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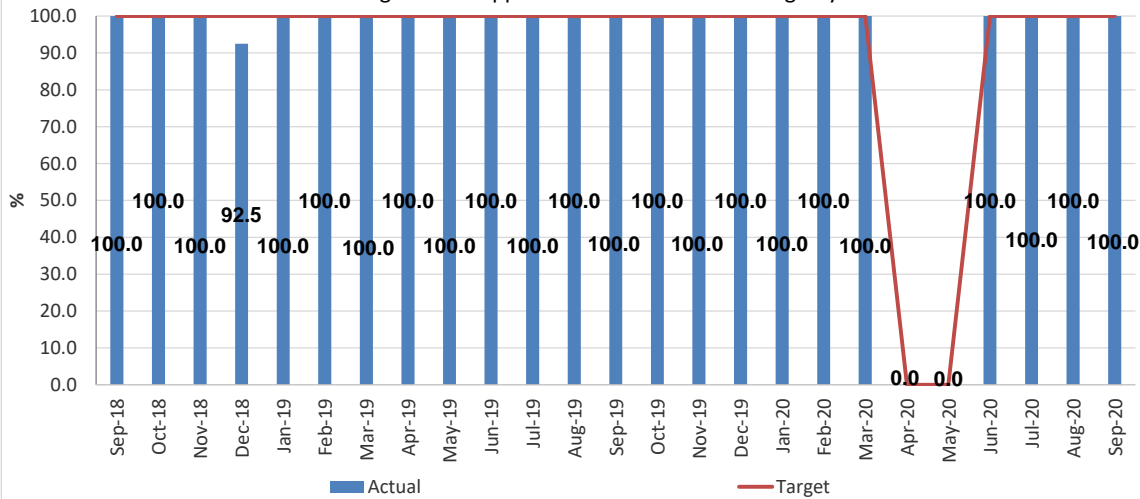
## Registration and Coroner's

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	More than 600 births were registered in the ten days following the resumption of the service on 10th June in line with government's late-May guidance. The backlog of birth registrations has been cleared. Appointment availability was 100% throughout 2020/2021 Quarter 2.	Additional appointment slots continue to be made available at other locations to cover for the fact that appointments at the Malvern and Evesham Registration Offices is slightly reduced (they are situated in libraries that are operating temporary reduced hours).	The service will follow all future national guidelines in respect of the registration of births and will continue daily monitoring of appointment availability and the suitability of the arrangements in place to ensure the continued safety of staff and visitors.
Ceremonies (marriages and civil partnerships)	No Status	N/A	This indicator monitors and demonstrates demand for a service that is an income-generator, but over which WCC can exert no real control, so no target is set. Ceremonies in 2019/2020 totalled 1,760, down 5.8% compared with the total for 2018/2019 (1,868). Staging of ceremonies re-commenced from 4th July. Currently, more are held at Registration Offices as opposed to Approved Premises. In September, 124 ceremonies took place, with 90 (72.6%) at Registration Offices, 34 at Approved Premises. September 2019's ceremonies total was 189, with 84 (44.4%) at Registration Offices.	We have created for couples an outline of their ceremony taking into consideration the current guidance from central government. Effective from 28th September, government regulations permit only 15 attendees, as opposed to 30 previously.	Couples will continue to be contacted prior to their ceremony to provide them with an opportunity to ask any questions and finalise arrangements. Government guidance will change periodically and we plan to update our own guidance as and when any changes are published. Reviews of local procedures will also be undertaken to ensure continued compliance with existing and changed regulations.

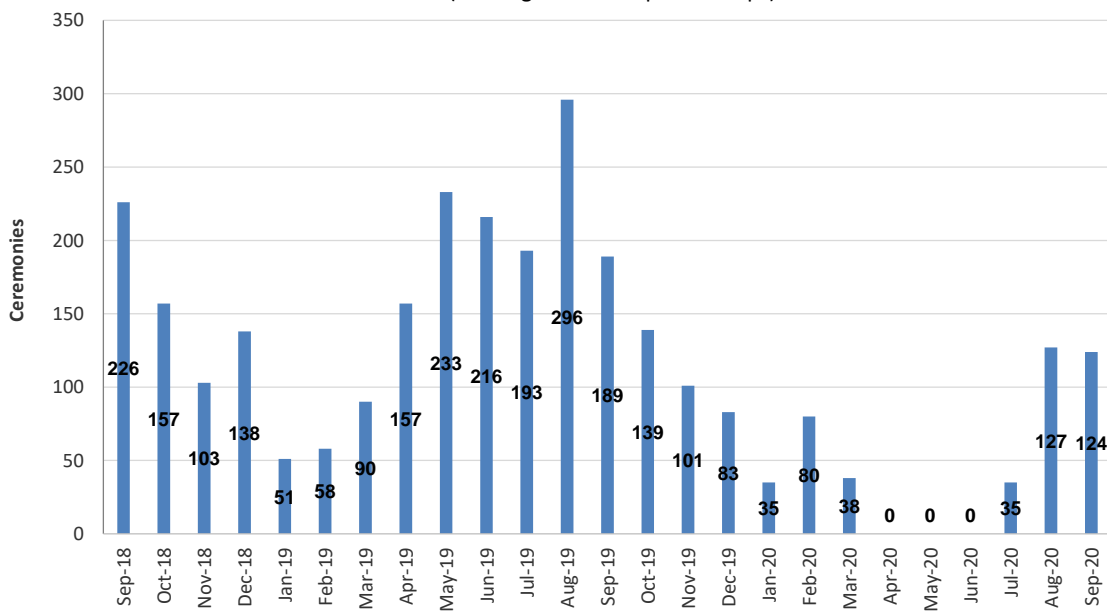
## Registration and Coroner's

### GRAPH

Birth Registration Appointments Within 5 Working Days



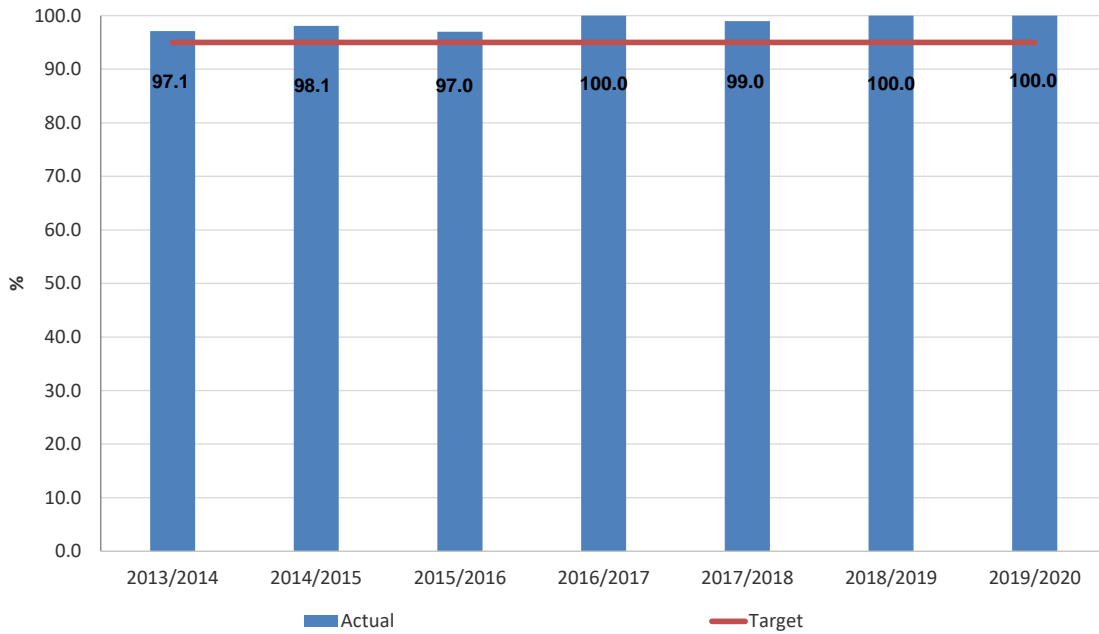
Ceremonies (marriages and civil partnerships)



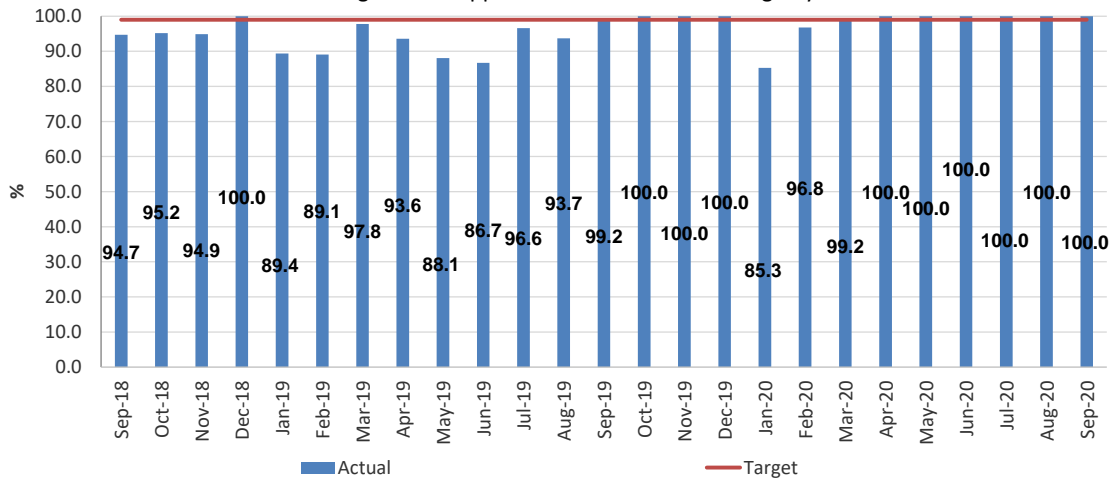
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	No Noticeable Change	In November 2019, two surveys were carried out by the Registration Service to monitor the views of recent users of the service. The first survey focused on civil partnerships, marriage notices, and registering of births and deaths. The second related to requesting copies of various registration certificates. 93% of people rated the service as 'very good', the remaining 7% rating it as 'good'. The overall 100% satisfaction matches 2018/2019's out-turn, although the 'very good' percentage has risen by one percentage point.	The Survey report provides statistical summaries and user feedback, allowing areas for improvement to be identified and worked on during the course of the coming year. However, monitoring of comments received from the public on a day-to-day basis continues and where necessary, responses and actions ensue.	This year's Customer Survey will be undertaken in the autumn. The confirmed result and detailed report will be received in early-2021.
Death registration appointments within 2 working days	Green	Improving	Death-registrations in Quarter 2 were conducted by telephone. Informants booked a telephone appointment. A registrar then called at the chosen time. Forms for funerals were then sent directly to the funeral director, instead of being collected from the registrar. In Quarter 2, nobody had to wait more than two days for an appointment and, at the end of each working day, there was always next-working-day appointment availability.	Registration of deaths continues by phone only until further notice. There are four lines available solely for death and still-birth registrations. Appointments are booked for either the same day the request is received or the next day, provided all required information is supplied. There is always appointment availability, but daily monitoring continues and, in light of the red-rated September out-turn for deaths registered in five days, appointment calendars have been adjusted to increase availability.	General Register Office has indicated the current measures and procedures will remain in force until further notice. Local arrangements and practices will be reviewed in the light of feedback from staff and service users.
Inquests - Average number of weeks to complete	No Status	No Noticeable Change	The latest confirmed figure (13) is that for the 2018 calendar-year figure. It is unchanged from 2017's and is therefore the joint-lowest such figure since 2013's.	Coroner's Service to examine procedures and monitor the recruitment of Coroner's Officers to help reduce timescales for inquests.	2019 data has been delayed due to the Covid-19 pandemic. The indicator will be updated as soon as confirmed information becomes available.

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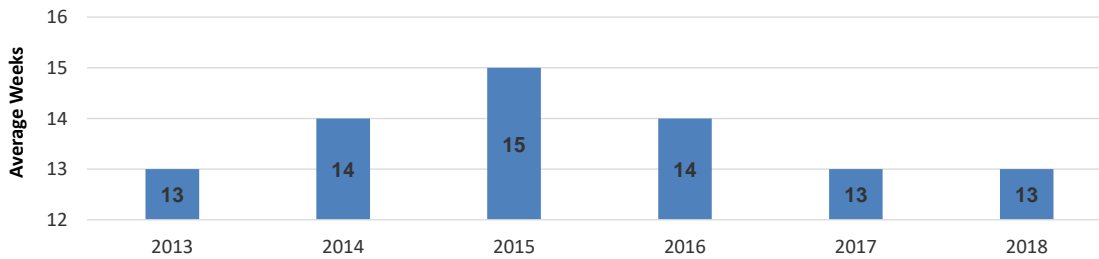
Registration Service - Customer Satisfaction



Death Registration Appointments Within 2 Working Days

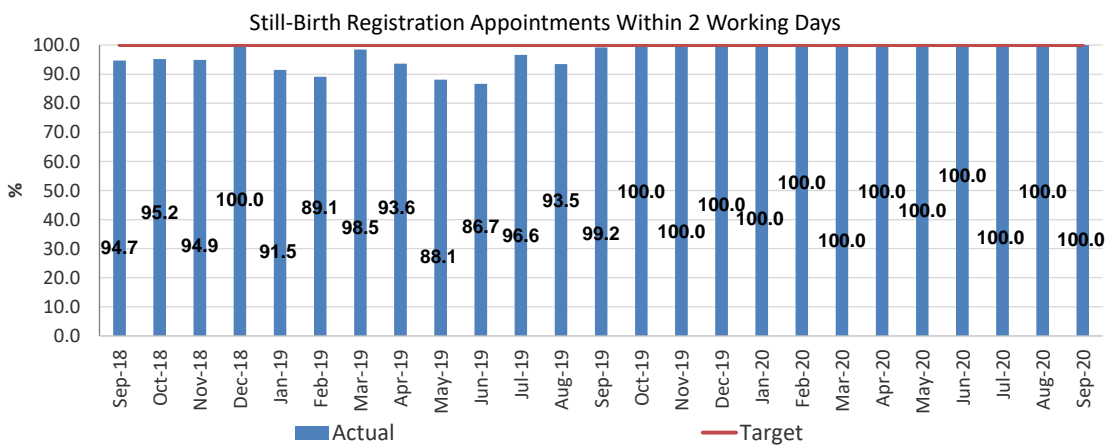
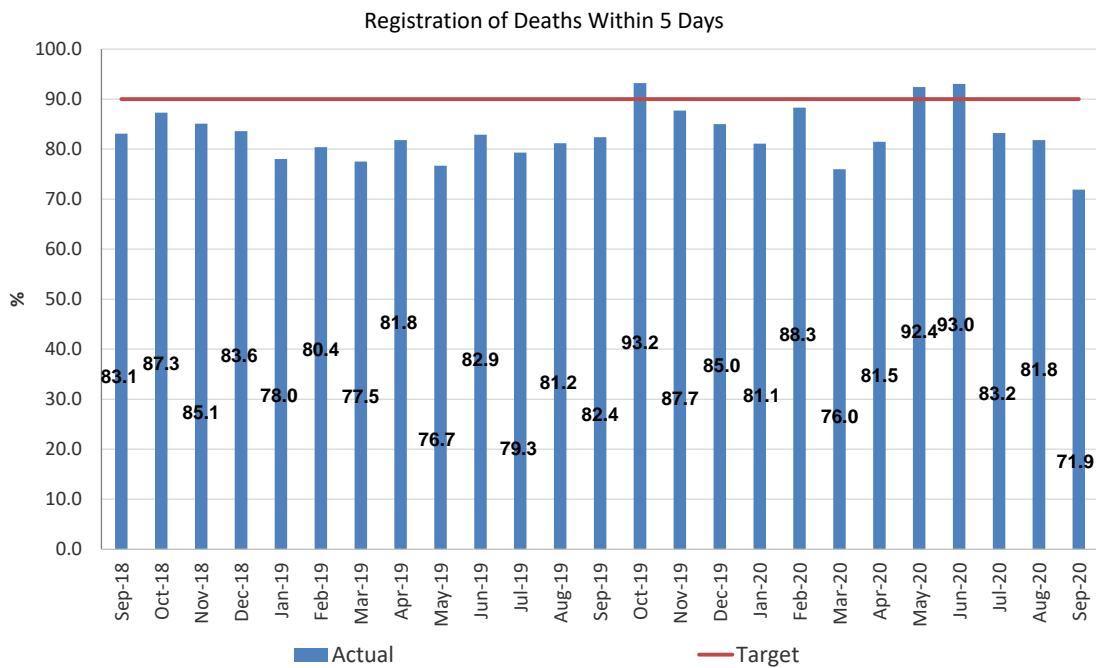
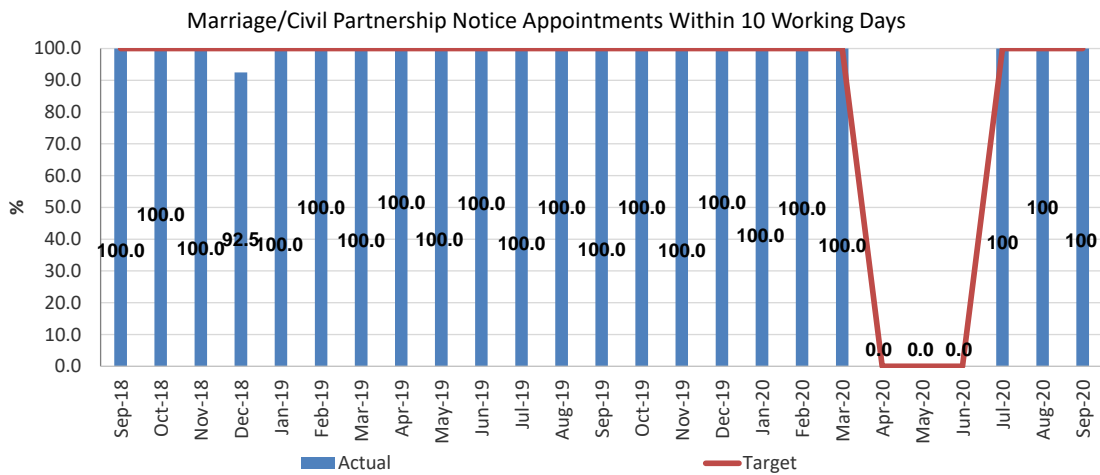


Inquests - Average Number of Weeks to Complete



INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	No Status	No Noticeable Change	Offices that were already taking birth appointments were opened for notice of marriage appointments on 1st July. To cover for reduced appointment-availability at Evesham and Malvern (both co-located in libraries operating reduced opening hours), additional appointment slots were made available at the other offices and appointment availability was monitored daily. Quarter 2 performance was 100%.	Additional appointment slots continue to be made available at all locations to cover for the fact that availability at Malvern and Evesham Registration Offices is restricted slightly, both offices being situated in libraries operating reduced opening hours. Appointment availability continues to be monitored daily.	We will update guidance and web pages to inform residents of how any changes to central government social-distancing measures will affect ceremonies or receptions. Contacting of couples who booked a ceremony prior to the pandemic will continue.
Registration of deaths within 5 days	Red	Deteriorating	The percentage of deaths registered in five days in September was 71.9%, the lowest out-turn since April 2018's 71.6%. Death registrations in September totalled 342, the highest calendar-month total since May's and 86 (33.6%) more than September 2019's 256. September's five-day percentage for the West Midlands region was 80.4%; that for England 72.1%. Local performance in the first six months of 2020/2021 is 83.6% (West Midlands 82%); England 78.4%. Deaths registered in Worcestershire from April to September (2,372) are up 50.3% compared with the local April-to-September average for 2016 to 2019 (1,578).	In the light of the latest out-turn, GP surgeries have been contacted in writing to remind them of the importance of sending in Medical Certificates of Cause of Death in a timely fashion and appointment calendars have been adjusted to make sure there is plenty of availability. Current regulations (in effect since 1st April 2020) enable deaths to be registered by telephone to avoid residents having to travel to meet a registrar. The target of 90% is set by General Register Office (GRO) and makes no allowance for weekend, bank-holiday or any other planned/unplanned closures when calculating this indicator's out-turn, making the target very difficult to achieve.	Monitoring of monthly out-turns to continue as a means of gauging the effectiveness of the measures outlined in 'Current Activity'. All national guidelines in respect of the registration of deaths during the Covid-19 pandemic will be adhered to. Local procedures will be revised if any changes to the guidelines or local reviews make such adaptations necessary. (General Register Office has indicated the current measures and procedures will remain in force until further notice.)
Still-birth registration appointments within 2 working days	Green	Improving	There were no face-to-face still-birth registration appointments during Quarter 2, but as long as the required paperwork was in place, nobody had to wait more than two days for a telephone appointment. In addition, at the end of each working day there was always some appointment availability on the next working day.	Registration of still-births continues to be conducted by telephone until further notice. There are now four telephone lines available solely for death and still-birth registrations. These appointments are booked for either the same day the request is received or the next day, provided all the required information is supplied. There is always appointment availability, but we continue daily monitoring.	General Register Office has indicated the measures and procedures currently operating in respect of registering deaths and still-births will remain in force until further notice. We will, however, review local arrangements and practices in light of any feedback from service users and staff.

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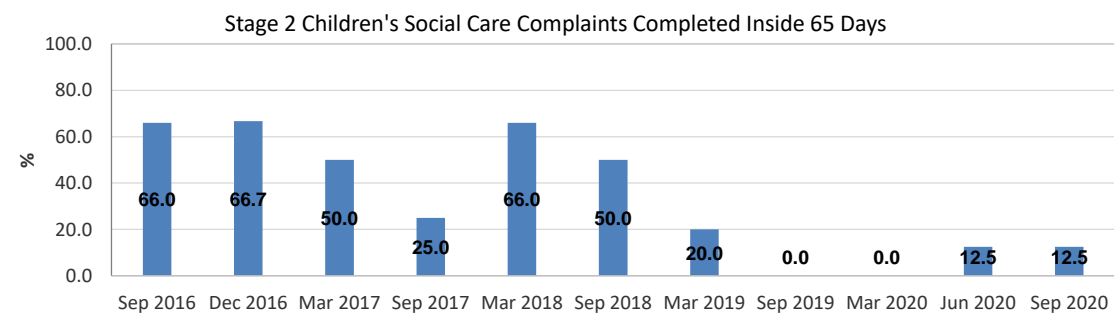
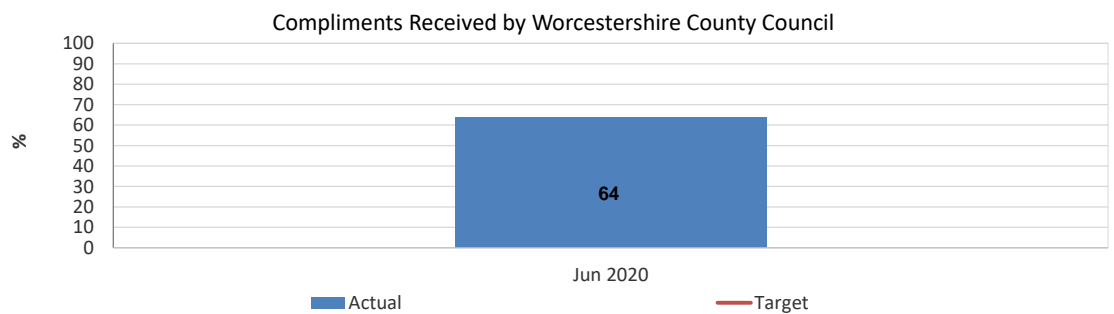
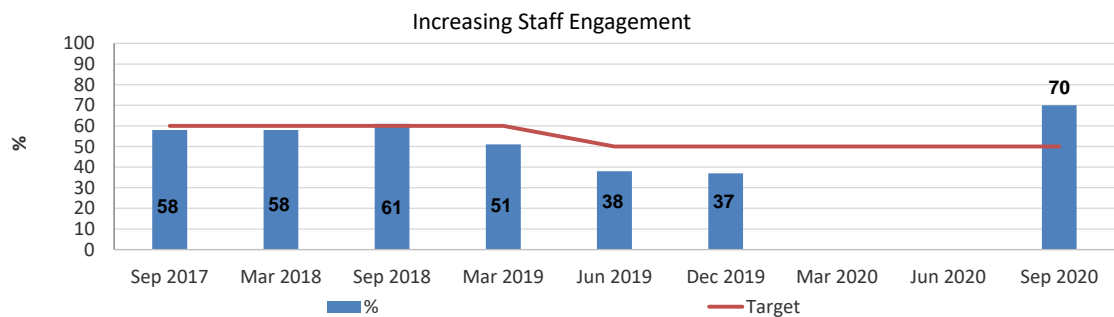
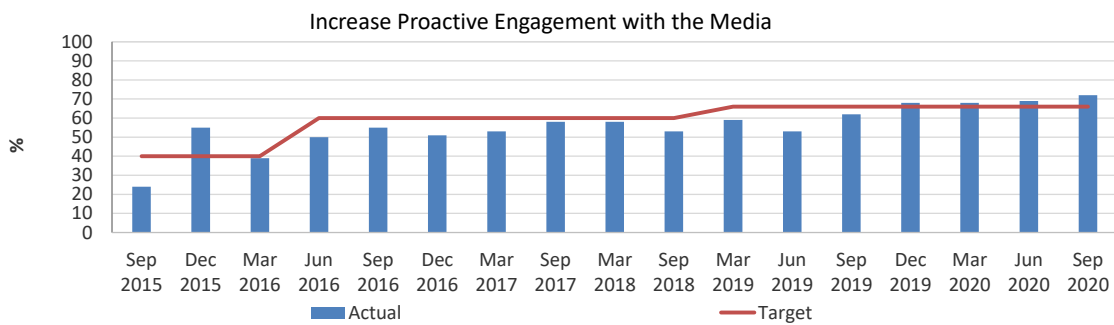
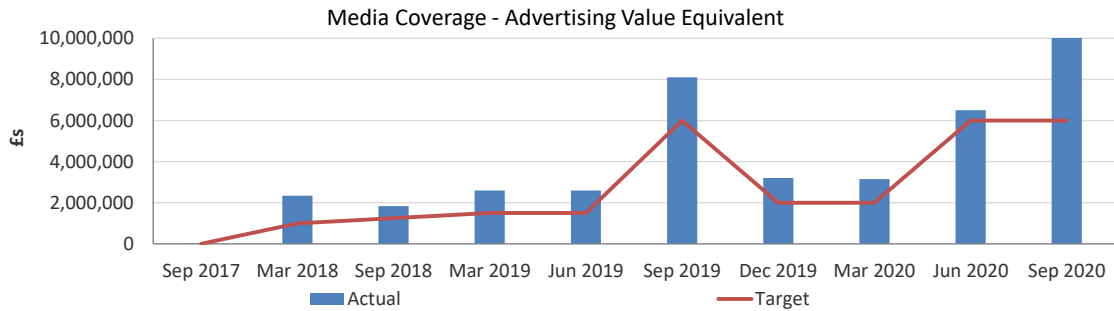
## Communications and Consumer Relations

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Advertising Value Equivalent calculated from media coverage from a basket of external publications	Green	Improving	Delivering well-above-target performance. The value currently stands at £18.5 million. The annual target is £6 million.	Focus on effective media relations and proactive planning.	Proactive media.
Increase proactive engagement with the media	Green	Improving	Performance reached 72% in Q2. The target is now being achieved consistently each quarter.	There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorm, increased planning.	Continued focus on trade media channels.
Increasing staff engagement	Green	Improving	The COVID-19 response meant there no surveys during 2019/2020 Quarter 4 or the April-to-June Quarter of the current financial year. However, there was a 70% response to the Staff Survey held in the second Quarter of 2020/2021.	Sharing Staff Survey outcomes.	Regular all-staff briefings to share progress.
Compliments received	No Status	N/A	New indicator requested by Scrutiny for inclusion in report from 2020/2021 Q1 onwards. In Q1 WCC received a total of 64 compliments.		
Stage 2 Children's Social Care complaints completed inside 65 days	Red	No Noticeable Change	Stage 2 investigations are managed by the Consumer Relations Team. One of the statutory Stage 2 complaints was completed inside 65 days (59 days) and 7 outside the 65 day threshold.	7 complaints completed in more than 65 days (114, 125, 138, 149, 153, 157 and 170 days). Nature of complaints are recorded under set criteria. Nature of complaints include decision making (4), communication (1), staff attitude / behaviour (4).	



## Communications and Consumer Relations

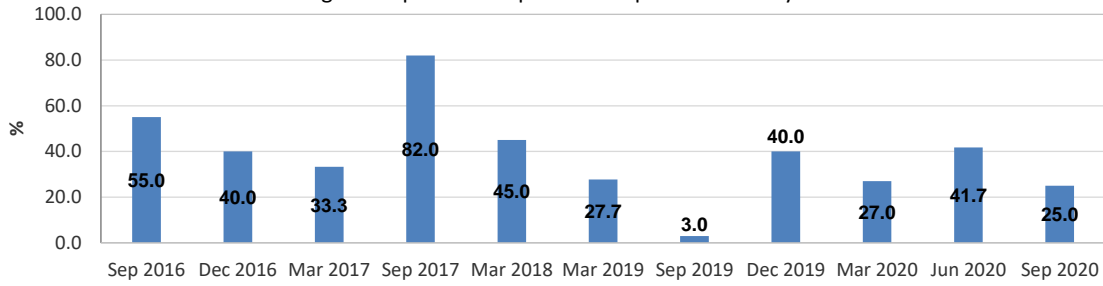
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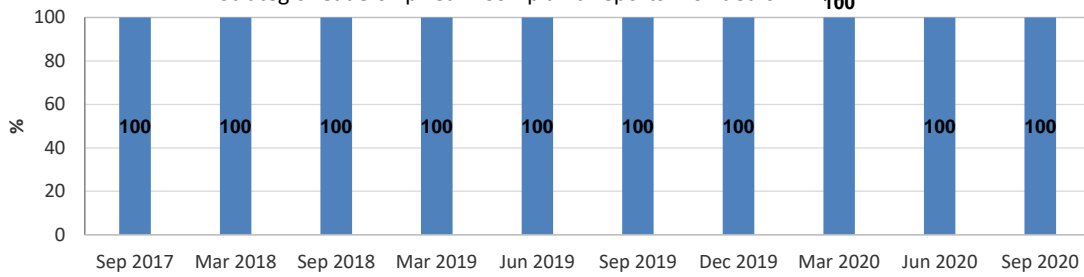
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Stage 2 investigations are managed by the Consumer Relations Team. There has been a deterioration compared with the previous quarter, 2 out of 8 complaints being completed within 25 days. In Quarter 1, 5 (41.7%) of 12 complaints were completed within 25 days.	6 complaints completed in more than 25 days 35, 37, 52, 129, 133, 155 days). The nature of complaints is recorded under set criteria, including decision-making, freedom of information, standard of service, and communications.	Indicator updated at end of Quarters 2 and 4.
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted on time.	N/A	N/A
Traffic across social-media channels	Green	Improving	Well above target.	Consistent and regular social media engagement.	Continue to prioritise community growth.

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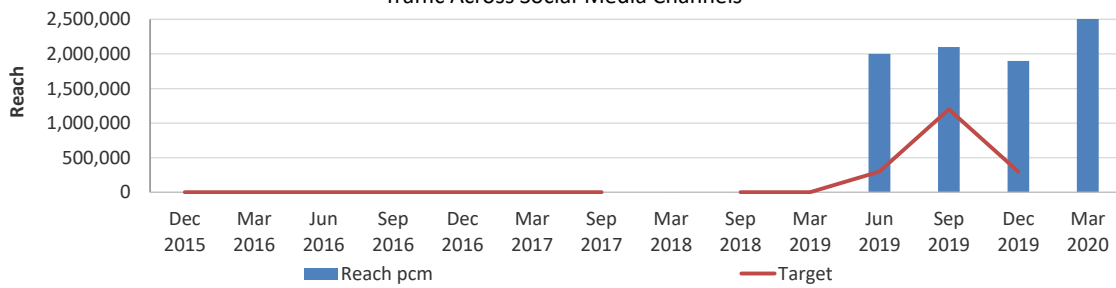
Stage 2 Corporate Complaints Completed in 25 Days



Strategic Leadership Team Complaint Reports Provided on Time



Traffic Across Social-Media Channels



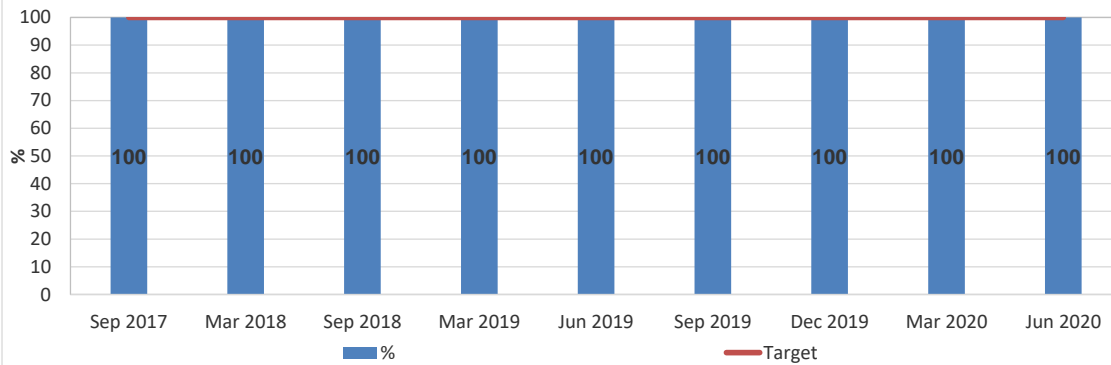
## Management Information Analytics and Research

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
All HR Strategic Leadership Team/ Directorate Leadership Team reports completed on time	Green	No noticeable change	All HR reports have been produced and reported to deadlines and to a high quality.	We continue to seek customer feedback as a means of improving the package of reports we produce for our customers.	A review of the content of the reports will be undertaken in 2020/21 to ensure the reports meet customer requirements.
Balanced Scorecard and Risk Register reported on time	N/A	N/A	No Q1 report to CBB due to pausing of BSC monitoring activity due to COVID-19 Response	BSC monitoring activity continues to be paused due to COVID-19 response	Review performance and risk requirements for remainder of 2020/21
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	Latest performance refers to the 2017/18 customer satisfaction survey, which was completed in July 2018. No 2019 survey.	Reviewing customer feedback and any suggestions for improvements.	Development paused due to COVID-19 response. No survey run in 2020.
Delivery of the Children's Services Improvement Plan	Amber	N/A	All delivered. WCF live on 01/10/2019. No update due until September 2020	Developing KPI framework for SSAs. Review WCF KPIs for changes due to Liquid Logic implementation.	Establish portal for sharing SSA information with WCF. This indicator to be replaced when BSC approach updated - "Performance Management of WCF Contract and WCC SSAs".

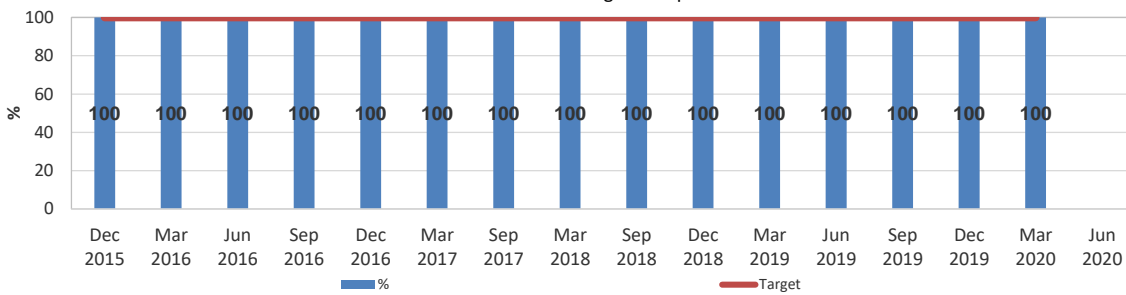
## Management Information Analytics and Research

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Strategic Leadership Team/Directorate Leadership Team Reports Completed on Time



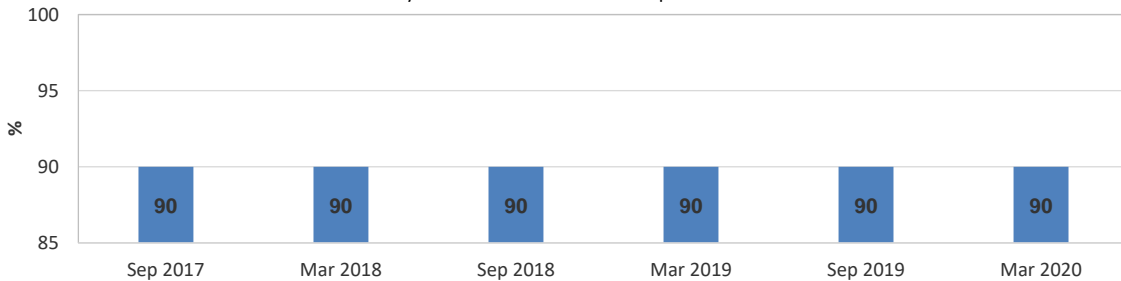
Balanced Scorecard and Risk Register Reported on Time



Customer Satisfaction with Management Information & Analytics team

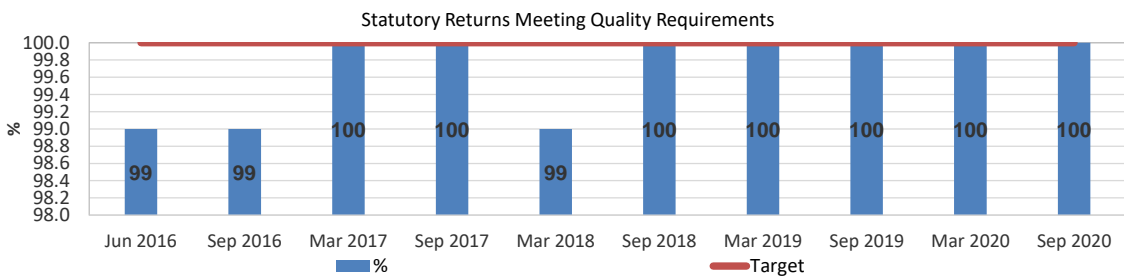
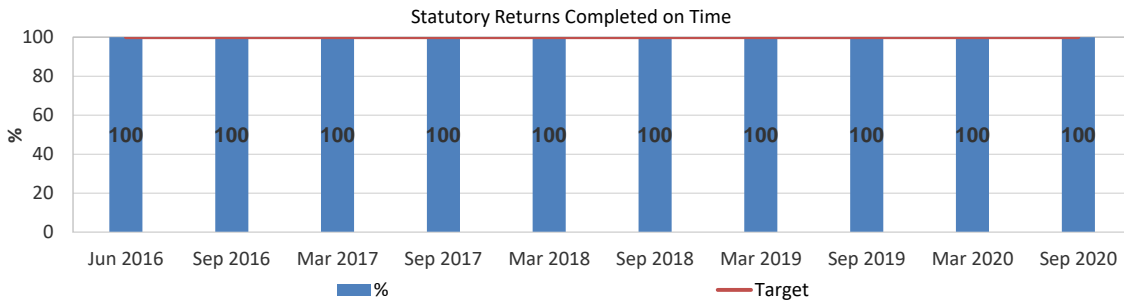
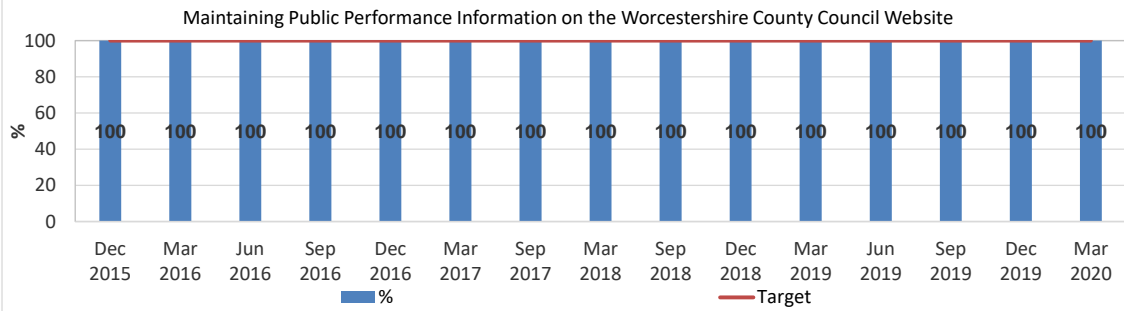


Delivery of the Children's Services Improvement Plan



INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Green	No noticeable change	Latest report on the website is Q2 2019/20.	Q4 monitoring activity paused due to COVID-19 response	Continue to monitor. Indicator updated at end of Quarters 2 and 4.
Statutory returns completed on time	Green	N/A	All returns completed on time or within agreed extension period.	Preparing end-of-Quarter reports.	Continue to monitor. Indicator updated at end of Quarters 2 and 4.
Statutory returns meeting quality requirements	Green	No noticeable change	No issues with returns to date	Preparing Q1 reports for submission.	Continue to monitor. Indicator updated at end of Quarters 2 and 4.

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## HR, ICT and CIMU

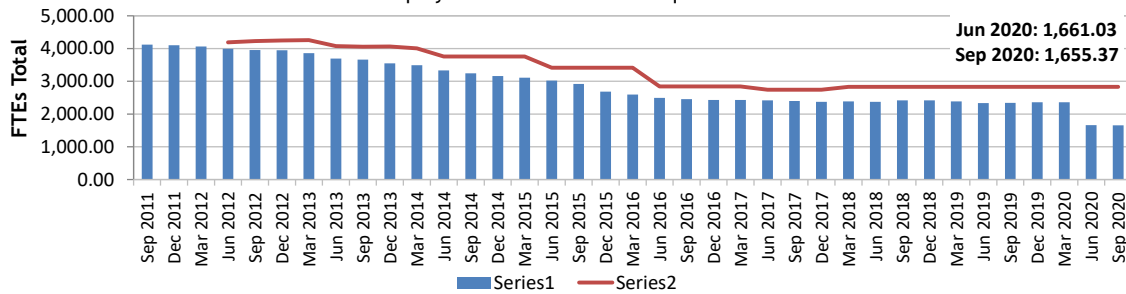
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full-Time Equivalents	N/A	Improving	Number of FTE employees as at 30th September 2020, taken from the iTrent management information system. The current Direction of Travel assessment reflects the fact that the latest figure (1,665.37) is less than the previous one (1,661.03), the percentage change being -0.3%	During 2020/2021, we expect to employ the equivalent of 5,921 full-time equivalent staff (3,564 in schools). This includes the planned reduction in staff numbers as part of efficiency measures, which would include where roles transfer to other providers.	
Sickness Rates	Green	Improving	0.48 average days sick per person [FTE] in the financial year as at the end of Quarter 2. The rating and direction of travel is based on the same period 2019/2020 (4.10), but is also improving relative to the end-of-September figure in 2017/2018.	Monitoring and management of sickness absence.	
Days lost through long- and short-term sickness	N/A	N/A	Long-term absences are those episodes of 21 or more calendar days. Long-term absences in 2020/2021 Quarter 2 (2,276 days) fell 37.9% from 3,667.54 days in 2019/2020 Quarter 2. Short-term absences (526 days) fell 48.3% compared with 1,088.65 days in Quarter 2 of 2019/2020.	Monitoring and management of sickness absence.	
Staff turnover rate	N/A	N/A	Number of leavers in the financial year to date, expressed as a percentage of the workforce.		



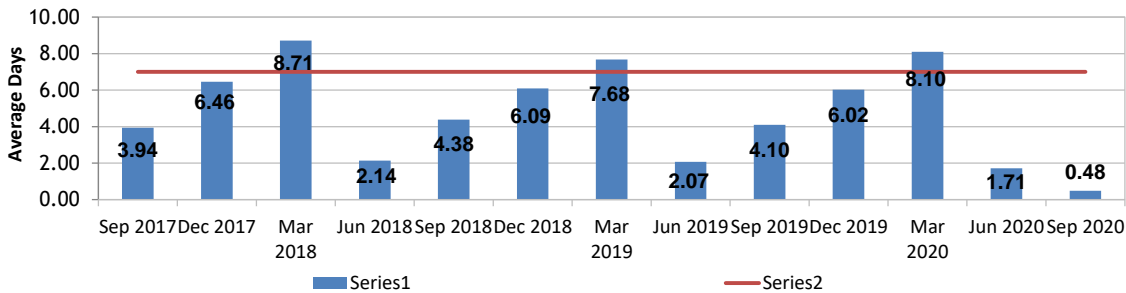
## HR, ICT and CIMU

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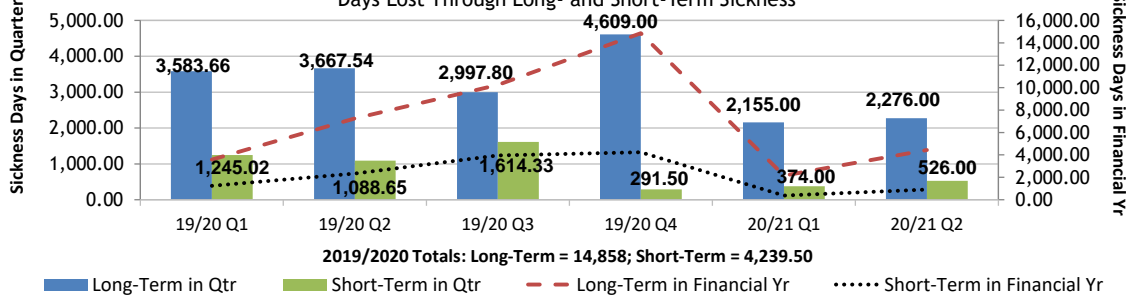
Employees - Actual Full-Time Equivalents



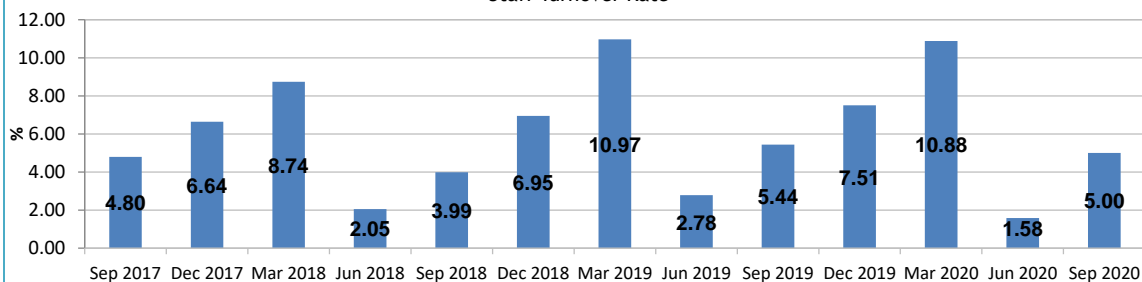
Sickness Rates



Days Lost Through Long- and Short-Term Sickness



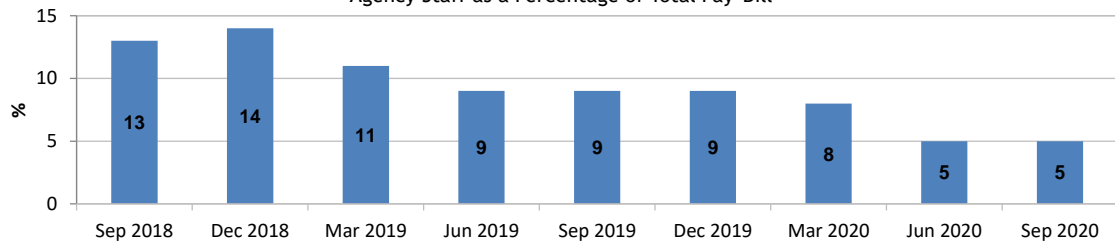
Staff Turnover Rate



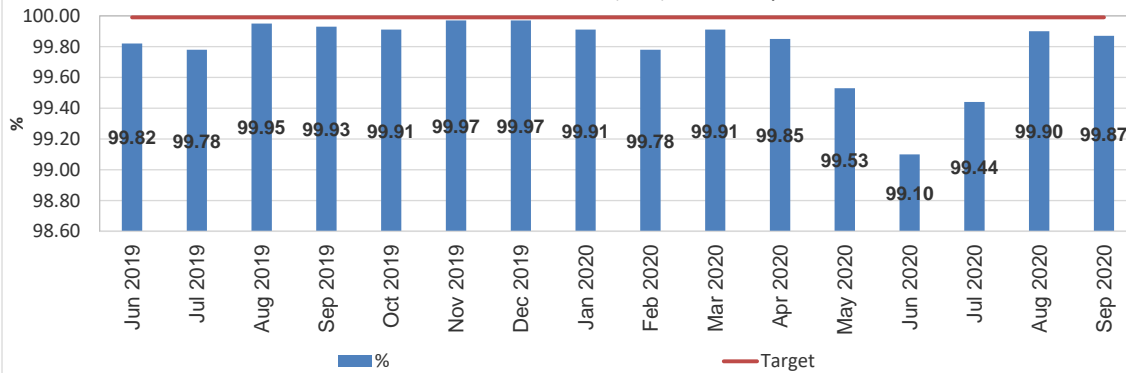
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	No Noticeable Change	Total agency spend at the end of the Quarter, divided by the total pay bill. Effective from 1st October 2019, the calculation for this measure <i>excludes</i> WCF. Figure at end of 2020/2021 Quarter 2 unchanged from end-of-first-Quarter figure.		
ICT - Local Area Network (LAN) Availability	N/A	N/A	Overall availability in the July-to-September Quarter was 99.58%, up compared with 99.48% availability in the preceding three months. Downtime was 1,319 hours and 10 minutes out of an available-hours total of 494,592. July's downtime (950 hours and 32 minutes) equated to 72.1% of the Quarter's overall downtime.	This indicator details the availability of Local Area Network infrastructure across all sites based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via the SolarWinds application. ICT's target is to achieve 99.99% LAN uptime across all sites.	
ICT - Critical Application Availability	N/A	N/A	Performance was above the 99.90% target in July and August, but dipped below it in September. January's out-turn of 99.57% was the previous calendar-month figure to fall below the monthly target of 99.90%.	This PI details systems identified as critical to front line services and their overall availability based on a 24x7x365 business for Social Care, Symphony (the Library management information system), Jadu (Website), Outlook/Exchange (E-mail), and telephony. This includes the critical business applications themselves as well as all underpinning infrastructure required to deliver access to the application. The indicator is calculated by considering total downtime of a critical application for all users which will have an associated Priority 1 incident. ICT target is to achieve 99.90% uptime for all critical applications.	
CIMU - FOI/EIR and SARs	N/A	N/A	This measure covers the timeliness of responses to Freedom of Information requests, the preparation of Environmental Impact Reports, and responses to Subject Access Requests. 2020/2021's percentages are the first to be included in this performance summary. Future updates and commentary will be provided on a quarterly basis.		

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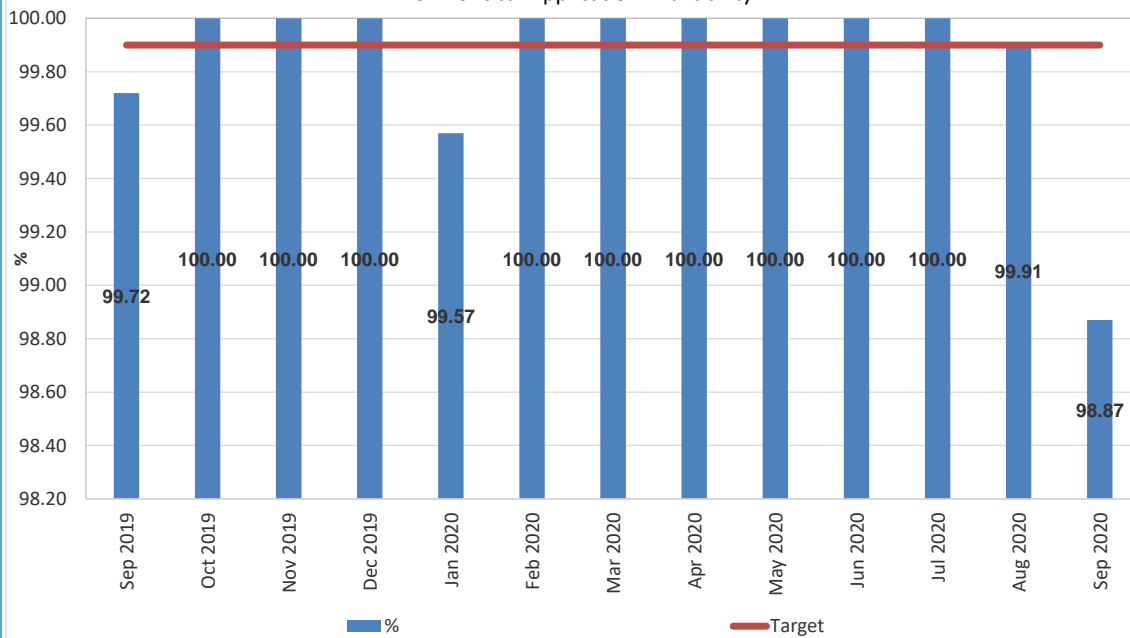
Agency Staff as a Percentage of Total Pay-Bill



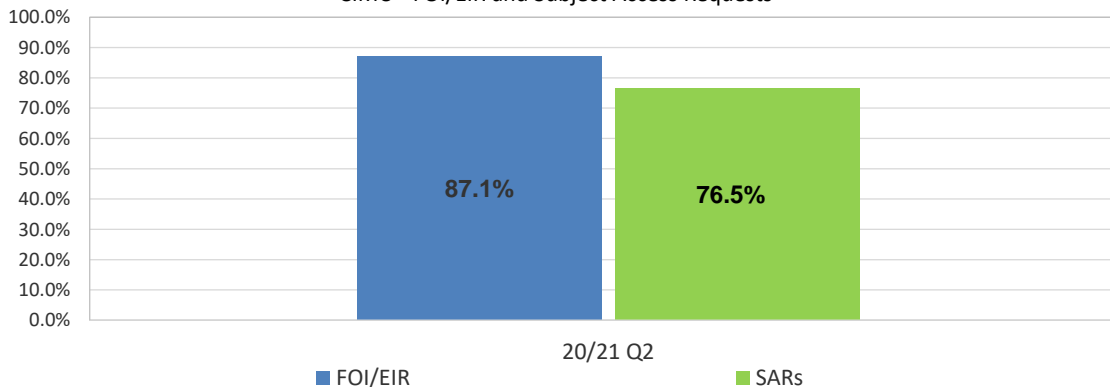
ICT - Local Area Network (LAN) Availability



ICT - Critical Application Availability



CIMU - FOI/EIR and Subject Access Requests



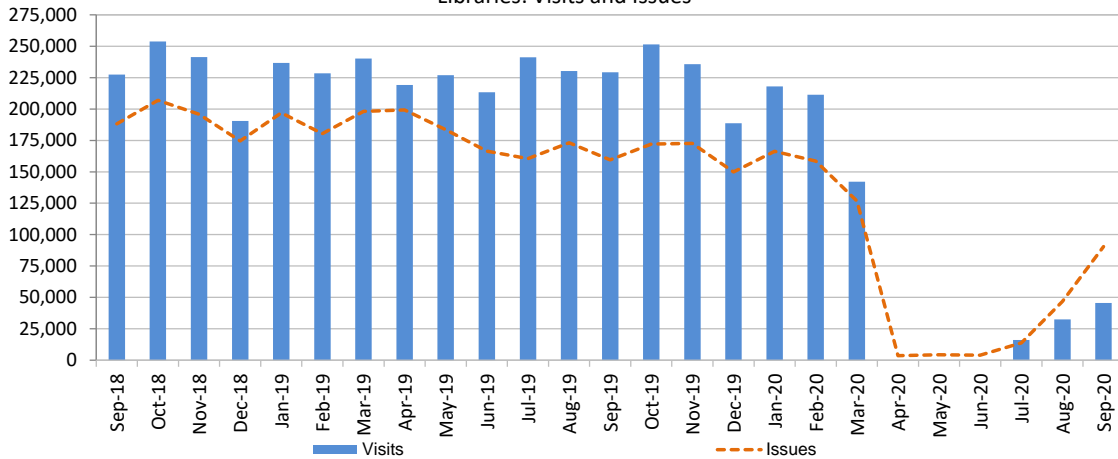
## Communities

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	No Status	Visits - N/A Issues - N/A	All libraries are now open, the phased re-opening programme being completed in mid-September. Libraries' opening hours are reduced compared with their normal hours and they offer time-limited browsing, computer-use, and use of public work/study spaces. September's visits total was 45,511, just under 20% of the September 2019 total of 229,347. Book issues in September totalled 90,523 (September 2019: 159,517).	Daily monitoring of visits, issues, computer usage, and study-table bookings continues. Reporting of availability of popular titles and authors, issues of e-stock, and take-up of on-line services, events, and activities remains in place. A library-by-library upgrade of computers to Windows 10 is currently being undertaken by IT. Libraries Connected reported in late-September that, nationally, library visits were estimated to be about 20% of the levels of twelve months previously.	Libraries will continue to be opened and operated in line with all national and local guidelines relating to the pandemic. On-line events and activities will continue to supplement in-library services. A new opt-in e-mail service will keep members better informed about new library services and plans for the future of the Service itself, as well providing a feedback facility.
Library Issues: E-books, E-audio books, e-magazines	No Status	E-issues increasing	Issues of e-books, e-audiobooks, and e-magazines in the first half of the financial year totalled 96,414, up 107.9% compared with last year's April-to-September total of 46,367 and only 3,511 less than the total for the whole of 2019/2020 (99,925). September's e-issues total of 14,474 was the lowest calendar-month figure of 2020/2021 so far, but it was still 82.9% higher than the September 2019 total of 7,914.	We continue to promote our digital collections and to work with our supplier to expand the range of titles and the number of available copies of already-held titles, although publishers' policies concerning which titles are made available to libraries in electric format is a limiting factor. The County Council website and new Digital Library Hub provide quick links to enable residents who are not already library members to enrol as Digital Members, thereby gaining instant access to our on-line collections.▯	We will continue to monitor e-issues and the number of active users (including new users) as a means of tracking the appeal to residents of our e-collections and the effectiveness of our on-line promotion of them, as well as providing evidence to support any review discussions with our supplier.
Cost per library visit	No Status	No noticeable change	Cost per visit (net expenditure divided by visits) was once a National Indicator. Worcestershire's figure remains below national, regional, and comparator-authority levels. 2018/2019's figure of £1.73 is seven pence less than 2017/2018's figure and is 47.3% lower than the overall figure for all English local authorities (£3.28) and 31.9% lower than the figure for the County Council's Performance Family (£2.54).	Monitoring of visits and net expenditure can be used to provide guide to 2019/2020 out-turn, although the indicator is usually only reported annually once year-end figures have been confirmed.	Comparisons with other local authorities' will be possible upon publication by CIPFA of the 2019/2020 Annual Public Library Statistics, which is likely to be in early-December, although the data-collection process will be affected by the Covid-19 pandemic.

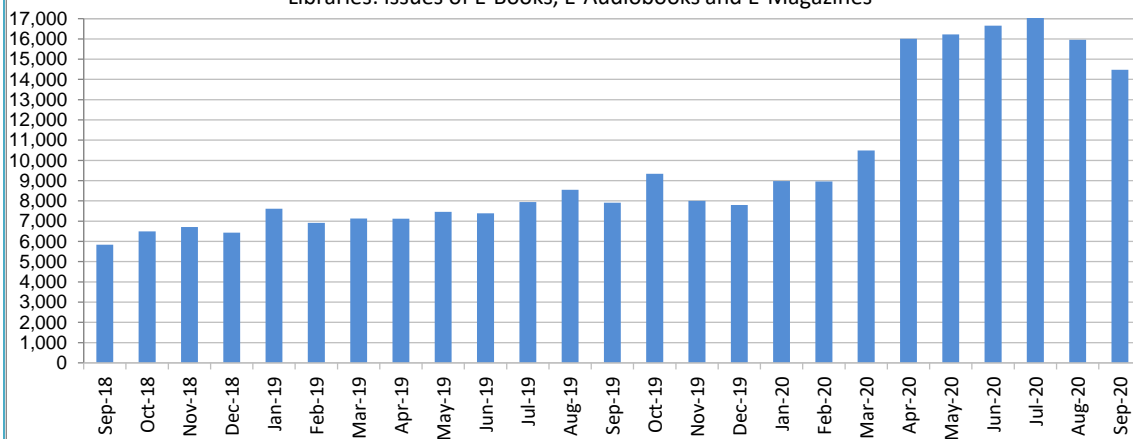
## Communities

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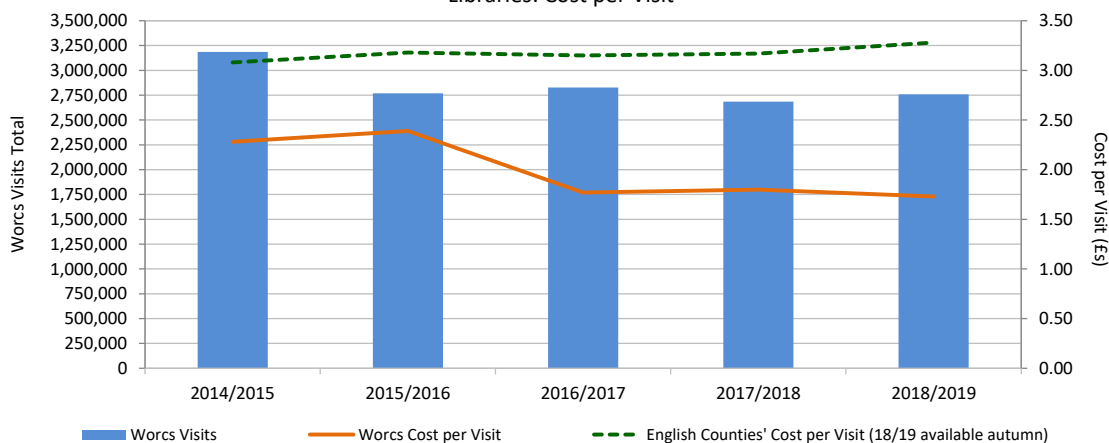
Libraries: Visits and Issues



Libraries: Issues of E-Books, E-Audiobooks and E-Magazines



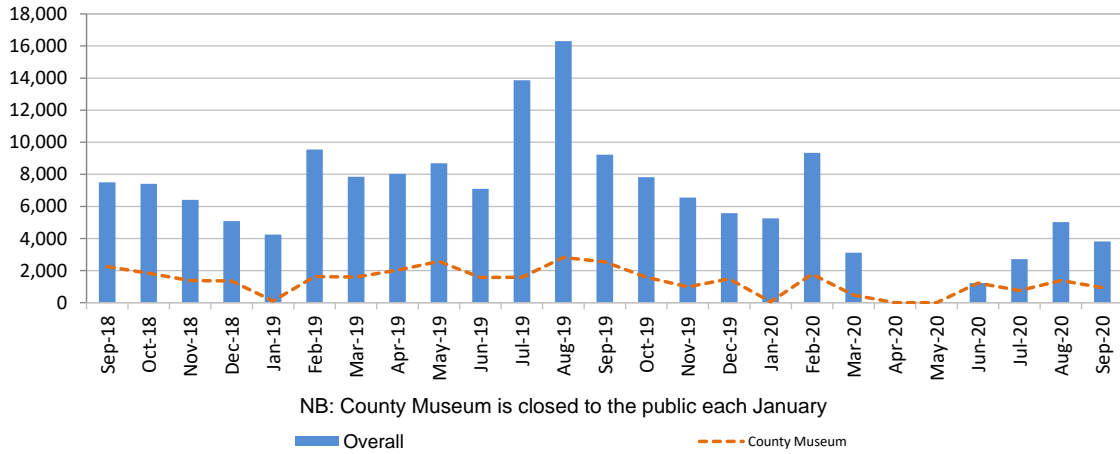
Libraries: Cost per Visit



INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	No Status	N/A	The three museums' visits total in September (3,821) equated to 41.4% of their September 2019 total. Their combined August total of 5,017 was 30.8% of the August 2019 tally. The part of the Hartlebury Castle site run by the Preservation Trust began an extended winter shutdown on 1st September, but County Museum remains fully open and last month had 937 visits, including 570 free admissions on its two Heritage Open Days.	All three museums have exhibitions, half-term Halloween events, and on-line activities that they are publicising. The three sites each enforce a limit on the number of visitors on site at any one time, social-distancing, enhanced cleaning schedules, extra hand-sanitation facilities, pre-planned one-way systems, use of contactless till points and cashless payments only, and screens in place where appropriate. On-line events and activities continue.	Planning of future exhibitions and events will have to take into account government regulations concerning social distancing and there may be some cancellations. The impact that reduced building capacities, no group bookings, and (at The Commandery) the closure of the shop are having on income from admissions and retail sales will continue to be monitored.
Countryside Standards Achieved	Amber	Deteriorating	Standards include health and safety issues, cleanliness, presence of litter, signs and notices, buildings, site furniture, trails, mowing, and availability and suitability of play areas. The percentage of Site Standards met at the end of 2020/2021 declined during Quarter 2 from 86% to 81%. Due to the huge increase in use of sites over the spring and summer, issues related to wear and tear, fly-tipping, and littering have been immense.	Work continues to remedy these issues and the team is getting on top of them now the summer period is over. It is therefore anticipated that the next Quarter will see an improved compliance score.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors.

## GRAPH

Museums Worcestershire: Visits



Countryside Site Standards Achieved

