People and Resources Committee

Meeting Date	13 March 2025
Title	HR Performance Report
Author(s)	Fatma Ali, Head of HR and OD
Executive Sponsor	Alastair Bridges, Executive Director of Resources

Executive Summary

This report provides an assessment of the organisation's performance for the third quarter of 2024-25 against key Human Resources (HR) performance indicators (KPIs). These metrics are critical for evaluating the success of our strategies in supporting our workforce and advancing our people strategy.

Performance against most KPIs is strong, including with average days to hire continuing to be within target and low staff turnover. As usual the report sets out some areas of development. Actions being taken by the executive in these areas are summarised below.

Recruitment efficiency:

- Despite a growing volume of applications and vacancies, efforts continue to streamline longlisting processes to maintain efficiency.
- A prioritisation framework for vacancies has been agreed upon to allocate HR resources effectively and ensure the availability of panels for shortlisting and interviews.
- Talent network utilisation is being maintained and improved to enhance candidate pipelines.
- Reliance on agency workers continues to decrease, with strengthened headhunting strategies in place to attract high-quality candidates.
- The time to hire remains within the target of 44 days, ensuring recruitment processes remain timely and effective.

Wellbeing support:

- October 2024 recorded the highest sickness peak in quarter 3, with a significant rise in both short-term and long-term sickness absences.
- Efforts will be focused on reducing sickness days, particularly in larger departments, to enhance overall workforce wellbeing and operational capacity.

Action required	The Committee is asked to review the information provided and seek clarification on any areas.
Previous consideration	HR KPIs are an ongoing set of data presented to the Executive Leadership Team (ELT) and the People and Resource Committee; the previous report can be found here.
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 and deliver against the people strategy as agreed.
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.
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

HR Performance Report
2024 – 2025 Q3

Fatma Ali

Head of HR & OD

CONTENTS

Highlights

Areas of Strength

Culture:
- Response rate: Q3 response rate remained consistent at 73%, compared to 76% in Q2.
- Employee satisfaction: The overall satisfaction score increased to 82%, up from 80% in both Q2 and Q1, reflecting continued positive engagement among HCPC staff.

Establishment:
- The current Full-Time Equivalent (FTE) establishment is within 2023-24 Q3 budget.
- The average FTE of agency staff has decreased by 14% in Q3 compared to Q2.

Recruitment:
- In Q3 we received a large number of applications, totalling 907, which represents a 7% increase from Q2.
- The average time to hire remains on target.
- 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:
- 94% completion rate was achieved for managing mental health at work for managers training
- 93% completion rate was achieved for mental health awareness training (employees)

Areas for Development and Action

Recruitment efficiency:
- Reducing the time taken to longlist applicants amidst a growing volume of applications and a high number of vacancies, including new posts to meet increased operational demand (even though overall turnover remains low).
- Agreeing priority order of vacancies to help target HR resources most effectively and ensuring availability of panels for shortlisting and interviewing on agreed timetables..
- 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.
- Maintaining the time to hire within the target of 44 days.
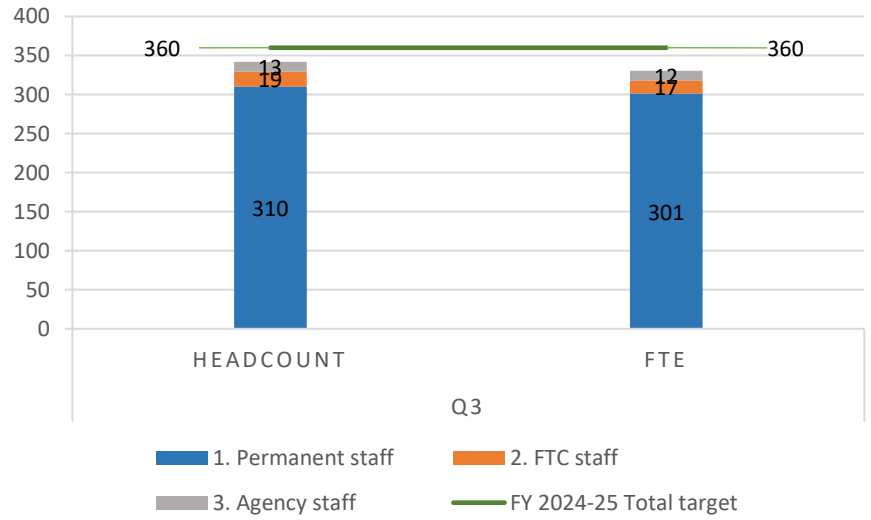
Wellbeing support:
- October 2024 saw the highest sickness peak in Q3, with a notable increase in short-term and long-term sicknesses. The focus will be on reducing sickness days, particularly within larger departments.
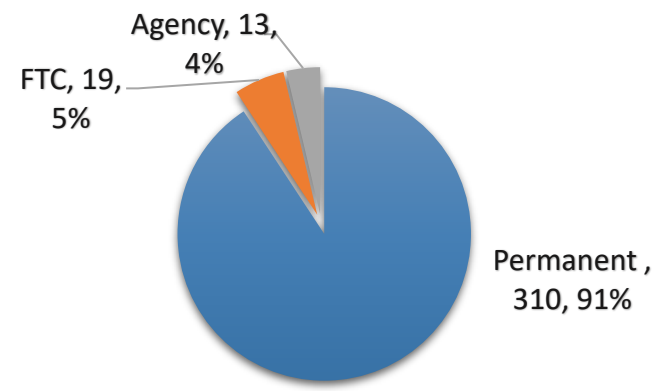
Establishment
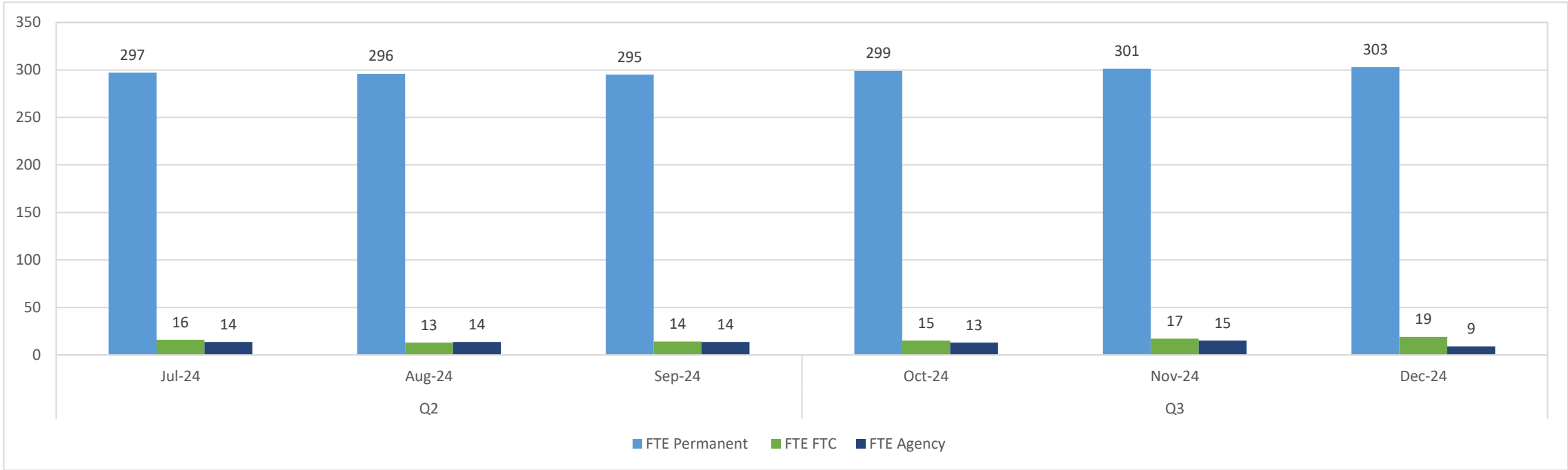
Total Headcount and FTE*

Workforce Proportion*

*Based on average in period
Total budgeted establishment figure -360

Recruitment Activity

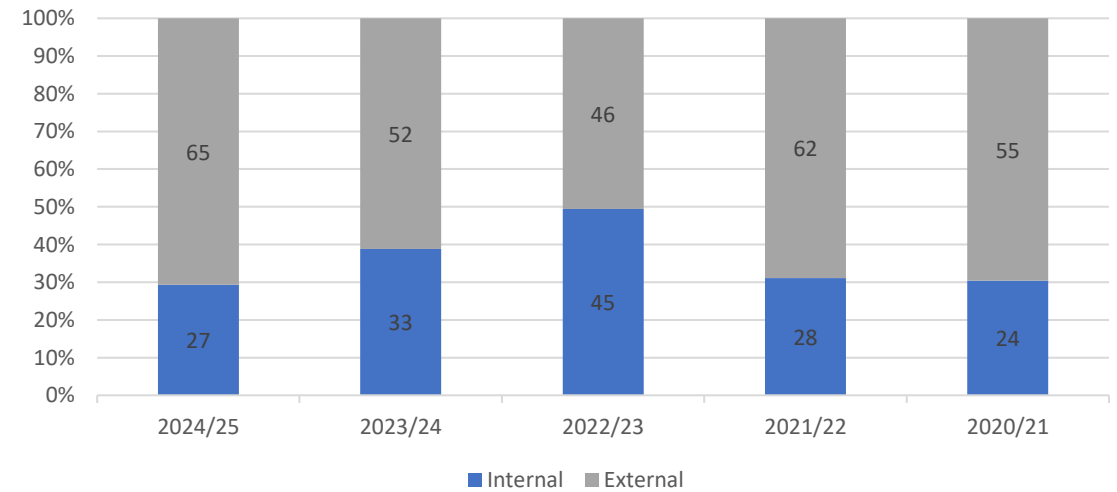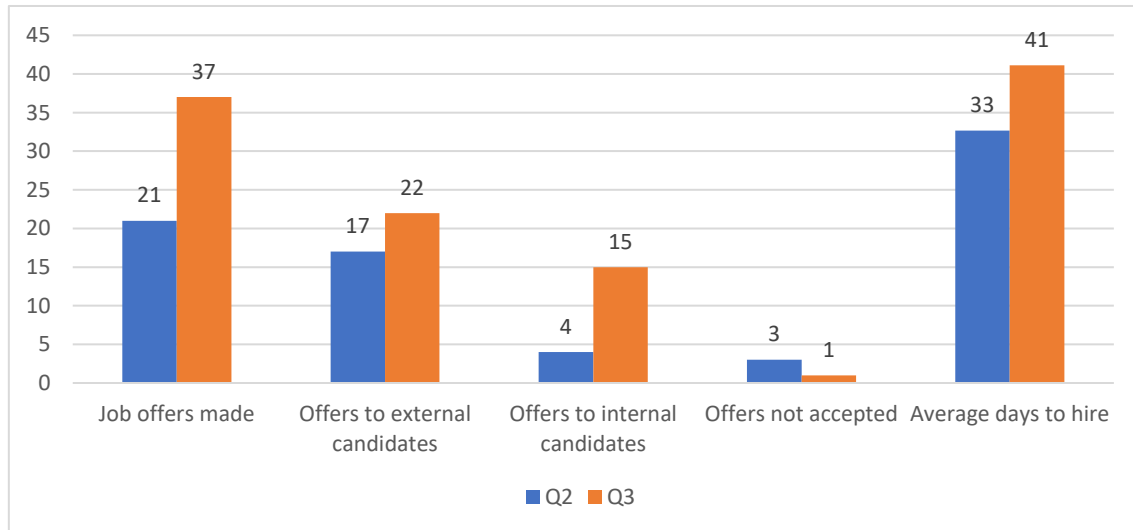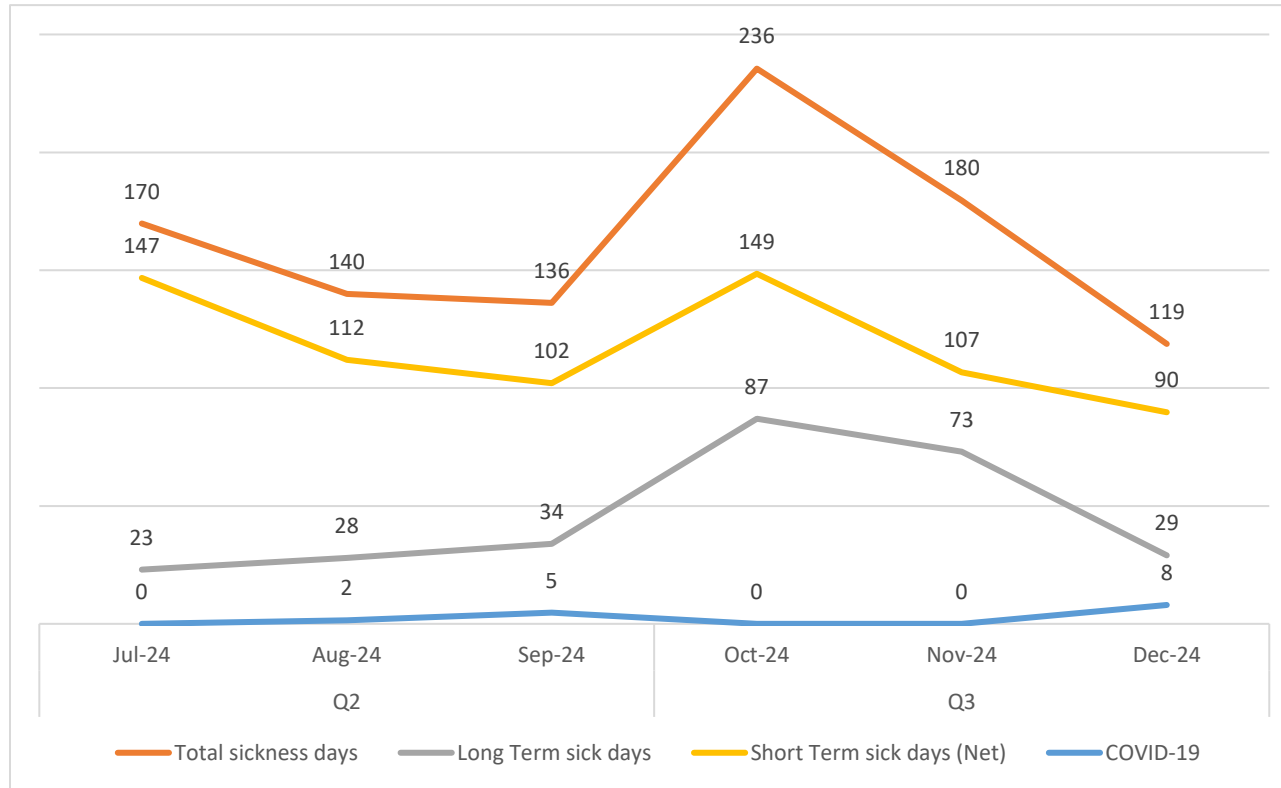| Job Advertised: 7*	In Progress Vacancies: 24*	Total applications: 910	Average applications per role: 48	Average days to hire*: 41 days**

Total Response of Talent Network: 89	Shortlisted: 88

*Based on average number of campaigns/offers across period(Q3)

**KPI <42 days

Sickness Absence

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

Chart 1 (line chart) - Total sickness days, Long Term sick days, Short Term sick days (Net), COVID-19

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Total sickness days	170	140	136	236	180	119
Short Term sick days (Net)	147	112	102	149	107	90
Long Term sick days	23	28	34	87	73	29
COVID-19	0	2	5	0	0	8

Q2 | Q3

Chart 2 (bar chart) Occurrences of sickness absence

	Q2	Q3
Mental health conditions	10	21
Minor illnesses	52	149
Musculoskeletal problems	25	2
Other	19	26
Respiratory conditions	9	6

% Short-term sickness **1.6%**

% Long-term sickness **0.9%**

Average sick days YTD **5 days**

% Average sick days (YTD ST) **1%**

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

Highest Peak: Oct 2024

Lowest: Dec 2024

HCPC	National* (ONS)
5	5.7

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

Wellbeing and Reward Initiatives

Legend	
■ Instant Awards	■ eCards
■ Wellbeing Centre Visits	■ Occupational Health Referral
■ Wellbeing Advisor Calls	
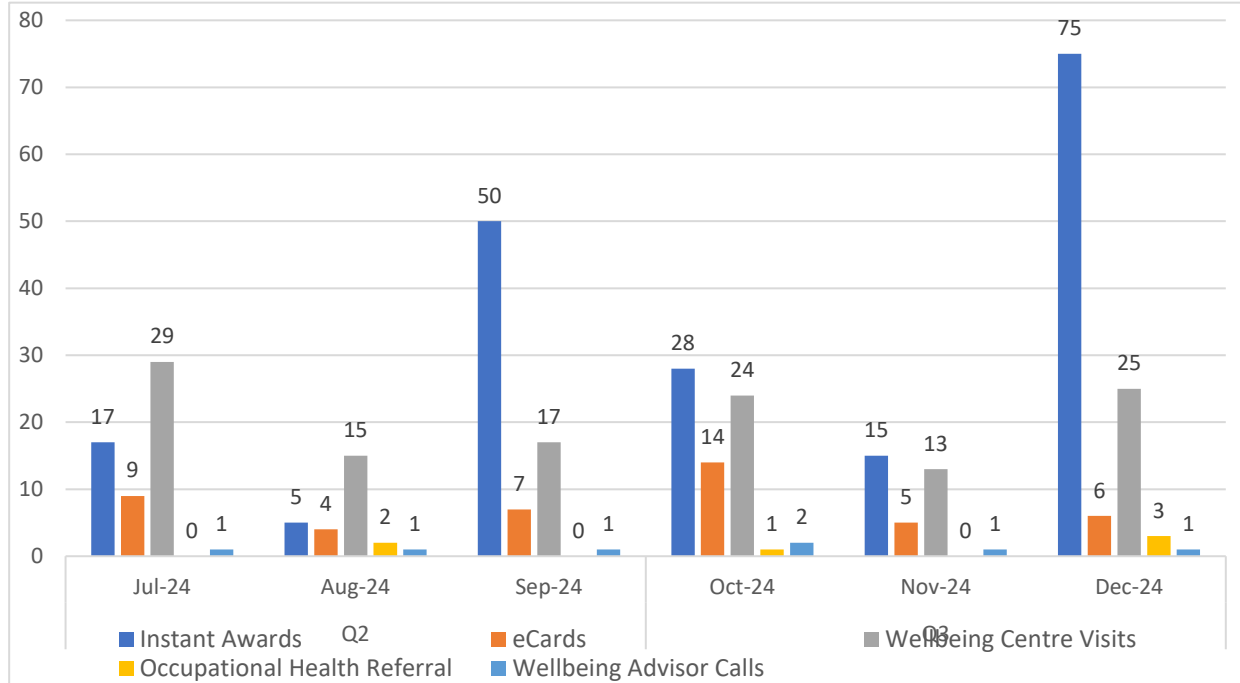
Cycle to Work — **0**

Eye Care Vouchers — **6**

New Flexible Working Requests — **0**

Reward Gateway Savings — **£1,058**

Employee Relation Cases

Legend	
■ Disciplinary	■ Capability
■ Grievance	

7
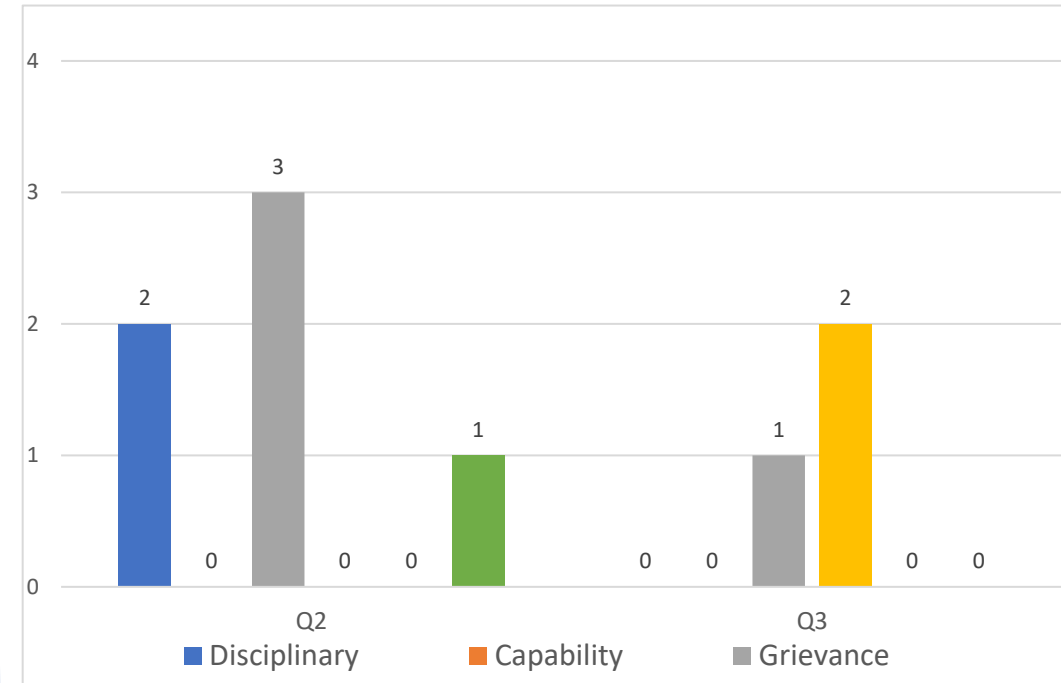
*Including formal/informal proceedings
**Including formal/informal proceedings and ongoing sanctions

Employee Turnover and Exit Interview Feedback

Leavers and Joiners

Chart data points:
- Leavers: Jul-24: 6, Aug-24: 6, Sep-24: 5, Oct-24: 2, Nov-24: 2, Dec-24: 7
- New Joiners: Jul-24: 3, Aug-24: 5, Sep-24: 7, Oct-24: 7, Nov-24: 8, Dec-24: 5

Q2: Jul-24, Aug-24, Sep-24
Q3: Oct-24, Nov-24, Dec-24

— Leavers   — New Joiners

Reasons for leaving

- Travelling...: 2
- Salary: 4
- Progression: 3
- Other: 2
- Health and...: 1
- Family/persona...: 1
- End of contract: 1
- Benefits: 1
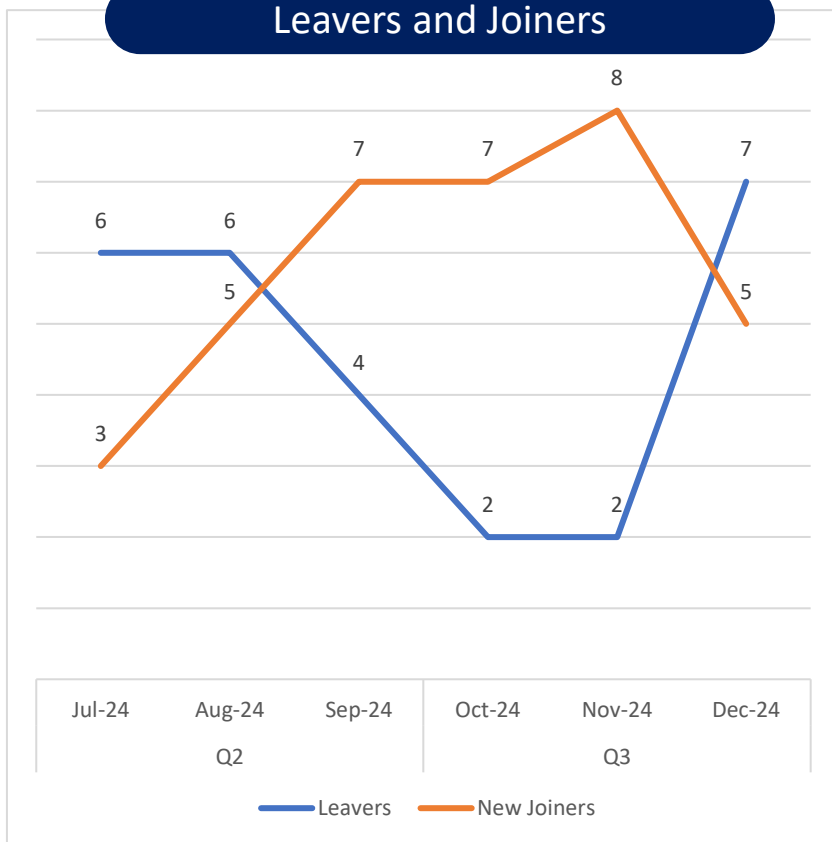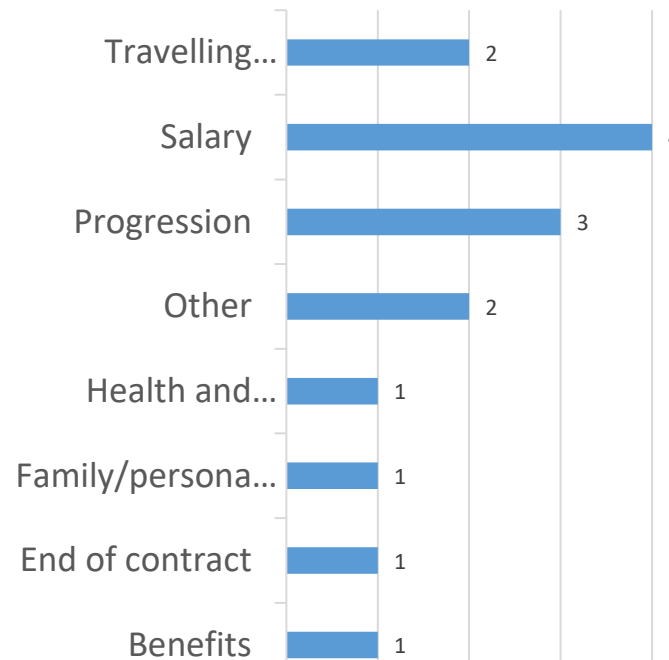
Average Leavers*   **4**

Average Length of Service***   **1.4 yrs**

Average New Joiners*   **7**

Average Vacancies**   **8.5 %**

Recommend HCPC

- Maybe, 1, 14%
- No, 1, 14%
- Yes, 5, 72%
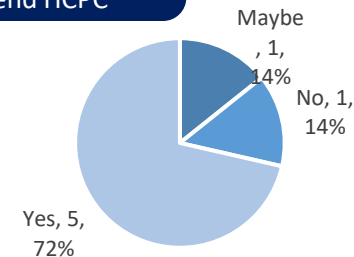
| **Leavers in Q3:** 11 | **Voluntary Turnover Rate (YTD):** 10% Average UK turnover rate: 12% | **Overall Turnover Rate (YTD):** 17% | **Exit Interview Completion Rate: 7 (64%)** | **Retention Rate (YTD): 80%** |

*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
Managing Probation	6
HR Masterclass	6
Impactful Job Applications	4
Managing Recruitment	12
Corporate Induction Welcome event	11
Effective Time Management	6
Personal Impact & Influence	7
Communication Skills	4
BPS learn & lunch event	
Clinical Psychology	20
Occupational Psychology	29
Aspiring to Management Programme	
Understanding &managing self	11
Management & Leadership and Communication	11
Understanding the Business, Priorisation and Delegation	11
Total	**138**

Apprenticeship programmes	Enrolled
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	• x1
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	• x2
Coaching level 5 Apprenticeship programme	• x1
HR Support level 3 Apprenticeship programme	• x1
Data Foundation Level 3 for Managers	• x2

Corporate Induction Feedback

HCPC Welcome and orientation:
80% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Future outlook:
100% of new starters are excited to be working for the HCPC

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

Individual contribution to HCPC:
80% 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

Compliance eLearning October 2024:

Managing Mental Health at Work for Managers- Completion rate: 94%
Mental Health Awareness - Completion rate: 93%

Employee Turnover Diversity

EDI DATA

Age Range
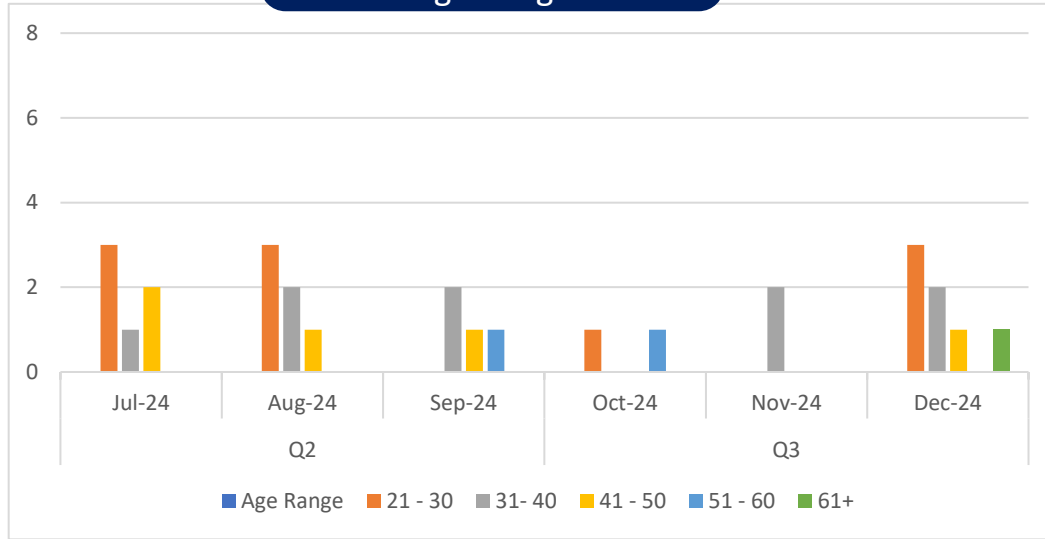
Disability
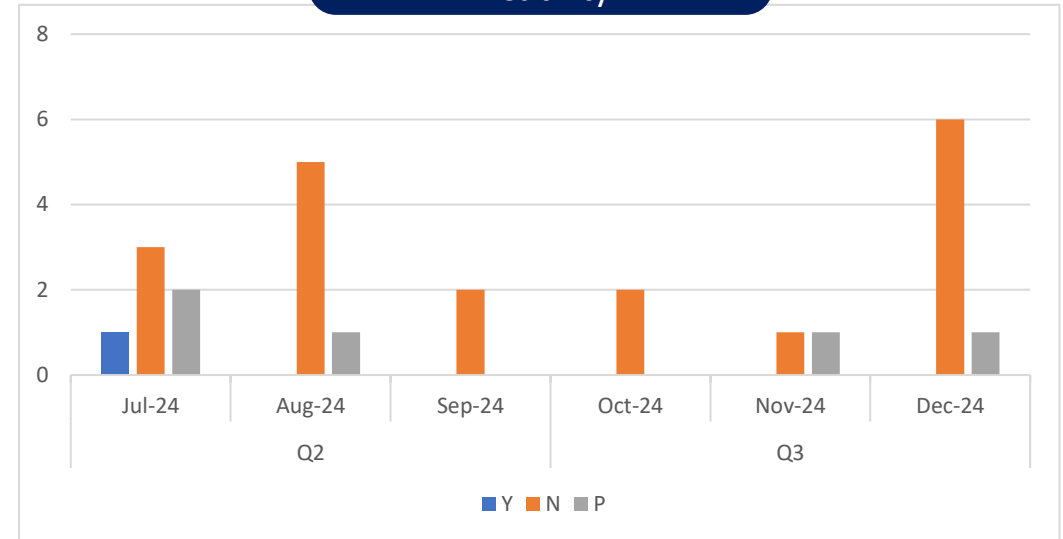
Gender
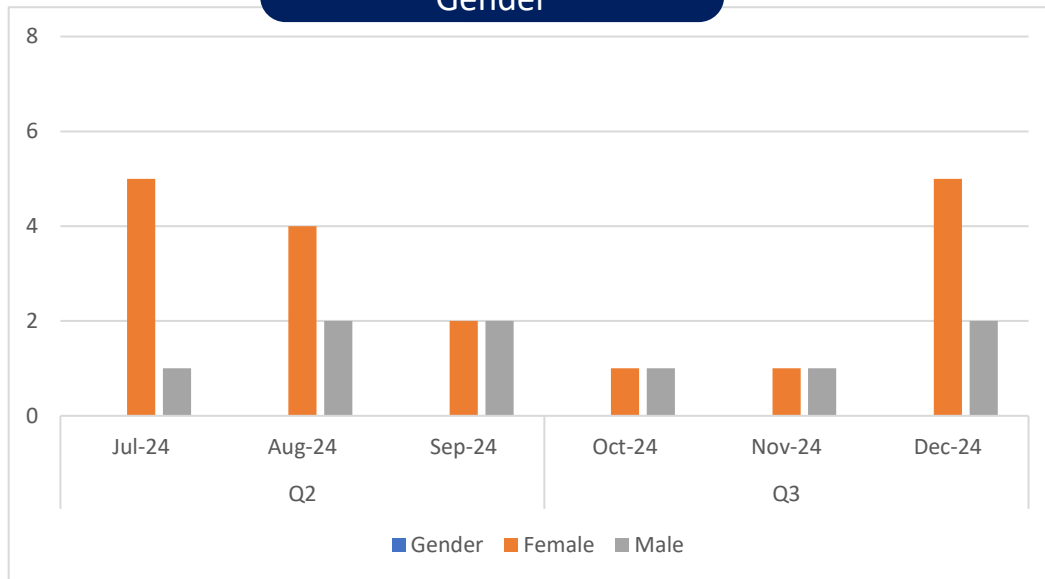
Ethnicity
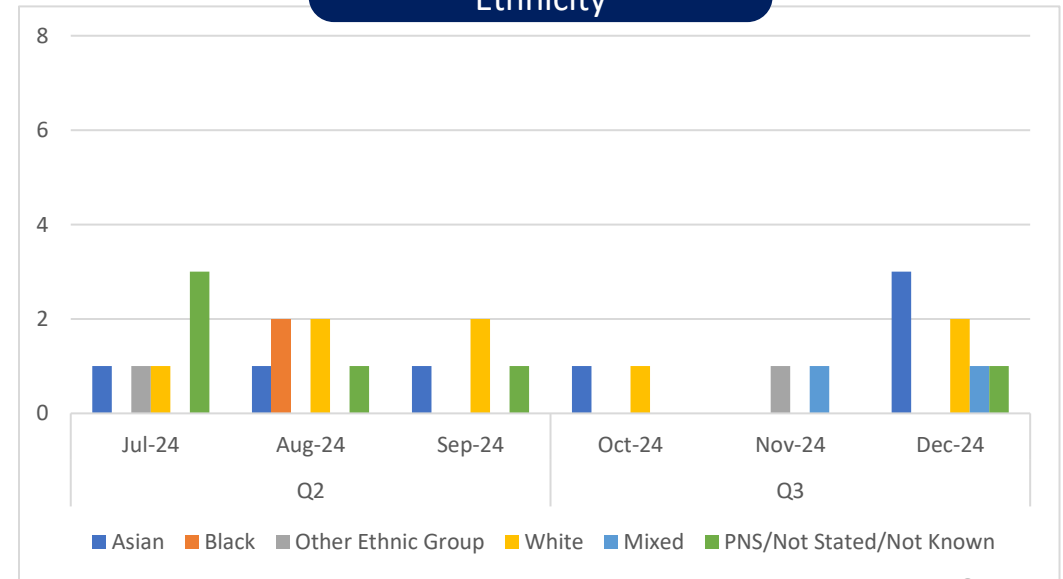
Recruitment Candidate Diversity
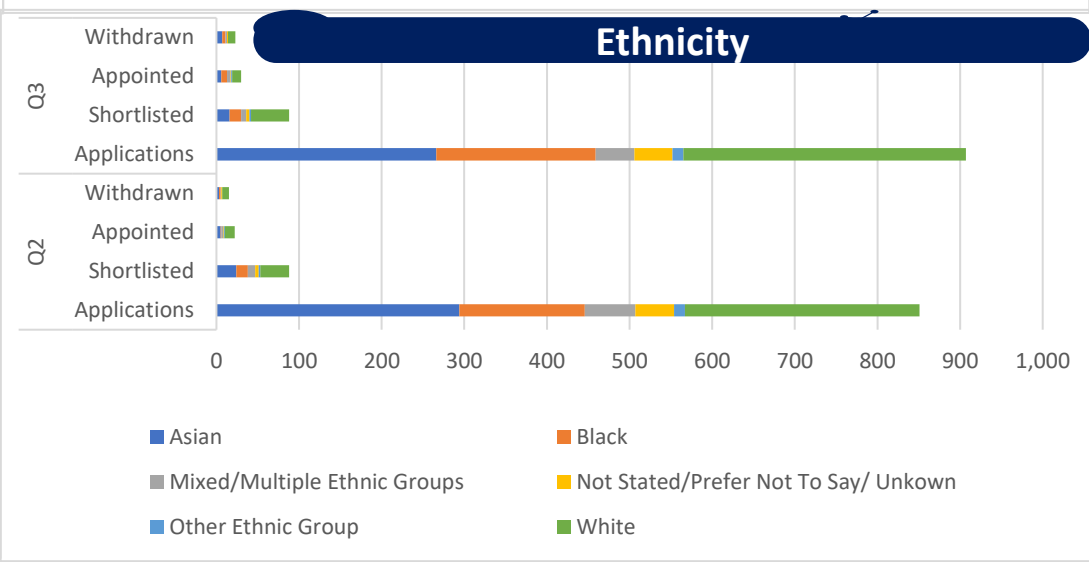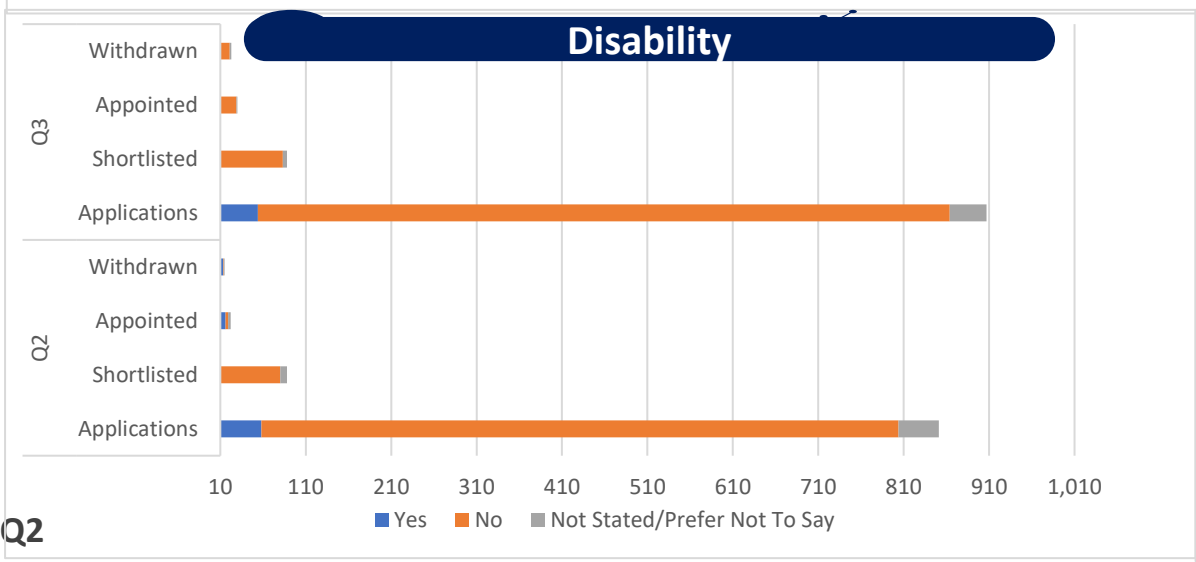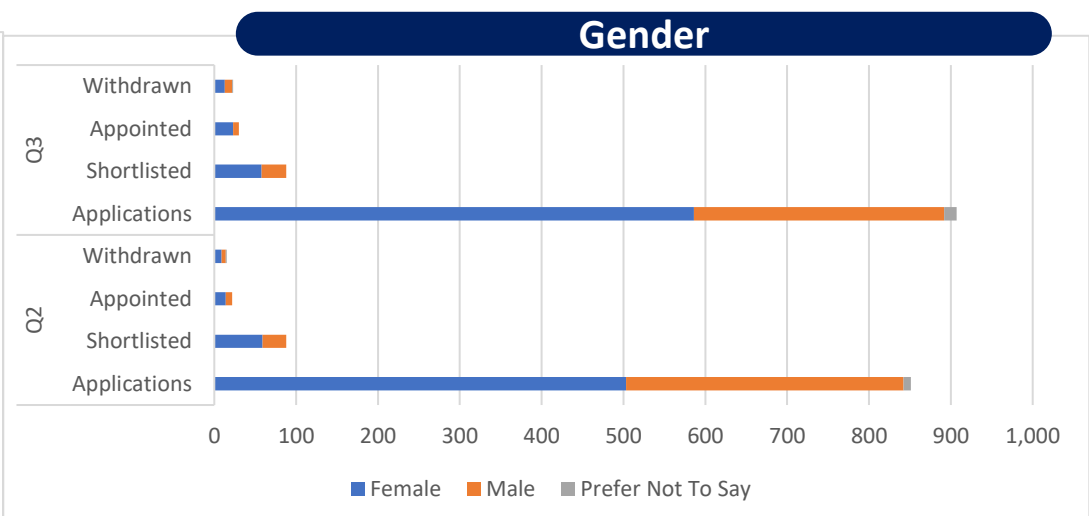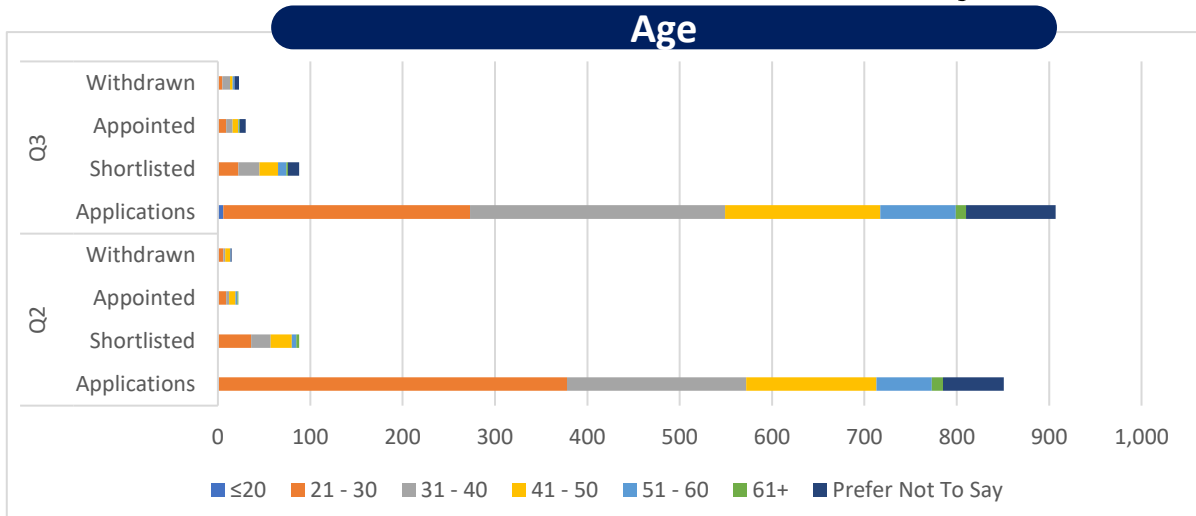
Recruitment Candidate Pay Band Breakdown

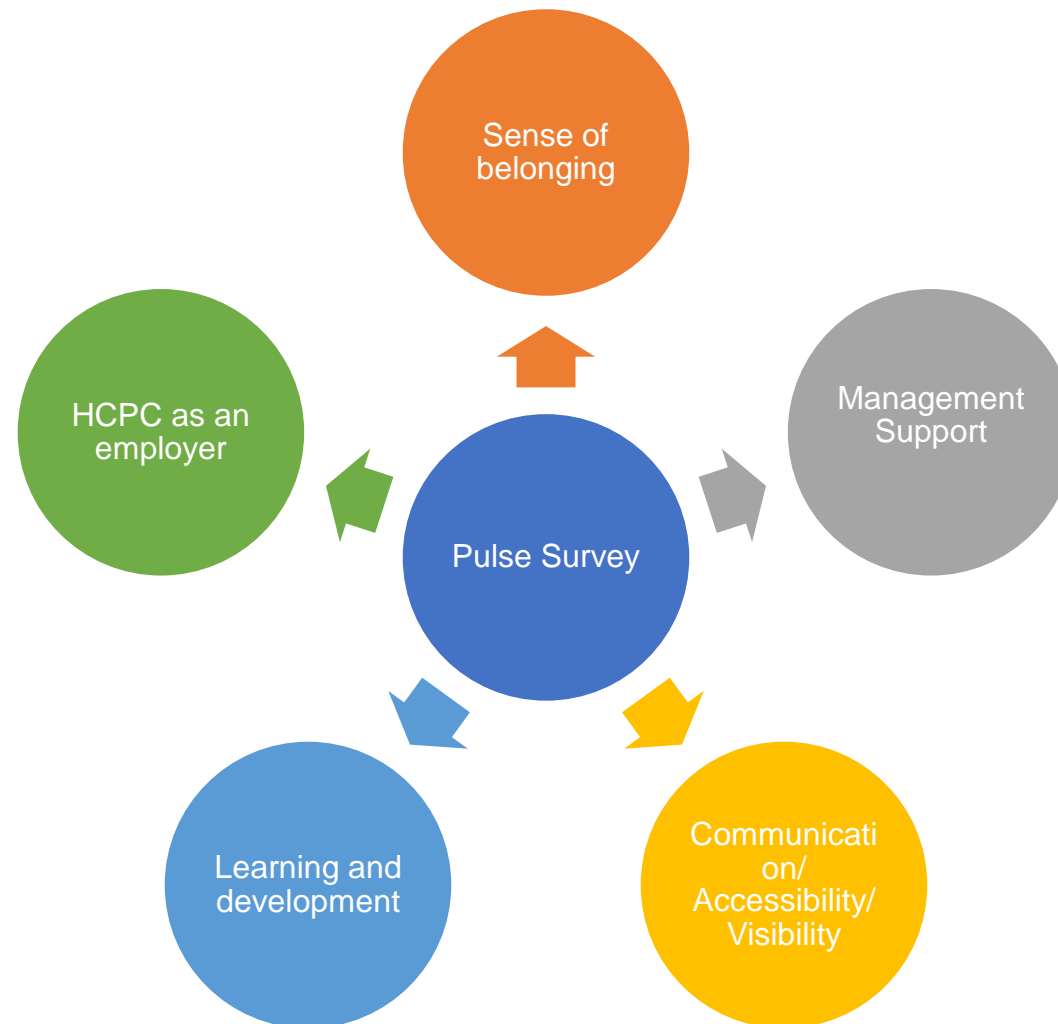**Our core aims are threefold:**

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
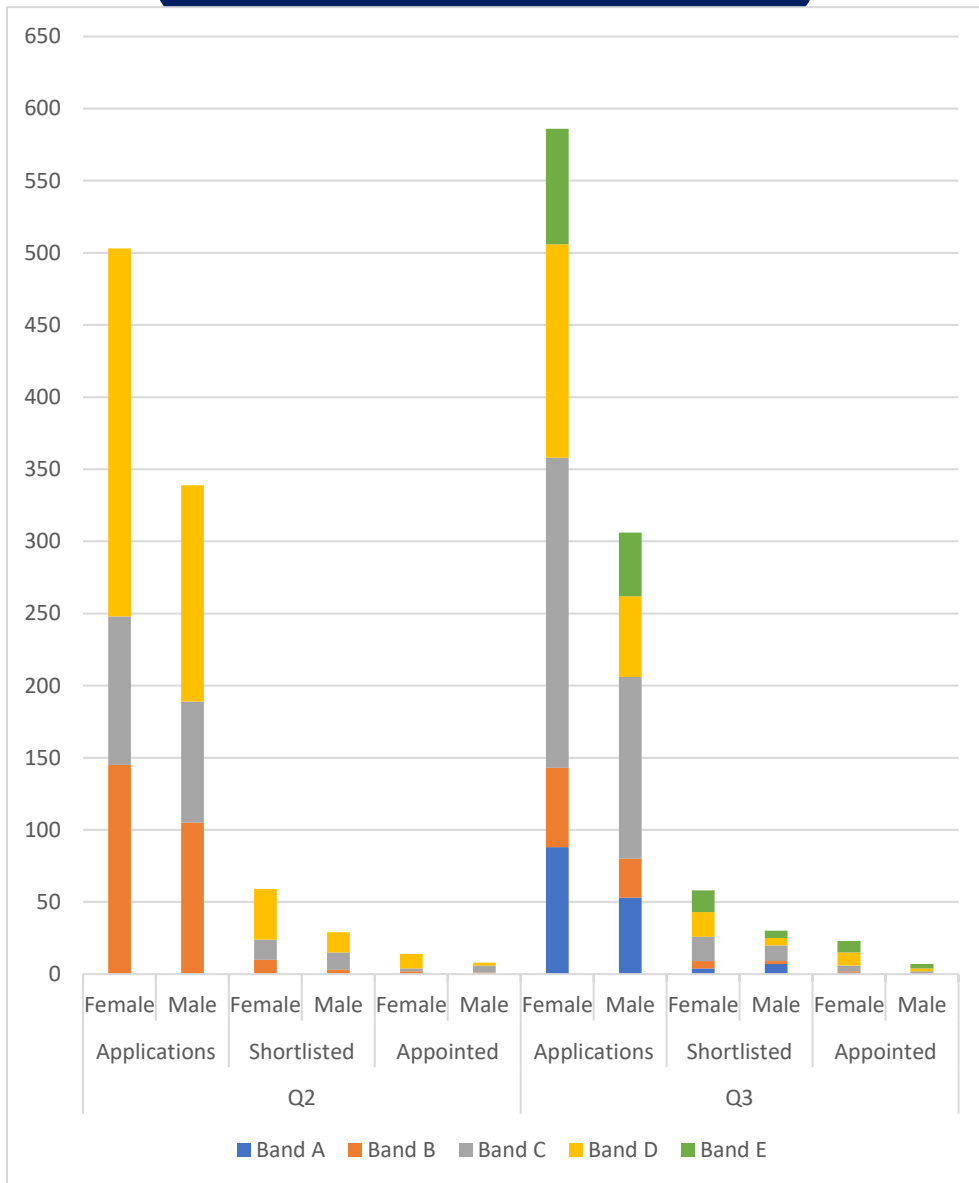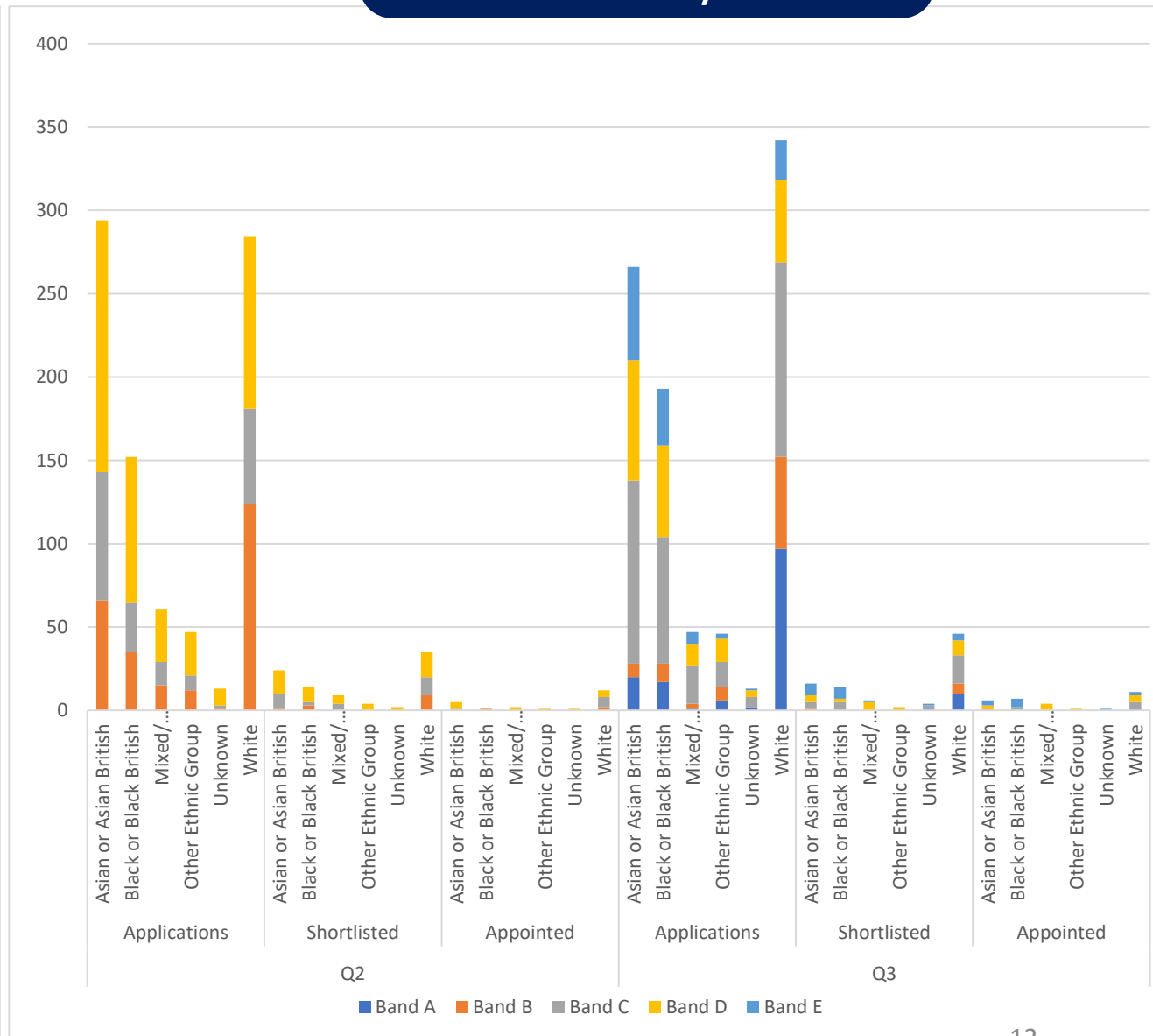
Employee Pulse Survey

Q3 2024-2025

1. Purpose of pulse surveys

1. Pulse Survey – You Said, We Did!*

✨ **An increase in headcount to tackle high pressurised areas**

✨ **Targeted prioritised recruitment campaigns**

✨ **Making a Difference Award now accessible to managers of larger teams**

✨ **Increased level of reward and recognition (Making a Difference Award) awards via My Health, My Care, My Reward platform**

*Q2 feedback outcomes

2. Key Takeaways for Quarter 3 Survey

- In line with the results from Q2 in which we had a response rate of 76%, scores for this quarter remained similarly consistent with an overall response rate of **73%** for Q3.

- The overall employee satisfaction score also showed improvement, increasing to **82%** from 80% in Q2 and 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 understand the goals of my team (increasing from 93% in Q2 to **96% in Q3**)
    - ❖I feel connected to HCPC'S Values. (Increase from 74% in Q2 to **81% in Q3**)
    - ❖I have access to my manager whenever I need it(Increase from 90% in Q2 to **92% in Q3**)
    - ❖HCPC offers a variety of learning and development opportunities (Increase from 62% in Q2 to **70% in Q3**)
    - ❖I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required (Increase from 65% in Q2 to **70% in Q3**)
    - ❖The HCPC demonstrates it cares about its employees' wellbeing (Increase from 64% in Q2 to **70% in Q3**)
    - ❖I am confident that HCPC is a diverse and inclusive employer (Increase from 83% in Q2 24/25 to **85% in Q3** for diversity and 82% in Q2 24/25 to **84% for inclusivity in Q3**)
    - ❖I feel committed to the HCPC and its vision and purpose (Increase from 86% in Q2 to **89% in Q3**)

3. Respondents

2024/25 – Quarter 1

62%
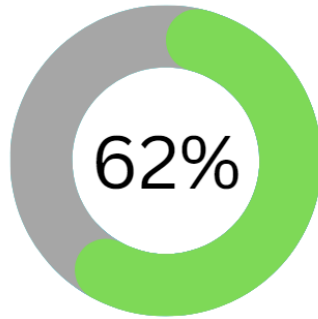
190 Responses

2024/25 – Quarter 2

76%
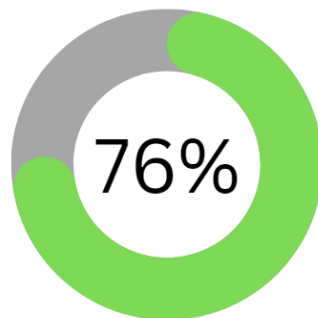
239 Responses

2024/25 – Quarter 3

73%
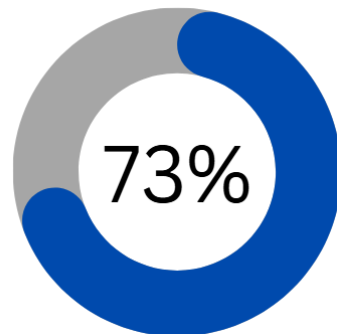
236 Responses

Department (s)	Number of Responses(Q3)	Q2 Response Rate	Q3 Response Rate
Assurance and Compliance	10	60%	100%
Business Change	9	100%	82%
Communications, Engagement & Public Affairs	7	88%	100%
Education	10	90%	100%
Finance	14	94%	88%
Fitness to Practise	66	78%	66%
Tribunal Services	17	40%	41%
Governance, Partners and OCCE	7	86%	100%
Human Resources	12	100%	100%
IT	14	82%	78%
Office Services	7	71%	100%
Policy, Standards & EDI and Insight & Analytics	13	92%	93%
Professionalism and upstream regulation	6	50%	100%
Registration	44	77%	70%
Total	**236**	**76%**	**73%**

4. Sense of belonging

Develop and embed an organisational culture where morale is high

(Previous Question)I understand how my work supports the goals of my team and department

2024/25 – Quarter 1

93%
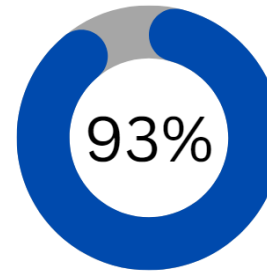
176 responders strongly agreed

or agreed with question

(Amended question) I understand the goals of my team

2024/25 – Quarter 2
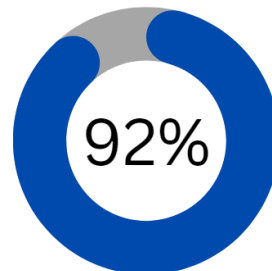
92%

220 responders strongly agreed
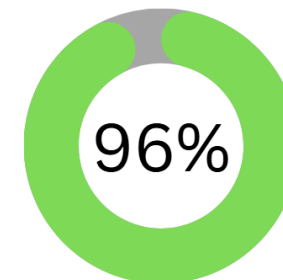
or agreed with question

2024/25 – Quarter 3

96%

226 responders strongly agreed

or agreed with question

4. Sense of belonging

4 Develop and embed an organisational culture where morale is high

(Previous Question) I feel connected to the HCPC values and behavioural framework

2024/25 – Quarter 1

69%
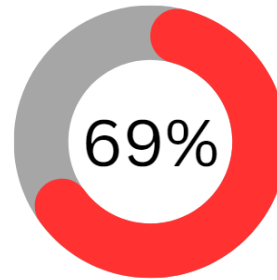
131 responders strongly agreed or agreed with question

(Amended Question) I feel connected to the HCPC's values

2024/25 – Quarter 2
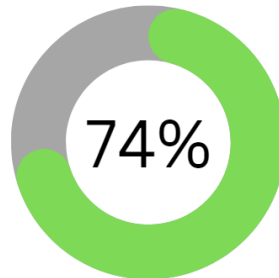
74%

176 responders strongly agreed or agreed with question

2024/25 – Quarter 3

81%
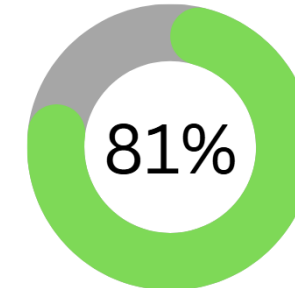
190 responders strongly agreed or agreed with question

4. Sense of belonging

4 Develop and embed an organisational culture where morale is high

(Previous Question)I feel connected to the HCPC values and behavioural framework

2024/25 – Quarter 1

69%
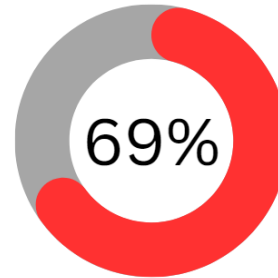
131 responders strongly agreed

or agreed with question

(Amended question) I am aware of the behaviours set out in the behavioural standards framework

2024/25 – Quarter 2

91%
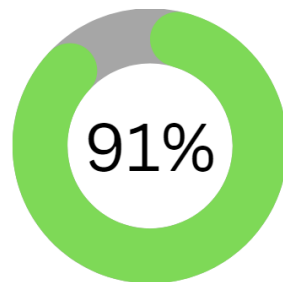
218 responders strongly agreed

or agreed with question

2024/25 – Quarter 3

85%
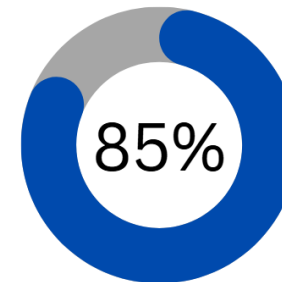
202 responders strongly agreed

or agreed with question

5. Management support

3 — Compassionate, inclusive and effective leadership at all levels

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

My manager provides me with constructive feedback

2024/25 – Quarter 1

84%

159 respondents strongly

agreed or agreed

2024/25 – Quarter 2

79%

189 respondents strongly

agreed or agreed

2024/25 – Quarter 3

83%

197 respondents strongly

agreed or agreed

5. Management support

I feel my manager values my opinions and feedback

2024/25– Quarter 1

85%
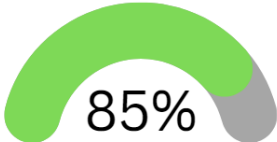
162 respondents strongly agreed or agreed

2024/25– Quarter 2

83%
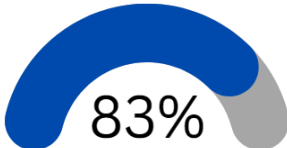
198 respondents strongly agreed or agreed

2024/25– Quarter 3

88%
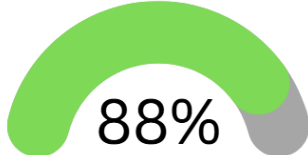
208 respondents strongly agreed or agreed

5. Management support

I have access to my manager whenever I need it
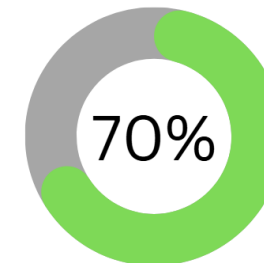
2024/25 – Quarter 1

87%
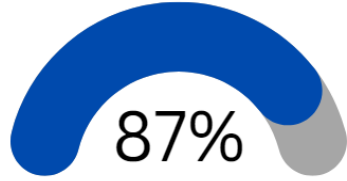
166 respondents strongly
agreed or agreed

2024/25 – Quarter 2

90%

215 respondents strongly
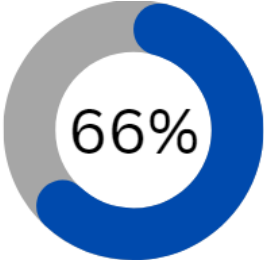agreed or agreed

2024/25 – Quarter 3

92%
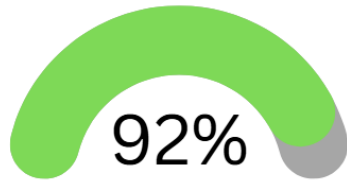
218 respondents strongly
agreed or agreed

3 — Compassionate, inclusive and effective leadership at all levels

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

6. 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 currently happening at the HCPC

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

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

76% of employees feel informed of what is currently happening at the HCPC

2024/25 – Quarter 1

137 respondents strongly agreed or agreed

2024/25 – Quarter 2

171 respondents strongly agreed or agreed

2024/25 – Quarter 3
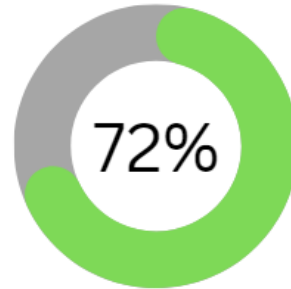
179 respondents strongly agreed or agreed

6. Communication and accessibility

hcpc health & care professions council

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

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

61%
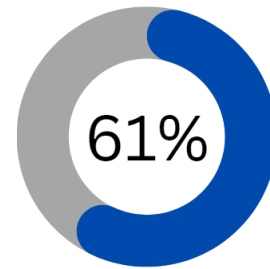
2024/25 – Quarter 1

116 respondents strongly agreed or agreed

65%
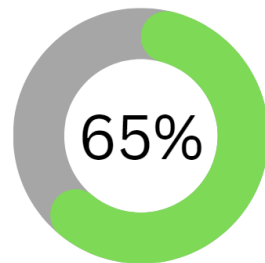
2024/25 – Quarter 2

155 respondents strongly agreed or agreed

70%

2024/25 – Quarter 2

165 respondents strongly agreed or agreed

7. Learning and development

hcpc health & care professions council

| 2 | High performing, capable and skilled organisation |
| 4 | Develop and embed an organisational culture where morale is high |

HCPC offers a variety of learning and development opportunities

66%

2024/25 – Quarter 1

125 respondents strongly
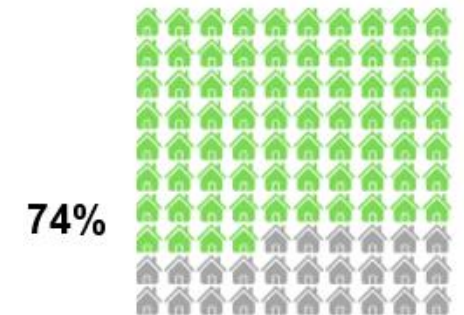
agreed or agreed

62%
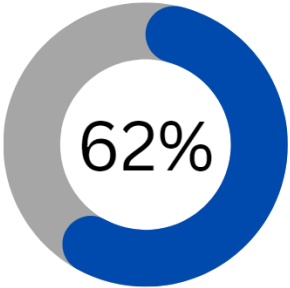
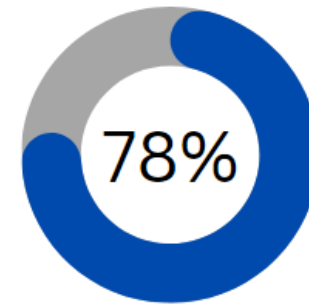2024/25 – Quarter 2

147 respondents strongly

agreed or agreed

70%
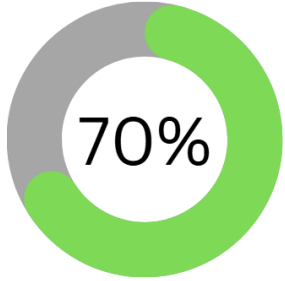
2024/25 – Quarter 3

165 respondents strongly

agreed or agreed

7. Learning and development

2   High performing, capable and skilled organisation

4   Develop and embed an organisational culture where morale is high

(Previous Question) I am given opportunities to learn and develop my skills when needed

72%

2024/25 – Quarter 1

136 respondents strongly agreed or agreed

(Amended question) I am given opportunities to learn new skills

67%
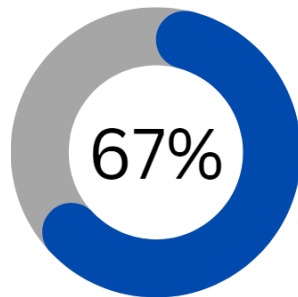
2024/25 – Quarter 2

160 respondents strongly agreed or agreed

69%
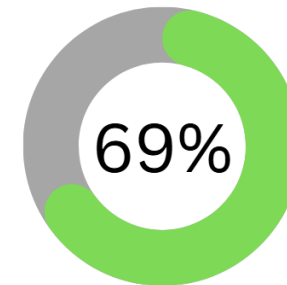
2024/25 – Quarter 3

163 respondents strongly agreed or agreed

Employee Satisfaction Score

2024/25 – Quarter 1

80%

2024/25 – Quarter 2

80%

2024/25 – Quarter 3

82%
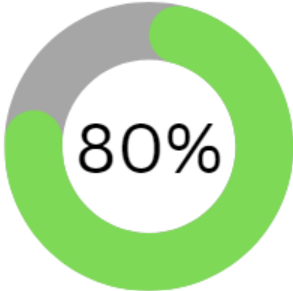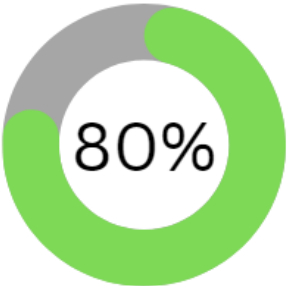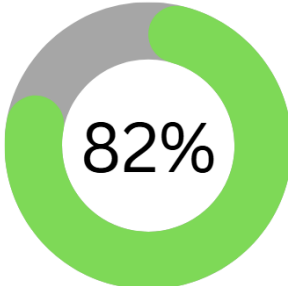
8. HCPC as an employer

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

2024/25 – Quarter 1

73%
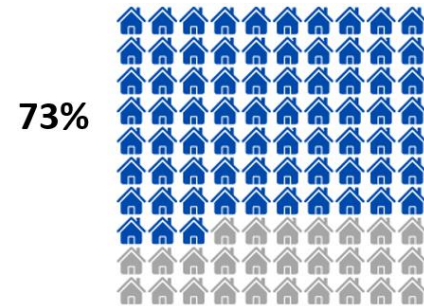
138 respondents strongly agreed or agreed

2024/25 – Quarter 2

73%

174 respondents strongly agreed or agreed

2024/25 – Quarter 3

74%

174 respondents strongly agreed or agreed

8. HCPC as an employer

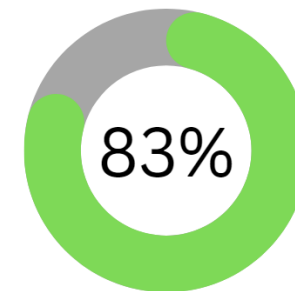I feel adequately supported in a hybrid working environment

78%

2024/25 – Quarter 1

148 respondents strongly agreed or agreed

83%

2024/25 – Quarter 2

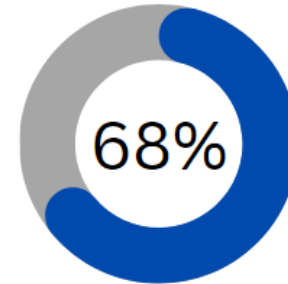199 respondents strongly agreed or agreed

83%
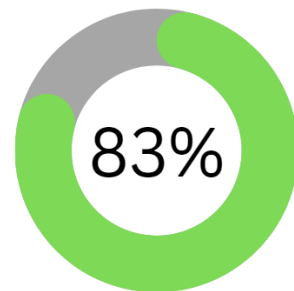
2024/25 – Quarter 3

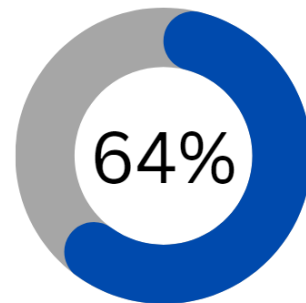197 respondents strongly agreed or agreed

8. HCPC as an employer

(Previous Question) The HCPC demonstrates it cares about its employees' wellbeing
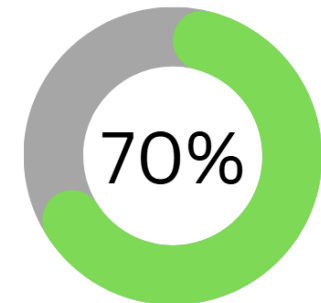
68%

2024/25 – Quarter 1

130 respondents strongly agreed or agreed

(Amended Question) The HCPC demonstrates it is a caring organisation

64%

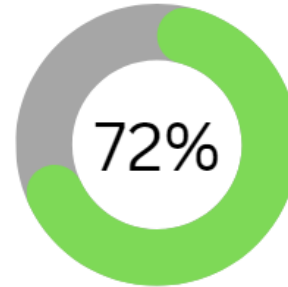2024/25 – Quarter 2

152 respondents strongly agreed or agreed

70%

2024/25 – Quarter 3

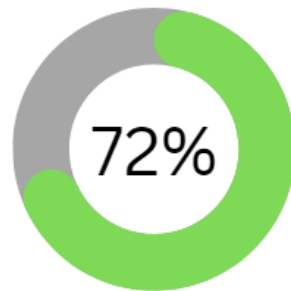165 respondents strongly agreed or agreed

8. HCPC as an employer

(Previous Question) I feel valued by the recognition I receive for my work
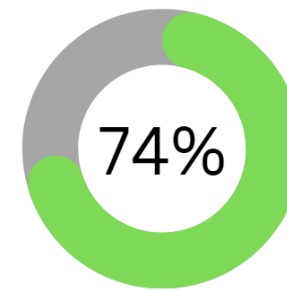

72%

2024/25 – Quarter 1

137 respondents strongly agreed or agreed

(Amended Question) I receive recognition for my work

72%

2024/25 – Quarter 2
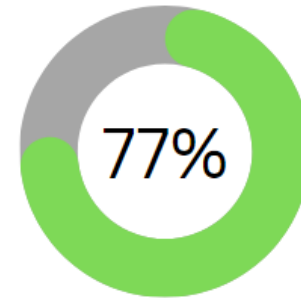
171 respondents strongly agreed or agreed

74%

2024/25 – Quarter 3

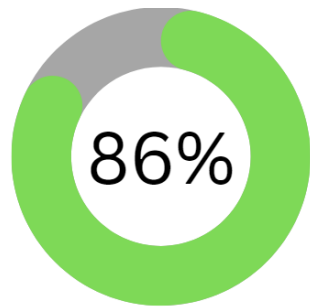174 respondents strongly agreed or agreed

8. HCPC as an employer

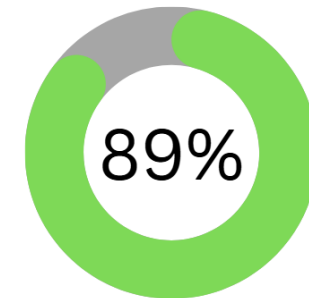How committed do you feel to the HCPC and its vision and purpose

77%

2024/25 – Quarter 1

147 respondents feeling Strongly committed or Somewhat committed

86%

2024/25 – Quarter 2

206 respondents reported feeling Strongly committed or Somewhat committed

89%

2024/25 – Quarter 3

209 respondents reported feeling Strongly committed or Somewhat committed

9. Confidence that HCPC is a diverse and inclusive employer

I am confident that HCPC is a diverse employer

81%

2024/25 – Quarter 1
154 respondents strongly agreed or agreed

83%

2024/25 – Quarter 2
199 respondents strongly agreed or agreed

85%

2024/25 – Quarter 3
201 respondents strongly agreed or agreed

I am confident that HCPC is an inclusive employer

81%

2024/25 – Quarter 1
153 respondents strongly agreed or agreed

82%

2024/25 – Quarter 2
195 respondents strongly agreed or agreed

84%

2024/25 – Quarter 3
199 respondents strongly agreed or agreed