

# Registrars Shared Service – Q3 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	67% (6)	11% (1)	0	22% (2)	3	6

  

Service Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	(0%) 0	75% (3)	25% (1)	0% (0)	100% (4)	0% (0)	0% (0)

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

The proposed diary changes from Quarter two and managing staff resources were implemented over the last quarter creating more efficiency in service delivery. This has resulted in 19% increase of deaths registered within 5 days achieving 90% in December from 71% in November and has been a major achievement for the team.

Additionally, families registering deaths and requesting the green form (the document funeral directors need to bury or cremate) will be issued only when a death registration appointment has been booked within the legal required time frame of five days of death occurring.

We have offered five additional diaries (six appointments per diary) for nationality checking service appointments which provided 30 more Barnet residents and their families to apply for nationality service and start the process of becoming a British citizen.

We will continue with this working practice in Q4 especially as the European Nationals who have obtained permanent residency for a year are now eligible to apply, therefore there will be a greater need of availability for nationality checking service appointments.

## Key Successes

In Q3 we have increased income generation by £18,458 on the previous quarter. We have closely monitored the Citizenship income from the Home Office and reconciled £10k of income which was received in December 2016. The extra income was achieved from the extra nationality diaries and private citizenship ceremonies

Key Challenges	Actions Required
<p>Relocation of the Registration and Nationality Service from Burnt Oak Register Office to Hendon Town Hall.</p>	<ul style="list-style-type: none"> <li>• Project managed with provisional date of the 6<sup>th</sup> of February 2017</li> <li>• Informing customers e.g. advertisement and offering renewed notice appointments</li> <li>• Liaison with key stake holders and keeping them updated on the relocation</li> <li>• Statutory duty of the relocation of the Register Office</li> <li>• Pass the General Register's Office audit</li> </ul>
<p>Staff development: Registrars are specialist in their field due to the legal framework for registration and nationality. It therefore can be a six month process to fully train an officer competently and without supervision.</p>	<ul style="list-style-type: none"> <li>• With limited staffing resources the implementation of the sixth month training plan for new employees on all aspects of the service including all office procedures, birth, death and marriage registrations and nationality appointments will be a challenge. Senior registration staff will need to be assigned time off main duties to act as mentors. Following the training staff will be able to fully engage in most of the aspects of the service and contribute to meeting KPIs.</li> <li>• We will also need to put in place evaluation of the new employees' skills and competences in order to see if further support and training is required.</li> </ul>

Key Challenges	Actions Required
Income generation and innovation	<ul style="list-style-type: none"> <li>• New service European Passport Checking Service for European Permanent Residency in collaboration with the Home Office - for permanent residency <ul style="list-style-type: none"> <li>○ <i>Initial staff training completed</i></li> <li>○ <i>Implementation of the new provision</i></li> <li>○ <i>Advertise the new service to customers</i></li> <li>○ <i>Create appointments based on customer demand</i></li> </ul> </li> <li>• Increased Nationality appointments to maximise the income obtained</li> <li>• New fees for marriage ceremonies at Hendon Town Hall to be implemented from the 6<sup>th</sup> of February in conjunction with the relocation of the service to Hendon Town Hall and they have been publicly advertised on Barnet.gov.uk</li> <li>• More diary analysis</li> </ul>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

The relocation of the service to Hendon Town hall is in full progress towards the target date of the end of January. In the background lots of operational/logistical work has been carried out on site by the Registration team and by the Project Management team to keep the project on target and to minimal disruption to the services. The General Register Office will be carrying out an audit in the last week of February to assess the move, and all going well we have a go-live date of the 6<sup>th</sup> February in our new accommodation. We cannot predict the increased volumes of the new site will generate. However the location is based in a busier part of the borough and with the desirable new facility we hope to increase the usage for marriage.

In Q2 we reported that the service has been under considerable pressure with a significant increase in birth and death appointments as a direct result of the closure of Chase Farm Hospital in Enfield. This additional work load does not generate any increase in income and is effectively a burden on the local authority. The additional staff resource will be necessary to register births and deaths and this continues to be the case.

In Q3 we made the necessary diary changes and utilised new staff resources which resulted in the 90% deaths registered within 5 days of death and continue to maintain 96% birth registrations within 42 days of birth. We aim to continue with this upward trend in other areas of the service. Moving forward we now want to review the diaries for nationality checking service to allow for more appointments on weekly basis as well as some additional diaries on Saturdays to maximise the income obtained. We also intend to add some additional notice appointments in an aim to reduce the waiting times

Training a new officer continues to be a challenge in a small team where the majority of work is appointment based and customer facing. It will require forward planning and utilising staff resource as it requires taking an experienced Officer off duty to deliver the training. We hope to minimise the impact this has on the service delivery and complete the required training of the new staff as in modular type training. We can already see the positive impact of having an extra member of staff who has been trained already partially in the service which means that we can move our staff resource around in order to best meet the customer needs and demands.

In Q3 we have increased volumes of customers in almost all areas, however this is not reflected in the income for the Register Office in terms of the target income for the year. The Income is offset against the expenditure and this has increased over the finance year with the increase in staffing to meet the demand made upon the service. Where this has helped to improve the statutory time lines explained above, it has not assisted in the income target. Statutory duties do not generate high income. We have also seen a slight decline in citizenship ceremonies which will continue in the fourth quarter due the Home Office utilising staff on European casework, we have therefore seen fewer citizens obtaining naturalisation. This leads to a drastic drop in the forecast income for the year. They have advised that this will pick up towards the end of the Q4 but needs to be identified as a potential risk. We have made some improvements in the income stream and will continue to maximise income where feasible. The fees and charges have not been increased in several years in alignment in the surrounding Local Authorities. We are proposing new fees when the register office move to the new location and this will hopefully provide a greater stream of income.

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	Quarter 3	Variation		
	£000	£000	£000	£000		
Births Deaths & Marriages	(160)	(160)	18	177		111.0%
<b>Total</b>	<b>(160)</b>	<b>(160)</b>	<b>18</b>	<b>177</b>		<b>111.0%</b>

### 3. Performance

#### 3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	0	0	0	0	0	0	0	0	0	0
SPI	0	0	0	0	0	0	0	0	0	0
MPI or KPI	6	1	0	2	9	1	3	6	0	10
<b>Overall</b>	<b>67% (6)</b>	<b>11% (1)</b>	<b>0% (0)</b>	<b>22% (2)</b>	<b>100% (9)</b>	<b>10% (1)</b>	<b>33% (3)</b>	<b>67% (6)</b>		<b>10</b>

**Key:**

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

### 3.2a Indicators

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2015/16 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)
R/ 1	Percentage of births registered within 42 working days of request	Bigger is Better	95%	95%	N/A	94%	91%	Improving	98%	Worsening
R/ 2	Percentage of still births registered within 42 working days of request	Bigger is Better	95%	95%	N/A	99%	100%	Worsening	100%	Worsening
R/ 3	Percentage of deaths registered within 5 working days of request	Bigger is Better	95%	95%	N/A	81%	61%	Improving	93.0%	Worsening
R/ 4	Percentage of Marriage/Civil Partnership notices appointments offered within 10 working days of request	Bigger is Better	90%	90%	N/A	73%	37%	Improving	83.0%	Worsening
R/ 6	Citizenship Ceremonies: Percentage of ceremonies that take place with 3 months (or 90 days) of the applicant being informed that their application has been successful	Bigger is Better	100%	100%	N/A	100%	100%	Same	100.0%	Same
R/ 7	Issue certificates from deposited registrars: Percentage of applicants dealt with within 7 days of application	Bigger is Better	95%	95%	N/A	100%	100%	Same	100.0%	Same

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2015/16 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)
R/ 8	Birth, still-born and death declarations: Percentage of incoming declarations registered with 24hrs of receipt	Bigger is Better	90%	90%	N/A	90%	81%	Improving	99.0%	Worsening
R/ 9	Corrections and re-registration: Percentage of applications offered appt within 7 working days of Registration Officer receiving GRO notification	Bigger is Better	90%	90%	N/A	99%	80%	Improving	100.0%	Worsening
R/ 10	Citizenship certificates: Percentage of notifications sent to the Home Office within 14 working days of the ceremony taking place	Bigger is Better	100%	100%	N/A	100%	100%	Same	100.0%	Same

### 3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
<p>R/ 1  <u>Percentage of births registered within 42 working days of request</u></p>	<p>We are the 9<sup>th</sup> largest borough for numbers of birth registrations in London. The increased number of births is due to the birthing unit in Enfield Chase farm hospital closing down. We have deputised an officer at Enfield to do birth declarations for us and we have changed appointment slot durations for births to increase the number of appointments available. Over the last quarter month on month we seen an increase in the percentage of births seen within 42 days. We aim to continue to create additional birth diary days in order to attain the required standard.</p>
<p>R/ 3            Percentage of deaths registered within 5 working days of request</p>	<p>Extra diaries are being offered on a weekly basis for death registrations. We will continue to do this in the new quarter and also offer death only appointment diaries staff permitting.</p>
<p>R/ 4            Percentage of Marriage/Civil Partnership notices appointments offered within 10 working days of request</p>	<p>We have focused most of our resources in trying to increase % for birth and death appointments in Q3. We aim to shorten some notice appointments from 1hour to 45 minutes per appointment in order to create more appointment slots for notices per week and this will hopefully increase the percentage achieved in the new quarter. We will reassess the division of the registration duties for marriages and notices to maximise the staff capacity to meet the required standard</p>

### 5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
	<p><i>Using the guidance on intervention and escalation of performance challenges, Delivery Unit and Lead Commissioner should propose the level of intervention required for customer experience that significantly varies from the target.</i></p>



## 6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

		PROBABILITY						
		Score:		1	2	3	4	5
				Rare	Unlikely	Possible	Likely	Almost Certain
IMPACT	5	Catastrophic						
	4	Major						
	3	Moderate		1	1			
	2	Minor		2				
	1	Negligible						

## 7. Equalities

Equalities Description	Comments and Proposed Intervention			
Equality Characteristics	Positive	Negative	Neutral	Planned activity and comments
Age	No	No	Yes	<ul style="list-style-type: none"> <li>Positive impact on younger people who prefer to use online services than face to face interactions.</li> <li>Potential negative impact on older people who may be less comfortable using online services - mitigations in place to reduce this negative impact and ensure access.</li> </ul>
Disability	Yes	Yes	N/A	<ul style="list-style-type: none"> <li>Positive impact on disabled people as people with some impairments may find it easier to access services online than having to speak to an advisor.</li> <li>Potential negative impact on disabled people who are less comfortable online but a range of other channels are available</li> </ul>
Gender identity and expression	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact related to gender identity</li> </ul>
Race	No	Yes	Yes	<ul style="list-style-type: none"> <li>If a foreign national who cannot supply correct papers will automatically exceed waiting period to 70 days – enforcement of legislation out of Council control</li> </ul>
Religion or belief	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact related to religion</li> </ul>
Sex	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact related to sex</li> </ul>
Sexual Orientation	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact related to sexual orientation</li> </ul>
Pregnancy and maternity	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact</li> </ul>
Marriage and civil partnership	No	No	Yes	<ul style="list-style-type: none"> <li>No differential impact</li> </ul>