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## HR Report - Quarter 3 2023-24

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### Executive Summary

This report assesses the third quarter's performance (October to December 2023) of the organisation in alignment with Human Resources (HR) key performance indicators (KPIs). Utilising these metrics is essential to gauge the effectiveness of our strategies in supporting colleagues and achieving our People Strategy.

#### Key highlights:

**Establishment:** The current Full-Time Equivalent (FTE) exceeds the 2023-24 budget by an average of 10 FTE, primarily due to increased maternity covers in Q3.

**Recruitment:** Recruitment efforts have demonstrated stability throughout Q1, with an average time to hire consistently meeting the target of 42 days, achieving an impressive average of 36 days year-to-date (YTD). This robust performance reflects the efficacy of our recruitment strategies and processes. Key initiatives within this quarter have been to provide a targeted refresher training programme for managers and recruitment process review and enhancements within the Fitness to Practise department.

**Sickness:** Q3 saw a decrease in total sickness days compared to Q2, including a reduction in long-term sickness (LTS) cases and COVID-19 related absences.

**Turnover:** Voluntary turnover has decreased by 3% from the previous quarter, resulting in a YTD turnover rate of 12%.

**Exit Interviews:** Achieved a 100% completion rate in Q3, with positive feedback addressing culture and career development themes.

**Learning and Development:** Achieved a 92% compliance rate in November 2023 for Sexual Harassment e-learning. Management Development and Senior Leadership Development programs were successfully launched.

**Induction:** Successfully hosted the first in-person corporate induction welcome event in November 2023.

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Previous consideration	HR KPIs are an ongoing set of data presented to ELT and the People and Resource Committee. The previous report (Q2 2023-24) can be found <a href="#">here</a> .
Decision	The People and Resources Committee is asked to discuss and note the Key Performance Indicators for the HCPC in relation to people activity within the period October 2023 - December 2023 (Q3).

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Next steps	HR will continue to review and analyse the data in light of the HR departmental work plan. HR will work with managers and heads of department to resolve any underlying issues within their teams 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 are being led by the HR team within existing resource and budget and form part of HR's work plan.
EDI impact	EDI data is provided in the report and will continue to be further developed in future reports.
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## **2023/24 Third Quarter HR Performance - Data Analysis Highlights**

### **Establishment:**

There has been an increase in permanent and Fixed-Term Contract (FTC) staff, with a slight rise in agency staff since the last quarter.

### **Recruitment Activity:**

There has been an average of five vacancies advertised per month, with a decline in the number of campaigns in December 2023 due to the ongoing recruitment project. There has also been an increase in job offers to external candidates in Q3. The average days to hire has remained consistent and within the target range of 42 days.

### **Sickness Absence:**

There has been a slight decrease in total sicknesses in Q3, with notable improvements in long-term sickness cases.

### **Wellbeing and Reward Initiatives:**

There has been a significant increase in Instant Awards and e-cards and a decrease in Wellbeing Advisor calls and occupational health referrals compared to Q2.

### **Employee Turnover:**

There has been a decrease in voluntary leavers, contributing to a stable workforce with an average stability of 79% in Q3 and an overall voluntary turnover rate of 12% (YTD).

### **Employee Turnover Diversity:**

When looking at the turnover diversity, there looks to be a similar/even distribution/same patterns across age and disability.

The majority of the employees are within the 21-30 or 31-40 age range; the majority either state that they do not have a disability or prefer not to say, and the majority of leavers are from white and other ethnic group backgrounds. This data could be expected as most of our employees fall within those age ranges/disability categories/ethnic groups. In relation to gender, however, Q3 appears to have more female leavers, as was the case in Q2.

### **Exit Interview Feedback:**

There were six employees who completed the exit interview questionnaire this quarter which proved to be a 100% completion rate. Positive feedback was received, with leavers mainly transitioning to the public sector or other organisations for progression, salary, and personal reasons.

### **Employee Turnover Diversity:**

When looking at the turnover diversity, there looks to be a similar/even distribution across ages and disability status.

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### **Employee Relations:**

There has been an increase in employee relations cases, with the majority involving disciplinary, sickness, and grievance issues.

### **Recruitment Candidate Diversity:**

The number of applications remained consistent between Q2 and Q3. Based on each recruitment stage, approximately 16% of applicants were shortlisted against the number of applications in Q2 and 8.3% of the applicants were appointed.

Age: There were an even proportion of applications, shortlisted and appointed applicants across each age range, except for below age 20 and above 61. Applicants of age 21-30 were more likely to reach the shortlisted and appointed stages.

Gender: The general pattern for each quarter has been that most applicants are female. Based on the gender breakdown of applications, 9.8% of females and 3.8% of male applicants were shortlisted. As in Q2, females were equally likely to be shortlisted as males.

In relation to the appointed stage, females are still more likely to be appointed than males, though this is aligned to the higher proportion of applications from females.

Disability: Majority of applicants tend not to have a disability and we continue to be low in numbers across applications, shortlisted and appointed stages for those that do. This continues to be the pattern for the majority, if not all of the quarters.

Our primary focus for enhancement applies to the extension of our outreach to a broader pool of disabled candidates. This involves strategic promotion on targeted recruitment platforms and the creation of more inclusive and compelling recruitment advertisements.

Ethnicity: Across consecutive quarters, a visible trend emerged, indicating a higher volume (61%) of applications originating from individuals of a white background, with 39% stemming from ethnic minorities during Q3, marking a reversal from the previous quarter. Evaluating applications from ethnic minority groups, it is anticipated

that 7% are likely to be shortlisted, concluding in a 4% appointment rate. In Q3, these figures are comparable to the likelihood of shortlisting and appointment for applicants from a white background.

During this quarter's application phase, the predominant backgrounds observed among candidates are white and asian. Notably, candidates with a white and mixed background display a tendency for being shortlisted and ultimately appointed.

### **Recruitment Candidate Pay Band Breakdown:**

Gender: There is a significant increase in the female and male applicants for Band A roles compared to Q2. Males appear more likely to apply for Band E roles compared to Females in this quarter, whilst both genders are equally likely to apply for Band C and Band D roles.

Females are more likely than men to be shortlisted across all pay bands. At the appointment stage, they are more likely to be appointed than males across pay bands.

Ethnicity: There continues to be a general mix of applicants for Band C, Band D and Band E roles, but the majority of applicants for Band A roles are from a white background.

### **Learning/Organisational Development Activity:**

In November 2023, the HCPC successfully introduced its first Compliance Sexual Harassment eLearning module, achieving an impressive 92% completion rate.

Concurrently, the organisation has initiated Management Development and Senior Leadership Development programmes, which are currently in progress.

Additionally, during the third quarter, a total of 18 internal training sessions were conducted, attracting participation from 132 employees. This reflects the commitment to ongoing professional development within the organisation.

### **Corporate Induction and Onboarding:**

There was positive feedback received for the first onsite induction event post-COVID, attended by 19 colleagues.

### **Pulse Survey:**

Respondents: The Pulse Survey ran from **8 January 2024 to 22 January 2024**. During this period, there were 85.5 days of sickness absence and 127.5 days of annual leave taken. This is a similar level of absence for the comparable period from the previous quarter's survey.

There were a total of **195** responses to the pulse survey, representing 58% of all employees. In comparison with the last quarter this is a slight increase in the overall

response rate. In comparison with the four quarters of 2022-23 this response rate of 58% is still at a slightly higher level.

Engagement score: The recent analysis of the Employee Engagement Score for Q3 reveals a slight decrease, with the overall score standing at 73%. This represents a minor decline from the previous quarters, which registered scores of 77% in Q1 and 76% in Q2 of the fiscal year 2023-24.

A decrease in employee engagement scores can stem from various factors, necessitating a thorough understanding to address underlying issues effectively. Identifying these reasons is crucial for sustaining and enhancing overall organisational performance.

To delve deeper into the root causes and devise actionable strategies, the HCPC's senior leadership group will convene for a workshop in May 2024. During this session, the senior leadership group will conduct an in-depth analysis of the pulse survey results, scrutinising each thematic area and departmental performance. The aim is to pinpoint trends and patterns across the organisation, empowering leaders with insights into their responsibilities and fostering collaborative efforts to bolster engagement levels.

# HR Performance Report

Q3 2023/24

Fatma Ali, Head of HR & OD

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# Highlights

## Areas of Strength

**Establishment:** The current Full-Time Equivalent (FTE) exceeds the 2023-24 budget by an average of 10 FTE, primarily due to increased maternity covers in Q3.

**Recruitment:** Recruitment campaigns have maintained stability since Q1, with an average time to hire within the targeted 42 days. A refresher Recruitment process training for managers has contributed to a direct reduction in average days to hire.

**Sickness:** Q3 witnessed a decrease in total sickness days compared to Q2, including a reduction in long-term sickness (LTS) cases and Covid-19 related absences.

**Turnover:** Voluntary turnover has decreased by 3% from the previous quarter, resulting in a Year-to-Date (YTD) turnover rate of 12%.

**Exit Interviews:** Achieved a 100% completion rate in Q3, with positive feedback addressing culture and career development themes.

**Learning and Development:** Achieved a 92% compliance rate in November for Sexual Harassment eLearning. Management Development and Senior Leadership Development programs were successfully launched.

**Induction:** Successfully hosted the first in-person corporate induction welcome event in November.

## Areas for Development

**Recruitment:** We aim to complete the recruitment portal upgrade project at the beginning of Q4, which will provide an opportunity to strengthen the recruitment process in the following ways:

- Establishing a pool of candidates for high turnover roles
- Enhancing the candidate experience
- Streamlining the application process
- Promoting internal employee stories
- Collaborating with google jobs and other search engines
- Reducing the reliance on agency workers

## Areas for Action

**Recruitment:**

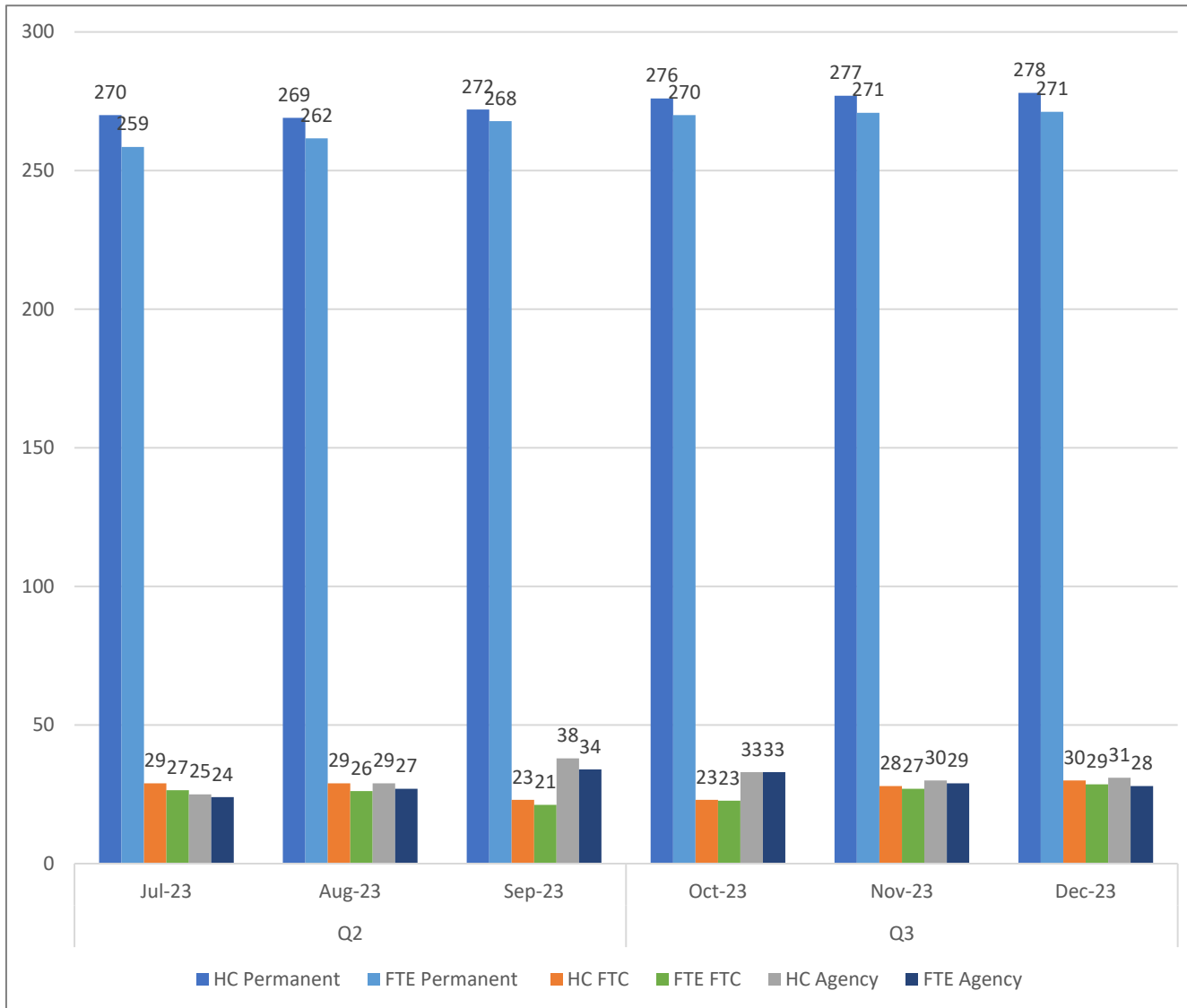
- Maintain the time to hire for the expected target (below 42 days).
- Strive towards stringently following the agreed recruitment schedule
- Reach a wider pool of candidates by advertising roles at various places including different universities and local communities.

**Exit Interviews:** Maintain the same level of participation.

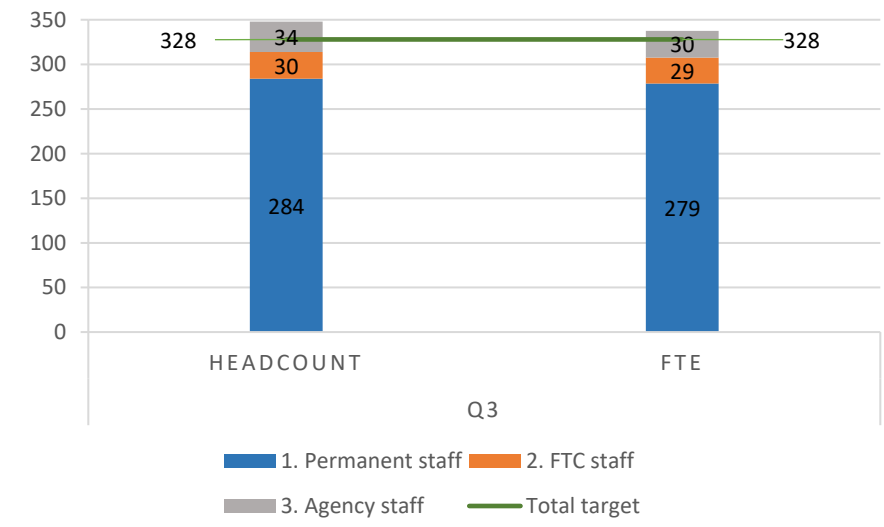
**Employer Brand:** A project team has been formed to review and plan how the HCPC can engage at careers fairs and workshops at universities.



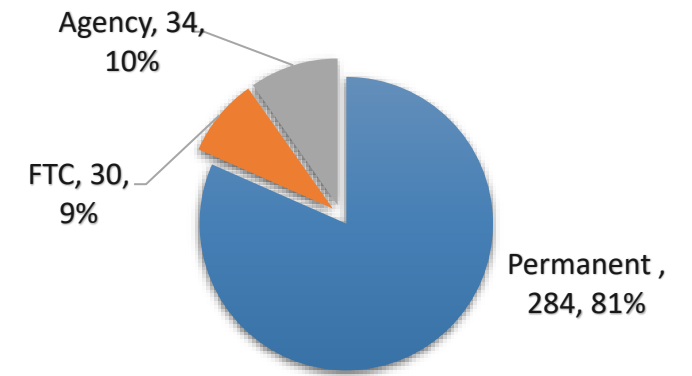
# Establishment



### Total Headcount and FTE\*



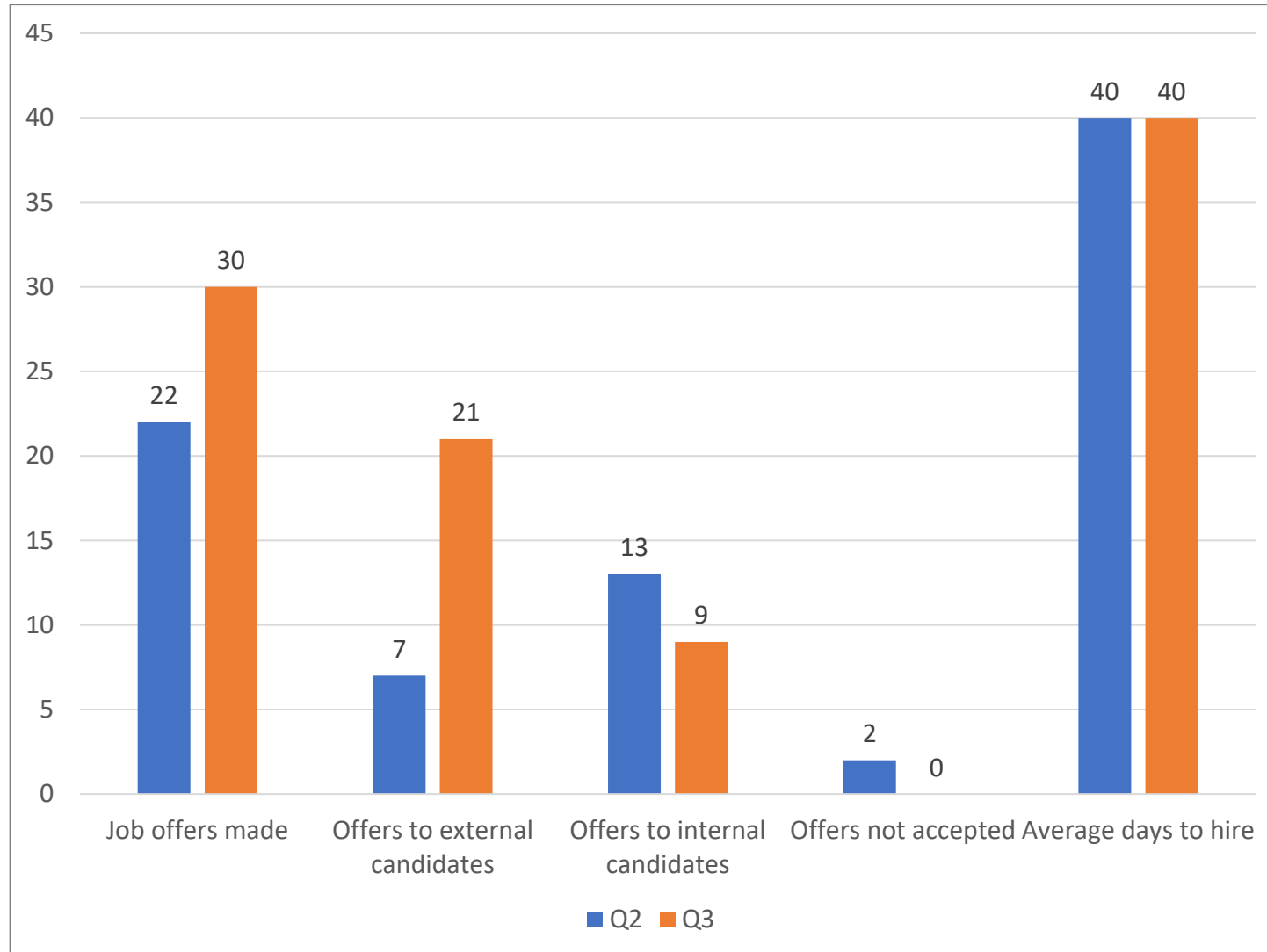
### Workforce Proportion\*



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



# Recruitment Activity



**Job Advertised : 5\***

**In Progress Vacancies : 10\***

Financial year	Total Job Offers	Internal	External
2023/2024	74	38%	59%
2022/2023	91	49%	51%
2021/2022	93	30%	67%
2020/2021	79	30%	70%

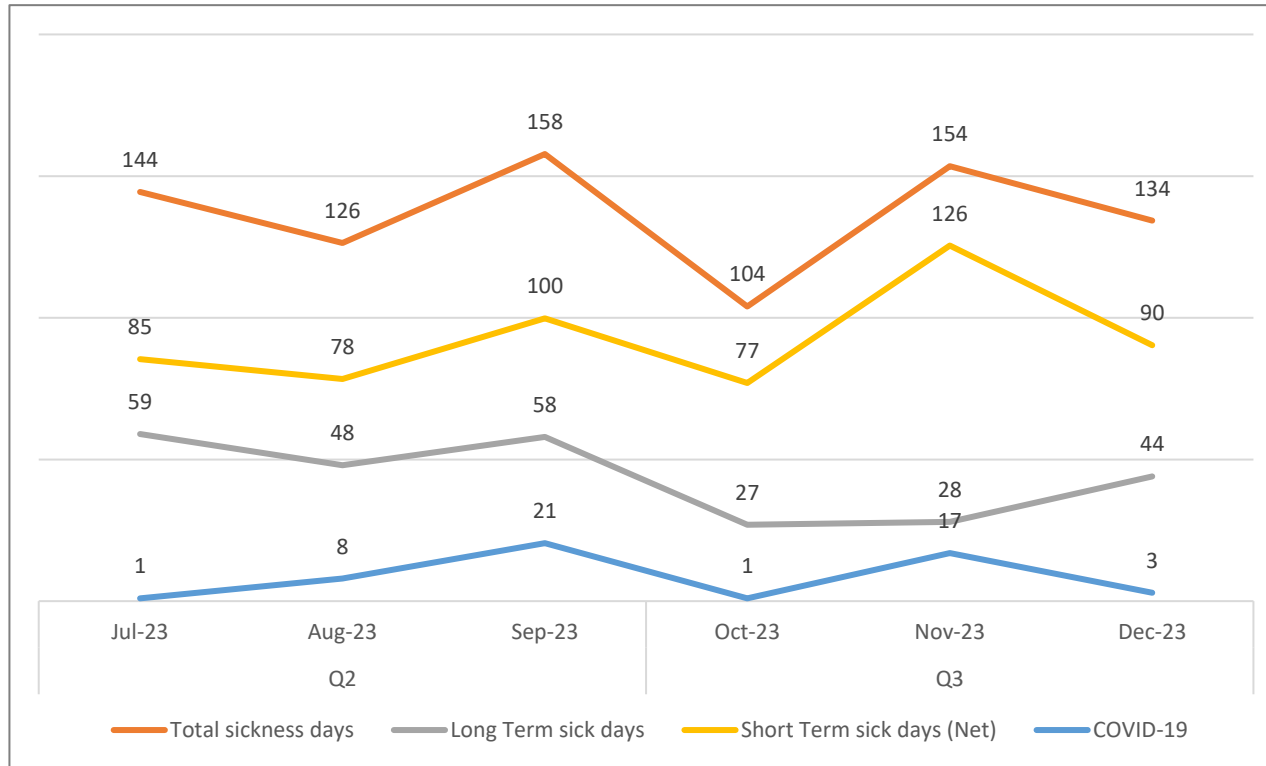
**Average days to hire in Q3 2023-24: 40 days\*\***

\*Based on average number of campaigns/offers across period(Q2)

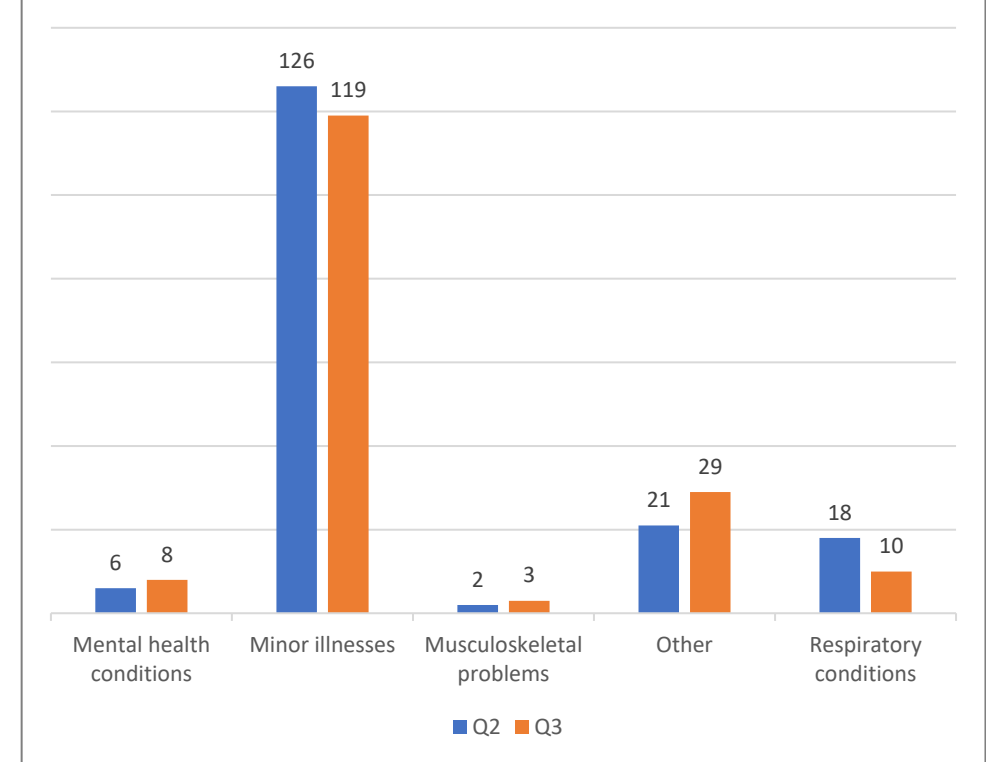
\*\*KPI <42 days



# Sickness Absence



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



- % Short-term sickness **1.2%**
- % Long-term sickness **0.7%**
- 📅 Average sick days YTD **5 days**
- % Average sick days (YTD ST) **1%**
- % Average sick days (YTD Total) **2%**

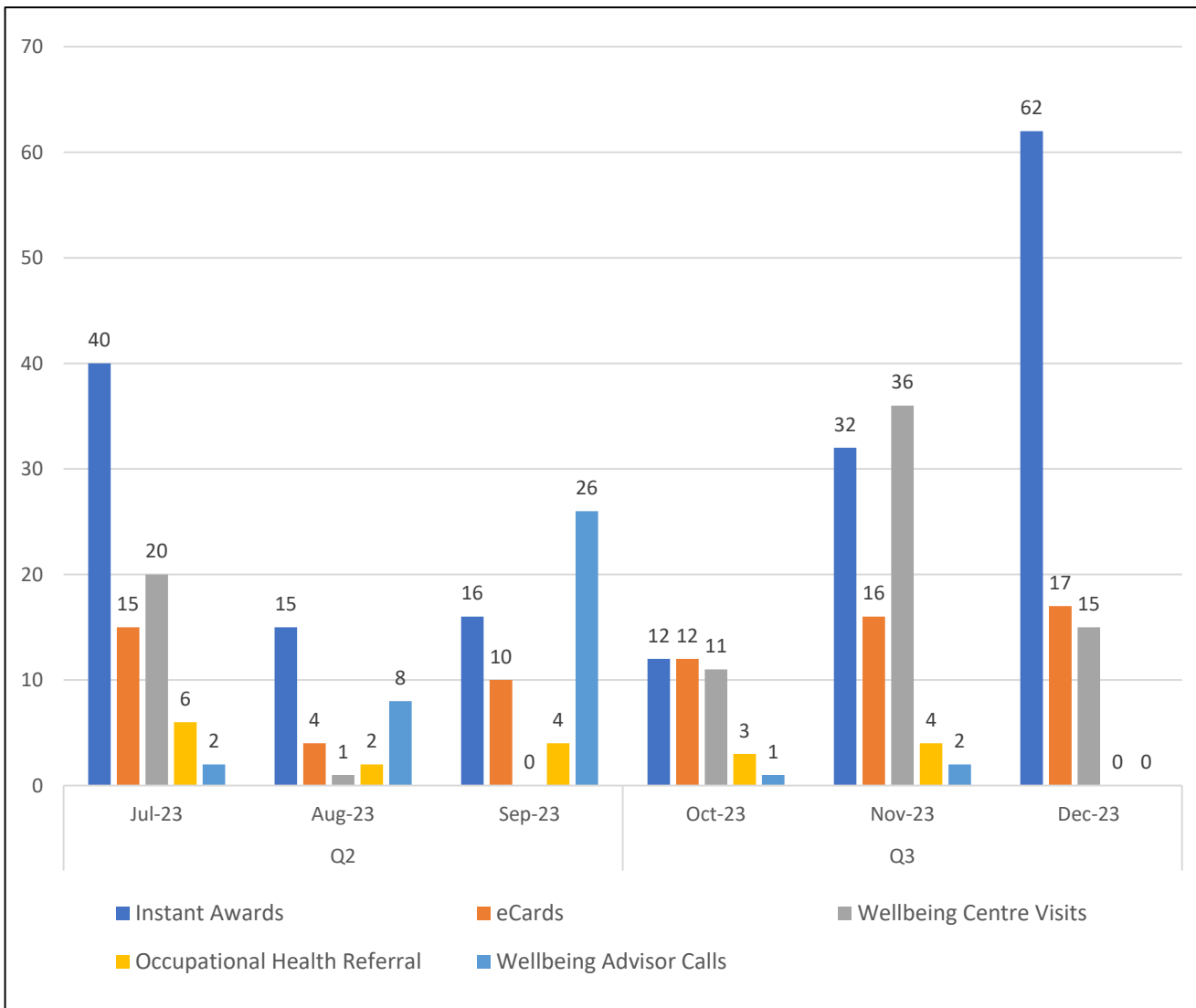
↑ Highest Peak: Sep 2023  
↓ Lowest: Oct 2023

HCPC	GDC	National (ONS)
5	6	5.7

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



# Wellbeing & Reward Initiatives



Cycle to Work

4



Eye Care Vouchers

30



New Flexible Working Requests

6



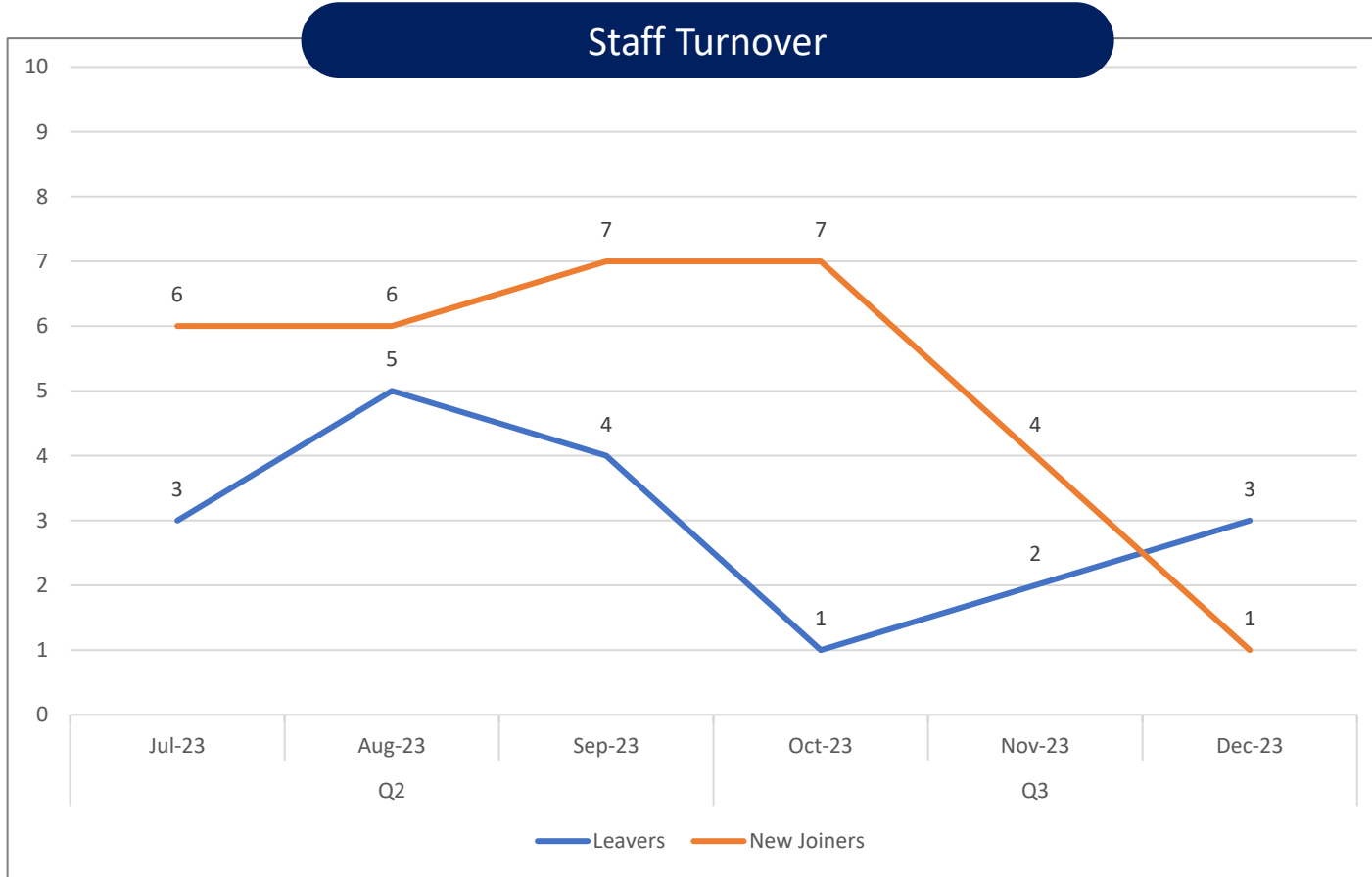
Reward Gateway Savings

£6.8k

\*Based on 12-month rolling period

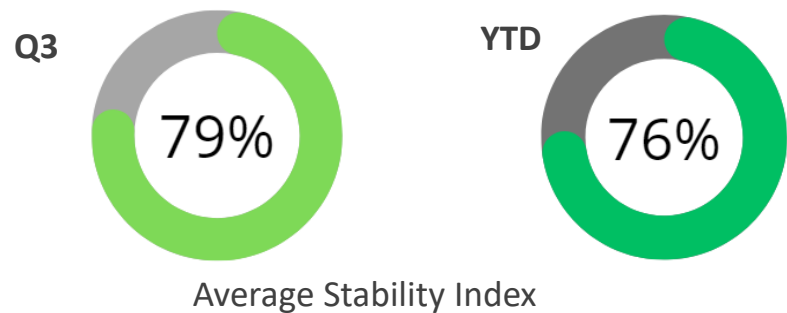


# Employee Turnover



- Average Leavers\*** **2**
- Average Length of Service\*\*\*** **1.7 yrs**
- Average New Joiners\*** **4**
- Average Vacancies\*\*** **4.3%**

Regulators	Voluntary Turnover 22-23
Nursing & Midwifery Council	13%
GPhC	13%
Social Work England	14%
GoCs	15%
General Medical Council	10%



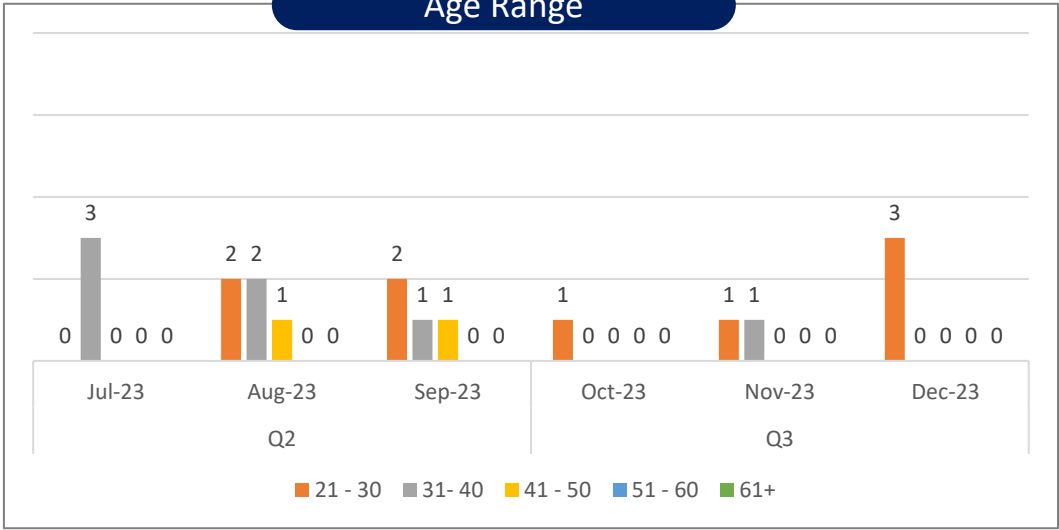
**YTD Voluntary turnover rate: 12%**

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

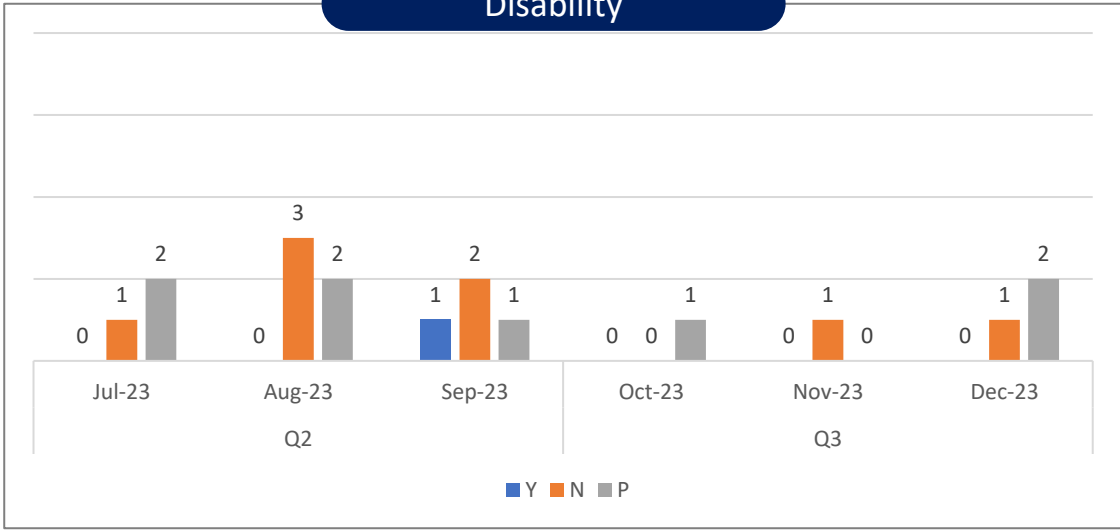


# Employee Turnover Diversity

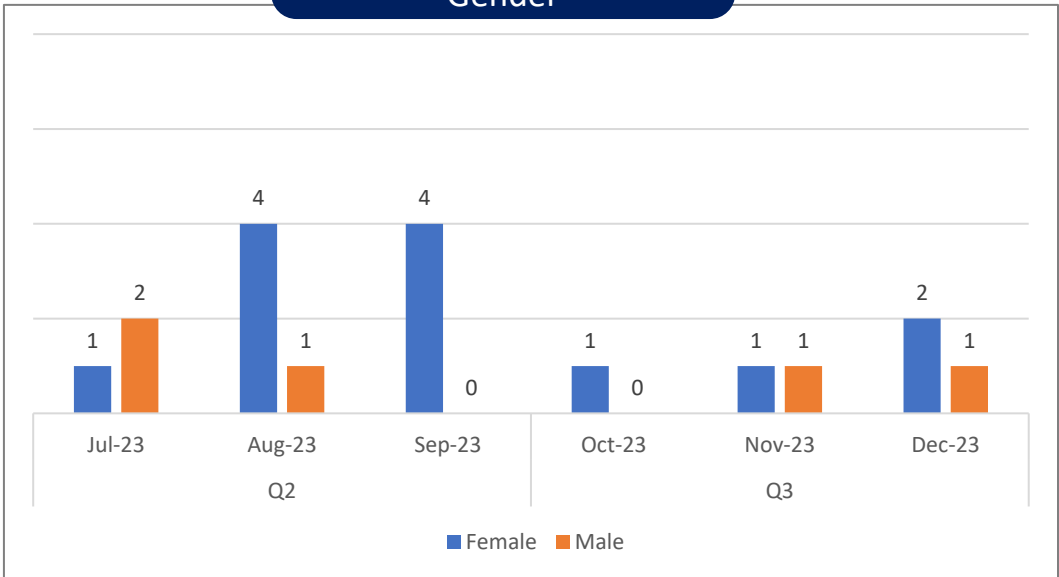
### Age Range



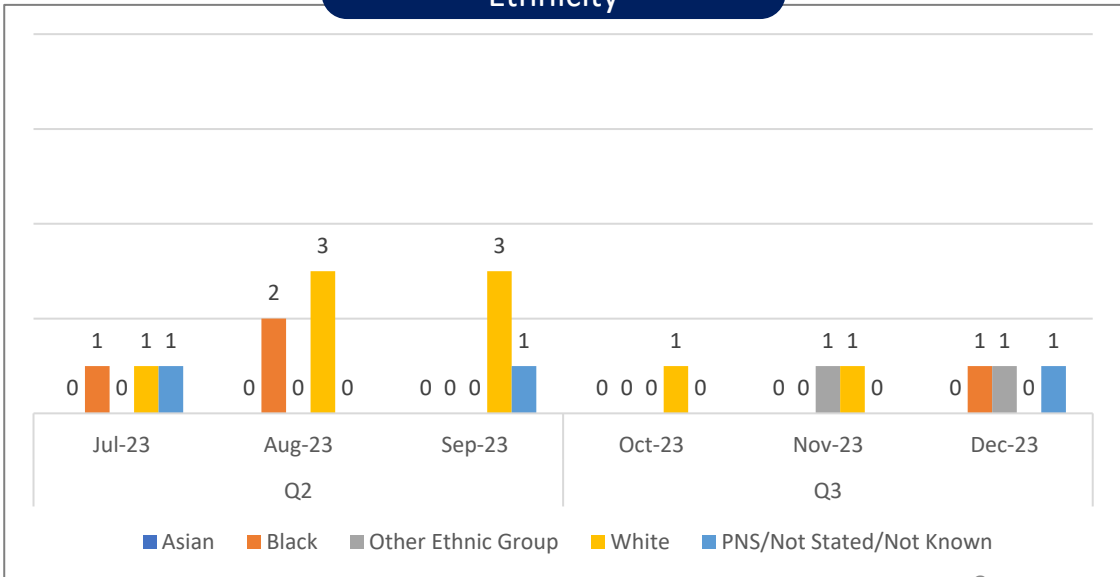
### Disability



### Gender



### Ethnicity





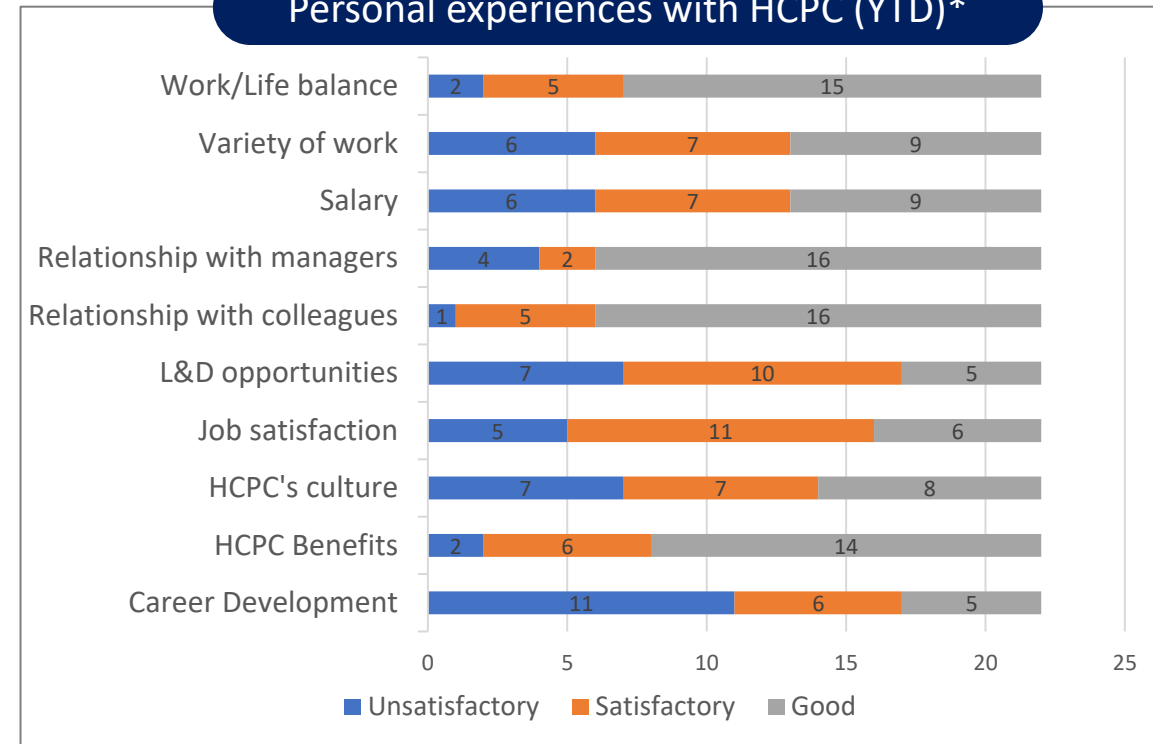
# Exit Interview Feedback

Exit interview completion rate in Q3: 100%.

## Reasons for leaving (YTD)\*



## Personal experiences with HCPC (YTD)\*



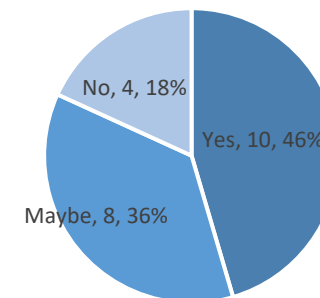
**Leavers in Q3 :**  
6

**Voluntary Turnover Rate (YTD) :** 12%

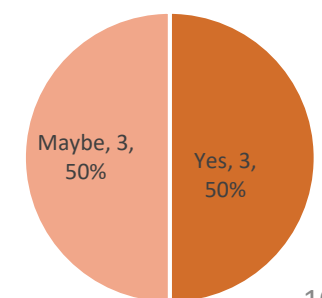
**Overall Turnover Rate (YTD) :** 17%

**Exit Interviews in Q3 :** 6

## Recommend HCPC (YTD)



## Q3

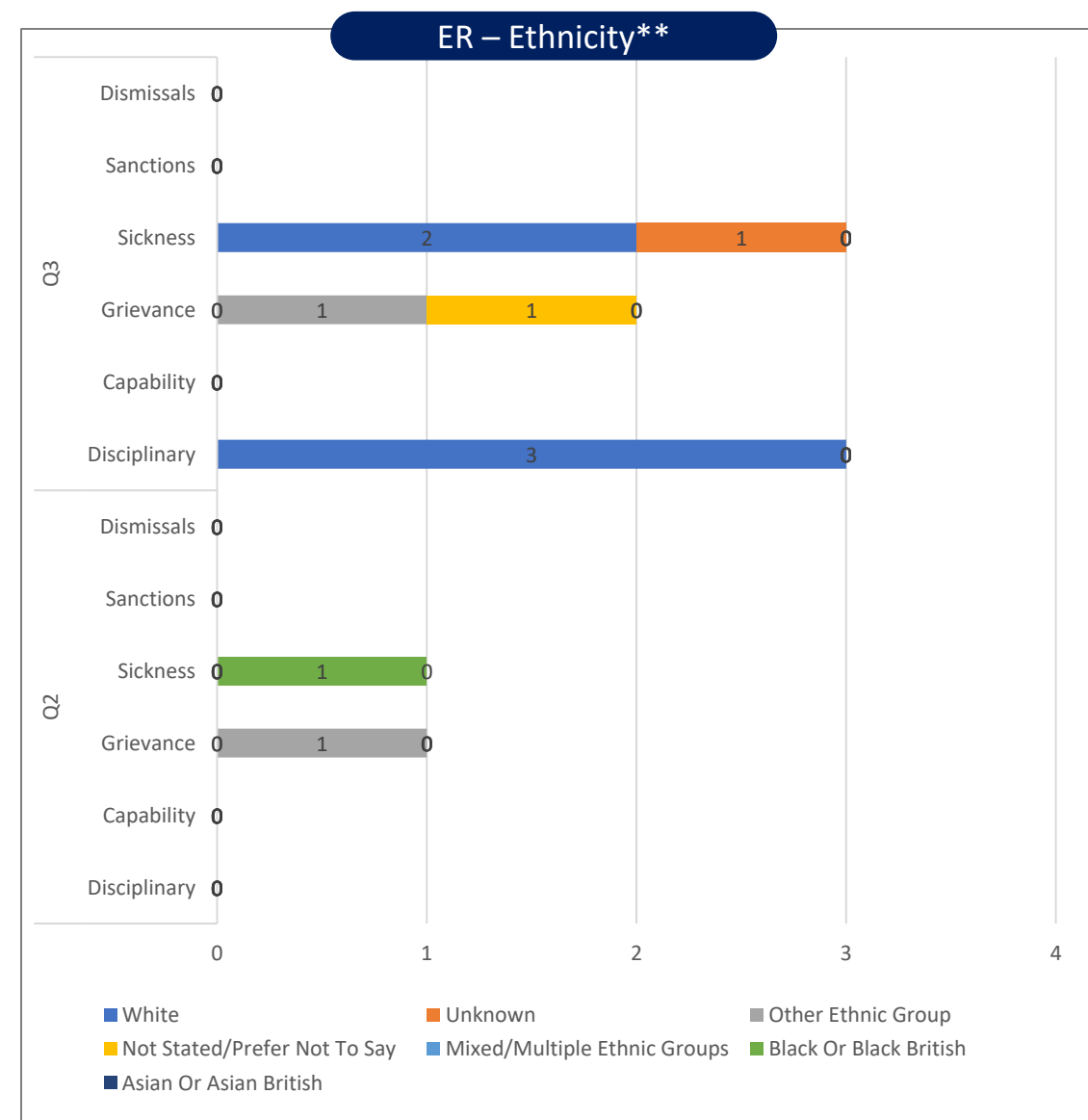
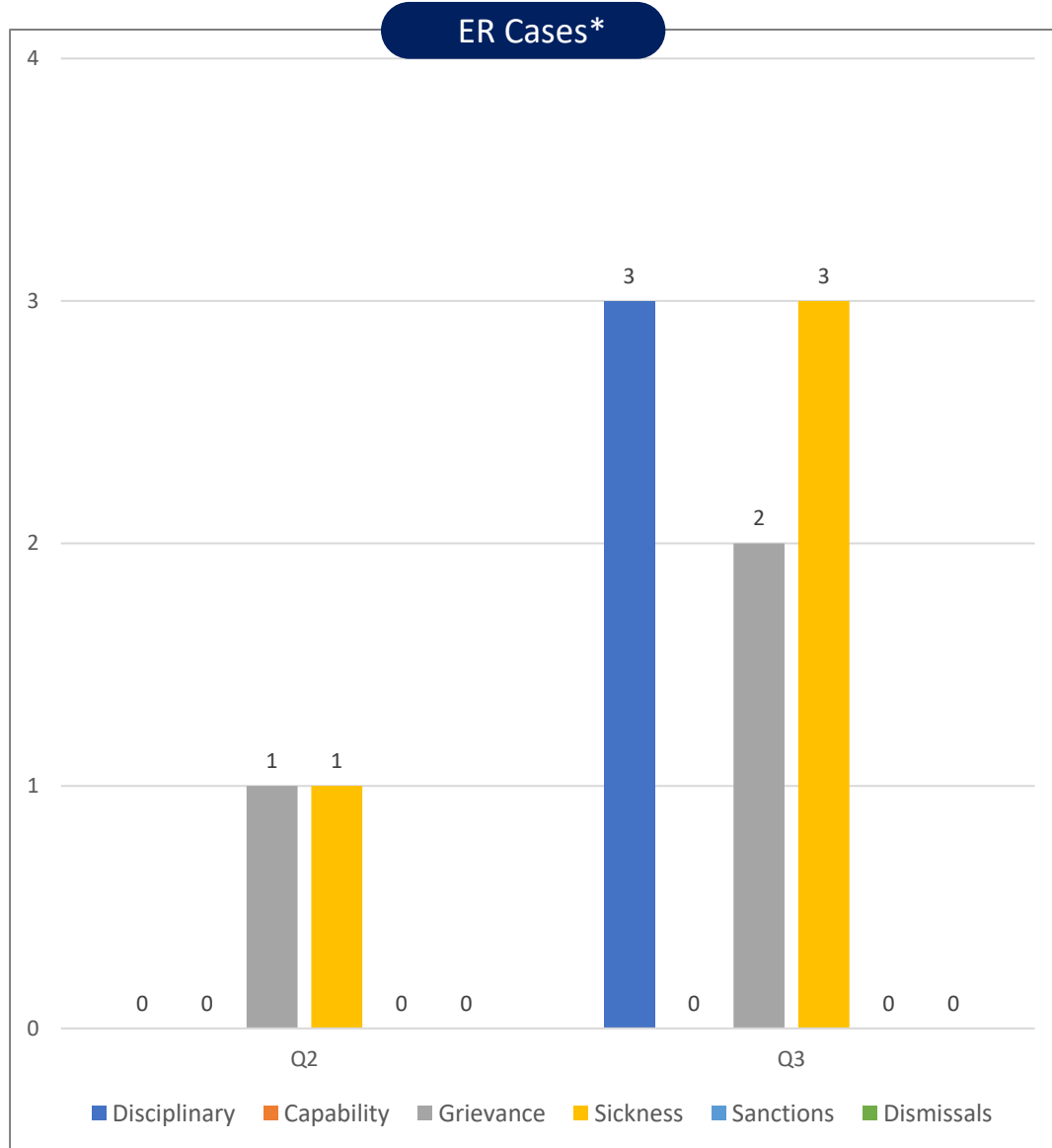


\* Data from Q3,Q4 2022 & Q2,Q1 2023 (Missing Q1 2023 data )





# Employee Relations



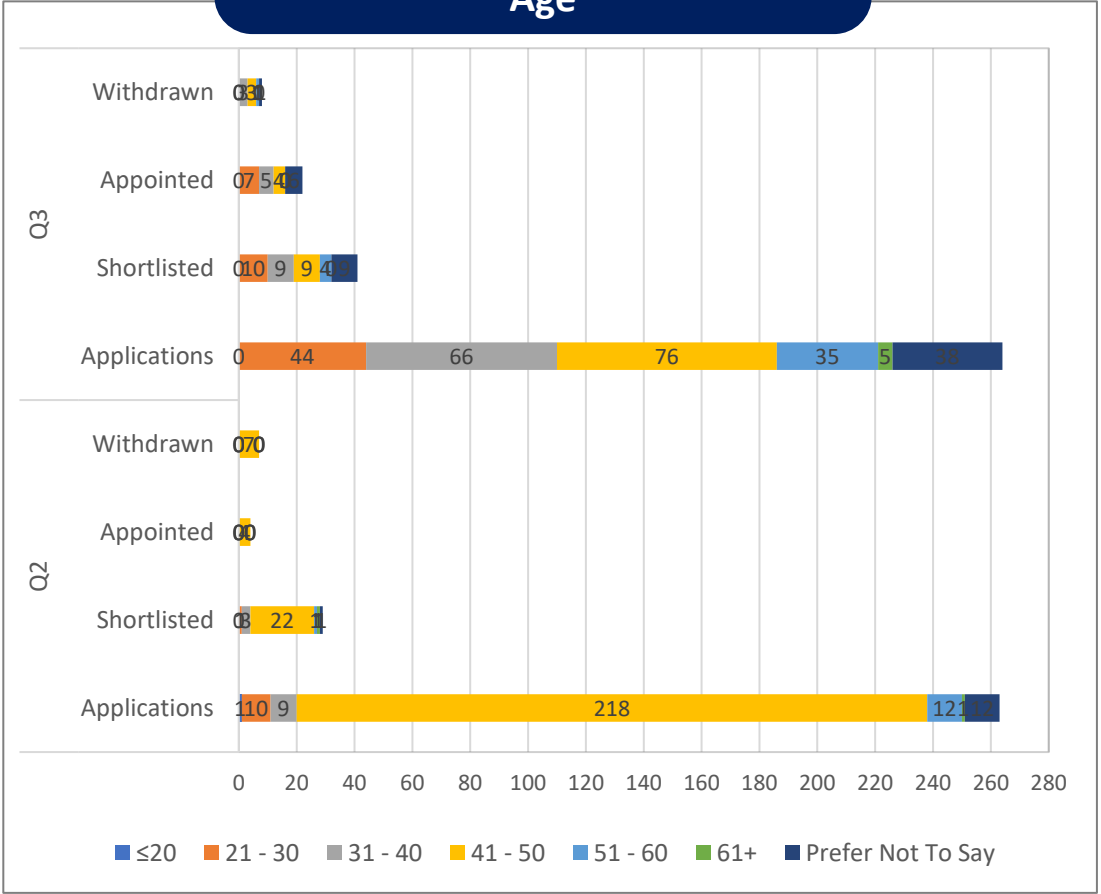
\*Including formal/informal proceedings

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

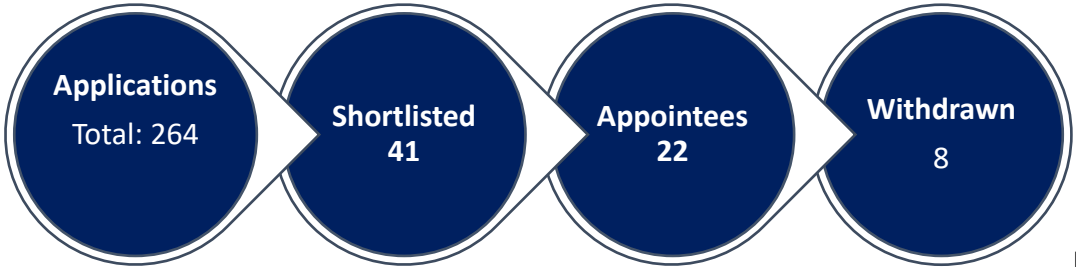
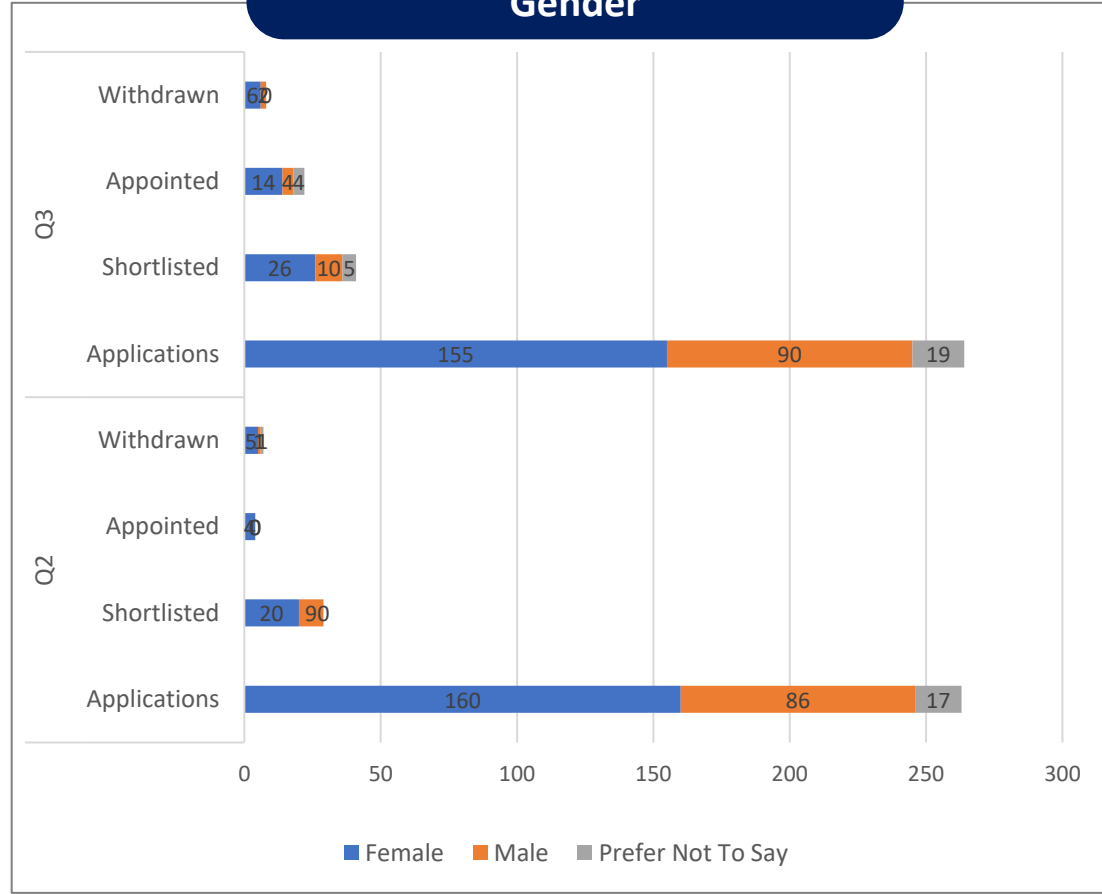


# Recruitment Candidate Diversity

## Age



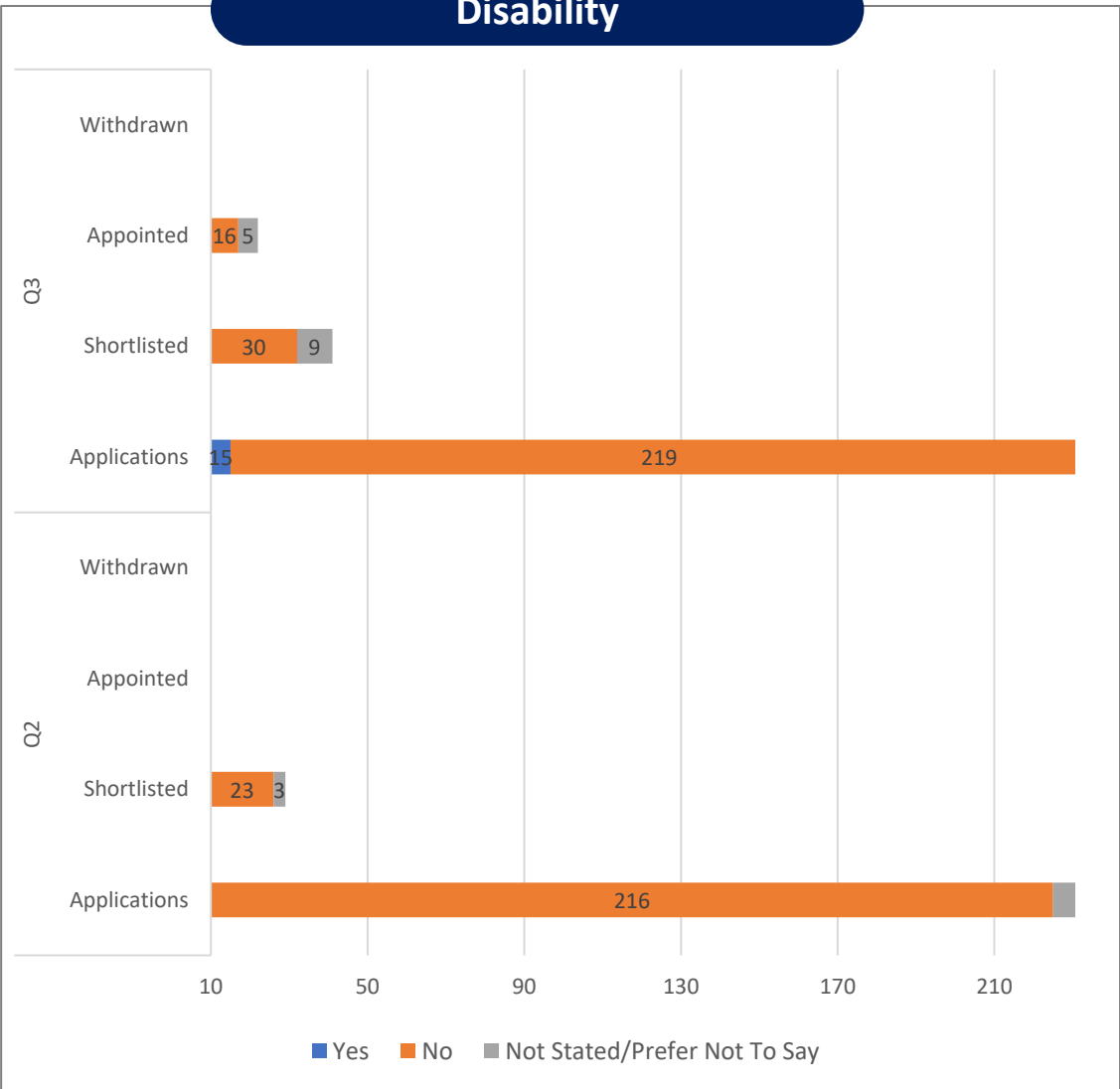
## Gender



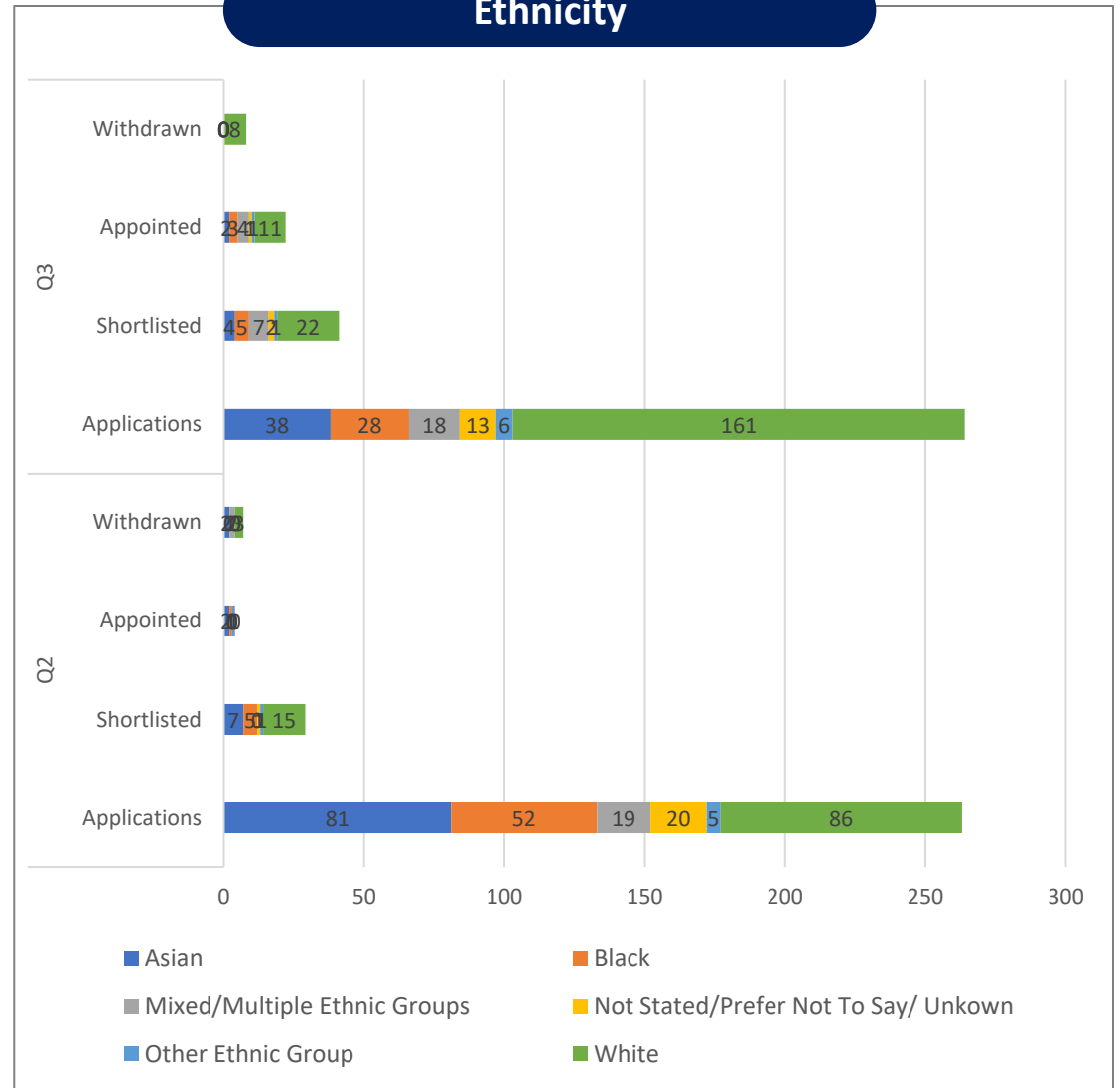


# Recruitment Candidate Diversity

## Disability



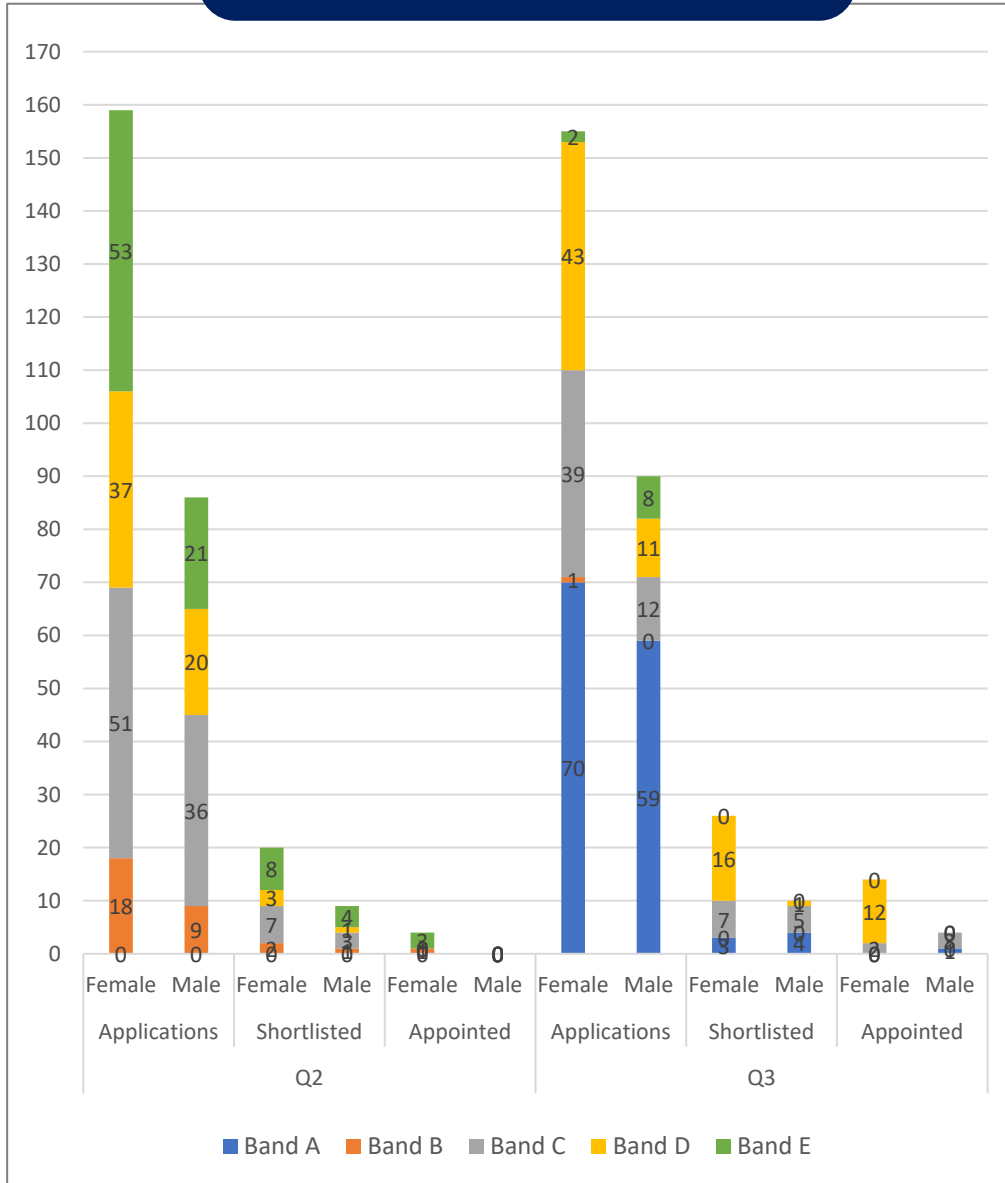
## Ethnicity



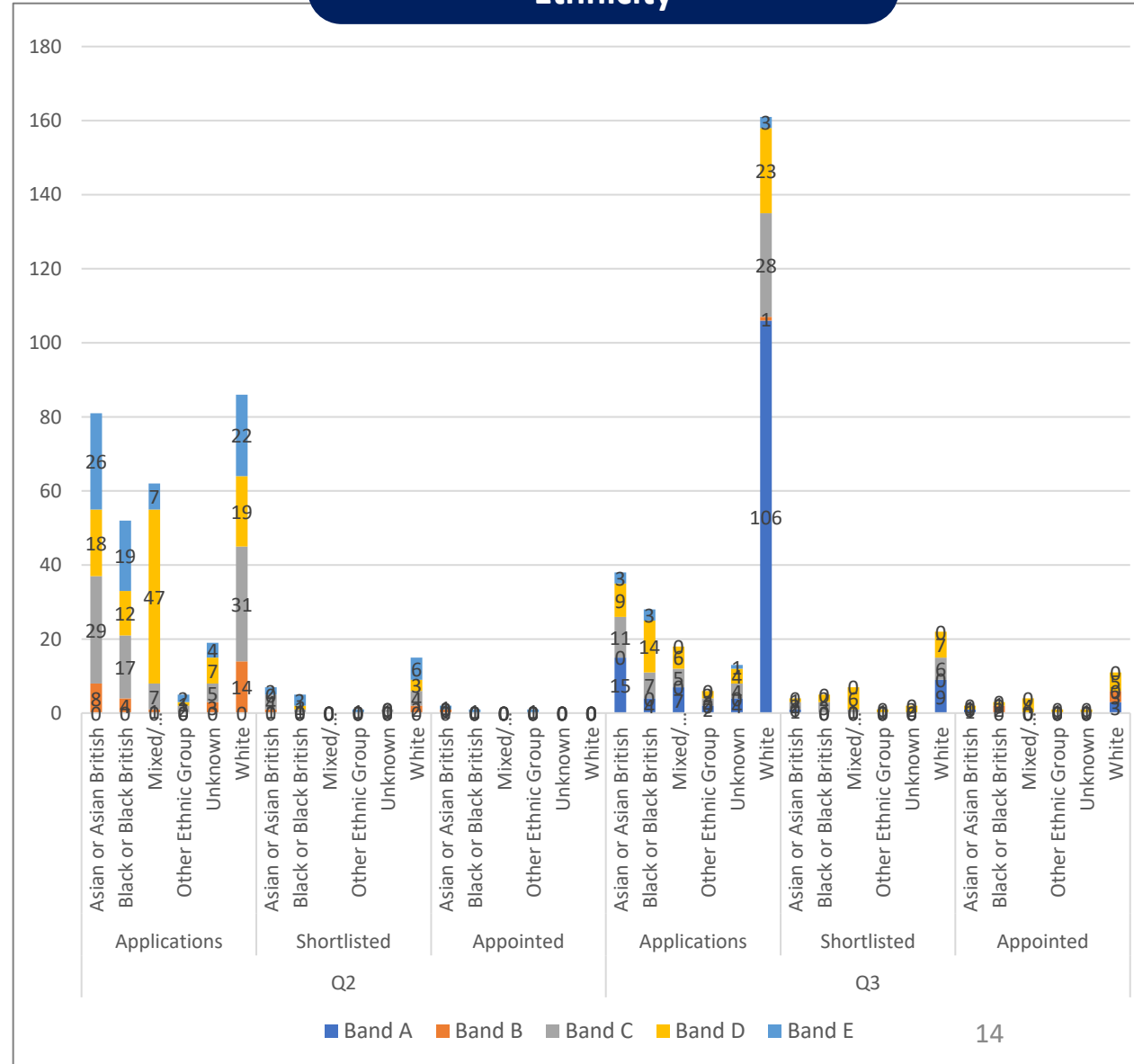


# Recruitment Candidate Pay Band Breakdown

## Gender



## Ethnicity





# Learning/Organisational Development Activity

## Training workshops in Q3

Training/Workshop	No of Attendee	No of events	Duration (hours)	Total Training Hours
Management Development Programme (MDP)	28	3	27:00	756:00
Coaching Skills Masterclass for Managers	5	1	3:30	17:30
Senior Leadership Programme	24	4	5:00	120:00
Personal Impact & Influence	5	1	3:00	15:00
Introduction to Budgeting & Planning (Part 1)	17	1	2:00	34:00
Employee Forum Training	4	1	3:00	12:00
Menopause briefing session for Managers	41	1	1:00	41:00
Beyond Barriers mentoring programme (training element)	41	4	10:00	410:00
Reverse mentoring programme (training element)	7	3	8:00	56:00
HR Masterclass	7	1	3:00	21:00
Budgeting & Planning Workshop (Part 2)	16	1	3:30	56:00
Feedback Skills for Managers	10	1	3:30	35:00
Managing Probation	7	1	3:00	21:00
Effective Time Management	4	1	3:00	12:00
Corporate Induction Welcome event	19	1	1:30	28:30
Handling Difficult Conversations (for Managers)	7	1	3:00	21:00
Impactful Job Applications	6	1	3:30	21:00
<b>Total</b>	<b>248</b>	<b>27</b>	<b>86:30</b>	<b>1677:00</b>

**November 2023:  
Compliance Sexual Harassment eLearning completion rate is 92%**

**Development programmes:**

- **Reverse Mentoring (Sept 23 - May 24)**
- **Beyond Barriers Mentoring (Sept 23 –May 24)**

## Apprenticeship Programmes

Apprenticeship programme	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months) - leadership upskilling initiative	• 2 staff progressing well.
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	• 2 staff progressing well.
Business Administration Level 3 (15 months)	• In progress
Coaching level 5 Apprenticeship programme	• 2 staff progressing well.

**Management and Leadership:  
Management Development programme (Oct 23-March 24)  
Senior Leadership Development (Oct 23 – July 2024)**



# Corporate onsite induction and onboarding feedback

**HCPC Welcome and orientation:**

**100%** of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

**Culture: values and behavioural standards:**

**100%** of new starters are fully aware of the HCPC values and the behaviours expected of them

**Future outlook:**

**100%** of new starters are excited to be working for the HCPC

**Individual contribution to HCPC:**

**100%** of new starters understand how their role adds value to the HCPC

**Line manager support:**

**100%** of new starters felt that they are supported by their line managers

**Recruitment process:**

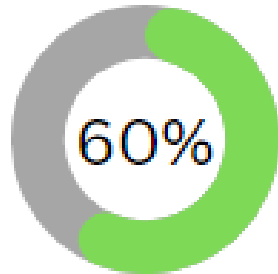
**100%** of new starters felt the recruitment and selection process is efficient



# Pulse Survey Results Q1 – Q3

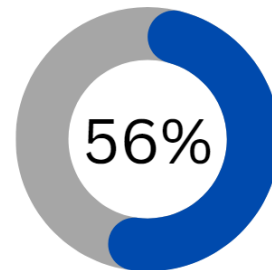
## Respondents

2023/24 – Quarter 1



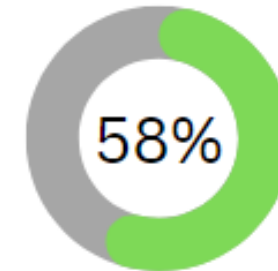
196 Responses

2023/24 – Quarter 2



188 Responses

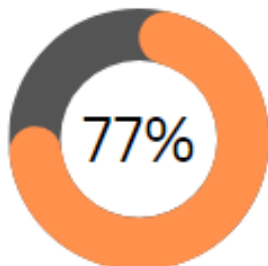
2023/24 – Quarter 3



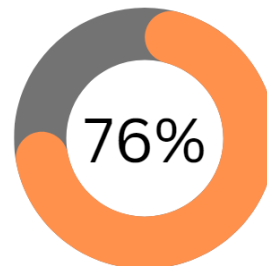
195 Responses

## Employee Satisfaction Score

2023/24 – Quarter 1



2023/24 – Quarter 2



2023/24 – Quarter 3

