

# Registrars Shared Service – Q4 2016/17

## 1. SUMMARY

The Registration and Nationality Service is responsible for the registration of births, deaths and still-births, the formalities for marriage and civil partnerships and for citizenship ceremonies and is a shared service that is delivered across the London Boroughs of Brent and Barnet.

The Service is provided by the Local Authority working with the General Register Office and Registration Officers. A Chief Council Officer (the Head of Customer Strategy and Programmes) is appointed as Proper Officer for all registration matters. Registration Officers are personally responsible for the performance of their duties under the direction of the Registrar General and the Proper Officer.

The following statutory services are undertaken by Barnet Registration and Nationality Service in conjunction with the Registrar General (HM Passport Office) and the United Kingdom Visas and Immigration (UKVI):

- Registration of all births, deaths and still-births occurring in Barnet
- Taking Notice of Civil Marriage and Civil Partnerships for residents of Barnet and also any persons subject to immigration control that choose to give their notice in Barnet
- Conducting all the civil marriages and civil partnerships at Barnet Register Office in Burnt Oak and at other approved premises in the borough. Completing Civil partnership conversions
- Production of certified copies of birth, death and marriage certificates –from both current and historic registers
- Conducting the Citizenship Ceremonies at which new UK citizens are presented with their citizenship certificates

The following non-statutory services are undertaken by Barnet Registration and Nationality Service in conjunction with the UKVI

- Checking and certification of applications to the UKVI for UK citizenship under the Nationality Checking Service (NCS)
- Checking and certification of applications to the UKVI for permanent residence (ILR) on the basis of marriage or partnership to a British citizen (SCS)

## 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance				Capital Actual Variance		
	225 (138.8%)				N/A		
Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened	
• Indicators	56% (5)	0% (0)	0% (0)	44% (4)	44% (4)	56% (5)	
Service Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
	0	3	1		4	0	0

## 1.2 KEY SUCCESSES AND CHALLENGES

### Key Successes

This quarter we have exceeded the national target by achieving 96% births registered within the required 42 day period. This was supported by the review of diary allocation for birth registrations and also through reduction in appointment time from 30 to 20 minutes per appointment. Although we have reduced the appointment time for registration of births, we will not compromise on the quality of the service that is delivered to Barnet residents and we will continue in aiming to maintain the performance achieved this quarter.

This quarter we have introduced a new service for European passport holders wishing to qualify for permanent residency. We charge £20 per application and since the introduction in early March we have already seen and assisted 25 customers. The service is already proving very popular and with the locality of the Middlesex University and predominantly Romanian nationals residing in Barnet. We will continue to promote this service amongst Barnet residents and the wider communities in London. This service could provide additional income of approximately £1000 per month.

Conducted a successful relocation of all registration services to Hendon Town Hall at the beginning of February 2017. This was performed with the minimum disruption to staff, customers and stakeholders (the services were only closed for two days). The move to Hendon Town Hall has been a very positive experience overall. The service is now based centrally in the borough and provides customers with easier access in terms of transport links. We now operate in modern offices and the new building provides opportunity to offer a choice of four different rooms for marriage and civil partnership ceremonies which gives us more opportunity to generate income. We can once again perform British citizenship ceremonies in this iconic listed building.

Key Challenges	Actions Required
<p>Registration of births, deaths and marriages within the required timescales continue to be a key challenge due to the volumes of customers approaching the service.</p>	<p>Even though we have classed this as a key challenge, we were pleased to steadily increase death registrations within a limit of five days over the year. Although the achieved percentages dipped in January and February 2017, this was due to a higher number of deaths occurring in these months and also due to the required staff involvement in the service relocation.</p> <p>We continuously review the allocation of diaries according to available staff levels and we aim to offer an extra diary on two days per week offering an extra 12 death appointments per week. Furthermore we are introducing a new division of registration duties on a weekly basis in order to have one registrar on standby for any walk in death registrations with the aim to perform full death registrations rather than to issue a green form for funeral arrangements to be able to take place. This will particularly be important for the members of the Jewish and Muslim communities who find it hard to come back to do full death registration due to religious and cultural time constraints.</p>
<p>The process of booking a wedding/civil partnership ceremony has become more complex and more time consuming since the move to Hendon Town Hall due to staff having to use two booking systems. This has had an impact on staff resources and customer journey with this service as customers are held on the phone longer due to a more complex ceremony room booking process.</p>	<p>We will cluster wedding ceremonies to a number of days per week and advertise those days. We will block book the Heritage room for specific days of the week in line with the cluster days.</p>
<p>This service uses Brent Information technology and we have had an ongoing problem with the IT equipment e.g. printers not performing all functions required for the service etc. This has created delays with registrations and issuing the required certificates to customers.</p>	<p>A log in form has been created to highlight the number of printing problems per week, per month. This will be presented to the Brent IT team for a review and in order to try to find the solutions to minimise the service disruption in the future.</p>

Key Challenges	Actions Required
<b><i>Key Challenges for 2016/17</i></b>	
<p>Increase income generation</p>	<p>We have introduced a new service for European Permanent Residency in collaboration with the Home Office, which will bring some additional income. We charge £20 per application. This service offers assurance to customers that all required documents have been submitted to the Home Office and allows them to retain their passports whilst the application for Permanent residence is being considered.</p> <p>Taking into consideration our new accommodation and successful relocation of the service to Hendon Town Hall, we have reviewed fees and charges for marriage and civil partnerships and see more customers through citizenship ceremonies.</p>
<p>Maximisation of staff resource and diary systems to reach and sustain the national percentage of birth, death and marriage registrations within the legal requirement.</p>	<p>We have continually reviewed the diaries and have increased the number of birth, death and notice of marriage/civil partnership appointments. We have also introduced a new weekly structure to have staff on standby for walk in death registrations (for urgent burials and cremations).</p>
<p>Recruitment of new staff to be completed in Q1 and Q2; the required staff training performed in Q3 and Q4. Maintain high standards in staff performance in line with the requirements of the General Register Office.</p>	<p>Newly recruited staff completed all required in Q4. Staff fully trained on registration duties.</p>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

The relocation of the service to Hendon Town Hall was finalised on the 6<sup>th</sup> of February 2017. The move has provided a better environment for customers to be seen in and has also got the potential to increase income generations as we now have a choice of four wedding rooms and also Council Chamber to hold larger citizenship ceremonies.

Staff resources have been continuously reviewed and maximised in line with substantial review of diary allocations in particular for birth, death and notice of marriage/civil partnership registrations. In addition to this we have also maximised the diary allocation for nationality checking service appointments by reducing the time slots, which in turn has enabled the service to facilitate an extra 10 appointments per week. The more customers that are seen for the nationality checking service results in larger citizenship ceremonies thus increasing the income in this particular service area.

We finalised the training of the new registration staff in the final months of this quarter as planned at the start of the year which will provide the platform for staff to use the acquired knowledge and competences to their full potential.

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget	Revised Budget	outturn	Variation		
	£000	£000	£000	£000		
Births Deaths & Marriages	(160)	(162)	63	225		138.8%
<b>Total</b>	<b>(160)</b>	<b>(162)</b>	<b>63</b>	<b>225</b>		<b>138.8%</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
KPI	5	0	0	4	9	1	4	5	0	10
<b>Overall</b>	<b>56% (5)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>44% (4)</b>	<b>100% (9)</b>	<b>10% (1)</b>	<b>44% (4)</b>	<b>56% (5)</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%	1340/1396	96%	94%	Improving	97%	Worsening
R/ 2	Percentage of still births registered within 42 working days of request	Bigger is Better	95%	95%	3/3	100%	99%	Improving	100%	Same
R/ 3	Percentage of deaths registered within 5 working days of request	Bigger is Better	95%	95%	486/737	66%	81%	Worsening	92.3%	Worsening
R/ 4	Percentage of Marriage/Civil Partnership notices appointments offered within 10 working days of request	Bigger is Better	90%	90%	403/806	50%	73%	Worsening	58.0%	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%	357/357	100%	100%	Same	100.0%	Same
R/ 7	Issue certificates from deposited registrars: Percentage of applicants dealt with within 7 days of	Bigger is Better	95%	95%	488/542	90%	100%	Worsening	100.0%	Worsening

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	application									
R/ 8	Birth, still-born and death declarations: Percentage of incoming declarations registered with 24hrs of receipt	Bigger is Better	90%	90%	60/136	44%	90%	Worsening	93.0%	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%	54/60	92%	99%	Worsening	90.0%	Improving
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%	357/357	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><u>R/3</u> <u>Percentage of deaths registered within 5 days of request</u></p>	<p>National percentages of deaths registered within 5 days of death dipped in January and February due to a higher number of deaths occurring in these months which was also the case in the borough of Barnet. Coupled with that was the move to new premises, which took a number of months to plan and execute and it required full staff involvement in the service relocations.</p> <p>We aim to continue to offer extra diaries on a weekly basis for death registrations. Additionally, by maximising staff resources through a daily and weekly review of registration duties, we will aim to introduce one registrar on stand-by to capture as many walk in death registrations as full registrations as possible.</p>
<p><u>R/4</u> <u>Percentage of Marriages/Civil partnership notices appointments offered within 10 working days of request</u></p>	<p>With Barnet being the biggest London borough and with a growing community, there is a constant pressure to see customers for notice appointments within the 10 days of the request. Q4 also marks the start of the busy spring/summer season for weddings. In line with this we made changes we made in Q3 to more complex notice appointments, which included the reduction of time slots from 1 hour to 45 minutes, and which allowed us to see 70 more notice appointments in Q4. Furthermore, we have reached 50% of notices seen within 10 days of the request in this quarter, which is an increase of 13% from the previous quarter.</p> <p>We will make further changes in notice diaries in Q1 of the coming year. With a revision of staff registration duties on a weekly basis there will be one Deputy Superintendent Registrar on full notice duty and another Deputy Superintendent Registrar to officiate ceremonies. This will create up to 20 more notice appointments per week which will hopefully result in the increased percentage of the customers seen within the required period.</p>
<p><u>R/7</u> <u>Issue certificates from deposited registrars: Percentage of applicants dealt with within 7 days of application</u></p>	<p>Due to relocation to the new offices we have had a small backlog of certificate requests in the last quarter. We allocated spare resources for the certificate production and for clearing the backlog. We are working with the contact centre to have the certificate requests emailed to us directly as they are generated in the contact centre so that we can deal with them as soon as they arrive rather on two occasions per day when they are emailed as a batch requests to our registrars' inbox, at which point they then need to be printed, searched and issued.</p>
<p><u>R/8</u> <u>Birth, still-born and death declarations: Percentage of incoming declarations registered with 24hrs of receipt</u></p>	<p>We have had over 100 incoming declarations in this quarter from other districts. We have allocated staff resource to deal with these twice a week as this is the capacity we can offer at the moment. We will aim to offer more time to this duty in the future if staffing levels permit us to do that.</p>

## 5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
No customer surveys carried out in this quarter.	<p>There is a need for all encompassing customer survey across all sides of the service and this will be discussed with Brent We will introduce a short survey ( of 5 to 6 questions) in Q1 of 2017/2018 to capture customer experiences in the following areas</p> <ul style="list-style-type: none"> <li>- Move to the new offices at Hendon Town Hall and how customers feel about it</li> <li>- How did they access to the services (phone, online, walk ins)</li> <li>- Would they marry at Hendon Town Hall and why/why not?</li> </ul> <p>We will aim to provide this survey at Hendon Town Hall reception and capture the customers whilst waiting for the appointment or when walking in to obtain burial paperwork.</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						