
People Strategy

Executive Summary

The People Strategy 2021-26 (at Annex A) has been developed to support the delivery of HCPC's [Corporate Strategy](#). The Strategy makes a clear statement about how we value and treat our people and the culture we wish to foster to enable everyone to achieve and sustain excellence.

The Strategy is aligned with HCPC's recently launched [values and behaviours](#) and aims to ensure that HCPC is an employer of choice with a culture, policies and procedures that set high expectations, whilst providing a stimulating and rewarding environment for our people.

The Strategy provides a people-centred framework which has been summarised into four themes, 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);
- third, consolidating (year 5).

The strategy has been developed through a collection of different feedback mechanisms, including:

- Exit interviews
- Health and wellbeing pulse staff survey
- Values workshops and staff survey
- Behaviour workshops (employees and Council members)
- Feedback from training evaluation forms
- Employee representative groups

Underpinning the Strategy will be a drive to refine and improve communications and engagement with staff and with departments. An ongoing dialogue with internal and external stakeholders will be essential to shaping the action plans to achieve credible outcomes.

In delivering a professional service to support the Strategy, the Human Resources Department will adopt a model of continuous improvement to ensure a high-quality service is established and maintained.

Previous consideration	This Strategy has been considered by the Executive Leadership Team and Council's People and Resources Committee (PRC). PRC has made a recommendation to Council for its approval, pending further refinement and consultation, including with HCPC's Employee Forum. Minor changes have been made to the Strategy following further work and feedback, including updates to targets and the layout of the welcome section.
Decision	Council is asked to approve the People Strategy.
Next steps	Communications plan development and further engagement with employees (autumn/winter) Publication pending final Council approval (January) Quarterly KPIs to PRC be updated following final Council approval.
Strategic priority	Strategic priority 5; Build a resilient, healthy, capable and sustainable organisation
Financial and resource implications	Actions for this year have been included in 2021/2022 work plan and associated budget. Actions for following years will be planned into future budgets. Significant additional spend is not expected to be required.
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Our People Strategy 2021-2026

	Date
Approved by Executive Director	13/09/21
Approved by the Executive Leadership Team (ELT)	13/09/21
Approved by the People and Resources Committee	15/09/21
Approved by Council	
Annual review Due	

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1. Strategic Overview and Aims

Strategic Overview and Aims:

A key priority of our Corporate Strategy is to

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. Each one has a role to play in delivering compassionate excellence to our stakeholders. This people strategy is underpinned by our [Corporate Strategy](#) which sets out our ambition to be a high-performing, adaptable and caring regulator. We can only achieve this through HCPC's people who are the organisation's most valuable resource. This strategy also supports and aligns with our Equality, Diversity & Inclusion (EDI) Strategy and Registrant Wellbeing Strategy; our ambition to become an inclusive and compassionate regulator can only be achieved through ensuring these values are woven into our behaviours internally as well as externally.

It is important we take time to consider and set out our vision for the development of our people both at an individual and an organisational level and ensure we all know what we are trying to achieve.

Aim

Our overarching 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 HCPC but also do their very best to help us to achieve our aims and live and breathe our values in everything they do.

Our aim has three parts:

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

We want people to be challenged in a way which motivates and encourages them to improve and achieve greater things. We also want people who genuinely believe in the work that 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 hope people always feel able to suggest new ways of doing things and we understand that, as an organisation, we need to adapt and change. Similarly, we need to work with our people on any changes that affect them; being a listening and learning organisation is so important.

Ambition

Describing an ambition is one thing, delivering it, is another. Working collaboratively with each other and sharing the same values and beliefs is key to the success of our People Strategy and we know that this relies on real engagement with our people so that we genuinely understand people's lived experiences.

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, such as extraordinary commitment of our people to deliver excellent

customer service, enhance manager capabilities, well-regarded learning and development programmes and bringing to life our values and agreed behaviours.

As well improving and streamlining some of our processes and structures (e.g., how we recruit and train our staff) we know that we will also sometimes need to challenge and change our own mindsets to ensure that how we behave towards each other is always as important as what we deliver. At the HCPC we rightly focus on protecting the public but that must not be at the cost of taking our own staff for granted or failing to care for each other.

We all have a contribution to make, and our everyday habits will be at least as important 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 engagement and an iterative process with staff through 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 opinions of our Council members who attended various workshops in relation to 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 its operations in the years to come.

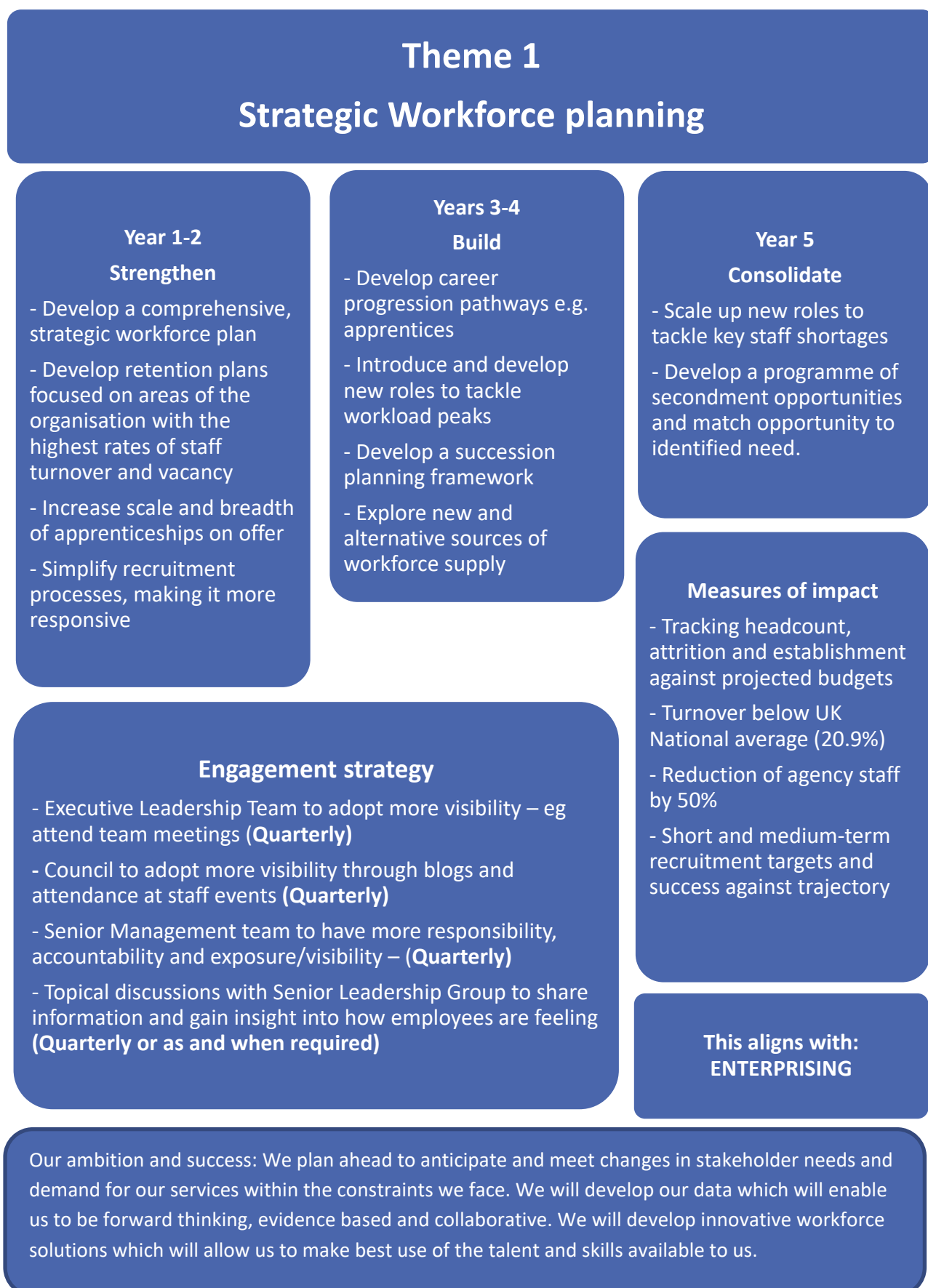
John Barwick
Chief Executive

3. Summary

Our people strategy has four strategic themes, which set out our ambitions and areas of focus to develop, embrace and support 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 and role model our behaviours and values.	<ul style="list-style-type: none"> - Leadership development - 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, diverse and inclusive reward and recognition mechanisms - Flexible and agile working

4. Themes



Theme 2

High performing, capable and skilled organisation

Years 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
- Launch 'becoming a compassionate regulator' workshops for all staff

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

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

Measures of impact

- Appraisal compliance rates >90%
- Appraisal quality measures in staff survey
- Key measures of performance and productivity
- Employee relation cases at or below 2%
- Performance and retention of leaders in critical roles through 360 appraisals
- Completion rates of e-learning modules -80% of perm staff

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 (**Quarterly**)

This aligns with: FAIR

Our ambition and success: 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.

Theme 3

Compassionate, inclusive and effective leaders at all levels

Years 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

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

Measures of impact

- Number of participants in leadership programmes (10)
- Measurable outcomes from leadership development
- Leadership evaluation through staff surveys
- External reputation and recognition
- Reducing Ethnicity pay gap and maintaining minimal gender pay gaps

Engagement strategy

- Face to face (office) team briefings with feedback passed up to SMT and ELT **Monthly**
- One to ones with team members **Biweekly**
- Team huddles **Weekly**

This aligns with: INCLUSIVE

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

Fair | Compassionate | Inclusive | Enterprising

Theme 4

Develop and embed an organisation culture where morale is high

Years 1-2

Strengthen

- Introduce a new way of working policy 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 equality, diversity and inclusion at work
- Provide opportunities to develop underrepresented employees

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

Measures of impact

- Staff survey engagement > 80%
- Measures of EDI aligned to gender and ethnicity pay gap reports.
- > 80% positive feedback on induction programme
- Grievance cases less than 1% of staff
- Average sickness absence rates less than 2.5 days per year per employee (national average 5.8)
- > 60% of organisation working more flexibly

Engagement strategy

- Introduction of employee pairing **Monthly**
- Introduction of Vlogs including staff, Council members **Ongoing**
- 360 feedback **(Annually)**
- Pulse surveys **(quarterly)**
- All staff survey **(every 18 months)**

This aligns with:
COMPASSIONATE

Our ambition and success: 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, are healthy, enjoy coming to work and have a sustainable work-life balance.

5. Action Plan

As with any strategy, this people strategy is underpinned by departmental workplans which will be updated on an annual basis and will set out the key initiatives and activities which will be undertaken to achieve the overarching strategic themes which are set out above. These themes are aligned to the corporate strategic aims. Key initiatives and actions of our current workplan are set out in Appendix 1.

We recognise the need for our action plan to be nimble and agile to respond by ever-changing regulatory and healthcare landscape and the needs of our people, and as such it will be reviewed regularly by the Executive Leadership Team.

6. 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 a set of behaviours expected of them which sets out the principal responsibilities within each of our four values. The [Behavioural Standards Framework](#) sets out the positive and negative behaviours for people, people managers, managers of people managers and council members. While the behaviours of each group differ in responsibility and emphasis, the overarching definition of each value and the impact of each behaviour is consistent amongst all the groups as can be seen in the table below.

Fair Value...	Detailed Definition...
Being honest, open and transparent.	People who demonstrate this value well, understand that others need to be treated in a way that is both right, and 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 know that fairness is different for different people and always ensure people are treated in an 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...	Detailed Definition...
Treating people with respect, empathy and care	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 shows kindness, respect and where appropriately, confidentiality. A compassionate individual supports the wellbeing of others, without judgement or opinion.
Impact... People operating within an organisation that embodies compassion as one of its values, are willingly motivated to create better connected relations. Stress, anxiety and mental health concerns are reduced, and employees have an authentic desire to look out for others, both internally and externally.	
Inclusive Value...	Detailed Definition...
Collaborating with others and championing diversity.	People who demonstrate this value will adopt mindful communication that listens more than talks, avoids assumptions, challenges stereotypes and continually educates themselves on what makes people different. They will act with humility, patience, courage and understanding with everyone.
Impact...	

Staff retention improves, employee engagement increases and ultimately end users benefit. HCPC's culture embraces diversity of thought and experience, working to become greater as a whole than the sum of its parts.	
Enterprising Value...	Detailed Definition...
Seeking opportunities to be creative and foster innovation to improve our performance.	Someone who demonstrates this value will see opportunities within the organisation and initiate appropriate action. Enterprising individuals are not defined by the status quo and will seek to improve and develop themselves, others, processes and procedures by instigating the necessary changes, and accepting new ways of working to willingly bring change to fruition.
Impact... Supports and works to achieve a culture of solution finding and has a positive impact on performance. Consistently reviews ways of working and challenges standards to be as relevant now as they will need to be in the future thus ensuring a futureproofed organisation.	

7. Monitoring effectiveness

To ensure our strategy is successful, we will continuously monitor and measure effectiveness in various ways as set out in relation to each theme above. Our HR team will collaborate with and support HCPC leaders and managers responding to the needs of our people. The team will provide key performance indicators (KPIs) to our People and Resources Committee 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 and responded to 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 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 our KPIs and staff survey outcomes and adapting where appropriate to support us 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.

8. Appendix 1

HR departmental workplan 2021-22

HCPC Strategic Aim	HR aim	We will support this by....	In 21/22 we will....	Delivery Date
1) Continuously improve and innovate	To provide accurate payroll provision.	Ensuring adequate controls are in place, particularly when patterns of work change or people leave the organisation.	Review the existing payroll service and feedback from payroll audit to see where improvements can be negotiated.	Q1
	To introduce innovative ways to recognise the value of contributions.	Ensuring that controls are in place to implement a fair, diverse and inclusive reward mechanisms which are linked to performance.	Launch Instant Vouchers which will reward employees for their contributions and for living the HCPC values.	Q1
	To promote informal recognition and feedback.	Ensuring that controls are in place to implement a fair, diverse and inclusive informal recognition platform.	Launch e-cards and Social recognition wall to allow staff to show gratitude and recognition of efforts.	Q1
	To support the organisation in the creation of a modernised workplace.	Supporting activities to a safe return to office/ hybrid working/ new ways of working	Provide timely policy changes and contractual change documentation to employees.	Q3/ Q4
2) Promote high quality professional practice	To develop robust and effective performance frameworks and establish clear succession and career development plans.	Identifying staff and managers with potential and ensuring the APDR's link into a succession plan, to ensure continuity of delivery and staff motivation as they can see a clear progression path and are trained appropriately.	Ensure employees and managers are provided with the opportunities to become high performers and to develop and enhance their skills by providing relevant training through the use of the Apprenticeship Levy, promote digital/eLearning and self-directed learning.	Q4
	To ensure the structure of the organisation ensures HCPC can deal with Regulatory Reform and flex in the future.	Identifying the changes that are necessary through a skills gap analysis and by developomg and maintaining a cohesive and coordinated organisational learning and development plan.	Publish an L&D corporate plan and provide timely learning and development and make necessary departmental changes complying with up-to-date legislation and relevant policies.	Q4
	To enhance the Employer Brand to attract and retain talent.	Reviewing existing practices and procedures to establish new formulas for developing the employer brand and improving the HR system to make it a more efficient and purposeful system for recruitment.	Embrace digital and technological advances and utilise Glassdoor, LinkedIn and the Apprenticeship Levy and other methods of attracting candidates as well as looking at better deals with agencies and reducing dependency on Agency staff.	Q3
			Revamp the Recruitment webpages- include videos, enhance landing page improve attraction rates.	Q3
			Enhance the capabilities of the HR system, streamline the application process, align the system with external platforms and reduce onboarding time.	Q4
	To enhance the Employer Brand to retain talent.	Review existing policies and update in order to make HCPC the employer of choice.	Update all existing HR policies, introduce new policies accordingly (Sponsorship and TransGender), consult and and roll out effectively.	Q3
	To develop leaders so that they are able to promote the culture and role model HCPC values and behaviours.	Identifying skills gaps and ensuring leaders have a clear understanding of their roles.	Provide leaders with relevant learning and development opportunities to enhance their skills: HR essentials and MDP programme, senior/executive coaching, Glass tap platform access, continue action learning sets.	Ongoing
3) Develop insight and exert influence	To provide accurate and meaningful EDI data and insight on employees and candidates.	Carrying out engagement with employees to update their EDI data.	Enhance our employee EDI data and provide an analytical report to Council and relevant Committees.	Q3
	To provide accurate and meaningful analysis on Gender Pay Gap.	Producing Gender Pay Gap Report.	Provide a timely GPG report with analysis and recommendations.	Q3
	To provide accurate and meaningful data and insight on employees.	Producing meaningful quarterly HR KPI data.	Undertake an alysis of progress and introduce additional meaningful data and analysis on patterns/ behaviors and make recommendations on improvement.	Ongoing

4) Be visible, engaged and informed	To introduce a new People Strategy.	Developing a People Strategy which will support organisational change, align with the Corporate Strategy and provide direction towards a healthy, happy and purposeful environment for all staff.	Develop a People strategy, an engagement strategy and a comms strategy.	Q3
	To support employee physical health & mental wellbeing both in the short and longer terms.	Developing a Health and Wellbeing Framework + range of activities and communication which will support the wellbeing of all employees.	Introduce new H&W initiatives (as per H&W action plan e.g. events, social meetings, calls) and continue to review the HCPC offerings, management and employee toolkit.	Q3
	To equip managers to support employee health and wellbeing	Providing managers with tools, resources and support to manage health and wellbeing of employees	Deliver tailored eLearning for managers by MIND (April 2021). Provide absence management training by HR team as part of HR essentials programme.	Q3
	To ensure employees have access to timely mental health support in the workplace	To ensure Mental Health First Aiders are skilled and trained to support colleagues	Revive the MHFA network, to meet quarterly to share learning, best practice and feedback to HR, seek continuous improvements in our MHFA offering.	Q4
	To ensure staff feel valued, connected and have the space to speak honestly.	Develop platforms and encourage staff to contribute their views.	Provide staff with the tools to give honest feedback to their colleagues and introduce initiatives to show their value.	Q1
	To continue to strengthen our approach to EDI ensuring that HCPC embraces diversity and promotes inclusivity at all levels.	Establishing and embedding the EDI Employee Group.	Ensure the group meets, discusses and drives forward EDI positively in line with their Terms of Reference and supports SMT in key EDI areas.	Q2
	To deliver the ED&I Action plan.	Ensuring that the EDI Action Plan is actively progressed.	Policies will be updated to support EDI, new policies will be introduced and EDI data/metrics collected from employees and candidates will be updated, use of Teams channel, wellbeing events, meetings with comms/employees.	ongoing
	To promote our employer brand as inclusive and progressive and attract diverse talent	Focused recruitment adverts inc web content, as stated in EDI Action plan	Promote HCPC's accreditation of the Disability Confident Scheme, work with Verdicta to ensure brand inclusiveness in recruitment, gain accreditation Stonewall, continue reviewing our advert templates, assess EDI data through applications received and adapt accordingly.	Q4
	To continue to strengthen our approach to Equality, Diversity & Inclusion by promoting EDI externally through the behaviors of our staff.	Training/upskilling all employees: to ensure customers feel that they have been treated with empathy, dignity and respect.	Review the EDI e-Learning modules and update accordingly.	ongoing
5) Build a resilient, healthy, capable and sustainable organisation	To make HCPC an employer of choice and encourage employees to be energised, engaged and proactive.	Agreeing a defined Culture with Council, and ensure that all employees understand HCPC vision and buy into the culture of the organisation, and feel motivated to contribute to and champion the culture	Deliver all employee customer focus workshops that will feed into tone of voice work. Exec Team will participate in a Culture away day in June which will help shape and define the HCPC culture.	Q1/ Q2
	To develop a performance-based culture with focus on outcomes	Ensuring the new behaviours/values are incorporated onto the E Perform on line APDR system for all employees, so that all colleagues can see what is expected of them in both terms of objectives and the behaviours that will be rewarded, and see a clear link to the Corporate Plan and overall strategy.	Identify the positive and contra indicators of behaviours for each value, and for each level of responsibility, together with specified departmental KPIs. Maximise use of Perform.	Q1
	To improve employee experience and improve employee retention by being inclusive, positive and fair.	Embedding a renewed, agile and flexible working culture, and introduce technology solutions that support the new ways of working.	Review/improve our induction and onboarding processes, promoting use of induction policy and framework, and on job training support, working with colleagues to support collaborative working and joined up problem solving, through workshops and feedback.	Q3
	To provide opportunities for career progression in particular for diverse employees	Supporting individuals to develop their careers at HCPC, building our inhouse talent pipeline, succession and improve retention of talented individuals	Launch the Aspiring Managers programme and mentoring programmes	Q4
	To ensure compliance with HCPC policies and regulations	Ensure individuals are trained in all matters of compliance e.g. EDI, info security, anti bribery/fraud, mental health	Launch compliance eLearning	Q1
	To develop a coaching culture	Enhance inhouse coaching capability and provision by training a cohort to become coaches via Apprenticeship Levy	Work in partnership with BPP to train upto 5 internal coaches, maintain action learning sets for manager groups.	Q3
	To establish a listening and learning culture by emphasising on trust and empowerment so that employees are given safe spaces to reflect, challenge and learn.	Encouraging all colleagues to provide constructive feedback, and challenge as necessary in a no fear environment.	We will provide mentoring to change cultural behaviours. A 'no blame' culture, but one where people accept responsibility - are able to admit to errors and learn from them.	Q4

To ensure our employees have the right protections in place with regards to safeguarding	Ensure that HCPC staff understand their safeguarding responsibilities and keep their knowledge up to date, for example, by conducting specific safeguarding training.	Launch a new safeguarding e-learning module	Q4
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