Finance & Resources Committee – 16 March 2009

Registration Department Work Plan 2009 - 2010

Executive summary and recommendations

Introduction

The attached document is the Registration Department's proposed work plan for 2009 – 2010. It details the key objectives, the main areas of work and what we intend to develop within the registration area over the next financial year.

Decision

The Committee is asked to agree the attached Registration Department work plan.

Background information

This document is intended to supplement the Council's strategic intent document and sits alongside other departmental level strategy and work plan documents such as Communications, Finance, 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 work plan.

Financial implications

See attached work plan.

Appendices

Registration Department Work Plan 2009 -2010.

Date of paper 4 March 2009

Registration Department

2009 – 2010 Work Plan

Richard Houghton

March 2009

Registration Department Work Plan 2009 - 2010

Contents

Introduction 3

The Registration Department..... 3
This document..... 4
Priorities 2009 – 2010 4
Resources 4
Risk management 5
Registration Department main operational activities 5

Supporting activities 6
1) Partner assessor recruitment, selection and training 6
2) Information systems (database and electronic records) 6
3) Liaison with stakeholders..... 6
4) Committee and Council work..... 6
5) Publications..... 7

Achieving the Registration Department objectives 2009 – 2010. 8
Registration Objective - Improve quality of service 8
Registration Objective - Effective capacity planning..... 8
Registration Objective - External recognition..... 8
Registration Objective - Employee development..... 8
Registration Objective - Manage projects within agreed timescales..... 9

Priorities 2010 – 2011 10

Registration Department activities in 2008 – 2009 11
Registration Objective – Manage business within the agreed service standards 11
Registration Objective – Improve quality of service..... 11
Registration Objective – Improve capacity planning..... 11
Registration Objective – Employee development..... 11
Registration Objective – Manage projects within agreed timescales 11

Appendices.....
Appendix one Registration Department processes and service standards... 13
Appendix two UK application volumes…….. 14
Appendix three Renewal volumes…….…… 15
Appendix four Registration Department activities table 2009 – 2010…….. 16
Appendix five Registration Department objectives table 2009 – 2010…… 17

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 will increase their expectations by increasing the registration fees in 2009. 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 five years and with the regulation of new professions such as practitioner 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.

The 2009 - 2010 registration work plan builds on our previous 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 registration area has brought new challenges but also new benefits. The continued investment in technology to reflect business rules and processes will speed up processing, improve job satisfaction and offer our customers more service delivery channels.

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

The Registration Department

The Registration Department sits within the Operations Directorate of the HPC.

The Registration Department's main responsibilities are:

- processing application forms from individuals who have undertaken an approved course in the UK;
- processing applications for readmission to the Register;
- processing registrants registration renewal forms;
- processing international/EEA application forms;
- processing grandparenting application forms;

- processing incoming general correspondence including letters, requests for de-registration, change of addresses;
- co-ordinating continuing professional development (CPD) profile assessment days;
- Replying to emails and
- Answering incoming telephone calls with call types relating to the above mentioned processes.

This document

This document aims to set out the work priorities for the financial year April 2009 – March 2010, and provide a basis against which the work of the Registration Department can be planned and measured.

This work plan attempts to show how the standard operational work and the planned projects have been scheduled to ensure successful completion, given the resources and time restraints. The Registration Department is both proactive and reactive in its work so the requirements may change, particularly in light of business needs. **The department will therefore need to be flexible in the delivery of its work plan in order to respond accordingly. This document will be kept under review.**

Priorities 2009 – 2010

The main priority for the department is the day-to-day operation of the registration processes. For this year, this includes the preparation and expected transfer of the practitioner psychologists onto our Register. Another significant amount of work this year will be the management of the CPD audit process for the remaining professions who will be audited for the first time. The department will also be involved in a number of projects at both an operational level and a more strategic level.

Resources

This work plan is based on a budget of £2,048,387 which allows for a team of 37 registration employees which represents no increase in the year on year headcount. The registrant statistics included in the 'Finance and Resources Committee paper - Projected registrant numbers', dated 17 November 2008, have been utilised to determine the Registration Department resource requirements for 2009 - 2010.

The 37 Registration Department employees consist of: one Head of Registration, three Customer Service Managers, three Team Leaders and 30 Registration Advisors.

Recruiting and retaining employees, in order to work effectively and proactively, continues to be a big challenge for the department and is likely to remain a risk for this financial year.

In April 2008, the department reorganised its structure with two service teams now primarily providing front line customer service for the UK, international, CPD and potential grandparenting processes and a support team primarily dealing with the renewals and application entry processes. The relocation of the department to one floor in the Stannery Street building in April 2008 has also enabled the cross training of registration advisors to answer the increased number of telephone calls received throughout the last 12 months. During the forthcoming 12 to 18 months all registration advisors will also be involved with handling the new CPD processing for the remaining 11 professions and potential practitioner psychologist grandparenting applications.

Risk management

The Registration Department manages those organisation risks that are primarily concerned with:

- customer service failures;
- inability to detect fraudulent applications;
- backlog of registration applications;
- mistakes in the registration process leading to liability for compensation to the registrant or applicant;
- CPD processes not effective.

Activities outlined in this work plan also help mitigate organisation risks managed by other departments. As part of the HPC equality and diversity scheme the Registration Department will also continue to scrutinise and screen our processes and work to make sure that we identify and, where possible, mitigate any adverse impact to some groups, compared to others.

Please see Appendices four and five for more details and links between the HPC's risk register and this work plan.

Registration Department main operational activities

There are 11 main processes which generate the majority of the department's workload and the volumes for each process vary throughout the year with significant peaks and troughs in demand for any individual process. Appendices two and three illustrate this change in demand for the UK application and renewals processes. The department continues to ensure it delivers the best possible service to registrants, applicants and the public by cross training all registration advisors to deliver all registration processes efficiently and effectively within our service standards. The 11 main operational processes are detailed in Appendix one together with the current service standards which will be reviewed as part of this work plan.

Supporting activities

There are five activities which support the main Registration Department processes. Whilst these activities provide a solid and desirable foundation onto which to operate our main processes, at certain times of the year some of them do not take priority and some activities, may, if resources are stretched need to be revisited in their totality. The following paragraphs summarise these activities.

1) Partner assessor recruitment, selection and training
In 2009 – 2010, the department will work with the Partners Department to ensure registration assessor numbers are maintained and appropriate for the planned operational processes. This will include the selection, recruitment and training of new registration assessors to fill identified gaps. A significant piece of this work will involve the recruitment of 61 CPD registration assessors for the 11 professions that are due to be audited over the next 12 to 18 months. This recruitment process will also result in a considerable amount of assessor training for new partners or partners new to the CPD registration assessor role.

There will also be refresher training for the existing 166 registration assessors in 2009 – 2010. This will include training on the Health Professions Order and operational processes. We will also assist the Partners Department with introducing a registration assessor performance appraisal system.

2) Information systems (database and electronic records)
In 2009 – 2010, the department will work with the IT Department to both enhance and revise the NetRegulate registration system. In 2009 – 2010 it is expected that an upgraded financial system will come into operation. The department will work with the Finance Department to ensure a smooth transition and also take the opportunity to review their administrative and financial processes to assist efficient ordering and payment of registration assessors, employees and suppliers.

3) Liaison with stakeholders
In 2009 – 2010, the department will continue to work with stakeholders (e.g. general public, professional bodies, and registrants) in the broad area of registration. The department will endeavour to support the Communications Department with representation at conferences, listening events and various presentations which also provides valuable experience for registration employees and the department as a whole.

4) Committee and Council work
In 2009 – 2010, the department will continue to work with the Finance and Resources Committee, the Education and Training Committee and Council. We will ensure that they are kept up-to-date with operational performance and approval for appropriate changes to existing processes and the introduction of new processes is gained in a timely, robust and cost effective manner.

5) Publications

The department is responsible for producing a number of publications, including the registration certificate, and the UK, international, grandparenting application forms and guidance notes. These documents are updated and reviewed regularly. In 2009 – 2010 the department will also work with the Communications Department to publish the first CPD annual report following the completed audit of the first two professions, chiropodists / podiatrists and operating department practitioners.

The table in Appendix four details the Registration Department's core activities together with details of which item on the Risk Register they mitigate.

Achieving the Registration Department objectives 2009 – 2010

We have identified a number of objectives that will require action and completion in 2009 – 2010.

Registration Objective – Improve quality of service
Customer service is an important aspect of any organisation as it can support the health and growth of that business. The Registration Department will continue to build upon the foundations already in place and improve the service we deliver by ensuring that we:

1) conduct, deliver and review the quality checks programme providing registration advisors with individual feedback in regular 1 to 1 meetings;
2) conduct, deliver and review the call monitoring process to deliver individual feedback to registration advisors;
3) develop and publish revised Registration Department service standards;
4) working with the Communications Department to introduce a means to measure the customer service experience externally.

Registration Objective – Effective capacity planning
To ensure that we effectively plan the use of our resources we will:

1) continue to develop our capacity planning process to accurately forecast workload;
2) identify a back office planning specialist training provider and arrange for Registration Department representation on a training course;
3) identify small contact centre specialist training provider and arrange for Registration Department representation on a training course;
4) benchmark our planning process with similar size service centres.

Registration Objective – External recognition
This is an opportunity for the Registration Department to demonstrate our service capability and obtain external recognition by:

1) submitting an application for the Queen's Award for Enterprise: Innovation;
2) celebrating National Customer Service Week.

Registration Objective – 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 by:

1) arranging for all Customer Services Managers and Team Leaders to gain a professional customer service management qualification;
2) arranging for all registration employees to gain an accredited customer service qualification;
3) designing and delivering long term training plan;
4) continuing to review the registration advisor training manual and explore the possibility of introducing a full learning management system which will enable the Registration Department to develop and deliver its training online;

5) continuing to cross train all registration advisors.

Registration Objective - 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:

1) **Practitioner psychologists** - Project dealing with the regulation of the practitioner psychologists.

2) **Hearing Aid Council** – Project dealing with the transfer of hearing aid dispensers to the HPC Register.

3) **Online renewals** – Develop and introduce an online system to provide registrants with the ability to renew their registration with the HPC via the web.

4) **Improve identity checks** – Review of the application process to identify improvements that will reduce the risk of exposure to identity theft.

5) **Registration fee change 2009 and 2011** – Realignment of registration fee charges.

6) **Independent Safeguarding Authority** – Project to design and implement processes to ensure the HPC complies with the Safeguarding of Vulnerable Groups Act.

7) **Renewals cycle review -** This project can be split into two distinct pieces of work with phase one of the renewals cycle review project involving an operational review of the current renewal cycle dates to assess whether there would be a benefit to the business if these dates were changed to remove the peaks and troughs in the renewal cycle. This initial investigation work will enable the executive to make a decision as to whether or not to progress to phase two of the project in the financial year 2010 - 11, which would involve the implementation of a revised renewal cycle.

The table in Appendix five sets out the Registration Department's day to day activities in the delivery of the registration objectives.

Priorities 2010 – 2011

2010 – 2011 will be a year in which we continue to undertake our established activities and improve our processes and service delivery. Taking on new professions that are anticipated up to 2012 such as dance movement therapists, counsellors and psychotherapists and healthcare scientists will have a significant impact on the workload of the Registration Department.

The department will implement phase two of the renewals cycle review project subject to the findings of phase one which would involve rescheduling registration renewal dates so that the number of renewals is spread evenly over the two year renewal cycle. Depending upon the success of the online renewals implementation in 2009, project work will begin in designing an online applications process providing new applicants with the ability to apply for registration with the HPC via the web. The Registration Department will also explore the possibility of introducing an online solution to support the CPD audit process.

Registration Department activities in 2008 - 2009

It would be useful to review the activities contained in the work plan which was submitted one year ago as part of the background which has formed the basis of this new work plan. Five objectives were set and the progress of each is detailed below:

Registration Objective – Manage business as usual activities within agreed service standards
This objective was partially met with service standards met or exceeded for the majority of the year. However, these were not entirely met during a period when the department received exceptionally high volumes of telephone calls as a result of disruption in the postal service and also when the department relocated to the Stannery Street premises. During the year the department did process more applications to the Register and answered more telephone calls than forecast.

Registration Objective – Improve quality of service
This objective was met. A quality checks programme is now in operation with regular call monitoring undertaken and feedback given to registration advisors. All registration employees now have their own individual skill set when logging onto the telephone system so that telephone calls are answered by the most appropriately trained member of the team.

Registration Objective – Improve capacity planning
This objective was met. The department now has a forecasting model which has resulted in the majority of the work being processed on the same day of receipt since the beginning of November 2008.

Registration Objective – Employee development
This objective was met. Customer Services Managers and Team Leaders attended a professional contact centre management course and it is planned that all new senior members of the team will attend a similar course within the next 12 months. All registration employees have had the opportunity to gain an accredited customer service qualification and all new registration employees will be given this opportunity. There is a long term training plan in place to ensure that we continue to cross train all registration employees. There is a detailed training manual in operation which is constantly reviewed and updated.

Registration Objective – Manage projects within agreed timescales
The progress the department made against each of the planned projects in 2008 – 2009 is detailed below:

1) **Practitioner psychologists** – The department has completed all assigned objectives in the project plan on time but delays in the legislation have delayed this project.

2) **Hearing Aid Council** – The department has completed all assigned objectives in the project plan on time but delays in the legislation have delayed this project.

3) **Equality and Diversity Demographic Data Collection** – This project was completed four months ahead of schedule.

4) **Online renewals** – The department has completed all assigned objectives in the project plan on time but the complexity of this project has resulted in the completion date being extended to November 2009.

5) **CPD** – This project was delivered on time and a PKF CPD process implementation review achieved a sound assurance level.

6) **Improve identity checks** – The UK, international and grandparenting forms are currently being amended to allow the HPC to carry out identity checks and a third party provider has been identified who can perform checks to verify an applicant's identity, professional qualifications and employment history. The department has also purchased a database which contains examples of identity documents from over 180 counties worldwide.

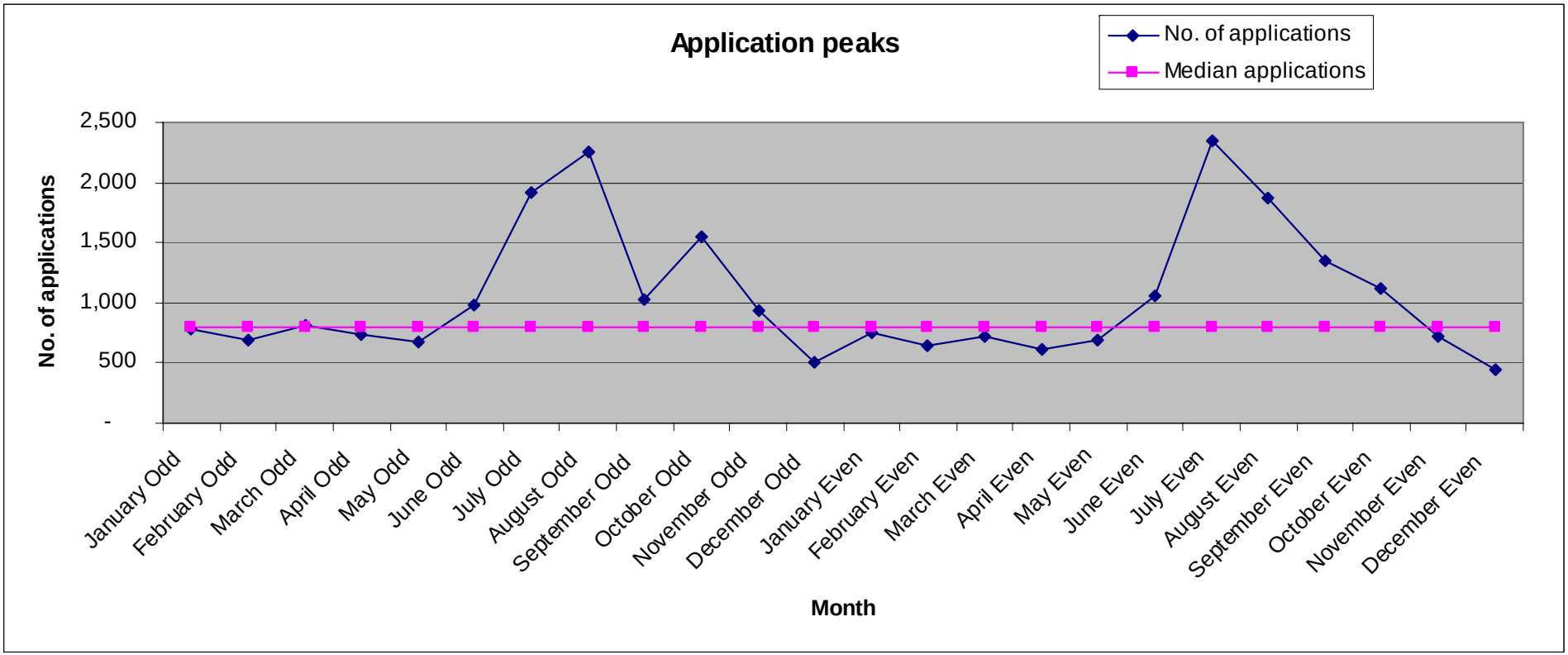
7) **Registration fee change 2009** – The department has completed all assigned objectives in the project plan on time.

8) **Independent Safeguarding Authority** – Delays in the legislation have delayed this project.

Appendix one – Registration Department processes and service standards

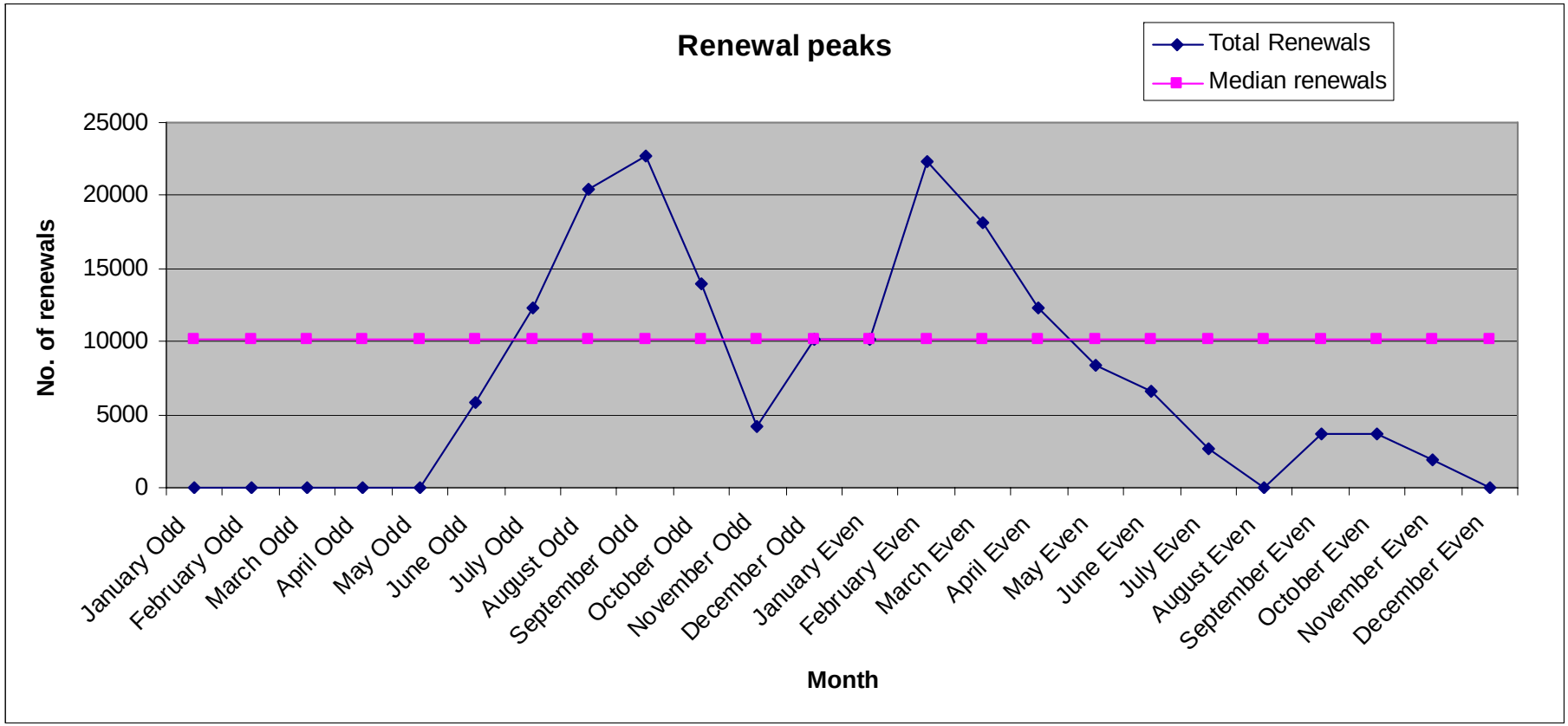
Process	Service Standards 2008 - 2009 to be reviewed 2009 - 2010
UK applications	Ten working days processing
Readmissions	Ten working days processing
International/EEA applications	Processed within three months of receipt of all documents
Grandparenting applications	Processed within three months of receipt of all documents
Continuing Professional Development (CPD) audits for the following professions in 2009/2010: • orthoptists; • paramedics; • clinical scientists; • prosthetists / orthotists; • speech and language therapists; • occupational therapists; • biomedical scientists; • radiographers; • physiotherapists; • arts therapists.	Processed within three months of receipt of all documents
Renewals batch letters sent on time for the following professions in 2009/2010: • orthoptists; • paramedics; • clinical scientists; • prosthetists / orthotists; • speech and language therapists; • occupational therapists; • biomedical scientists; • radiographers; • physiotherapists; • arts therapists.	Renewal notice sent not less then three months before publicly published renewal dates. Final renewal notice sent not less then one month before publicly published renewal dates
Renewal cycle batch processing	Complete renewal (lapsing) process run within five days of publicly published dates
Written complaints	18 days response
Emails	Five days response
Telephone call answering	80% of calls answered within 30 seconds
Process equality and diversity data for new applicants to the Register	Ten working days processing

Appendix two – UK application volumes



Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2009 –02- 24	a	OPS	PPR	Registration Work plan	Draft DD: None	Public RD: None

Appendix three – Renewal volumes



Date	Ver.	Dept/Cmte	Doc Type	Title	Status	Int. Aud.
2009 –02- 24	a	OPS	PPR	Registration Work plan	Draft DD: None	Public RD: None

Appendix four Registration Department activities table 2009 – 2010

The table below sets out the Registration Department's core activities.

Activity	Mitigate risk register item	Start date	Completion date	Lead
Manage the Registration Department's main operational processes within service standards	2.3	1 April 2009	Ongoing	RH, CH, NC
Partner assessor recruitment, selection and training	6.1,13.7	1 April 2009	Ongoing	RH, CH
Information systems enhancements and revisions	10.2	1 April 2009	Ongoing	RH, CH, NC
Liaison with stakeholders	3.2	1 April 2009	Ongoing	RH, CH, NC
Committee and Council work	4.1	1 April 2009	Ongoing	RH
Improve Registration Department publications	10.5	1 April 2009	Ongoing	CH, NC

Key

RH - Richard Houghton
CH - Claire Harkin
NC – Neil Cohen

Appendix five Registration Department objectives table 2009 – 2010

The table below sets out the Registration Department's objectives.

Objective	Activity	Mitigate risk register item	Start date	Completion date	Lead
Improve quality of service	1) Conduct, deliver and review the quality checks programme providing registration advisors with individual feedback in regular 1 to 1 meetings.	10.5	1 April 2009	Ongoing	CH, NC
	2) Conduct, deliver and review the call monitoring process to deliver individual feedback to registration advisors.	10.5	1 April 2009	Ongoing	CH, NC
	3) Develop and publish revised Registration Department service standards.	10.1	1 June 2009	30 September 2009	RH
	4) Working with the Communications Department to introduce a means to measure the customer service experience externally.	10.1	1 April 2009	31 December 2009	RH

Objective	Activity	Mitigate risk register item	Start date	Completion date	Lead
Effective capacity planning	1) Continue to develop our capacity planning process to accurately forecast workload.	10.1, 10.4	1 April 2009	Ongoing	NC
	2) Identify a back office planning specialist training provider and arrange for Registration Department representation on a training course.	10.1, 10.4	1 April 2009	30 September 2009	RH
	3) Identify small contact centre specialist training provider and arrange for Registration Department representation on a training course.	10.1, 10.4	1 April 2009	30 September 2009	RH
	4) Benchmark our planning process with similar size service centres.	10.1	1 September 2009	Ongoing	NC
External recognition	1) Submitting an application for the Queen's Award for Enterprise: Innovation.	10.1, 11.2	1 July 2009	31 October 2009	CH
	2) Celebrating National Customer Service Week.	10.1,11.2	1 July 2009	31 October 2009	CH, NC

Objective	Activity	Mitigate risk register item	Start date	Completion date	Lead
Employee development	1) Arranging for all Customer Services Managers and Team Leaders to gain a professional customer service management qualification.	11.4	1 April 2009	Ongoing	RH
	2) Arranging for all registration employees to gain a customer service qualification.	11.4	1 April 2009	Ongoing	CH, NC
	3) Designing and delivering long term training plan.	11.4	1 April 2009	Ongoing	CH,NC
	4) Continuing to review the registration advisor training manual and explore the possibility of introducing a full learning management system to enable the Registration Department to develop and deliver its training online.	11.4	1 April 2009	Ongoing	CH,NC
	5) Continuing to cross train all registration employees.	11.4	1 April 2009	Ongoing	CH, NC

Objective	Activity	Mitigate Risk Register item	Start date	Completion date	Lead
Manage projects within agreed timescales	1) Practitioner psychologists. 2) Hearing Aid Council. 3) Online renewals. 4) Improve identity checks. 5) Registration fee change. 6) Independent safeguarding authority. 7) Renewals cycle review.	8.7 8.2 8.6 10.3 8.1 8.8 10.1, 10.4	1 April 2009 1 April 2009 1 April 2009 1 April 2009 1 April 2009 1 April 2009 1 April 2009	3 September 2009 31 March 2010 1 November 2009 31 March 2010 31 March 2010 31 December 2009 30 November 2009	RH,CH RH,CH RH,CH, RH,NC RH,CH, RH,NC RH,CH, NC

Key

RH - Richard Houghton
CH - Claire Harkin
NC – Neil Cohen