

HMCPST People Strategy 2021-2025

The People Strategy has been developed to support the strategic objectives, mission and values of HMCPST and sets out, at a high level, what we will do to support those who work for us, will ensure that we can recruit the best and have a clear plan for development and inclusivity. This plan will help us foster a culture of excellence in all areas of inspection and corporate support.

It aligns to HMCPST values. HMCPST's values run through all we do, whether internally or externally, on inspection or in our wider work. Our values are:

- **A professional approach** - We act fairly, honestly, responsibly and with respect.
- **An open-minded attitude** - We act with integrity and independence in all we do, producing high-quality, evidence-based reports that are fair and proportionate.
- **A collegiate culture** - We work together and with others to support improvement across the criminal justice system.

HMCPST's most valuable asset is its people. This strategy aims to ensure that HMCPST is people-centred in its choices when supporting and developing its staff (including those it may recruit). It aims to ensure that HMCPST is an employer of choice with policy and procedures that set high expectations whilst providing a stimulating and inclusive environment and maintaining its reputation as a leader in fields of law and business inspections. Our culture has to be one of supporting all of our staff and ensuring that we provide effective induction, reward, recognition, development, and a workplace that reflects the culture and values we strive to deliver. We will preserve a balance of permanent and seconded (or fixed term contract) legal and business inspectors to maintain the level of experience and skills in inspection work and recent operational experience of the organisations we inspect.

Key themes



1 Recruitment and development

- To recruit the best people that demonstrate the skills and values we strive to deliver.
- To offer personal and professional induction and development to enable staff to gain the skills and experience needed to deliver the inspection strategy, and to build expertise that will enable them to move into new roles and/or organisations with confidence.
- To ensure that development opportunities are offered fairly and equitably and enable people across the organisation to develop according to their skills and potential.
- To ensure training and development is targeted to enable staff to deliver inspection work to a high standard.
- To ensure there is sufficient resilience of staff and knowledge sharing to enable a transient staffing pool whilst maintaining key skills and experience

2 Leadership

- To ensure that all staff understand the HMCPSTI vision and values and to develop and demonstrate acceptable leadership behaviours.
- To give all staff equal opportunity, no matter the role, to take responsibility for developing their own leadership skills.
- To support leaders to champion HMCPSTI values.
- To promote and encourage open and honest engagement at all levels within HMCPSTI through quality communication and effective line management conversations around performance and development.

3 Reward

- To promote use of recognition mechanisms, such as thank you messages, positive feedback to individuals and their line managers, and the special bonus scheme and encourage all staff to consider nominating colleagues for recognition where appropriate.
- To ensure that where specialist skills or experience are required to deliver the inspection strategy, allowances are considered in order to attract and retain these skills.
- To ensure that all staff demonstrate the values of HMCPSTI.

4 Diversity and inclusion

- To embed a culture of celebrating diversity and inclusion.
- To promote a healthy work-life balance.
- To ensure that there is a, collaborative, safe and supportive working environment.
- To ensure that HMCPSTI continually engages with and listens to staff.
- To ensure there is effective consultation and communication.
- To ensure that opportunities are offered irrespective of working patterns or needs.

Governance

The Chief Inspector is responsible for approving the People Strategy. The management board will be responsible for developing a plan to deliver the strategy. Actions set out in the delivery plan will be managed using existing governance structures, with responsibility for delivery being held by the management board. The management board will report to the Chief Inspector on progress of actions to deliver the strategy on at least a quarterly basis.

This plan was reviewed in February 2024, amendments were made to reflect changes in governance structure and our revised values descriptors. This plan is due for review on or before 31 March 2025.