ROYAL GREENWICH REGISTRATION DISTRICT

Registration Service Delivery Plan

2014 - 15

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Registration Services
The Royal Borough of Greenwich

"From Service to Relationship – Putting the customer at the heart of everything we do"

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1. Background

Covering an area of 5,044 hectares, Royal Greenwich is one of 33 boroughs that make up Greater London. It features 13 kilometres of Thames frontage and is situated on the southern bank of the Thames.

Greenwich neighbours the boroughs of Bexley, Bromley and Lewisham to the east, south and west respectively and Barking and Dagenham, Newham and Tower Hamlets across the river to the north.

It is also one of the twelve boroughs that make up the London Thames Gateway, the UK's largest regeneration area.

Royal Greenwich's role within London is mixed and it displays some characteristics of both an inner and outer borough. It has many locational advantages, being close to Central London, Docklands and London City Airport.

In April 2011 the population of the Borough was approximately 254,557, which is a 19% increase in population since 2001 making Greenwich one of the fastest growing boroughs in the UK. The GLA estimate for mid-2013 was 260,283.

Royal Greenwich has an increasingly diverse population, with 48% of residents coming from minority ethnic groups (Census 2011). This community includes White Other groups such as East Europeans, Travellers and Irish. The largest ethnic groups other than White are Black African (14%) and White non-British (10%).

The population of Royal Greenwich is relatively young with over 43% of the Borough's residents aged under 29 years. This is a higher proportion than both Greater London (42.4%) and England (37.6%) There is particular diversity within this age group, with 35% of under-16s being non-white.

Residents aged over 65 years old comprise 10.3% of the borough's population which is one of the lowest percentages in this age group in England and Wales.

60% of 0-15 year olds were from ethnic minority groups.

The Borough is reasonably well connected radially to central London and Kent by mainline trains and locally by buses. Parts of the north of the Borough now have particularly good, although overcrowded, transport links and benefit from connections to the London Underground, Docklands Light Railway (DLR) and river transport services.

Royal Greenwich has a wealth of open space with over 1,400 hectares of open space of different types including parks, ancient woodland and Thames side paths and represents almost a quarter of the Greenwich's total area.

The Borough capitalises upon its many historical assets, as visitors come to see the royal, architectural, scientific and nautical legacy that has made Maritime Greenwich a World Heritage Site. Principal attractions include the National Maritime Museum, Royal Observatory Greenwich, Cutty

Sark, Old Royal Naval College, Greenwich Market and Greenwich Park, London's oldest Royal Park. Other attractions include Eltham Palace, The Wernher Collection at Ranger's House, the Royal Arsenal, Firepower Museum, the Thames Barrier, the Green Chain network of open spaces and the Thames Path.

The O2 Arena, originally the Millennium Dome, opened in June 2007 and enhances the tourist offer helping Royal Greenwich attract visitors from a wider area.

1.1 The Council's Mission and Corporate Capacity

Royal Greenwich is committed to promoting equality and the quality of life for all our citizens.

As our plans for urban regeneration and economic revival come to fruition, our overriding priority is to ensure that all residents and communities within the borough are able to grasp the opportunities before them, fulfill their potential, share in the benefits and make Greenwich a place where people want to live, work, learn and visit.

Our vision for the borough is strongly aligned to visions set out in the Greenwich Strategy (http://www.royalgreenwich.gov.uk/downloads/file/526/greenwich_strategy).

We aim to:
- ensure delivery of high quality, value for money services
- protect the vulnerable and promote independence
- promote equality in all sections of the community and celebrate diversity
- challenge discrimination in our own operations
- listen to our communities, especially the voices of young people
- provide a model of open, democratic local government
- foster high levels of achievement among our citizens and institutions
- develop effective partnerships with all the agencies that impact on the lives of Greenwich residents
- maximise our impact as a local authority, as a partner with business, the voluntary sector and other public agencies.

2. The Registration Service

The Registration Service is operated by the Local Authority with the General Register Office (GRO) overseeing the quality of registration information and monitoring the technical delivery of the service.

The Assistant Director of Customer Contact and ICT Strategy is the appointed Proper Officer for all registration matters.

The Registration Service forms part of the Royal Borough of Greenwich's Customer Services (Customer Services and ICT Strategy division) and currently all customer facing registration services are provided from the Register Office located in Woolwich Town Hall.

Back office technical work and non-customer facing registration work has been split from the front office delivery team and, under the leadership of Customer Services' Quality and Insight Manager. Quality assurance, including the technical back office work is carried out by the Superintendent Registrar and a team of Technical Officers / Service Assurance Officers.

The Service provides statutory and some 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, Immigration and Asylum Act 2002 and the Marriage (Same Sex Couples) Act 2013.

The non-statutory services result from the relaxations in the Local Government Act 2003 regarding previous restrictions on what services a local authority can and cannot provide.

2.1 The Team

The senior leadership team for the Registrars function are:

Debbie Warren- Director of Finance
Kevin Gibbs – Assistant Director, Customer Contact and ICT Strategy (Proper Officer)
Tony Reed – Head of Customer Contact Centres
June Reid – Quality and Insight Manager
Debbie Coveney – Local Service Centre Manager - Registrar of Births, Deaths and Marriages (statutory post)

The Town Hall Local Service Centre (LSC) (Registration Team) comprises of ten full-time posts and two part-time posts:

Front office Full time positions

- One Team Leader – Registration Service
- Four Registration Officers
- Two Assistant Registrars
- One Business Support Officer

- Two Receptionist/Customer Services Agent (shared posts with LSC core team)

Part time positions

- One Assistant Registrar
- One Registration Officer

The Customer Services Resources Team (Registration Technical Team) comprises of one full-time post and one part-time post:

Back office / Technical Full time positions

- **One Superintendent Registrar (statutory post)** - to be appointed

Part time positions

- One Registrar Technical Officer

2.2 Boundaries and Location

Royal Greenwich Registration District is a single district which covers the local authority area encompassed by the Royal Borough of Greenwich.

The Register Office (and Head Office) is located in Woolwich Town Hall, Wellington Street, which is a grade II listed building located in Woolwich. The complex consists of reception points and a waiting area, four interviewing rooms, one ceremony room, one ante room, a general office, and a registrar's work room (office).

The Office is well served by London buses and British Rail and Dockland Light Railway stations which are 5 minutes walking distance. 2 car parks are located within10 minutes walking distance and metered street parking is also adjacent to the Town Hall.

The contact details for the Register Office (and Head Office) are:

<div align="center">

Royal Greenwich Register Office
Woolwich Town Hall
Wellington Street, London SE18 6PW

Telephone: 020 8921 5016
Fax: 020 8921 6316

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Email: registrar@royalgreenwich.gov.uk
Website: http://www.royalgreenwich.gov.uk/registrars

2.3 Opening hours

The Register Office is open from 09.00 to 17.00 on Mondays, Tuesdays, Thursdays and Fridays. On Wednesdays it is open from 09.00 to 12.30.

An out of hours service is provided on Saturdays and Sundays and staff are always on call to deal with emergencies e.g. Jewish and Muslim death registrations. The Royal Borough's Out of Hours service provides the necessary contact details.

Marriage Ceremonies and Civil Partnership Registrations take place by appointment in the Register Office between Monday to Friday, and on Saturdays from 09.30 to 12.00. Marriage Ceremonies and Civil Partnership Registrations also take place at Approved Premises seven days a week. Private Citizenship ceremonies are available at the Register Office by prior appointment.

2.4 Customers

Our customers are principally members of the public who require any of the main services we provide as detailed below. We continually monitor customer feedback through questionnaires issued after ceremonies and have implemented customer suggestions into policy where appropriate.

Other external customers who have an interest in some of the main services we provide are the Identity and Passport Office (GRO), Home Office (UKBA), HM Coroners, Funeral Directors, Clergy of the Church of England and other Religious Denominations, General Medical Practitioners, Hospitals (both specialist and general) Approved Venue Operators, Genealogists and Press Researchers.

2.5 Our core services

Within the Royal Borough of Greenwich Registration District we have responsibility for the following statutory services:

- Registration of all births, deaths and stillbirths, and attestations of declarations.
- Re-registrations and corrections of register entries.
- Conducting and registering all civil marriage ceremonies and civil partnership registrations.
- Conducting of all citizenship ceremonies.
- Monitoring and maintenance of the standards for registering births, deaths and marriages.
- Care and custody of the registers relating to births, deaths and marriages from the district and issue copies of the entries on demand.
- Advising the public on the procedures for arranging marriages and civil partnerships in England and Wales.
- Taking notices of marriage and civil partnerships from Royal Greenwich residents and those requiring the services of a designated office such as non EEA subjects.

- Supporting the Clergy and Authorised persons registering marriages throughout our registration district, monitoring their marriage numbers and registrations and offering in house training when required.
- Certifying buildings as Places of Worship.
- Registering buildings for the solemnisation of marriages.
- Appointments of Authorised Persons (non-Anglican buildings).

Non - statutory services currently offered are:

- Baby naming ceremonies.
- Renewal of vows.
- Private Citizenship ceremonies.
- Tell Us Once (TUO) death notification

2.6 Our prospective services

In 2015 Royal Greenwich will be opening its third Local Service Centre in Greenwich. At this time it is envisioned that Birth and Death registration will be integrated within the core service offer and delivered from the Borough's Local Service Centres (LSC) in Eltham, Woolwich, and Greenwich.

In addition, Marriages and Civil Partnerships will become a dedicated and contained function, with Woolwich Town Hall becoming our core ceremonies hub.

The current statutory Ceremony Room will be decommissioned and will be replaced by our current Ante Room. Approval will also be sought to commission additional ceremony rooms located within the Town Hall.

Delivery of Birth Registration services from Children's Centres and Sure Start Centres is to be developed with the Council's Children's Services.

Implementation of a Death Registration service at the Queen Elizabeth Hospital is also to be negotiated and developed for implementation.

2.7 Our non-core services

All non-core services are provided from within the scope of the core customer services divisional offering and therefore outside the scope of this plan.

3. 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 as amended came into operation on March 2012 and is known as "The Royal Greenwich Registration Scheme 2012.

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, Royal Greenwich Registration Services will commit to the service delivery standards contained in the Code of Practice for Local Registration Authorities in England and Wales developed by the General Register Office (GRO) and LACORS (the Local Authorities Coordinators of Regulatory Services). The Code of Practice is complemented by a Good Practice Guide jointly developed by the GRO and LACORS. This guide provides information on specific national standards the local authority must meet together with aspirational standards.

We will report on our performance against these targets monthly to the Cabinet Member for Customer and Community, quarterly and year end to the Council's Overview and Scrutiny Committee (Finance and Public Services Panel) and within a month following the end of the financial year to other interested parties. We will also report at the same time in our annual stewardship return to the Registrar General against the three key performance targets as set out in Appendix A.

4. Customer Services Developments

4.1 Information Technology

- As part of the Council's IT refresh programme all of the staff PCs have recently been upgraded and are able to use RON.
- Our Registrar webpages have been refreshed and the content streamlined.
- We take debit and credit card payment from customers electronically and plan to introduce Chip and Pin within the Register Office during 2014.
- A new system to replace RSS is to be implemented allowing greater electronic access to these records.
- The Council's Customer Relationship Management (CRM) system and corporate customer booking system (Q-Matic) are now core parts of the service offering

4.2 Building

Woolwich Town Hall is the seat of Royal Greenwich's local government, but this magnificent listed building also reflects the Royal Borough's long and rich history.

The Town Hall is located on Wellington Street, Woolwich and was formally opened on 13 January 1906 by Will Crooks MP.

Victoria Hall
Inside the Wellington Street entrance to the building is a beautiful ornate hall, the Victoria Hall.
For many years, this has been the place where mayors have greeted guests at ceremonial functions.

On either side of the main staircase, there are memorials dedicated to Civil Defence volunteers and council staff members who lost their lives during WWII.

Fine examples of stained glass windows by Geoffrey Webb are also located in the Hall. These windows show some of the Royal Borough's eminent residents and notable events, such as Charles I visiting Woolwich to see his great ship, The Sovereign of the Seas, in 1637.

Function rooms in the Town Hall
The Town Hall has a number of committee and function rooms:
- Council Chamber
- Committee Rooms 4,5,6
- Public Hall
- Victoria Hall
- Statutory ceremony room (36 guests).

Town hall Accessibility
The Town Hall offers:
- Wheelchair access to all parts of the building

- An induction loop system for customers who use hearing aids
- An interpreter or signer can usually be provided with prior notice
- Toilet facilities for disabled people
- There is a car park for public use within 200m (approx.) – Calderwood Street.
- On street marked Blue Badge bays are available on all sides of the building. The dimensions of the on street marked Blue Badge parking bays are 5.9m x 1.8m (19ft 4in x 5ft 10in).
- Motorised scooters are allowed in public parts of the venue.

4.3 Community and Customer Engagement

- We have successfully delivered the Government's "Tell Us Once" initiative since 2012.
- Customer Feedback is achieved through the dissemination of Customer Comment cards (target of 5% of customers).
- Customer compliments and complaints are logged, reviewed, responded to and the information used to improve our service delivery.
- We take part in front of house Pan-London benchmarking surveys (Customer Services for London Group).

5. Review Work

5.1 Methodology

The Council is committed to supporting the Registration Service attaining new governance status and to meeting the Good Practice Guide's national standards and to operate and manage the service in compliance with the Code of Practice.

A Strategic Registrars Board has been in place since October 2011 and meets on a weekly basis to review weekly performance data, complaints, compliments and other operational and strategic development issues.

Local performance monitoring is undertaken by the Team Leader Registrars. This is focused on adherence to time schedules and monitoring of customer service targets (timely working, quality of customer engagement, issue resolution). This is overseen by the Local Service Centre Manager, who has oversight of the complete operation, including staff resources, service failures and systemic service delivery issues.

Quality monitoring is undertaken by Customer Services Resources team. This team includes the Superintendent Registrar and Registrar Technical Officer / Service Assurance Officers. These technical roles lead on the development, implementation and on-going delivery of the technical aspects of the registration process. They provide expert technical advice to the Local Service Manager and the delivery of the Superintendent activities as a back office process.

5.2 Developing Needs

Following the transfer of the Registration Service to Customer Services, the service has been transformed in both structure and performance. This initial focus has been on integrating the service with its parent service. This involved implementing the customer service ICT tools and customer facing key performance standards. In this next phase of delivery, the service focus will prepare the service for expansion through further integration with the Local Service Centre network.

The key development areas, in order to achieve this objective are:

- Implement processes for continuous review of policy and service practices, in line with the General Register Office (GRO) best practice guide.
- Development of local policies and priorities as defined by the Proper Officer and Quality and Insight Manager. Implementing processes that support the service and focus on the needs of our customers.
- Greater stakeholder engagement in civil registration, to build and develop strong links to the key communities involved in Birth, Deaths, Marriages and Civil Partnerships; developing community capacity and meeting cultural needs.
- Continue the focus on the safe custody of district records, certificates and registers. To ensure the District submission of stock returns to the GRO is done in a timely manner.

6. Training and Development

The Registration Service is being used as an exemplar of excellent service delivery and customer services.

To that end there has been a two year development programme which has significantly improved the performance of the service across the board which has been recognised by the GRO.

The next phase of development will see an even greater focus on technical and customer services skills training. This will involve the Superintendent Registrar and Technical Officers undertaking a Training Needs Analysis (TNA) of all staff carrying out technical and customer facing roles.

Training will encompass the use of the GRO e-learning modules; face to face training provided through the South London Training, Operational Group and Council corporate and customer services training programmes. This will be augmented by directly commissioned face-to-face training based on a gap analysis of the service skills.

This will be further supplemented by the Royal Borough of Greenwich's Learning and Development programme, which addresses more corporate needs and career development.

7. Record Storage/Safety/Custody

7.1 Current storage provision

The Register Office has the sole use of three fireproof strong rooms (Numbered 1, 2 and 3) in the basement of the Town Hall designated for the storage of registers and secure stock. All three vaults are fully shelved and due to their location have a constant temperature. They all meet the required GRO specification.

There are also various storage units within the Register Office including lockable safes and stationery cupboards. All registrars have access to a lockable safe so that all records and secure stock can be secured during the day when not in use.

Vault number one (1) houses all completed Birth, Death and Marriage Registers - including Church Registers that have been completed and deposited with us. All Registrars have access to this vault.

Vault number two (2) houses Birth, Death and Marriage Security Stock (i.e. Certificate Forms - Unified, Short Free and Short Paid Birth, and Marriage) Blank Marriage Registers and Green Certificates for Disposal of Bodies. This is under the secure control of the Superintendent, with strong access control protocols in place.

Vault number three (3) houses general office stationery (i.e. paper, print cartridges, folders, envelopes etc.). General Leaflets and Guidance Booklets for handing to customers, including folders for documents following registration:
- Certificate Application Forms
- Re-Registration Forms
- Occasional Copy Forms
- Birth , Still-Birth and Death Declaration Forms - RON and Manual Forms for Reporting Deaths to Coroners, Medical Certificates of Cause of Death (Standard, Neo- Natal and Still-Birth) Blank Register Pages, Register Folders - (Birth, Still Birth and Deaths) QCC Forms - (Authorised Persons, Church of England and Society of Friends) Nil Return Forms - (Authorised Person, Society of Friends, Secretary of Synagogues and Registrar of Marriages Cover Sheets for QCC Forms - (Church of England, Synagogue, Society of Friends)
- In case of emergencies arrangements are in train for a supply of prescribed forms/certificates and a marriage register to be stored in our Local Service Centres.

7.2 Contingency arrangements

Contingency stock is held in the safe of The Eltham Centre. The Centre will also act as a back-up location should The Town Hall / Woolwich Centre be inaccessible.

Within the Local Service Centre network it is envisaged impresses of stock will be held securely at these locations (The Woolwich Centre, The Eltham Centre and The Greenwich Centre). These reserves will be part of the Superintendent / Head Office stock and therefore under their management. These arrangements will be put in place during 2014.

8. Complaints, Suggestions and Compliments

8.1 Complaints

Set out the council's complaints procedure

The Royal Borough of Greenwich aims to provide excellent services to all our customers, but recognises occasionally things may go wrong. Complaints are welcomed because they can help us to achieve this aim by providing us with an opportunity to put things right if we have made an error, and to make sure the same mistake does not happen again.

Customer Comment Cards and Customer Complaints Forms are freely available in reception and all the interview rooms. Customer Satisfaction Forms and Customer Complaint Forms are also available on the Council's website
http://www.royalgreenwich.gov.uk/info/200025/complaints/548/royal_borough_complaints

Customer comments or feedback can also be emailed to the Corporate Contact Centre.

The stages of our complaint policy are as follows:

Informal stage

In the first instance customers who are dissatisfied with the service they receive are encouraged to complain directly to the Service. If the problem is not resolved to the customer's satisfaction they can then make a formal complaint.

How complaints are handled:

- we will confirm that we have received the complaint within five working days
- the complaint will be investigated by the **Local Service Centre Manager**
- the manager will send the customer a full written reply within 15 working days of getting the complaint or let the customer know when they will get a full response.

If the customer remains unhappy with our response, they can ask for a review of their complaint by a more senior manager. Details of who to contact will be provided in writing to the customer. The Customer Services' Complaints Officer is the Quality and Insight Manager.

The Quality and Insight Manager, acting as the departmental Complaints Officer will:
- Confirm that they have received the complaint within five working days
- Arrange for the complaint to be considered by a more senior member of staff. The customer will be given the name of that staff member and they will be sent a full written reply within 20 working days.

Further appeal

The Complaints Officer will advise the customer how they can appeal to the Chief Executive. The customer is required to appeal within four weeks of receiving the second response to their complaint.

The Chief Executive will investigate the complaint for a final time. The customer will be informed that the Chief Executive has received the complaint within five working days. The Chief Executive will normally send you a full written reply within 30 working days.

Local Government Ombudsman

If, at the end of the complaints process, the customer remains dissatisfied with the Royal Borough's response, they can go to the independent Local Government Ombudsman who decides upon complaints against councils.

The Ombudsman will usually reject complaints that have not completed all of the Royal Borough's complaints stages.

During the complaints process, the customer can contact the Customer Services team at any stage for advice or help.

8.2 Compliments

Set out the council's compliments procedure

Customers can provide compliments on the service they have received either by using the free text space on the Customer Comment cards located in the Register Office and within the Local Service Centres or by completing our Customer Satisfaction form. The Satisfaction forms can be emailed to the Corporate Contact Centre or posted/delivered to Local Service Centres.
http://www.royalgreenwich.gov.uk/downloads/200025/complaints

8.3 Comments

Set out the council's comments procedure

Customer Comment Cards are freely available in reception and all the interview rooms. Customer Satisfaction Forms are also available on the Council's website
http://www.royalgreenwich.gov.uk/downloads/200025/complaints

9. Business Continuity Plans (BCP)

Please see Emergency and Business Continuity Management Plan for Customer Services Registrars Service at Appendix B.

10. Objectives for 2014 - 2015

Set out the objectives for the coming year (in bullet point format)
- Roll out birth and death registrations to Local Service Centres
- Map and document processes and procedures
- Decommission statutory Ceremony room
- Add outreach locations – e.g. Queen Elizabeth Hospital maternity ward to register births
- Register deaths in Queen Elizabeth Hospital
- Request voluntary provision of evidence at birth/death registrations to reduce corrections
- Roll out chip and pin payment facilities to all registrars
- Address outstanding issues from last GRO service review (including stock review)
- Review and address all outstanding Internal Audit recommendations

APPENDIX A

KPI	Standard	Monitoring & Reporting
1. Waiting Times for Appointment Ensure availability of an appointment within a reasonable timescales for: ▪ Birth registration ▪ Still-births registration ▪ Death registration ▪ Marriage/civil partnership notice.	95% Births & Stillbirths– within 5 working days of request 95% Stillbirths– within 2 working days of request 95% Deaths – within 2 working days of request 95% Marriage/Civil Partnership notice – within 10 days of request and therefore to allow the marriage/CP to proceed at a time and venue of the customers choice where reasonable and practical.	1. Weekly snapshot of Q-Matic (electronic booking system) to determine number of days wait before next appointment. This is reported via the weekly Registrar performance report to the Registrars Development Board.
2. Customer Satisfaction Customer should be dealt with courteously, with sensitivity and in a personalised manner.	95% of satisfied customers.	1. 5% of customers to be surveyed using customer comment cards 2. Informal and Formal complaints monitored as indication of customer satisfaction / dis-satisfaction
3. Suspicious certificate applications/sham marriages In the course of their duties, registration officers will maintain an awareness of suspicious certificate applications and the use of marriage and civil partnership to circumvent immigration controls and utilise the reporting mechanisms to counter it.	Local Authority assurance statement to IPS/GRO applying to principles set out in GPG Direct to interim guidance then revised GPG	1. Watch in brief taken by the Registrar Development Board
4. Data Protection & Sharing Local authorities and registration officers should meet all legal responsibilities and obligations in respect of the security and sharing of data, including ensuring the integrity and security of the RON system.	Direct to interim guidance then revised GPG (to include reference to DPA)	1. Please refer to the Good Practice Guide for further information (IPS/GRO guidance to be issued) 2. Annual assurance statement completed.

GPG – All Statutory Standards

Activity and Statutory Requirement	National Standard	Monitoring and Reporting Arrangements
1. Registration officers appointed by local authority; civil partnership registrars designated by the local authority *(S6: Registration Service Act 1953; S29 Civil Partnership Act 2004)*	GRO notified by local authority of all appointments, suspensions, resignations, long term sick and retirements All notifications made electronically Access to RON removed for staff on long term sick or no longer in post	Local management monitoring – check all appointments made and staffing lists kept up-to-date
2. Ensure events accurately registered within statutory timescales • Births and Still-Births to be registered within 42 days *(Section 2(1) B&DRA 1953)* • Deaths registered within 5 days (except those following an inquest – see below) *(Sections 16(3) and 17(3): B&DRA 1953* • All deaths after inquest registered on receipt of the coroner's certificate *(Section 23: B&DRA 1953)*	98% of births and still-births registered within 42 days of birth 95% of deaths (excluding post mortem and inquest cases) registered within 5 days of occurrence 95% of deaths after post mortem (excluding inquest cases) registered within 7 days of occurrence [*under review*] 95% of deaths be registered within 24 hours of receipt of coroner's certificate after inquest	Data from RON provided monthly by GRO for monitoring purposes and to identify trends Recording and monitoring dates of incoming coroners certificates and when registered
3. Offer declaration facility and accurately record birth, still-birth and death information on forms of declaration *(Sections 9(1) and 23A(1): of B&DRA 1953)*	Completed declarations sent to receiving authority on the same day 95% of incoming declarations registered within 24 hours of receipt	Recording and monitoring details of outgoing declarations Recording and monitoring dates of incoming declaration and when registered
4. Requisitioning of un-registered births and still-births after 42 days *(Section 4 : B&DRA 1953)*	Procedure in place for reminding of outstanding registration after 28 days and issuing formal requisition after 42 days	Local performance management monitoring processes
5. Scrutiny of medical certificate of cause of death – all reportable deaths referred to Coroner prior to registration *(Regulation 41: Registration Births and Deaths Regulations 1987)*	Referral to coroner followed up by completion of form 52	Local performance management monitoring processes (e.g. spot checks by registration manager)
6. Collection of official statistics. All relevant information requested and accurately recorded *(Population Statistics Acts 1938 and 1960)*	Basis of request for information clearly explained to informants	Observation and spot checks by local registration manager
7. Burial certificates issued before or after registration; cremation certificates issued as appropriate	Relevant docs accurately completed and issued at the appropriate time. Out of hours service provided to meet local	Local performance management monitoring processes

Section 24: B&DRA 1953	needs	
8. Applications for corrections and re-registrations processed and effected in accordance with statute *(Sections 29 and 29A:B&DRA 1953* *Section 61: MA 1949)*	Processes in place locally for dealing with applications for corrections and re-registrations – with 90% of applicants offered an appointment within 10 days of receiving GRO approval where required	Local management checks Documentation to be annotated with the date the applicant was contacted and offered an appointment
9. Notices of marriage and civil partnership. Preliminaries completed in accordance with legal requirements *(Section 27: MA 1949)* *(Section 8: Civil Partnership Act 2004)*	Preliminaries completed in time, and in accordance with statute, to allow the marriage or civil partnership to take place as planned	Local performance management monitoring processes (e.g. spot checks by registration manager) Customer satisfaction surveys
10. Marriage ceremonies and civil partnership formations. *(Section 45: MA 1949)* *(Section 2: Civil Partnership Act 2004)*	Provision of a room within the register office, approved by the Registrar General, to accommodate the couple and two witnesses for the statutory fee Ensure public awareness of statutory provisions, with couples always offered choice of legal words of declaration for marriage ceremonies	Local monitoring systems
11. Marriages registered in the marriage register *(Section 53: MA 1949)* Civil Partnerships recorded on RON as soon as is practicable *(Section 2: Civil Partnership Act 2004)*	Marriages registered immediately and accurately following the ceremony Civil partnerships recorded on RON within 2 [working] days of the formation	Local performance management monitoring processes (e.g. data extracted from RON for civil partnerships)
12. Bi-lingual notices and registrations of events (English and Welsh) available throughout Wales *(Welsh Language Act 1967)*	Local authorities in Wales to provide appointments within national standards for welsh-speaking registration officers to facilitate birth and death registrations, take notices and attend/register marriage ceremonies/civil partnership formations	Internal assessment/re-assurance
13. Applications for approval of Approved Premises processed in accordance with *Marriages and Civil Partnerships (Approved Premises) Amended Regulations 2011*	Procedures in place for approval process Local authority maintains Approved Premises register with controls in place to manage the expiry and renewal of licences	Local monitoring systems
14. Provision of District Register Office Plans approved by Registrar General *(Section 10 : Registration Service Act 1953)*	Plan to consist of SR's office, strong room, display area for marriage/civil partnership notices, and any other rooms used for RO marriage ceremonies and civil partnership formations Any separate arrangements for housing deposited registers in a separate annex to be agreed by the RG	SR to regularly review and ensure approved plans up-to-date
15. Registers to be kept to the satisfaction of the Registrar General in suitable fireproof repository or strong fire-resisting boxes for the safe custody of the records *(Section 10 : Registration Service Act 1953)*	Current registers deposited in strong fire-resisting boxes. Deposited registers stored to prevent deterioration and in secure and accessible location	Periodic checks and local monitoring of condition of registers and repository

	Good Practice Registers stored in accommodation with environmental controls to limit fluctuation in humidity and temperature Registers shelved so as to avoid damage in handling; little-used volumes stored in archive-quality boxes Conservation survey of physical state of registers undertaken **Better Practice** Registers stored in accommodation meeting BS 5454 Program of conservation and rebinding for damaged registers	
16. Index available for all deposited registration records; the public to be able to search through and request certified copies (S31 : B&DRA 1953 S64 : MA 1949)	Provide public access to indexes on request	Local monitoring
17. Issue certificates from identified entries in deposited registers in response to application (S31 B&DRA 1953 S64 : MA 1949)	95% of applications dealt with within 7 days of application	Data from certificate application booking in (or other electronic) systems
18. Quarterly copies certified and submitted to RG on a prescribed form or an approved electronic form on such days appointed by the RG S26 : B&DRA 1953 S58: MA 1949 Check certified marriage entries from clergy and authorised persons, etc. and submit to the RG on or before the last day of April, July, October and January S57 & S58: MA 1949	Registrars to certify Birth, Death and Still-Birth RON registration immediately following the registration Registrars to enter marriage registrations onto RON and certify within 7 days of the event Superintendent registrars to certify electronic registrations on a rolling basis, ensuring all quarterly statutory targets are adhered to Submit certified marriage entries from clergy and authorised persons on or as soon after these dates	Local performance management monitoring processes
19. Notifications by registrars to NHS Commissioning Boards, Clinical Commissioning Groups, Directors of Public Health, Council Tax, electoral and education authorities, and to Local Safeguarding Children Boards made in accordance with statutory timescales (Section 564(3): Education Act 1986) (Council Tax Administration and Enforcement Regulations 1992) (Section 269(2): National Health Service Act 1996) (Section 200(2): National Health Service (Wales) Act 2006)	All returns made in accordance with statutory requirements and timescales	Local performance management monitoring processes
20. Suspected sham marriages or civil partnerships reported to Home Office (S24 Immigration and Asylum Act 1999)	S24 reports made in accordance with statutory requirements and timescales	Local performance management monitoring processes GRO to notify quarterly of S24 reports

		received
21. Provision of citizenship ceremonies: Must take place within 3 months of the applicant being informed that the application has been successful and be conducted by a superintendent registrar or deputy *(Nationality Immigration and Asylum Act 2002)*	Frequency of ceremonies to meet local demand Arrangements for and content of ceremony to be in line with Home Office guidance	Local performance management monitoring processes
22. Citizenship certificates dated correctly and notification sent to Home Office within 14 days of ceremony *(Nationality Immigration and Asylum Act 2002)*	100% of certificates to be correctly completed and sent to Home Office on time	Local performance management monitoring processes

GPG – Operational Delivery and Performance Standards

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Consultation	Service Leaders ensure that they consult with stakeholders when proposing changes to the delivery of the service Impact assessment to measure the impact of proposed changes Service Leaders should demonstrate that they adhere to their Authority's consultation guidance Results of consultation should be published to a minimum on the website	Policy in place Evidence in place

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Waiting times for appointments	Service leaders to ensure that appointments are available within agreed timescales for the public Where services do not have appointment facilities then customers should be seen within 30 minutes of arrival Provided demand is not excessive where customers arrive without making an appointment, then where possible and if they are prepared to wait, then they should be able to complete their business on the same day	Within a customer survey Authorities could include a question relating to the waiting period for an appointment. For example "How long did you have to wait for an appointment?" or "How do you rate our ability to provide an appointment at a time and place convenient to you?" Monitoring could also be completed through spot checks of your diary system
Key Performance Target		
Where an appointment system is operated, ensure availability of an appointment within the agreed timescales for: Birth registration Still-birth registration Death registration Marriage/Civil Partnership (CP) notice Waiting times for appointment at point of requests for:	95% Births (or declaration) – within 5 working days of request 95% Deaths (or declaration) – within 2 working days of request 95% Still birth (or declaration) – within 2 working days of request 95% Marriage/Civil Partnership notice – within 10 working days of request and therefore to allow the marriage/CP to proceed at a time and venue of the customer's choice where reasonable and practical	1) Local Authority monitoring mechanism to be put in place Guidance: a) Management Information generated from electronic diary system should be used where possible/practical to reduce any burden b) Where electronic systems are not in place consider recording appointments provided outside of standard by exception and calculating against numbers of registrations

		c) Where a) or b) not possible regular spot checks/ mystery shopping on a minimum monthly basis. A consistent approach should be adopted, for example, spot checks on the second and twentieth day of each month
		Monitoring process to be available for external review/internal audit to demonstrate monitoring methodology
		2) Check attainment levels for events registered in required timescales from RON local authority and national average statistical reports provided by GRO
		3) Local Authorities to engage with the Delivery Partnership Account Manager in relation to significant or prolonged failure to attain standard, and provide reassurances around corrective action being taken to return to Business as Usual
		4) Annual reporting to IPS/GRO in the Annual Performance Report with narrative
		Please note that reasonable geographical access should be made available, without an undue travelling burden to the customer

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Waiting times	Ensure that all customers are seen within 10 minutes of their appointment time (where booking systems exist) or within 30 minutes where they do not	Data extracted from a diary system or booking in system
	Where customers arrive late, ascertain reasons to establish if improvements could be made	Monitoring through exception
	This does not apply to those customers that attend late	
Key Performance Target		
Those offices with appointment times. % of customers seen within 10 minutes of appointment time	90%	
Seen on arrival, on time or earlier		
Those offices with no appointment system seen within 30 minutes of arrival		

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Information about services	Service Leaders should ensure that information about services is available to the public	External evaluation of accessibility of information
	Information should be available in various formats and available in appropriate outlets	Feedback via customer survey and comments
	Content should be reviewed on a regular basis	

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
e-facilities for the public	Service Leaders should ensure that information contained on their web pages is accurate and reviewed on a regular basis	Functional website
	This could include:	Feedback via customer survey and comments
	Service contact details	
	• Contact details for approved premises • Ability to pay for goods and services (where provision is available) • Online booking facility	

	• Signposting to other relevant organisations	

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Customer Satisfaction	Service Leaders should ensure that all customers are dealt with courteously, with sensitivity and in a personalised manner	Customer satisfaction should be measured at least once a year
	Identify areas of dissatisfaction with a view to establishing if improvements could be made	Demonstrate where actions taken as a result of feedback, where possible
	Survey results should be published	
Key Performance Target		
	90% rated service as expectation met or above	

Key Activity CUSTOMER SERVICE	National standard	Evidence and Assessment
Complaints and Compliments	Service Leaders should ensure that the service meets the local policy regarding complaints and compliments	Policy documents
		Evidence of publication within the corporate policy
	Volumes of Compliments and complaints should be published on an annual basis	

Key Activity BUSINESS CONTINUTY AND RESOURCES	National standard	Evidence and Assessment
Business Continuity Plan (BCP)	Owning a BCP that links in with the Local Authority Emergency plans and other key stakeholders	Business continuity plan and evidence of testing results – annually
	Ensure staff are aware of the plan	
	All above reviewed and tested regularly at least on an annual basis	A risk register
	Contact details kept up to date	
	Business critical levels agreed with IT department	
	Access arrangements during contingency arrangements are clearly documented	
	Risk register and flu pandemic plan in place and reviewed regularly	

Key Activity	National standard	Evidence and Assessment

BUSINESS CONTINUITY AND RESOURCES		
Resources	Sufficient levels of appropriately trained staff employed to meet service delivery plan commitment Personal Development plans in place for all staff Sufficient office space and equipment to allow registration activities to take place in a confidential and dignified way	Meeting National standards Training strategy

Key Activity LEADERSHIP	National standard	Evidence and Assessment
Develop a direction for the Service	Service leaders produce service aims and objectives in collaboration with staff Service objectives reflect the local authority corporate objectives and priorities Service leaders ensure there are adequate resources to meet the service objectives Service leaders take account of the wider service agenda, attending and taking part in regional management groups, seeking and sharing best practice The Service Plan (to meet objectives) is produced and published in accordance with local authority requirements and in consultation with staff and stakeholders The Service Plan is reviewed and action taken where targets have not been met All eligible staff participate in the local authority appraisal process	Staff are familiar with the service 'mission statement' and understand the aims and objectives Notes from staff meetings and discussions Local Authority aims and objectives Budgeting and workforce planning Service participates in benchmarking regionally Service plan targets for development and improvement are set using performance and benchmarking data and feedback from customers and stakeholders Monitoring of performance including KPIs Action plan Staff appraisal targets reflect the targets within the service plan

Key Activity LEADERSHIP	National standard	Evidence and Assessment
Engagement with customers and key partners	Service Leaders ensure that all key partners are involved in development and strategic direction of the service where appropriate Leaders should ensure that local members are involved with and informed of relevant aspects of the service	Records of meetings Newsletters Customer Survey results Record of positive engagement with

| | | partners |
| | | Evidence of councillor engagement/committee reports |

Key Activity LEADERSHIP	National standard	Evidence and Assessment
Developing and leading service culture	Cultural values and expected behaviours are in line with corporate policy and are clearly stated and communicated to all staff	Corporate policy
	Service leaders themselves demonstrate the cultural values and expected behaviours and adhere to these in all their dealings with staff, customers and key partners	Development and coaching
		Appraisal and 1-2-1s with staff
	Service leaders communicate fully and openly with staff and encourage initiative and innovation	Equality Impact Assessments Training
	All staff understand and adhere to corporate policy concerning conduct and performance	Complaints from customers or grievances raised by colleagues
	All staff are familiar with the protected characteristics within Equality legislation	Disciplinary and performance management
	Transgressions to corporate policy or service values and behaviours are dealt with promptly and in accordance with local authority procedures	

Key Activity LEADERSHIP	National standard	Evidence and Assessment
Leading continuous service improvement	Service leaders set and communicate standards for service delivery and performance	Service 'mission statement' will include the service delivery and performance standards
	Staff are fully aware of the standards and both team and personal targets reflect the obligation to meet them	Publishes performance data
	Service leaders monitor outside influences to identify where a change to priorities, objectives or service delivery methods would deliver improvement	Service Plan or associated action plan
		Appraisal targets
	Service leaders respond to internal or external reports of standards not being met and take action to improve	Local authority priorities e.g. GRO reports, Audit, Technical Assessments
	Customers and stakeholders are encouraged to come up with ideas to improve service delivery and performance	
	Innovative ideas to improve service delivery or performance are promoted by service leaders and encouraged at all levels among staff	Customer feedback/ Complaints
	Changes to policy, procedure or practice required to deliver legislative change and/or to deliver improvement are implemented in a planned, measured way	Focus groups and meetings with stakeholders, such as funeral directors or the Coroner

	Changes are monitored for effectiveness and evidence of improvement to service delivery	Suggestion boxes
		Staff meetings
		Structured plan for delivery of change
		Pilot improvements where practical
		Set targets and monitor the improvements that change should deliver
		Case studies to demonstrate good practice

Key Activity LEADERSHIP	National standard	Evidence and Assessment
Managing systems	There are up to date business continuity plans and an effective system of delegation which ensures the service runs efficiently under all circumstances	Staff are clear about their responsibilities and are confident making decisions
	Service leaders assure continued effective service delivery by succession planning and attaining external management standards	Service meets national standards such as IIP, Customer Service Excellence or IS9001
	The roles and responsibilities of all posts within the service are properly documented and communicated to staff	Job descriptions are reviewed annually at appraisal
	Systems are in place to gather, collate and provide data to inform service leaders of progress and attainment of KPIs, objectives or plans	Data systems are reviewed annually to ensure continued accuracy and relevance
	There is a strategy for repair or replacement of computer and other electronic systems, such as telephones, appointment booking systems and diaries	Security, stability and robustness of electronic systems - software and hardware - is monitored annually
		Assurance Declarations completed annually (Appendix D)

Key Activity Learning and Development	National Standard	Evidence and Assessment
Induct	Organisations will provide structured induction programmes including: • Corporate and Departmental Induction • Role specific induction which incorporates: • IT accesses and systems awareness • Tell Us Once • Registration processes and protocols • Office protocols • Leave arrangements (including absence reporting) • Travel claims and timesheets • Communication (GRO circulars, Team meetings, Newsletters etc.) • Data protection and FOI (including social networking) • Generic e-learning (corporate induction, equalities and data protection) • Conduct induction appraisal for all staff, setting initial objectives in accordance with corporate policy	Paper or electronic record signed off to demonstrate officer competence Individual induction programmes developed by job role Electronic capture of Induction processes Successfully completed e-learning/workbooks Policies and procedures updated to reflect legislative change and governance requirements
Improve and Achieve	Competency statements are widely communicated and clearly define role expectations in terms of skills and knowledge Officer competence measured annually through technical e-learning (refer to Registrars website) Technical assessment templates routinely adopted to measure officer competence during 'live' registrations http://www.lrsa.org.uk/TechnicalAssessment.cfm Half yearly appraisal reviews assess performance against objectives and identify areas for development Clear aims and outcomes articulated for each individual learning programme (e.g. after completing this programme, you will be able to….) Annual training plan prepared which summarises team requirements Development interventions informed by honest appraisal. May include: Completion of specific technical e-learning modules Attendance at training events Pursuit of National Qualification for registration officers Mentor/subject coach assigned Technical training delivered by competent trainers using GRO Quality Assured	Competence expanded to include 'behaviours' Honest feedback about performance (including behaviours) to support the pursuit of excellence 360° appraisal CPD logs routinely updated Regional L&D groups established to share best practice Successful achievement of National Qualification for Registration Officers Competency frameworks for all job roles Technical Assessment evaluation spread sheet completed Appraisal discussions summarised using correct organisation templates Standardised and consistently applied course programmes

	Training Material	Current training plan
Evaluate	Training interventions routinely evaluated to ensure: Trainer competence Relevant and accurate content reflecting current legislative requirements. Ease of use (e-learning tools) Learning outcomes successfully achieved Training Plan reviewed half yearly and updated Staff equipped with necessary skills, knowledge and behaviours to successfully deliver organisational priorities	Training qualification provides evidence of officer competence Improved technical assessment scores Consistently positive customer feedback Outcomes of post-course surveys Requirements of aspiration statement achieved and organisational objectives consistently exceeded