

Council

Meeting Date	16 July 2026
Title	People Strategy
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Executive Summary The HCPC people strategy 2026-2031 sets out a clear vision to place people at the heart of regulatory excellence. It recognises that a skilled, engaged, and supported workforce is fundamental to delivering the organisation's mission of protecting the public through effective, evidence-based regulation. Building on the foundations of the previous strategy, this plan focuses on strengthening organisational capability, fostering an inclusive and values-led culture, and enabling colleagues to thrive in an increasingly digital and data-driven environment. It is informed by extensive staff insight and aligns closely with the corporate strategy, ensuring that workforce priorities directly support future regulatory and operational demands. At its core, the strategy is aligned to the corporate strategy and guided by the HCPC's values; Trusted, Compassionate, Inclusive, and Innovative, which underpin behaviours, leadership, and decision-making across the organisation. By embedding these values into everyday practice, the strategy aims to enhance engagement, strengthen trust, and reinforce a shared sense of purpose among colleagues. The strategy is structured around three key priorities: • Living our values and purpose: Building a transparent, inclusive, and communicative culture where colleagues feel heard, valued, and connected to organisational goals. This includes strengthening employee voice, leadership communication, and recognition of positive behaviours. • Developing our potential: Creating a high-performing learning culture that supports continuous development, leadership capability, and regulatory professionalism. The focus is on equipping colleagues with the skills, confidence, and adaptability needed to deliver high-quality outcomes in a changing environment. • Creating the right conditions for success: Ensuring fair, inclusive, and sustainable working environments through equitable reward, manageable workloads, strong wellbeing support, and embedded equality, diversity, and inclusion (EDI) practices.	

Across these priorities, there is a strong emphasis on enabling people to adopt new technologies safely and effectively, while maintaining compassion, sound judgement, and public confidence. By delivering this strategy, the HCPC aims to create a resilient, capable, and engaged workforce that feels valued and empowered to perform at its best. Ultimately, this will enable the organisation to deliver consistent, high-quality, user-focused regulation and sustain public trust in its work.	
Action required	The Council is asked to consider and approve the proposal or recommendation.
Previous consideration	The Executive Leadership Team has reviewed the draft people strategy and provided their feedback. The People and Resource Committee (PRC) have also been given previous updates on progress and have provided their input at the December 2025 workshop. PRC approved the people strategy at its last meeting on 11 June 2026.
Next steps	Communicate the strategy: launch the people strategy through a coordinated internal and external communications campaign, ensuring colleagues understand the vision, priorities, and their role in delivering the strategy. Develop a delivery roadmap: produce a detailed implementation roadmap setting out the key deliverables, milestones, timescales, responsibilities, and measures of success to ensure the strategy is delivered effectively over the next five years. Embed into the employee experience: incorporate the people strategy into the corporate induction programme so that all new colleagues understand our values, priorities, and people commitments from the outset. Develop leaders: integrate the people strategy into the quarterly manager development workshops, equipping managers to understand their role in delivering the strategy and embedding its principles through leadership, performance, wellbeing, inclusion, and people management. Maintain Visibility: regularly communicate progress, celebrate achievements, and share updates with colleagues through "You Said, We Did" communications, leadership briefings, and staff engagement forums. Monitor and review: report progress against the people strategy through annual workplans and key performance indicators (KPIs), ensuring ongoing evaluation, accountability, and continuous improvement. Quarterly updates against KPIs will continue to be reported back to the PRC.
Financial and resource implications	Financial - Learning and development investment: increased funding may be required for leadership development, coaching, mentoring, and professional training programmes to build organisational capability. - Technology and systems: potential investment in HR systems, digital tools, and data capabilities to support

	workforce planning, performance management, and a more digital way of working. - Reward and benefits: potential costs associated with reviewing and enhancing pay, benefits, and recognition frameworks to ensure they remain competitive, equitable, and aligned with organisational priorities. - EDI initiatives: targeted investment to support equality, diversity and inclusion priorities, including interventions, and inclusion programmes. Resource Implications • HR and organisational capacity: additional demand on HR team to design, deliver, and monitor new initiatives, policies, and programmes. • Leadership and management capability: increased expectations on leaders and managers to embed the strategy through day-to-day leadership, requiring time and capability development. These implications will be managed through phased implementation, prioritisation of high-impact activities, and alignment with existing budgets and workforce planning cycles. Where additional investment is required, this will be considered through the annual planning and budgeting process to ensure affordability and value for money. Overall, while the strategy will require targeted investment and focused resource, it is expected to deliver long-term benefits through improved performance, engagement, retention, and organisational effectiveness.
Associated strategic priority/priorities	Technology-enabled regulatory excellence and organisational sustainability
Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable 5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened to
Risk appetite	People - open
Communication and engagement	A structured communication plan will be developed to support the rollout of the people strategy, ensuring clear, consistent, and timely messaging across the organisation.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	An EDI impact assessment has been carried out and EDI progress will be monitored through a structured and evidence-led approach, ensuring transparency, accountability, and continuous improvement. This will include workforce data and metrics, pay gap reporting and employee engagement and experience.

Other impact assessments	1. Data Protection The people strategy supports the responsible and ethical use of people data to inform workforce planning, talent management, and organisational decision-making. Any collection, processing, or use of personal data will continue to comply with applicable data protection legislation, HCPC policies, and information governance requirements. As new technologies and digital solutions are adopted, appropriate safeguards will be in place to ensure the secure and transparent handling of personal information. 2. Sustainability The people strategy contributes to the HCPC's organisational sustainability by developing a resilient, skilled, and adaptable workforce capable of responding to future challenges. Through investment in learning, leadership, employee wellbeing, inclusion, and modern ways of working, the strategy supports long-term workforce sustainability, improves retention, and strengthens organisational capability. The continued use of digital learning, technology-enabled services, and flexible working practices will also contribute to reducing the organisation's environmental impact where appropriate.
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

HCPC's 5-Year People Strategy 2026-2031

People Strategy Aim: Putting our people at the heart of regulatory excellence

Our people strategy aims to promote the growth, wellbeing, and potential of our people to support delivery of the corporate strategy 2026-31. Our people are central to our vision and mission and ultimately our effectiveness as a healthcare regulator:

Vision - Protecting the public through evidence-based and proactive regulation, delivered by a patient-centred, adaptable regulator.

Mission - We protect the public by approving education programmes, setting and upholding professional standards, using evidence to promote safe and inclusive practice, and taking appropriate action when things go wrong.

Our colleagues' professionalism, resilience, and compassion underpin public protection and confidence in regulation. We are committed to a culture where our values are lived through everyday behaviours, leadership, and decision-making, and where wellbeing, engagement, and performance are actively supported.

To deliver this, we will continue to build an organisation that builds on the strong foundations and successes achieved through our previous strategy, while continuing to:

- reward people fairly, consistently, and transparently;
- enable everyone to thrive through inclusive practices and compassionate leadership;
- attract and retain diverse, high-performing talent;
- foster psychological safety, resilience, learning, and wellbeing; and
- support colleagues in building the skills and confidence they need to adopt new ways of working, enabled by the safe and ethical use of innovative technologies.

The action we take in these areas will mean that our people feel valued, supported, and empowered to perform at their best in the service of public protection.

Strategic Context - Technology-enabled regulatory excellence and organisational sustainability

The corporate strategy sets an ambition to invest in our people, harness emerging technologies, and modernise our systems to deliver efficient, high-quality, and user-focused regulation that meets the evolving needs of public

protection. It also reinforces the importance of delivering a consistently high standard of customer centred service.

Technology-enabled regulatory and customer service excellence will only be realised if colleagues are supported, skilled, confident, resilient and adaptable.

A key aim of this people strategy is therefore to ensure our workforce is able to operate effectively in an increasingly digital, data-driven environment, while maintaining compassion, sound professional judgement, and public confidence.

Informed by insight

This new people strategy builds on the foundations of the 2021-2026 people strategy and is informed by a wide range of qualitative and quantitative insight. It reflects what we have heard from our colleagues about what it is like to work at the organisation today, as well as the capabilities and culture we need to meet future challenges.

The strategy has been shaped through:

- staff consultation and engagement, giving colleagues the opportunity to share their lived experience and priorities;
- ongoing pulse surveys and other feedback mechanisms that track engagement, wellbeing, and organisational climate over time;
- engagement activity aligned to the refreshed corporate strategy, ensuring clear alignment between organisational priorities and workforce needs; and
- targeted discussions with key internal stakeholders to understand operational pressures, skills requirements, and leadership challenges.

Taken as a whole, this insight provides a robust evidence base for the strategy, ensuring it is grounded in the realities of our organisation, responsive to employee feedback, and focused on the areas where we can make the greatest positive impact.

Rooted in our values

Trusted | Compassionate | Inclusive | Innovative

Our people strategy is firmly rooted in our values of being trusted, compassionate, inclusive, and innovative. These values guide how we regulate, how we work with stakeholders, and how we support one another. As a healthcare regulator, protecting the public relies on effective regulation delivered by a skilled, ethical, and supported workforce.

This strategy aligns our internal culture with our public purpose, ensuring our values are reflected consistently in everyday behaviours, leadership, and decision-making. By embedding our values into how we work, communicate, and

lead, we strengthen trust, inclusion, and engagement across the organisation, and reinforce a shared sense of purpose.

By living our values every day, we will create an environment where colleagues feel respected, supported, and empowered to contribute their expertise, adapt to change, and deliver high-quality regulatory outcomes.

Living our values and purpose

We will foster a forward-looking, inclusive, and resilient culture where colleagues feel a strong sense of belonging and confidence to contribute ideas and initiate change. Our culture will ensure colleagues feel heard, valued, and recognised for the impact of their work.

Clear, consistent, and meaningful internal communication is central to this ambition. Through open, accessible, and two-way communication, we will strengthen engagement and alignment with organisational priorities. We will ensure colleagues understand not only *what* we are doing and *why*, but also how their individual and collective efforts contribute to public protection and regulatory excellence.

We will:

- embed our values into leadership expectations, behaviours, and decision-making at every level of the organisation
- deliver clear, timely, and transparent internal communications that explain priorities, decisions, and change in a way that is accessible and relevant to colleagues
- strengthen employee voice by creating inclusive opportunities for colleagues to engage in dialogue, ask questions, and influence decisions that affect their work and the wider organisation
- recognise and celebrate behaviours that demonstrate compassion, inclusion, innovation, and professionalism

Success: A workforce that feels heard, informed, and connected to organisational priorities, with the confidence to speak positively about the HCPC and act as strong advocates for its values, purpose, and role in protecting the public.

Developing our potential

We will foster a culture of continuous learning, growth, and high performance. Our approach will support colleagues to develop their skills, exercise professional judgement with confidence, and continuously improve how we deliver regulation.

By strengthening skills, leadership, and inclusive talent practices, we will build organisational capability and prepare our workforce for future regulatory, technological, and operational change. We will ensure learning and development is accessible, relevant, and aligned to both individual development aspirations and organisational priorities.

We will:

- ensure high-quality, consistent annual performance and development reviews that are meaningful and future-focused, clearly linking individual contribution, development priorities, and organisational objectives, while reinforcing accountability, growth, and wellbeing
- support managers to build high-performing teams, have effective development conversations, and lead change with confidence and compassion
- expand access to inclusive learning opportunities, including coaching, mentoring, peer learning, and leadership development
- build and sustain strong regulatory professionalism by ensuring colleagues have a clear understanding of the principles, purpose, and practice of regulation, and are confident in applying professional and regulatory judgement in their roles
- develop and recognise specialist, technical, and professional skills, building organisational capability through continuous learning, digital and data confidence, and the ethical use of technology

Success: A highly capable and resilient workforce, confident in regulatory professionalism and judgement, equipped with the skills, knowledge, and adaptability to deliver high-quality regulatory outcomes in a changing healthcare and technological environment.

Creating the right conditions for success

We will create fair, flexible, and inclusive working environments where equality, diversity, and inclusion (EDI) is integral to how we design roles, systems, and organisational change. Our aim is to ensure that all colleagues are able to contribute fully, feel respected and supported, and build sustainable careers with the organisation.

To support long-term performance and retention, we will ensure workloads, ways of working, and reward practices are equitable, transparent, and designed with wellbeing in mind. By creating the right conditions for success, we will enable colleagues to perform at their best over time, while safeguarding resilience and engagement.

We will:

- further embed EDI considerations into workforce planning, policy development, decision-making, and organisational change, using workforce data and colleague insight to identify and address inequities in experience, opportunity, and outcomes;
- maintain transparent, equitable pay, reward, and progression practices that recognise contribution, responsibility, and performance consistently;
- review our benefits offering to ensure it remains relevant, inclusive, and aligned with colleague needs and organisational priorities;
- implement regular workload review and planning, ensuring workloads are fair, manageable, and reflect role complexity and the demands of regulatory work;
- ensure managers are equipped to support wellbeing, manage workloads effectively, and have constructive conversations about capacity, support, and retention;
- design and maintain inclusive physical and digital environments that support productivity, accessibility, and wellbeing for all colleagues; and
- continue to address pay gaps through our ongoing commitment to transparent pay gap reporting, using workforce data and evidence-led action plans to identify disparities, monitor progress, and implement targeted initiatives that promote fairness, equity, and equal opportunity across the organisation.

Success: A fair, inclusive, and sustainable organisation where colleagues feel supported, treated equitably, and motivated to build long-term careers, ensuring continuity, resilience, and organisational stability in support of public protection.

Looking Ahead

This people strategy positions our workforce over the next five years to meet both current and future regulatory challenges. By strengthening capability, supporting wellbeing, and embedding inclusion, we will sustain a resilient and high-performing organisation that delivers effective regulation, grounded in our values and purpose of public protection.