People Resource Committee
15 September 2021

hcpc | health & care professions council

HR, OD and partner performance report

Executive Summary

This report provides Key Performance Indicators for HCPC in relation to our people. We have covered the period from April 20 – June 21 in order to be able to reflect on previous data and make comparisons. Going forward we anticipate reporting these Key Performance Indicators (KPIs) to PRC on a quarterly basis.

The main areas reported on are.
- Establishment – permanent, FTC and agency staff
- Wellbeing – total sickness including short term and long term sickness
- Wellbeing Initiatives – our main wellbeing benefits offered to all staff
- Turnover – number of people who have left within the period
- Reasons for leaving – top 5 reasons
- Recruitment – number of jobs advertised, jobs offered and costs per hire
- Employee relations cases – disciplinary, capability and grievance cases
- Learning and development – training offered, completed and feedback
- Partners – recruitment, turnover and training

|	
Previous consideration	This is the first time HCPC's people KPIs are being reported to the Committee.
Decision	The Committee is asked to: 1. Note the contents of this report and KPIs 2. Advise on the usefulness of this report and whether further / different KPIs should be reported in the next quarterly update (Q2 report due to be reported at November PRC).
Next steps	Continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Head of departments to resolve any underlying issues within their team and deliver against the People Strategy as agreed (see separate paper).
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.
Author	Fatma Ali, Head of HR Fatma.ali@hcpc-uk.org

Park House
184–186 Kennington Park Road
London SE11 4BU

tel +44 (0)300 500 6184
fax +44 (0)20 7820 9684
www.hcpc-uk.org

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Performance Report
HR, OD & Partners
September 2021

ESTABLISHMENT
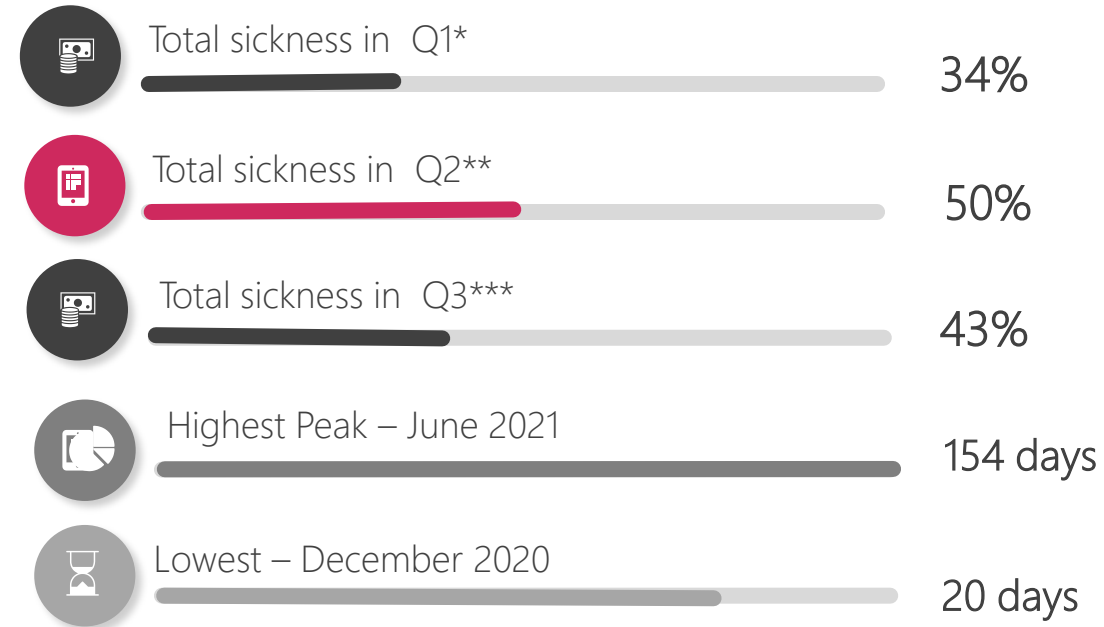
Establishment
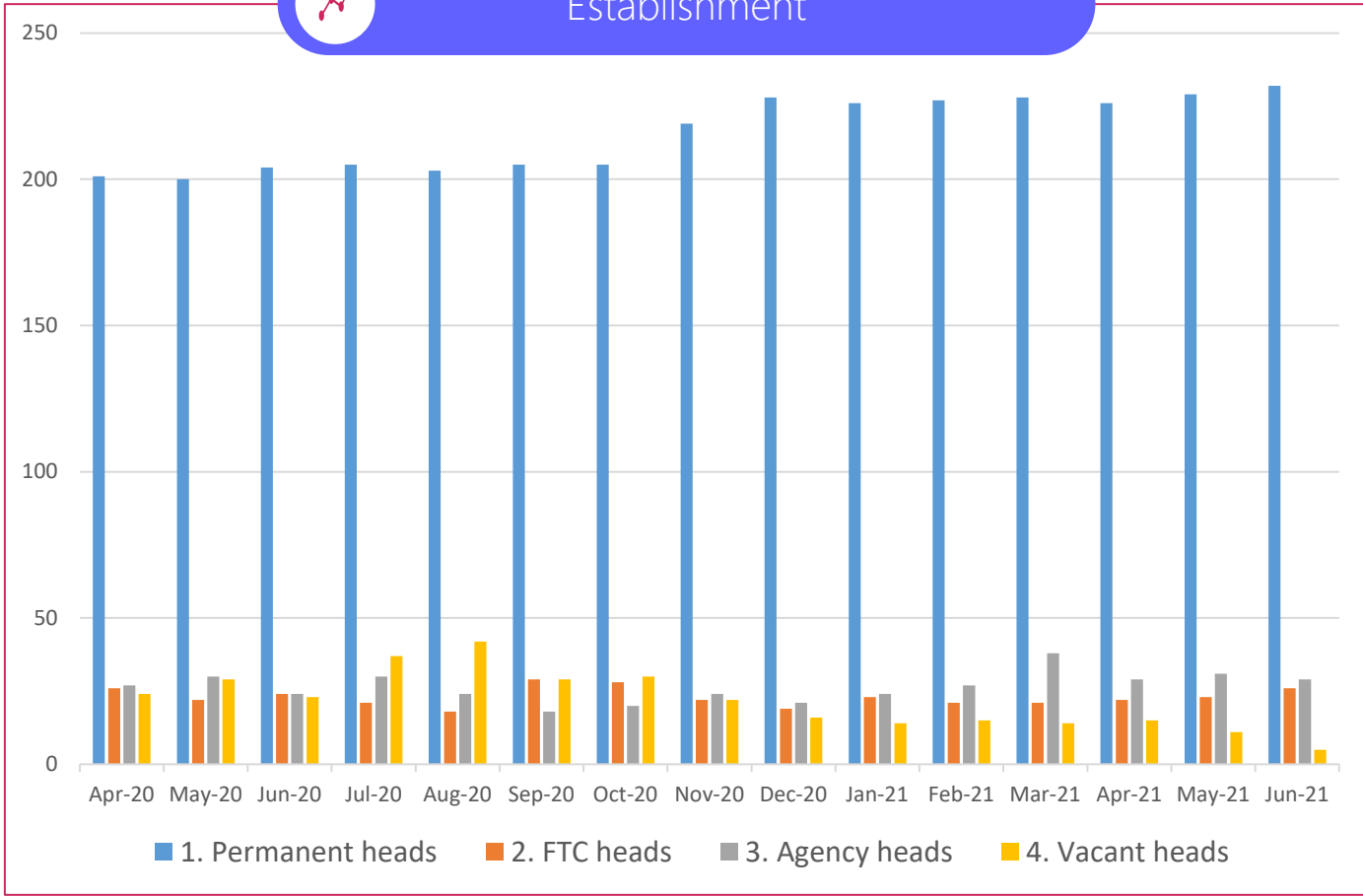
Permanent number of employees - 216

FTC number of employees - 23

Agency staff - 26

Total number of employees - 239

*Based on average number of employees across period

WELLBEING

Wellbeing

Chart axis (left): 160, 140, 120, 100, 80, 60, 40, 20, 0

Chart x-axis: Apr-20, May-20, Jun-20, Jul-20, Aug-20, Sep-20, Oct-20, Nov-20, Dec-20, Jan-21, Feb-21, Mar-21, Apr-21, May-21, Jun-21

Legend:
— Total sickness days in period
— of which: Sickness days in period - LONG TERM LEAVE
— Net SHORT TERM sick days

Total sickness in Q1*   34%

Total sickness in Q2**   50%

Total sickness in Q3***   43%

Highest Peak – June 2021   154 days

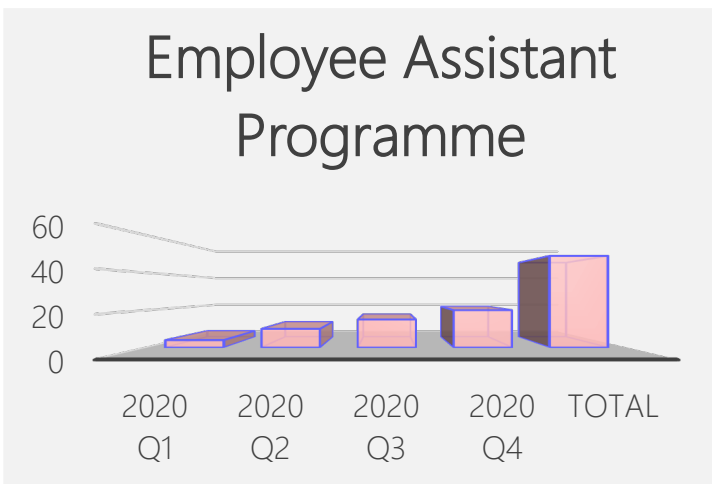Lowest – December 2020   20 days

The top 2 departments with the highest sickness absence records are FtP (Investigations) and Registrations. NB FTP and Registrations are the largest departments 43% and 21% and therefore it is not a surprise that sickness rates are high in these areas.

Q1 – April 2020 to August 2020
Q2 - September 2020 – January 2021
Q3 – February 2021 – June 2021
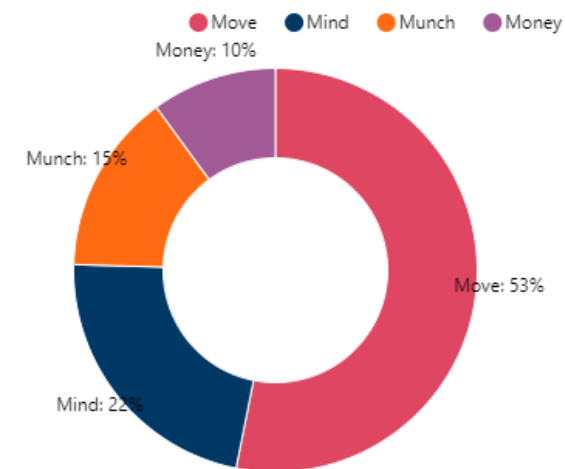
WELLBEING INITIATIVES

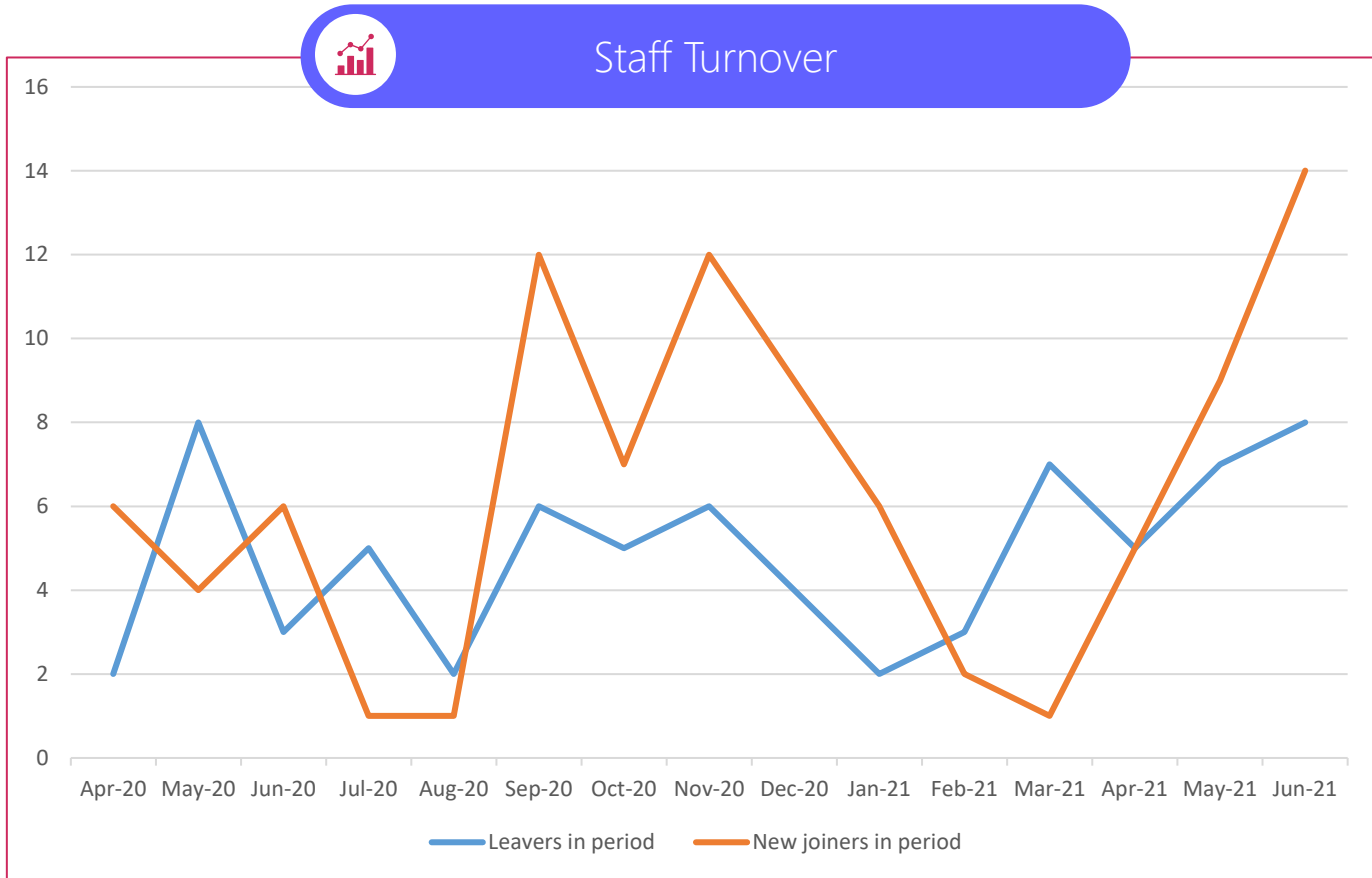| Benefits	
EAP (46 users)	Wellbeing Advisors (trained inhouse Mental Health First Aiders)
My Health, My Care, My Rewards - Instant Awards (20) - eCards (8) - Wellbeing centre (222 visits)	Smart Health – Mental health support
Virtual 24/7 GP	Occupational Health (12 referrals)

Employee Assistant Programme

Recognition sent over time

Instant Award ● eCard
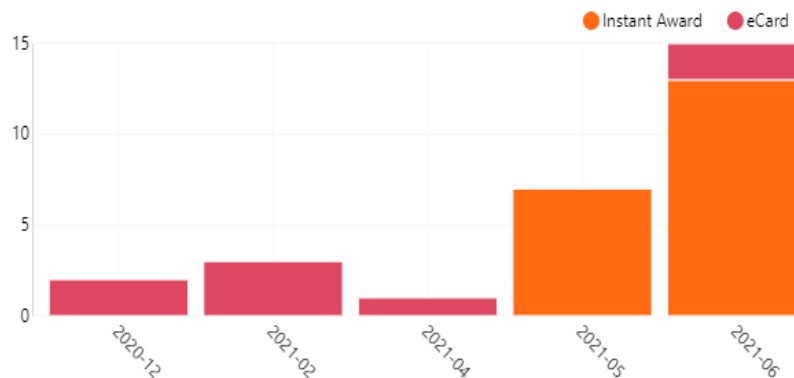
Category engagement by visits

● Move ● Mind ● Munch ● Money

Move: 53%
Mind: 22%
Munch: 15%
Money: 10%

TURNOVER

Staff Turnover

Leavers in Period* 20.6%

New Joiners in Period 41%

Vacancies in Period** 9%

Length of Service in Period*** 3 years

National Turnover Average	20.9%
HCPC Turnover Average	20.6%

*Based on average number of employees (Apr 20-Apr 21)
**Based on number of vacancies and target establishment
***Average length of service based on total number of leavers

REASONS FOR LEAVING

Top 5 reasons for leaving

29%

14%

14%

22%

21%
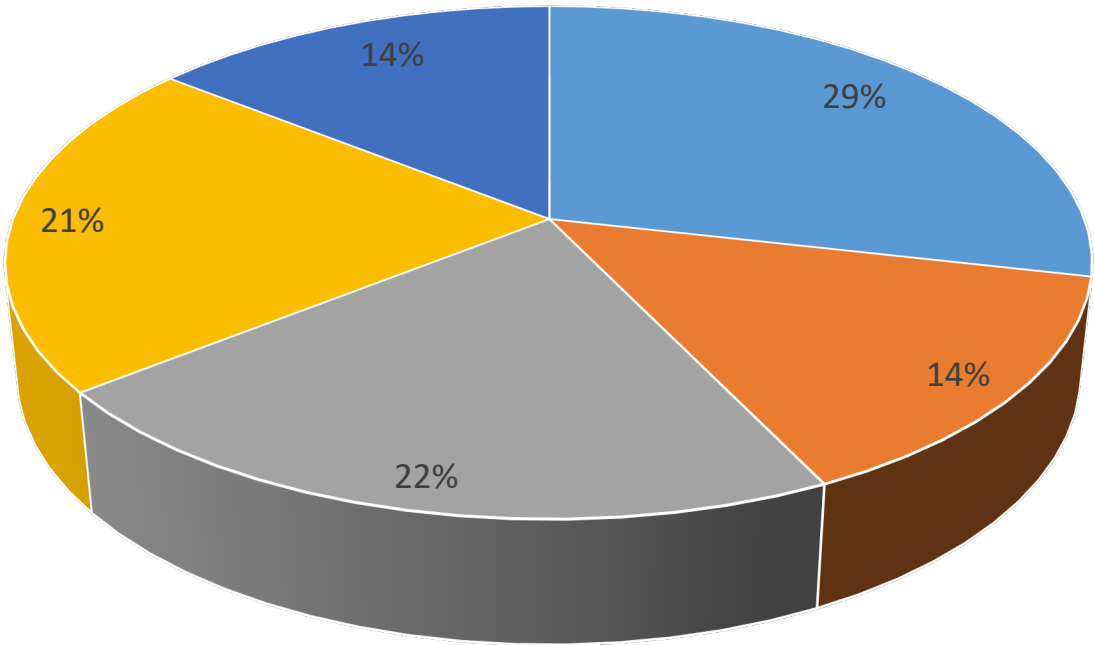
- Enhanced Job Opportunity
- Salary
- Type of work
- Working conditions
- Other

Leavers in Period - 82

Exit Interviews - 32

RECRUITMENT

Employee Recruitment

Legend: Jobs advertised · Number of in-progress vacancies · Job offers made

AVERAGE COST PER HIRE

Average cost per hire+

JAN 76 · FEB 177 · MAR 0 · APR 0 · MAY 0 · JUN 107 · JUL 341 · AUG 8183 · SEP 9410 · OCT 4571 · NOV 84 · DEC 0 · JAN 0 · FEB 2262 · MAR 0 · APR 9152 · MAY 0 · JUN 0

PRC 19/21
15 September 2021
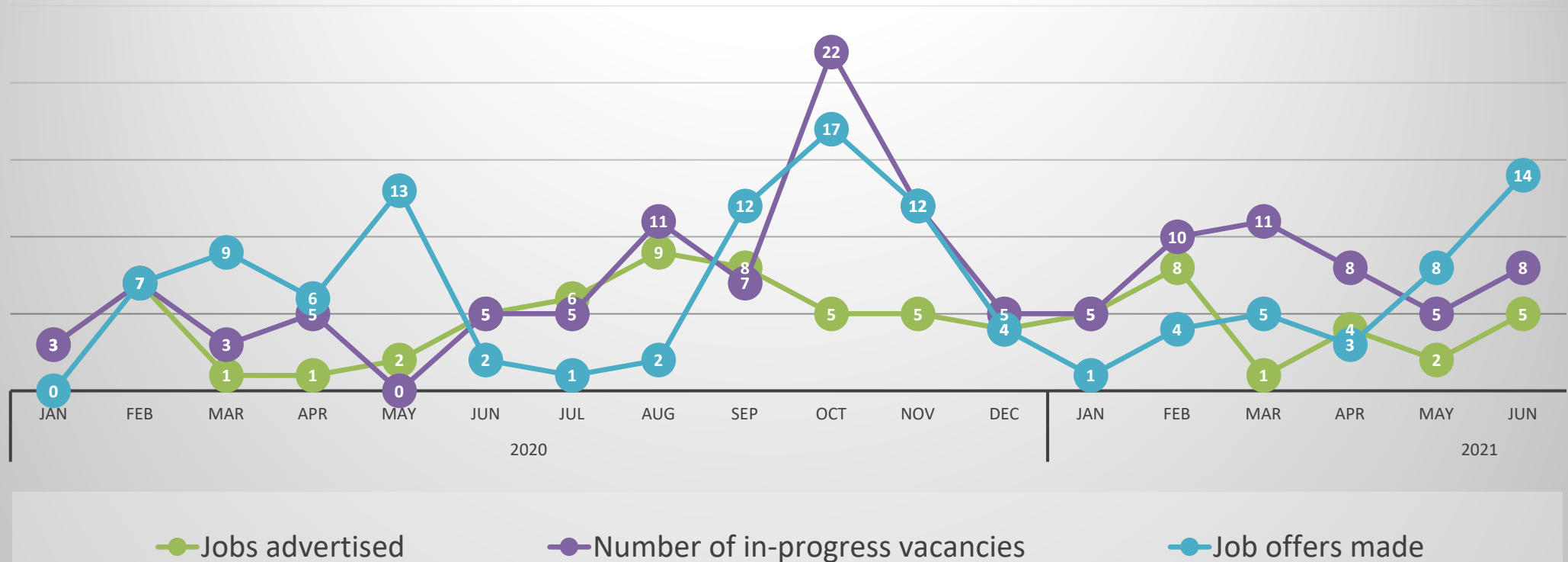
EMPLOYEE RELATIONS

EDI stats for ER cases between Apr 20 – Jun 21*

Department	Capability	Disciplinary	Grievance	Sickness	Probation	Sanctions
Education	0%	0%	0%	3%	0%	3%
FTP	6%	13%	3%	6%	3%	6%
Registration	9%	16%	3%	6%	0%	16%
Policy & Standards	0%	0%	0%	0%	3%	0%
IT	0%	0%	0%	0%	3%	0%

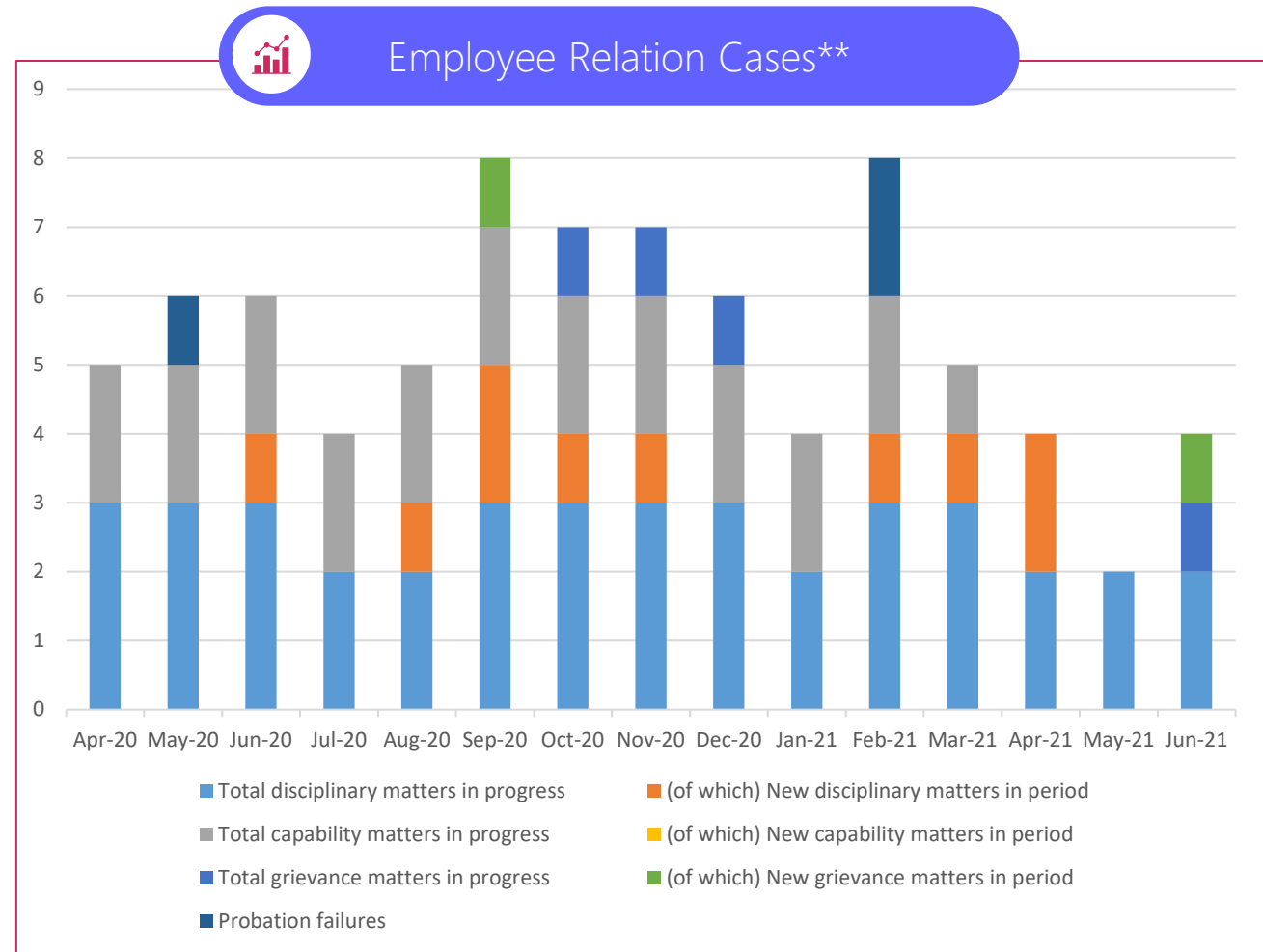| Ethnicity	Capability	Disciplinary	Grievance	Sickness	Probation	Sanctions
Asian	3%	0%	0%	0%	0%	3%
Black	0%	9%	3%	6%	3%	3%
Mixed	3%	3%	0%	0%	0%	3%
Not Known	0%	0%	0%	3%	0%	0%
PNS	0%	9%	3%	0%	0%	0%
White	9%	16%	0%	6%	3%	16%
Other	0%	0%	0%	0%	3%	0%

Employee Relation Cases**

Legend:
- Total disciplinary matters in progress
- (of which) New disciplinary matters in period
- Total capability matters in progress
- (of which) New capability matters in period
- Total grievance matters in progress
- (of which) New grievance matters in period
- Probation failures

*Including formal/informal proceedings based on 32 cases
**Including formal/informal proceedings and ongoing sanctions

LEARNING AND DEVELOPMENT

Virtual Classroom-based Training since April 2020 – 31 March 2021

- Online facilitation skills (2 full day workshops) – 20 attendees
- HR Essentials: Employee Lifecycle Masterclass (1 x half day workshop) – 6 attendees
- HR Essentials: Managing Recruitment (1 x half day workshop) – 7 attendees
- HR Essentials: Managing Probation (1 x half day workshop) – 6 attendees
- HR Essentials: Managing Sickness (1 x half day workshop) – 5 attendees
- HR Essentials: Giving and receiving feedback (1 x half day workshop) – 4 attendees
- Remote working and wellbeing workshops (5 x half day workshops) – 25 attendees
- Corporate Induction SMT Welcome event (1 hour)– 50 attendees
- Excel Level 2 – (2 X 1 full day workshop) – 14 attendees
- Excel Level 3 - (1 full day workshop) – 7 attendees
- Bitesize Learning – Critical thinking -(1 x half day workshop) – 10 attendees
- Bitesize Learning – Decision making -(1 x half day workshop) – 8 attendees
- Bitesize Learning – Time management -(1 x half day workshop) – 9 attendees
- Bond Solon - Complaint Handling Training (1 full day workshop) - 9 attendees
- Conflict management / Handling difficult people (1 full day workshop) - 9 attendees
- Negotiation and influencing skills (1 full day workshop) - 9 attendees
- Presentation skills (2 X 1 full day workshop) - 9 attendees

LEARNING AND DEVELOPMENT
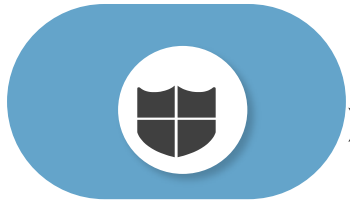
Organisational Learning initiatives

➢ Increased demand for digitisation has resulted in the delivery of 6 mandatory eLearning modules. With rapid digital adoption, we have seen a more than 100% increase from last year, increasing the agility and responsiveness of the HCPC

➢ Increased emphasis on digitised, self-directed learning

➢ Delivered an upgraded learning management system that increases accessibility, allows greater manager oversight and employee control over their development

➢ Delivered HCPC's digital performance management system that supports effectiveness, capability and succession needs of the HCPC

➢ Introduced a formalised, robust corporate induction approach for new employees which includes mandatory and compliance based eLearning and attendance at an SMT welcome event

LEARNING AND DEVELOPMENT

Mandatory eLearning since April 2020 – 11 November 2020

Excelling in content curation: We have delivered bespoke offering for managers in unconscious bias and performance management eLearning with tailored scenarios

Mandatory course	Month	Audience	Numbers	Completion rate
Anti-bribery	February - April	All	247	90%
Information Security	February - April	All	247	91%
EDI	June - July	All	247	91%
Unconscious bias	July	Line managers	48	98%
Performance reviews	September	Total	232	95%
		Line managers	55	95%
		Employees	177	94%
Corporate induction eLearning bundle:		*The Corporate induction eLearning bundle was launched in the summer. This group is live with new starters and leavers added nightly. These courses must be completed within 8 weeks. Information Security within 4 weeks. To make this data accurate deadline for completing the course has been set as at 11 November.		
Anti-Bribery	Live	All new starters	24	96%
EDI		All new starters	26	100%
Corporate Induction		All new starters	23	100%
Information Security		All new starters	27	81%
DSE Awareness (Optional)		All new starters	24	83%
DSE Self-assessment (Optional)		All new starters	24	96%

LEARNING AND DEVELOPMENT

Mandatory eLearning since 12 November 2020 – June 2021

Excelling in content curation: We have delivered bespoke offering for managers in unconscious bias and performance management eLearning with tailored scenarios

Mandatory course	Month	Audience	Number	Completion rate
Information Security	April	All	242	89%
Anti Fraud	April	All	242	89%
Mental Health Awareness	April	All	242	83%
Managing Mental Health Awareness	April	Managers	64	73%
Corporate induction eLearning bundle:		*This group is live with new starters and leavers added nightly. These courses must be completed within 8 weeks. Information Security within 4 weeks. To make this data accurate deadline for completing the course has been set as at 23 August 2021.*		
Anti-Bribery	Live	All new starters	62	96%
EDI		All new starters	62	92%
Corporate Induction		All new starters	62	92%
Information Security		All new starters	62	96%

PERFORMANCE MANAGEMENT

End of Year Review completion rates – April 2020 –June 2021

Regulation Directorate		
Completed reviews	Incomplete	%complete
94	24	80%

Professional Practice & Insight Directorate		
Completed reviews	Incomplete	%complete
10	5	67%

Corporate Services Directorate		
Completed reviews	Incomplete	%complete
20	8	71%

Governance		
Completed reviews	Incomplete	%complete
9	0	100%

Perform – End of Year Review stats by Directorate

SELECTION OF LEARNER FEEDBACK

Virtual Classroom Based Solutions - feedback

It was a good session. Very informative and it was really helpful to see the organisation chart while the Director's were explaining about the Directorate work and the team structure. (delegate on the SMT welcome event)

Having the opportunity to discuss interview experience with colleagues was very helpful, as was the information about how the whole process works. (delegate on Managing recruitment workshop)

I really enjoyed it and thought the team did a great job at providing an induction in a virtual way. It was really helpful to hear more about the context of HPC and organisations such as PSA. (delegate on the SMT welcome event)

A very helpful overview of the employee lifecycle. (delegate from the employee lifecycle masterclass)

Very relevant learning to support our move to delivering events and training remotely. Improved knowledge of the functionality and tools available when using MS Teams and improved confidence to use these when delivering events. (delegate on online facilitation training)

Given the current circumstances with Covid-19 and WFH, this training was useful and came at a good time, thank you. (delegate on online facilitation training)

It was essential to share information, points of view and to see how we can improve and enjoy working in this organisation. (delegate on the remote working workshop)

HCPC PARTNERS

➢ New partner roles including development of new competency frameworks
  ➢ ICP Chair
  ➢ Service User Expert Advisor
  ➢ Team Leader Visitor (to be recruited)
➢ 1st successful internal only recruitment of Panel Chairs
➢ Introduction of virtual induction and refresher training
➢ Compliance bundle including EDI, Information Security and Anti-Fraud training launched to all partners
➢ 45 contract extension since April 2021

PARTNER TURNOVER
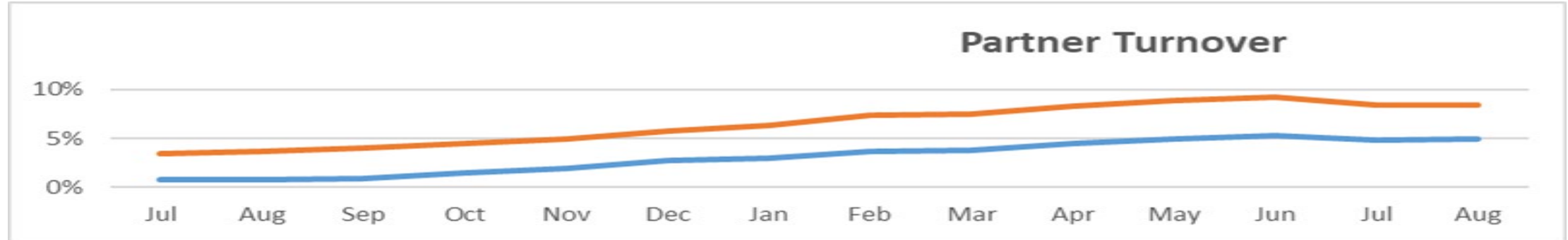
Partner turnover

	2020/21												2021/22						21/22
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
Voluntary Resignations	0	1	1	3	0	1	3	3	5	2	4	1	4	4	3	0	1		12
8-year rule*	0	0	0	17	0	0	0	0	0	2	2	0	1	0	0	15	0		16
Terminations**	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0		0
Total Leavers (Vol & Comp)	0	1	1	20	1	2	3	3	5	4	6	1	5	4	3	15	1		28
Recruited partners	0	0	0	0	0	0	8***	17	0	0	0	5	11	0	9	13	13		46
Total Number of Partners	642	641	640	620	619	617	614	628	623	619	613	617	623	619	625	623	635		621
Voluntary Turnover%**	0%	0%	0%	1%	1%	1%	1%	2%	3%	3%	4%	4%	4%	5%	5%	5%	5%		2%
Overall Turnover%	0%	0%	0%	3%	4%	4%	4%	5%	6%	6%	7%	8%	8%	9%	9%	8%	8%		5%

*Including failed renewal assessment

** Termination incl. temp contract

***internal campaign

Turnover information does not capture those Partners who move from one role to another or those who leave one role and remain in another

PARTNER RECRUITMENT (SINCE APRIL 2021)

Role	Profession	Date	Applicants	Appointed
Visitor	Dietitian	04/05/2021	23	4
Visitor	Psychologist	04/05/2021	27	5
Panel Member	Occupational Therapist	10/05/2021	40	4
Panel Member	Radiographer	10/05/2021	36	4
Panel Member	Physiotherapist	10/05/2021	34	5
Registration Appeals Panel Member	Physiotherapist	07/01/2021	31	1
Registration Appeals Panel Member	Radiographer	07/01/2021	12	1
Registration Appeals Panel Member	Psychologist	07/01/2021	8	1
Service User Expert Advisor (new role)	Lay	28/06/2021	24	12
Lay Panel Member	Lay	20/08/2021	178	TBC

PARTNER TRAINING PART 1 (2021/22)

Role	Type	Attendees	Dates
Panel Member	Refresher	15	06/04/2021
Legal Assessor & Panel Chair	New training	20	13/04/2021
ICP Chair	Induction	12	15/04/2021
Legal Assessor & Panel Chair	New training	20	21/04/2021
Legal Assessor & Panel Chair	New training	20	23/04/2021
Legal Assessor & Panel Chair	New training	20	27/04/2021
Legal Assessor & Panel Chair	New training	20	29/04/2021
Panel Member	Refresher	15	14/05/2021
Panel Member	Refresher	15	27/05/2021
Panel Member	Refresher	15	08/06/2021
Panel Member	Refresher	15	23/06/2021
ICP Chair	Refresher	12	06/07/2021
Panel Member	Refresher	15	08/07/2021
Panel Member	Induction	15	20/07/2021
Visitor	New training	25	16/09/2021
Panel Member	Refresher	15	22/09/2021

PARTNER TRAINING PART 2 (2021/22)

Role	Type	Attendees	Dates
Visitor	New training	25	29/09/2021
Panel Chair	Refresher	8	05/10/2021
Visitor	New training	25	06/10/2021
Visitor	New training	25	08/10/2021
Visitor	New training	25	12/10/2021
Visitor	New training	25	14/10/2021
Visitor	New training	25	20/10/2021
Visitor	New training	25	26/10/2021
Lay Panel Member	Induction	tbc	02/11/2021
Panel Member	Refresher	15	09/11/2021
Panel Chair	Refresher	8	25/11/2021
Panel Member	Refresher	15	18/01/2022
Panel Chair	Refresher	8	17/02/2022
Panel Member	Refresher	15	16/03/2022
Service User Expert Advisor	Induction	15	tbc