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## Equality, Diversity and Inclusion Strategy

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### Executive Summary

The final Equality Diversity and Inclusion (EDI) Strategy is presented to Council for approval and publication.

In addition this paper provides the Council with the results of Diversity McKenzie's audit of the HCPC's organisation wide approach to EDI, as well as an update on the development of the EDI Action Plan 2021-23.

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Previous consideration	The EDI Strategy and general EDI update was last considered at Council's December meeting.
Decision	The Council is asked to discuss the gap analysis and approve the EDI Strategy for publication.
Next steps	Subject to Council approval, the EDI Strategy will be published on our website in the new EDI dedicated webpages.
Strategic aim	Aim 4 - Be visible, engaged and informed Aim 5 - Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	The draft EDI action plan will need to be properly considered and budgeted for/costed by the Steering Group members and resourced appropriately. The current vacancy within the Policy and Standards team will be recruited to shortly and is included within the existing budget.
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## **Equality Diversity and Inclusion Strategy**

### **1. Introduction**

- 1.1 The final Equality Diversity and Inclusion (EDI) Strategy is presented to Council for approval and publication.
- 1.2 In addition this paper provide the Council with the results of Diversity McKenzie's audit of the HCPC's organisation wide approach to EDI, as well as an update on the development of the EDI Action Plan 2021-23.
- 1.3 Diversity McKenzie have advised in their report that the EDI Strategy 2021-2025 be approved and published as it is, subject to the addition of the foreword being personally signed off by HCPC senior leadership.

### **2. Recommendations**

- 2.1 It is recommended that the gap analysis be reviewed and discussed by Council. You will see that the areas for improvement ('minor development area') are relatively easily remediable and that overall, there are many areas of strength highlighted.
- 2.2 The most significant area for development, is one which we are already taking forward a number of actions to remedy; this is diversity data collection and analyses. The gap analysis will need to be considered by the Steering Group members (Heads of function) and plans put in place to remedy any agreed areas of improvement.

### **3. Further work to be delivered**

- 3.1 Diversity McKenzie were commissioned to produce an updated Action Plan 2021-2023 in collaboration with the Steering Group members (Heads of function), based on the gap analysis findings. How about: Further liaison is required with Steering Group members to develop the current draft, ensuring it can be resourced and fulfills the commitments in the Strategy.
- 3.2 We therefore have not included the draft to Council and are developing an organisational plan to ensure departments have opportunity to consider resource and logistical implications.

### **4. Risk**

- 4.1 In relation to diversity data collection and the PSA's rating of our performance in this area, there are plans to integrate the diversity data collection

form/survey for registrants onto the new registration systems. New registrants will be asked to complete it online at application stage (in the near future); and that the form will also be implemented onto future renewal forms on the system (with each of the professions being in different cycles of renewal). The requirements for the future system are still being gathered and will need to be cognisant of the needs and importance of this work.

- 4.2 There is an ongoing risk associated with a lack of diversity data in relation to parties to our fitness to practise cases, including complainants. This is an area we must progress so that we can understand any disproportionate impact on protected groups.



# Equality, Diversity and Inclusion Gap Analysis 2021

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Analysis Completed by:	McKenzie LLP <a href="http://www.diversitymckenzie.co.uk">www.diversitymckenzie.co.uk</a>



# Contents:

Section:	Topics	Page:
1.0	<b>Introduction</b>	3
2.0	<b>Executive Summary</b>	
2.1	Summary Appraisal by Competence	9
2.2	Summary: Strengths / Developments	11
3.0	<b>Detailed Appraisal by Competence:</b>	
3.1	Policies	13
3.2	Objectives	18
3.3	Journey Mapping	19
3.4	Equality Analysis	25
3.5	Leadership and Development	27
3.6	Compliance	31
3.7	Inclusive Recruitment	36
3.8	Achievement Analysis	38
3.9	Creativity and Innovation	39
3.10	Inclusive Digital Footprint	40
3.11	Consultation and Engagement	41
3.12	Procurement	42

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## 1.0 Introduction:

### 1.1 About the Health and Care Professions Council:

Formed in 2012, the Health and Care Professions Council (HCPC) are a regulator of certain health and care professionals in the UK. They employ circa 250 people and exist/operate with the ultimate aim of protecting the public. By law, all people must be registered with the HCPC to work in a number of health and care professions. These include:

- Arts therapists
- Biomedical scientists
- Chiropodists / Podiatrists
- Clinical scientists
- Dietitians
- Hearing aid dispensers
- Occupational therapists
- Operating department practitioners
- Orthoptists
- Paramedics
- Physiotherapists
- Practitioner psychologists
- Prosthetists/Orthotists
- Radiographers
- Speech and language therapists

Whilst the overall work of the HCPC is varied, their key responsibilities include:

- Setting standards for education, training and practise in the above sectors.
- Keeping a register of professionals operating in the above sectors who are required to register with the HCPC and meet agreed professional standards. (This group of professionals are known as HCPC 'Registrants' – referred to hereafter as simply 'Registrants'.) Investigating complaints made about Registrants by members of the public or other organisations e.g. employers and health care professionals.
- Acting where registrants do not meet agreed HCPC professional standards.

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### 1.2 External Review of EDI:

In January 2021, to support the development of a new HCPC Equality, Diversity and Inclusion (EDI) strategy 2021 -2026, the senior team elected to perform an external audit and review of approaches to EDI with three broad aims:

- 1: **Understanding the current situation**, in respect of EDI, within the HCPC - employment and registrant related activities. This includes legal, statutory and regulatory compliance, development of organisational objectives and the development of exemplar practice.
- 2: **Developing a strategic action plan** to allow the HCPC to further develop approaches to promoting / embedding EDI within its activities.
- 3: **Undertaking consultation** to develop creative and innovative approaches in this area.



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### 1.3.1 Agreed Organisational Values and Strategy:

The HCPC has four agreed organisational values (listed below). Our assessment being that the first three of these values directly relate to Equality, Diversity and Inclusion.

### 1.3.2 HCPC Organisational Values:

- **Fair** – *open, honest and transparent.*
  - **Compassionate** – *treating people with respect, empathy and care.*
  - **Inclusive** – *collaborating with others and valuing diversity.*
  - **Enterprising** – *being resourceful and creative, seeking opportunities to innovate and drive efficiency.*
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### 1.3.3 HCPC Equality and Diversity Strategy 2021 - 2026

Published as a separate document, the HCPC has recently developed a comprehensive EDI strategy for 2021 – 2026. This strategy is supported by seven strategic aims which are to:

- 1: **Proactively seek opportunities to exceed our legal obligations** to eliminate discrimination, harassment and victimisation and ensure equity of opportunity for our registrants, their service users, our colleagues and partners.
- 2: **Significantly improve the quality of our data and insights** to inform our understanding and knowledge of the diversity and experiences of our registrants, their service users, our colleagues and partners - so that we can identify and address how they are impacted by our policies, processes and decisions.
- 3: **Ensure our decision-making, within all our regulatory processes, is free from bias** and discrimination and that everyone who has contact with us, feels valued and respected.
- 4: **Ensure that our registrants, their service users, our colleagues and partners, feel equipped and confident to, and do, speak out** when they see bias or discrimination and to ask questions and challenge in a way that encourages constructive conversation and supports positive change.
- 5: **Influence inclusive cultures and diversity amongst our registrants** within the institutions that employ them and those that educate and train our future registrants.
- 6: (Internally) **continue to ensure, promote and harness the rich diversity of our colleagues** and partners, ensuring a diverse workforce and representation at all levels.
- 7: (Internally) **Develop and embed an inclusive culture**, that encourages and values diversity and the uniqueness and experiences of our colleagues and partners, enabling them to be themselves and bring their whole self to work.



## 1.0 Introduction (continued)

### 1.4 HCPC Regulation:

*The Professional Standards Authority* in the UK (the PSA) are responsible for overseeing complaints made to, investigations undertaken and findings made by the HCPC.

The PSA also perform periodic reviews of the HCPC and report their conclusions via an overall performance report. Their latest report on the HCPC, which includes an assessment of some aspects of EDI is available on their web site. [www.hcpc-uk.org](http://www.hcpc-uk.org)

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### 1.5 About McKenzie LLP:

Founded in 1996, *McKenzie* is an independent UK Human Resources company specialising exclusively in the provision of Equality and Diversity consultancy and development.

McKenzie has worked with hundreds of UK organisations drawn from both the public, private and charity sectors. This includes extensive regulatory and healthcare experience.

Further information is available from:

[www.diversitymckenzie.co.uk](http://www.diversitymckenzie.co.uk)

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### 1.6 Engagement and Consultation:

As part of this external review, during February 2021, an agreed cross section of 70 HCPC employees were invited to attend interactive virtual consultation sessions with a McKenzie consultant to express their views and ideas in respect of promoting EDI in the organisation.

A total of 46 employees took part in this exercise and the views and comments expressed during these sessions have been incorporated into the suggested actions detailed within the *Action Planning* section of this document.



1.0 Introduction (continued):

### **1.7 Business Models and Analytical Approaches Utilised:**

Three separate models and approaches inform both the structure and outcomes of this Gap Analysis report. These are:

#### **1: McKenzie Auditing Model:<sup>+</sup>**

McKenzie has comprehensively assessed and reported all approaches to Equality, Diversity and Inclusion within the HCPC using its own auditing model which facilitates the appraisal of twelve strategic areas of competence (please see pages 9-10).

#### **2: Equality and Human Rights Commission Guidance:**

Comprehensive guidance published by the *Equality and Human Rights Commission* for all public bodies detailing the requirements of the *Public Sector Equality Duty*.

#### **3: NHS Equality Delivery System 2 (EDS2) Regulatory Frameworks:**

This provides a structured framework of competence in respect of EDI for healthcare providers.

<sup>+</sup> Sources of information used in the assessment criteria and the development of the McKenzie auditing model:

- *The Equality Act 2010*. Source: *Government Equalities Office*
- *The Equality Act Public Sector Duty 2011*: Source: *Equality and Human Rights Commission*
- *The Equality and Human Rights Framework (EDF) Charity Sector*
- *The Essential Guide to the Public Sector Equality Duty* – published by the *Equality and Human Rights Commission*
- *The Equality Framework for Local Government (Excellent Level)*. Source: *The Local Government Association*
- *The Social Housing Equality Framework (SHEF)*



## 1.0 Introduction

### Business Models and Analytical Approaches Utilised (continued):

#### 1.8 Ratings Given:

One of four overall ratings are given for each of the twelve strategic competences appraised as part of this Gap Analysis. These ratings are:

Rating:	Explanation:
<b>Major Development Area</b> ★	Areas of <b>weakness generally outweigh areas of strength</b> . This is often where available evidence indicates an absence of the most basic development or structure. This includes legislative compliance.
<b>Minor Development Area</b> ★★	This rating is awarded <b>when minor areas of weakness exist</b> that if corrected, would result in a <i>Satisfactory</i> rating.
<b>Satisfactory</b> ★★★	Evidence indicates that the organisations progress in this area is acceptable. This is because it is either meeting its legal and statutory duties (via policies, procedures and activities) and / or is demonstrating satisfactory approaches to Equality, Diversity and Inclusion in both employment and service delivery practices.
<b>Excellent</b> ★★★★	This rating is awarded where <b>areas of strength clearly outweigh any areas of weakness</b> . Specifically, available evidence indicates that the organisation has developed policies, procedures, functions and initiatives that exceed the legal and statutory requirements and is able to demonstrate proactive / exemplar approaches and measurable outcomes in this area.



Introduction:

## 1.9 Definitions of Equality, Diversity and Inclusion:

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### 1.9.1 Equality:

Equality is defined<sup>1</sup> as promoting **Equality of Opportunity** and **Avoiding Discrimination** towards people who share one or more characteristics protected by *The Equality Act 2010*.

‘Protected Characteristics’ are: *Sex, Race, Disability, Age, Religion/Belief, Sexual Orientation, Pregnancy and Maternity, Marriage/Civil Partnerships and Transgender*.

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### 1.9.2 Diversity:

Diversity is defined<sup>2</sup> as **recognising** and **embracing** common **differences** that may exist amongst people - both inside and outside of the legal framework.

For example: *Gender Identity, physical appearance (height, weight, choice of clothing), socio and economic status, parentage, hobbies/interests, regional background, numerical and verbal literacy*.

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### 1.9.3 Inclusion:

Inclusion is defined<sup>3</sup> as: *A sense of **belonging**, feeling **respected**, **valued** for who you are and experiencing a level of **supportive energy** and **commitment** from others so that you can do your best.*

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Sources:

1: *The Equality Act Guidance* – Equality and Human Rights Commission and *Discrimination Basics* ACAS

2: McKenzie LLP

3: Miller and Katz (2002)

Executive Summary:

2.1 Summary Ratings by Strategic Competence in the HCPC:		
Area of Competence:	Summary of Competence:	Overall Rating:
<b>1: Policies:</b>	Has the HCPC developed a comprehensive policy framework to reflect current legislative requirements and modern workplace / service considerations in respect of EDI ?	<b>Minor Development Area</b> ★★
<b>2: Objectives:</b>	Is there evidence of detailed Equality related action planning indicating how the HCPC intends to progress approaches and measure future improvements in this area ?	<b>Excellent</b> ★★★★
<b>3: Journey Mapping:</b>	Does the HCPC understand the 'lifecycle' and profile of employees and Registrants ?  Is there evidence of the collection and analysis of Equality profiling data and demonstrable examples of outreach initiatives ?	<b>Employees</b>  <b>Satisfactory:</b> ★★★  <b>Registrants</b> <b>Major Development Area</b> ★
<b>4: Equality Impact Analysis:</b>	Is there evidence that the HCPC performs Equality risk assessments / analysis on key policies, objectives and activities ?	<b>Excellent</b> ★★★★
<b>5: Inclusive Leadership and Development:</b>	Is there evidence that the HCPC executive team, Counsel and senior managers routinely demonstrate their commitment to promoting EDI ?  Is a comprehensive range of training made available to staff to enable them to effectively embed / promote EDI within work activities ?	<b>Satisfactory:</b> ★★★
<b>6: Legal Compliance:</b>	Does evidence indicate that the HCPC is meeting it's legal duties under <i>The Equality Act 2010</i> and statutory duties under the <i>Public Sector Equality Duty</i> ?	<b>Legal Compliance:</b> <b>Satisfactory:</b> ★★★  <b>Statutory Compliance:</b> <b>Minor Development Area</b> ★★

2.1 Summary Ratings by Strategic Competence in the HCPC:		
Area of Competence:	Summary of Competence:	Overall Rating:
<b>7: Inclusive Recruitment:</b>	Has the HCPC developed modern and inclusive approaches to recruitment, selection and outreach ?	<b>Satisfactory:</b> ★ ★ ★
<b>8: Achievement Analysis:</b>	Does the HCPC monitor the statistical achievements of employees and registrants by 'Protected Characteristics' and act to address disproportionality ?	<b>Employees</b>  <b>Minor Development Area</b> ★ ★  <b>Registrants</b> <b>Major Development Area</b> ★
<b>9: Creativity and Innovation and Wellbeing Initiatives:</b>	Is there evidence that the HCPC is developing creative and innovative approaches to promoting Equality, Diversity and Inclusion within employment and service related activities ?	<b>Excellent</b> ★ ★ ★ ★ ★
<b>10: Inclusive Digital Footprint</b>	Does the HCPC provide: <ul style="list-style-type: none"> <li>✓ An Accessible website ?</li> <li>✓ Information in different formats to meet the diverse needs of service users ?</li> <li>✓ Alternative non digital options ?</li> </ul>	<b>Excellent</b> ★ ★ ★ ★ ★
<b>11: Consultation and Engagement</b>	Is there evidence of gaining the views of Registrants, employees and board members in respect of approaches to Equality, Diversity and Inclusion ?  Do dedicated EDI consultation forum groups exist ?	<b>Satisfactory:</b> ★ ★ ★
<b>12: Procurement</b>	Does evidence indicate that Equality and Diversity is effectively embedded in procurement processes, scoring and award outcomes ?	<b>Minor Development Area</b> ★ ★

## 2.2 Summary of Areas of Strength and Weaknesses:

### Areas of Strength:

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Our comprehensive external assessment of the hcpc indicates that considerable progress has been made to date in developing innovative and modern approaches to promoting inclusivity, equality of access and equality of opportunity. The overall findings of this audit rate the HCPC as 'Good'.

Specifically, the EDI related policy framework is very well developed - both in terms of technical accuracy and modernity. Equality Impact Assessments (a perennial audit failing) are completed to an excellent standard as is the collection, analysis and use of equality profiling information internally. Subsequent reporting of employee EDI profiling data is also very comprehensive and staff survey results generally indicate good levels of satisfaction and engagement in this area. The employment profile of the HCPC is relatively diverse and only a small Gender pay gap is reported.

Finally, the HCPC has developed a set of strategic equality themes and a measurable action plan published in this document (revised as part of this process). The themes and actions set out both the strategic vision for EDI and what is required to achieve this vision. If all listed actions are achieved in their entirety, the HCPC should be a true model of exemplar practice in this area.

### Areas for Potential Development:

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In preparing this gap analysis, we have identified that a small number of existing policies require some technical revisions. We also recommended the creation of two new HCPC policies.

This review additionally identified an opportunity for the senior team in the HCPC to demonstrate clearer, visible commitment to Equality and Inclusion. A common perception of the same also emerged as a key theme from recent EDI consultation events undertaken by us with a cross section of HCPC employees. More comprehensive and engaging learning and development (not e-learning) has also been identified as a key priority.

The most significant area of development lies in respect of EDI data. Whilst the collection, analysis and use of equality profiling information for employees is very good indeed, the information currently held about the profile and outcomes of Registrants is rated as weak. This applies in respect of low overall sample size and methods undertaken to collect this information. A low information base is also preventing any rigorous analysis of disproportionality in outcomes.

These informational gaps carry four associated risks; 1: An adverse rating of performance by the *Professional Standards Authority*, 2: Non compliance against the *Public Sector Equality Duty* 3: *Failure to meet a number of the HCPC's own EDI aims (e.g. Ensuring Decision Making within all Regulatory Processes is free from Bias and Discrimination)* and 4: Inhibiting the development of informed, tailored and inclusive practices.

Finally, and on a positive note, thankfully, many of the areas of development identified in this report could be remedied internally, quickly and at little expense.



Mike Burnitt  
Senior Partner  
McKenzie LLP



## **Detailed Appraisal by Strategic Competence**



<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#1 Policies:</b>
<b>Overview:</b>	<i>Is there evidence of overt commitment within the HCPC to improving inequalities and promoting inclusion via clear policies, documents and procedures ?</i>
<b>Areas of strength</b>	<p><b>Employment Related Policies:</b></p> <p>Excellent examples of Equality related policies exist in respect of employment. These include:</p> <ul style="list-style-type: none"> <li>▪ Shared Parental Leave</li> <li>▪ Code of Conduct and Behaviour (referencing workplace harassment)</li> <li>▪ Maternity</li> <li>▪ Paternity</li> <li>▪ Flexible Working</li> <li>▪ Bullying and Harassment</li> <li>▪ Grievance</li> </ul> <p>All of the above documents are generally developed to an excellent standard and are considered both technically accurate and fit for purpose.</p>
<b>Areas of weakness:</b>	<p><b>Equality and Diversity Policy – June 2018:</b></p> <p>Whilst this policy covers (only) the basics of <i>The Equality Act 2010</i>, we do not consider this document to be wholly fit for purpose in that it does not:</p> <ol style="list-style-type: none"> <li>1: Define the expectations of all HCPC employees in this area.</li> <li>2: Reference <i>Direct and Indirect Discrimination, Harassment, Victimisation, Discrimination by Perception and Discrimination by Association.</i></li> </ol>

### Detailed Appraisal By Strategic Competence:

Competence:	<b>#1 Policies: (continued):</b>
Areas of Weakness	<p><b>Recommendations - Employment Policies:</b></p> <p><b>Absence and Sickness Policy August 2012:</b></p> <p>Section 2.1 of this policy states “<i>In circumstances where employees have or may develop illnesses which are or may be considered as a disability, proper regard will be given to the provisions of the Equality Act 2010</i>”.</p> <p>Two important test cases in the UK (<i>Griffiths v Secretary of State for Work and Pensions</i> and <i>Land Registry v Houghton</i>) - both relating to ‘<i>Discrimination Arising from a Disability</i>’ (a form of indirect discrimination) highlight the requirement to discount all disability related absences when applying certain policies or decisions (e.g. absence management, dismissal and payment of bonuses).</p> <p>Our assessment is the existing wording in this policy is <u>insufficiently robust and could lead to arbitrary interpretation by HCPC managers</u> – this could both inhibit inclusivity and represent risks of legal challenge.</p> <p>The risk of the latter was unfortunately also confirmed during one of the recent HCPC staff consultation forums.</p> <p>On a considerably more minor note, this policy also states (section 8.7) that the “HCPC reserves the right to withhold payment of any sick pay where the employee is absent due to use of alcohol or <b>illegal</b> drugs”.</p> <p>Note that <i>Equality Act 2010</i> (Disability) regulations 2010 (SI 2010/2128) specifically provide that <b>addiction</b> to alcohol, nicotine or any other substance (except where the addiction originally resulted from the administration of <b>medically prescribed</b> drugs) is to be treated <u>as not amounting to an impairment</u> for the purposes of the <i>Equality Act 2010</i>.</p> <p>We recommend that the policy is reworded to reflect the above.</p>

### Detailed Appraisal By Strategic Competence:

Competence:	<b>#1 Policies: (continued)</b>
Areas of Weakness (continued)	<p><b>Recruitment Policy – May 2018:</b></p> <p>This policy which is assessed as largely a procedural guide, is also considered to be not entirely fit for purpose. There is a brief reference to Equality, the policy states <i>“The recruitment process will aim to select the most suitable person for the job in respect of skills, knowledge and qualifications. No assumptions or prejudgments will be made by those recruiting about the suitability of an individual for a particular role.”</i>- we consider this to be a somewhat general and slightly academic reference to Equality.</p> <p>We recommend that this policy provides much more detailed considerations and guidance in respect of designing and providing an inclusive recruitment process / experience. This should include (note this list is not definitive)</p> <ol style="list-style-type: none"> <li>1: Developing competency based questions based on HCPC role descriptions.</li> <li>2: Use of inclusive and representative recruitment panels.</li> <li>3: Blind recruitment techniques.</li> <li>4: Use of non-biased language during interviews.</li> <li>5: Disability adjustments to interviews and testing.</li> <li>6: Taking <i>Positive Action</i> and targeted advertising to address identified imbalances in the HCPC.</li> </ol> <p><b>Anti-Bullying and Harassment Policy August 2012:</b></p> <p>We recommend that this policy should either be:</p> <ol style="list-style-type: none"> <li>(i) Renamed to <i>Dignity and Inclusion at Work</i> policy to reflect modern times, thinking and terminology.</li> <li>or</li> <li>(ii) The key elements of this policy are incorporated into a new overarching Equality, Diversity and Inclusion Policy.</li> </ol> <p><b>Employment Application Form:</b></p> <p>Not available to us at the time of this audit.</p>

### Detailed Appraisal By Strategic Competence:

Competence:	<b>#1 Policies: (continued)</b>
Areas of Weakness (continued)	<p><b>EDI Related Competencies:</b></p> <p>There is no evidence to suggest that HCPC employees (particularly managers) are appraised in respect of approaches to Equality, Diversity and Inclusion (EDI).</p> <p>We recommend that EDI is added to any future HCPC skills / competencies framework e.g: Behavioural Competencies and that every manager (and selected employees) should be set at least one, annual EDI related objective e.g: <i>'In the last twelve months, what action have you taken, to ensure your department promotes greater inclusivity to employees and Registrants'</i>.</p> <p>We advise that this action could greatly contribute to effectively embedding EDI further within the Council.</p> <p><b>Trans Gender or Gender Identity Policy:</b></p> <p>This does not currently exist in the HCPC and we recommend that it should be created for three key reasons:</p> <ol style="list-style-type: none"> <li>1: To reflect modern social values and expectations in this area.</li> <li>2: To promote the HCPC values of being <i>Inclusive</i> (collaborating with others and valuing diversity).</li> <li>3: To mitigate risks of legal challenge. Once again, two recent and important test cases exist in this area (<i>Taylor v Jaguar Land Rover and De Souza E Souza v Primark Stores Ltd</i> - the latter containing an explicit instruction to the organisation to create a Transgender Policy thus highlight the emerging importance of considering diversity of <i>Gender Identity</i> in the workplace.</li> </ol>

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#1 Policies (continued):</b>
<b>Areas of Weakness (continued)</b>	<p><b>Staff Survey Questions:</b></p> <p>The existing HCPC staff survey contains five EDI related questions which generally received very positive responses. For example, the most recent survey shows a 92% agreement rate against ‘Provision of Equality of Opportunity’.</p> <p>One minor comment, we advise that the first survey question: <i>“I feel I am treated equally and fairly ...”</i> (a technically inaccurate reference to Equality) should be replaced to include a both more accurate and broader reference to Inclusion and Diversity e.g;</p> <p><i>“I feel that I am respected for who I am at work and that any differences I may have, are recognised, respected and embraced by my manager and colleagues”</i></p> <p><b>Registrant Equality and Wellbeing Policy:</b></p> <p>Whilst this policy also does not currently exist, we recommend it should be created to set out the exact (and reasonable) expectations of all employees, partners and panel members when dealing with Registrants to support the implementation of the <i>HCPC Registrant Health and Wellbeing Strategy</i>.</p>
<b>Overall Rating – Policies</b>	<p><b>Minor Development Area</b> ★★</p> <p><b>Minor areas of weakness exist</b> that if corrected, would result in an overall rating in this area of <i>Satisfactory</i>.</p>



<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#2 Equality Objectives:</b>
<b>Overview:</b>	<i>Has the HCPC produced detailed equality objectives indicating planned developments, measures and progress in this area ?</i>
<b>Areas of strength:</b>	<p><b>HCPC Strategy and Action Plan:</b></p> <p>As previously stated, the HCPC has created seven strategic EDI aims which are linked to organisational activities, identified development areas and legal / statutory obligations.</p> <p>The existing action plan has been revised and republished in March 2021 (as an appendix to this document) to reflect the overall findings of this audit and gap analysis.</p>
<b>Areas of Weakness:</b>	<p>Given the comprehensive scope of the revised HCPC EDI Action plan for 2021- 2026, we have very few suggestions for improvement in this area.</p> <p>We do however recommend that Council and the senior team consider adding three new EDI aims to the existing strategic framework to include:</p> <ul style="list-style-type: none"> <li>▪ <b>Examination of Critical Impacts</b> (Essentially reiterating overall commitments to undertaking Equality Impact Assessments and examining disproportionality of outcomes).</li> <li>▪ <b>Consultation</b> – particularly in respect of seeking the views of Registrant experiences relating to EDI.</li> <li>▪ <b>Scrutiny</b> – An explicit statement of board and senior team commitments to scrutinising progress against agreed EDI objectives.</li> </ul>
<b>Overall Rating: Objectives:</b>	<p><b>Excellent</b> ★★★★★</p> <p><b>Areas of strength clearly outweigh any areas of weakness.</b></p>



<b>Detailed Appraisal By Strategic Competence:</b>																															
<b>Competence:</b>	<b>#3 Journey Mapping</b>																														
<b>Overview:</b>	Does the HCPC understand the lifecycle and profile of employees and registrants ? Is there evidence of the collection and analysis of Equality profiling data and demonstrable examples of outreach initiatives ?																														
<b>Areas of strength</b>	<p><b>Journey Mapping Employment:</b></p> <p>Approaches to the collection of Equality profiling data from employees is rated as <u>excellent</u> with up to date information relating to seven out of the nine ‘Protected Characteristics’ as defined by <i>The Equality Act 2010</i>. (<i>Pregnancy and Maternity</i> and <i>Transgender</i> characteristics are not routinely collected and we concur with this approach.)</p> <p>The collected information, which is published via a comprehensive 38 page internal report indicates that the HCPC employs slightly more younger people and females compared to other groups and just over a third (36%) of all HCPC employees are not white. Declaration rates vary (not unusually) across the collected characteristics and are as follows:</p> <table border="1"> <thead> <tr> <th><b>Characteristic:</b></th> <th><b>Declared / Known:</b></th> <th><b>Not Known or Not Declared:</b></th> </tr> </thead> <tbody> <tr> <td>Sex</td> <td>100 %</td> <td>0 %</td> </tr> <tr> <td>Age</td> <td>100 %</td> <td>0 %</td> </tr> <tr> <td>Marital Status</td> <td>100 %</td> <td>0 %</td> </tr> <tr> <td>Ethnicity</td> <td>83 %</td> <td>17 %</td> </tr> <tr> <td>Sexual Orientation</td> <td>81 %</td> <td>19 %</td> </tr> <tr> <td>Religion / Belief</td> <td>69 %</td> <td>31 %</td> </tr> <tr> <td>Disability</td> <td>63 %</td> <td>37 %</td> </tr> <tr> <td>Transgender</td> <td>Not collected</td> <td>Not collected</td> </tr> <tr> <td>Pregnancy/Maternity</td> <td>Not collected</td> <td>Not collected</td> </tr> </tbody> </table> <p><b>Example Outreach Initiatives:</b></p> <p>The HCPC has recently formed an EDI <i>Employee Microsoft Teams Group</i> and an <i>EDI Employee Network</i>. They recently appointed a BME Council Apprentice as a 12 month position and are using <i>Vercida</i> – an employment agency to brand and attract candidates from more diverse backgrounds to the Council.</p>	<b>Characteristic:</b>	<b>Declared / Known:</b>	<b>Not Known or Not Declared:</b>	Sex	100 %	0 %	Age	100 %	0 %	Marital Status	100 %	0 %	Ethnicity	83 %	17 %	Sexual Orientation	81 %	19 %	Religion / Belief	69 %	31 %	Disability	63 %	37 %	Transgender	Not collected	Not collected	Pregnancy/Maternity	Not collected	Not collected
<b>Characteristic:</b>	<b>Declared / Known:</b>	<b>Not Known or Not Declared:</b>																													
Sex	100 %	0 %																													
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Pregnancy/Maternity	Not collected	Not collected																													

### Detailed Appraisal By Strategic Competence:

Competence:	<b>#3 Journey Mapping (continued):</b>								
Areas of Weakness:	<p><b>Journey Mapping Employment: (continued)</b></p> <p><b>Minor Development Points:</b></p> <p>Information by ‘Protected Characteristics’ for leavers (including redundancies) does not appear to be collected, analysed or published.</p> <p>At 37%, the ‘Prefer not to say’ rate for disability amongst employees is relatively high and there is no record detailing what further steps are being taken to address this.</p> <p>Ethnicity profiling data is benchmarked against three neighbouring London boroughs – Lambeth, Southwark and Lewisham. We question this benchmark and recommend that a postcode analysis of all existing employees is undertaken to ascertain its relevance and establish if a wider comparison of ethnicity in the HCPC e.g. greater London should be used.</p> <p><b>Major Development Point:</b></p> <p>Applicant success rates are not explicitly stated. For example, the information shown on page 35 of the employee ED&amp;I report actually indicates a significant and non reported disparity between white and non white job applicants:</p> <table border="1" data-bbox="416 1406 1361 1570"> <thead> <tr> <th data-bbox="416 1406 887 1447">Ethnicity:</th> <th data-bbox="887 1406 1361 1447">Applicant Success Rate:</th> </tr> </thead> <tbody> <tr> <td data-bbox="416 1447 887 1487">Asian</td> <td data-bbox="887 1447 1361 1487">8 %</td> </tr> <tr> <td data-bbox="416 1487 887 1527">Black</td> <td data-bbox="887 1487 1361 1527">8 %</td> </tr> <tr> <td data-bbox="416 1527 887 1570">White</td> <td data-bbox="887 1527 1361 1570">34 %</td> </tr> </tbody> </table> <p>Not only is this statistic not reported, there is no evidence to suggest that it has been identified or acted upon.</p>	Ethnicity:	Applicant Success Rate:	Asian	8 %	Black	8 %	White	34 %
Ethnicity:	Applicant Success Rate:								
Asian	8 %								
Black	8 %								
White	34 %								
<b>Overall Rating: Journey Mapping Employees:</b>	<p><b>Satisfactory:</b> ★ ★ ★</p> <p>Evidence indicates that the organisations progress is satisfactory. A small number of development points have effectively relegated what would otherwise have been an ‘Excellent rating’.</p>								

## Detailed Appraisal By Strategic Competence:

Competence: **#3 Journey Mapping Registrants:**

Areas of Strength: **Registrant Profiling Information:**



Fig 0.1 Registrant EDI Reporting 2020 - Analysed by Cardiff Metropolitan University:

In 2020, the HCPC launched their first annual voluntary survey of Registrants with the aim of establishing a stronger knowledge base of EDI. Out of 282,215 Registrants, 16,650 replied representing a 5.9% return rate.

In the summer of 2020, the HCPC commissioned an independent research team from *Cardiff Metropolitan University* to analyse and compare the EDI data sets held for Registrants, partners and employees - the findings being detailed in a 27 page report. The information and analysis contained in this report is to an excellent standard with detailed reporting across 'Protected Characteristics' and Registrant professions.

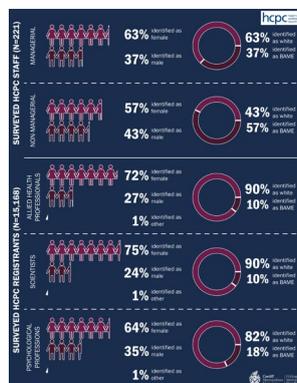
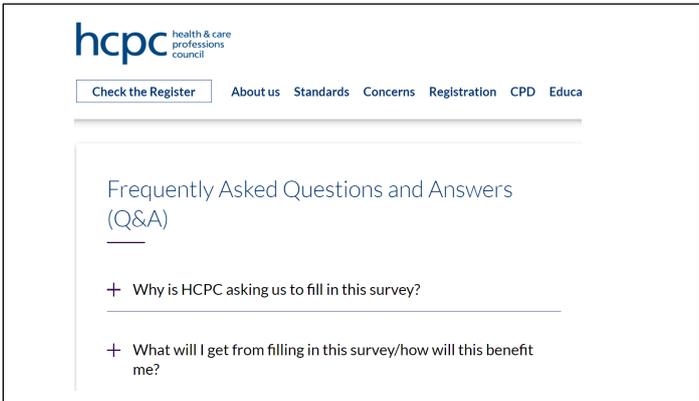


Fig 0.2 – Extract Registrant Profiling Information 2020 - Analysed by Cardiff Metropolitan University:

## Detailed Appraisal By Strategic Competence:

Competence:	<b>#3 Journey Mapping Registrants:</b>
Areas of Weakness:	<p><b>Knowledge Gaps - Registrant Profiling Information:</b></p> <p>The first and very clear area of weakness is the overall return rate. At 5.9% this is very low indeed. Inverted, this figure indicates that the HCPC does not currently have EDI profiling knowledge for 94.1% of registrants (most people). At the time of writing, the 2021 Registrant EDI survey is 'live' with the final results therefore unknown. Early indications are that the return rate this year is likely to be circa 15% which, whilst representing an impressive three fold improvement on last year, still equates to an overall knowledge gap of 85%.</p> <p><b>Registrant Diversity Data Survey:</b></p> <p>Our external observation (not criticism) is that the HCPC is possibly trying <i>too</i> hard to engage Registrants to complete the <i>Diversity Data Survey</i>.</p> <p>Firstly, the volume of questions. At 21 in total, we believe this risks being dissuading in nature. We also question the relevance of some questions asked in the survey e.g. (paraphrased) <i>Did your parents complete a degree ? Are you currently pregnant ? What type of secondary school did you attend ?</i> Secondly, we consider the process itself to be slightly 'over engineered'. For example, the relevant HCPC web site page contains a total of 15 <i>Frequently Asked Questions</i> to 'aid' survey completion giving it more of a 'feel' of a serious legal declaration rather than a voluntary survey.</p> <div style="text-align: center;">  </div> <p style="text-align: center;"><i>Fig 0.3 Diversity Data Survey FAQ Options:</i></p>

## Detailed Appraisal By Strategic Competence:

Competence	<b>#3 Journey Mapping Registrants:</b>
Areas of Weakness:	<p><b>Registrant Diversity Data Survey: (continued)</b></p> <p>Given the historical difficulties experienced in respect of overall completion rates within the HCPC, overall simplification and brevity is recommended as the ‘order of the day’. We recommend that the HCPC should consider obtaining the details of the <i>Sex, Ethnicity, Age</i> and Disability status as a minimum declaration and incorporating these four questions into an existing mandatory registration process - not a ‘stand alone’ voluntary document. This recommended approach is in accordance with EHRC guidance on collecting Equality information and whilst of course, is more basic in nature, is likely to result in a significant increase in base line knowledge.</p> <p><b>Fitness to Practise Data:</b></p> <p>Currently, little is known about the Equality profile of the circa 900 people per annum who are the subject of <i>Fitness to Practise</i> (FTP) proceedings by the HCPC. We recognise the Council’s responsibility to strike a very important and somewhat ‘delicate balance’ between public protection and fairness to healthcare professionals.</p> <p>However, the lack of availability of this information (whether collected as part of original professional registration or at a later stage, creates two and largely counterproductive risks:</p> <p>1: <b>Non compliance with the Public Sector Equality duty</b> – particularly the duty to have <i>Due Regard – Decision Making and Fostering Good Relations by Tackling Prejudice, and Promoting Understanding</i>. (Please see section six of this report for further details.)</p> <p>2: <b>Non achievement of the Professional Standards Authority</b> – standard # 3 (highlighted as being ‘not met’ in the most recent performance review of the HCPC.)</p> <p><b>Our overall conclusion is that the two risks identified above, greatly outweigh the existing justification for not collecting / analysing this information.</b></p>

### Detailed Appraisal By Strategic Competence:

Competence	<b>#3 Journey Mapping Registrants:</b>			
Areas of Weakness:	<p><b>Fitness to Practise Data: (continued)</b></p> <p>We once again recommend that the Council collects the <i>Sex, Ethnicity, Age</i> and <i>Disability</i> status of FTP Registrants and creates a data base showing:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Fitness to practice Issue:</td> <td style="width: 33%;">Sanction:</td> <td style="width: 33%;">Equality Profile:</td> </tr> </table> <p>This would allow the accurate identification of any areas of disproportionality (however unintentional) and to take corrective measures including targeted, proactive information and guidance to Registrants who share particular ‘Protected Characteristics’.</p> <p>Whilst we of course, acknowledge that many FTP sanctions are based on an objective assessment of Registrant conduct and are therefore (technically) irrelevant of a Registrant’s ‘Characteristics’, we conclude that the absence of this information ultimately means that the Council cannot definitively discount risks of any adverse and disproportionate outcomes or bias (conscious or unconscious)</p> <p><b>Panel Composition:</b></p> <p>Finally, because the HCPC does not collect profiling data of FTP registrants, it is not possible to evidence how the Council is having ‘due regard’ to the composition of panel members to promote fairness and inclusion to Registrants. For example, under the current system, it is quite possible that a female Muslim registrant may be presided over by three white males.</p> <p>It is recommended that the Council produces either guidance or a policy statement indicating how due regard will be given to FTP panel member composition to reflect the diversity of FTP Registrants.</p>	Fitness to practice Issue:	Sanction:	Equality Profile:
Fitness to practice Issue:	Sanction:	Equality Profile:		
<b>Overall Rating: Journey Mapping Registrants</b>	<p><b>Major Development Area ★</b></p> <p>Areas of weakness outweigh areas of strengths and have corresponding statutory and regulatory risks of non compliance.</p>			



## Detailed Appraisal By Strategic Competence:

**Competence: #4 Equality Impact Analysis:**

**Overview:** *Does the HPCP perform Equality Risk assessments / analysis on key policies, objectives and activities to identify risks of potential discrimination and exclusion ?*

*Section 149 of the Equality Act – the Equality Act Public Sector Duty states:*

A person who is a public authority and exercises public functions, must, in the exercise of those functions:

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

**1: Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.**

**2: Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.**

The most common approach taken across the public (and related) sectors is to undertake an Equality Analysis (EqIA) - formally known as an Equality Impact Assessments, to meet points (1) and (2) above.

**Areas of Strength:**

A template EqIA document and toolkit has been developed within the HCPC. Both are developed to an excellent standard.

The screenshot shows the 'Equality Decision Making Tool' form from the HCPC. It includes the following sections:

- Section 1: Project overview**
  - Project title: [ ]
  - Version: [ ] Previous approved versions: [ ]
  - What are the intended outcomes of this work? [ ]
  - Who will be affected?
    - the public, including service users and colleagues in health and care;
    - registrants and potential registrants, including students or trainees;
    - education and training providers;
    - health and care providers, professional bodies and consumer groups; and
    - HCPC employees and partners.
- Section 2: Equality screen**

What is the risk this work may have any differential impact (positive or negative) on:

Protected characteristic	Risk:	Nil	Low	Med	High
Age	children, younger and older people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	physical and mental health conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	all stages of transition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	nationality, citizenship, ethnic or national origins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or belief	religious and philosophical beliefs, including lack of belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	men, women and non-binary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	heterosexual, lesbian, gay, bi-sexual and other orientations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy or maternity	people who are pregnant, expecting a baby, up to 26 weeks post-natal or breastfeeding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership	all unions, including same-sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Section 3: Project type**
  - Is this work intended to develop a new policy, practice or rule? (This may include new services, guidance, events or similar)  Yes  No
  - Is this work considered a major project by the department or organisation?  Yes  No
  - Will this work more than minimally affect external stakeholders?  Yes  No
  - Will this work be considered by Council or the statutory committees?  Yes  No
- Section 4: Next steps**

Use the flow chart below to determine the level of impact assessment required going forwards:

```

graph TD
    A[Equality screen] --> B[All 'nil' risk]
    A --> C[All 'nil, low or medium' risk]
    A --> D[One or more 'high' risk]
    B --> E[Level 0 No impact assessment]
    C --> F[Project type]
    D --> G[One or more answers 'yes']
    F --> H[All answers 'no']
    F --> I[One or more answers 'yes']
    H --> E
    I --> G
    G --> J[Level 1 Equality reflection]
    I --> K[Level 2 No impact assessment]
    
```

Fig 1.1 HCPC Equality Impact Assessment Template

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#4 Equality Impact Analysis: (continued)</b>
<b>Areas of Weakness:</b>	<p>Three minor and advisory points are recommended in respect of EqIA completion:</p> <p><b>1: Use of SMART objectives:</b></p> <p>Some of the completed EqIAs - which are generally to a very good standard, contain poorly worded or unmeasurable objectives. We stress this does not apply to all EqIAs. By way of an example, see below three listed objectives extracted from a recent EqiA undertaken:</p> <p><i>“Make processes less adversarial and more engaging.”</i></p> <p><i>“Reduce the length of time it takes for a case to progress through Fitness to Practise to reduce stress and costs for all.”</i></p> <p><i>“Facilitate preferred means of communication wherever possible to provide the best customer experience and be inclusive.”</i></p> <p><b>2: Include Gender Identity as a separate characteristic:</b></p> <p>This should include, for example, people who identify as ‘No Gender’ (Non Binary), ‘Trans Gender’ or who’s Gender identification fluctuates (Gender Fluid). Once again, this recommendation is made to (i) reflect modern social values and expectations in this area and (ii) promote the HCPC values of being <i>Inclusive</i>.</p> <p><b>3: Produce a Central Register of Completed EqIAs.</b></p> <p>This does not currently exist in the HCPC and for that reason, it is possible for an EqIA relating to an important HCPC document or process to be to be overlooked.</p>
<b>Overall Rating – Equality Impact Analysis:</b>	<p><b>Excellent</b> ★★★★★</p> <p>Areas of strength clearly outweigh any areas of weakness.</p>
<b>Detailed Appraisal By Strategic Competence:</b>	



Competence:	<b>#5 Inclusive Leadership and Development:</b>
Overview:	<p><i>Is there evidence of firm commitments to Equality, Diversity and Inclusion on the HCPC web site ? Does the organisation have any professional accreditation in respect of EDI ?</i></p> <p><i>Do senior leaders, managers and Council in the HCPC routinely demonstrate their commitment to promoting Equality, Diversity and Inclusion ?</i></p> <p><i>Is a range of training made available to HCPC staff and Council members to enable them to effectively promote Equality and Inclusion within their work activities ?</i></p>
Areas of strength:	<p><b>Web Site Information and Commitments:</b></p> <p>On the 2<sup>nd</sup> March, 2021, we typed the words “Equality, Diversity and Inclusion” into the search bar of the HCPC web site. The following results were returned:</p> <div data-bbox="475 958 1356 1420" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p>The screenshot shows the HCPC website header with navigation links: Check the Register, About us, Standards, Concerns, Registration, CPD, Education, News and events. A search bar contains the text 'equality and diversity'. Below the search bar are filters for All, Pages, Resources, Events, and News. At the bottom of the search results area, it says 'Showing 16 to 30 of 1533 results'.</p> </div> <p style="text-align: center;"><i>Fig 1.2 HCPC Web Site Screenshot</i></p> <p>Whilst of course, quantity is not necessarily indicative of quality, there is clearly some very useful information available to employees, Registrants and the public in this area. This includes EDI related research, information relating to accessibility, recruitment and health support for Registrants.</p> <p>Some information is slightly dated e.g. the Equality and Diversity plan for 2018-2019 is still showing. However, the information produced is generally of a good quality and is indicative of overall and historical commitments in this area.</p>
<b>Detailed Appraisal By Strategic Competence:</b>	

Competence: **#5 Inclusive Leadership and Development: (continued):**

Areas of strength (continued):

**Senior Team Commitments to Equality, Diversity and inclusion:**

The HCPC web site also includes the latest corporate strategy for 2021 – 2026. It is endorsed by the Chair of the HCPC and Chief Executive and contains the following written commitment to promoting EDI.

***We are committed to ensuring equality and fairness in all our processes. We recognise the necessary balance between public protection and fairness to the healthcare professional and all those involved in the process. It also means we consider and champion equality, diversity and inclusion in all our internal processes.***

**Training and Development:**

There is some evidence of EDI related training being delivered to all staff and new employees. The latest training (see summary below) was undertaken in July 2020 with an average completion rate of 95%. We do not consider purely e-learning / mandatory approaches in just areas topics to be evidence of a comprehensive programme of development.

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%
		Total	232	95%
Performance reviews	September	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%

Fig 1.3 Extract taken from HCPC Training Records as of March 2021

**Professional Accreditation:**

Accreditation:	Current Status:
Disability Confident Employee	Achieved
Stonewall Diversity Champion	Accreditation in progress
Age Positive	Not started

**Detailed Appraisal By Strategic Competence:**

Competence:	<b>#5 Inclusive Leadership and Development: (continued):</b>
Areas of Strength	<p><b>Senior Team Commitment:</b></p> <p>There are a number of on line links and references to HCPC senior team commitments (see below)</p> <p>A video on EDI and the importance of the diversity data survey from our Council lead for EDI: <a href="https://www.facebook.com/hcpcuk/videos/as-eileen-mullan-hcpc-edi-lead-council-member-explains-the-diversity-data-survey/608748969937108/">https://www.facebook.com/hcpcuk/videos/as-eileen-mullan-hcpc-edi-lead-council-member-explains-the-diversity-data-survey/608748969937108/</a></p> <p>An EDI related blog from the Chair of Council: <a href="https://www.hcpc-uk.org/news-and-events/blog/2020/myedi/">https://www.hcpc-uk.org/news-and-events/blog/2020/myedi/</a></p> <p>This blog from the CEO <a href="https://www.hcpc-uk.org/news-and-events/blog/2020/black-lives-matter/">https://www.hcpc-uk.org/news-and-events/blog/2020/black-lives-matter/</a></p> <p>This news article on the diversity data survey with direct quotes from our Executive Lead for EDI <a href="https://www.hcpc-uk.org/news-and-events/news/2020/hcpc-launches-diversity-data-survey/">https://www.hcpc-uk.org/news-and-events/news/2020/hcpc-launches-diversity-data-survey/</a></p> <p>We have identified the opportunity for both Council members and the HCPC senior team to demonstrate a greater visual commitment to Equality, Diversity and Inclusion in the HCPC. This could, for example, be achieved by a written introduction to both the new EDI <i>Strategy and Action Plan</i>. Please see example below:</p> <p>We believe this introduction should set out exactly what the HCPC expects of its employees and registrants in this area and links to key HCPC policies.</p> <p>The recent EDI staff consultation exercise (undertaken by the authors of this report) indicated a relatively common and robust perception of a ‘tick box’ mentality / approach taken by the HCPC senior team in respect of EDI. Greater visual commitments can only help to reverse this perception.</p>
<b>Detailed Appraisal By Strategic Competence:</b>	

Competence:	<b>#5 Inclusive Leadership and Development: (continued):</b>
Areas of weakness (continued)	<p><b>Council Diversity:</b></p> <p>As per the recommendations made by the <i>Equality and Human Rights Commission</i>, the composition of the governance of the HCPC should be monitored to ensure that it reflects and is influenced by the community it serves. Our assessment indicates a relatively even representation of male and female Council members but no BME representation (save the recent 12 month apprentice appointment).</p> <p>For a central London based healthcare regulator we consider this uneven representation to be a significant consideration which should be addressed as a priority action.</p> <p><b>Staff Training and Development:</b></p> <p>Whilst e-learning is a practical and in some cases, cost effective way of delivering development, there is a risk that the training provided does not sufficiently engage people’s ‘hearts and minds’ in this area – thus creating a will for action and change in the workplace. We recommend that a separate training need analysis be performed to assess current levels of knowledge, skills and confidence in (at least) the following areas:</p> <ul style="list-style-type: none"> <li>▪ Undertaking Equality Analysis</li> <li>▪ Equality and Diversity refresher training</li> <li>▪ Trans Awareness</li> <li>▪ Understanding and embracing ethnic / cultural differences</li> <li>▪ Neuro Diversity</li> </ul> <p>‘Tick box’ approaches to EDI learning and development was incidentally, also referenced during the recent EDI consultation events.</p>
<b>Overall Rating:</b> <b>Leadership and Development</b>	<p><b>Minor Development Area</b> ★★</p> <p>Implementing the actions listed on the last two pages of this document would result in a rating of ‘Satisfactory’ or above in this area.</p>
<b>Detailed Appraisal By Strategic Competence:</b>	



Competence:	<b>#6 Compliance</b>												
Overview	<i>Is there evidence that the HCPC is meeting its legal and statutory duties under The Equality Act 2010 and the Public Sector Equality Duty 2011 ?</i>												
Areas of strength	<p><b>Compliance against the <i>Equality Act 2010</i>:</b></p> <p>As previously detailed, the HCPC has a comprehensive policy and guidance framework which are developed to a high standard of technical accuracy. Assuming these are implemented and monitored correctly, we find no evidence of non-compliance in respect of <i>The Equality Act 2010</i>.</p> <p><b>Compliance against the <i>Public Sector Equality Duty</i>: (PSED)</b></p> <p>Using very detailed guidance issued by The <i>Equality and Human Rights Commission (EHRC)</i>, we have published a model summarising the specific duties of public sector organisations in respect of the PSED.</p> <div data-bbox="501 1021 1366 1659" data-label="Diagram"> <p>The diagram, titled 'The Specific Duties', is set against a green background. At the top, it says 'Diversity' on both sides and 'The Equality Act Public Sector Duty April 2011' in the center. Below this is a dark blue bar with the title 'The Specific Duties'. Five blue circles are arranged horizontally, each containing a duty name. Below each circle is a dark green box with specific details. Arrows point from each circle to its box. At the bottom, a dark blue bar reads 'Equality and Diversity Strategy and Action Plan'. Below that, small text says 'Interpreted from: Technical Guidance on the Public Sector Duty: Equality and Human Rights Commission'.</p> <table border="1"> <thead> <tr> <th>Duty</th> <th>Details</th> </tr> </thead> <tbody> <tr> <td>Publish E&amp;D Info</td> <td>Publish equality profile and 'decision' information of employees (150+) and service users</td> </tr> <tr> <td>Publish E&amp;D Objectives</td> <td>SMART Objectives to meet the general duty Evidence of consultation, info used and progress report</td> </tr> <tr> <td>Assess Impact of Activities</td> <td>Equality Impact Analysis Information detailing the effect of policies and activities on employees and service users</td> </tr> <tr> <td>Data Collection / Monitoring</td> <td>Collect and analyse equality profile and 'decision' information of employees (150+) and service users</td> </tr> <tr> <td>Outcomes</td> <td>e.g. evidence of: Satisfaction rates Research / surveys Consultation Attainments / results</td> </tr> </tbody> </table> </div> <p><b>Fig 1.5 The Public Sector Equality Duty – Summary of Specific Duties</b> © 2021 McKenzie LLP</p> <p>We list overleaf, current identified areas of strengths and weakness reconciled to the above model.</p> <p>(A more comprehensive technical briefing from the EHRC in respect of the PSED is also included at the end of this section of our report).</p>	Duty	Details	Publish E&D Info	Publish equality profile and 'decision' information of employees (150+) and service users	Publish E&D Objectives	SMART Objectives to meet the general duty Evidence of consultation, info used and progress report	Assess Impact of Activities	Equality Impact Analysis Information detailing the effect of policies and activities on employees and service users	Data Collection / Monitoring	Collect and analyse equality profile and 'decision' information of employees (150+) and service users	Outcomes	e.g. evidence of: Satisfaction rates Research / surveys Consultation Attainments / results
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<b>Detailed Appraisal By Strategic Competence:</b>													

Competence:	<b>#6 Compliance (continued)</b>
Areas of Strength and Weakness:	<p><b>Public Sector Equality Duty Compliance:</b></p> <p><b>Publishing E&amp;D Equality Information: (Partially Achieved)</b></p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p><i>Public authorities covered by the specific duties are required to publish information to demonstrate their compliance with the general equality duty.</i></p> <p><i>This includes, in particular, information to be published relating to people who share relevant protected characteristics that are: affected by its policies and practices, and (for listed authorities with 150 staff or more), information relating to its employees.</i></p> </div> <p>Fig 1.6 Extract from CEHR Guidance: <i>Guide to Equality Information:</i></p> <p>Whilst it is clear that the HCPC does collect and publish some employee and Registrant profiling information, greater evidence of synthesis and analysis of this information is required to identify if disproportionate trends exist towards employees and registrants affected by HCPC activities. <i>(Text shown in italics in the next two pages, cross reference the requirements of the Public Sector Equality Duty)</i></p> <p>Specifically, there is currently little evidence of:</p> <ul style="list-style-type: none"> <li>▪ Analysis and reporting of advancement rates and more significantly, leaver information for HCPC employees by ‘Protected Characteristics’. <i>(Remove or minimise disadvantages suffered by people who share a relevant protected characteristic.)</i></li> <li>▪ Information detailing complaints from employees, registrants or services users as part of the FTP process. <i>(Eliminate any form of unlawful discrimination, harassment, victimisation and any other conduct prohibited under the Act.)</i></li> <li>▪ Profiles of Registrants subject to <i>Fitness to Practise</i> (FTP) hearings, sanctions and decisions by at least, the <i>Ethnicity, Sex Disability</i> and <i>Age</i> of the person. <i>(Due regard – decision making)</i></li> <li>▪ Analysis of FTP outcomes (including removal from the Register) by Equality groups. <i>(Due regard – decision making)</i></li> </ul>

<b>Detailed Appraisal By Strategic Competence:</b>

Competence:	<b>#6 Compliance (continued)</b>
Areas of Strength and Weakness (continued)	<p><b>Public Sector Equality Duty Compliance:</b></p> <p><b>Publishing E&amp;D Equality Information: (Partially Achieved)</b></p> <p><b>Fitness to Practise (FTP) Panel Composition:</b></p> <p>Much reference (albeit anecdotal) was made during the recent consultation events about <u>all male and white panels presiding over FTP hearings.</u></p> <p>As the accurate profiling data of panels is currently unknown, it is not possible to identify or wholly discount any prejudice, bias or cultural incompetence (conscious or unconscious) in this critical decision making process within the HCPC.</p> <p><i>(Foster good relations - tackle prejudice, and promote understanding.)</i></p> <p>A reminder that the three aims of the general <i>Public Sector Equality Duty</i> (PSED) require the HCPC to consider and reflect upon it's:</p> <ul style="list-style-type: none"> <li>▪ Decision-making process</li> <li>▪ Design of policies</li> <li>▪ Delivery of services</li> </ul> <p>Important PSED case history (<i>Brown vs. Secretary of State for Work and Pensions</i>) indicates that the duty must be: "<i>Exercised in substance, with rigour and with an open mind.</i>"</p> <p>In summary, we are unable to find any firm evidence of any 'Rigorous' analysis of data to prove or disprove disproportionality of outcomes – particularly in respect of Registrants and are therefore unable to definitively conclude that the HCPC is meeting its specific obligations in area.</p>

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#6 Compliance (continued)</b>
	<p><b>Publishing Equality Objectives - Achieved:</b></p> <p>As previously stated, these are developed to an excellent standard.</p> <p><b>Assess Impact of Activities – Achieved:</b></p> <p>An Equality Impact Analysis or Assessment is used as part of the <i>General</i> and <i>Specific</i> duties of the Public Sector Equality Duty to:</p> <p><i>1: Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic.</i></p> <p><i>2: Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.</i></p> <p>Once again and as previously stated, current progress in this area (via Equality Impact Assessments) is generally very good. Four minor recommendations are made within page 22 of this document.</p> <p><b>Monitoring Outcomes: Partially Achieved</b></p> <p>Detailed on the previous two pages of this report.</p>
<b>Overall Rating – Compliance:</b>	<p><b>Employment Satisfactory:</b> ★ ★ ★</p> <p><b>Registrants: Minor Development Area</b> ★ ★</p> <p>There is clear evidence that the HCPC is meeting it’s legal duties under <i>The Equality Act 2010</i>.</p> <p><b><u>There is insufficient evidence to indicate that the HCPC is fully meeting all of the duties required as part of the <i>Public Sector Equality Duty 2011</i></u></b></p>

## Briefing: Summary of the Public Sector Equality Duty

(Source: The Equality and Human Rights Commission)

From 5 April 2011, a public authority in the exercise of its functions must have due regard to the need to:

- Eliminate any form of unlawful discrimination (including direct or indirect discrimination, harassment, victimisation and any other conduct prohibited under the Act)
- Advance equality of opportunity between people who share a relevant characteristic and people who do not, and
- Foster good relations between people who share a protected characteristic and people who do not.

### Due regard:

Due regard means such regard as it is appropriate in all the circumstances. The three aims of the general equality duty must be considered and reflected upon during:

- the decision-making process
- the design of policies (including internal policies) and
- the delivery of services.

The public authority's policies and practices must also to be kept under review. The duty to have due regard is not a duty to achieve a particular result.

### Advance equality

This is defined as the need to:

- remove or minimise disadvantages suffered by people who share a relevant protected characteristic
- meet the needs of people who share a relevant protected characteristic where these are different from the needs of people who do not share it
- encourage people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

### Foster Good Relations:

This is defined as the need to:

- tackle prejudice, and
- promote understanding.

### Specific duties:

The specific duties are designed to help public authorities demonstrate how they are meeting their general duty by publishing:

- Equality objectives
- Information on equality

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#7 Inclusive Recruitment:</b>
<b>Overview:</b>	Has the HCPC developed modern and inclusive approaches to recruitment, selection and outreach ?
<b>Areas of Strength:</b>	<p>The HCPC has recently delivered an <i>Unconscious Bias</i> training programme aimed at all recruiting managers.</p> <p>The HCPC is also a <i>Disability Confident</i> employer.</p> <p>All internal recruitment application data relating to the EDI profile of job applicants is anonymised (often known as ‘blind recruitment’ using the <i>CoreHR</i> on line software or manually removed by HR staff. Recruiting managers are therefore unable to see this data when shortlisting.</p> <p>Much work is undertaken (at a local level) by the HCPC Human Resources team in developing best practice approaches in respect of recruitment - this includes:</p> <ul style="list-style-type: none"> <li>▪ Providing informal ‘on the job’ coaching to all managers.</li> <li>▪ Assessing interviews by observing new interview panels.</li> <li>▪ Analysing employee Diversity data to establish potential unconscious bias in applications processes and outcomes.</li> <li>▪ Encouraging the use of Diverse recruitment panels.</li> <li>▪ Providing a range of Disability related adjustments.</li> <li>▪ Placing adverts in a number of minority publication and job boards. This includes <i>Vercida</i> and <i>Young Black Professionals</i>.</li> </ul> <p>The HCPC uses an EDI strapline on all adverts placed (digitally or non digital). Please see below:</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Equality, Diversity and Inclusion</b></p> <p>The HCPC expects high standards from its registrants when it comes to equality, diversity and inclusion (EDI) and provides insight that allows healthcare professions to uphold these. We take EDI issues seriously in our own staff team and ways of working. As an equal opportunities employer, we welcome applicants from all sections of the community and we promote equality of opportunity, diversity and inclusion.</p> </div> <p style="text-align: center; margin-top: 10px;"><i>Fig 1.6b HCPC EDI standard strapline for job adverts</i></p>

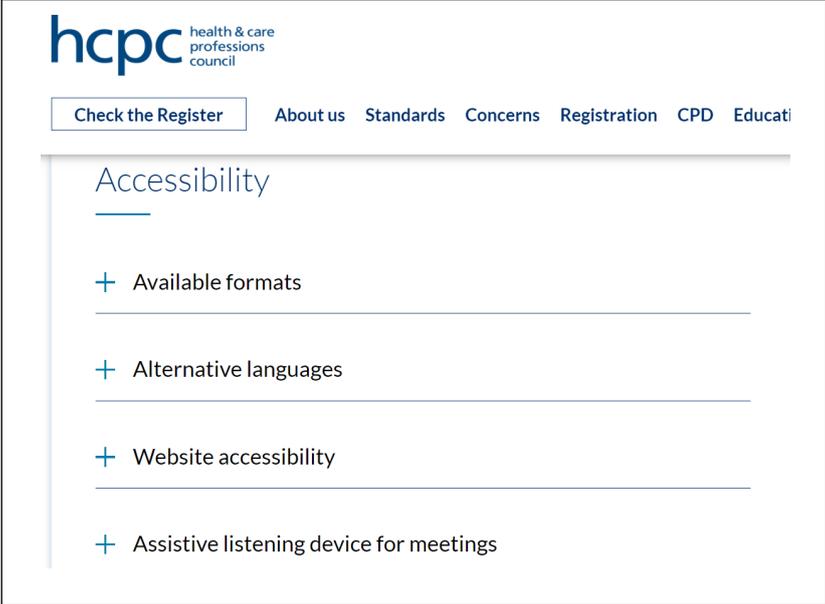
## Detailed Appraisal By Strategic Competence:

Competence:	<b>#7 Inclusive Recruitment: (continued)</b>
Areas of Strength:	<p><b>*** Positive Action Initiative – Council Apprentice: ***</b></p> <p>We commend the excellent outreach initiative used to increase the diversity of the HCPC board by creating two new Apprentice Board roles. The strategic marketing of this role is rated as excellent and most importantly, the project achieved it overall aims and achieved more diverse and balanced board representation.</p> <div data-bbox="470 750 1361 1249" data-label="Image"> </div> <p><i>Fig 1.6C Candidate Pack – Board Apprenticeship Role.</i></p>
Areas of Weakness:	<p>The HCPC is not currently able to evidence a comprehensive recruitment policy setting out the expectations of recruiting managers. However, at the time of writing, the existing policy is under formal review.</p>
Overall Rating – Recruitment:	<p><b>Satisfactory ★★☆☆</b></p> <p>The absence of a more comprehensive Recruitment policy is the only item preventing a rating of ‘Excellent’ in this area.</p>

### Detailed Appraisal By Strategic Competence:

Competence:	<b># 8 Achievement Analysis:</b>
Overview:	Does the HCPC monitor the achievement of employees and Registrants by 'Protected Characteristics' and act to address disproportionality ?
Areas of Strength:	<p>The HCPC has recently:</p> <ul style="list-style-type: none"> <li>✓ Published the latest Gender Pay Gap Information indicating a marginal mean Gender Pay gap of 2.95%.</li> <li>✓ Published job applicant success rates by <i>Age, Gender, Disability and Ethnicity</i>.</li> <li>✓ Published details of pay banding and grade by <i>Gender, Age and Ethnicity</i>.</li> <li>✓ Published details of employee relations cases by <i>Gender, Age, Disability and Ethnicity</i>.</li> </ul>
Areas of Weakness:	<p>The HCPC does not currently:</p> <ol style="list-style-type: none"> <li>1: Collect information relating to promotions / demotions and leavers by Equality groups – for example, <i>Gender, Age, Disability and Ethnicity</i>.</li> <li>2: Publish Ethnicity pay gap information.</li> <li>3: Collect or publish <i>Flexible Working</i> requests, acceptances and rejections by Equality groups – a much referenced topic during the recent employee consultation events.</li> <li>4: Appear to either identify or implement robust actions to address any disproportionality identified as a result of collecting employee or Registrant profiling data – recommended as a new HCPC EDI aim.</li> </ol>
Overall Rating:	<b>Employees</b>
Achievement Analysis:	<b>Minor Development Area</b> ★★
	<b>Registrants</b>
	<b>Major Development Area</b> ★

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b># 9 Creativity and Wellbeing Initiatives:</b>
<b>Overview:</b>	Is there evidence that the HCPC is developing creative and innovative approaches to promoting Equality, Diversity, Inclusion and Wellbeing within employment and service related activities ?
<b>Areas of Strength:</b>	<p>For employees, the HCPC has launched:</p> <ul style="list-style-type: none"> <li>✓ Cycle to work schemes</li> <li>✓ Gym membership discounts</li> <li>✓ Monthly wellbeing newsletters with the aim of raising awareness of mental wellbeing and work life balance</li> <li>✓ An External Employee Assistance Programme</li> <li>✓ Trained Mental Health First Aiders</li> <li>✓ Access to a Virtual GP</li> <li>✓ A dedicated EDI Channel (via Microsoft Teams) an example of a most recent initiative being promoting black history month.</li> </ul> <p>For registrants, the HCPC has recently,</p> <ul style="list-style-type: none"> <li>▪ Commissioned the <i>The University of Surrey</i> to research Registrant experience in respect of the Fitness to Practise experience.</li> <li>▪ Held a discussion workshop to discuss the findings from the above research</li> <li>▪ The outputs of this research along with other intelligence has informed the HCPC's first <i>Registrant Health and Wellbeing Strategy and Action plan</i>.</li> </ul>
<b>Overall Rating:</b>	<p><b>Creativity and Wellbeing:</b></p> <p><b>Excellent</b> ★★★★★</p> <p><b>Areas of strength clearly outweigh any areas of weakness.</b></p>

<b>Detailed Appraisal By Strategic Competence:</b>	
Competence:	<b>#10 Inclusive Digital Footprint:</b>
Overview:	Does the HCPC provide an Accessible website? Is information available in different formats to meet the diverse needs of service users ? Are alternative non digital options available to meet the diverse needs of service users and deal with any 'Digital Exclusion' ?
Areas of Strength:	<p><b>HCPC Web Site:</b></p> <p>The HCPC web site offers an <i>Accessibility</i> menu from the home page (See below:)</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;">  </div> <p style="text-align: center;"><i>Fig 1.7 HCPC Web Site Accessibility Menu March 2021</i></p> <p>The Accessibility menu offers a range of different languages; <i>Arabic, Bengali, English, Farsi, French, Mandarin, Polish, Portuguese, Russian, Somali, Turkish, Urdu and Welsh</i>. The site also states that the HCPC will, upon request, provide all documents in alternative formats. This includes <i>Braille, large print and audio</i>.</p> <p>Whilst a dedicated contrast or text option is not provided, details of how this can be adjusted in the user's internet browser is provided.</p>
Overall Rating: <b>Inclusive Digital Footprint:</b>	<p><b>Excellent</b> ★★★★★</p> <p>Areas of strength outweigh any areas of weakness.</p>

<b>Detailed Appraisal By Strategic Competence:</b>	
<b>Competence:</b>	<b>#11 Consultation:</b>
<b>Areas of strength:</b>	<p>In addition to the annual staff survey, the HCPC has also formed an internal and external EDI network and plans to develop further support groups / networks in the future.</p> <p>Registrant and public consultation on changes to HCPC policies and standards is routinely undertaken via the consultation portal on the HCPC web site. Previous and recent registrant consultation includes a HCPC <i>Stakeholder Perceptions Audit</i> which returned a 7% response rate (but did not explore any specific EDI related questions) and as previously stated, research by the <i>University of Surrey</i> into FTP experience.</p>
<b>Areas of weakness:</b>	<p>We suggest a further (deeper dive) in respect of Registration EDI experiences, for example, via an externally hosted anonymous survey with the aim of establishing:</p> <ul style="list-style-type: none"> <li>▪ How well the HCPC delivers services and information to Registrants who are disabled or have learning difficulties.</li> <li>▪ How well the HCPC tailors service delivery to meet the diverse needs of Registrants e.g. in respect of cultural and language considerations – including the experience of non UK qualified professionals accessing HCPC registration processes.</li> </ul> <p>We also recommend the possible creation of internal EDI ‘Champions’ within different departments in the HCPC - particularly relevant whilst the position of Equality and Diversity manager remains unfilled.</p> <p>The role of the EDI champions would be to ostensibly:</p> <ul style="list-style-type: none"> <li>▪ Undertake ongoing review of progress in respect of EDI.</li> <li>▪ Provide idea generation and the development of initiatives.</li> </ul> <p>It is also recommended that a nominal budget should be awarded to this group to allow the development of small promotions and initiatives.</p>
<b>Overall Rating: Engagement &amp; Consultation</b>	<b>Satisfactory</b> ★★☆☆

<b>Detailed Appraisal By Strategic Competence:</b>	
Competence	<b>#12 Procurement:</b>
Overview:	Does evidence exist to indicate that Equality and Diversity is effectively embedded in procurement processes, scoring and award outcomes within the HCPC ?
Areas of strength and weakness :	Very <u>basic</u> EDI related competence is currently included in existing HCPC procurement documentation - see below:
	Please attach scan(s) of your equality and diversity policies:
	Do you provide training for your employees on equality and diversity?
	In the last three years has any finding of unlawful discrimination in the employment field been made against you by an employment tribunal, an employment appeal tribunal, or any court or in comparable proceedings in any other jurisdiction?
	If the answer to the previous question is yes, please provide details as to what steps have been taken by you as a result of that finding(s)
	Fig 1.8 Current HCPC Procurement Documentation – EDI section
	<p>Recommendations:</p> <p>Ensure EDI is used as part of overall award criteria and tender <u>scoring</u> during future procurement processes.</p> <p>Implement an EDI procurement competency framework (available from McKenzie LLP free of charge) to further embed approaches to EDI within procurement.</p>
Overall Rating – Procurement	<p><b>Minor Development Area</b> ★★</p> <p>The above development points, if implemented would result in a satisfactory rating.</p>

**End of Document**

## Foreword

As the regulator for 15 different professions<sup>1</sup>, our work has an impact on, and makes a difference to, millions of people across the UK. We value their diversity and our own values and practices must be inclusive, and our organisation diverse, if we are to properly understand and meet their needs.

This Strategy builds upon what we have already accomplished and confirms our commitment to be a leader in equality, diversity and inclusion (EDI). It supports our commitment in our Corporate Strategy 2021-26 to promote positive and inclusive professional working environments for our stakeholders. It will ensure that our policies and processes are fair and accessible to all, and that our people feel confident to speak out when they see bias or discrimination, and to ask questions and challenge in a way that encourages conversation and supports positive change. Our staff, Council, registrants and other stakeholders have contributed to the development of our EDI vision and this strategy. We are grateful for the knowledge, insights, passion and real experiences that they have brought.

We want to be active allies and champions for change and recognised as an organisation that upholds best practice in equality, diversity and inclusion. This strategy and our EDI action plans will ensure that we deliver our vision.

<sup>1</sup> For information on who we regulate, please see our webpage here: <https://www.hcpc-uk.org/about-us/who-we-regulate/>

## Summary

### Vision

To be recognised as an actively anti-discriminatory organisation that upholds and promotes best practice in equality, diversity and inclusion and be active allies for change.

### Strategic aims

We will achieve this vision by taking forward these seven strategic aims:

1. Proactively seek opportunities to exceed our legal obligations to eliminate discrimination, harassment and victimisation and ensure equity of opportunity for our registrants, their service users, our colleagues and partners.
2. Significantly improve the quality of our data and insights to inform our understanding and knowledge of the diversity and experiences of our registrants, their service users, our colleagues and partners, so that we can identify and address how they are impacted by our policies, processes and decisions.
3. Ensure our decision-making, within all our regulatory processes, is free from bias and discrimination and that everyone who has contact with us feels valued and respected.
4. Ensure that our registrants, their service users, our colleagues and partners feel equipped and confident to, and do, speak out when they see bias or discrimination, and to ask questions and challenge in a way that encourages constructive conversation and supports positive change.
5. Influence inclusive cultures and diversity amongst our registrants and within the institutions that employ them, and those that educate and train our future registrants.

Internally, as an organisation, we will:

6. Continue to ensure, promote and harness the rich diversity of our colleagues and partners, ensuring a diverse workforce and representation at all levels.
7. Develop and embed an inclusive culture, that encourages and values diversity and the uniqueness and experiences of our colleagues and partners, enabling them to be themselves and bring their whole self to work.

### What success will look like

Success will deliver the following outcomes

- Our stakeholders are assured that we are doing all that we can as an organisation to eliminate discrimination, harassment and victimisation and advance equity of opportunity for our registrants and colleagues.
- We can evidence that our data informs our policies, processes and decisions, and our stakeholders report the positive impacts.
- Our people feel confident in speaking out when they see discrimination or bias.
- We publish contemporaneous and detailed information about the EDI data we hold and the action we are taking across all our functions.
- Our regulatory decision making is fair and free from bias.
- We actively listen, learn and are transparent about our EDI challenges, hold ourselves accountable for progress, and set an example to all of our stakeholders.

## About the HCPC

### Our purpose

To uphold the highest standards in the professions we regulate so that we protect the public and inspire their confidence.

### Our vision

To be the UK's foremost healthcare multi-profession regulator.

### Our values

- **Fair** – being open, honest and transparent.
- **Compassionate** – treating people with respect, empathy and care.
- **Inclusive** – collaborating with others and valuing diversity.
- **Enterprising** – being resourceful and creative, seeking opportunities to innovate and drive efficiency.

## What our intelligence tells us

The two main sources of intelligence that have informed the contents of this Strategy are:

- The [HCPC EDI Forum](#) with 70+ members (individual registrants and key stakeholder organisations, including the professional bodies), which first met on 14 September, and quarterly since.
- Our first [diversity data report](#), with independent analyses of our diversity data sets (our registrants, employees and partners) from the research team appointed at the Cardiff Metropolitan University.

This intelligence has demonstrated that we need to focus on the following in this Strategy:

- Our data collection and analyses to increase our transparency, accountability and capability
- Our responsibility, role and influence beyond the traditional scope of professional regulation; to promote positive EDI change across the health and care systems of the UK and throughout our registrant's career pathway (starting with potential students)
- Our diversity and inclusivity at all levels and across all functions

## Strategic aims

**Strategic Aim 1:** Proactively seek opportunities to exceed our legal obligations to eliminate discrimination, harassment and victimisation and ensure equity of opportunity for our registrants, their service users, our colleagues and partners.

### *Where we are now*

We recognise that we have traditionally been operating on a basis of a minimum level of commitment in order to meet our legal and regulatory duties in relation to equality, diversity and inclusion, ((EDI) (including the Public Sector Equality Duty). And that, in our view, is not good enough. We are committed to completely transforming our approach over the next four years, so that we get to a place where we proactively exceed these duties/legal obligations.

By this we mean aiming for best practice in EDI and being an effective leader and role model to others, rather than ensuring we meet the minimum standards required. This will require continual research and engagement to ensure that we keep up to date with emerging best practice, informed by the views of our stakeholders, and to benchmark ourselves against those who have a strong reputation in EDI.

### *What we will do:*

- Develop and deliver workshops that welcome international registrants, support their integration into the UK health and care systems and ability to meet HCPC standards.
- Develop a dedicated EDI webpage(s) with improved content on our approach to EDI and resources (including links to videos and blogs)
- Represent the diversity of our registrants, partners and employees in our content, which raises awareness, informs and educates on EDI issues.
- Gather EDI data for graduates entering HCPC register to understand profile of new entrants to workforce pool. Triangulate with HESA data on attrition and attainment to inform understanding of differences across professions / training models. Use evidence to influence wider sector on trends we see in registrant pool and discuss themes with relevant providers in context of EDI standards within the SETs.
- Ensure that decision makers are supported to understand whistleblowing and how to take it into account in their decisions. And that registrants understand how and when to raise whistleblowing concerns with us.
- Review standards and guidance for education and training and for registrants to ensure that registrants, students and educators are:
  - equipped and confident to, and do, speak out when they see bias or discrimination, and to ask questions and challenge in a way that encourages constructive conversation and supports positive change.
  - influenced to embed inclusive cultures and diversity amongst our registrants and within the institutions that employ them, and those that educate and train our future registrants.

**Strategic Aim 2:** Significantly improve the quality of our data and insights to inform our understanding and knowledge of the diversity and experiences of our registrants, their service users, our colleagues and partners , so that we can identify and address how they are impacted by our policies, processes and decisions.

### *Where we are now*

Overall, we need to boost the quality and volume of our stakeholder diversity data and analyses, in order to gain a better understanding of our registrants and other key stakeholder's diversity profile; and to identify the impact of our processes on our registrants and take action to address any potential discrimination, harassment, and/or unconscious/conscious bias. In 2019/2020 we hold diversity data for only 5.9% of the HCPC registrants.

It is important for us to gain a current picture of our registrants before we are able to begin analysing the impact of our regulation on our registrants in relation to their EDI characteristics and also to understand how the demographics are evolving through time. Collection of diversity data will enable us to better understand the issues that our registrants face, and identify the interventions that can be put in place to support them. It will help us make sure that our stakeholders are able to interact with the HCPC free from discrimination, harassment and victimisation. We can also develop a better understanding of how different groups are affected by our processes. Without enough responses, we will not be able to do this.

This data set is unique and has the potential to be very beneficial (not just for the HCPC) – it will provide the most comprehensive profile of HCPC registered Allied Health Professionals, scientists and psychologists, in all four countries of the UK, and working in NHS and non-NHS settings. Therefore, the benefit of having this data will be shared across the health and care systems of the UK and may support future efforts towards achieving a more diverse health and care workforce.

### *What we will do:*

- Use learning from qualitative research to better understand the experiences of our registrants in relation to their EDI profile and FTP referrals (to be published in June 2021), and seek to address this through engagement and education with employers.
- Build a better understanding of the concerns that registrants from non-UK registration route are not treated equally and seek to address this through engagement and education with employers.
- Collect registrant diversity data at the point of initial registration and renewal. We will collect and analyse diversity data for 90% of registrants and other key stakeholders (eg parties to fitness to practise complaints and consultation respondents) by 2026, including comparative analysis with our registration, education and fitness to practise

data. We will identify and understand the issues that our registrants face, and implement the interventions that can be put in place to support them.

- Gather diversity data for graduates entering HCPC register to understand profile of new entrants to workforce pool. Triangulate with HESA data on attrition and attainment to inform understanding of differences across professions / training models. Use evidence to influence wider sector on trends we see in registrant pool and discuss themes with relevant providers in context of EDI standards within the Standards for Education and Training.
- Explore and develop mechanism to capture diversity data for parties involved in fitness to practise processes.
- Undertake qualitative research to better understand the experiences of our registrants in relation to their EDI profile and use the case classification system to better understand the subject and patterns of FTP referrals.

**Strategic Aim 3:** Ensure our decision-making, within all our regulatory processes, is free from bias and discrimination and that everyone who has contact with us feels valued and respected.

#### *Where we are now*

Currently, we do not have the right data to appropriately evidence that our regulatory processes are free from bias and discrimination; or to demonstrate that those who come into contact with us feel valued and respected. We have enough feedback from stakeholders and learning from the experience of other comparable organisations to know that this is an area that requires improvement.

#### *What we will do:*

- Ensure our quality assurance function has appropriate oversight over equality impact assessments, to ensure these are embedded in everything we do.
- Ensure complaint, root cause analysis takes account of equality, diversity and inclusion.
- Ensure that decision makers are supported to understand whistleblowing and how to take it into account in their decisions. And that registrants understand how and when to raise whistleblowing concerns with us.
- Undertake qualitative research to better understand the experiences of our registrants in relation to their EDI profile and use the case classification system to better understand the subject and patterns of FTP referrals.
- Build a better understanding of the concerns that registrants from non-UK registration route are not treated equally and seek to address this through engagement and education with employers.
- Explore and develop mechanism to capture diversity data for parties involved in fitness to practise processes.
- Conduct the Tone of Voice review, as part of the health and wellbeing project, to include a review of/change in language to ensure it is inclusive and accessible.

- Use learning from qualitative research to better understand the experiences of our registrants in relation to their EDI profile and FTP referrals (to be published in June 2021), and seek to address this through engagement and education with employers.
- Review the FTP panellist EDI training and develop further training or focused training depending on the outcome of the review.

**Strategic Aim 4:** Ensure that our registrants, their service users, our colleagues and partners feel equipped and confident to, and do, speak out when they see bias or discrimination, and to ask questions and challenge in a way that encourages constructive conversation and supports positive change.

#### *Where we are now*

Traditionally, this has not been a core area of focus in our standards for registrants and education providers (albeit it with some basic EDI competencies in existing standards/guidance) but we have already begun to lay the foundations to achieve this aim in our reviews of our standards.

We are currently reviewing [the Standards of proficiency](#) for all 15 of the professions on the Register (currently analysing the responses to the public consultation which recently closed). These are the standards that we consider necessary for the safe and effective practice of each of the professions we regulate. They describe what professions must know, understand and be able to do at the time they apply to join the Register. One of the key areas of change in the standards being consulted on, is around the role of equality, diversity, and inclusion in the standards; specifically the importance of making sure that practice is inclusive for all service users.

#### *What we will do:*

During the five-year strategy there will be several, planned reviews of our standards and we will continue to embed these EDI principles within them, including our review of our:

- Guidance on Health and Character,
- Guidance on Conduct and Ethics for Students,
- Standards of Education and Training for Operating Department Practitioners,
- Process/guidance for Returners to Practice,
- Standards of Conduct Performance and Ethics,
- Completion of the Standards of Proficiency review, and
- Continuing Professional Development Standards.

**Strategic Aim 5:** Influence inclusive cultures and diversity amongst our registrants and within the institutions that employ them, and those that educate and train our future registrants.

*Where we are now*

Currently, we do not have the right data to appropriately evidence the diversity of our registrants (as previously highlighted we currently hold diversity data for 5.9% of the HCPC registrants).

We are aware from insights and experiences from our HCPC EDI Forum members that they believe there is significant room for improvement in relation to embedding EDI principles throughout our registrants' career pathways, starting with prospective students, through to employment and progression to leadership; and that the HCPC has a core role in seeking to influence them through standards and other interventions, such as through our education quality assurance processes and through our professional liaison service engagement.

*What we will do:*

- Collect registrant diversity data at the point of initial registration and renewal. We will collect and analyse diversity data for 90% of registrants and other key stakeholders (eg parties to fitness to practise complaints and consultation respondents) by 2026, including comparative analysis with our registration, education and fitness to practise data. We will identify and understand the issues that our registrants face, and implement the interventions that can be put in place to support them.
- Gather EDI data for graduates entering HCPC register to understand profile of new entrants to workforce pool. Triangulate with HESA data on attrition and attainment to inform understanding of differences across professions / training models. Use evidence to influence wider sector on trends we see in registrant pool and discuss themes with relevant providers in context of EDI standards within the SETs.
- Actively promote EDI celebration events and awareness days, and champion EDI causes.

**Strategic Aim 6:** Continue to ensure, promote and harness the rich diversity of our colleagues and partners, ensuring a diverse workforce and representation at all levels.

*Where we are now*

Given that we already undertake annual reporting of our staff and partner data to our Council (see our [HR Equality and Diversity Data for 2019](#) for example), there were no surprises for us in the [diversity data report](#) we commissioned in 2020.

For example, we know that there is strong diversity amongst our staff population as a whole (51% Black, Asian and Other), but that the diversity drops in terms of black representation in more senior positions (manager level and above). The majority of

managerial level staff were White (63%) compared to 43% of non-managerial level staff.

*What we will do:*

- Review the FTP panellist EDI training and develop further training or focused training depending on the outcome of the review
- A new EDI & Engagement Officer to be employed in the Human Resources Department, with a focus on employees and internal EDI opportunities and benefits.
- Recruit and establish an EDI Employee Forum, seeking their input and scrutiny of our organisational work on EDI.
- Appoint an external organisation to review the HCPC website/ recruitment adverts to assist in attraction and retention of applicants and employees for vacancies from all diverse backgrounds.
- Continue offering the Management Development Programme to Managers and Introduce a new training course for junior employees who wish to become managers.
- Ensure that our Council are diverse and receive regular training on equality, diversity and inclusion matters.

**Strategic Aim 7:** Develop and embed an inclusive culture, that encourages and values diversity and the uniqueness and experiences of our colleagues and partners, enabling them to be themselves and bring their whole self to work.

*Where we are now*

Currently we have a number of mechanisms in place to share EDI resources amongst employees, and to capture employee feedback and gain employee input into our EDI work, including:

- The Employee Forum
- The Microsoft Teams EDI Celebration Channel

We also have EDI training, reasonable adjustments training and unconscious bias training rolled out for employees, but we recognise there is room for improvement in ensuring that we regularly create and embed an inclusive culture as an employer and ensure that we and our colleagues feel valued and respected for our differences and uniqueness.

*What we will do:*

- A new EDI & Engagement Officer to be employed in the Human Resources Department, with a focus on employees and internal EDI opportunities and benefits.
- Recruit and establish an EDI Employee Forum, seeking their input and scrutiny of our organisational work on EDI.
- Review and identify areas of diversity missing within our existing internal communications content.
- Proactively work with relevant groups and people to fill gaps and explore ways to incentivise diverse participation in our materials, with targeted communications.