
HCPC Culture Update

Executive Summary

This paper sets out the programmes and initiatives which have been under way since December 2021 that are contributing to building a positive culture in HCPC. The paper covers the following:

- Compassionate regulator workshops
- Learning and Development initiatives
- All employee event
- Pay Review
- Hybrid working workshops
- Wellbeing and EDI initiatives
- Apprentices
- Employee Forum
- Communications

All of these initiatives are aligned to the Corporate Strategy and the People Strategy.

Previous consideration	ELT are provided with regular updates on the above programmes and initiatives.
Decision	PRC are asked to note the report; no decision is required.
Next steps	HR will continue to monitor the effectiveness of the initiatives and will introduce quarterly pulse surveys to monitor employee views.
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 2022/2023 work plan and associated budget.
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Culture

HCPC is committed to building and reinforcing a positive organisational culture. We have not sought to define our culture in a single “strapline” but see it as expanding across everything that the organisation does, aligned closely with our values, behaviours, strategies and ways of working.

Since the launch of the new values and the 5-year corporate strategy, we have begun embedding the cultural components of the values and strategic priorities in all work streams. The behaviours project in 2021 involved employees and Council members and concluded with the [HCPC's values and behavioural standards framework](#). Training on this was then provided to all staff as part of the becoming a Compassionate regulator workshops.

Through the use of feedback mechanisms, channels and data, HCPC has been able to develop and deliver a number of initiatives across the organisation, with the emphasis on becoming a compassionate and inclusive regulator.

Compassionate regulation workshops

As previously reported, 19 workshops took place between December and January (of which two were virtual). Employees were engaged throughout and provided in depth insight into their everyday working lives. The feedback was collated and shared with the Senior Leadership Group where discussions focused on how HCPC could improve and help employees cope better with the frustrations and obstacles that they reported. Heads of departments have committed to several initiatives, and these will be communicated back to the employees.

In addition, HR are continuing this work by developing a phase 2 programme by inviting all middle managers to tailor made workshops to explore compassionate regulation aligned to the People Strategy and the newly introduced [Health and Wellbeing Framework](#). The workshops will be launched during Inclusion Week in September and a communications plan will be developed to attract and engage with the targeted audience.

Learning and Development initiatives

In January 2022, HCPC launched the first ‘Beyond Barriers Mentoring’ programme. The programme has received positive feedback not only from the participants but also from other employees, other regulators and from external sources such as LinkedIn. The programme has been designed to include, one to one mentor and mentee meetings, external training from Inclusive Leaders on 5 different modules covering microaggressions, understanding privilege and allyship and supporting courageous conversations. In addition, HR have also provided internal training to mentees on how to become more confident with transferrable skills, CV writing and interview techniques. Whilst the programme is still ongoing, a mentee has already been able to progress their career internally by securing a more senior role within the HCPC. HCPC will continue to monitor the effectiveness of the programme before launching into another session.

All employee event

HCPC's all-staff event was held on Friday 11 March at County Hall in London; the first face-to-face all-staff gathering for 2.5 years. Key themes for the event included: getting to know each other, visibility of the Executive Leadership Team and Council, celebrating success, employee health and wellbeing and equality, diversity, and inclusion. Attendees were asked to provide feedback and the overall event was very well received by employees, rated both 4.68 & 4.58 on average in our surveys (out of 5, where 5 is 'excellent'). Council member sessions were also very well received with an overall rating of 4.68. All individual sessions received a strong rating in the survey, and specific mention in the freeform part of the survey, and informally.

Most attendees stated that they felt comfortable attending, despite the prevalence of COVID at that time. Praise was given for the organisation of the event by our in-house communications team. Many employees praised the energy of the event, with the majority of attendees citing that meeting and connecting with colleagues was the best part of the event. It was clear from the that there is a strong appetite from employees for more in-person events.

Pay review

In April 2022, employees were given an average of 2.35% pay award. Whilst the award itself was not substantial, HR have not received any negative feedback regarding the percentages which were awarded. HR and ELT took into consideration the previous feedback regarding communications and ensured that any form of communication regarding the pay award were timely and appropriate.

Hybrid working workshops

Following the hybrid working survey, which was launched in September 2021, a Hybrid Working Framework has been produced to provide an opportunity to build on the experiences of remote working during the pandemic. The framework summarises the approach HCPC will take to implementing hybrid working across the organisation. This follows engagement with employees via several channels to understand the appetite for hybrid working arrangements and the model suitable for HCPC to adopt. The framework established a phased approach to hybrid working recognising the benefits of a pilot phase. The senior leadership group were asked to hold workshops with their departments to reflect on experiences and consider the strategic and operational needs of the department and what workplace arrangements will enable all staff to be most effective and fulfilled. Workshops are underway and positive feedback has been received with regards to the proposed hybrid working arrangements. Those who have already held their workshops have now moved to the pilot phase and it is envisaged that all departments will commence the pilot phase by June.

Wellbeing and EDI initiatives

HCPC are continuing to offer wellbeing and EDI initiatives which is assisting towards building an inclusive culture. Since January 2022, HCPC have provided the following sessions: Understanding Menopause (31 attendees), Neurodiversity (61 attendees), and Men's Talk - prostate cancer (21 attendees). In addition, the wellbeing advisors

have promoted Mental health awareness week and continue to provide monthly wellbeing drop-in sessions.

In May, there was a huge focus on Ramadan and employees who were observing were asked to participate in articles 'day in the life of'. These articles received positive feedback.

Apprentices

HCPC have recently advertised for two new Apprentice roles: Policy Coordinator and Data and Insight Analyst. The enhancement of the apprenticeship scheme not only is part of the corporate strategy, but it is also in recognition of becoming inclusive, enhancing the HCPC employer brand, providing people with an opportunity to progress their careers and to build a strong foundation from which the HCPC culture can progress.

Employee Forum

HCPC management continue to have quarterly meetings with the Employee Forum (EF) representative group and have increased informal engagement with the group between meetings. Quarterly meetings are engaging and invaluable to gain insight into staff views. EF members have reported that they feel that the relationship between management and staff has significantly improved over the past 12 months.

Communications

The theme which has run through various employee surveys in the past has been 'communication'. Employees have previously fed back that HCPC needs to improve internal communication and on that basis, there has been a lot of focus on how HCPC can enhance communication across the organisation.

Our new Communications Business Partner roles support teams with their internal and external communications needs, with one of these roles focused on the improvement and co-ordination of internal comms. Our Intranet, Teams Channels and Yammer communities have been main sources of content, as well as our fortnightly all-staff newsletter with regular blogs from ELT and HR, as well as staff members. In addition, we hold monthly all employee briefings which are hosted by ELT members and feature presentations from employees across the organisation on important updates. We have seen more positive engagement with employees who are able to ask questions and provide feedback before, during and after these sessions.

To further develop our communications and to encourage employees to speak out, HR will be holding monthly drop-in sessions where employees will be invited to ask any burning questions. The sessions will also focus on covering HR related topics such as benefits, wellbeing and EDI as well as recruitment. Furthermore, 'wellbeing roulette' sessions are also being developed where randomly selected employees will be asked to have informal discussions with each other. This initiative came to light through a wellbeing survey and has formed part of the wellbeing action. As well as all the above, HCPC continue to have a presence on social media in particular LinkedIn where we showcase our initiatives and programmes.

Conclusion

In essence, all of the above have contributed and will continue to contribute towards building a strong organisational culture. Although culture is not something that is easily measured (or indeed described), we will look to monitor impact through the use of regular pulse surveys and will respond to feedback to continually improve and focus on any issues which have been highlighted.