



**HILLINGDON**  
LONDON

**LONDON BOROUGH OF HILLINGDON**  
**SERVICE DELIVERY PLAN**  
**FOR THE**  
**REGISTRATION SERVICE**

**2011-2012**

**Department: Deputy Chief Executive's Office**

**Title of Service: Registrars**

**Head of Service: Lloyd White**

**Service Manager: Mike Liddiard**

7<sup>th</sup> June 2011

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## **1. The Registration Service**

The Registration Service is operated by the Local Authority working with the Identity and Passport Service (General Register Office).

The Registration Service provides both statutory and non-statutory services. The statutory services result from the various Registration Acts, in particular, the Registration of Births and Deaths Act 1953, the Marriage Act 1949, the

Civil Partnership Act 2004 and Immigration and Asylum Act 2002. The non-statutory services result from the relaxations in the Local Government Act 2003 regarding previous restrictions on the services a local authority can and cannot provide. The non-statutory services currently offered are: baby naming ceremonies, renewal of marriage vows, and a nationality checking service.

The Hillingdon Registration Service is committed to providing a high quality service and achieving the best possible value for money.

The team's goal is to ensure that clients receive a consistent, reliable, effective & professional service by developing & monitoring continuous improvements within the service.

## **2. Borough Profile**

The London Borough of Hillingdon is located to the North West of London with a multi-cultural population of around 250,000 and covers an area of approximately 42 square kilometres.

The Register Office is situated in Phase II of the Civic Centre, close to Uxbridge town centre, which is well served by public transport in the form of both bus and London Underground links. The office is close to London Heathrow Airport with good access and motorway links. (M4, M25 & M40)

The office is attached to the Civic Centre but has a separate access point from the main Civic Offices. There is on site car parking available for 5 cars immediately outside the Register Office and further parking, including designated disabled and older person parking, in the Members' car park below. In addition, there are several public car parks within easy walking distance of the office.

The office is fully accessible to those with disabilities with ramps leading to and from street level.

## **3. Corporate Values**

The key theme is that residents and customers should receive excellent, value for money services. The priority is to continue to improve customer access to services, set high standards of customer care, taking advantage of new technology where applicable. The resources will be managed so as to provide value for money, high standards of local governance, financial control and budget management. The workforce will be recruited and developed so that it is equipped and motivated to deliver an effective service.

## **4. Service Provision**

Customers are principally members of the public who require any of the main services provided, as detailed below. Other external customers who have an interest in some of the main services provided are:

- Identity and Passport Service,
- Home Office (UKBA),
- HM Coroners,
- Other Register offices and Local Authorities
- Funeral Directors,
- Clergy, clerics, priests etc of all Religious Denominations,
- General Medical Practitioners,
- Hospitals (both specialist and general)
- Approved Venue Operators
- Genealogists.

## **Core Services**

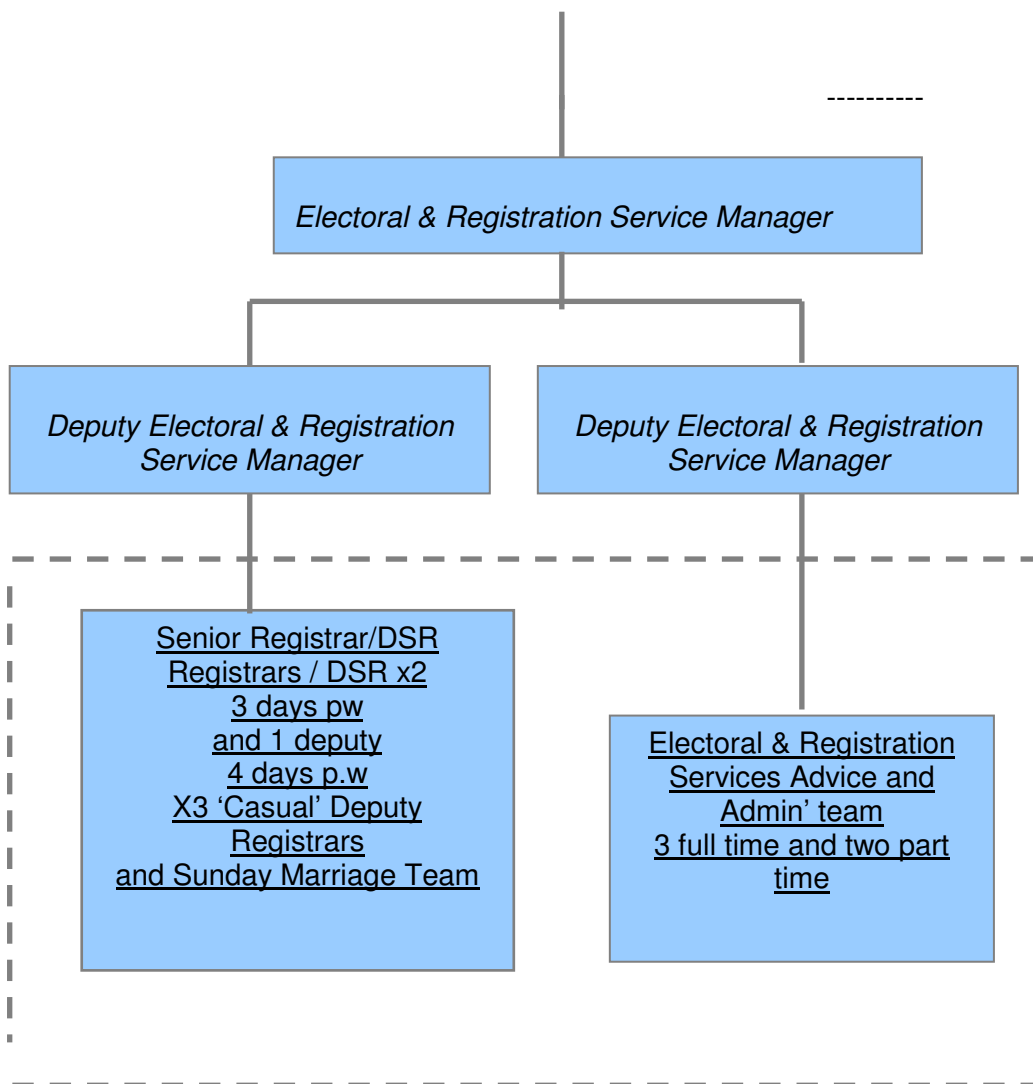
- To register all births, deaths and stillbirths occurring within the Hillingdon registration district.
- To conduct and register all civil marriage ceremonies occurring within the Hillingdon registration district.
- To conduct and register all civil partnership registrations occurring within the Hillingdon registration district.
- To monitor and maintain the standards for registering births, deaths and marriages within the Hillingdon registration district.
- To have care and custody of the registers relating to births, deaths and marriages within the district.
- To issue certified copies of the register entries to the public on demand.
- To advise the public on the procedures for arranging marriages in England and Wales.
- To take notices of marriage from Hillingdon residents and those requiring the services of a designated office such as non EEA subjects.
- To support the Clergy and Authorised persons registering marriages throughout the Hillingdon registration district, monitor their marriage numbers and registrations and offer in-house training when required.
- To conduct Naming Ceremonies and Renewal of Vow Ceremonies.
- To undertake citizenship ceremonies for those residents wishing to obtain British Citizenship.
- To offer a Nationality Checking Service for those citizens seeking to submit applications to be considered for British nationality.

## **5. Team Profile**

The Registration Service is part of Democratic Services within the Deputy Chief Executive's Office. The Proper Office is the Head of Democratic Services. The Proper Officer's representative is the Superintendent Registrar.

Below is the current section structure:

Head of Democratic Services



## 6. Access and Availability

The London Borough of Hillingdon is a unified authority comprising of one registration office with no out stations/sub-districts with the following opening hours:

Mon-Fri: 09.00 to 17.00 (telephone)

09.00 to 16.00 (personal callers)

Sat: 09.00 to 13.30 (Oct to April) Ceremonies only

09.00 to 16.45 (May to Sept) Ceremonies only

Issue of disposal forms for burial only for religious reasons:

Sat: 09.00 to 12.00

Sun & Bank Holidays: on-call service between 09.00 & 10.00.(01895 250111)

The office operates an appointment system for all services and an appointment can be booked by telephone or in person. Appointments are available between 9.10 and 16.00.

A walk in service is available for the registration of deaths.

The service is also responsible for complying with the statutory responsibilities for the booking and hosting of citizenship ceremonies for applicants who have been granted British nationality by the Home Office. Group citizenship ceremonies take place in the Council Chamber every 2 weeks. The Mayor and Deputy Mayor usually attend each ceremony. A private citizenship ceremony can be booked by an applicant if they wish.

A nationality checking service is also available by appointment. This is provided in partnership with the Home Office Immigration and Nationality Directorate and involves the checking of application paperwork for those applying for British citizenship

## **7. Access to Website information**

Information for all of the services, including contact details and addresses, is available on Hillingdon Council's website. Customers can access this information via the website address **[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)**

Customers can also download application forms for birth, death or marriage certificates. There is currently no facility for on line payments, but customers can telephone this office and pay for a certificate by credit/debit card. The on-line facility is highlighted within the Service Delivery Plan for 2011/12 and is due to be available from the autumn of 2011.

## **8. Service Standards**

Under the current governance arrangements the Registration Service Act 1953 confers upon the Local Authority obligations and powers in regard to the registration of births, deaths and marriages. The current local scheme came into operation in 2008.

As part of the Civil Registration Modernisation agenda local authorities are being given greater freedom to deliver the local registration service in partnership with the Registrar General. The purpose of this agenda is to ensure the delivery of statutory services and encourage good practice which will enable the Local Authority to plan, develop and deliver a registration service which meets the needs of the local community.

Under the new revised governance arrangements, the London Borough of Hillingdon has committed to the service delivery standards contained in the Code of Practice for Local Registration Authorities in England and Wales developed by the IPS and LACORS (the Local Authorities' Coordinators of Regulatory Services). The Code of Practice is complemented by a Good Practice Guide jointly developed by the IPS and LACORS. This guide provides information on specific national standards the Local Authority must meet together with aspirational standards.

## 9. Review of performance 2010-2011

During the course of 2010/11 the Registration Service was subject to a restructure in line with the Council's Business Improvement Delivery (BID) programme. The result was the combining of the section with the Electoral Services section with the ultimate outcome being one multi functional team. The team profile (section 5) reflects the amended structure.

Inevitably there has followed a period of transition whilst the team settles into the new working practices. As the Annual Report shows (appendix A), this has had a short term detrimental effect in the delivery of the service in some areas.

However the impact of some of these changes has in some areas been very positive. The revamping of the citizenship ceremonies from twice weekly to twice fortnightly in the Council Chamber has been received very positively and the continued evaluation of all aspects of the service will result in a more efficient service and improved customer experience in the future.

The Annual Report is attached as Appendix B

## 10. Service Delivery Volumes

The initial impact of the BID programme and subsequent reduction in staff numbers did not have a significantly detrimental impact on the delivery of the service in terms of volume of transactions undertaken.

However, this does not reflect the extended waiting times experienced by customers for appointments and this area is a priority for 2011/12 to ensure the availability of the service is timely.

	2009/10	2010/11
<b>Births</b>	4286	4013
<b>Deaths</b>	1931	1981
<b>Marriages(civil)</b>	577	599
<b>Number of Citizenship ceremonies</b>	101	79
<b>Number of new adult citizens</b>	2017	1659
<b>Civil Partnerships</b>		11
<b>Duplicate Certificates Issued</b>	3960	3575
<b>Notice of Marriages Taken</b>	1948	1730

## 11. Business Continuity Plan

Hillingdon Registrars have a Business Continuity Plan which provides a framework for the restoration of Council services should their delivery be

interrupted by an unexpected event or series of events outside the Council's control.

## 12. Service Improvement Plan 2011/12

The following represents the service improvement plan relating to the Registrars Service for 2011/12:

	<b>Action</b>	<b>Impact</b>
1	Review working practices to enable resources to be used in most efficient manner thereby meeting customer demand/expectation and the performance indicator targets	More efficient use of available resources thus giving the opportunity so generate more income
2	Develop fully automated online booking process to complement the contact centre booking procedure.	Use available resources/technology to offer the maximum number of ways for customers to access the service
3	Review opening hours with a view to introducing late night / early morning appointments	Identify the needs of the customer and adapt to these to offer a more flexible service (linked to responses in point 9)
4	Introduce electronic cashbook	Replace current manual functions with more efficient automated processes freeing up time to deliver front end services
5	Automated quarterly payments to churches	
6	Introduce electronic notice of marriage display	
7	Explore the concept of scanning certificate books to provide a more automated process to replace a time consuming manual process offered at present	
8	Review Sunday Marriage team to incorporate Saturdays and off site weekdays – thus increasing capacity to deliver weddings	Meet the increasing demand for wedding services particularly off site weddings to ensure service meets the needs/requirements of the customer
9	Roll out a customer feedback/consultation programme in light of the Citizenship pilot.	Identify what the customer wants from feedback from consultation
10	Train all staff to undertake appointments to increase flexibility to meet customer demand	In conjunction with 4/5/6/7, increase pool of staff experience to offer more flexibility to meet demand for service
11	Explore concept of web casting in Four Seasons Room to enable those unable to attend ceremonies to still be part of the occasion	Use technological advances to increase portfolio of services offered
12	Increase the information available to customers on line to	Standardise the suite of

	provide a more comprehensive service (e.g. ceremony brochures)	brochures and information available both in paper format and on line
13	Explore the possibility of wedding fayres to promote the service	Promote the awareness of services available but attending public events

## **14. Suggestions & Complaints procedures**

By producing a customer survey for all aspects of the service, it is hoped that this will encourage comment on how well the service is performing and provide feed back on customer needs and expectations enabling the service to improve.

The London Borough of Hillingdon has a complaints procedure already in place, which is available to all customers, should they require it.

## Appendix A

### COMPLIANCE WITH THE GOOD PRACTICE GUIDE

#### GPG – Key Performance Indicators

<b>Statutory Standards</b>			
<b>TASK</b>	<b>Statutory Requirement</b>	<b>National Standard</b>	<b>Suggested Monitoring Methodology</b>
<p>Events accurately registered within statutory timeframe ( KPI1 )</p> <p>% of births registered within 42 days</p> <p>% of still-births registered within 42 days</p> <p>% of deaths registered within 5 days</p>	<p>All births registered within 42 days</p> <p>All still-births registered within 42 days</p> <p>All deaths registered within 5 days ( except those following an inquest - see below )</p> <p>All deaths after inquest registered on receipt of the coroner's certificate</p>	<p>98% registered within 42 days of birth</p> <p>98% of still-births registered within 42 days</p> <p>95% of deaths registered within 5 days of occurrence <i>Standard to be reviewed when changes to death certification implemented</i></p> <p>90% to be registered on day of receipt of coroner's certificate</p>	<p>Data extracted from RON to identify trends and periodically compare with national figures</p>
<p>Accurately record birth, still-birth and death information on forms of declaration</p>	<p>Completed forms sent to receiving authority for registration on receipt</p>	<p>Completed declarations sent to receiving authority on the same day</p> <p>90% of incoming declarations registered within 24 hours of receipt</p>	<p>Recording and monitoring details of outgoing declarations</p> <p>Recording and monitoring dates of incoming declaration and when registered</p>
<p>Requisitioning of un-registered births</p>	<p>Responsible person requisitioned to attend registrar's office</p>	<p>Procedure in place for reminding of outstanding registration after 28 days and issuing formal requisition after 42 days</p>	<p>Local performance management monitoring processes</p>
<p>Scrutiny of medical certificate of cause of death</p>	<p>Reportable deaths referred to Coroner prior to registration</p>	<p>Referral to coroner followed up by completion of form 52</p>	<p>Local performance management monitoring processes (e.g. spot checks by registration manager)</p>
<p>Collection of official statistics</p>	<p>All relevant information requested and recorded</p>	<p>Basis of request for information clearly explained to informants</p>	<p>Observation and spot checks by local registration manager</p>
<p>Burial or cremation certificates issued</p>	<p>Relevant docs accurately completed and issued at the appropriate time</p>	<p>Same</p>	<p>Local performance management monitoring processes</p>
<p>Timely and accurate corrections and re-registrations</p>	<p>Applications for corrections and re-registrations processed and effected in accordance with statute</p>	<p>90% of applicants offered appointment within 7 working days of Registration Officer receiving GRO notification</p>	<p>Local management checks</p> <p>Documentation to be annotated with the date</p>

			the applicant was contacted and offered an appointment
Taking notices of marriage and civil partnership.	Couples able to give notice in time to allow the marriage or civil partnership to take place as planned	Same	Customer satisfaction surveys
Accurate completion and processing of notices	Preliminaries completed in accordance with legal requirements	Same	Local performance management monitoring processes ( e.g. spot checks by registration manager )
Marriage and civil partnership ceremonies	Provision of a room within the register office to accommodate the couple and two witnesses for the statutory fee	Room identified on plan approved by the RG. Couples offered choice of words of declaration and contract provided for in legislation	Local monitoring systems
Marriages and civil partnerships accurately recorded	Marriages registered immediately following the event. Civil partnerships recorded on RON within 2 working days of the formation	Same	Local performance management monitoring processes ( e.g. data extracted from RON for civil partnerships )
Administration of Approved Premises	Applications for approval processed in accordance with Marriages and Civil Partnerships (Approved Premises) Regulations 2005  Local authority maintains the Approved Premises register	Procedures in place for approval process  Controls in place to manage the expiry and renewal of licences (See "Approved Premise Licensing" Case Studies)	Local monitoring systems
Submission of statutory returns	Quarterly copies certified and submitted to RG within 28 days of end of quarter  Occasional copies of corrected entries not on RON submitted to RG within 7 days of correction  Notifications to Health Authority, tax, electoral and education authorities, and to Local Safeguarding Children Boards made in accordance with statutory timescales Suspected sham marriages or civil	All returns made in accordance with statutory requirements and timescales	Local performance management monitoring processes

	partnerships reported to Home Office		
Custody and care of registers	Registers to be kept in repository approved by the Registrar General	Registers stored to prevent deterioration and in secure and accessible location  <b>Good Practice</b> <ul style="list-style-type: none"> <li>Registers stored in accommodation with environmental controls to limit fluctuation in humidity and temperature</li> <li>Registers shelved so as to avoid damage in handling; little-used volumes stored in archive-quality boxes</li> <li>Conservation survey of physical state of registers undertaken</li> </ul> <b>Better Practice</b> <ul style="list-style-type: none"> <li>Registers stored in accommodation meeting BS 5454</li> <li>Program of conservation and rebinding for damaged registers</li> </ul>	Periodic checks and local monitoring of condition of registers and repository
Prepare, store and make available indexes to registers	Index to be prepared and made publicly available for deposited registration records	Provide public access to indexes on request	Local monitoring
Issue certificates from deposited registers ( KPI 3)  % of applications dispatched with within 5 working days of receipt)	Certificates from entries in deposited registers issued in response to application	95% of applications dealt with within 5 working days of application	Data from certificate application booking in ( or other electronic ) systems
Citizenship Ceremonies	Provision of or make arrangements for premises where citizenship ceremonies may be held. Ceremony must take place within 3 months of the applicant being informed that the application has been successful and must be conducted by a superintendent registrar or deputy	(See Good Practice Brochure on Citizenship Ceremonies)	Local performance management monitoring processes

Citizenship certificates accurately completed and Home Office informed	Certificates to be dated correctly and notification sent to Home Office within 14 days of ceremony		Local performance management monitoring processes
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<b>Non-Statutory Standards</b>			
<b>1. Customer Service</b>			
<b>Key Activity</b>	<b>National Standard</b>	<b>Improving</b>	<b>Suggested evidence and frequency of assessment</b>
<p><b>1.1 Customer Satisfaction</b></p> <p>The customer should expect to be dealt with courteously, with sensitivity and in a personalised manner. To evaluate this, the customer should be asked a set of service delivery questions</p> <p><b>(KPI 4 - % of satisfied customers, number of forms returned and response rate. As a minimum, surveys to cover satisfaction with service access and availability)</b></p> <p>Does this meet expectations (measure) e.g. "Did you receive the service you expected?"</p> <p>Identify and investigate areas of service delivery dissatisfaction with a view to establish if improvements can be made</p> <p>Publish summary customer satisfaction survey results and outcomes of any areas of dissatisfaction</p>	<p>Meet corporate standard or above 90%</p> <p>Identify and investigate areas of service delivery dissatisfaction with a view to establish if improvements can be made. Demonstrate action taken to address these concerns</p> <p>Publish results and improvements to satisfaction levels</p>	<p>92.5% rated at met expectation and above</p> <p>Add proactive question: 'What can we do to improve service?'</p> <p>Publish results to show continuous year on year improvement</p>	<p>Suggested evidence could be annual survey, exception reporting, and customer feedback</p> <p>Use of standardised national questionnaire</p> <p>Customer satisfaction to be evaluated at least once a year</p> <p>Benchmark satisfaction levels with other registration services and publish on internet. Document improvements in annual service plan</p>

<p><b>1.2 Compliments and Complaints</b></p> <p><b>(KPI 5 – Total number of formal complaints received (actual and as a % of all registrations)</b></p> <p>Official complaints as a percentage of number of all activities to include registrations, NCS and ceremonies</p>	<p>0.5%</p> <p>A clear compliments and complaints policy which is accessible and available in different formats on request</p> <p>(This could be adopting the corporate policy or implementing an individual service policy)</p> <p>As part of the corporate/service reporting procedures publish the results of compliments and complaints on an annual basis</p>	<p>0.3%</p> <p>Contact complainant and staff after 3-6 months to investigate if the complaint could have been handled in a more appropriate manner. (Checking procedure not outcome)</p> <p>Publish year on year results to demonstrate improvements</p>	<p>Monitored on a monthly basis</p> <p>Policy documents. Evidence of publication</p>
<p><b>1.3 Consultation</b></p> <p>Who How Where When</p> <p>To include Staff, Customers, Stakeholders.</p>	<p>Demonstrate and document in the service delivery plan that you have taken into account public/staff consultation, and the actions taken or to be taken as a result</p> <p>Documented consultation policy that outlines who, how, where and when we consult with our customers/staff, which is reviewed on a regular basis</p> <p>Publication = service delivery plan</p>	<p>Demonstrate a proactive approach to consultation using a variety of mediums e.g. focus groups, feedback channels, and newsletters</p> <p>Wider publication of results through timely and appropriate media releases</p>	<p>Policy in place</p> <p>Evidence of publication</p>
<p><b>1.4 On arrival - waiting times</b></p> <p>Those offices with appointment times <b>(KPI 2a ii) % of customers seen within 10 minutes of appointment time)</b></p> <p>Seen on arrival, on time or earlier</p> <p>Those offices with no appointment system <b>(KPI 2b % of customers (as above) seen within 30 minutes</b></p>	<p>90%</p> <p>Identification of reasons why this standard is not met, and actions taken to improve the level of performance</p>	<p>95%</p> <p>Identification and formal documentation of reasons why this standard is not met, and actions taken to improve the level of performance</p>	<p>Time of being seen versus time of appointment. Manual monitoring by exception reports or recording using an electronic booking system</p> <p>Data extracted from “booking in” records</p>

<p><b>1.5 Waiting Times for Appointments</b></p> <p><b>(KPI 2a) i) Waiting times for appointment for:</b>  Birth registration/declaration  Still-births registration/declaration  Death registration/declaration  Marriage and civil partnership notice)</p> <p>The ability to offer an appointment within these timescales at point of request</p> <ul style="list-style-type: none"> <li>a) Births (or declaration) – 3 working days</li> <li>b) Deaths (or declaration) – 2 working days</li> <li>c) Marriage/Civil Partnership notice – 5 working days or to allow the marriage/CP to proceed at a time and venue of the customers choice</li> <li>d) Still birth (or declaration) – 2 working days</li> </ul> <p>Customers without an appointment</p>	<p>95%</p> <p>Identify and investigate any areas of dissatisfaction with a view to establish if improvements can be made to appointment availability.  Demonstrate action taken to address these concerns</p> <p>To be able to complete their business on the day if they choose to wait</p>	<p>98%</p>	<p>The flexibility of offering an appointment within these timescales should be met. Where customers choose an appointment at their convenience they will still have been offered an appointment within these timescales</p> <p>Questions to ask  “How do you rate our ability to provide an appointment at a time and place convenient to you?”</p> <p>Measured by regular monitoring on at least a quarterly basis. Monitoring can be through survey questions, exception reporting, and mystery shopping or diary utilisation. i.e. regular spot checks of diary to establish which appointment is available within specified timescale</p>
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<p><b>1.6 Information about Services provided</b></p>	<p>Available for statutory functions</p> <p>Available for non statutory services where appropriate</p> <p>Obtainable at appropriate outlets</p> <p>Produce publications to a corporate local standard</p> <p>Annually review content to ensure up to date information</p>	<p>Available in various formats on request</p>	<p>External evaluation of quality of information</p>
<p><b>1.7 e-facilities</b></p>	<p>Web site that gives up to date information on your service with the ability to update the information quickly</p> <p>Credit/debit card payment facilities available to clients</p> <p>E-appointment booking system in place</p>	<p>Contact details of all approved premises</p> <p>On-line ordering and payment for services</p> <p>On-line appointment booking facility plus statistical and performance information</p> <p>Links to all related websites and other linked authority services</p> <p>Credit/debit card payment facilities available to clients in person or via the telephone</p> <p>In-house supported electronic cashbook</p> <p>Credit/debit card payment facilities available to clients on-line</p> <p>E-appointment booking system available to public 24-7</p>	<p>Functional website</p> <p>Annual customer feedback generally and via customer surveys</p>

## 2. Business Continuity and Resources

Key Activity	National Standard	Improving	Suggested evidence and frequency of assessment
<p><b>2.1 Business Continuity</b></p>	<p>Owning a Business Continuity plan that links with the Local Authority's Emergency Plans and other key stakeholders. Ensure staff are aware of the plan</p> <p>Business Critical levels agreed with IT departments</p> <p>All above reviewed and tested regularly</p> <p>Local Authority data security protocols in place</p> <p>Risk Register in place</p>	<p>Business Continuity plan reviewed and updated on a regular basis</p>	<p>Evidence of Business Continuity and test results – annually</p> <p>A Risk Register</p>
<p><b>2.2 Resources</b></p>	<p>Sufficient levels of appropriately trained staff employed to meet service delivery plan commitments</p>	<p>Sufficient levels of appropriately trained staff employed to meet service delivery plan commitments and new initiatives</p>	<p>Meeting National Standards</p>

<b>3. Leadership</b>			
<b>Key Activity</b>	<b>National Standard</b>	<b>Improving</b>	<b>Suggested evidence and frequency of assessment</b>
<p><b>3.1 Developing a direction for the Service</b></p>	<p>There is a clear statement of Service Aims and Objectives (“Mission”)</p> <p>Service objectives are linked to the local authority’s corporate objectives and priorities and take account of Regional and National agenda</p> <p>Annual Service Plan based on customer and staff consultation and are clearly communicated to all staff</p> <p>There is an annual review of the service plan which identifies success and failure to meet targets with an action plan to rectify failures</p> <p>Service leaders engaged in processes or activities, which ensure that they are aware of external issues and influences e.g. attending regional management groups</p> <p>Service leaders participate in their authority’s appraisal and development programme</p> <p>Service leaders work within the authority’s financial framework to ensure the service is resourced to meet the national standards</p>	<p>Identified improvements are prioritised, planned and implemented and reviewed and updated regularly</p> <p>Assessment of the Service involves external stakeholders and customers peers</p> <p>Service leaders are engaged in a process of helping others to improve their leadership skills, e.g. training, mentoring or coaching</p> <p>Best practice is shared with other local authority colleagues</p>	<p>Service plan</p> <p>Evidence that feedback has led to creation of objectives</p> <p>Evidence of annual review</p> <p>Minutes of team meetings</p> <p>Consultation</p> <p>LA performance monitoring with KPIs included</p> <p>Training programme and records</p> <p>Members meetings</p> <p>Evidence of workforce planning.</p>

<p><b>3.2 Engagement with customers and key partners</b></p>	<p>Relevant external partners have been identified</p> <p>Service leaders receive and take account of customer and key partner feedback and comments regarding service provision</p> <p>Service leaders endeavour to involve Elected members</p>	<p>The outcome of the service plan objectives involves key stakeholders in a clear and transparent way</p> <p>Members are actively involved and updated on service developments</p> <p>The effectiveness and benefits of engagement and partnership working are regularly reviewed and assessed</p> <p>Potential new services and key partners are identified and the benefits to the service of engagement assessed</p> <p>Leaders seek to influence the policy and practice of customers and key partners for the benefit of Service provision</p>	<p>Records of meetings</p> <p>Evidence of seminars and meetings with stakeholders</p> <p>Cabinet and scrutiny minutes</p>
<p><b>3.3 Developing an appropriate culture and leading by example</b></p>	<p>Cultural values and behaviour are clearly stated and are in line with corporate policy and are clearly communicated to all staff</p> <p>Service leaders adhere to the stated values when making decisions in all dealings with staff, customers and key partners</p> <p>Service leaders deal promptly and effectively with behaviours and decisions not in accordance with the values for the Service</p> <p>All staff receive appropriate training on fairness and diversity issues</p>	<p>Demonstrating adherence to the values is considered as part of performance monitoring and appraisal</p> <p>The service carries out equality impact assessments</p>	<p>LA has an equality scheme</p> <p>Personnel procedures</p> <p>Equalities Impact Assessment</p> <p>Supervision or 121s with staff</p> <p>Training</p> <p>Monitor number of complaints</p>

<p><b>3.4 Managing Change</b></p>	<p>Service leaders monitor outside influences to identify any need for change in service delivery methods, objectives or priorities</p> <p>Any need to change is communicated and explained to all staff affected and they are engaged in designing changes and improvements to service delivery and working practices</p> <p>Changes are implemented in a planned and structured manner and the effectiveness of change is monitored</p>	<p>Proposed changes are piloted whenever possible and appropriate</p> <p>Review of change is openly communicated to staff and key stakeholders</p> <p>Service leaders promote a culture of change and innovation for the purpose of improving Service delivery</p> <p>The power to influence change and innovate is delegated to all staff as far as possible</p> <p>Service leaders champion change and innovation and become recognised as exemplars of service excellence.</p>	<p>Records of meetings</p> <p>Project plans</p> <p>Milestones</p> <p>Consultation documents</p> <p>Review of change reports</p> <p>Staff suggestion schemes</p>
<p><b>3.5 Managing Systems</b></p>	<p>Systems are in place to collect, collate and provide leaders with information regarding the achievement of objectives and delivery of service plans</p> <p>There is an appropriate system of delegation to ensure efficient running of the service</p> <p>The roles and responsibilities of all posts within the service are clearly documented and communicated to staff</p> <p>Effective succession plan in place</p>	<p>The power to make decisions is delegated to the lowest appropriate level for the purpose of effectiveness and efficient Service delivery</p> <p>Service leader continually reviews systems to ensure that they remain appropriate for the purpose of achieving service objectives</p> <p>Service leaders are engaged in adopting, implementing and ensuring compliance with external management standards such as Investors in People and Customer Service Excellence Model</p>	<p>Collation of stats</p> <p>HR structure charts</p> <p>Job Descriptions</p> <p>Customer surveys</p> <p>Complaints compliments</p> <p>IIP and other awards</p> <p>Business planning process</p>

<p><b>3.6 Improving Performance</b></p>	<p>The Service is designed and structured to deliver continuous improvement within available resources</p> <p>Service leaders are responsible for setting standards for Service delivery and performance and regularly review service performance and make appropriate changes to the targets or resources in line with corporate and national agendas</p> <p>Service performance issues are communicated to staff and service plans clearly identify team targets which are communicated to all staff involved</p> <p>The LACORS/GRO Guide to Good Practice is used to evaluate and improve key processes and practices involved in service delivery</p> <p>The Service responds to internal and external audit reports such as GRO inspections, corporate audits or assessments from external agencies (e.g. CSE, IIP etc.)</p>	<p>Service planning is completed to coincide with corporate performance management process</p> <p>Service performance is evaluated by comparison with other services or organisations</p> <p>Leaders regularly give feedback personally to staff at briefing sessions regarding service performance issues</p> <p>Leaders ensure team members receive individual performance targets to ensure effective contribution to team performance</p> <p>Leaders participate in the process of regular achievement, performance and development reviews with their managers</p> <p>Effective use is made of comparison and benchmarking processes in order to evaluate and improve performance</p> <p>Leaders undergo an assessment of the effectiveness of their leadership, e.g. 360 degree appraisal, if supported corporately</p> <p>Local registration service feeds into continuous improvement of the LACORS/GRO GPG</p>	<p>External audit reports and reviews</p> <p>Minutes of team meetings Business service planning consultation</p> <p>Publication of KPIs on a regular basis.</p>
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<b>4. Training and Development</b>			
<b>Key Activity</b>	<b>National Standard</b>	<b>Improving</b>	<b>Suggested evidence and frequency of assessment</b>
<b>4.1 Induction</b>	Corporate and registration induction within corporate timescale  Evaluation of induction		Paper or electronic trail to prove compliance
<b>4.2 Identify and plan training needs – current and future</b>	Registration plan for a new starter with training delivered in a timely manner  Statutory and/professional competency requirements and other essential training needs for all staff  Essential training needs identified as part of an induction program for new and newly promoted staff  Appraisal reviews are held in accordance with the corporate policy to identify individual development needs for all staff during the course of the year  Training delivered for new legislative changes  GRO/IPS circulars read and actioned	Process in place to identify new training requirements (e.g. new legislation)  New training requirements to be evaluated and implemented in line with policy and service needs  Annual appraisal and interim reviews are used to identify and document individual development needs during the course of the year  Annual “one to one” appraisal with all staff  Full evaluation procedure in place. Job specific training based around competencies of a corporate nature not just registration  Training and development needs and opportunities are discussed and shared regionally  Mid/long term and desirable training needs are identified	Training plan document  Competencies document and completed appraisals  Personal development plans  CPD logs  Evidence of workforce planning

<b>4.3 Delivery methods</b>	Developmental activities include work shadowing, cascade training, mentoring and internal discussion groups	Officers with particular expertise are encouraged to share it.  Process in place to share examples of good/best practice and other learning experiences	
<b>4.4 Access to or appoint competent trainer</b>	Access to corporate and/or service training officer	Access to registration coaching/mentoring officer	Individual training resource
<b>4.5 Evaluation, and records of training</b>	Corporate training record  All staff are set annual objectives against which performance is reviewed. Staff understand their role and responsibility in delivering the service plan	Individual development information maintained  Staff and line manager agree objectives prior to training and evaluate afterwards. Evaluate and record impact on training on individual performance  Registration training record Evaluation is used to review the policy and plans  Individual training record	Evaluation records  Evidence of new information/skills being used  CPD log  Records on personal files
<b>4.6 Active regional training group</b>	Participate in a regional training group	Contribute to planning and delivery of regional training	Minutes of regional training group  Annual progress report
<b>4.7 Sharing of good practice</b>	Sharing ideas and good practice within training group Training as a standard item on team meetings	Sharing ideas and good practice nationally  Training as a standard item on team meetings held monthly	Improved performance Benchmarking

## Appendix B

**Local Authority** London Borough of Hillingdon

### Part A. Level of service

Has the delivery of the local registration service been undertaken in line with the Good Practice Guide? <i>If no, please comment</i>	Yes	No	Comments
		X	Please see accompanying notes (Part E)

### Part B. Good Practice Attainment

#### B1. Key Performance Indicators

*Level of performance measured against the following key performance indicators for registration*

Activity (NS = National Standard)			
1	Events registered within statutory timescales	Compliance Level %	Comments
	(i) % births registered within 42 days (NS 98%)	93	Seems to be a local trend to delay registration. We have local arrangements in place to chase late registrations.
	(ii) % still-births registered within 42 days (NS 98%)	96	We operate a same day service for still-births. Only one still-birth registered outside the 42 day period.
	(iii) % deaths registered within 5 days, excluding registrations following inquests (NS 95%)	90	A high number of post mortems has led to lower than expected figures. Slight delays have occurred due to pressures at the Coroner's Office.
	(iv) % deaths registered on day of receipt following coroner's inquest (NS 90%)	Not Available on RON	We are planning to introduce a local system for 2011/12.
Monitoring methodology used <i>RON extracts</i>			

2	Waiting times	Compliance Level %	Comments
	<b>A. Offices with appointment system</b> 1. Waiting times for appointment (NS 95%) for: (i) birth registration/declaration within 3 working days	Not available	Will be introducing a local, Zipporah-based system for recording in 2011/12
	(ii) still-birth registration/declaration within 2 working days	100	We operate a same day service for still birth registration. Checked via registers.

(iii) death registration/declaration within 2 working days	<b>Not available</b>	As (i) above
(iv) notices for marriage and civil partnership within 5 working days	<b>Not available</b>	As (i) above
2. % of customers seen within 10 minutes of appointment time (NS 90%)	<b>86</b>	Information from Zipporah.
<b>Monitoring methodology used:</b> Zipporah where available		

<b>Waiting times</b>	<b>Compliance Level %</b>	<b>Comments</b>
<b>B. Offices without appointment system</b>		
% of customers seen within 30 minutes of arrival (NS 90%) for:		
(i) birth registration/declaration		
(ii) still-birth registration/declaration		
(iii) death registration/declaration		
(iv) notices for marriage and civil partnership		
<b>Monitoring methodology used:</b> n/a		

<b>3 Certificate applications</b>	<b>Compliance Level %</b>	<b>Comments</b>
% dealt with within 5 days of receipt (from deposited registers) (NS 95%)	<b>98</b>	.
<b>Monitoring methodology used</b> Information taken from certificate stubs		

<b>4 Customer satisfaction</b>	<b>Compliance Level %</b>	<b>Comments</b>
% of satisfied customers, evidenced from response to customer satisfaction surveys and actual number of returned forms (NS above 90%, or corporate standard, in which case, identify corporate standard)	33% return  100% 'Excellent' or 'Good'	A co-ordinated system of Satisfaction Surveys will be introduced for 2011/12. Figure taken from trial system introduced for Citizenship Ceremonies in 2011.
<b>Monitoring methodology used:</b> Trial survey forms for Citizenship ceremonies		

<b>5 Complaints</b>	<b>Compliance Level %</b>	<b>Comments (including total number of complaints)</b>
Total number of formal complaints received (actual and as % of all registrations) (NS 0.5%)	<b>100</b>	No formal complaints have been received during 2010/111.
<b>Monitoring methodology used</b>		

<b>B2. Statutory Standards relating to tasks not in KPI Table</b>
<i>Summary of performance against the statutory standards in the Good Practice Guide as a whole. Please include details of any work planned, in progress or undertaken to address any issues of areas of weakness.</i>
Generally speaking there are no issues with the standards. The main area of concern relates to waiting times for appointments which needs addressing. See attached notes (Part E)

### B3. Non-Statutory Standards relating to activities not in KPI Table

Summary of performance against the non-statutory standards in the Good Practice Guide as a whole. Please include details of any work planned, in progress or undertaken to address any issues of areas of weakness, and details of significant achievements and measures taken to improve customer service standards.

See attached notes (Part E)

### Part C. Wider service achievements and developments

Summary of attainment against wider service delivery plans and any other significant developments.

See attached notes (Part E)

### Part D. Scheme related issues

#### Activity

1	Service delivery plan	Yes	No	Comments
	Has the service delivery plan for the registration service for the forthcoming year been produced? <i>If yes, please forward an electronic copy with this report.</i> <i>If no, when will SDP be available?</i>		X	In process of being produced – should be available by the end of May
	Has the service delivery plan been published on the local authority's website? <i>If yes, please provide link to website publication.</i> <i>If no, when will publication take place?</i>		X	By the end of May

2	Business Continuity Plan	Yes	No	Comments
	Has the business continuity plan been reviewed and updated? <i>If no, when will this action be taken?</i>	X		

3	Service provision changes made over reporting period <i>If changes made, provide details with dates.</i>	Yes	No	Comments
	(i) Boundaries and districts		X	
	(ii) Posts abolished and/or created	X		See attached notes (Part E)
	(iii) Service point locations		X	
	(iv) Opening times		X	
	(v) Service point telephone numbers		X	

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<b>4</b>	<b>Service provision future changes</b> <i>If changes planned, provide details with dates.</i>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
	(i) Boundaries and districts		<b>X</b>	
	(ii) Posts abolished and/or created		<b>X</b>	
	(iii) Service point locations		<b>X</b>	
	(iv) Opening times		<b>X</b>	
	(v) Service point telephone numbers		<b>X</b>	

<b>5</b>	<b>Register storage</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
	Are all registration records in the charge of the superintendent registrar stored centrally at the district register office? <i>If no, provide details.</i> <i>If changes planned, provide details with dates.</i>	<b>X</b>		

### **Part E. Key aims**

*Please note the key aims of your local authority with regard to the delivery of the local service for coming year.*

#### **Summary**

The year 2010/11 has been a year of considerable change and transition within the Registration Service at the London Borough of Hillingdon. This unfortunately coincided with some serious staffing issues and resulted in a disruption to the levels of service to the public which the team aspires to achieve.

It has been pleasing to note that through all the changes the team has remained focussed, motivated and dedicated to provide a first class service to all the customers that have come through its doors. Several of the team have worked considerable additional hours, been flexible in their approach to dealing with the work involved and have always sought to contribute positively to the changes that have taken and continue to take place.

#### **BID**

Since the last annual report the service has undergone a transformation as a part of the Council's Business Improvement Delivery (BID) programme. In line with all local authorities in the country, Hillingdon is facing severe financial challenges over the next four years and the BID programme has been designed to enable the Council to take a fundamental look at the organisation and implement changes to improve the way we do things:

- shaping services based on what residents need us to deliver, and
- ensuring that we are the organisation that we can afford to be.

The results of the BID process were the merger of the Registration Service with the Electoral Services team under a streamlined management, recognising that the two services, whilst being quite distinct in terms of their delivery, do share a number of common features.

Both services:

- are front line services dealing directly with members of the public during some of the most important events in their lives
- deal with traditional processes which can benefit from modern technology
- play an important role in enhancing and maintaining the Council's reputation
- are dependent on strict processes and governed by legislative requirements
- rely on a high volume of similar administrative processes and strict record keeping
- use specialised, bespoke software
- deal with a great deal of confidential, often sensitive information
- use a number of temporary or casual staff to deal with workloads during peak periods.

The challenges involved in delivering the merger have been many and varied and included:

- to merge two teams into a single team but with still distinct functions and statutory posts
- to operate the new team with one less senior manager and therefore one less 'specialist' in one of the teams
- for the remaining staff to take up the workload, embrace the changes and continue to provide a first class service to the public
- for the teams to continue to evaluate the work they do and the way in which they do it - their process and functions to be able to produce a more efficient and effective way of working
- for the new shared resource to take on functions to allow other staff to improve productivity and operate a more effective service.

In terms of staffing the Registration team has seen the deletion of two posts (one a senior manager) and the retirement of a third during the past year. As a part of the review of the way the team works and uses its budgets, the use of 'casual' Deputy Registrars was also reduced and usage focussed on income generating activities.

**In addition, and most crucially, two of the most experienced members of the team suffered from long term illness, further depleting the ability of the team to meet its targets in a time of considerable change. This severely affected the KPI's although it should be noted that the general level of service provided has not suffered.**

On the plus side, the merger of the teams, as anticipated, allowed for staff to work flexibly within the new team to provide support where needed.

## **The Future**

The merger of the teams has now been completed. The challenge remains to examine and redesign the 'back office' functions to ensure the team works in the most effective and efficient manner whilst still meeting its performance targets. This will be the main aim of the next six months and the whole team remain committed to this target.

We accept that there has been a dip in performance to this point. We believe that the reasons for it, as set out above are due to an unfortunate set of circumstances involving the absence of key members of staff combined with a major restructure. The restructure of the team will ensure that the performance will return to the desired levels. The key goals for the immediate future are the performance targets around appointment times and ensuring that the team are

able to maintain those performance levels during staff absences or other disruptions.

<b>Part F. Acknowledgement</b>	<b>Yes</b>	<b>No</b>
The local authority continues to commit to meeting the national standards contained in the Good Practice Guide.	<b>X</b>	
The local authority agrees to share statistical data contained in this report with other local authorities.	<b>X</b>	
Signed <i>Lloyd White</i> Matters) (Proper Officer for Registration	Date: 28 April 2011	
<b>The completed report should be returned to <a href="mailto:lgsupport@ips.gsi.gov.uk">lgsupport@ips.gsi.gov.uk</a> by</b>		