

## Corporate Strategy 2021 to 2026 consultation

### Executive Summary

At its seminar on 2 July the Council discussed the approach to developing the HCPC's Corporate Strategy 2021-26. Since that date there has been further activity to develop a draft strategy which provides a basis for consultation and further conversation with our key stakeholders, partners and employees.

The activities we have undertaken so far to help inform the draft strategy include:

- Discussions between the Chair and Chief Executive
- SMT discussions
- Chair and CEO hosted workshops with: the Chief Allied Health Professions Officers across the 4 nations, the Council of Deans for Health and Professional Bodies
- Meetings with the Unions
- Meetings with the Chief Scientific Officers across the four nations
- Employee survey and six virtual workshops
- Presentation to the Tribunal Advisory Committee.

Stakeholders have reacted positively at being given the opportunity to be involved in the early stages of the development of the strategy. Stakeholders recognised that developing strategy in this way signalled a new, collaborative orientated, direction for HCPC which is a key principle which runs through the strategy.

Overall stakeholders were very supportive of the approach and content of the strategy. The early feedback we have received has been used to further develop the strategy. Changes have been made to help clarify what we mean by 'prevention'; using data and learning from other sources and not just our own; the 'value' strategy and how we can work more systematically with professional bodies to encourage the shift to a more prevention focus approach to regulation.

### Vision

A variety of views have been expressed about the suitability of the vision, particularly from employees. Many stakeholders liked the succinct and punchy nature of the vision, and ambition that it encapsulates. The reference to multi-profession was considered appropriate as it is what differentiates HCPC from other regulators.

Some queried the use of the word 'foremost', suggesting that it invoked a feeling of outward recognition or perceived importance rather than actual effectiveness. Others understood 'foremost' to suggest 'best in class' which they liked. We will explore stakeholders understanding and views on the vision during the consultation process.

## Purpose

On the whole the feedback from the initial engagement activities with stakeholders and employees suggests the purpose was viewed positively. Feedback from the employee workshops and survey included:

*“The purpose is clear and delivers a strong message to the public and professionals”.*

*“It appeals to that sense of higher purpose in the work that we do”.*

Many employees on the workshops reported that they felt a “stronger emotional connection” and held a “strong belief” with the purpose (compared to the vision). Whilst on a practical level a few employees offered up suggestions regarding the layout of the purpose and felt it would be better served by breaking up the sentence into bullet points as opposed to one long sentence.

## Values

Initial reaction to the draft values has been positive. From an employee perspective, 90% of employees responded with Strongly agree/agree to the specific question regarding appeal. This high level of acceptance was reinforced in the comments section of the survey. For example,

*“I think the new values seem to neatly and concisely encompass what is important, properly reflecting a more modern/reformed approach”.*

*“These are modern, forward thinking and reflect the culture and behaviours we should be aspiring to not only in the workplace but also in the way we approach our FTP work and interact with stakeholders”.*

On the workshops many employees made a connection between the organisation’s objectives and the values as well as what the values would mean to them personally. For example,

*“. . . (on Enterprising) being resourceful and creative does chime with HCPC’s goals. The others are solid and speak to personal values”.*

Whilst employees were supportive of the draft values, there was considerable discussion around what they would mean in practice and be demonstrated, in particular in respect of the ‘enterprising’ value which is seen as something quite bold and different for HCPC. These are points which will be further explored with employees during the consultation phase.

Council is invited to approve the draft 2021-26 corporate strategy and consultation survey to be used as the basis of further consultation and engagement with stakeholders, employees and partners. In addition to the consultation survey the following engagement activities will take place:

- Promotion through the website and e-news targeted at different stakeholder groups;
- Workshops with: service users, registrants and Partners;

- Jointly hosted webinar with the Council of Deans for Health to reach education providers;
- Jointly hosted webinars with the unions;
- Chair and CEO meetings with the Professional Standards Authority, Department of Health and Social Care and the devolved administrations;
- Regulators workshop;
- Further engagement with employees through all employee and team meetings.

Specific strategies for Digital transformation, communications and Equality, Diversity and Inclusion are also being developed in parallel with the Corporate Strategy which will be considered by Council separately.

The following form appendices to this paper:

- Appendix 1 – Draft Corporate Plan 2021-26
- Appendix 2 – Proposed consultation document
- Appendix 3 - Equality, Diversity and Inclusion Impact Assessment (EIA)

Previous consideration	The approach and emerging thinking was presented to Council at the workshop held on 2 July 2020.
Decision	The Council is invited to approve the draft strategy and accompanying consultation document to be used for the basis for further consultation and engagement with key stakeholders.
Next steps	<ul style="list-style-type: none"> <li>• Initiation of a programme of consultation and engagement activities during October and November.</li> <li>• A revised version of the strategy reflecting the outcome of the consultation and engagement will be presented to Council in December for final approval.</li> </ul>
Strategic priority	The new Corporate Strategy will replace the previous strategic priorities.
Risk	The new Corporate Strategy relates to all the current strategic risks.
Financial and resource implications	The engagement and associated publication costs are reflected within the communications budget for 2020/21
Author	John Barwick, Chief Executive and Registrar



# HCPC Draft Corporate Strategy 2021-2026

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# Foreword



Christine Elliott  
Chair



John Barwick  
Chief Executive

HCPC regulates 214,000 registrants across 15 healthcare professions, working with the professions and others to set and reach our regulatory standards to provide healthcare the public can access safely and with confidence.

Our aim is to build a regulator that these and other professions would want to be regulated by; a regulator of choice.

A critical first step has been our Change Plan, which has fast tracked improvements to the way we work, putting us on a firm footing as an effective multi-profession regulator.

Our new Corporate Strategy embeds those improvements to take us forward for the next five years. It is a strategy that is co-created with our stakeholders, listening to those across the regions and professions, and working collaboratively with professional bodies.

At the heart of our mission is to uphold the highest standards in the professions we regulate so that we protect the public and inspire their confidence. Our strategy sets out an approach that is more empathetic and ultimately will be more effective in ensuring the very best outcomes.

Tested by the pandemic, HCPC has made huge strides, collaborating with others to solve problems at pace. In the worst of times we saw the best of HCPC.

While of course the future remains uncertain, this strategy provides a clear direction for the years ahead, underpinned by our values and a commitment to promote the best health and care services across the whole of the UK.

*Christine Elliott*

*John Barwick*



# Meeting the challenges ahead

Our statutory objective of public protection is clear, but there are many challenges ahead as we continue to deal with the effects of the COVID-19 pandemic.

In meeting these challenges we also need to take the opportunities that are presented, to support significant numbers of new registrants wishing to join allied health, health science and practitioner psychologist professions.

We must ensure that we learn the lessons of the COVID-19 crisis, that our regulatory processes support the development of services, enable high quality practise and do not put in place unnecessary burdens or hurdles.

## The ongoing impact of COVID-19

Our registrants continue to play an essential role in the control of the virus and the provision of treatment and care for those affected by COVID-19. This work will continue for some time. As steps are taken to return to business as usual – the new ‘usual’ – we too will continue to reflect and act on our learning from this period.

## A workforce to meet the challenges ahead

We are encouraged by the NHS People Plan’s proposals to support and develop the professions we regulate. The establishment of a £10m fund for clinical placements and commitment to an additional 5,000

undergraduate places will help encourage more people to take up careers in the professions we regulate.

## A regulatory framework fit for the future

We welcome the Government’s call for us to focus on the rules and regulations which people across the NHS and social care feel should be amended or removed. We will play our full part in this work and we hope the Government will make a new regulatory framework one of its highest priorities.

## Equality, diversity and fairness

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

## The UK’s global outlook

The end of transition period with the EU and the negotiation of new trade agreements with other countries, means that we could see a shift in the geography of applicants and an increase or decline in international applications. We need to ensure our registration processes continue to support these changing demands.



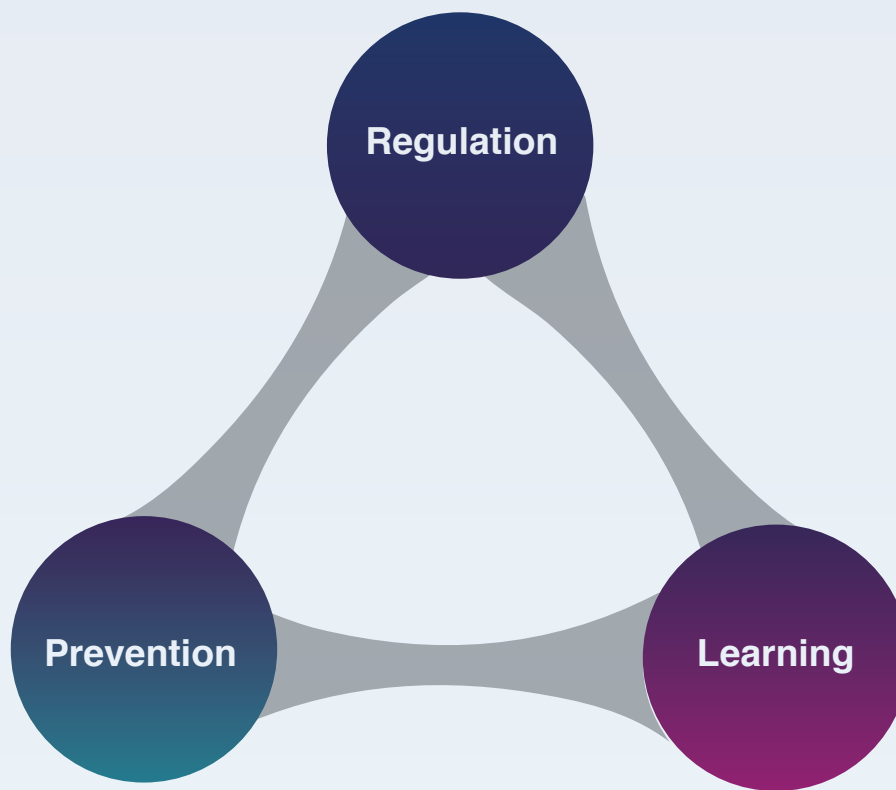
## Our Vision

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

## Our Purpose

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

# Core activities



## Regulation

- Maintain and publish an accurate register
- Set appropriate standards
- Quality assure education and training programmes
- Respond proportionality to Fitness to Practice concerns, taking action to protect the public

## Learning

- We use our data and learning from our stakeholders to provide insight into risks which inform our regulatory approach and decision making
- We use what we know from our own learning, and that of others, to promote positive and inclusive professional working environments

## Prevention

- We use our knowledge to support quality in professional practice by articulating our standards and helping registrants overcome barriers



# Our values



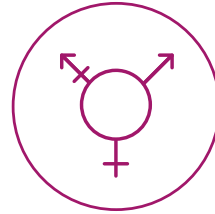
## Fair

being honest,  
open 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

## We will

- ✓ Work with our stakeholders to understand and respond to their needs
- ✓ Actively listen to diverse groups including those who may not traditionally have a strong voice
- ✓ Be empathetic in our dealings with registrants, complainants and witnesses
- ✓ Work collaboratively with others to ensure joined up effective regulation
- ✓ Contribute and adapt to reflect regional, national and profession differences
- ✓ Use our data and evidence, and that of our stakeholders, to inform our decision making
- ✓ Be an excellent employer

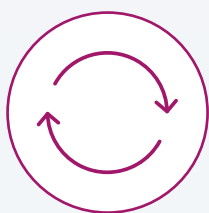
## We will deliver

- ✓ Effective regulation which reflects best practice
- ✓ An excellent user experience
- ✓ Well-informed standards, guidance and regulatory processes that enable registrants to adapt to changes in healthcare
- ✓ Preventative regulation using data, research and analysis to address the conditions that may contribute to instances of service user harm
- ✓ Guidance and resources that support quality in professional practice
- ✓ Regulation that adapts to public needs

# Our strategies



To deliver HCPC's core work to protect the public and deliver effective regulation, we have developed six strategies, the aims for those areas of work and where we expect to be at the end of the five year strategy period in 2026.



Continuously improve and innovate



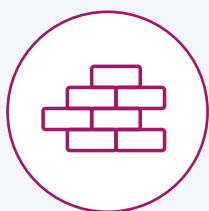
Promote and role model high quality professional practice



Develop insight and exert influence



Be visible, engaged and informed

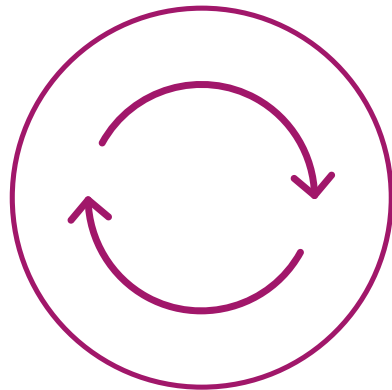


Build a resilient, healthy, capable and sustainable organisation



Promoting the value of regulation

# Our strategies



## Continuously improve and innovate

### Aim

To improve our performance against benchmarks of good regulation and to innovate across all our regulatory functions to provide an enhanced user experience

### Where we expect to be by 2026

We will have met and sustained our performance against PSA standards of good regulation.

We will be recognised as a beacon of good practice, regulatory leadership and innovation

We will have implemented a digital strategy which provides easily accessible processes and a positive user experience for those interacting with us.

Our standards, guidance and processes reflect changes in approaches to education and the delivery of care



## Promote and role model high quality professional practice

### Aim

Enable our professions to meet our standards and enable them to adapt to changes in health and care practice delivery, preventing harm to service users

### Where we expect to be by 2026

Our regulatory standards, policies and guidance help our registrants adapt to the changing needs of people using health and care services

Our approach to continuing professional development improves professionalism and reduces the incidences of serious fitness to practise concerns

Through collaboration with professional bodies and other stakeholders we develop guidance on our standards that supports professional practice, and are easily accessible and tailored to the needs of the individual professions we regulate

# Our strategies



## Develop insight and exert influence

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### Aim

Learning from data and research to inform decision making and share insights to protect, promote and maintain the health, safety and well-being of the public

### Where we expect to be by 2026

We use our data, and that of others, to proactively identify risks, to support professions and influence wider policy development including making the case for bringing in other professions to statutory regulation

We use data and insight to support better workforce planning and wider service improvement

Our data is accurate, accessible and useful

Our stakeholders see us as a leading voice in multi-profession regulation, providing evidence based contributions on professional standards and public protection



## Be visible, engaged and informed

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### Aim

We regulate and take decisions which are informed by a deep understanding of the environment within which our registrants, employers and education providers operate

### Where we expect to be by 2026

We have effective mechanisms for engaging with, and listening to, all our key stakeholder groups, including diverse groups who may not traditionally have a strong voice

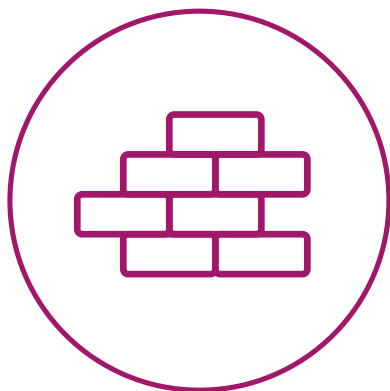
We champion the values of equality, diversity and inclusion in everything we do

We will be an active contributor to local/ regional/national healthcare policy and practice development

We will be able to evaluate the impact of our work on different registrant groups and use this to inform our decision making

We will be responsive to those who contact us

# Our strategies



## Build a resilient, healthy, capable and sustainable organisation

### Aim

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

### Where we expect to be by 2026

The organisation is financial sustainable, enabling us to invest in those areas of our operations which are most important to our stakeholders

We invest in our people, providing a caring environment with equal opportunities for colleagues to develop their skills. We will improve our recruitment and retention, building capability and ensuring that we have the right skills and competencies to drive our current and future performance

We will have a sustainability plan which will address how we work and environmental impacts in respect of office space, travel, procurement, energy and waste

Invested in systems and processes to improve our stakeholders' experience and drive efficiency



## Promoting the value of regulation

### Aim

The public, registrants, students and employers understand the value and importance of regulated health and care professionals

### Where we expect to be by 2026

The public have a better understanding of the professions that we regulate and our role

The value of our register to the public, registrants and employers will be enhanced, with more accessible and useful information

We will have implemented a registrant health and well being strategy and action plan

Registrants' insights will be used to develop a more compassionate and person-centred Fitness to Practise process

We will promote positive and inclusive professional working environments



# Next steps

We will now take a number of steps to develop, approve and implement this corporate strategy over the months and years ahead. This will also be informed by a short survey that accompanies this document.

Preliminary engagement with key stakeholders, including employee value workshops

Draft strategy received by HCPC Council and approved for consultation

Consultation (including survey, online events and webinars)

Final draft published for HCPC Council approval

2021-2026  
Strategy published

2021-2022  
Corporate Plan published

## Appendix 2

### **Consultation on the Health and Care Professions Council's draft Corporate Strategy**

**VISUAL**

## 1. Introduction

### About this consultation

- 1.1 This consultation seeks the views of stakeholders on the Health and Care Professions Council's (HCPC's) draft Corporate Strategy.
- 1.2 The consultation will run from 28 September 2020 to 2 November 2020.

### About this document

- 1.3 This document is divided into five sections.
- **Section 1** introduces the document.
  - **Section 2** provides background to the Corporate Strategy.
  - **Section 3** explains the draft Corporate Strategy
  - **Section 4** sets out the consultation questions, how to respond and next steps.

### About us

- 1.4 The HCPC is a statutory regulator of healthcare and psychological professions governed by the Health Professions Order 2001. We regulate the members of 15 professions. We maintain a register of professionals, set standards for entry to our register, approve education and training programmes for registration and deal with concerns where a professional may not be fit to practise. Our role is to protect the public.



## 2. Background

2.1 The HCPC's strategic intent 2016-20 set out our aspiration to be 'recognised nationally and internationally as a model of good practice in public protection through the regulation of health and care professionals' through:

- good governance;
- efficient business processes;
- effective communication;
- evidence informed regulation;
- Influencing the policy agenda; and
- Engagement in the four countries.

2.2 Our draft Corporate Strategy for 2021-2026 seeks to do better. We seek to ensure we uphold the highest standards in the professions we regulate; protecting the public and inspiring their confidence. We strive to be more collaborative and empathetic in our approach, and develop our insight and intelligence functions to ensure the very best outcomes.

## 3. Draft Corporate Strategy

### Vision

3.1 Our draft vision is:

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

### Purpose

3.2 Our draft purpose is:

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

## Core activities

3.3 We are proposing three core activities to underpin our vision and purpose:

Regulation	Learning	Prevention
<ul style="list-style-type: none"><li>• Maintain and publish an accurate register</li><li>• Set appropriate standards</li><li>• Quality assure education and training programmes</li><li>• Respond proportionately to Fitness to Practice concerns, taking action to protect the public</li></ul>	<ul style="list-style-type: none"><li>• We use our data to provide insights into risks and inform our regulatory approach, to support upstream regulation</li><li>• We use what we know to promote positive and inclusive professional working environments</li></ul>	<ul style="list-style-type: none"><li>• We use our knowledge to develop practical resources that embed standards and supports professional practice</li></ul>

## Values

3.4 We are proposing four values to form the foundation of our approach:

Fair	Compassionate	Inclusive	Enterprising
<ul style="list-style-type: none"><li>• being honest, open and transparent</li></ul>	<ul style="list-style-type: none"><li>• treating people with respect, empathy and care</li></ul>	<ul style="list-style-type: none"><li>• collaborating with others and valuing diversity</li></ul>	<ul style="list-style-type: none"><li>• being resourceful and creative, seeking opportunities to innovate and drive efficiency</li></ul>

## Key strategies

3.5 To deliver the HCPC's core work to protect the public and deliver effective regulation, we are proposing six strategies.



## 4. Consultation questions and next steps

4.1 We welcome your response to this consultation. We have listed some consultation questions below to help you. These questions are not exhaustive and we would also welcome your comments on any related issue. Please provide reasons alongside your answers where possible.

Q1. Do you agree with our proposed vision? Please provide comments.

Q2. Do you agree with our proposed purpose? Please provide comments.

Q3. In our draft Strategy we have identified three core activities – regulation, learning and prevention. Do you think these are the right activities? Please provide comments.

Q4. We have proposed a set of four key values? Do you think these are the right values for the HCPC? Please provide comments.

Q5. We have suggested six strategies to underpin our core work – do you consider these are clear, understandable and appropriate? Please provide comments.

Q6. Do you consider there are any aspects of our proposals that could result in equality and diversity implications for groups or individuals based on one or more of the following protected characteristics, as defined by the Equality Act 2010 and equivalent Northern Irish legislation<sup>1</sup>? If yes, please explain what could be done to change this.

- Age
- Gender reassignment
- Disability
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Q7. Do you have any other comments about the draft Corporate Strategy?

### How to respond to the consultation

4.2 The consultation closes on 2 November 2020. We look forward to receiving your comments.

4.3 You can respond to this consultation in one of the following ways:

<sup>1</sup> <http://www.equalityni.org/Footer-Links/Legislation>

- By completing our easy-to-use online survey:

[Link]

- By emailing us at: [consultation@hcpc-uk.org](mailto:consultation@hcpc-uk.org)
- By writing to us at:

Consultation on draft Corporate Strategy  
Policy and Standards Department  
The Health and Care Professions Council  
Park House  
184 Kennington Park Road  
London  
SE11 4BU

- 4.4 Please note that we do not normally accept responses by telephone or in person. We ask that consultation responses are made in writing to ensure that we can accurately record what the respondent would like to say. However, if you are unable to respond in writing please contact us on +44 (0)20 7840 9815 to discuss any reasonable adjustments which would help you to respond.
- 4.5 **Please contact us to request a copy of this document in an alternative format, or in Welsh.**
- 4.6 If you would prefer we do not make your response public, please indicate this when you respond.

### **Next steps**

- 4.7 Once the consultation period has finished, we will analyse the responses we have received. We will then publish a document detailing the comments received and explaining the decisions we have taken as a result, including any further amendments needed. This will be available on our website.

## Equality, Diversity and Inclusion Impact Assessment (EIA)

For background information on how to complete this form, read **Appendix 2**. Delete [guidance text](#) as you complete the form. Guidance text is suggested (not required) content.

### Section 1: Project / Policy overview

<b>Project / policy title:</b> Corporate Strategy 2021-26	
<b>Name of impact assessor:</b> Katherine Timms	<b>Date EIA agreed:</b> TBC

<p><b>What are the intended outcomes of this work?</b></p> <p>Set a new vision for the HCPC supported by clarity on our:</p> <ul style="list-style-type: none"><li>• purpose;</li><li>• core activities;</li><li>• values; and</li><li>• strategies.</li></ul>
<p><b>Who will be affected?</b></p> <p>Registrants will benefit from improved services; in particular the platforms through which they engage us. We will be more visible to them and provide the best possible value.</p> <p>Service users will also feel the impacts of this work; benefiting from our prevention work and improved quality and timeliness of fitness to practice performance. Both these outputs will increase our public protection reach and impact.</p> <p>Employers will feel the impact of our prevention work; receiving increased engagement and support.</p> <p>Education providers will feel the impact of our prevention work; receiving increased engagement and support.</p>

### Section 2: Evidence and Engagement

Lack of data should not prevent a thorough EIA. Be proactive in seeking the information you need.

<b>What evidence have you considered towards this impact assessment?</b>
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- This impact assessment is currently in draft form and will be developed through intelligence gathered as part of our engagement and consultation activities.

### Have you engaged stakeholders in gathering or analysing this evidence?

See above

## Section 3: Analysis by equality group

The Equality and Human Rights Commission offers information on the [protected characteristics](#). Describe any impact to groups or individuals with the protected characteristics listed below that might result from the proposed project or policy. Draw upon evidence where relevant.

For all characteristics, consider **discrimination, victimisation, harassment and equality of opportunity** as well as issues highlighted in the guidance text.

#### **Age** (includes children, young people and older people)

We will need to carefully assess impacts for this group in relation to our digital transformation strategy.

#### **Disability** (includes physical and mental impairment. Remember 'invisible disabilities')

We will need to carefully assess impacts for this group in relation to our digital transformation strategy.

#### **Gender reassignment** (consider that individuals at different stages of transition may have different needs)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

#### **Marriage and civil partnerships** (includes same-sex unions)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

#### **Pregnancy and maternity** (includes people who are pregnant, expecting a baby, up to 26 weeks post-natal or are breastfeeding)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

#### **Race** (includes race, colour, and nationality, citizenship, ethnic or national origins)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

**Religion or belief** (includes religious and philosophical beliefs, including lack of belief)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

**Sex** (includes men and women)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

**Sexual orientation** (includes heterosexual, lesbian, gay, bi-sexual, queer and other orientations)

With our increased focus on fairness, compassion and inclusivity we expect to see positive impacts for this group, but we await feedback from stakeholders to inform a fuller assessment.

**Other identified groups**

We await feedback from stakeholders for any areas we are currently unaware of.

**Four countries diversity**

With our increased focus on collaboration we expect to see positive impacts in this regard, but we await feedback from stakeholders to inform a fuller assessment.



## Section 4: Welsh Language Scheme

**How might this project / policy engage our commitments under the Welsh Language Scheme?**

Our Corporate Strategy and any supporting information will be translated in to Welsh.

## Section 5: Summary of Analysis

**What is the overall impact of this work?**

To be completed following public consultation.

## Section 6: Action plan

Summarise the key actions required to improve the project or policy plan based on any gaps, challenges and opportunities you have identified through this assessment. Include information about how you will monitor any impact on equality, diversity and inclusion.

### Summary of action plan

- To be completed following public consultation.

Below, explain how the action plan you have formed meets our public sector equality duty.

#### **How will the project / policy eliminate discrimination, harassment and victimisation?**

Our new Corporate Strategy has an increased focus on fairness, compassion and inclusivity, which will help to ensure we do more to support the elimination of discrimination, harassment and victimisation.

#### **How will the project / policy advance equality of opportunity?**

Our new Corporate Strategy has an increased focus on fairness, compassion and inclusivity, which will help to ensure we do more to advance equality of opportunity.

#### **How will the project / policy promote good relations between groups?**

Our new Corporate Strategy has an increased focus on fairness, compassion and inclusivity, which will help to ensure we collaborate more closely with stakeholders and support the promotion of good relations between groups.

## Appendix 2: About this form

### The Public Sector Equality Duty

The public sector equality duty (PSED) set out in the Equality Act 2010 requires that the HCPC must, in the exercise of its public functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

The Act does not specify how public authorities should analyse the effect of their new and existing policies and practices on equality, but doing so is an important aspect of complying with the PSED. This form is designed to help HCPC staff meet our equality duties under the Act.

To review the HCPC's 12 Equality, Diversity and Inclusion (EDI) objectives and how we are working to achieve them, please refer to our EDI Policy and current EDI Action Plan. You can find these in the [Publications](#) section of our website.

Should you have any queries or suggestions about this form, please contact the Policy and Standards team on 0207 840 9815 or [policy@hcpc-uk.org](mailto:policy@hcpc-uk.org). Your EDI Manager is Katherine Timms.

### How to complete this form

This form is intended for use in **new or major** projects or policies. It is structured to consider the 9 protected characteristics set out in the Equality Act 2010. It is therefore important that you complete every section of the form.

You should consider and document **positive and negative** impacts which might result from the proposed project or policy. Impacts might be **indirect**. If you consider that there will be **no impact** to groups or individuals with a particular protected characteristic, this **should still be documented**. The EDI impact assessment is not intended as a 'tick box' exercise. Instead, it offers a tool to help you embed equality, diversity and inclusion throughout your work planning and delivery. We encourage you to consult with colleagues, stakeholders and where possible, people with protected characteristics throughout this process.