

# Registration department Performance report

31 August 2021

Performance report related to May to July 2021

# Registration – Performance Report Summary

**R** Overview

- The main areas of concern are UK applications (which during the peak summer period is taking longer than our 10 working day service standard to register people) and international applications which remain outside of the 60 working day service standard. This is driving increased phone calls and emails. This increased volume of phone calls and emails is negatively impacting on our customer service in these areas.
- Details about the cause and the mitigations we have put in place are provided in this pack.
- Despite these challenges registrants are still able to renew their registration and there has been no impact on the numbers renewing their registration compared to previous years. We are also making progress in working through the appeals that were postponed during the pandemic.

**R** Risks & Issues

- **Increased demand:** International application volumes are 31.4% higher when compared to the same period last year.
- **Resourcing:** A lack of trained Registration Advisors to manage this increased volume of work. To address this we have brought in additional people (w/c 26<sup>th</sup> July), trained them on areas experiencing peak demand (UK applications) to allow more experienced staff to work in other areas e.g. on the phone lines.
- **Technology:** While we have now reverted back to our main telephony system there remains an issue that when phonedlines reach capacity the caller gets a ‘call failed’ message. This does not offer the customer service we want to deliver. In the short term we are working with our provider to replace the ‘call failed’ message with a voicemail.
- **Unnecessary contacts:** We are receiving calls and emails from people asking for updates on their applications or needing help accessing their account etc. In July/August we began more proactive comms both on our website and social media as well as targeted comms to certain groups

Performance summary	Current performance (RAG rating)
<b>Core registration processes</b>	
UK applications	Red
International applications	Red
Renewals	Green
CPD	Green
Readmissions	Orange
Appeals	Orange
<b>Contact centre</b>	
Emails	Red
Postal	Orange
Telephone enquiries	Orange

# Registration – Performance Report

## UK applications

Month	Monthly performance median (10 working days)	12 month cumulative median	12 month performance Cumulative age range
July	16 (working days)	5 (working days)	0-26 (working days)
June	7 (working days)	5 (working days)	0-18 (working days)
May	4 (working days)	5 (working days)	0-18 (working days)
April	5 (working days)	5 (working days)	0-18 (working days)
March	5 (working days)	5 (working days)	0-10 (working days)
February	5 (working days)	4 (working days)	0-9 (working days)
January	3 (working days)	3 (working days)	0-9 (working days)

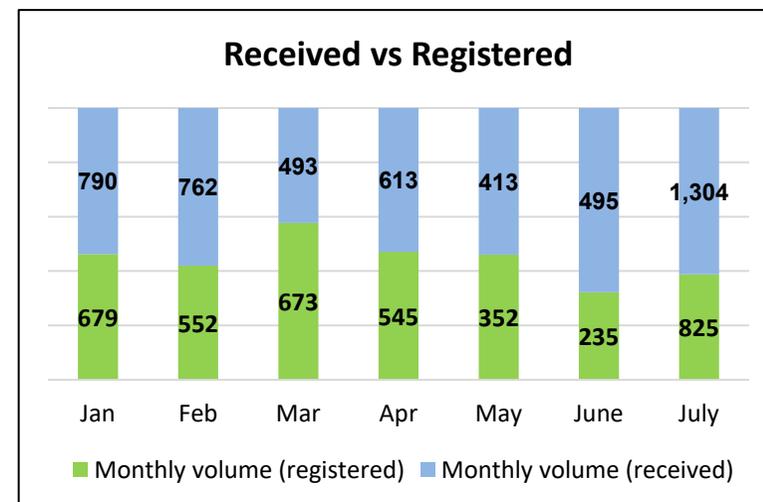
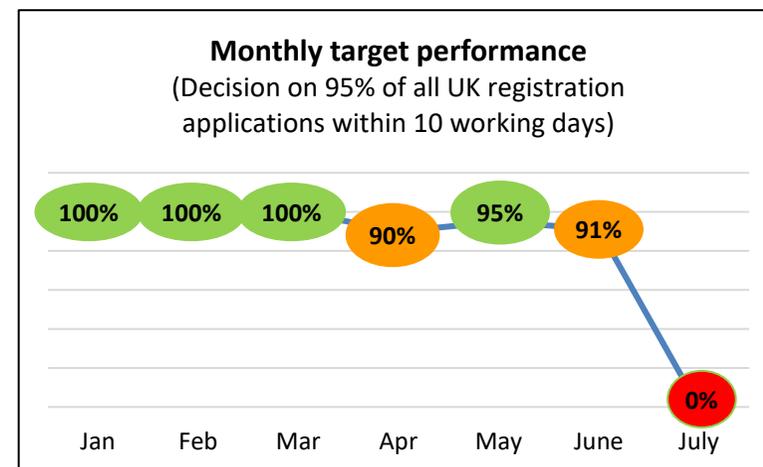
### Analysis

Performance against our service standard for UK applications dropped outside the 10 working day median in July. This is due to the peak in applications during the summer as students graduate. The team was already stretched (due to high volumes of emails, phone calls and international applications). This is alongside project work that was undertaken during the period such as implementing the new fee rise, ongoing work to resolve issues with the new registration/finance system and the project to provide applicants with the ability to apply online.

The team normally plans to go into the peak summer period with the ability to divert resources to UK applications. This was not possible this year for the reasons given above. To improve performance 12 new people joined the team on 26<sup>th</sup> July on short term (10 week contracts). As they joined on 26<sup>th</sup> July and needed to be trained this did not improve on July's performance. During August we have seen a steady improvement in performance in this area.

Target

95% within 10 working days



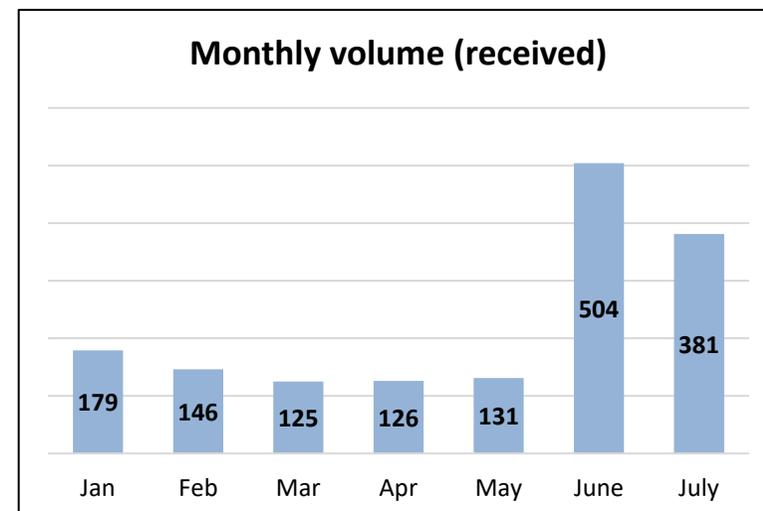
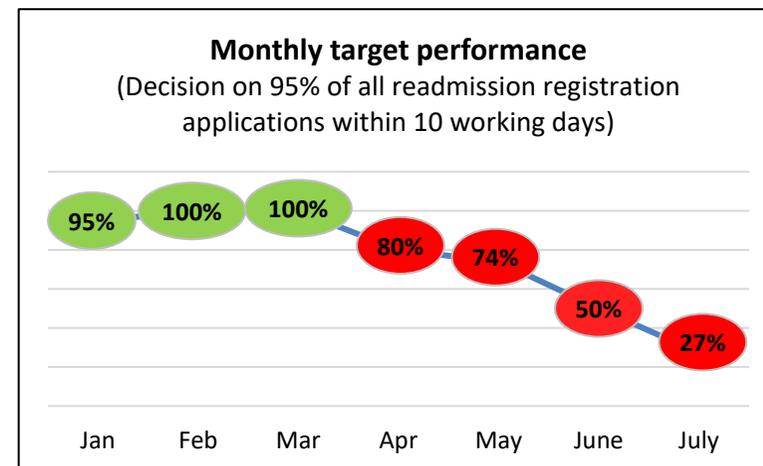
# Registration – Performance Report

## Readmission applications

Month	Monthly performance median (10 working days)	12 month cumulative median	12 month performance Cumulative age range
July	10 (working days)	6 (working days)	0-26 (working days)
June	8 (working days)	6 (working days)	0-14 (working days)
May	6 (working days)	6 (working days)	0-14 (working days)
April	8 (working days)	6 (working days)	0-14 (working days)
March	6 (working days)	6 (working days)	0-12 (working days)
February	5 (working days)	5 (working days)	0-12 (working days)
January	6 (working days)	6 (working days)	0-12 (working days)

Target

95% within 10 working days



## Analysis

The median remained within service standard of 10 working days May to July but we did not achieve the target of processing 95% of application within the 10 working days. This was due to a large volume of readmissions in June and July from practitioner psychologists, who were removed from the Register following the end of their renewal period on the 31 May 2021.

Some registrants were removed from the Register as they did not have an up-to-date email address and therefore did not receive the reminders to renew their registration. To help support people in July, we published a blog about the renewal process and the importance of keeping their email address up to date. We have also written to professional bodies and unions requesting that they share the blog with their members.

# Registration – Performance Report

## International applications

Month	Monthly performance median (60 working days)	12 month cumulative median	12 month performance Cumulative age range
July	90 (working days)	73 (working days)	28-178 (working days)
June	82 (working days)	68.5 (working days)	28-165 (working days)
May	64 (working days)	64 (working days)	28-165 (working days)
April	54 (working days)	65.5 (working days)	28-150 (working days)
March	58 (working days)	73 (working days)	28-132 (working days)
February	73 (working days)	77.5 (working days)	28-125 (working days)
January	82 (working days)	82 (working days)	28-122 (working days)

### Analysis

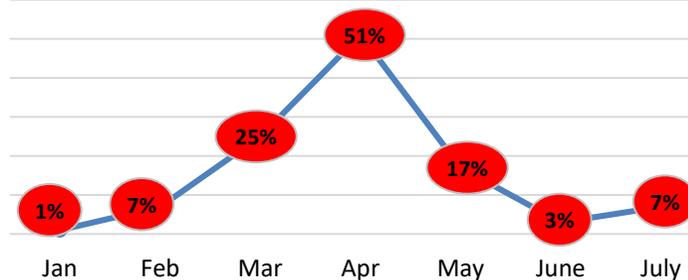
In May to July 2021, a total of 1,208 international applications were registered which is 320 (or 36%) more compared to the same period last year. During this period, 1,285 international applications were received which is 307 (or 31.4%) more compared to the same period last year. Additional Registration Advisors are currently being trained to process international applications to improve performance.

In order to improve customer service and efficiency a project to provide international applicants the ability to apply online was initiated during the period with a target to implement before the end of this calendar year. The Registration team also commenced an end – to - end international process review to identify opportunities for improvement.

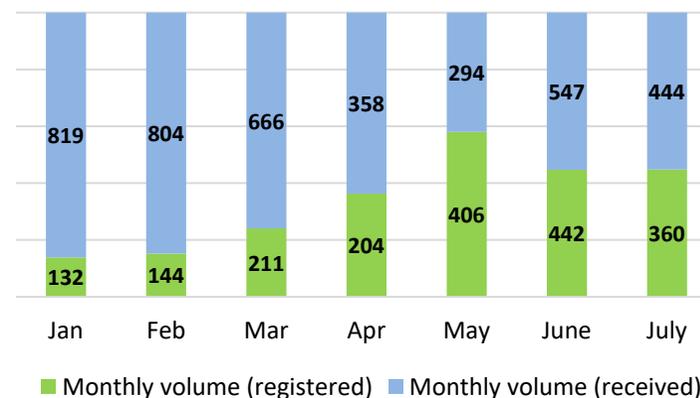
Target

95% within 60 working days

**Monthly target performance**  
(Decision on 95% of all international registration applications within 60 working days)



**Received vs Registered**



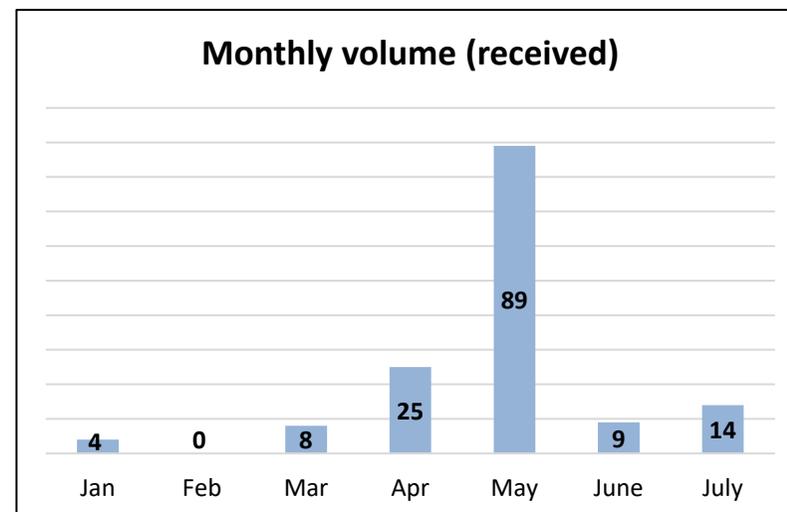
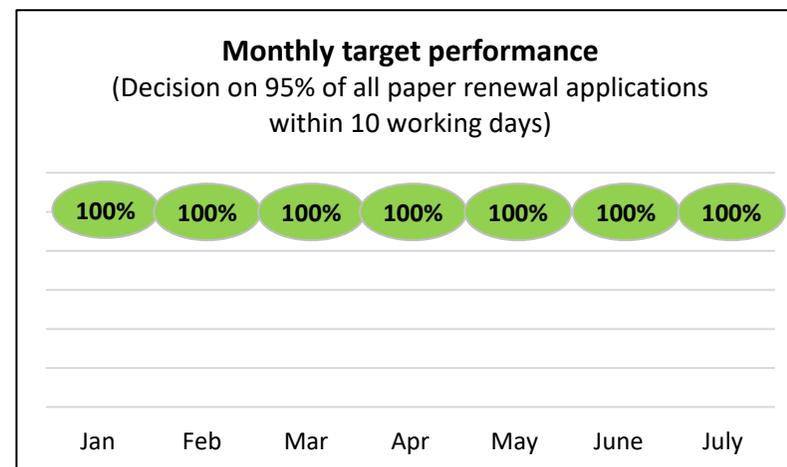
# Registration – Performance Report

## Renewal

Month	Monthly performance median (10 working days)	24 month cumulative median	24 month performance Cumulative age range
July	4 (working days)	4 (working days)	0-10 (working days)
June	4 (working days)	4 (working days)	0-10 (working days)
May	5 (working days)	4 (working days)	0-10 (working days)
April	5 (working days)	2 (working days)	0-10 (working days)
March	4 (working days)	0 (working days)	0-10 (working days)
February	0 (working days)	0 (working days)	0-10 (working days)
January	0 (working days)	0 (working days)	0-10 (working days)

Target

95% within 10 working days



## Analysis

The monthly target has been consistently achieved. During the period 6 professions, practitioner psychologists, orthoptists, paramedics, clinical scientists, prosthetists/orthotists, speech and language therapists, were invited to renew their registration. – The practitioner psychologists renewal deadline ended on the 31 May 2021 with 93.1% of the profession renewing their registration compared to 94.3% in 2019.

An increased number of registrants have been contacting us during their renewal period for reassurance that their renewal application has been successful and to assist them activate the new online renewals system that was introduced as part of the new registration system that went live in October 2020.

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## Renewals continued

### Analysis (cont.)

We have worked with the Communications team to improve the website explaining the renewal process and the direct email communication sent to registrants during the renewal period to help registrants understand the online renewal process.

To provide assurance to those paramedics and orthoptists who had completed the online renewal process but were awaiting collection of their direct debit we recently sent direct email communication during the last week of their renewal period advising that their direct debit would be claimed shortly and they did not need to contact us.

We also contacted those paramedics and orthoptists that had not renewed and provided them with a priority HCPC email address so that we could assist them over the Bank Holiday weekend before the end of their renewal period.

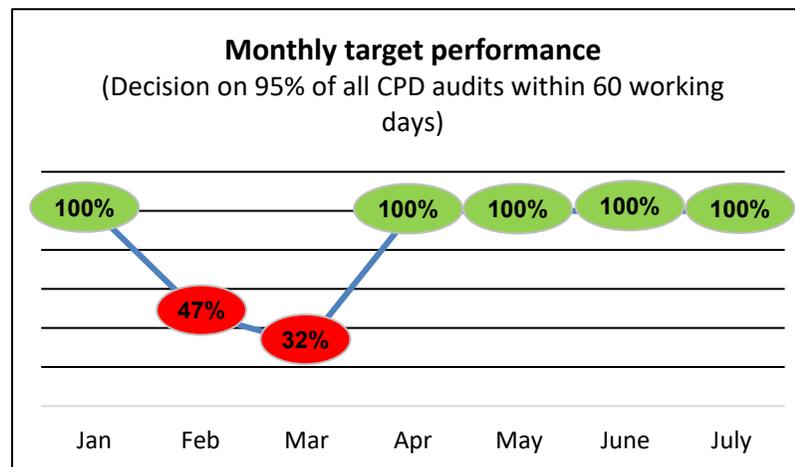
# Registration – Performance Report

## CPD audits

Month	Monthly performance median (60 working days)	24 month cumulative median	24 month performance Cumulative age range
July	38 (working days)	44 (working days)	5-72 (working days)
June	18 (working days)	47 (working days)	5-72 (working days)
May	29 (working days)	50 (working days)	5-72 (working days)
April	50 (working days)	61 (working days)	5-72 (working days)
March	65 (working days)	61 (working days)	5-72 (working days)
February	61 (working days)	60 (working days)	5-72 (working days)
January	44 (working days)	44 (working days)	5-55 (working days)

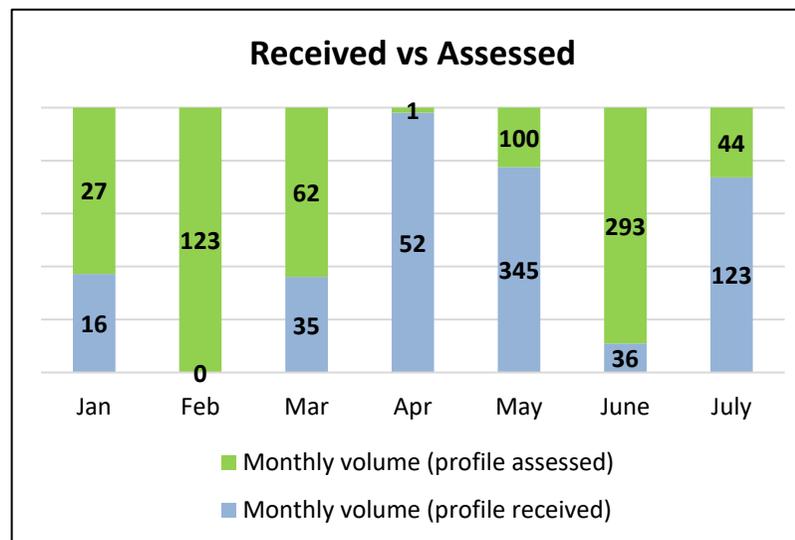
Target

95% within 60 working days



## Analysis

In February, 69 profiles and in March 42 profiles took more than 60 working days to be assessed. This was due to a technical system issue identified in January 2021. The fix was deployed into the registration system on the 22 February 2021 which enabled these profiles to be assessed and the target was then achieved in April. The monthly target has been consistently achieved May to July 2021.



# Registration – Performance Report

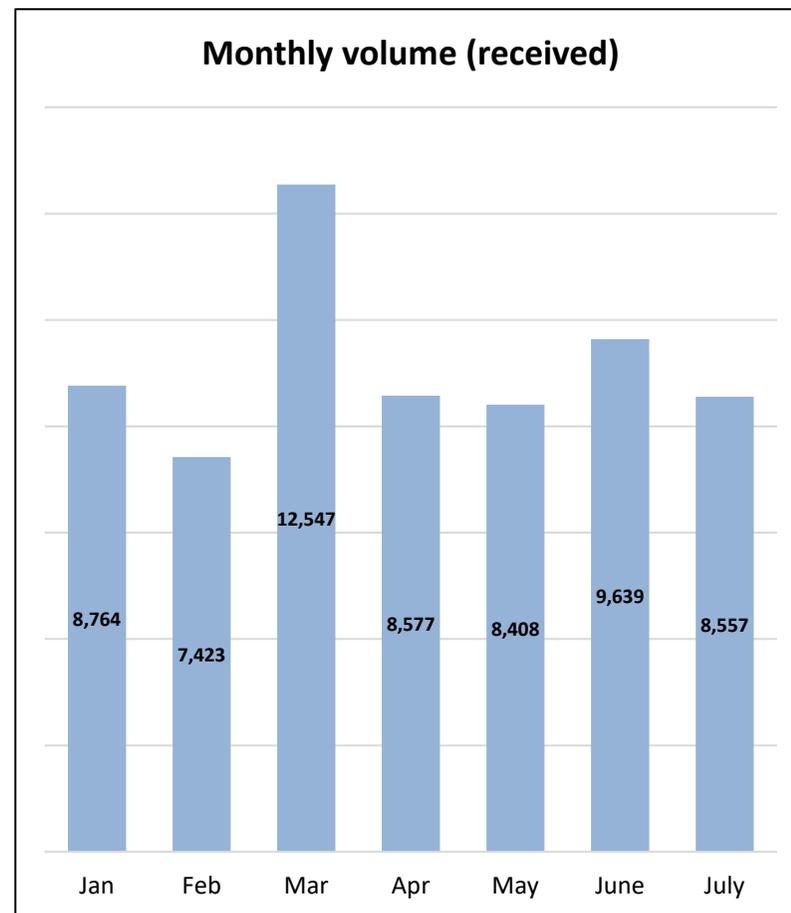
## UK emails - Enquiries relating to UK applications to join the register, renewal and CPD

Month	Monthly performance median (2 working days)	24 month cumulative median	24 month performance Cumulative age range
July	25 (working days)	6 (working days)	0-27 (working days)
June	13 (working days)	6 (working days)	0-19 (working days)
May	6 (working days)	6 (working days)	0-12 (working days)
April	10 (working days)	5 (working days)	0-12 (working days)
March	6 (working days)	3 (working days)	0-8 (working days)
February	2 (working days)	3 (working days)	0-5 (working days)
January	3 (working days)	3 (working days)	0-5 (working days)

### Analysis

During May to July 2021 a total of 26,604 UK emails were received which is 13,389 (or 101.3%) more compared to the same period two years ago. This is a significant increase in volume and one that we are not resourced to manage. As detailed earlier in this report this is due to people following up on applications they have submitted as well as wanting reassurance around renewals and queries on how to activate and access their HCPC account.

To try and reduce the need for people to email us we have published a blog on the renewal process and in August we have contacted those who have been waiting for a response the longest offering a priority email address if their enquiry is still important. We have sent targeted emails to those at different stages of the renewal process to encourage people to self-service. We have also updated messages on social media, on our website and on the automated email response to help expectation manage those getting in contact with us by email and to encourage them to self service.



# Registration – Performance Report

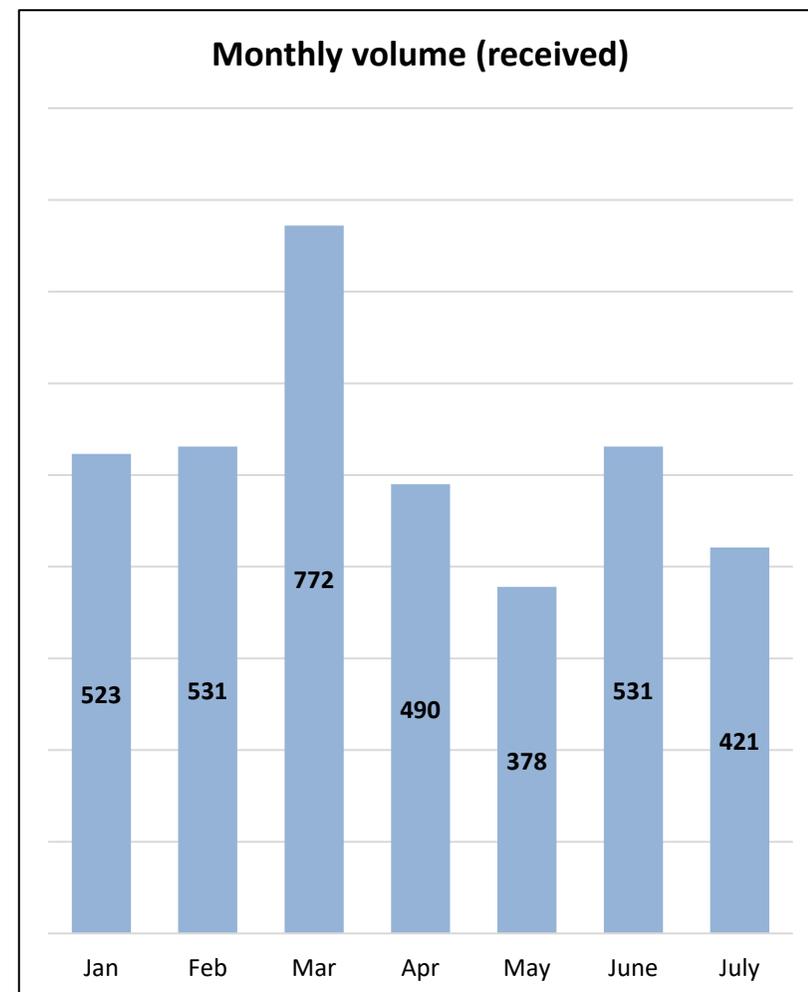
## Postal correspondence

Month	Monthly performance median (10 working days)	24 month cumulative median	24 month performance cumulative age range
July	9 (working days)	4 (working days)	0-12 (working days)
June	7 (working days)	4 (working days)	0-11 (working days)
May	4 (working days)	4 (working days)	0-11 (working days)
April	8 (working days)	3 (working days)	0-11 (working days)
March	2 (working days)	2 (working days)	0-8 (working days)
February	2 (working days)	3 (working days)	0-8 (working days)
January	4 (working days)	4 (working days)	0-8 (working days)

### Analysis

The team achieved the median target for 10 working days during May to July.

The target was not been achieved in July 2021 for a period of 3 days but for the rest of the period we responded to all postal correspondence within 10 working days.



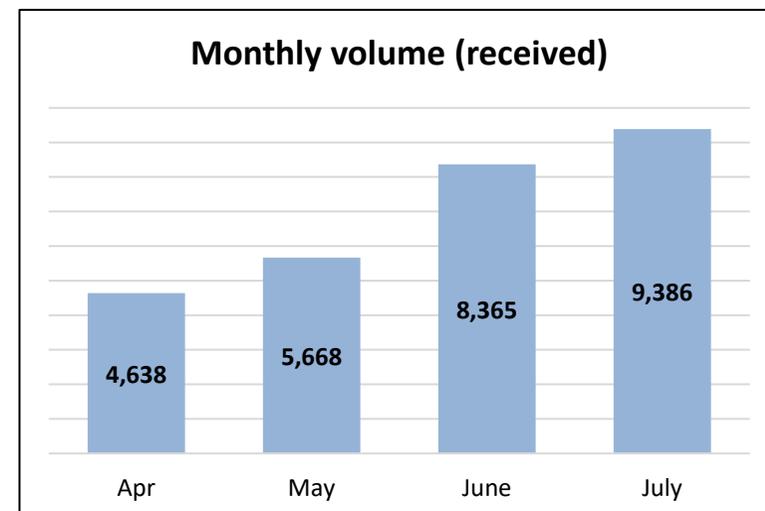
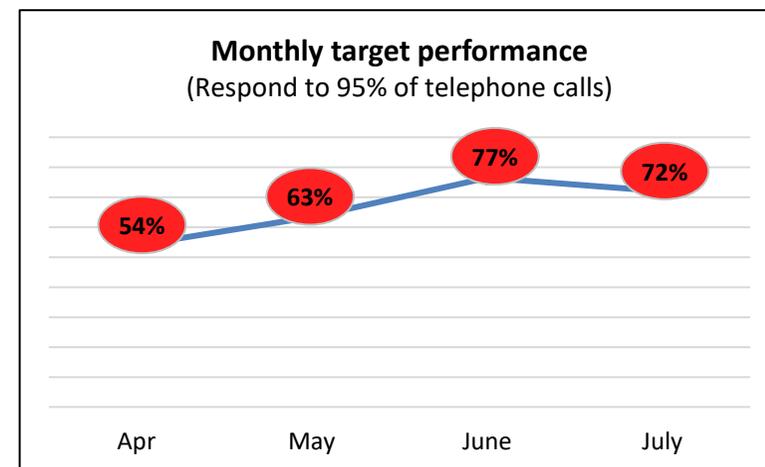
# Registration – Performance Report

## UK telephone calls - Enquiries relating to UK applications to join the register, renewal and CPD

Month	Monthly performance median	12 month performance cumulative median	12 month Cumulative volume
July	72 (% of calls answered)	68 (% of calls answered)	28,057 (volume of calls)
June	77 (% of calls answered)	63 (% of calls answered)	18,671 (volume of calls)
May	63 (% of calls answered)	59 (% of calls answered)	10,306 (volume of calls)
April	54 (% of calls answered)	54 (% of calls answered)	4,638 (volume of calls)
March	N/A	N/A	N/A
February	N/A	N/A	N/A
January	N/A	N/A	N/A

Target

95% of all calls answered



**Analysis** Our call centre performance has improved (but we need to continue this improvement) as a result of bringing more of the Registration team back into the office to use the office-based telephony system. The improvements are explained below:

**January – March 2021:** Use of remote telephone system, which did not provide any MI.

**April 2021:** Upgrade to remote telephone system which provides MI. However only 15 licenses were available for call handling, so limited number of people able to be answer calls (call answer rate at 54%).

**May 2021:** On 24th May – 21 registration employees returned to the office to use the office-based telephone system. This increased the capacity and performance improved to 63%.

**June 2021:** On 14<sup>th</sup> June we increased the number of registration employees coming into the office to 25-30 people. This improved performance to 77%.

## UK telephone calls continued

### Analysis (cont.)

**July 2021:** Performance reduced slightly to 72% as a result of the increased call volumes, a lack of phone trained staff and an increase in sickness absence.

However, we continue to receive a high volume of phone calls – the cause of this is the delays to processing UK and international applications together with renewal related enquiries.

This service standard of answering 95% of all calls was not met during the reporting period. However, there has been an improvement since more colleagues returned to the office in June. We are currently training additional Registration Advisors to enable them to answer telephone calls and as described in the UK emails section of this report introduced a number of improvements to help reduce the number of calls received.

We will continue to monitor this closely.

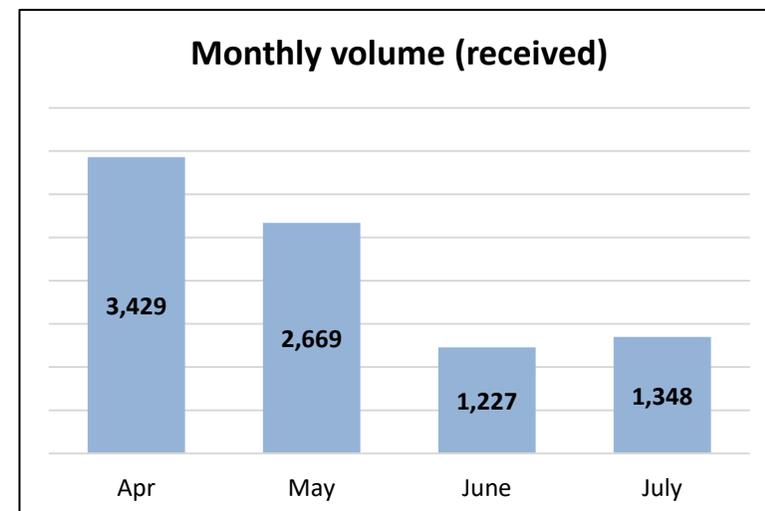
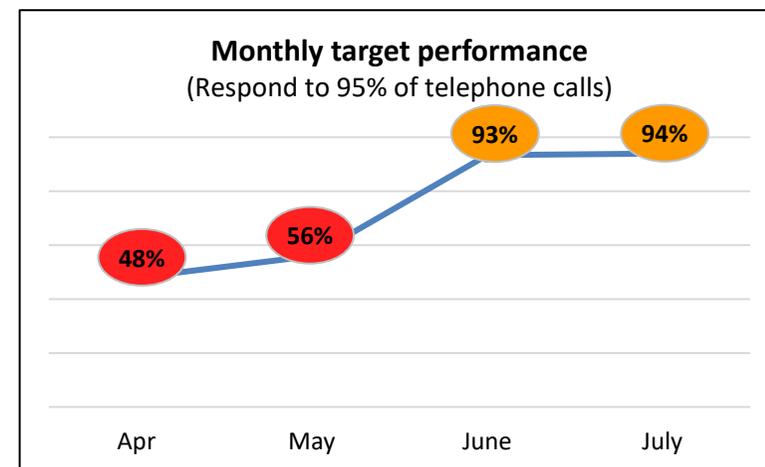
# Registration – Performance Report

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

Month	Monthly performance median	12 month performance cumulative median	12 month Cumulative volume
July	94 (% of calls answered)	75 (% of calls answered)	8,673 (volume of calls)
June	93 (% of calls answered)	56 (% of calls answered)	7,325 (volume of calls)
May	56 (% of calls answered)	52 (% of calls answered)	6,098 (volume of calls)
April	48 (% of calls answered)	48 (% of calls answered)	3,429 (volume of calls)
March	N/A	N/A	N/A
February	N/A	N/A	N/A
January	N/A	N/A	N/A

Target

95% of all calls answered



### Analysis

As outlined in the UK telephone calls section of this report performance has improved as a result of a number of measures that have been taken. On the 24 May 2021, the Registration Department returned to offer an office-based telephony service, which has improved the monthly call handling performance. Performance has improved and in July is only 1% below the 95% target.

The additional Registration Advisors currently being trained on processing international applications will help reduce processing times and calls from applicants requiring updates on the progress of their application.

# Registration – Performance Report

## Appeals

Month	Monthly performance median (100 working days)	24 month cumulative median	24 month performance Cumulative age range
July	151 (working days)	213 (working days)	46-275 (working days)
June	190 (working days)	214.5 (working days)	46-275 (working days)
May	259 (working days)	238 (working days)	46-275 (working days)
April	238 (working days)	214.5 (working days)	46-275 (working days)
March	157 (working days)	213 (working days)	46-275 (working days)
February	213 (working days)	214.5 (working days)	157-275 (working days)
January	216 (working days)	216 (working days)	157-275 (working days)

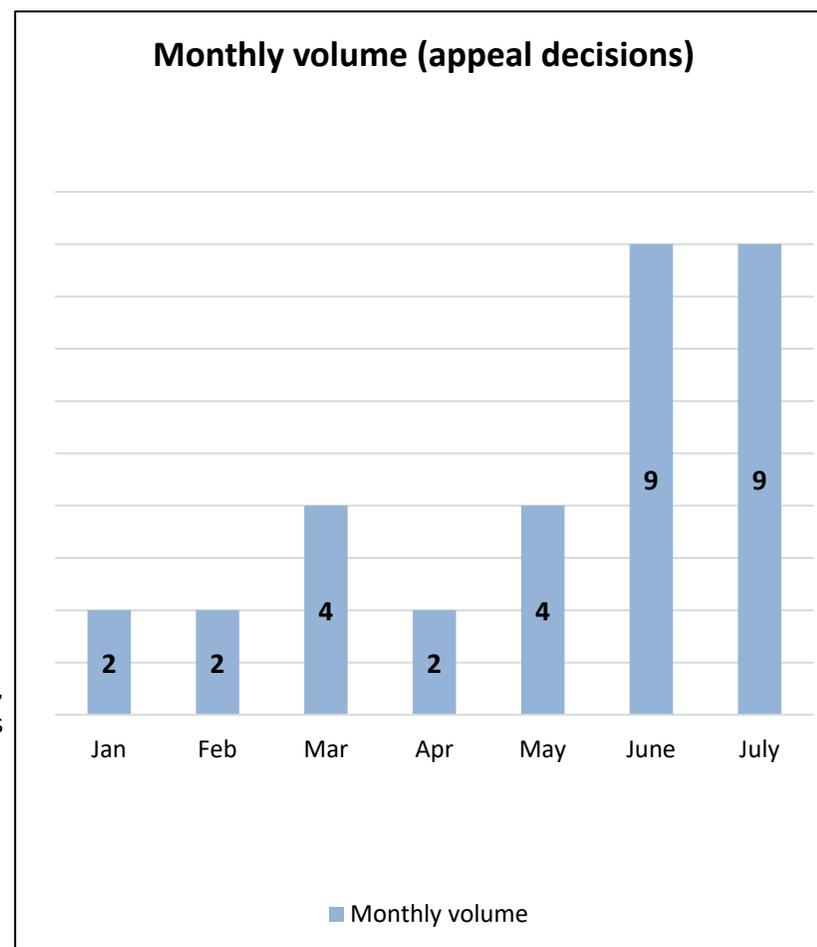
## Analysis

During the period of May to July 2021, 22 registration appeals were concluded. Of the 22 appeals, 13 related to international applicants, 6 related to European Mutual Recognition (EMR) applicants and 3 were declaration cases.

Of the 22 appeals concluded, 8 appeals were upheld, 11 appeals were dismissed, 1 appeal was a substitute decision and 2 appeals were remitted to ETC.

Of the 8 appeals that were upheld, 4 out of the 8 appeals were considered via the consent process. This approach is undertaken when an appellant has provided a substantial amount of new evidence with their notice of appeal and a Registration Manager decides at a case conference that the new information should be reviewed by the original assessors. A consent order is a stand-alone document that explains in sufficient detail why the Education and Training Committee has changed its decision.

Monthly volume (appeal decisions)



## Appeals continued

### Analysis (cont.)

No appeals were upheld where no additional information was received which indicates the quality of the initial decision based on the information available at the time.

We increased the number of appeals days from 1 to 2 in May 2021 and increased this further to 3 days in both June 2021 and July 2021, which reduced the number of appeals outstanding at the end of April from 32 to 20 at the end of July. We aim to be achieving the monthly target of scheduling and conducting 95% of hearings within 100 working days of receipt by the end of this calendar year and will arrange appeals days over the coming months to achieve this.

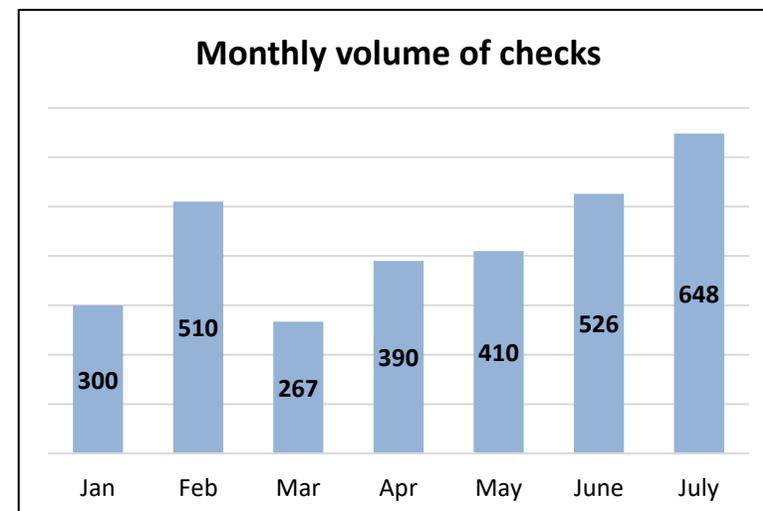
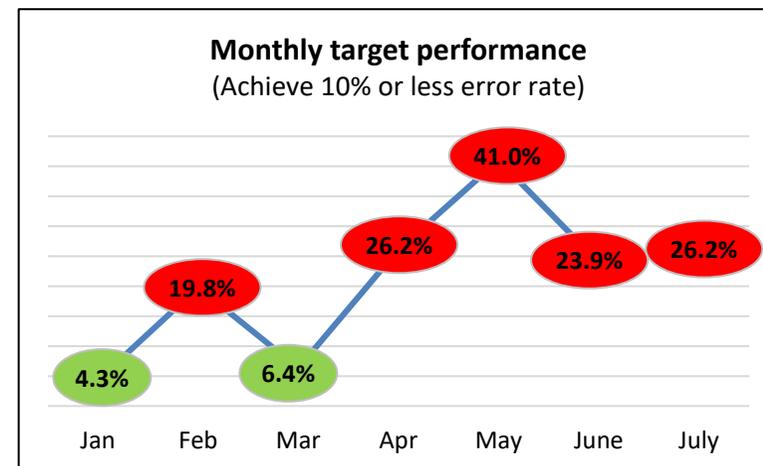
The backlog that we are working through was caused by hearings being paused during the pandemic.

# Registration – Performance Report

## Quality checks

Month	Monthly error rate median (10% or less)	24 month cumulative error rate median	24 month Cumulative volume
July	26.2 (% error rate)	23.9 (% error rate)	3,051 (quality checks)
June	23.9 (% error rate)	21.9 (% error rate)	2,403 (quality checks)
May	41 (% error rate)	19.8 (% error rate)	1,877 (quality checks)
April	26.2 (% error rate)	13.1 (% error rate)	1,467 (quality checks)
March	6.4 (% error rate)	6.4 (% error rate)	1,077 (quality checks)
February	19.8 (% error rate)	12.1 (% error rate)	810 (quality checks)
January	4.3 (% error rate)	4.3 (% error rate)	300 (quality checks)

Target 10% or less



## Analysis

The two-tier checking process for processing UK applications forms attributed to the increase in the % error rate. This process was introduced following an audit earlier in the year conducted by the Quality Assurance team which identified a number of applications with incorrect data entry (these errors did not relate to the integrity of the Register). In order to mitigate this risk all UK applications are now quality checked to ensure the correct data fields are completed before an applicant is registered. Also in July, there were 12 temporary agency-based Registration Advisors trained in new tasks that initially required 100% checks.

In order to reduce the amount of resource required to quality check each application we are currently in the process of undertaking user acceptance testing of an improvement to the registration system software that will ensure appropriate fields need mandatory completion before an applicant is registered. In addition, we have also started a project to allow applicants to complete their application online and remove the data entry steps in our current process.

## Customer service feedback

### Analysis

During the period May to July the Registration Department received customer service feedback on 142 occasions and of these 125 were negative with 17 being positive.

### Negative feedback/complaints

The root cause of all complaints is investigated and the results shared with the team. The main areas of negative feedback this period were associated to renewals, application processing times and communication with HCPC.

The Registration team have worked closely with the Communications team to improve direct email communication with registrants together with social media messaging and website information to help provide clarity around activating the new online renewal portal and also to provide assurance that renewal processes have been completed successfully. The Communications team are planning to recruit a Business Partner role to work closely with the Registration team in the future.

The Registration team has recruited additional resource to help improve processing times.

### Positive feedback

Positive feedback is celebrated with the team and some quotes this period include –

*‘Thank you for this. I have forwarded to my future employer who will send to the Red Cross. Thank you for helping with this so efficiently.’*

*‘I just want to say that the HCPC and other decision makers have done a great thing by allowing those of us who had retired to come back from a wide range of professions. We have physios, retired GPs and consultants, Optometrists, Dentists, Paramedics and myself, the only former Dietician, in our centre. Very far sighted, it works brilliantly, thank you for giving us the chance to be part of the very successful vaccine rollout, well done’*

*‘Thank you so much for your continuous support. Hopefully I will be able to appear on the Register soon. Much appreciated your hard work and great communication. Thank you!!!’*