

Registration Department Performance Report

Report date: May 2025

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Registration – Performance Report Summary

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Overview and New Developments

- Following implementation of the new Registration operating model, the operational teams continue to drive improvements in service delivery. Alongside this, to improve operational assurance, the Quality Assurance (QA) teams have now established a comprehensive work programme to provide assurance around the quality and consistency of all our registration services and to identify opportunities for continuous improvement.
- Due to the increased international volumes, in February 2025 the Executive Leadership Team (ELT) agreed a further increase in additional capacity in the International Registration team. We have been recruiting to the posts and now all but one of the new roles appointed.

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Risks and Issues

- International applications:** The time to assess international applications has increased from 70 working days in October to 92 working days in January 2025. Following the steps taken (e.g. increasing the capacity of the team to manage the increased demand) this has started to come down as we forecast and in March it was 82 days and 81 days in April. We expect to see this improvement continue and be back within our 60-day KPI by the end of July 2025.
- There was a spike of 3,329 applications received in December 2024 and January 2025 alone, which may be due to the new English language requirements that were introduced at the end of January 2025.
- To provide the team with extra capacity the ELT approved a business case in February 2025 to recruit a further seven full time equivalents (FTE) on fixed term contracts to manage this increased demand.
- Performance has been negatively impacted by the higher-than-expected volumes of applications together with lower productivity new members of staff while they complete their training.
- The number of appeals received decreased in the last financial year. We received 180 appeals in 2023-24 and 146 appeals 2024-25. Most appeals relate to international applications to join our Register. However, the number of appeals remains very low compared to the number of applications to join the Register. The number of upheld appeals continue to remain low. We continue to aim to arrange four hearing days per month to reduce the number of days before an appeal is heard.

Performance summary	Performance RAG rating Apr 2025	Performance RAG rating Mar 2025	Performance RAG rating Feb 2025	Performance RAG rating Jan 2025
Core registration processes				
UK applications				
International applications				
Renewals				
CPD				
Readmissions				
Appeals				
Contact centre				
Emails				
Postal				
Telephone enquiries				

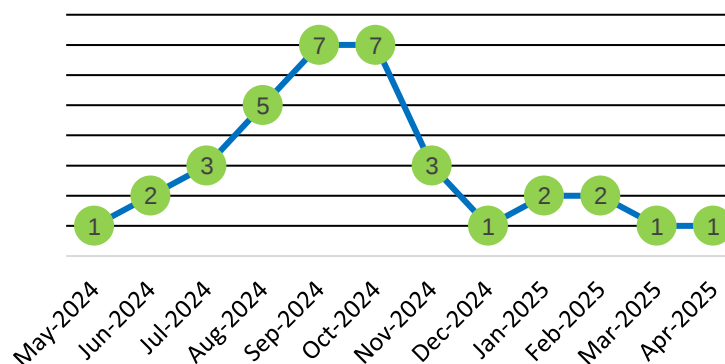
Registration – Performance Report

UK applications

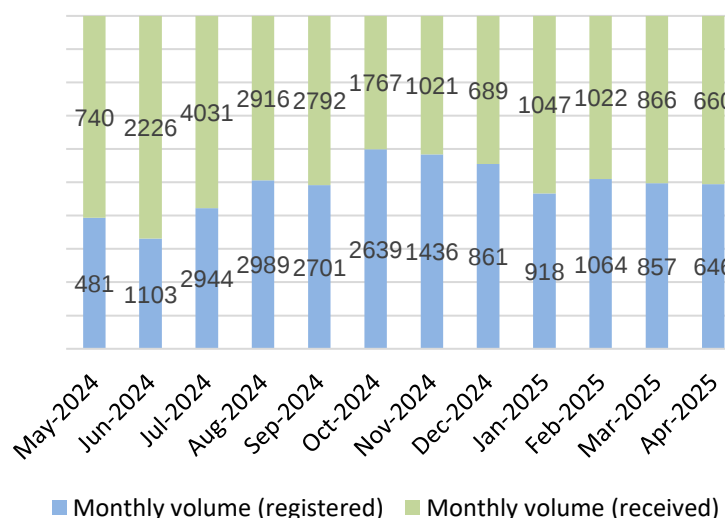
Month	Monthly performance median (10 working days)
April-2025	1
March-2025	1
February-2025	2
January-2025	2
December-2024	1
November-2024	3
October-2024	7
September-2024	7
August-2024	5
July-2024	3
June-2024	2
May-2024	1

Monthly target performance

(Monthly performance median in working days)



Received vs Registered



Analysis

- Performance against our service standard for UK applications has been consistently met.
- Between February and April 2025 2,567 people joined the Register via the UK registration route, compared to 2,277 during the same period in 2024-25, which is an increase of 12%.
- The application assessment time median was one working day in April and March 2025 and two working days in February 2025
- The number of paper and emailed application forms received remains low as expected following the move to online applications. Paper and email applications remain an option for applicants who require a reasonable adjustment.

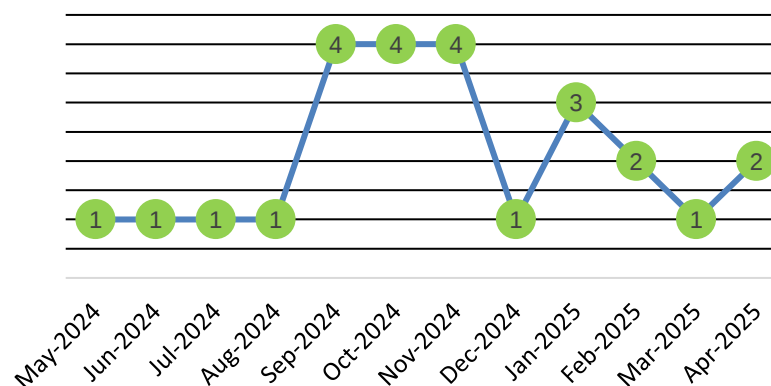
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Readmission applications

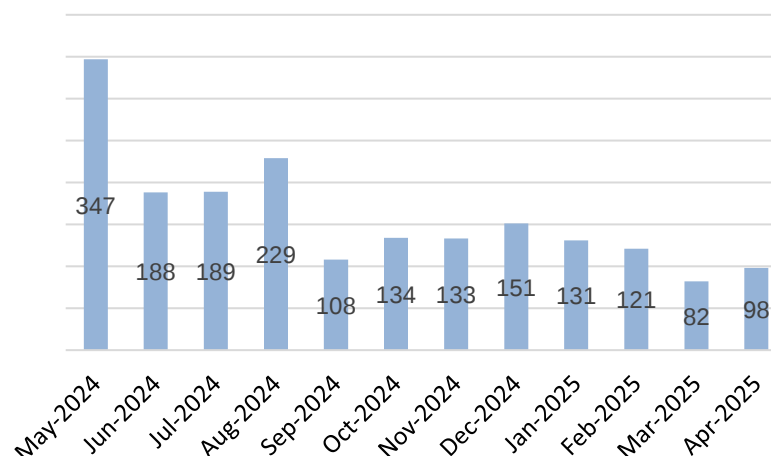
Month	Monthly performance median (10 working days)
April-2025	2
March-2025	1
February-2025	2
January-2025	3
December-2024	1
November-2024	4
October-2024	4
September-2024	4
August-2024	1
July-2024	1
June-2024	1
May-2024	1

Monthly target performance

(Monthly performance median in working days)



Monthly volume (received)



Analysis

- The median has remained within the service standard of ten working days.
- We continue to work with professional bodies and unions requesting that they share our guidance and remind their members to renew their registration – this negates the need for people to apply to re-join the Register if they unintentionally do not renew their registration.

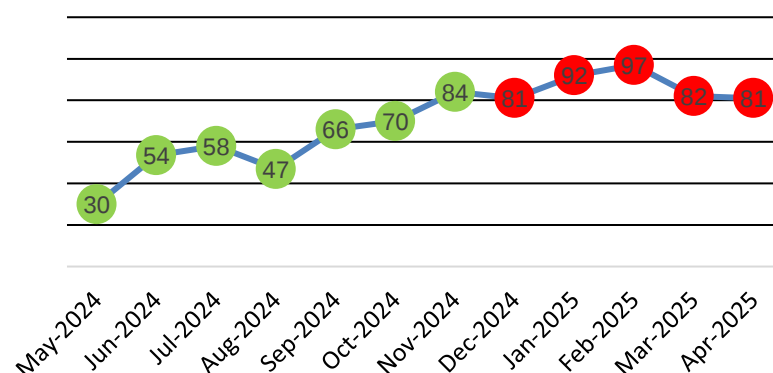
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International applications

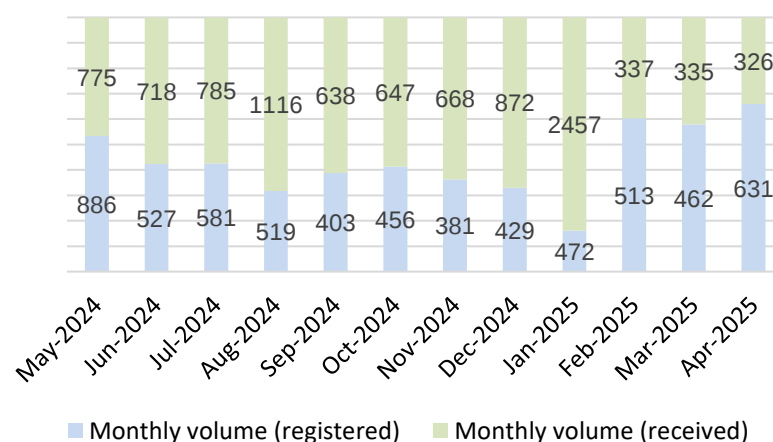
Month	Monthly performance median (60 working days)
April-2025	81
March-2025	82
February-2025	97
January-2025	92
December-2024	81
November-2024	84
October-2024	70
September-2024	66
August-2024	47
July-2024	58
June-2024	54
May-2024	30

Monthly target performance

(Monthly performance median in working days)



Received vs Registered



Analysis

•The monthly performance median to make a first decision was 92 working days in January, 97 days in February and 82 in March 2025. We have sustained and slightly improved this in April (81 days). Although this is not within the target of 60 working days, we are making significant strides towards this. We are forecast to bring this within target by July 2025.

•We have been recruiting to the posts approved by the ELT in February 2025 and now have the Registration Manager and all but one Registration Officer in post.

•Performance has been impacted by the higher-than-expected volumes of applications – particularly around 2,500 in January 2025 alone combined with lower productivity new members of staff while they complete their training.

• As outlined above we expect performance to improve further once all the additional roles approved by ELT in February 2025 are appointed to and the new members of staff are trained. We will continue to monitor the data and will increase/reduce the team capacity as required.

Registration – Performance Report

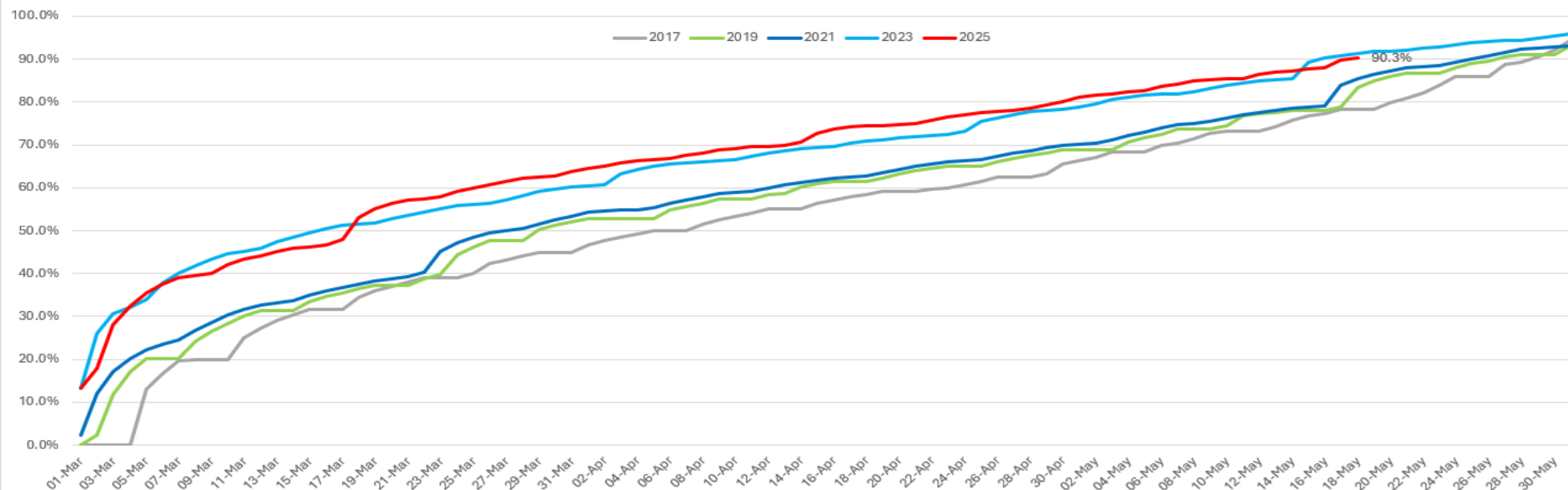
Renewal rates

Analysis

On 1 March 2025 practitioner psychologists began their renewal period.

- As of 19 May, 90.3% of practitioner psychologists had renewed their registration which is around 1% lower than the previous cycle but is up on previous cycles.
- We are seeing the benefits of the changes to the renewals process, improvements to our communications and registrant portal that have been implemented over the last two years. All the professions are now familiar with the new system and correspondence methods as they were introduced over two years ago, prior to their previous renewal.

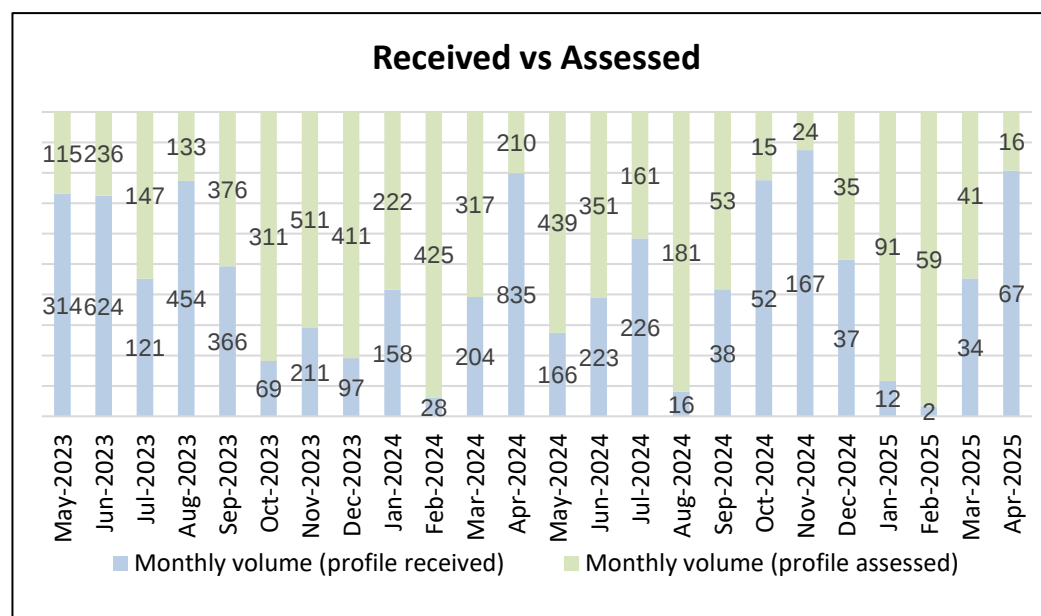
Practitioner Psychologists - Daily renewal



Registration – Performance Report

CPD audits

Month	Monthly performance median (60 working days)
April-2025	31
March-2025	57
February-2025	55
January-2025	41
December-2024	33
November-2024	29
October-2024	18
September-2024	50
August-2024	10
July-2024	27
June-2024	32
May-2024	21
April-2024	13
March-2024	12
February-2024	6
January-2024	29
December-2023	31
November-2023	24
October-2023	17
September-2023	17
August-2023	14
July-2023	18
June-2023	17
May-2023	20



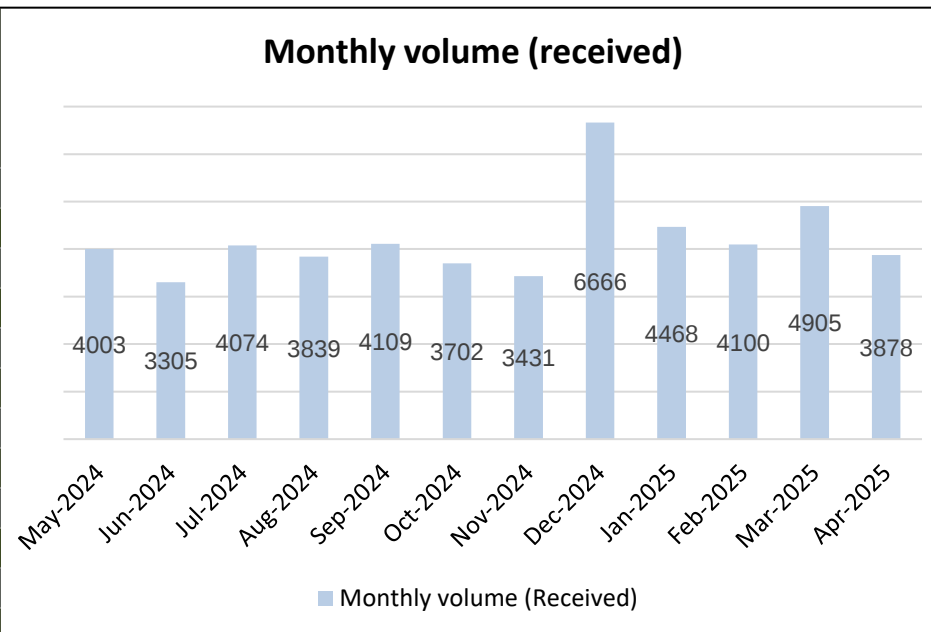
Analysis

- During the period from February 2025 through to April 2025, the 60 day median service standard target was achieved.

Registration – Performance Report

UK emails - Enquiries relating to UK and readmission applications to join the Register, renewal and CPD

Month	Monthly performance median (5 working days)
April-2025	1
March-2025	1
February-2025	1
January-2025	1
December-2024	1
November-2024	1
October-2024	1
September-2024	3
August-2024	1
July-2024	1
June-2024	1
May-2024	2



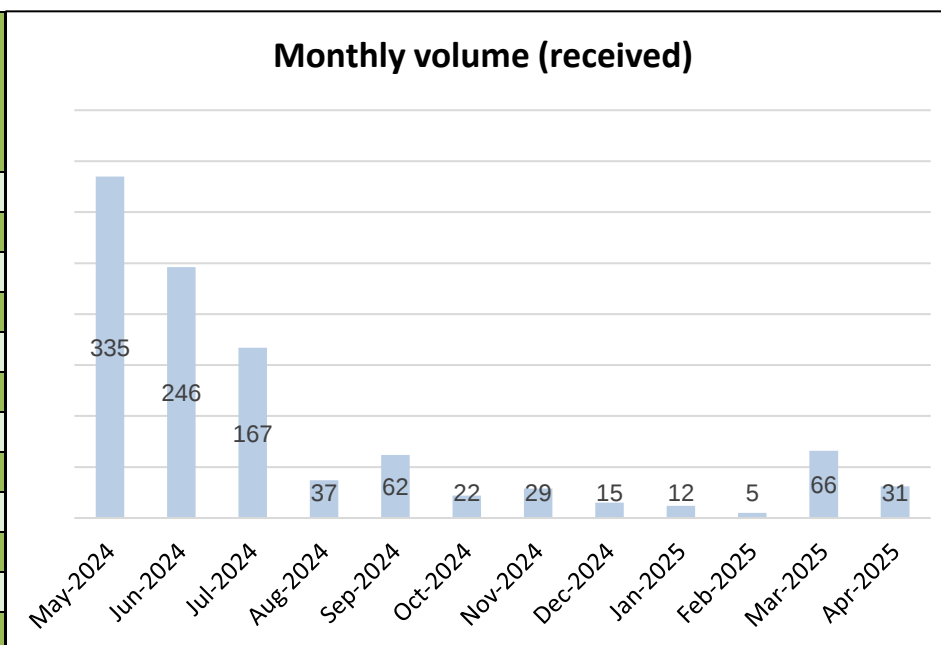
Analysis

- The use of AI in our contact centre has enabled us to provide a near same day service for some email enquiries.
- The continued improvement to our UK and readmission application service times has had a positive impact on the number of emails received.
- Our performance target of responding within five working days continues to be comfortably met.
- The increased volume in December 2024 related to a technical issue which resulted in receiving many out of office replies from an external email inbox, which we had to arrange to block. The actual volume of emails received that needed a response was around 4,100.
- We continue to work with the Communications team to try to reduce the need for people to email us and updated our direct communication with registrants during their renewal period, providing clear guidance on the renewal process and encouraging them to self serve. We have updated messages on social media, on our website and on the automated email response to help manage the expectations of those contacting us by email and to encourage people to self serve.

Registration – Performance Report

Postal correspondence

Month	Monthly performance median (10 working days)
April-2025	2
March-2025	1
February-2025	1
January-2025	3
December-2024	1
November-2024	2
October-2024	3
September-2024	2
August-2024	2
July-2024	4
June-2024	1
May-2024	1



Analysis

- During the period from Jan 2025 through to March 2025 the 10 working days median service standard has been consistently met.
- Increase in Correspondence in March is linked to Renewals Cycle that started for the Practitioner Psychologists

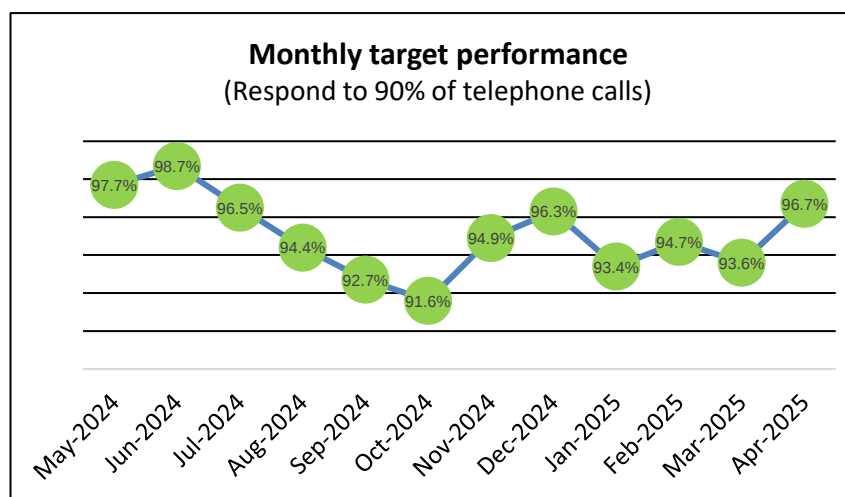
Registration – Performance Report

UK telephone calls - Enquiries relating to UK and readmission applications to join the Register, renewal and CPD

Month	Monthly performance median (% of calls answered)
April-2025	96.7%
March-2025	93.6%
February-2025	94.7%
January-2025	93.4%
December-2024	96.3%
November-2024	94.9%
October-2024	91.6%
September-2024	92.7%
August-2024	94.4%
July-2024	96.5%
June-2024	98.7%
May-2024	97.7%

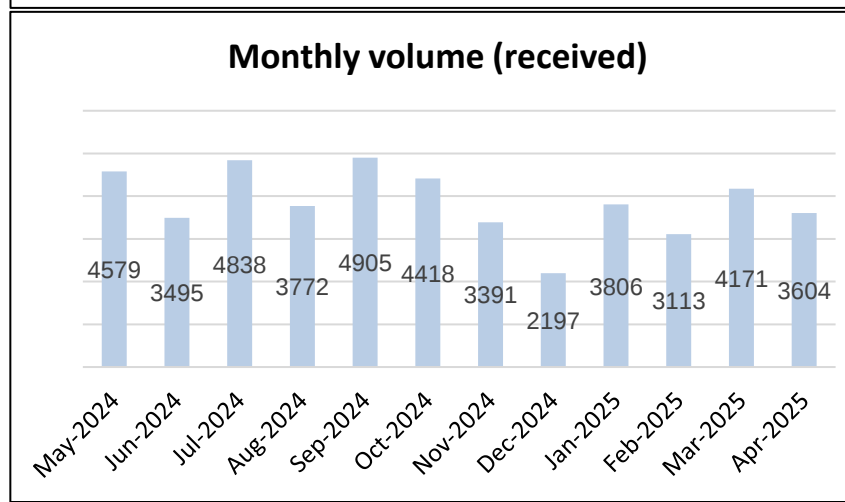
Target

90% of all calls answered



Analysis

- The team answered 96.7% of UK calls received in April, 93.6% in March, 94.7% in February 2025
- The call answer rate continues to be impacted by the volume of international applications received. We expect the call answer rate to improve as the number of international applications received stabilizes and our performance within that areas come back to within our KPIs.



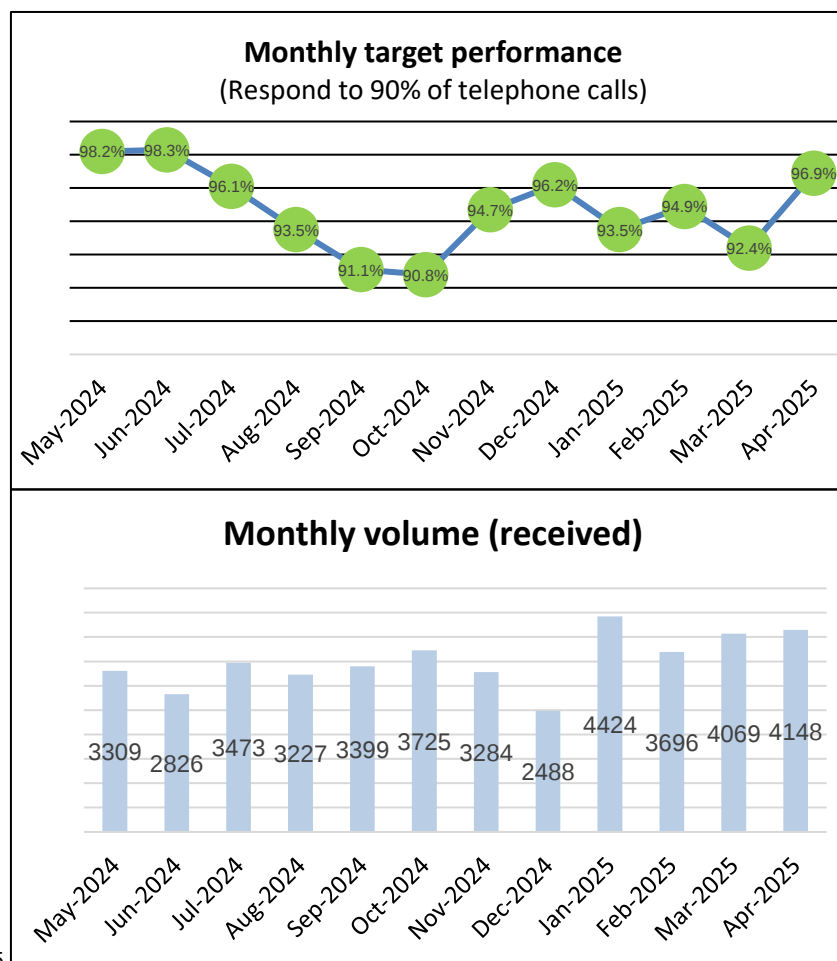
Registration – Performance Report

INT telephone calls - Enquiries relating to non-UK applications to join the Register and other non-UK related processes

Target

90% of all calls
answered

Month	Monthly performance median (% of calls answered)
April-2025	96.9%
March-2025	92.4%
February-2025	94.9%
January-2025	93.5%
December-2024	96.2%
November-2024	94.7%
October-2024	90.8%
September-2024	91.1%
August-2024	93.5%
July-2024	96.1%
June-2024	98.3%
May-2024	98.2%



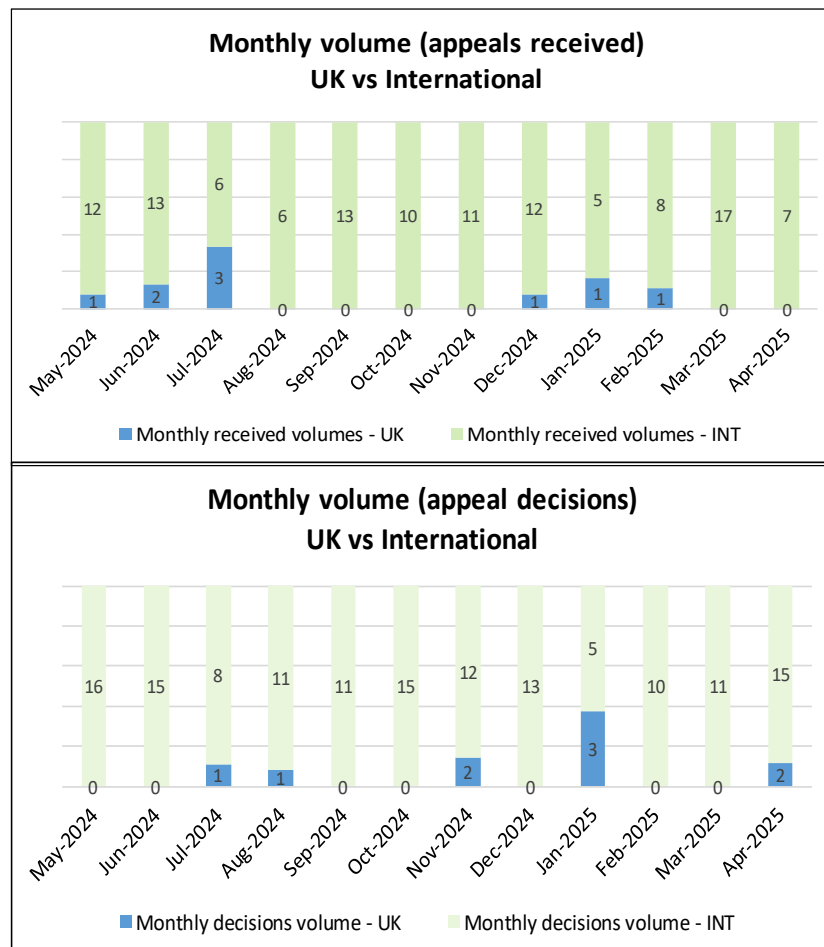
Analysis

- The team answered 96.9% of international calls received in April, 92.4% in March and 94.9% in 2025
- The call volumes and answer rate continues to be impacted by the volume of international applications received. We expect the call answer rate to improve as the number of international applications received stabilises and our performance within that area comes back to within our KPIs.

Registration – Performance Report

Appeals

Month	Monthly performance median (100 working days)
April-2025	262
March-2025	264
February-2025	215
January-2025	68
December-2024	251
November-2024	161
October-2024	32
September-2024	258
August-2024	250
July-2024	180
June-2024	84
May-2024	51



Analysis

Between February 2025 and April 2025, a total of 33 registration appeals were received. A total of 38 were concluded, of these, five were upheld, 18 were dismissed, three were remitted to the Education and Training Committee (ETC), and 12 were withdrawn.

During April 2025, Registration appeals received seven international cases. There were 17 appeals concluded, of which three were upheld, six were dismissed, three were remitted to ETC and five were withdrawn due to failure to meet the threshold for a valid appeal. Two of those 17-decisions included two UK appellants.

Performance against our service standards was not met in February, March or April with the median reaching its highest to date in March. The length of time to schedule an appeal and reach a first decision has been impacted by the late cancellation of two hearings days over the last six months, due to panel member availability. The further late cancellation of three additional hearings, by the appellant, has also impacted the time taken to make a decision.

We continue to strive towards consistently holding a minimum of four hearing days per month to reduce the waiting time for appeal hearings. In the month of May we have only been able to secure three, scheduled for 8, 14 and 29 May.

Date: May 2025

Appeal Panel Feedback

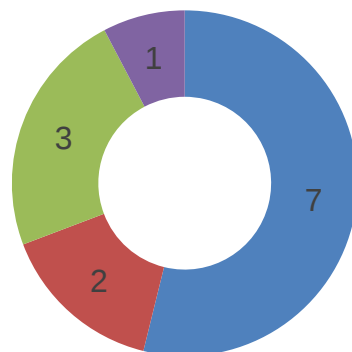
Report date: May 2025

Prepared by: Nicole Small, Operational Manager Quality Assurance and Training

November 2024 – April 2025

Month	Number of feedback forms received
April 25	2
March 25	4
Feb 25	2
Jan 25	1
Dec 24	3
Nov 24	1
Total	13

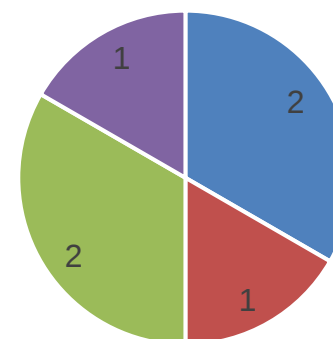
Participant feedback



■ Lay panellist
 ■ Panel chair
■ Registrant panellist
 ■ Unknown

Participant feedback was always positive with qualitative feedback like "Meaningful conversations/professional approach/effective and efficient/experienced colleagues/ran smoothly/felt listened to and heard"

Strategic and Policy Issues highlighted in the feedback



- (2)Quality assurance procedures (queries about the QA processes in place to ensure appropriate materials are submitted to assessors) **Action taken: assessment preparation is now part of the international auditing process**
- (1)Fees (given size of bundles the HCPC should consider reading fees for panel members) **Action taken: feedback shared with project partner lead to take into consideration when reviewing partner fees**
- (2)Standards of proficiency (which set of standards should appellants be assessed by) **Action taken: guidance issued to legal advisors about which SOPs to use during the appeals process**
- (1)Feedback on the quality of ROAs
Action taken: to be included in all future training sessions with examples of what good looks like
- **Refresher training to be held later this year to update panel members on any policy/process changes**

Date: May 2025

Training and development

Report date: May 2025

Prepared by: Nicole Small, Operational Manager Quality Assurance and Training

Registration – Training and Development

Since the implementation of the new operating model within the Registration department, several initiatives have been undertaken to support the development of staff and to improve the quality and consistency of registration services through training and support for our staff.

We have successfully developed and implemented a comprehensive induction program designed to ensure that all new starters are thoroughly acquainted with the department's processes. One-to-one training sessions are primarily conducted face to face, ensuring that all new staff fully understand how to do their role. These sessions include exercises aimed at reinforcing learning and assessing understanding. The induction programme is carried out over a period of six weeks. To date, four new starters have undergone this process, and feedback has been overwhelmingly positive.

Additionally, we have analysed the quarterly pulse survey to identify areas for further development within the Registration department. As a result of these insights, we have implemented several initiatives, including:

- giving reward vouchers to recognise colleagues who have actively contributed to the training of new employees;
- encouragement for staff to attend Council and Committee meetings to get a broader understanding of what is going on across the HCPC;
- support for employees seeking internal promotions within the organisation;
- regular team meetings to foster collaboration and communication;
- involvement of staff in facilitating department inductions for colleagues outside the Registration team; and
- positive feedback being formally recorded on the Perform platform so it can be used in our end of year appraisals.

Our training and development partner has also created bite-sized training sessions covering topics such as plagiarism and renewals. Furthermore, he has developed a series of eLearning modules, which include an introduction to the Registration department, key terms, and procedures for handling UK applications and renewals.

Moving forward, any themes identified during the audit process may prompt the delivery of formal training. This training may take the form of one-on-one sessions, bite-sized group training, or individual learning through eLearning modules.

In conclusion, these initiatives reflect our commitment to enhancing the skills and knowledge of our team, thereby contributing to the overall effectiveness of the Registration department.

Registration

Quality Assurance Framework

Report date: May 2025

Prepared by: Nicole Small, Operational Manager (QA, training, appeals)

Registration – Quality Assurance

Since the implementation of the new operating model within the Registration department, the Registration Quality Assurance team (RQAT) team have established a comprehensive work program for the upcoming financial year aimed at ensuring oversight of all processes within the Registration department. This initiative is designed to enhance our ability to provide assurance to the organisation.

In addition to routine audits, the program will incorporate three thematic audits that will focus on the following areas:

- Implementation of the new English language requirements (International)
- Feedback for assessors (International)
- Evaluation of the newly introduced ROA template for Continuing Professional Development (CPD) profiles (UK)

The approach

The approach to QA within the Registration department is multilayered. This will provide a golden thread of reflective, improvement focussed activity from day-to-day frontline work (routine audits) through to service wide ‘deep dive’ analysis (projects). The emphasis will be on learning and professional development ensuring that practice complies with departmental policies, procedures and expectations. Where possible, a 95% confidence level will be used to ensure a high degree of certainty that the sample accurately represents the population, with a minimal margin of error of 5%. Samples will be randomly selected from the previous month and encompass the applicant’s entire journey from initial submission to the outcome (for routine audits).

Following the completion of an audit, the RQAT will compile a comprehensive QA report highlighting both strengths and areas for improvement. These reports will be presented to the management team during calibration meetings, where all participants will have the opportunity to discuss, challenge, and clarify the feedback provided.

While the primary focus of these reports is on process evaluation, if recurrent errors are identified at the individual staff level, an error report will be shared with the respective line manager. This will facilitate targeted discussions and the implementation of appropriate support measures within their one to ones.

Approximately two to four months after the initial feedback is provided, the RQA team will conduct a follow-up audit focused on the specific process or individual previously identified. The aim of this follow-up is to assess whether improvements have been achieved. If no progress is observed, the matter will be escalated to the operational manager for further action.

If an audit uncovers an issue deemed to pose a significant risk—such as potential reputational damage or a threat to public safety—the Head of Department will be notified immediately to ensure prompt response and resolution. It should be noted the RQAT work closely with the Audit and Compliance team to ensure methodologies align and work is not duplicated.

Summary report of QA findings- April 2025

Report date: May 2025

Prepared by: Nicole Small, Operational Manager Quality Assurance and Training

QA Summary

QA Activity	Cases audited	Average score per case
International	154	93%
UK Applications	187	99%
UK Readmissions	102	97%

International QA Summary – Results by Application

93%

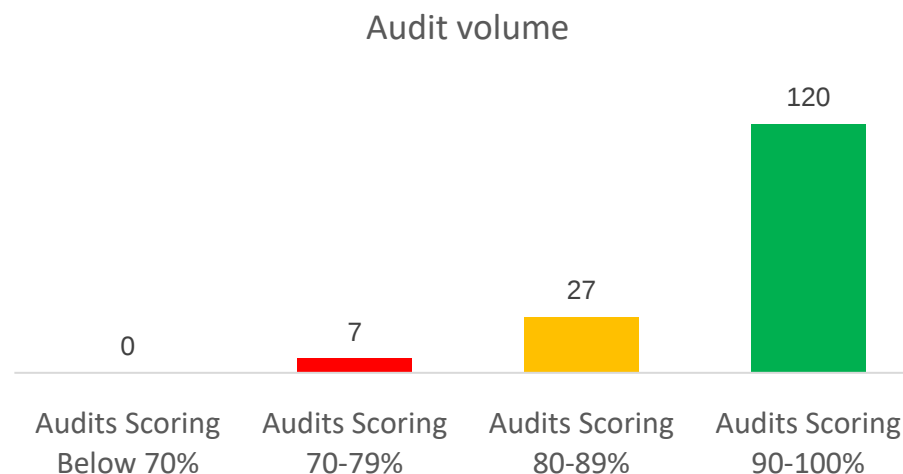
Mean audit score

95%

Median audit score

100%

Maximum audit score



Areas of good practice (this is not exhaustive)

High level of compliance with our policies and procedures for:

- Managing declarations that may call into question an applicant's FTP
- English language requirements (pre 29/01/25)
- Plagiarism detection
- Decision making on suspected plagiarism cases
- Data security (information being sent and shared with the correct applicant)
- Communication/correspondence with applicants

Opportunities for improvement (this is not exhaustive)

- Most of the areas of non-compliance identified related to not fully recording the steps taken by members of the team on CRM (This does not mean the step was not completed rather it does not give us assurance that it was).
- Most errors were limited to a small number of team members (2-3) and targeted training has been provided.
- A follow-up audit will be undertaken in two to three months' time to ensure there has been improvement.

UK Applications QA Summary – Results by Application

Distribution of UK Application Audit Scores

99%

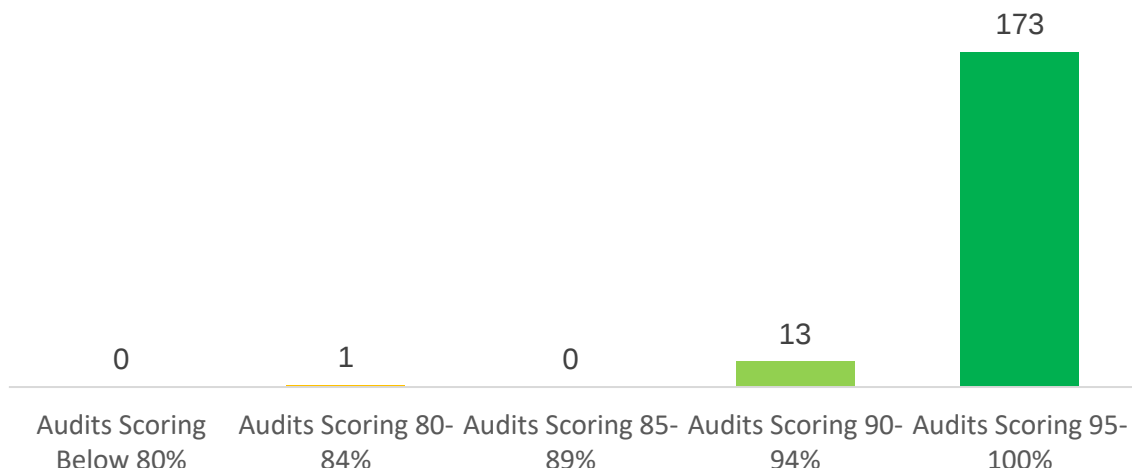
Mean audit
score

100%

Median audit
score

100%

Maximum audit
score



High level of compliance with our policies and procedures for:

- Managing declarations that may call into question an applicant's FTP
- Managing application for those returning to practice
- Data security
- Accuracy of payments
- Communication/correspondence with applicants
- Passlist check

Opportunities for improvement (this is not exhaustive)

Errors generally contained to two areas:

- A modality not entered when required
- Internal procedures not followed i.e. not linking documents on CRM

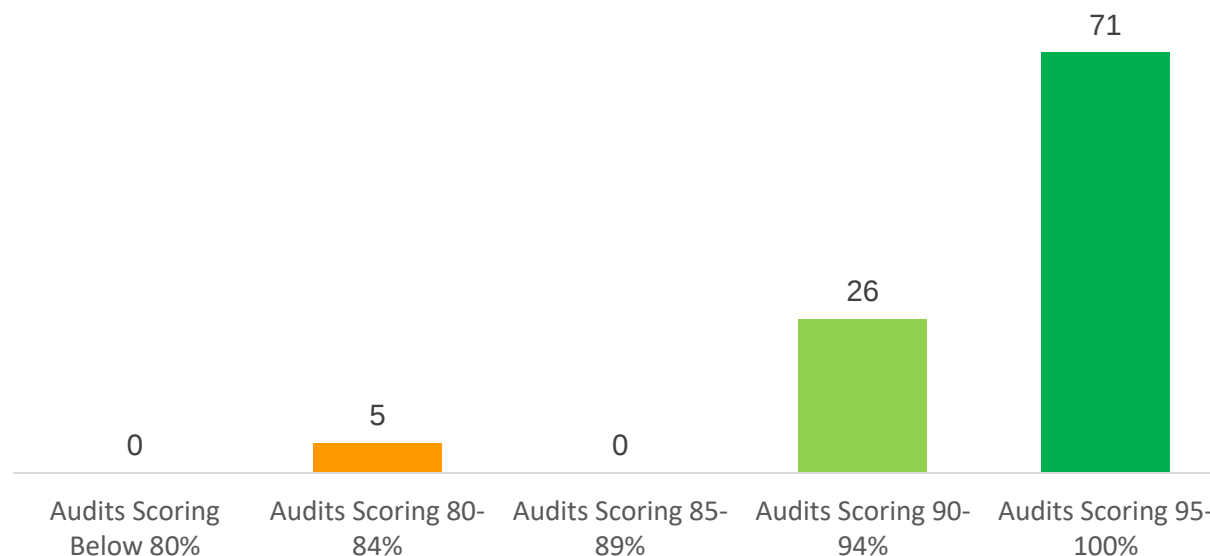
UK Readmission QA Summary – Results by Application

Distribution of UK Readmission Audit Scores

97% Mean audit score

100% Median audit score

100% Maximum audit score



High level of compliance with our policies and procedures for:

- Data security
- Correspondence
- Payment accuracy
- Protection of title (POT)
- Customer Service
- Managing declarations that may call into question an applicant's FTP
- Managing application for those returning to practice

Opportunities for improvement (this is not exhaustive)

Errors generally contained to two areas:

- Internal procedures not followed i.e. not updating status on CRM
- Data entry i.e. typos and information not updated