
HR Performance Report – Q1 2022-23

Executive Summary

The purpose of the performance report is to measure progress towards achieving HCPC's strategic aim 5 (Build a resilient, healthy, capable and sustainable organisation).

The report covers a range of areas which measures HCPC's performance:

- Establishment
- Recruitment
- Applicant Diversity
- Pay Bands
- Sickness Absence
- Wellbeing, Reward & Engagement Initiatives
- Turnover & Turnover Diversity
- Reasons for leaving
- Exit Interview survey
- Employee relations cases
- Learning and Development Activity

The main highlights from Q1 are:

Establishment:

- Increase in permanent staff/reduction in FTC's/number of agency staff has stayed the same.

Recruitment:

- Number of 'in-progress' recruitment campaigns have concluded, resulting in an increased number of offers. Average days to hire category has been added which tracks efficiency of campaign between advert going live to offer being made.

Applicant Diversity:

- Age: Applicant age range continues to be between 21-30 and 31-40.
- Gender: Based on gender breakdown of applications (213) around a third of male and female applicants were shortlisted and a third of those applicants were appointed.
- Disability: Based on the disability breakdown of applications, around a third of applicants with or without a disability were shortlisted.

Sickness Absence:

- Reduction in Short term and long-term absences.
-

Turnover:

- Reduction in turnover – from 16 leavers in Q4 (21-22) to 8 leavers in Q1 (22-23)

Previous consideration	HR KPI's are an ongoing set of data presented to ELT and the People and Resource Committee, previous report can be found here.
Decision	The Committee is asked to note the report and in particular discuss how well is the HCPC supporting performance and progressing staff.
Next steps	HR will continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Head of departments to resolve any underlying issues within their team and deliver against the People Strategy as agreed.
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.
Author	Fatma Ali, Head of HR Fatma.ali@hcpc-uk.org
Sponsor	Alastair Bridges, Executive Director of Resources and Business Performance Alastair.bridges@hcpc-uk.org

HR Performance Report

Q1 2022/23

CONTENTS

Establishment

Recruitment

Applicant Diversity - Age

Applicant Diversity – Gender

Applicant Diversity – Disability

Applicant Diversity – Ethnicity

Pay Bands – Gender

Pay Bands – Ethnicity

Sickness Absence

Wellbeing & Reward Initiatives

Wellbeing & Engagement Initiatives

Turnover

Turnover Diversity

Exit interviews – Reasons for Leaving

CONTENTS

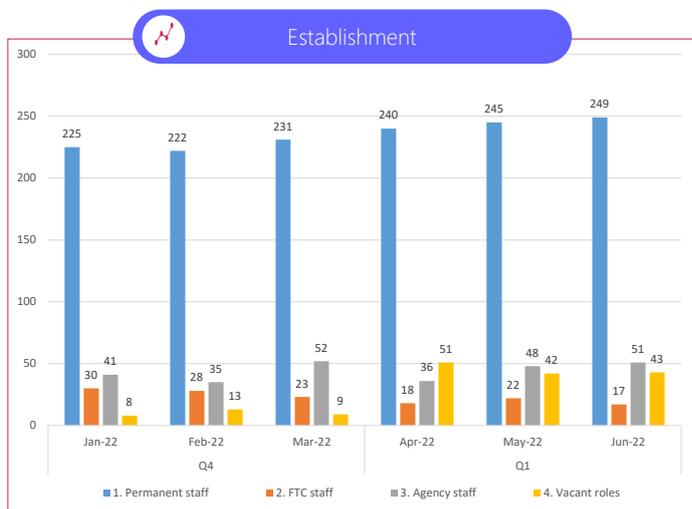
Exit Interviews – Employee Experience

Employee Relations

Learning & Development Activity



ESTABLISHMENT



- Permanent staff - 245
- FTC staff - 19
- Agency staff - 45
- Total number of staff - 264

*Based on average number of employees across period

The establishment above is covering the period of April – June 2022 (22/23 Q1). This financial year, there has been an increase in the total target establishment to 309 compared to the previous financial year of 263. In comparison to Q4, the average number of permanent staff has increased by 8.5% (19 people), a decrease in FTC’s by nearly 30% (8 people) as more contracts are made permanent, whilst the number of agency staff remained the same.

With a total target establishment of 309 (22/23), there is a deficit in the number of employees (average of 264 in Q1) thus vacancies across the organisation amount to an average of 14.7% (45 vacancies). Given the increase in establishment, we can expect that the number of vacancies will be significantly different to Q4. On average, the addition of agency workers covers the deficit in the number of employees compared to last quarter where it was 14% above the total target establishment.

RECRUITMENT



- Job advertised - 8
- In Progress vacancies - 11
- Internal Offers - 7
- External Offers - 5

*Based on average number of campaigns/offers across period

Between the period of April – June 2022 (Q1), there was an average of 8 vacancies advertised on the HR system per month, compared to 11 vacancies in the previous quarter. In total, there were 24 recruitment campaigns in Q1, compared to 33 campaigns in Q4.

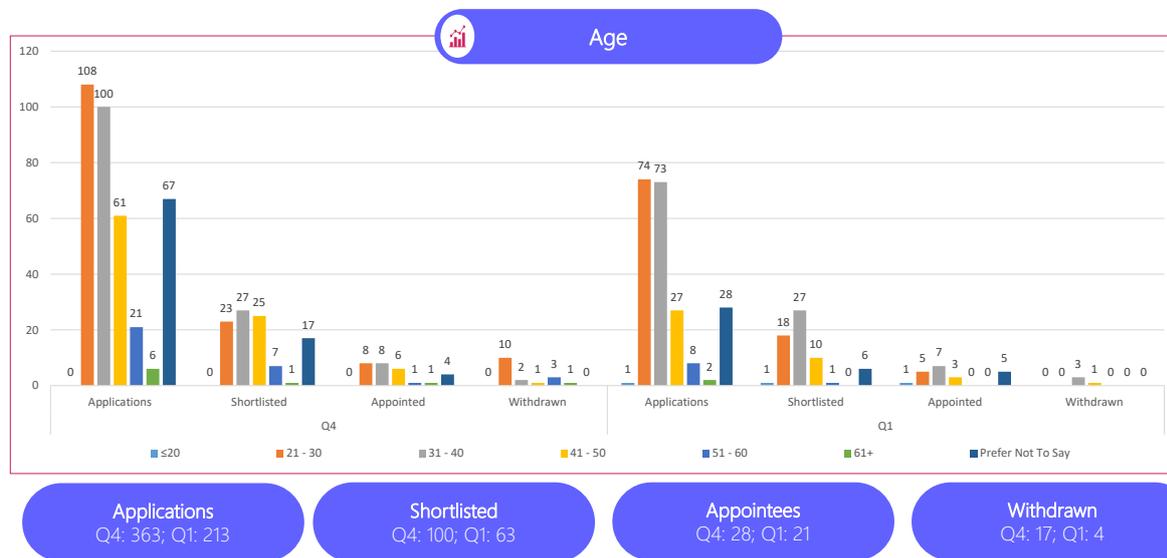
The number of ‘in progress vacancies’ has decreased (previously 18), as the HR Ops team continue to move various campaigns across the different recruitment phases (e.g. shortlisting/interviews/onboarding) with slightly more job offers being made this quarter as the campaigns conclude which was expected from the previous quarter as the expectations were for ‘in progress’ campaigns to reduce. Just to note, some vacancies within this period still appear to be on-going (still in shortlisting/interview stages) and will have been omitted until the conclusion of the campaigns.

As per the graph comparison, there was a slightly higher number of job offers made in this period compared to the last (36 to 31), with a slightly higher number of internal offers compared to external offers. This is in contrast to the last quarter where there were an equal number of offers. It is important to note that the figures are based on the recruitment campaigns within the quarter and all of the offers attached to the campaign. The number of candidates not accepting an offer has declined compared to Q4, however given the small number of data, it is hard

to pinpoint whether there is a pattern.

We have included an additional category – Average days to hire – as a measure to keep track of days taken from the advert going live to the appointee's offer date. Generally, the expectation is that on average for this figure to be around 30 – 40 days, given that recruitment schedules are usually based around 2 weeks advertising, 1 week for shortlisting and 1 week for interviews. However, there may be occasions where each recruitment stage may be amended/extended which can have an impact on the rest of the schedule. Q1 had on average 59 days taken to hire, however this is likely due to extensions in live adverts which impacted the rest of the recruitment schedule.

APPLICANT DIVERSITY



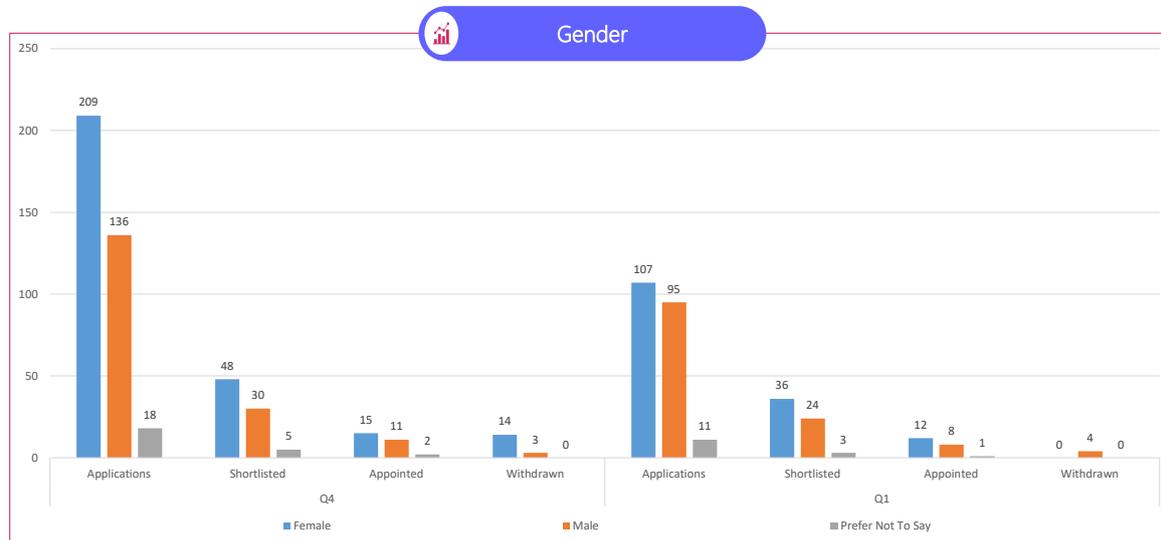
Based on each recruitment stage, around 30% of applicants are shortlisted against the number of applications and nearly a third of those shortlisted are appointed. The number of applications has reduced this quarter, however this may be correlated with the reduced number of recruitment campaigns compared to Q4.

In terms of the age range of applicants, it is positive to see that the HCPC is attracting candidates from different age groups. However, the highest number of applicants continue to be within the 21-30 and 31-40 range each quarter. As a result, there looks to be a higher number of applicants within these ranges that have been shortlisted, compared to Q4 where applicants between 41-50 were also likely to be shortlisted.

In relation to appointments, those in the 31-40 age range were more likely to be appointed, followed closely by those in the 21-30 age range. This has slightly changed from previous quarters where these age ranges were equally likely to be appointed. It is important to note however, that a fair few applicants have declined to provide this information. A fewer number of applicants were likely to withdraw in this quarter, however this appears to mainly to be within the 31-40 range compared to the previous quarter where it was 21-30.

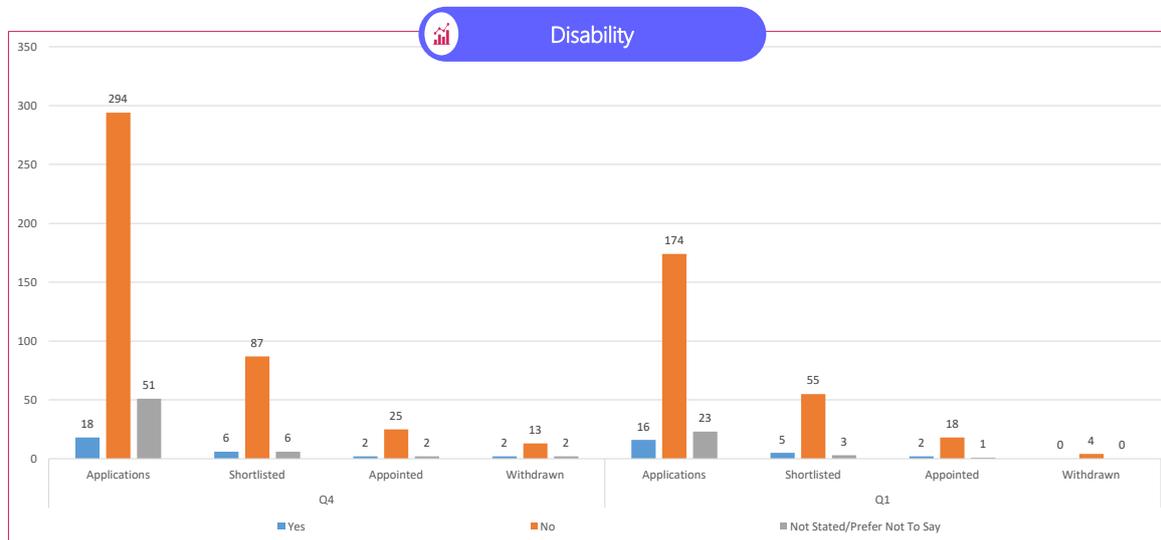
Q1 has also seen a decrease in the number of withdrawals. These have ranged from either the candidates accepting another offer either internally/ externally or HCPC having to withdraw offers following due diligence checks at onboarding stages.

APPLICANT DIVERSITY



HCPC continues to attract both male and female candidates to the organisation. The general pattern for each quarter has been that majority of applicants are female. Based on the gender breakdown of applications, a third of female and male applicants are shortlisted and a third of those shortlisted are appointed. In Q4, around 22% of males and females were shortlisted whilst a similar number of males (36%) and females (31%) were appointed based on the shortlisted applications.

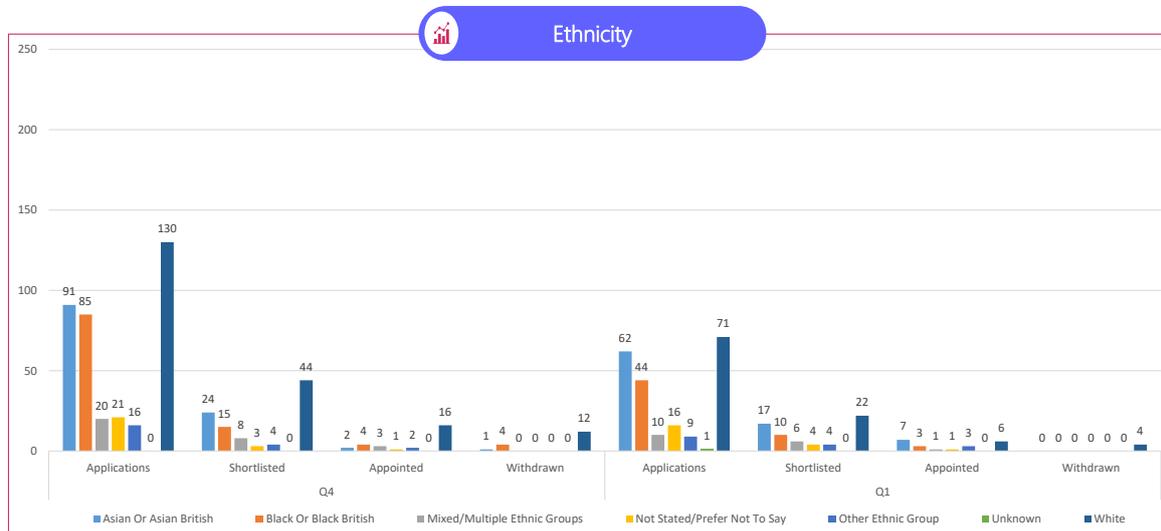
APPLICANT DIVERSITY



Majority of applicants tend not to have a disability and compared to Q4, the numbers are similar across applications, shortlisted and appointed. However, we acknowledge that the number of appointments continue to be low. Based on the breakdown of applications, around a third of applicants with or without a disability are shortlisted. Out of these shortlisted applicants, 40% of those with a disability are appointed compared to 32% of applicants without a disability.

HCPC will continue to work on their recruitment campaigns in order to attract, recruit and support candidates with disabilities.

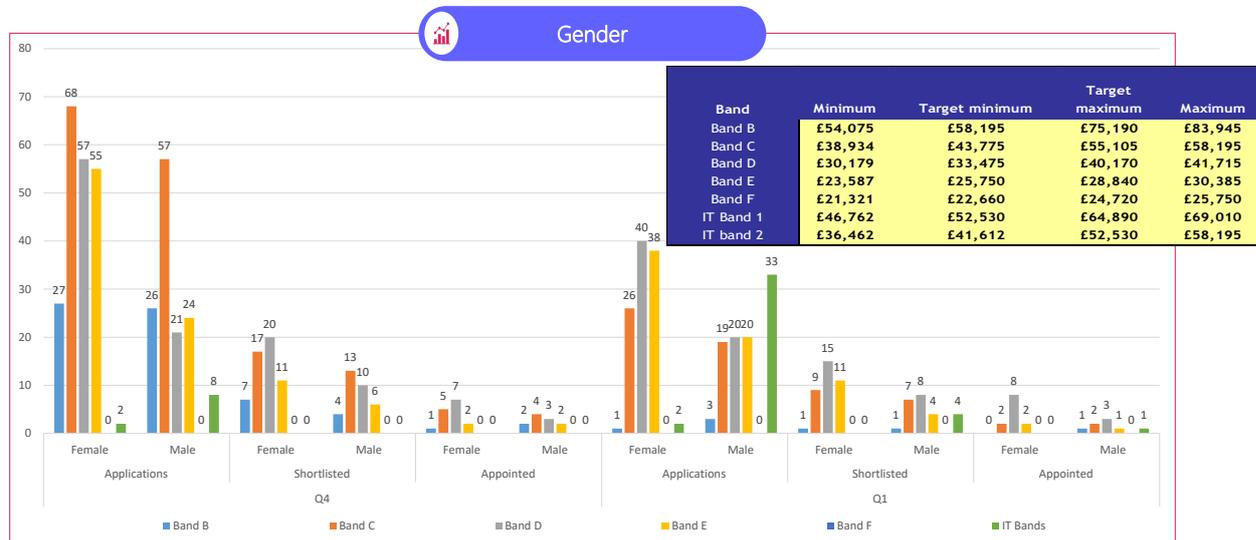
APPLICANT DIVERSITY



As per the previous quarter, there are a higher number of applications from ethnic minorities overall. Based on the number of applications from ethnic minority groups, around 30% are likely to be shortlisted, whilst 37% of those shortlisted are appointed. Comparing this to applicants from a white background, they are equally as likely to be shortlisted as an ethnic minority applicant despite fewer applications, however only 27% of those shortlisted are appointed.

The general pattern across each quarter, however, has been that majority of candidates tend to have a white background across the Applications, Shortlisted and Appointed phases when compared to any other ethnic background, although in the Appointed phase for Q1, majority of appointees have an asian background closely followed by white applicants.

PAY BANDS



Compared to Q4, males are more likely to apply for Band B roles compared to females, however where Band C attracted applications from both genders this has now changed to our Band D and E roles, with a larger number of females applying for roles within this banding. Whilst the number of females applying to IT bands has stayed the same in Q4 and Q1, there has been a surge in the number of male applicants for IT bands. This may be unsurprising given that this specialist field tends to be male-dominated.

Females are more likely than men to be shortlisted across all pay bands, however, at appointment stage, they are less likely to be appointed to a Band B role compared to males which follows the same pattern as Q4. Male and female appointments are equally likely at Band C level, however there are higher female appointments at Band D.

PAY BANDS



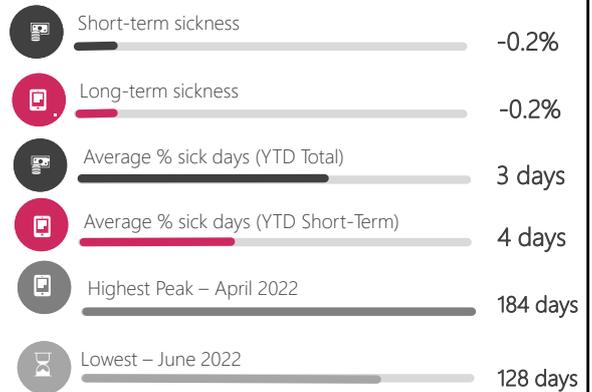
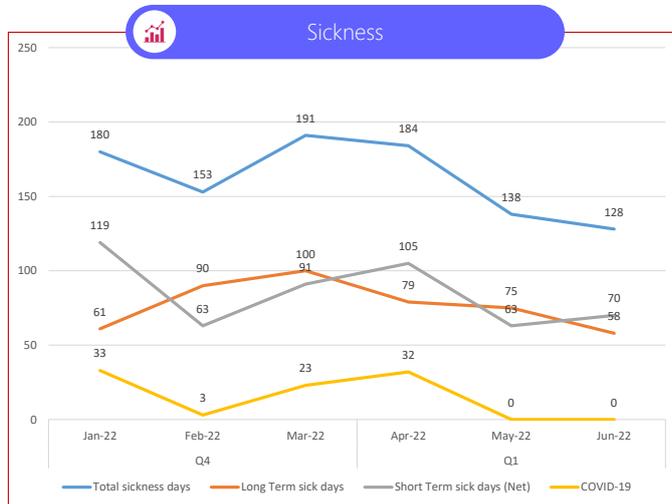
Despite a slightly higher number of ethnic minorities applying for Band B roles compared to white applicants, asian applicants are equally likely to be shortlisted but are more likely to be appointed. This is in difference to Q4, where there were a greater number of white applicants and were the only group appointed to a Band B role. There are a higher number of applications for Band D and E roles across all ethnicities, however white applicants are more likely to apply for Band C roles (whereas this was the opposite in Q4) and asian applicants are twice as likely than applicants from a black or white background to apply for IT related roles (which follows the same pattern as the last quarter).

At the shortlisting stage, ethnic minority applicants are half as likely to be shortlisted for Band C roles and are more likely to be shortlisted for Band D and E roles compared to white applicants. Although this is likely the result of having a greater number of applicants for Band D and E roles from ethnic minority backgrounds compared to those from a white background as they appear less likely to apply for roles at the lower pay bands.

In relation to appointments, ethnic minorities are slightly more likely to be appointed in the higher pay bands (Bands B-C) in this quarter than Q4 and are 50% more likely to be appointed to the lower pay bands (Band D-E).

Given that this is the second quarter we have reported on pay bands, it is difficult to discern a pattern however it is positive to see more applications and appointments at Band B level than the previous quarter.

SICKNESS ABSENCE



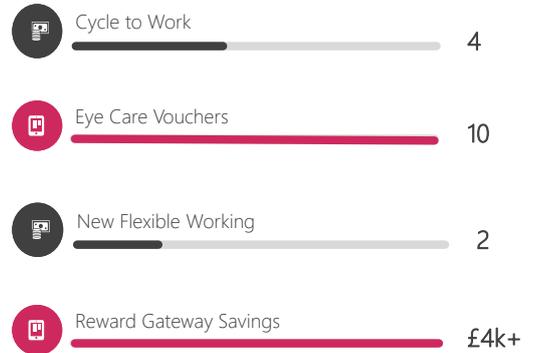
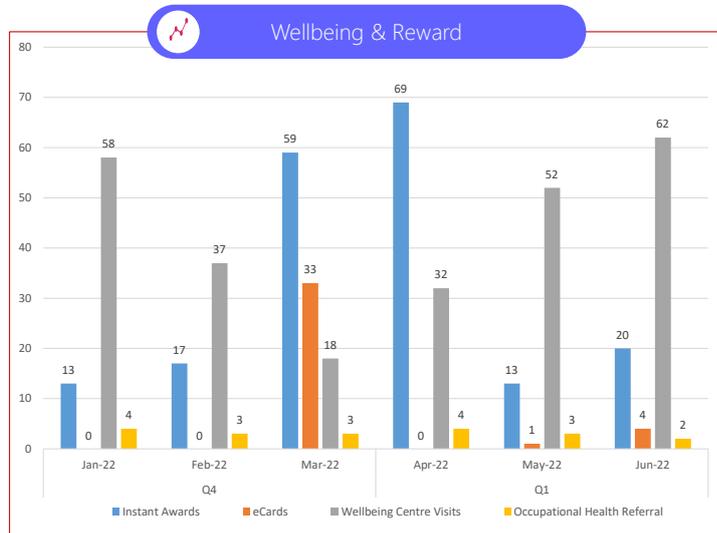
	HCPC	GDC	National
	8	6	4

We continue to see a decline in the total amount of sickness (Q3: 613; Q4: 524; Q1: 450) with nearly half being attributed to long-term sickness which follows the same pattern as the previous quarters.

During this quarter there were 4 employees on LTS, reasons for which vary from issues with physical health, long-term post covid health issues, mental health conditions and anxiety. Majority of these employees would have been the same employees from the previous quarter.

Covid-19 related sickness absence continues to reduce each quarter – Q3: 79 days, 15 employees; Q4: 59 days, 14 employees and Q1: 32 days, 6 employees.

WELLBEING AND REWARD INITIATIVES



*Based on 12-month rolling period

There continues to be an increase in the number of instant awards and wellbeing visits on the Reward Gateway platform, with OH referrals staying the same across quarters. Instant Awards were mainly awarded to employees for displaying the Compassionate and Enterprising values. As per previous quarters, the Heads of HR and FTP and ELT continue to be the main contributors in showing recognition to their departments.

In relation to the Wellbeing Centre, as per previous quarters, the site visits were due to the following health categories - Move (Physical), Money (Financial) and Mind (Mental), although a significant proportion of employees visited the Money platform (compared to Move in the last quarter). Employees accessed budgetary tools and other finance related articles. This is unsurprising given the increase in the cost of living and inflation rates.

Based on a 12-month rolling period, the Cycle to Work scheme has been utilised by 4 employees, 10 eye care vouchers were issued, 2 new approved requests for flexible working (adjusted/compressed hours) and more than £4,000 has been saved in total with the use of Reward Gateway (retail savings platform).

WELLBEING & ENGAGEMENT INITIATIVES

Initiative	Aims	Date
Ramadan Blog Series <i>Facilitated by the HCPC Human Resources Team</i>	An internal and external blog series, where Muslim colleagues to talk about their Ramadan experiences and provided advice on how we can support colleagues observing Ramadan. This blog series generated unprecedented engagement and interaction within internal channels.	April 2022
Neurodiversity in the Workplace <i>Facilitated by Neurodiversity Specialists</i>	-Overview of the different neurodivergent processing differences -Common misconceptions and stereotypes. -Associated challenges and strengths. -Potential impact on mental health and general wellbeing. -What the HCPC can do to support our neurodivergent employees and the benefits to both the individual and employer.	4 May 2022
Black Inclusion Week <i>Facilitated externally</i>	An external panel discussion with prominent people in the movement towards racial equity and inclusion in the workplace Discussion point: Moving to sustainable action – What can we <u>actually</u> do?	13 May 2022
Pride at the HCPC <i>Facilitated by the HCPC Human Resources Team</i>	The HCPC's first face to face engagement event on the history of LGBTQ+, including a celebration and quiz. Communications shared internally around LGBTQ+ history. The launch of our Transgender policy, including • Our aim and purpose • Rights and responsibilities • Sources of support • Explanation of terms	June 2022
Deaf Awareness <i>Facilitated by Teach me sign</i>	The Deaf Awareness workshop looked at various levels of Deafness and provide colleagues with an understanding of what it means to be Deaf/hard of hearing. HCPC colleagues were educated on what correct and fair communication should be used and various other deaf-related barriers we can be aware of as an employer.	20 June 2022



*Based on April – June 2022

Our organisation is built on the foundation of our values: Fair, Compassionate, Inclusive and Enterprising. Supporting colleagues during cultural and diversity is part of building an inclusive work environment where everyone is engaged, respected, valued and feel a sense of belonging because of all the effort from their colleagues/managers.

The Neurodiversity in the workplace initially formed part of the HCPC all employee event in March 2022. Feedback from this event was overwhelming positive therefore an additional session was organised to allow more employees to benefit from the education around neurodiversity. This event had over sixty attendees, and positive feedback (next slide) in how we can take this forward in our place of employment but also towards our corporate objective of becoming a compassionate regulator.

HCPC colleagues were also invited to attend an external panel discussion in Black Inclusion Week, which was a discussion around the movement towards racial equity and inclusion in the workplace. Sandra Kerr who is the Race Equality Director of the BITC shared some insights on what progressive organisations are doing in this area. Diane Grayson, Director of Equilibrium Mediation Consulting Ltd and the founder of the #EthnicityPayGap campaign shared her expertise and observations about government consultations and actions that organisations can take.

During Pride month, the HCPC hosted it's first face to face engagement event at HCPC offices, whilst attendance numbers were low, a small number of colleagues were joined by members of ELT to share experiences, celebrating LGBTQ+ rights and even partake in an organised quiz. There was ongoing Pride

communication led not only by HR but our EDI representatives across the HCPC.

Towards the end of Pride, we also launched our Transgender Policy. The aim of this policy is therefore to show our commitment to equality of opportunity for trans and intersex people throughout recruitment and employment, including supporting trans employees through any transitioning process.

The policy includes:

- Our aim and purpose
- Rights and responsibilities
- Sources of support
- Explanation of terms

In June, we invited Teach me sign to run a workshop with colleagues around various levels of deafness and provide colleagues with an understanding of what it means to be deaf. The facilitator of this session was profoundly deaf and communicated with colleagues with a British Sign Language interpreter. This session was held on external platform (zoom) to assist the facilitator in running the session so we do not hold full attendee numbers however the engagement with the session was positive, including identifying colleagues who are trained in British Sign Language to provide ongoing support within the organisation, when required.

Finally, HR colleagues led a blog series providing their insights around observing Ramadan. Our colleagues in communications advised that this series was the highest level of engagement seen on the intranet page. The series included insights around a 'day in the life' when observing Ramadan, advice to colleagues on how to support Muslim colleagues during the Holy month and debunking myths around Ramadan. A snapshot of feedback can be seen on the next slide.

WELLBEING & ENGAGEMENT INITIATIVES

14

Neurodiversity – Feedback Snapshot

Yasmin Lloyd 04/05 13:33

Really interesting, thank you so much for this information Daniel - I hope we start to see a cultural shift to organisations really embracing neurodivergence and making provisions for neurodivergent employees



Jessica Daly 04/05 13:18



Thank you Daniel. So insightful and interesting.

Ramadan Blog Series – Feedback Snapshot



Vesna Maglov

4 months ago

Such an interesting read, thank you Ambia for sharing!

Reply



Taz Chisango

4 months ago

a great read and soo insightful. thank you for this

Reply



Sophie Wing

4 months ago

Thanks so much for sharing this, Ambia. I really enjoyed reading it (and learning about the Ramadan Tent Project especially). Your writing is so engaging and friendly too! Wishing you all the blessings of the holy month.

Reply



Alistair Ward-Boughton-Leigh

4 months ago

Thank you so much for sharing Ambia. This is really interesting

Reply



Uta Pollmann

4 months ago

Thank you so much for sharing, Ambia. Well written, informative, funny and a real insight into your life during Ramadan.

Reply



Naomi Nicholson

4 months ago

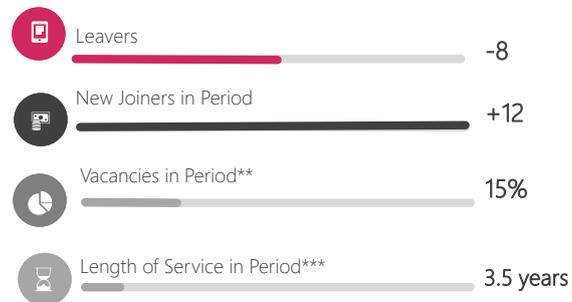
Thank you so much for sharing your experience of Ramadan, Ambia. I love the Ramadan calendar idea, I can imagine the kids love that! Hope the volunteering is fun too :)

Reply

*Based on April – June 2022

In addition to the feedback the HR department receives directly, the Employee Forum also continue to engage with staff across the organisation speaking to and advising colleagues. ELT members and Employee Forum representatives (along with an Wellbeing Advisor) continue to meet on a quarterly basis to discuss priorities, provide updates on projects/ workstreams and discuss the wellbeing of staff.

TURNOVER

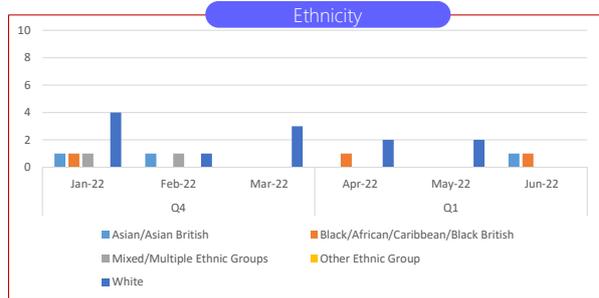
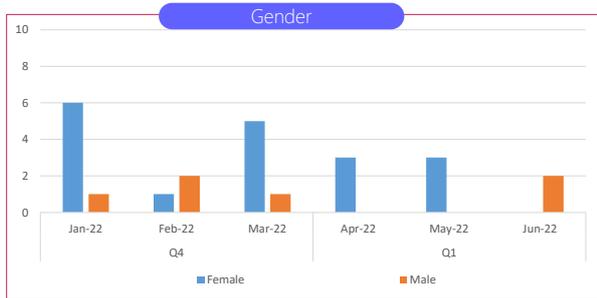
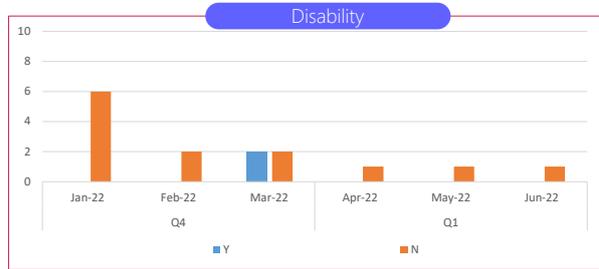
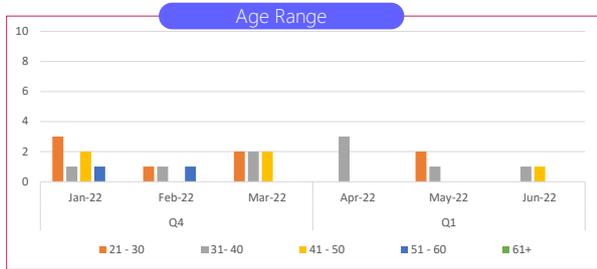


*Based on quarterly reporting
 **Based on number of vacancies and target establishment
 ***Average length of service based on total number of leavers

In comparison to Q4 (16), the number of leavers has decreased by 50%. Out of these leavers, the turnover is equally from the Fitness to Practise (FTP) and Registration department which based on previous quarters are the two main departments, however, given that they are the largest departments at HCPC, it is not unusual that majority of leavers would be from these two departments.

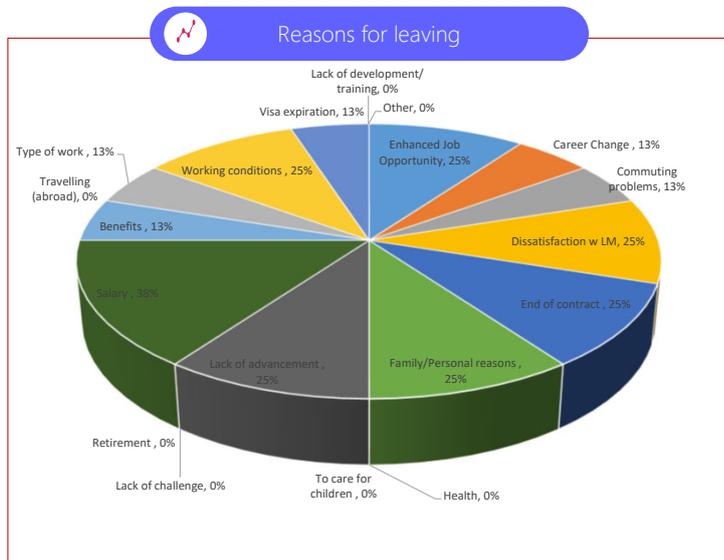
Based on the voluntary leavers, the average length of service is around 3.5 years at HCPC.

TURNOVER DIVERSITY



We have included EDI information based on employees that are leaving HCPC (omitting employees that have declined this information), however please note this data includes both voluntary and compulsory leavers. In Q1, majority of the leavers are within the 31-40 range, compared to 21-30 in Q4. We would expect to see most leavers within these ranges considering that HCPC’s main workforce falls within these ranges. Majority of employees preferred not to disclose their disability information but based on the data presented, leavers tended to not have a disability. In terms of Gender, females were more likely to leave across both quarters, but compared to Q4 both males and females were half as likely to leave in Q1 but given that we generally have a larger female workforce we would expect to see a higher number of females. Despite that, it is positive to see that our turnover has decreased by 50% in this quarter. As we continue to report on turnover diversity, we hope to be able to track any particular patterns or trends that may be occurring in leavers at HCPC.

EXIT INTERVIEW - REASONS FOR LEAVING



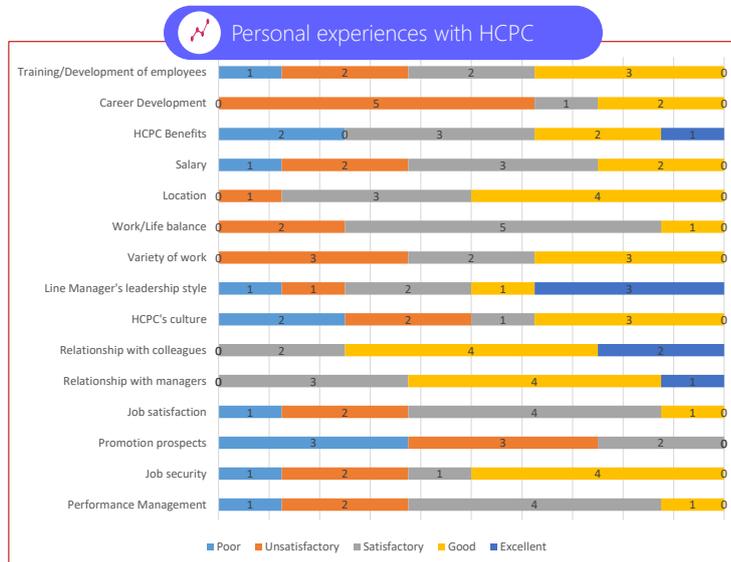
- Leavers - 8
- Voluntary Turnover (YTD) – 21%
- Overall Turnover (YTD) – 25%
- Exit Interviews - 8

*Based on end of quarter

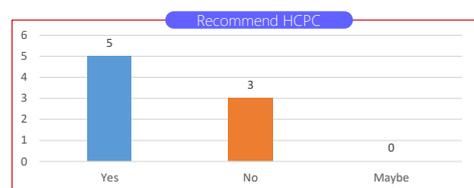
The general take-up of Exit Interviews continues to be low, however we have yet to overhaul the current exit interview questionnaire which we hope will increase the take-up of interviews. 3/8 employees completed the exit interview questionnaire this quarter and we reached out to ex-employees from the last 6 months (whom we possess personal details for) and received an additional 5/10 exit interview surveys which have been included and collated in the data above. The most common themes each quarter have been due to Enhanced Job Opportunity, Salary, Working Conditions and Lack of Advancement.

Nearly half of the leavers were moving on to another regulator (The General Optical Council, General Medical Council, CQC, etc.), in a similar role (with higher pay) or for the chance of upward progression. Of this group, most of the leavers secured their new roles either via job board or directly via the website.

EXIT INTERVIEW - EMPLOYEE EXPERIENCE



Financial year	Job Offers	Internal	External
2022/2023*	36	20	16
2021/2022	93	28	62
2020/2021	79	24	55



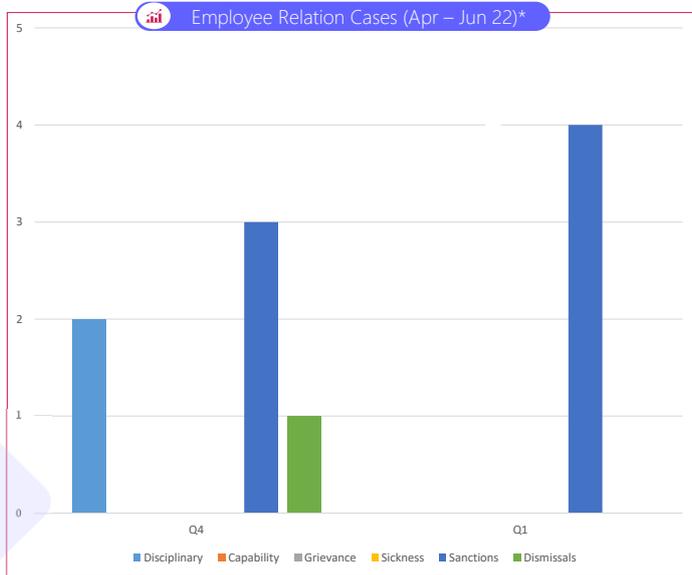
*Based on end of quarter

Employee experience – as part of the questionnaire, employees are asked to rate the above categories based on their experience of working at the HCPC. The results have been relatively positive in some areas – Work/Life balance, Job Satisfaction/Security, relationships with colleagues/managers score higher (between satisfactory – excellent) compared to career development and promotion prospects (unsatisfactory – poor). This does reflect some of the leaving reasons in relation to lack of advancement/career development however despite salary and dissatisfaction with line management being included as leaving reasons, employees’ personal experiences in these two categories has been rated quite positively overall.

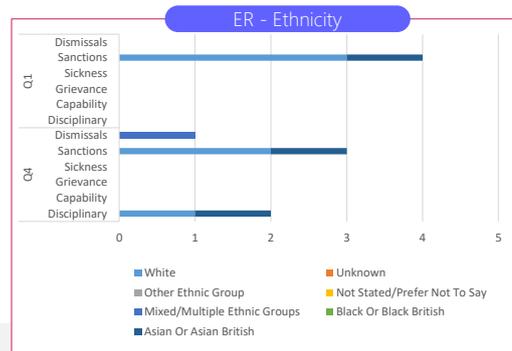
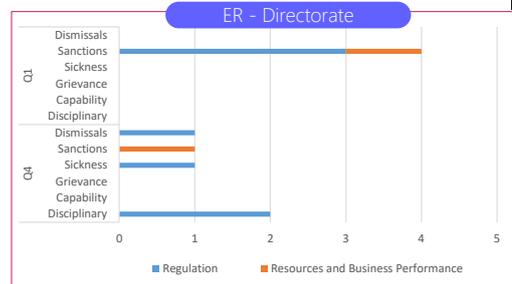
Though we are at the beginning of the financial year (2022/2023), we continue to monitor the number of job offers, both internally and externally and at present more job offers are being made to internal candidates. Given that lack of career development/progress is a factor it might be useful to monitor promotions/progress and development within HCPC for existing employees. It is important to note however, that this is based on actual recruitment campaigns (excluding interim internal arrangements such as Acting Up/Additional Responsibility Allowance, etc.) and given that majority of applicants tend to be external, the actual figures may not be surprising so this should not be taken as conclusive results towards reasons for employees leaving.

When asked whether employees would consider returning to HCPC in the future, majority of leavers states No, however this was closely followed by Maybe. Despite the turnover, it is clear that the overall experience for employees tends to be relatively positive except for the areas mentioned above. As such, majority of leavers said that they would recommend the HCPC as an employer compared to those who would not.

EMPLOYEE RELATIONS



*Including formal/informal proceedings based on 6 cases
 **Including formal/informal proceedings and ongoing sanctions



Compared to Q4, there have been no ER cases this quarter and the only remaining proceedings are ongoing sanctions. Given the small number of ER cases at HCPC overall, there is little data that can be extrapolated, however majority of the sanctions/previous quarter cases sit within the Regulation and Resources & Business Performance directorates. Employees from a white background are more likely to have an ER case or sanction based on both quarters, followed by asian employees.

The sanctions as the outcome of ER cases are based around Disciplinary – conduct (not following policy/reasonable management requests) and Capability – performance.

LEARNING & DEVELOPMENT ACTIVITY

20

Training/Workshop	No of Attendees	Duration (hours)	Total Training Hours
HR Essentials: Feedbacks Skills for Managers	12	3:00	36:00
HR Essentials: Managing Recruitment	4	3:00	12:00
Corporate Induction Welcome Event (April -June)	35	4:30	157:30
Delivering Effective Workshops (Bespoke for the QA team)	5	3:00	15:00
MDP: Managing yourself as a Leader	10	2:30	25:00
MDP: Leadership & Coaching skills	10	7:30	75:00
Mentoring Programme: How to succeed at Interviews	6	3:30	21:00
Mentoring Programme: Understanding & avoiding microaggression	9	2:00	18:00
Mentoring programme: Understanding privileges	6	2:00	12:00
Total	97	31:00	371:30

The Learning and Development activity in Q1 focused on the APDR. In this quarter we have delivered two HR Essentials workshops aimed at new managers/existing managers to help them lead, motivate their teams, and enhance their people management skills. In addition, we have commissioned an external training provider to deliver the Management Development Programme. There were two sessions delivered by an external provider which formed part of the Beyond Barriers- Mentoring programme and one training session delivered internally by the L&D manager.

WHAT ARE OUR NEW EMPLOYEES SAYING?

Feedback from new starters following our three corporate induction events in Q1:

HCPC Welcome and orientation:
88% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

Individual contribution/alignment to HCPC:
88% of new starters understand how their role adds value to the HCPC

Line manager support:
94% of new starters felt that they are supported by their line managers

Culture: values and behavioural standards:
100% of new starters are fully aware of the HCPC values and the behaviours expected of them

Future outlook:
94% of new starters are excited to be working for the HCPC

Recruitment process:
94% of new starters felt the recruitment and selection process is efficient

Corporate induction experience at HCPC comprises: mandatory eLearning package and welcome induction event (1.5hrs – 30mins of which is led by a member of ELT and SLT and 1hour of HR and L&D induction with a short slot for office services to talk through health and safety)

END OF YEAR APDR - 2021/2022

22

Department	No. of completed Reviews	No. of Incomplete Reviews	Total Reviews	% of Completed Reviews
Business Change	5		5	100%
Chief Executive	5		5	100%
Communications	3		3	100%
Education	8		8	100%
Finance	6		6	100%
Fitness To Practise	54	18	72	75%
Governance	11		11	100%
Human Resources	7		7	100%
Insight, Intelligence & Analytics	1		1	100%
IT & Digital	9		9	100%
Office Services	6		6	100%
Policy & Standards	2		2	100%
Regulation	4		4	100%
Registration	33	1	34	97%
Grand total	154	19	173	89%

KPI for APDR completion rate: 90%

Whilst this is the first time, HCPC has had a 89% completion rate, it does still fall below the set target rate and therefore HR will continue to work with managers to ensure that APDR's are a priority to all.

HCPC APPRENTICESHIP UPDATE

23

Ongoing Apprenticeship programme	No of staff on programme	Date of completion
Level 5 Coaching Professional Apprenticeship (15 months) – workforce upskilling initiative	2	February 2023
Level 3 Paralegal (24 months) – recruited in FTP department	4	January 2023

Upcoming Apprenticeship programmes in development phase in Q1

Apprenticeship Standard	Duration	Start and finish date	Qualification
Business Administrator Level 3 – new recruitment	15 months	TBC	Business Administrator Level 3 Apprenticeship
Level 3 Team Leader/Supervisor – workforce upskilling initiative	16 months	Feb 2023 – June 2024	Team Leader/Supervisor Level 3 Apprenticeship
Assistant Accountant Level 3 Apprenticeship – new recruit in Finance team	18 months	Sept 2022 – March 2024	AAT Level 3 Advanced in Accountancy

As part of our ongoing commitment to increase the Apprenticeship offering at the HCPC, the following programmes have either commenced or will be commencing shortly:

Current Apprenticeship programmes:

- 2 staff in the Registration team are due to complete the Coaching Professional Level 5 programme in February 2023.
- 4 staff in the FTP team that are on the Paralegal Apprenticeship level 3 programme. These staff are due to complete the programme in January 2023.

Upcoming Apprenticeship programmes:

- 1x Insight and Intelligence Analyst Apprentice has been offered the role with a start date of 5 Sept working in the Insight and Analytics team.
- 1x Policy Coordinator Apprentice will be joining the Policy and Standard team and completing Business Administrator level 3 Apprenticeship programme.
- 1x Transaction Analyst Apprentice will be joining the Finance department.
- We are upskilling workforce by allowing between 4 to 6 staff to commence the Level 3 Team Leader/Supervisor in Feb 2023 – this will be delivered as our first Aspiring Leaders programme.