
HR Performance Report

Period: Q2 2024-2025 financial year

Executive Summary

This report provides an assessment of the organisation's performance for the second quarter of 2024-25 against key Human Resources (HR) performance indicators (KPIs) including our quarter 2 pulse survey results. 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 average days to hire continuing to be within target and low staff turnover. The report sets out some areas of development.

In addition to the KPIs, the HCPC has undertaken work to assess the organisation's culture and staff engagement and ensure we understand our current cultural position. The analysis carried out has not highlighted any major gaps; however we are not complacent and the analysis has identified several opportunities for further cultural enhancement.

One key opportunity involves the introduction of a Speak Up Guardian, aimed at promoting a more open and supportive environment. In line with this, the relevant policy is being reviewed and updated to emphasise the importance of speaking up and to incorporate more formal whistleblowing arrangements. The whistleblowing (speaking up) policy is scheduled to be presented to the Council in December 2024 for review and approval. We are currently seeking expressions of interest from the senior leadership team for the role. Additionally, a dedicated working group has been established to develop and implement ideas for improving employee engagement, including by reviewing how we measure and understand employee engagement. While this work is ongoing, the initiatives already taken have positively influenced engagement levels, as evidenced by the results from the quarter 2 pulse survey.

Further updates on progress and outcomes from these efforts will be provided as the work continues to evolve.

Previous consideration	HR KPI's are an ongoing set of data presented to ELT and the People and Resource Committee, previous report can be found here.
Decision	The Committee is asked to note the paper.
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 2 2024 – 2025

Fatma Ali

Head of HR and OD

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Appendix 1 – Q2 Pulse Surveys



Areas of Strength

Establishment:

- The current Full-Time Equivalent (FTE) establishment is within 2023-24 Q2 budget.

Recruitment:

- In Q2 we received a large number of applications totalling 851, which represents a 23% increase from Q1. The talent network pool has received positive feedback, particularly highlighting the benefits gained from the careers fair hosted in August 2024, with notable interest in Fitness to Practise and Registrations roles. This quarter, 180 candidates signed up to the talent network, marking a 131% increase from Q1.
- 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:

- The learning and development activity in Q2 focused on the HR Essentials courses for managers.
- 90% completion rate was achieved for mid-year performance review 2024-25.

Areas for Development and Action

Recruitment efficiency:

- Reducing the time taken to longlist applicants amidst a growing volume of applications.
- 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:

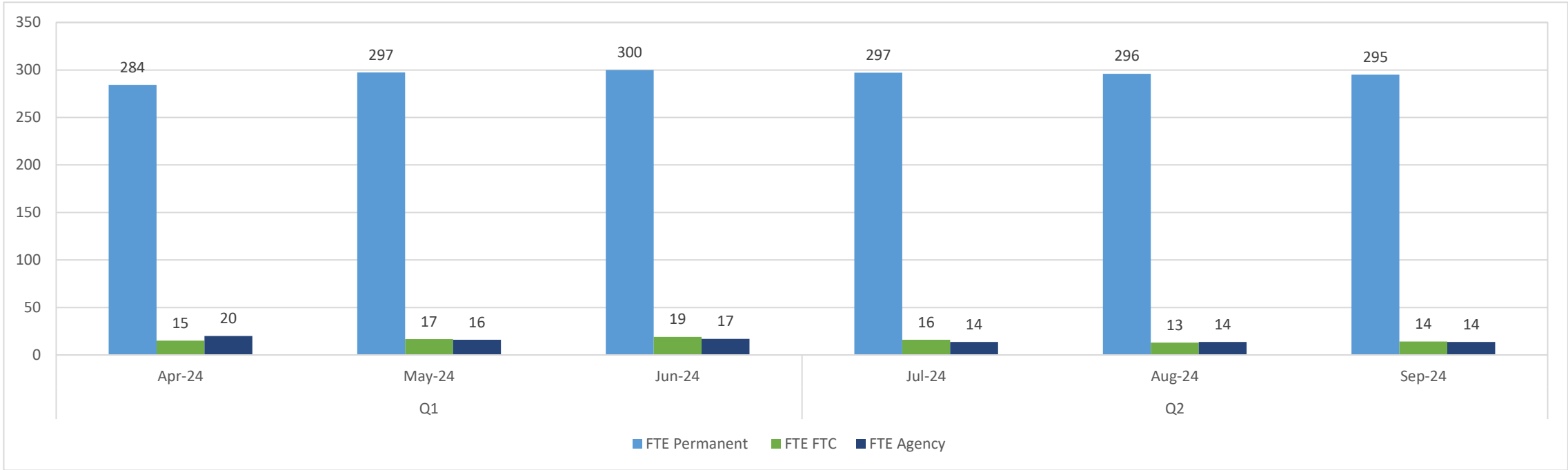
- July 2024 saw the highest sickness peak in Q2, with a notable increase in short-term sicknesses. The focus will be on reducing sickness days, particularly within larger departments.

Diversity and Inclusion

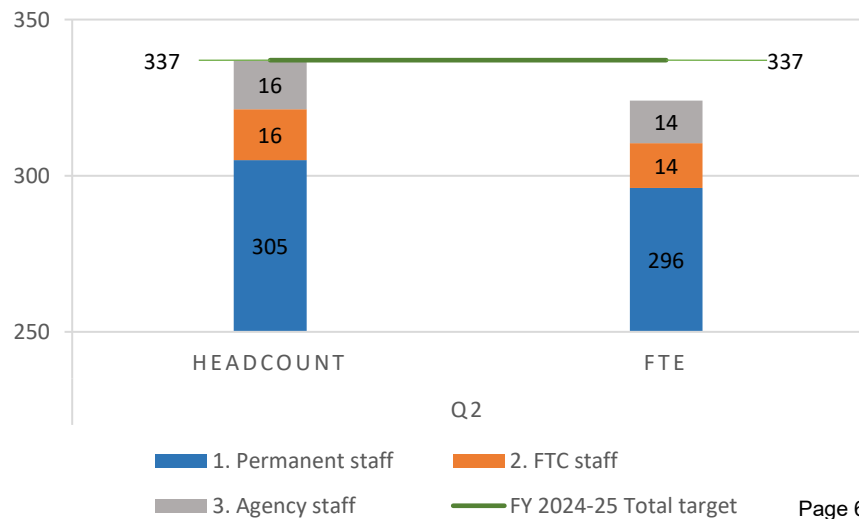
- Strengthen efforts to attract diverse candidates, especially those with disabilities, across all levels.



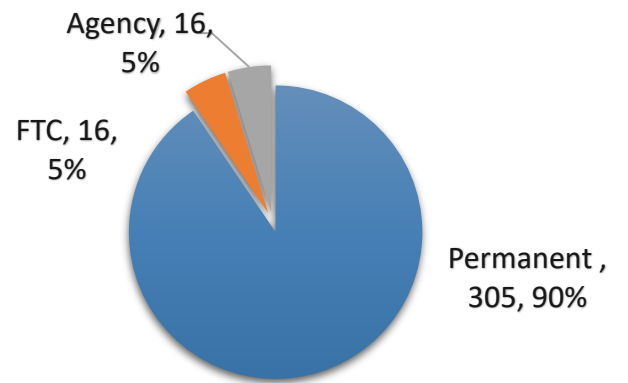
Establishment



Total Headcount and FTE*



Workforce Proportion*



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



Recruitment Activity

Job Advertised:
5*

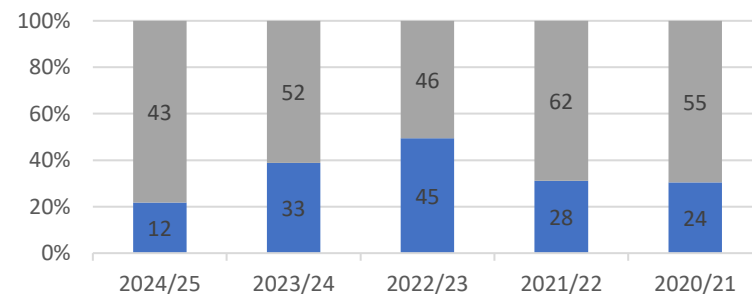
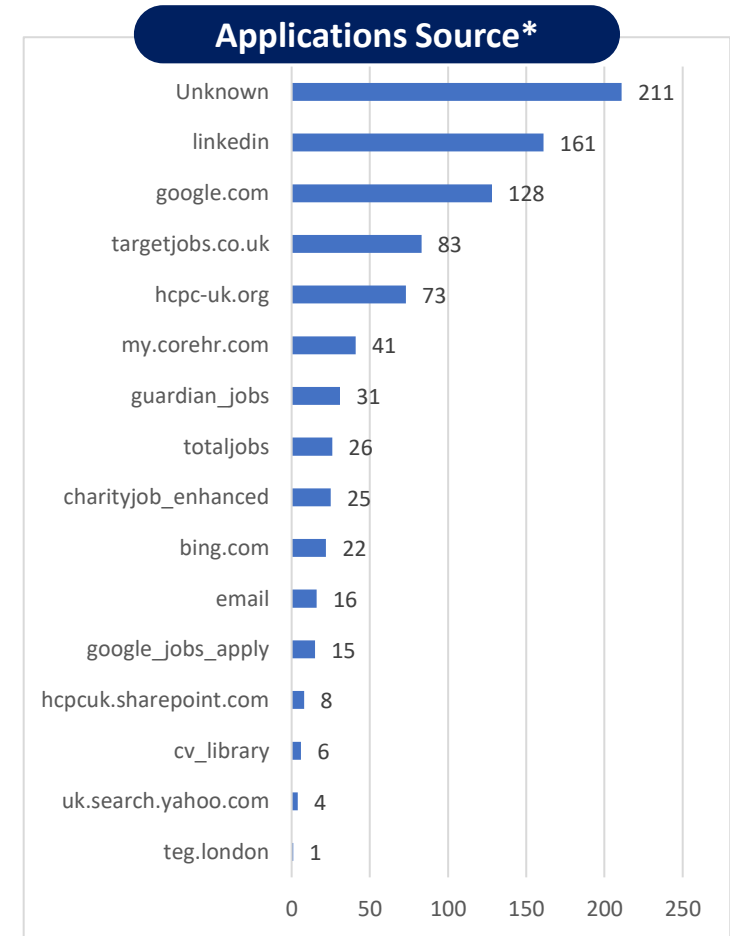
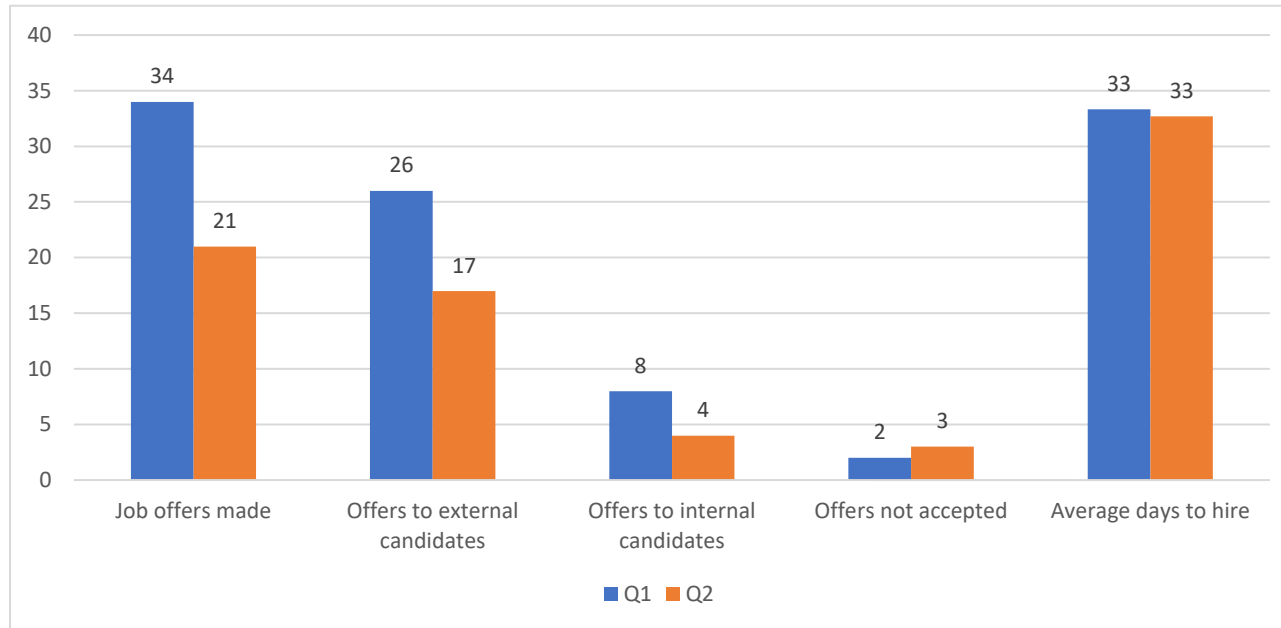
In Progress Vacancies:
12*

Total applications:
851

Average applications per role:
65

Average days to hire*:
33 days**

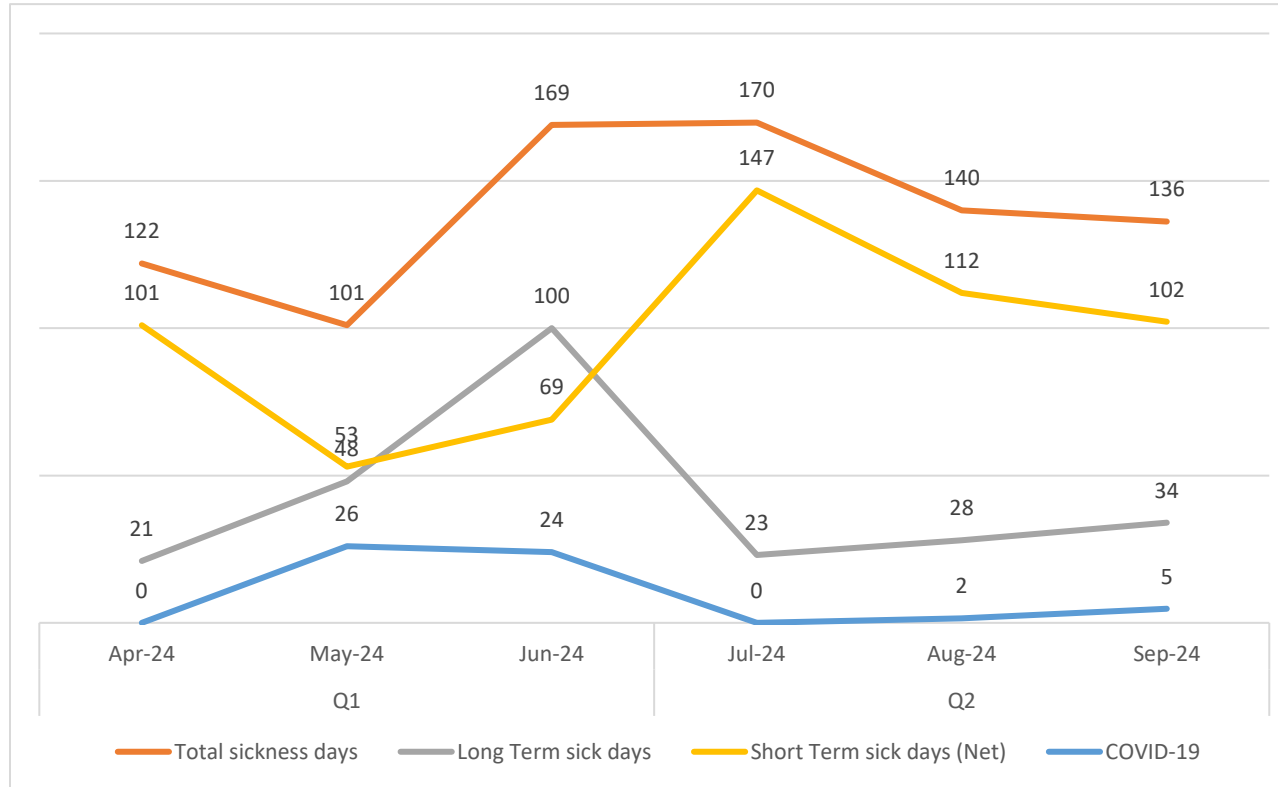
Total Response of Talent Network:
180



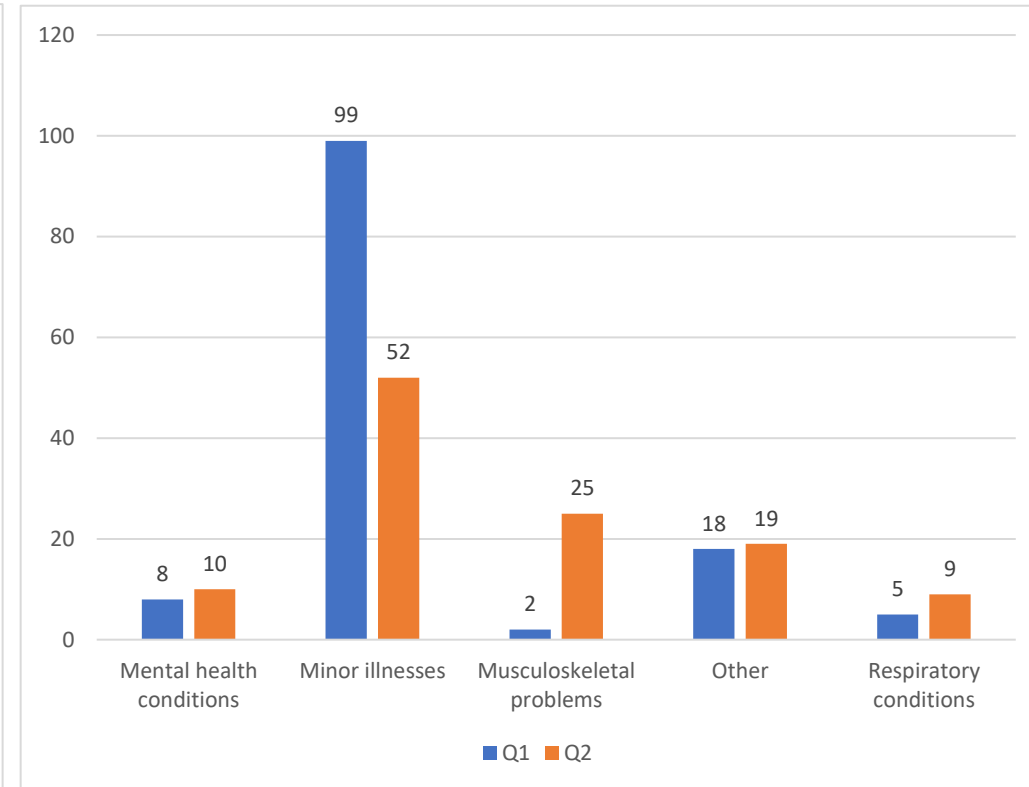
unknown- HCPC careers website



Sickness Absence



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



% Short-term sickness **1.7%**

% Long-term sickness **0.4%**

Calendar icon Average sick days YTD **5 days**

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



Highest Peak: Jul 2024

Lowest: May 2024

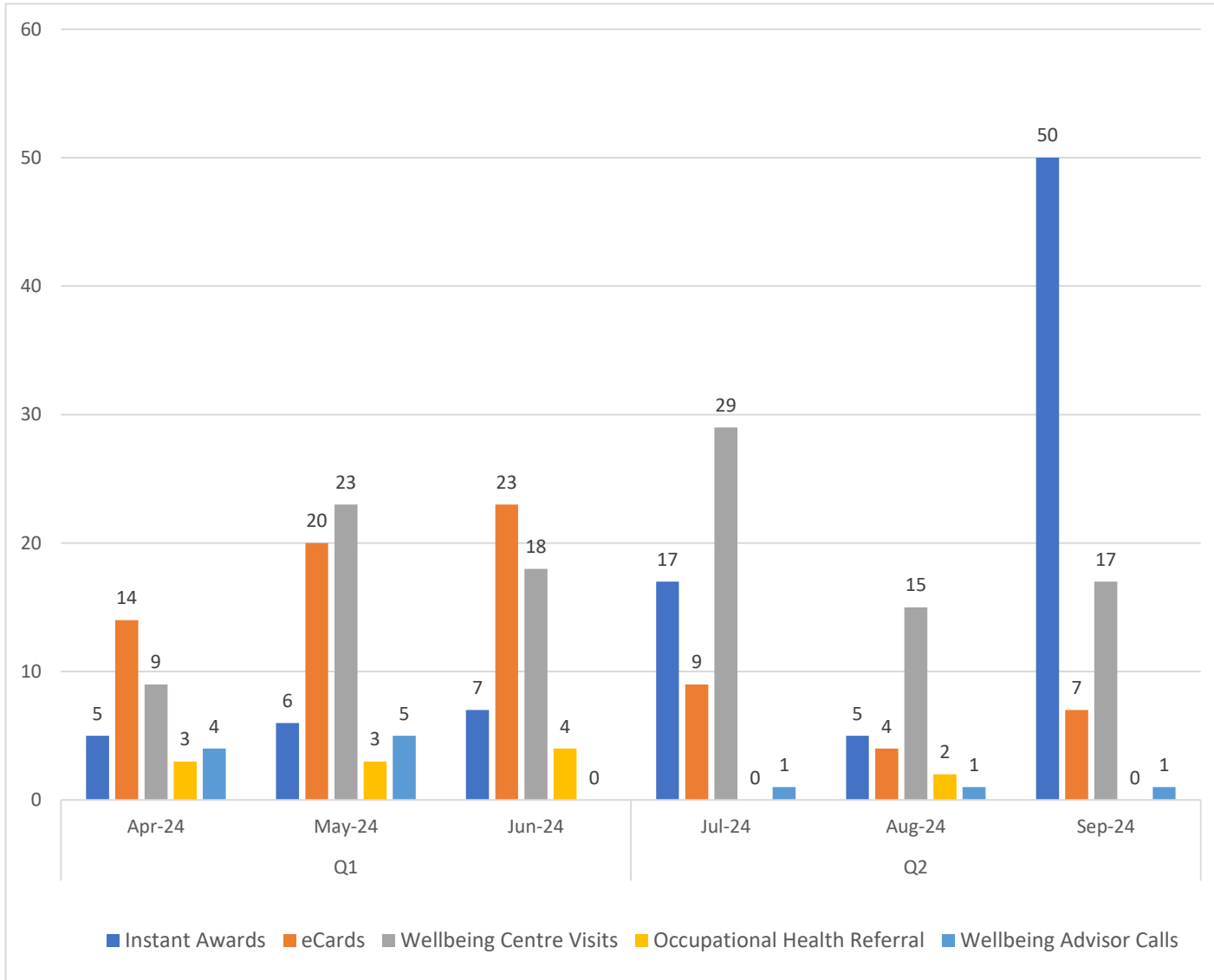
% Average sick days (YTD Total) **2.1%**

HCPC	National (ONS)
5	5.7

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



Wellbeing and Reward Initiatives



Cycle to Work

0



Eye Care Vouchers

6



New Flexible Working Requests

2

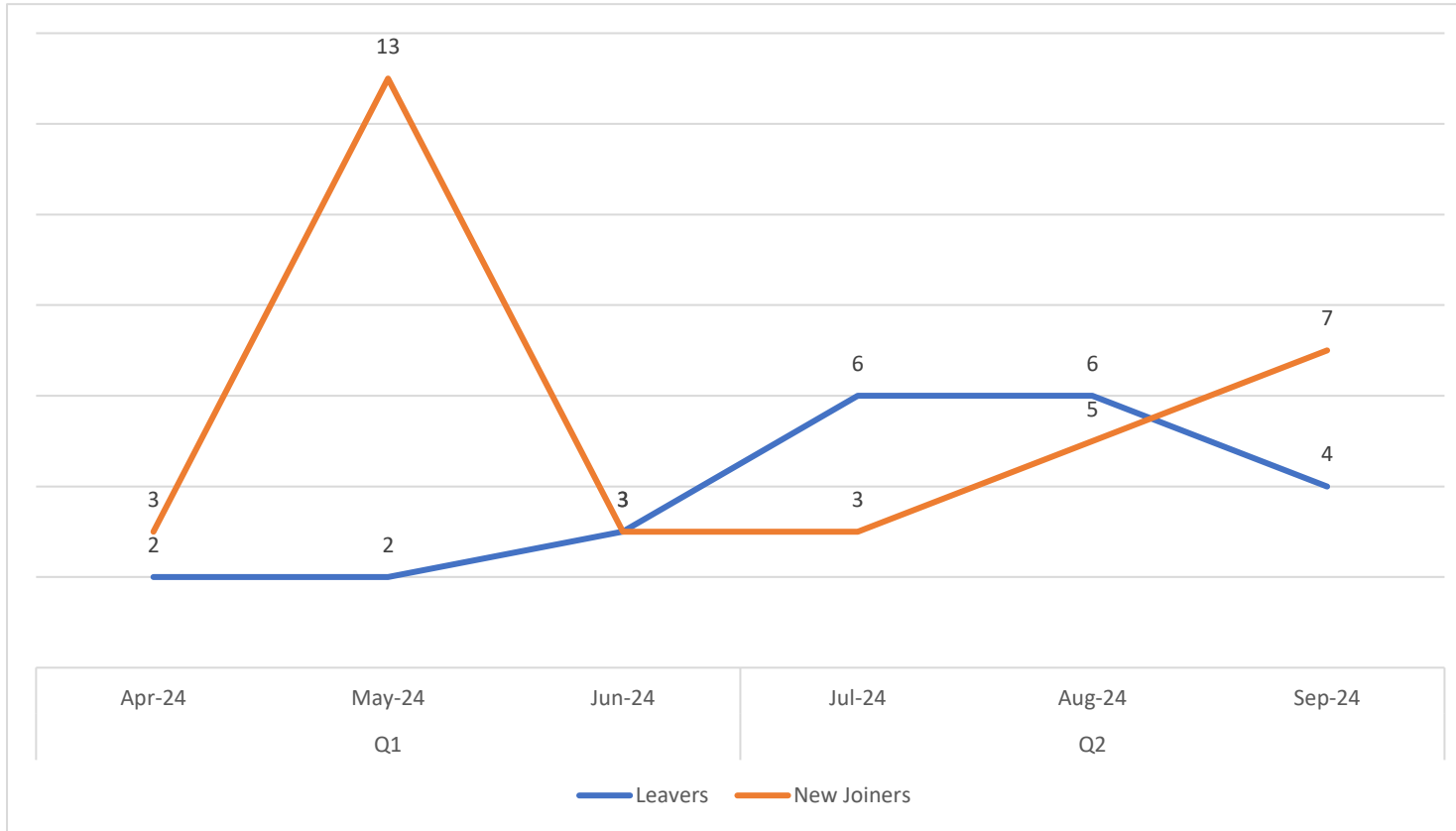






Reward Gateway Savings

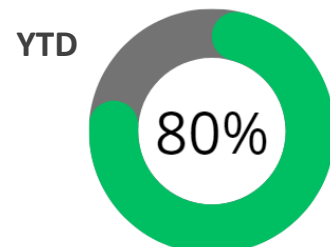
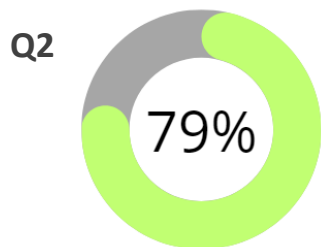
£1,428



Employee Turnover



-  Average Leavers* **5**
-  Average Length of Service*** **1.4 yrs**
-  Average New Joiners* **5**
-  Average Vacancies** **4.6%**



YTD Voluntary turnover rate: 10%

Average Stability Index

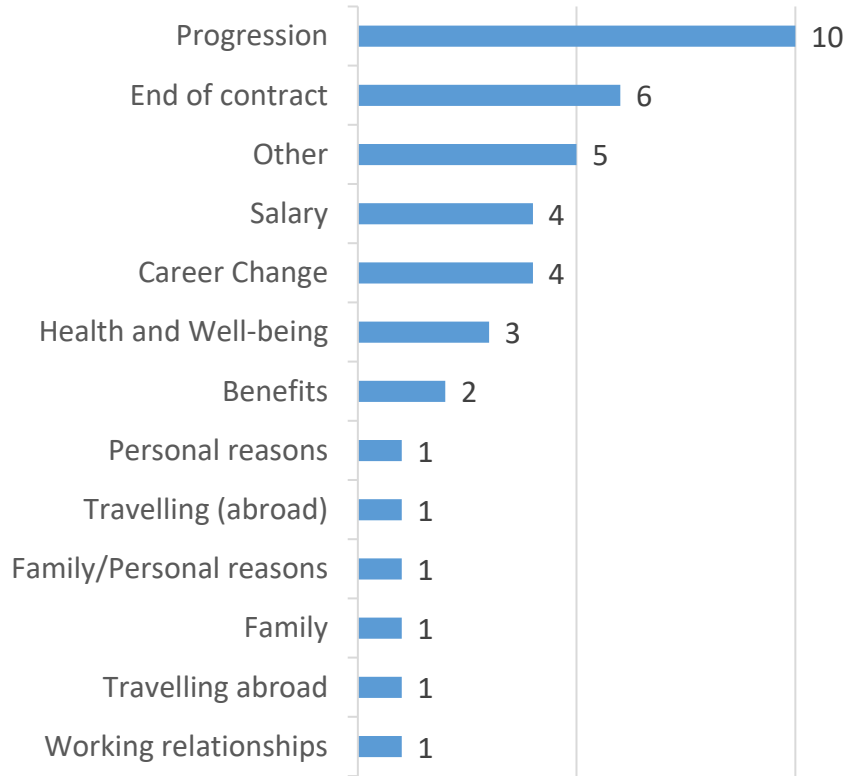
*Based on quarterly reporting
 **Based on number of vacancies and target establishment
 ***Average length of service based on total number of leavers



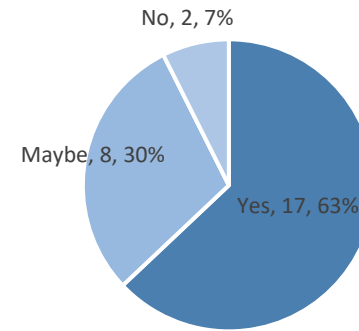
Exit Interview Feedback

Exit interview completion rate in Q2: 67%

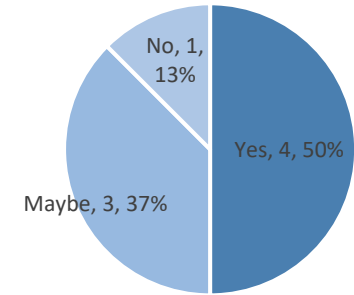
Reasons for leaving (YTD)



Recommend HCPC (YTD*)



Q2



Leavers in Q2 :
12

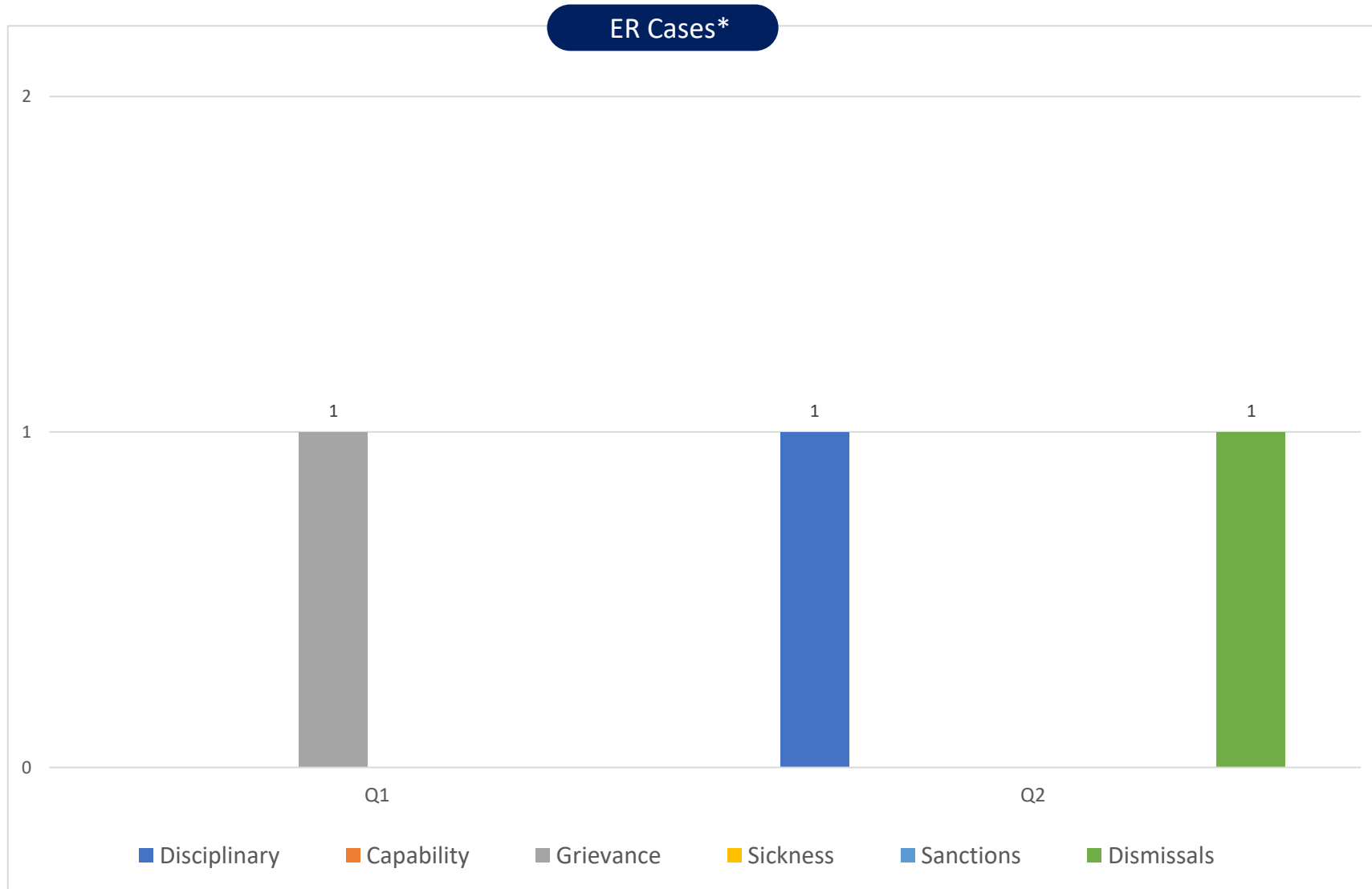
Voluntary Turnover Rate (YTD) : 10%

Overall Turnover Rate (YTD) : 16%

Exit Interviews in Q2 : 8



Employee Relations



*Including formal/informal proceedings

**Including formal/informal proceedings and ongoing sanctions



Learning/Organisational Development Activity

Training/Workshop	No of Attendance	No of events	Duration (hours)	Total Training Hours
Interview skills	3	1	03:00	9:00
Managing Absence	4	1	03:00	12:00
Coaching Skills Masterclass for Managers	4	1	02:30	10:00
Managing Performance & APDR	5	1	03:30	17:30
Effective Career Conversations for Managers	6	1	03:30	21:00
Handling Difficult Conversations for Managers	6	1	03:00	18:00
Corporate Induction Welcome event	31	2	02:30	77:30
Total	59	8	21:00	165:00

**Mid-Year Performance Review 2024/25
Completion rate 90%**

Apprenticeship Programmes

Apprenticeship programme	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	<ul style="list-style-type: none"> 1 staff is progressing well.
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	<ul style="list-style-type: none"> 2 staff progressing well.
Coaching level 5 Apprenticeship programme	<ul style="list-style-type: none"> 1 staff is progressing well and now in End Point Assessment
HR Support level 3 Apprenticeship programme	<ul style="list-style-type: none"> 1 staff is progressing well.
Data Foundation Level 3 for Managers	<ul style="list-style-type: none"> 2 staff are progressing well.



Corporate Induction Events -Feedback

HCPC Welcome and orientation:

96% 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

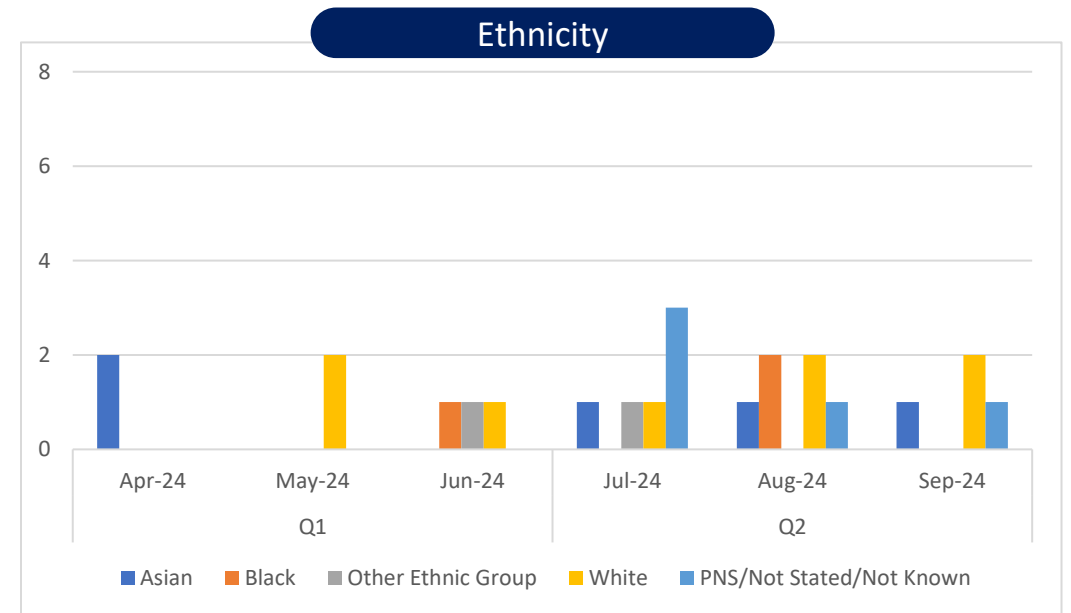
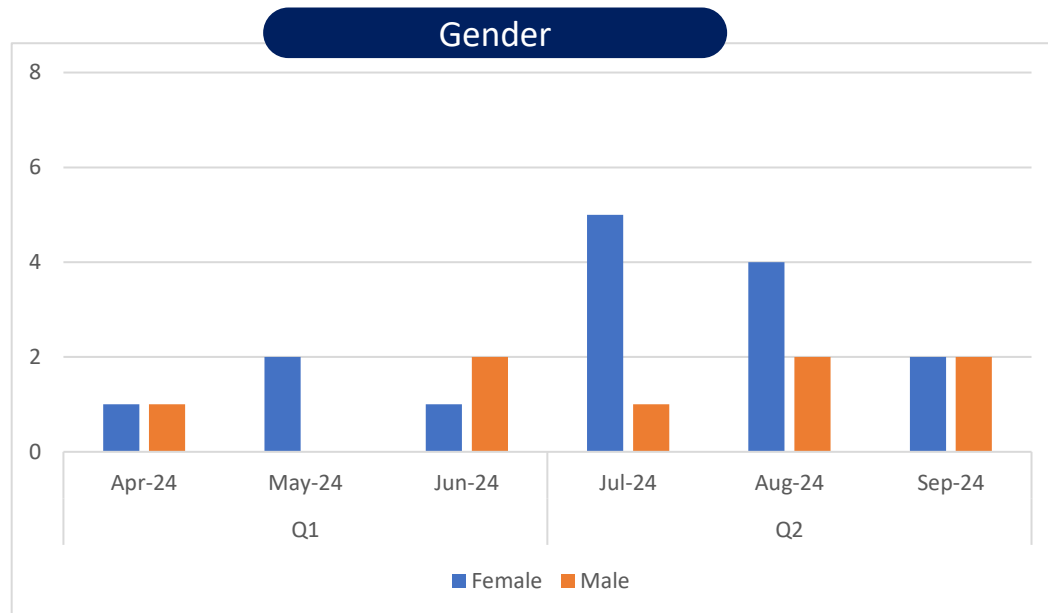
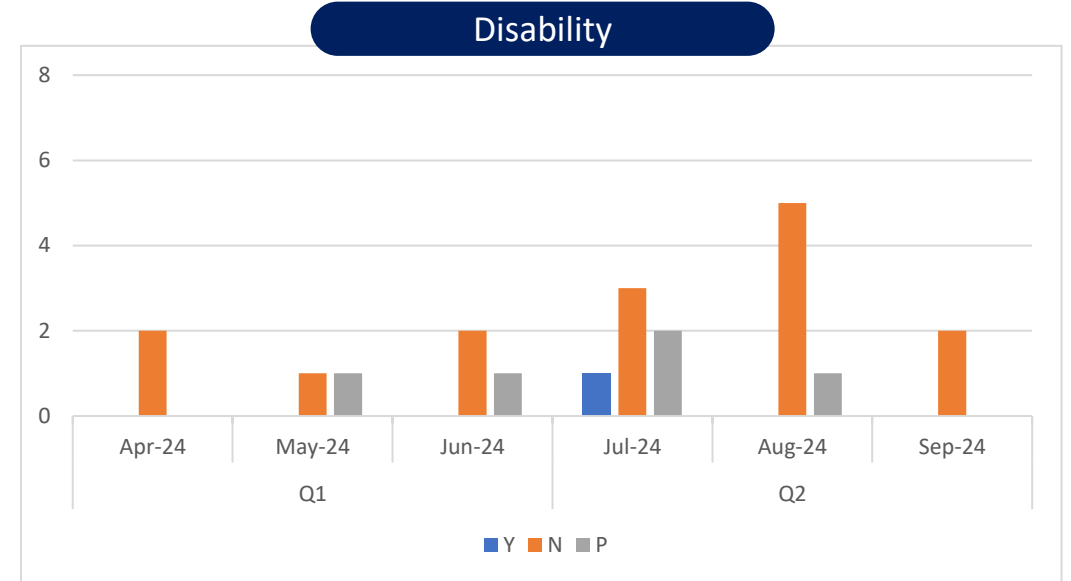
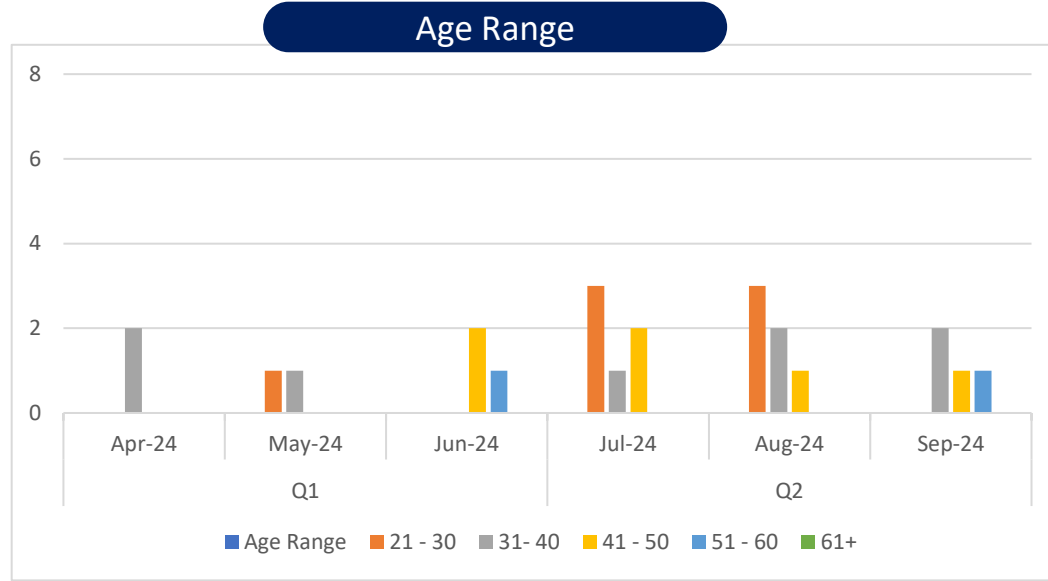
Individual contribution to HCPC:

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

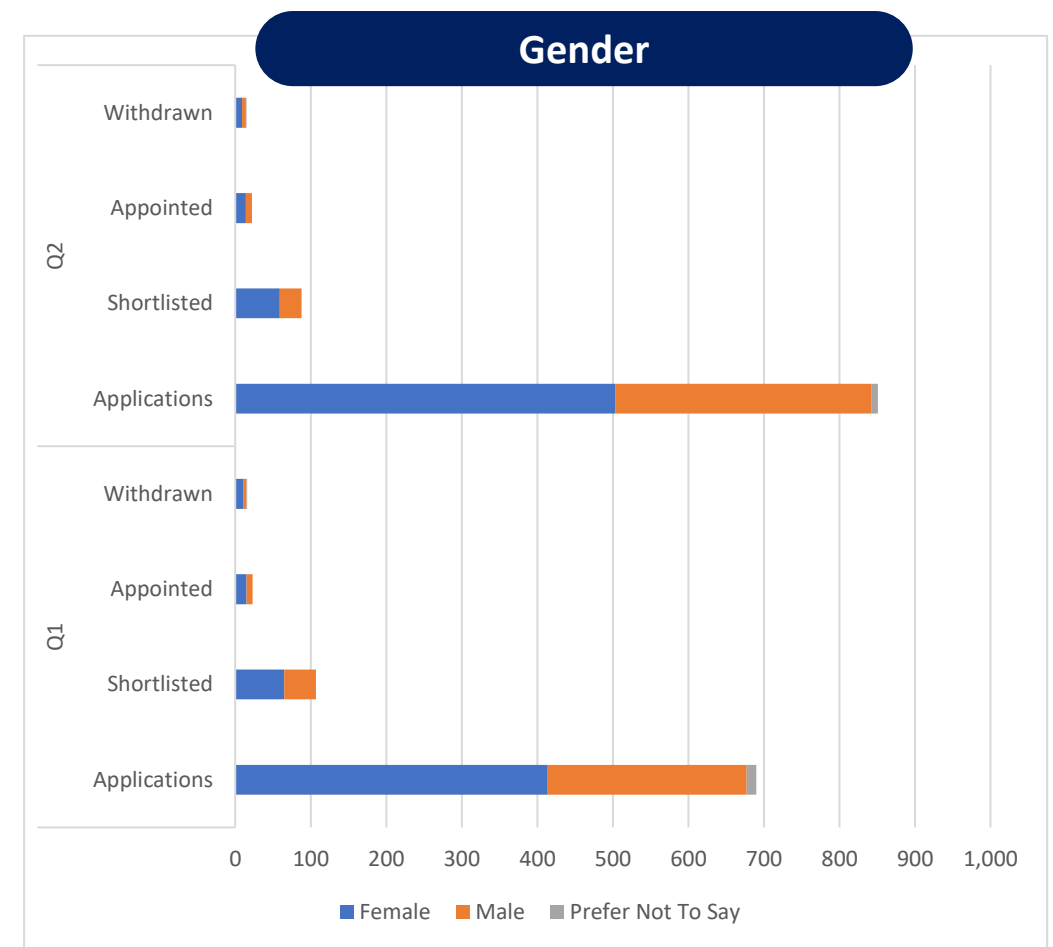
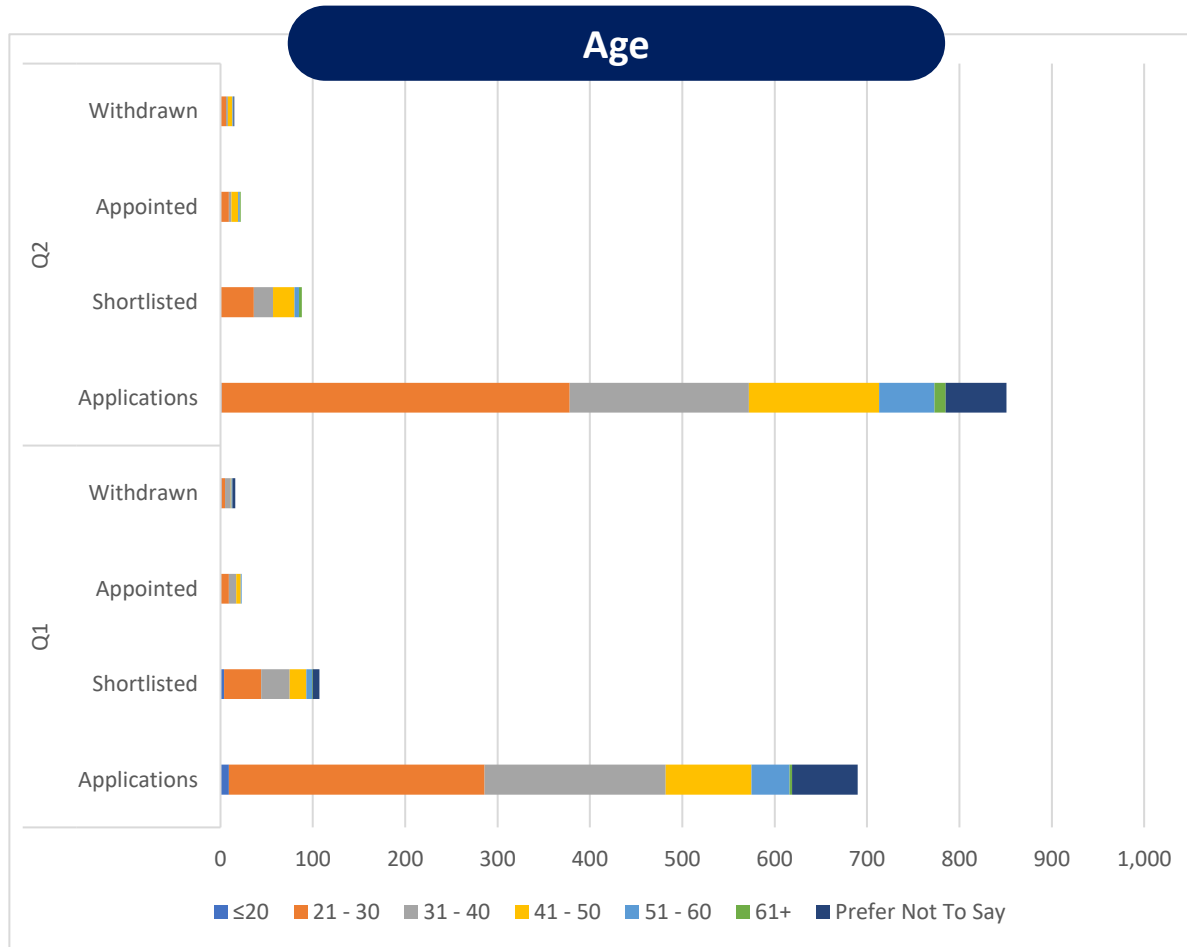
Line manager support:
100% of new starters felt that they are supported by their line managers

Recruitment process:
96% of new starters felt the recruitment and selection process is efficient

Employee Turnover Diversity



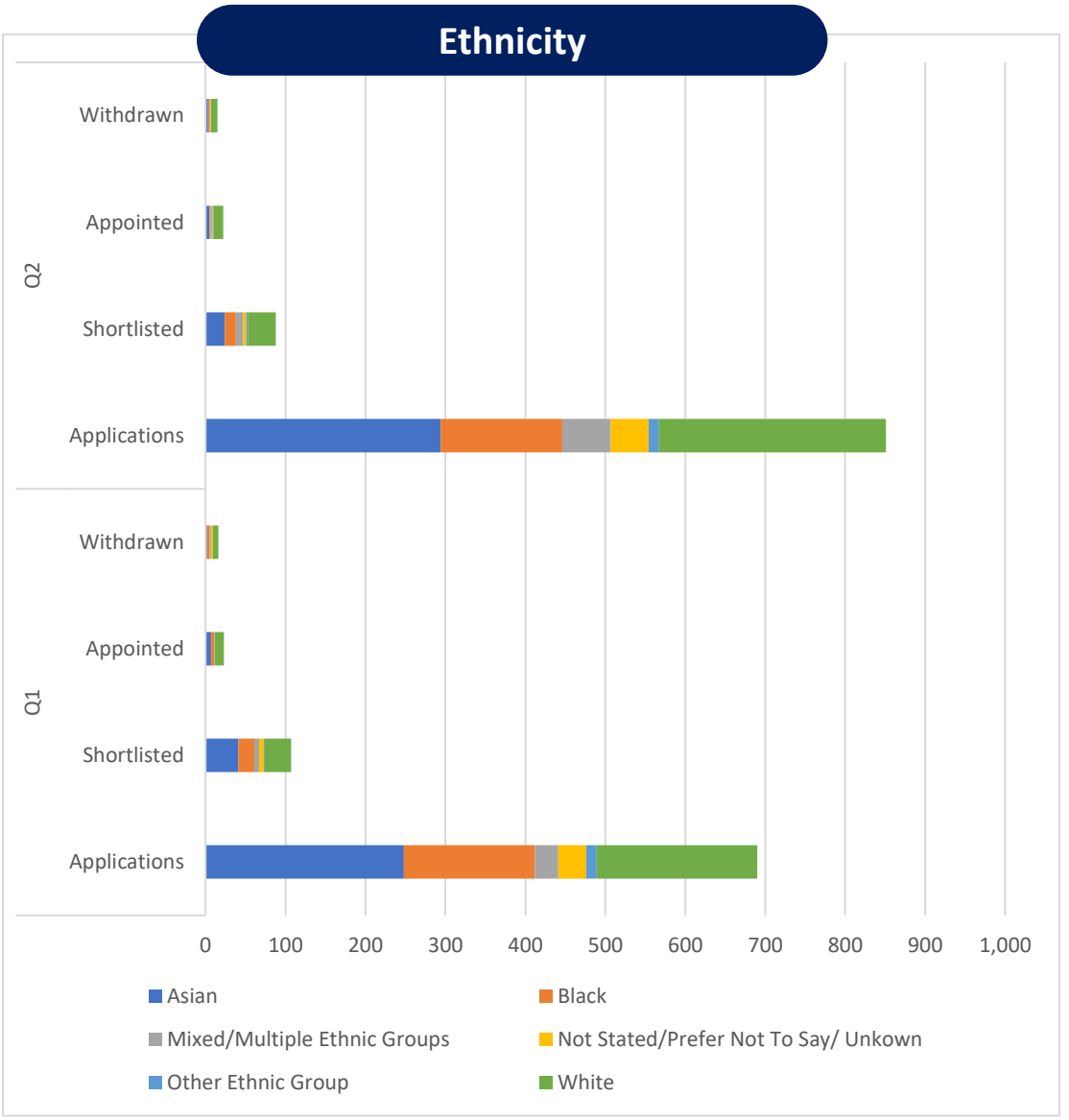
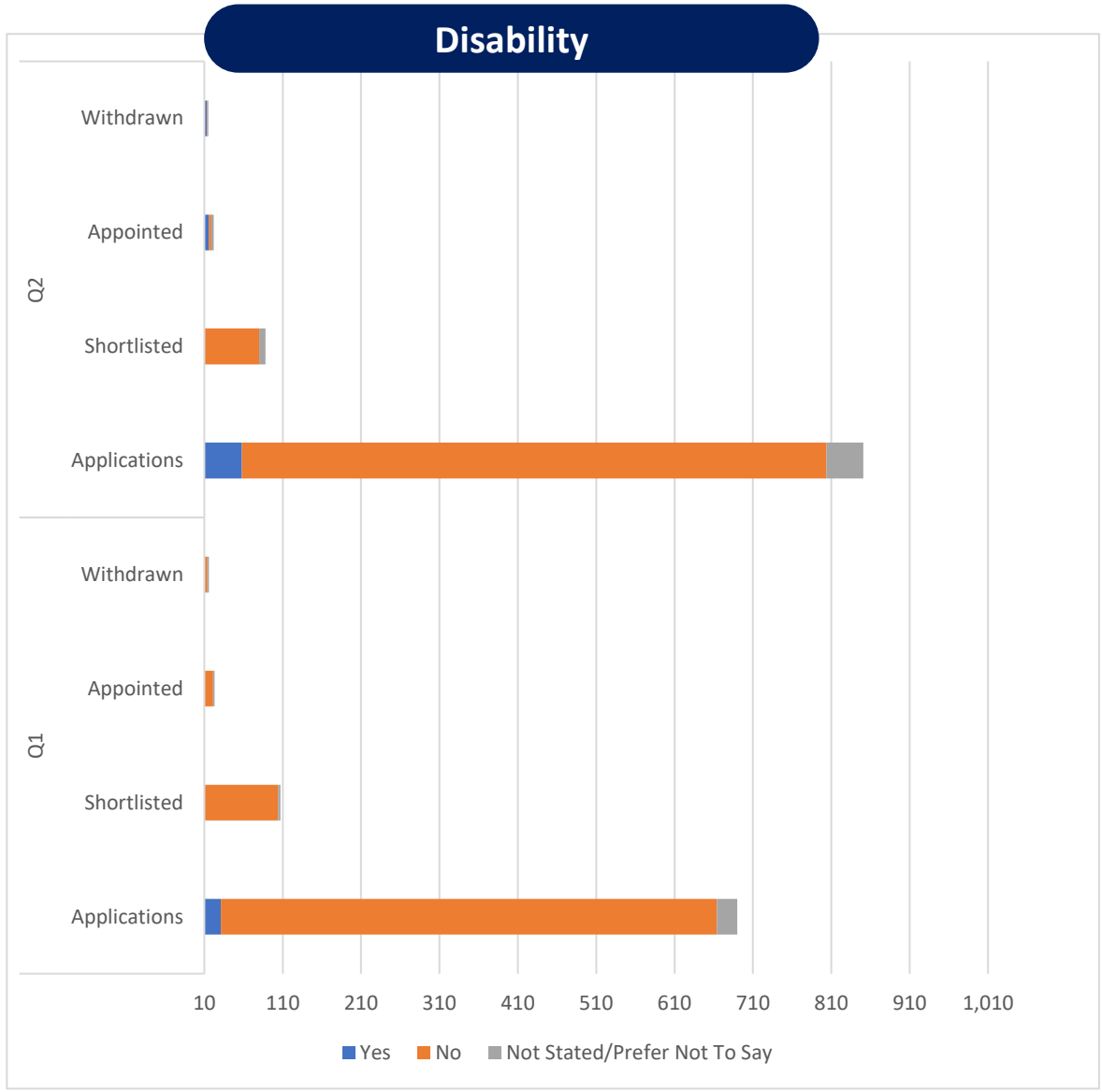
Recruitment Candidate Diversity



Q2



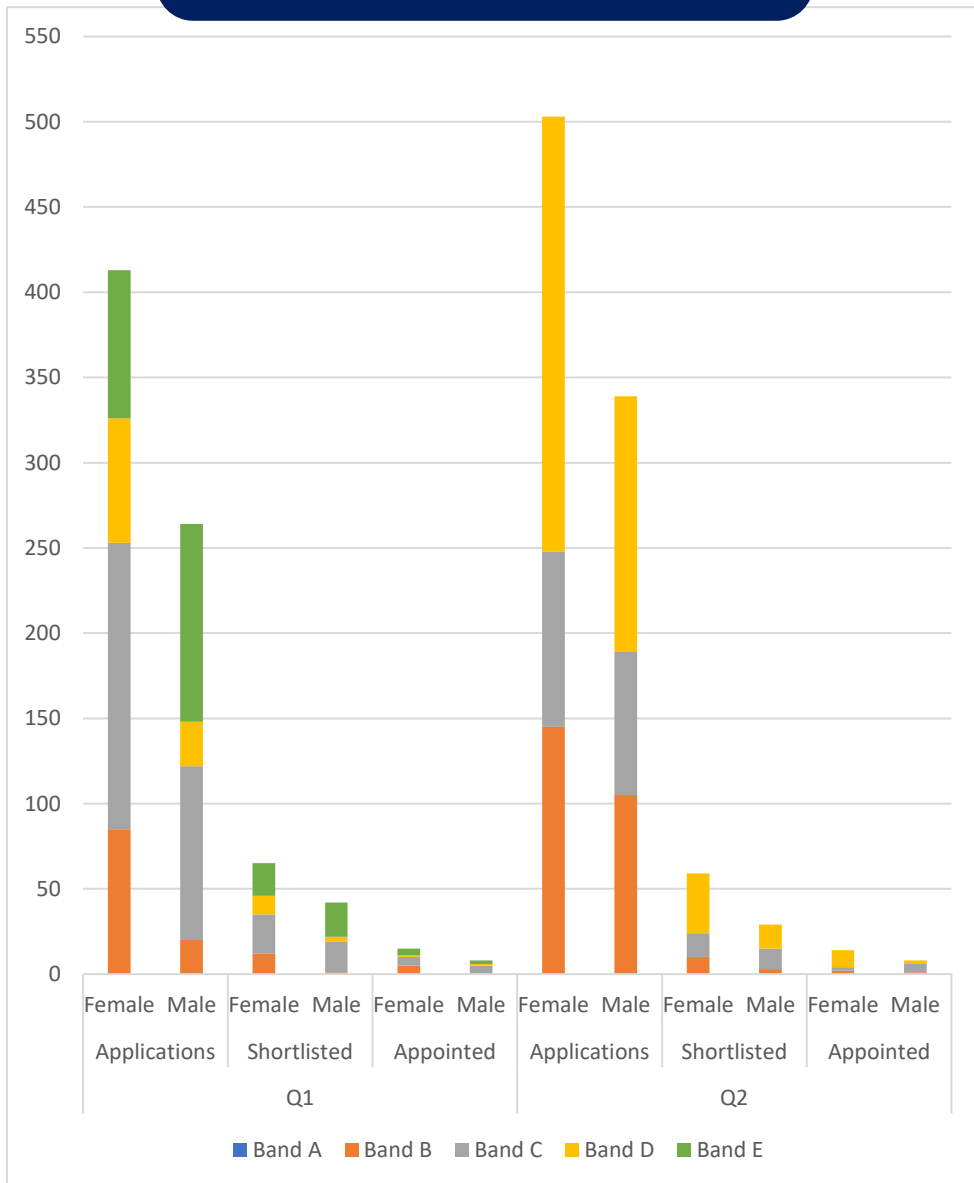
Recruitment Candidate Diversity



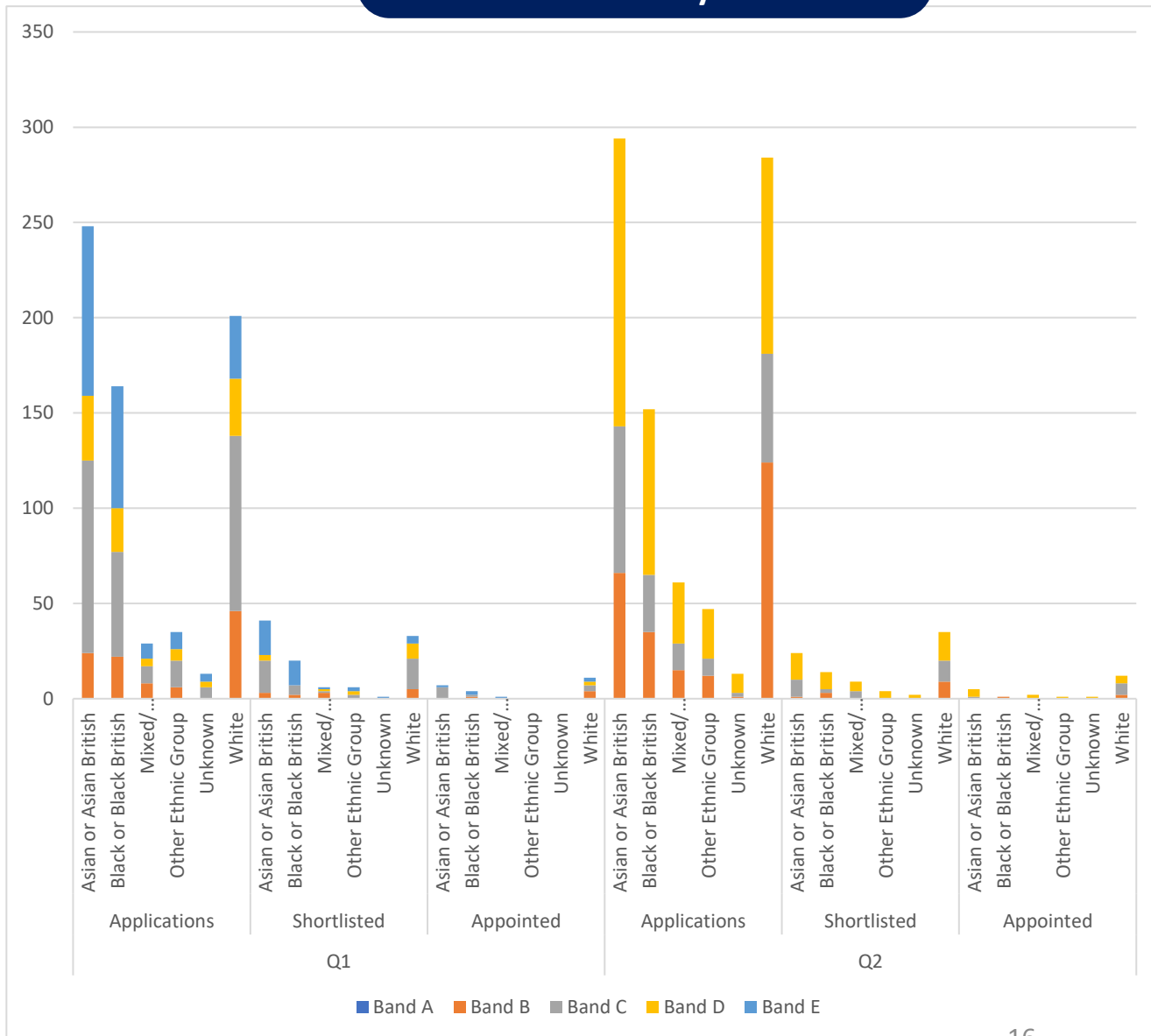


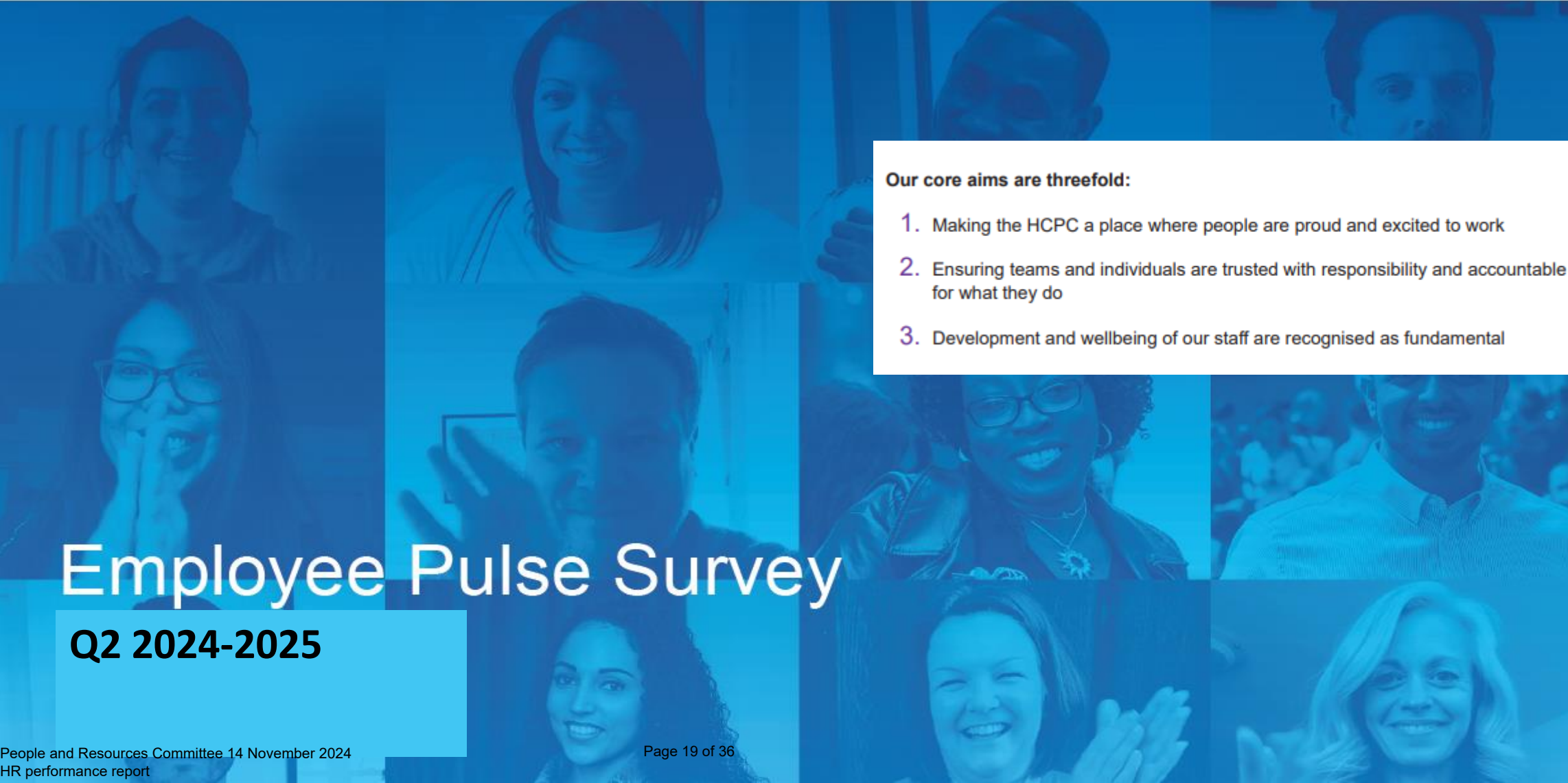
Recruitment Candidate Pay Band Breakdown

Gender



Ethnicity





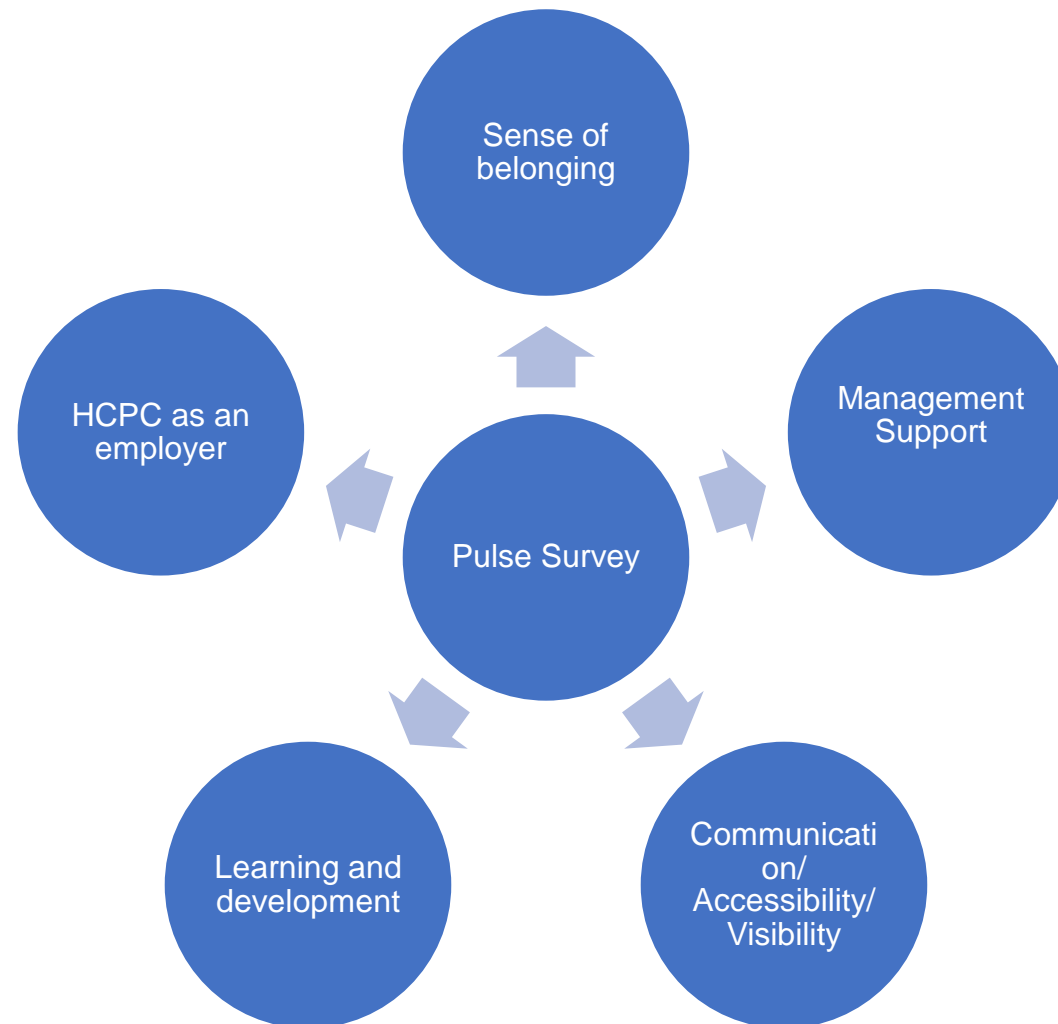
Our core aims are threefold:

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

Employee Pulse Survey

Q2 2024-2025

1. Purpose of Pulse Surveys



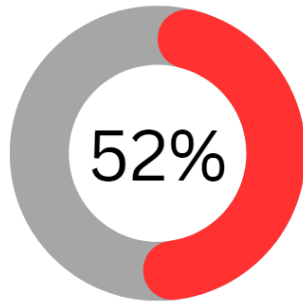
Pulse Survey – You Said, We Did!

- ✦ New shorter and simplified pulse survey
- ✦ Revamped corporate inductions
- ✦ Enhancing the approach to FTP recruitment and induction to include a more phased approach to starting case work for new starters and delivering an extended induction period which includes a more practical skill development programme
- ✦ 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

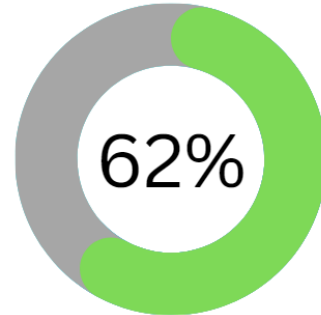
2. Respondents

2023/24 – Quarter 4



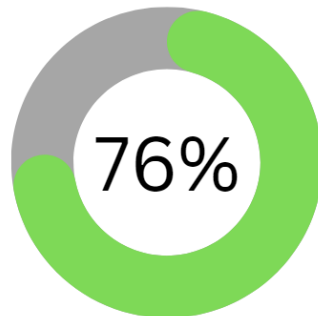
159 Responses

2024/25 – Quarter 1



190 Responses

2024/25 – Quarter 2



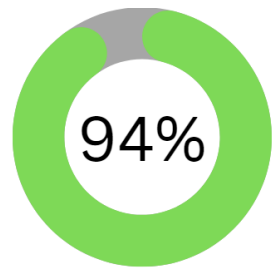
239 Responses

Department (s)	Number of Responses	Response Rate
Assurance and Compliance	6	60%
Business Change	11	100%
Communications, Engagement & Public Affairs	7	88%
Education	9	90%
Finance	15	94%
Fitness to Practise	77	78%
Tribunal Services	16	40%
Governance, Partners and OCCE	6	86%
Human Resources	12	100%
IT	14	82%
Office Services	5	71%
Policy, Standards & EDI and Insight & Analytics	12	92%
Professionalism and upstream regulation	3	50%
Registration	46	77%
Total	239	76%

3. Sense of Belonging

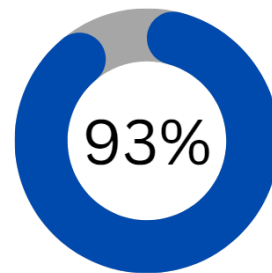
I understand how my work supports the goals of my team and department

2023/24 – Quarter 4



150 responders strongly agreed or agreed with question

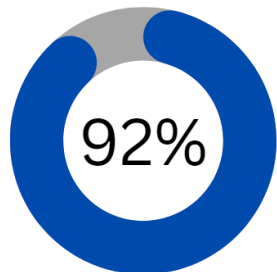
2024/25 – Quarter 1



150 responders strongly agreed or agreed with question

I understand the goals of my team

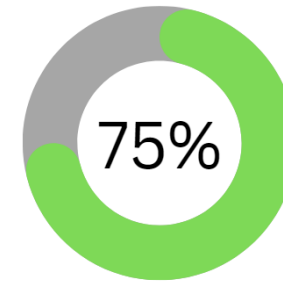
2024/25 – Quarter 2



220 responders strongly agreed or agreed with question

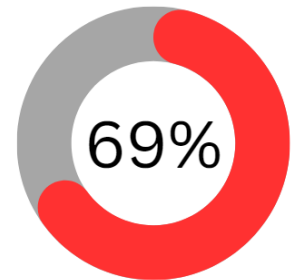
I feel connected to the HCPC values and behavioural framework

2023/24 – Quarter 4



119 responders strongly agreed or agreed with question

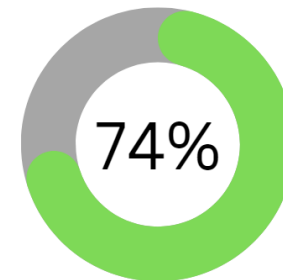
2024/25 – Quarter 1



131 responders strongly agreed or agreed with question

I feel connected to the HCPC's values

2024/25 – Quarter 2



176 responders strongly agreed or agreed with question

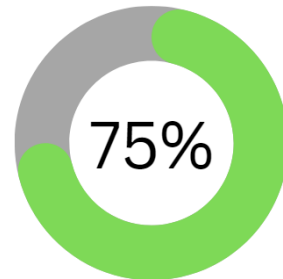
4

Develop and embed an organisational culture where morale is high

3. Sense of Belonging

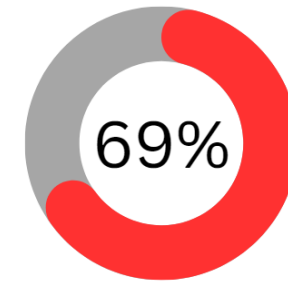
I feel connected to the HCPC values and behavioural framework

2023/24 – Quarter 4



119 responders strongly agreed
or agreed with question

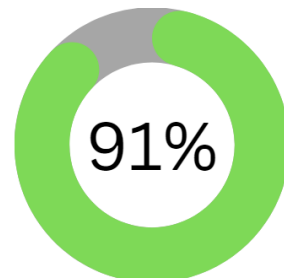
2024/25 – Quarter 1



131 responders strongly agreed
or agreed with question

I demonstrate the behaviours set out in the behavioural standards framework

2024/25 – Quarter 2



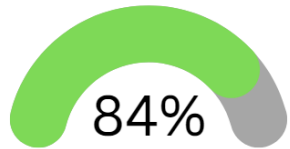
218 responders strongly agreed
or agreed with question

4. Management Support

My manager provides me with constructive feedback

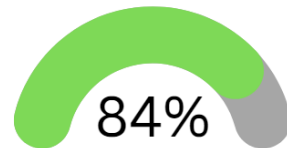
I feel my manager values my opinions and feedback

2023/24 – Quarter 4



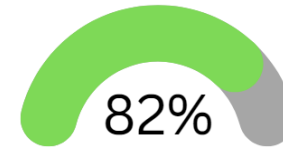
134 respondents strongly agreed or agreed

2024/25 – Quarter 1



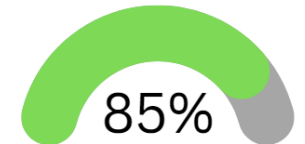
159 respondents strongly agreed or agreed

2023/24 – Quarter 4



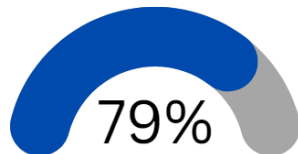
131 respondents strongly agreed or agreed

2024/25 – Quarter 1



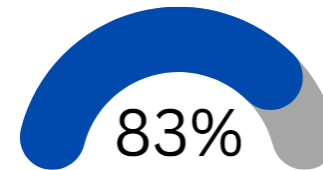
162 respondents strongly agreed or agreed

2024/25 – Quarter 2



189 respondents strongly agreed or agreed

2024/25 – Quarter 2



198 respondents strongly agreed or agreed

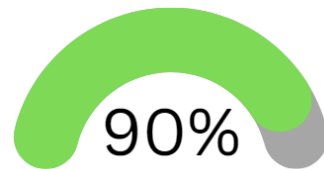
3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

4. Management Support

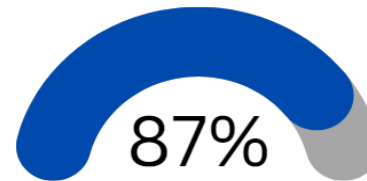
I have access to my manager whenever I need it

2023/24 – Quarter 4



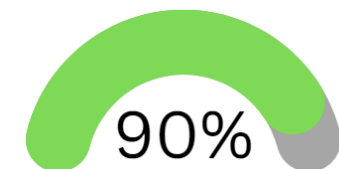
143 respondents strongly
agreed or agreed

2024/25 – Quarter 1



166 respondents strongly
agreed or agreed

2024/25 – Quarter 2



215 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

5. Communication & Accessibility

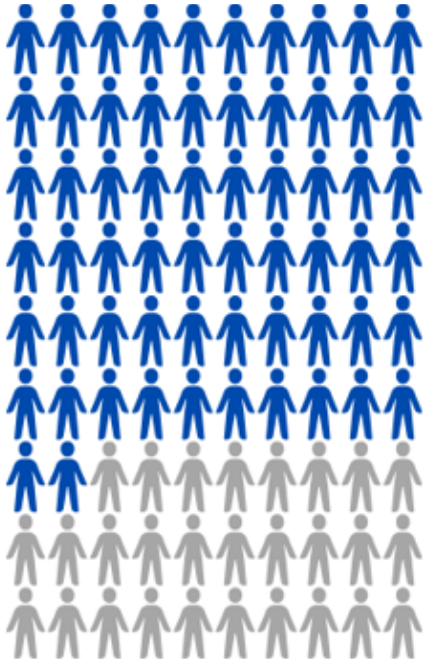
I feel informed about what is currently happening at the HCPC



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

2024/25 – Quarter 1

137 respondents strongly agreed or agreed



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

2024/25 – Quarter 2

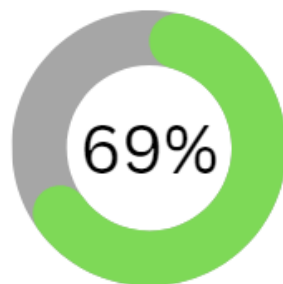
171 respondents strongly agreed or agreed

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

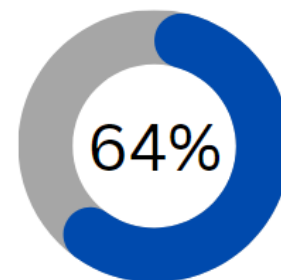
5. Communication & Accessibility

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



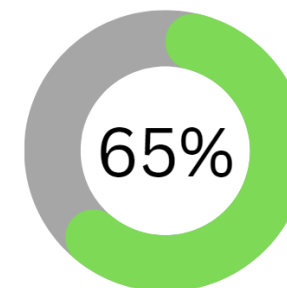
2023/24 – Quarter 4

110 respondents strongly agreed
or agreed



2024/25 – Quarter 1

123 respondents strongly
agreed or agreed



2024/25 – Quarter 2

155 respondents strongly
agreed or agreed

3

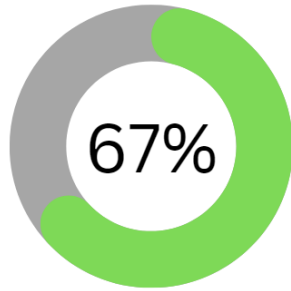
Compassionate,
inclusive and effective
leadership at all levels

4

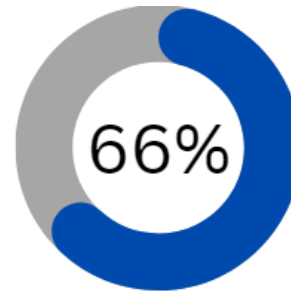
Develop and embed an
organisational culture
where morale is high

6. Learning and development

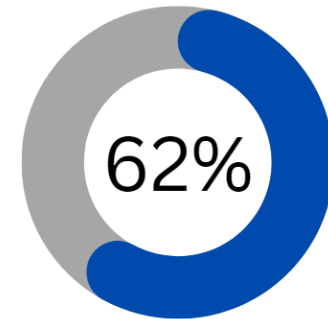
HCPC offers a variety of learning and development opportunities



2023/24 – Quarter 4
106 respondents strongly agreed or agreed



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



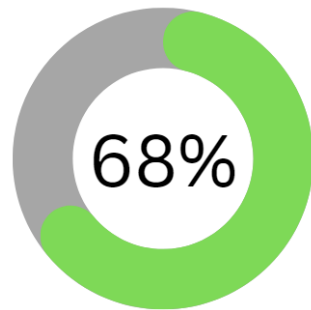
2024/25 – Quarter 2
125 respondents strongly agreed or agreed

2 High performing, capable and skilled organisation

4 Develop and embed an organisational culture where morale is high

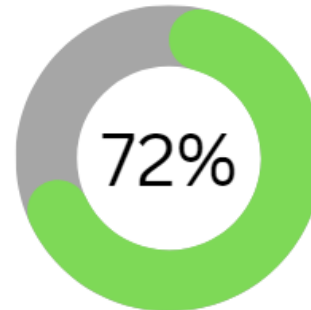
6. Learning and development

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



2023/24 – Quarter 4

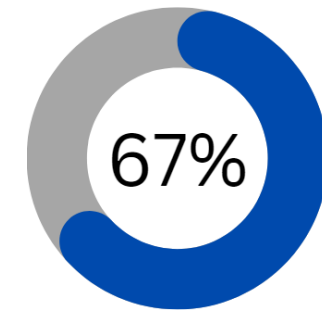
108 respondents strongly
agreed or agreed



2024/25 – Quarter 1

136 respondents strongly
agreed or agreed

I am given opportunities to learn new skills



2024/25 – Quarter 2

160 respondents strongly
agreed or agreed

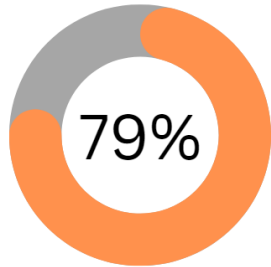
2 High performing,
capable and skilled
organisation

4 Develop and embed an
organisational culture
where morale is high

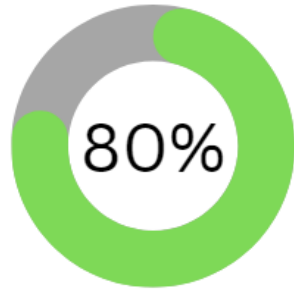
7. HCPC as an Employer

Employee Satisfaction Score

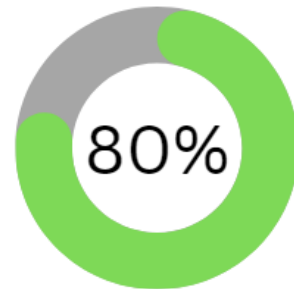
2023/24 – Quarter 4



2024/25 – Quarter 1

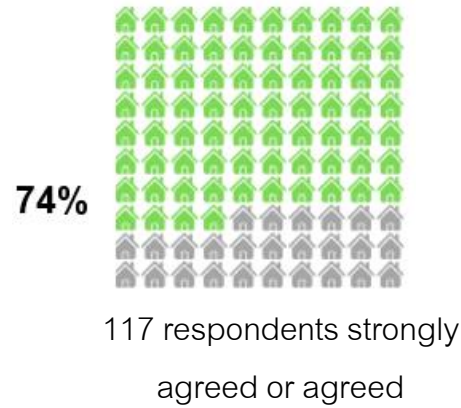


2024/25 – Quarter 2

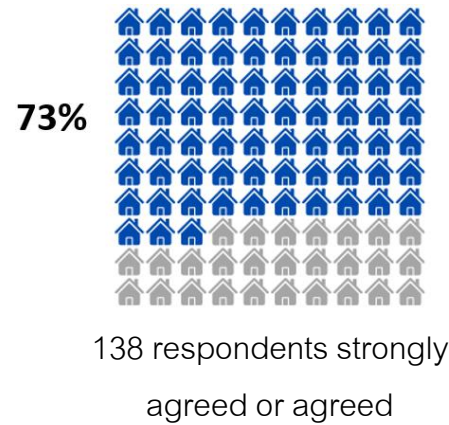


I achieve a good balance between my work life and my personal life

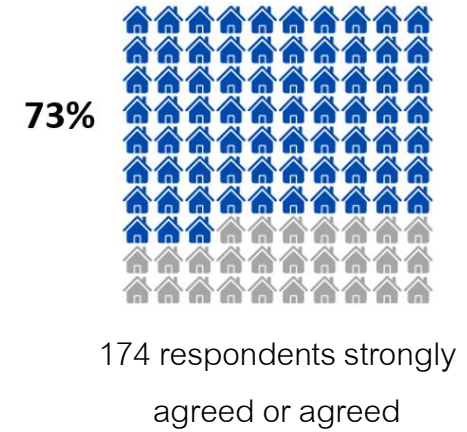
2023/24 – Quarter 4



2024/25 – Quarter 1



2024/25 – Quarter 2

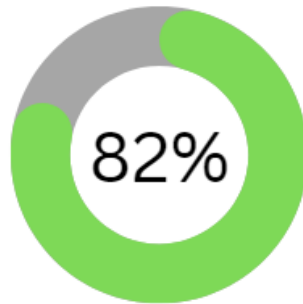


7. HCPC as an Employer

I feel adequately supported in a hybrid working environment

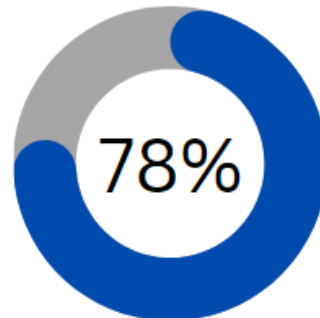
2023/24 – Quarter 4

131 respondents strongly agreed or agreed



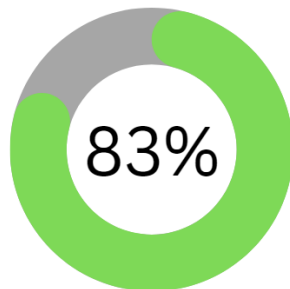
2024/25 – Quarter 1

148 respondents strongly agreed or agreed



2024/25 – Quarter 2

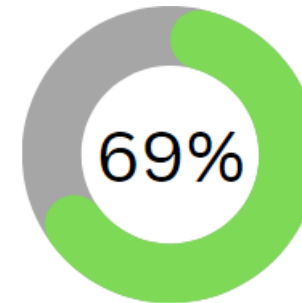
199 respondents strongly agreed or agreed



The HCPC demonstrates it cares about its employees' wellbeing

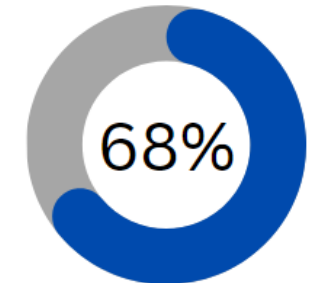
2023/24 – Quarter 4

109 respondents strongly agreed or agreed



2024/25 – Quarter 1

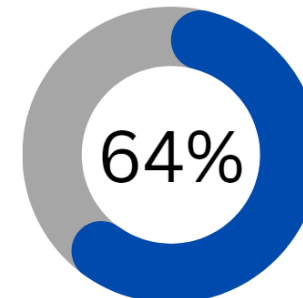
130 respondents strongly agreed or agreed



The HCPC demonstrates it is a caring organisation

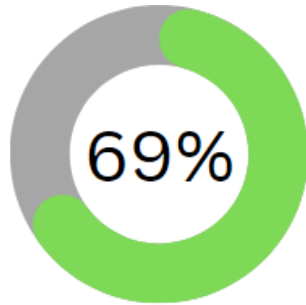
2024/25 – Quarter 2

152 respondents strongly agreed or agreed



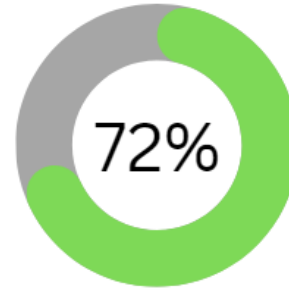
7. HCPC as an Employer

I feel valued by the recognition I receive for my work



2023/24 – Quarter 4

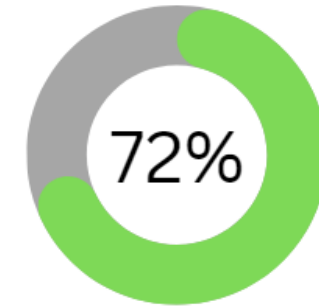
110 respondents
strongly agreed or
agreed



2024/25 – Quarter 1

137 respondents
strongly agreed or
agreed

I receive recognition for my work

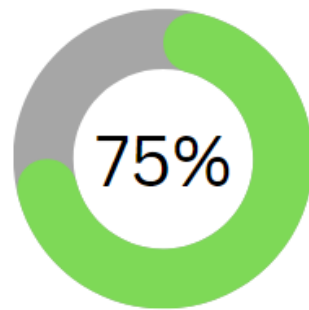


2024/25 – Quarter 2

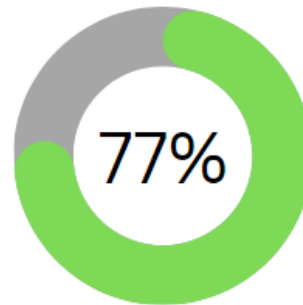
171 respondents
strongly agreed or
agreed

7. HCPC as an Employer

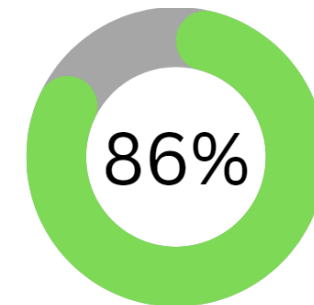
How committed do you feel to the HCPC and its vision and purpose



2023/24 – Quarter 4
120 respondents strongly
agreed or agreed



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



2024/25 – Quarter 2
206 respondents
reported feeling Strongly
committed or Somewhat
committed

8. Confidence that HCPC is a diverse and inclusive employer

2023/24 – Quarter 4

133 respondents strongly agreed or agreed



I am confident that HCPC is a diverse employer

I am confident that HCPC is an inclusive employer



2024/25 – Quarter 1

154 respondents strongly agreed or agreed



2024/25 – Quarter 1

153 respondents strongly agreed or agreed



2024/25 – Quarter 2

199 respondents strongly agreed or agreed



2024/25 – Quarter 2

195 respondents strongly agreed or agreed

10. Key Takeaways

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

- Response rate of **76%** for Q2 is the highest recorded since Pulse Surveys were first rolled out in 2022. This includes an increased response rate for the larger departments with a 78% response rate for Fitness to Practise (53% in Q1, 34% in Q4 2023-24, 38% in Q3 2023-24) and 77% response rate for Registration (46% in Q1, 40% in Q4 2023-24, 64% in Q3 2023-24)
- This quarter's survey data show positive increases in a number of areas including:
 - ❖ I have access to my manager whenever I need it (increase from 87% in Q1 2024-25 to **90%** in Q2)
 - ❖ I feel connected to HCPC's Values (increase from 69% in Q1 2024-25 to **74%** in Q2)
 - ❖ I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required (increase from 61% in Q1 2024-25 to **65%** in Q2)
 - ❖ I am confident that HCPC is a diverse and inclusive employer (increase from 81% in Q1 2024-25 to **83%** for diversity and **82%** for inclusivity in Q2)
 - ❖ I feel committed to the HCPC and its vision and purpose (increase from 75% in Q4 2023-24 to 77% in Q1 2024-25 to **86%** in Q2)
- The overall **employee satisfaction score** has remained at **80%** in Q2 2024-25. This is the same overall employee satisfaction score obtained in Q1 albeit with a much higher response rate obtained in quarter two indicating continued employee satisfaction amongst the majority of HCPC staff.