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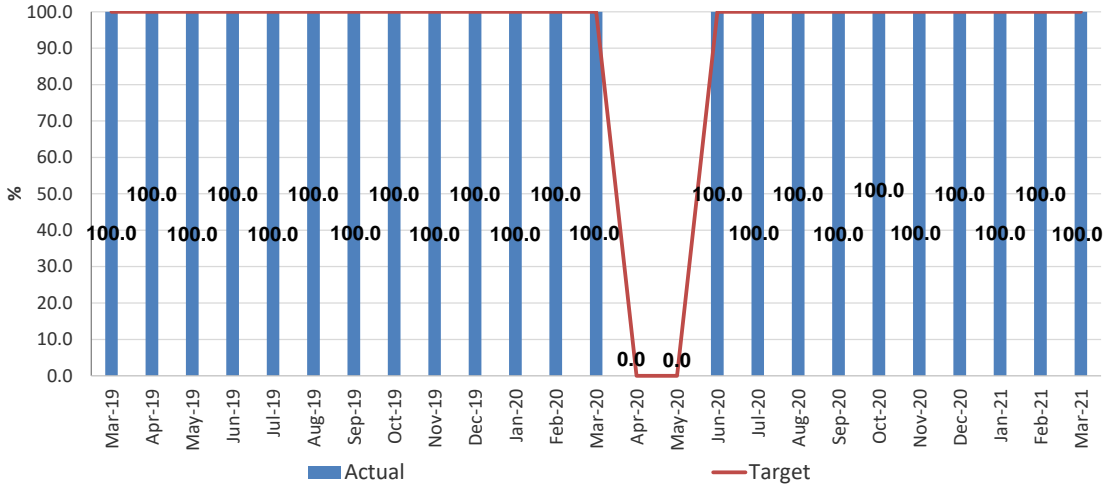
Registration and Coroner's

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	<p>Birth-registrations appointments in February and March were carried out by pre-arranged appointment only, with the focus being on registering children born close to 42 days previously. Additional appointment slots were made available at all locations to cover for the fact that demand was high. Appointment-availability was checked on a daily basis.</p>	<p>The current Covid restrictions and focus on registration of deaths mean demand for birth-registration appointments remains high. Appointments continue to be set up in accordance with birth dates, priority being given to those babies whose date of birth is near to or over 42 days. In order to reduce footfall into the offices and to limit contact with customers, it has been necessary to limit appointments to two per day. There is capacity to book more, hence the out-turn for this indicator remains 100%, indicating full availability.</p>	<p>The service will follow all national guidelines in respect of the registration of births and will keep residents informed of any changes via the website, social media, and local media. Once the current pandemic restrictions are eased, extra opening will be introduced to clear any backlog.</p>
Ceremonies (marriages and civil partnerships)	No Status	N/A	<p>The lockdown regulations in force until 29th March stipulated weddings and civil partnership ceremonies could only take place with up to six people attending (officiating officers not included) and could only take place in exceptional circumstances. From 29th March, ceremonies were no longer limited to exceptional circumstances, but a legal limit of six attendees applied. These restrictions meant that in March there were only four weddings (three at Registration Offices, one at an Approved Premises) and there were no civil partnership ceremonies.</p>	<p>Registration staff are dealing with weddings in date-of-ceremony order. Until at least 12th April, the regulations in place are those that came in on 29th March. Assuming there is no change to the government's 'roadmap' out of the lockdown period, no earlier than 12th April it is envisaged the legal limit for attendees will rise to fifteen.</p>	<p>Ceremonies will be held in line with the timescale laid out by the government on 22nd February. No earlier than 17th May, weddings and receptions will be able to go ahead with up to thirty attendees. It is not planned to remove all restrictions prior to 21st June. The service will keep residents informed of any changes via the website, social media, and local media.</p>

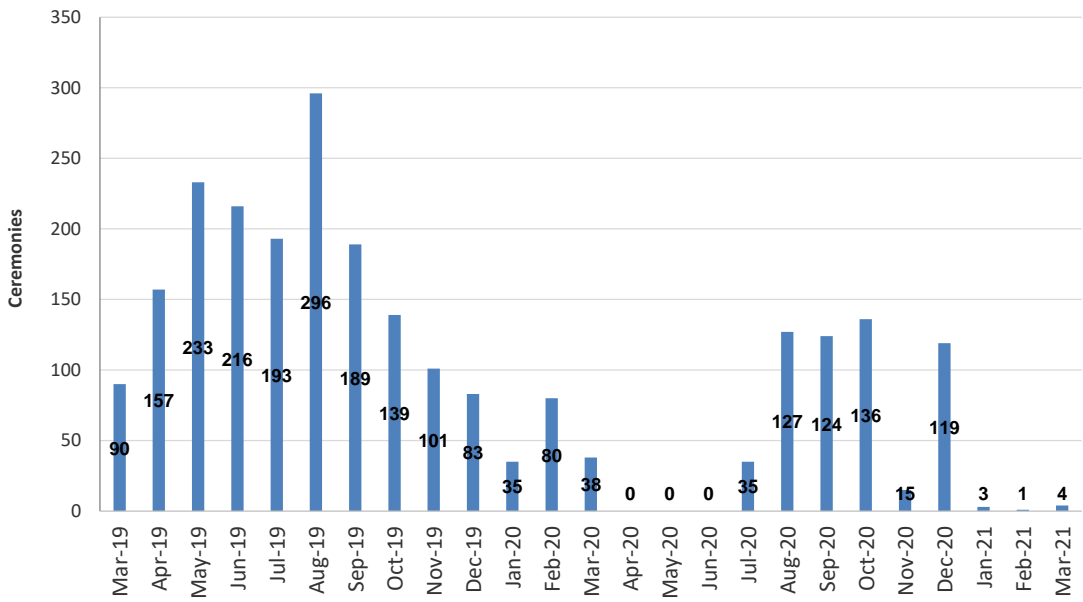
Registration and Coroner's

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Birth Registration Appointments Within 5 Working Days



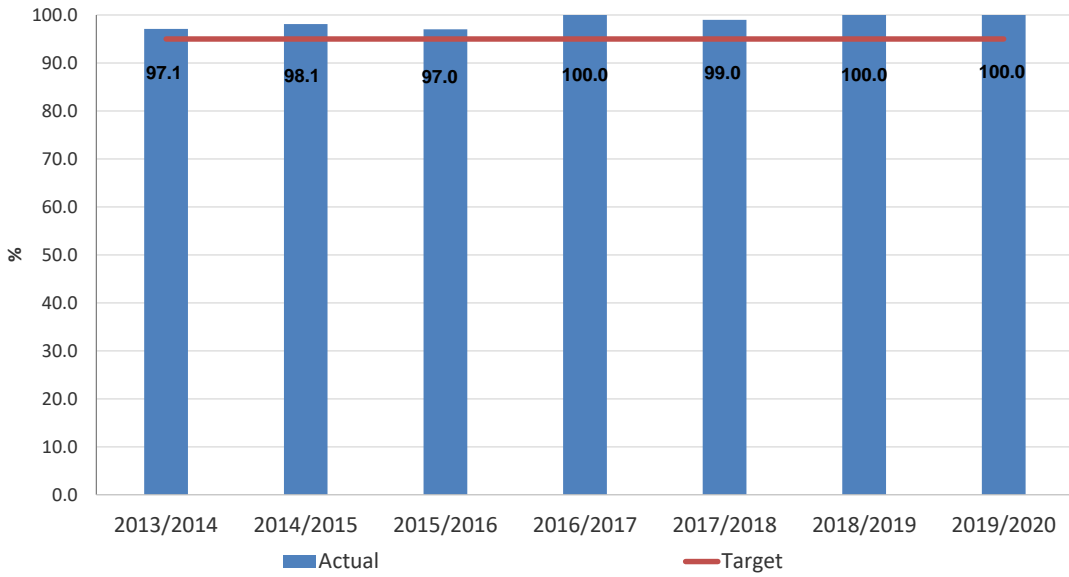
Ceremonies (marriages and civil partnerships)



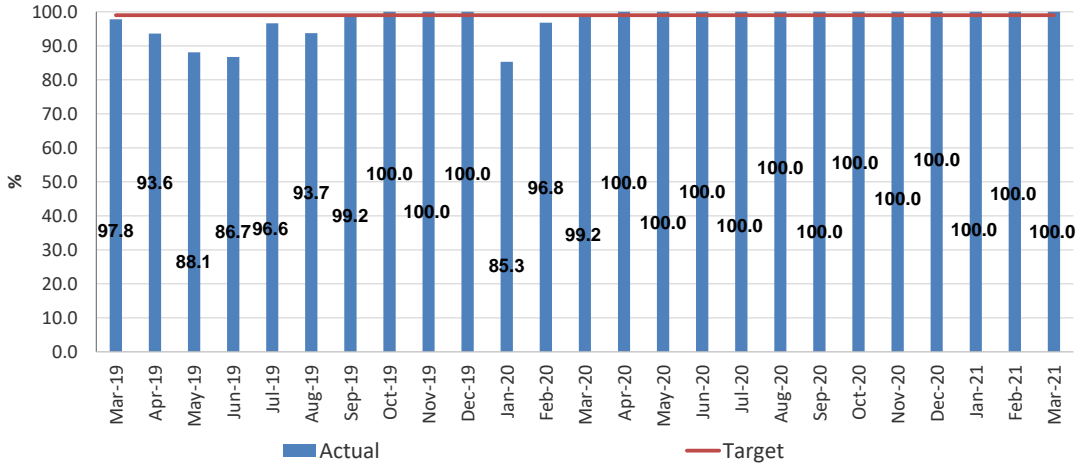
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	No Noticeable Change	<p>It is a General Register Office requirement to undertake an annual user survey, but discretion is being given to Registration Services to judge the best time and method to undertake the 2020/2021 exercise. The intention is to carry out the 2020/2021 Surveys this summer. In the last survey (conducted in November 2019), 93% of people rated the service as 'very good', the remaining 7% rating it as 'good'. The overall 100% satisfaction matches 18/19's out-turn, although the 'very good' percentage has risen by one percentage point.</p>	<p>Each survey 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.</p>	<p>The confirmed result and detailed report will be made available to the public. As in previous years, feedback will inform the Service Plan.</p>
Death registration appointments within 2 working days	Green	No Noticeable Change	<p>The 2020/2021 financial-year out-turn was 100%, there being no instances during any of the twelve months of anyone having to wait more than two days for an appointment and at the end of each working day there was always some appointment-availability on the next working day. Adjustments were made to appointment calendars to increase availability and daily monitoring was in place.</p>	<p>The death-registration arrangements in place for the last few months remain in force. The informant books a telephone appointment. A registrar then calls at the chosen time to register the death. Forms for funerals are then sent directly to the funeral director, instead of being collected from the registrar.</p>	<p>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 any further central government and General Register Office guidance and feedback from staff and service users.</p>

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Registration Service - Customer Satisfaction



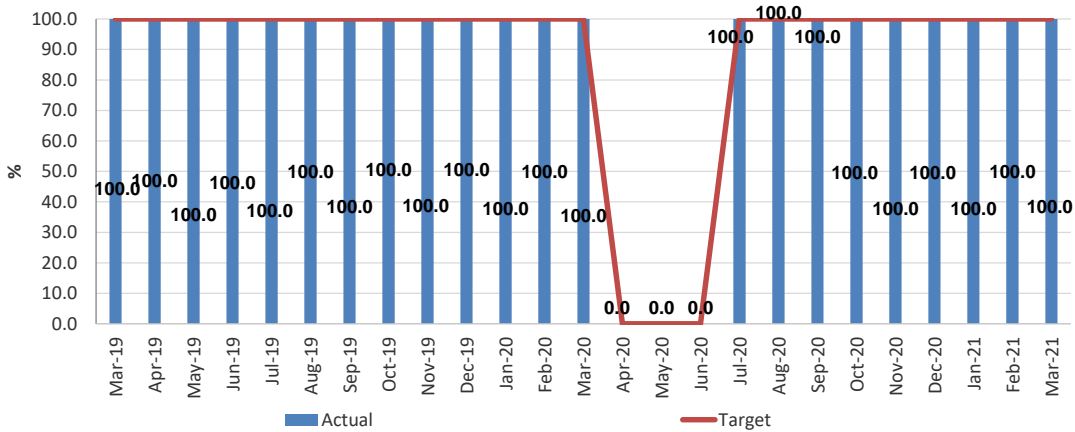
Death Registration Appointments Within 2 Working Days



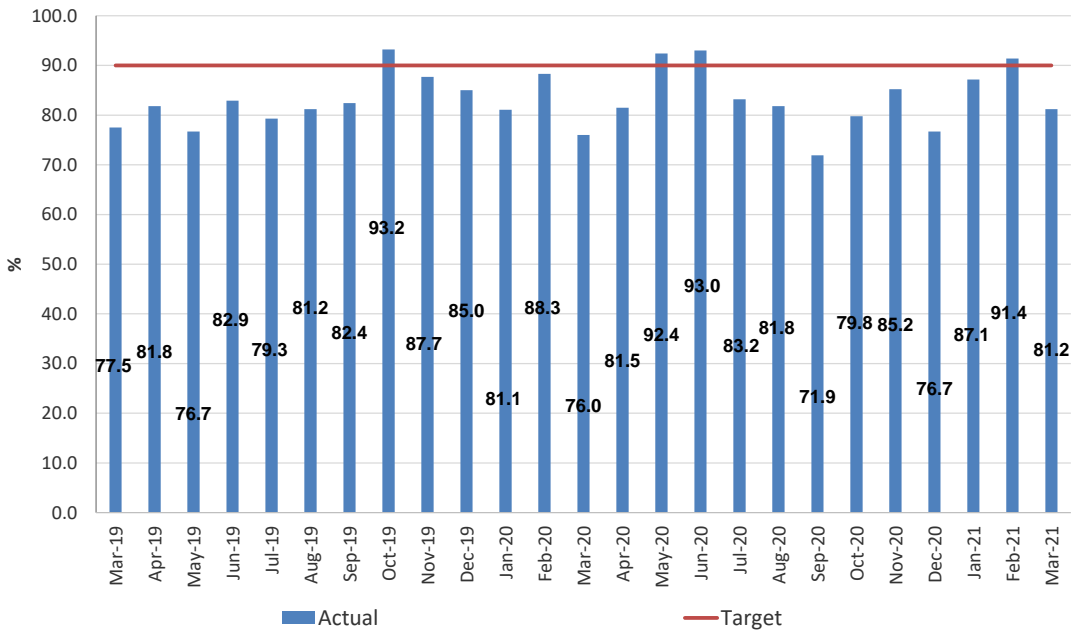
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	No Status	No Noticeable Change	Until 29th March (when the 'exceptional circumstances' restriction was relaxed), all recent months' notices of marriage/civil partnership appointments involved couples deemed to have exceptional reasons for their ceremony to proceed. Daily monitoring of appointments helped to ensure there was 100% appointment availability.	The relaxation from 29th March of the 'exceptional circumstances' element of the government guidance means more partnership requests are being received. Notice appointments are being made, but to reduce footfall into the offices and to limit contact with customers, such appointments are restricted to two per day. (Capacity to book more is available.) Appointment priority is with couples who have submitted an on-line enquiry form and they are being prioritised according to ceremony date.	We will update guidance and web pages to inform residents of how any subsequent changes to central government social-distancing measures will affect the staging of ceremonies or receptions.
Registration of deaths within 5 days	Red	Deteriorating	Local performance for the 2020/2021 financial year was 83.8%, higher than 2019/2020's figure of 83.2% and above the 2020/2021 percentages for West Midlands (80.8%) and England (75.8%). The number of registered deaths covered by this indicator in Worcestershire in the 2020/2021 financial year was 5,011, an increase of 32.7% compared with 2019/2020's 3,011. The end-of-financial-year deaths-registered total for West Midlands' (46,675) was also 32.7% higher than in 2019/2020; the all-England total (456,803) represented a 28.8% increase.	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. During the 2020/2021 financial year, 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. Appointment calendars have been adjusted to make sure there is plenty of availability.	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	No Noticeable Change	There were no face-to-face still-birth registration appointments during Quarter 4, 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.	The suspension of face-to-face still-birth registrations previously imposed by General Register Office (GRO) remains in force. Telephone appointments are being booked for either the same day the request is received or the next day, provided all the required information is supplied. Daily monitoring of appointment calendars is also in place.	General Register Office (GRO) 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 central government and/or GRO guidance and feedback from service users and staff.

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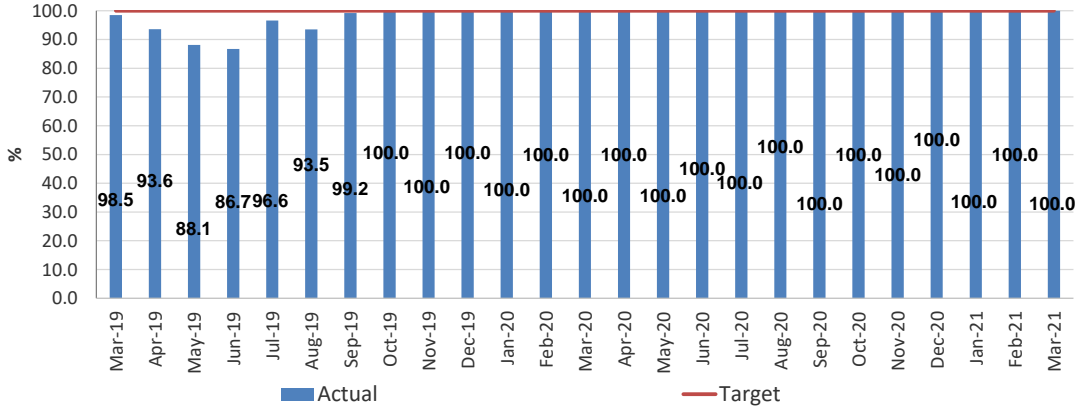
Marriage/Civil Partnership Notice Appointments Within 10 Working Days



Registration of Deaths Within 5 Days



Still-Birth Registration Appointments Within 2 Working Days



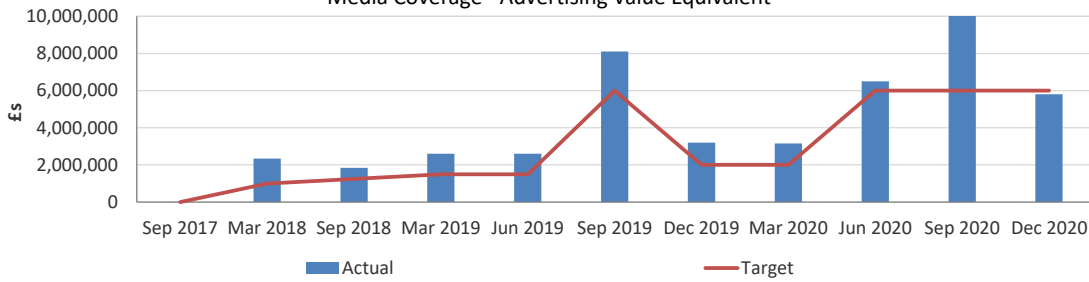
Communications and Consumer Relations

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	The latest-available information relates to Quarter 3. Delivery is well-above-target performance. The value for Quarter 3 was £5.8 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 58% in 2020/2021 Quarter 4, which is slightly below target. Proactive releases were limited from March due to Purdah.	There is an emphasis on proactivity to showcase the County Council. Daily focus, weekly creative brainstorming, increased planning.	Continued focus on all media channels.
Increasing staff engagement	Green	Improving	The COVID-19 response meant there were no surveys during 2020/2021 Quarter 4. There was, however, an above-target 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. Big Conversation around Workforce strategy.
Compliments received	No Status	N/A	The latest-available figure is that for Quarter 4 of 2020/21, during which time WCC received 95 compliments, similar to the previous quarter (98)		
Stage 2 Children's Social Care complaints completed inside 65 days	Red	Improving	December is the most recent update for this indicator. Stage 2 investigations are managed by the Consumer Relations Team. One of the statutory Stage 2 complaints was completed inside 65 days and 2 outside the 65 day threshold.	<ul style="list-style-type: none"> •Complainants took almost 2 months to agree and return their Record of Complaint (107-day investigation); •None of the Social Workers complained about still worked for the authority and the investigators were therefore unable to verify facts and events with them, instead having to rely on case notes and senior managers recollections (104-day investigation) 	

Communications and Consumer Relations

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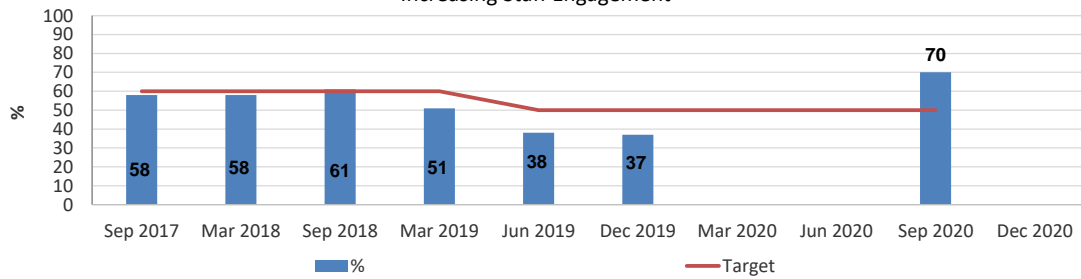
Media Coverage - Advertising Value Equivalent



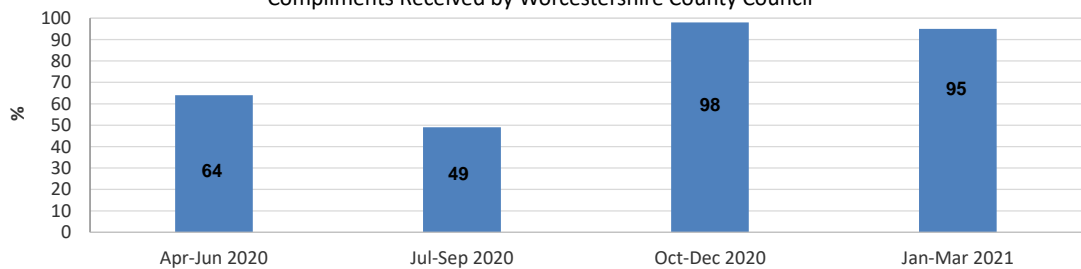
Increase Proactive Engagement with the Media



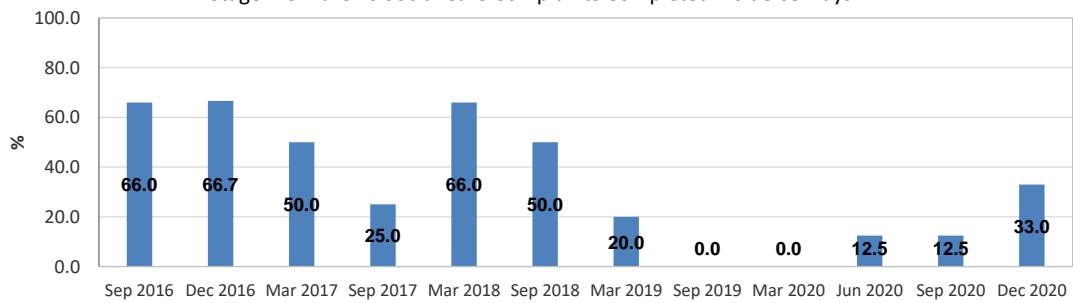
Increasing Staff Engagement



Compliments Received by Worcestershire County Council



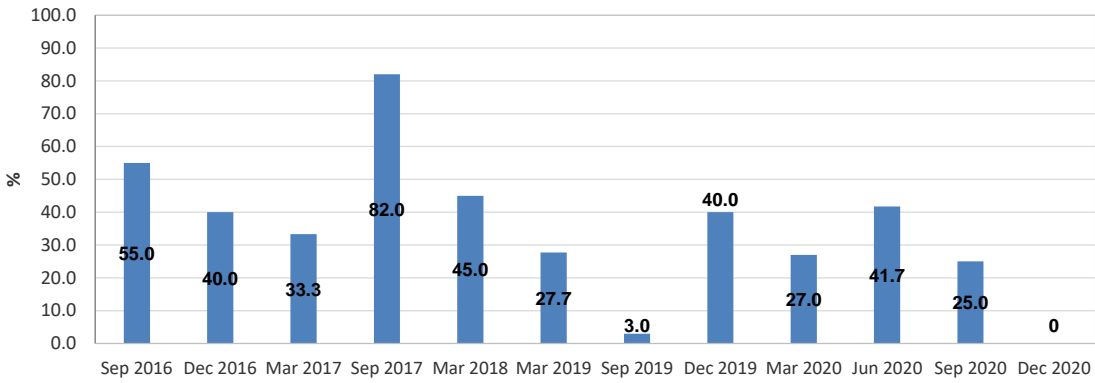
Stage 2 Children's Social Care Complaints Completed Inside 65 Days



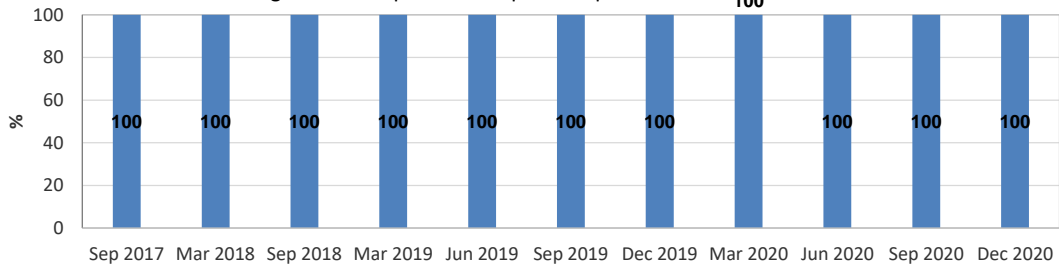
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Stage 2 investigations are managed by the Consumer Relations Team. December 2020 is the most recent update for this indicator. There was a deterioration from Quarter 2, with 0 out of 8 complaints completed within 25 days. In Quarter 2, 2 out of 8 complaints were completed in 25 days.	The corporate ones are mixed - 216 days - the report sat with E&I from March to Dec waiting to be signed off and sent out, 123 days the complainant added to the complaint, amended their record of complaint, failed to attend a meeting and the investigation was closed and then re-opened, 151 days the report again sat with E&I from Oct to Dec waiting to go out, 171 days info required from 2 schools which were closed for the summer holidays and 174 days was a huge Fol review.	Indicator updated at end of Quarters 2 and 4.
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	The most recent update for this indicator is that for December 2020, at which point all reports had been submitted on time.	N/A	N/A
Traffic across social-media channels	Green	Improving	This indicator continues to be well above target. The indicator was not reported during the height of the pandemic.	Consistent and regular social media engagement.	Continue to prioritise community growth.

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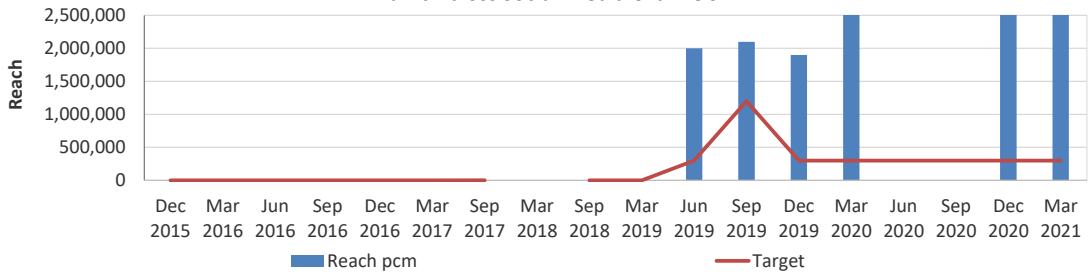
Stage 2 Corporate Complaints Completed in 25 Days



Strategic Leadership Team Complaint Reports Provided on Time



Traffic Across Social-Media Channels



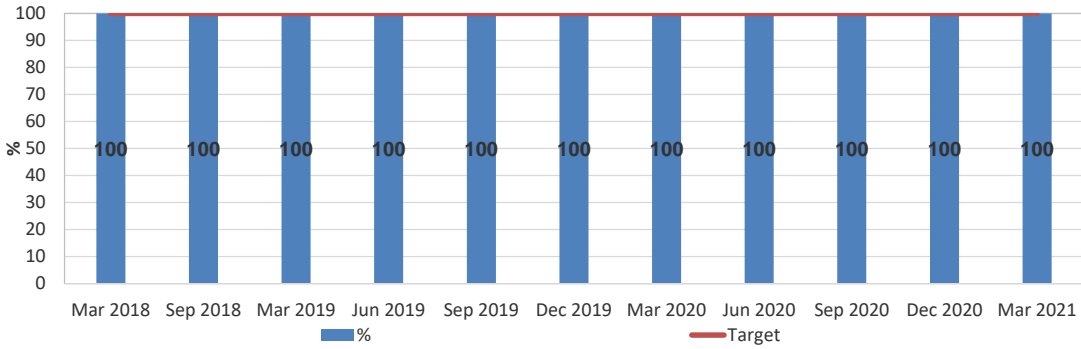
Management Information Analytics and Research

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	March 2020 is the latest formal update of the BSC. BSC and Risk register updates were paused due to COVID-19 response requirements.	A 2020/21 end of year performance summary is being drafted.	New risk and performance management approaches are in development and will go live during 2021/22.
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	July 2018 is the latest update, with performance referring to the 2017/2018 customer satisfaction survey undertaken that month. No 2019 or 2020 survey.	Reviewing customer feedback and any suggestions for improvements.	Development paused due to COVID-19 response. No survey run in 2020. Customer feedback approach under review across all corporate services for implementation into new performance management framework.

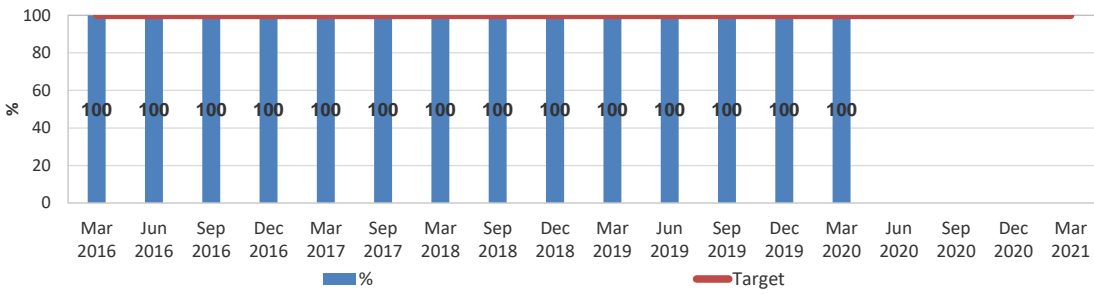
Management Information Analytics and Research

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Strategic Leadership Team/Directorate Leadership Team Reports Completed on Time



Balanced Scorecard and Risk Register Reported on Time



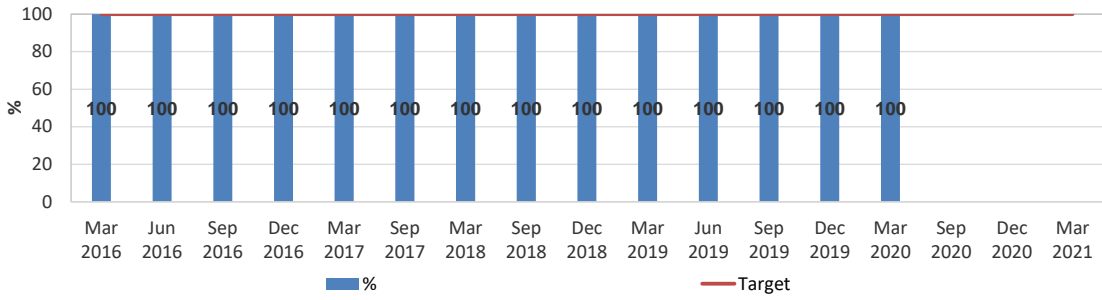
Customer Satisfaction with Management Information & Analytics team



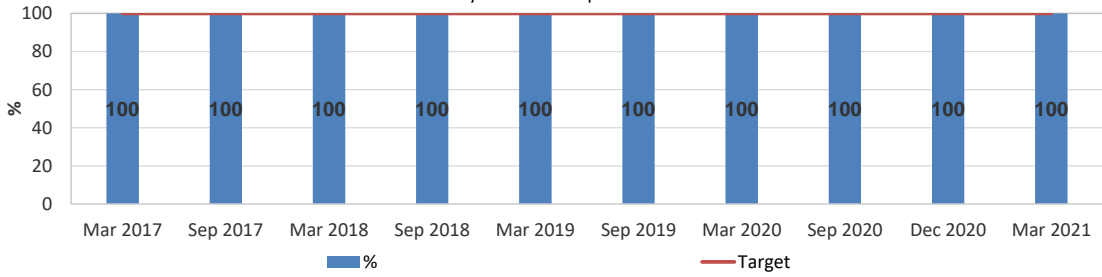
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Maintain the public performance information on the Worcestershire County Council Website - published every six months	Green	No noticeable change	March 2020 is the latest update for this indicator, normally updated at the end of Quarters 2 and 4 to reflect updates on the County Council website. The latest website post is 2019/2020 Quarter 2 (no updates for 2019/2020 Quarter 4, 2020/2021 Quarter 2 or 2020/21 Quarter 4 due to the COVID-19 response). Balanced scorecard closedown report	Continue to monitor indicators and report to officers and Members as required.	New performance management approaches are in development and will go live during 2021/22, including development of external facing performance summary (observatory).
Statutory returns completed on time	Green	N/A	All returns completed on time or within agreed extension period.	We are working with DfE and schools to understand upcoming statutory reporting requirements for education in light of COVID-19 guidance.	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	We are working with DfE and schools to understand upcoming statutory reporting requirements for education in light of COVID-19 guidance.	Continue to monitor. Indicator updated at end of Quarters 2 and 4.

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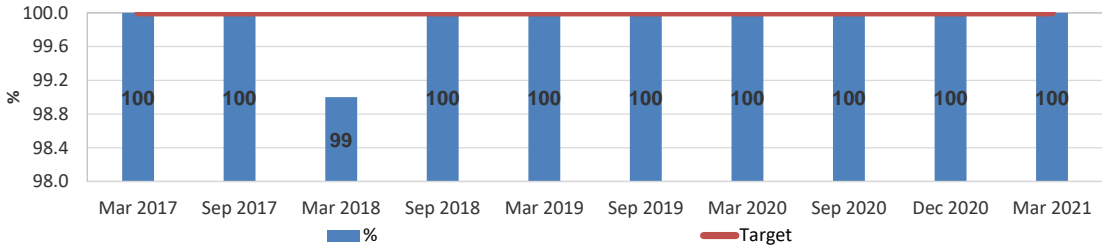
Maintaining Public Performance Information on the Worcestershire County Council Website



Statutory Returns Completed on Time



Statutory Returns Meeting Quality Requirements



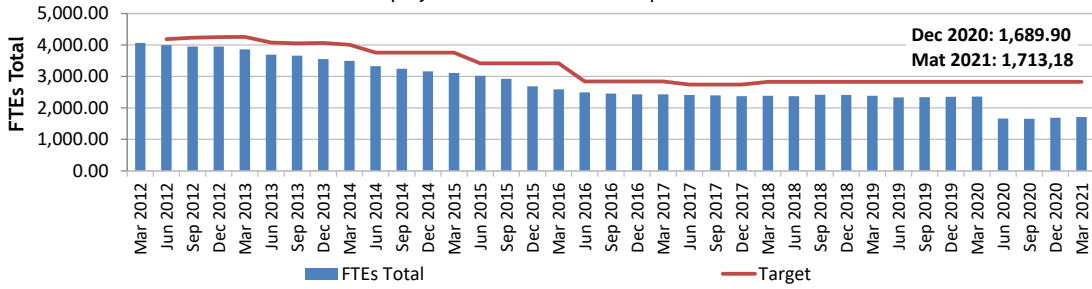
HR, ICT and CIMU

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full-Time Equivalents	N/A	Increasing	The FTE figure on 31st March (from the iTrent management information system) was 1,713.18, up 1.4% from 1,689.90 on 31st December. Changes in headcount from Quarter to Quarter will always reflect some of the initiatives we have at any one time (e.g. TUPE in/out, recruitment drives).	Confirmed data for each Quarter is normally available towards the end of the first month of the following Quarter.	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	At the end of Quarter 4 of 2020/2021, there had been an average of 6.00 days sick per person [FTE] in the financial year, down from 8.10 at the end of 2019/2020, hence the rating and direction of travel.	Monitoring and management of sickness absence continues. Confirmed data for each Quarter is normally available towards the end of the first month of the following Quarter.	
Days lost through long- and short-term sickness	N/A	N/A	Long-term absences are episodes of 21 or more calendar days. The latest-available complete-Quarter figures (Quarter 4's) show long-term absences (932 days) fell 79.8% from 4,609 days in 2019/2020 Quarter 4. Short-term absences (513 days) rose 76% from 291.5 days in Quarter 4 of 2019/2020.	Monitoring and management of sickness absence continues. Confirmed data for each Quarter is normally available towards the end of the first month of the following Quarter.	
Staff turnover rate	N/A	N/A	Number of leavers in the 2020/2021 financial year, expressed as a percentage of the workforce. The latest figure is 7.03%, up from 4.76% at the end of December. At the end of 2019/2020, the equivalent percentage was 10.88%.		

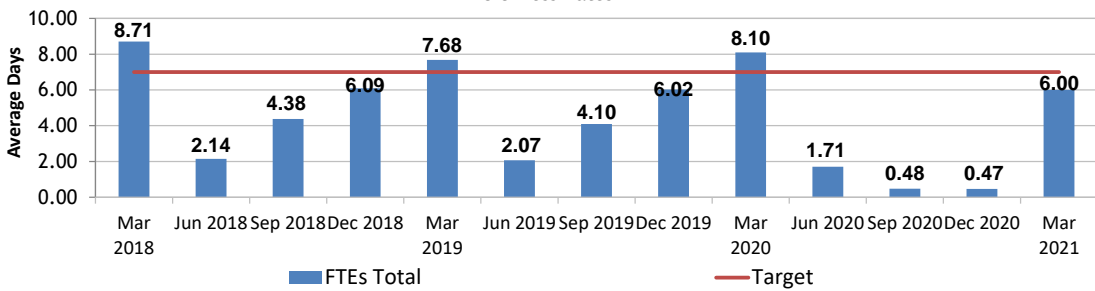
HR, ICT and CIMU

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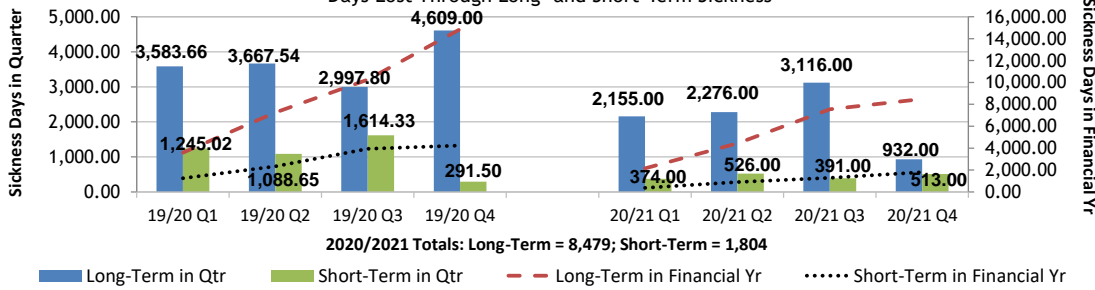
Employees - Actual Full-Time Equivalents



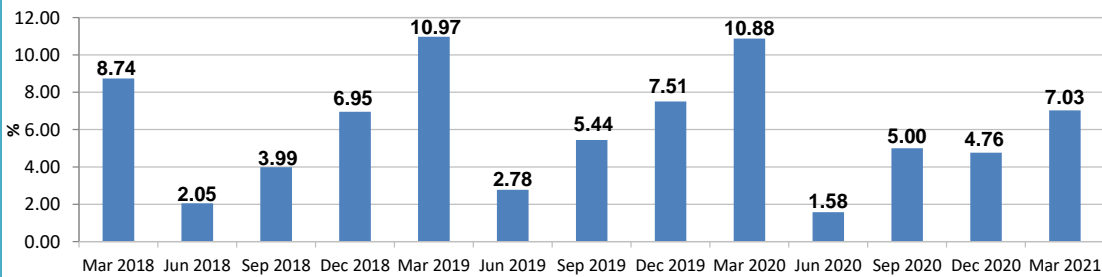
Sickness Rates



Days Lost Through Long- and Short-Term Sickness



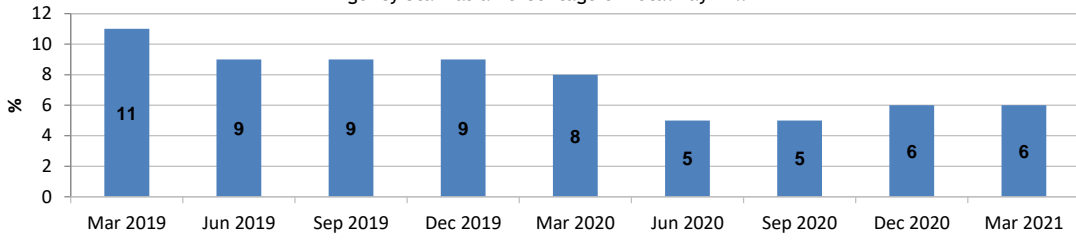
Staff Turnover Rate



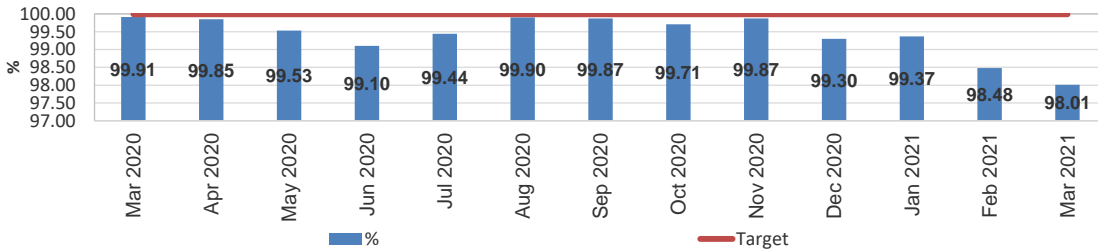
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	No Noticeable Change	Agency spend at the end of each Quarter as a percentage of the total pay bill. From 1st October 2019, the calculation has excluded WCF. The latest out-turn is unchanged from the end-of-Quarter-3 total and is below 2020's end-of-March figure.		
ICT - Local Area Network (LAN) Availability	N/A	N/A	Overall availability in the January-to-March Quarter was 98.90%, down from 99.63% availability in the preceding three months. Overall availability in the 2020/2021 financial year was 99.44%. ICT's target is to achieve 99.99% LAN uptime across all sites.	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 - Critical Application Availability	N/A	N/A	In January and February, there were a number of occasions where there were internet-access issues. Although a workaround became known and was put into effect relatively quickly, it still took a little time to implement on each occurrence. Availability in March, however, was 100%, meaning there was full availability in five of the twelve months from April 2020 to March 2021. ICT's target is to achieve 99.90% uptime for all critical applications.	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.	
CIMU - FOI/EIR and SARs	N/A	N/A	This covers timeliness of responses to Freedom of Information requests, the preparation of Environmental Impact Reports, and responses to Subject Access Requests. FOI performance has declined slightly from 91.2% to 88.5% (just below target of 90%). SARs performance is up from from Q3. It is too early to say if this is a genuine drop in performance, natural variation from quarter to quarter or a settling down of the indicator (only in its third period of monitoring).		

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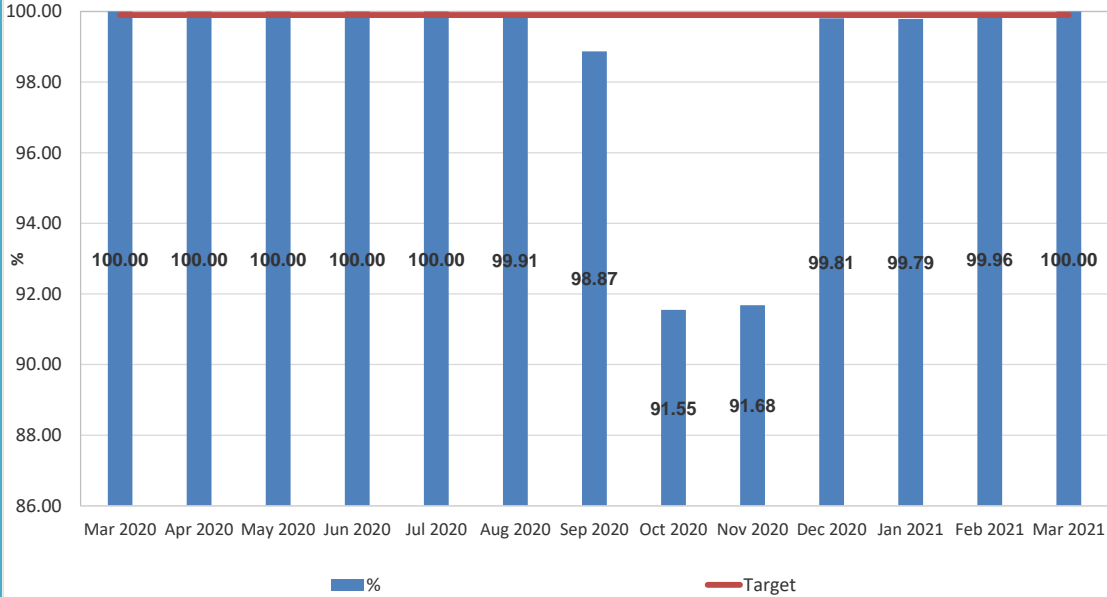
Agency Staff as a Percentage of Total Pay-Bill



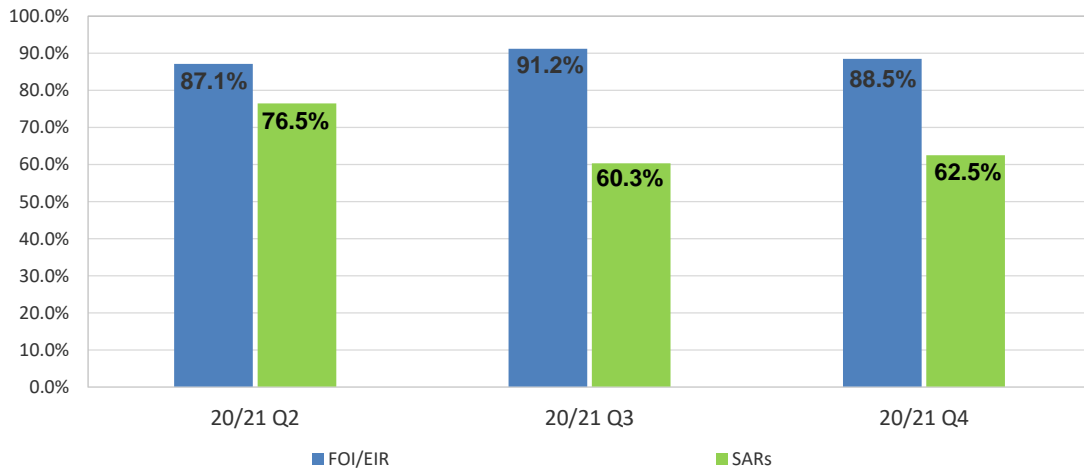
ICT - Local Area Network (LAN) Availability



ICT - Critical Application Availability



CIMU - FOI/EIR and Subject Access Requests



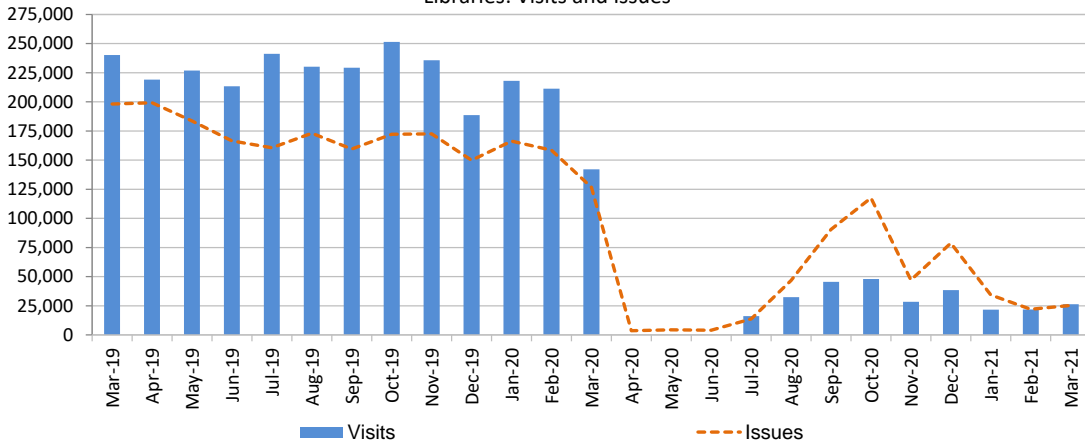
Communities

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	No Status	Visits - N/A Issues - N/A	While a range of on-line events, activities, and services were available throughout Quarter 4, all libraries did remain open, offering pre-booked access to computers and book-collection and book-return services. The overall visits total for 2020/2021 (278,599) equated to 10.7% of the 2019/2020 figure (2,607,445). Issues in 2020/2021 totalled 677,812, equivalent to 32.5% of the total for 2019/2020 (677,812).	From 12th April, libraries have been able to welcome customers back into libraries for browsing and borrowing and for working and studying. Bookable computer sessions and the reserve-and-collect book-ordering service do also remain available. The County Mobile service resumed on 19th April. Work continues to bring back more services into libraries as soon as it is safe to do so. Monitoring of library usage, issues of e-stock and take-up of on-line services, events, and activities remains in place.	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. The 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	2020/2021's total for issues of e-books, e-audiobooks, and e-magazines was 189,909, up 90% compared with 2019/2020's total of 99,925. The 2020/2021 e-issues total was generated by 8,262 different people, an increase in e-borrowers of 67.3% compared with 2019/2020's 4,937 e-borrowers. Enrolments to Digital Membership in 2020/2021 (3,875) were 288.7% higher than in 2019/2020, when the total was 997. □	The expanded e-magazine collection and new e-newspapers selection are now 'live'. We continue to promote our e-book and e-audiobook collections and to work with our suppliers to expand the range of titles and the number of available copies of already-held titles. 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	Worcestershire's figure remains below national, regional, and comparator-authority levels. 2019/2020's figure of £1.80 is seven pence more than 2018/2019's figure but is 47.4% lower than the overall figure for all English local authorities (£3.42) and 42.7% lower than the figure for the County Council's Performance Family (£3.14).	Monitoring of visits and net expenditure can be used to provide a guide to the 2020/2021 out-turn, although the indicator is usually only reported annually once year-end figures have been confirmed.	Cost per visit (net expenditure divided by visits) was once a National Indicator, but can continue to be reported as the relevant data is collated and published annually by CIPFA. 2020/2021 comparisons with other local authorities' figures will be possible upon publication of the 2020/2021 Public Library Statistics, which is likely to be in early-December.

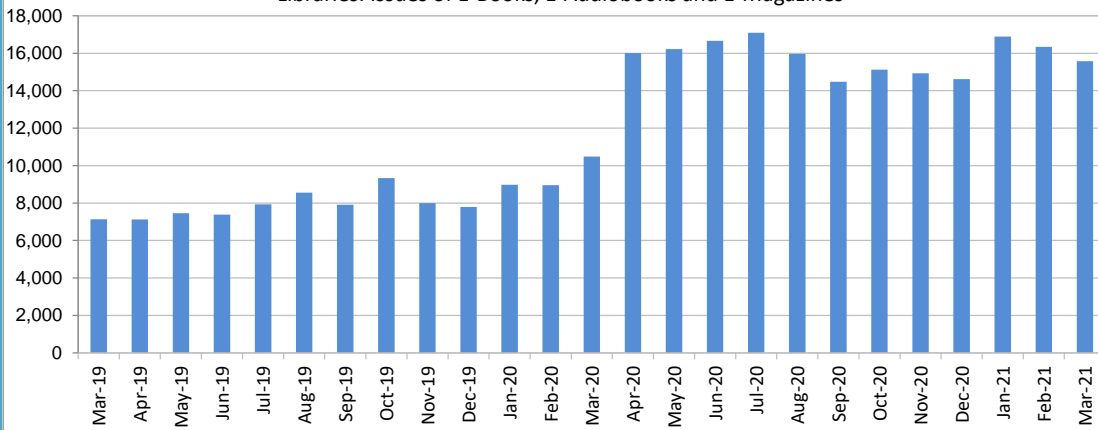
Communities

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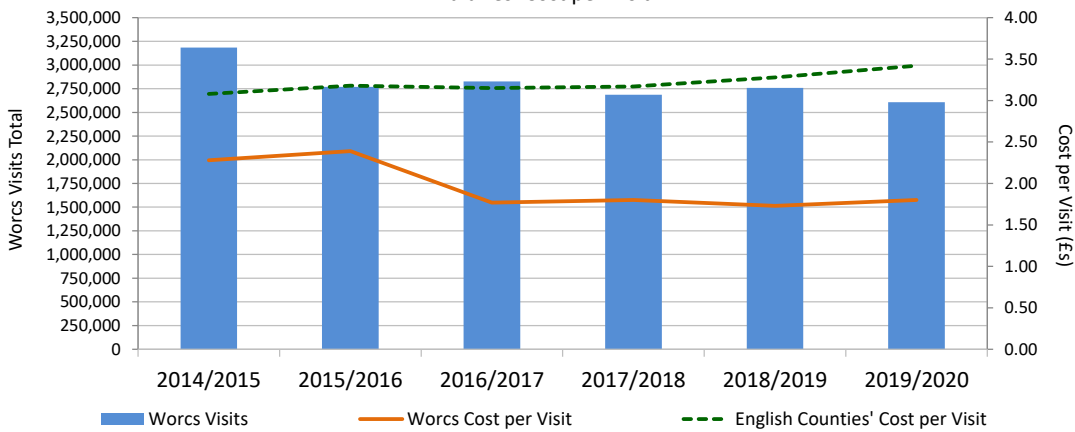
Libraries: Visits and Issues



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



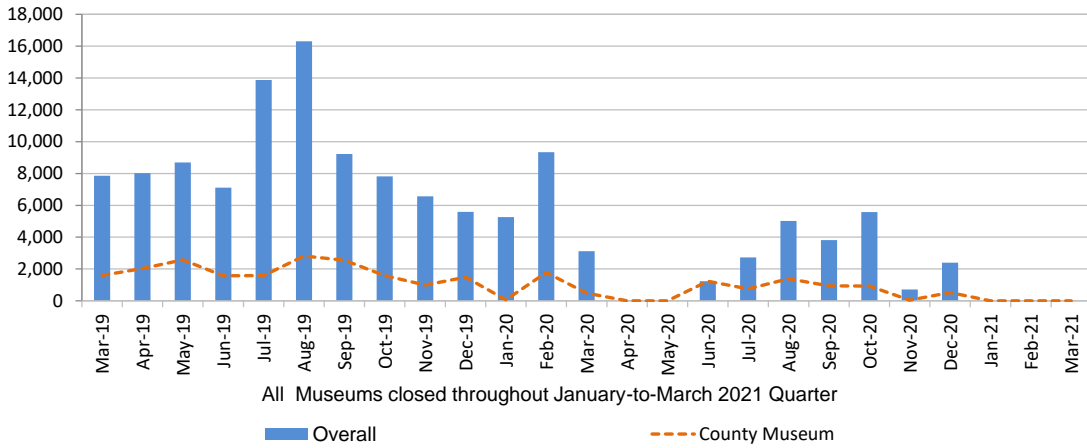
Libraries: Cost per Visit



INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	No Status	N/A	In keeping with the national lockdown regulations, all three museums were closed throughout Quarter 4. The three museums' final physical visits total for the 2020/2021 financial year (21,469) equated to 21.3% of the 2019/2020 total of 100,915. The Museums Worcestershire website, Twitter account, and local press articles provided information and the means to access on-line activities, courses, events, and resources.	Preparations continue for all three museums' re-opening on 17th May, the earliest date set by the government for heritage sites' re-opening. In the meantime, the grounds at County Museum and The Commandery gardens are open for part of April, and the City Museum and Art Gallery shop is open for three days a week. On-line activities, talks, courses, and exhibitions continue to be staged.	Re-opening of all three museums on 17th May will be in accordance with government regulations. The planning of exhibitions and events will have to take into account the need to comply with social distancing rules. Any limits on building capacity, staging of events, and group bookings is likely to have an impact on admissions and retail income.
Countryside Standards Achieved	Green	Improving	The percentage of Site Standards met at the end of the 2020/2021 financial year was an above-target 88%, up from 83% at the end of Quarter 3 (83% was also the end-of-year figure in 2019/2020). The improvement in Quarter 4 was anticipated, building on the work begun in Quarter 3 to address the wear and tear generated by increased use of sites in spring and summer 2020 and the expected impact of winter weather.	Work continues to maintain and improve all sites. Monitoring and reviews of working practices and site management (including monitoring use of sites) ensure compliance with all Ministry of Housing, Communities & Local Government regulations concerning the management of green spaces. The regulations were last updated on the www.gov.uk website on 30th March.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors will continue.

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Museums Worcestershire: Visits



Countryside Site Standards Achieved

