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## Impact of Beyond Barriers and Reverse Mentoring Programmes

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### Executive Summary

The paper attached discusses the performance, delivery and impact of the Beyond Barriers and Reverse Mentoring programmes between September 2023 and May 2024.

This was the second iteration of Beyond Barriers, the HCPC's inclusive mentoring programme, which has been successfully implemented, involving 17 participants – 8 mentors (senior leaders) and 9 mentees (employees). Additionally, the reverse mentoring programme was introduced for the first time, involving 5 senior leaders as reverse mentees (including the Chair and a Council member) and 5 employees as reverse mentors.

The attached evaluation report highlights the positive impact the programme has had on the individuals involved. The organisation's employer brand is also positively impacted by such initiatives because they highlight the employee value proposition, support the career development of our staff and demonstrate our commitment to attracting, developing, and retaining talent. From a strategic perspective, this supports workforce and succession planning as we enhance our internal capabilities, skills, and build our talent pipeline.

Upon the completion of our successful mentorship programmes, several takeaways underscore the value and impact of such initiatives. The programmes' well-defined objectives and structured approach facilitated clear and measurable outcomes, notably employee development, professional practice and career progression. Effective mentor-mentee matching, supported by training and resources, ensured productive and meaningful relationships. Regular monitoring, open communication, and robust support systems fostered a safe and collaborative environment. The programmes' alignment with organisational goals, coupled with strong leadership buy-in, reinforced their strategic importance. Recognising participants highlighted the organisation's commitment to employee growth. Continuous feedback mechanisms enabled iterative improvements, ensuring the programmes remained responsive to evolving needs.

Overall, the mentorship programmes enhanced individual skillsets and job satisfaction and contributed to organisational cohesion and long-term success.

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Previous consideration	This report was discussed at the Executive Leadership Team meeting on 9 July 2024. Prior to this, a progress update was provided to the Council at its meeting on 20 March 2024.
Decision	The Committee is asked to note the report.
Next steps	Plan to deliver Beyond Barriers programme next financial year. Future updates will be incorporated into the HR Performance Report submitted to the Committee.

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Strategic priority	Strategic priority 5: Build a resilient, healthy, capable and sustainable organisation
Financial and resources impact	Programmes have been successfully delivered – the impact on time for external led and internal led events is considered in the paper alongside financial costs for the external led EDI element.
EDI impact and Welsh Language Standards	<p>The programmes support greater diversity and representation of EDI categories further up the chain in the management population and support professional career progression at the HCPC.</p> <p>The programmes contribute towards these objectives in the EDI action plan:</p> <ul style="list-style-type: none"><li>• Objective 6 - Continue to ensure, promote and harness the rich diversity of our colleagues ensuring a diverse workforce and representation at all levels</li><li>• Objective 7 -Develop and embed an inclusive culture, that encourages and values diversity and the uniqueness and experiences of our colleagues and partners, enabling them to be themselves and bring their whole self to work.</li></ul> <p>EDI data is in Appendix 3 of the evaluation paper attached.</p>
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# Beyond Barriers and Reverse Mentoring Programmes

## Evaluation Report

### 1. Introduction

We are thrilled to announce the successful conclusion of the HCPC's groundbreaking developmental initiatives: the Beyond Barriers and Reverse Mentoring Programmes. Launched in National Inclusion Week (October 2023), these programmes were designed to foster growth and development, develop a diverse talent pipeline and build an inclusive culture. They have provided personalised, authentic and motivating experiences that tap into purpose to strengthen, individual, team and organisational performance.

This report covers activity, performance and delivery, application and impact, conclusions and recommendations.

### 2. Context and Business Need

We understand the importance of fostering a diverse and inclusive workforce. While we have employees from various backgrounds, under-represented and ethnic minority groups are not well-represented in higher positions within our organisation. Mentorship plays a crucial role in challenging beliefs, removing barriers, tackling inequalities, and providing tangible pathways for upward mobility.

Through positive action, we aim to ensure that these individuals have improved access to opportunities for professional development and progression within HCPC, thereby increasing our chances of becoming a more representatively diverse organisation at all levels. This aligns with the strategic objective outlined in our Equality, Diversity, and Inclusion (EDI) action plan.

The Beyond Barriers workstream is a key initiative in our EDI efforts, demonstrating to our internal and external stakeholders how we are addressing these challenges. It positions us as an employer of choice and helps attract potential employees.

One of the key strategic themes of our People Strategy is to become a high-performing, capable, and skilled organisation/workforce. Beyond Barriers and reverse mentoring are approaches we are using within this strategic theme to develop and retain talent internally and help HCPC make progress against its equality objectives.

The aim of the Beyond Barriers programme is to support individuals in building and progressing their careers, with a particular emphasis on equipping colleagues from under-represented and ethnic minority backgrounds to advance their careers within the workplace. This positive action initiative provides an opportunity for those from these groups to be paired with a senior mentor, encouraging perspective-taking and deeper understanding of the challenges faced at work, while spurring personal and professional development and growth.

The aim of reverse mentoring is to leverage the strengths and perspectives of different generations, foster cross-generational learning, and promote organisational agility and adaptability in an ever-changing business landscape. It recognises the value of intergenerational knowledge sharing and creating a more inclusive workplace culture.

### **3. Review of Activity**

Briefing sessions took place in National Inclusion Week w.c. 25 September 2023 to promote both programmes. Expressions of interest were sought from targeted individuals to become reverse mentors to identified Executive Leadership Team members (Andrew Smith, Bernie O'Reilly and Alastair Bridges), Chair of Council and Valerie Webster, Council Member.

For Beyond Barriers, the process involved an application and selection phase, followed by mentor-mentee pairing. Training sessions were conducted for mentors and mentees by the L&D Manager (impact, CV writing and interview skills) and Inclusive Employers (external supplier), covering topics like diversity and inclusion. A mid-programme presentation shared success stories, and feedback was collected through a survey at the end. Seventeen participants were successfully placed into mentorships, consisting of eight mentors (senior leaders) and nine mentees.

### **4. EDI impact**

The mentor and mentee pool, as outlined in Appendix 1, reflects a diverse and inclusive composition that aligns with our organisational commitment to equality. Our recruitment efforts have yielded a representative pool that mirrors the diversity of our workforce and our stakeholders. This diversity is pivotal in supporting the career growth and advancement of individuals from underrepresented groups, fostering an environment where they can flourish and attain professional success. Mentor and Mentee EDI data is contained in Appendix 3.

### **5. Goals of the programmes**

The goals for Beyond Barriers programme were:

- To provide the support and tools for individuals in their growth, develop capability and careers so that HCPC can become a high performing, capable and skilled organisation.
- Promote and harness diversity, inspire inclusive leadership, ensuring a diverse workforce and representation at all levels and develop and embed an inclusive culture, that encourages and values diversity.
- Support underrepresented employees/those with protected characteristics in gaining experience to progress to managerial roles and supporting employees in their personal and professional growth.
- Improve employee engagement, motivation and morale by providing personalised, authentic and motivating experiences that tap into purpose to strengthen, individual, team and organisational performance.

The goals for the reverse mentoring programme were:

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- Increase awareness, understanding and action: Create reverse learning and understanding of the lived experiences and challenges faced by colleagues, and more specifically to help both become more open-minded and understand difference.
- Support a diverse/inclusive culture: Be a diverse, inclusive, progressive workplace that will help achieve our vision to be a high performing, adaptable and caring regulator.
- Career opportunities: Through building awareness of barriers and challenges faced by underrepresented employees, provide an opportunity to gain experience and knowledge to progress to managerial positions (higher pay band roles) and/or for their personal growth.

Feedback received highlights that these goals have been achieved. See the section on conclusion.

## 6. Performance and Delivery

The programmes aim to cultivate an inclusive work environment and culture, fostering growth opportunities for individuals while promoting and leveraging diversity and representation across all levels. This aligns with our vision for equity, diversity, and inclusion (EDI) and our overarching People Strategy. Feedback (Appendix 4) from participants indicates that the programmes positively impacted motivation, morale, professional development, organisational culture, and collaboration. Targeted development was provided to mentees and mentors. Specific, bespoke internal and external learning and development interventions for the Beyond Barriers Programme ran alongside the mentorship meetings (see Appendix 2).

### Beyond Barriers Programme:



### Reverse Mentoring Programme:

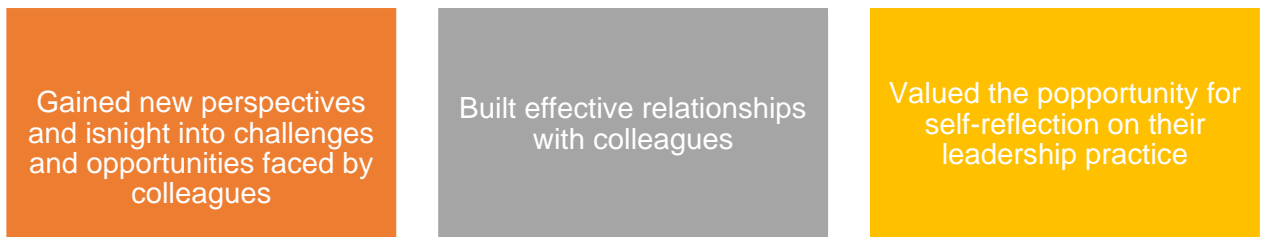


## 7. Evaluation: Impact and successes

- Survey Satisfaction Scores for both programmes



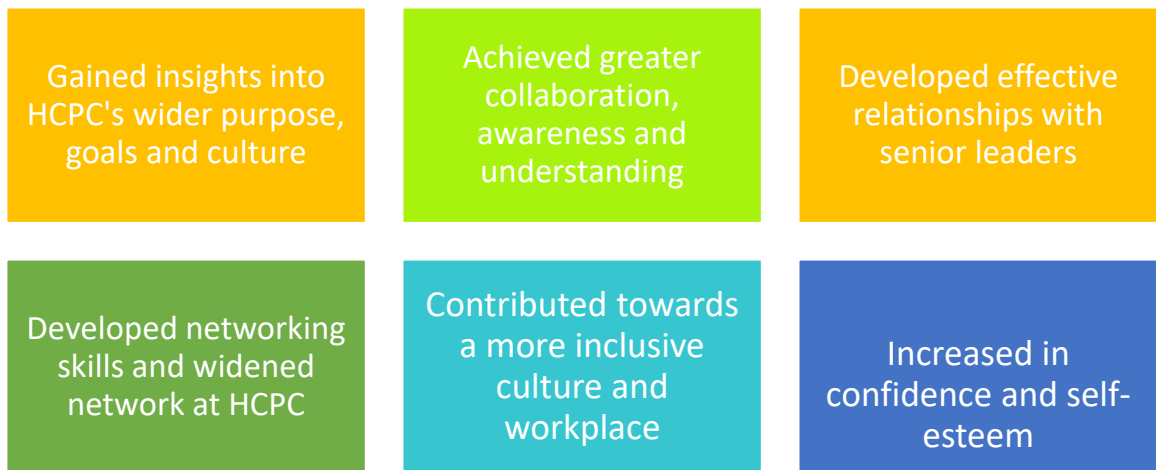
- On Beyond Barriers, 100% of **mentors** said that as a result of attending the programme they:



- On Beyond Barriers, 100% of mentees said that as a result of attending the programme their professional practice has improved in the following ways:



- On Reverse Mentoring, 100% of reverse mentors said that as a result of attending the programme they:



Participants report that the specific benefits of being mentored include:

- ✓ encouraged and empowered in personal development
- ✓ identifying and achieving career goals
- ✓ identifying and correcting gaps in generic skills and knowledge
- ✓ building relationships and access to a wider network of people and meeting people from different business areas
- ✓ increasing confidence and self-awareness
- ✓ developing resilience and taking on challenges with energy and optimism
- ✓ developing and maintaining a broader perspective on career options and opportunities (enhanced skills and knowledge to develop their careers)
- ✓ having access to a senior role model and understanding leadership and influence
- ✓ gaining insight into HCPC culture
- ✓ developing mentoring/coaching skills

It follows that with these achievements, employee engagement and job satisfaction and motivation is high amongst mentees and reverse mentors.

### **Impact at mid-point of the Beyond Barriers Programme**

A video sharing the stories of participants was positively received at the all-employee meeting on 29 February 2024. At the Council Meeting on 20 March 2024, The Learning and OD Lead received a round of applause and overwhelming positive response and appreciation following her presentation and response to the video ([HCPC mentoring programmes - participant voices.mp4](#))

### **Impact on career advancement during the programme**

There have been some successful moves and some of this success can be attributed to participation on the mentoring programmes.

- Promotion: One mentee on Beyond Barriers applied for a team manager role (fixed term, maternity cover) in the Scheduling team and successfully achieved this position

- External career moves: One mentee successfully secured legal role at another regulator, an important move for her career whilst a reverse mentor successfully secured a paralegal position at another regulator.

## **8. Longer-term impact**

The long-term effects of the mentoring programmes are yet to be assessed, such as tracking mentees' career progression (lateral moves, promotions, or upward mobility), increased staff retention and reduced turnover, positive employee engagement scores, and favourable exit interview feedback about the organisation from those leaving. For many of these success metrics, Beyond Barriers and reverse mentoring will be a contributing factor, not the sole factor, as other elements will also play a role in improving these outcomes.

## **9. Conclusion**

The mentorship meetings, training and learning activity undertaken during both the mentoring programmes has been hugely successful and positively impacted participants (as evidenced from participants' feedback).

The Beyond Barriers and reverse mentoring programmes have proven to be catalysts for fostering a more inclusive and collaborative environment within the organisation. By facilitating cross-generational and cross-cultural interactions, these initiatives have empowered individuals from diverse backgrounds to share their unique perspectives and experiences. This exchange of knowledge and understanding has not only enriched the personal growth of the participants but has also played a part in creating a heightened sense of empathy, respect, and appreciation for diversity.

## **10. Recommendations**

We will use feedback and learning to further improve the programmes. Overall recommendations are:

- Possibility to include skills and development for those already at management level.
- Consideration to revisit the externally-led sessions to either take this element out of the future programme or to link into mentoring programme and bring in opportunity to discuss techniques, where mentoring went well/could have been better, previous mentors' experiences; this option will mean tailored needs for the programme and around 10-15% extra cost.



## Appendix 1: Participants on the programmes

<b>Mentor name</b>	<b>Job title</b>
Alan Keshtmand	Head of Finance
Geoff Kirk	Head of IT and Digital
Anna Raftery	Head of Assurance and Compliance
Jamie Hunt	Acting Head of Education
Fatma Ali	Head of HR and OD
Uta Pollmann	Partner Project Lead
Deborah Oluwole	Operational Manager - Scheduling
Tehmina Ansari	Learning and OD Lead
<b>Mentee Name</b>	<b>Job title</b>
Catalina Josan	Case Manager
Imogen Edge-Partington	Case Manager (left the HCPC in May 2024)
Razia Mohamed	Listings Officer
Miriam Uzoma	Hearings Officer
Cirene Chagas	Team Administrator
Leigh-Anna Smith	Case Support and Administration Manager
Daniela Dollinger	Communications Business Partner
Katarzyna Szklarska	Registrations Advisor
Oore Fabunmi	Registrations Advisor
<b>Reverse mentor</b>	<b>Job title</b>
Ainslee Christensen	Scheduling Team Manager
Vesna Maglov	Registrations Manager
Aditya Palai	HR Business Partner
Ann Faulker	Education Administrator
Daisy Coo	Case Officer (left the HCPC May 2024)
<b>Reverse Mentee</b>	<b>Job title</b>
Bernie O Reilly	Chief Executive
Andrew Smith	Deputy CEO and Executive Director of Education, Registration and Regulatory Standards
Alastair Bridges	Executive Director of Resources
Valerie Webster	Council Member
Christine Elliott	Chair

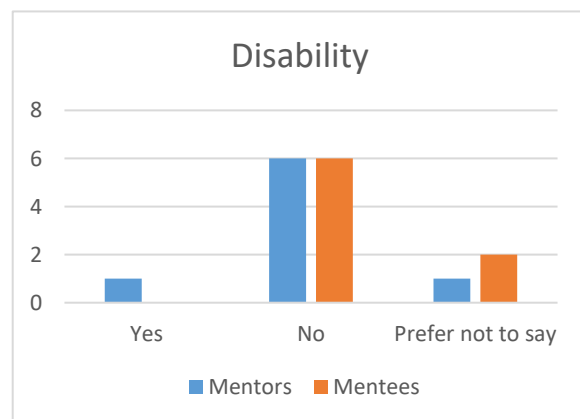
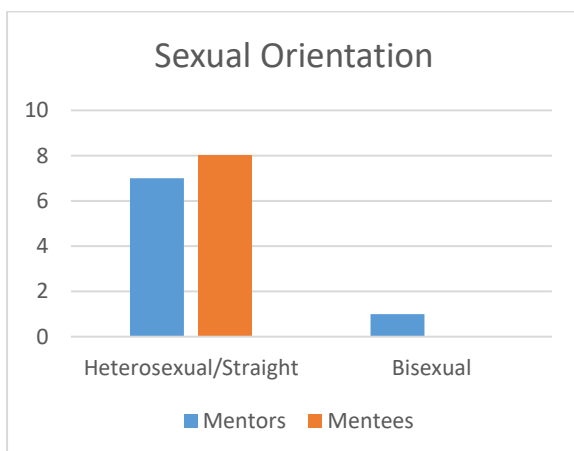
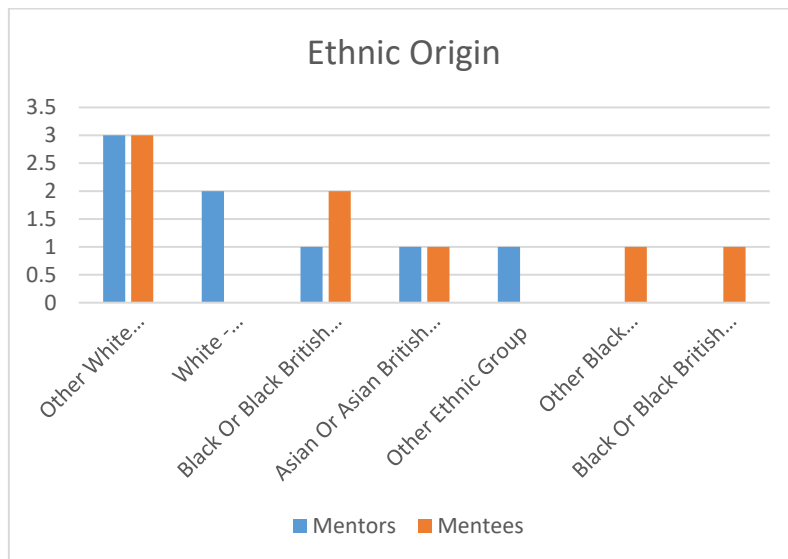
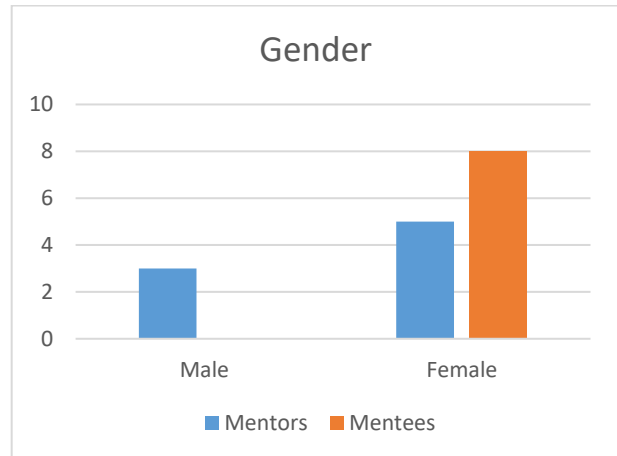
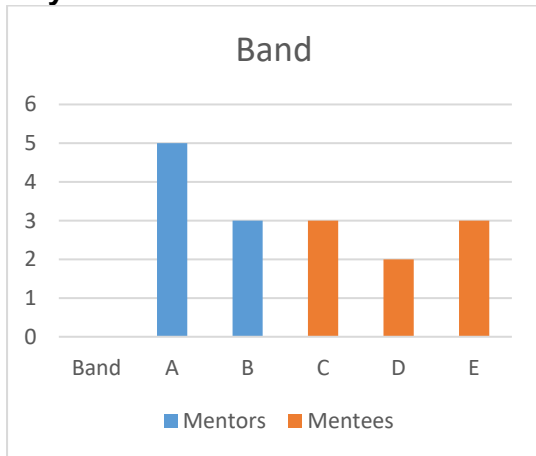
## Appendix 2: Learning events information

Activity	Numbers	Further information
Total expenditure on external training (Inclusive Employers, learning partner)	£4,500	This is the only financial cost associated with the programme
Average expenditure per employee	£321	
Total No. of workshops/events delivered internally	6	<p>Sessions included:</p> <ul style="list-style-type: none"> <li>• Mentor training (by Learning and OD Lead, 3.5 hours)</li> <li>• Mentee training (by Learning and OD Lead, 3.5 hours)</li> <li>• Recruitment at HCPC (by HR, 1 hour)</li> <li>• Personal impact and influence (by Learning and OD Lead, 3.5 hours)</li> <li>• How to succeed at CV and job applications (by Learning and OD Lead, 3.5 hours)</li> <li>• How to succeed at interviews (by Learning and OD Lead, 3.5 hours)</li> </ul>
Total No. of workshops delivered by Inclusive Employers	5	<ul style="list-style-type: none"> <li>• Sponsorship and being an ally (mentors only, 2 hours)</li> <li>• Courageous conversations (2 hours)</li> <li>• Building inclusive teams and mid point circle (2 hours)</li> <li>• Understanding and avoiding microaggressions (2 hours)</li> <li>• Understanding privilege (2 hours)</li> </ul>

- Inclusive Employers were selected to be the provider for the EDI learning element of the programme and designed the course content. The focus was on developing people's confidence and behaviours in relation to equality and diversity matters, specifically to develop a more inclusive culture internally and externally in relation to our stakeholders. The sessions were well received. Bespoke internal training workshops were provided to mentees to supplement their learning focused on professional growth and careers (see Appendix 1).
- Mentorship meetings took place for the duration of the six-month programme, with pairs meeting at least once a month with a meeting lasting between 1 and 1.5 hours. Alongside the learning programme and mentorship meetings, reflect and learn sessions were also delivered as part of the programme for mentees and mentors to connect separately in their groups to discuss progress and achievements. This was not part of the formal learning programme.

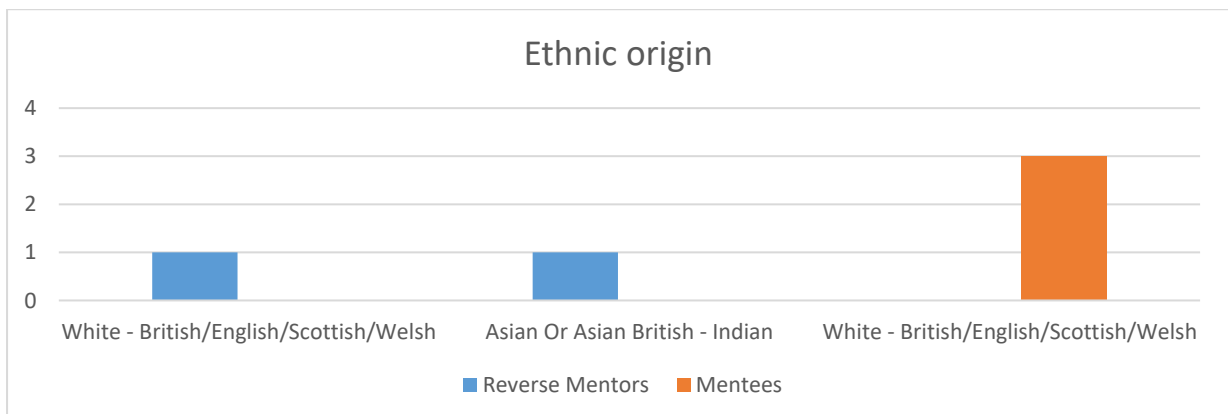
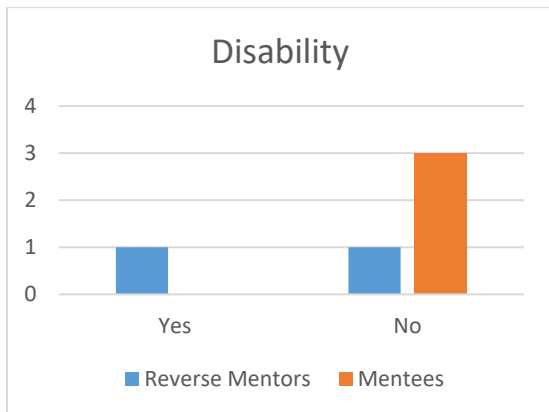
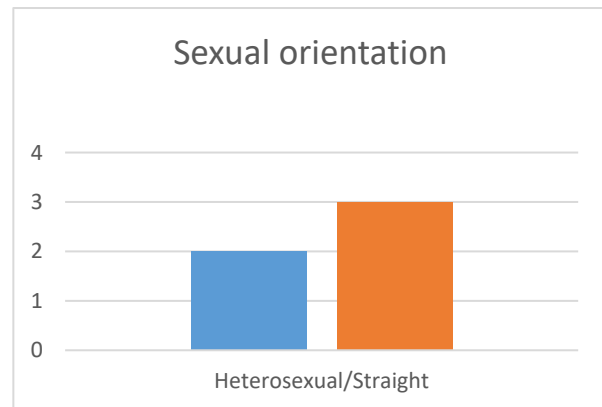
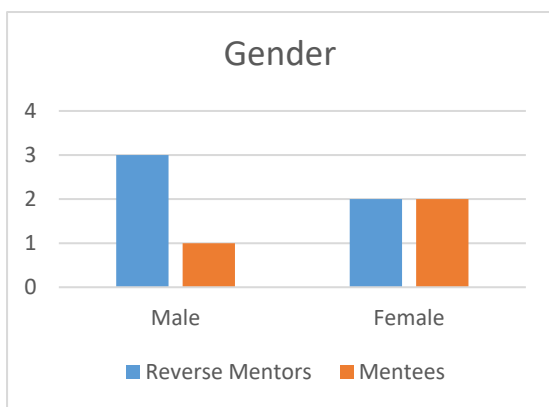
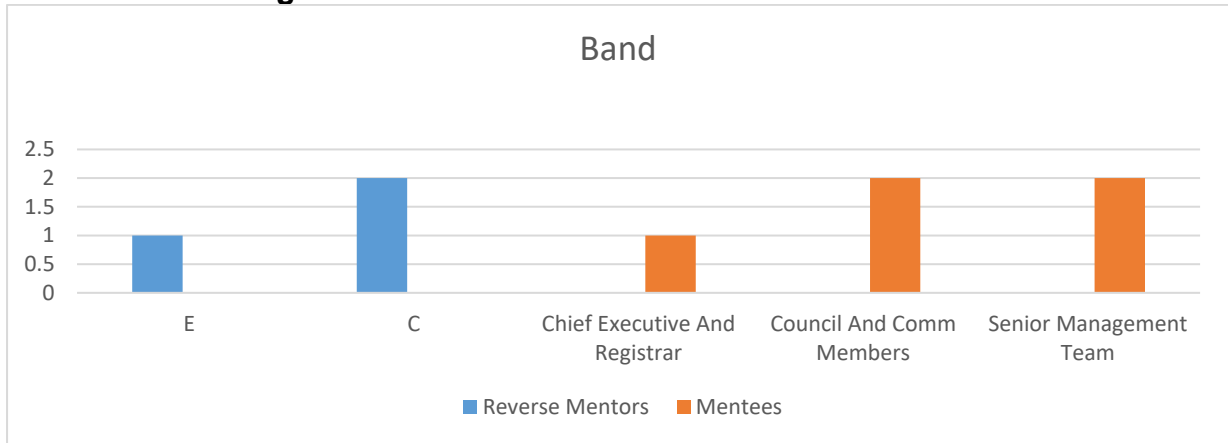
## Appendix 3: Mentor and Mentee EDI data

### Beyond Barriers:



Note: One mentee has left the HCPC and is excluded from this data

## Reverse Mentoring:



Note: No data for Council members on sexual orientation, disability or ethnicity

## Appendix 4: End of programme reflections by participants

### Beyond Barriers

“The Beyond Barriers programme was a useful experience, in that it held me accountable and kept me motivated through the monthly meetings with my mentor. Often the process of applying for roles can feel discouraging, because you go through it alone and rejections can often feel personal, but having a mentor to speak to and reassure me boosted my self-esteem and gave me extra energy to keep applying to roles that appealed to me. My mentor always had a positive attitude and would think of ways I could demonstrate resilience and keep striving for my stated aims. She also provided support and invaluable insights during the interview process for a job I have successfully gained outside of the HCPC. She helped me focus on business priorities and EDI issues which I think allowed me to present as a much stronger candidate at interview.” **Imogen Edge-Partington, Mentee, Case Manager**

“The Beyond Barrier programme gave me a chance to really build on my confidence and improve my networking skills. It allowed me to push myself and put myself forward for things I wouldn’t usually have the confidence to do and has forced me to actively reflect and see where I can improve and apply myself more, which I’m grateful for. I was given the opportunity to be mentored by someone who is an inspiration and challenged me to push myself, while offering support and guidance.” **Oore Fabunmi, Mentee, Registration Advisor**

“The Beyond Barriers Mentoring programme has been an invaluable experience over the past months. It has helped me focus on and prioritise my development in a more channelled way. Building a collaborative relationship with my mentor has been and still is a great source of guidance, motivation and support that I will be able to take inspiration and learning from long after the programme ends. For anyone considering taking part I can only highly recommend it.” **Daniela Dollinger, Communications Business Partner**

“Participating in Beyond Barriers has been a significant step in my personal and professional growth. Reflecting on the goals I set at the start of the programme and my feelings at its conclusion brings a smile to my face and fills me with gratitude for the effort invested in the programme and the dedication my mentor has shown since September 2023. This journey has been filled with meaningful conversations, numerous questions and activities, and chances to challenge myself and assess various aspects that pushed me out of my comfort zone, prompted me to consider necessary changes, and to recognize skills and abilities I hadn’t acknowledged before. Moreover, the programme provided opportunities to connect with colleagues, expand my network, and participate in insightful workshops, all of which have been profoundly influential. I am immensely thankful for my mentor, who has been incredibly supportive and positive, dedicating time and effort that has greatly affected me. I deeply appreciate all the feedback and suggestions I’ve received, and I am confident they will be beneficial in my future endeavours.” **Catalina Josan, Mentee, Case Manager**

“The Beyond Barriers Mentoring programme was an amazing opportunity that I’m thankful for. It allowed me to discover a lot about myself as well as developing skills, my self-esteem and self-confidence. I am immensely thankful for my mentor, who guided me and provided me with valuable advice, as well as other people I had the pleasure meeting during the mentoring. The programme allowed me to establish my goals and understand my value. I

would recommend it to anyone who is looking to develop themselves.” **Katarzyna Szklarska, Mentee, Registration Advisor**

“I have learnt invaluable experiences during this period from my colleagues and mentor. Would highly recommend. Really appreciate the opportunity to foster a network with senior team leaders and this is not taken for granted.” **Miriam Uzoma, Mentee, Hearings Officer**

“I appreciated being able to learn from not just my mentor but from others and hear of their firsthand experiences.... Beyond just conversations, I have made other key improvements including redrafting and modernisation of my CV, using social media to reach job advertisements, and how to draft a personal statement that captures all my skills whilst meeting the job specifications. Beyond barriers has confirmed that whilst it is important to adopt the traditional career ladder, it is also important to appreciate horizontal career growth that comes from learning from your colleagues and from different departments.” **Leigh-Anna Smith, Mentee, Case Support and Administration Manager**

“Through the Beyond Barriers programme, I have improved my confidence, gained a greater understanding of the organisation’s objectives, built relationships with colleagues from different teams, and advanced my career by securing a management position. Thanks to the team behind Beyond Barriers programme for helping me achieve this.” **Razia Mohammed, Mentee, Scheduling Team Manager**

“The whole experience of being mentored was so much more than I could have asked for. I had an amazing mentor, who went out of her way and beyond to help me achieve the targets we had set. Thanks to the guidance of my mentor, my confidence, skill sets and knowledge have significantly developed. We explored strategies for optimising job applications, mastering interview techniques, and honing influential and communicative prowess. I wholeheartedly recommend this invaluable opportunity to anyone seeking personal growth, direction, or support.” **Cirene Chagas, Mentee, FTP Administrator**

“Participating as a Mentor in the HCPC’s Beyond Mentoring Programme has been an invaluable experience for me. It has not only allowed me to share my knowledge and expertise but also to learn and grow alongside my mentee. The mutual exchange of ideas and perspectives has enriched my professional journey and reaffirmed the importance of continuous learning and development.” **Fatma Ali, Mentor, Head of HR**

“Beyond Barriers enabled me to guide and nurture my mentee’s growth by identifying their areas for development and transforming them into achievable, tangible goals. We collaborated in a supportive and encouraging environment, providing a range of experiences that facilitated my mentee’s progression along the learning continuum. The essence of mentoring lies in fostering growth while prioritising the mentee’s best interests and tailoring the guidance in a manner that resonates with their individual needs.” **Tehmina Ansari, Mentor, L&OD Lead**

“The programme was beneficial for me in two parts: The primary being the sense of accomplishment in helping my mentee to achieve their objective of career progression and gain a bit more understanding of how the organisation works outside of their own specific role. The secondary benefit was being able to have structured time to use my experience to really help someone who I wouldn’t normally interact with in my day-to-day role. I’m a problem-solver by nature so this experience really challenged me to tap into my mentoring and coaching skills to empower my mentee to take ownership of their own development.” **Deborah Oluwole, Mentor, Operational Manager – Scheduling**

“I’ve been glad to be a part of the programme - it’s been great connecting with someone for another team, and to help in their career development. There was good setup by L&D colleagues, and excellent peer support throughout. It’s a well thought-through programme, which I’m sure has really tangible benefits for people in the organisation.” **Jamie Hunt, Mentor, Head of Education**

“I’ve really enjoyed being a mentor in this year’s Beyond Barriers. In particular, it’s been rewarding to see my mentee grow in confidence at overcoming her personal barriers as the programme progressed. And it’s been a great opportunity for me to reflect on my own personal development and what I’m looking for in my own career.” **Geoff Kirk, Mentor, Head of IT and Digital**

“The mentoring scheme has been an effective tool to ensure both the mentor and mentee achieve a sense of self-fulfilment. The biggest gap that has been addressed, on both sides, is the difference between ‘perception’ and ‘perspective’. For example, where an individual perceives themselves to be deficient in certain aspects, the mentor can give the mentee perspective on where this may be true, to some extent, and where it may not be.” **Alan Keshmand, Mentor, Head of Finance**

“The Beyond Barriers programme gave me the opportunity to connect not only with my mentee but also with colleagues across the organisation. The programme embraces many of our organisational values and while aiming at providing more opportunities and learning to the mentee, I learned so much during the programme. I was teamed up with an inspirational colleague who challenged my thinking and with whom I build a hopefully lasting relationship.” **Uta Pollmann, Mentor, Partner Project Lead**

## Reverse mentoring

“Reverse mentoring is an excellent opportunity to exchange perspectives. As a mentor, I discovered fresh insights from my mentee, bridging generational gaps. It was a platform for mutual learning, which was driven by curiosity and humility. The reverse mentoring experience gave me the opportunity to explain often overlooked perspectives to my mentee in order to bring about positive change, while also providing the mentee with an unfiltered overview of my struggles and challenges.

“Christine [Elliott], the Chair of HCPC, took on the role of mentee, seeking fresh insights from me on various topics. As the HCPC looks to the future, Christine’s insights from this reverse mentoring experience will be invaluable in shaping the council’s approach to AI and other emerging technologies. It has highlighted the importance of embracing diverse perspectives, fostering open dialogue, and continuously adapting to the ever-changing healthcare landscape. By actively seeking out and learning from the next generation of professionals, the HCPC can stay ahead of the curve and ensure that its processes and regulations remain relevant and effective in the face of rapid technological advancements.” **Aditya Palai, Reverse Mentor, HR Business Partner**

“Reverse Mentoring is a fantastic opportunity to develop your communication skills and build strong working relationships. You will gain more understanding of how HCPC works as an organisation and about our individual contributions to bringing about positive changes. It provided a safe learning space to challenge ideas and thinking that made this a unique experience and I appreciated Alastair’s candour as he provided me with an honest picture of his role and over the weeks we met, this gave me a unique understanding of the challenges that Senior Leaders face and an opportunity for me to be able to suggest possible solutions

because of the reversed perspective that this scheme provides.” **Ann Faulkner, Reverse Mentor, Education Administrator**

“Reverse mentoring is a very organic and dynamic relationship. Being a reverse mentor to the CEO was exciting and challenging. It was an invaluable opportunity to share my experiences coming from my home country, working in the UK and learning the English language. I had to overcome so many barriers. The experience is about learning from one another that is only possible through openness, humbleness, and honesty. I recommend the experience to both, mentors and mentees.” **Vesna Maglov, Reverse Mentor, Registration Manager**

“My regular conversations with Ann as my mentor provided me with valuable insights into how I can engage effectively and be visible with colleagues across the organisation. I also gained an understanding of how colleagues living with health conditions may need support from the range of resources available within HCPC to be fully effective in their working day. More generally, talking to Ann was always an enjoyable and thought-provoking opportunity to hear her ideas for how we can improve further and to gain fresh insights into issues that affect all us working in HCPC.” **Alastair Bridges, Mentee, Executive Director of Resources**

“I very much enjoyed the programme and the experience of being mentored by a HCPC colleague. We discussed important topics. I learned a huge amount about the organisation, culture and perceptions of staff. I thoroughly enjoyed the experience.” **Valerie Webster, Council Member**