

**Health Professions Council
Finance & resources Committee – 21 March 2007**

Registrations Workplan 2007 - 2008

Executive Summary and Recommendations

Introduction

The attached document is the registration departments' proposed workplan for 2007 – 2008. It details the key objectives, the main areas of work and what we intend to develop within the registrations area over the next financial year.

Decision

The Committee is asked to discuss the proposed workplan and agree it's contents.

Background information

This document is intended to supplement the Council's strategic intent document and sits alongside other departmental level strategy and workplan documents such as Communications, IT, Projects, Policy & Standards, Human Resources and Fitness to Practise.

It is a working document and is therefore always under review.

Resource implications

See attached workplan.

Financial implications

See attached workplan.

Appendices

Registrations Workplan 2007 - 2008

Date of paper

21 March 2007

Registration Workplan 2007-2008 – Richard Houghton

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Introduction

Providing a high level of customer service is crucial to the long term success of the Health Professions Council (HPC) and demonstrates our commitment to all of our stakeholders - registrants, members of the public, our employees, our suppliers and the elected members of our Council. As the standard of customer service increases in other service sectors such as financial services, telecommunications, local government, retail and leisure so does the service quality expectations of their customers. Similarly, HPC's "customers" will continue to have higher expectations of their own customer service experience which includes having a wider range of service delivery options, with customers wanting more choice of how they interact with us. We have also increased their expectations by recommending an increase to registration fees starting with the next professional cycle. Coupled with this increased expectation of service delivery is an increase in registrant number growth. Registrant numbers have increased at an average rate of 5% per year over the last 5 years and with the probable regulation of new professions such as applied psychologists the demand for these services will increase.

It is clear that we need to continue to develop our customer service delivery strategy that is based on the present and future needs and expectations of stakeholders. It is also important to maintain the positive, pride of workmanship, feeling of community, enjoyable and fun working environment that exists at HPC as customer satisfaction generally moves in the same direction as employee satisfaction.

Much has already been achieved. The employment of a senior customer service expert has had a visible and continuous impact on service delivery. The beginning of a formal industry recognised customer service training programme for registration officers allows individual employees to have their personal commitment to our customers recognised in the form of a formal qualification and this is just beginning to bear fruit. As is the professional contact centre management training for middle managers which will provide commercial best practice service delivery skills. The cross pollination of skills between the two registrations departments will assist in the load balancing of the work and will assist us in having the right number of skilled people in place at the right times to serve customers, at service level and with quality. This will also provide a one – stop shop to customers and reduce the need for 'hand-offs'.

The 2007 - 2008 registrations workplan builds on these achievements. Employing the best people in a good working environment and supporting them with ongoing training, reliable equipment and up to date systems. Recognising individuals and teams by promoting from within wherever possible and encouraging everyone to enjoy rewarding careers and provide job satisfaction. The relocation of the registrations area onto one floor will bring new challenges but also new benefits. The investment in some technologies to reflect business rules and processes will speed up processing and improve job satisfaction.

It is important to remember that it is the continuation of a journey in registrations.

This document

This document proposes registration's work priorities for the financial year April 2007 – March 2008. The registrations department is both proactive and reactive in its work so the requirements may change, particularly in light of business needs. Issues may arise, for example regulation of new professions and the outcome and impact of the review of non-medical health regulation.

The department will therefore need to be flexible in the delivery of its workplan in order to respond accordingly.

Resources

The draft financial budget currently assumes a team of 37 registration employees and a budget of £2,150,000. This workplan is drafted on these assumptions with budget levels set in conjunction with our operational plans. The following paragraphs summarise the headline activity that has been prioritised to deliver the six objectives detailed below. The prioritisation is based on how important the development is in terms of improving our key processes and achieving our goals together with the resource requirement to complete the task.

Achieving objectives in 2007–2008

The registration department's workplan for 2007– 2008 details our main areas of work and sets out how we will work towards achieving our objectives.

The registration department's objectives 2007– 2008:

1. Manage business as usual activities within agreed service levels
2. Improve quality of service delivery
3. Improve capacity planning
4. Re-organisation of the registration team
5. Employee development
6. Manage projects within agreed timescales

Annex 1 includes details of delivery dates and responsibilities.

Registration objective 1 - Manage business as usual activities within agreed service levels

We will continue to deliver strong performance against our Key Performance Indicators (KPIs), listed below:

Process	Target
UK applications and readmissions	10 days processing
International/EEA applications	Processed within 3 months of receipt of all documents
Renewals batch letters sent on-time.	Renewal notice sent not less than 3 months before publicly published renewal dates. Final renewal notice sent not less than 1 month before publicly published renewal dates
Renewal cycle batch processing	Complete renewal (lapsing) process run within 5 days of publicly published dates
Written complaints	18 days response
Emails	5 days response
Telephone call answering	80% of calls answered within 30 seconds

Also, a major impact on our workload this year will be the nine professions that will be renewing their registration as detailed below:

- Orthoptists 1 June 2007 to 31 August 2007
- Paramedics 1 June 2007 to 31 August 2007
- Clinical Scientists 1 July 2007 to 30 September 2007
- Prosthetists and Orthotists 1 July 2007 to 30 September 2007
- Speech and Language Therapists 1 July 2007 to 30 September 2007
- Occupational Therapists 1 July 2007 to 30 September 2007

- Biomedical Scientists 1 September 2007 to 30 November 2007
- Radiographers 1 December 2007 to 28 February 2008
- Physiotherapists 1 February 2008 to 30 April 2008

Registration objective 2 - Improve quality of service delivery

The service sector in which the Health Professions Council (HPC) operates is the fastest growing segment of the economy resulting in intense competition and enhanced service offerings. This has led to higher expectations regarding service quality. However, quality is a difficult concept to measure when applied to services such as those provided by HPC. Unlike products, services are intangible with aspects that are difficult to identify and name let alone quantify. Services are also heterogeneous and difficult to standardise in that the same service may be delivered differently when delivered by different employees. We need to take steps by firstly purchasing a call recording solution so that we can monitor telephone calls and then improve the quality of service that is provided.

Registration objective 3 - Improve capacity planning

The registration department depends on having adequate numbers of quality trained employees on hand to deliver the expected level and quality of service to deliver optimal results. That means we must pay strict attention to absenteeism, late arrivals, early departures, personal time off, sickness absence, and holidays. The registrations team often get sudden and unplanned demand spikes and we need to explore the possibility of introducing professional capacity planning software to accurately forecast workload, eliminate guess work from the scheduling process and fully exploit the benefits of workforce management. An effective workforce management solution will enable us to use our historical business information effectively to optimise the workforce to ensure that scheduled employees are in the 'right place at the right time' and also identify if there are sufficient employees to meet our service levels.

Registration objective 4 - Re-organisation of the registration team

The new structure will move the registrations team into a team based environment, with a view to improving performance. The department will consist of 3 teams with 2 teams trained to action Renewals, UK and International queries but the teams' priority will be to provide front line customer service delivery and handle the more complex queries. The third team will process data entry tasks.

Effective supervision is key to contact centre management and each team will be managed by a customer services manager who will deliver the organisations instructions and carry out business policies and relay back to senior management what is happening and what needs to be done to meet our goals. Good supervision will reward our investment in staffing, training and the proposed new centre. Poor supervision breaks them and that is why it is imperative we recruit the right people into the new customer services manager

and vacant team leader positions. The customer services managers will need to monitor and effectively grade employees performance.

In view of the team size and the customer services manager's responsibilities to attend meetings, contribute to various projects etc as a result of the wide scope of their role they each need to be supported by a team leader. The team leader will answer escalated calls, generate reports, deliver real-time adherence management, monitor calls, perform controls and checks and a variety of other tasks that will relieve the customer services managers, so that they can focus on their people management responsibilities.

The new structure of the department will ensure we deliver our agreed commitments to Council:

- Processing times decrease as employee skill increases
- Service quality increased
- Greater flexibility to demand
- Capacity increase
- Registration officer numbers remain the same

Registration objective 5 - Employee development

Our employee development policy needs to aim to ensure that we place the right people in the right role, and we invest in their recruitment, training and development. We need to identify our skills shortages not only based on our current workload but our forecasted activity and build a comprehensive training plan for the year. We have already begun cross training the registration officers across the 2 departments in each others department tasks. The training requirements identified will be met either internally or externally by delivering appropriate training. We have already made significant progress in this area with all employees within the registration team commencing an Institute of Customer Services (ICS) training programme. Also, the customer services managers are currently undertaking a professional certificate in contact centre management and strategy, which is an internationally recognised BTEC qualification.

Registration objective 6 - Manage projects within agreed timescales

The environment within which HPC operates is not static, but is instead changing as a result of many factors which include changes to legislation, to professions and to best practice. The following part of this document details the projects that will be resourced over the coming financial year towards meeting this aim:

- **Updating of admissions forms** - All admission forms and guidance notes to be updated and include continuing professional development (CPD)/return to practise information.

- **Epass list uploader** - LISA enhancement to allow electronic verification of pass lists.
- **Certificates review** – Review and re-design of the registration certificate.
- **Introduce call recording solution** - Registration telephone calls to be recorded for the purposes of monitoring and training.
- **Relocate to Stannary Street** - Refurbishment of Stannary Street.
- **Equality and diversity** - Revision of equality and diversity policies to ensure HPC is positively promoting an equal and diverse society.
- **Professional qualifications directive** - Project to implement European directive 2005/36/EC.
- **CPD** - Implementation of processes to audit and track registrants' evidence of CPD.
- **On-line LISA authentication** - Allow registrants to update personal details online.
- **Improve identity checks** – Review of the application process to identify improvements that will reduce the risk of exposure to identity theft.
- **Registration fee change** – Realignment of registration fee charges.

Annex 1 Registration department activities table 2007–2008

The table below sets out the registration department's day to day activities in the delivery of the registration objectives.

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Manage business as usual activities within agreed service levels	<ul style="list-style-type: none"> • Manage service delivery processes within service levels 	10.1	1 April 2007	Ongoing	RH
Improve quality of service delivery	<ul style="list-style-type: none"> • Introduce quality checks 	10.1	1 March 2007	Ongoing	RH
	<ul style="list-style-type: none"> • Introduce call monitoring 	10.1	4 September 2007	30 November 2007	MP/CH
	<ul style="list-style-type: none"> • Consider introducing customer satisfaction surveys 	10.1	2 February 2008	31 March 2008	RH
	<ul style="list-style-type: none"> • Introduce regular coaching sessions 	10.1	3 July 2007	Ongoing	MP/CH
Improve capacity planning	<ul style="list-style-type: none"> • Explore the possibility of introducing a capacity planning process to accurately forecast workload 	10.1	1 October 2007	31 March 2008	RH
Re-organisation of the registration team	<ul style="list-style-type: none"> • Restructure the registrations team 	10.5	3 May 2007	31 December 2007	RH

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Employee development	<ul style="list-style-type: none"> Introduce professional recruitment ability tests 	10.1	3 March 2007	30 May 2007	RH
	<ul style="list-style-type: none"> Customer Services Managers complete professional contact centre qualification 	10.1	1 October 2006	30 June 2007	RH
	<ul style="list-style-type: none"> All registration employees to gain accredited customer service qualification 	10.1	1 February 2007	30 April 2007	RH
	<ul style="list-style-type: none"> Identify technical training requirements and implement long term training plan 	10.1	1 June 2007	Ongoing	MP/CH
	<ul style="list-style-type: none"> Design registration officer training manual 	10.1	1 March 2007	22 October 2007	MP/CH
	<ul style="list-style-type: none"> Cross train all registration officers 	10.1	1 February 2007	Ongoing	MP/CH
Manage projects within agreed timescales	<ul style="list-style-type: none"> Updating admissions forms - All admission forms and guidance notes to be updated and to include CPD and return to practise information. 	10.3	20 October 2006	18 May 2007	MP/CH
	<ul style="list-style-type: none"> Epass list uploader - Electronic verification of passlists. 	2.2	2005	31 August 2007	CH
	<ul style="list-style-type: none"> Certificates review – Review and re-design of the registration certificate. 		1 May 2007	31 July 2007	CH
	<ul style="list-style-type: none"> Introduce call recording solution - Calls to be recorded for monitoring and training. 	10.1	4 September 2007	30 November 2007	RH

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Manage projects within agreed timescales	<ul style="list-style-type: none"> Relocate to Stannary Street - Refurbishment of Stannary Street. 	2.6	2005	31 December 2007	RH
	<ul style="list-style-type: none"> Equality and diversity - Revision of equality and diversity policies to ensure the HPC is positively promoting an equal and diverse society. 		1 October 2006	Ongoing	MP
	<ul style="list-style-type: none"> Professional qualifications directive - Project to implement European directive 2005/35/EC. 	8.3	2 April 2007	20 September 2007	MP
	<ul style="list-style-type: none"> CPD - Implementation of processes to audit and track registrants' evidence of CPD. 	8.1	2 April 2007	18 April 2008	RH/CH/MP
	<ul style="list-style-type: none"> On-line LISA authentication - LISA development to allow registrants to update personal details online. 	10.1	2005	4 June 2007	CH
	<ul style="list-style-type: none"> Improve identity checks - Review of the application process to identify improvements that will reduce the risk of exposure to identity theft. 	10.3	18 September 2006	30 June 2007	RH
	<ul style="list-style-type: none"> Registration fee change. Realignment of registration fee charges. 	8.2	22 March 2007	18 June 2007	RH

Key

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