
HR Performance Report – Quarter 4 2023-2024

Executive Summary

This report assesses the fourth quarter's performance (January to March 2024) 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.

The report shows continued good progress over the year against the KPIs, including on turnover and time to hire. We are starting to see the benefits of the new careers website, with the opportunities it creates to attract talent and reduce agency costs. Challenges and outliers include maintaining the timeliness of longlisting with a higher number of candidates and a drop in numbers completing the pulse survey.

Previous consideration	HR KPIs are an ongoing set of data presented to ELT and the People and Resources Committee. The 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 are being led by the HR team within existing resource and budget and form 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

Q4 2023-24

Fatma Ali, Head of HR & OD

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Areas of Strength

Establishment:

- The current Full-Time Equivalent (FTE) establishment is within 2023-24 budget.

Recruitment:

- Since the launch of the new careers website (31 January 2024), there have been 984 applications through the new system, which represents a 273% increase on the same period last year.
- The new talent network pool has attracted positive feedback and demonstrated keen interest in two primary areas of job openings: fitness to practise and registrations. 77 candidates have signed up to the talent network.
- The average time to hire remains within the targeted 42 days.
- Direct recruitment has reduced our reliance on external agencies, resulting in financial savings.

Turnover:

- Year-to-Date (YTD) voluntary turnover rate of 12% has remained consistent.

Learning and Development:

- Achieved a 100% APDR compliance rate.

Areas for Development and Action

Recruitment:

- Reducing the time taken to longlist applicants in face of increased number of applications (642 applications in Q4).
- Maintaining and improving utilisation of the talent network.
- Further reducing the reliance on agency workers.
- Updating the HCPC's Recruitment Policy.
- Maintaining the time to hire within the target of below 42 days.

Sickness:

- January 2024 saw the highest peak in 2023-24, including an increase in long-term sickness (LTS) cases. Focus on reducing sickness days in larger departments.

Pulse Survey:

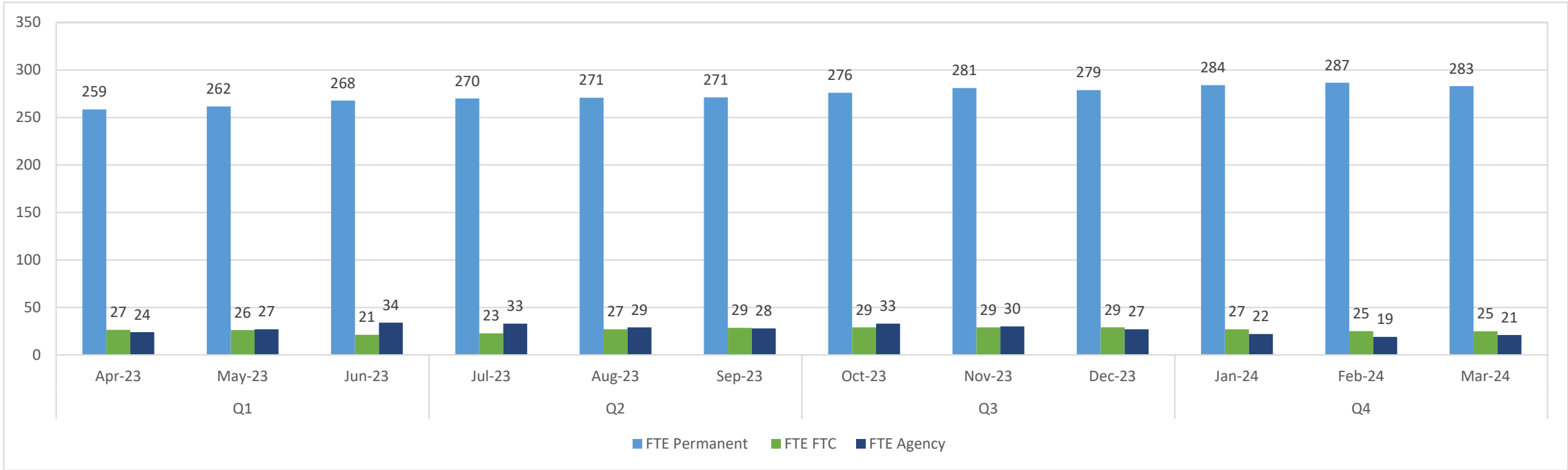
- Q4 had the lowest pulse survey response rates. Pulse survey workshop to be delivered to Senior Leadership Group in May. Focus on analysing the data across the departments, learning effective practices and increasing the response rates.

Exit Interviews:

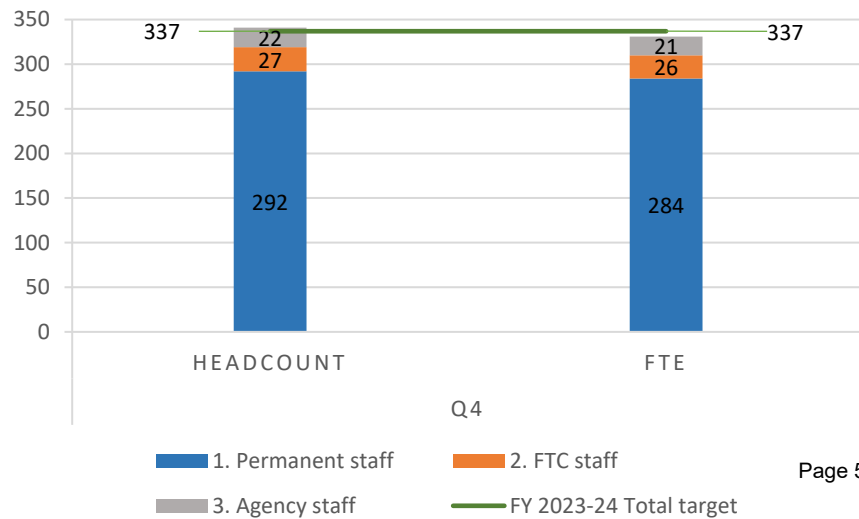
- Completion rate reduced to 48% in Q4. Focus on increasing the level of participation.



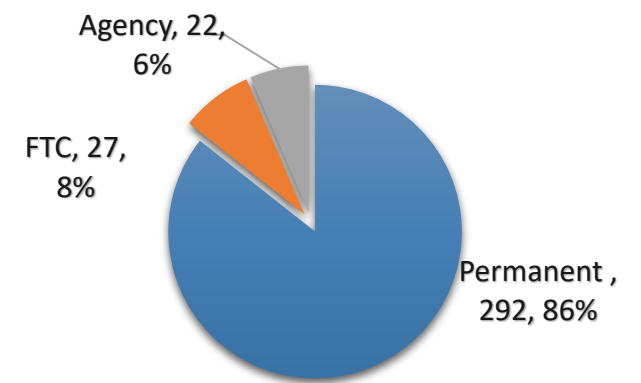
Establishment



Total Headcount and FTE*



Workforce Proportion*



*Based on average in period
Total budgeted establishment figure -337
4



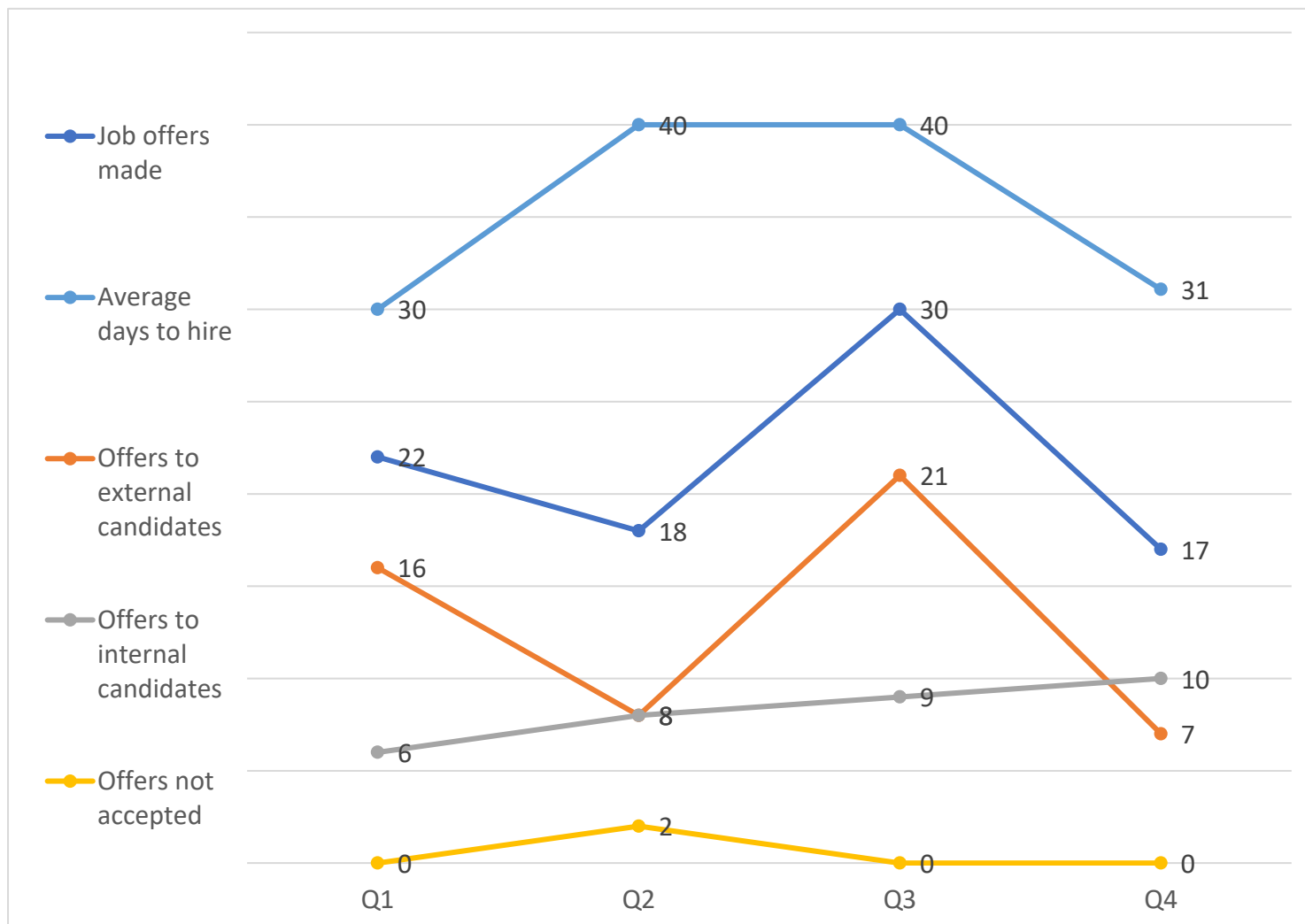
Recruitment Activity

Job Advertised : 9*

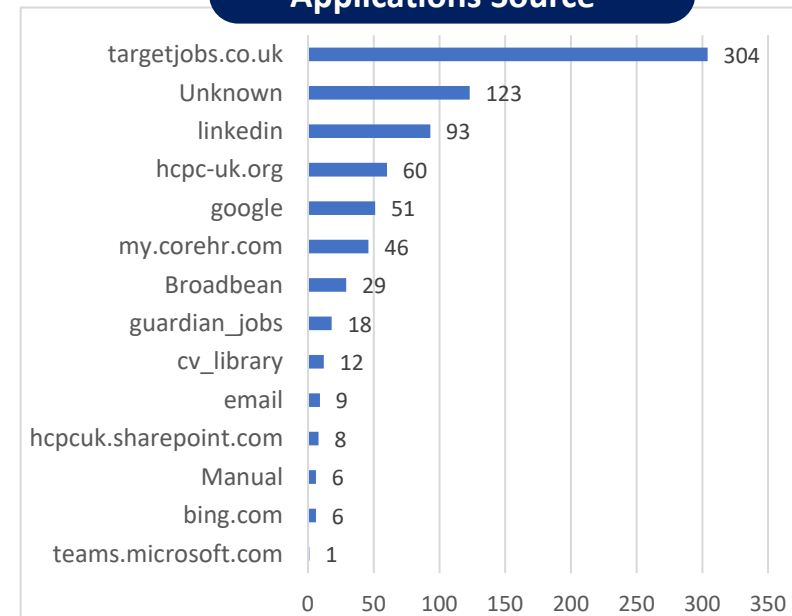
In Progress Vacancies : 15*

Average days to hire in Q4:
31 days**

Response of Talent Network: 77*



Applications Source*



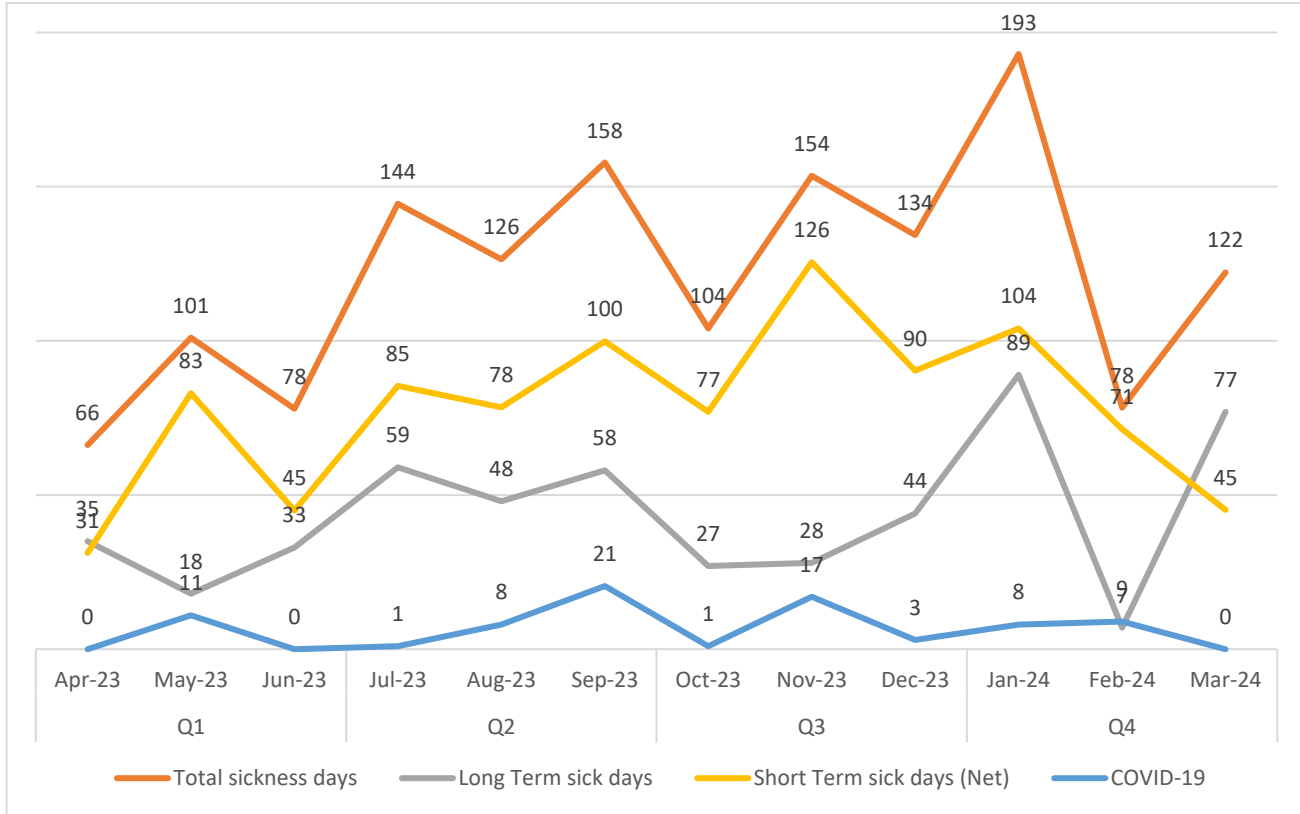
Financial year	Total Job Offers	Internal	External
2023/2024	87	38%	60%
2022/2023	91	49%	51%
2021/2022	93	30%	67%
2020/2021	79	30%	70%

*Based on average number of campaigns/offers across period (Q4)

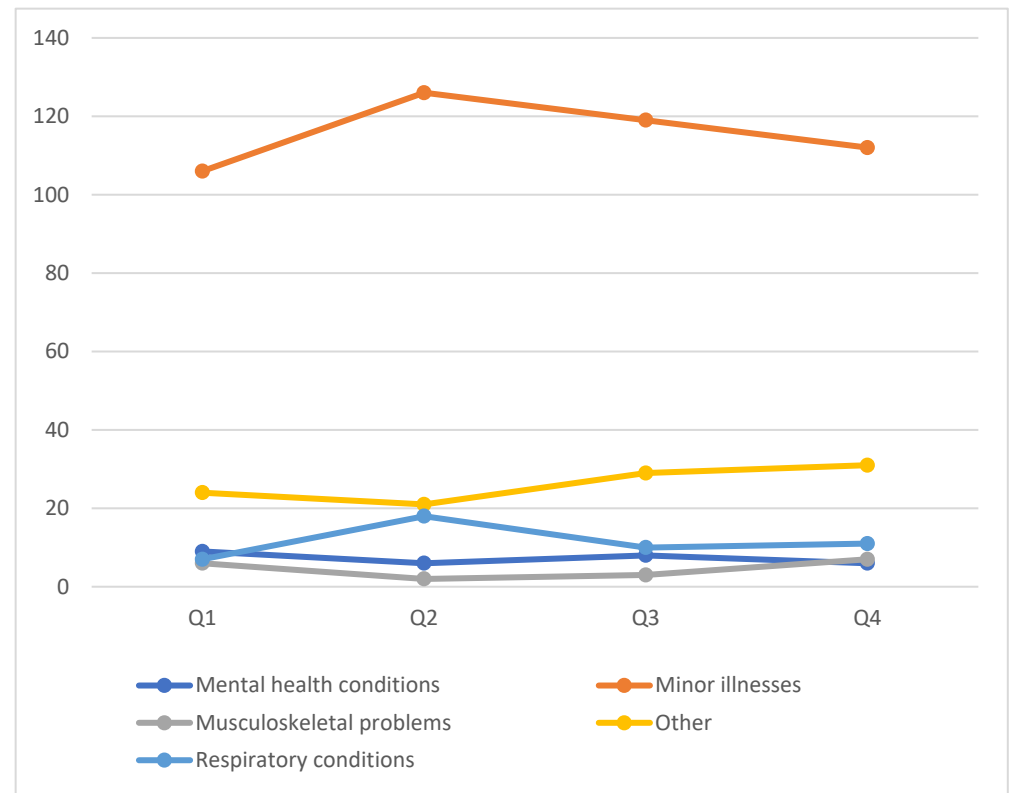
**KPI <42 days



Sickness Absence



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



- % Short-term sickness Q4 **1.1%**
- % Long-term sickness Q4 **0.8%**
- 📅 Average sick days YTD **5 days**
- % Average sick days (YTD ST) **1.2%**
- % Average sick days (YTD Total) **1.9%**

Highest Peak: Jan 2024

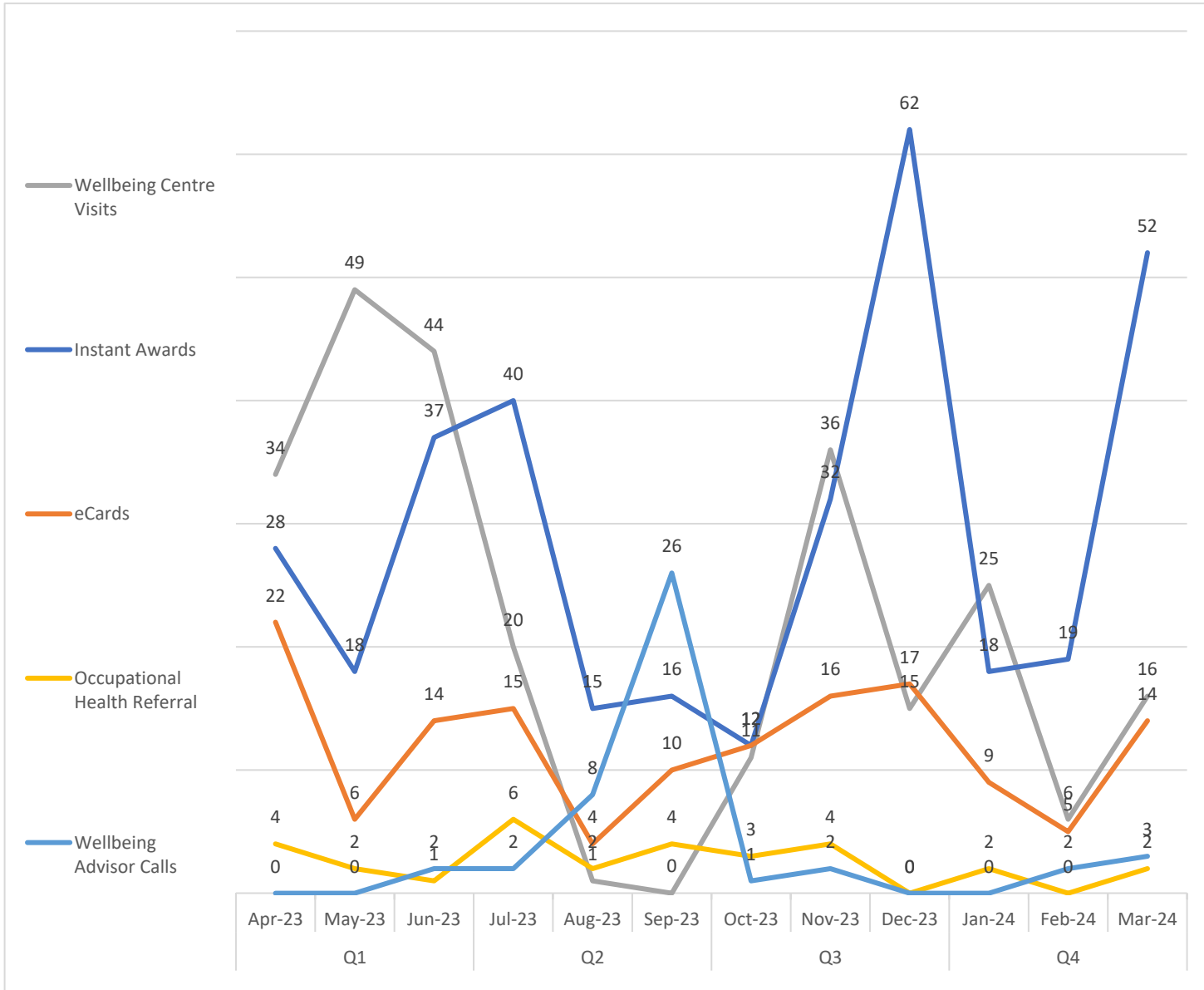
Lowest: Apr 2023

HCPC	GDC	National (ONS)
5	6	5.7

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



Wellbeing and Reward Initiatives



Cycle to Work

4



Eye Care Vouchers

22



New Flexible Working Requests

5



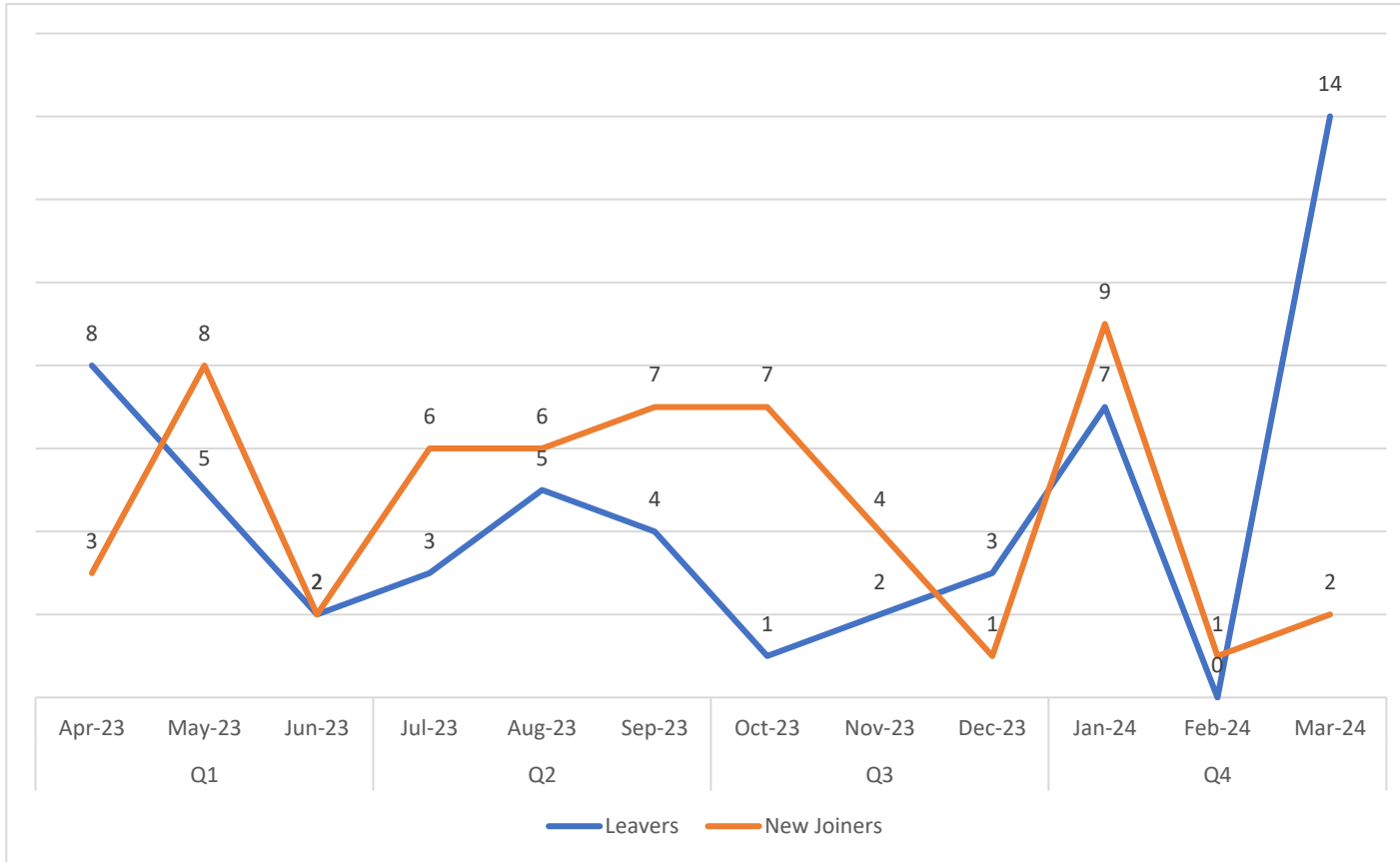
Reward Gateway Savings*





£5.9k

*Based on 12-month rolling period



Employee Turnover



-  **Average Leavers*** 7
-  **Average Length of Service***** 1.7 years
-  **Average New Joiners*** 4
-  **Average Vacancies**** 5.3%

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



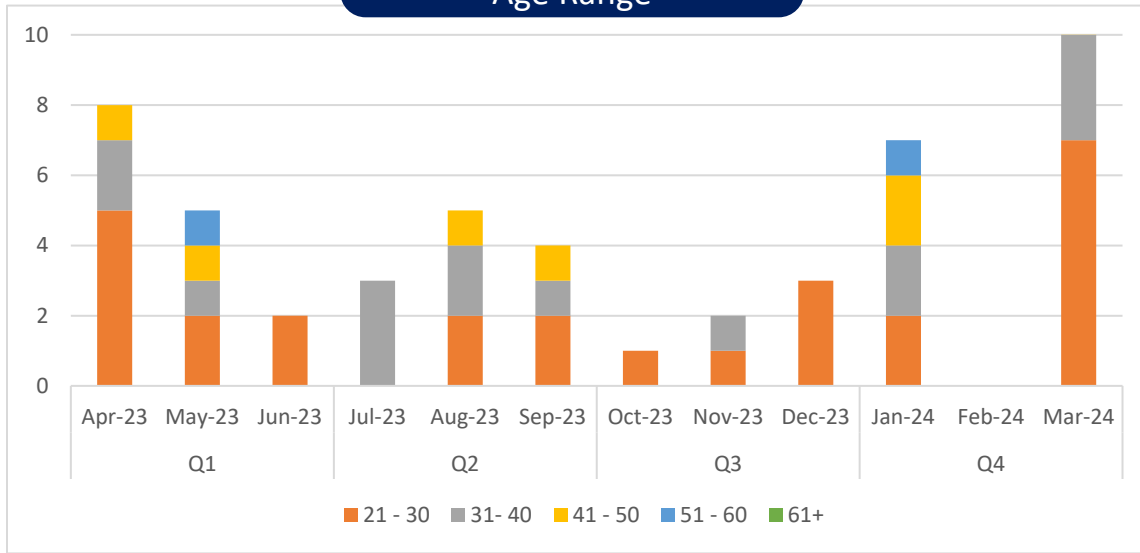
YTD Voluntary turnover rate: 12%

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

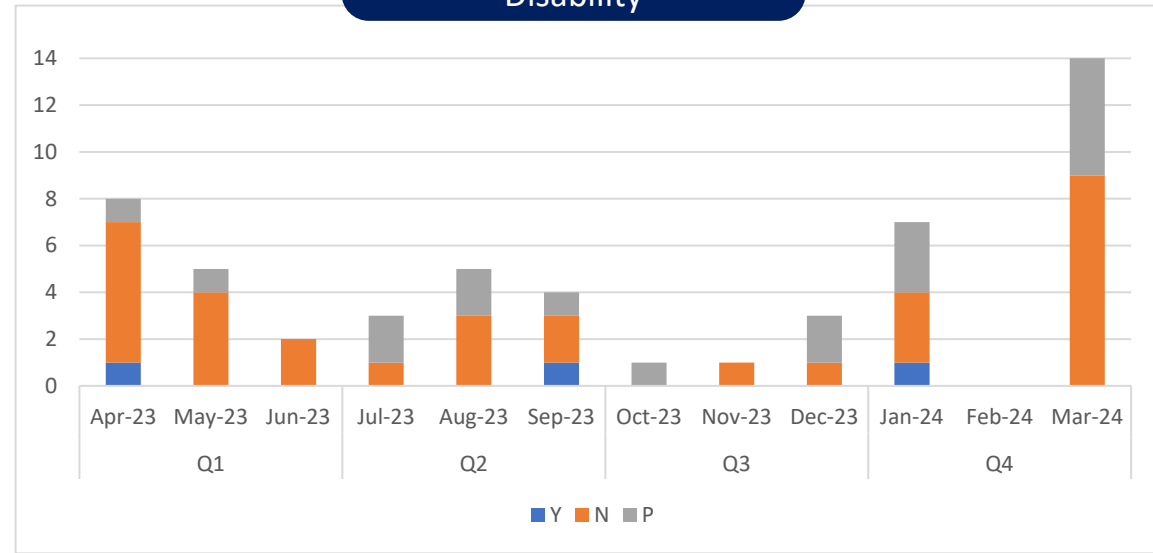


Employee Turnover Diversity

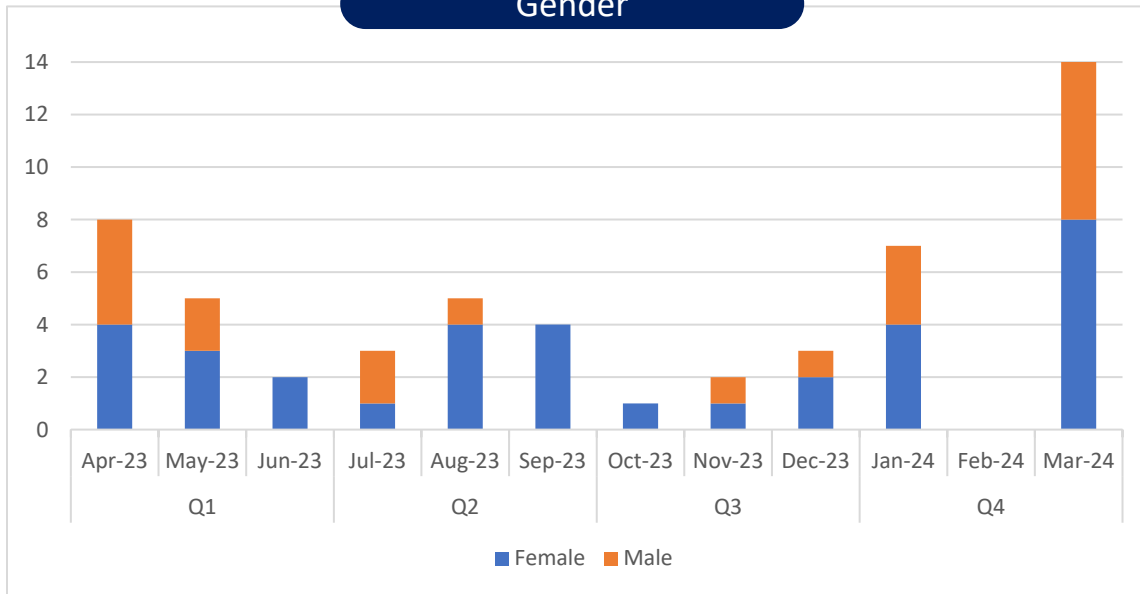
Age Range



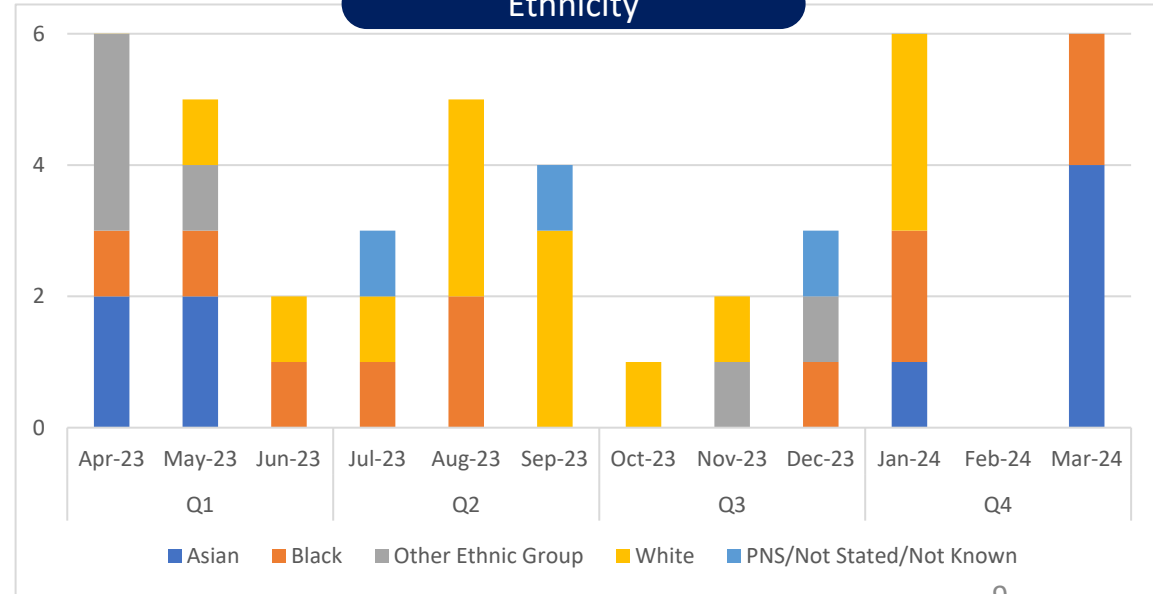
Disability



Gender



Ethnicity





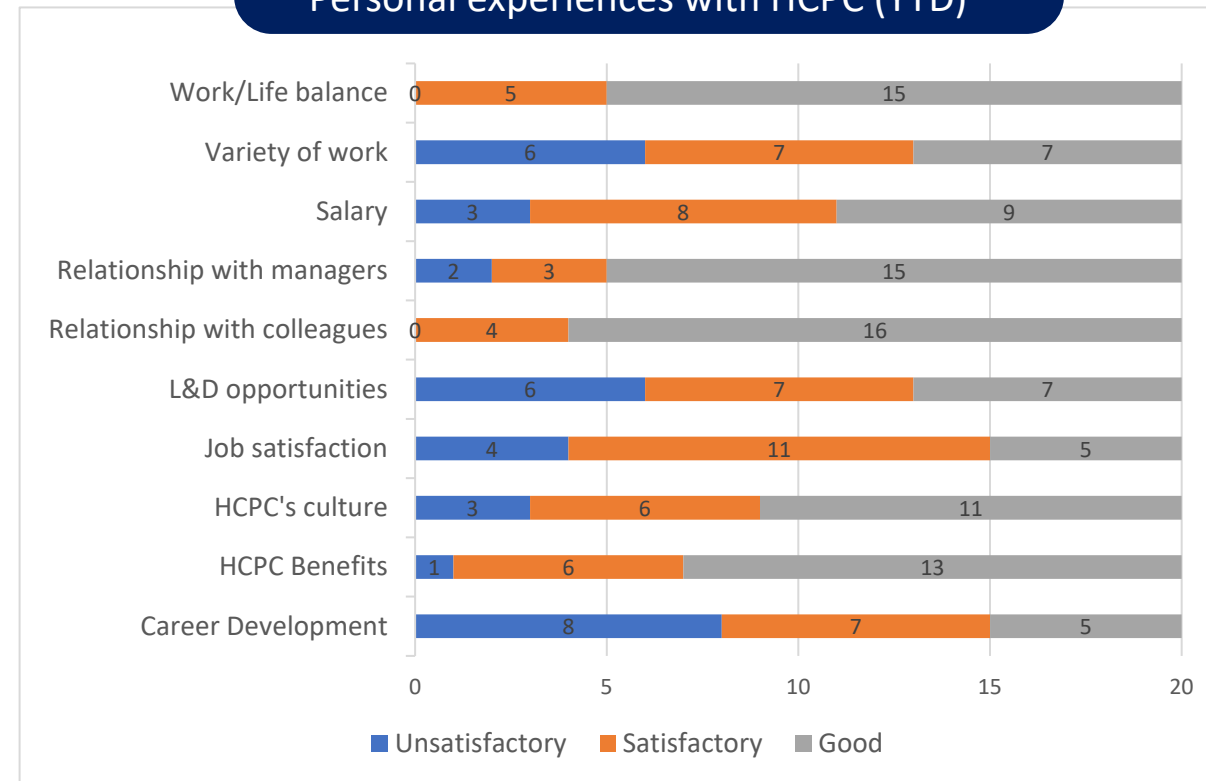
Exit Interview Feedback

Exit interview completion rate in Q4: 48%; FY2023-24*: 51%

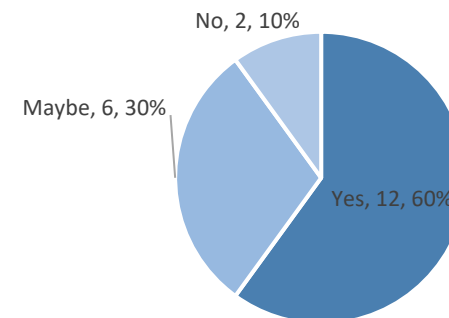
Reasons for leaving (YTD)*



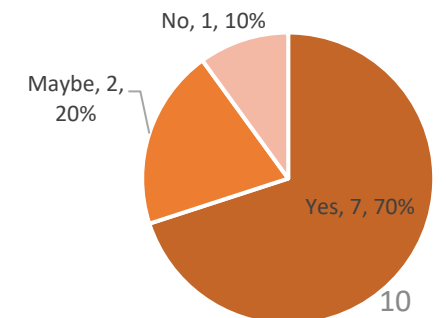
Personal experiences with HCPC (YTD)*



Recommend HCPC (YTD)*



Q4



* Data During FY 2023-24 (Missing Q1 data)

Leavers in Q4 :
21

Voluntary Turnover Rate (YTD) : 12%

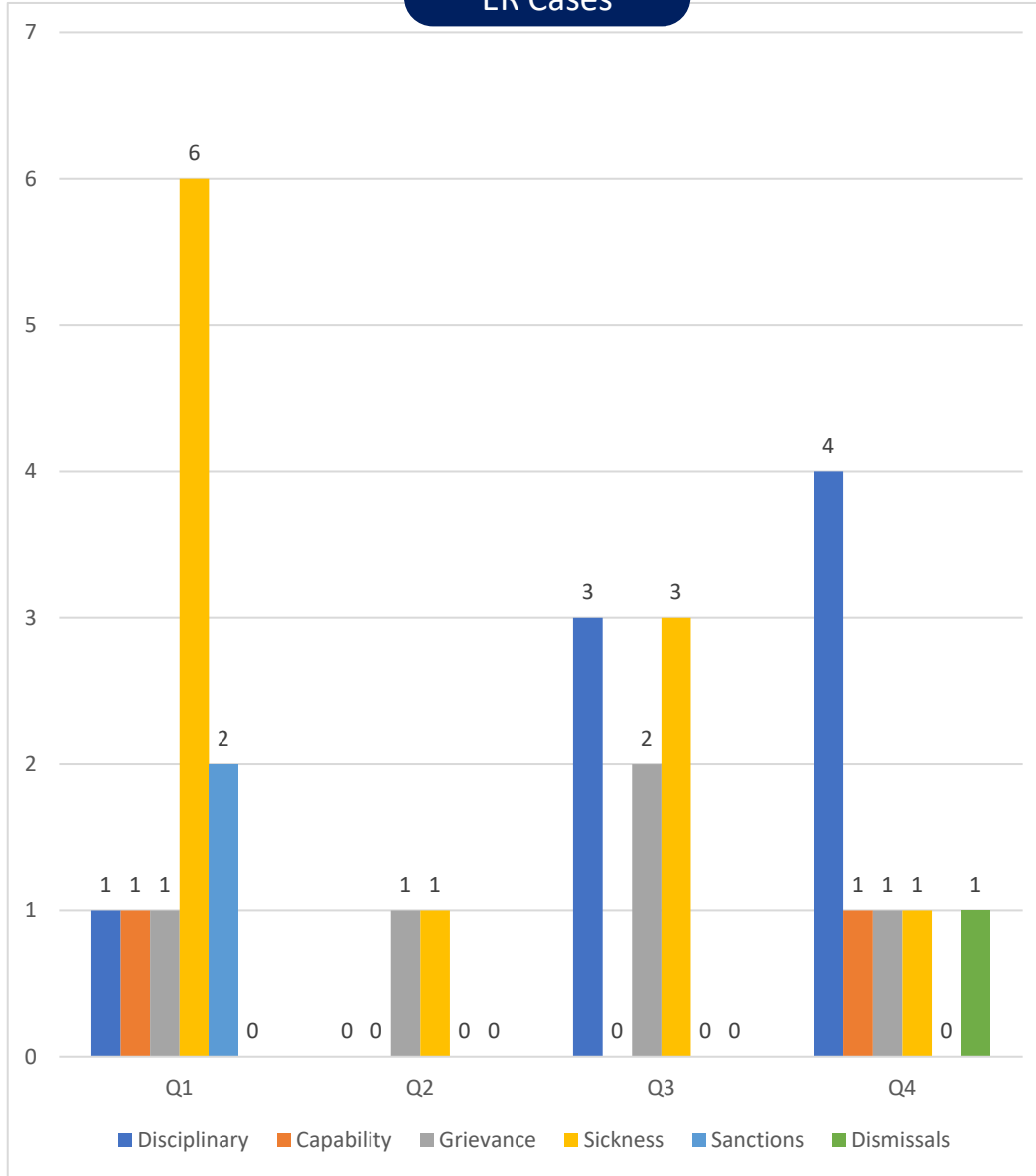
Overall Turnover Rate (YTD) : 17%

Exit Interviews in Q4 : 10

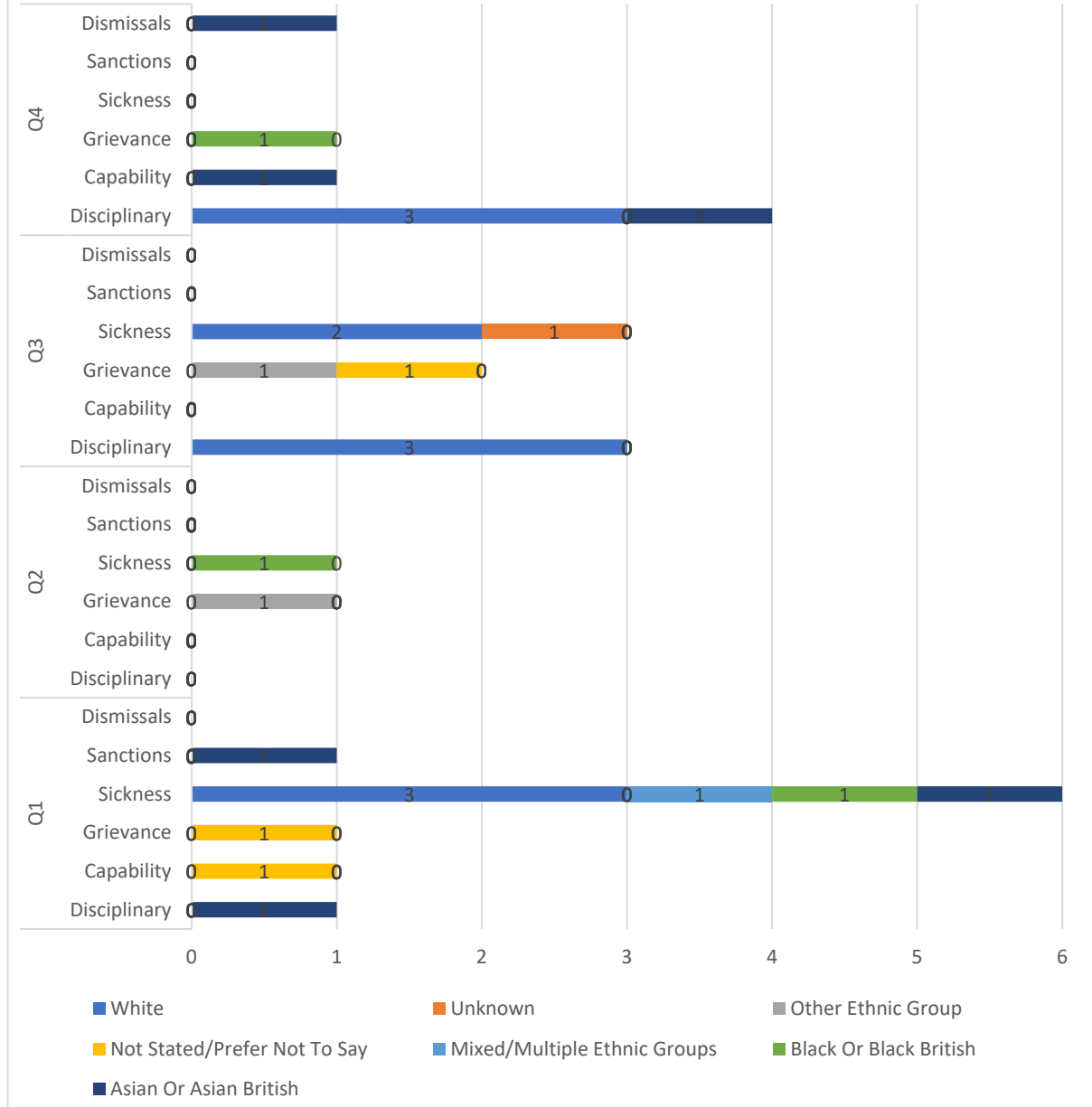


Employee Relations

ER Cases*



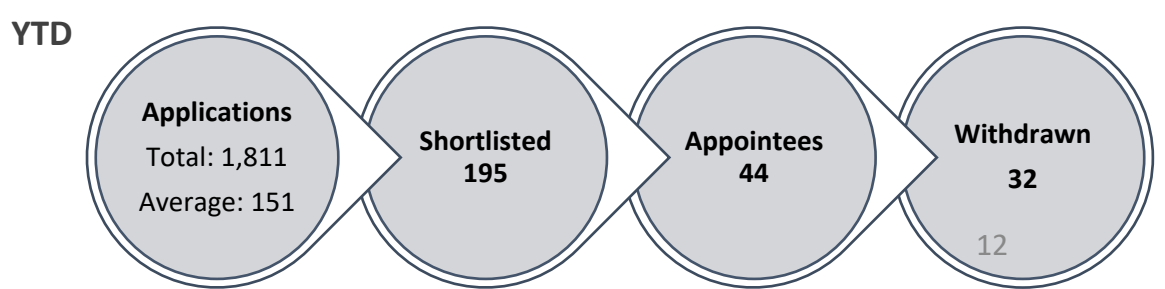
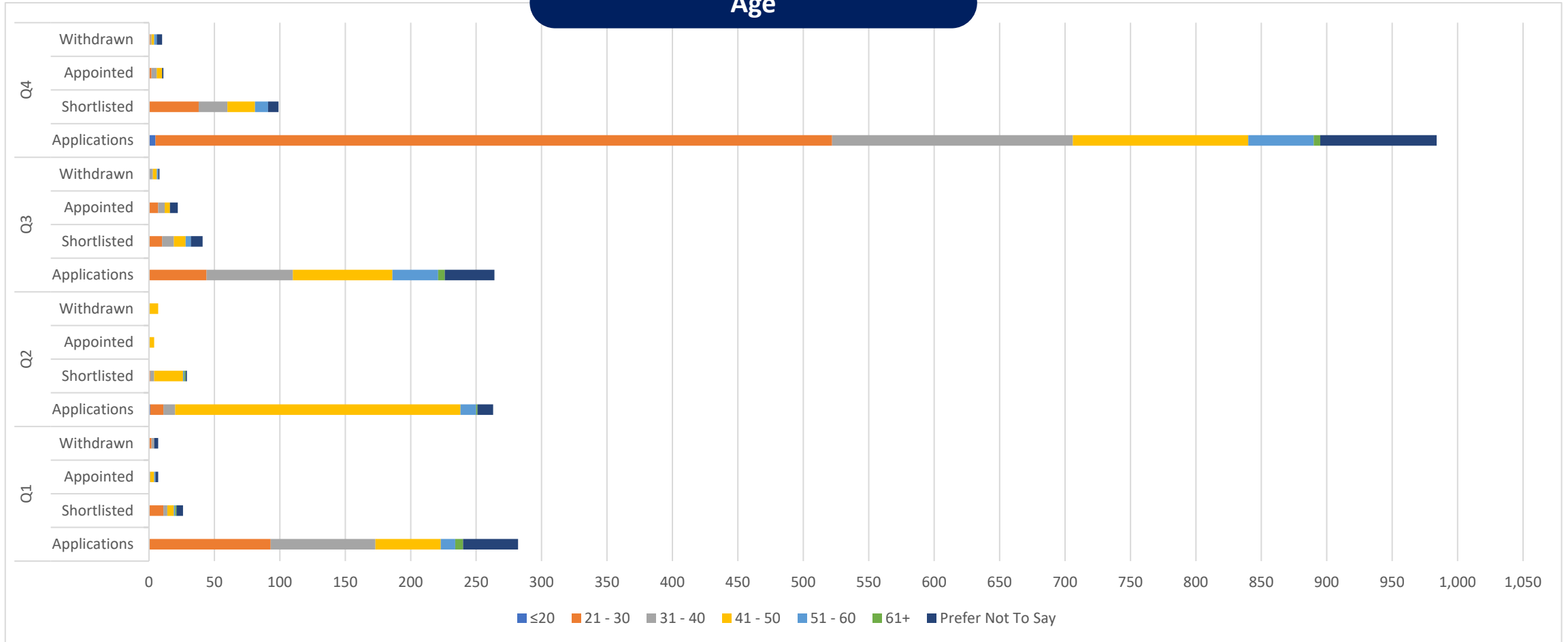
ER – Ethnicity**





Recruitment Candidate Diversity

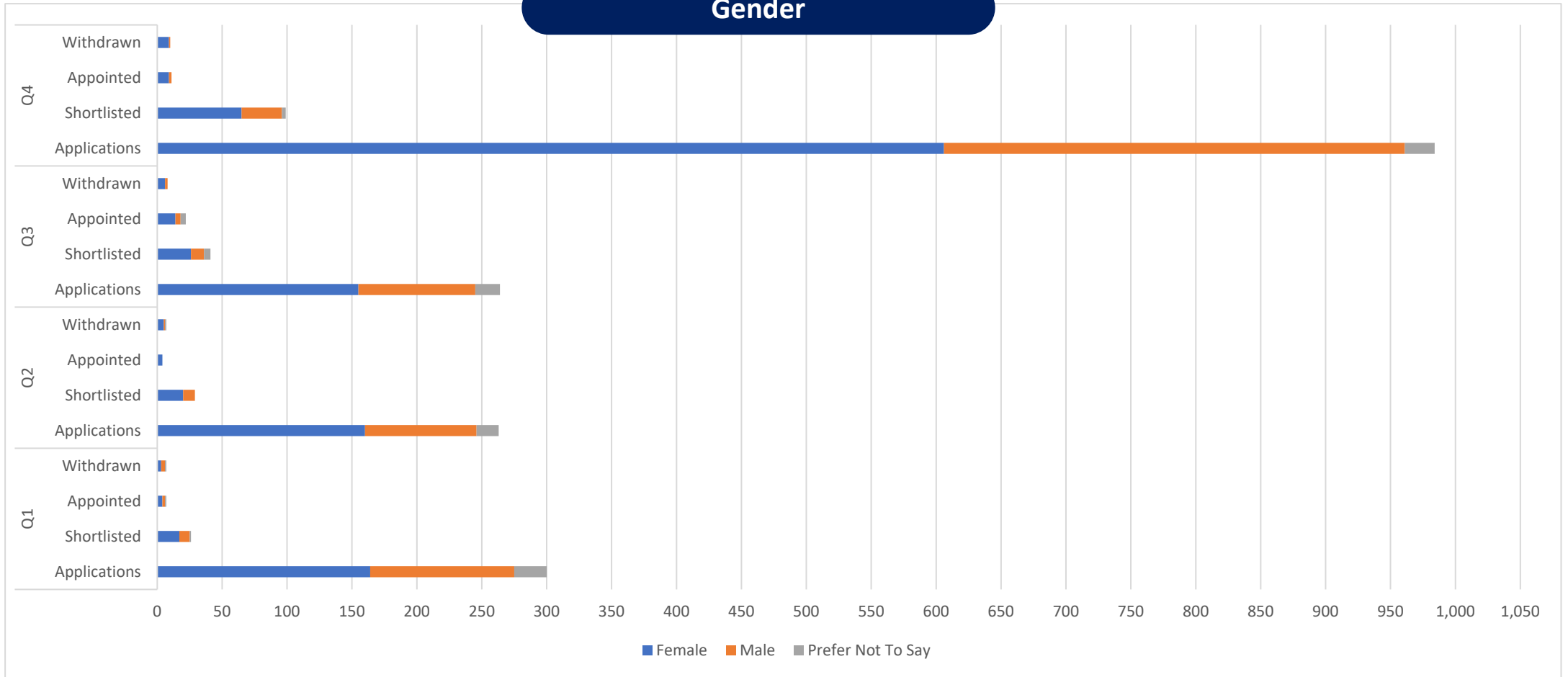
Age





Recruitment Candidate Diversity

Gender



Q4



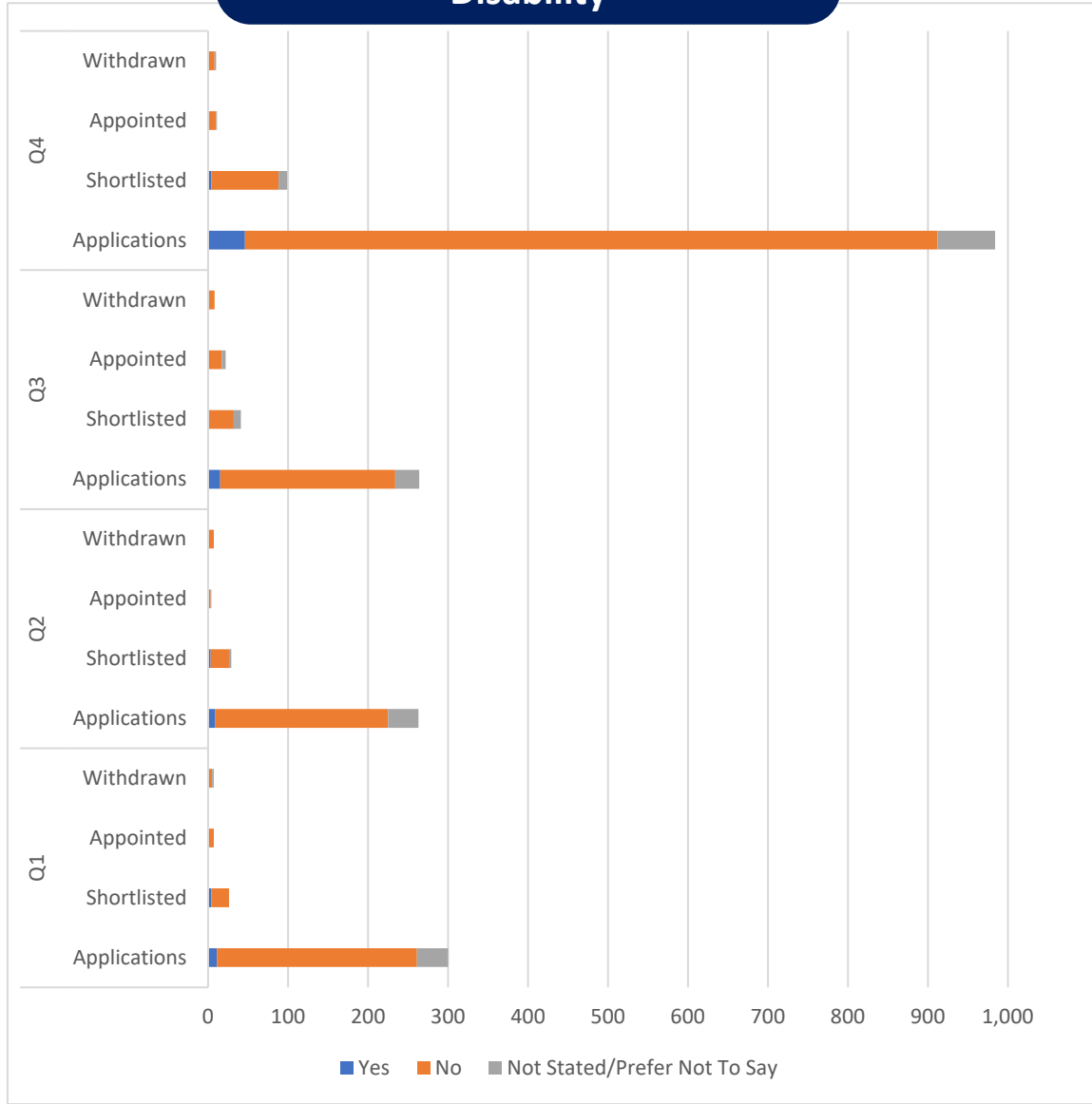
YTD



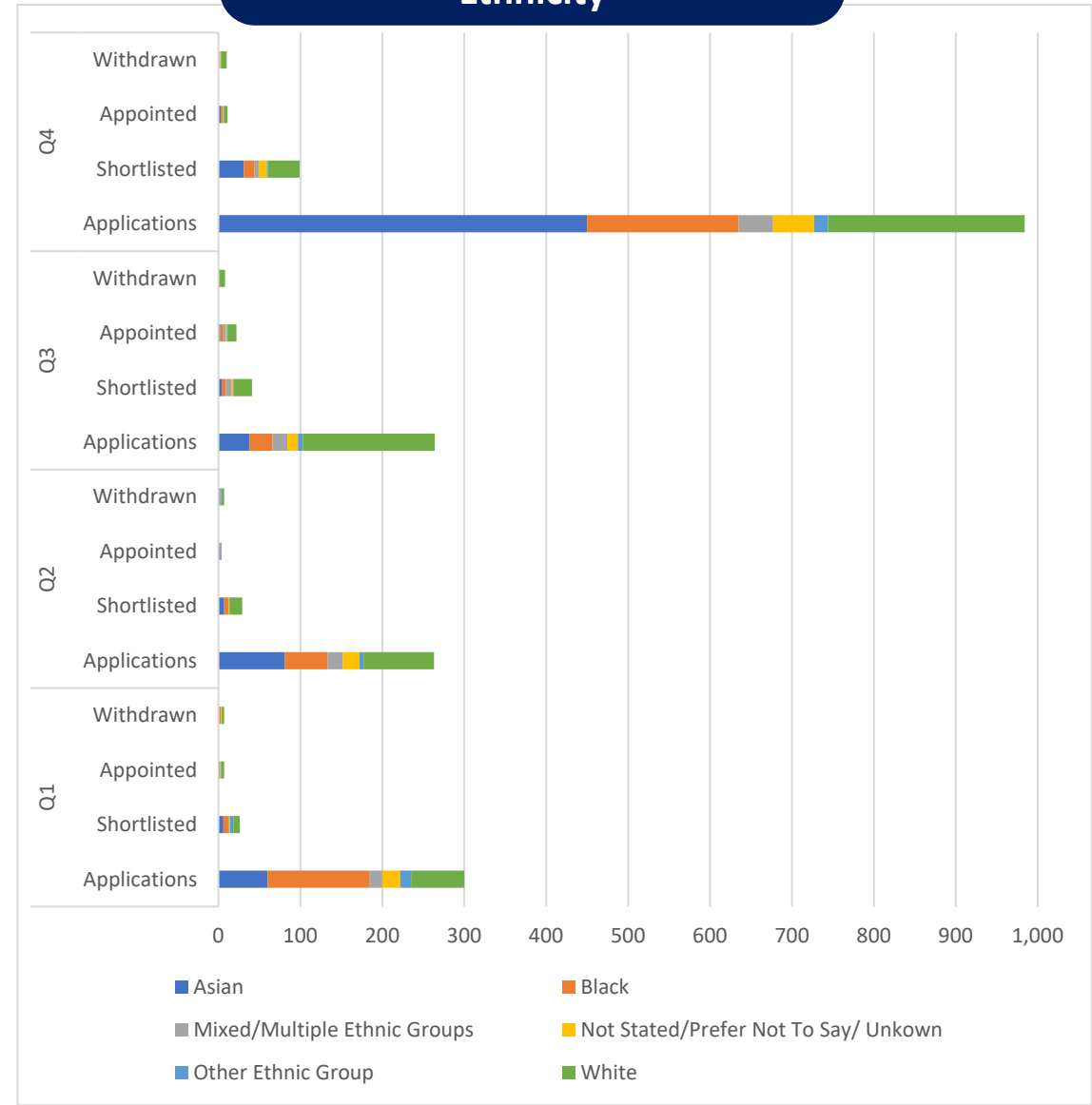


Recruitment Candidate Diversity

Disability



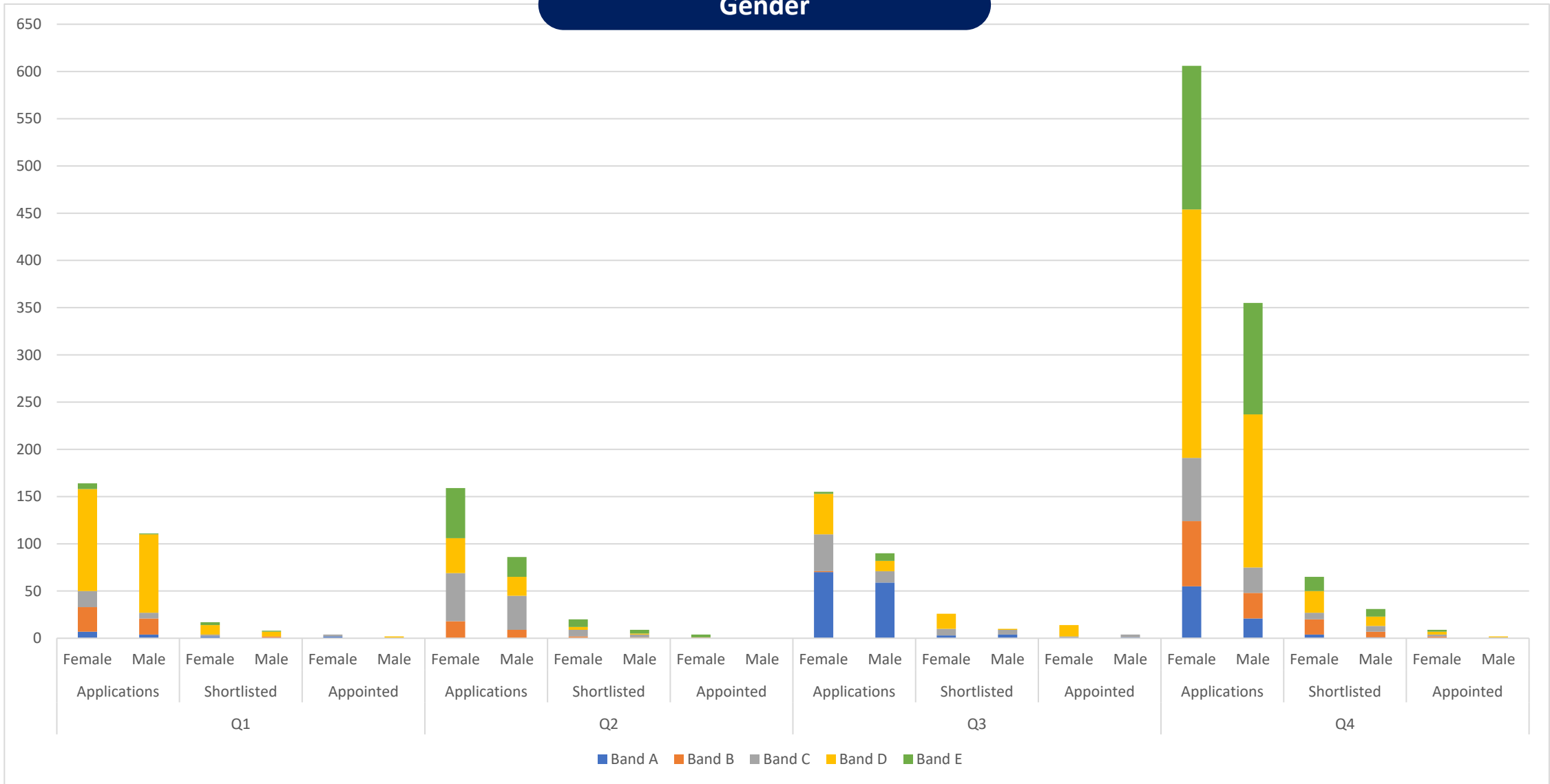
Ethnicity





Recruitment Candidate Pay Band Breakdown

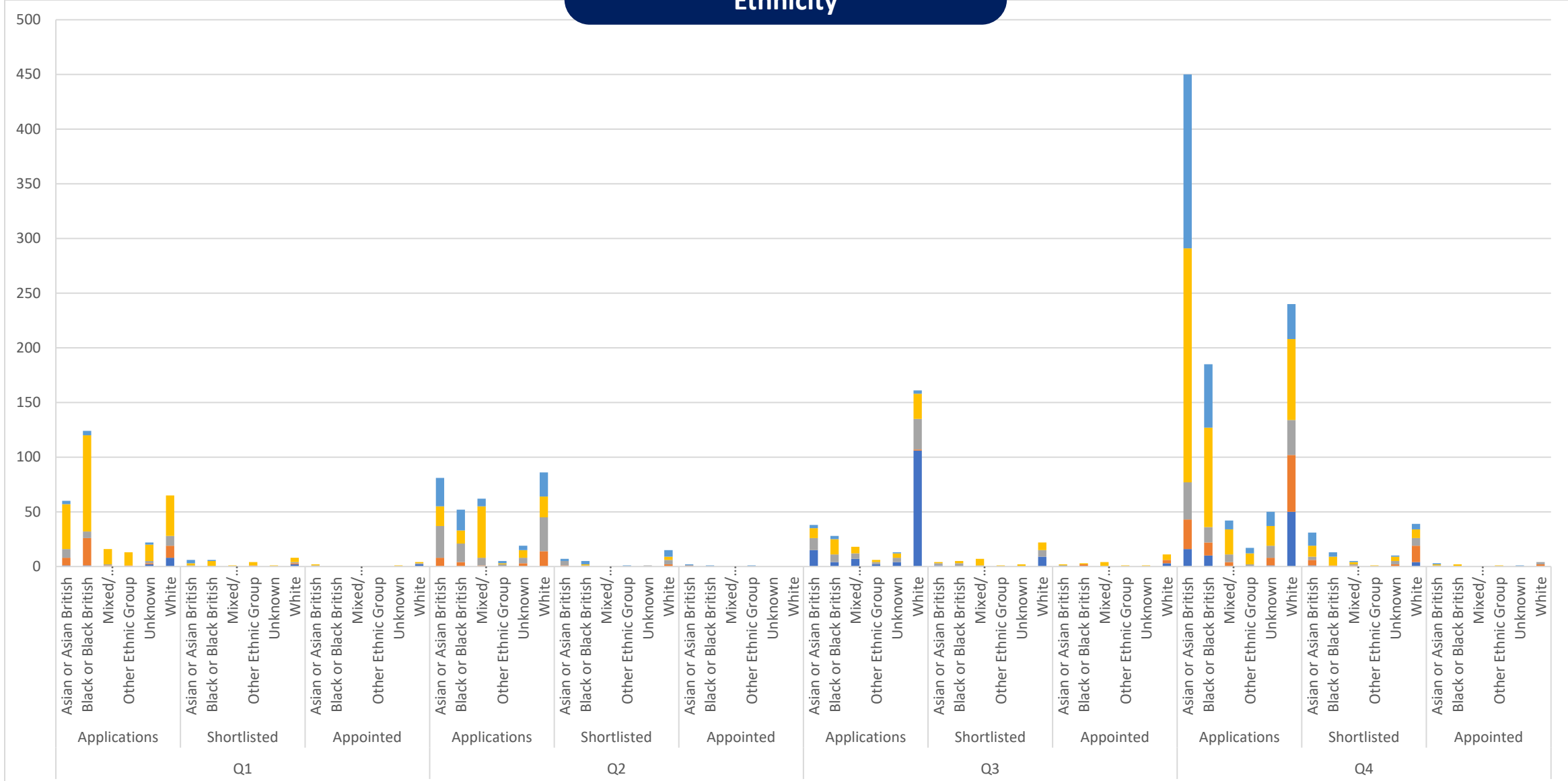
Gender





Recruitment Candidate Pay Band Breakdown

Ethnicity





Learning/Organisational Development Activity

Training/Workshop	No of Attendance	No of events	Duration (hours)	Total Training Hours
Managing Recruitment	11	1	03:00	33:00
Interview Skills	6	1	03:00	18:00
Corporate Induction Welcome event	14	1	02:30	35:00
Communication Skills	8	1	03:30	28:00
Managing Absence	10	1	03:00	30:00
Managing Performance & APDR	11	1	03:30	38:30
Managing Probation	5	1	03:00	15:00
Managing Challenging Conversation at Work	10	1	03:30	35:00
Feedback Skills for Managers	11	1	03:30	38:30
Effective Career Conversation for Managers	6	1	03:30	21:00
Coaching Skills Masterclass	9	1	03:30	31:30
Development Programme				
Beyond Barriers mentoring programme (training element)	50	4	08:30	425:00
Management Development Programme - (8 managers attended)	40	5	22:30	900:00
Reverse mentoring programme (training element)	8	4	08:30	68:00
Senior Leadership Programme (6 senior managers attending)	19	4	04:30	85:30
Total	218	28	79:30	1802:00

**End of Year Performance Review 2023-2024
100% completion rate**

Apprenticeship Programmes

Apprenticeship programme	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	<ul style="list-style-type: none"> 2 staff progressing well.
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	<ul style="list-style-type: none"> 2 staff progressing well.
Business Administration Level 3 (15 months)	<ul style="list-style-type: none"> Successfully passed their apprenticeship programme in December and offered a permanent role as a Policy Coordinator.
Coaching level 5 Apprenticeship programme	<ul style="list-style-type: none"> 2 staff progressing well.
HR Support level 3 Apprenticeship programme	<ul style="list-style-type: none"> 1 apprentice joined the HR Team in March 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:

78% of new starters understand how their role adds value to the HCPC

Line manager support:

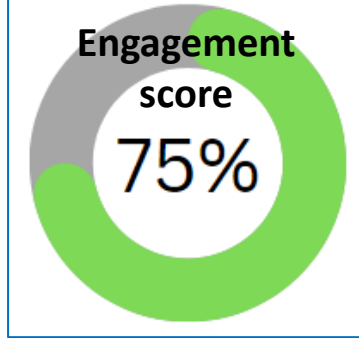
100% of new starters felt that they are supported by their line managers

Recruitment process:

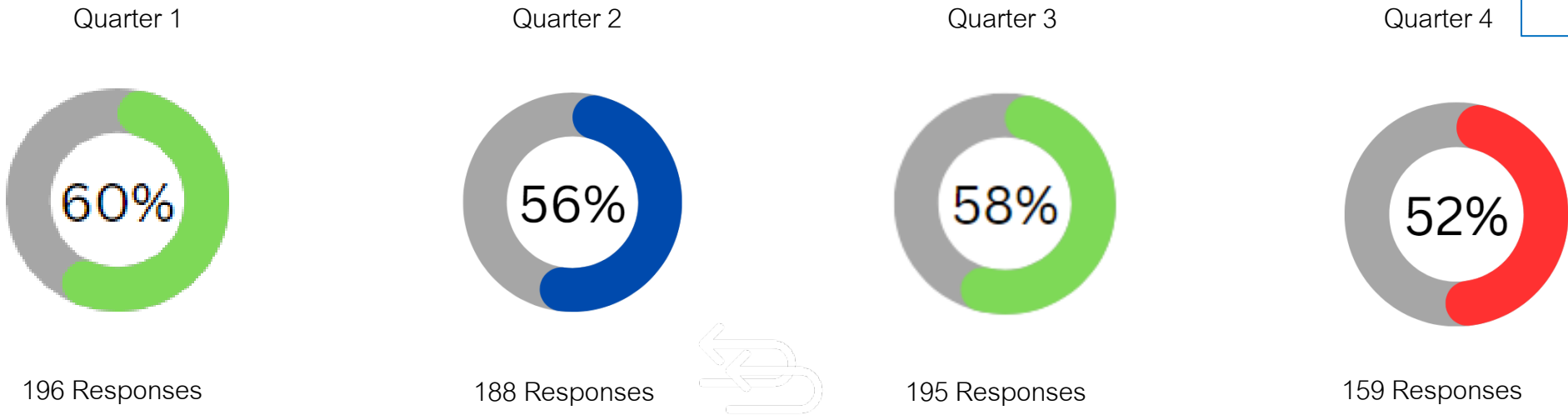
78% of new starters felt the recruitment and selection process is efficient



Pulse Survey Results FY 2023-24



Respondents



Employee Satisfaction Score





Pulse Survey 2023-24 – 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)
- ✦ Increased level of recognition via My Health, My Care, My Reward platform

