



Our People Strategy 2021-2026

Contents

1. Strategic Overview and Aims	3
2. Welcome	4
3. Summary	6
4. Themes	7
5. Our Behavioural Standards	11
6. Monitoring effectiveness	14



1. Strategic Overview and Aims

Build a resilient, healthy, capable and sustainable organisation where:

- *employees feel valued, supported and fully able to contribute*
- *the organisation is resilient and able to quickly adapt to changes in the external environment.*

2. Welcome



Context

We employ approximately 250 staff in both full and part time roles, and each one has a role to play in delivering excellence to our stakeholders. This People Strategy is underpinned by a [Corporate Strategy](#) which sets out our ambition to be a high-performing, adaptable and caring regulator - something that can only be achieved through the HCPC's people, our most valuable resource. Our People Strategy also supports and aligns with our [Equality, Diversity & Inclusion \(EDI\) Strategy](#) and our [Registrant Health and Wellbeing Strategy](#).

This document sets out our vision for the development of our people both at an individual and an organisational level by laying out some of our overarching goals.

Aim

Our central aim is to be an organisation where people feel that they belong and are valued, that we continue to help our people to be highly skilled and talented individuals who enjoy working for the HCPC but also do their very best to help us to achieve our goals.

Our core aims are threefold:

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

Ambition

Describing an ambition is one thing, but delivering it is another. Working collaboratively is key to the success of our People Strategy and we know that this relies on real engagement with our people to understand their lived experiences.

We want people to passionately believe in the work that the HCPC does and promote our organisation in a positive and professional way.

Innovation and new ideas are the cornerstone of organisational improvement and we recognise that these only come from our people. We want our people to always feel able to suggest new ways of doing things and, as an organisation, we want to listen and learn from our people.

Themes

This document describes **four key themes** for action which we will focus on over the next five years to support and care for our people and strengthen our capabilities as an organisation.

We have front-loaded the first two years of our plan, recognising there is a lot to do. At the same time, we have some real strengths to build on, particularly the excellence, diversity and commitment of our people.

As well as improving and streamlining some of our processes and structures around recruitment and training, we may also need to challenge our own mindsets to recognise that our behaviours and values are as important as what we deliver.

We all have a contribution to make, and our everyday habits will be just as valuable as our organisational processes in bringing about culture change.

In this document, we have summarised the four themes of our People Strategy, the ambition of each and the main areas of focus. Each of these themes are then laid out in more detail, describing the main actions against three-time horizons: **first, strengthening our workforce and core processes** (years 1-2); **second, building on that foundation** (years 3 & 4); and **third, consolidating** (year 5). We have also shown how our values align to each of the themes and how engagement will be adopted as the core element of each theme.

Engagement

This strategy itself has been developed through an interactive process with staff involving a series of workshops and a survey to support the development of our new values. As well as the opinions of staff, we have considered the views of our Council members who attended various workshops on the introduction of the HCPC's new values and behaviours. These engagements provided an opportunity for employees and Council members to help shape and influence our behaviour in a positive way that will underpin the reputation of the HCPC and support the focus of our operations going forward.



John Barwick

Chief Executive

3. Summary

Our people strategy has four strategic themes, which set out our ambitions and areas of focus to develop, embrace and support the HCPC's culture:

	Theme	Ambition	Areas of focus
1	Strategic workforce planning	Forward thinking workforce planning enables us to stay ahead and helps us make best use of people and skills	<ul style="list-style-type: none"> ○ Recruitment and retention ○ Workforce innovation ○ Workforce planning ○ Succession planning
2	High performing, capable and skilled organisation	A refreshed performance management framework that sets clear, fair expectations. Data informs decisions and aids delivery	<ul style="list-style-type: none"> ○ Values-based approach to performance ○ Talent management ○ Culture of high performance
3	Compassionate, inclusive and effective leadership at all levels	Highly visible, capable, positive, confident and enthusiastic leaders, who exemplify our culture, promote equality and role model our behaviours and values	<ul style="list-style-type: none"> ○ Leadership development targeted towards underrepresented groups ○ Team effectiveness ○ Visionary and horizon scanning
4	Develop and embed an organisational culture where morale is high	People are proud to work here and feel valued, supported and recognised. They feel free to speak and enjoy coming to work	<ul style="list-style-type: none"> ○ Staff communication and engagement ○ Staff health and wellbeing ○ Fair, equitable and inclusive reward and recognition mechanisms ○ Flexible and agile working

4. Themes

1 Strategic workforce planning

Year 1-2

Strengthen

- Develop a comprehensive, strategic workforce plan
- Develop retention plans focused on areas of the organisation with the highest rates of staff turnover and vacancy
- Increase scale and breadth of apprenticeships on offer
- Simplify recruitment processes, making it more responsive

Years 3-4

Build

- Develop career progression pathways e.g. apprenticeships
- Introduce and develop new roles to tackle workload peaks
- Develop a succession planning framework
- Explore new and alternative sources of workforce supply

Year 5

Consolidate

- Scale up new roles to tackle key staff shortages
- Develop a programme of secondment opportunities and match opportunity to identified need

This aligns with:



Enterprising

Measures of impact

- Tracking headcount, attrition and establishment against projected budgets
- Turnover below UK national average
- Reduction of agency staff
- Short and medium-term recruitment targets and success against trajectory
- Recruitment and promotion rates by key protected characteristics

Engagement strategy

- Executive Leadership Team to adopt more visibility – e.g. attend team meetings
- Council to adopt more visibility through blogs and attendance at staff events
- Senior Management Team to have more responsibility, accountability and exposure/visibility
- Topical discussions with Senior Leadership Group to share information and gain insight into how employees are feeling

Our ambition and success: We plan ahead to anticipate and meet changes in stakeholder needs and demand for our services within the constraints we face. We will develop our data, which will enable us to be forward thinking, evidence-based and collaborative. We will develop innovative workforce solutions which will allow us to fully utilise all the available talent and skills.

2 High performing, capable and skilled organisation

Year 1-2

Strengthen

- Introduce values-based appraisals and improve the rate and quality of appraisals across all staff groups
- Agree expectations for performance accountability
- Improve quality and reliability of performance data available to front line teams and to support improvement
- Improve the use of e-learning management system and explore alternative options
- Embed the new values in everything we do
- Train all staff in compassionate regulation

Years 3-4

Build

- Introduce a variety of staff awards/ recognition schemes to acknowledge and reward excellent performance
- Create greater transparency of performance frameworks for all staff
- Develop and implement a talent management framework including focus and monitoring of underrepresented groups

Year 5

Consolidate

- Establish a culture and expectations of high performance
- Develop a new pay and award framework
- Build on employer brand
- Develop e-learning and video based modules to be accessible to all staff

This aligns with:



Fair

Measures of impact

- Appraisal compliance rates
- Appraisal quality measures in staff survey
- Key measures of performance and productivity
- Employee relations case numbers
- Performance and retention of leaders in critical roles through 360° appraisals
- Completion rates of e-learning modules

Engagement strategy

- Annual Performance and Development Review (APDR) – regular informal and formal reviews throughout the year
- Provide regular feedback on employee and Council Behaviours referring back to the HCPC's values and behaviours document

Our ambition and success: The HCPC will apply a framework for accountability and performance which balances the need to deliver high performance with behaviours which are fair and proportionate, setting clear expectations at individual and team level. Data informs our decisions and enables delivery and improvement.

3

Compassionate, inclusive and effective leaders at all levels

Year 1-2

Strengthen

- Define skills at different levels of leadership and management
- Use, and tailor where appropriate, existing management development programmes
- Develop leadership behaviours
- Develop Heads of Service skills and capabilities
- Introduce mentoring programme linked to our EDI commitments
- Train leaders and managers in coaching-based approaches
- Introduce Aspiring Leaders programme

Engagement strategy

- Team briefings with feedback passed up to SMT and ELT
- One to ones with team members
- Team huddles

Years 3-4

Build

- Evaluate impact of Aspiring Leaders programme and refine and repeat it
- Link development to progression
- Scale up leadership and management training

Year 5

Consolidate

- Enhance the use of accredited apprenticeship levy programmes
- Provide joint leadership programmes with other regulators
- Develop 'talent hub' across other regulators

This aligns with:



Inclusive

Measures of impact

- Number of participants in leadership programmes
- Measurable outcomes from leadership development
- Leadership evaluation through staff surveys
- External reputation and recognition
- Reducing ethnicity pay gap and maintaining minimal gender pay gap

Our ambition and success: The HCPC leaders are highly visible, capable, positive, confident and enthusiastic. They inspire and motivate others by behaving in line with our values.

4

Develop and embed an organisation culture where morale is high

Year 1-2

Strengthen

- Introduce new ways of supporting hybrid-working
- Ensure pay and reward is monitored and fully applied
- Improve Induction Programme for new joiners
- Strengthen staff communication and staff recognition
- Continue to implement staff wellbeing initiatives to improve health and wellbeing
- Reduce levels of sickness absence
- Improve understanding why people leave and how we can address the causes
- Embrace and promote staff engagement with equality, diversity and inclusion at work
- Provide opportunities to develop underrepresented employees

Engagement strategy

- Introduction of employee pairing
- Introduction of vlogs including staff, Council members
- 360° feedback

Years 3-4

Build

- Introduce an internal mentoring service
- Introduce an internal coaching service
- In collaboration with other business areas, introduce a new and improved working environment and facilities
- Refresh the EDI programme, building on experiences of existing staff and forum

Year 5

Consolidate

- Develop a healthy culture, recognised in staff survey responses and externally
- Establish mechanisms and processes to support staff empowerment as the norm
- Improve on all aspects of equality, diversity and inclusion

This aligns with:



Compassionate

Measures of impact

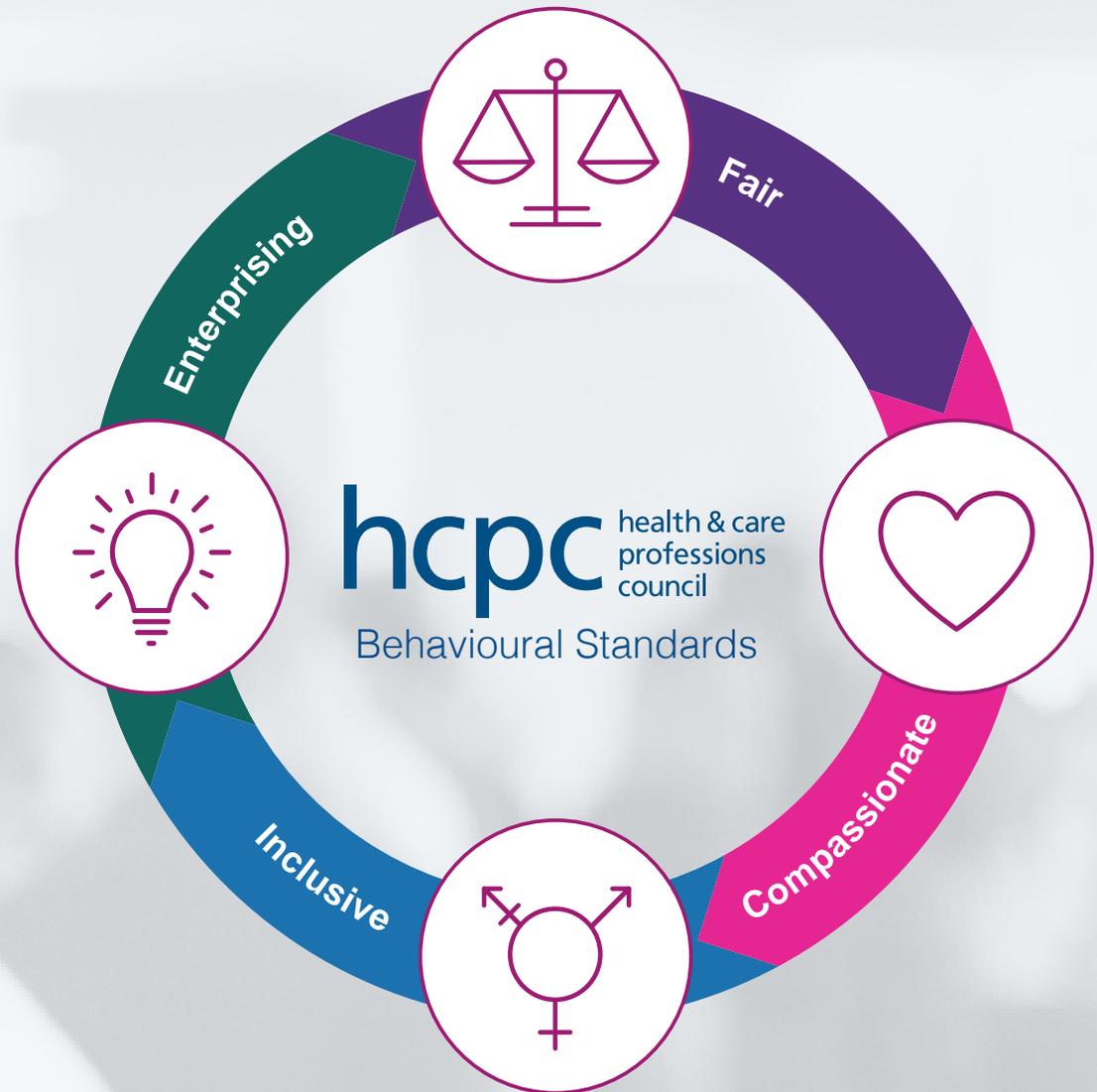
- Staff survey engagement
- Measures of EDI aligned to gender and ethnicity pay gap reports
- Positive feedback on induction programme
- Grievance case rates
- Average sickness absence rates
- Percentage of staff working more flexibly

Our ambition and success: The HCPC is a place where people are proud to work and where they feel valued, recognised and supported to develop their true potential. People feel free to speak up, enjoy coming to work and have a sustainable work-life balance.

5. Our Behavioural Standards

For this strategy to be successful it is important everyone within the organisation is aware of the part which they play and their responsibilities either individually or collectively.

For this reason, employees, managers, and Council members have worked together to formulate the HCPC's [Behavioural Standards Framework](#), a set of behaviours expected of them which sets out the principal responsibilities within each of our four values:





Fair

Value

Being honest, open and transparent.

Definition

People who demonstrate this value well, understand that others need to be treated in a way that is reasonable. They refrain from imposing their own opinions on others and seek to understand others' views and opinions and acts according to a broader perspective. They will always ensure that people are treated in a fair and equitable way.

Impact

Everyone feels listened to, understood and valued; opinions are sought and considered, and everyone knows they play a contributory role in shaping the organisation for the better. Fairness becomes embedded into how we treat people, and everyone is responsible and accountable for how we make people feel.



Compassionate

Value

Treating people with respect, empathy and care.

Definition

People who demonstrate compassion are self-aware and understand the impact they have on others. They are thoughtful when communicating, allowing others to be heard, and show kindness, respect and appropriate confidentiality.

Impact

People operating within an organisation that values compassion are motivated to create more productive professional relationships. Stress, anxiety and mental health concerns are reduced, and employees have an authentic desire to look out for others, both internally and externally.



Value

Seeking opportunities to be creative and foster innovation to improve our performance.

Definition

Someone who demonstrates this value will see opportunities within the organisation and initiate appropriate action. Enterprising individuals will seek to improve and develop themselves and others by instigating changes which are necessary and improve the HCPC's performance.

Impact

Exerts a positive impact on performance by consistently reviewing ways of working and challenging accepted standards.



Value

Collaborating with others and championing diversity.

Definition

People who demonstrate this value will adopt mindful communication that listens more than talks, avoids assumptions and challenges stereotypes. They will seek to educate themselves about others' lived experiences and act with humility, patience and understanding towards everyone.

Impact

Staff retention improves, employee engagement increases and ultimately end users benefit. The HCPC's culture embraces diversity, working to become greater as a whole than the sum of its parts.



6. Monitoring effectiveness

To ensure our strategy is successful, we will monitor and measure effectiveness in various ways as set out in relation to each theme above. Our HR team will collaborate with and support the HCPC leaders and managers responding to the needs of our people. The team will provide key performance indicators (KPIs) to the People and Resources Committee of our Council on a quarterly basis and monthly KPIs to the Executive Leadership Team and wider Senior Leadership group so that the performance of different Directorates and Departments in delivering against this strategy can be monitored effectively.

Our Executive Leadership Team will engage and work with our Employee Forum and other relevant staff groups on an ongoing basis to take regular temperature checks on the effectiveness of the strategy. These groups will also be used to seek feedback on changes to people policies and any proposed new initiatives.

The Executive Leadership Team will also be responsible for agreeing all people policies, monitoring our action plan, regularly assessing our progress in delivering the outcomes of the People Strategy. Our Executive Team will be responsible for regularly reviewing our approach against the KPIs and staff survey outcomes to support us to adapt and refine our approach over time to meet our ambitions.

In addition, the People and Resources Committee of our Council will:

- Recommend the People Strategy to our Council for approval and be responsible for oversight of annual reviews
- Review and challenge our key people performance indicators
- Monitor the progress of the People Strategy action plan
- Work with the Executive Leadership Team and managers to offer support and guidance in the development of new initiatives

Our Council will be responsible for approving our people strategy and will receive an annual report on its effectiveness and any changes needed to ensure the strategy remains fit-for-purpose throughout its 5-year lifetime.