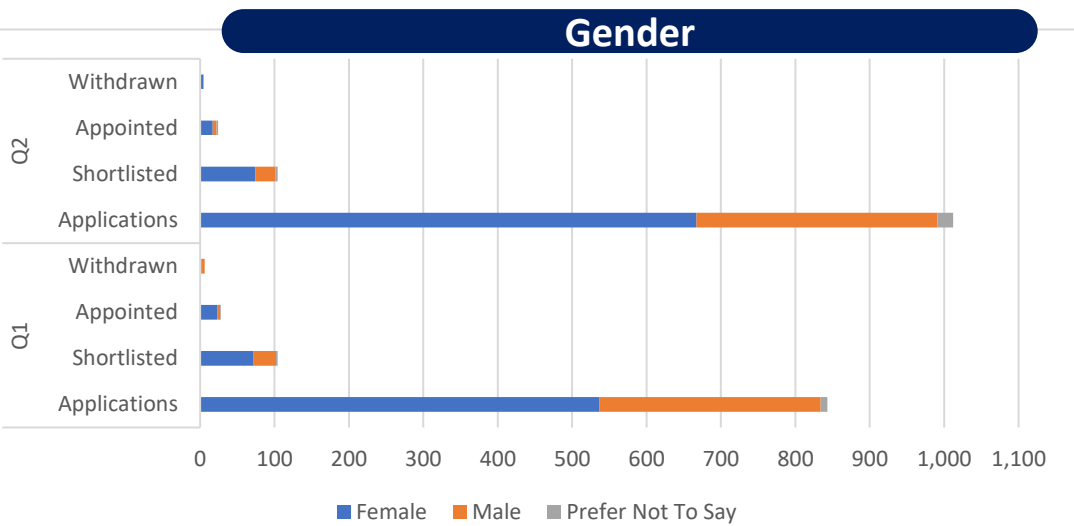
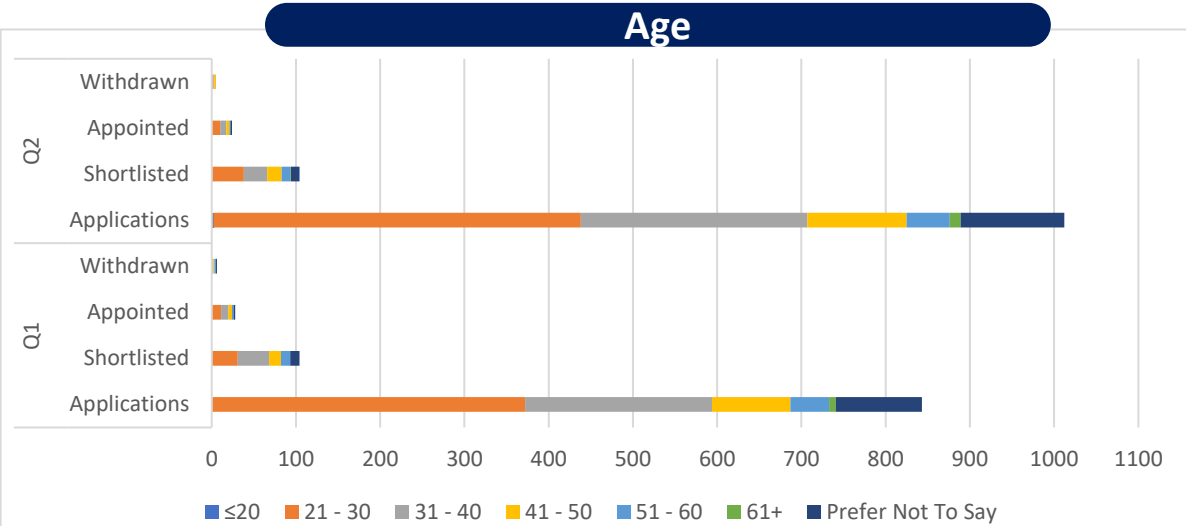
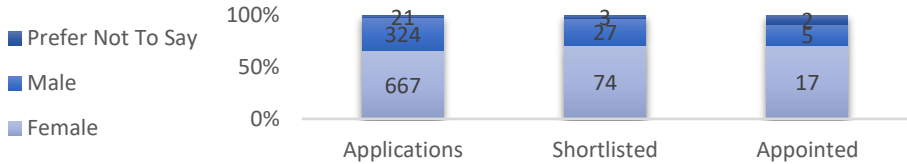
Recruitment process:
96% of new starters felt they had a positive experience with the recruitment & selection process.

Apprenticeship programmes	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	Learner successfully completed and passed the apprenticeship programme with a Distinction.
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	X2 learners progressing well.
HR Support level 3 Apprenticeship programme	Learner passed the programme and successfully appointed as appointed as a permanent HR Assistant.
Data Foundation Level 3 for Managers	X2 learners' success passed the programme and a learner passed with an overall Merit.
Safety, Health & Environment Technician Level 3	X1 Learner started the programme in September.

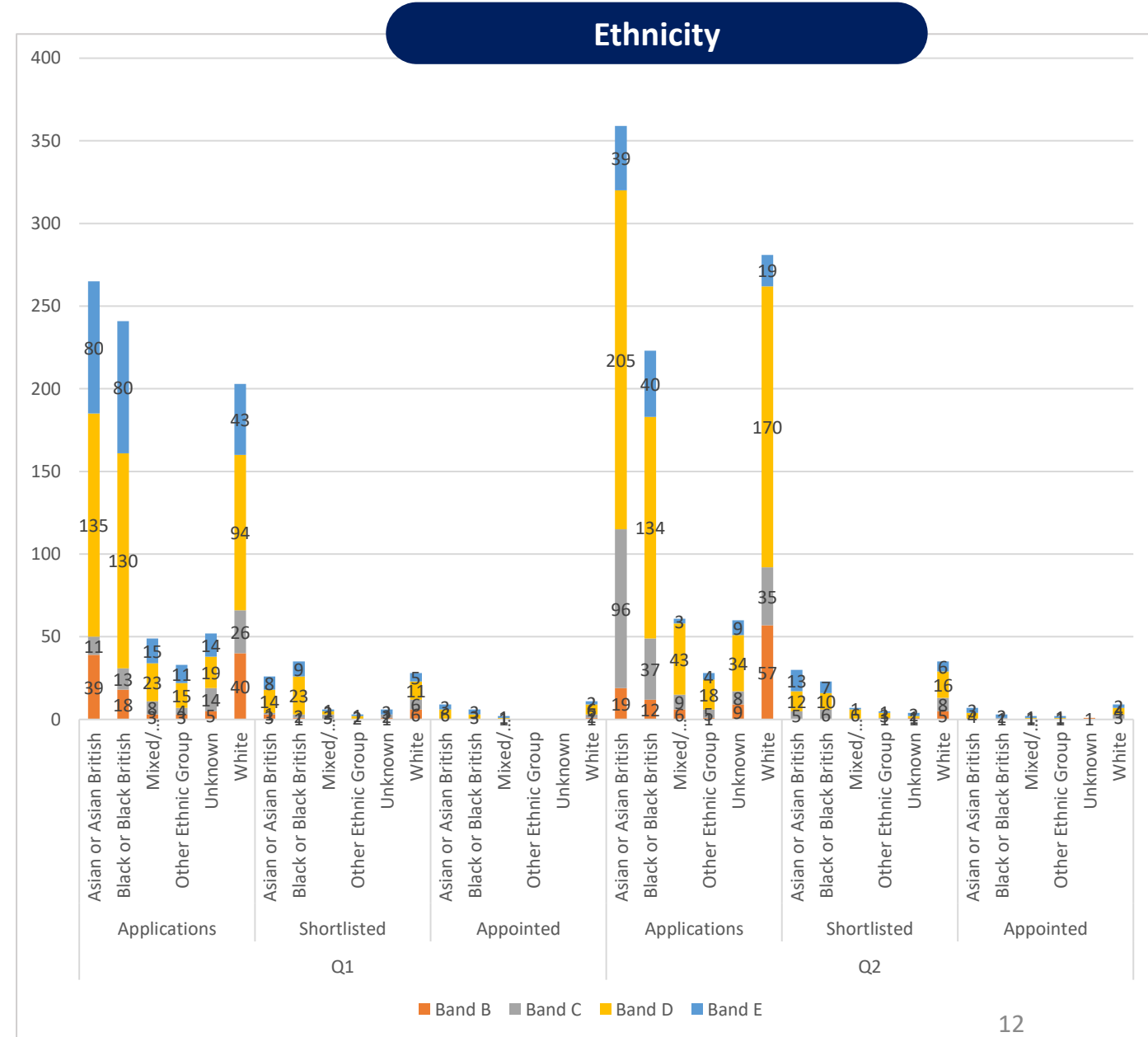
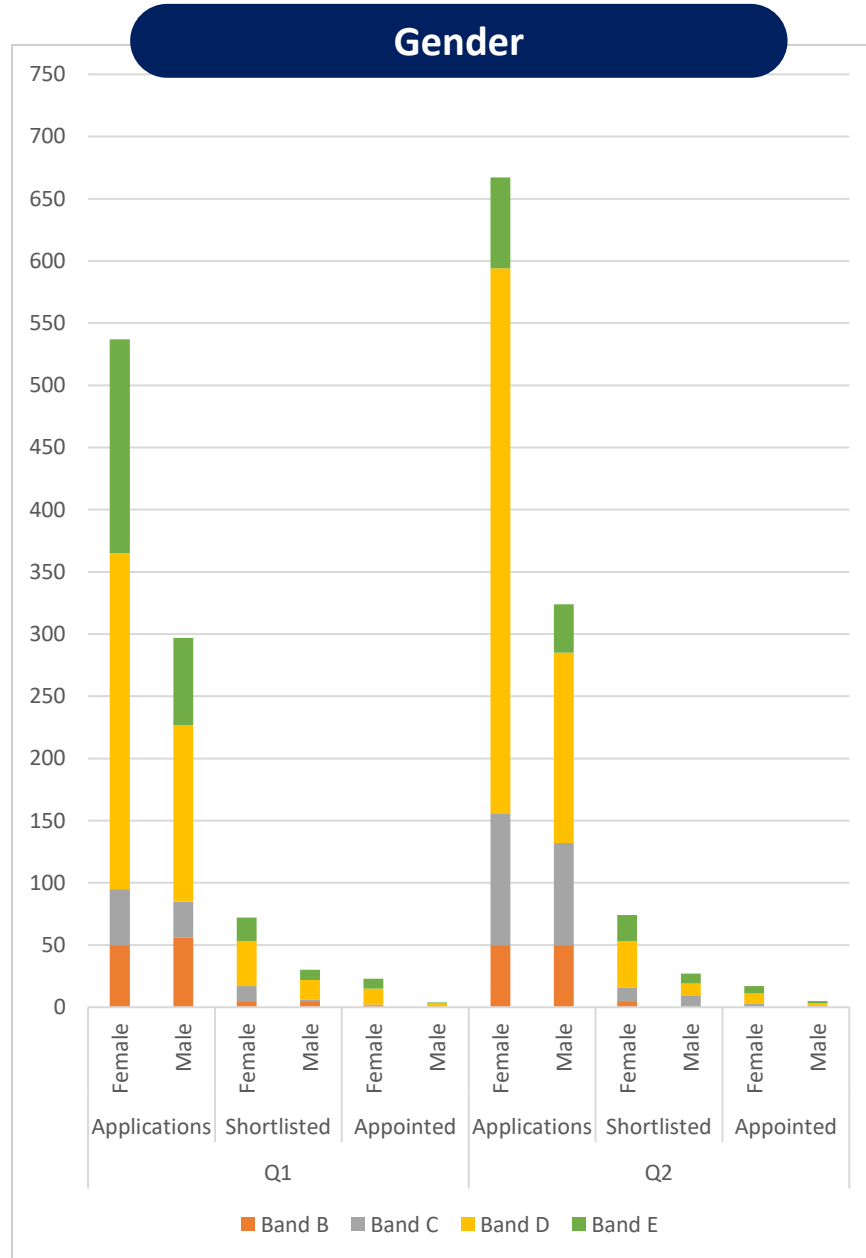
Employee Turnover Diversity



Recruitment Candidate Diversity



Recruitment Candidate Pay Band Breakdown



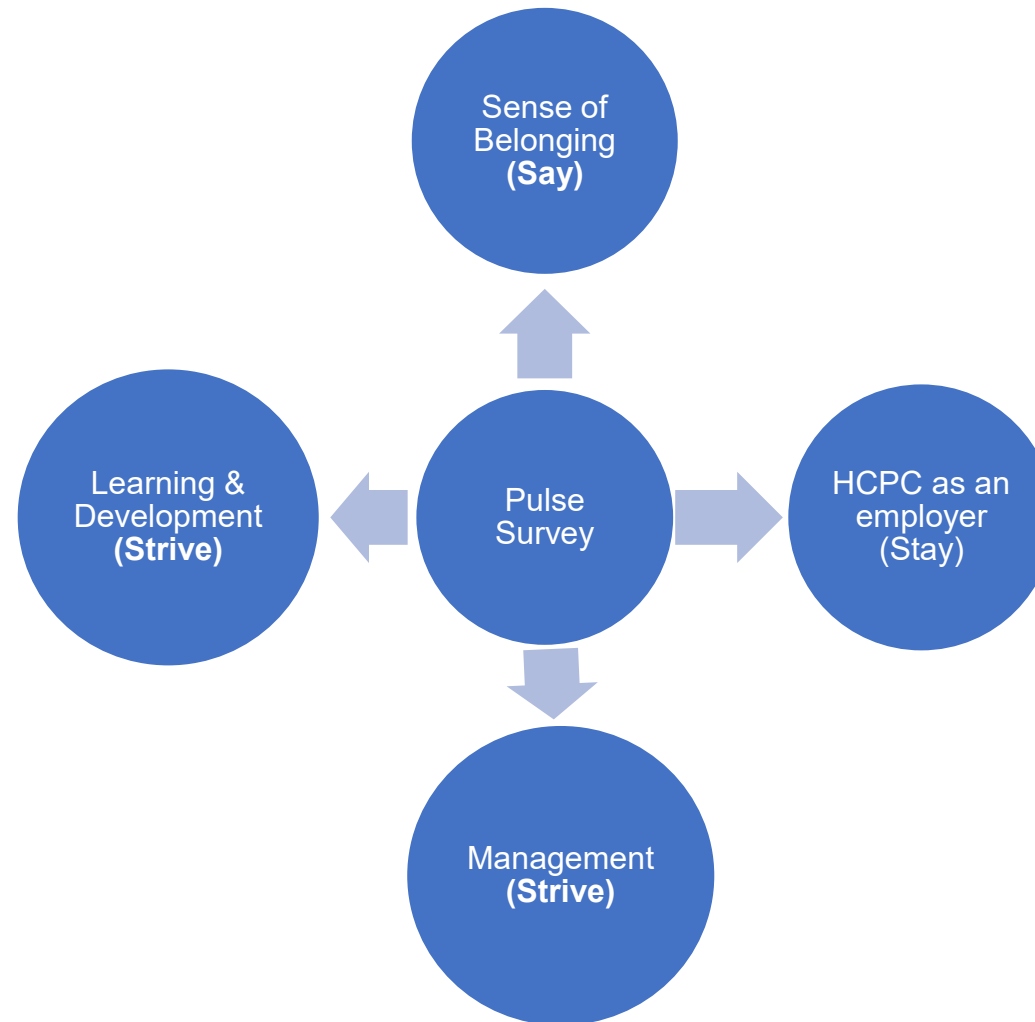
Our core aims are threefold:

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

Q2 2025-2026

1. 2025-26 Quarter 1 Pulse Surveys



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

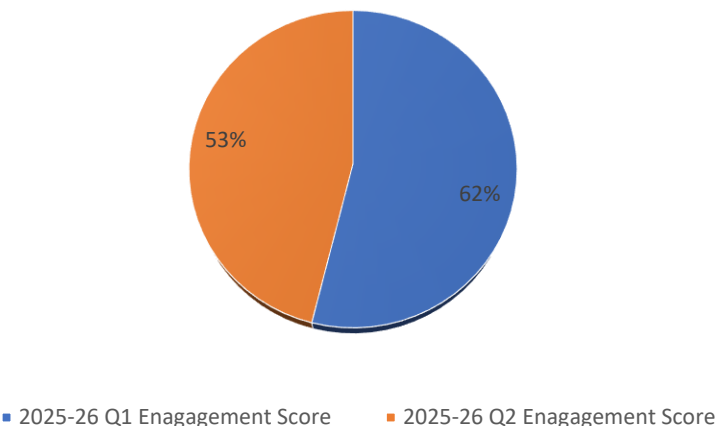
Feedback	Source	Action
Time to complete surveys	Directly from employees	New updated and streamlined pulse survey.
More networking opportunities	Corporate Induction feedback form	Revamped corporate inductions to include networking session.
Workloads	Pulse survey	Appointed and commenced 24 new starters into critical roles (16 into FTP and Tribunal Services Directorate).
Workloads	Pulse survey	Converted eight fixed term contracts into permanent contracts.
Career development	Pulse survey	Secured seven employees career development opportunities.
Wellbeing	Pulse survey	Introduced an enhanced Employee Assistance programme which includes additional counselling service.
Recognition	Pulse survey	94 employees received a Making a Difference Award.

2. Key Takeaways for Q2 Survey

- Overall engagement rate of **53%** for this quarter which was a fall of 9% from the response rate achieved in Q1.
- The overall employee satisfaction score remained stable, decreasing to 81% from 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 achieve a good balance between my work life and my personal life (increasing from 78% in Q1 to 81% in Q2)
 - ❖ The HCPC demonstrates it is a caring organisation (increasing from 73% in Q1 to 75% in Q2)
 - ❖ My manager provides constructive feedback (increasing from 85% in Q1 to 86% in Q2)
 - ❖ I feel my manager values my opinions and feedback (increasing from 88% in Q1 to 89% in Q2)
- There were some very minor decrease in scoring in a few areas like:
 - ❖ I understand the goals of my team (falling from 94% in Q1 to 93% in Q2)
 - ❖ I feel committed to the HCPC (falling from 84% in Q1 to 81% in Q2)
 - ❖ I am given opportunities to learn new skills (falling from 75% in Q1 to 73% in Q2)

3. Engagement and satisfaction

Employee engagement score

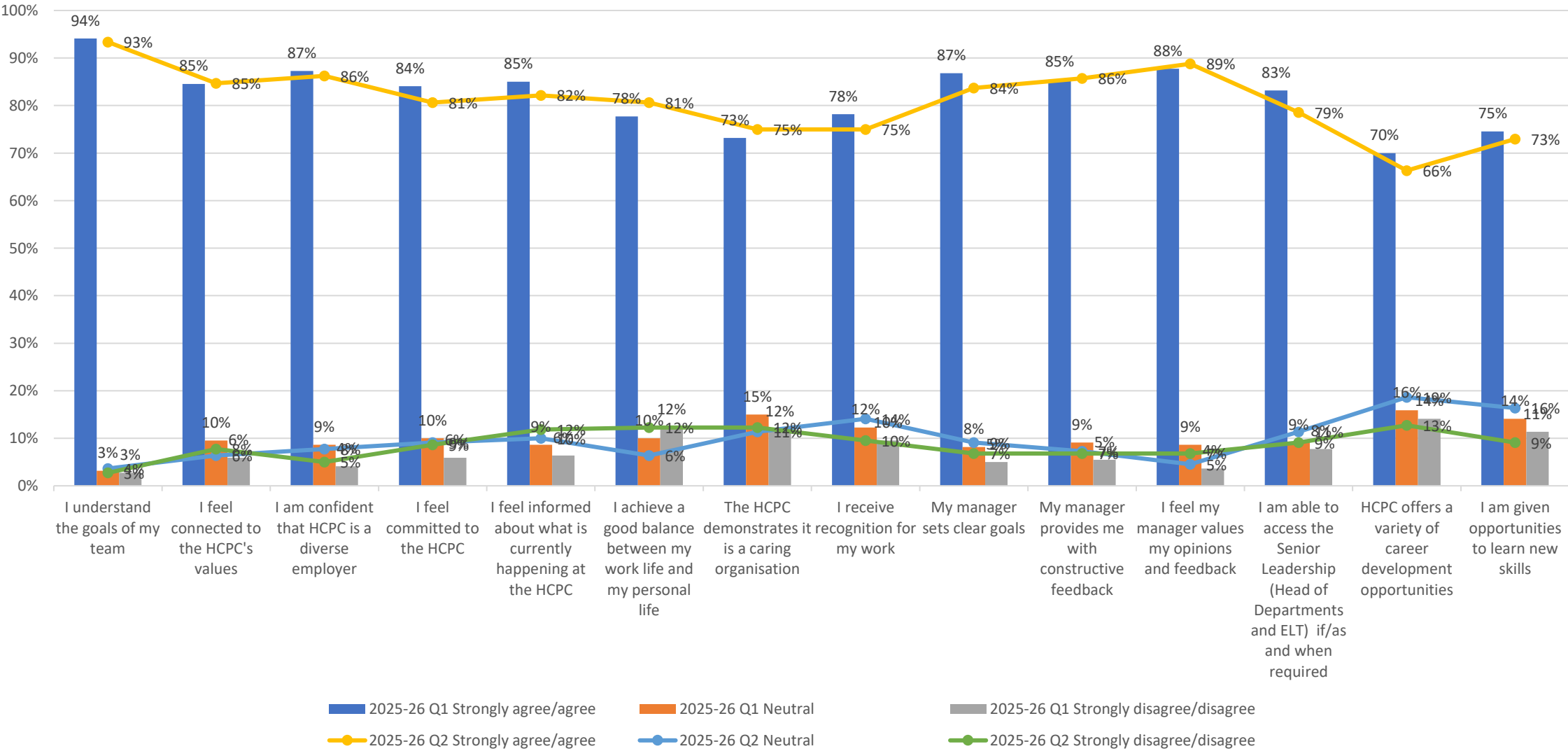


Employee satisfaction score



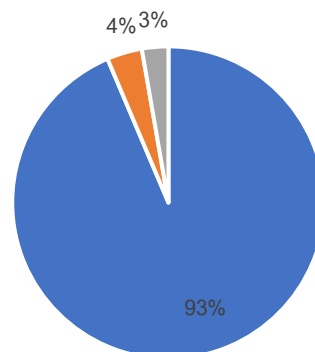
Department	Number of Responses	Q1 Response Rate	Q2 Response Rate
Assurance and Compliance	6	73%	60%
Business Change	10	91%	83%
Communications, Engagement & Public Affairs	6	80%	55%
Education	9	60%	90%
Finance	17	100%	94%
FTP Tribunal service	18	56%	38%
FTP Case Progression and Quality	34	41%	37%
FTP Legal Services	14	72%	56%
Governance, Partners and OCCE	6	100%	75%
Human Resources	13	100%	100%
IT	11	50%	58%
Office Services	3	78%	33%
Policy, Standards & EDI and Insight & Analytics and Regulatory Development & Performance	16	94%	84%
Professionalism and upstream regulation	1	100%	25%
Registration	32	47%	44%
Total	196	62%	53%

4.Pulse Survey 2025-26 4 Q1 vs Q2



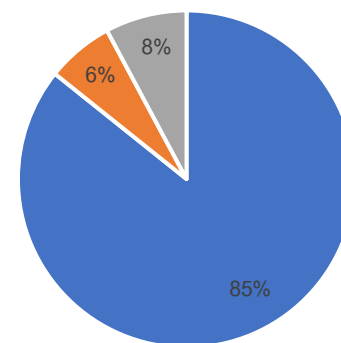
4. Sense of Belonging (Say)

I understand the goals of my team



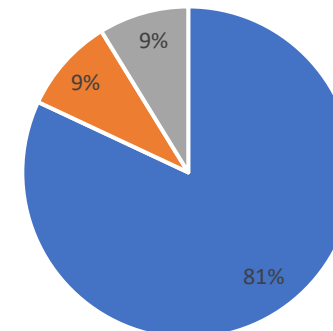
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

I feel connected to the HCPC's values



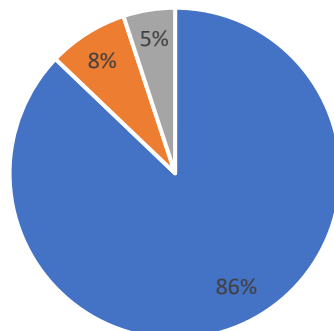
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

I feel committed to the HCPC



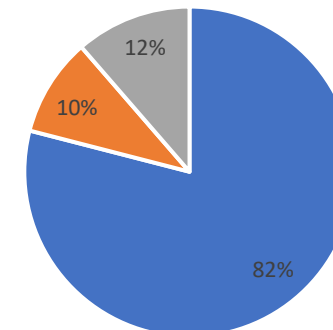
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

I am confident that HCPC is a diverse employer



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

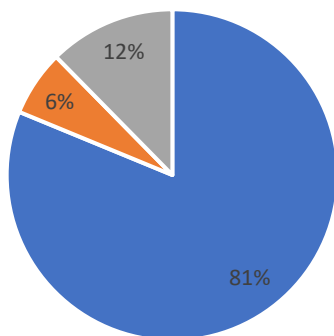
I feel informed about what is currently happening at the HCPC



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

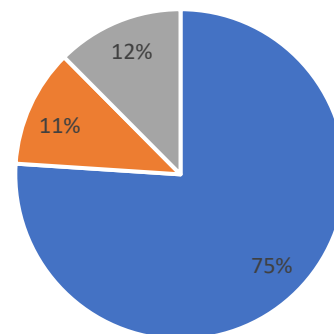
5. HCPC as an Employer (Stay)

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



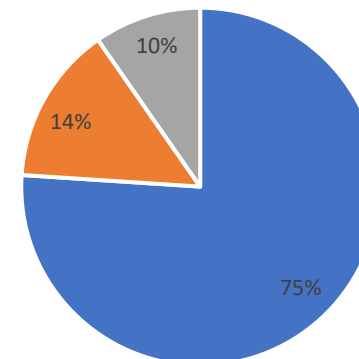
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

The HCPC demonstrates it is a caring organisation



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

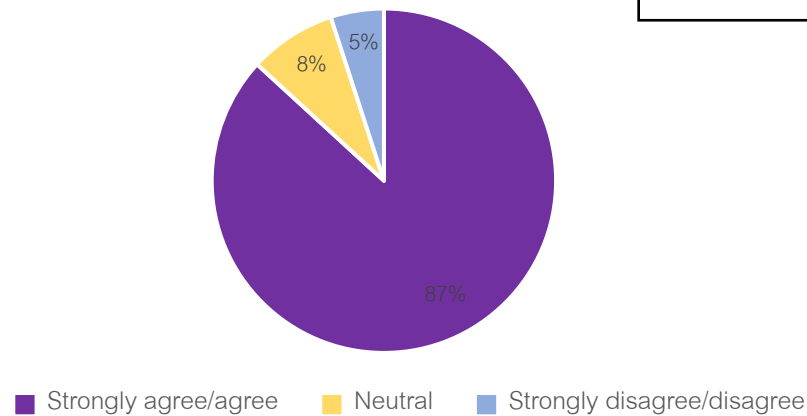
I receive recognition for my work



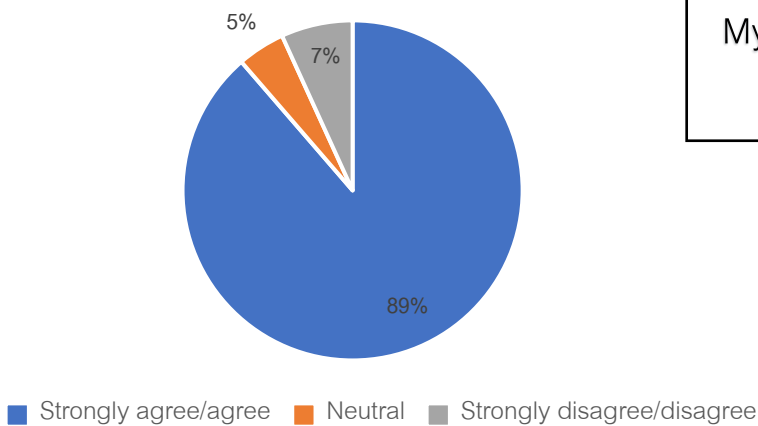
■ Strongly agree/agree ■ Neutral ■ Strongly disagree/disagree

6. Management (Strive)

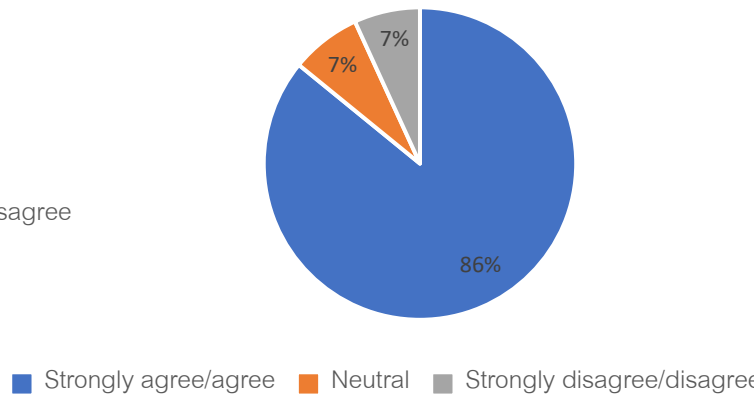
My manager sets clear goals



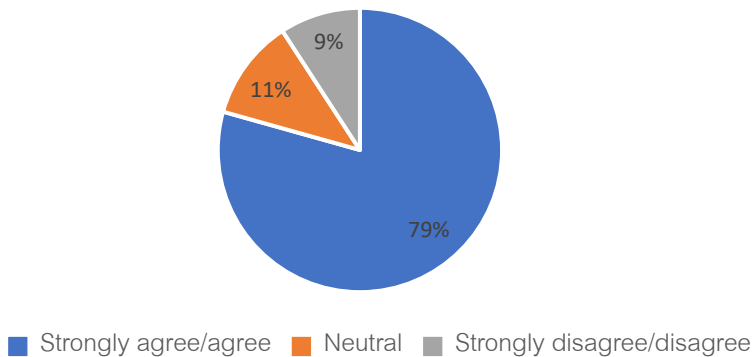
I feel my manager values my opinions and feedback



My manager provides me with constructive feedback

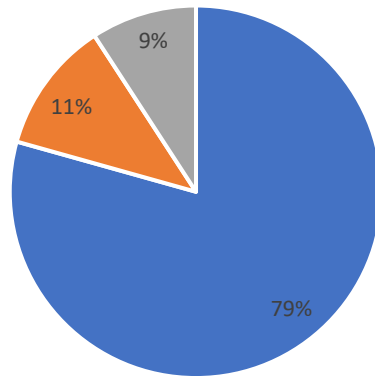


I am able to easily access the Senior Leadership Team (Head of Departments and ELT)



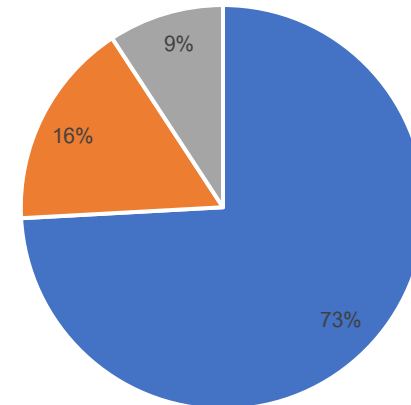
7. Learning and development (Strive)

HCPC offers a variety of Career development opportunities



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

I am given opportunities to learn new skills



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