People and Resource Committee

HR Performance Report – Quarter 1 2024-2025

Executive Summary

This report provides an assessment of the organisation's performance for the first quarter of 2024-25, focusing on key Human Resources (HR) performance indicators (KPIs) including our Q1 pulse survey results. These metrics are critical for evaluating the success of our strategies in supporting our workforce and advancing our People Strategy.

The findings indicate sustained positive progress throughout the year, particularly in areas such as employee turnover and time to hire. The implementation of the new recruitment portal has begun to yield significant benefits, including enhanced talent attraction and reduced reliance on agency staffing, leading to cost savings.

Previous consideration	HR KPIs 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.
Decision	The Committee is asked to note the report.
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, address where necessary the reduction in numbers completing the pulse survey and deliver against the People Strategy as agreed.
Strategic priority	Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	Activities involved in preparing and taking action in relation to improving KPIs is being led by the HR team within existing resource and budget and forms part of HR's workplan.
EDI impact and Welsh Language Standards	EDI data is provided in the report and will continue to be further developed in future reports.
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HR Performance Report Quarter 1 2024-2025

Fatma Ali

Head of HR and OD

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Appendix 1 – Q1 Pulse Surveys

People and Resources Committee 12 September 2024

HR Performance Report

Highlights

Areas of Strength

Establishment:
- The current full-time equivalent (FTE) establishment is within 2023-24 Q1 budget.

Recruitment:
- In Q1, we received a robust number of applications, totalling 690, which represents a 30% reduction from Q4 due to the implementation of Right to Work (RTW) controls.
- The talent network pool continues to attract positive feedback, with notable interest in fitness to practise and registrations roles. This quarter, 80 candidates signed up to the talent network, marking a 4% increase from Q4.
- The average time to hire remains on target at 44 days.
- Additionally, our focus on direct recruitment has successfully decreased reliance on external agencies, leading to significant financial savings.

Turnover:
- The year-to-date (YTD) voluntary turnover rate stands at 10%, reflecting a stable retention rate and overall employee satisfaction.

Learning and Development:
- Achieved a 95% average completion rate for compliance eLearning.
- Aspiring to Management programme launched in June.

Areas for Development and Action

Recruitment:
- Reducing the time taken to longlist applicants amidst a growing volume of applications (690 in Q1).
- Maintaining as well as improving the utilisation of the talent network.
- Further decreasing the reliance on agency workers and enhancing our headhunting strategies to attract high-quality candidates.
- Updating the HCPC's recruitment policy.
- Maintaining the time to hire within the target of 44 days.

Sickness:
- June 2024 saw the highest sickness peak in Q1, with a notable increase in long-term sickness cases. The focus will be on reducing sickness days, particularly within larger departments.

Exit Interviews:
- The completion rate for exit interviews dropped to 43% in Q1. There is a need to increase participation levels to gain more comprehensive insights.

Establishment

Establishment bar chart showing FTE Permanent, FTE FTC, and FTE Agency by month:

	FTE Permanent	FTE FTC	FTE Agency
Jan-24	284	27	22
Feb-24	287	25	19
Mar-24	283	25	21
Apr-24	284	15	20
May-24	297	17	16
Jun-24	300	19	17

Q4: Jan-24, Feb-24, Mar-24
Q1: Apr-24, May-24, Jun-24

Legend: FTE Permanent, FTE FTC, FTE Agency

Total Headcount and FTE*

Q1	Permanent staff	FTC staff	Agency staff	Total
HEADCOUNT	300	18	18	337
FTE	294	17	18	337

Legend: 1. Permanent staff, 2. FTC staff, 3. Agency staff, FY 2024-25 Total target

Workforce Proportion*

Pie chart:
- Permanent, 300, 89%
- FTC, 18, 5%
- Agency, 18, 6%

*Based on average in period
Total budgeted establishment figure -337

# Recruitment Activity

Job Advertised: 6*	In Progress Vacancies: 18*	Total applications: 690	Average applications per role: 33	Average days to hire in Q4: 33 days**	Total Response of Talent Network: 80

Chart: Recruitment metrics (Q4 vs Q1)

	Q4	Q1
Job offers made	17	34
Offers to external candidates	7	26
Offers to internal candidates	10	8
Offers not accepted	0	2
Average days to hire	31	33

Chart: Internal vs External by year

	Internal	External
2024/25	8	26
2023/24	33	52
2022/23	45	46
2021/22	28	62
2020/21	24	55

Applications Source*

Source	Count
Unknown	185
linkedin	144
google.com	100
hcpc-uk.org	81
cv_library	38
totaljobs	23
charityjob_enhanced	20
my.corehr.com	19
aplitrak.com	18
guardian_jobs	17
google_jobs_apply	14
hcpcuk.sharepoint.com	7
jobs.lawgazette.co.uk	5
email	5
bing.com	5
targetjobs.co.uk	3
jobs.thehrninjas.co.uk	3
uk.search.yahoo.com	2
ecosia.org	1

unknown- HCPC careers website

*Based on average number of campaigns/offers across period(Q1)

**KPI <42 days
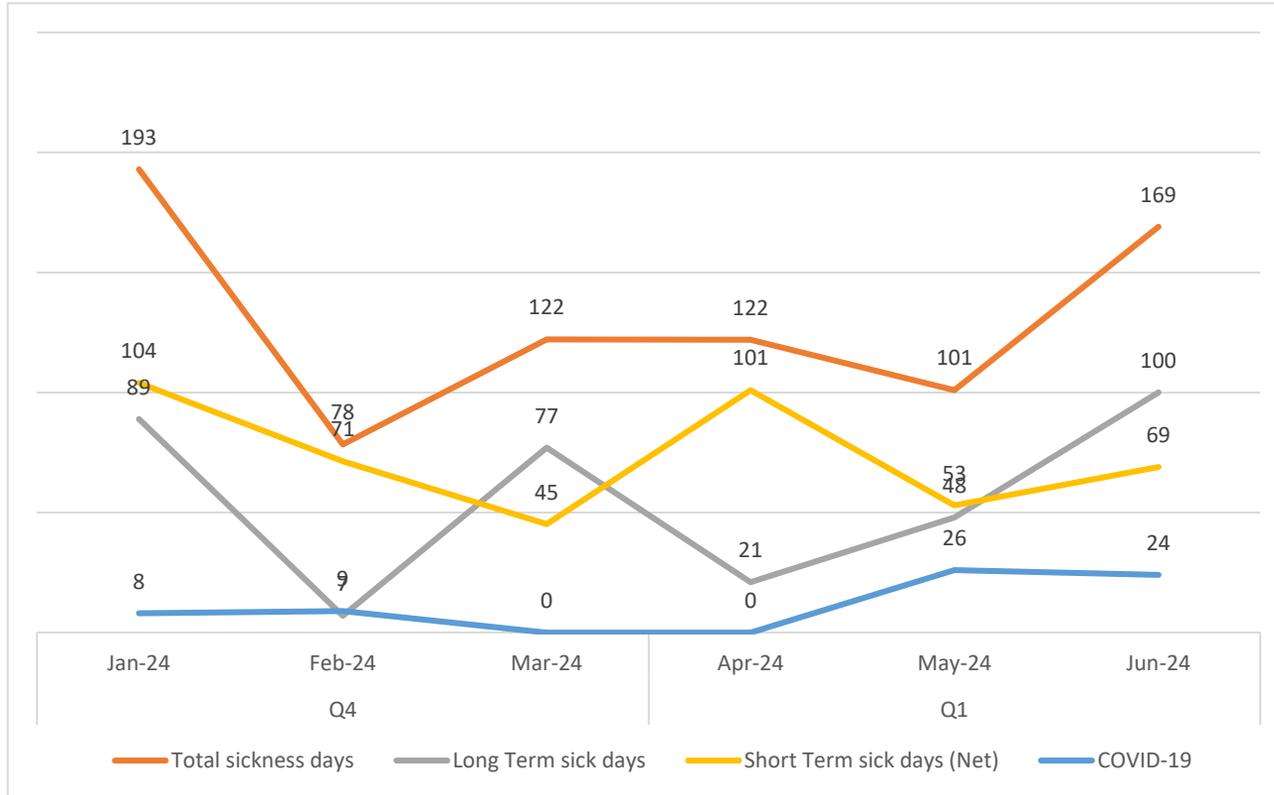
Sickness Absence

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

Sickness Reasons

	Q4	Q1
Mental health conditions	6	8
Minor illnesses	112	99
Musculoskeletal problems	7	2
Other	31	18
Respiratory conditions	11	5

Line chart data (Q4 / Q1, Jan-24 to Jun-24):

- Total sickness days: 193, 78, 122, 122, 101, 169
- Long Term sick days: 71, 9, 77, 21, 26, 100
- Short Term sick days (Net): 104/89, 45, 45, 101, 53/48, 69
- COVID-19: 8, 9, 0, 0, 24, 24
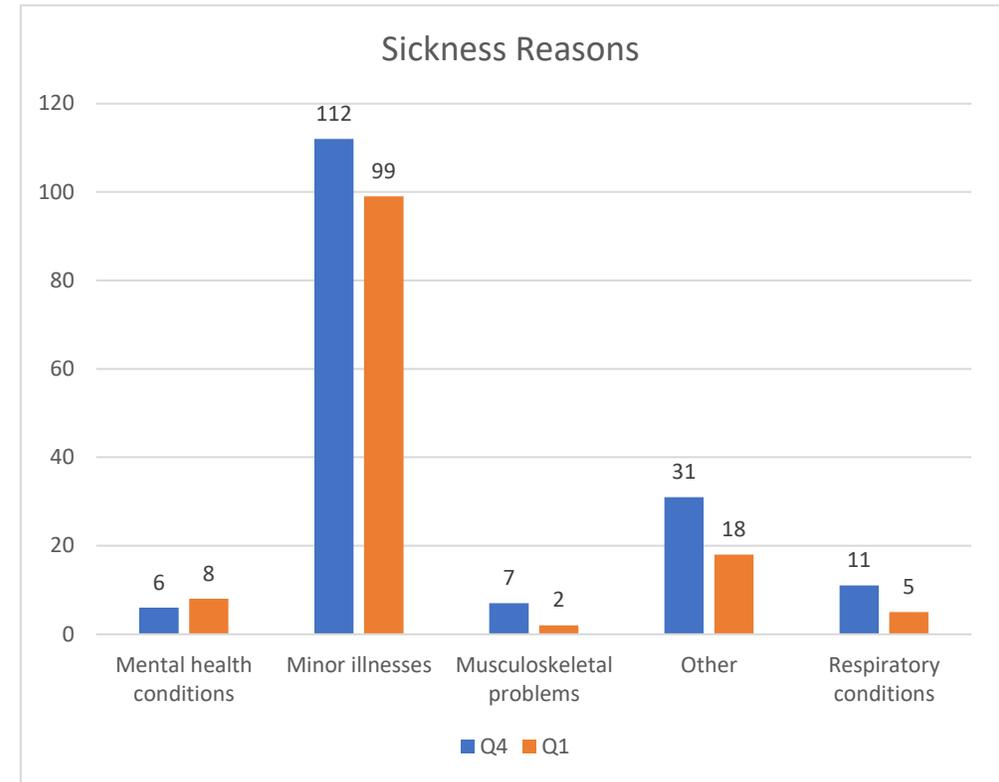
	Short-term sickness	1.1%
	Long-term sickness	0.9%
	Average sick days YTD	5 days
	Average sick days (YTD ST)	1.3%

Average sick days (YTD total) **2.1%**

Highest Peak: June 2024
Lowest: May 2024

HCPC	National (ONS)
5	5.7

6

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

Wellbeing and Reward Initiatives
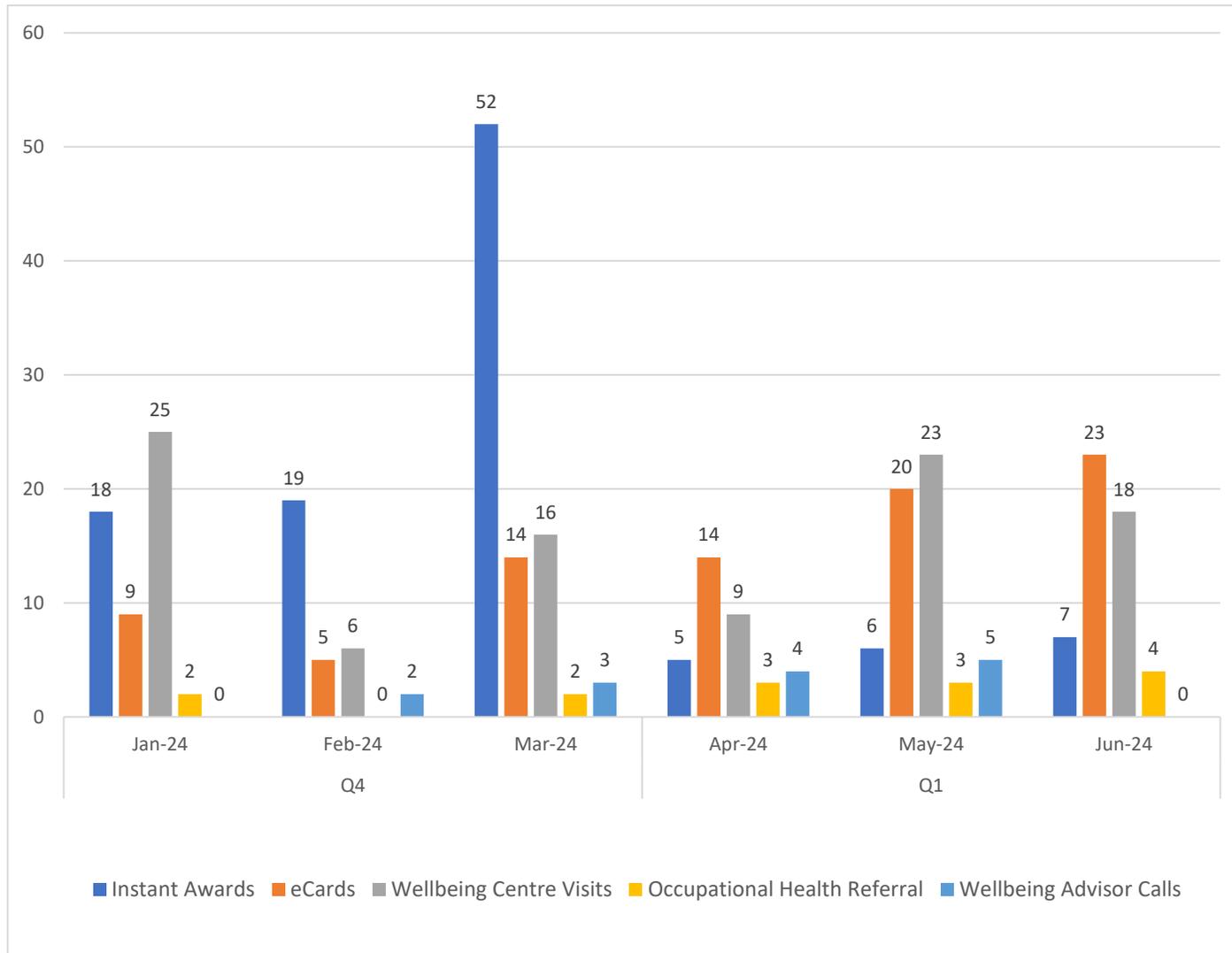
Cycle to Work **2**

Eye Care Vouchers **8**

New Flexible Working Requests **1**

Reward Gateway Savings **£1,627**

Employee Turnover

Chart: Leavers and New Joiners by month

	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
Leavers	7	0	14	2	2	3
New Joiners	9	1	2	3	13	3

Q4: Jan-24, Feb-24, Mar-24
Q1: Apr-24, May-24, Jun-24

— Leavers   — New Joiners
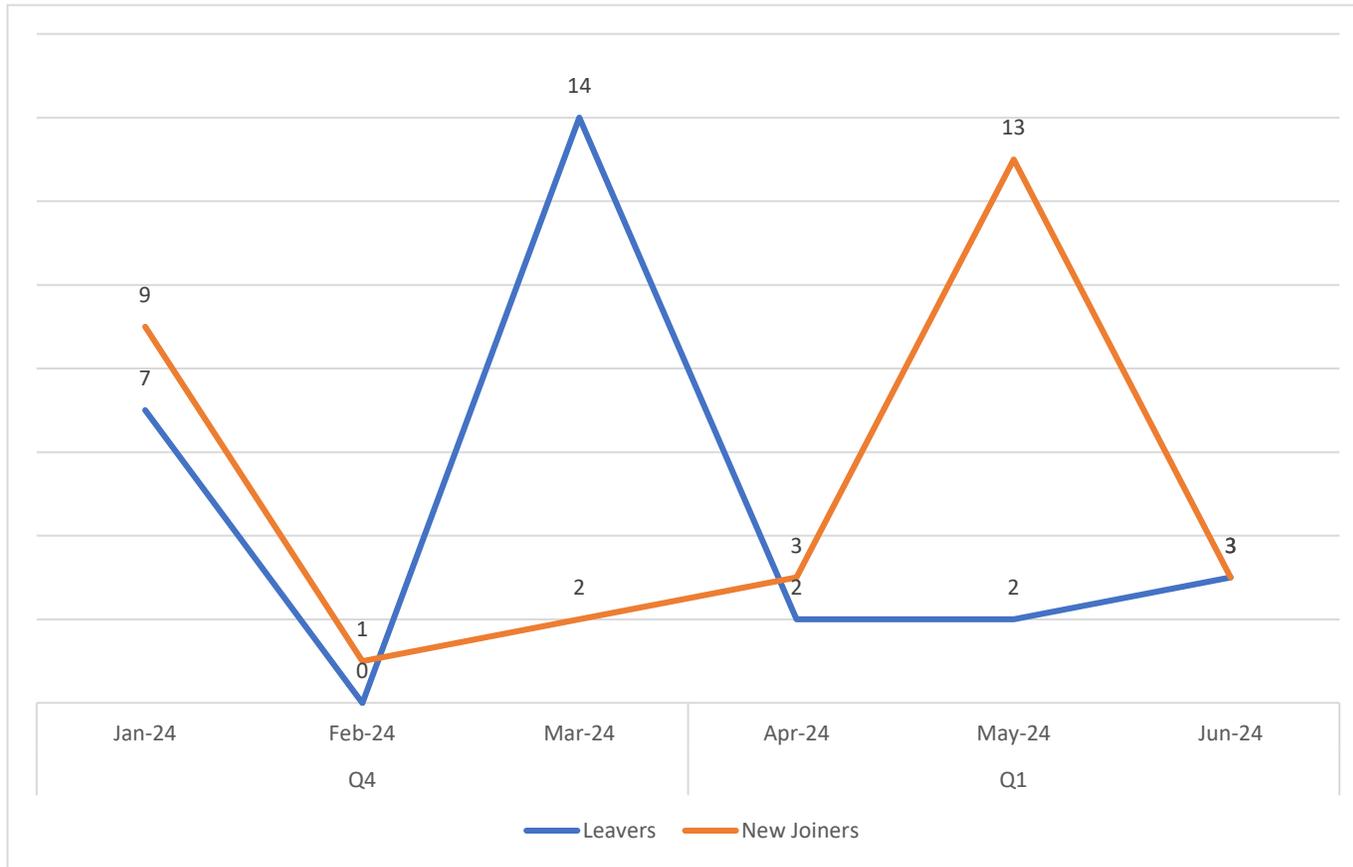
Average Leavers*   **2**

Average Length of Service***   **7.6 yrs**

Average New Joiners*   **6**

% Average Vacancies**   **5.8%**

Q1 80%

YTD 79%

Average Stability Index
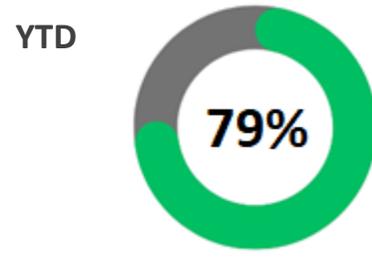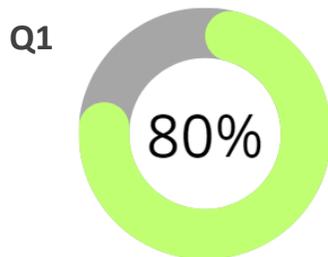
YTD Voluntary turnover rate: 10%

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

Exit Interview Feedback

Exit interview completion rate in Q1: 43%

Reasons for leaving (YTD)

Reason	Count
Progression	8
Family/Personal reasons	3
End of contract	3
Career Change	2
Travelling (abroad)	2
Health and Well-being	2
Salary	2
Other	2
Training	1
Working relationships	1
Benefits	1

Recommend HCPC (YTD*)

- No, 2, 9%
- Maybe, 6, 26%
- Yes, 15, 65%

Q1

- Yes, 3, 100%
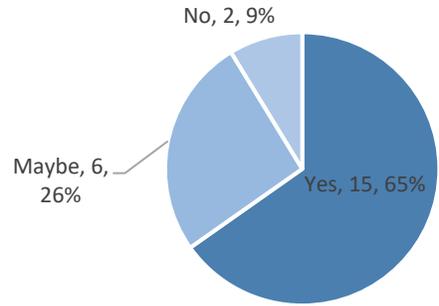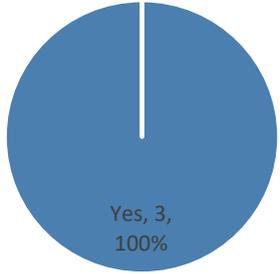
Leavers in Q1 : 7

Voluntary Turnover Rate (YTD) : 10%

Overall Turnover Rate (YTD) : 15%

Exit Interviews in Q1 : 3

Employee Relations

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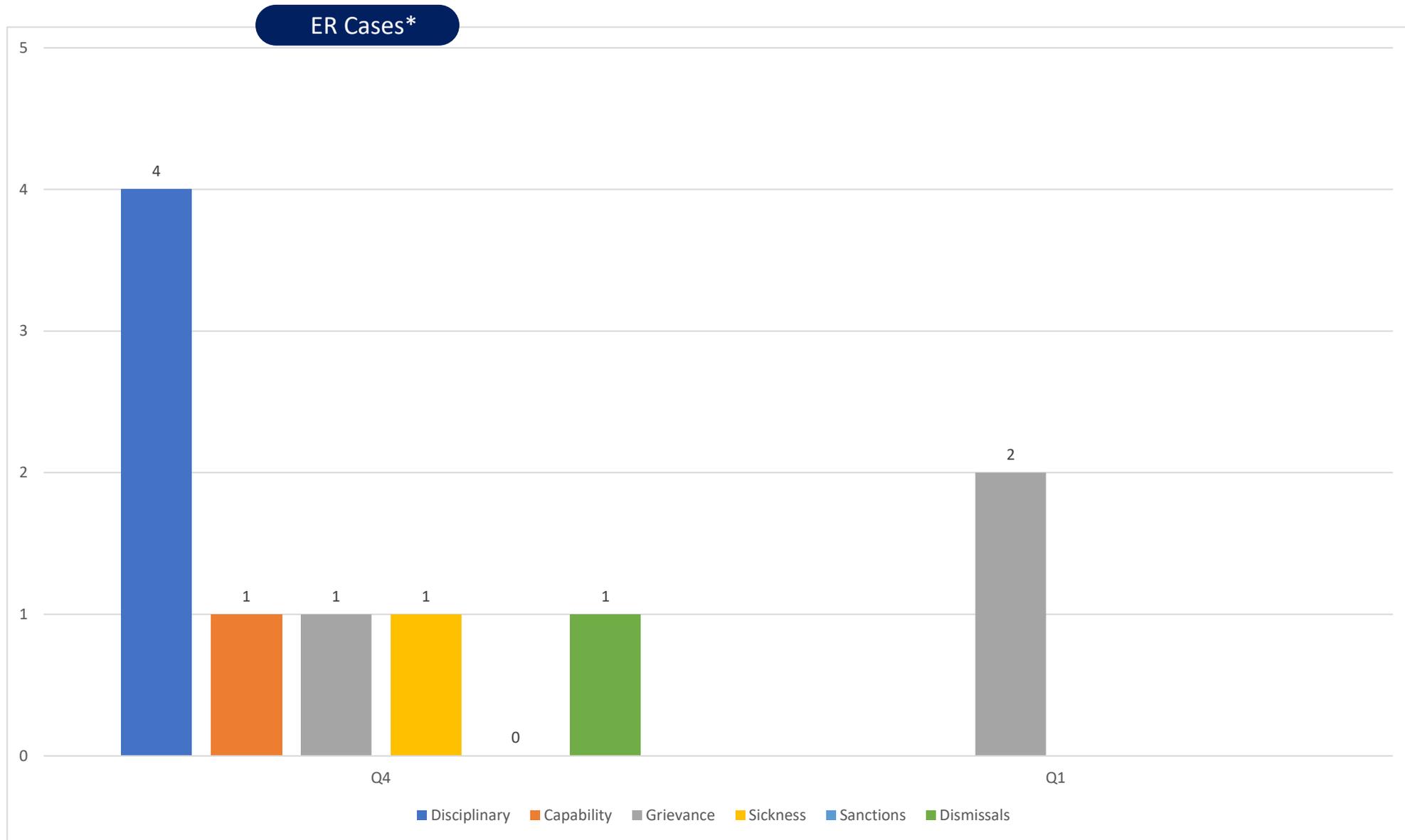
*Including formal/informal proceedings
**Including formal/informal proceedings and ongoing sanctions

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Learning/Organisational Development Activity

Training/Workshop	No of Attendance	No of events	Duration (hours)	Total Training Hours
HR Masterclass	3	1	03:00	9:00
Managing Probation	6	1	03:00	18:00
Corporate Induction Welcome event	8	1	02:30	20:00
Impactful Job Application	4	1	03:30	14:00
Managing Recruitment	3	1	03:30	10:30
Development Programme				
Senior Leadership Programme (6 senior managers attending)	6	5	06:00	36:00
Total	**30**	**10**	**21:30**	**107:30**

Compliance eLearning 95% average completion rate

Apprenticeship Programmes

Apprenticeship programme	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	• 1 staff has passed the apprenticeship programme. • 1 staff is progressing well.
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	• 2 staff progressing well.
Coaching level 5 Apprenticeship programme	• 1 staff has passed the apprenticeship programme. • 1 staff is progressing well.
HR Support level 3 Apprenticeship programme	• 1 staff is progressing well.
Data Foundation Level 3 for Managers	• 2 staff started the programme in May

Employee Turnover Diversity
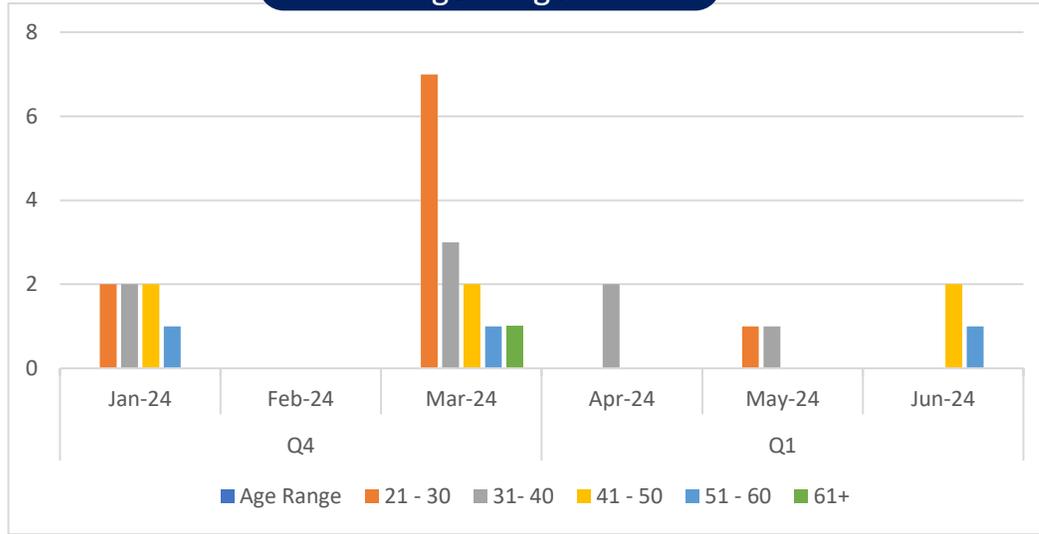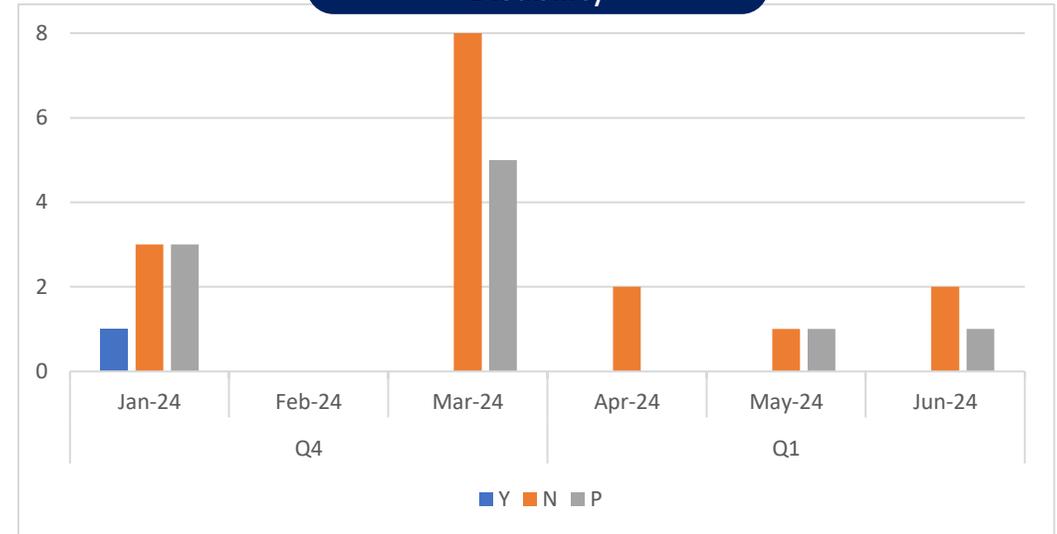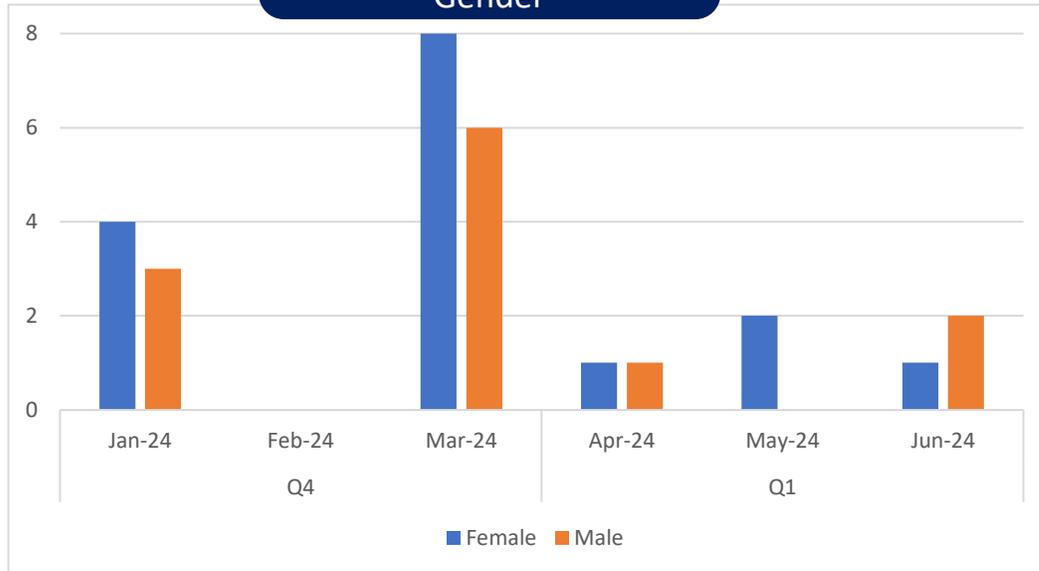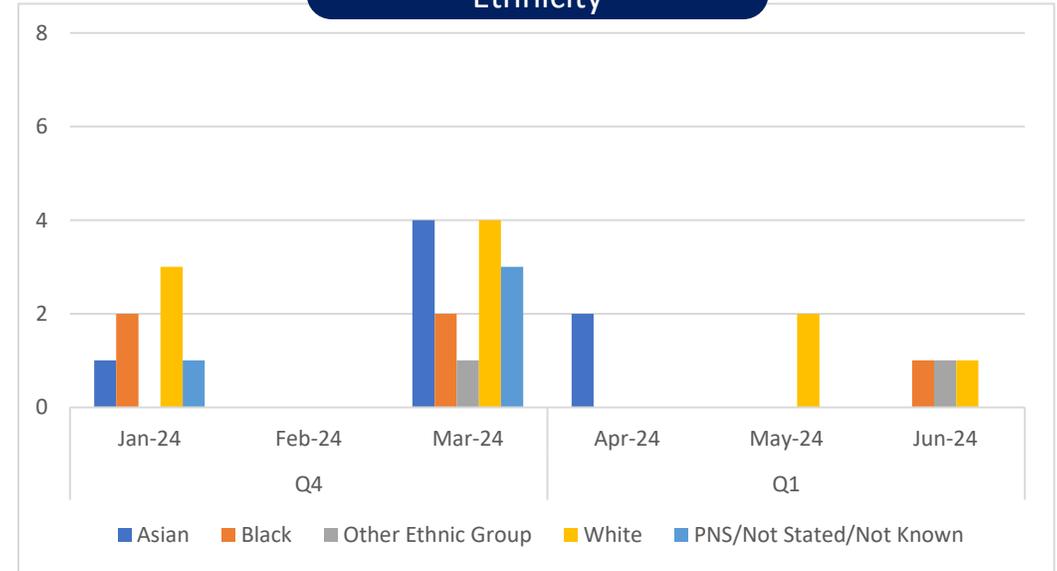
Recruitment Candidate Diversity
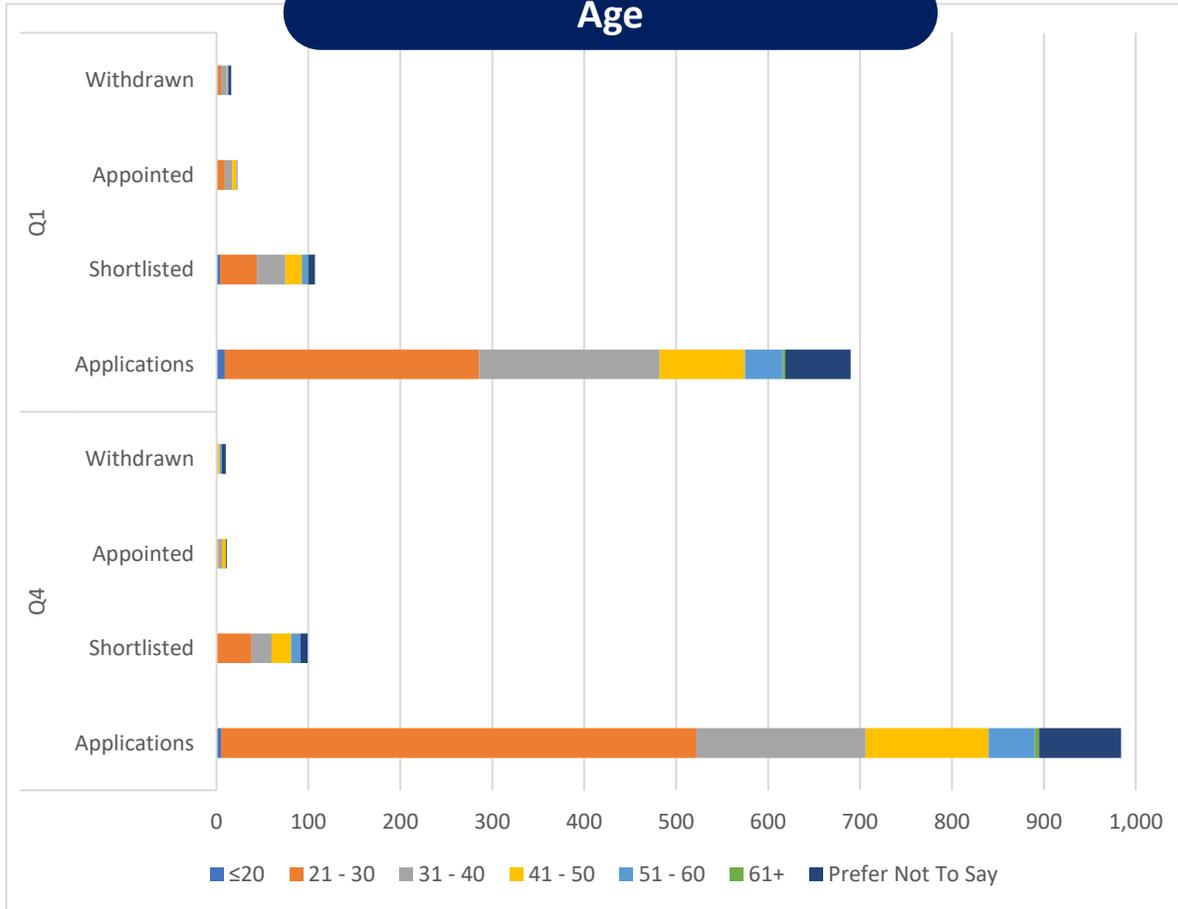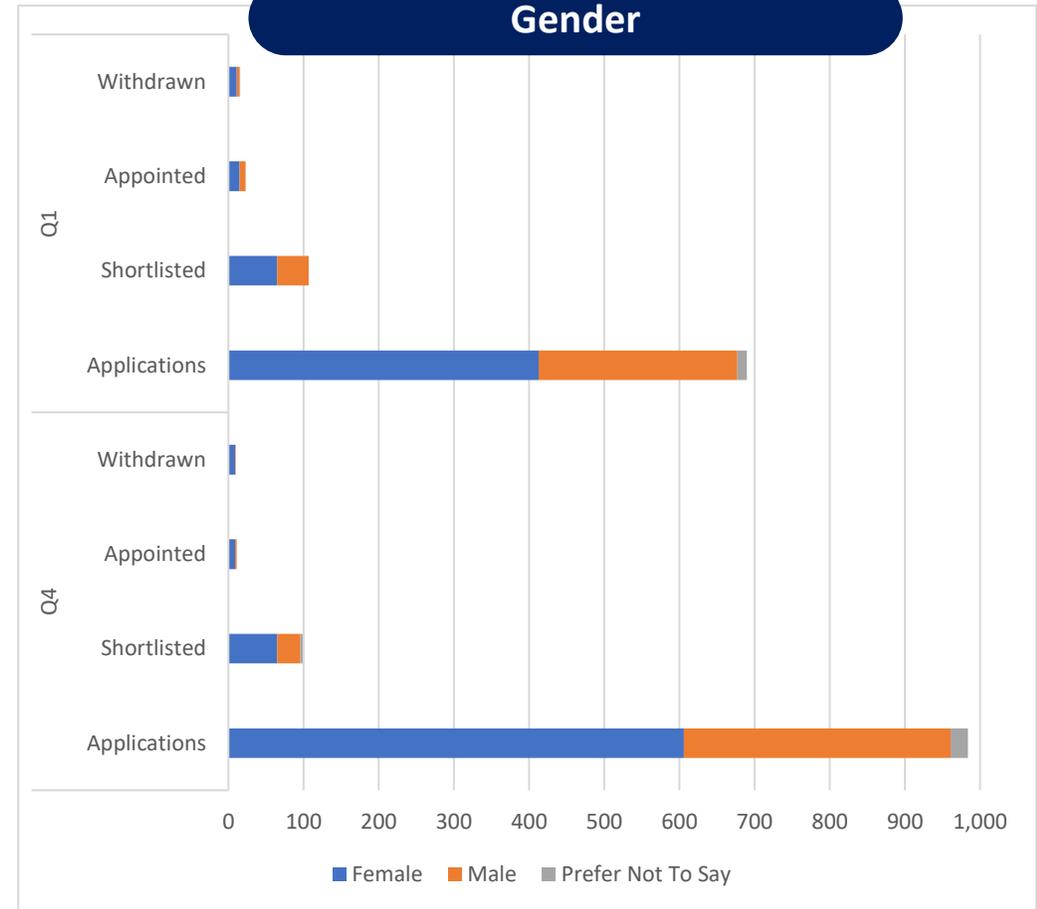
Recruitment Candidate Diversity
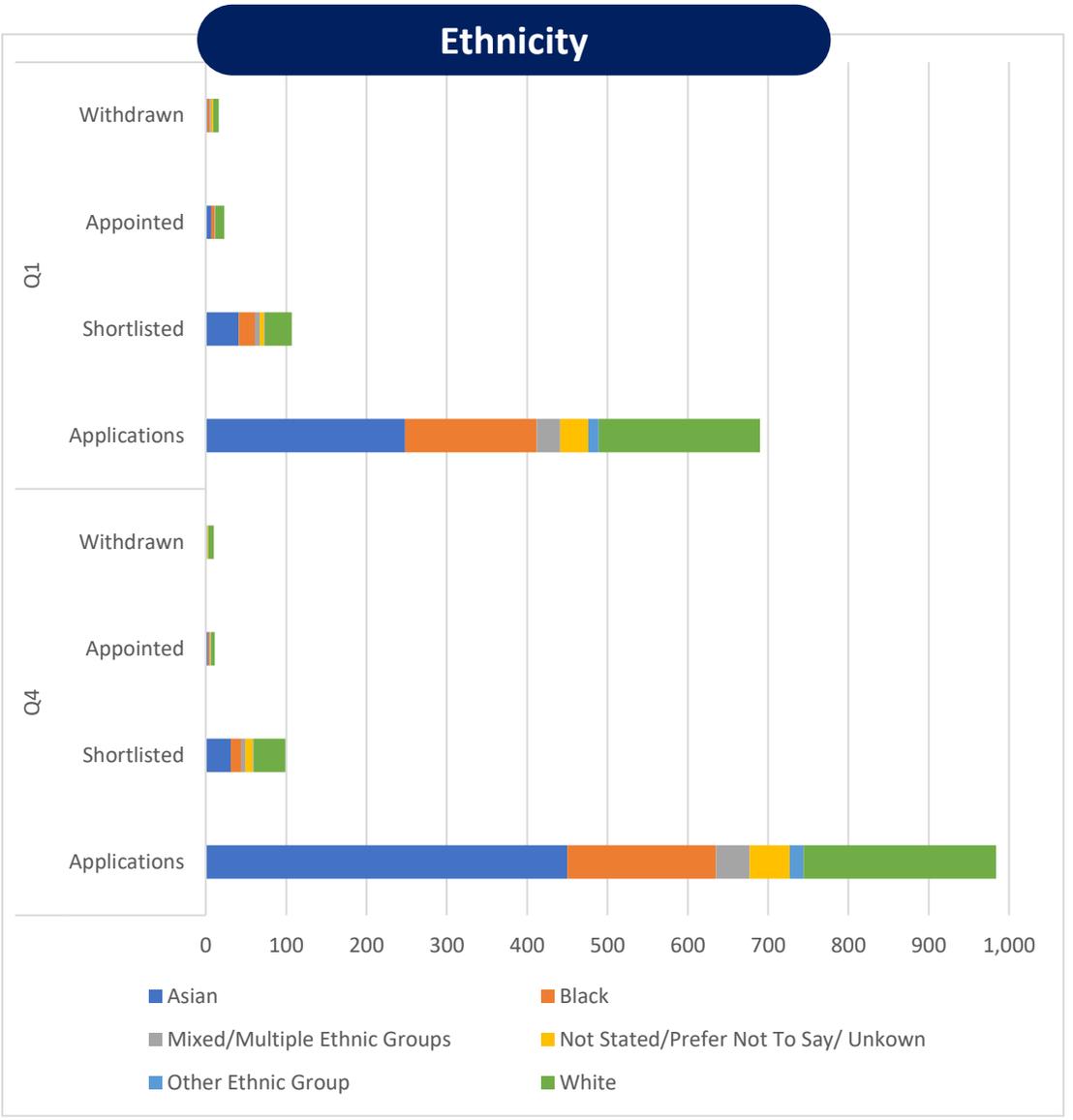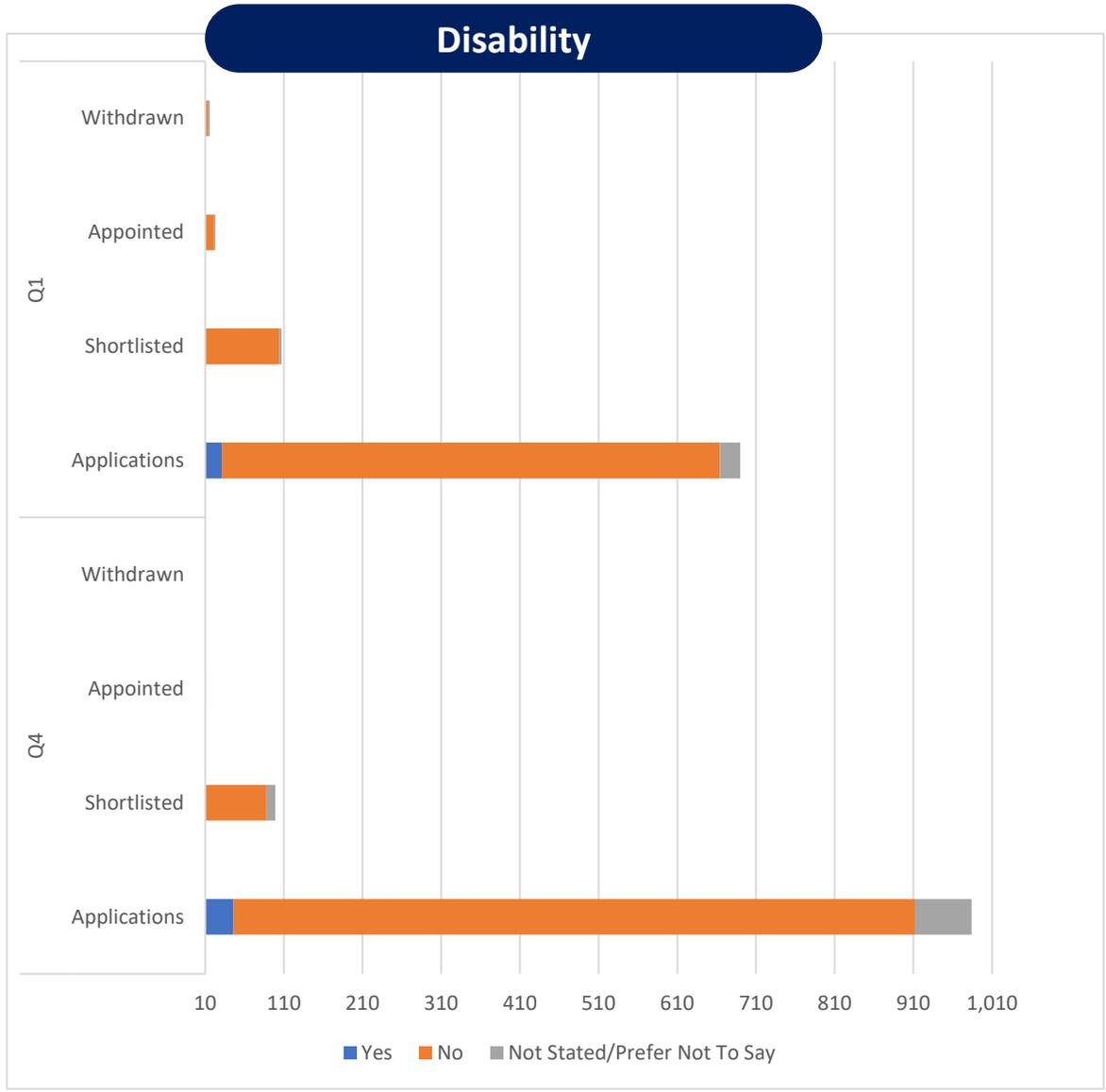
Recruitment Candidate Pay Band Breakdown
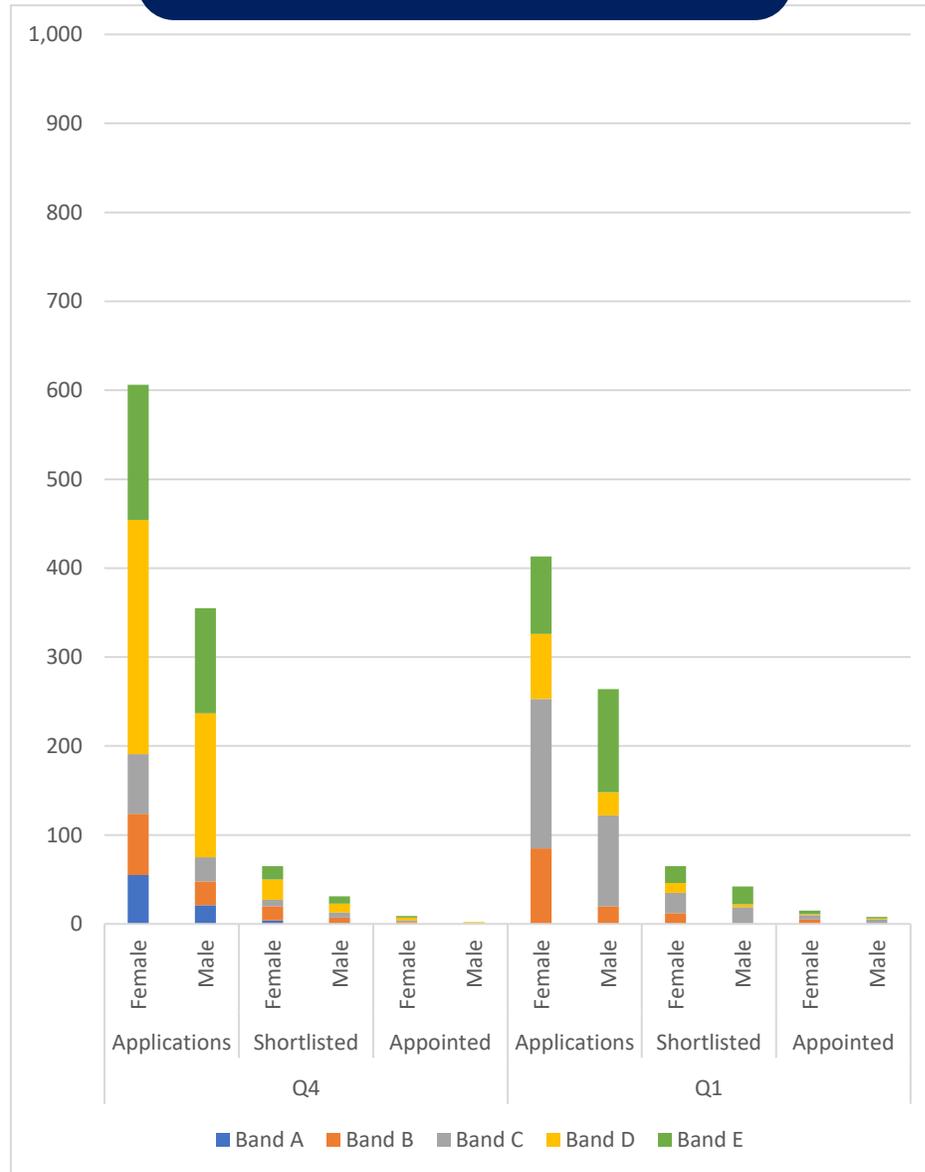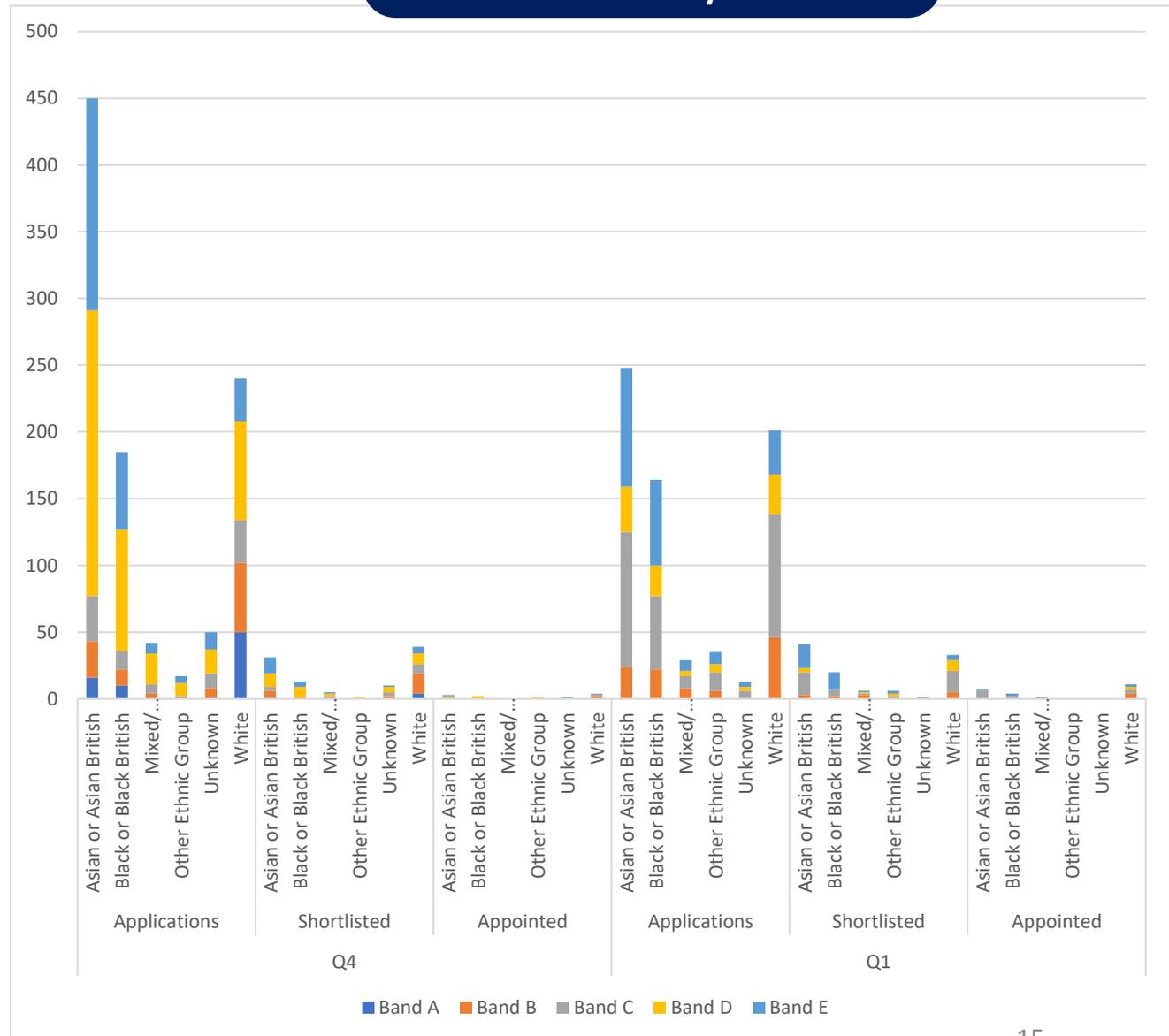
Our core aims are threefold:

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

Q1 2024-2025

1. Purpose of Pulse Surveys

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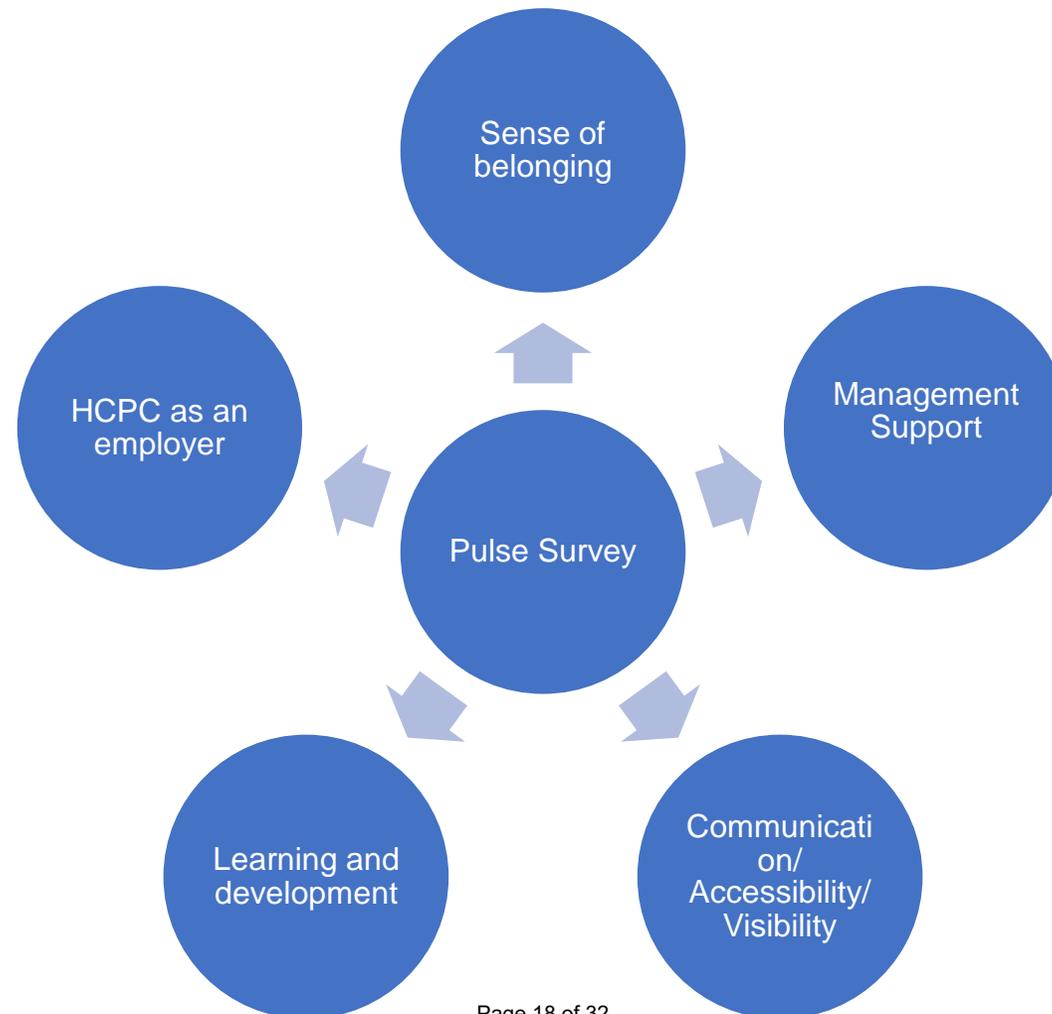
Pulse Survey – You Said, We Did!

- ✨ **Revamped corporate inductions**
- ✨ **CEO meet-and-greet sessions with new starters**
- ✨ **Let's Talk sessions with the CEO**
- ✨ **Introduction of 30-day check-in sessions**
- ✨ **Specific EDI and wellbeing initiatives**
- ✨ **Targeted learning and development programmes**
- ✨ **Mentoring programmes**
- ✨ **Increased visibility of senior leaders – Let's Talk sessions**
- ✨ **Organisational updates at All employee meetings**
- ✨ **Increased level of communications (intranet articles, blogs, viva engage posts)**

- ✨ **Wellbeing check-ins with staff on long term sick leave**
- ✨ **Wellbeing check-ins for employees returning from parental leave**
- ✨ **Introduction of long service recognition awards**
- ✨ **Increased level of recognition via My Health, My Care, My Reward platform**

2. Respondents

2023-24 – Quarter 4

52%
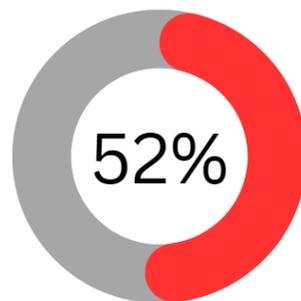
159 Responses

2024-25 – Quarter 1

62%
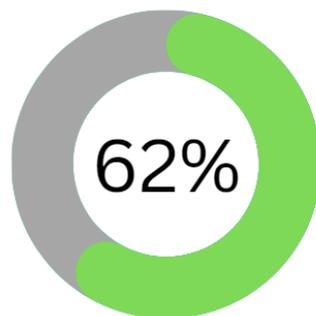
190 Responses

Department (s)	Number of Responses	Number of staff (inc agency)	Response Rate
Assurance and compliance	8	10	80%
Business Change	9	11	82%
Communications, Engagement and Public Affairs and Professionalism and Upstream Regulation	7	14	50%
Education	8	11	73%
Finance	15	17	88%
Fitness to Practise	51	97	53%
Tribunal Services	14	40	35%
Governance/Partners/OCCE	7	11	64%
Human Resources	12	12	100%
IT	14	16	88%
Office Services	7	9	78%
Policy, Standards and EDI and Insight and Analytics	9	11	82%
Registration	29	63	46%
Totals	190	308	62%

3. Sense of Belonging

Develop and embed an organisational culture where morale is high

2023-24 – Quarter 4

94%
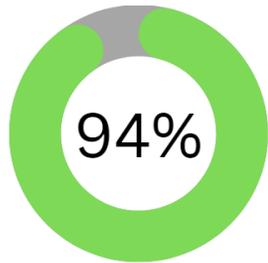
150 responders strongly agreed or agreed with question

2024-25 – Quarter 1

150 responders strongly agreed or agreed with question

93%

2023-24 – Quarter 4

75%
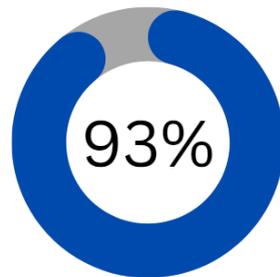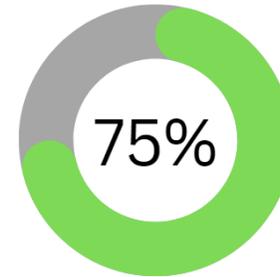
119 responders strongly agreed or agreed with question

2024/-25 – Quarter 1

69%
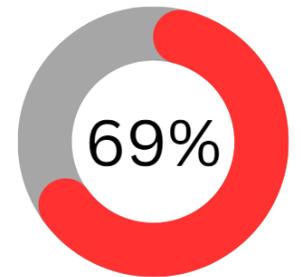
131 responders strongly agreed or agreed with question

I understand how my work supports the goals of my team and department

I feel connected to the HCPC values and behavioural framework

4. Management Support

My manager provides constructive feedback

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

I feel my manager values my opinions and feedback

2023-24 – Quarter 4

2024-25 – Quarter 1

84%

134 respondents strongly agreed or agreed

84%

159 respondents strongly agreed or agreed

2023-24– Quarter 4

2024-25– Quarter 1

82%

131 respondents strongly agreed or agreed

85%
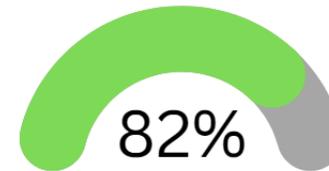
162 respondents strongly agreed or agreed

I have access to my manager whenever I need it. ↓

2023-24 – Quarter 4

143 respondents strongly agreed or agreed
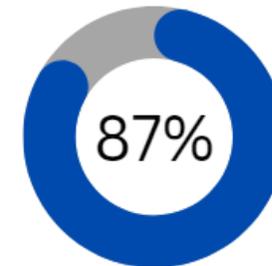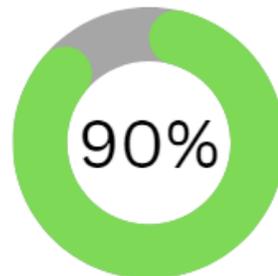
90%

87%

2024-25 – Quarter 1

166 respondents strongly agreed or agreed

5. Communication and Accessibility

3 — Compassionate, inclusive and effective leadership at all levels

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

**I feel informed about what is happening at the HCPC now and in the future**

69%

of employees feel informed about what is happening at the HCPC now and in the future.

(109 respondents agreed or strongly agreed to this question)

I feel informed about what is currently happening at the HCPC
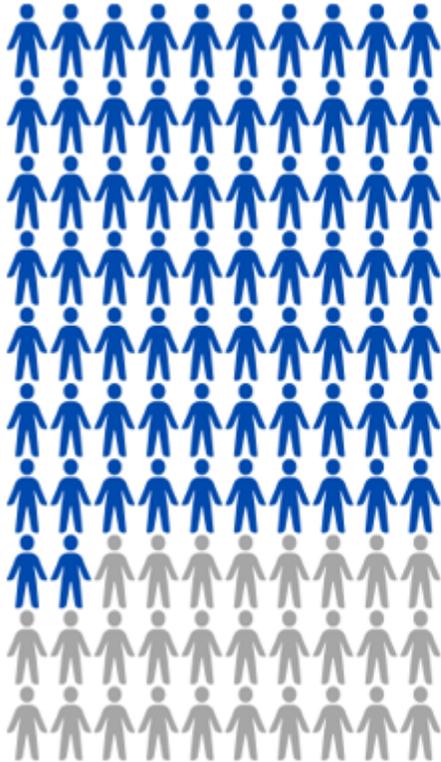
72% of employees feel informed of what is currently happening at the HCPC

2023-24 – Quarter 4

109 respondents strongly agreed or agreed

2024-25 – Quarter 1

137 respondents strongly agreed or agreed

5. Communication and Accessibility

3 — Compassionate, inclusive and effective leadership at all levels

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

hcpc — health & care professions council

I feel informed about what is happening at the HCPC now and in the future

69%

of employees feel informed about what is happening at the HCPC now and in the future.

(109 respondents agreed or strongly agreed to this question)

2023-24 – Quarter 4

109 respondents strongly agreed or agreed

I feel informed about what is happening at the HCPC in the future
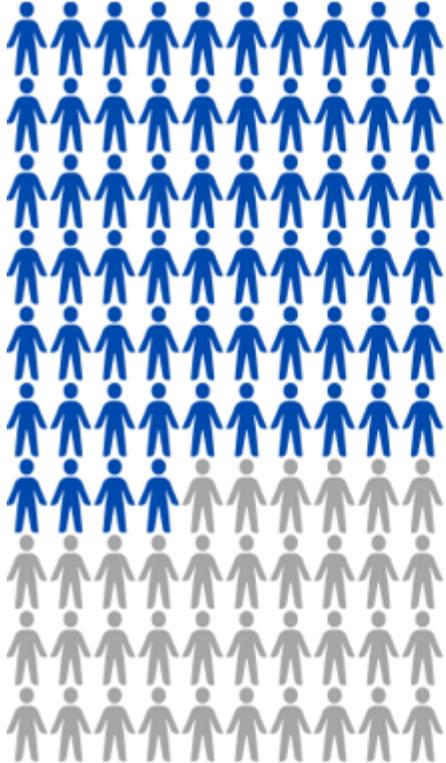
64% of employees feel informed of what is happening at the HCPC in the future

2024-25 – Quarter 1

121 respondents strongly agreed or agreed

5. Communication and Accessibility

4 Develop and embed an organisational culture where morale is high

3 Compassionate, inclusive and effective leadership at all levels

I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required ↓
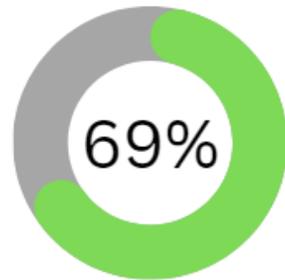
69%

2023-24 – Quarter 4

110 respondents strongly agreed or agreed

64%
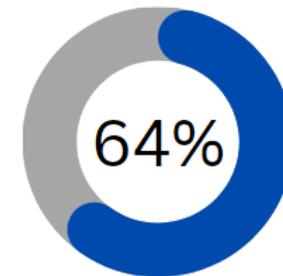
2024-25 – Quarter 1

166 respondents strongly agreed or agreed

6. Learning and Development

86%
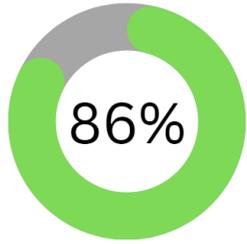
2023-24 – Quarter 4

137 respondents strongly agreed or agreed

74%
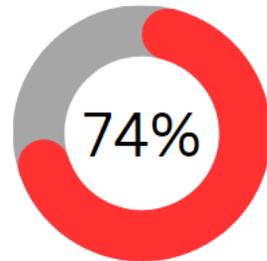
2024/25 – Quarter 1

142 respondents strongly agreed or agreed

2	High performing, capable and skilled organisation

4	Develop and embed an organisational culture where morale is high

67%

2023-24 – Quarter 4

106 respondents strongly agreed or agreed

66%
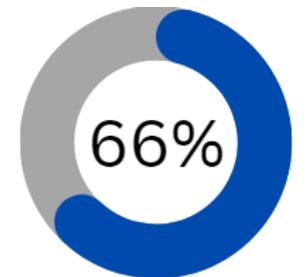
2024-25 – Quarter 1

125 respondents strongly agreed or agreed

My job role aligns with my skills and interest

HCPC offers a variety of learning and development opportunities

6. Learning and Development

I am given opportunities to learn and develop my skills when needed

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

2 — High performing, capable and skilled organisation

68%
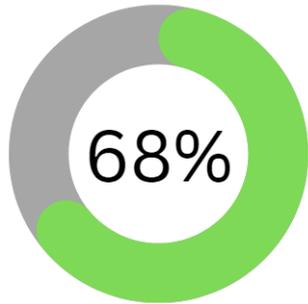
2023-24 – Quarter 4

108 respondents strongly agreed or agreed

72%
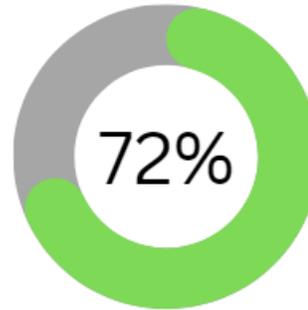
2024-25 – Quarter 1

136 respondents strongly agreed or agreed

I am given opportunities to implement my learning in the workplace

0%
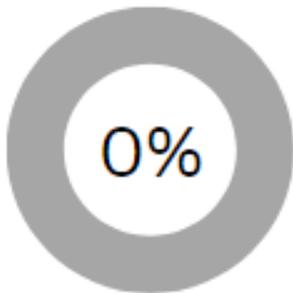
2023-24 – Quarter 4

Question not included in Q4 survey

67%
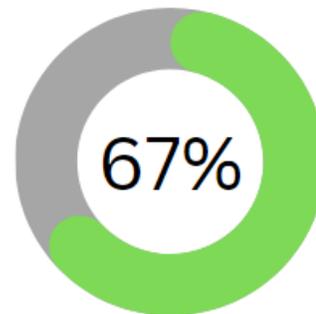
2024-25 – Quarter 1

128 respondents strongly agreed or agreed

7. The HCPC as an Employer

Employee Satisfaction Score

2023-24 – Quarter 4

79%

2024-25 – Quarter 1

80%
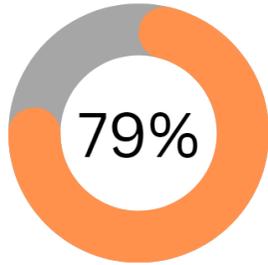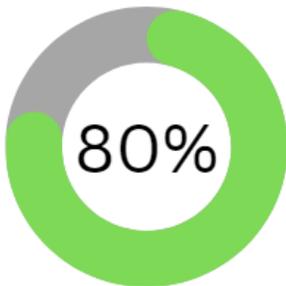
I achieve a good balance between my work life and my personal life

2023-24 – Quarter 4

74%
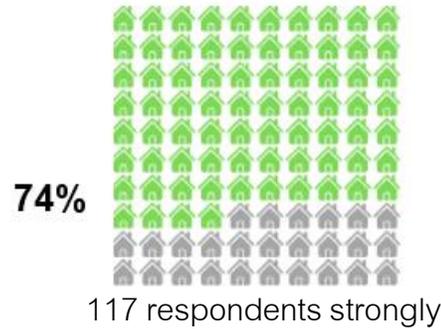
117 respondents strongly agreed or agreed
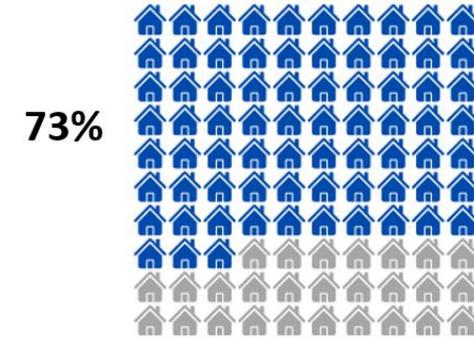
2024-25 – Quarter 1

73%

138 respondents strongly agreed or agreed

The feedback I receive helps me to improve my performance

81%

82%
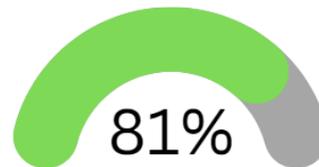
2023-24 – Quarter 4

129 respondents strongly agreed or agreed
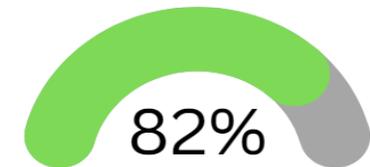
2024-25 – Quarter 1

155 respondents strongly agreed or agreed

7. The HCPC as an Employer

**I feel adequately supported in a hybrid working environment**

2023-24 – Quarter 4

131 respondents strongly agreed or agreed

82%
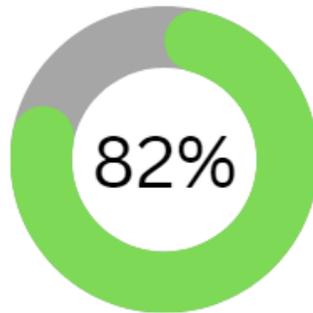
2024-25 – Quarter 1

148 respondents strongly agreed or agreed

78%
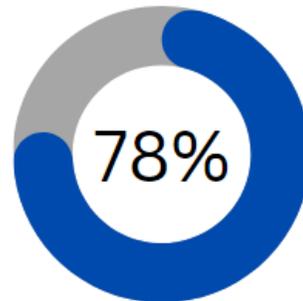
**The HCPC demonstrates it cares about its employees' wellbeing**

2023-24 – Quarter 4

109 respondents strongly agreed or agreed

69%
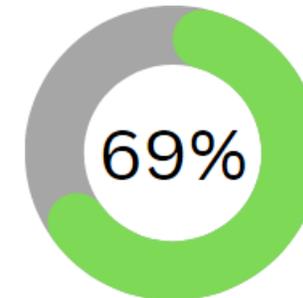
2024-25 – Quarter 1

130 respondents strongly agreed or agreed

68%
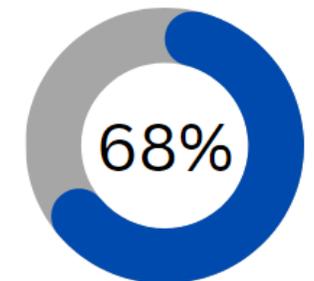
I feel valued by the recognition I receive for my work

2023-24 – Quarter 4

110 respondents strongly agreed or agreed

69%

2024-25 – Quarter 1

137 respondents strongly agreed or agreed

72%
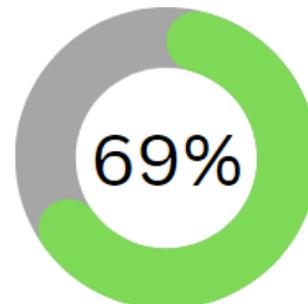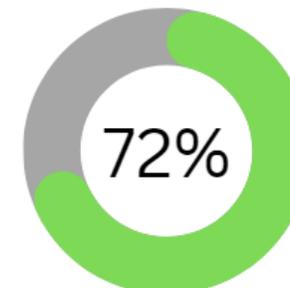
7. The HCPC as an Employer

Overall, on a scale of 1 to 5 (with 1 being the lowest and 5 being the highest), how committed do you feel to the HCPC and its vision and purpose

190 Responses

4.02
Average Rating
① ② ③ ④ ⑤

Level 5
Level 4
Level 3
Level 2
Level 1
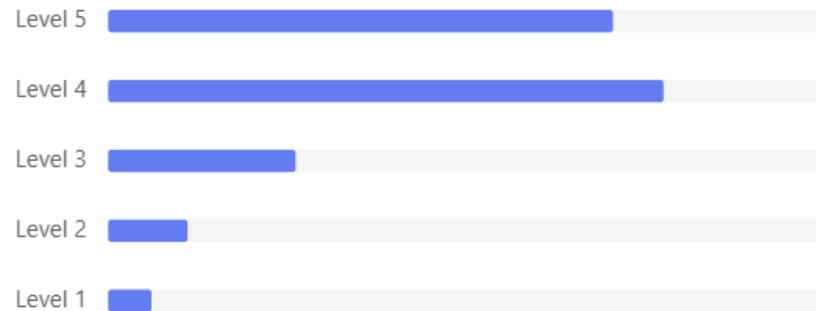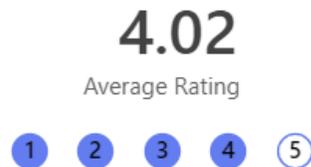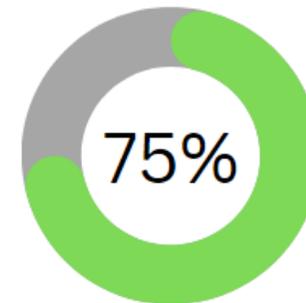
2023-24 – Quarter 4

120 respondents strongly agreed or agreed

75%

2024-25 – Quarter 1
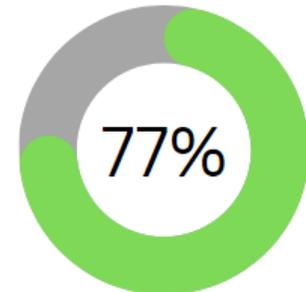
147 respondents strongly agreed or agreed

77%

8. Confidence that the HCPC is a diverse and inclusive employer

<u>2023/24 – Quarter 4</u>

133 respondents strongly
agreed or agreed

84%

I am confident that HCPC is a diverse employer	I am confident that HCPC is an inclusive employer

81%

81%

<u>2024-25 – Quarter 1</u>

154 respondents strongly
agreed or agreed

<u>2024-25 – Quarter 1</u>

153 respondents strongly
agreed or agreed

9. Key Takeaways

The results from this survey show some variances from the trend over the last few quarters.

- Response rate of 62% for Q1 was higher when compared to all four quarters of 2023-24.

- This quarter's survey data show positive increases in a number of areas including :
  - ❖I feel my manager values my opinions and feedback (Increase from 82% in Q4 2023-24 to 85% in Q1 2024-25)
  - ❖I am given opportunities to learn and develop my skills (Increase from 68% in Q4 2023/24 to 72% in Q1 2024-25)
  - ❖The feedback I receive helps me to improve my performance (Increase from 81% in Q4 2023-24 to 82% in Q1 2024-25)
  - ❖I feel valued by the recognition I receive for my work (Increase from 69% in Q4 2023-24 to 72% in Q1 2024-25)
  - ❖I feel committed to the HCPC and its vision and purpose (Increase from 75% in Q4 2023-24 to 77% in Q1 2024-25)

- Continuing on for the data gathered from last year, in this quarter's survey we introduced new questions all of which showed promising data for e.g. I am given opportunities to implement my learning in the workplace. (67% of respondents agreed/strongly agreed with this question).

- There was also a positive increase in the overall employee satisfaction score increasing from 79% in Q4 to 80% in Q1 2023-24, reflecting initiatives in a number of areas to maintain and strengthen communication about corporate plans and activity, wellbeing support, and other corporate information.

- The question about feedback linked to performance continues to show positive reporting.