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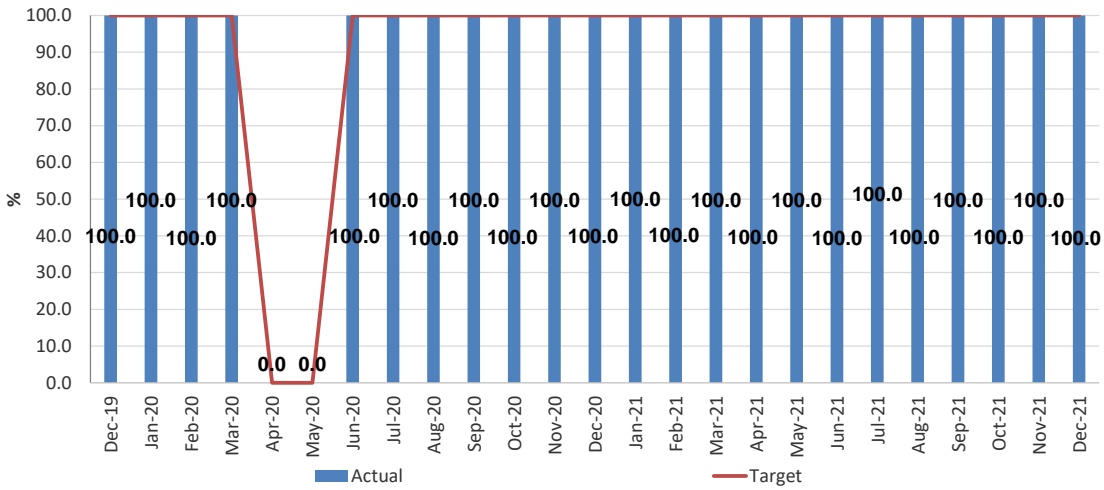
Registration and Coroner's

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Birth registration appointments within 5 working days	Green	No Noticeable Change	<p>Although between Christmas and New Year priority was given to the registration of deaths, anyone contacting the service in December in order to register a birth was offered a convenient appointment within 5 working days. The facility for the public to book birth appointments on-line was restricted for three weeks in July, but was made fully-available again in August and has remained so since then.</p>	<p>The General Register Office regulations effective from 1st April 2020 remain in place until further notice, but will be subject to a further major review in March 2022.</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.</p>
Ceremonies (marriages and civil partnerships)	No Status	N/A	<p>The dip in ceremonies held in November and December suggests that, after the surge in demand that followed the staggered relaxation of restrictions earlier in 2021, the normal seasonal pattern (fewer ceremonies in the winter months) is being established. The April-to-December 2021 total (1,697) was more than three times that for the same period in 2020 (556) and above the April-to-December totals for 2019 (1,607) and 2018 (1,669).</p>	<p>The volume of notice-of-marriage appointments continues to be monitored and couples are still advised to liaise with their venue (the number of ceremony attendees at venues may still be limited) and are being told about the new registration procedures they must follow to comply with the Civil Partnerships, Marriages and Deaths Act, which came into force in May 2021.</p>	<p>Any changes to national and/or local regulations and guidance will be publicised via the website, social media, and local media and during the course of discussions with couples.</p>

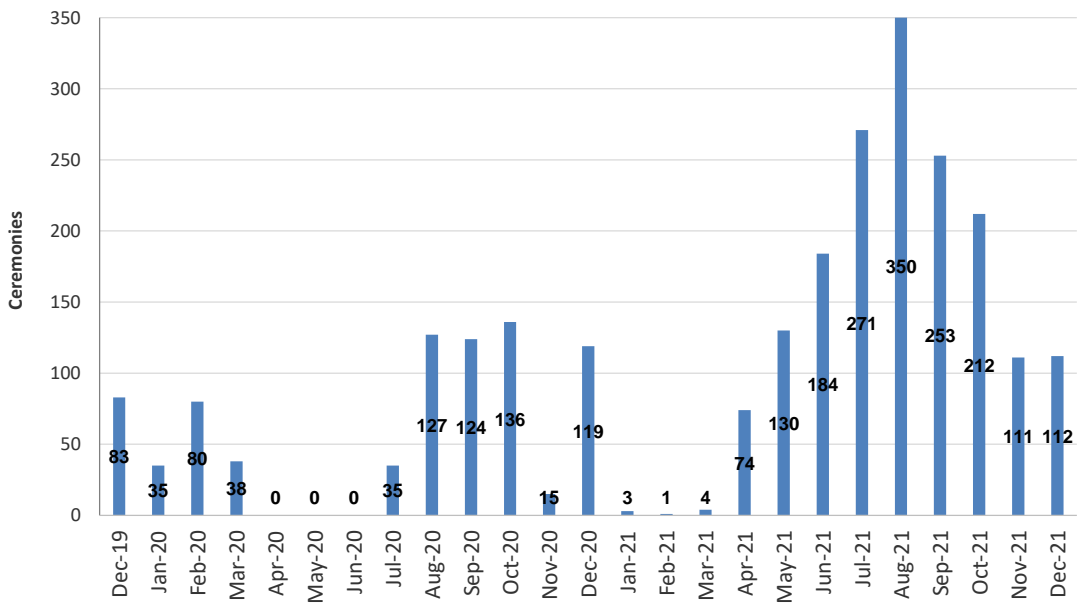
Registration and Coroner's

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Birth Registration Appointments Within 5 Working Days



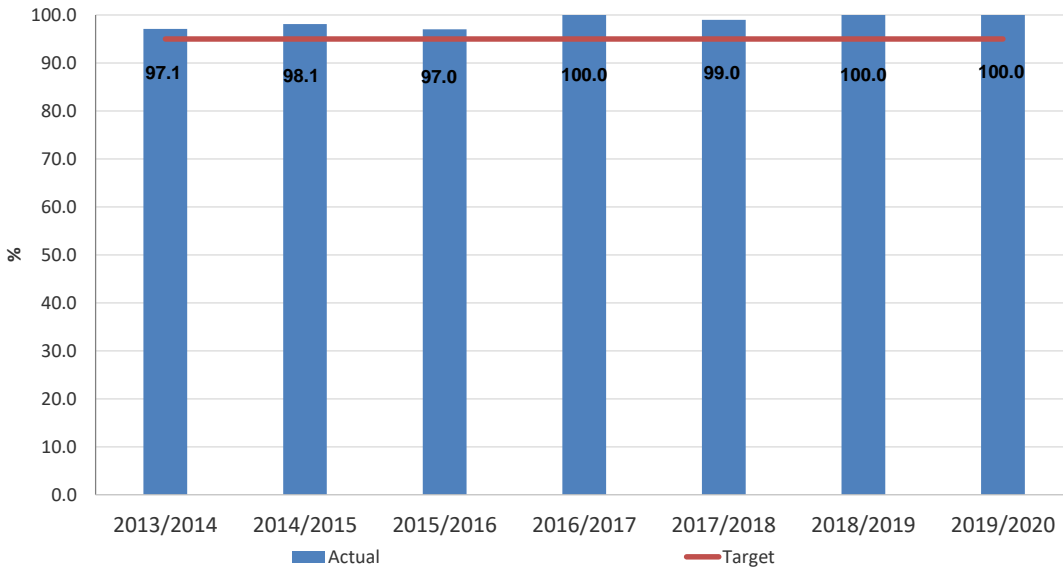
Ceremonies (marriages and civil partnerships)



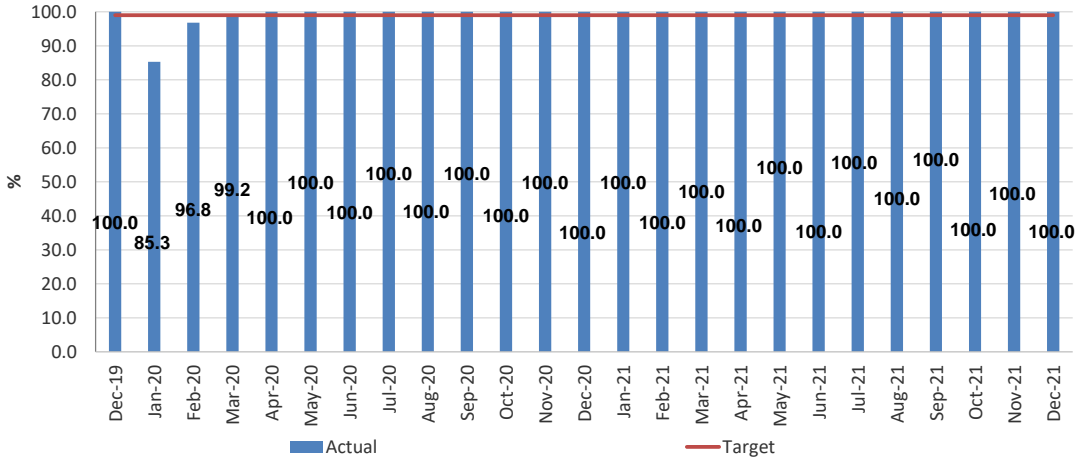
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Customer Satisfaction	Green	No Noticeable Change	<p>General Register Office requires annual user surveys to be held, but due to the COVID-19 pandemic, discretion has been given to each Registration Service to judge the best time and method to undertake its 2021/2022 exercise. Current demands on the service mean it is likely to be early 2022 before they are conducted. In the last survey (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>Between Christmas and New Year, service priority was given to the registration of deaths. Consequently, all those requesting an appointment to register a death during that period were offered a suitable appointment within 2 working days. The same does, however, also apply for the remainder of the month and, indeed the rest of the financial year. 2021/2022's out-turn so far matches the 100% of 2020/2021.</p>	<p>The death-registration arrangements in place since the onset of the COVID-19 pandemic continue. 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. Adjustments are made to appointment calendars to increase availability and daily monitoring was in place.</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



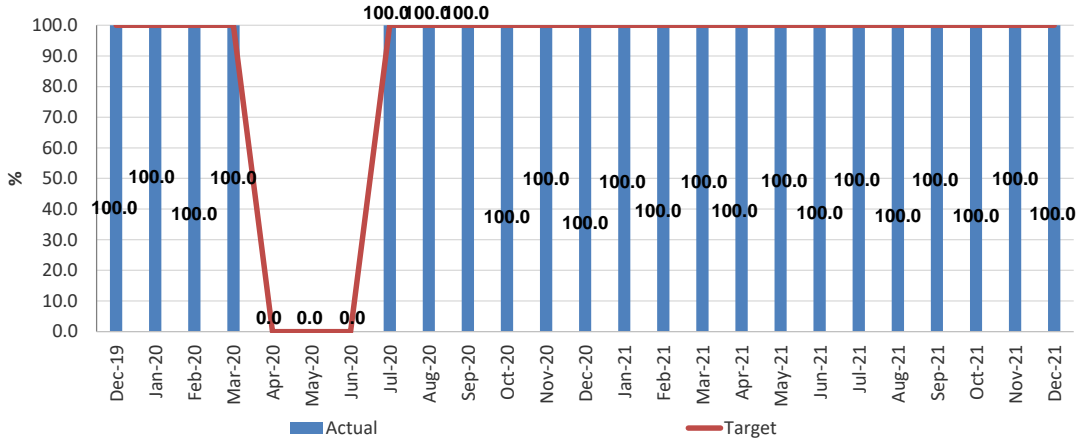
Death Registration Appointments Within 2 Working Days



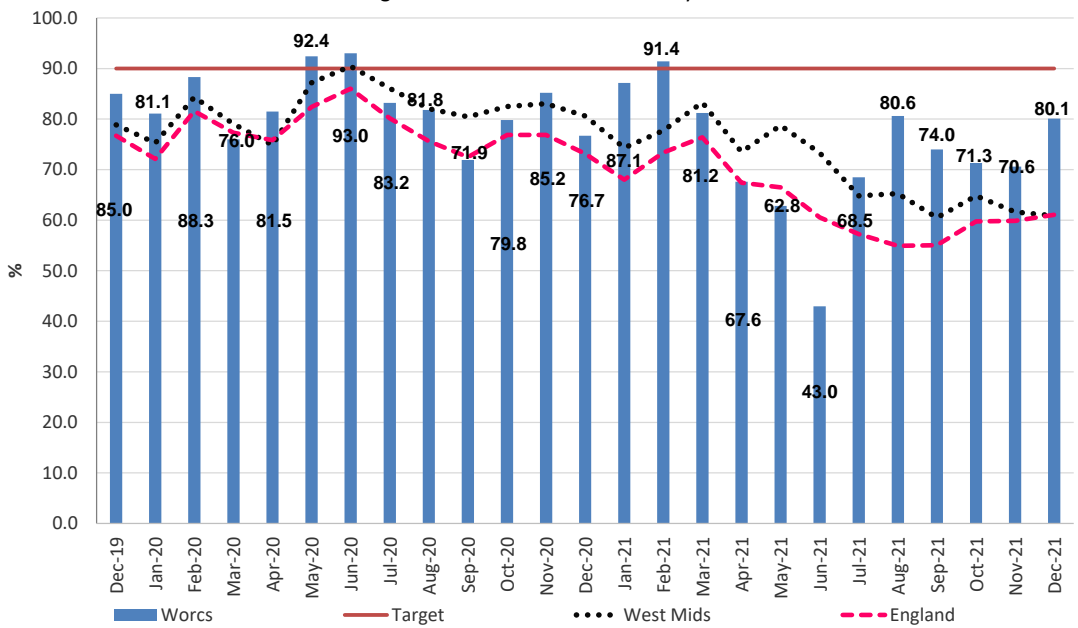
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Marriage/civil partnership notice appointments within 10 working days	No Status	No Noticeable Change	So far in 2021/2022, all couples seeking a marriage/civil partnership notice appointment have been offered one within 10 working days. The lifting of the remaining restrictions on attendee numbers on 21st June 2021 precipitated a sharp increase in the number of partnership requests received, but November's and December's ceremonies figures suggest a drop in ceremony requests that is in keeping with winters prior to 2020	Availability of bookings continues to be monitored, with priority still being given to imminent ceremonies. At Evesham and Redditch, one of the Registrars is detailed to offer notices of marriage for foreign nationals one day a week in addition to undertaking general appointments.	Guidance and web pages will be updated to inform residents of how any future changes to central government measures will affect the staging of ceremonies or receptions.
Registration of deaths within 5 days	Red	Deteriorating	December's percentage of deaths registered in five days was 80.1%, the highest out-turn since August's 80.6%. December's percentage was also higher than those for the West Midlands region (60.9%) and for England (60.1%). The improvement was in part due to additional staff being made available to process death registrations, but there was also improved support from GPs following recent months' efforts to get them to process the relevant paperwork more quickly. Locally, the number of deaths registered in December (427) was 39.7% greater than the county's three-year (2017 to 2019) December average of 306.	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. 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. Any easing of the ban on face-to-face meetings to register deaths is not expected to impact on performance. Work will continue with Practice Managers to ensure GPs are aware of the importance of prompt processing of the necessary paperwork.	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	The suspension of face-to-face still-birth registrations previously imposed by General Register Office (GRO) applied throughout quarter 3, but as long as the required paperwork was in place, nobody had to wait more than two days for a telephone appointment. At the end of each working day, there was always some appointment availability on the next working day.	Quarter 3's arrangements remain in place. Daily monitoring of appointment calendars and prioritisation of the registration of all deaths (including still-births) ensures that as long as the required paperwork is in place, nobody has to wait more than two days for a telephone appointment. Appointments are booked for either the same day the request is received or the next day, provided the required information was supplied.	General Register Office (GRO) measures and procedures currently operating in respect of registering deaths and still-births will remain in force until further notice. Local arrangements and practices will be reviewed in light of any easing of provisions in the Coronavirus Act 2020, changed GRO guidance, and/or feedback from service users and staff.

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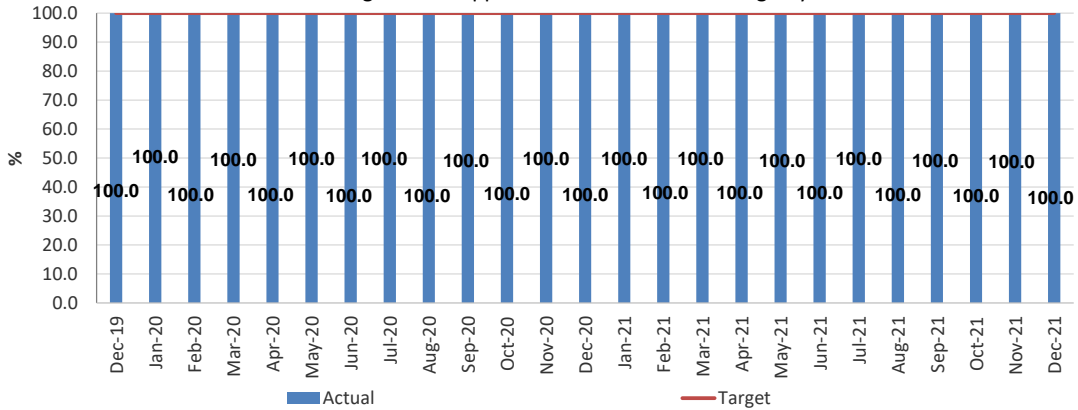
Marriage/Civil Partnership Notice Appointments Within 10 Working Days



Registration of Deaths Within 5 Days



Still-Birth Registration Appointments Within 2 Working Days



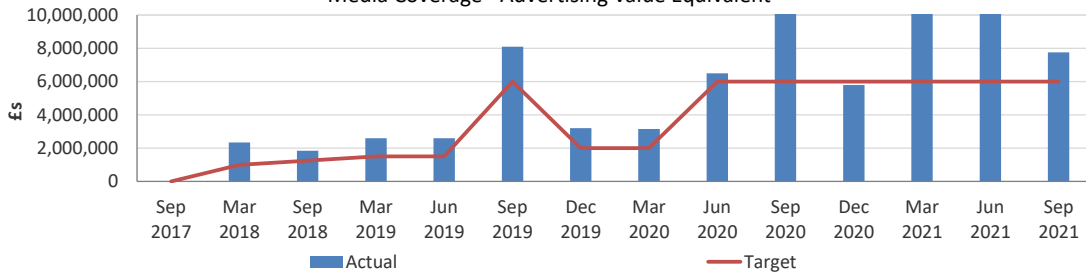
Communications and Consumer Relations

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 the July-to-September 2021 quarter, with a figure of £7.7m. The annual target is £6 million. Delivery is well-above-target performance.	Focus on effective media relations and proactive planning.	Proactive media.
Increase proactive engagement with the media	Green	Improving	The latest-available data relates to 2021/2022 quarter 2, during which performance reached 66%, continuing the upward trend in performance from previous quarters. The target is 66%.	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 latest staff survey, which ran from 7th February to 7th March inclusive, was the first since September 2020's due to WCC's COVID-19. The September 2020 survey received an above-target 70% response.	Survey responses are currently being processed ready for production of a summary report.	Survey outcomes will be shared and the regular all-staff briefings will be used to share progress.
Compliments received	No Status	N/A	84 compliments were received in the October-to-December quarter, an increase of 2 (2.4%) compared with the number received in the preceding three months, but 14 (14.3%) less compared with the 98 received in October, November, and December 2020.		
Stage 2 Children's Social Care complaints completed inside 65 days	Green	Improving	All complaints in the October-to-December quarter were completed within the prescribed timescale, maintaining recent quarters' trend of continuous improvement and ensuring an above-target outcome (the target is 90%).	Stage 2 investigations are managed by the Consumer Relations Team. Investigations can be subject to delays due to factors outside the Team's control.	

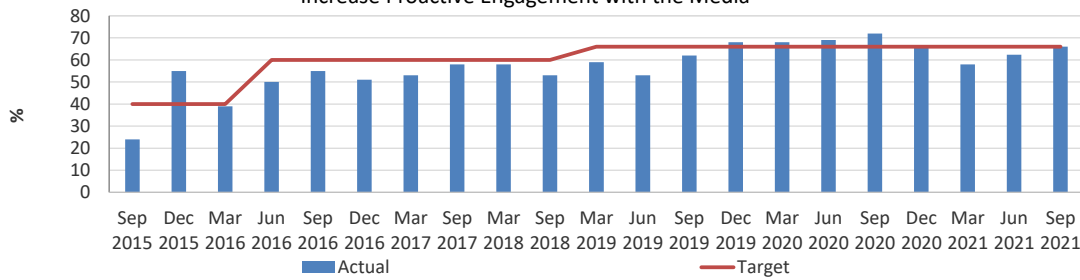
Communications and Consumer Relations

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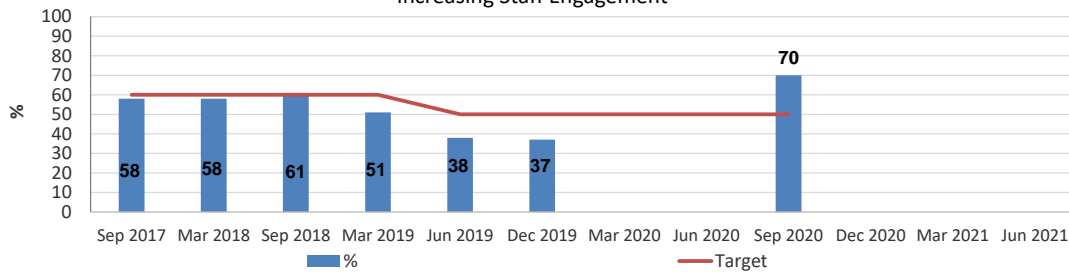
Media Coverage - Advertising Value Equivalent



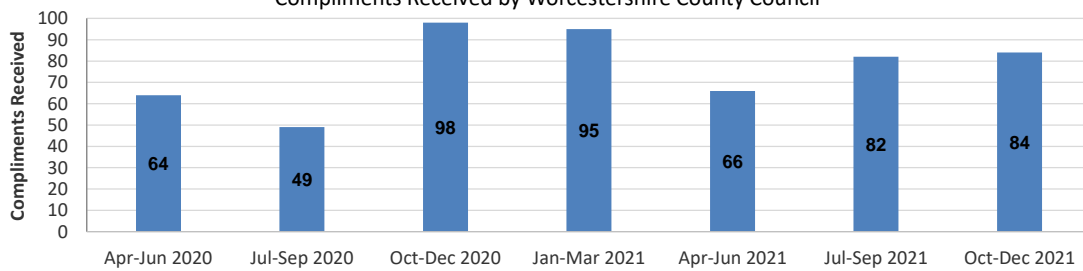
Increase Proactive Engagement with the Media



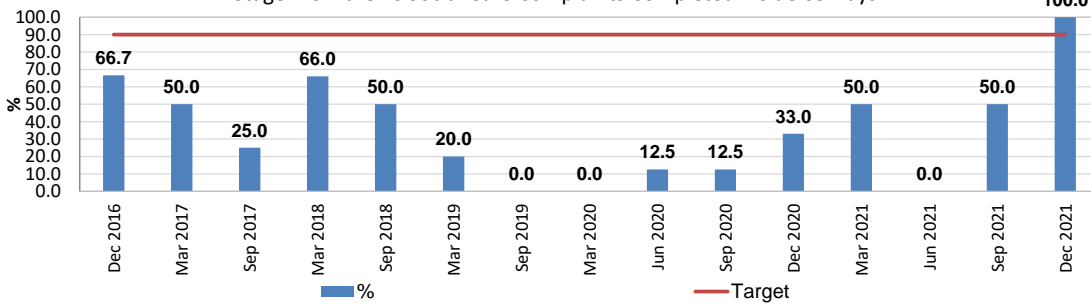
Increasing Staff Engagement



Compliments Received by Worcestershire County Council



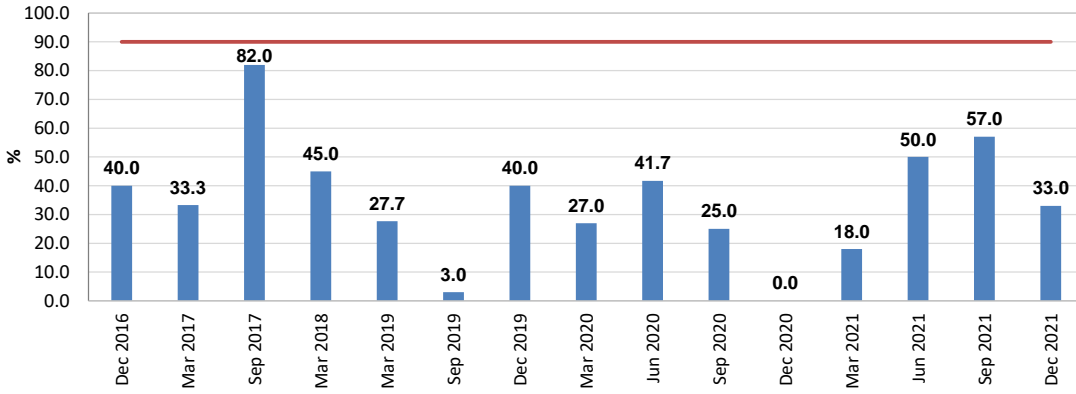
Stage 2 Children's Social Care Complaints Completed Inside 65 Days



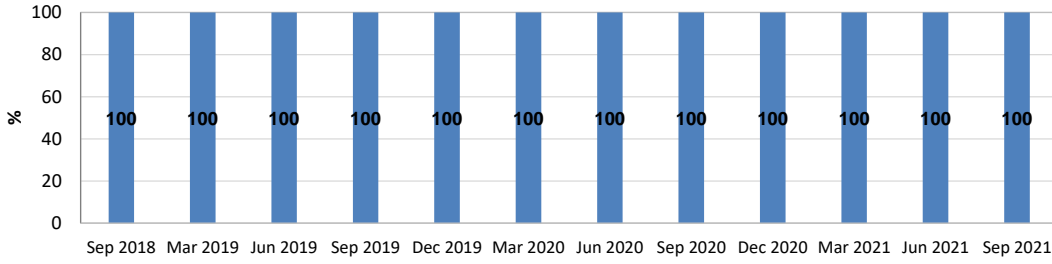
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Stage 2 corporate complaints in 25 days	Red	Deteriorating	Stage 2 investigations are managed by the Consumer Relations Team. After the two preceding quarters' improving out-turns, performance in the October-to-December quarter declined to 33%.	Recent quarters' complaint responses have exceeded completion limits due to a variety of reasons. For example, an investigator fell ill during one and was unable to continue. In another case, a complainant took seven weeks to agree his record of complaint. Another investigation required the input of a Parish Council and involved 14 complainants.	Monitoring will continue of response times, time needed to identify sources of information, workloads, and resilience due to annual leave.
Strategic Leadership Team complaint reports provided on time	Green	No noticeable change	All reports submitted in the July-to-September quarter were on time, maintaining the customary 100% level of performance in respect of this measure.	N/A	N/A
Traffic across social-media channels	Green	Improving	The latest available data for this indicator is that for quarter 2 of 2021/2022. Recent quarters' out-turns have been 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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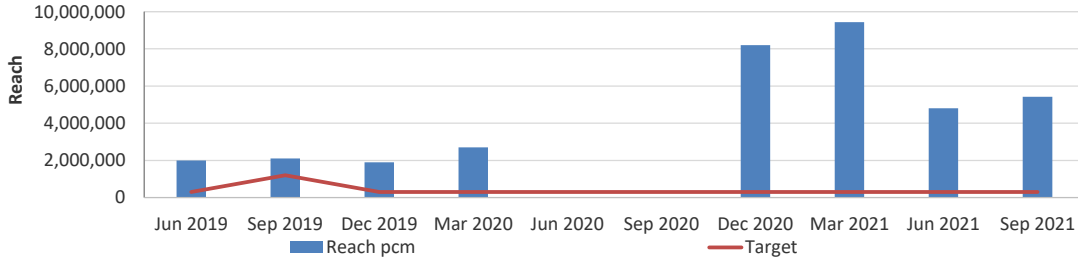
Stage 2 Corporate Complaints Completed in 25 Days



Strategic Leadership Team Complaint Reports Provided on Time



Traffic Across Social-Media Channels



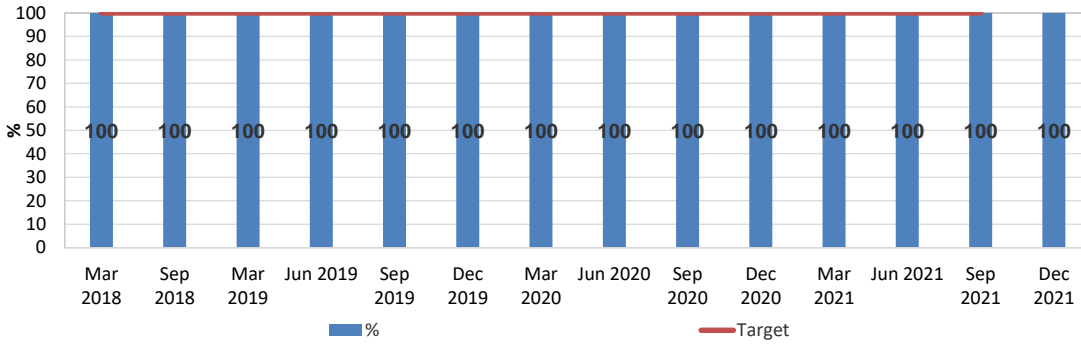
Management Information Analytics and Research

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 to ensure the reports meet customer requirements.
Balanced Scorecard reported on time	N/A	N/A	March 2020 is the latest formal update of the BSC. BSC were paused due to COVID-19 response requirements.	A 2020/21 end of year performance summary was presented to Performance Board in June 2021.	New risk and performance management approaches are in development and will go live during 2021/22. KPI framework under development based upon current Service Plans, mapped to Corporate Plan priorities. Aim to report using new framework in Q1 2022/23.
Customer Satisfaction with Management Information & Analytics team	Green	No noticeable change	The most recent survey result is from the summer 2021 and demonstrates the team has maintained a high level of customer satisfaction throughout the pandemic.	Completion of survey and production of report, which will include qualitative feedback as well as an overall satisfaction rating.	Reviewing customer feedback and any suggestions for improvements to services, to be followed by implementation of agreed improvement actions and inclusion of satisfaction data in future performance reports.

Management Information Analytics and Research

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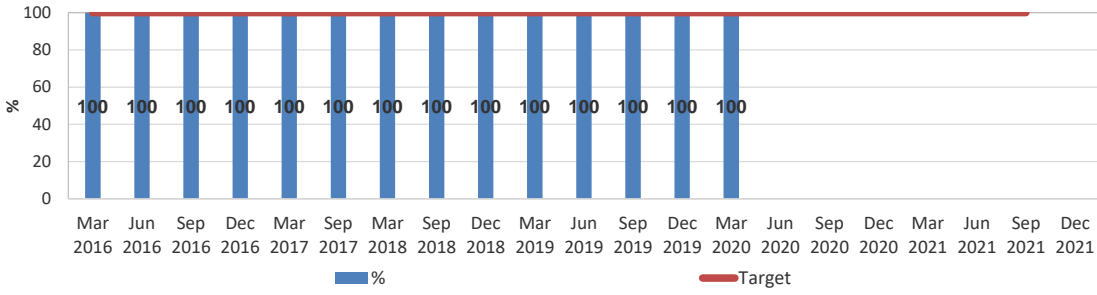
Strategic Leadership Team/Directorate Leadership Team Reports Completed on Time



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— Target

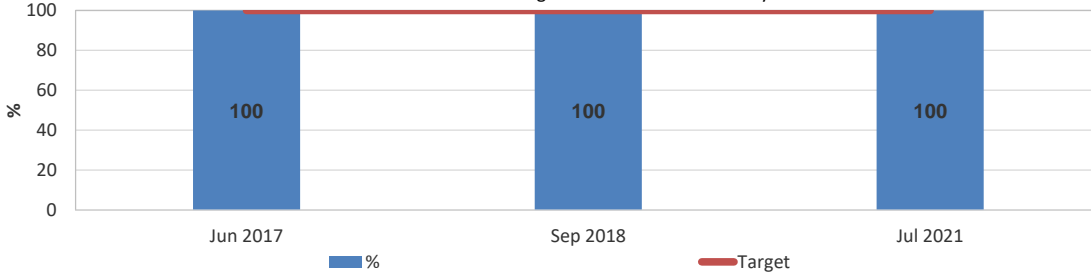
Balanced Scorecard and Risk Register Reported on Time



■ %

— Target

Customer Satisfaction with Management Information & Analytics team



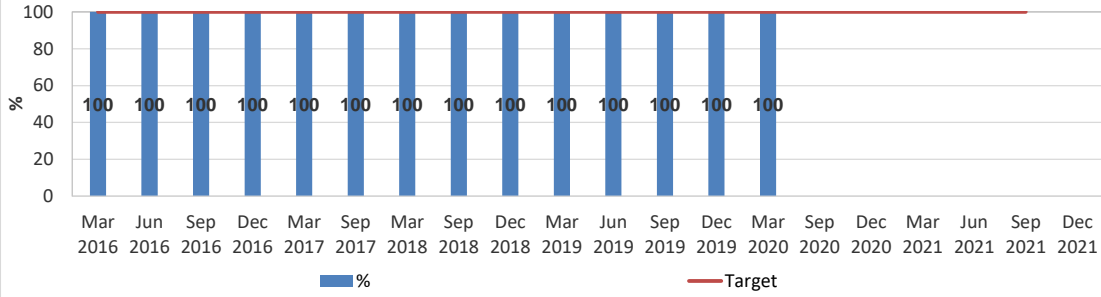
■ %

— Target

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. First report due Q1 2022/23.
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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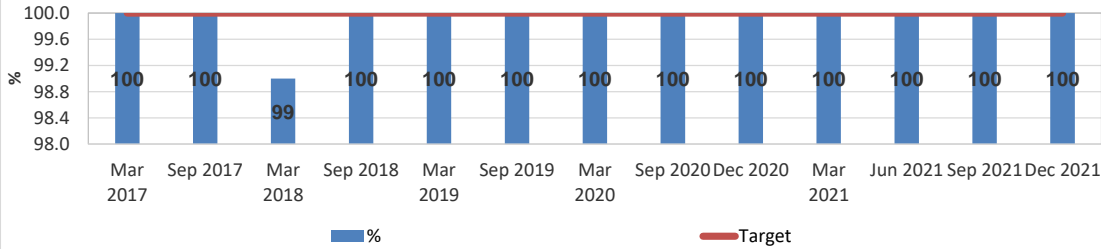
Maintaining Public Performance Information on the Worcestershire County Council Website



Statutory Returns Completed on Time



Statutory Returns Meeting Quality Requirements



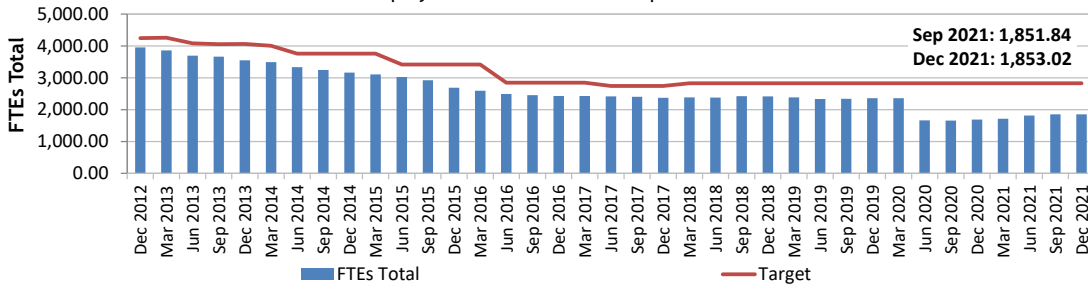
HR, ICT and Corporate Information Governance Team

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Employees - Actual Full-Time Equivalents	N/A	N/A	FTEs at the end of 2021 equated to 1,853.02, the highest quarter-end figure since March 2020's and up 0.6% from 1,851.84 on 30th September. Changes in headcount from quarter to quarter will always reflect some of the initiatives active 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.	
Sickness Rates	Amber	Deteriorating	At the end of quarter 3 of 2021/2022, there had been an average of 6.55 days sick per person [FTE] in the financial year, up from 3.87 in the previous quarter.	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. 2021/2022's quarter 2 long-term absences totalled 3,914 days, up 25.6% compared with 3,116 days in quarter 3 of 2020/2021. Short-term absences in 2021/2022 quarter 3 (1,039.50 days) rose 165.9% from 391 days in quarter 3 of 2020/2021.	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	This relates to leavers in the financial year as a percentage of the workforce. The latest figure of 6.3% is up from 30th September's 3.68%. The figure at the end of 2020/2021 quarter 3 was 4.64%; at the end of December 2019 it was 7.51%; twelve months prior to that it was 6.95%.		

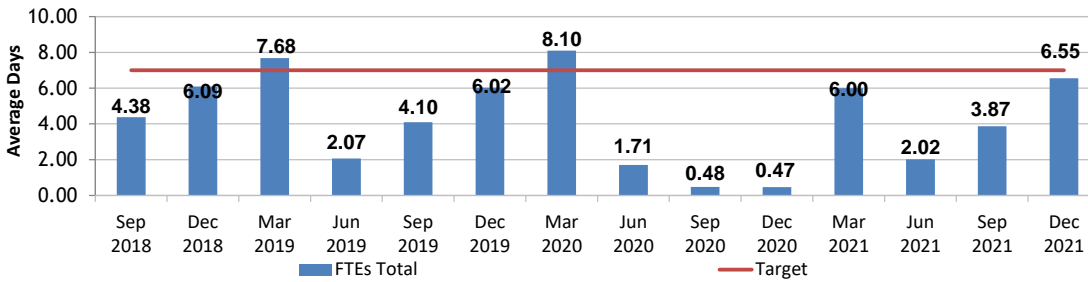
HR, ICT and Corporate Information Governance Team

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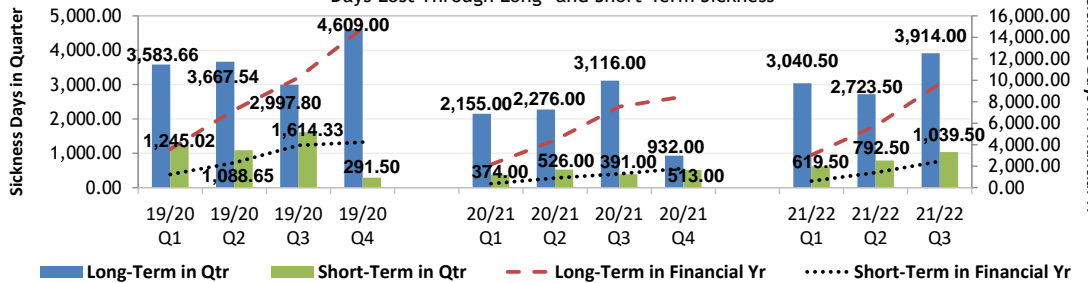
Employees - Actual Full-Time Equivalents



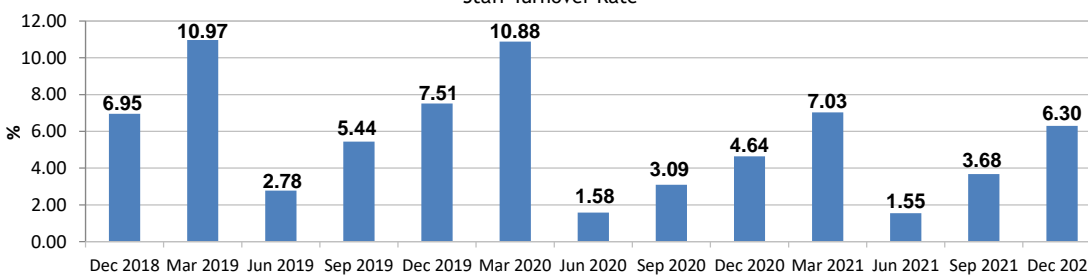
Sickness Rates



Days Lost Through Long- and Short-Term Sickness



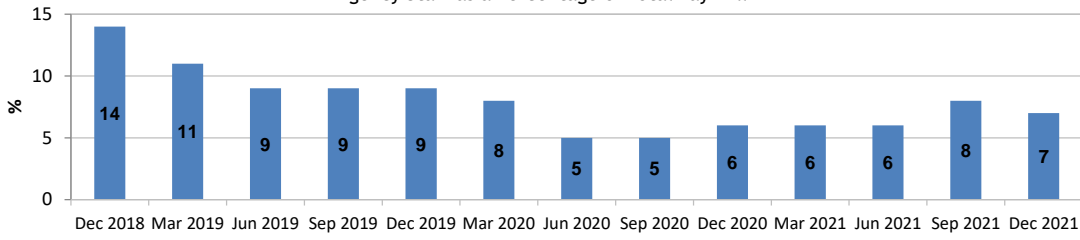
Staff Turnover Rate



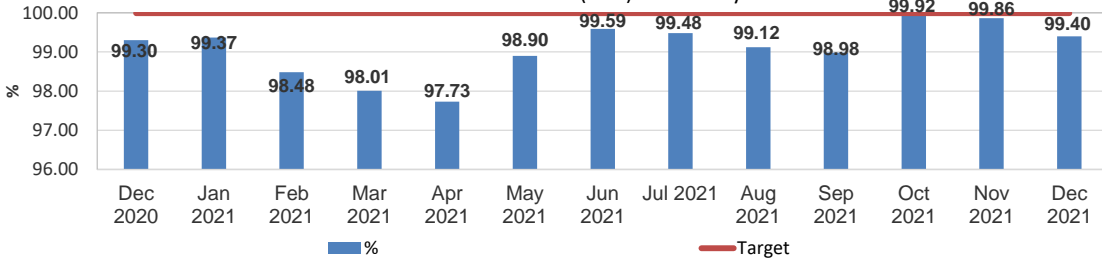
INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Cost of agency staff as a percentage of the total pay-bill	N/A	No Noticeable Change	Agency spend at the end of each quarter as a percentage of the total pay bill. Since 1st October 2019, the figure has excluded WCF. The end-of-quarter-3 figure of 7% was below quarter 2's 8%, but above all other out-turns since March 2020.		
ICT - Local Area Network (LAN) Availability	Amber	Improving	Availability in the October-to-December quarter was 99.73%, up from 99.19% in the previous quarter. The 2020/2021 financial year's figure was 99.37%. The target is for 99.99% Local Area Network (LAN) uptime across all sites, so the last quarter's out-turn was slightly below target.	LAN infrastructure availability across all sites is based on a 24x7x365 business need. Monitoring of network hardware (switches) is achieved via the SolarWinds application. Instances where the cause of non-availability is beyond WCC control are included in calculations.	
ICT - Critical Application Availability	Green	Improving	The target is for 99.90% uptime for all critical applications. Full availability was maintained throughout October, November, and December 2021. The impacts of any issues relating to critical applications are monitored through the logging of Priority 1 support calls., of which there were none in the October-to-December quarter.	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.	
Corporate Information Governance Team - FOI/EIR and SARs	Green	Improving	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 steadily improved over the latest three quarters for which data is available, and is now well above the target of 90%. SARs performance has also improved quarter on quarter in the last year and is above 70% for the first time since September 2020.		

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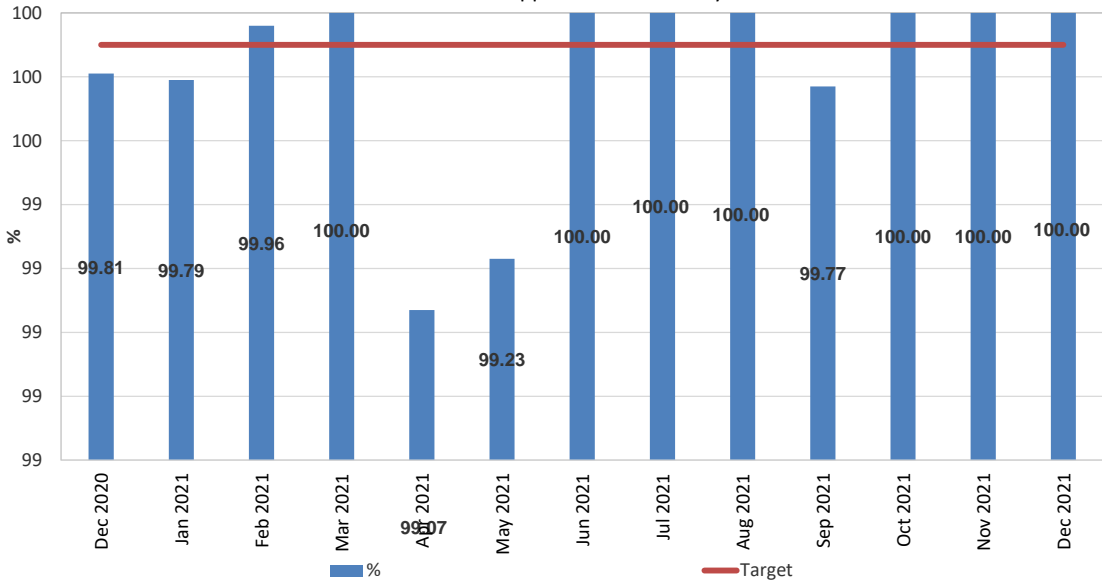
Agency Staff as a Percentage of Total Pay-Bill



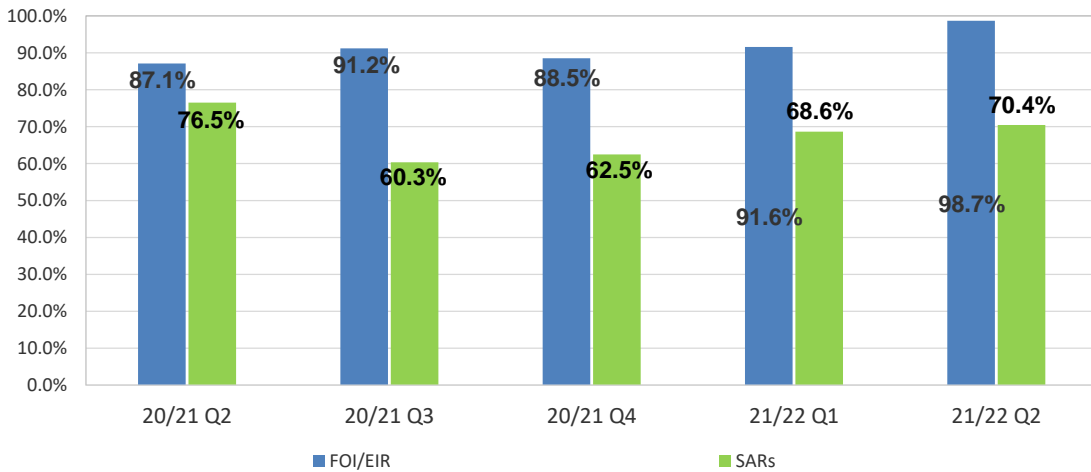
ICT - Local Area Network (LAN) Availability



ICT - Critical Application Availability



CIMU - FOI/EIR and Subject Access Requests (SARs)



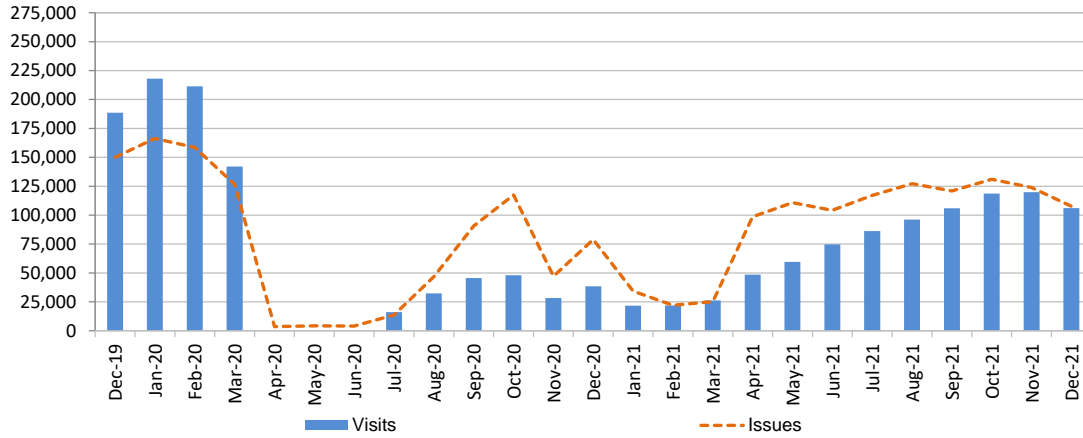
Communities

INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Library Visits Library Issues	No Status	Visits - N/A Issues - N/A	December's countywide visits total of 106,145 equated to 56.3% of the county's December 2019 figure of 188,627. Issues in the same month (107,651) equated to 72% of the December 2019 figure of 148,095. Available national benchmarking data from Libraries Connected suggests that, compared with two years previously, the county's visits total for December was above the national level of 50%, but the issues total was below the national level of 79%.	Libraries continue to expand the range of on-site services in line with national, local, and corporate guidance. These include hosting meetings of social connecting groups, children's activities, adult learning courses, digital support, and employability sessions. Libraries are also now the 'home' of Worcestershire Business & Intellectual Property Centre, which provides free and accessible advice, information, and resources to help businesses.	Libraries will continue to be opened and operated in line with all national and local guidelines so that customers and staff are safe. Any temporary or permanent changes to opening hours will be promptly publicised. The opt-in e-mail service will keep members better informed about new library services and plans for the Service's future, as well providing a feedback facility.
Library Issues: e-books, e-audio books, e-magazines, and e-newspapers	No Status	E-issues increasing	Based on the overall April-to-December e-issues total of 189,648, the projected total for the financial year is 250,000, which would represent a 31.6% increase on 2020/2021's total. Quarter 3 saw the three highest ever calendar-month e-issues totals. E-newspapers became available for loan at the start of April. By the end of December, they had generated 54,156 issues, equivalent to 28.6% of this financial year's e-issues.	Promotion of the e-library continues, as does work with the e-book and e-audiobook supplier 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 the on-line collections, which include health and well-being titles.	Monitoring of e-issues and the number of active users (including new users) will continue as a means of tracking the appeal to residents of the e-collections and the effectiveness of promotional campaigns, as well as providing evidence to support any review discussions with the service providers (BorrowBox for e-books, Overdrive for e-magazines, Press Reader for e-papers).
Cost per library visit	No Status	No noticeable change	Confirmation of the 2020/2021 figure is awaited, CIPFA's Public Library Statistics for the year having not yet been published. Worcestershire's 2019/2020 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.

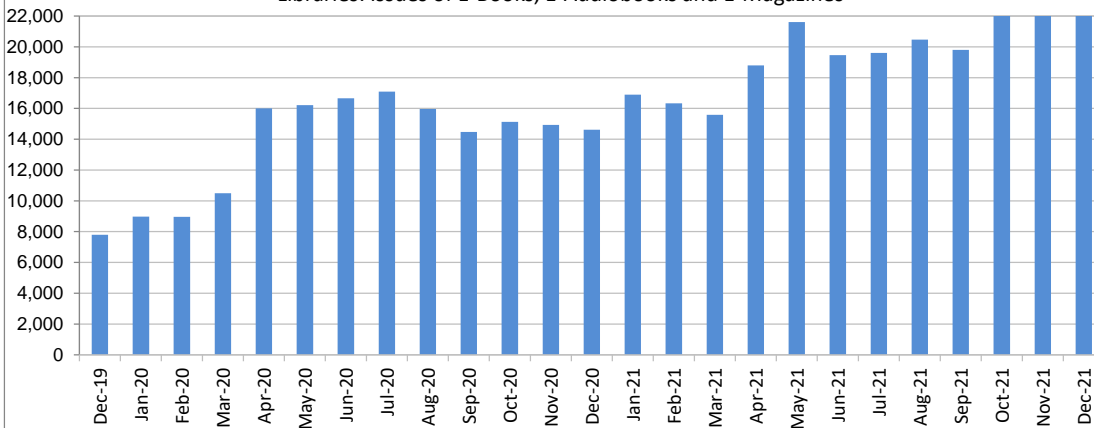
Communities

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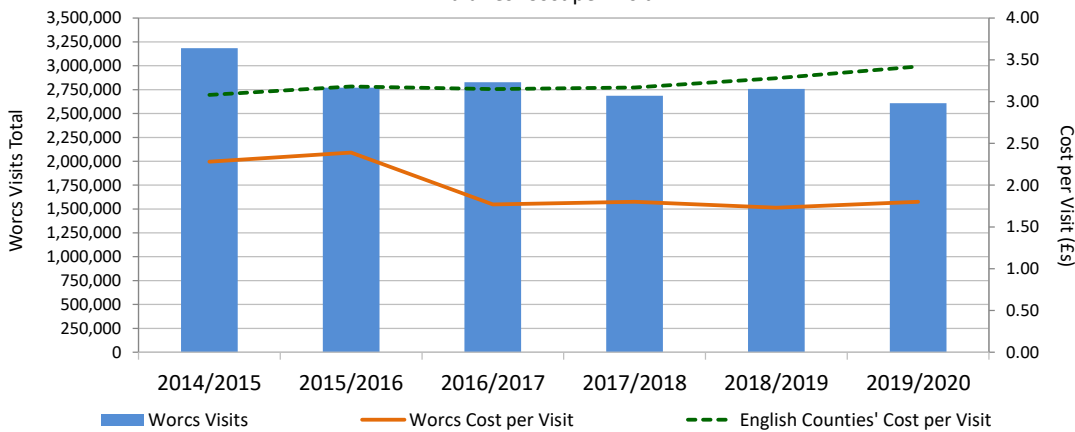
Libraries: Visits and Issues



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



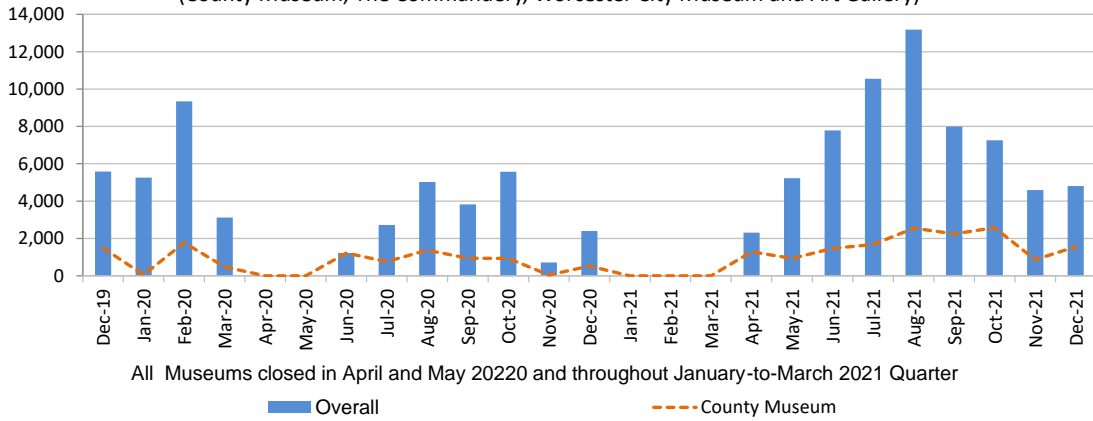
Libraries: Cost per Visit



INDICATOR TITLE	RAG	DIRECTION OF TRAVEL	PERFORMANCE DETAILS	CURRENT ACTIVITY	FUTURE ACTIVITY
Museum Visits	No Status	N/A	County Museum had its busiest December in terms of visits for seven years. 553 (35.6%) of the month's overall visits figure of 1,555 were to events and exhibitions, which included 'Christmas at the Castle' over the weekend of 4th and 5th. Visits to County Museum from April to December (15,161) equated to 88.2% of the total for the same period in 2019 (17,185). The equivalent April-to-November percentage was 86.7%.	County Museum is closed until 1st February. This traditional January closure will allow maintenance work to be carried out on buildings, grounds, and collections and will facilitate the setting up of the new exhibition (Captivating Costume: Three Centuries of Fashion), which will open on 1st February. This new exhibition and all half-term events and activities are being widely promoted. School outreach visits continue.	Work will continue with the Hartlebury Castle Preservation Trust to further promote the whole site, which is accredited by the Visit England Visitor Attraction Quality Scheme for the high standard of the museum and visitor experience.
Countryside Standards Achieved	Green	Improving	The percentage of Site Standards met at the end of the third quarter of this financial year was below the 88% attained at the end of quarter 2, but ensured performance for the year remains above-target. The autumn/winter weather impacted on the quarter 3 out-turn, but the regular programme of inspections, groundworks, and repairs ensured signs and notices, buildings, site furniture, and trails have been maintained.	Monitoring and reviews of working practices and site management (including monitoring use of sites) continues. This will ensure compliance with all Ministry of Housing, Communities & Local Government regulations concerning the management of green spaces, last updated on 13th December.	Monitoring and addressing of issues arising from inspections of sites or raised by visitors will continue.

GRAPH

Museums Worcestershire Visits
(County Museum, The Commandery, Worcester City Museum and Art Gallery)



Countryside Site Standards Achieved

