Annual Performance Report Summary
2010/2011

Local Authority …London Borough of Sutton
244)……

Part A. Level of service

Has the delivery of the local registration service been undertaken in line with the Good Practice Guide? *If no, please comment*	**Yes**	**No**	**Comments**
	Yes		

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** (i) % births registered within 42 days (NS 98%)	**Compliancy Level %** **98%**	**Comments** **3088 registrations** **Since September 2010 the responsibility to monitor and requisition has been designated to a specific person**
	(ii) % still-births registered within 42 days (NS 98%)	**100%**	
	(iii) % deaths registered within 5 days, excluding registrations following inquests (NS 95%)	**90%**	**1795 registrations** **95% achievement on Medical Cause of Death Certificate (MCCD) only**
	(iv) % deaths registered on day of receipt following coroner's inquest (NS 90%)	**98%**	
	Monitoring methodology used *RON extracts*		

2	**Waiting times** **A. Offices with appointment system** 1. Waiting times for appointment (NS 95%) for: (i) birth registration/declaration within 3 working days	**Compliancy Level %** **98%**	**Comments** **We have an appointment system in place.**
	(ii) still-birth registration/declaration within 2 working days	**100%**	
	(iii) death registration/declaration within 2 working days	**98%**	
	(iv) notices for marriage and civil partnership within 5 working days	**98%**	**Statutory requirements always met**
	2. % of customers seen within 10 minutes of appointment time (NS 90%)	**93%**	**Figures now published daily at reception**

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	Monitoring methodology used **Paper recording until recently when electronic systems were introduced following the installation of IT at the newly refurbished reception desk.** **Daily review of appointment availability simplified by the introduction of an electronic diary system.** **Exception reporting** **Internal audit of performance measures**

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

3	**Certificate applications** % dealt with within 5 days of receipt (from deposited registers) (NS 95%)	**Compliancy Level %** **99%**	**Comments**
	Monitoring methodology used Date stamping and electronic recording of post movement using excel		

4	**Customer satisfaction** % 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)	**Compliancy Level %** **98%**	**Comments** **Only 16 forms returned from marriage ceremonies. (Total number of ceremonies 293) The selection of music available is to be reviewed as a result of this feedback** **Citizenship feedback forms were revamped in November 2010 to provide improved intelligence. 26 forms were completed of which were 100% were very satisfied with the service** **A form to feedback on birth and death registrations has now been implemented and results will be available in the report for 2011-12**
	Monitoring methodology used Paper survey forms		

5	**Complaints** Total number of formal complaints received (actual and as % of all registrations) (NS 0.5%)	**Compliancy Level %** **0.1%**	**Comments (including total number of complaints)** **2 minor issues which have been resolved locally are not logged as Stage1 or 2 (under the Council's system)**
	Monitoring methodology used - Corporate recording and local electronic record of minor issues		

B2. Statutory Standards relating to tasks not in KPI Table

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.

The Registration service in Sutton is committed to meeting the Good Practice Guide national standards and this is reflected in the achievement of meeting the four of the five KPI's . The KPI not met has been revised for 2011-12 as this target relating to death registration was unachievable

Work is in process to ensure other statutory standards are consistently improved. The accurate recording of data and the understanding of the information required is paramount. The closure of the office (1/2 day)

once a month has enabled a planned programme of training to address areas which will improve standards with the aim of reducing errors and subsequent corrections. The Service Manager and designated Training Officer work closely with the South London Training Group in the sharing of training and good practice

Work continues with our partners such as the Health Authority, Coroner's Office and Office National Statistics to obtain and provide data enabling birth, deaths and official statistics to be provided according to statute.

To provide more suitable accommodation for the provision of statutory marriages plans have been submitted to Local Government support to move the statutory room to the ground floor providing easier customer access and an improved facility in keeping with the statutory requirements.

To ensure standards relating to the timely provision of notices of marriage and civil partnership two additional members of staff have been trained in basic notice taking with plans for five members of staff to participate in advanced notice taking when available through SLTG. Marriage training on RON phase 2 was completed by all staff and provides for accurate and timely recording using the RON system

The Register Office indices have been relocated to make them accessible to the public when necessary and a new layout in the register depository has created additional capacity for future years.

All quarterly clergy returns and certified quarterly copies have been submitted to the RG within required timescales. Notifications to other bodies have been adhered to.

Citizenship ceremonies have been regularly held on a weekly basis within the Register Office and occasionally at other venues such as Sutton Life Centre which promotes citizenship within schools and youth associations. Additional ceremonies have been held to meet demand which has been increasing in Sutton over the last 6 months mainly due to an increase in the provision of the Nationality Checking Service. Customers who are pleased with the service are specifically requesting Sutton as their citizenship venue.
Electronic monitoring of returns to the Home office is in place and timescales have been met.

There has been no staff turnover or changes to FTE during this year. However staff have changed their working days to respond to demand. Peak demand was established by intelligence relating to customer flow and contact levels via telephone. Electronic data has been provided by the Contact centre.

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.

Customer Service
1.2 Consultation
The Service Delivery Plan is due to be completed and publicised in June 2011
Consultation has included the attendance by the Registration Service Manager at quarterly meetings of the Customer Service Focus group which has representatives from all sectors of the community and voluntary sector.
Staff and stakeholders such as the bereavement service at the local hospital have been consulted regarding changes to the provision of the service delivery. The Sutton Smarter Services Review identified our customers and stakeholders and consultation is on going

1.2 Waiting times for appointments
The National standard has been met The customer journey was tracked in our recent review to ensure our service was offered where the customer wished.
For customers that arrive without an appointment the customer may choose to wait or return at an appointed time the next day. For death registrations and notice appointments required to meet statutory timescales customers are always seen as soon as possible. Capacity exists during the lunch period and this is frequently utilised
The electronic diary is monitored daily to ensure sufficient appointments are available to meet demand.

Regular conversations with St Helier hospital bereavement service has enabled service delivery to re organised to meet demand when necessary. This is a pro active measure the service has introduced this year to ensure customers do not experience delay in booking appointments.

1.3 On arrival waiting times
The national standard has been met. The recording of this information had been on paper until recently when a new electronic system was introduced as a trial. . This was made possible by the refurbishment of reception and a PC on the reception desk.
Daily waiting times are displayed at reception.

1.4 Information about services provided
Information relating to services is being reprinted due to the authority deciding not to apply for Charter Mark/Customer service excellence.
Braille and large print information is available at the office. A booth at the civic is designed for those with hearing and speaking impediments to access signing.
Website information has been updated. An on line booking system for birth and death appointments and on line certificate ordering has been made available to the public. Work to improve this further is on going as improvements and redecoration to the Register office facilities continue.

1.5 e-facilities
The website has been changed recently to incorporate the 24-7 on line booking and ordering facility. Amendments are made by a member of staff who has been trained in this field. Authorisation for amendments has to be authorised by the web manager but meetings during the year have enabled the service to plan changes to the web pages with the aim of modernising Sutton's image and simplifying information available.
Numerous changes have been implemented this year including the use of an electronic cash accounting system, electronic citizenship procedures, electronic postal recording and the use of a general directory for use by all staff to access necessary documentation. The preferred method of customer contact is by e mail. Most citizenship invitations and ceremony booking letters are sent by e mail.

1.6 Customer Satisfaction
New service delivery feedback forms have been implemented to provide a fuller picture of customer satisfaction in all areas of service As part of the Smarter Services review work was undertaken to provide customer insight and to track the customer journey. Baseline results were provided to the Account Manager

1.7 Compliments and Complaints

All correspondence is responded to in line with the corporate policy. It is office policy to offer a face to face meeting with a complaint if appropriate to address any concerns expressed.
Compliments recorded corporately = 1 but the office has received 4 thank you notes
The survey forms returned indicate service was satisfactory or better in all cases. The in house music could be better and this has been addressed with the purchase of new cd's
Complaints-Nil at stage 1or 2.
2 minor issues addressed and resolved following meetings with the Service Manager
Results are not published corporately but this is under review.
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2 Business Continuity and Resources
2.1 Business Continuity
The Business continuity plan was updated at the end of March to reflect changes in personal contact details and business continuity requirements for IT. At risk register and flu pandemic plans are in place.

2.2 Resources
Staff training has enabled the service to more flexible and responsive to demand with 2 more staff competent to register births and deaths. There is no indication that birth and death registrations will rise in the immediate future so there is sufficient capability to cope with demand at present.
Further training is planned in 2012 so the service is confident that it will continue to meet KPI's

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3 Leadership
3.1 Developing a direction for the service
Clear objectives are set in the Service Delivery plan annually and progress is monitored via the annual report and appraisal process. The service has focussed on developing middle management skills to ensure smart, appropriate and achievable targets are set for all staff. Training to help middle managers to achieve this has been planned.
Team meetings are held monthly with a core briefing report from the Corporate Management team and the opportunity to discuss technical and performance issues. Staff are encouraged to present new ideas or strategies that will enhance the customer journey or lead to efficiencies. Minutes are available electronically. Performance data is displayed in the general office.

3.2 Engagement with customers and key partners
The service manager is in regular contact with the elected member for registration either via e mail or in person at joint meetings with the Proper Officer The elected member frequently attends citizenship ceremonies and takes a very personal interest in the service.
The Smarter services review has identified stakeholders and service partners with whom the service works closely

3.3 Developing an Appropriate Culture and leading by example
The registration service manager has recently attended a training course on the new legislation relating to equality. This was provided by the authority whose policy and standards must be adhered to when dealing with such matters. These are available on the intranet and in published format

3.4 Managing Change
This year has seen enormous change within the service in Sutton. The service manager is employed by the authority but works 40% of the week managing the service in the neighbouring borough of Merton. This commenced in March 2010 and an agreement has been signed to continue this arrangement until April 2012. The long term aim is to work more closely together, identifying areas for joint/partnership working. Non statutory work is being referred across boroughs if demand exceeds capacity. Customers are benefitting from this joined up approach to service delivery.
Joint training sessions and meetings between the services have been held and further are planned thus saving on resources. Cross border practical coaching has been successful tapping into skill bases in both districts.
Training meetings solely focussing on managing change and identifying areas that need changing have been held with staff leading the sessions. The service manager has attnede a training event on change management and the Employee Assistance Programme has been widely advertised to managers and staff having concerns about coping with change.

3.5 Managing Systems
New data collection systems have been implemented to ensure this is as efficient as possible. On going work will enhance this and will be incorporated in the service delivery plan for 2011-12. .Responsibility for systems and functions has been devolved enabling the service manager to mange across 2 boroughs,
An apprentice has been recruited and has already been trained in the registration of births and marriages. Meetings with HR have been held to identify the skill set needed in the future and training plans are being developed to support this where appropriate

3.6 Improving Performance
An internal audit of performance monitoring has been completed this year. Results have been discussed and areas for improvement visited.
Corporately the authority is reviewing IIP/CSE as these external assessments are financially draining on budgets
The authority remains committed to providing an excellent standard service in line with national standards. Benchmarking with other others will be beneficial in this objective.

4 Learning and Development
4.1 Induction A corporate induction process is available and all new staff to the authority visit the register office as part of this induction process.
A training programme is in place for the apprentice who is also working towards an NVQ in Business

Administration. This is conjunction with HR and external assessors.

4.2
Identify and plan training needs- current and future
Learning and development are a key priority within the service. The training budget has been overspent by£1200 during 2010-211 but this has really benefitted the service providing greater flexibility.

Appraisals and 1-2-1 meetings have been held by managers to set objectives and identify training needs All staff have access to IPS/LRSA. GRO circulars are discussed at team meetings to ensure staff understand and implement the information provided in circulars.

Representatives from the office regularly attend the South London training Group meeting where training needs are currently being re assessed. It is necessary to ensure each training group feeds into the regional Managers meetings and this was raised at the meeting on 2nd March 2011. Group training is provided during the Wednesday closure afternoon. Individual training programmes are linked to appraisal objectives.

Workforce planning has been discussed at length with HR and plans are being developed to ensure continuity of the service.

4.3 Delivery methods
Training and development has been delivered in a variety of methods.
With a joint registration service manager the boroughs of Sutton and Merton have worked closely together Each borough is a specialist in certain areas due to volumes of work i.e. Sutton registers nearly 5000 births and deaths a year whilst Merton only registers approx 400. Staff from Merton have shadowed and worked with staff in Sutton to gain experience in births and deaths whilst Sutton staff have benefitted from working with Merton staff learning how to provide the nationality Checking service. This has been a very cost effective method of improving service provision in both boroughs. Other joint sessions have been held to encourage an open approach to cross borough working.

In Sutton staff assessments have taken place and appropriate training methods used such as shadowing 1-2-1 coaching and tutorials.

All staff have been provided with access to GRO/IPS/LRSA websites and have been encouraged to log on daily to keep abreast of developments in the service. A self help approach is being fostered.

4.4 Access to or appoint a competent trainer.
Sutton has an acknowledged trainer for birth and death registration and the service manager is also qualified to train staff in the provision of all services.

4.5 Evaluation and records of training
Objectives are set as part of the annual appraisal process.
All staff have a personal development plan and training is provided to assist staff achieve objectives set.

4.6 Active regional training group
The service manager and training officer have regularly attended and participated in the South London training group. The group continues to provide a platform for training initiatives and it has been a vital link during this uncertain year.

4.7 Sharing of good practice
During the year good practice has been shared with the regional training group. The London Manager's meetings have been regularly attended by the service manager and Proper Officer. Good practice has been shared i.e Hackney project.

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Part C. Wider service achievements and developments
Summary of attainment against wider service delivery plans and any other significant developments.

The service in Sutton has embraced a culture of change since a new manager took up post in March 2010 The staff have been encouraged to 'step back' and review their own service and to identify/communicate any changes necessary. This fostered ownership of many of the changes implemented this year.
In addition the authority has been reviewing all services to ensure services are maintained at the current service level in light of challenging financial times. This has been a thorough process looking at the customer journey, customer insight channel migration, new services and future planning. Member and executive involvement has been key since this project commenced. This review (Smarter Services Sutton) has not yet been completed but some quick wins have been noted and are in place.

To enhance the customer experience and to comply with DDA the customer reception and waiting area has been revamped. An additional IT point at reception has enabled this to be a dedicated reception point. Investment in another phone line has reduced the number of calls logged by the contact centre. The contact centre now make birth and death appointments using the on line diary system also reducing call volumes to the office.

The London Boroughs of Sutton and Merton have been undertaking a short feasibility study looking at 'joining up' the Registration Services in the two Districts. This exercise will initially be undertaken 'in-house' as the Superintendent Registrar in the Sutton District previous worked in the Merton District.

In order to complete the study the two local authorities agreed the following principles/ outcomes:

1. The outcomes adhere to the key priorities/ objectives of each authority for the Registration Service (and the Council).
2. Any joint working aims to create a 'win/ win' position for each authority.
3. The study to be undertaken between March - June 2010.
4. A key objective of the study is to achieve efficiencies in working priorities/ services and identify financial savings (including increase in income).
5. The service to the public is improved/ enhanced (if possible).
6. The final service model adopted meets each authority's statutory obligations and maximises the opportunities in relation to discretionary areas.
7. The quality of service delivery is an overriding principle
8. The study to involve:
   Council Officers
   Stakeholders
   Steve Ralph GRO
9. At the end of the process the study should indentify two revenue budgets for the services.
10. The study should also take into consideration:
    a. changes in future legislation
    b. succession planning
    c. best practice/ value for money
    d. shared responsibilities and knowledge
    e. building capacity
    f. capital investment/ invest to save
    g. regional matters/ influences
    h. IT efficiencies

With the Registration Service Manager/Superintendent registrar only in the office approximately 50% of the week (meetings/Merton time) it was decided to make her office available for other services. This has enabled more appointments to be made available as often trained staff have been available but accommodation was not. The SR hot desks.
Further changes to the use of accommodation have been made with the cellar cleared and now used for storage.This has created another waiting area adjacent to the RBD offices. Planning is under way to create a new statutory ceremony room from 1st May . Recdecoration of the main entrance and hallway is also planned for May
An additional photocopier has helped in the provision of NCS which in turn generates more citizenship work.

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Electronic systems have been introduced this year to monitor cash accounting, citizenship procedures and all post. This is a real culture change for the staff who tended to use paper based systems.
Learning, development and succession planning have formed part of future strategic planning. This has been demonstrated by the recruitment of an apprentice and dedicated training once a month.
The staff and service is now pro actively engaged in developing a registration service fit for the challenges of the future.

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? *If yes, please forward an electronic copy with this report.* *If no, when will SDP be available?*		**No**	End of June 2011
	Has the service delivery plan been published on the local authority's website? *If yes, please provide link to website publication.* *If no, when will publication take place?*		**No**	**End of June 2011**

2	**Business Continuity Plan**	**Yes**	**No**	**Comments**
	Has the business continuity plan been reviewed and updated? *If no, when will this action be taken?*	**yes**		**This is reviewed every 6 months.**

3	**Service provision changes made over reporting period** *If changes made, provide details with dates.*	**Yes**	**No**	**Comments**
	(i) Boundaries and districts		**No**	
	(ii) Posts abolished and/or created		**No**	
	(iii) Service point locations		**No**	
	(iv) Opening times	**Yes**		**The office now opens at 09.00 every Tuesday (previously opened at 09.30)** **The office closes at 12.30 on the 3rd Wednesday of each month to provide an opportunity for a staff briefing and training** **Out of hours service now available Christmas Day and Good Friday**
	(v) Service point telephone numbers			**0208 770 6790** **St Helier bereavement service 0208 296 2491**

4	**Service provision future changes** *If changes planned, provide details with dates.*			**A service point is currently available at St Helier hospital each Tuesday. Discussions are on going to provide improved accommodation and a more frequent service at this location to aid the customer journey**

	(i) Boundaries and districts		**No**	
	(ii) Posts abolished and/or created		**No**	
	(iii) Service point locations		**No**	
	(iv) Opening times		**No**	
	(v) Service point telephone numbers		**NO**	

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

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.

To maintain the current levels of customer service with a reduced budget of £50K
To achieve the KPI's to national standard or above

The strategic objectives are:

- To provide accessible premises maintained to the highest possible standard for the registration of births, deaths, marriages and civil partnerships.
- In consultation with customers, to conduct ceremonies for marriages, civil partnerships and citizenship ceremonies.
- To maintain, and store securely, the registers containing the birth, death and marriage records for the Borough.
- To supply copies of entries, in the form of certificates, when requested.
- To supply information to the General Register Office for the national indexes for England and Wales.
- To provide information to the Office for National Statistics.
- To provide a range of non-statutory ceremonies – naming ceremonies and renewal of vows.
- To maximise revenue in an increasingly competitive market place.
- To achieve the National Standards.

The objectives of the Service are set each year through the Registration Service Business Plan. Their purpose is to further improve the level of service by the following means

- Meet the new statutory standards for the Registration Service.
- Implement throughout the year the new non-statutory standards.
- Ensure that actual and potential users are aware of the service(s).
- Ensure that all stakeholders are engaged and aware throughout the continuous consultative process.
- Maintain the quality of storage for registers at the Register Office.
- Measure the service against the targets set by the Registration Service Good Practice Guide.
- Continue to train, motivate and develop all staff to a high level, thus creating a multi skilled workforce.
- Continue to work with Emergency Planning Officer, Coroners Officers & hospital staff.

- Ensure that all staff are actively engaged by, and feel valued in the Council's bid to retain the Investors in People award.
- Improve and enhance the communication and marketing strategy.
- Upgrade and maximise the use of information technology within the service. Including the improvement of web pages as a means to inform customers
- Maintain and attract business, improve the building and grounds for the benefit of customers.
- Maintain and continue to improve a Nationality Checking Service.
- Review opening hours to meet local needs.
- Ensure that the service continues to maintain and improve customer satisfaction levels, valuing and acting upon their comments.
- Ensure that the service is efficiently run.
- Open Russettings to the public after an invitation from 'Open House London' to participate in their scheme.
- Work with the London Borough of Merton to .explore opportunities to work together in line with the policies and objectives of both Councils

Part F. Acknowledgement	**Yes**	**No**
The local authority continues to commit to meeting the national standards contained in the Good Practice Guide.	Yes	
The local authority agrees to sharing statistical data contained in this report with other local authorities.	Yes	
Signed (Proper Officer for Registration Matters)	Date	
The completed report should be returned to lgsupport@.ips.gsi.gov.uk by		